The business case for change
Country snapshots
In a snapshot: ILO enterprise survey

**Characteristics**

- **87.6%** of enterprises have an equal employment or diversity and inclusion policy.
- The top three areas in which gender diversity is promoted are recruitment, retention and promotion (82.5%); skills and executive training (77.8%); and remuneration (73.2%).

**Policies and initiatives**

- **Almost 77%** of enterprises report that initiatives on gender diversity and equality have improved business outcomes.
- Of enterprises reporting improved profits due to gender diversity, **32.7%** say profit grew between 10% and 15% and **28.3%** report profit increased between 5% and 10%.

**Women’s share in management and on board**

- **12.6%** of enterprises have a female CEO.
- **17.1%** of enterprises have a female chairperson on the board.
- **11.6%** of enterprises have an all-male board.
- **12.8%** of enterprises have a gender balanced board.
- **1.8%** of enterprises have a majority-female board.

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**Women in the labour market**

**Labour force participation**

- **41.3%** of enterprises have a top female manager.

**Women’s education**

- **Women as a share of total tertiary graduates**
  - **1991**: 27.1%
  - **2001**: 37.4%
  - **2009**: 5.4
  - **2010**: 5.2

**Women’s mean years of schooling**

- **Source**: UNESCO, 2018.

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**Surveyed enterprises**: 194

Kenya

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**Figure 1 Distribution of surveyed enterprises (percentage)**

**Figure 2 Distribution of women at different managerial levels (percentage)**

**Figure 3 Labour force participation, annual rate (percentage), 1991–2018**

**Figure 4 Women as a share of total employers (percentage), 1991–2018**

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**Source**: ILO, 2018; World Bank, 2018.
In a snapshot: ILO enterprise survey

**Characteristics**

- 86.5% of enterprises have an equal employment or diversity and inclusion policy.
- The top three areas in which gender diversity is promoted are recruitment, retention and promotion (91.2%); skills and executive training (86%); and maternity leave (70.2%).

**Policies and initiatives**

- Over 78% of enterprises report that initiatives on gender diversity and equality have improved business outcomes.
- Of enterprises reporting improved profits due to gender diversity, 29.4% say profit grew over 20%, and 23.5% report profit increased between 10% and 15%.

**Women’s share in management and on boards**

- 14.1% of enterprises have a female CEO.
- 16.5% of enterprises have a female chairperson on the board.
- 8% of enterprises have an all-male board.
- 9.6% of enterprises have a gender balanced board.
- 1.1% of enterprises have a majority-female board.

**Women in the labour market**

**Labour force participation**

- Over 78% of enterprises report that initiatives on gender diversity and equality have improved business outcomes.
- Of enterprises reporting improved profits due to gender diversity, 29.4% say profit grew over 20%, and 23.5% report profit increased between 10% and 15%.

**Women’s education**

- 14.1% of enterprises have a female CEO.
- 16.5% of enterprises have a female chairperson on the board.
- 8% of enterprises have an all-male board.
- 9.6% of enterprises have a gender balanced board.
- 1.1% of enterprises have a majority-female board.
In a snapshot: ILO enterprise survey

Characteristics

- 84.2% of enterprises have an equal employment or diversity and inclusion policy.
- The top three areas in which gender diversity is promoted are skills and executive training (75%); recruitment, retention and promotion (66.2%); and maternity leave (60%).

**Policies and initiatives**

- Over 53% of enterprises report that initiatives on gender diversity and equality have improved business outcomes.
- Of enterprises reporting improved profits due to gender diversity, 33.5% say profit grew between 10% and 15% and 31% report profit increased between 5% and 10%.

The business case for gender diversity

- 17.4% of enterprises have a female CEO.
- 22.6% of enterprises have a female chairperson on the board.
- 13.9% of enterprises have an all-male board.
- 13.6% of enterprises have a gender balanced board.
- 2.7% of enterprises have a majority-female board.

Women’s share in management and on boards

- 17.4% of enterprises have a female CEO.
- 22.6% of enterprises have a female chairperson on the board.
- 13.9% of enterprises have an all-male board.
- 13.6% of enterprises have a gender balanced board.
- 2.7% of enterprises have a majority-female board.
In a snapshot: ILO enterprise survey

Characteristics

- 78.1% of enterprises have an equal employment or diversity and inclusion policy.
- The top three areas in which gender diversity is promoted are recruitment, retention and promotion (75.3%); skills and executive training (62.3%); and remuneration (59.1%).

The business case for gender diversity

- Over 78% of enterprises report that initiatives on gender diversity and equality have improved business outcomes.
- Of enterprises reporting improved profits due to gender diversity, 47.2% say profit grew between 10% and 15% and 35.6% report profit increased between 5% and 10%.

Women’s share in management and on boards

- 20.1% of enterprises have a female CEO.
- 10.0% of enterprises have a female chairperson on the board.
- 9.3% of enterprises have an all-male board.
- 3.5% of enterprises have a gender balanced board.
- 0% of enterprises have a majority-female board.

Women in the labour market

Labour force participation

Women as a share of own account workers

<table>
<thead>
<tr>
<th>Year</th>
<th>1991</th>
<th>2018</th>
</tr>
</thead>
<tbody>
<tr>
<td>17.0%</td>
<td>37.1%</td>
<td></td>
</tr>
</tbody>
</table>

Enterprises with a top female manager

<table>
<thead>
<tr>
<th>Year</th>
<th>2012</th>
<th>2012</th>
</tr>
</thead>
<tbody>
<tr>
<td>–</td>
<td>17.5%</td>
<td></td>
</tr>
</tbody>
</table>

Source: ILO, 2018; World Bank, 2018.

Women’s education

Women as a share of total tertiary graduates

<table>
<thead>
<tr>
<th>Year</th>
<th>2004</th>
<th>2016</th>
</tr>
</thead>
<tbody>
<tr>
<td>45.4%</td>
<td>51.7%</td>
<td></td>
</tr>
</tbody>
</table>

Women’s mean years of schooling

<table>
<thead>
<tr>
<th>Year</th>
<th>2001</th>
<th>2015</th>
</tr>
</thead>
<tbody>
<tr>
<td>5.5</td>
<td>6.5</td>
<td></td>
</tr>
</tbody>
</table>

India
Surveyed enterprises: 499

In a snapshot: ILO enterprise survey

Characteristics

Policies and initiatives

- 76.4% of enterprises have an equal employment or diversity and inclusion policy.
- The top three areas in which gender diversity is promoted are recruitment, retention and promotion (79.0%); skills and executive training (72.9%); and flexible working hours (67.7%).

The business case for gender diversity

- Over 70% of enterprises report that initiatives on gender diversity and equality have improved business outcomes.
- Of enterprises reporting improved profits due to gender diversity, 41.1% say profit grew between 10% and 15% and 27.7% report profit increased between 15% and 20%.

Women’s share in management and on boards

- 14.5% of enterprises have a female CEO.
- 29.1% of enterprises have a female chairperson on the board.
- 5.0% of enterprises have an all-male board.
- 8.4% of enterprises have a gender balanced board.
- 0.5% of enterprises have a majority-female board.

Women in the labour market

Labour force participation

<table>
<thead>
<tr>
<th>Year</th>
<th>Women as a share of total managers</th>
<th>Enterprises with a top female manager</th>
</tr>
</thead>
<tbody>
<tr>
<td>2000</td>
<td>14.0%</td>
<td>–</td>
</tr>
<tr>
<td>2012</td>
<td>12.9%</td>
<td>2014</td>
</tr>
<tr>
<td></td>
<td></td>
<td>8.9%</td>
</tr>
</tbody>
</table>

Source: ILO, 2018; World Bank, 2018.

Women’s education

<table>
<thead>
<tr>
<th>Year</th>
<th>Women as a share of total tertiary graduates</th>
<th>Women as a share of total tertiary STEM graduates</th>
<th>Women’s mean years of schooling</th>
</tr>
</thead>
<tbody>
<tr>
<td>2013</td>
<td>49.1%</td>
<td>42.1%</td>
<td>–</td>
</tr>
<tr>
<td>2016</td>
<td>50.3%</td>
<td>42.7%</td>
<td>4.1</td>
</tr>
<tr>
<td>2011</td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

In a snapshot: ILO enterprise survey

Characteristics

Figure 1 Distribution of surveyed enterprises (percentage)

- 81.0% of enterprises have an equal employment or diversity and inclusion policy.
- The top three areas in which gender diversity is promoted are recruitment, retention and promotion (73.1%); skills and executive training (70.4%); and maternity leave (60.1%).

Policies and initiatives

- Over 77% of enterprises report that initiatives on gender diversity and equality have improved business outcomes.
- Of enterprises reporting improved profits due to gender diversity, 32.2% say profit grew between 5% and 10% and 31.8% report profit increased between 10% and 15%.

The business case for gender diversity

Women’s share in management and on boards

Figure 2 Distribution of women at different managerial levels (percentage)

- 15.0% of enterprises have a female CEO.
- 18.4% of enterprises have a female chairperson on the board.
- 11.3% of enterprises have an all-male board.
- 8.1% of enterprises have a gender balanced board.
- 1.6% of enterprises have a majority-female board.

Women in the labour market

Labour force participation

Figure 3 Labour force participation, annual rate (percentage), 1991–2018

- Women as a share of total managers 2000: 32.9% 2017: 27.5%
- Enterprises with a top female manager – 2015: 22.1%

Women’s education

Figure 4 Women as a share of total employers (percentage), 1991–2018

- Women as a share of total tertiary graduates 1993: 16.0% 2016: 58.8%
- Women as a share of total tertiary STEM graduates – 2014: 37.5%
The Philippines
Surveyed enterprises: 389

In a snapshot: ILO enterprise survey

Characteristics

Policies and initiatives
- 89.0% of enterprises have an equal employment or diversity and inclusion policy.
- The top three areas in which gender diversity is promoted are recruitment, retention and promotion (83.8%); skills and executive training (81.5%); and maternity leave (73.3%).

The business case for gender diversity
- Over 84% of enterprises report that initiatives on gender diversity and equality have improved business outcomes.
- Of enterprises reporting improved profits due to gender diversity, 28.5% say profit grew between 10% and 15% and 22.6% report profit increased between 5% and 10%.

Women’s share in management and on boards

Labour force participation

Women as a share of total managers
2001: 59.0%
2017: 51.5%

Enterprises with a top female manager
2015: –
2017: 29.9%

Source: ILO, 2018; World Bank, 2018.

Women’s education

Women as a share of total tertiary graduates
1992: 58.3%
2017: 58.6%

Women as a share of total tertiary STEM graduates
2000: –
2013: 36.3%

Women’s mean years of schooling
2000: 7.7
2013: 9.3


- 28.2% of enterprises have a female CEO.
- 37.0% of enterprises have a female chairperson on the board.
- 1.9% of enterprises have an all-male board.
- 25.2% of enterprises have a gender balanced board.
- 4.3% of enterprises have a majority-female board.
Singapore
Surveyed enterprises: 101

In a snapshot: ILO enterprise survey

Characteristics

Policies and initiatives
- 68.3% of enterprises have an equal employment or diversity and inclusion policy.
- The top three areas in which gender diversity is promoted are recruitment, retention and promotion (77.2%); skills and executive training (74.3%); and flexible working hours (72.3%).

The business case for gender diversity
- Over 62% of enterprises report that initiatives on gender diversity and equality have improved business outcomes.
- Of enterprises reporting improved profits due to gender diversity, 52.9% say profit grew between 10% and 15% and 32.4% report profit increased between 5% and 10%.

Women’s share in management and on boards

Women in the labour market

Labour force participation

Women as a share of total managers
<table>
<thead>
<tr>
<th>2000</th>
<th>2017</th>
</tr>
</thead>
<tbody>
<tr>
<td>25.0%</td>
<td>34.5%</td>
</tr>
</tbody>
</table>
Source: ILO, 2018; World Bank, 2018.

Women’s education

Women as a share of total tertiary graduates
<table>
<thead>
<tr>
<th>1991</th>
<th>1994</th>
</tr>
</thead>
<tbody>
<tr>
<td>45.0%</td>
<td>45.8%</td>
</tr>
</tbody>
</table>

Women’s mean years of schooling
<table>
<thead>
<tr>
<th>1995</th>
<th>2015</th>
</tr>
</thead>
<tbody>
<tr>
<td>7.1</td>
<td>11.0</td>
</tr>
</tbody>
</table>
Thailand
Surveyed enterprises: 370

In a snapshot: ILO enterprise survey

Characteristics

Policies and initiatives
- 84.6% of enterprises have an equal employment or diversity and inclusion policy.
- The top three areas in which gender diversity is promoted are recruitment, retention and promotion (73.0%); remuneration (69.5%); and skills and executive training (65.1%).

The business case for gender diversity
- 78.9% of enterprises report that initiatives on gender diversity and equality have improved business outcomes.
- Of enterprises reporting improved profits due to gender diversity, 33.1% say profit grew between 10% and 15% and 29.7% report profit increased between 5% and 10%.

Women’s share in management and on boards

Labour force participation

Women in the labour market

Women as a share of total managers

Enterprises with a top female manager

Women’s education

Women’s mean years of schooling


Figure 1 Distribution of surveyed enterprises (percentage)

Figure 2 Distribution of women at different managerial levels (percentage)

Figure 3 Labour force participation, annual rate (percentage), 1991–2018

Figure 4 Women as a share of total employers, 1991–2018

<table>
<thead>
<tr>
<th>2001</th>
<th>2016</th>
</tr>
</thead>
<tbody>
<tr>
<td>Women as a share of total managers</td>
<td>25.5%</td>
</tr>
</tbody>
</table>

Source: ILO, 2018; World Bank, 2018.

<table>
<thead>
<tr>
<th>2004</th>
<th>2016</th>
</tr>
</thead>
<tbody>
<tr>
<td>Women as a share of total tertiary graduates</td>
<td>–</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>2004</th>
<th>2016</th>
</tr>
</thead>
<tbody>
<tr>
<td>Women as a share of total tertiary STEM graduates</td>
<td>–</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>2004</th>
<th>2016</th>
</tr>
</thead>
<tbody>
<tr>
<td>Women’s mean years of schooling</td>
<td>6.9</td>
</tr>
</tbody>
</table>

- 23.2% of enterprises have a female CEO.
- 32.3% of enterprises have a female chairperson on the board.
- 2.5% of enterprises have an all-male board.
- 13.2% of enterprises have a gender balanced board.
- 3.7% of enterprises have a majority-female board.
Viet Nam
Surveyed enterprises: 300

In a snapshot: ILO enterprise survey

Characteristics

![Distribution of surveyed enterprises (percentage)](image)

- 5.0% of enterprises have an equal employment or diversity and inclusion policy.
- The top three areas in which gender diversity is promoted are recruitment, retention and promotion (80.3%); remuneration (79.0%); and skills and executive training (74.0%).

Policies and initiatives

The business case for gender diversity

- Only 4.3% of enterprises report that initiatives on gender diversity and equality have improved business outcomes.

Women’s share in management and on boards

![Distribution of women at different managerial levels (percentage)](image)

- 23.1% of enterprises have a female CEO.
- 16.3% of enterprises have a female chairperson on the board.
- 5.7% of enterprises have an all-male board.
- 5.3% of enterprises have a gender balanced board.
- 1.4% of enterprises have a majority-female board.

Women in the labour market

Labour force participation

![Labour force participation, annual rate (percentage), 1991–2018](image)

Women as a share of total managers

- 2000: 16.8%
- 2017: 27.2%
- 2015: –

Enterprises with a top female manager

- 2015: 22.4%

Source: ILO, 2018; World Bank, 2018.

Women’s education

![Women as a share of total tertiary graduates](image)

- 2005: 42.4%
- 2016: 53.8%

![Women as a share of total tertiary STEM graduates](image)

- 2005: 19.9%
- 2016: 36.5%

Women’s mean years of schooling

- 2009: –
- 2018: 7.3

In a snapshot: ILO enterprise survey

Characteristics

![Distribution of surveyed enterprises](image1.png)

**Figure 1** Distribution of surveyed enterprises (percentage)

- 29.8% Small
- 56.2% Medium
- 14.1% Large

**Policies and initiatives**

- 74.5% of enterprises have an equal employment or diversity and inclusion policy.
- The top three areas in which gender diversity is promoted are recruitment, retention and promotion (74.3%); remuneration (60.7%); and maternity leave (56.2%).

**The business case for gender diversity**

- Over 42% of enterprises report that initiatives on gender diversity and equality have improved business outcomes.
- Of enterprises reporting improved profits due to gender diversity, 43.3% say profit grew between 5% and 10% and 17.5% report profit increased between 10% and 15%.

**Women’s share in management and on boards**

![Distribution of women at different managerial levels](image2.png)

**Figure 2** Distribution of women at different managerial levels (percentage)

**Labour force participation**

**Figure 3** Labour force participation, annual rate (percentage), 1991–2018

<table>
<thead>
<tr>
<th>Year</th>
<th>Women</th>
<th>Men</th>
</tr>
</thead>
<tbody>
<tr>
<td>1991</td>
<td>27.9</td>
<td>40.0</td>
</tr>
<tr>
<td>1995</td>
<td>30.0</td>
<td>42.5</td>
</tr>
<tr>
<td>1999</td>
<td>35.0</td>
<td>47.5</td>
</tr>
<tr>
<td>2003</td>
<td>40.0</td>
<td>52.0</td>
</tr>
<tr>
<td>2007</td>
<td>45.0</td>
<td>56.0</td>
</tr>
<tr>
<td>2011</td>
<td>50.0</td>
<td>60.0</td>
</tr>
<tr>
<td>2015</td>
<td>55.0</td>
<td>65.0</td>
</tr>
</tbody>
</table>

**Women as a share of total managers**

<table>
<thead>
<tr>
<th>Year</th>
<th>2000</th>
<th>2017</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>29.8%</td>
<td>39.2%</td>
</tr>
</tbody>
</table>

**Enterprises with a top female manager**

<table>
<thead>
<tr>
<th>Year</th>
<th>2013</th>
<th>2018</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>–</td>
<td>23.9%</td>
</tr>
</tbody>
</table>

Source: ILO, 2018; World Bank, 2018.

**Women’s education**

<table>
<thead>
<tr>
<th>Year</th>
<th>1991</th>
<th>2016</th>
</tr>
</thead>
<tbody>
<tr>
<td>Women as a share of total tertiary graduates</td>
<td>59.0%</td>
<td>61.2%</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Year</th>
<th>1999</th>
<th>2016</th>
</tr>
</thead>
<tbody>
<tr>
<td>Women as a share of total tertiary STEM graduates</td>
<td>47.5%</td>
<td>38.3%</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Year</th>
<th>2001</th>
</tr>
</thead>
<tbody>
<tr>
<td>Women’s mean years of schooling</td>
<td>9.9</td>
</tr>
</tbody>
</table>


- 24.6% of enterprises have a female CEO.
- 24.7% of enterprises have a female chairperson on the board.
- 14.4% of enterprises have an all-male board.
- 17.0% of enterprises have a gender balanced board.
- 8.2% of enterprises have a majority-female board.
In a snapshot: ILO enterprise survey

**Characteristics**

![Distribution of surveyed enterprises (percentage)](image)

- **86.4%** of enterprises have an equal employment or diversity and inclusion policy.
- The top three areas in which gender diversity is promoted are recruitment, retention and promotion (63.3%); skills and executive training (55.5%); and maternity leave (47.2%).

**Policies and initiatives**

- **86.4%** of enterprises have an equal employment or diversity and inclusion policy.
- The top three areas in which gender diversity is promoted are recruitment, retention and promotion (63.3%); skills and executive training (55.5%); and maternity leave (47.2%).

**The business case for gender diversity**

- Over 30% of enterprises report that initiatives on gender diversity and equality have improved business outcomes.
- Of enterprises reporting improved profits due to gender diversity, 31.9% say profit grew between 5% and 10% and 23.4% report profit increased between 10% and 15%.

**Women’s share in management and on boards**

![Distribution of women at different managerial levels (percentage)](image)

- 23.2% of enterprises have a female CEO.
- 30.7% of enterprises have a female chairperson on the board.
- 14.6% of enterprises have an all-male board.
- 21.3% of enterprises have a gender balanced board.
- 9.4% of enterprises have a majority-female board.

**Women in the labour market**

**Labour force participation**

![Labour force participation, annual rate (percentage), 1991–2018](image)

- 2000: 24.7%
- 2017: 29.1%
- 2013: 26.1%

**Enterprises with a top female manager**

- 2000: –
- 2013: 18.7%

Source: ILO, 2018; World Bank, 2018.

**Women’s education**

<table>
<thead>
<tr>
<th>Year</th>
<th>1993</th>
<th>2016</th>
</tr>
</thead>
<tbody>
<tr>
<td>Women as a share of total tertiary graduates</td>
<td>56.9%</td>
<td>59.8%</td>
</tr>
<tr>
<td>Women as a share of total tertiary STEM graduates</td>
<td>34.1%</td>
<td>37.9%</td>
</tr>
<tr>
<td>Women’s mean years of schooling</td>
<td>1991</td>
<td>2011</td>
</tr>
<tr>
<td>5.7</td>
<td>10.6</td>
<td></td>
</tr>
</tbody>
</table>

Romania
Surveyed enterprises: 791

In a snapshot: ILO enterprise survey

Characteristics

- 60.4% of enterprises have an equal employment or diversity and inclusion policy.
- The top three areas in which gender diversity is promoted are recruitment, retention and promotion (62.2%); skills and executive training (58.0%); and maternity leave (53.9%).

Policies and initiatives

The business case for gender diversity

- 56.4% of enterprises report that initiatives on gender diversity and equality have improved business outcomes.
- Of enterprises reporting improved profits due to gender diversity, 30.5% say profit grew between 5% and 10% and 22.4% report profit increased between 10% and 15%.

Women's share in management and on boards

- 22.0% of enterprises have a female CEO.
- 24.9% of enterprises have a female chairperson on the board.
- 8.4% of enterprises have an all-male board.
- 16.7% of enterprises have a gender balanced board.
- 8.6% of enterprises have a majority-female board.

Labour force participation

Women as a share of total managers

2000 2017
26.8% 30.4%

Enterprises with a top female manager

2013
– 20.1%

Source: ILO, 2018; World Bank, 2018.

Women's education

Women as a share of total tertiary graduates

1993 2016
48.1% 58.5%

Women as a share of total tertiary STEM graduates

1999 2016
31.2% 41.2%

Women's mean years of schooling

1992 2015
7.7 10.6

Serbia
Surveyed enterprises: 509

In a snapshot: ILO enterprise survey

Characteristics

- **Policies and initiatives**
  - 84.3% of enterprises have an equal employment or diversity and inclusion policy.
  - The top three areas in which gender diversity is promoted are recruitment, retention and promotion (75.2%); maternity leave (70.5%); and skills and executive training (69.4%).

The business case for gender diversity

- 37.1% of enterprises report that initiatives on gender diversity and equality have improved business outcomes.
- Of enterprises reporting improved profits due to gender diversity, 31.5% say profit grew between 5% and 10% and 26.1% report profit increased between 10% and 15%.

Women’s share in management and on boards

- 28.6% of enterprises have a female CEO.
- 22.9% of enterprises have a female chairperson on the board.
- 10.7% of enterprises have an all-male board.
- 26.5% of enterprises have a gender balanced board.
- 7.5% of enterprises have a majority-female board.

Women in the labour market

Labour force participation

- Women as a share of total managers: 2004 25.9%, 2017 30.7%, 2013 – 14.3%
- Enterprises with a top female manager: 2018

Source: ILO, 2018; World Bank, 2018.

Women’s education

- Women as a share of total tertiary graduates: 2007 59.1%, 2016 58.5%
- Women as a share of total tertiary STEM graduates: 2007 42.6%, 2016 41.1%
- Women’s mean years of schooling: 2002 6.8, 2015 10.6

In a snapshot: ILO enterprise survey

Characteristics

![Figure 1 Distribution of surveyed enterprises (percentage)](image)

- **46.6%** of enterprises have an equal employment or diversity and inclusion policy.
- The top three areas in which gender diversity is promoted are paternity leave (54.2%); mentoring (48.7%); and flexible working hours (48.0%).

Policies and initiatives

- **26.4%** of enterprises report that initiatives on gender diversity and equality have improved business outcomes.
- Of enterprises reporting improved profits due to gender diversity, 48.9% say profit grew between 5% and 10% and 15.6% report profit increased between 10% and 15%.

The business case for gender diversity

Women's share in management and on boards

![Figure 2 Distribution of women at different managerial levels (percentage)](image)

- **17.0%** of enterprises have a female CEO.
- **25.7%** of enterprises have a female chairperson on the board.
- **16.8%** of enterprises have an all-male board.
- **16.8%** of enterprises have a gender balanced board.
- **6.9%** of enterprises have a majority-female board.

Women in the labour market

**Labour force participation**

![Figure 3 Labour force participation, annual rate (percentage), 1991–2018](image)

- **Women as a share of total managers**
  - **2000**: 29.6%
  - **2017**: 41.2%

- **Enterprises with a top female manager**
  - **2013**: –
  - **2018**: 18.8%

Source: ILO, 2018; World Bank, 2018.

**Women’s education**

- **Women as a share of total tertiary graduates**
  - **1991**: 57.2%
  - **2015**: 61.0%

- **Women as a share of total tertiary STEM graduates**
  - **1999**: 22.8%
  - **2015**: 33.3%

- **Women’s mean years of schooling**
  - **1991**: 6.4
  - **2014**: 12.3

Argentina
Surveyed enterprises: 342

In a snapshot: ILO enterprise survey

Characteristics

- 76.6% of enterprises have an equal employment or diversity and inclusion policy.
- The top three areas in which gender diversity is promoted are flexible working hours (56.4%); remuneration (56.1%); and recruitment, retention and promotion (55.0%).

Policies and initiatives

The business case for gender diversity

- Over 48% of enterprises report that initiatives on gender diversity and equality have improved business outcomes.
- Of enterprises reporting improved profits due to gender diversity, 30.3% say profit grew between 15% and 20% and 25.8% report profit increased between 10% and 15%.

Women’s share in management and on boards

- 20.9% of enterprises have a female CEO.
- 36.6% of enterprises have a female chairperson on the board.
- 10.2% of enterprises have an all-male board.
- 16.7% of enterprises have a gender balanced board.
- 6.5% of enterprises have a majority-female board.

Women in the labour market

Labour force participation

- Over 48% of enterprises report that initiatives on gender diversity and equality have improved business outcomes.
- Of enterprises reporting improved profits due to gender diversity, 30.3% say profit grew between 15% and 20% and 25.8% report profit increased between 10% and 15%.

Women’s education

- Women as a share of total tertiary graduates: 43.1% in 1998, 65.0% in 2015.
- Women as a share of total tertiary STEM graduates: 44.8% in 2006, 43.5% in 2010.
Brazil
Surveyed enterprises: 451

In a snapshot: ILO enterprise survey

Characteristics

Figure 1 Distribution of surveyed enterprises (percentage)

- 69.0% of enterprises have an equal employment or diversity and inclusion policy.
- The top three areas in which gender diversity is promoted are recruitment, retention and promotion (61.6%); remuneration (61.0%); and maternity leave (57.0%).

Policies and initiatives

The business case for gender diversity

- Over 71.0% of enterprises report that initiatives on gender diversity and equality have improved business outcomes.
- Of enterprises reporting improved profits due to gender diversity, 29.0% say profit grew between 10% and 15% and 26.2% report profit increased between 5% and 10%.

Women’s share in management and on boards

Figure 2 Distribution of women at different managerial levels (percentage)

- 25.3% of enterprises have a female CEO.
- 35.7% of enterprises have a female chairperson on the board.
- 5.2% of enterprises have an all-male board.
- 16.4% of enterprises have a gender balanced board.
- 3.9% of enterprises have a majority-female board.

Women in the labour market

Labour force participation

Figure 3 Labour force participation, annual rate (percentage), 1991–2018

Women as a share of total managers

2001: 29.0%
2017: 39.9%

Enterprises with a top female manager

– 2009
19.4% 2018

Women’s education

Women as a share of total tertiary graduates

1991: 59.9%
2015: 61.1%

Women as a share of total tertiary STEM graduates

2001: 37.9%
2015: 34.4%

Women’s mean years of schooling

2004: 6.3
2014: 7.7

In a snapshot: ILO enterprise survey

Characteristics

Figure 1 Distribution of surveyed enterprises (percentage)

- Small: 50.7%
- Medium: 36.3%
- Large: 13.0%

**Policies and initiatives**

- 72.3% of enterprises have an equal employment or diversity and inclusion policy.
- The top three areas in which gender diversity is promoted are recruitment, retention and promotion (62.0%); remuneration (61.3%); and maternity leave (57.7%).

**The business case for gender diversity**

- 55.0% of enterprises report that initiatives on gender diversity and equality have improved business outcomes.
- Of enterprises reporting improved profits due to gender diversity, 35.8% say profit grew between 10% and 15% and 20.0% report profit increased between 5% and 10%, and over 20%.

**Women’s share in management and on boards**

Figure 2 Distribution of women at different managerial levels (percentage)

<table>
<thead>
<tr>
<th>Level</th>
<th>0%</th>
<th>1–10%</th>
<th>11–29%</th>
<th>30–39%</th>
<th>40–60%</th>
<th>61–100%</th>
</tr>
</thead>
<tbody>
<tr>
<td>Top</td>
<td>3.8</td>
<td></td>
<td></td>
<td></td>
<td>9.3</td>
<td>6.7</td>
</tr>
<tr>
<td>Senior</td>
<td>2.7</td>
<td></td>
<td></td>
<td></td>
<td>9.3</td>
<td>6.1</td>
</tr>
<tr>
<td>Middle</td>
<td>14.7</td>
<td></td>
<td></td>
<td></td>
<td>9.3</td>
<td>6.1</td>
</tr>
<tr>
<td>Junior</td>
<td>18.7</td>
<td></td>
<td></td>
<td></td>
<td>9.3</td>
<td>6.1</td>
</tr>
</tbody>
</table>

- 23.4% of enterprises have a female CEO.
- 31.0% of enterprises have a female chairperson on the board.
- 8.3% of enterprises have an all-male board.
- 14.9% of enterprises have a gender balanced board.
- 6.5% of enterprises have a majority-female board.

**Women in the labour market**

**Labour force participation**

Figure 3 Labour force participation, annual rate (percentage), 1991–2018

![Graph showing labour force participation from 1991 to 2018](image)

- 2000: Women as a share of total managers = 32.6%, Men = 67.4%
- 2017: Women as a share of total managers = 26.5%, Men = 73.5%
- 2010: Enterprises with a top female manager = 4.5%

Source: ILO, 2018; World Bank, 2018.

**Women’s education**

<table>
<thead>
<tr>
<th>Year</th>
<th>1995</th>
<th>2004</th>
<th>2015</th>
</tr>
</thead>
<tbody>
<tr>
<td>Women as a share of total tertiary graduates</td>
<td>51.8%</td>
<td>25.3%</td>
<td>56.0%</td>
</tr>
<tr>
<td>Women as a share of total tertiary STEM graduates</td>
<td>18.1%</td>
<td>18.1%</td>
<td>18.1%</td>
</tr>
<tr>
<td>Women’s mean years of schooling</td>
<td>9.8</td>
<td>9.3</td>
<td>9.9</td>
</tr>
</tbody>
</table>

Colombia
Surveyed enterprises: 409

In a snapshot: ILO enterprise survey

Characteristics

Policies and initiatives
- 81.2% of enterprises have an equal employment or diversity and inclusion policy.
- The top three areas in which gender diversity is promoted are recruitment, retention and promotion (74.3%); skills and executive training (62.1%); and remuneration (59.4%).

The business case for gender diversity
- 68.0% of enterprises report that initiatives on gender diversity and equality have improved business outcomes.
- Of enterprises reporting improved profits due to gender diversity, 28.6% say profit grew between 5% and 10% and 26.9% report profit increased between 15% and 20%.

Women's share in management and on boards

- 32.6% of enterprises have a female CEO.
- 33.2% of enterprises have a female chairperson on the board.
- 4.5% of enterprises have an all-male board.
- 15.2% of enterprises have a gender balanced board.
- 5.4% of enterprises have a majority-female board.

Women in the labour market

Labour force participation

Women as a share of total managers
- 2009: 53.4%
- 2017: 18.9%

Enterprises with a top female manager
- 2009: –
- 2017: –

Source: ILO, 2018; World Bank, 2018.

Women's education

Women as a share of total tertiary graduates
- 1991: 53.2%
- 2016: 56.3%

Women as a share of total tertiary STEM graduates
- 2002: 36.8%
- 2016: 33.9%

Women's mean years of schooling
- 2004: 6.5
- 2015: 8.2

In a snapshot: ILO enterprise survey

Characteristics

- **84.1%** of enterprises have an equal employment or diversity and inclusion policy.
- The top three areas in which gender diversity is promoted are recruitment, retention and promotion (82.5%); remuneration (63.3%); and maternity leave (57.4%).

The business case for gender diversity

- **73.0%** of enterprises report that initiatives on gender diversity and equality have improved business outcomes.
- Of enterprises reporting improved profits due to gender diversity, 30.3% say profit grew over 20% and 24.6% report profit increased between 5% and 10%.

Women’s share in management and on boards

- **25.4%** of enterprises have a female CEO.
- **37.2%** of enterprises have a female chairperson on the board.
- **6.7%** of enterprises have an all-male board.
- **17.2%** of enterprises have a gender balanced board.
- **5.0%** of enterprises have a majority-female board.

Labour force participation

Women in the labour market

- **29.3%** of enterprises report that initiatives on gender diversity and equality have improved business outcomes.
- Of enterprises reporting improved profits due to gender diversity, 30.3% say profit grew over 20% and 24.6% report profit increased between 5% and 10%.

Women’s share in management and on boards

- **25.4%** of enterprises have a female CEO.
- **37.2%** of enterprises have a female chairperson on the board.
- **6.7%** of enterprises have an all-male board.
- **17.2%** of enterprises have a gender balanced board.
- **5.0%** of enterprises have a majority-female board.

Women in the labour market

- **29.3%** of enterprises report that initiatives on gender diversity and equality have improved business outcomes.
- Of enterprises reporting improved profits due to gender diversity, 30.3% say profit grew over 20% and 24.6% report profit increased between 5% and 10%.

Women’s share in management and on boards

- **25.4%** of enterprises have a female CEO.
- **37.2%** of enterprises have a female chairperson on the board.
- **6.7%** of enterprises have an all-male board.
- **17.2%** of enterprises have a gender balanced board.
- **5.0%** of enterprises have a majority-female board.
Honduras
Surveyed enterprises: 575

In a snapshot: ILO enterprise survey

Characteristics

Figure 1 Distribution of surveyed enterprises (percentage)

<table>
<thead>
<tr>
<th>Percentage</th>
<th>Small</th>
<th>Medium</th>
<th>Large</th>
</tr>
</thead>
<tbody>
<tr>
<td>11.5</td>
<td>5.9</td>
<td>82.6</td>
<td></td>
</tr>
</tbody>
</table>

Policies and initiatives

- 72.9% of enterprises have an equal employment or diversity and inclusion policy.
- The top three areas in which gender diversity is promoted are skills and executive training (41.7%); remuneration (40.7%); recruitment, and retention and promotion (40.0%).

The business case for gender diversity

- Over 81% of enterprises report that initiatives on gender diversity and equality have improved business outcomes.
- Of enterprises reporting improved profits due to gender diversity, 15.9% say profit grew between 5% and 10% and 11.9% report profit increased over 20%.

Women's share in management and on boards

Figure 2 Distribution of women at different managerial levels (percentage)

<table>
<thead>
<tr>
<th>Managerial Level</th>
<th>Women</th>
<th>Men</th>
</tr>
</thead>
<tbody>
<tr>
<td>Top</td>
<td>67.4</td>
<td>30.8</td>
</tr>
<tr>
<td>Senior</td>
<td>57.8</td>
<td>4.63</td>
</tr>
<tr>
<td>Middle</td>
<td>58.3</td>
<td>9.6</td>
</tr>
<tr>
<td>Junior</td>
<td>66.5</td>
<td>7.8</td>
</tr>
</tbody>
</table>

- 51.3% of enterprises have a female CEO.
- 26.8% of enterprises have a female chairperson on the board.
- 10.6% of enterprises have an all-male board.
- 23.2% of enterprises have a gender balanced board.
- 14.6% of enterprises have a majority-female board.

Women in the labour market

Labour force participation

Figure 3 Labour force participation, annual rate (percentage), 1991–2018

<table>
<thead>
<tr>
<th>Year</th>
<th>Women</th>
<th>Men</th>
</tr>
</thead>
<tbody>
<tr>
<td>1991</td>
<td></td>
<td></td>
</tr>
<tr>
<td>1995</td>
<td></td>
<td></td>
</tr>
<tr>
<td>1999</td>
<td></td>
<td></td>
</tr>
<tr>
<td>2003</td>
<td></td>
<td></td>
</tr>
<tr>
<td>2007</td>
<td></td>
<td></td>
</tr>
<tr>
<td>2011</td>
<td></td>
<td></td>
</tr>
<tr>
<td>2015</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

Women as a share of total managers

<table>
<thead>
<tr>
<th>Year</th>
<th>Percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td>2005</td>
<td>57.7%</td>
</tr>
<tr>
<td>2017</td>
<td>48.4%</td>
</tr>
</tbody>
</table>

Enterprises with a top female manager

<table>
<thead>
<tr>
<th>Year</th>
<th>Percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td>2016</td>
<td>– 28.0%</td>
</tr>
</tbody>
</table>

Source: ILO, 2018; World Bank, 2018.

Women's education

<table>
<thead>
<tr>
<th>Year</th>
<th>1991</th>
<th>2015</th>
</tr>
</thead>
<tbody>
<tr>
<td>Women as a share of total tertiary graduates</td>
<td>49.4%</td>
<td>64.5%</td>
</tr>
<tr>
<td>Women as a share of total tertiary STEM graduates</td>
<td>49.5%</td>
<td>37.5%</td>
</tr>
<tr>
<td>Women's mean years of schooling</td>
<td>5.0</td>
<td>6.4</td>
</tr>
</tbody>
</table>

Mexico
Surveyed enterprises: 423

In a snapshot: ILO enterprise survey

Characteristics

Policies and initiatives

- 82.5% of enterprises have an equal employment or diversity and inclusion policy.
- The top three areas in which gender diversity is promoted are recruitment, retention and promotion (65.0%); maternity leave (58.6%); and flexible working hours (55.1%).

The business case for gender diversity

- Over 77% of enterprises report that initiatives on gender diversity and equality have improved business outcomes.
- Of enterprises reporting improved profits due to gender diversity, 35.9% say profit grew between 10% and 15% and 28.8% report profit increased between 15% and 20%.

Women’s share in management and on boards

- 25.3% of enterprises have a female CEO.
- 37.6% of enterprises have a female chairperson on the board.
- 5.0% of enterprises have an all-male board.
- 21.1% of enterprises have a gender balanced board.
- 2.3% of enterprises have a majority-female board.

Women in the labour market

Labour force participation

- Over 77% of enterprises report that initiatives on gender diversity and equality have improved business outcomes.
- Of enterprises reporting improved profits due to gender diversity, 35.9% say profit grew between 10% and 15% and 28.8% report profit increased between 15% and 20%.

Women’s education

- Women as a share of total tertiary graduates
  - 1996: 49.1%
  - 2015: 52.8%
- Women as a share of total tertiary STEM graduates
  - 2000: 31.6%
  - 2015: 31.3%
- Women’s mean years of schooling
  - 2000: 6.3
  - 2015: 8.4

Source: ILO, 2018; World Bank, 2018.
In a snapshot: ILO enterprise survey

Characteristics

- The top three areas in which gender diversity is promoted are recruitment, retention and promotion (47.2%); maternity leave (32.4%); and skills and executive training (31.2%).

Policies and initiatives

- Almost 53.0% of enterprises report that initiatives on gender diversity and equality have improved business outcomes.
- Of enterprises reporting improved profits due to gender diversity, 36.4% say profit grew between 10% and 15% and 21.2% report profit increased between 5% and 10%.

The business case for gender diversity

- 33.3% of enterprises have a female CEO.
- 26.3% of enterprises have a female chairperson on the board.
- 0% of enterprises have an all-male board.
- 23.7% of enterprises have a gender balanced board.
- 11.6% of enterprises have a majority-female board.

Women’s share in management and on boards

- 13.2% of enterprises have a female CEO.
- 12.0% of enterprises have a female chairperson on the board.
- 0% of enterprises have an all-male board.
- 7.6% of enterprises have a gender balanced board.
- 61.0% of enterprises have a majority-female board.

Women in the labour market

Labour force participation

- Women as a share of total managers
  - 2001: 40.4%
  - 2017: 42.7%

- Enterprises with a top female manager
  - 2010: –
  - 2018: 23.5%

Source: ILO, 2018; World Bank, 2018.

Women’s education

- Women as a share of total tertiary graduates
  - 1994: 64.9%
  - 2015: 66.4%

- Women as a share of total tertiary STEM graduates
  - 2002: 40.5%
  - 2015: 49.0%

- Women’s mean years of schooling
  - 2000: 8.0
  - 2010: 9.5

In a snapshot: ILO enterprise survey

Characteristics

- 77.6% of enterprises have an equal employment or diversity and inclusion policy.
- The top three areas in which gender diversity is promoted are maternity leave (58.3%); flexible working hours (54.7%); and paternity leave (54.3%).

Policies and initiatives

- Over 40% of enterprises report that initiatives on gender diversity and equality have improved business outcomes.
- Of enterprises reporting improved profits due to gender diversity, 27.5% say profit grew between 10% and 15% and 17.5% report profit increased between 15% and 20%.

The business case for gender diversity

- 24.1% of enterprises have a female CEO.
- 41.5% of enterprises have a female chairperson on the board.
- 8.9% of enterprises have an all-male board.
- 17.9% of enterprises have a gender balanced board.
- 13.8% of enterprises have a majority-female board.

Women's share in management and on boards

<table>
<thead>
<tr>
<th>Level</th>
<th>2000</th>
<th>2017</th>
</tr>
</thead>
<tbody>
<tr>
<td>Top</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Senior</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Middle</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Junior</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

Women in the labour market

Labour force participation

- Women as a share of total managers: 36.3% (2000), 34.6% (2017)

Source: ILO, 2018; World Bank, 2018.

Women's education

- Women as a share of total tertiary graduates: 64.4% (1999), 64.1% (2010)
- Women as a share of total tertiary STEM graduates: 49.5% (2007), 47.6% (2015)

Women’s mean years of schooling

- 7.7 (1996), 8.9 (2015)

The Bolivarian Republic of Venezuela
Surveyed enterprises: 251

In a snapshot: ILO enterprise survey

Characteristics

- 86.5% of enterprises have an equal employment or diversity and inclusion policy.
- The top three areas in which gender diversity is promoted are recruitment, retention and promotion (71.3%); maternity leave (68.1%); and remuneration (62.5%).

The business case for gender diversity

- Almost 73% of enterprises report that initiatives on gender diversity and equality have improved business outcomes.
- Of enterprises reporting improved profits due to gender diversity, 36.9% say profit grew over 20% and 24.6% report profit increased between 10% and 15%.

Women’s share in management and on boards

- 29.9% of enterprises have a female CEO.
- 43.2% of enterprises have a female chairperson on the board.
- 5.3% of enterprises have an all-male board.
- 19.5% of enterprises have a gender balanced board.
- 7.1% of enterprises have a majority-female board.

Women in the labour market

Labour force participation

- Almost 73% of enterprises report that initiatives on gender diversity and equality have improved business outcomes.
- Of enterprises reporting improved profits due to gender diversity, 36.9% say profit grew over 20% and 24.6% report profit increased between 10% and 15%.

Women’s education

- 62.8% of enterprises have a female CEO.
- 43.2% of enterprises have a female chairperson on the board.
- 5.3% of enterprises have an all-male board.
- 19.5% of enterprises have a gender balanced board.
- 7.1% of enterprises have a majority-female board.

Region: Latin America and the Caribbean
Egypt
Surveyed enterprises: 995

In a snapshot: ILO enterprise survey

Characteristics

![Distribution of surveyed enterprises (percentage)](figure1.png)

- **Policies and initiatives**
  - 67.6% of enterprises have an equal employment or diversity and inclusion policy.
  - The top three areas in which gender diversity is promoted are recruitment, retention and promotion (69.5%); skills and executive training (58.8%); and remuneration (47.7%).

The business case for gender diversity

- Almost 55.0% of enterprises report that initiatives on gender diversity and equality have improved business outcomes.
- Of enterprises reporting improved profits due to gender diversity, 27.1% say profit grew between 5% and 10% and 23.7% report profit increased over 20%.

Women’s share in management and on boards

![Distribution of women at different managerial levels (percentage)](figure2.png)

- 11.0% of enterprises have a female CEO.
- 9.4% of enterprises have a female chairperson on the board.
- 26.5% of enterprises have an all-male board.
- 7.9% of enterprises have a gender balanced board.
- 1.4% of enterprises have a majority-female board.

Women in the labour market

Labour force participation

![Labour force participation, annual rate (percentage), 1991–2018](figure3.png)

<table>
<thead>
<tr>
<th>Year</th>
<th>Women</th>
<th>Men</th>
</tr>
</thead>
<tbody>
<tr>
<td>1991</td>
<td>72.6</td>
<td>73.8</td>
</tr>
<tr>
<td>1995</td>
<td>21.4</td>
<td>22.3</td>
</tr>
<tr>
<td>1999</td>
<td></td>
<td></td>
</tr>
<tr>
<td>2003</td>
<td></td>
<td></td>
</tr>
<tr>
<td>2007</td>
<td></td>
<td></td>
</tr>
<tr>
<td>2011</td>
<td></td>
<td></td>
</tr>
<tr>
<td>2015</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

Women as a share of total managers

2000: 10.1%, 2017: 6.4%

Enterprises with a top female manager

2016: 4.9%

Source: ILO, 2018; World Bank, 2018.

Women’s education

![Women as a share of total tertiary graduates](figure4.png)

<table>
<thead>
<tr>
<th>Year</th>
<th>Women</th>
<th>1991</th>
<th>2016</th>
</tr>
</thead>
<tbody>
<tr>
<td>2000</td>
<td>36.8%</td>
<td>53.6%</td>
<td></td>
</tr>
<tr>
<td>2016</td>
<td>–</td>
<td>36.9%</td>
<td></td>
</tr>
<tr>
<td>2006</td>
<td>–</td>
<td>5.2%</td>
<td></td>
</tr>
</tbody>
</table>

Surveyed enterprises: 122

In a snapshot: ILO enterprise survey

Characteristics

Policies and initiatives
- 63.9% of enterprises have an equal employment or diversity and inclusion policy.
- The top three areas in which gender diversity is promoted are recruitment, retention and promotion (74.6%); maternity leave (61.5%); and skills and executive training (59.8%).

The business case for gender diversity
- 51.6% of enterprises report that initiatives on gender diversity and equality have improved business outcomes.
- Of enterprises reporting improved profits due to gender diversity, 42.3% say profit grew between 5% and 10% and 19.2% report profit increased between 10% and 15%.

Women's share in management and on boards

- 11.8% of enterprises have a female CEO.
- 9.6% of enterprises have a female chairperson on the board.
- 31.3% of enterprises have an all-male board.
- 7.2% of enterprises have a gender balanced board.
- 3.6% of enterprises have a majority-female board.

Women in the labour market

Labour force participation

- 63.5% of enterprises have women as a share of own account workers.
- Women as a share of total employers: 3.8% in 1991 and 3.6% in 2018.
- Enterprises with a top female manager: 2.4% in 2013.

Women's education

- Women as a share of total tertiary graduates: 58.2% in 1991 and 46.8% in 2012.
- Women as a share of total tertiary STEM graduates: 37.3% in 2004 and 40.3% in 2007.
- Women's mean years of schooling: 6.0 in 2003 and 9.2 in 2010.

Source: ILO, 2018; World Bank, 2018.
Saudi Arabia
Surveyed enterprises: 465

In a snapshot: ILO enterprise survey

Characteristics

Policies and initiatives
- 69.9% of enterprises have an equal employment or diversity and inclusion policy.
- The top three areas in which gender equality is promoted are recruitment, retention and promotion (69.7%); skills and executive training (54.2%); and remuneration (46.0%).

The business case for gender diversity
- 55.5% of enterprises report that initiatives on gender diversity and equality have improved business outcomes.
- Of enterprises reporting improved profits due to gender diversity, 36.2% say profit grew between 10% and 15% and 18.4% report profit increased over 20%.

Women’s share in management and on boards

Labour force participation

Women in the labour market

Women as a share of total managers


2006 2015
9.0% 5.8%

Women’s education


2004 2016
39.4% 39.0%

Women’s mean years of schooling

In a snapshot: ILO enterprise survey

**Characteristics**

- 75.6% of enterprises have an equal employment or diversity and inclusion policy.
- The top three areas in which gender diversity is promoted are recruitment, retention and promotion (67.7%); skills and executive training (59.5%); and flexible working hours (52.2%).

**Policies and initiatives**

- 58.1% of enterprises report that initiatives on gender diversity and equality have improved business outcomes.
- Of enterprises reporting improved profits due to gender diversity, 24.3% say profit grew between 10% and 15% and 20.1% report profit increased over 20%.

**Women’s share in management and on boards**

- 11.4% of enterprises have a female CEO.
- 17.8% of enterprises have a female chairperson on the board.
- 22.4% of enterprises have an all-male board.
- 9.3% of enterprises have a gender balanced board.
- 1.9% of enterprises have a majority-female board.

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**Women in the labour market**

**Labour force participation**

- 20.0% of women are managers in 2017 compared to 10.2% in 2005.
- Women's education:
  - 55.2% of tertiary graduates are female in 2016 compared to 71.1% in 1992.
  - 43.5% of tertiary STEM graduates are female in 2016 compared to 41.4% in 2011.


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Women in business and management: The business case for change

Enterprises globally recognize the imperative of having a gender diverse workplace, including the integral benefits of having women in top decision-making positions. Mounting evidence shows that achieving gender balance and diverse management teams at all levels deliver positive business outcomes.

The second edition of *Women in business and management* explores the business case for gender diversity in the workplace, women’s representation at management and board level and the various success factors that drive enterprise behaviour for inclusion. The report adds to the growing body of evidence that shows many enterprises are actively pursuing initiatives to boost the number of women in their talent pool but also shows that these efforts alone are insufficient. Enterprises still need to translate their policies into concrete action and critically address gender diversity within their organizational culture.