

TOP 10 MEASURES FOR COMPANIES TO PROMOTE WOMEN IN MANAGEMENT

As identified in the ILO company survey

- Assigning women managers visible and challenging tasks
- Exposing women to all company operations and functions
- Mentoring scheme
- Top level management support for a gender equality strategy
- Executive training for women
- Recognition and support for women
- Making corporate culture more inclusive of both women and men
- Awareness training for senior managers on the business case for more women in management
- Setting of targets and tracking progress
- Flexible working arrangements (time and place)

TOP 10 STRATEGIES FOR BUSINESS MEMBERSHIP ORGANIZATIONS TO ADVANCE WOMEN IN BUSINESS AND MANAGEMENT

As identified in the ILO company survey

- Conduct more research to collect statistical data on the number of women at various management levels to help build the business case
- Build capacity of employers' organizations on fostering women's talent
- Provide awareness raising at executive levels of employers' organizations and members
- Training and development of member organizations and assistance on policy and measures
- Give advice to members on career planning schemes to tap into women's talent
- Engage in coaching, training, mentoring, capacity building to foster women's talent and ensure their effective participation in decision making
- Reward or recognize best practices on gender diversity (through tripartite dialogue)
- Encourage dialogue between organizations to share best practices and seek commitment of organizations.
- An internal assessment and identification of good practices of staff and members of employers' organizations on gender issues in order to promote successful business managerial women as case studies and role models
- Develop policy documents as well as practical tools for implementation

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For further information please see:

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Women in business and management: GAINING MOMENTUM IN ASIA AND THE PACIFIC



ASIA-PACIFIC REGIONAL FACT SHEET



 ACT/EMP
The Bureau for Employers' Activities

FACT 1: PARTICIPATION OF WOMEN IN THE LABOUR MARKET WILL BE NEEDED TO SUSTAIN ECONOMIC GROWTH

- Asia-Pacific as a region is developing rapidly, with multiple countries considered as emerging markets resulting in increased demand for more talent.
- Yet, labour force growth is forecasted as negative or almost no growth for China, Japan, the Republic of Korea and Thailand; moreover, ASEAN region as a whole is experiencing lower birth rates which will inevitably result in a shrinking workforce.
- Labour force participation rates for women in the Asia-Pacific region remain below that of men. Without a doubt, increasing the talent base of women will contribute to economic growth and development.

FACT 2: WOMEN IN THE ASIA-PACIFIC REGION REPRESENT AN INCREASING NUMBER OF BUSINESS OWNERS



The percentage of women employers increased in 17 out of 21 Asia-Pacific countries in the past 15 years



Women represent 26 per cent of all employers in Asia and the Pacific



Women represent 32 per cent of all self-employed in Asia and the Pacific

FACT 3: THE GLASS CEILING IS STILL INTACT AND WOMEN ARE UNDER-REPRESENTED IN EXECUTIVE AND BOARD LEVEL POSITIONS



China, New Zealand and Viet Nam are the only countries in the Asia-Pacific region to have more than 5 per cent publicly listed companies that have women CEOs.

Of Asia-Pacific respondents to the ILO company survey, 26 per cent had all male boards while 65 per cent had less than 30 per cent women

What is gender balance? Gender balance or gender parity is usually defined as 40 to 60 per cent of either sex

FACT 4: THE HIGHER THE MANAGEMENT LEVEL, THE LOWER THE SHARE OF WOMEN



The pipeline is leaking - there is a decline in the number of women from lower to upper levels in the organization.

Of companies surveyed:

- 59 per cent had 30 per cent or less of **junior managers** as women
- 32 per cent had 10 per cent or less of **middle managers** as women
- 55 per cent had 10 per cent or less or no women as **senior managers**

In the public sector Mongolia, New Zealand and the Philippines are among the 22 countries in the world where 40 per cent or more of their legislators, senior officials and managers are women

FACT 5: GLASS WALLS WITHIN HIERARCHICAL STRUCTURES PRODUCE DIFFERENT CAREER PATHS FOR MEN AND WOMEN

Women tend to be concentrated in managerial functions such as human resources, public relations and communications, finance and administration, and sales and operations preventing them from getting the breadth of management experience necessary to move up the ladder

FACT 6: THERE IS GROWING GENDER PARITY IN TERMS OF EDUCATIONAL ATTAINMENT



Women outnumbered men in tertiary enrolments in 13 out of 30 countries in Asia and the Pacific for which data were available in recent years.

Overall, the percentage of women graduates tends to be higher than the percentage of men graduates in more countries in all areas except for sciences, engineering, manufacturing, construction and agriculture (non-traditional areas of study for women).

FACT 7: GLOBALLY GENDER PAY GAPS ARE STILL A REALITY

The gender pay gap measures the difference between male and female earnings as a percentage of male earnings.

Educational levels, qualifications, work experience, occupational category and hours worked account for the “explained” part but the “unexplained” is attributed to discrimination – conscious or unconscious.

Country	Percentage of Pay Gap
India	33
Korea, Rep. of	32
New Zealand	31
Japan	29
Hong Kong, China	29
Maldives	29
Indonesia	22
Sri Lanka	18
Macau, China	17
Mongolia	15
Singapore	11
Viet Nam	10
Thailand	4
Malaysia	4
Philippines	0

IT IS ESTIMATED THAT AT THE CURRENT RATE GLOBALLY IT WILL TAKE 70 YEARS TO BRIDGE THE GAP.