

## FACT 9: GENDER PAY GAP PERSISTS

The gender pay gap measures the difference between male and female earnings. Educational levels, qualifications, work experience, occupational category and hours worked account for the explained gap but the unexplained gap is attributed to conscious and unconscious bias.

THE GENDER PAY GAP	SELECTED COUNTRIES
Less than 10%	Slovenia, Albania, Romania, the Republic of Macedonia, Croatia, Republic of Moldova, Latvia, Serbia, Poland, Hungary, Bulgaria
Greater than 20%	Tajikistan, Azerbaijan, Georgia, Armenia, Kazakhstan, Russian Federation, Ukraine, Kyrgyzstan, Belarus, Estonia, Slovakia, Czech Republic

Source: UNECE, 2017

Gender pay gap in monthly nominal salaries of total employees in selected Eastern European and Central Asian countries (the most recent years for which data are available)



## FACT 10: WOMEN SPEND A SIGNIFICANT AMOUNT OF TIME DOING UNPAID WORK



- On average, women in Eastern Europe and Central Asia spend 1.6 to 6.2 more hours per day on unpaid work than men. This double burden of work and family responsibilities is a common barrier to women's career advancement. (UNECE, 2017)



- The gender pay gap and costs of child care can be a disincentive for women to enter and stay in the workforce. Some companies are exploring family-friendly policies (like parental leave, flexible work, and child care) as a solution to better retain female talent.

## TOP 5 MEASURES FOR COMPANIES TO PROMOTE WOMEN IN MANAGEMENT

As suggested by companies surveyed in Eastern Europe and Central Asia

### # MEASURES

- 1 Exposing women to all company operations and functions
- 2 Executive training for women
- 3 Assigning women managers visible and challenging tasks
- 4 Recognition and support for women
- 5 Mentoring scheme

Source: ILO Company Survey, 2013

## TOP 5 STRATEGIES FOR EMPLOYER AND BUSINESS MEMBERSHIP ORGANIZATIONS TO ADVANCE WOMEN IN BUSINESS AND MANAGEMENT

### # STRATEGY

- 1 Conducting more research to collect statistical data on the number of women at various management levels to help build the business case.
- 2 Facilitate networking opportunities with member companies and women's business associations to share good practices.
- 3 Offer training and assistance to member companies on policy measures such as equal opportunity and diversity initiatives.
- 4 Conduct awareness-raising among executives and members of employers' organizations on the benefits of gender diversity for business.
- 5 Develop a joint strategy to promote more women in management with member companies and other stakeholders.

Source: ILO Company Survey, 2013

For further information, please see:

*Women in business and management: Gaining momentum in Eastern Europe and Central Asia*  
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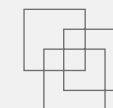
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Labour  
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## Women in business and management: GAINING MOMENTUM IN EASTERN EUROPE AND CENTRAL ASIA



## EASTERN EUROPEAN AND CENTRAL ASIAN FACTSHEET



ACT/EMP  
The Bureau for Employers' Activities

## FACT 1: WOMEN'S LABOUR FORCE PARTICIPATION IS HIGH AND ON THE RISE

■ Central Asia  
● Eastern Europe



Women's participation in the labour force increased from 52.6 per cent in 2010 to 53.2 per cent in 2016 in Eastern Europe, and remained relatively stable at 54.4 per cent in Central Asia during this period. Despite an overall positive trend, female labour force participation decreased in seven countries since 2004. (ILO, 2017)

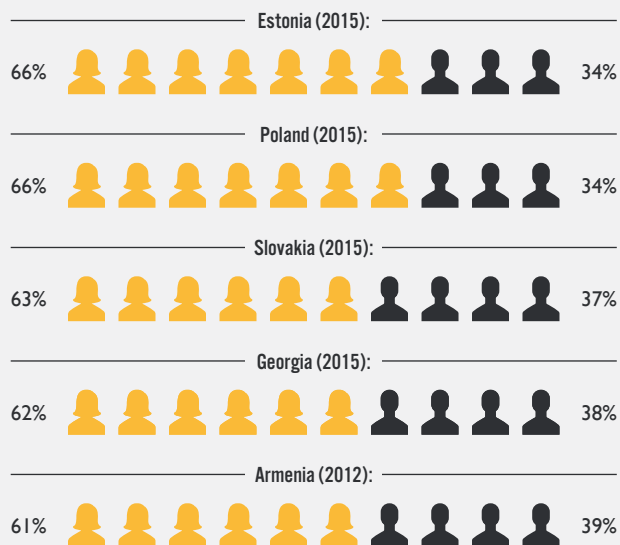


If women were to participate in the economy at the same rate as men the potential boost to the Eastern European and Central Asian economy could be US\$1.1 trillion, or an additional 23 per cent of annual regional GDP. (McKinsey Global Institute, 2015)

## FACT 2: THE FEMALE TALENT POOL IS LARGER THAN EVER



Of total tertiary graduates, women surpass men in 23 out of 25 countries in Eastern Europe and Central Asia. Women as a share of tertiary graduate in selected countries: (UNESCO, 2017)

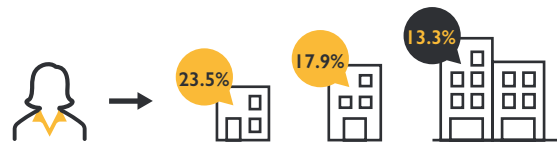


Women are also catching up in science, technology, engineering and mathematics (STEM). The share of women STEM graduates has increased in 10 out of 19 countries in the region, and ranges from 29.7 per cent in Ukraine to 53.1 per cent in Albania. (UNESCO, 2017)

## FACT 3: WOMEN AS MANAGERS: STEADY PROGRESS AT THE TOP

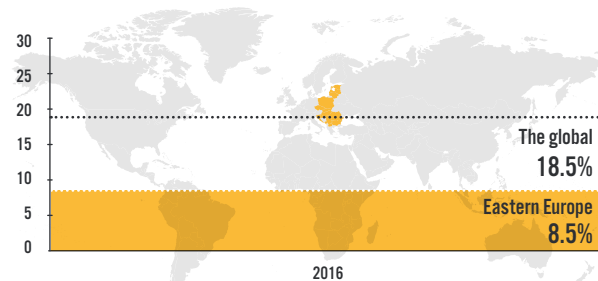


- Eastern Europe and Central Asia is a global leader of women in top management positions. Across the region, 19.9 per cent of enterprises have a top female manager, compared to the global average of 18.6 per cent. (World Bank, 2017)



- Women are more likely to be managers in smaller companies. On average, about 23.5 per cent of small enterprises in the region have at least one top female manager, compared to 17.9 per cent of medium-sized enterprises and 13.3 per cent of larger enterprises. (World Bank, 2017)

## FACT 4: WOMEN ON COMPANY BOARDS: ROOM FOR IMPROVEMENT



- Women hold an average of 8.5 per cent of corporate board seats in Eastern Europe in 2016, up from 7.9 per cent in 2012. (EgonZehnder, 2016)
- While progress is being made, regional rates fall below the global average of 18.5 per cent and are far from the critical mass of 30 per cent that studies show is needed for companies to reap the full benefits of gender diversity on boards. (EgonZehnder, 2016)



## FACT 5: WOMEN FACE BARRIERS RISING THROUGH THE RANKS



- Globally, women experience slower career advancement and are more likely to exit career paths or take career breaks, especially during childbearing years. The 'leaking pipeline' refers to a common challenge companies face to retain and advance female talent into higher levels of management.
- Nearly 75 per cent of companies surveyed in Eastern Europe and Central Asia report that the retention of skilled women is a challenge in their business. (ILO Company Survey, 2013)
- Women managers in the region are concentrated in lower and mid-levels of management. For example, in Serbia and the Republic of Moldova, over half of companies report that up to 30 per cent of their mid-level managers are women. (ILO Company Survey, 2013)

## FACT 6: GLASS WALLS INTACT IN MANY SECTORS AND PROFESSIONS



- Women in Eastern Europe and Central Asia are under-represented in certain sectors and professions that are traditionally viewed as male-dominated. With the exception of Romania, all labour markets in the region are more gender segregated than the average rate for the European Union. (EU Commission, 2017)
- Women managers in the region are over-represented in support management functions, such as directors of human resources, communication, and public relations. With less exposure to core business, women's path to senior executive roles is more difficult. (Grant Thornton, 2016)

## FACT 7: WOMEN ARE AN UNTAPPED RESOURCE FOR ECONOMIC GROWTH



- Many countries in Eastern Europe and Central Asia are pursuing economic growth through the production and export of high value-added goods. Women are underrepresented in these sectors. Increasing the share of women in highly productive sectors could bring additional economic gains to the region. (McKinsey 2013, 2015)
- Tapping into the female talent pool could also help some countries in the region fill gaps in the labour market and mitigate the effects of slow economic growth due to increasing labour mobility and ageing populations. (Djankov, 2016)

## FACT 8: WOMEN IN BUSINESS: MORE ARE BECOMING EMPLOYERS



Women are increasingly becoming employers. In Eastern Europe and Central Asia, women account for 25 per cent of all employers in 23 out of 25 countries. In most countries, the number of female employers has grown over the past 16 years. (ILO, 2017)