



International
Labour
Organization

Women in Business and Management

► The business case for change

Sectorial snapshots

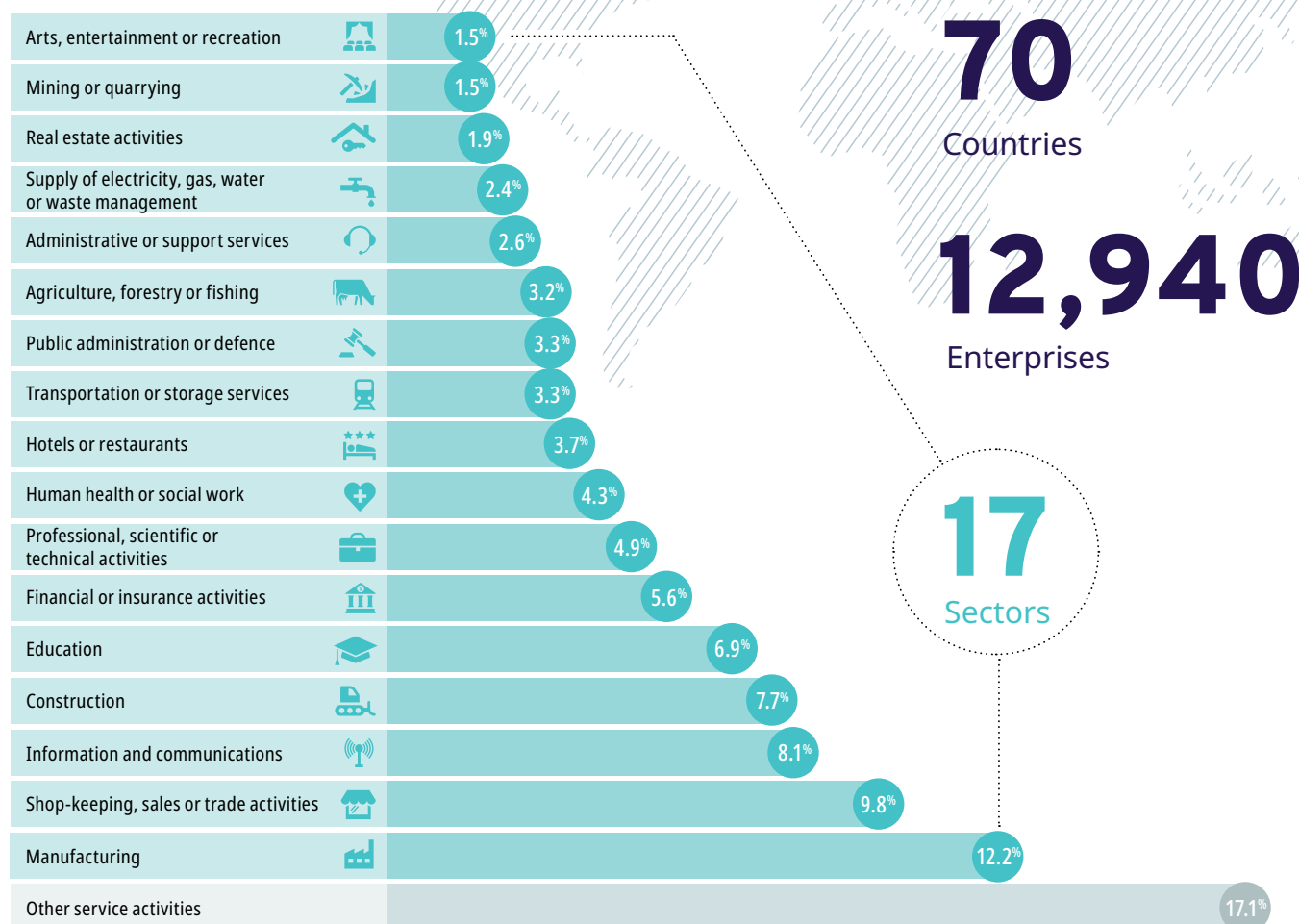
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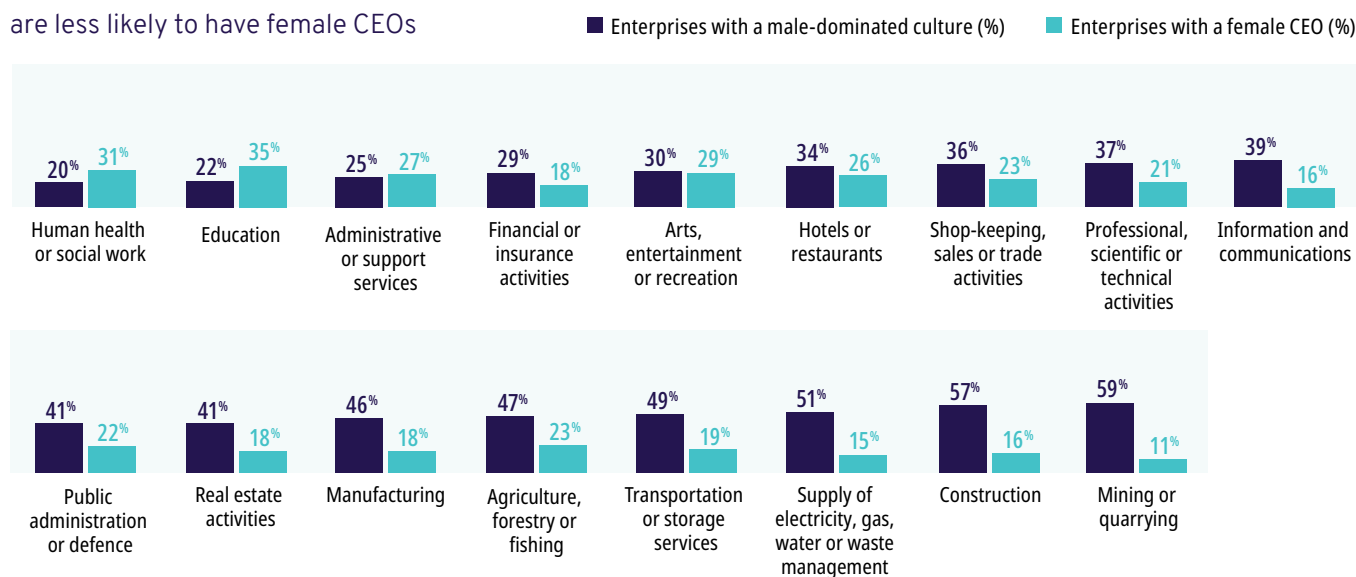
Sector

Administrative or support services	2
Agriculture, forestry or fishing	4
Arts, entertainment or recreation	6
Construction	8
Education	10
Financial or insurance activities	12
Hotels or restaurants	14
Human health or social work	16
Information and communications	18
Manufacturing	20
Mining or quarrying	22
Professional, scientific or technical activities	24
Public administration or defence	26
Real estate activities	28
Shop-keeping, sales or trade activities	30
Supply of electricity, gas, water or waste management	32
Transportation or storage services	34

Scope of enterprise survey on women in business and management



Sectors with male-dominated cultures are less likely to have female CEOs



Source: ILO enterprise survey, 2018

Administrative or support services

Surveyed enterprises: **337**



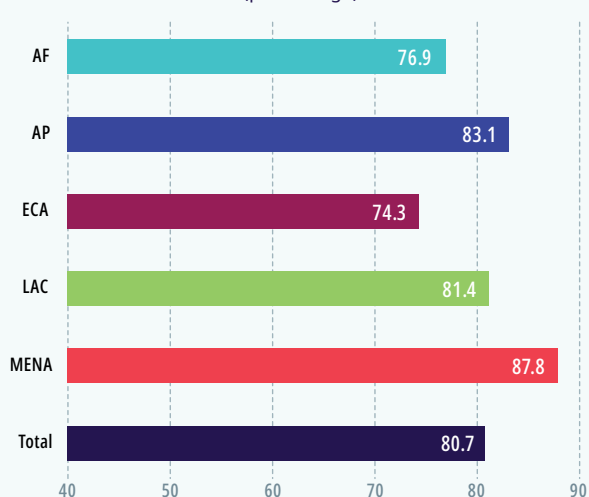
Characteristics

- Of surveyed enterprises, 12% were in Africa (AF), 23% in Asia-Pacific (AP), 21% in Europe and Central Asia (ECA), 30% in Latin America and the Caribbean (LAC) and 15% from Middle-East and North Africa (MENA);
- Around 94% of enterprises had between two and 100 employees, 3% had between 101 and 250 and 3% had 250+ employees.

Policies and initiatives

- A total of 81% of enterprises had an equal opportunity policy or a diversity and inclusion policy.

Figure 1 Share of enterprises with equal opportunity policies (percentage)

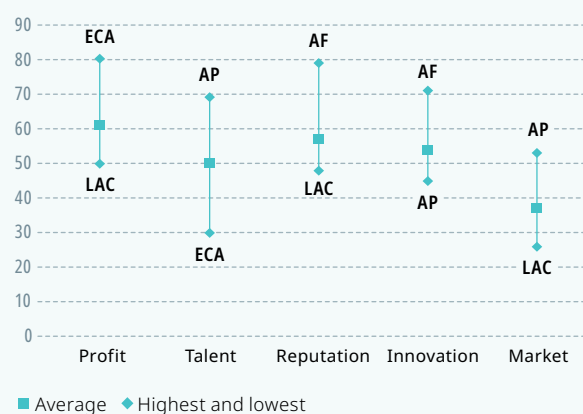


- The most popular and effective HR initiatives to promote gender equality were perceived to be 'Recruitment, retention and promotion', 'Mentoring', 'Skills training/ executive training', 'Flexible working hours' and 'Maternity leave'.

The business case for gender diversity

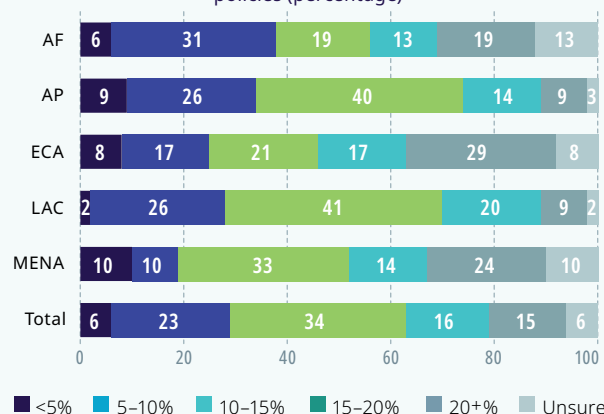
- A total of 65% of enterprises believed that policies and initiatives had helped to improve business outcomes.

Figure 2 Share of firms stating improved outcomes from gender policies¹ (percentage)



- 61% of enterprises believed that gender diversity policies and initiatives had contributed to increased profit and productivity;
- Around 57% of enterprises believed that profit had increased between 5-15% as a result.

Figure 3 Increased profit outcomes from gender diversity policies (percentage)



¹ Full statements are as follows: 'Profit': Profitability and productivity; 'Talent': Increased ability to attract and retain talent; 'Reputation': Enhanced company reputation; 'Innovation': Greater creativity, innovation and openness; 'Market': Better ability to gauge consumer interest and demand.

Women in management



- On average women accounted for around 26% of junior management positions, 32% of middle, 34% of senior and 35% of executive management.

Figure 4: Share of women in management (percentage)

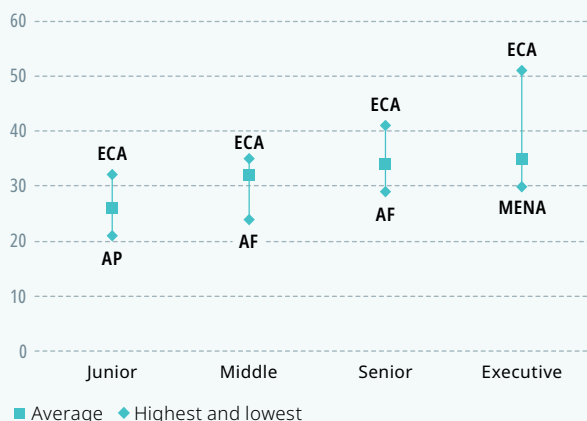


Figure 5: Share of women in middle and senior management by functional role (percentage)



Women in leadership



- Around 27% of enterprises reported to have a female CEO (27% in AF, 25% in AP, 24% in ECA, 39% in LAC, 23% in MENA);
- Around 32% of enterprises reported to have a female chairperson on the board of directors (27% in AF, 30% in AP, 24% in ECA, 44% in LAC, 26% in MENA);

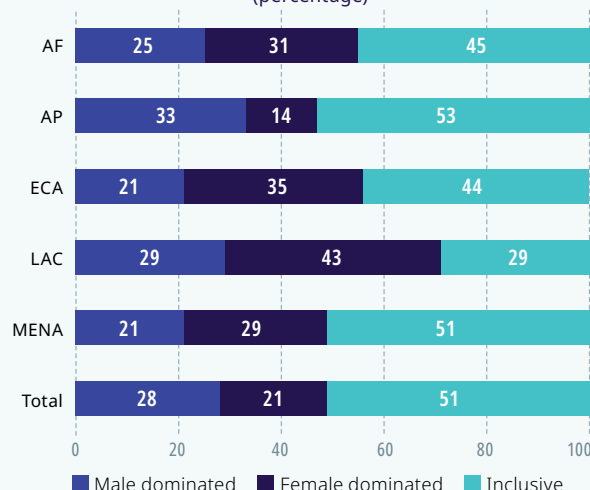
- On average, enterprises reported that women accounted for around 26% of board members (17% in AF, 30% in AP, 29% in ECA, 31% in LAC, 18% in MENA).

Perceptions around gender diversity



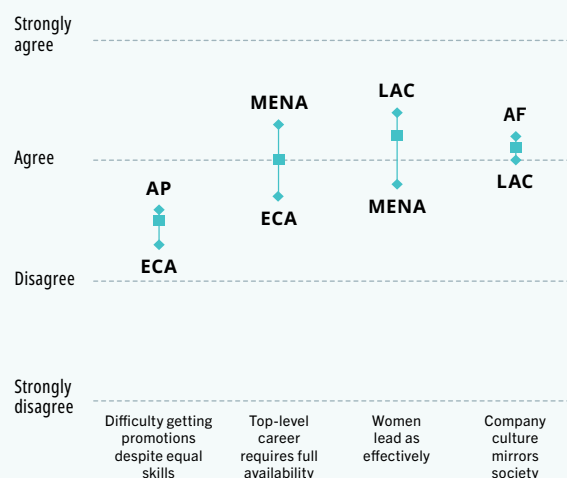
- Around 28% of enterprises believed that company culture on gender diversity was male dominated, while 21% believed it to be female dominated; the remaining 51% believed it to be inclusive.

Figure 6: Perceived company culture on gender diversity (percentage)



- On average, enterprises tended to agree on the statement² provided in the following Figure, but with some variation by region.

Figure 7: Perceptions around gender



² Full statements are as follows: With equal skills and qualifications, women have greater difficulty reaching top-management positions; Top-level career implies "anytime, anywhere" availability to work and geographical mobility; Women lead just as effectively as men; Our company culture is a mirror of our society and its traditions.

Agriculture, forestry or fishing

Surveyed enterprises: 414



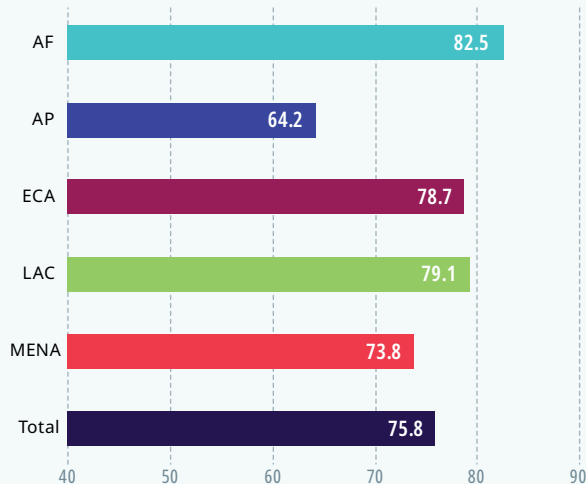
Characteristics

- Of surveyed enterprises, 15% were in Africa (AF), 20% in Asia-Pacific (AP), 18% in Europe and Central Asia (ECA), 32% in Latin America and the Caribbean (LAC) and 15% from Middle-East and North Africa (MENA);
- Around 51% of enterprises had between two and 100 employees, 16% had between 101 and 250 and 33% had 250+ employees.

Policies and initiatives

- A total of 76% of enterprises had an equal opportunity policy or a diversity and inclusion policy.

Figure 1 Share of enterprises with equal opportunity policies (percentage)



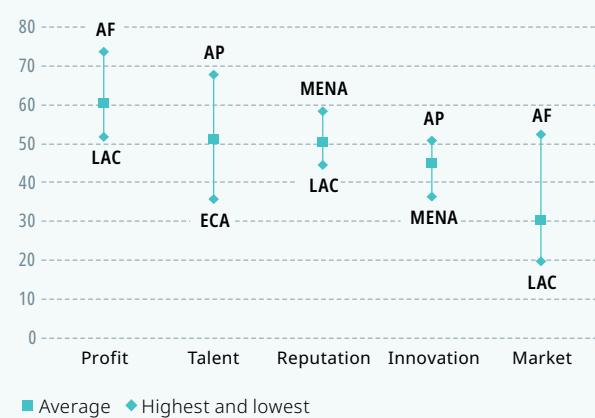
- The most popular and effective HR initiatives to promote gender equality were perceived to be 'Recruitment, retention and promotion', 'Mentoring', 'Skills training/executive training', 'Flexible working hours' and 'Maternity leave'.



The business case for gender diversity

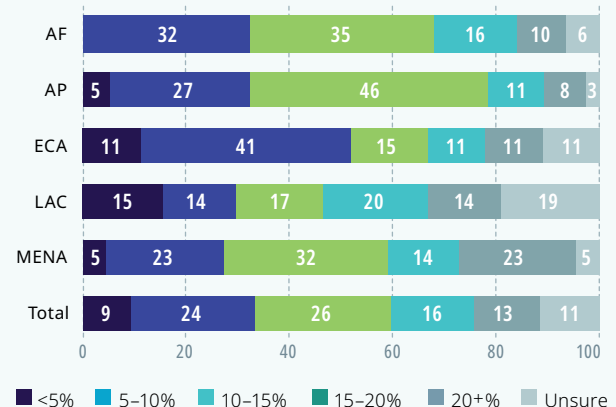
- A total of 67% of enterprises believed that policies and initiatives had helped to improve business outcomes.

Figure 2 Share of firms stating improved outcomes from gender policies¹ (percentage)



- 61% of enterprises believed that gender diversity policies and initiatives had contributed to increased profit and productivity;
- Around 50% of enterprises believed that profit had increased between 5-15% as a result.

Figure 3 Increased profit outcomes from gender diversity policies (percentage)



¹ Full statements are as follows: 'Profit': Profitability and productivity; 'Talent': Increased ability to attract and retain talent; 'Reputation': Enhanced company reputation; 'Innovation': Greater creativity, innovation and openness; 'Market': Better ability to gauge consumer interest and demand.

Women in management



- On average women accounted for around 28% of junior management positions, 27% of middle, 25% of senior and 25% of executive management.

Figure 4: Share of women in management (percentage)

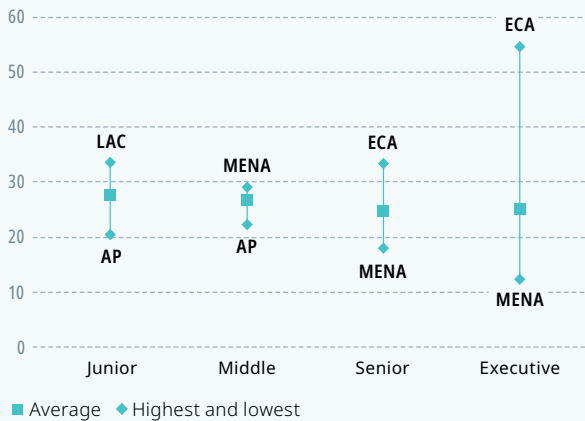


Figure 5: Share of women in middle and senior management by functional role (percentage)



Women in leadership



- Around 23% of enterprises reported to have a female CEO (15% in AF, 17% in AP, 17% in ECA, 33% in LAC, 20% in MENA);
- Around 23% of enterprises reported to have a female chairperson on the board of directors (15% in AF, 29% in AP, 23% in ECA, 25% in LAC, 18% in MENA);

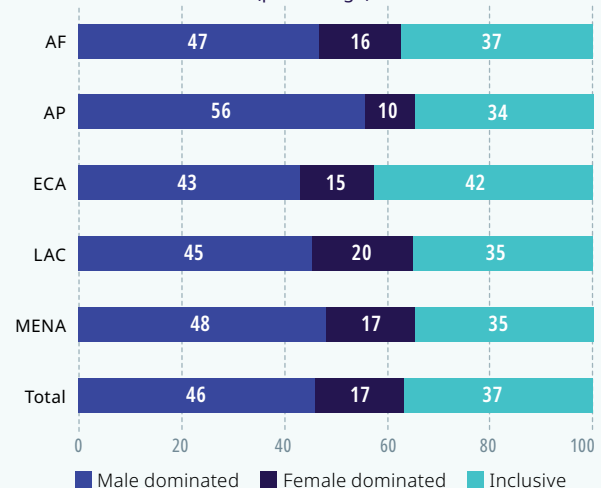
- On average, enterprises reported that women accounted for around 19% of board members (13% in AF, 16% in AP, 22% in ECA, 25% in LAC, 16% in MENA).

Perceptions around gender diversity



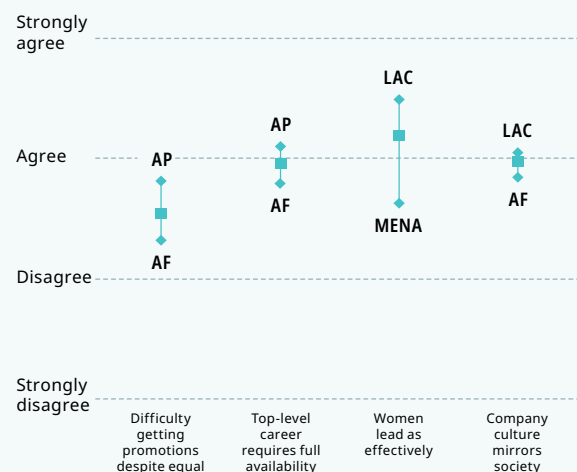
- Around 46% of enterprises believed that company culture on gender diversity was male dominated, while 17% believed it to be female dominated; the remaining 37% believed it to be inclusive.

Figure 6: Perceived company culture on gender diversity (percentage)



- On average, enterprises tended to agree on the statement² provided in the following Figure, but with some variation by region.

Figure 7: Perceptions around gender



² Full statements are as follows: With equal skills and qualifications, women have greater difficulty reaching top-management positions; Top-level career implies "anytime, anywhere" availability to work and geographical mobility; Women lead just as effectively as men; Our company culture is a mirror of our society and its traditions.

Arts, entertainment or recreation

Surveyed enterprises: **190**

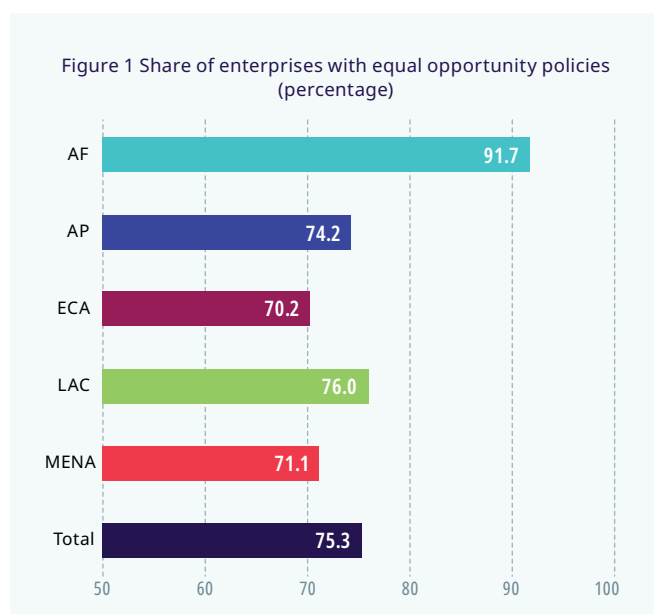


Characteristics

- Of surveyed enterprises, 13% were in Africa (AF), 16% in Asia-Pacific (AP), 25% in Europe and Central Asia (ECA), 26% in Latin America and the Caribbean (LAC) and 20% from Middle-East and North Africa (MENA);
- Around 89% of enterprises had between two and 100 employees, 5% had between 101 and 250 and 5% had 250+ employees.

Policies and initiatives

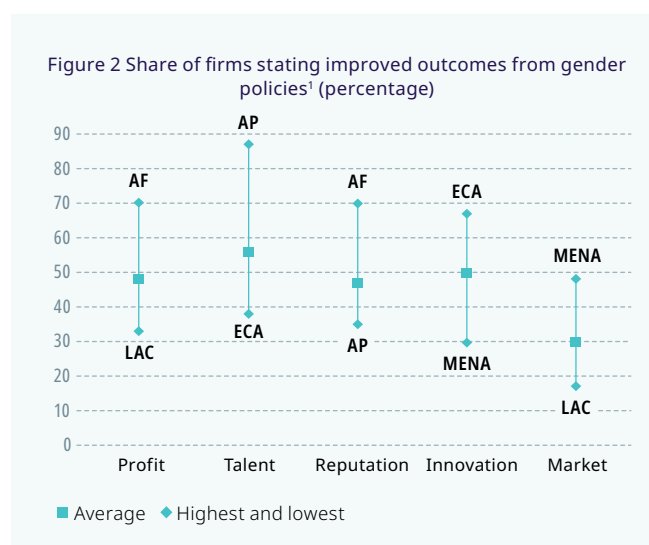
- A total of 75% of enterprises had an equal opportunity policy or a diversity and inclusion policy.



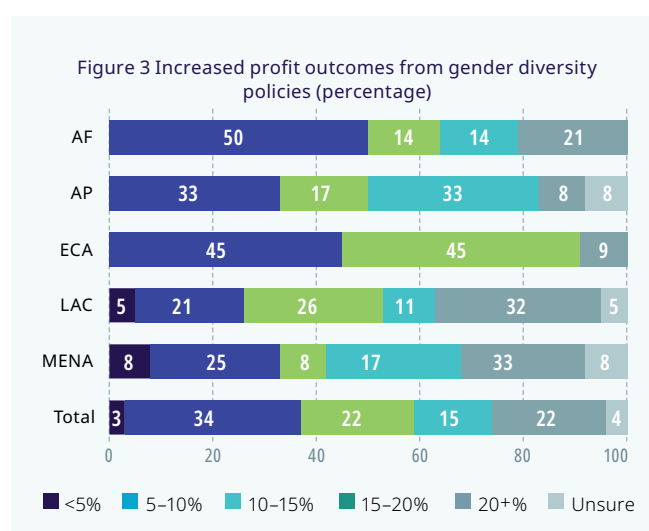
- The most popular and effective HR initiatives to promote gender equality were perceived as 'Recruitment, retention and promotion', 'Mentoring', 'Skills training/ executive training', 'Flexible working hours' and 'Part-time working hours'.

The business case for gender diversity

- A total of 58% of enterprises believed that policies and initiatives had helped to improve business outcomes.



- 48% of enterprises believed that gender diversity policies and initiatives had contributed to increased profit and productivity;
- Around 56% of enterprises believed that profit had increased between 5-15% as a result.



¹ Full statements are as follows: 'Profit': Profitability and productivity; 'Talent': Increased ability to attract and retain talent; 'Reputation': Enhanced company reputation; 'Innovation': Greater creativity, innovation and openness; 'Market': Better ability to gauge consumer interest and demand.

Women in management



- On average women accounted for around 26% of junior management positions, 34% of middle, 29% of senior and 31% of executive management.

Figure 4: Share of women in management (percentage)

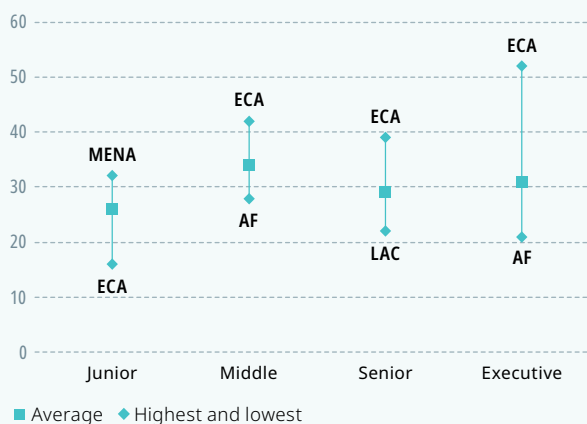


Figure 5: Share of women in middle and senior management by functional role (percentage)



Women in leadership



- Around 29% of enterprises reported to have a female CEO (31% in AF, 26% in AP, 34% in ECA, 35% in LAC, 19% in MENA);
- Around 30% of enterprises reported to have a female chairperson on the board of directors (31% in AF, 29% in AP, 32% in ECA, 41% in LAC, 15% in MENA);

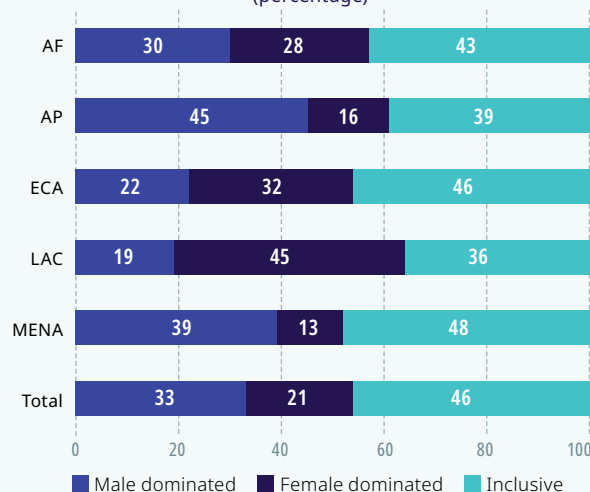
- On average, enterprises reported that women accounted for around 27% of board members (32% in AF, 27% in AP, 31% in ECA, 33% in LAC, 16% in MENA).

Perceptions around gender diversity



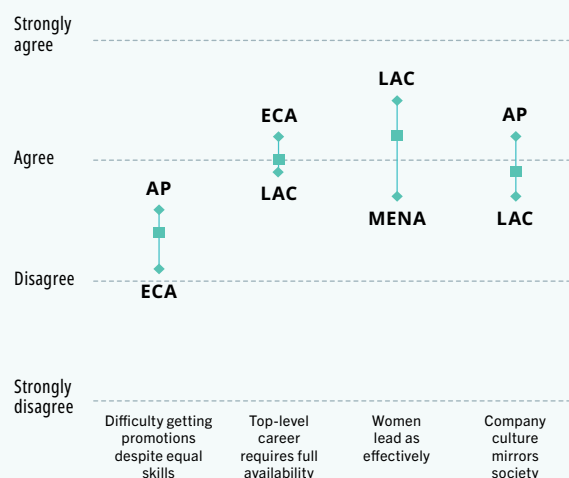
- Around 33% of enterprises believed that company culture on gender diversity was male dominated, while 21% believed it to be female dominated; the remaining 46% believed it to be inclusive.

Figure 6: Perceived company culture on gender diversity (percentage)



- On average, enterprises tended to agree on the statement² provided in the following Figure, but with some variation by region.

Figure 7: Perceptions around gender



² Full statements are as follows: With equal skills and qualifications, women have greater difficulty reaching top-management positions; Top-level career implies "anytime, anywhere" availability to work and geographical mobility; Women lead just as effectively as men; Our company culture is a mirror of our society and its traditions.

Construction

Surveyed enterprises: 995



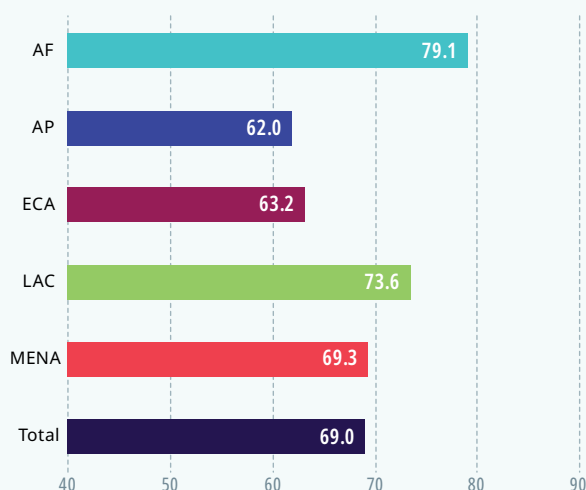
Characteristics

- Of surveyed enterprises, 9% were in Africa (AF), 18% in Asia-Pacific (AP), 16% in Europe and Central Asia (ECA), 28% in Latin America and the Caribbean (LAC) and 28% from Middle-East and North Africa (MENA);
- Around 96% of enterprises had between two and 100 employees, 2% had between 101 and 250 and 2% had 250+ employees.

Policies and initiatives

- A total of 69% of enterprises had an equal opportunity policy or a diversity and inclusion policy.

Figure 1 Share of enterprises with equal opportunity policies (percentage)

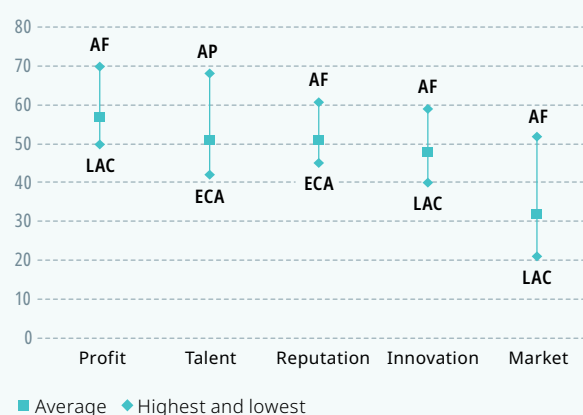


- The most popular and effective HR initiatives to promote gender equality were perceived to be 'Recruitment, retention and promotion', 'Mentoring', 'Skills training/ executive training', 'Flexible working hours' and 'Maternity leave'.

The business case for gender diversity

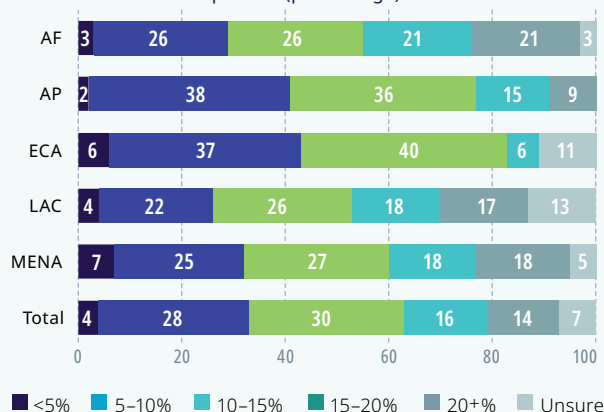
- A total of 57% of enterprises believed that policies and initiatives had helped to improve business outcomes.

Figure 2 Share of firms stating improved outcomes from gender policies¹ (percentage)



- 57% of enterprises believed that gender diversity policies and initiatives had contributed to increased profit and productivity;
- Around 58% of enterprises believed that profit had increased between 5-15% as a result.

Figure 3 Increased profit outcomes from gender diversity policies (percentage)



¹ Full statements are as follows: 'Profit': Profitability and productivity; 'Talent': Increased ability to attract and retain talent; 'Reputation': Enhanced company reputation; 'Innovation': Greater creativity, innovation and openness; 'Market': Better ability to gauge consumer interest and demand.

Women in management



- On average women accounted for around 26% of junior management positions, 22% of middle, 21% of senior and 23% of executive management.

Figure 4: Share of women in management (percentage)

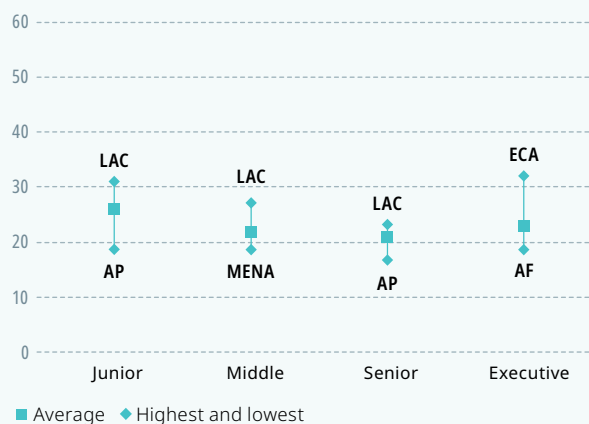


Figure 5: Share of women in middle and senior management by functional role (percentage)



Women in leadership



- Around 16% of enterprises reported to have a female CEO (16% in AF, 22% in AP, 17% in ECA, 23% in LAC, 7% in MENA);
- Around 17% of enterprises reported to have a female chairperson on the board of directors (16% in AF, 19% in AP, 10% in ECA, 27% in LAC, 9% in MENA);

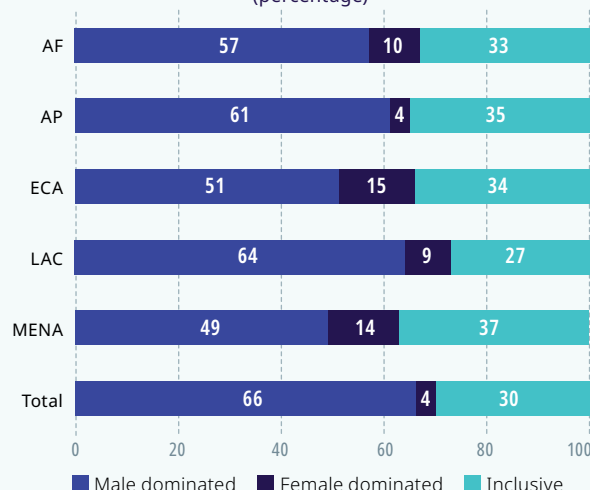
- On average, enterprises reported that women accounted for around 17% of board members (19% in AF, 18% in AP, 14% in ECA, 23% in LAC, 10% in MENA).

Perceptions around gender diversity



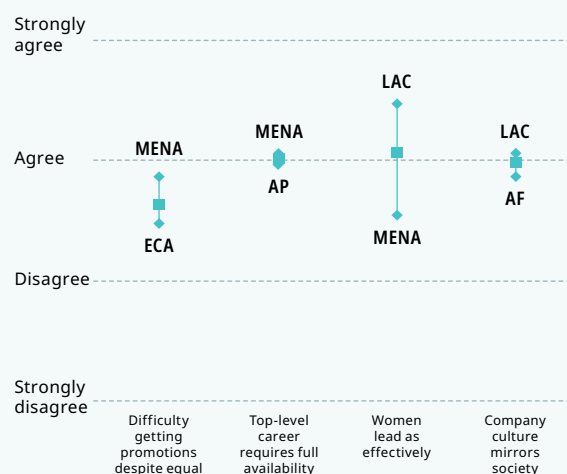
- Around 66% of enterprises believed that company culture on gender diversity was male dominated, while 4% believed it to be female dominated; the remaining 30% believed it to be inclusive.

Figure 6: Perceived company culture on gender diversity (percentage)



- On average, enterprises tended to agree on the statement² provided in the following Figure, but with some variation by region.

Figure 7: Perceptions around gender



² Full statements are as follows: With equal skills and qualifications, women have greater difficulty reaching top-management positions; Top-level career implies "anytime, anywhere" availability to work and geographical mobility; Women lead just as effectively as men; Our company culture is a mirror of our society and its traditions.

Education

Surveyed enterprises: **891**



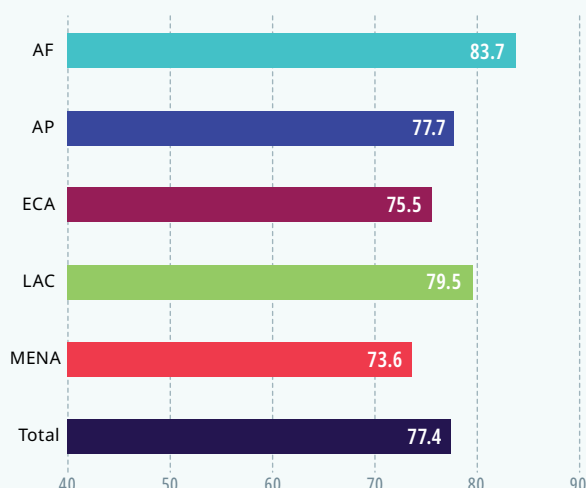
Characteristics

- Of surveyed enterprises, 11% were in Africa (AF), 17% in Asia-Pacific (AP), 23% in Europe and Central Asia (ECA), 27% in Latin America and the Caribbean (LAC) and 22% from Middle-East and North Africa (MENA);
- Around 94% of enterprises had between two and 100 employees, 2% had between 101 and 250 and 2% had 250+ employees.

Policies and initiatives

- A total of 77% of enterprises had an equal opportunity policy or a diversity and inclusion policy.

Figure 1 Share of enterprises with equal opportunity policies (percentage)

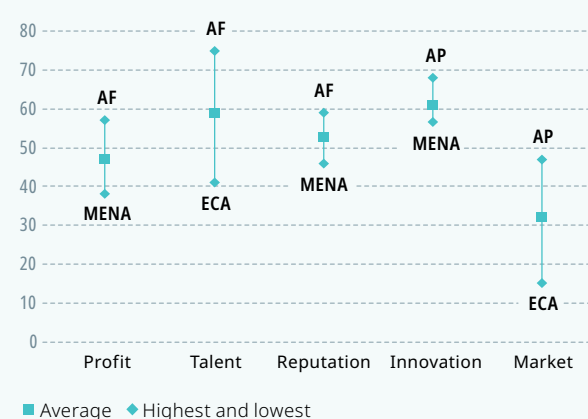


- The most popular and effective HR initiatives to promote gender equality were perceived to be 'Recruitment, retention and promotion', 'Mentoring', 'Skills training/ executive training', 'Flexible working hours' and 'Maternity leave'.

The business case for gender diversity

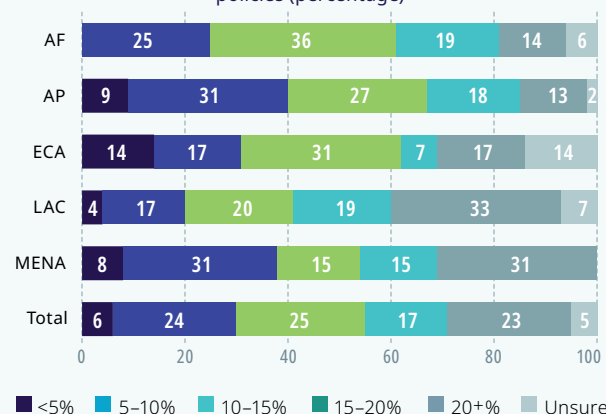
- A total of 56% of enterprises believed that policies and initiatives had helped to improve business outcomes.

Figure 2 Share of firms stating improved outcomes from gender policies¹ (percentage)



- 47% of enterprises believed that gender diversity policies and initiatives had contributed to increased profit and productivity;
- Around 49% of enterprises believed that profit had increased between 5-15% as a result.

Figure 3 Increased profit outcomes from gender diversity policies (percentage)



¹ Full statements are as follows: 'Profit': Profitability and productivity; 'Talent': Increased ability to attract and retain talent; 'Reputation': Enhanced company reputation; 'Innovation': Greater creativity, innovation and openness; 'Market': Better ability to gauge consumer interest and demand.

Women in management



- On average women accounted for around 28% of junior management positions, 35% of middle, 33% of senior and 36% of executive management.

Figure 4: Share of women in management (percentage)

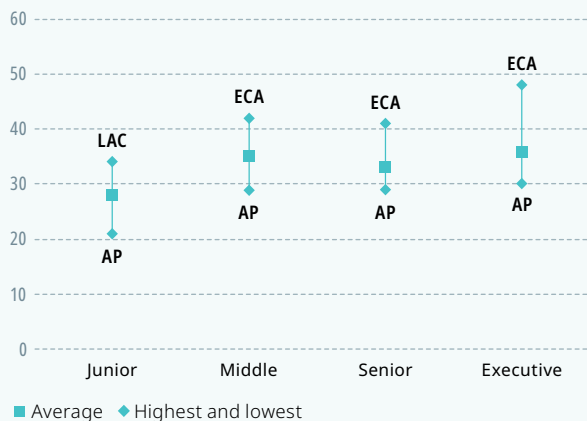


Figure 5: Share of women in middle and senior management by functional role (percentage)



Women in leadership



- Around 35% of enterprises reported to have a female CEO (22% in AF, 29% in AP, 53% in ECA, 39% in LAC, 21% in MENA);
- Around 35% of enterprises reported to have a female chairperson on the board of directors (22% in AF, 28% in AP, 51% in ECA, 49% in LAC, 15% in MENA);

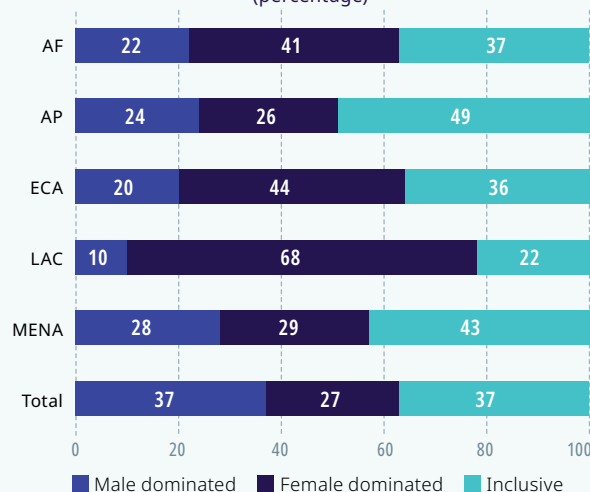
- On average, enterprises reported that women accounted for around 33% of board members (23% in AF, 30% in AP, 49% in ECA, 36% in LAC, 21% in MENA).

Perceptions around gender diversity



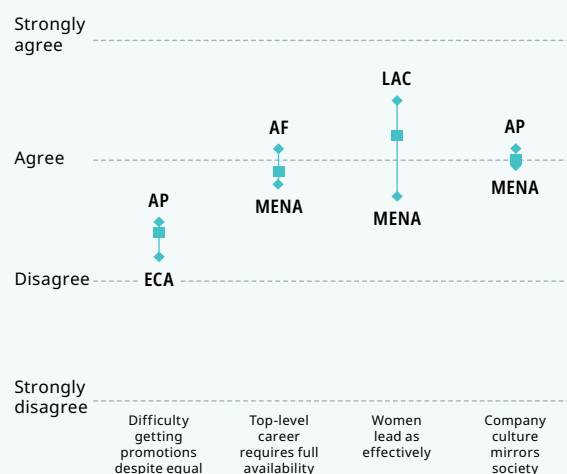
- Around 37% of enterprises believed that company culture on gender diversity was male dominated, while 27% believed it to be female dominated; the remaining 37% believed it to be inclusive.

Figure 6: Perceived company culture on gender diversity (percentage)



- On average, enterprises tended to agree on the statement² provided in the following Figure, but with some variation by region.

Figure 7: Perceptions around gender



² Full statements are as follows: With equal skills and qualifications, women have greater difficulty reaching top-management positions; Top-level career implies "anytime, anywhere" availability to work and geographical mobility; Women lead just as effectively as men; Our company culture is a mirror of our society and its traditions.

Financial or insurance activities



Surveyed enterprises: **726**

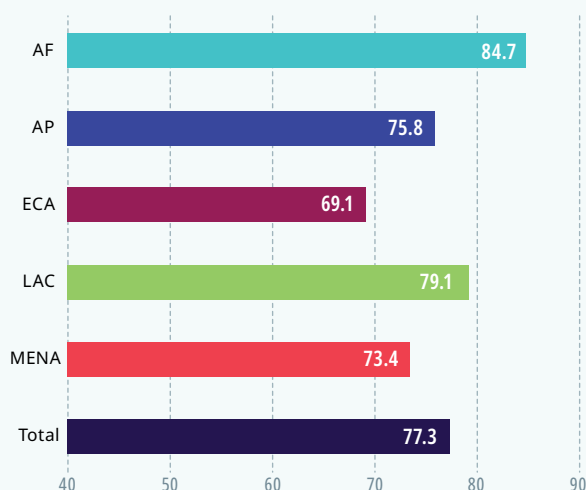
Characteristics

- Of surveyed enterprises, 17% were in Africa (AF), 25% in Asia-Pacific (AP), 13% in Europe and Central Asia (ECA), 34% in Latin America and the Caribbean (LAC) and 11% from Middle-East and North Africa (MENA);
- Around 97% of enterprises had between two and 100 employees, 2% had between 101 and 250 and 2% had 250+ employees.

Policies and initiatives

- A total of 77% of enterprises had an equal opportunity policy or a diversity and inclusion policy.

Figure 1 Share of enterprises with equal opportunity policies (percentage)

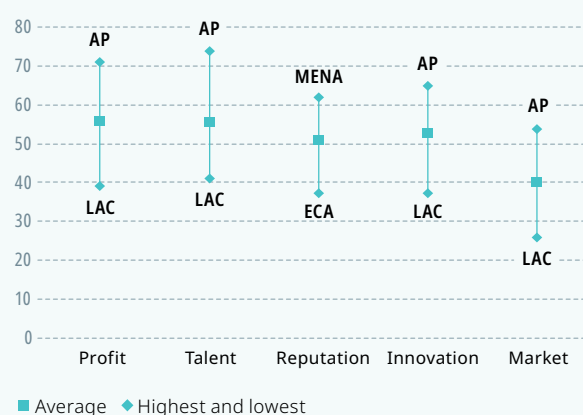


- The most popular and effective HR initiatives to promote gender equality were perceived to be 'Recruitment, retention and promotion', 'Mentoring', 'Skills training/executive training', 'Flexible working hours' and 'Maternity leave'.

The business case for gender diversity

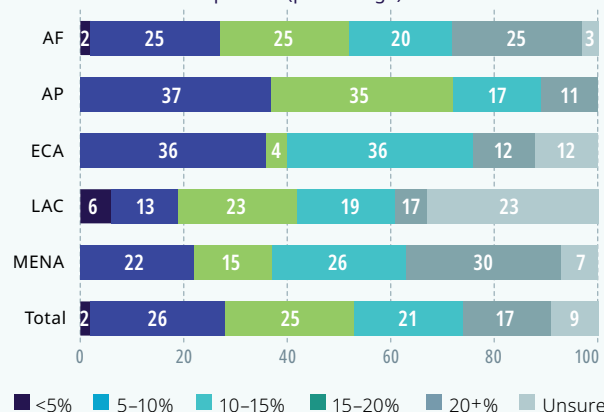
- A total of 59% of enterprises believed that policies and initiatives had helped to improve business outcomes.

Figure 2 Share of firms stating improved outcomes from gender policies¹ (percentage)



- 56% of enterprises believed that gender diversity policies and initiatives had contributed to increased profit and productivity;
- Around 51% of enterprises believed that profit had increased between 5-15% as a result.

Figure 3 Increased profit outcomes from gender diversity policies (percentage)



¹ Full statements are as follows: 'Profit': Profitability and productivity; 'Talent': Increased ability to attract and retain talent; 'Reputation': Enhanced company reputation; 'Innovation': Greater creativity, innovation and openness; 'Market': Better ability to gauge consumer interest and demand.

Women in management



- On average women accounted for around 29% of junior management positions, 34% of middle, 30% of senior and 29% of executive management.

Figure 4: Share of women in management (percentage)

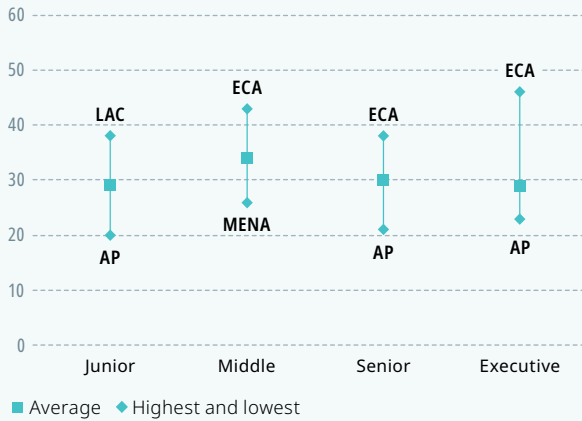


Figure 5: Share of women in middle and senior management by functional role (percentage)



Women in leadership



- Around 18% of enterprises reported to have a female CEO (15% in AF, 17% in AP, 22% in ECA, 23% in LAC, 7% in MENA);
- Around 18% of enterprises reported to have a female chairperson on the board of directors (15% in AF, 20% in AP, 25% in ECA, 19% in LAC, 7% in MENA);

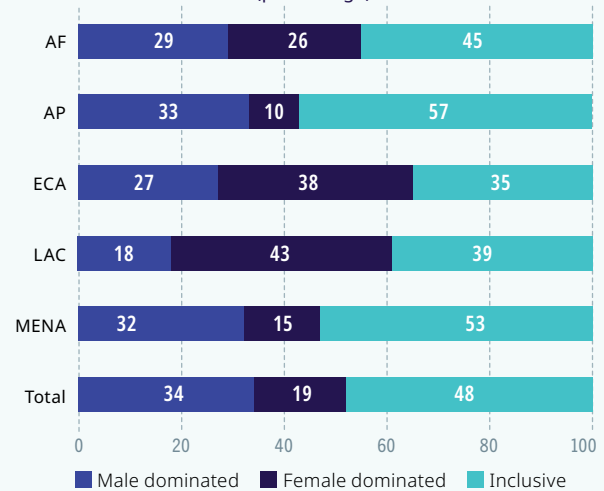
- On average, enterprises reported that women accounted for around 22% of board members (21% in AF, 20% in AP, 29% in ECA, 25% in LAC, 15% in MENA).

Perceptions around gender diversity



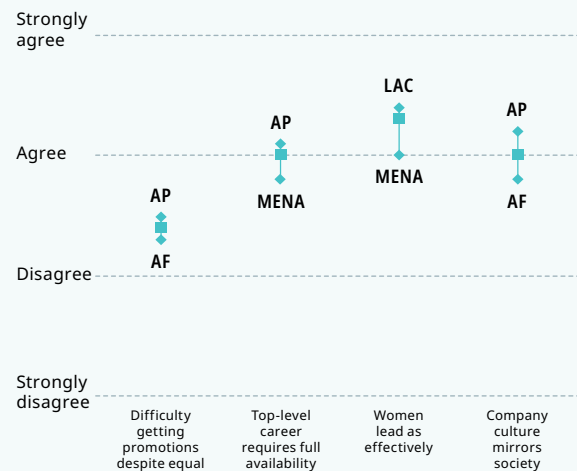
- Around 34% of enterprises believed that company culture on gender diversity was male dominated, while 19% believed it to be female dominated; the remaining 48% believed it to be inclusive.

Figure 6: Perceived company culture on gender diversity (percentage)



- On average, enterprises tended to agree on the statement² provided in the following Figure, but with some variation by region.

Figure 7: Perceptions around gender



² Full statements are as follows: With equal skills and qualifications, women have greater difficulty reaching top-management positions; Top-level career implies "anytime, anywhere" availability to work and geographical mobility; Women lead just as effectively as men; Our company culture is a mirror of our society and its traditions.

Hotels or restaurants

Surveyed enterprises: 474



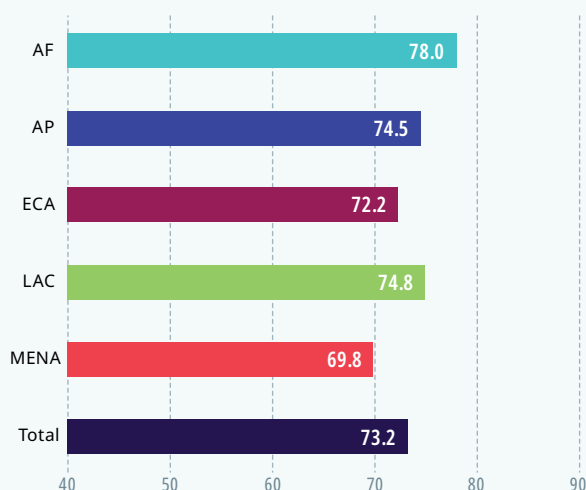
Characteristics

- Of surveyed enterprises, 9% were in Africa (AF), 22% in Asia-Pacific (AP), 19% in Europe and Central Asia (ECA), 23% in Latin America and the Caribbean (LAC) and 27% from Middle-East and North Africa (MENA);
- Around 93% of enterprises had between two and 100 employees, 4% had between 101 and 250 and 4% had 250+ employees.

Policies and initiatives

- A total of 73% of enterprises had an equal opportunity policy or a diversity and inclusion policy.

Figure 1 Share of enterprises with equal opportunity policies (percentage)

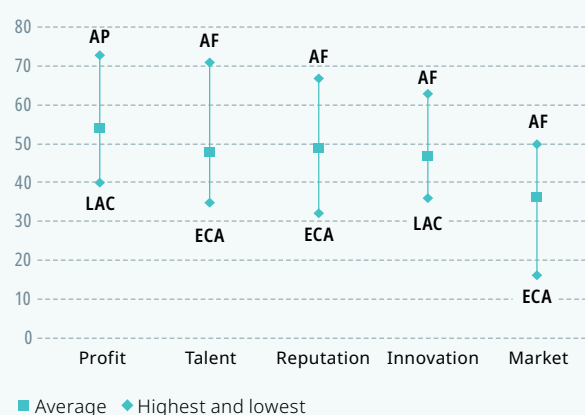


- The most popular and effective HR initiatives to promote gender equality were perceived to be 'Recruitment, retention and promotion', 'Mentoring', 'Skills training/ executive training', 'Flexible working hours' and 'Maternity leave'.

The business case for gender diversity

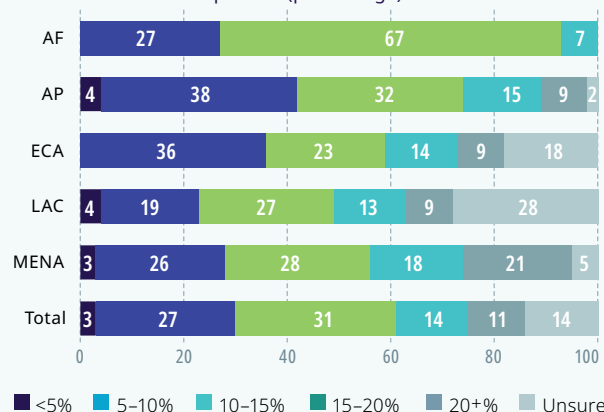
- A total of 61% of enterprises believed that policies and initiatives had helped to improve business outcomes.

Figure 2 Share of firms stating improved outcomes from gender policies¹ (percentage)



- 54% of enterprises believed that gender diversity policies and initiatives had contributed to increased profit and productivity;
- Around 58% of enterprises believed that profit had increased between 5-15% as a result.

Figure 3 Increased profit outcomes from gender diversity policies (percentage)



¹ Full statements are as follows: 'Profit': Profitability and productivity; 'Talent': Increased ability to attract and retain talent; 'Reputation': Enhanced company reputation; 'Innovation': Greater creativity, innovation and openness; 'Market': Better ability to gauge consumer interest and demand.

Women in management



- On average women accounted for around 29% of junior management positions, 29% of middle, 30% of senior and 31% of executive management.

Figure 4: Share of women in management (percentage)

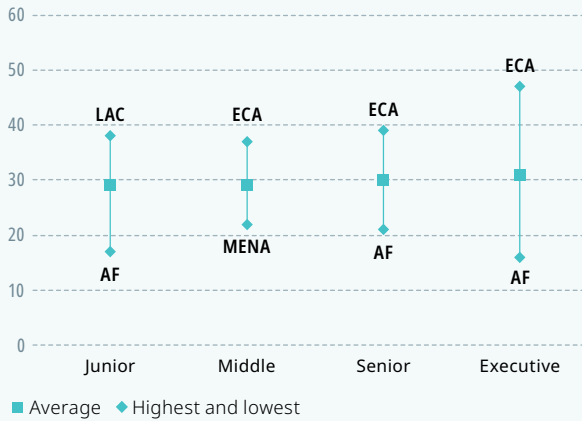


Figure 5: Share of women in middle and senior management by functional role (percentage)



Women in leadership



- Around 26% of enterprises reported to have a female CEO (17% in AF, 24% in AP, 38% in ECA, 42% in LAC, 4% in MENA);
- Around 27% of enterprises reported to have a female chairperson on the board of directors (17% in AF, 30% in AP, 41% in ECA, 47% in LAC, 8% in MENA);

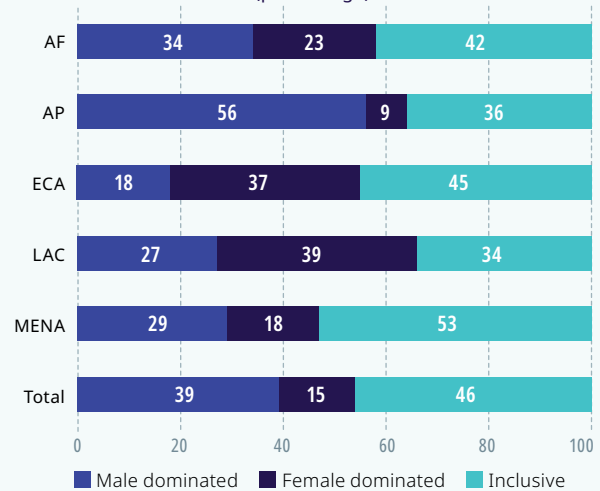
- On average, enterprises reported that women accounted for around 23% of board members (18% in AF, 22% in AP, 34% in ECA, 35% in LAC, 13% in MENA).

Perceptions around gender diversity



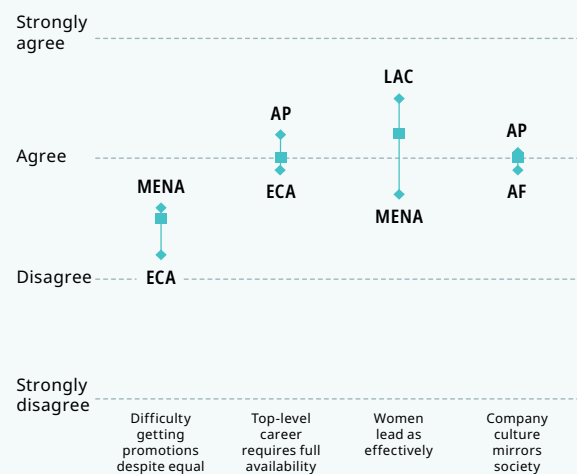
- Around 39% of enterprises believed that company culture on gender diversity was male dominated, while 15% believed it to be female dominated; the remaining 46% believed it to be inclusive.

Figure 6: Perceived company culture on gender diversity (percentage)



- On average, enterprises tended to agree on the statement² provided in the following Figure, but with some variation by region.

Figure 7: Perceptions around gender



² Full statements are as follows: With equal skills and qualifications, women have greater difficulty reaching top-management positions; Top-level career implies "anytime, anywhere" availability to work and geographical mobility; Women lead just as effectively as men; Our company culture is a mirror of our society and its traditions.

Human health or social work



Surveyed enterprises: **551**

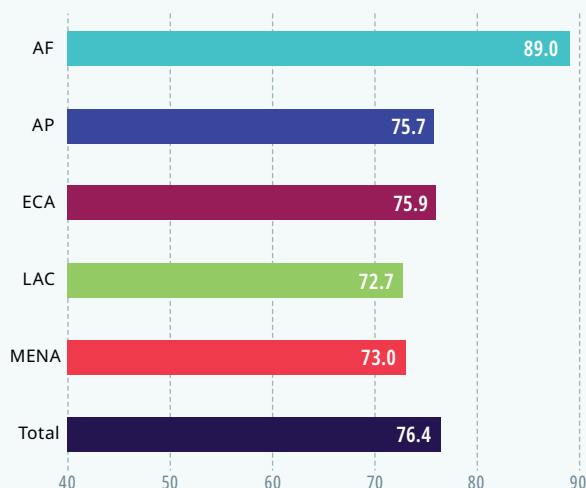
Characteristics

- Of surveyed enterprises, 15% were in Africa (AF), 13% in Asia-Pacific (AP), 26% in Europe and Central Asia (ECA), 20% in Latin America and the Caribbean (LAC) and 27% from Middle-East and North Africa (MENA);
- Around 95% of enterprises had between two and 100 employees, 2% had between 101 and 250 and 2% had 250+ employees.

Policies and initiatives

- A total of 76% of enterprises had an equal opportunity policy or a diversity and inclusion policy.

Figure 1 Share of enterprises with equal opportunity policies (percentage)

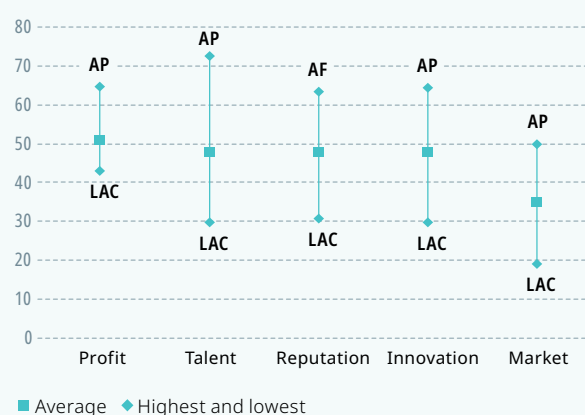


- The most popular and effective HR initiatives to promote gender equality were perceived to be 'Recruitment, retention and promotion', 'Mentoring', 'Skills training/ executive training', 'Flexible working hours' and 'Maternity leave'.

The business case for gender diversity

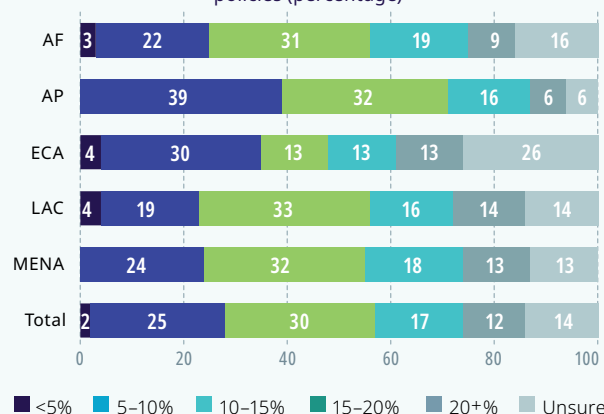
- A total of 54% of enterprises believed that policies and initiatives had helped to improve business outcomes.

Figure 2 Share of firms stating improved outcomes from gender policies¹ (percentage)



- 51% of enterprises believed that gender diversity policies and initiatives had contributed to increased profit and productivity;
- Around 55% of enterprises believed that profit had increased between 5-15% as a result.

Figure 3 Increased profit outcomes from gender diversity policies (percentage)



¹ Full statements are as follows: 'Profit': Profitability and productivity; 'Talent': Increased ability to attract and retain talent; 'Reputation': Enhanced company reputation; 'Innovation': Greater creativity, innovation and openness; 'Market': Better ability to gauge consumer interest and demand.

Women in management



- On average women accounted for around 30% of junior management positions, 38% of middle, 37% of senior and 37% of executive management.

Figure 4: Share of women in management (percentage)

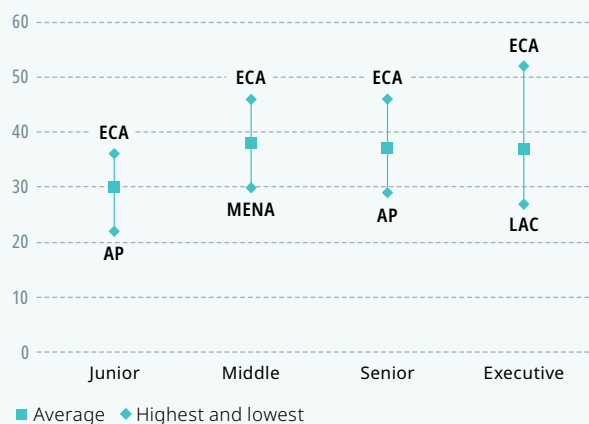


Figure 5: Share of women in middle and senior management by functional role (percentage)



Women in leadership



- Around 31% of enterprises reported to have a female CEO (21% in AF, 25% in AP, 43% in ECA, 43% in LAC, 18% in MENA);
- Around 30% of enterprises reported to have a female chairperson on the board of directors (21% in AF, 29% in AP, 41% in ECA, 40% in LAC, 18% in MENA);

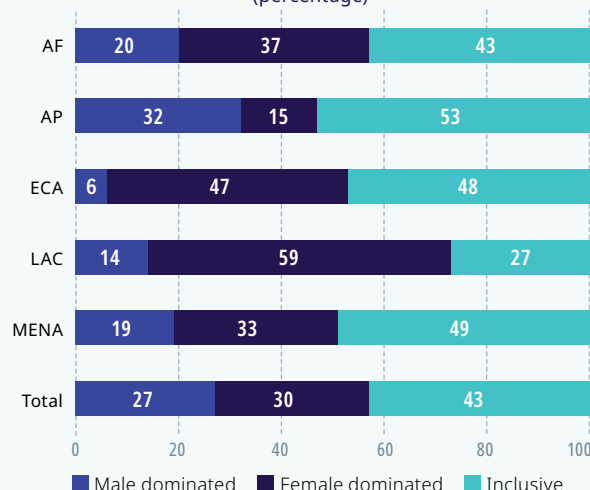
- On average, enterprises reported that women accounted for around 31% of board members (26% in AF, 28% in AP, 44% in ECA, 35% in LAC, 20% in MENA).

Perceptions around gender diversity



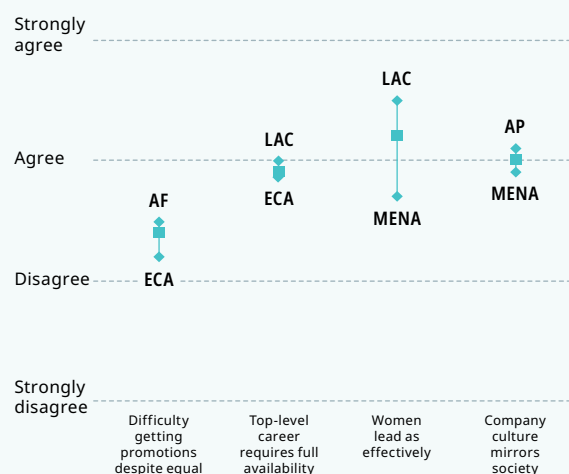
- Around 27% of enterprises believed that company culture on gender diversity was male dominated, while 30% believed it to be female dominated; the remaining 43% believed it to be inclusive.

Figure 6: Perceived company culture on gender diversity (percentage)



- On average, enterprises tended to agree on the statement² provided in the following Figure, but with some variation by region.

Figure 7: Perceptions around gender



² Full statements are as follows: With equal skills and qualifications, women have greater difficulty reaching top-management positions; Top-level career implies "anytime, anywhere" availability to work and geographical mobility; Women lead just as effectively as men; Our company culture is a mirror of our society and its traditions.

Information and communications



Surveyed enterprises: **1,053**

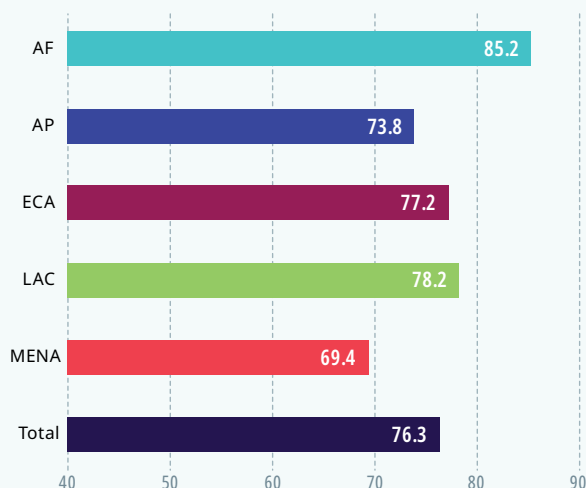
Characteristics

- Of surveyed enterprises, 14% were in Africa (AF), 34% in Asia-Pacific (AP), 12% in Europe and Central Asia (ECA), 25% in Latin America and the Caribbean (LAC) and 15% from Middle-East and North Africa (MENA);
- Around 97% of enterprises had between two and 100 employees, 1% had between 101 and 250 and 1% had 250+ employees.

Policies and initiatives

- A total of 76% of enterprises had an equal opportunity policy or a diversity and inclusion policy.

Figure 1 Share of enterprises with equal opportunity policies (percentage)

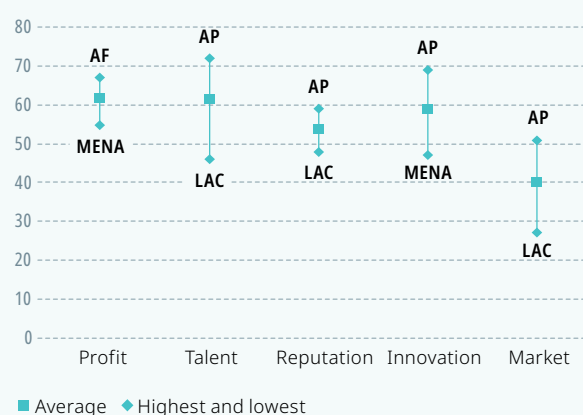


- The most popular and effective HR initiatives to promote gender equality were perceived to be 'Recruitment, retention and promotion', 'Mentoring', 'Skills training/ executive training', 'Flexible working hours' and 'Remote work or telework'.

The business case for gender diversity

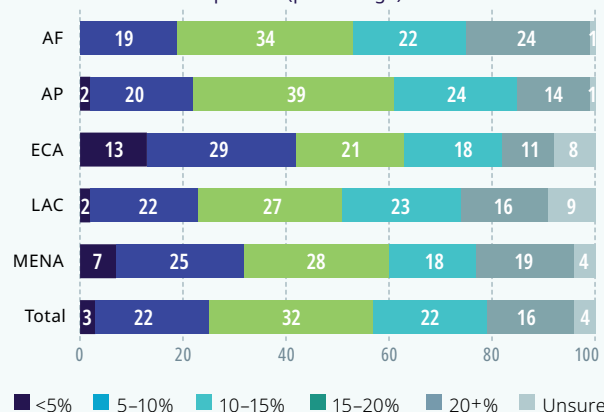
- A total of 66% of enterprises believed that policies and initiatives had helped to improve business outcomes.

Figure 2 Share of firms stating improved outcomes from gender policies¹ (percentage)



- 62% of enterprises believed that gender diversity policies and initiatives had contributed to increased profit and productivity;
- Around 54% of enterprises believed that profit had increased between 5-15% as a result.

Figure 3 Increased profit outcomes from gender diversity policies (percentage)



¹ Full statements are as follows: 'Profit': Profitability and productivity; 'Talent': Increased ability to attract and retain talent; 'Reputation': Enhanced company reputation; 'Innovation': Greater creativity, innovation and openness; 'Market': Better ability to gauge consumer interest and demand.

Women in management



- On average women accounted for around 27% of junior management positions, 26% of middle, 25% of senior and 26% of executive management.

Figure 4: Share of women in management (percentage)

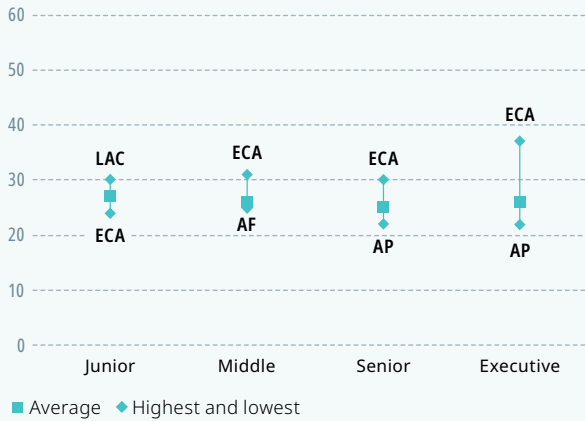


Figure 5: Share of women in middle and senior management by functional role (percentage)



Women in leadership



- Around 16% of enterprises reported to have a female CEO (19% in AF, 17% in AP, 16% in ECA, 22% in LAC, 9% in MENA);
- Around 24% of enterprises reported to have a female chairperson on the board of directors (19% in AF, 28% in AP, 20% in ECA, 32% in LAC, 8% in MENA);

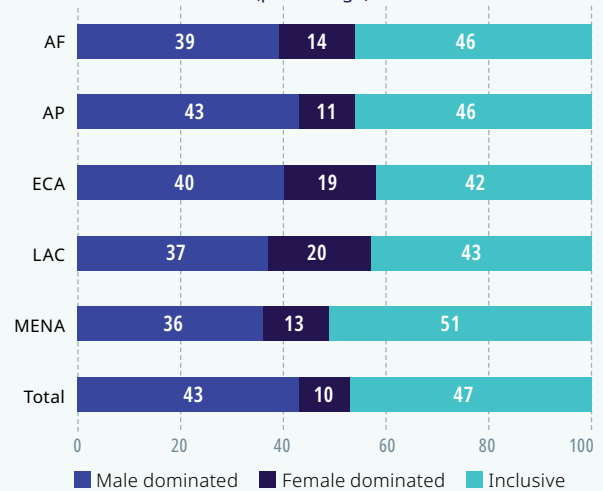
- On average, enterprises reported that women accounted for around 21% of board members (22% in AF, 21% in AP, 25% in ECA, 25% in LAC, 14% in MENA).

Perceptions around gender diversity



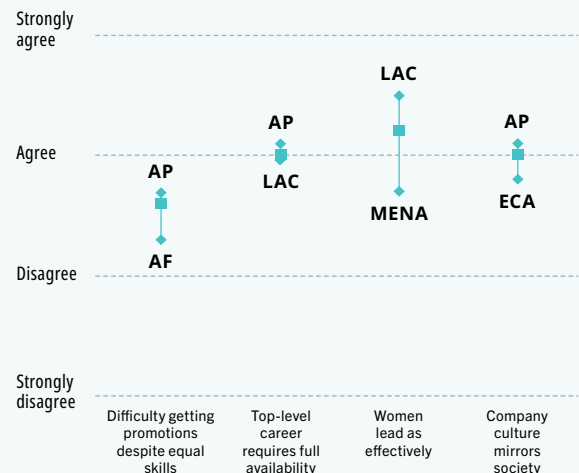
- Around 43% of enterprises believed that company culture on gender diversity was male dominated, while 10% believed it to be female dominated; the remaining 47% believed it to be inclusive.

Figure 6: Perceived company culture on gender diversity (percentage)



- On average, enterprises tended to agree on the statement² provided in the following Figure, but with some variation by region.

Figure 7: Perceptions around gender



² Full statements are as follows: With equal skills and qualifications, women have greater difficulty reaching top-management positions; Top-level career implies "anytime, anywhere" availability to work and geographical mobility; Women lead just as effectively as men; Our company culture is a mirror of our society and its traditions.

Manufacturing

Surveyed enterprises: **1,581**



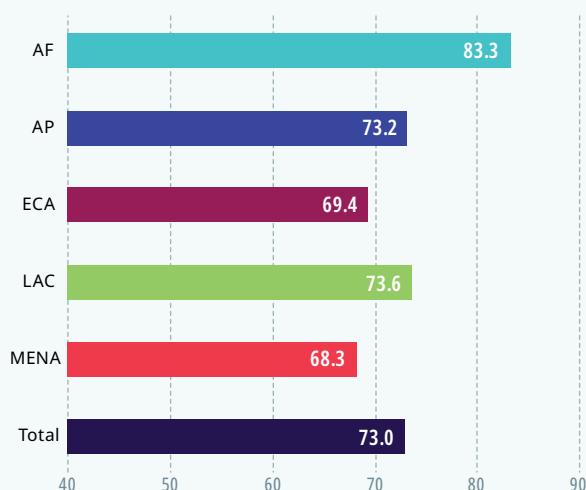
Characteristics

- Of surveyed enterprises, 11% were in Africa (AF), 33% in Asia-Pacific (AP), 22% in Europe and Central Asia (ECA), 23% in Latin America and the Caribbean (LAC) and 12% from Middle-East and North Africa (MENA);
- Around 98% of enterprises had between two and 100 employees, 1% had between 101 and 250 and 1% had 250+ employees.

Policies and initiatives

- A total of 73% of enterprises had an equal opportunity policy or a diversity and inclusion policy.

Figure 1 Share of enterprises with equal opportunity policies (percentage)

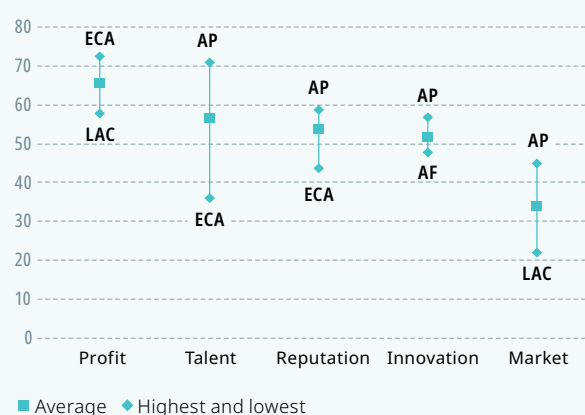


- The most popular and effective HR initiatives to promote gender equality were perceived to be 'Recruitment, retention and promotion', 'Mentoring', 'Skills training/ executive training', 'Flexible working hours' and 'Maternity leave'.

The business case for gender diversity

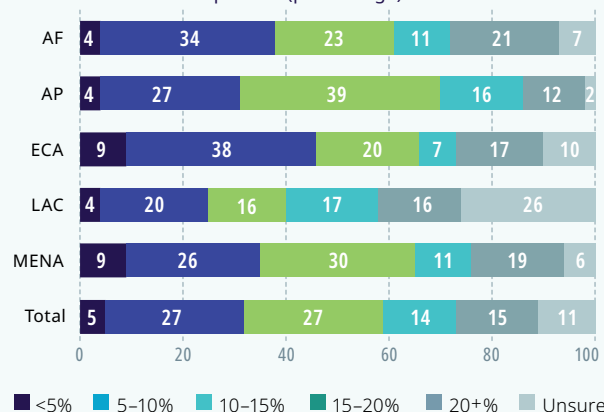
- A total of 58% of enterprises believed that policies and initiatives had helped to improve business outcomes.

Figure 2 Share of firms stating improved outcomes from gender policies¹ (percentage)



- 66% of enterprises believed that gender diversity policies and initiatives had contributed to increased profit and productivity;
- Around 54% of enterprises believed that profit had increased between 5-15% as a result.

Figure 3 Increased profit outcomes from gender diversity policies (percentage)



¹ Full statements are as follows: 'Profit': Profitability and productivity; 'Talent': Increased ability to attract and retain talent; 'Reputation': Enhanced company reputation; 'Innovation': Greater creativity, innovation and openness; 'Market': Better ability to gauge consumer interest and demand.

Women in management



- On average women accounted for around 28% of junior management positions, 26% of middle, 23% of senior and 23% of executive management.

Figure 4: Share of women in management (percentage)

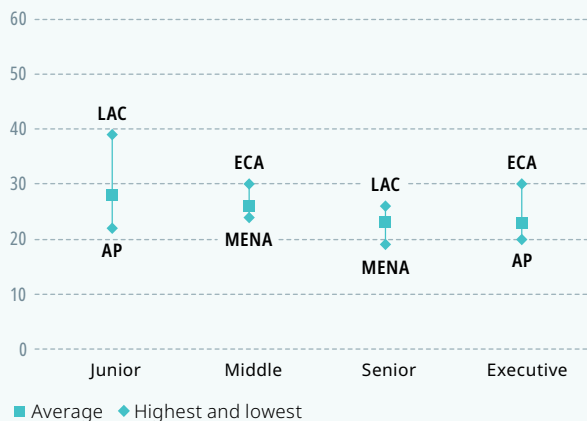


Figure 5: Share of women in middle and senior management by functional role (percentage)



Women in leadership



- Around 18% of enterprises reported to have a female CEO (18% in AF, 18% in AP, 16% in ECA, 27% in LAC, 8% in MENA);
- Around 21% of enterprises reported to have a female chairperson on the board of directors (18% in AF, 21% in AP, 19% in ECA, 31% in LAC, 12% in MENA);

² Full statements are as follows: With equal skills and qualifications, women have greater difficulty reaching top-management positions; Top-level career implies "anytime, anywhere" availability to work and geographical mobility; Women lead just as effectively as men; Our company culture is a mirror of our society and its traditions.

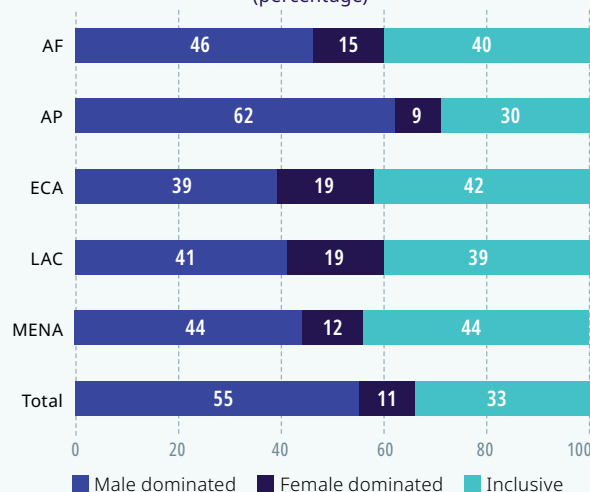
- On average, enterprises reported that women accounted for around 19% of board members (14% in AF, 21% in AP, 21% in ECA, 25% in LAC, 11% in MENA).

Perceptions around gender diversity



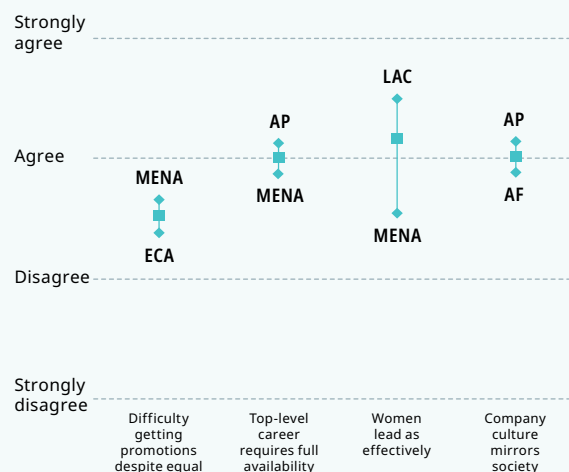
- Around 55% of enterprises believed that company culture on gender diversity was male dominated, while 11% believed it to be female dominated; the remaining 33% believed it to be inclusive.

Figure 6: Perceived company culture on gender diversity (percentage)



- On average, enterprises tended to agree on the statement² provided in the following Figure, but with some variation by region.

Figure 7: Perceptions around gender



Mining or quarrying

Surveyed enterprises: 191



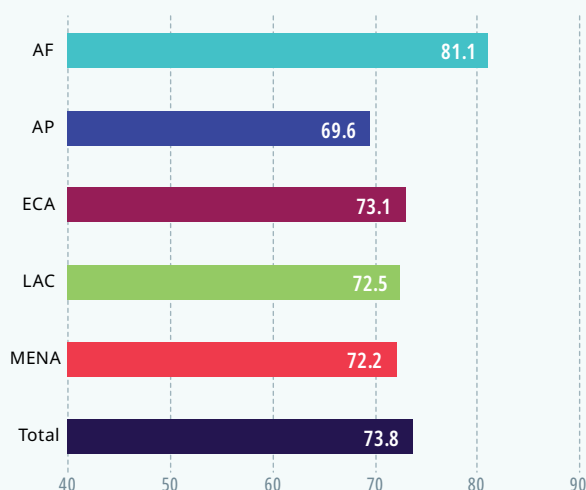
Characteristics

- Of surveyed enterprises, 19% were in Africa (AF), 12% in Asia-Pacific (AP), 14% in Europe and Central Asia (ECA), 27% in Latin America and the Caribbean (LAC) and 28% from Middle-East and North Africa (MENA);
- Around 89% of enterprises had between two and 100 employees, 5% had between 101 and 250 and 5% had 250+ employees.

Policies and initiatives

- A total of 74% of enterprises had an equal opportunity policy or a diversity and inclusion policy.

Figure 1 Share of enterprises with equal opportunity policies (percentage)

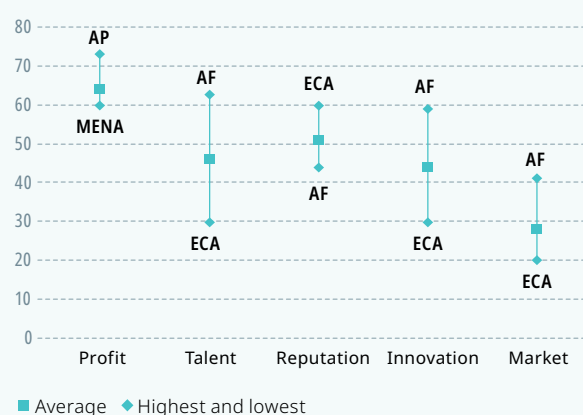


- The most popular and effective HR initiatives to promote gender equality were perceived to be 'Recruitment, retention and promotion', 'Mentoring', 'Skills training/ executive training', 'Flexible working hours' and 'Maternity leave'.

The business case for gender diversity

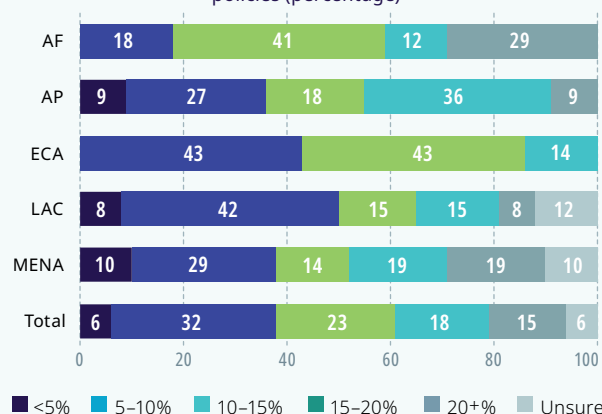
- A total of 61% of enterprises believed that policies and initiatives had helped to improve business outcomes.

Figure 2 Share of firms stating improved outcomes from gender policies¹ (percentage)



- 64% of enterprises believed that gender diversity policies and initiatives had contributed to increased profit and productivity;
- Around 55% of enterprises believed that profit had increased between 5-15% as a result.

Figure 3 Increased profit outcomes from gender diversity policies (percentage)



¹ Full statements are as follows: 'Profit': Profitability and productivity; 'Talent': Increased ability to attract and retain talent; 'Reputation': Enhanced company reputation; 'Innovation': Greater creativity, innovation and openness; 'Market': Better ability to gauge consumer interest and demand.

Women in management



- On average women accounted for around 25% of junior management positions, 24% of middle, 20% of senior and 24% of executive management.

Figure 4: Share of women in management (percentage)

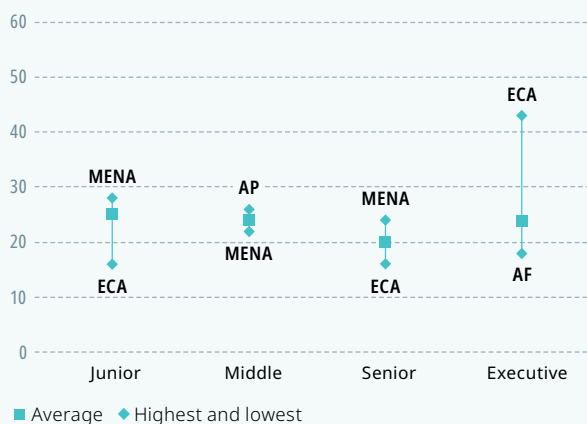


Figure 5: Share of women in middle and senior management by functional role (percentage)



Women in leadership



- Around 11% of enterprises reported to have a female CEO (19% in AF, 24% in AP, 5% in ECA, 9% in LAC, 11% in MENA);
- Around 19% of enterprises reported to have a female chairperson on the board of directors (19% in AF, 21% in AP, 12% in ECA, 24% in LAC, 15% in MENA);

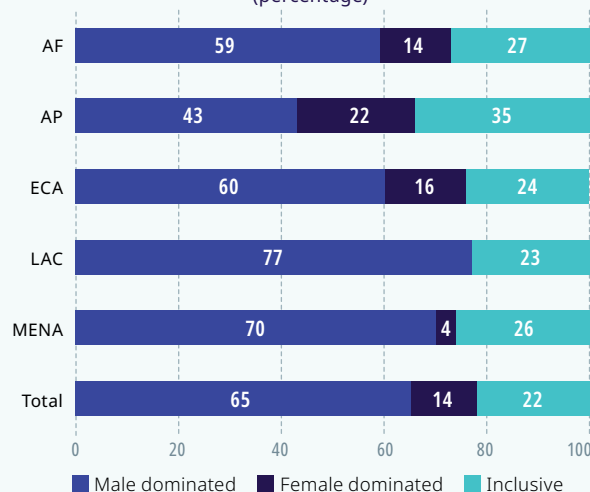
- On average, enterprises reported that women accounted for around 17% of board members (18% in AF, 16% in AP, 17% in ECA, 19% in LAC, 14% in MENA).

Perceptions around gender diversity



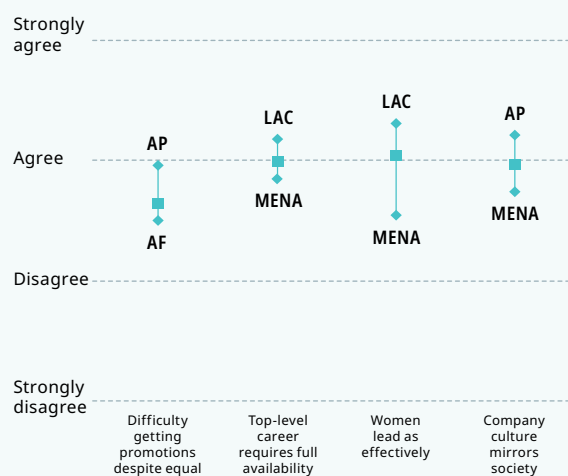
- Around 65% of enterprises believed that company culture on gender diversity was male dominated, while 14% believed it to be female dominated; the remaining 22% believed it to be inclusive.

Figure 6: Perceived company culture on gender diversity (percentage)



- On average, enterprises tended to agree on the statement² provided in the following Figure, but with some variation by region.

Figure 7: Perceptions around gender



² Full statements are as follows: With equal skills and qualifications, women have greater difficulty reaching top-management positions; Top-level career implies "anytime, anywhere" availability to work and geographical mobility; Women lead just as effectively as men; Our company culture is a mirror of our society and its traditions.

Professional, scientific or technical activities



Surveyed enterprises: 629

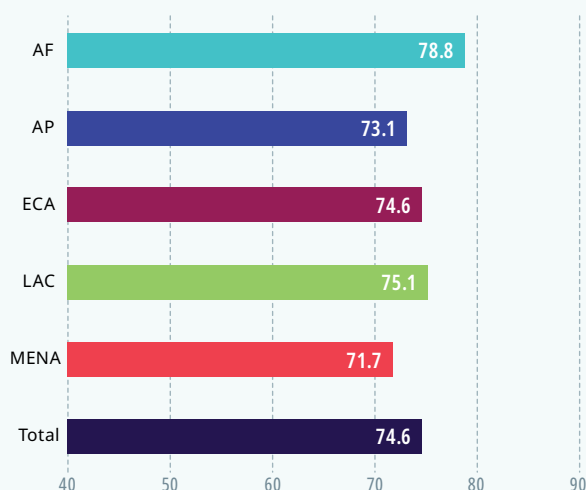
Characteristics

- Of surveyed enterprises, 13% were in Africa (AF), 32% in Asia-Pacific (AP), 18% in Europe and Central Asia (ECA), 29% in Latin America and the Caribbean (LAC) and 8% from Middle-East and North Africa (MENA);
- Around 96% of enterprises had between two and 100 employees, 2% had between 101 and 250 and 2% had 250+ employees.

Policies and initiatives

- A total of 75% of enterprises had an equal opportunity policy or a diversity and inclusion policy.

Figure 1 Share of enterprises with equal opportunity policies (percentage)

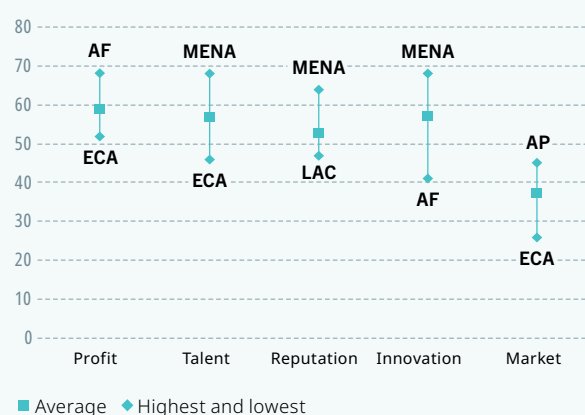


- The most popular and effective HR initiatives to promote gender equality were perceived to be 'Recruitment, retention and promotion', 'Mentoring', 'Skills training/ executive training', 'Flexible working hours' and 'Maternity leave'.

The business case for gender diversity

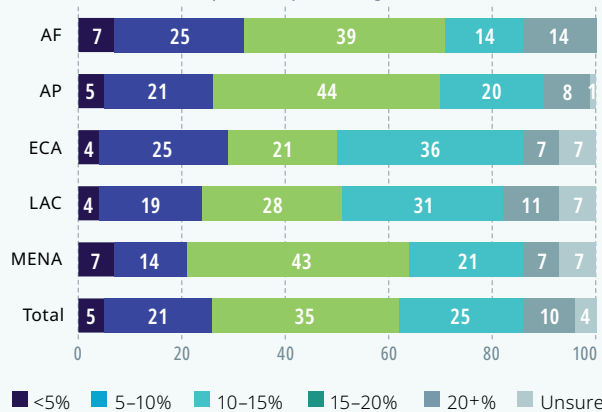
- A total of 59% of enterprises believed that policies and initiatives had helped to improve business outcomes.

Figure 2 Share of firms stating improved outcomes from gender policies¹ (percentage)



- 59% of enterprises believed that gender diversity policies and initiatives had contributed to increased profit and productivity;
- Around 56% of enterprises believed that profit had increased between 5-15% as a result.

Figure 3 Increased profit outcomes from gender diversity policies (percentage)



¹ Full statements are as follows: 'Profit': Profitability and productivity; 'Talent': Increased ability to attract and retain talent; 'Reputation': Enhanced company reputation; 'Innovation': Greater creativity, innovation and openness; 'Market': Better ability to gauge consumer interest and demand.

Women in management



- On average women accounted for around 25% of junior management positions, 29% of middle, 27% of senior and 30% of executive management.

Figure 4: Share of women in management (percentage)

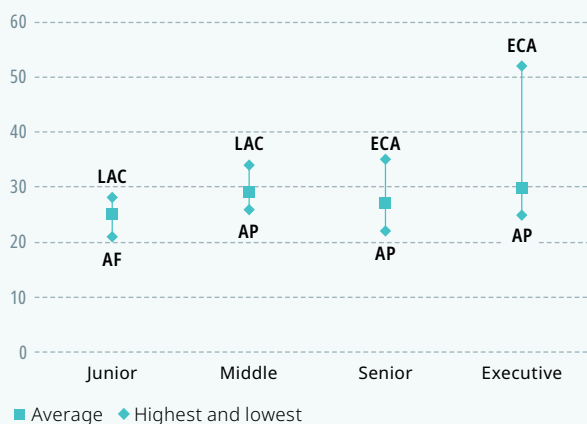


Figure 5: Share of women in middle and senior management by functional role (percentage)



Women in leadership



- Around 21% of enterprises reported to have a female CEO (22% in AF, 20% in AP, 21% in ECA, 24% in LAC, 11% in MENA);
- Around 24% of enterprises reported to have a female chairperson on the board of directors (22% in AF, 27% in AP, 16% in ECA, 31% in LAC, 9% in MENA);

² Full statements are as follows: With equal skills and qualifications, women have greater difficulty reaching top-management positions; Top-level career implies "anytime, anywhere" availability to work and geographical mobility; Women lead just as effectively as men; Our company culture is a mirror of our society and its traditions.

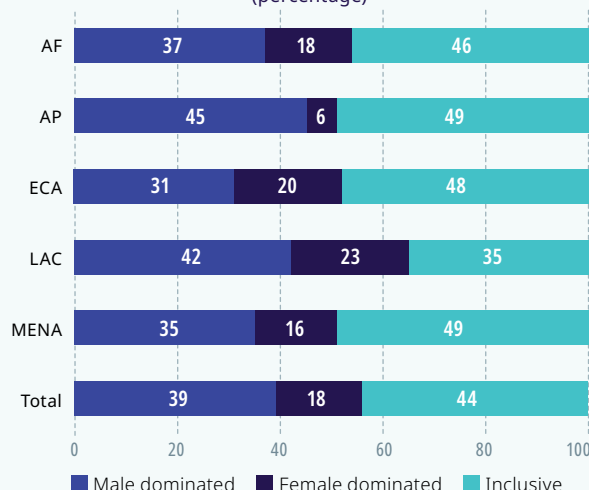
- On average, enterprises reported that women accounted for around 24% of board members (25% in AF, 22% in AP, 25% in ECA, 27% in LAC, 12% in MENA).

Perceptions around gender diversity



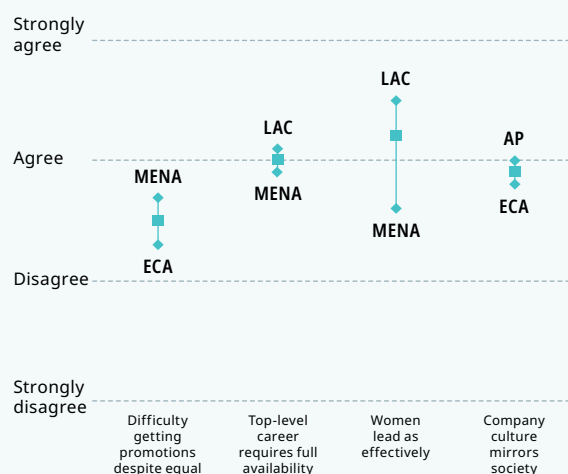
- Around 39% of enterprises believed that company culture on gender diversity was male dominated, while 18% believed it to be female dominated; the remaining 44% believed it to be inclusive.

Figure 6: Perceived company culture on gender diversity (percentage)



- On average, enterprises tended to agree on the statement² provided in the following Figure, but with some variation by region.

Figure 7: Perceptions around gender



Public administration or defence



Surveyed enterprises: **431**

Characteristics



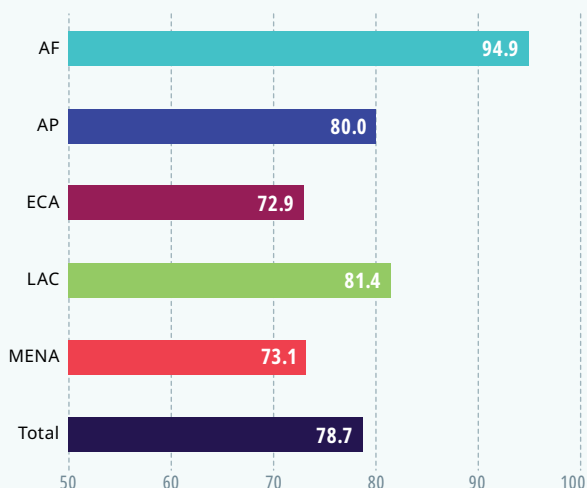
- Of surveyed enterprises, 9% were in Africa (AF), 9% in Asia-Pacific (AP), 39% in Europe and Central Asia (ECA), 36% in Latin America and the Caribbean (LAC) and 6% from Middle-East and North Africa (MENA);
- Around 82% of enterprises had between two and 100 employees, 9% had between 101 and 250 and 9% had 250+ employees.

Policies and initiatives



- A total of 79% of enterprises had an equal opportunity policy or a diversity and inclusion policy.

Figure 1 Share of enterprises with equal opportunity policies (percentage)



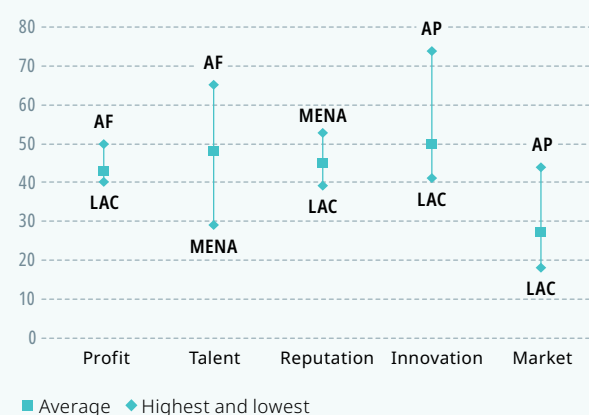
- The most popular and effective HR initiatives to promote gender equality were perceived to be 'Recruitment, retention and promotion', 'Mentoring', 'Skills training/executive training', 'Maternity leave' and 'Paternity leave'.

The business case for gender diversity



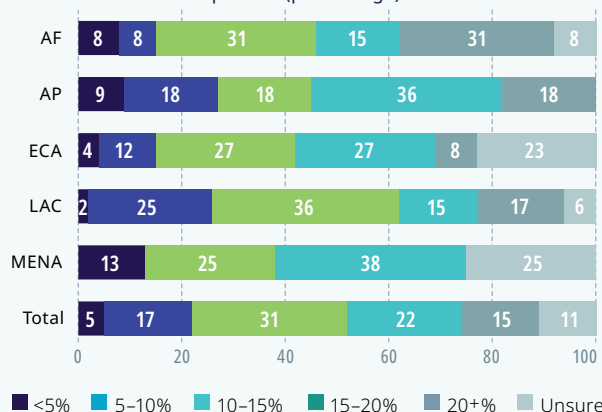
- A total of 49% of enterprises believed that policies and initiatives had helped to improve business outcomes.

Figure 2 Share of firms stating improved outcomes from gender policies¹ (percentage)



- 43% of enterprises believed that gender diversity policies and initiatives had contributed to increased profit and productivity;
- Around 48% of enterprises believed that profit had increased between 5-15% as a result.

Figure 3 Increased profit outcomes from gender diversity policies (percentage)



¹ Full statements are as follows: 'Profit': Profitability and productivity; 'Talent': Increased ability to attract and retain talent; 'Reputation': Enhanced company reputation; 'Innovation': Greater creativity, innovation and openness; 'Market': Better ability to gauge consumer interest and demand.

Women in management



- On average women accounted for around 31% of junior management positions, 31% of middle, 29% of senior and 24% of executive management.

Figure 4: Share of women in management (percentage)

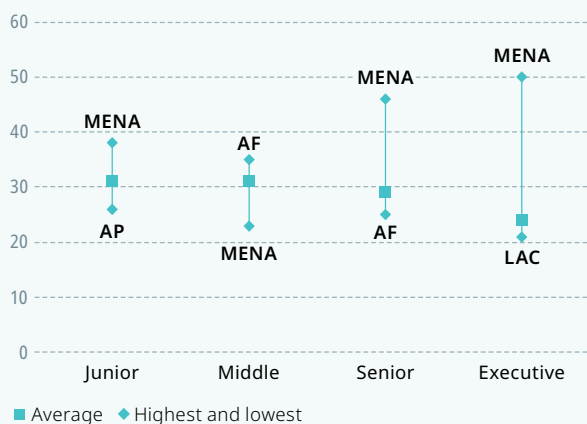


Figure 5: Share of women in middle and senior management by functional role (percentage)



Women in leadership



- Around 22% of enterprises reported to have a female CEO (27% in AF, 26% in AP, 12% in ECA, 33% in LAC, 5% in MENA);
- Around 23% of enterprises reported to have a female chairperson on the board of directors (27% in AF, 32% in AP, 14% in ECA, 26% in LAC, 8% in MENA);

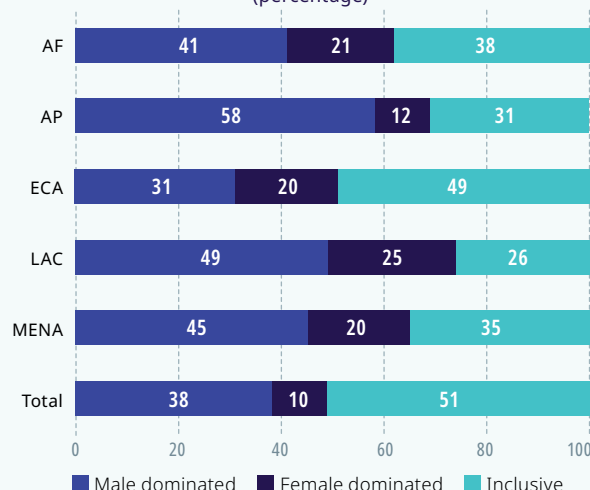
- On average, enterprises reported that women accounted for around 25% of board members (27% in AF, 23% in AP, 18% in ECA, 30% in LAC, 25% in MENA).

Perceptions around gender diversity



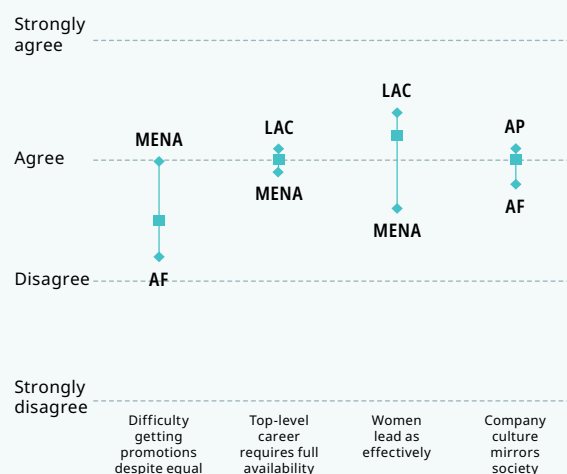
- Around 38% of enterprises believed that company culture on gender diversity was male dominated, while 10% believed it to be female dominated; the remaining 51% believed it to be inclusive.

Figure 6: Perceived company culture on gender diversity (percentage)



- On average, enterprises tended to agree on the statement² provided in the following Figure, but with some variation by region.

Figure 7: Perceptions around gender



² Full statements are as follows: With equal skills and qualifications, women have greater difficulty reaching top-management positions; Top-level career implies "anytime, anywhere" availability to work and geographical mobility; Women lead just as effectively as men; Our company culture is a mirror of our society and its traditions.

Real estate activities

Surveyed enterprises: **246**



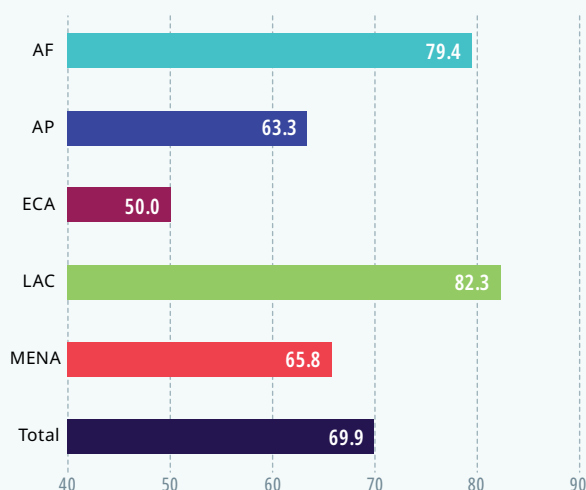
Characteristics

- Of surveyed enterprises, 14% were in Africa (AF), 20% in Asia-Pacific (AP), 9% in Europe and Central Asia (ECA), 25% in Latin America and the Caribbean (LAC) and 32% from Middle-East and North Africa (MENA);
- Around 90% of enterprises had between two and 100 employees, 3% had between 101 and 250 and 3% had 250+ employees.

Policies and initiatives

- A total of 70% of enterprises had an equal opportunity policy or a diversity and inclusion policy.

Figure 1 Share of enterprises with equal opportunity policies (percentage)

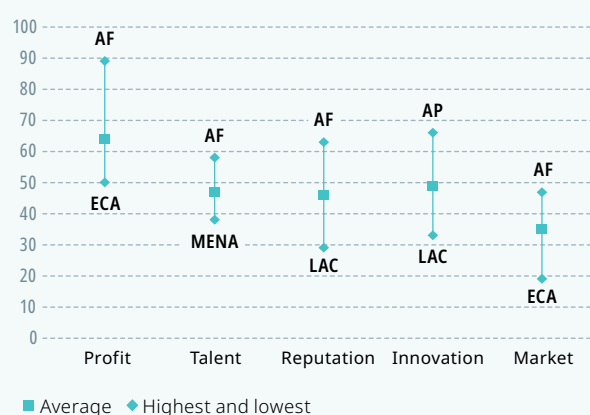


- The most popular and effective HR initiatives to promote gender equality were perceived to be 'Recruitment, retention and promotion', 'Mentoring', 'Skills training/ executive training', 'Flexible working hours' and 'Part-time working hours'.

The business case for gender diversity

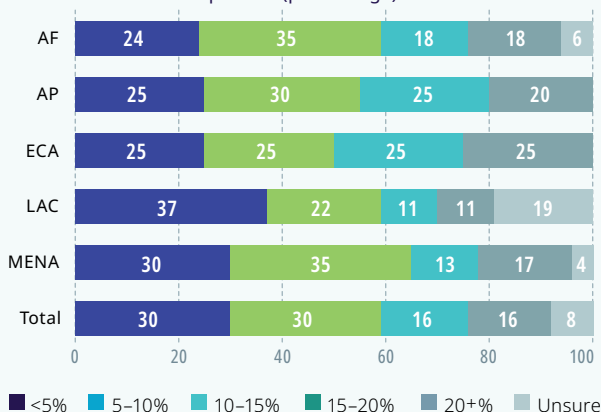
- A total of 53% of enterprises believed that policies and initiatives had helped to improve business outcomes.

Figure 2 Share of firms stating improved outcomes from gender policies¹ (percentage)



- 64% of enterprises believed that gender diversity policies and initiatives had contributed to increased profit and productivity;
- Around 60% of enterprises believed that profit had increased between 5-15% as a result.

Figure 3 Increased profit outcomes from gender diversity policies (percentage)



¹ Full statements are as follows: 'Profit': Profitability and productivity; 'Talent': Increased ability to attract and retain talent; 'Reputation': Enhanced company reputation; 'Innovation': Greater creativity, innovation and openness; 'Market': Better ability to gauge consumer interest and demand.

Women in management



- On average women accounted for around 28% of junior management positions, 27% of middle, 28% of senior and 29% of executive management.

Figure 4: Share of women in management (percentage)

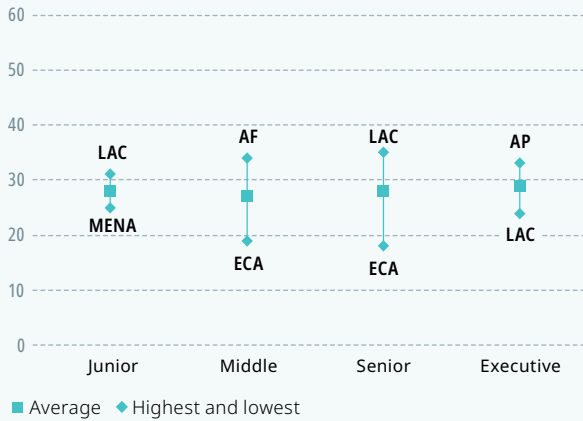


Figure 5: Share of women in middle and senior management by functional role (percentage)



Women in leadership



- Around 18% of enterprises reported to have a female CEO (19% in AF, 26% in AP, 32% in ECA, 32% in LAC, 3% in MENA);
- Around 21% of enterprises reported to have a female chairperson on the board of directors (19% in AF, 25% in AP, 30% in ECA, 31% in LAC, 11% in MENA);

² Full statements are as follows: With equal skills and qualifications, women have greater difficulty reaching top-management positions; Top-level career implies "anytime, anywhere" availability to work and geographical mobility; Women lead just as effectively as men; Our company culture is a mirror of our society and its traditions.

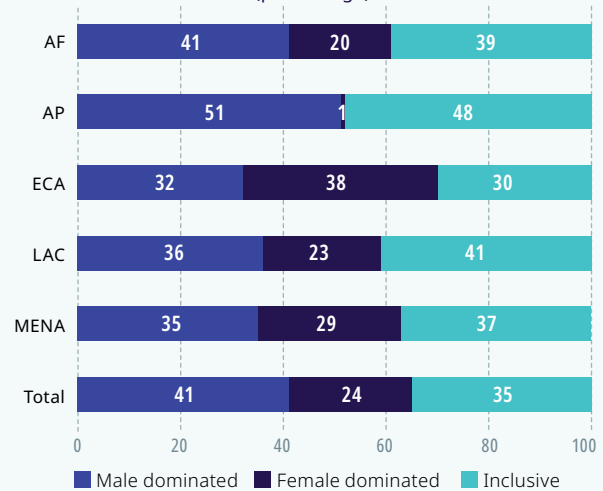
- On average, enterprises reported that women accounted for around 19% of board members (22% in AF, 20% in AP, 22% in ECA, 29% in LAC, 11% in MENA).

Perceptions around gender diversity



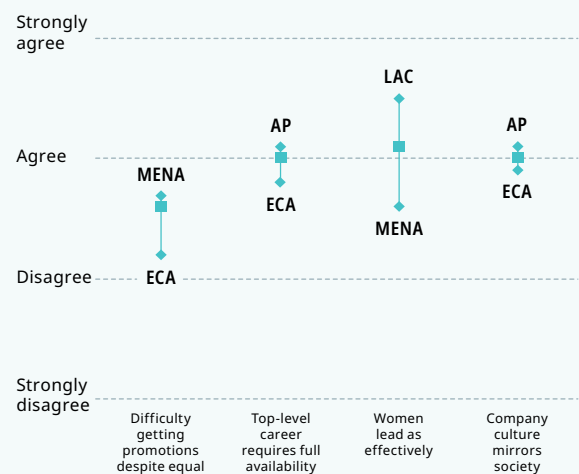
- Around 41% of enterprises believed that company culture on gender diversity was male dominated, while 24% believed it to be female dominated; the remaining 35% believed it to be inclusive.

Figure 6: Perceived company culture on gender diversity (percentage)



- On average, enterprises tended to agree on the statement² provided in the following Figure, but with some variation by region.

Figure 7: Perceptions around gender



Shop-keeping, sales or trade activities

Surveyed enterprises: 1,274



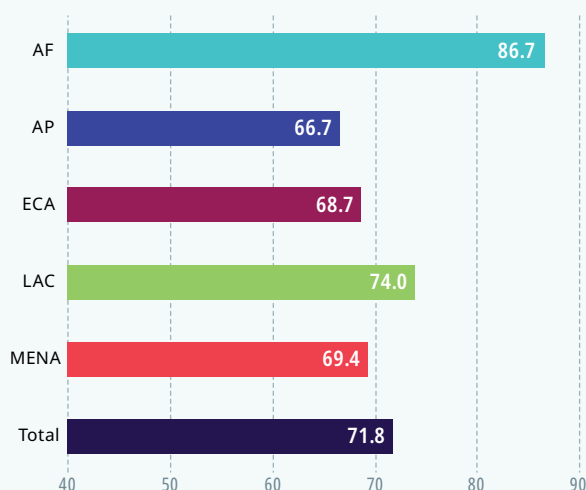
Characteristics

- Of surveyed enterprises, 6% were in Africa (AF), 12% in Asia-Pacific (AP), 27% in Europe and Central Asia (ECA), 42% in Latin America and the Caribbean (LAC) and 14% from Middle-East and North Africa (MENA);
- Around 96% of enterprises had between two and 100 employees, 2% had between 101 and 250 and 2% had 250+ employees.

Policies and initiatives

- A total of 72% of enterprises had an equal opportunity policy or a diversity and inclusion policy.

Figure 1 Share of enterprises with equal opportunity policies (percentage)

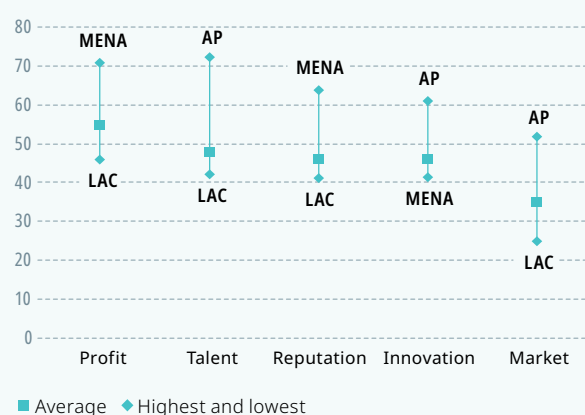


- The most popular and effective HR initiatives to promote gender equality were perceived to be 'Recruitment, retention and promotion', 'Mentoring', 'Skills training/ executive training', 'Flexible working hours' and 'Maternity leave'.

The business case for gender diversity

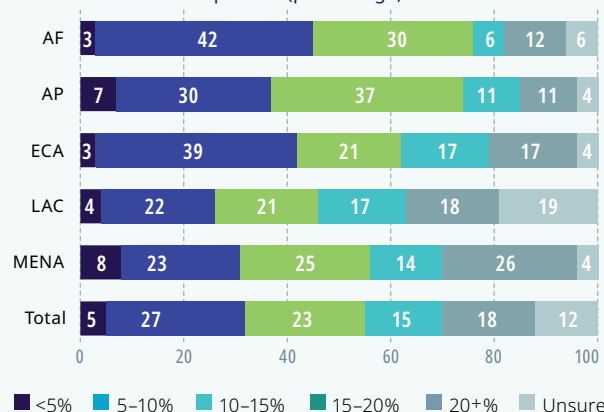
- A total of 58% of enterprises believed that policies and initiatives had helped to improve business outcomes.

Figure 2 Share of firms stating improved outcomes from gender policies¹ (percentage)



- 55% of enterprises believed that gender diversity policies and initiatives had contributed to increased profit and productivity;
- Around 50% of enterprises believed that profit had increased between 5-15% as a result.

Figure 3 Increased profit outcomes from gender diversity policies (percentage)



¹ Full statements are as follows: 'Profit': Profitability and productivity; 'Talent': Increased ability to attract and retain talent; 'Reputation': Enhanced company reputation; 'Innovation': Greater creativity, innovation and openness; 'Market': Better ability to gauge consumer interest and demand.

Women in management



- On average women accounted for around 30% of junior management positions, 32% of middle, 32% of senior and 31% of executive management.

Figure 4: Share of women in management (percentage)

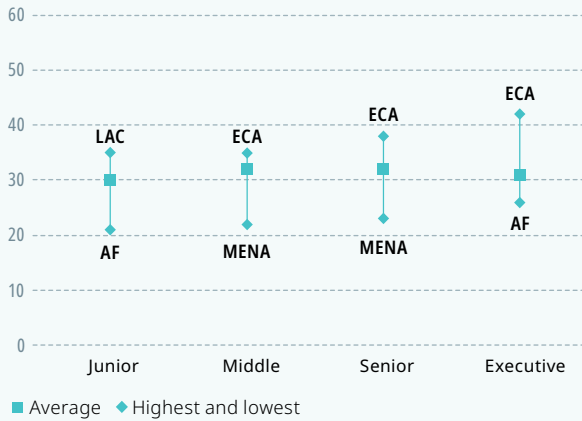


Figure 5: Share of women in middle and senior management by functional role (percentage)



Women in leadership



- Around 23% of enterprises reported to have a female CEO (24% in AF, 21% in AP, 22% in ECA, 30% in LAC, 10% in MENA);
- Around 25% of enterprises reported to have a female chairperson on the board of directors (24% in AF, 21% in AP, 28% in ECA, 32% in LAC, 9% in MENA);

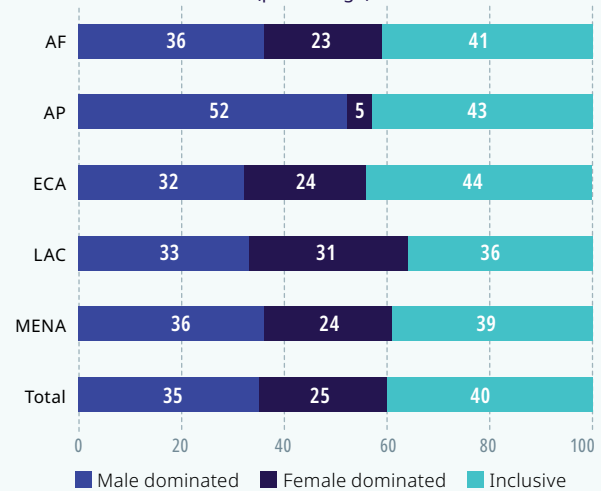
- On average, enterprises reported that women accounted for around 24% of board members (19% in AF, 21% in AP, 27% in ECA, 29% in LAC, 11% in MENA).

Perceptions around gender diversity



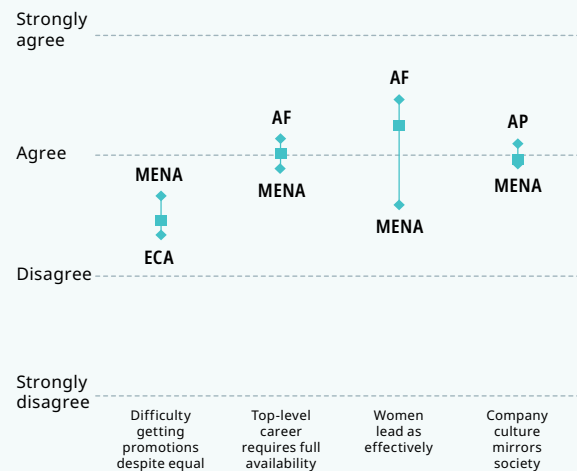
- Around 35% of enterprises believed that company culture on gender diversity was male dominated, while 25% believed it to be female dominated; the remaining 40% believed it to be inclusive.

Figure 6: Perceived company culture on gender diversity (percentage)



- On average, enterprises tended to agree on the statement² provided in the following Figure, but with some variation by region.

Figure 7: Perceptions around gender



² Full statements are as follows: With equal skills and qualifications, women have greater difficulty reaching top-management positions; Top-level career implies "anytime, anywhere" availability to work and geographical mobility; Women lead just as effectively as men; Our company culture is a mirror of our society and its traditions.

Supply of electricity, gas, water or waste management



Surveyed enterprises: 305

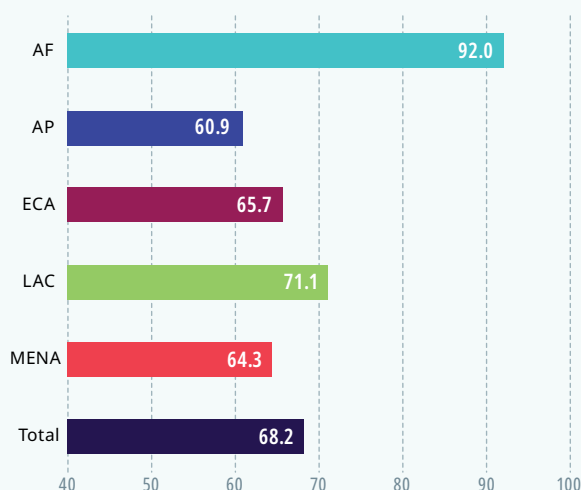
Characteristics

- Of surveyed enterprises, 8% were in Africa (AF), 15% in Asia-Pacific (AP), 22% in Europe and Central Asia (ECA), 27% in Latin America and the Caribbean (LAC) and 28% from Middle-East and North Africa (MENA);
- Around 80% of enterprises had between two and 100 employees, 10% had between 101 and 250 and 10% had 250+ employees.

Policies and initiatives

- A total of 68% of enterprises had an equal opportunity policy or a diversity and inclusion policy.

Figure 1 Share of enterprises with equal opportunity policies (percentage)



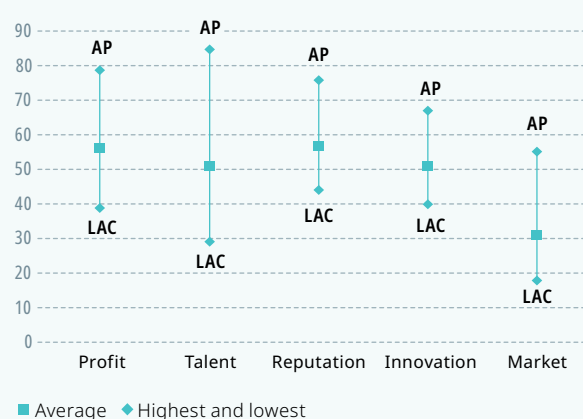
- The most popular and effective HR initiatives to promote gender equality were perceived to be 'Recruitment, retention and promotion', 'Mentoring', 'Skills training/executive training', 'Maternity leave' and 'Prevention of sexual harassment'.



The business case for gender diversity

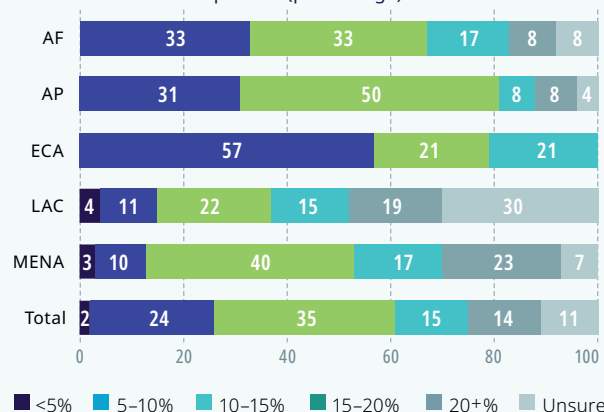
- A total of 54% of enterprises believed that policies and initiatives had helped to improve business outcomes.

Figure 2 Share of firms stating improved outcomes from gender policies¹ (percentage)



- 56% of enterprises believed that gender diversity policies and initiatives had contributed to increased profit and productivity;
- Around 59% of enterprises believed that profit had increased between 5-15% as a result.

Figure 3 Increased profit outcomes from gender diversity policies (percentage)



¹ Full statements are as follows: 'Profit': Profitability and productivity; 'Talent': Increased ability to attract and retain talent; 'Reputation': Enhanced company reputation; 'Innovation': Greater creativity, innovation and openness; 'Market': Better ability to gauge consumer interest and demand.

Women in management



- On average women accounted for around 29% of junior management positions, 24% of middle, 22% of senior and 19% of executive management.

Figure 4: Share of women in management (percentage)

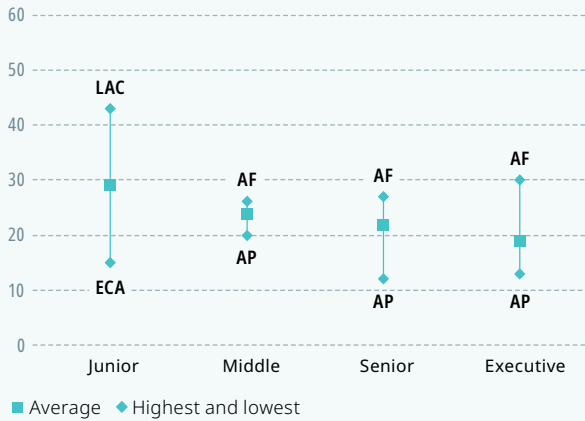


Figure 5: Share of women in middle and senior management by functional role (percentage)



Women in leadership



- Around 15% of enterprises reported to have a female CEO (18% in AF, 6% in AP, 16% in ECA, 21% in LAC, 7% in MENA);
- Around 17% of enterprises reported to have a female chairperson on the board of directors (18% in AF, 10% in AP, 13% in ECA, 35% in LAC, 10% in MENA);

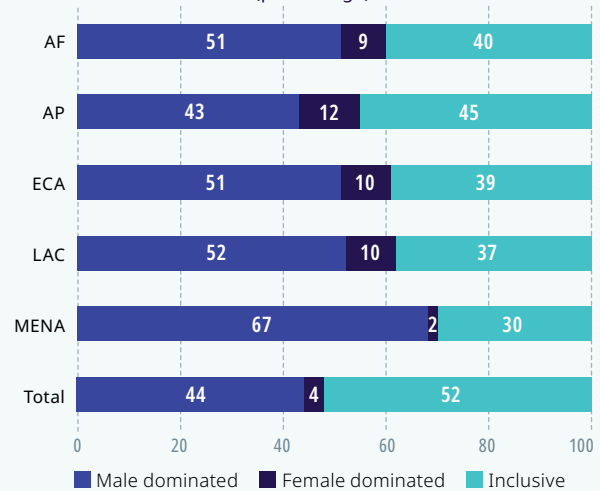
- On average, enterprises reported that women accounted for around 18% of board members (32% in AF, 15% in AP, 18% in ECA, 22% in LAC, 13% in MENA).

Perceptions around gender diversity



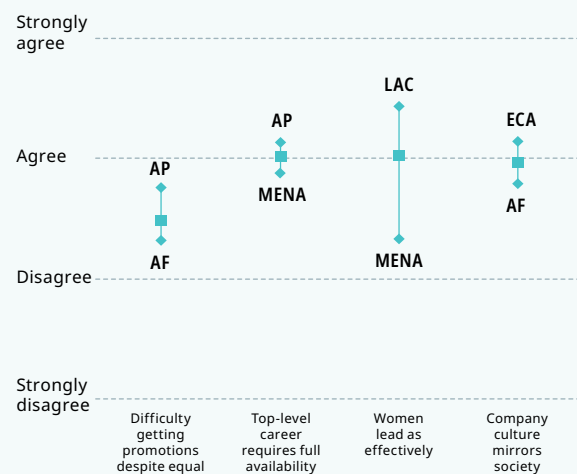
- Around 44% of enterprises believed that company culture on gender diversity was male dominated, while 4% believed it to be female dominated; the remaining 52% believed it to be inclusive.

Figure 6: Perceived company culture on gender diversity (percentage)



- On average, enterprises tended to agree on the statement² provided in the following Figure, but with some variation by region.

Figure 7: Perceptions around gender



² Full statements are as follows: With equal skills and qualifications, women have greater difficulty reaching top-management positions; Top-level career implies "anytime, anywhere" availability to work and geographical mobility; Women lead just as effectively as men; Our company culture is a mirror of our society and its traditions.

Transportation or storage services

Surveyed enterprises: **433**



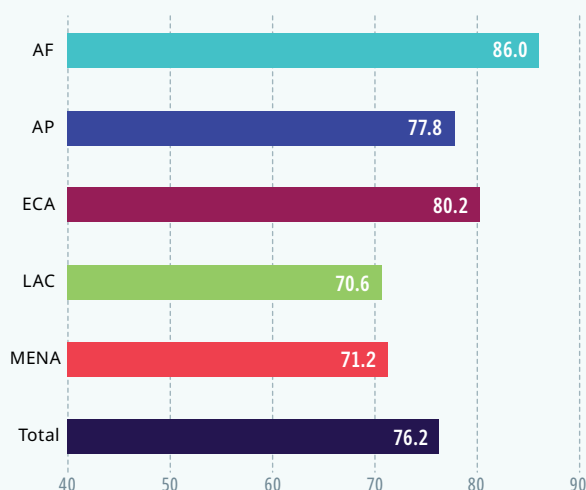
Characteristics

- Of surveyed enterprises, 12% were in Africa (AF), 21% in Asia-Pacific (AP), 23% in Europe and Central Asia (ECA), 27% in Latin America and the Caribbean (LAC) and 17% from Middle-East and North Africa (MENA);
- Around 90% of enterprises had between two and 100 employees, 5% had between 101 and 250 and 5% had 250+ employees.

Policies and initiatives

- A total of 76% of enterprises had an equal opportunity policy or a diversity and inclusion policy.

Figure 1 Share of enterprises with equal opportunity policies (percentage)

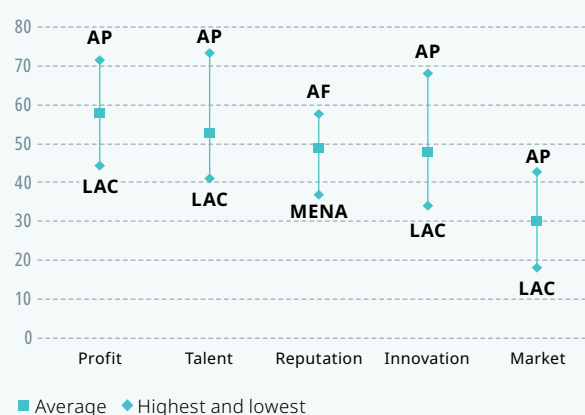


- The most popular and effective HR initiatives to promote gender equality were perceived to be 'Recruitment, retention and promotion', 'Mentoring', 'Skills training/ executive training', 'Flexible working hours' and 'Maternity leave'.

The business case for gender diversity

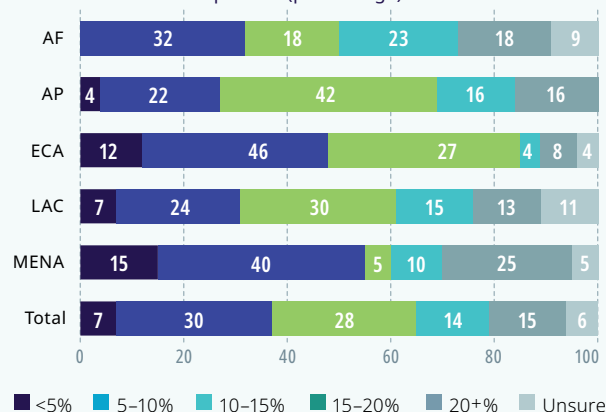
- A total of 56% of enterprises believed that policies and initiatives had helped to improve business outcomes.

Figure 2 Share of firms stating improved outcomes from gender policies¹ (percentage)



- 58% of enterprises believed that gender diversity policies and initiatives had contributed to increased profit and productivity;
- Around 58% of enterprises believed that profit had increased between 5-15% as a result.

Figure 3 Increased profit outcomes from gender diversity policies (percentage)



¹ Full statements are as follows: 'Profit': Profitability and productivity; 'Talent': Increased ability to attract and retain talent; 'Reputation': Enhanced company reputation; 'Innovation': Greater creativity, innovation and openness; 'Market': Better ability to gauge consumer interest and demand.

Women in management



- On average women accounted for around 24% of junior management positions, 27% of middle, 26% of senior and 26% of executive management.

Figure 4: Share of women in management (percentage)

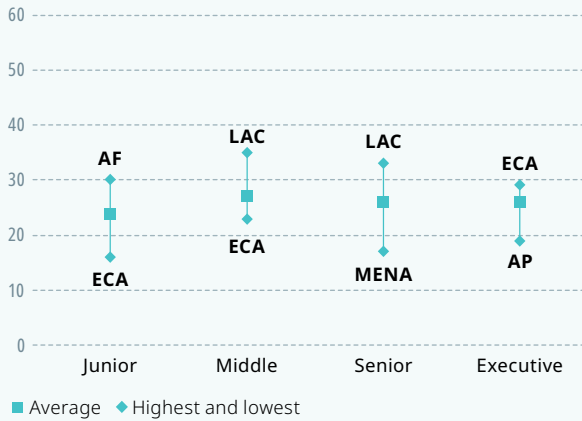


Figure 5: Share of women in middle and senior management by functional role (percentage)



Women in leadership



- Around 19% of enterprises reported to have a female CEO (29% in AF, 14% in AP, 15% in ECA, 35% in LAC, 6% in MENA);
- Around 19% of enterprises reported to have a female chairperson on the board of directors (29% in AF, 19% in AP, 12% in ECA, 26% in LAC, 7% in MENA);

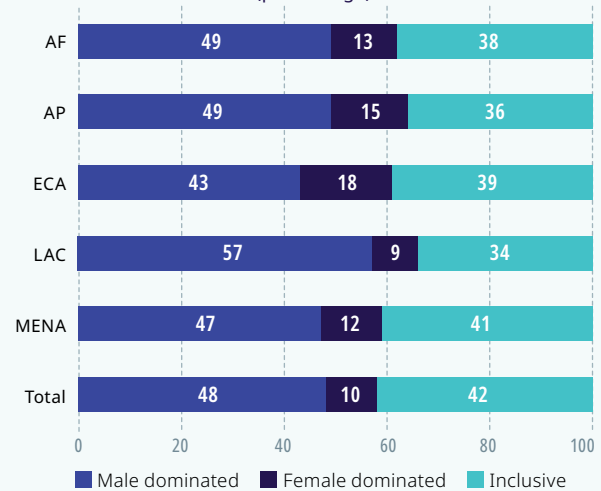
- On average, enterprises reported that women accounted for around 18% of board members (18% in AF, 18% in AP, 19% in ECA, 21% in LAC, 12% in MENA).

Perceptions around gender diversity



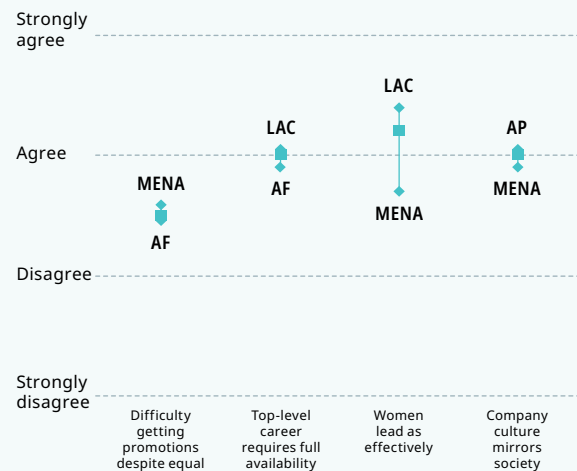
- Around 48% of enterprises believed that company culture on gender diversity was male dominated, while 10% believed it to be female dominated; the remaining 42% believed it to be inclusive.

Figure 6: Perceived company culture on gender diversity (percentage)



- On average, enterprises tended to agree on the statement² provided in the following Figure, but with some variation by region.

Figure 7: Perceptions around gender



² Full statements are as follows: With equal skills and qualifications, women have greater difficulty reaching top-management positions; Top-level career implies "anytime, anywhere" availability to work and geographical mobility; Women lead just as effectively as men; Our company culture is a mirror of our society and its traditions.

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.