

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

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

For further information please see the ILO Global Report:
**Women in Business and Management:
Gaining Momentum**
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Facts on Women in Business and Management 2015

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



Changes over time: women in management

- ↑ in 80 out of 104 countries in last decade
- ↑ 7% or more in 23 countries (e.g. Botswana, Italy, Moldova, Mongolia, Mexico)
- ↓ in 24 countries (e.g. Austria, Lithuania, Malaysia, Philippines, United Kingdom)

"Glass walls": women and men in different types of management

- The higher the management level, the lower the share of women in most of 57 countries (ILO data)
- Women clustered in managerial functions such as human resources, public relations and communications, finance and administration and CSR (ILO company survey)



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

"Glass ceiling": Percentage of CEOs who are women

- < 5% in largest publically traded companies in world's strongest economies.
 - ➔ 2.8% European Union
 - ➔ < 5% OECD
 - ➔ 1.8% Latin 500
- 20% in medium and large companies in national economies across regions (ILO company survey)
- % of firms surveyed by WB with female top managers ranged from 0.2% in Yemen to 32.7% in the Philippines

Women as company board members

- Highest Norway with 42%,
- >20% - Finland, Sweden, United Kingdom
- 10-20% - 13 countries (France, Canada, Germany, South Africa, USA)
- 5-10% - 14 countries (Brazil, China, Italy, Malaysia, Mexico, Spain, Thailand)
- < 5% - 13 countries (Bahrain, Chile, India, Japan, Kuwait, Portugal, Russia)
- Proportion of all male boards decreasing
- 30% ILO company survey respondents had all male boards

Proportion of business owners who are women

- 1/3 of the world's businesses
- Majority in small and micro enterprises
- 20-29% of employers were women in 68 out of 128 countries (ILO)
- More than 30% of employers were women in 31 countries
- Less than 12% of employers were women in 24 countries – South Asia and MENA
- Few countries women's share close to men's – Bhutan, Cambodia, Liberia
- More women employers in 63 out of 99 countries over decade
- 30% or more own account workers are women in 90 out of 132 countries
- 50% or more own account workers are women in 17 countries
- Less than 20% own account workers are women in 18 countries

Women 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

