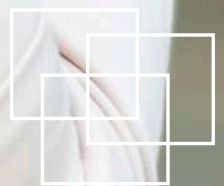




International
Labour
Organization



**Women in business
and management:
Survey Report for
Antigua and Barbuda**



ACT/EMP
Bureau for employers Activities

Women in business and
management: survey report
for Antigua and Barbuda

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Preface

The International Labour Organization (ILO) places great emphasis on promoting productive and decent employment as the best and most sustainable way of reducing poverty. Decent work means productive work that generates an adequate income, in which rights are protected, with adequate social protection, and where social dialogue is respected. Achieving gender equality and non-discrimination is a vital part of the ILO Decent Work Agenda and the Women at Work Centenary Initiative, which aims to better understand and identify innovative, effective actions towards securing a better future for women at work. Making women aware of their rights and combating discrimination in the labour market are central components of the ILO's work on women's entrepreneurship. Achieving gender diversity is increasingly seen as necessary for competitive business performance as a growing body of evidence shows successful companies have a large proportion of women in senior management roles.

Following from the 2017 Caribbean Women in Business and Management report, the ILO Bureau for Employers' Activities (ACT/EMP) conducted an additional survey of companies in Antigua and Barbuda to provide detailed and consolidated data on the status of women in business and management. This report for Antigua and Barbuda is part of the Bureau's global initiative on women in business and management which has generated evidence-based research and raised awareness on the business case for women in management in countries across the world.

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 employer and business membership organizations (EBMOs), companies, Governments and other stakeholders to take a proactive and considered approach to achieving this goal. We welcome the Pledge and Commitment Statement signed by the President of the Antigua and Barbuda Employers' Federation (ABEF) and the Director of Gender Affairs at the Ministry of Social Transformation, Human Resource Development, Youth and Gender, in which they committed themselves to enhance their efforts to understand the realities, challenges and opportunities facing women in business and management and to design programmes that facilitate an enabling environment for gender equality and non-discrimination.



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Message from the Antigua and Barbuda Employer's Federation

This is the first Women in Business and Management Survey report for Antigua and Barbuda. The report provides stakeholders in the community – media, funders, business support organizations, elected officials, service providers, customers, and women themselves – with information and intelligence that can inform practices, policies and advocacy efforts that encourage the professional development of women in our society.

The Antigua and Barbuda Employers Federation (ABEF) is proud to provide data recognizing the realities, challenges and opportunities facing women in business and management in Antigua and Barbuda.

Such data can help unleash heightened critical thinking for creating more opportunities to support and enhance the advancement of more women into senior and executive management and leadership positions, developing additional innovation and building wealth for women, the companies they are employed with, employees, and the community as a whole.

This report was prepared by the International Labour Organization through partnership with Sacoda Serv Ltd. and concretizes the growing beliefs and studies that there are more men in higher levels of management than women in Antigua and Barbuda.

The ABEF's mission is “to promote and protect the interest of Employers’ through effective Advocacy, Social Dialogue and providing value added services to facilitate an enabling environment for sustainable business.” We trust that access to these insights provide a growing awareness of the challenges facing women, with the view to help business owners, leaders, social protagonists, the government and that ABEF itself make plans for change and narrow the gap between men and women in higher levels of management in Antigua and Barbuda.



Sherrie-Ann Stammers-Brazier
President
Antigua and Barbuda Employers Federation



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The ILO would like to acknowledge and thank ABEF for advocating for further research to deepen the understanding of women in business and management in the country. We also thank the 71 companies that responded to the survey and provided evidence-based data to develop this report. We thank SACODA Serv Ltd for administering the survey and Ms Mary-Ann Perkins for editing the report.



Executive summary

Globally, women represent 50 per cent of the working-age population yet they only generate 37 per cent of gross domestic product (GDP). Although they make up more than 50 per cent of higher-education graduates, women remain underrepresented in managerial positions and in science, technology, engineering and mathematics (STEM) disciplines. Over the past three years, the International Labour Organization (ILO) – a specialized agency of the United Nations – has conducted surveys at the global, regional and subregional level on women in business and management to measure progress and identify obstacles.

The ILO Bureau for Employer's Activities (ACT/EMP) partnered with Sacoda Serv Ltd to conduct a follow-up survey of 16 companies across Antigua and Barbuda from May to July 2018. This expanded the sample of the 55 companies that participated in the initial survey from August to October 2017. The survey obtained data on practices and governance matters in addition to opinions and general trends. In addition to the survey, labour statistics for Antigua and Barbuda were also analysed and these have led to the conclusion that there is opportunity to improve the position of women and progress further toward gender equality.

This research analyses and measures the percentage of women in supervisory and management positions in the workplace by quantifying the rates of women in governance (at the board level) as well as employment in various levels of management and supervisory positions throughout companies. It focuses on understanding gender equality and diversity in companies and examines initiatives to understand what are the most effective measures that are currently implemented or those which can be implemented to promote equality and its corresponding impact on a company's bottom line. Moreover, it seeks to understand the social and cultural norms of the country and to deduce the audience's perception of women and technology in the workplace.

The targeted respondents for the study included board level and senior management personnel and this segment represented 79 per cent of the sample. The research also gathered responses from workers in other levels of management and business operations who were knowledgeable enough about the company's operations and were requested by the senior management to respond to the survey. Gender was further explored at a functional level to identify the roles that women occupied and the ratio of women at senior levels in companies including board membership and executive management.

This research findings supported the conclusions of previous studies, confirming that, overall, there were more men in higher levels of management than women. At the governance level, the chair and members of boards of directors were primarily men. At the executive level, while the chief executive officers are predominantly men (71 per cent), there was no difference between the tenure of men and women who attained these positions. The study illustrated that there was a downward trend in the proportion of women as the seniority levels increased within companies. Furthermore, women at senior levels were predominantly in corporate social responsibility and human resource management functions and fewer women were in research and development.

The international literature has identified salary imbalances between men and women operating at the same level with similar skills and experience in Europe and North America. However, the research in Antigua and Barbuda did not have similar findings. Some 85 per cent of respondents did not believe that there was any inconsistency in salaries between the genders.

Policies on gender equality and diversity have been implemented in companies to ensure that both men and women are equally represented, valued and rewarded. The survey sought to identify key areas for policy interventions based on traditional areas for intervention. While there are numerous initiatives that can have an impact on women in the workplace, the results from this survey reinforced the importance of maternity leave, which is required by law in Antigua and Barbuda. Skills training and measures for recruitment, retention and promotion were other key areas of policy interest. The survey gathered respondents' perceptions on the impact of gender equality policies and a company's bottom line and interestingly, respondents placed more emphasis on the impact on a company's image and reputation, as well as attracting and retaining staff than on improving profitability. Respondents were also of the view that overall GDP per capita can potentially expand through increasing the participation rates of women involved in business and in senior management.

According to the 2015 ILO global report on Women in Business and Management, companies have reported improved customer service levels and business performance as a result of focusing on the retention of skilled women in the workplace. While previous studies have indicated a lack of strategies to retain women, most of the respondents (86 per cent) to this survey were of the view that there were no difficulties in retaining women in the workplace. Technology, in the form of project management tools, Wi-Fi and cloud technology permitted remote access, and telework is viewed as a tool to encourage flexible work arrangements. While this unlimited access has encouraged working outside the designated working hours, these platforms are not always viewed as avenues for remote work. These tactics are not always recommended, as a perception exists that they may not enhance productivity.

In the case of local entities, company culture is derived from national culture and leadership practices, and it ultimately defines views on gender diversity. At the international and regional level, company culture is also influenced by the policies and programmes of the head office. It is this culture that shapes and influences an individual's perception of equality and diversity. From the survey, one can infer that companies influenced by Caribbean culture have a predominant belief in gender neutrality. However, at the policy development level, companies need to ensure that initiatives can support enhanced gender equality outcomes in the workplace.

Abbreviations

ACT/EMP	Bureau for Employers' Activities (ILO)
CEO	chief executive officer
EBMO	employer and business membership organizations
GDP	gross domestic product
GEI	gender equality indicator
ILO	International Labour Organization
SNV	Netherlands Development Organisation





1

Introduction

1.1 Background

The International Labour Organization (ILO) recognizes that “Promoting gender equality at the workplace is not only the right thing to do, but also the smart thing to do.” (ILO 2015). Although women make up more than 50 per cent of higher-education graduates, they remain underrepresented in managerial positions and in science, technology, engineering and mathematics (STEM) disciplines (ILO 2015). Although women have closed the skills and training gap and have even surpassed men in some regions in the percentage of overall tertiary-level graduates, women remain an underutilized but a dynamic talent pool.

In 2014, the ILO embarked on a global research project to gather data on the realities, challenges and opportunities facing women in business and management. The first report on the findings was published in 2015, and further studies were subsequently completed at the regional level in Asia and the Pacific, the Middle East and North Africa, and Latin America and the Caribbean. The report for Latin America and the Caribbean was launched in 2017. Participants in a meeting held that year in Lima shared the view that

the Caribbean sub region had distinct labour market characteristics that would not be fully analyzed if sub regional data were subsumed within a report on the entire region. Consequently, the Caribbean study was conducted separately from the study on Latin America. As a follow up to the Caribbean study, a further study has been completed for Antigua and Barbuda. Information sources include national employers' organizations globally, the ILO Bureau for Employers' Activities (ACT/EMP), the Statistical Office of Antigua and Barbuda and individual companies. This study provides data to support policy and decision-making at the national level in the public and private sectors.

The research for the Caribbean sub region has filled some data gaps as it relates to information on women in business and management by surveying companies on the extent to which their policies and practices support the advancement of women into senior and executive management. Companies responded to questions regarding their policies and practices, company data and cultural and societal perceptions. The Caribbean data highlighted some of the gaps and challenges for the advancement of women in business and management. Those insights can assist women to break out of low to middle management roles and to advance in their careers as entrepreneurs, senior executives or business leaders.

1.2 Sample

The survey sample featured persons from a combination of large companies across the manufacturing, finance and service sectors, public sector entities as well as small and medium-sized enterprises (SMEs). In Antigua and Barbuda, 55 companies were initially interviewed for the 2017 study and the sample was increased for this report by an addition of 16 companies. Thus, the sample of 71 companies that were selected to participate in this research included domestic and multinational firms that are representative of public and private sector activities in Antigua and Barbuda. The companies that participated in the survey were recruited through the Antigua and Barbuda Employer's Federation.

1.3 Methodology

The instrument was designed by the ILO and input from Sacoda Serv Ltd was integrated prior to finalization. The design format did not require face-to-face administration, and this made it possible for persons to complete the survey online. Where using the Internet was not feasible, the interviews were administered via telephone. The questionnaire design was flexible enough to allow respondents to complete the sections of the questionnaire that were applicable to their company. Some survey questions were not compulsory, therefore, not all respondents provided information for every section. Nevertheless, the respondents provided sufficient information on each section to understand the environment. The survey included open-ended and closed-ended questions which facilitated the collection of data on the status of women as well as opinions on several issues relating to values, opinion and perceived norms.

The initial data collection for Antigua and Barbuda took place from August to October 2017 and 55 companies responded to the survey. The data collection for the expanded survey was conducted from May to July 2018, using an online survey and telephone interviews. The information presented in this report will assist with the creation of an advocacy framework that will lead to policy development that would ultimately create an enabling environment to advance women in their careers.

In addition to data collection through the survey, labour force statistics were collected from the Statistical Division of the Ministry of Finance and Corporate Governance. This information provided the framework for further insight into the findings of the survey. In each of the following sections the analysis includes the overall sample of 71 companies surveyed in 2017 and 2018.



2

Data analysis and findings

In each of the following sections the analysis includes the overall sample of 71 companies surveyed in 2017 and 2018.

2.1 Respondent profile

The majority of respondents (68) were employed at domestic/local and multinational companies (figure 1.1). The “other” classification included regional enterprises.

Survey respondents were not asked to specify their gender, and it was not always possible to infer the gender of the respondent. Where possible, gender was inferred based on the respondent’s name.

Figure 1.1 Type of organization where survey respondents work

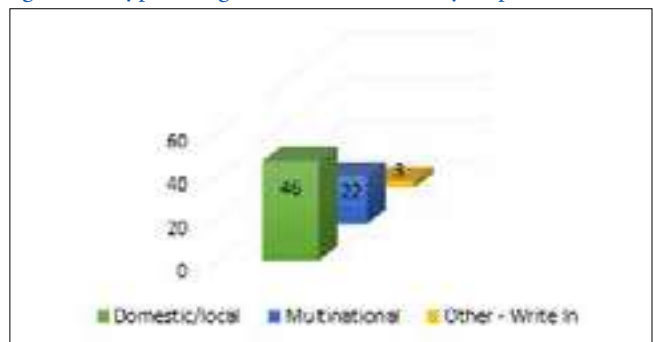
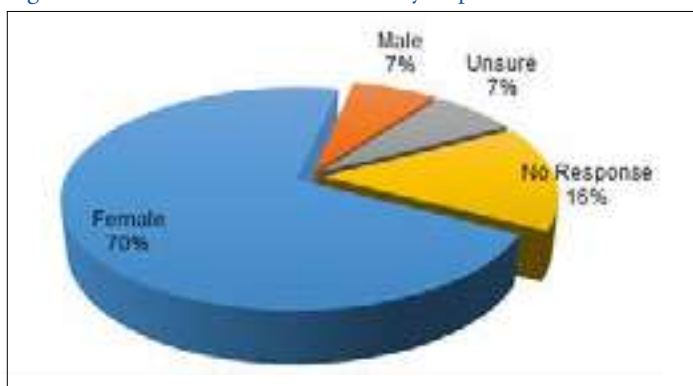


Figure 1.2 shows the gender distribution of respondents. Women represented the majority of respondents for 2018 data (70 per cent), some respondents did not disclose their name (represented in figure 1 as “no response”) and other respondents gave only their initials (represented in figure 1.2 as “unsure”). While some phone calls were made, not all respondents were available to respond.

Figure 1.2 Gender distribution of survey respondents



The sample was collected from persons in four major job classifications: CEOs; directors or managers; supervisors; and officers or administrators (figure 1.3). Officers or administrators included employees mainly performing administrative support duties. Women dominated all four respondent categories captured in this research (figure 1.4).

Figure 1.3 Job classifications of survey respondents

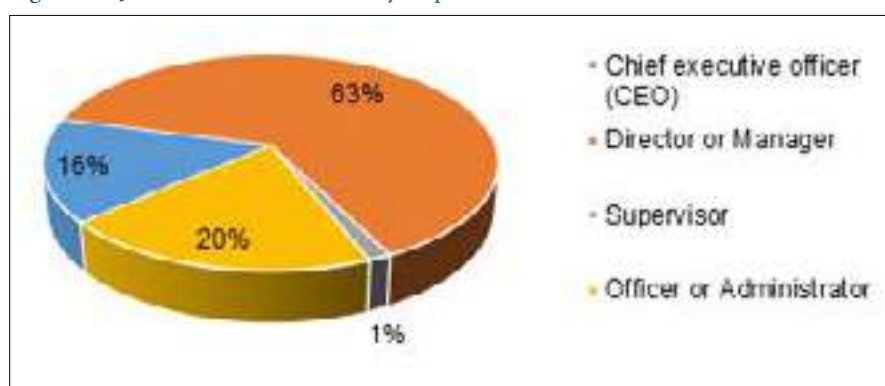
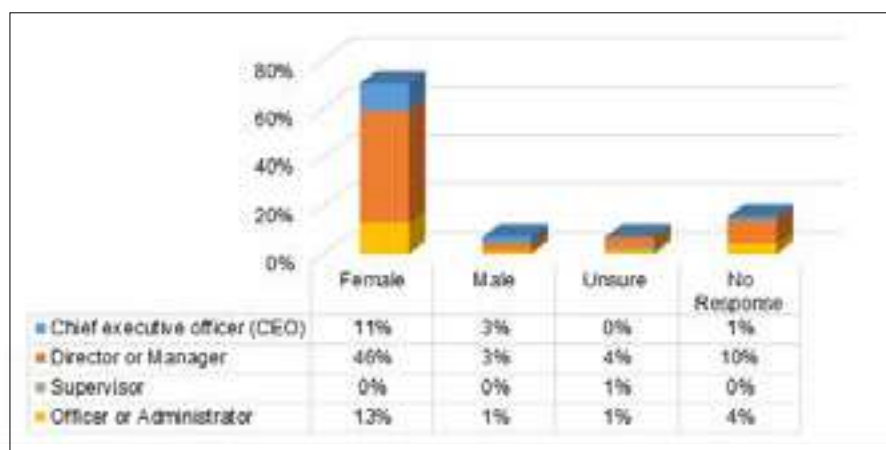


Figure 1.4 Survey respondents by sex and by job classification (percentage)

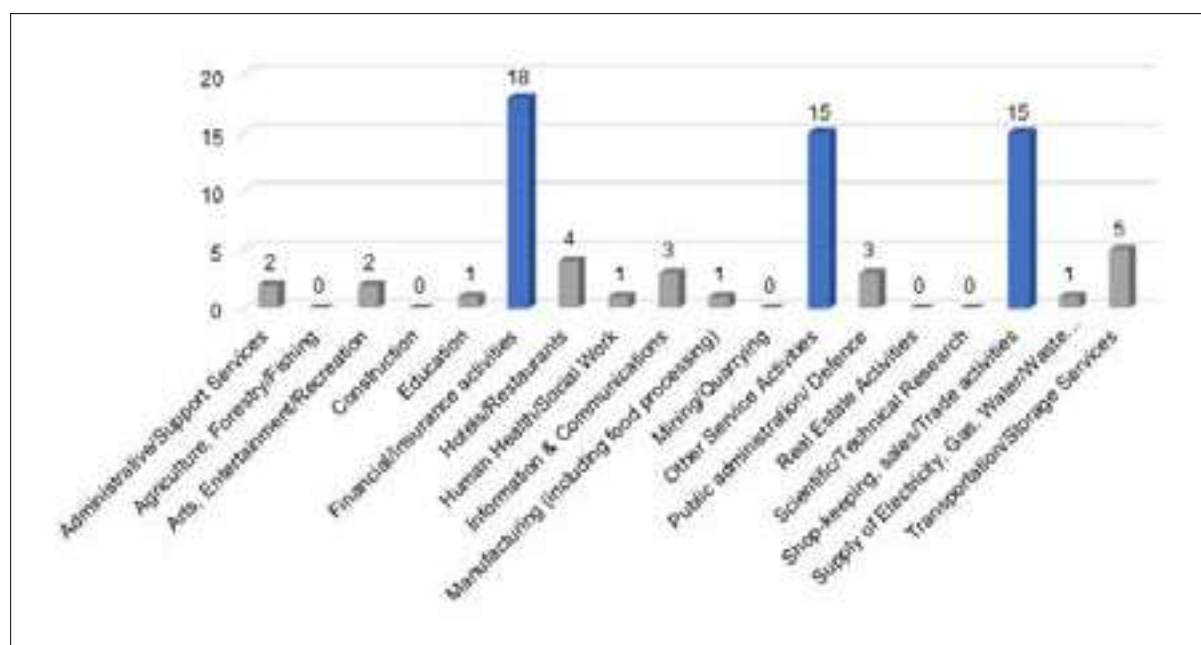


Respondents indicated the main economic activity of their companies. The most dominant categories of economic activities included financial or insurance activities, shop-keeping, sales/ trade activities and other service activities (table 1.1 and figure 1.5).

Table 1.1 Distribution of economic activity among survey respondents

Economic activity	No. of companies	% of companies
Financial/insurance activities	18	25
Shop-keeping, sales/trade activities	15	21
Other service activities	15	21
Transportation/storage services	5	7
Hotels/restaurants	4	6
Information and communications	3	4
Public administration/ defence	3	4
Administrative/support services	2	3
Arts, entertainment/recreation	2	3
Supply of electricity, gas, water/waste management	1	1
Education	1	1
Manufacturing (including food processing)	1	1
Human health/social work	1	1
Mining/quarrying	0	0
Agriculture, forestry/fishing	0	0
Real estate activities	0	0
Scientific/technical research	0	0
Construction	0	0
Total	71	100

Figure 1.5 Main economic activity among survey respondents, 2017 and 2018



2.2 Company data on women in management

According to the ILO research in the Caribbean, “while many women enter the pipeline towards senior management positions, many abandon the process, also known as the “leaking pipeline” (ILO 2017). The research provided evidence of this phenomenon across four roles ranging from the junior level to the top executive level (table 1.2).

Table 1.2 Share of Caribbean companies with zero women managers, by management level, 2017

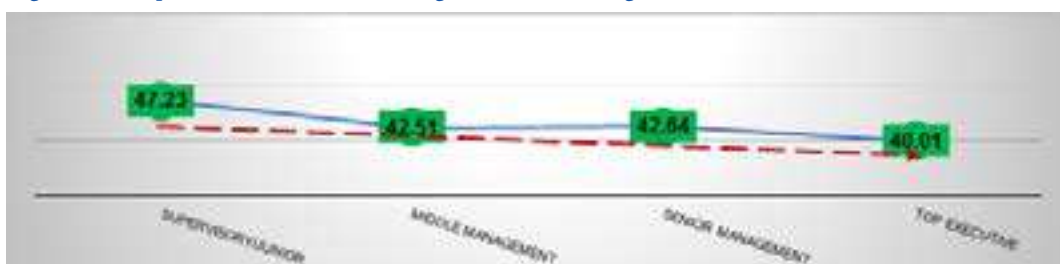
Level	Caribbean companies (%)
Supervisory or junior management	16
Middle management	19
Senior management	21
Top executive	34

Source: ILO, 2017.

Across the Caribbean, as the level of management increased within a company, the proportion of women in managerial positions decreased (16 per cent of companies report no women at the junior manager level, rising to 19 per cent for middle managers, 21 per cent for senior managers and 34 per cent for top executives).

The proportion of women at each of the four levels of management was captured to determine which roles were mainly occupied by women. The results confirm that as the level of seniority increased throughout companies, the number of women in management roles decreased. This is depicted by the downward trend in figure 1.6. As evidenced by respondents, men were dominant in all categories and this increased for the more senior positions. This was the case for all companies regardless of industry or economic activity.

Figure 1.6 Proportion of women in managerial roles in Antigua and Barbuda



Comparing the Caribbean 2017 survey report to the more recent study, within Antigua and Barbuda, for 2018, the highest proportion of women operated on a supervisory or junior management level as opposed to 2017 where women were at a senior level (table 1.3).

Table 1.3 Percentage of women in managerial roles, Antigua and Barbuda 2018 and Caribbean 2017

Survey	Supervisory or junior management	Middle management	Senior management	Top executive
2018 Antigua and Barbuda	47	42	42	40
2017 Caribbean Survey	37	38	45	25

On average, within companies, middle and senior management positions had the same proportion of women. Further investigation revealed that women in senior management mainly operated under the corporate social responsibility function and in middle management, women were predominantly in human resource management (figure 1.7). Women had the lowest level of representation in middle management in research and product development.

Figure 1.7 Proportion of women in middle and senior management functions



2.3 Governance and gender

Women in the Caribbean make up 27 per cent of CEOs, 25 per cent of board members and 18 per cent of board chairs (ILO 2017).

A total of 63 per cent of the sample of 71 companies stated their company had a CEO, while 35 per cent did not have a CEO (figure 1.8). The survey included questions about the gender of company CEOs to determine the gender balance. Men dominated this category and accounted for 45 per cent, as women accounted for 18 per cent of the CEOs in the sample (figure 1.9). The survey also asked about the tenure of service. Although half of the sample did not respond, there was no significant difference between the tenure of male and female CEOs (14 years).

Figure 1.8 Survey respondents working in companies with a CEO

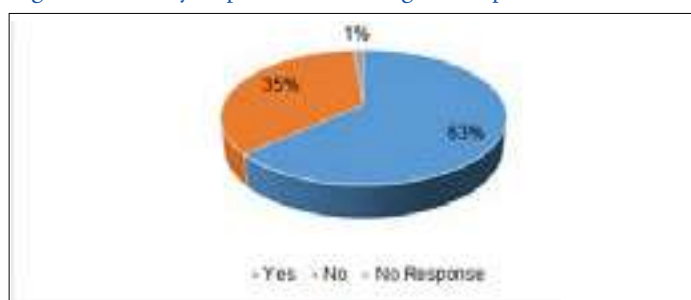
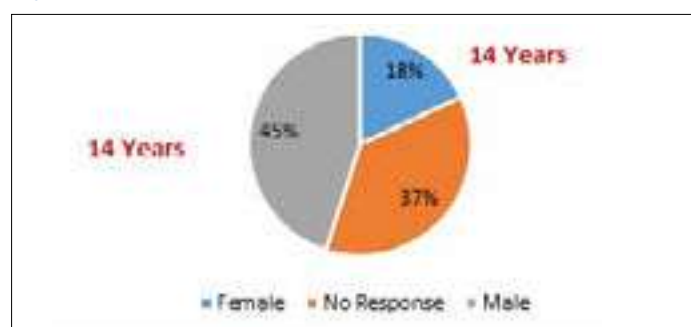


Figure 1.9 Gender and tenure of company CEOs



A substantial portion of the 71 companies in the survey (78 per cent) had a Board of Directors (figure 1.10). Among companies with a Board of Directors, the Board chairs were mainly men, and this accounted for 71 per cent of the sample (figure 1.11). Moreover, women comprise approximately 27 per cent of the board members. The overall gender distribution of the members of the board of directors was examined through the survey. There was a high level of unresponsiveness in the sample (27 per cent). However, men proved to be more dominant on the board than women (figure 1.12).

Figure 1.10 Companies with a board of directors

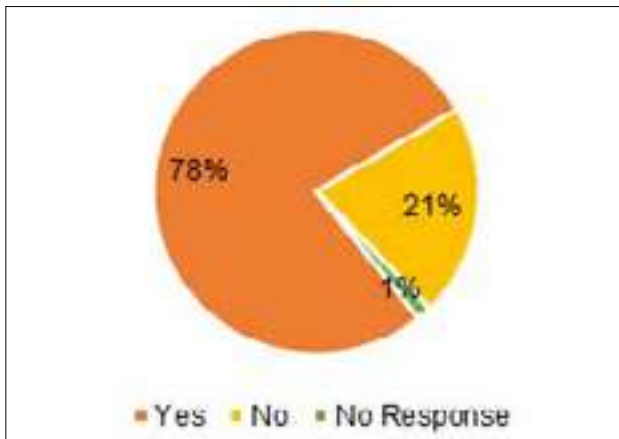


Figure 1.11 Gender distribution of board chair

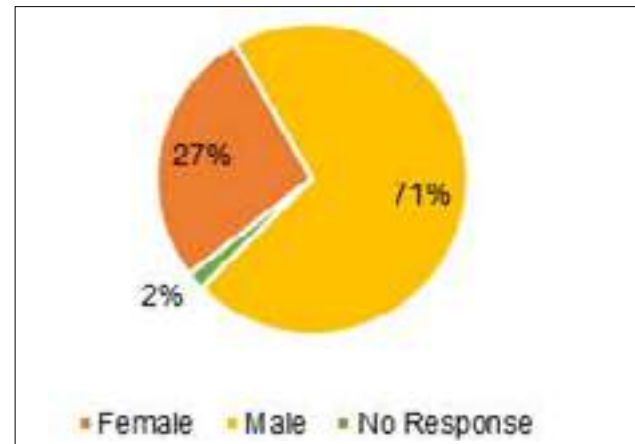
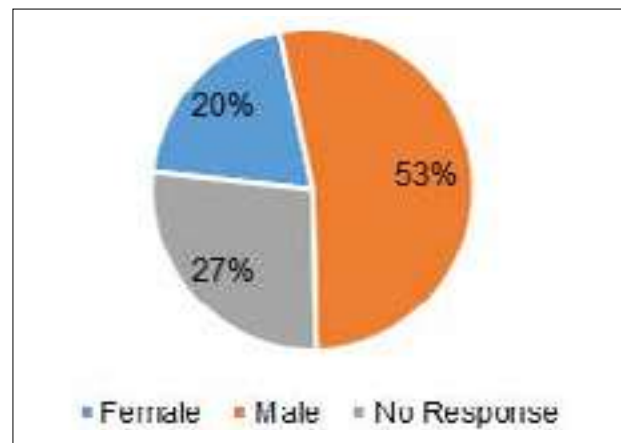
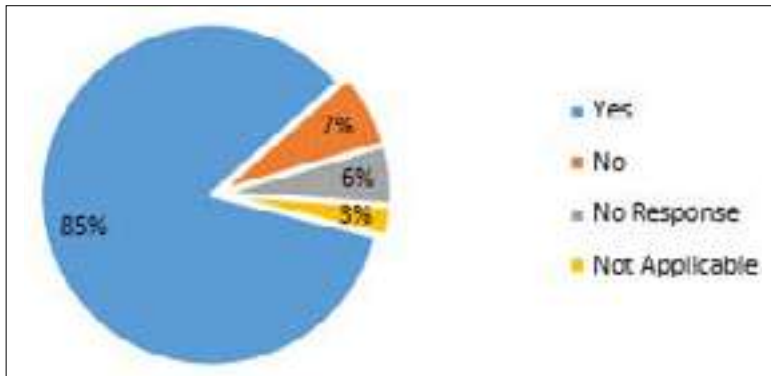


Figure 1.12 Gender of members of the board of directors



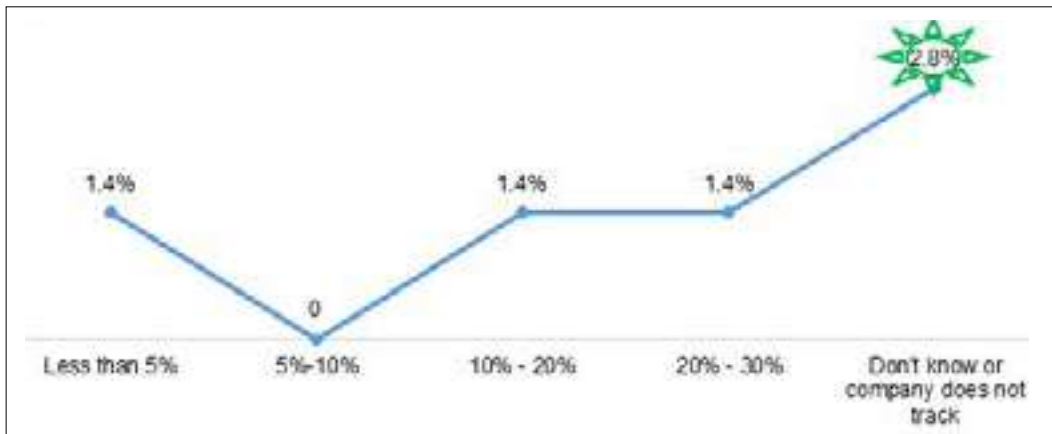
The international literature has identified a widespread perception of salary imbalances between men and women operating at the same level with similar skills and experience in every region of the world (McKinsey & Company 2015, pp. 62 and 73). In Antigua and Barbuda, however, a small number of respondents reported a disparity between the salaries received by male and female managers who performed similar work and had similar experience levels (figure 1.13). A total of 85 per cent of respondents agreed that there was no difference in salary scales.

Figure 1.13 Gender equality in salary distribution



However, only 7 per cent of the sample (5 respondents) said there was a salary gap between men and women in the company where they worked and commented on the extent of (figure 14). The respondents indicated three ranges of salary gaps – less than 5 per cent, 10–20 per cent and 20–30 per cent. These respondents believed that there was inconsistency between the salaries of women and men (figure 1.14).

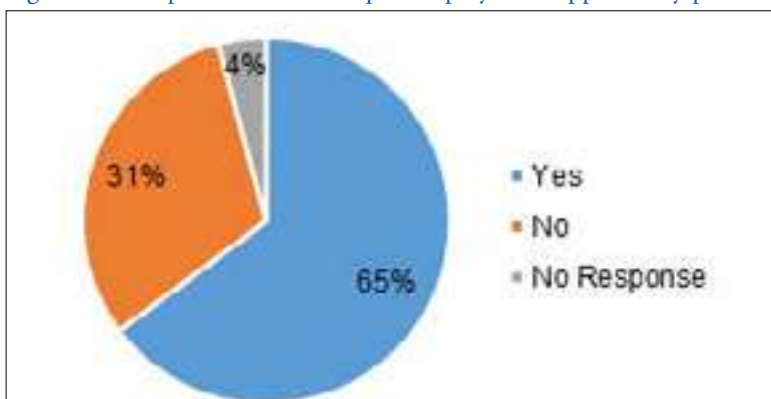
Figure 1.14 Extent of salary gap



2.4 Policies, measures and the business case for gender diversity

Investigations were conducted to understand whether there were any policies surrounding equal opportunities or diversity in the workplace within Antigua and Barbuda. Approximately 65 per cent of the sample stated that an equal employment opportunity policy or diversity and inclusion policy existed in their company (figure 1.15). This indicates that there is a commitment throughout the country for equity and representation. Three respondents (4 per cent) did not respond as they may have been unsure of the existence of these policies.

Figure 1.15 Implementation of equal employment opportunity policies



Respondents in Antigua and Barbuda identified various policies and initiatives implemented by their company that focused on promoting equality. Maternity leave, training and recruitment, and retention and promotion were the three leading initiatives identified.

Companies are already attracting and retaining talented and skilled workers by striving to be an employer of choice. The ILO research in the Caribbean found 87 per cent of companies were offering at least one initiative to promote gender diversity, with maternity leave (76 per cent) being the most common (ILO 2017). Companies are required by law in most countries to offer maternity leave. In some cases, this policy is specific to women, as a smaller share of companies (29 per cent) offered paternity leave. Furthermore, many companies are also pursuing gender diversity by reviewing human resource practices in areas such as recruitment, retention, promotion, skills training and remuneration which is aligned with the types of the initiatives implemented in Antigua and Barbuda (table 1.4).

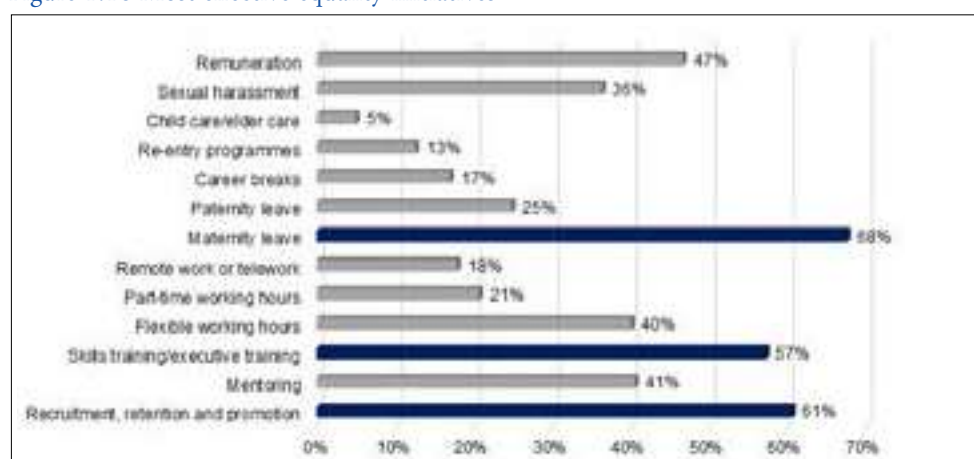
Table 1.4 Company equality initiatives, Antigua and Barbuda 2018 and Caribbean 2017

Equality initiative	Antigua and Barbuda		Caribbean 2017	
	No. of companies	%	No. of companies	%
Recruitment, retention and promotion	49	16	66	13
Maternity leave	48	15	76	15
Skills training and executive training	42	13	64	13
Remuneration	36	12	52	10
Mentoring	32	10	45	9
Sexual harassment	28	9	42	8
Paternity leave	21	7	29	6
Flexible working hours	15	5	44	9
Part-time working hours	14	4	23	5
Career breaks	12	4	18	4
Remote work or telework	8	3	20	4
Re-entry programmes	7	2	14	3
Child care or elder care	1	0	6	1
Total	313	100	499	100

Source: Survey results from Antigua and Barbuda and ILO, 2017.

Similarly, the survey respondents reported that maternity leave, training and recruitment, retention and promotion were the most effective measures that were being implemented within their company (figure 1.16).

Figure 1.16 Most effective equality initiatives

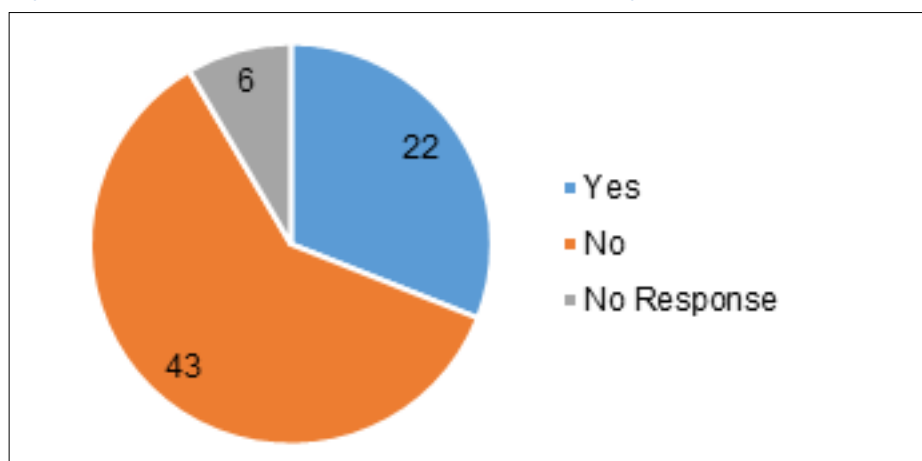


2.5 Performance measures

In the ILO Caribbean Company Survey 2017, “there is increasing evidence that companies embracing gender diversity grow their bottom line faster than those that do not.” Greater gender diversity enables companies to access talent, improve their reputational status, and harness diversity of thought for better decision-making and innovation, and gain better penetration into markets increasingly managed by women. The ILO Caribbean Company Survey 2017 finding from the Caribbean also revealed that almost half (46 per cent) of all respondents believed gender diversity and equality initiatives had a positive result. Within those companies, the ability to attract and retain talent and enhanced company reputation were most popular.

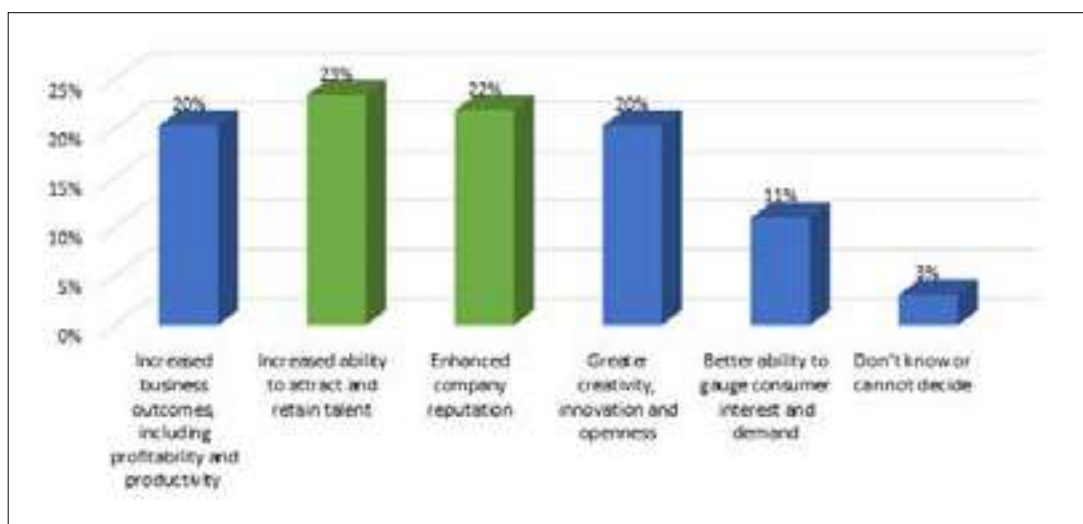
There were mixed opinions regarding gender diversity, equality initiatives and improvement in a company’s bottom line in Antigua and Barbuda (figure 1.17). Although 8 per cent of the sample did not respond, the number of respondents who felt these initiatives improved the bottom line was doubled the number who did not think gender equality initiatives helped improve a company’s bottom line.

Figure 1.17 Responses to the question “Do initiatives on gender diversity and equality help improve the bottom line?”



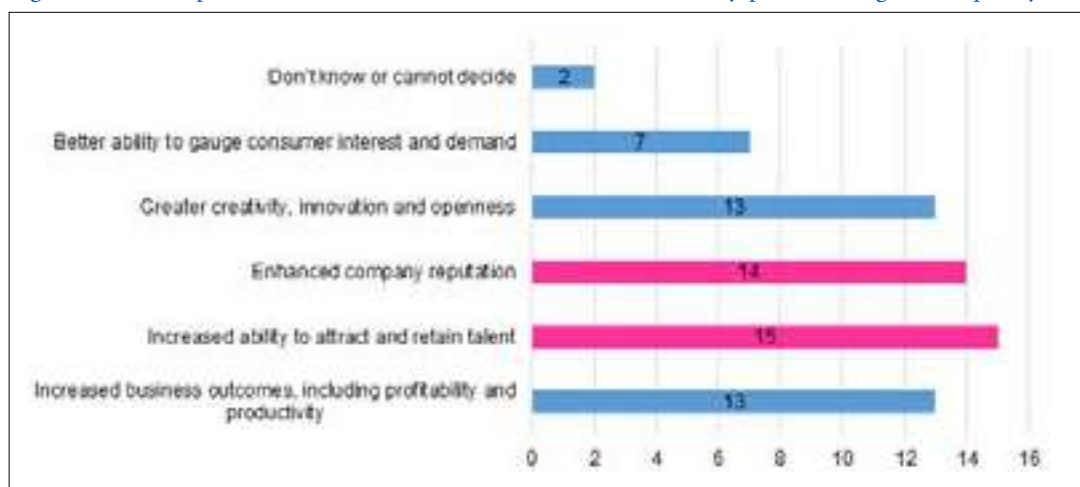
Respondents agreed that gender diversity and equality initiatives help to improve the bottom line stated that the initiatives had increased their company’s ability to attract and retain talent and enhanced their reputation. These factors were followed closely by increased business outcomes (including profitability and productivity) and greater creativity, innovation and openness (figure 1.18).

Figure 1.18 Impact of gender diversity and equality on the bottom line



The different kinds of impact were ranked according to the respondents' perception of how the bottom line had been affected by policies for gender equality. The results favoured an enhanced company reputation and increased ability to attract and retain talent (figure 1.19). These two areas ultimately have an impact on the performance and sustainability of companies.

Figure 1.19 Perception of how the bottom line would be affected by policies for gender equality



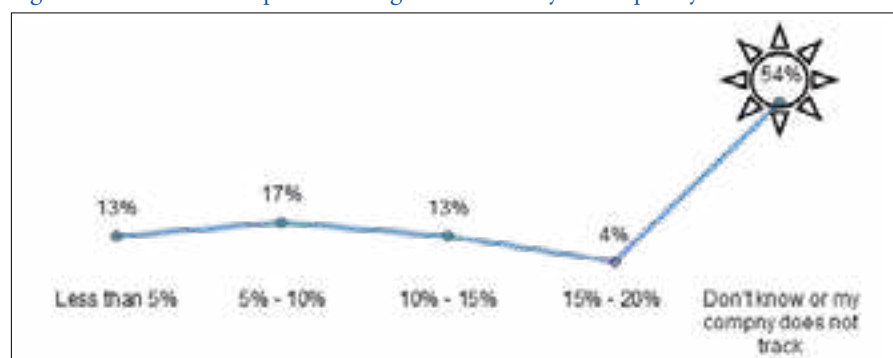
According to the ILO Caribbean Company Survey 2017, companies that experienced improved profitability and productivity estimated the returns at 5–15 per cent of their bottom line.

Within Antigua and Barbuda, while increased business outcomes such as profit were ranked third in question 10 of the survey, respondents did attempt to identify the proportion that was attributable to the promotion of gender diversity and equality. Of the 34 per cent of the sample (24 persons) who responded to this question, 17 per cent (4 persons) believed there was 5–10 per cent increase in profit due to gender diversity and equality campaigns. This question revealed that 54 per cent of the sample was either unaware or did not respond on the impact of equality on a company's profit (table 1.5 and figure 1.20). This impact is therefore inconclusive for Antigua and Barbuda but the international data provided below may provide a benchmark.

Table 1.5 Increase in profit from gender diversity and equality initiatives, Antigua and Barbuda

Profit increase amount	No. of respondents	% of respondents
Less than 5 per cent	3	13
5–10 per cent	4	17
10–15 per cent	3	13
15–20 per cent	1	4
Subtotal	11	46
Do not know or company does not track	13	54
Total	24	100

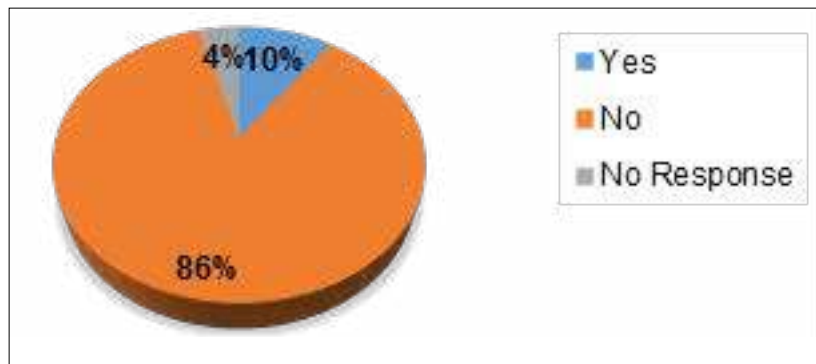
Figure 1.20 Increase in profit from gender diversity and equality initiatives



2.6 Mechanisms for advancing more women to top levels (top executive and board levels)

Respondents to the survey in Antigua and Barbuda did not consider retention of skilled women a challenge when considering appointments to senior management levels (figure 1.21).

Figure 1.21 Is retention of qualified women a challenge?

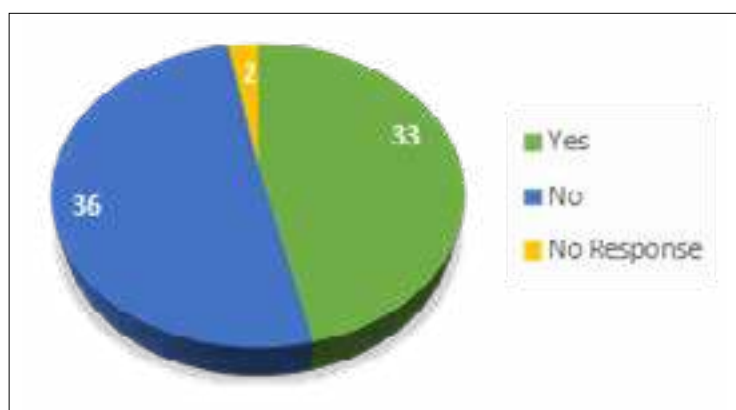


According to a study conducted by Leanin.org and McKinsey, although women earned more college degrees than men, they still remain underrepresented at each level in American companies (McKinsey & Company 2017). Previously, it was believed that women were less ambitious than men or that women preferred not to have careers but to focus their efforts on family. However, perceptions of women have changed, and many people recognize that women and men both seek fulfilling family lives and to succeed in the workplace.

2.7 Technology and new ways of working

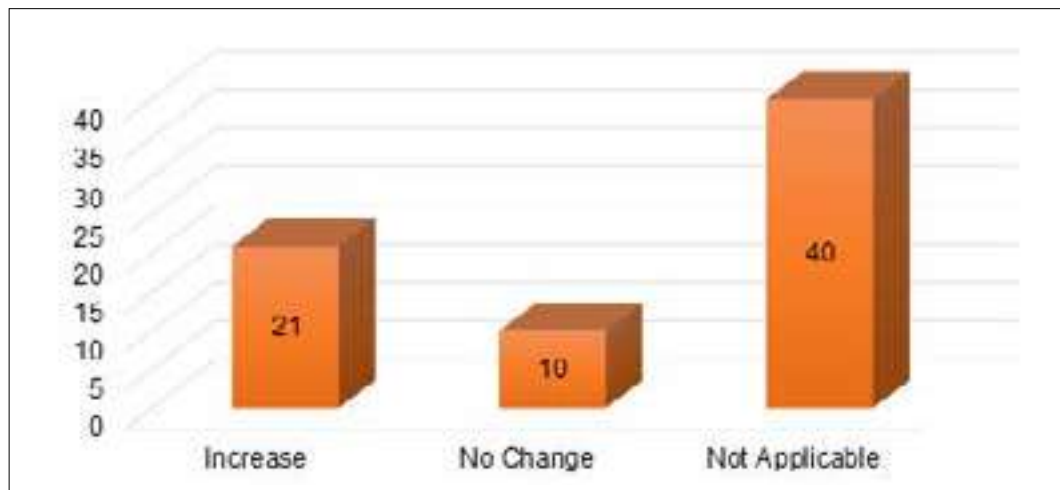
Technology has simplified the communication process and enabled free discussions and seamless collaboration, regardless of location. The use of technology such as project management platforms, home-based wi-fi and cloud technology have the potential to facilitate the implementation of flexible work and remote/ telework initiatives. Nonetheless, unlimited accessibility has virtually extended the hours of work for employees as they now have the opportunity to continue to work remotely after traditional working hours. The survey in Antigua and Barbuda revealed mixed views (figure 1.22), as there is the perception that these facets of work life and how they can be used to benefit flexibility may not be embraced or well understood by companies.

Figure 1.22 Responses to the question “Has technology enabled your company to provide flexible work and remote/telework?”



Accordingly, the ILO Caribbean Company Survey 2017 found that more than 50 per cent of companies were implementing some form of flexible work arrangement. Specifically, Caribbean companies more commonly used flexible working hours, including part-time hours, as opposed to technology-enabled arrangements like remote work or telework.

Figure 1.23 Impact of technology on productivity



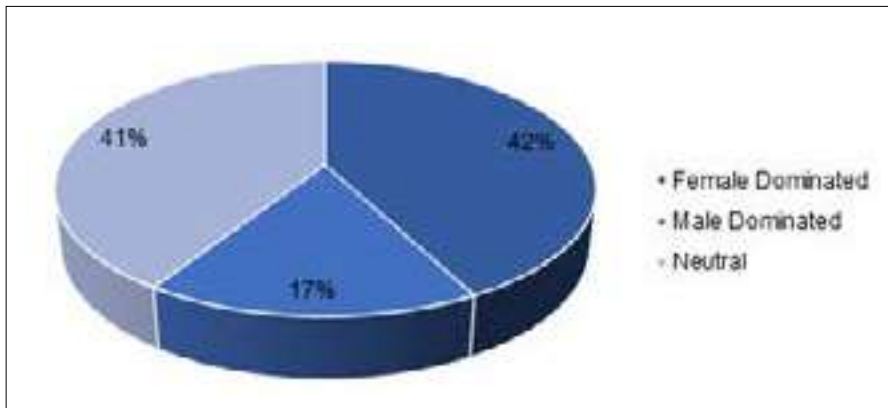
Respondents who agreed that technology had enabled their company to offer flexible, remote or telework had diverse views on its impact on productivity. The majority of respondents were of the opinion that flexible work arrangements had a positive impact on productivity (figure 1.23). These arrangements carry the risk of extending an employee's working hours. Various studies demonstrate an inverse relationship between overworking and productivity. This means that extended working hours can create a reduction in productivity. In these cases, retention of overworked and unproductive staff may be difficult for a company to sustain.

Similarly, the ILO found mixed views in the Caribbean on the role of technology in facilitating flexible work, as technology had not always been made available to employees and is not always viewed as enhancing productivity (ILO 2017). Conversely, outside of the Caribbean subregion, flexible work arrangements are a key element of gender diversity initiatives that help to harmonize work and family responsibilities for both men and women. These initiatives should also be taken into consideration during performance reviews when examining outputs and results rather than time spent in the office.

2.8 Company culture and the impact on gender diversity

Company culture, whether male dominated, female dominated or neutral, influences the company's view on gender diversity. The survey results revealed a split as nearly equal numbers of respondents held the opinion that there was a female dominated or male dominated company culture. Meanwhile, a significant share of respondents perceived their company had a neutral outlook on gender diversity (figure 1.24).

Figure 1.24 Perception of gender-dominated company culture



The survey questionnaire in Antigua and Barbuda included four statements related to women and gender equality in leadership and management. The respondents were requested to rate the extent to which they agreed or disagreed each statement. A discussion of the findings is provided below.

Statement 1: **With equal skills and qualifications women have greater difficulty reaching top-management positions**

While the majority of respondents (72 per cent) disagreed with this statement (figure 1.25 and table 1.6), the data support the statement not only for Antigua and Barbuda but for the entire Caribbean subregion. It is interesting to note that the belief system is not backed up by existing data. Therefore, regardless of skills and qualifications, women remain very much underrepresented at senior management, top executive and board levels in companies.

International research indicated that in Western Europe, a mere 17 per cent of executive committee members and 32 per cent of corporate board members are women. In the United States of America, 17 per cent of executive committee members but only 19 per cent of corporate board members are women (McKinsey & Company 2016, p. 17). Furthermore, this research recognized a direct correlation between the representation of women in leadership positions and women's employment rate and hours of unpaid work. As women's rate of employment is lower with more hours of unpaid work when compared to men, tackling these two factors may ultimately encourage women to pursue more top-management positions.

Figure 1.25 Statement 1 - With equal skills and qualifications, women have greater difficulty reaching top-management positions

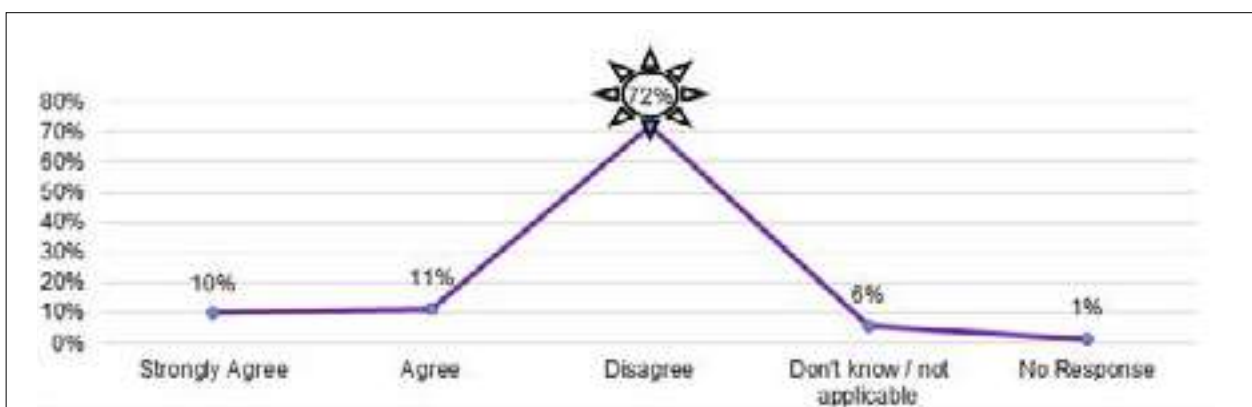


Table 1.6 2018 Rating - Statement 1

Rating	No. of respondents	% of respondents
Strongly agree	7	10
Agree	8	11
Disagree	51	72
Don't know / not applicable	4	6
No response	1	1
Total	71	100

Statement 2: Top-level career implies 'anytime, anywhere' availability to work and geographical mobility

More than half of the sample agreed with the statement about the demands of seniority and the implications for career advancement (figure 1.26 and table 1.7). The statement implies that there is a reduction in 'down-time' at higher levels and that work access and the ability to travel at short notice is critical. Moreover, the responsibilities at such a high-level demand more and would require persons to be available when it becomes necessary. This may be in conflict with the traditional role of women as home makers and may account for the lower share of women who advance further than the supervisory and junior management level. It is anticipated that access to technology enables employees to work anywhere and anytime and can be a benefit to women who choose to advance in their careers.

Figure 1.26 Statement 2 - Top level career implies 'anytime, anywhere' availability to work and geographical mobility

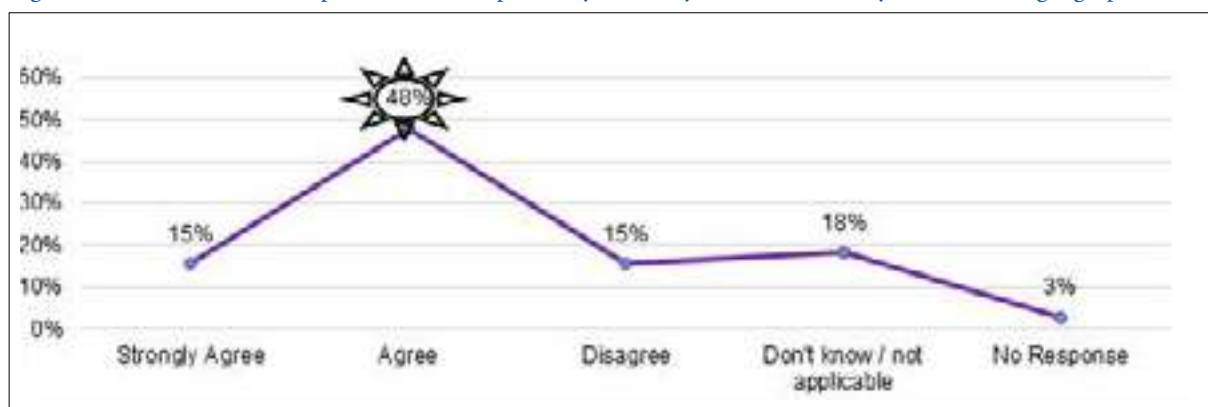


Table 1.7 2018 Rating - Statement 2

Rating	No. of respondents	% of respondents
Strongly agree	11	15
Agree	34	48
Disagree	11	15
Don't know / not applicable	13	18
No response	2	3
Total	71	100

Statement 3: Women lead just as effectively as men

Almost the entire sample (93 per cent) agreed that women lead just as effectively as men (figure 1.28 and table 1.8). However, a research study on the diversity of the leadership styles between men and women and the impact on company performance identified nine positive leadership behaviours usually exhibited by managers and established that each gender demonstrated these behaviours but with varying frequencies (McKinsey & Company 2008). This study revealed that female leaders used five of the nine positive leadership behaviours more often than their male counterparts: people development, expressing expectations and rewarding success, role-modelling, inspiration, and participative decision-making. They concluded that “women, through their leadership behaviours, helped to improve companies’ performance by reinforcing the five dimensions of vision, motivation, accountability, leadership, work environment, and values.”

Figure 1.27 Statement 3 - Women lead just as effectively as men

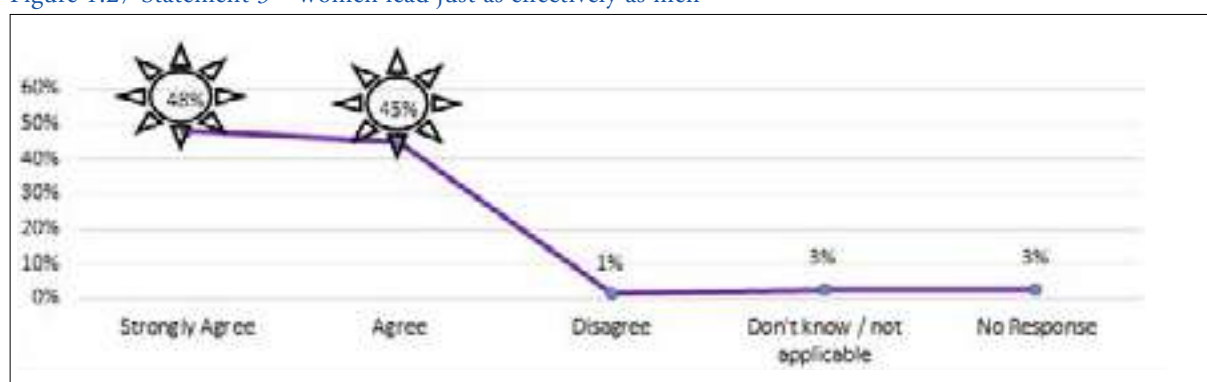


Table 1.8 2018 Rating - Statement 3

Rating	No. of respondents	% of respondents
Strongly agree	34	48
Agree	32	45
Disagree	1	1
Don't know / not applicable	2	3
No response	2	3
Total	71	100

Statement 4: Our company culture is a mirror of our society and its traditions

Approximately half of the sample expressed that their company culture reflects society and its traditions (strongly agree, 8 per cent; agree, 39 per cent) (figure 1.28 and table 1.9). The culture of the society and the expectations and roles of each gender would influence the ability of men and women to advance in the workplace. This can provide some explanation for the lack of advancement of women based on the expectation of the traditional roles. The cultural differences between the Caribbean and the rest of world may be instrumental in eliminating the barriers to women attaining more senior levels of management.

Figure 1.28 Statement 4 - Our company culture is a mirror of our society and its traditions

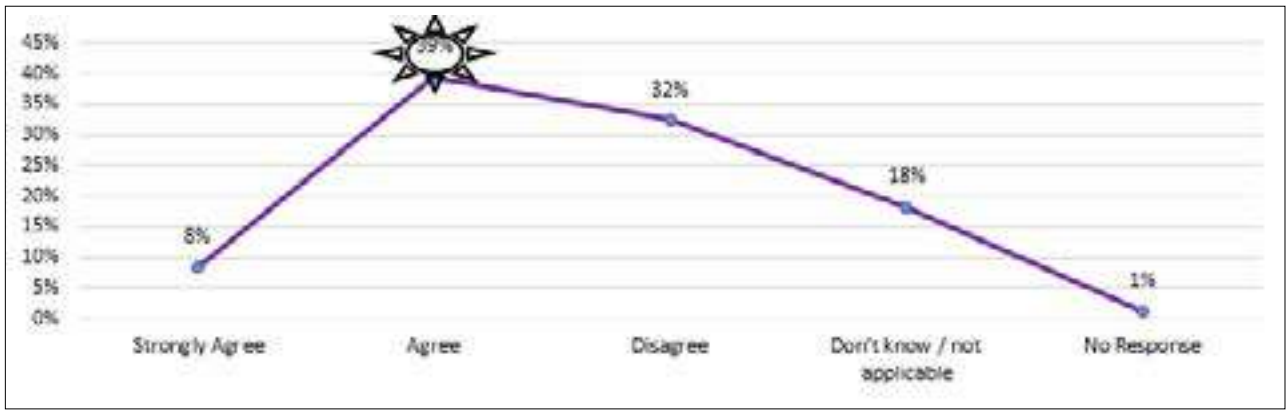


Table 1.9 2018 Rating - Statement 4

Rating	No. of respondents	% of respondents
Strongly agree	6	8
Agree	28	39
Disagree	23	32
Don't know / not applicable	13	18
No Response	1	1
Total	71	100



3

Antigua and Barbuda labour force analysis

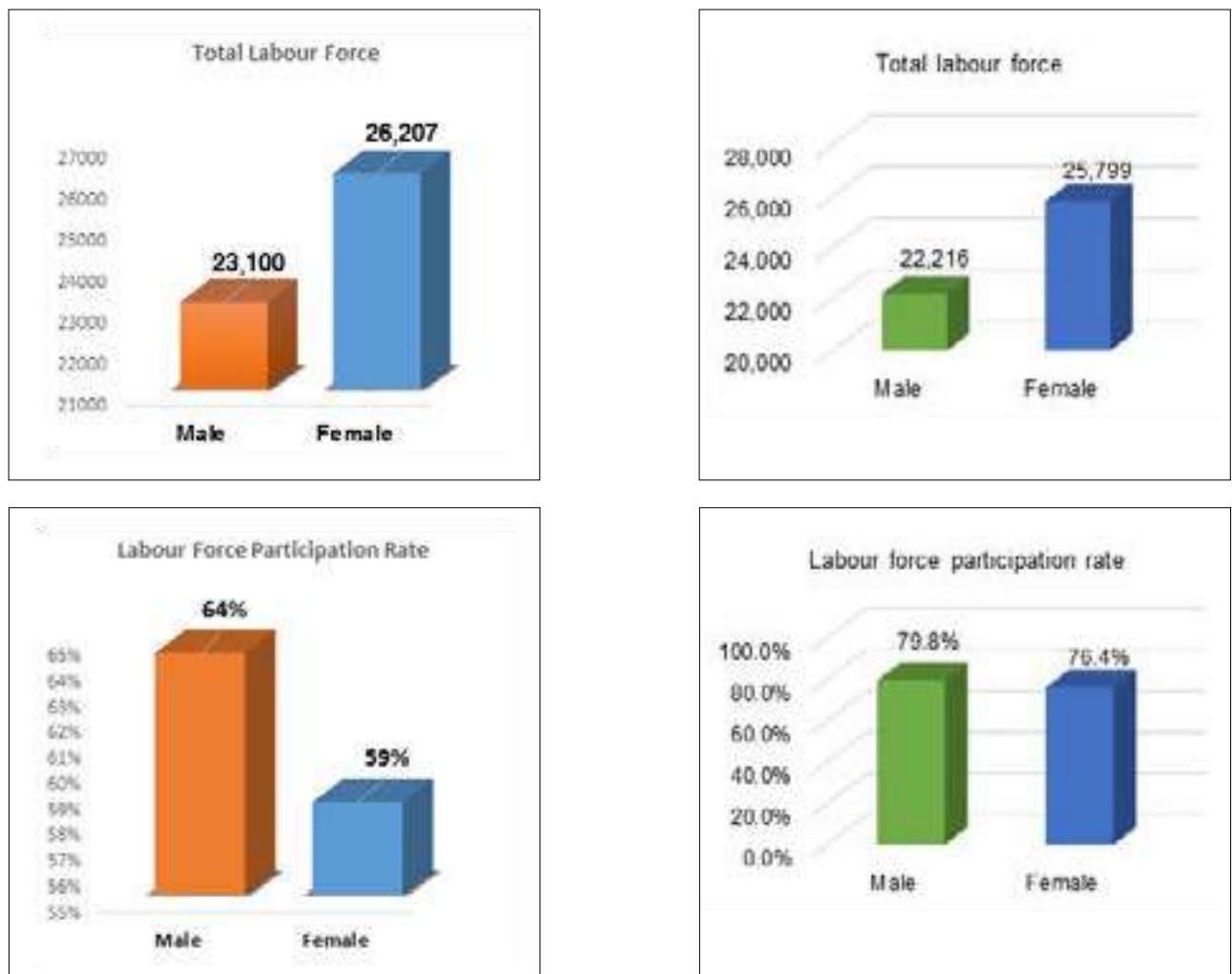
The Statistical Division of the Ministry of Finance and Corporate Governance for Antigua and Barbuda provided a statistical analysis based on data collected on their most recent labour survey in 2015. This report reviews the country's labour force data and participation rates by various age group, geographic location (parishes) and educational achievement. Furthermore, employment levels were explored by sector and occupation, unemployment, age group and geographic location.

3.1 Total labour force versus total labour force participation

Figure 2.1 provides data on the total labour force and the labour force participation rate. The total labour force, which represents persons age 15–64 years, amounts to 48,015 persons, and women are more dominant (25,799). Labour force participation was 79.7 per cent for males and 76.4 per cent for females. This indicates that slightly higher percentage of men participate in the labour force, while a slightly higher number of women participate in the labour force.

The total labour force of Antigua and Barbuda was disaggregated into the ten age groups. Most persons in

Figure 2.1 Total labour force compared to labour force participation in Antigua and Barbuda



Source: Antigua and Barbuda Statistical Division.

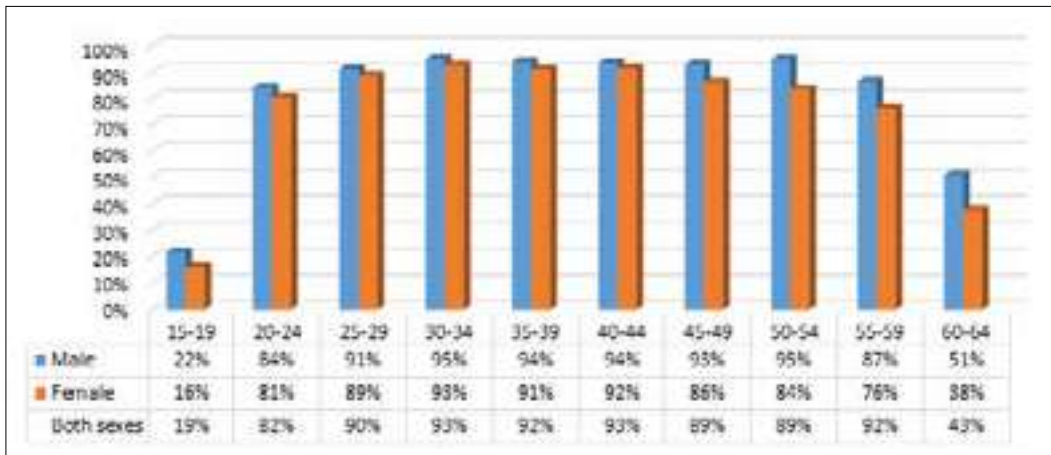
the labour force are age 20–54, and the largest age group was 40–44 followed closely by 25–29 and 35–39 (figure 2.2). Additionally, it must be noted that males had a higher labour force participation rate than females across all ten age groups (figure 2.3). A close examination of participation by age group shows that women exited the labour force after age 50 at a more rapid rate than their male counterparts. This indicates that women are leaving the labour force at a point when they have increasing knowledge, skills and experience, and it is worth investigating why that is happening.

Figure 2.2 Labour force size by age group and by sex



Source: Antigua and Barbuda Statistical Division.

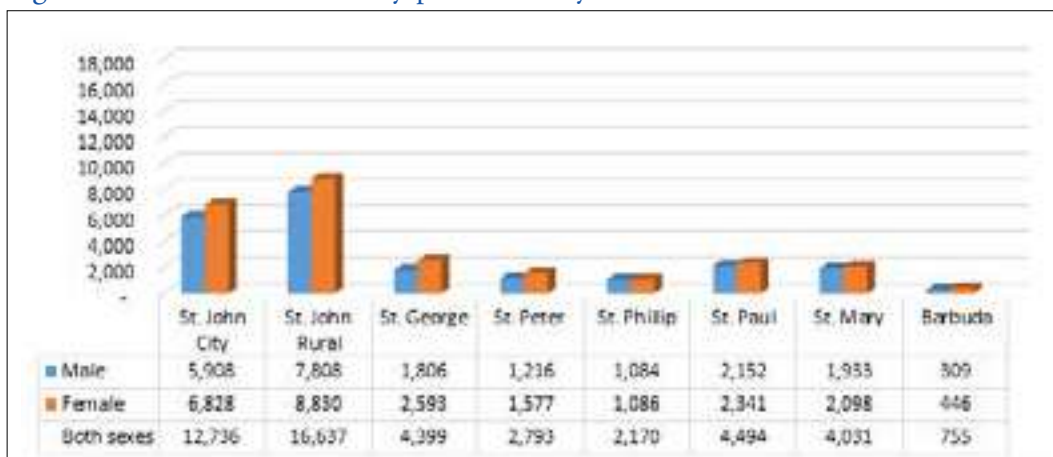
Figure 2.3 Labour force participation rate by age group and by sex (percentage)



Source: Antigua and Barbuda Statistical Division.

Total labour force and the labour force participation rate were explored across the eight parishes in Antigua and Barbuda (figure 2.4). The parish with the largest labour force was St John Rural (17,122) followed closely by St John City (13,183). Furthermore, men participated in the labour force at higher rates than women within each parish with the exception of St George parish (figure 2.5).

Figure 2.4 Labour force size by parish and by sex



Source: Antigua and Barbuda Statistical Division.

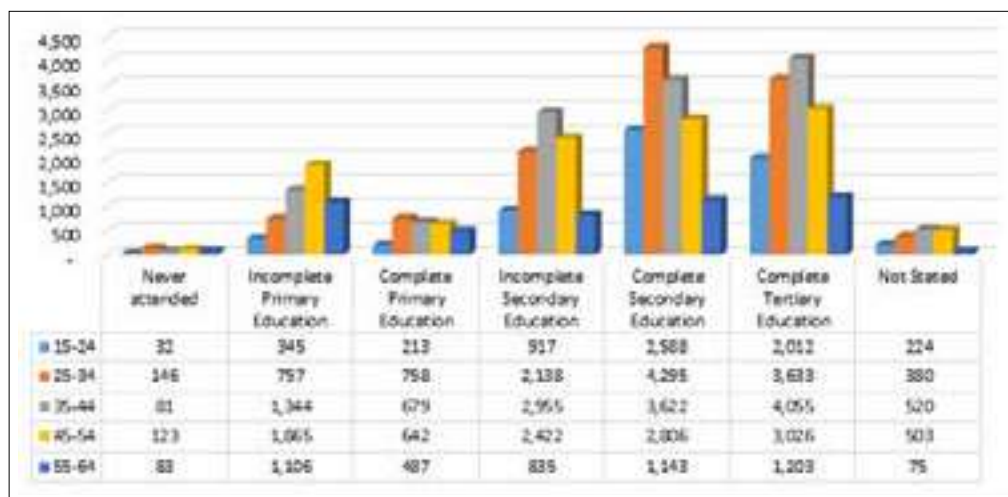
Figure 2.5 Labour force participation rate by parish and by sex (percentage)



Source: Antigua and Barbuda Statistical Division.

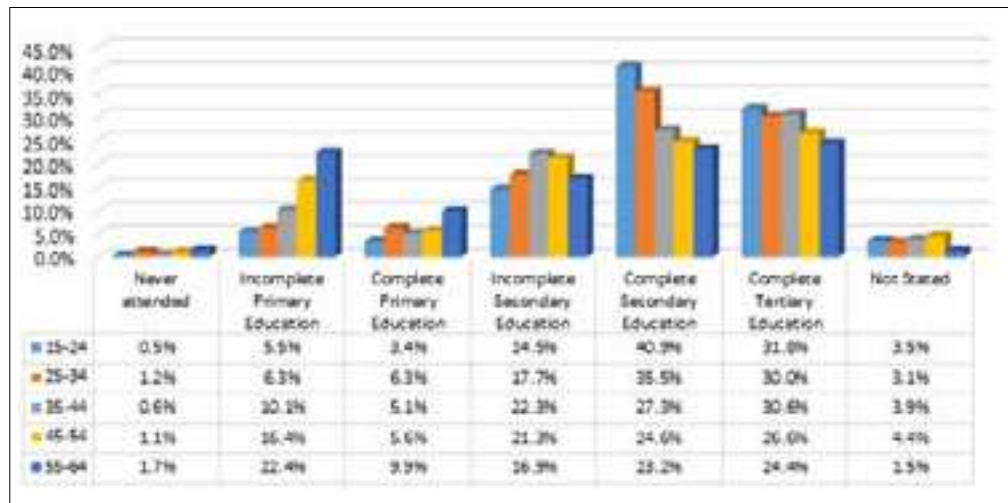
The final factor reviewed was the level of educational achievement within Antigua and Barbuda (figures 2.6 and 2.7). The largest share of the labour force had completed secondary education (14,454), followed closely by the share that had completed tertiary education (13,929). The levels of tertiary education are impressive for all age groups, and the age group with the highest percentage of labour force participants with tertiary education was the 15–24 age group. This is a positive occurrence for economic development as education is one of the cornerstones of economic transformation.

Figure 2.6 Labour force size by age and by educational achievement



Source: Antigua and Barbuda Statistical Division.

Figure 2.7 Share of labour force by age and by educational achievement

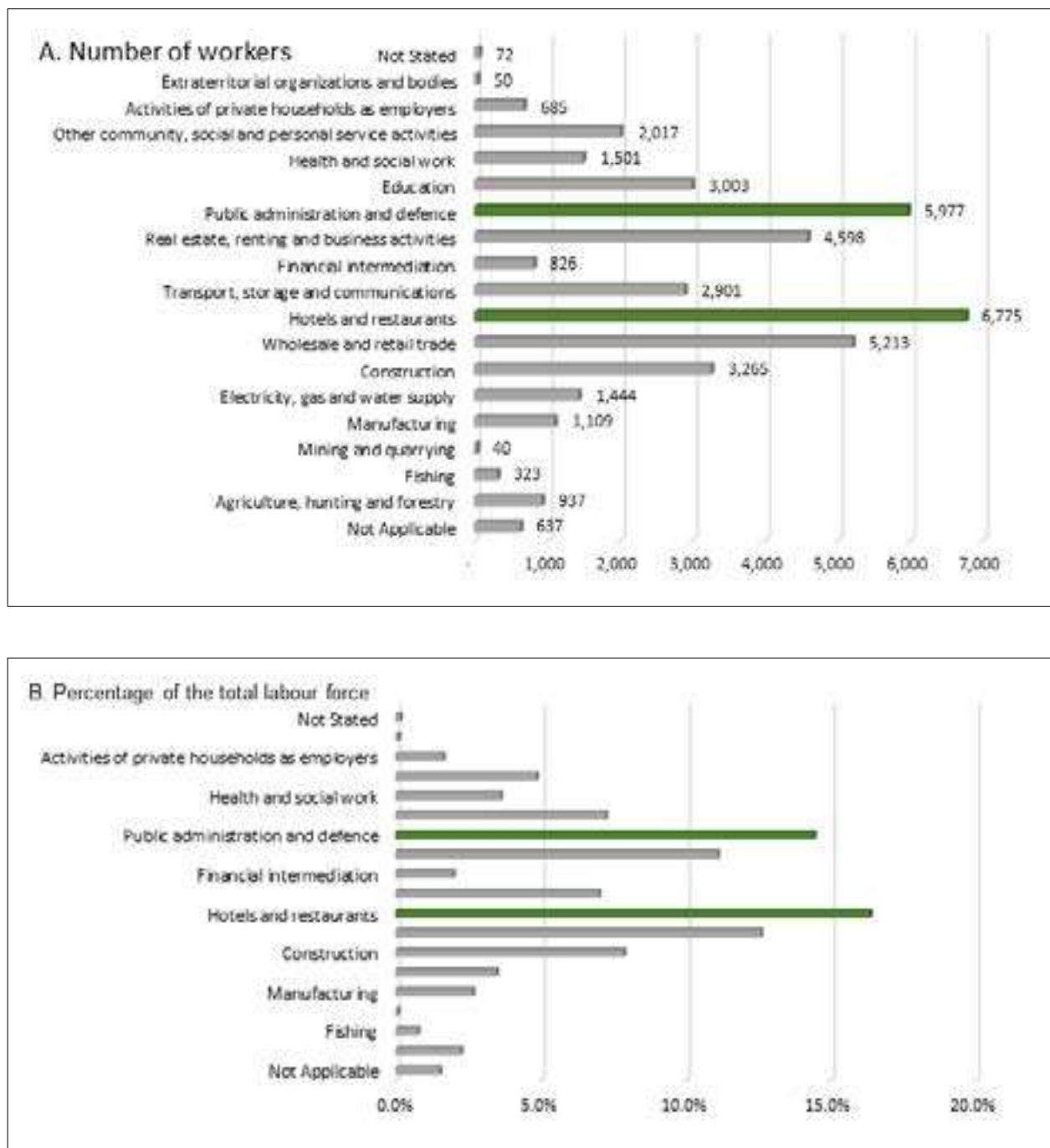


Source: Antigua and Barbuda Statistical Division.

3.2 Employment

Employment of in Antigua and Barbuda was examined by sector. Hotels and restaurants was the most popular sector with 6,775 workers, followed closely by public administration and defence with 5,977 workers (figure 2.8).

Figure 2.8 Employment by sector (A) number of workers and (B) percentage of the total labour force

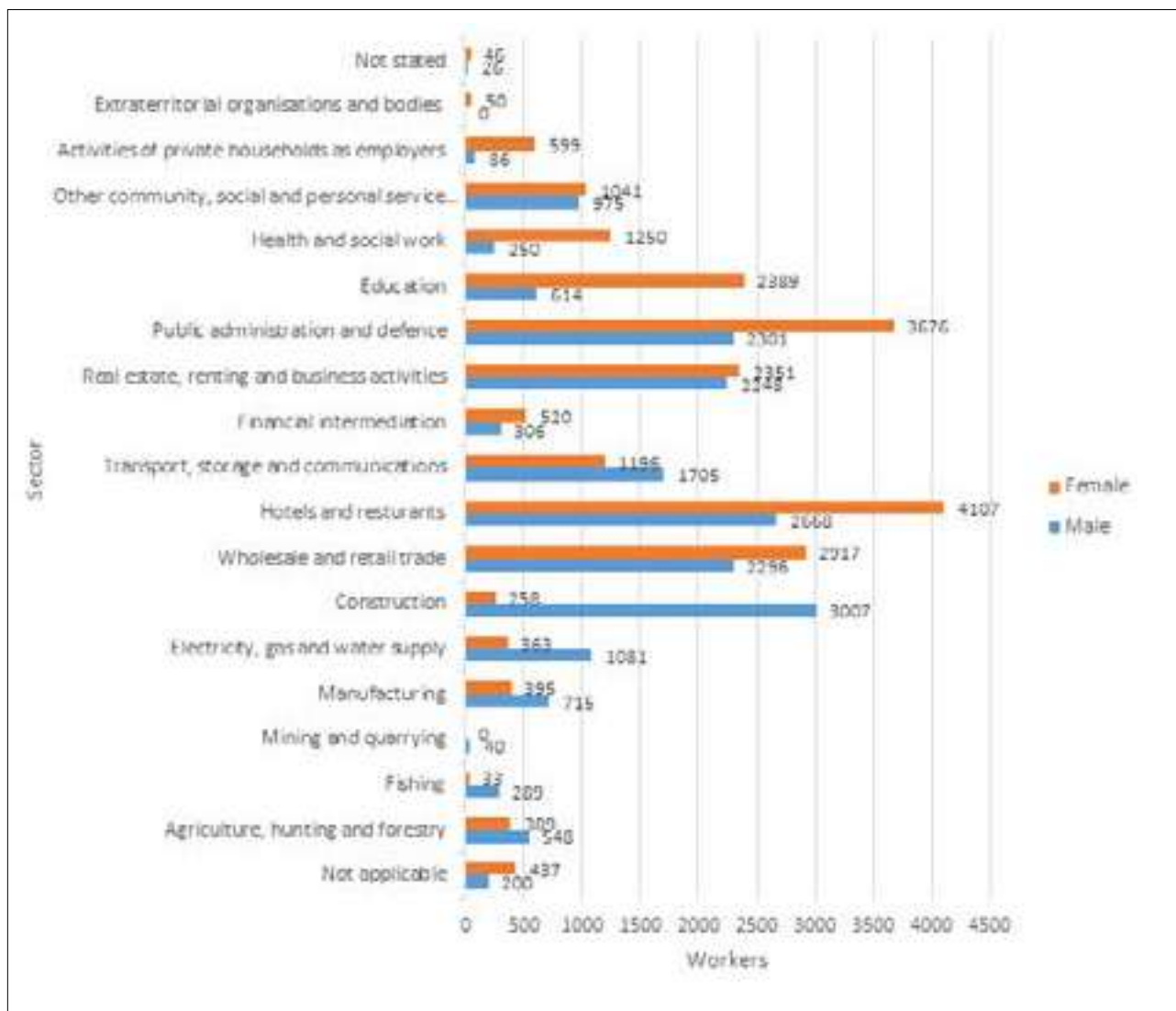


Note: The category “not applicable” represents persons in Antigua and Barbuda who are not actively participating in the labour force since they were not looking for work within the specified period.

Source: Antigua and Barbuda Statistical Division.

Figure 2.9 shows that hotels and restaurants and public administration and defence were the two of the most popular sectors, and they are dominated by women.

Figure 2.9 Sector employment by sex



Note: The category “not applicable” represents persons in Antigua and Barbuda who are not actively participating in the labour force since they were not looking for work within the specified period.

Source: Antigua and Barbuda Statistical Division.

Employment was examined by occupation and sex (figures 2.10 and 2.11). Within Antigua and Barbuda, the most dominant occupation was service and sales, with almost double the number of workers in other occupations. It is noteworthy that this is occurring in a labour force with significant levels of tertiary education. The data illustrate that there are great numbers of women in managerial, professional, technical and associate professional occupations.

Figure 2.10 Employment by occupation

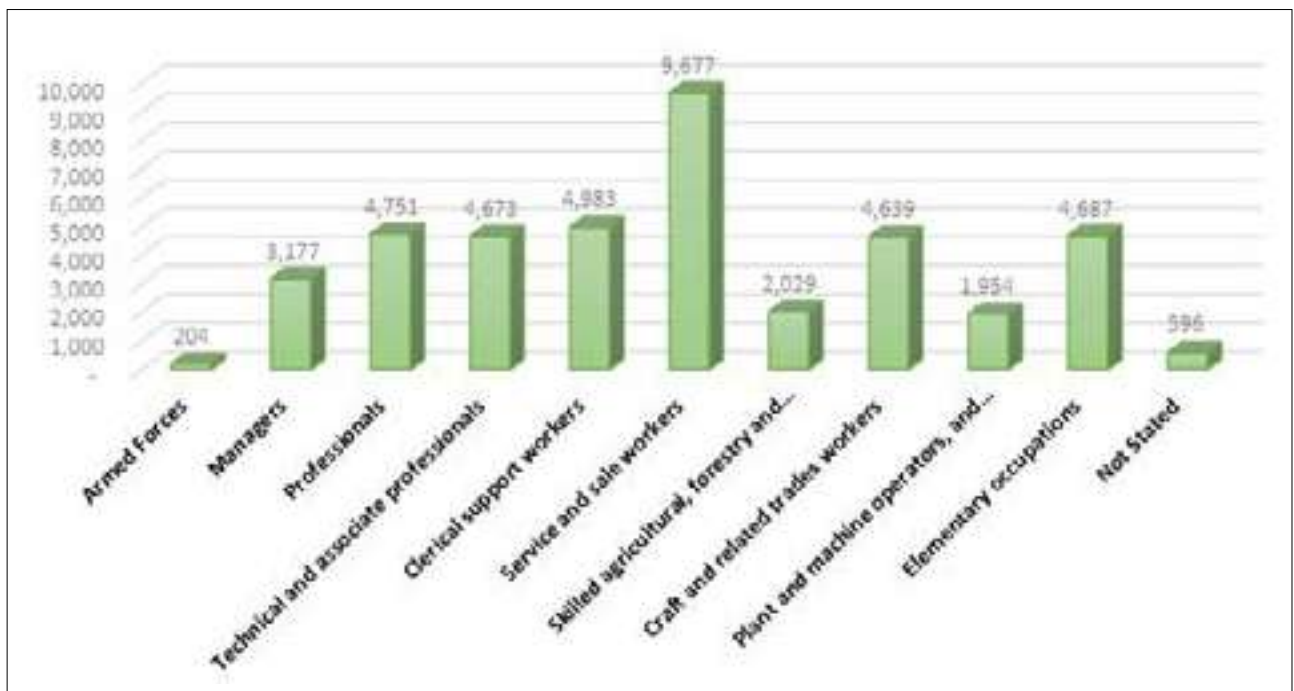
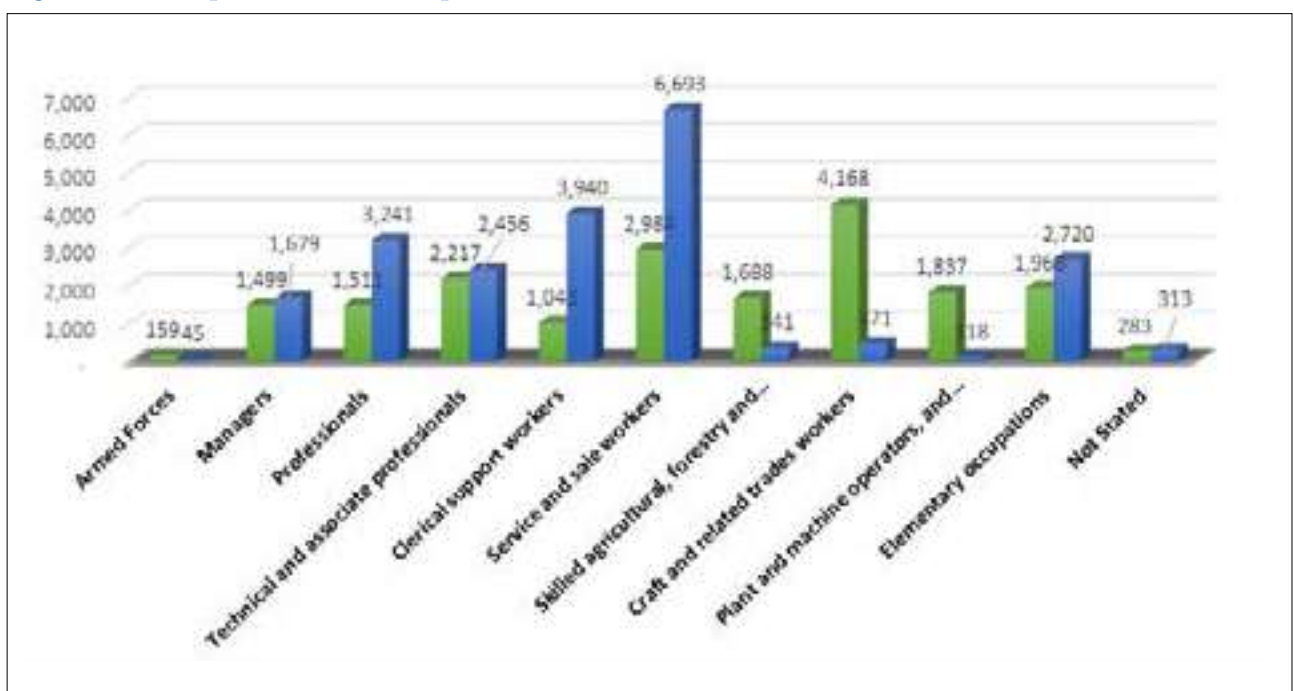


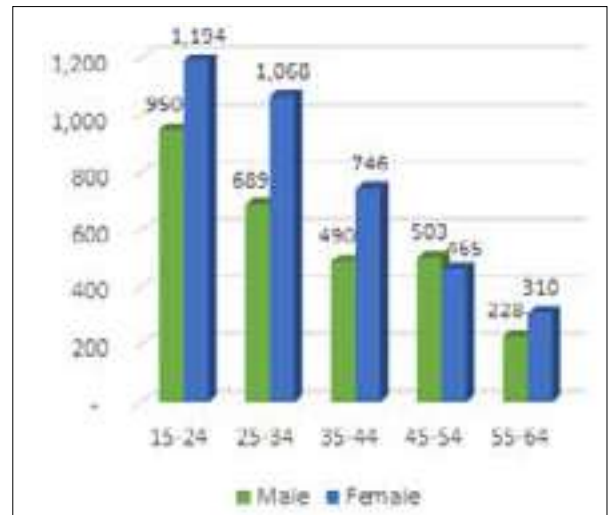
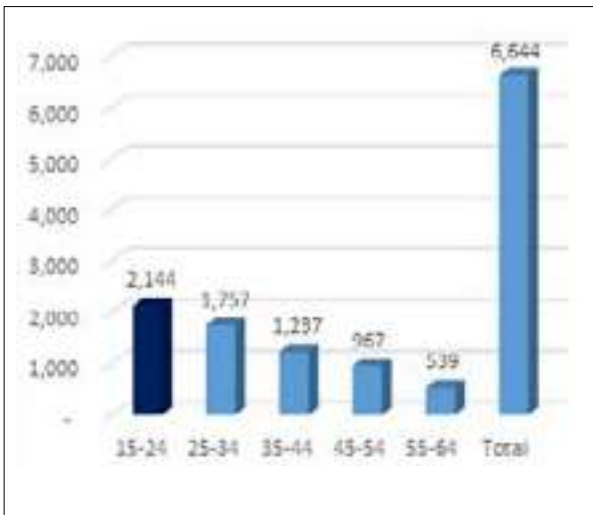
Figure 2.11 Employment by occupation and by sex



3.3 Unemployment

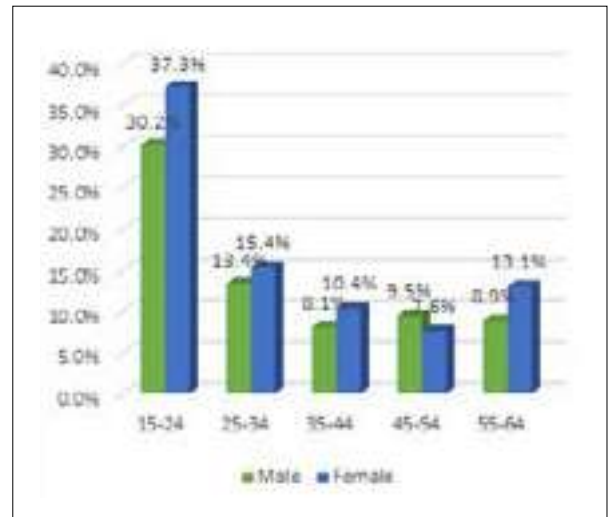
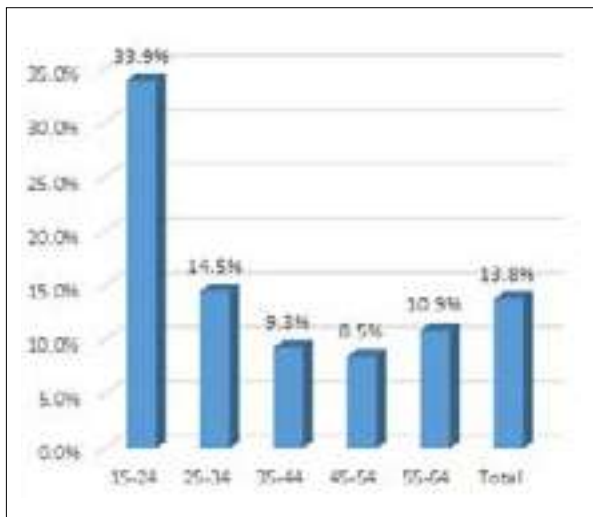
Unemployment was examined by age group, sex and parish in Antigua and Barbuda. There were 6,644 unemployed people, and the group age 15–24 years made up the largest share of unemployed people (figure 2.12). The percentage of unemployed people in that age group was also higher compared to other age groups (figure 2.13).

Figure 2.12 Unemployment by age group and by sex



Source: Antigua and Barbuda Statistical Division.

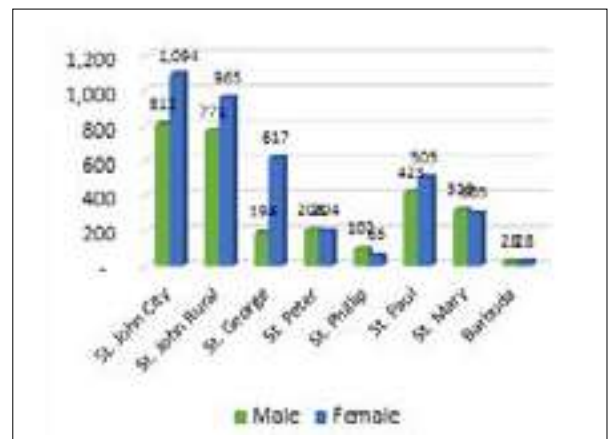
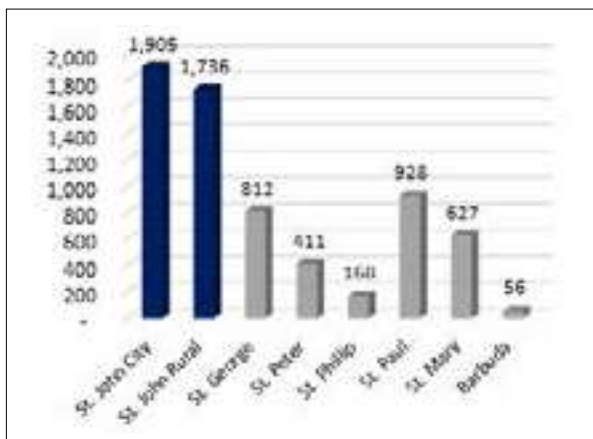
Figure 2.13 Unemployment rate by age group and sex (percentage)



Source: Antigua and Barbuda Statistical Division.

Unemployment levels differed between the parishes of Antigua and Barbuda. St John City and St John Rural had the highest unemployment within the twin-island (figure 2.14). These parishes also had the highest labour force participation rate.

Figure 2.14 Unemployment by parish and by sex



Source: Antigua and Barbuda Statistical Division.

Case study

The following case study provides an example of the approaches of one company in Antigua and Barbuda to enable women to remain employed and achieve work-life balance. This example illustrates that policies can be implemented that support women in the workplace.

Case study: A.S. Bryden & Sons (Antigua) Ltd

Lucette James, Human Resources Manager, has been employed at A.S. Bryden & Sons (Antigua) Ltd for the past ten years. She stated that the organization has implemented special programmes to support women primarily because the company is female-oriented, and the majority of senior and executive positions are held by women. Ms James added that her predecessor was also a working mother and family-oriented so there was always a concern for women. Employees always feel comfortable asking for time or discussing issues.

A.S. Bryden & Sons (Antigua) Ltd believes that there is a need for additional support and this has resulted in the implementation of flexible solutions for employees to manage both work and family commitments, commonly known as work-life balance. These include flexi-hours, time off with no loss of pay and allowing staff to bring children to company premises. As there is no policy (or no documented policy), the company examines requests on a case-by-case basis and makes decisions based on the circumstances surrounding the request. To date, while there may be gaps, Ms James was unable to identify any specific areas for further policy development.

Company policies that support women in the workplace:

- **Flexi-hours** – Non-customer service frontline employees who are parents are able to adjust their working hours from 8am to 9am to accommodate their children's school schedule.
- **Time off with no loss of pay** – For doctor appointments or other issues that may arise.
- **Children on company premises** – While there is no nursery or dedicated room, the children of non-customer service frontline employees are allowed to be on the premises if parents have to pick them up from school.

3.4 Conclusions and findings

The labour force data present a landscape with the following characteristics:

- The unemployment rates among young people are over 20 per cent higher than for people over age 50.
- Unemployment is concentrated among the youth (age 15–24 followed by age 25–34) more than among people over age 50.
- Employment rates increase for the group over age 50, so there may be elements of voluntary exit from the labour force.
- More women than men occupy professional, technical, associate professional and managerial positions.
- The levels of educational attainment are high with significant proportions of the population having completed secondary and tertiary level education.
- Women have higher unemployment rates in several age groups.





4

Advocacy strategies to promote women's rights

Women's rights or gender advocacy is, at its simplest, advocacy to promote women's rights and gender equality. Gender equality is the situation where women and men are recognized as equal and are treated equally with the same status, power, resources, responsibilities and opportunities for fulfilling their potential. Women's rights include basic rights and freedoms that all women and girls are entitled to as human beings.

An official workplace policy on gender equality outlines the framework for both accountability and responsibility accompanied by measurable gender equality goals. It outlines a company's intent, priorities and practices on gender equality which is important for communicating to both management and employees the expected standards ensuring women and men are equally represented, valued and rewarded.

4.1 Antigua and Barbuda – National gender policies

The Government of Antigua and Barbuda remains committed to gender equality and women's empowerment and to building a society which is inclusive and respectful of all citizens. Antigua and

Barbuda has a strong legal foundation for gender equality in its Constitution. It guarantees protection from all forms of discrimination, including gender-based discrimination.

The development of policies and programmes to promote gender equality in Antigua and Barbuda is guided by Beijing Platform for Action, the Convention on the Elimination of All Forms of Discrimination against Women (CEDAW), the Sustainable Development Goals (SDGs) and Inter-American Commission of Women (CIM) Strategic Action Plan.

When preparing gender policies, the Government should do the following:

- Consider the employment lifecycle to determine where equity and diversity plays a role and evaluate the impact of supporting the following areas: recruitment, retention, performance management processes, promotions, talent identification and identification of high potentials, succession planning, training and development, resignations, key performance indicators for managers and remuneration.
- Communicate gender equality policies to company managers, particularly managers with responsibility for recruitment, performance reviews, training and development, and remuneration decisions.
- Communicate gender equality policies to all employees, particularly during recruitment, performance reviews, training and development, and remuneration decisions.
- Ensure that there is gender equality.

Women entrepreneurship

Women who are interested in entrepreneurship oftentimes need support to establish themselves. Women have less access to financial resources and information than men when they are establishing their business. A policy to support women's entrepreneurship can incorporate access to information resources, business incubator schemes for women, training and business counselling during the business life cycle while the entrepreneur is establishing the product or the brand. Organizing a conference on women in business on an annual basis is one way for women to share their experiences with other women in an atmosphere of sisterhood and camaraderie.

Mentorship

A mentorship is a relationship where a person takes on a protégé and supports his or her career development. The mentor provides role modelling and general access to information and insight into life choices. Leadership studies indicate that persons with mentors have enhanced chances of success. There is great opportunity for girls to be mentored by women from a young age to build their self-esteem and to understand their career options and the impact of their life choices.

4.2 A framework for company-level gender policies and activities

Recruitment and remuneration

The recruitment strategy should not favour one gender over another and this must be the central theme at all recruitment stages. From the time that the job description is being formulated, the advertisements must be gender neutral. The recruitment agencies must understand and apply equality principles. The recruitment stage includes: formulating the job description, sourcing candidates and advertising, protocols around the use of recruitment agencies, the composition of the recruitment team/panel and prerequisite training, the selection of a shortlist, the interview and the selection process.

When hiring in non-traditional areas for women, there can be recruitment campaigns to attract more women to apply (or to attract men to occupations where women are predominantly recruited). This has to coincide with a statement that the company is committed to pay equity.

Retention and resignations

Companies should have an outline of the gender equality principles applied to employee engagement strategies that include remuneration, benefits and total rewards, training and development, health and safety and other employee support processes. This may include a programme to communicate with employees during their parenting years, conducting skill analyses to ensure the skills of women and men are valued equally and providing for training and development opportunities to be available to all. Companies can conduct monitoring and analysis of employee exits to understand the reasons employees stay or leave, with attention to differences that may reflect gender bias or discrimination. This will include implementing a process for tracking and comparing the number of women and men resigning from the company and understanding their reasons in each case. Companies should have a sexual harassment policy and they should ensure that employees understand that there is equity and fair play in the workplace and flexibility in terms of the work arrangements. Companies can provide spaces for lactating mothers in addition to maternity leave and other children-supportive policies.

Performance management processes

Companies should outline the gender equality principles applied to enhancing employee productivity, accountability and leadership including but not limited to: defining roles, responsibilities and objectives including key performance indicators, and regular and recorded feedback sessions. This includes a review of personal development plans including learning and development to ensure that there is equity. Companies should conduct analyses of the performance ratings issued to both women and men ensuring that there is equity and transparency.

Promotions

An outline of the gender equality principles applied to the promotion process may include criteria for promotions that are clear (qualification, work record, success, length of service and so on), mechanisms to identify talent/high potential employees, and analyses of the number of promotions for both women and men. It may include criteria for considering employees for promotion while they are on maternity leave and making opportunities for promotion easily accessible based on performance.

Identifying talent/ high potential employees and succession planning

The approach to talent (higher performer) recruitment and retention has to be gender neutral and care has to be taken to ensure that both men and women are included in the talent pool. Conduct skills audit to identify high potential employees based on clearly defined objective criteria.

A system has to be implemented that ensures both genders have equal opportunity to be identified as successors for key roles.

Training and development

This includes an identification of employee training needs and skills gap analysis as inputs to employee training and development, and it should include the identification and documentation of work-related improvements achieved from training and programmes to promote gender equality and support for women. This includes mentoring and/or sponsorship programmes, career and leadership development programmes, and project assignments in non-traditional areas for women and men. This must be

supported by an analysis of access to training and development activities by gender and include an annual career discussion with their managers that includes an annual training and development plan.

4.3 International comparisons

Companies, national economies and the global economy fail to capture significant value when women are excluded from participation in the labour force. This is evident in the impact on gross domestic product (GDP) An analysis of international data on gender diversity from the McKinsey Global Institute (2015) indicated, “female workers currently generate 37 percent of the world’s GDP, considerably lower than their 50 percent share of the global working-age population suggests is possible” (p. 35). Furthermore, The McKinsey Global Institute calculated that closing the global gender gap in economic participation by 2025 had the potential boost to the world economy by 26 per cent (US\$28 trillion) in global annual GDP over the “business as usual” forecast (p. 25). Cognizant of the potential for significant economic dividends, companies and Governments around the world have taken steps to promote gender equality and ensure women are empowered to participate fully in the economy. This section presents examples from Kenya and Australia.

Comparisons with Kenya

Support for the empowerment of women can be seen through different initiatives of the Government of Kenya. The Government has established various initiatives that have advanced women’s empowerment and gender equality. These include the Women Enterprise Fund (WEF), the Uwezo Fund, the Youth Enterprise Development Fund, and the Access to Government Procurement Opportunities (AGPO) programme. These funds have enabled women to access funds for starting or growing their business ventures without burdensome conditions (SNV 2017).

Comparisons with Australia

According to the Workplace Gender Equality Act (2012) of the Government of Australia, employers are required to report against six standardized gender equality indicators (GEIs) related to areas that are critical to gender equality (Government of Australia 2018). Examples of GEIs are as follows:

- GEI 1 - gender composition of the workforce
- GEI 2 - gender composition of governing bodies of relevant employers
- GEI 3 - equal remuneration between women and men
- GEI 4 - availability and utility of employment terms, conditions and practices relating to flexible working arrangements for employees and to working arrangements supporting employees with family or caring responsibilities
- GEI 5 - consultation with employees on issues concerning gender equality in the workplace
- GEI 6 - any other matters specified by the Minister: sex-based harassment and discrimination

Indicator 1 relates to the gender composition of the workforce and whether a formal policy has been implemented. In addition to the requirement to report against six standardized GEIs, from October 2014, companies with at least 500 employees are required to have gender equality policies in place supporting GEIs.



5

Conclusion

This study on gender equality and diversity in the workplace was conducted by the ILO-ACT/EMP – a specialized agency of the United Nations – in collaboration with Sacoda Serv Ltd. Data was collected from 71 persons employed mainly in domestic or local companies (65 per cent of the sample) which was the most dominant category within Antigua and Barbuda. While the main targeted respondents were persons in senior management and at board levels, the survey responses reflect a diverse number of roles and both female and male perspectives. The sample was categorized under four main classifications: CEOs, directors, supervisors and general staff which included employees mainly performing secretarial or administrative duties. Directors and managers were the largest group of respondents representing 63 per cent of the sample.

The survey questions were not compulsory, so individuals were not obliged to answer all items. Although 16 per cent of the sample did not state their gender, women still represented the larger number of respondents for 2018 (70 per cent) showing a 17 per cent increase in female respondents over the 2017 sample. Some respondents gave only their initial and last name, or did not give any name, so it is impossible to identify if they were female or male.

Economic activity of companies was captured to understand the line of business the respondents were involved in. The three distinctive categories were financial or insurance services (25.4 per cent), other service activities (21.1 per cent) and shopping-keeping, sales or trade activities (21.1 per cent) representing approximately 70 per cent of the total sample. However, it was unclear what comprised “other service activities” as respondents were not required to specify.

An examination of the four levels of management – supervisory, middle management, senior management and top executive – revealed a reduction in the number of women in management at higher levels of the company hierarchy. There was a gradual average decrease from the supervisory level (47 per cent) to the senior management level (43 per cent). Women in middle and senior management roles were often working in human resource management and corporate social responsibility and fewer women were working in research, development and technical areas.

At the executive level, some companies did not have a CEO but among those that did, 71 per cent had a male CEO and the majority of CEOs were male across all 16 companies. The distribution of genders on a company’s board of directors and board chair uncovered male domination regardless of company. Additionally, there was no difference between the tenure of male and female CEOs (14 years).

Salaries for both women and men with similar skill and experience level were investigated uncovering little evidence of inequality between the genders. Most of the companies have implemented policies and initiatives to promote gender equality, especially maternity leave, recruitment, retention and promotion, and skills training. Respondents were at an impasse when examining whether there was a connection between gender equality and the bottom line. Enhanced company reputation and the ability to attract and retain talent were the top two impacts of promoting gender equality and diversity. Further examination of improved business outcomes, such as profit, revealed a 17 per cent impact on profit. However, more than half of the respondents (54 per cent) did not comment on the impact on profit as they were unsure or did not think their company monitored this factor.

Retention of skilled women was not a concern for most companies. The adoption and use of technological platforms is also seen as instrumental in increasing a company’s productivity. Respondents were split on the impact of the company culture on gender equality. This research has identified gender-neutral, male-dominated and female-dominated company cultures and further studies are needed to understand the impact of these cultures on gender diversity. Although efforts are aimed to encourage equality, it is currently still a work in process that requires a cultural shift.

Gender equality and diversity are in embryonic stages especially as most initiatives are still in the planning phase. While companies would like to make a change to encourage fairness and equal opportunities, the company culture is one of the most significant aspects to be considered. Change is possible with support from the Government at the policy level and the private sector can work to execute well-planned evidence-based policies at the company level.

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Women in business and management: survey report for Antigua and Barbuda presents data from 71 companies collected from an ILO company survey conducted in 2017 and 2018. The findings of the survey are supplemented by latest labour market information to provide companies with a deeper understanding on the opportunities available to promote more women in management and board levels.

The Report also highlights measures companies can take to promote women in leadership positions and underlines actions Antigua and Barbuda Employers' Federation can take to support businesses in making workplaces more gender equal and diverse.



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