Facts on Women in Business and Management 2015

Company measures to achieve gender balance in business and management (ranked 1-10 –ILO company survey)

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

What business organizations can do to promote women in business and management

- Explain and provide evidence on the business case for more women in management
- Promote networking with other companies on good practices
- Provide examples on measures and strategies to promote women in management
- Network with women’s business associations to provide support and voice
- Provide guidelines on gender sensitive human resource management systems
- Design and share guides on measures and strategies to promote women in management, equal opportunity policies, mentoring schemes and sexual harassment policy

Barriers to women’s leadership (ranked 1-10)

1. Women have more family responsibilities than men
2. Roles assigned by society to men and women
3. Masculine corporate culture
4. Women with insufficient general or line management experience
5. Few role models for women
6. Men not encouraged to take leave for family responsibilities
7. Lack of company equality policy and programmes
8. Stereotypes against women
9. Lack of leadership training for women
10. Lack of flexible work solutions

For further Information please see the ILO Global Report: Women in Business and Management: Gaining Momentum

Bureau for Employers’ Activities (ACT/EMP)
International Labour Office
Route des Morillons 4
CH-1211 Geneva 22
Switzerland
Tel: +41 (0) 22 799 61 11
actemp@ilo.org
www.ilo.org/actemp

Women in the labour market

- 40% of world’s labour force
- More women than men in part-time work
- Persistent gender pay gap up to 40%

Proportion of all managers who are women

- From 3% in Pakistan to 59% in Jamaica
- 3 countries more women managers than men – Jamaica, Saint Lucia, Colombia
- 30% or more of all managers – 70 countries
- Between 40 and 50 % of all managers -19 countries
- Between 30 and 40% of all managers - 48 countries
- Between 20 and 30 % of all managers - 27 countries
- Less than 20% of all managers - 26 countries

Copyright © International Labour Organization 2015
First published 2015

PREFACE endeavours to use paper sourced from forests managed in an environmentally sustainable and socially responsible manner.

Code: CAD-REP
Share of women in senior and middle management

- From 14% in Turkey to 59% in Dominican Republic (ILO data for 49 countries)
- > 30% in 26 countries
- 24% globally in senior management (International Business Report – Grant Thornton)

Gender pay gap in management

- 30% gap or more – 9 countries out of 49 - Guatemala, Israel, Paraguay, Peru, Portugal, Russia, Slovakia, Switzerland, UK (ILO data)
- 10% gap or less – 9 countries - India, Indonesia, Macedonia FYR, Pakistan, Panama, Philippines, Slovenia, Sri Lanka, Venezuela
- Greater than overall gender pay gap - 18 countries
- Less than overall gender pay gap - 26 countries

Gender in the public sector

- More women than men as senior civil servants – Lithuania, Russia, Slovenia, Hungary, Estonia
- Women 22% of parliamentarians 2014 compared to 15% in 2004
- Women 14% of 271 posts of presiding officers of parliament in 2014
- Women head of state or government – 21 countries in 2014

Growing gender parity in educational achievement

- Women outnumber men with bachelor’s degrees globally
- Women obtain 57% of master’s degrees
- Women still dominate as graduates in education, humanities and the arts and in health and welfare
- Catching up and overtaking men in law, economics, social sciences
- Women are making inroads into the sciences but still lag behind in engineering, research and ICT