

Women in Business and Management



International
Labour
Organization



The business case for change

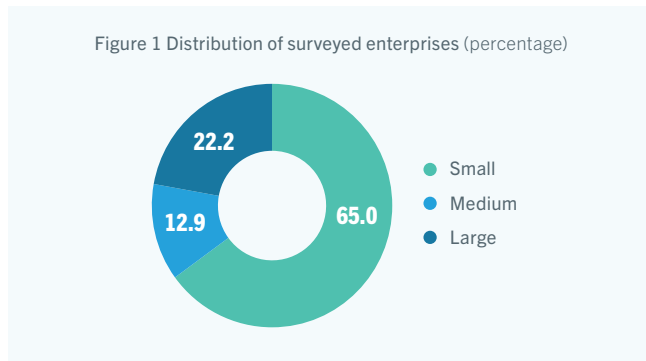
Country snapshots





In a snapshot: ILO enterprise survey

Characteristics



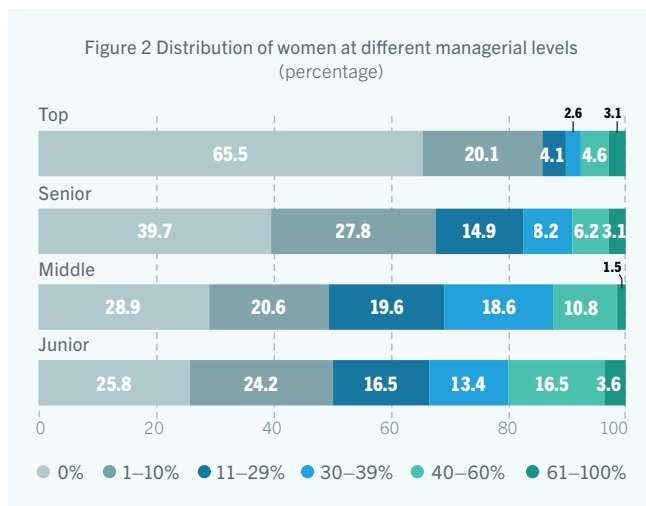
Policies and initiatives

- 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%).

The business case for gender diversity

- 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%.

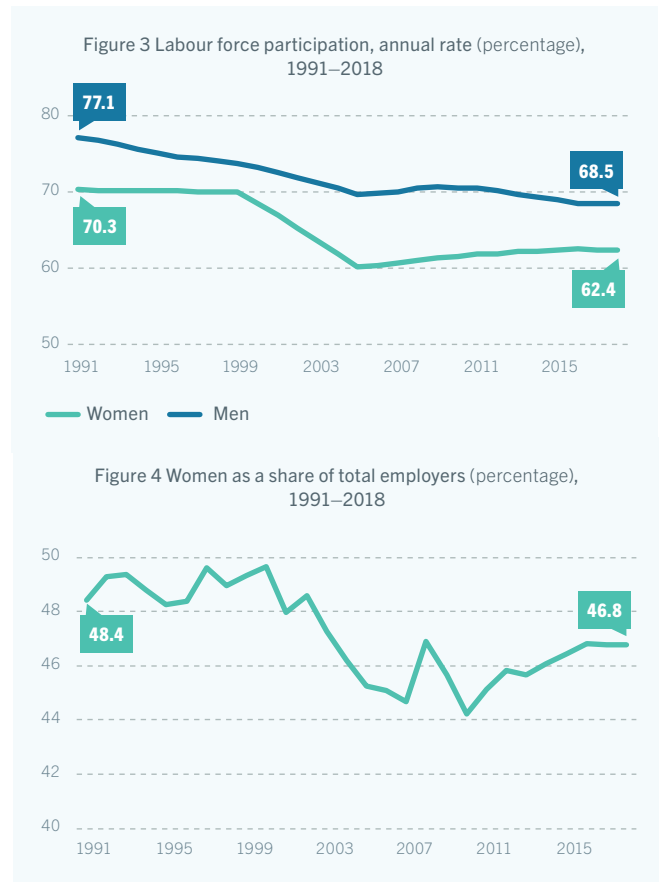
Women's share in management and on board



- 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.

Women in the labour market

Labour force participation



	1991	2018
Women as a share of own account workers	41.3%	54.5%
Enterprises with a top female manager	–	13.4%

Source: ILO, 2018; World Bank, 2018.

Women's education

	1991	2001
Women as a share of total tertiary graduates	27.1%	37.4%
Women's mean years of schooling	2009: 5.4	2010: 5.2

Source: UNESCO, 2018.



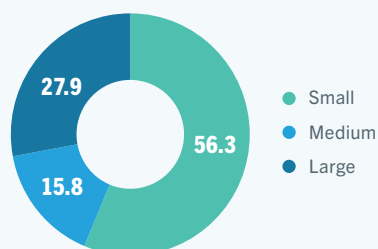
Nigeria

Surveyed enterprises: 215

In a snapshot: ILO enterprise survey

Characteristics

Figure 1 Distribution of surveyed enterprises (percentage)



Policies and initiatives

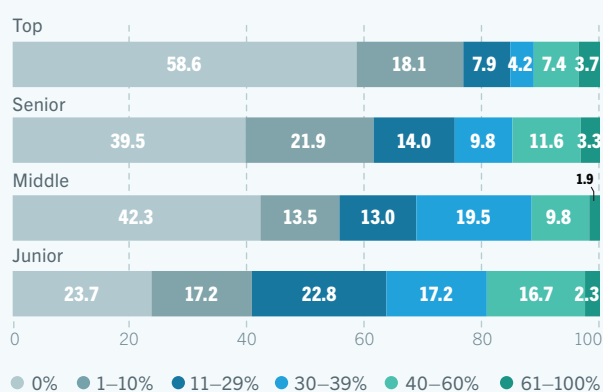
- 86.5% of enterprises have an equal employment or diversity and inclusion policy.
- The top three areas in which gender diversity is promoted are recruitment, retention and promotion (91.2%); skills and executive training (86%); and maternity leave (70.2%).

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, 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

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



- 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

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

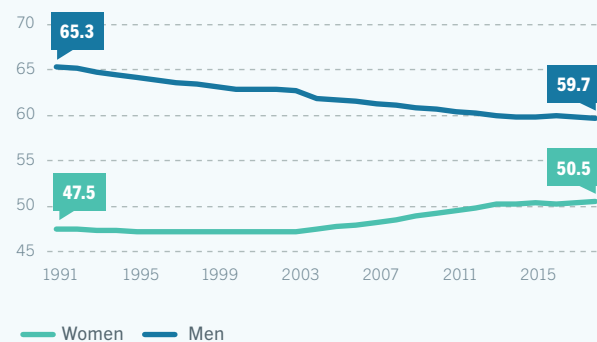
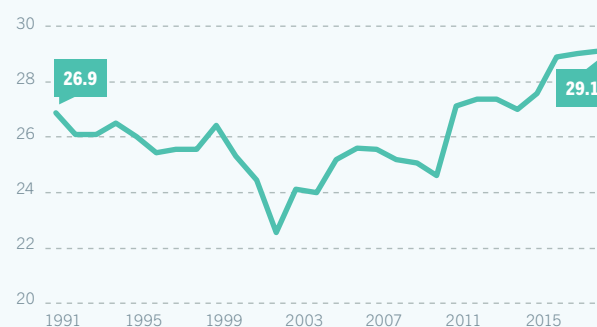


Figure 4 Women as a share of total employers (percentage), 1991–2018



	2013
Women as a share of total managers	30.3%
	2014
Enterprises with a top female manager	13.9%

Source: ILO, 2018; World Bank, 2018.

Women's education

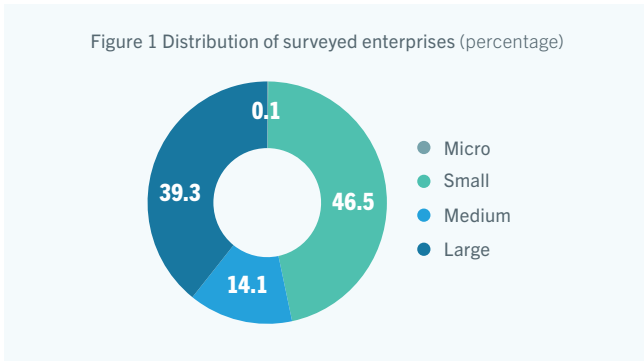
	1999
Women as a share of total tertiary graduates	44.1%

Source: UNESCO, 2018.



In a snapshot: ILO enterprise survey

Characteristics



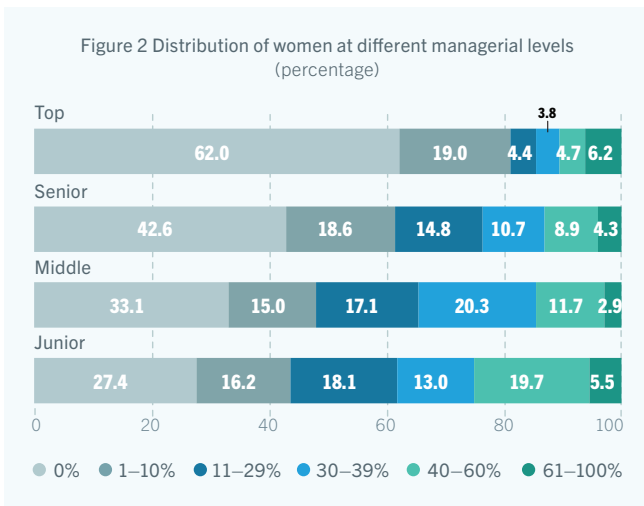
Policies and initiatives

- 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%).

The business case for gender diversity

- 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%.

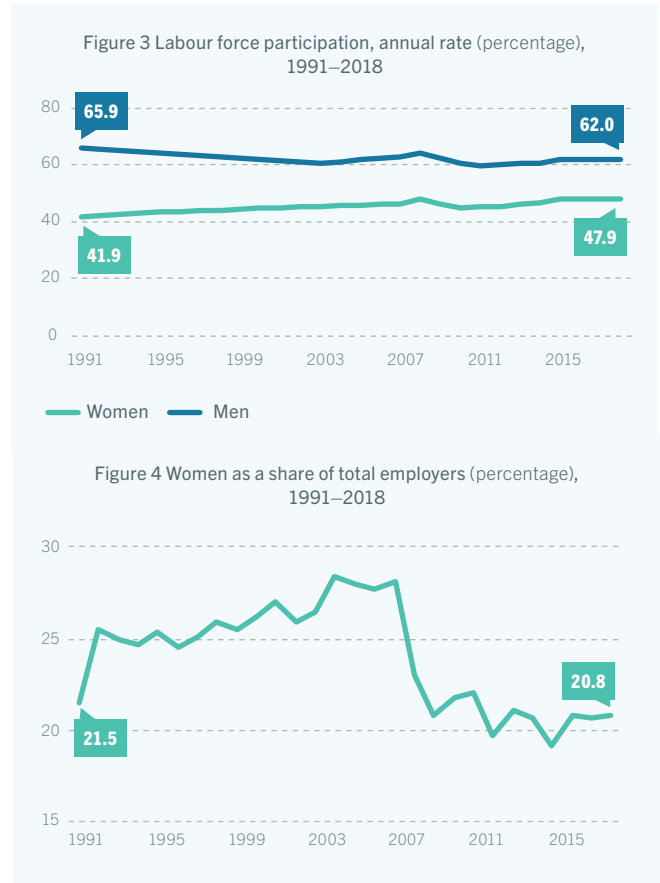
Women's share in management and on boards



- 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.

Women in the labour market

Labour force participation



	2000	2017
Women as a share of total managers	25.2%	32.1%

Source: ILO, 2018.

Women's education

	1993	2015
Women as a share of total tertiary graduates	53.3%	60.4%

	2014	2015
Women as a share of total tertiary STEM graduates	41.2%	41.3%

	2001	2015
Women's mean years of schooling	7.2	10.1

Source: UNESCO, 2018.

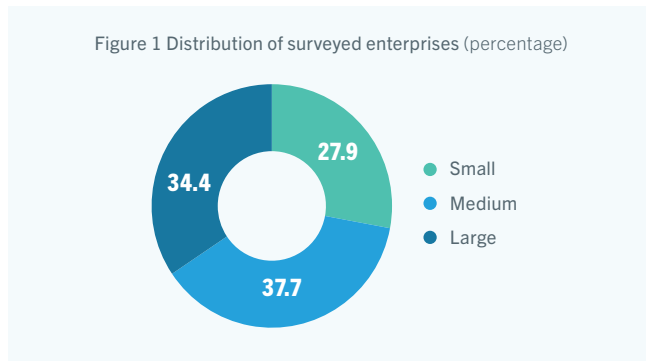


The People's Republic of China

Surveyed enterprises: 401

In a snapshot: ILO enterprise survey

Characteristics



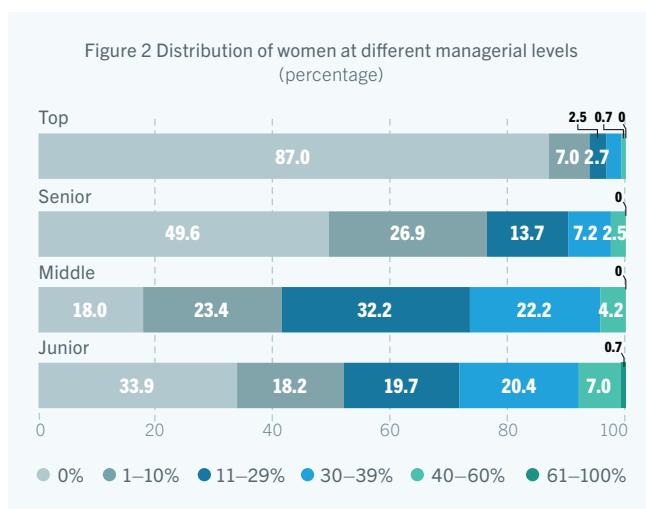
Policies and initiatives

- 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%.

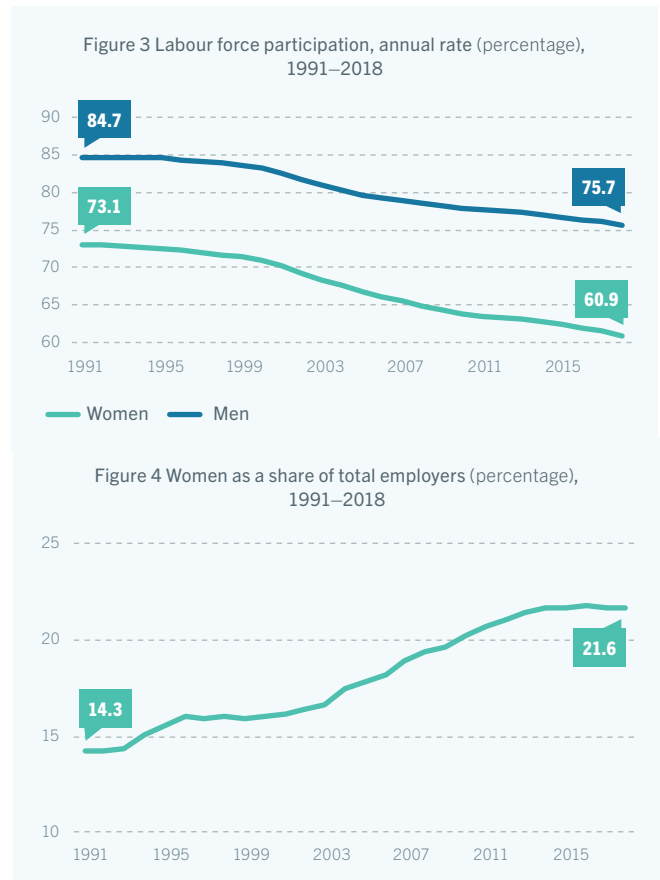
Women's share in management and on boards



- 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



	1991	2018
Women as a share of own account workers	17.0%	37.1%
Enterprises with a top female manager	–	17.5%

Source: ILO, 2018; World Bank, 2018.

Women's education

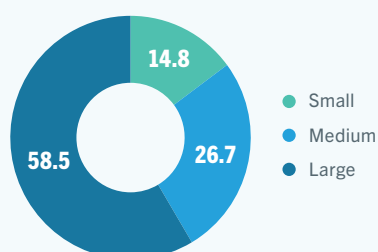
	2004	2016
Women as a share of total tertiary graduates	45.4%	51.7%
Women's mean years of schooling	5.5	6.5

Source: UNESCO, 2018.

In a snapshot: ILO enterprise survey

Characteristics

Figure 1 Distribution of surveyed enterprises (percentage)



Policies and initiatives

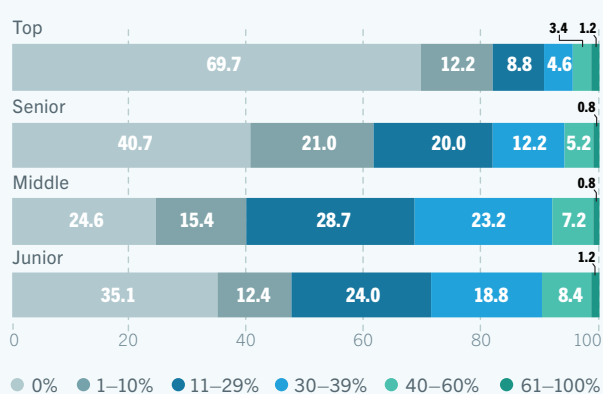
- 76.4% of enterprises have an equal employment or diversity and inclusion policy.
- The top three areas in which gender diversity is promoted are recruitment, retention and promotion (79.0%); skills and executive training (72.9%); and flexible working hours (67.7%)

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

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



- 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

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

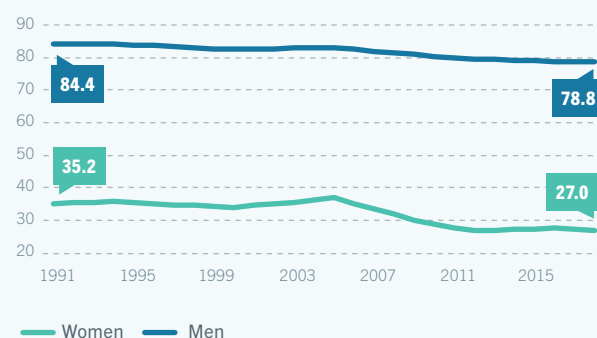
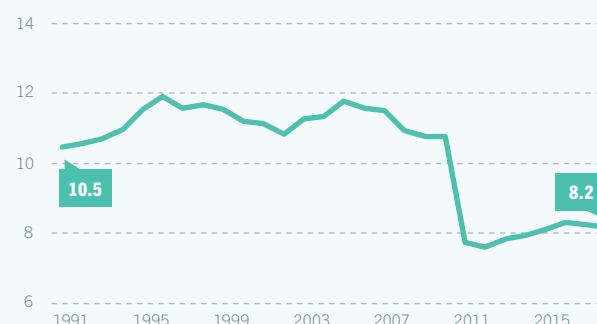


Figure 4 Women as a share of total employers (percentage), 1991–2018



	2000	2012
Women as a share of total managers	14.0%	12.9%
Enterprises with a top female manager	—	8.9%

Source: ILO, 2018; World Bank, 2018.

Women's education

	2013	2016
Women as a share of total tertiary graduates	49.1%	50.3%
Women as a share of total tertiary STEM graduates	42.1%	42.7%
Women's mean years of schooling	—	4.1

Source: UNESCO, 2018.

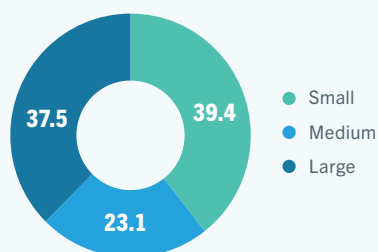
Indonesia

Surveyed enterprises: 416

In a snapshot: ILO enterprise survey

Characteristics

Figure 1 Distribution of surveyed enterprises (percentage)



Policies and initiatives

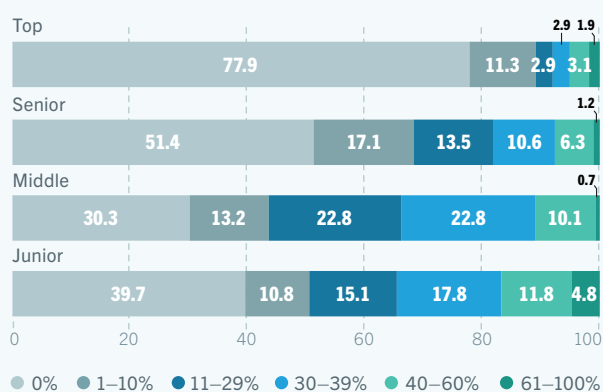
- 81.0% of enterprises have an equal employment or diversity and inclusion policy.
- The top three areas in which gender diversity is promoted are recruitment, retention and promotion (73.1%); skills and executive training (70.4%); and maternity leave (60.1%).

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, 32.2% say profit grew between 5% and 10% and 31.8% report profit increased between 10% and 15%.

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

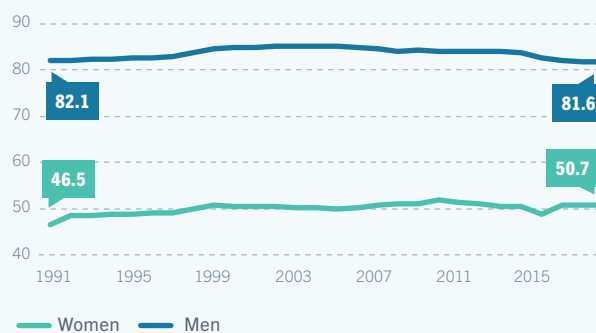
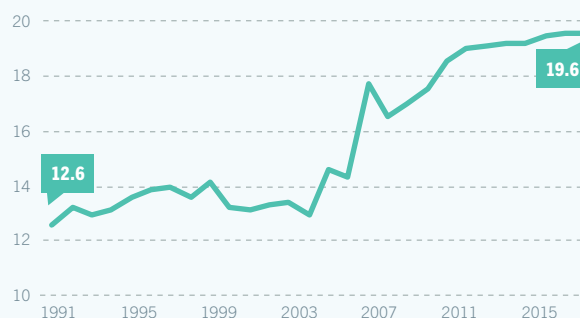


Figure 4 Women as a share of total employers (percentage), 1991–2018



	2000	2017
Women as a share of total managers	32.9%	27.5%

	2015
Enterprises with a top female manager	22.1%

Source: ILO, 2018; World Bank, 2018.

Women's education

	1993	2016
Women as a share of total tertiary graduates	16.0%	58.8%

	2014
Women as a share of total tertiary STEM graduates	37.5%

	2006	2015
Women's mean years of schooling	7.3	7.5

Source: UNESCO, 2018.



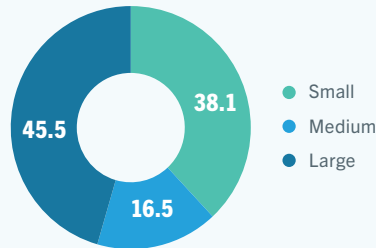
The Philippines

Surveyed enterprises: 389

In a snapshot: ILO enterprise survey

Characteristics

Figure 1 Distribution of surveyed enterprises (percentage)



Policies and initiatives

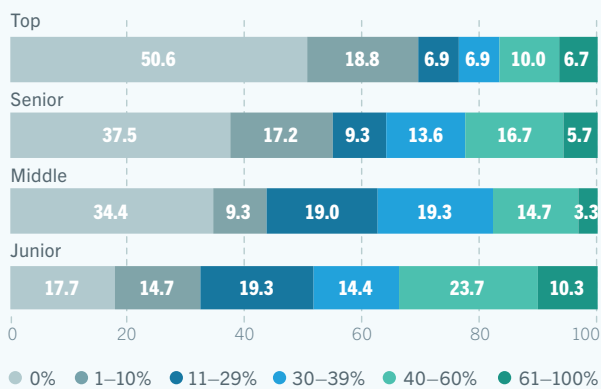
- 89.0% of enterprises have an equal employment or diversity and inclusion policy.
- The top three areas in which gender diversity is promoted are recruitment, retention and promotion (83.8%); skills and executive training (81.5%); and maternity leave (73.3%).

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

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



- 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.

Women in the labour market

Labour force participation

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

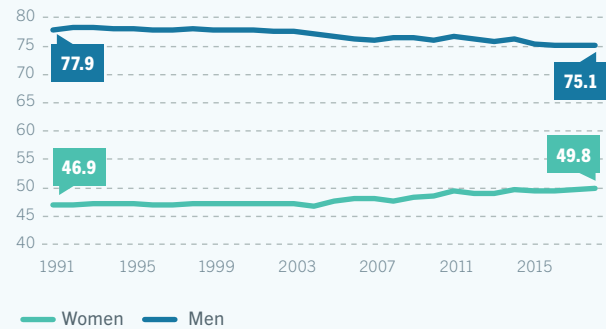
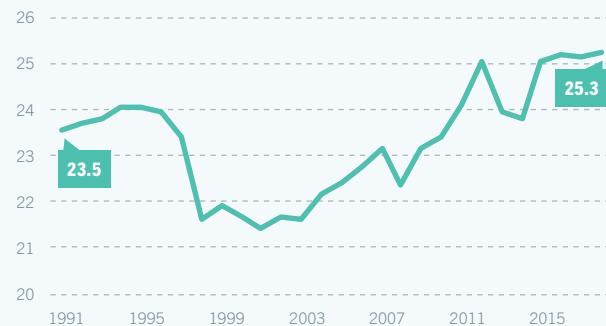


Figure 4 Women as a share of total employers (percentage), 1991–2018



	2001	2017
Women as a share of total managers	59.0%	51.5%
Enterprises with a top female manager	–	29.9%

Source: ILO, 2018; World Bank, 2018.

Women's education

	1992	2017
Women as a share of total tertiary graduates	58.3%	58.6%
Women as a share of total tertiary STEM graduates	–	36.3%
Women's mean years of schooling	7.7	9.3

Source: UNESCO, 2018.

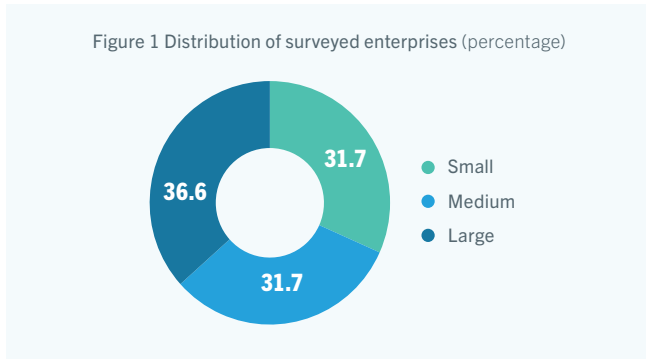


Singapore

Surveyed enterprises: 101

In a snapshot: ILO enterprise survey

Characteristics



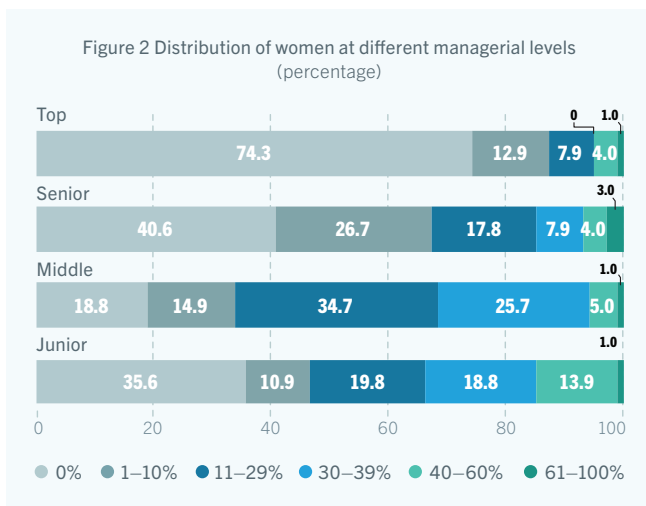
Policies and initiatives

- 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%.

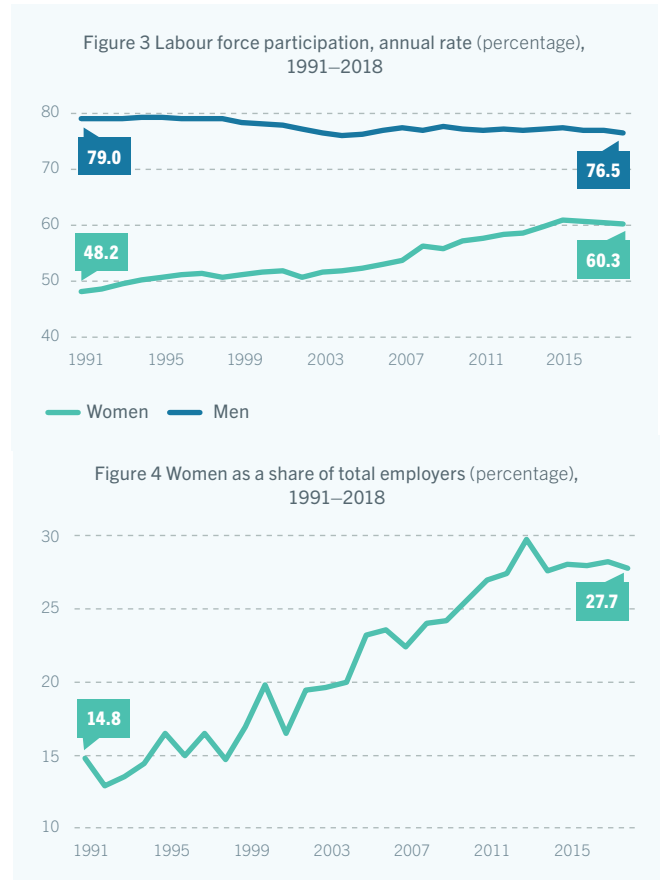
Women's share in management and on boards



- 2.9% of enterprises have a female CEO.
- 9.5% of enterprises have a female chairperson on the board.
- 9.5% of enterprises have an all-male board.
- 4.1% of enterprises have a gender balanced board.
- 1.4% of enterprises have a majority-female board.

Women in the labour market

Labour force participation



	2000	2017
Women as a share of total managers	25.0%	34.5%

Source: ILO, 2018; World Bank, 2018.

Women's education

	1991	1994
Women as a share of total tertiary graduates	45.0%	45.8%

	1995	2015
Women's mean years of schooling	7.1	11.0

Source: UNESCO, 2018.

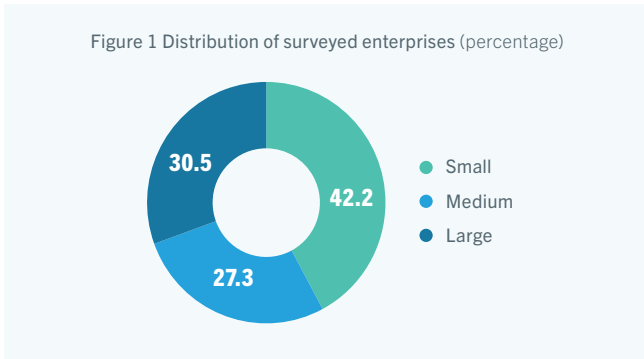


Thailand

Surveyed enterprises: 370

In a snapshot: ILO enterprise survey

Characteristics



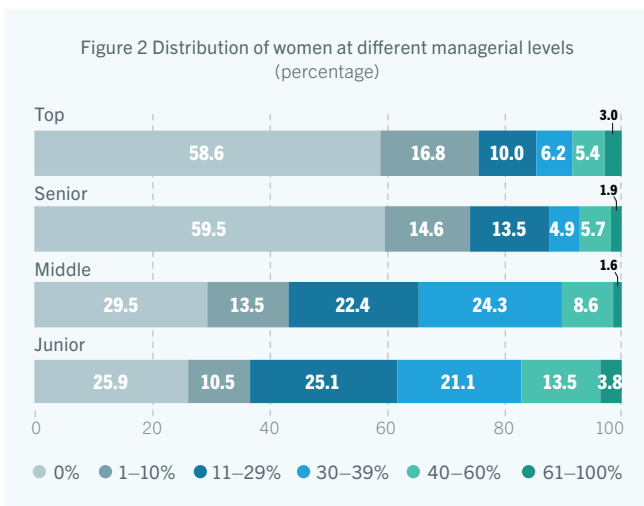
Policies and initiatives

- 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%.

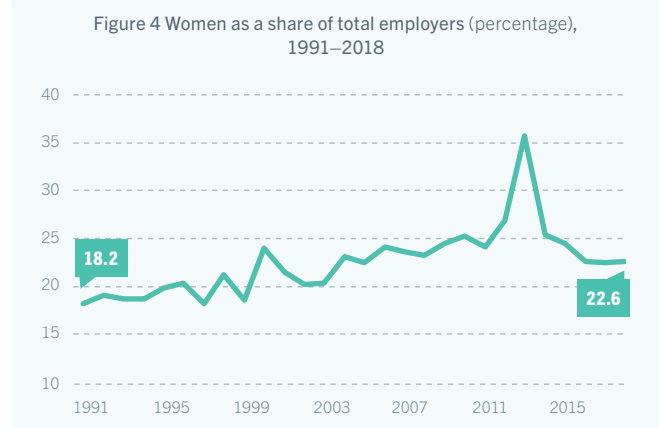
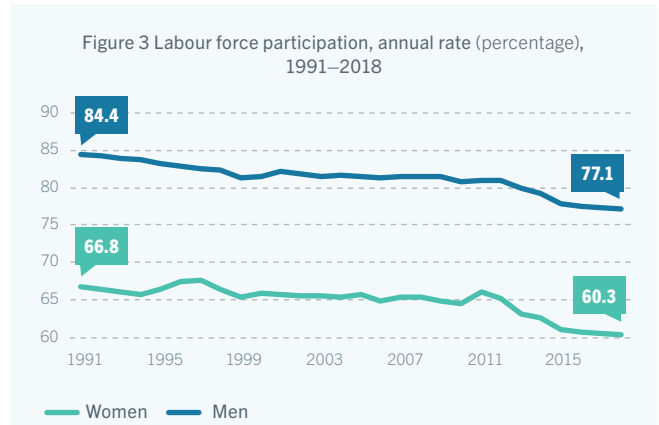
Women's share in management and on boards



- 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.

Women in the labour market

Labour force participation



	2001	2016
Women as a share of total managers	25.5%	32.7%
Enterprises with a top female manager	–	64.8%

Source: ILO, 2018; World Bank, 2018.

Women's education

	1994	2015
Women as a share of total tertiary graduates	56.1%	56.4%
Women as a share of total tertiary STEM graduates	–	29.7%
Women's mean years of schooling	6.9	8.2

Source: UNESCO, 2018.

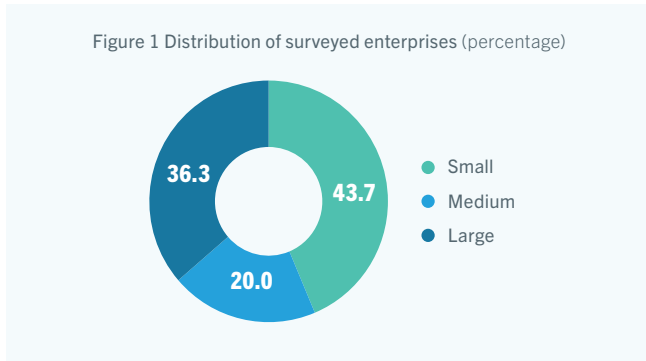


Viet Nam

Surveyed enterprises: 300

In a snapshot: ILO enterprise survey

Characteristics



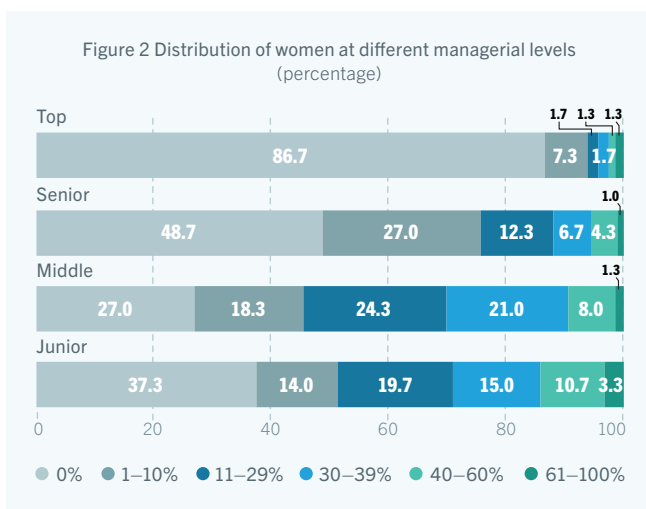
Policies and initiatives

- 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%).

The business case for gender diversity

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

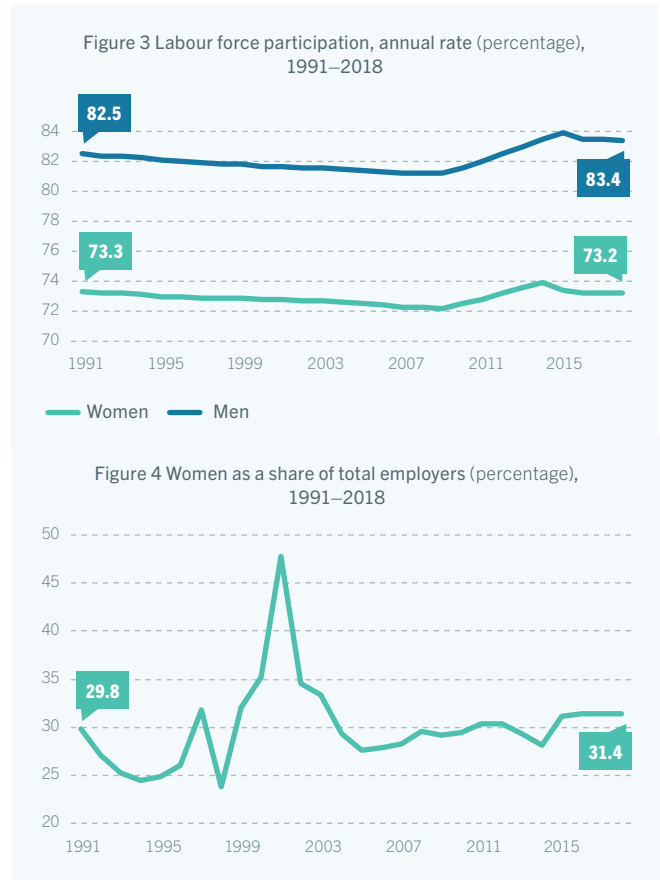
Women's share in management and on boards



- 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



	2000	2017
Women as a share of total managers	16.8%	27.2%
Enterprises with a top female manager	–	22.4%

Source: ILO, 2018; World Bank, 2018.

Women's education

	2005	2016
Women as a share of total tertiary graduates	42.4%	53.8%
Women as a share of total tertiary STEM graduates	19.9%	36.5%
Women's mean years of schooling	–	7.3

Source: UNESCO, 2018.



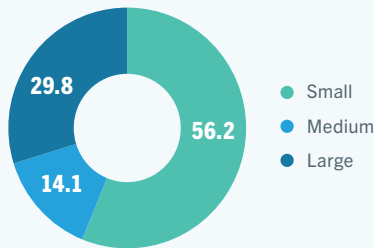
Bulgaria

Surveyed enterprises: 420

In a snapshot: ILO enterprise survey

Characteristics

Figure 1 Distribution of surveyed enterprises (percentage)



Policies and initiatives

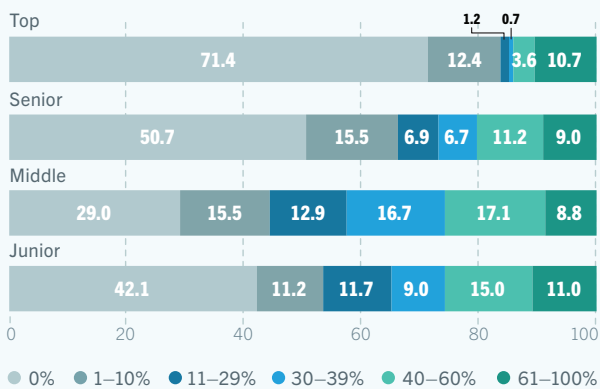
- 74.5% of enterprises have an equal employment or diversity and inclusion policy.
- The top three areas in which gender diversity is promoted are recruitment, retention and promotion (74.3%); remuneration (60.7%); and maternity leave (56.2%).

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

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



- 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.

Women in the labour market

Labour force participation

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

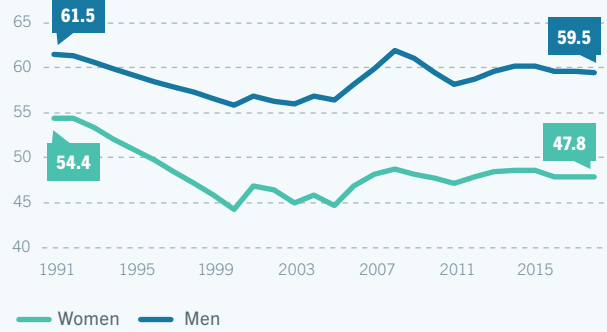
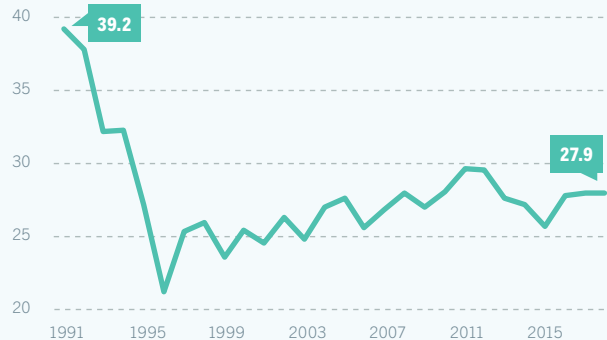


Figure 4 Women as a share of total employers (percentage), 1991–2018



	2000	2017
Women as a share of total managers	29.8%	39.2%
Enterprises with a top female manager	–	23.9%

Source: ILO, 2018; World Bank, 2018.

Women's education

	1991	2016
Women as a share of total tertiary graduates	59.0%	61.2%
Women as a share of total tertiary STEM graduates	47.5%	38.3%
Women's mean years of schooling	–	9.9

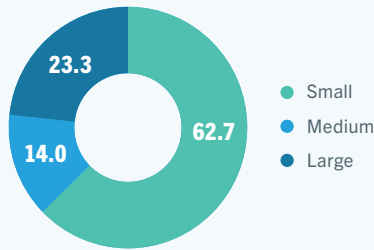
Source: UNESCO, 2018.



In a snapshot: ILO enterprise survey

Characteristics

Figure 1 Distribution of surveyed enterprises (percentage)



Policies and initiatives

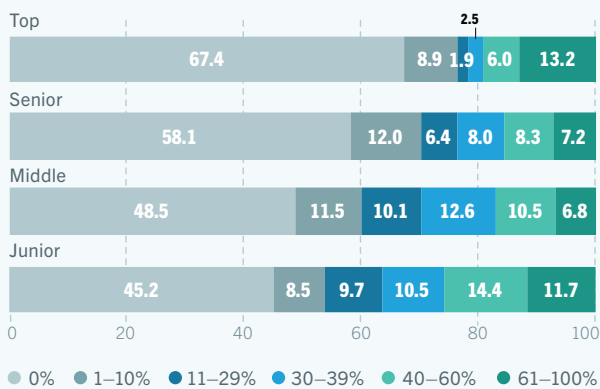
- 86.4% of enterprises have an equal employment or diversity and inclusion policy.
- The top three areas in which gender diversity is promoted are recruitment, retention and promotion (63.3%); skills and executive training (55.5%); and maternity leave (47.2%).

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

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



- 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

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

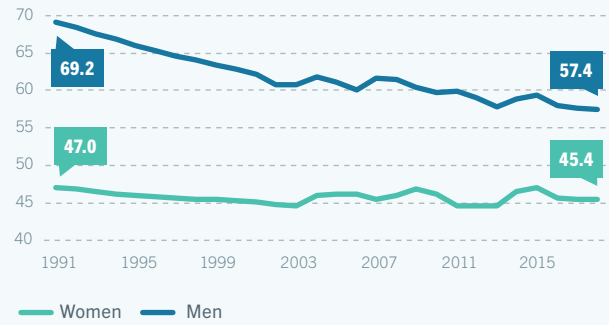
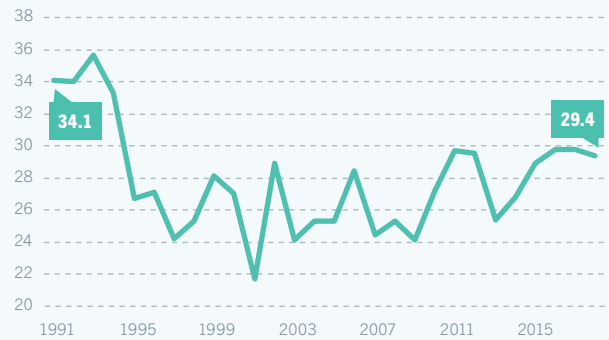


Figure 4 Women as a share of total employers (percentage), 1991–2018



	2000	2017
Women as a share of total managers	24.7%	29.1%
Enterprises with a top female manager	–	18.7%

Source: ILO, 2018; World Bank, 2018.

Women's education

	1993	2016
Women as a share of total tertiary graduates	56.9%	59.8%
Women as a share of total tertiary STEM graduates	1999: 34.1%	2016: 37.9%
Women's mean years of schooling	1991: 5.7	2011: 10.6

Source: UNESCO, 2018.



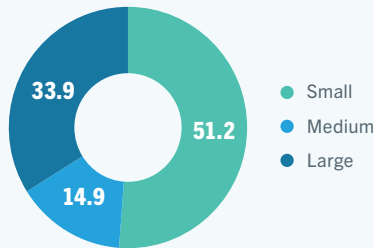
Romania

Surveyed enterprises: 791

In a snapshot: ILO enterprise survey

Characteristics

Figure 1 Distribution of surveyed enterprises (percentage)



Policies and initiatives

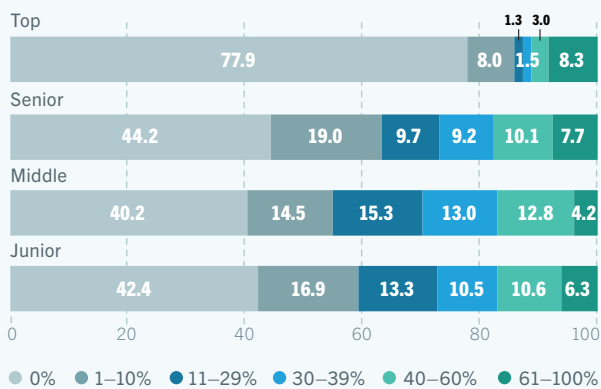
- 60.4% of enterprises have an equal employment or diversity and inclusion policy.
- The top three areas in which gender diversity is promoted are recruitment, retention and promotion (62.2%); skills and executive training (58.0%); and maternity leave (53.9%).

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

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



- 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.

Women in the labour market

Labour force participation

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

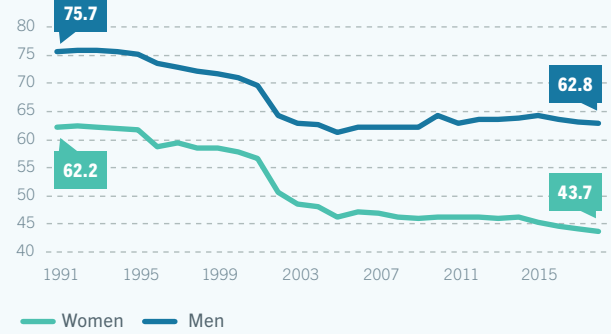
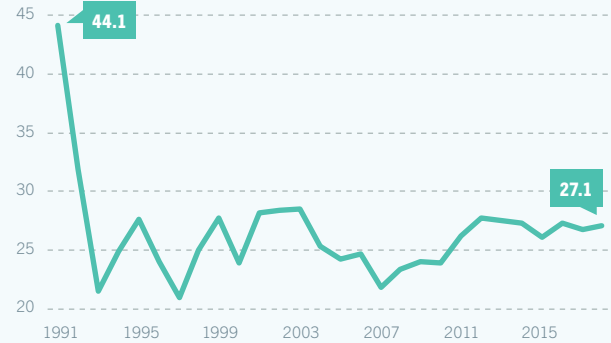


Figure 4 Women as a share of total employers (percentage), 1991–2018



	2000	2017
Women as a share of total managers	26.8%	30.4%
Enterprises with a top female manager	–	20.1%

Source: ILO, 2018; World Bank, 2018.

Women's education

	1993	2016
Women as a share of total tertiary graduates	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

Source: UNESCO, 2018.

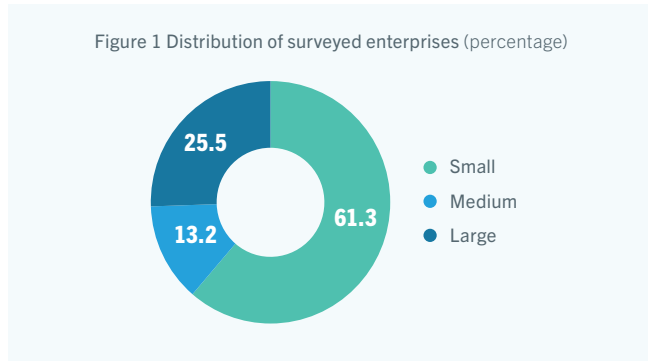


Serbia

Surveyed enterprises: 509

In a snapshot: ILO enterprise survey

Characteristics



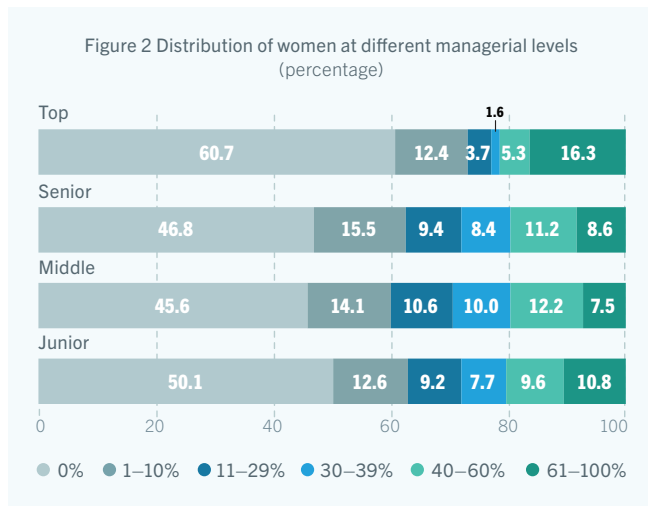
Policies and initiatives

- 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%.

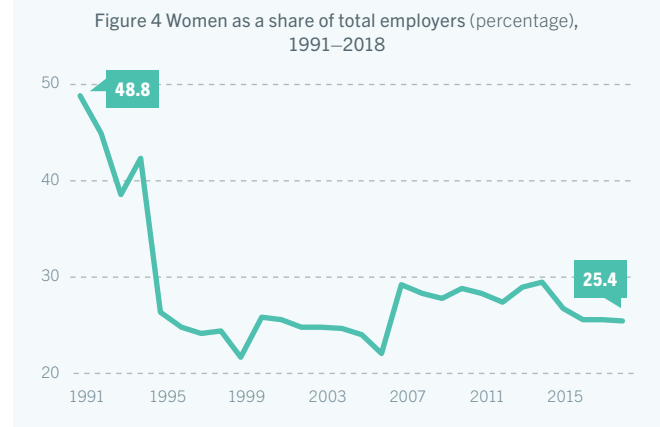
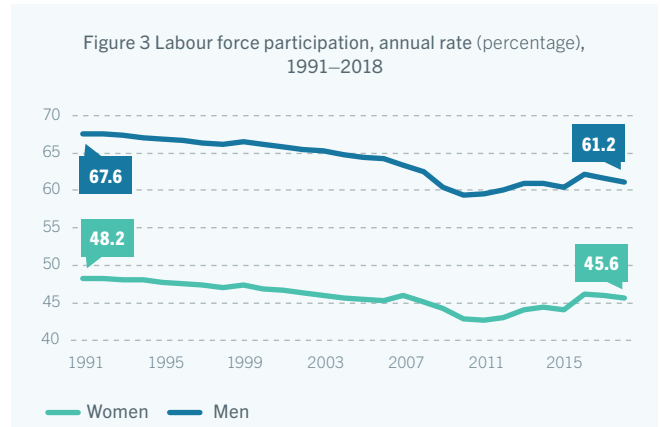
Women's share in management and on boards



- 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



	2004	2017
Women as a share of total managers	25.9%	30.7%
Enterprises with a top female manager	–	14.3%

Source: ILO, 2018; World Bank, 2018.

Women's education

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

Source: UNESCO, 2018.



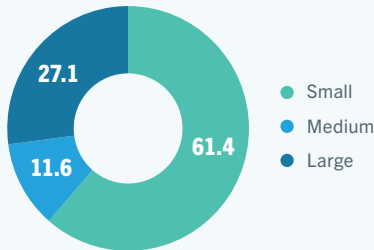
Slovenia

Surveyed enterprises: 277

In a snapshot: ILO enterprise survey

Characteristics

Figure 1 Distribution of surveyed enterprises (percentage)



Policies and initiatives

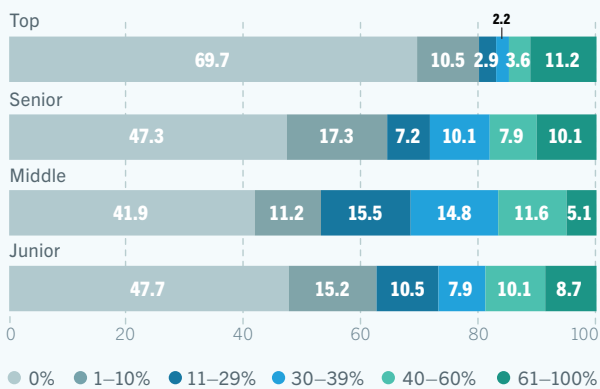
- 46.6% of enterprises have an equal employment or diversity and inclusion policy.
- The top three areas in which gender diversity is promoted are paternity leave (54.2%); mentoring (48.7%); and flexible working hours (48.0%).

The business case for gender diversity

- 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%.

Women's share in management and on boards

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



- 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

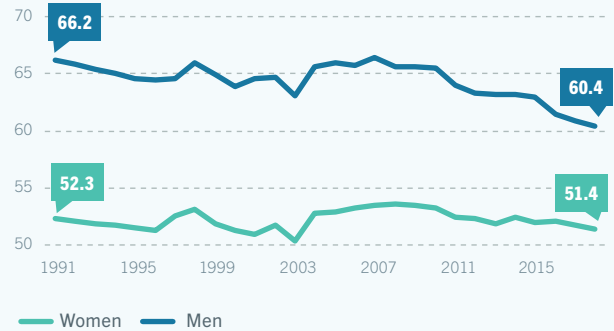
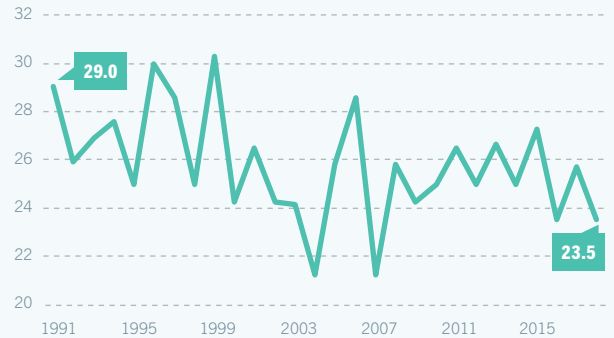


Figure 4 Women as a share of total employers (percentage), 1991–2018



	2000	2017
Women as a share of total managers	29.6%	41.2%
Enterprises with a top female manager	–	18.8%

Source: ILO, 2018; World Bank, 2018.

Women's education

	1991	2015
Women as a share of total tertiary graduates	57.2%	61.0%
Women as a share of total tertiary STEM graduates	1999	2015
	22.8%	33.3%
Women's mean years of schooling	1991	2014
	6.4	12.3

Source: UNESCO, 2018.



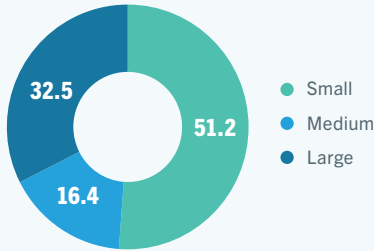
Argentina

Surveyed enterprises: 342

In a snapshot: ILO enterprise survey

Characteristics

Figure 1 Distribution of surveyed enterprises (percentage)



Policies and initiatives

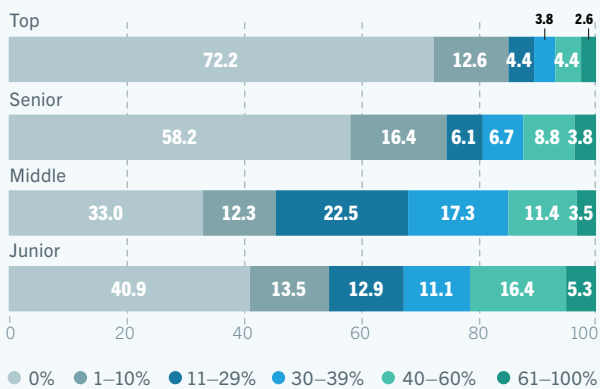
- 76.6% of enterprises have an equal employment or diversity and inclusion policy.
- The top three areas in which gender diversity is promoted are flexible working hours (56.4%); remuneration (56.1%); and recruitment, retention and promotion (55.0%).

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

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



- 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

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

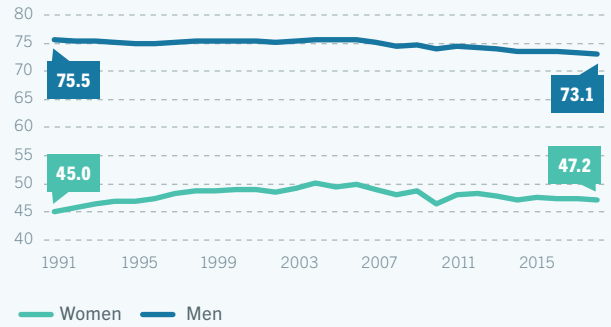
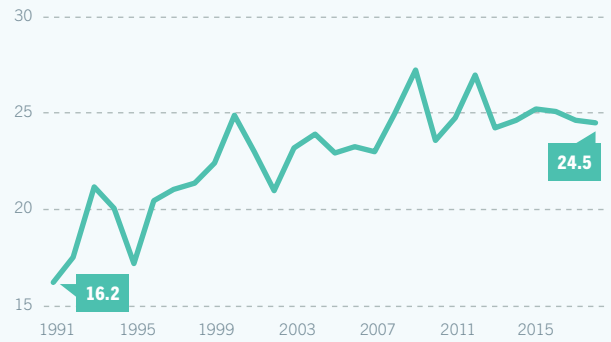


Figure 4 Women as a share of total employers (percentage), 1991–2018



	2000	2017
Women as a share of total managers	27.4%	30.9%
Enterprises with a top female manager	–	57.8%

Source: ILO, 2018; World Bank, 2018.

Women's education

	1998	2015
Women as a share of total tertiary graduates	43.1%	65.0%
	2006	2010
Women as a share of total tertiary STEM graduates	44.8%	43.5%
	1991	2003
Women's mean years of schooling	7.9	9.9

Source: UNESCO, 2018.

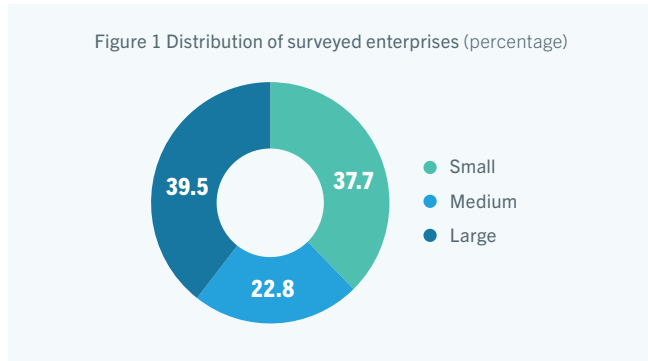


Brazil

Surveyed enterprises: 451

In a snapshot: ILO enterprise survey

Characteristics



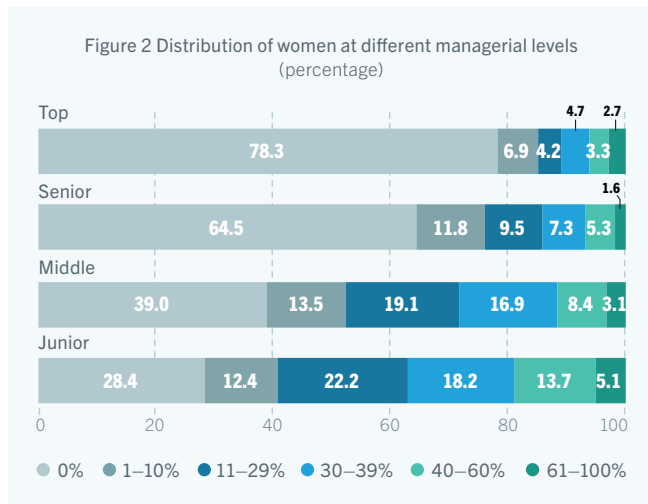
Policies and initiatives

- 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%).

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%.

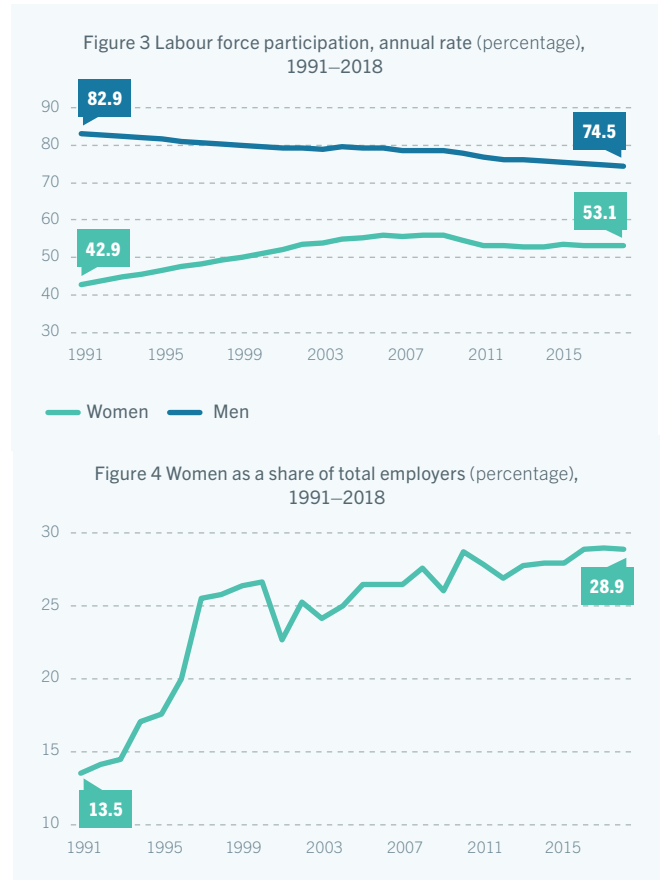
Women's share in management and on boards



- 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



	2001	2017
Women as a share of total managers	29.0%	39.9%
Enterprises with a top female manager	–	19.4%

Source: ILO, 2018; World Bank, 2018.

Women's education

	1991	2015
Women as a share of total tertiary graduates	59.9%	61.1%
Women as a share of total tertiary STEM graduates	37.9%	34.4%
Women's mean years of schooling	6.3	7.7

Source: UNESCO, 2018.

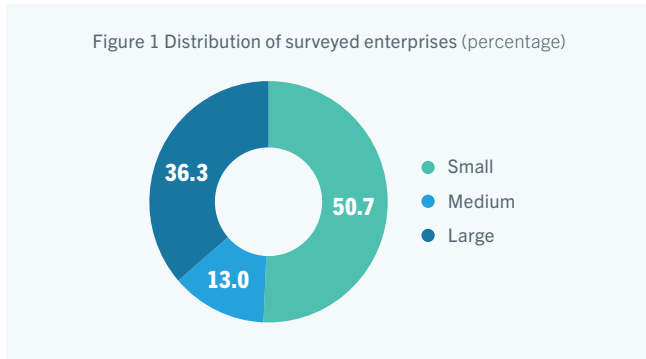


Chile

Surveyed enterprises: 300

In a snapshot: ILO enterprise survey

Characteristics



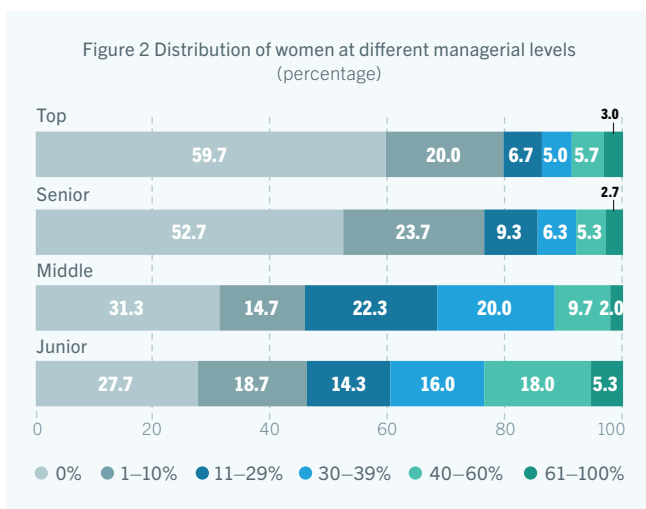
Policies and initiatives

- 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%.

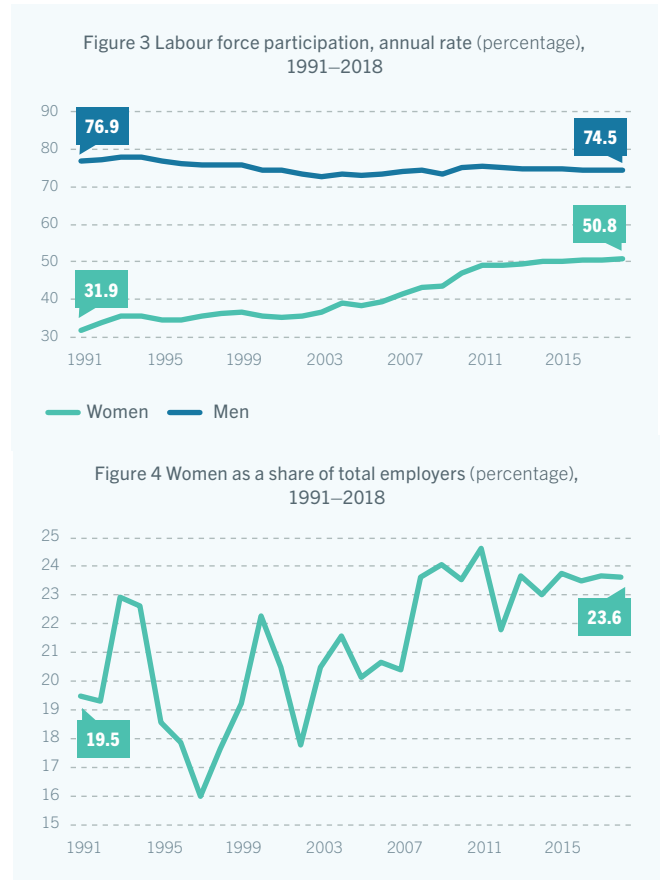
Women's share in management and on boards



- 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



	2000	2017
Women as a share of total managers	32.6%	26.5%
Enterprises with a top female manager	–	4.5%

Source: ILO, 2018; World Bank, 2018.

Women's education

	1995	2015
Women as a share of total tertiary graduates	51.8%	56.0%
Women as a share of total tertiary STEM graduates	25.3%	18.1%
Women's mean years of schooling	9.8	9.9

Source: UNESCO, 2018.

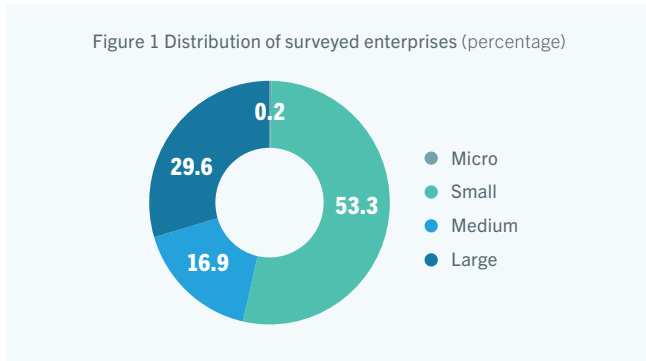


Colombia

Surveyed enterprises: 409

In a snapshot: ILO enterprise survey

Characteristics



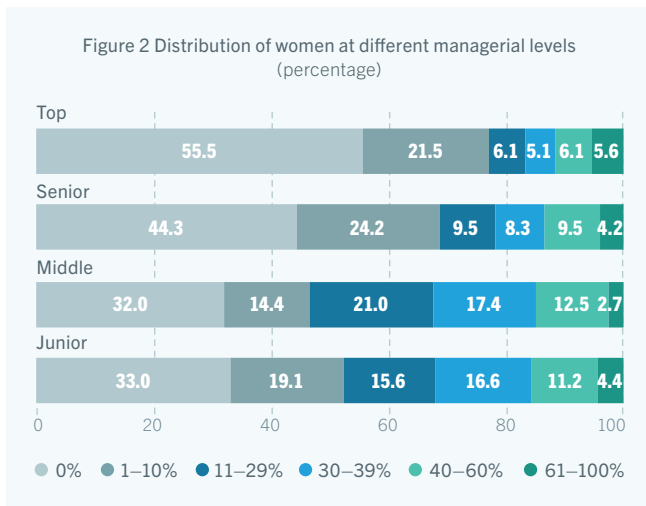
Policies and initiatives

- 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%.

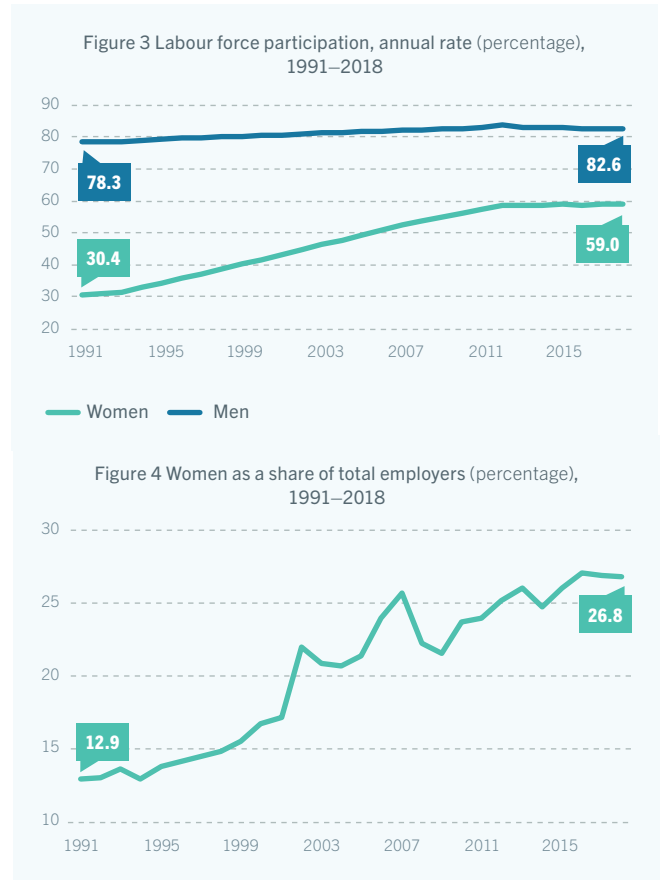
Women's share in management and on boards



- 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



	2009
Women as a share of total managers	53.4%
Enterprises with a top female manager	18.9%

Source: ILO, 2018; World Bank, 2018.

Women's education

	1991	2016
Women as a share of total tertiary graduates	53.2%	56.3%
Women as a share of total tertiary STEM graduates	36.8%	33.9%
Women's mean years of schooling	6.5	8.2

Source: UNESCO, 2018.

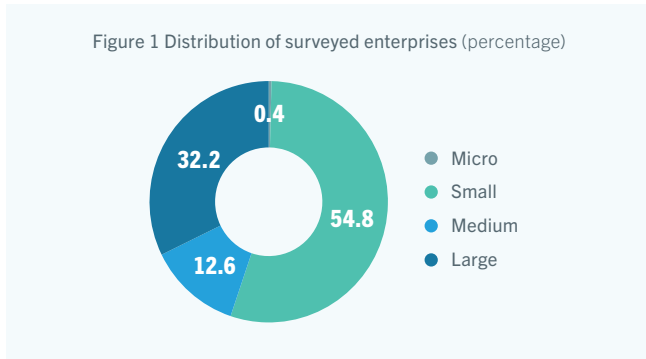


Ecuador

Surveyed enterprises: 270

In a snapshot: ILO enterprise survey

Characteristics



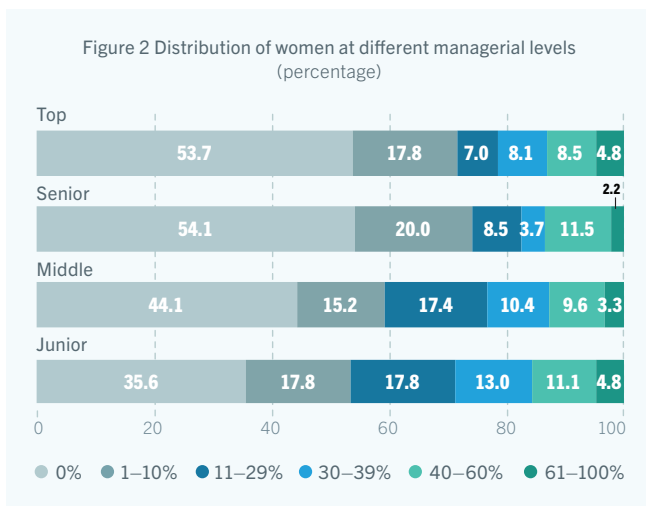
Policies and initiatives

- 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%.

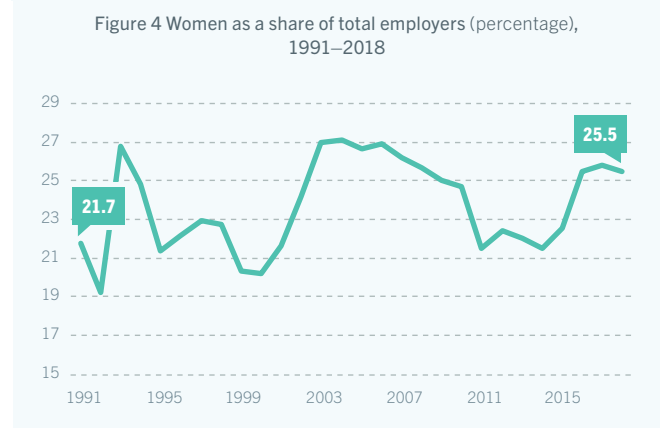
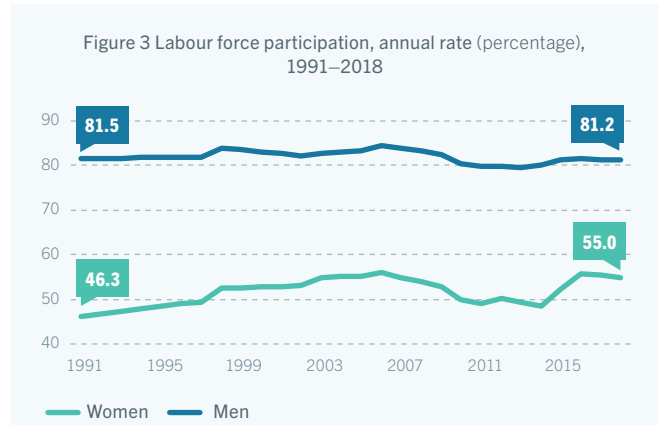
Women's share in management and on boards



- 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.

Women in the labour market

Labour force participation



	2000	2017
Women as a share of total managers	29.3%	34.8%
Enterprises with a top female manager	—	22.9%

Source: ILO, 2018; World Bank, 2018.

Women's education

	2007	2015
Women as a share of total tertiary graduates	56.8%	56.5%
Women as a share of total tertiary STEM graduates	35.7%	28.1%

	2009	2015
Women's mean years of schooling	7.2	8.6

Source: UNESCO, 2018.

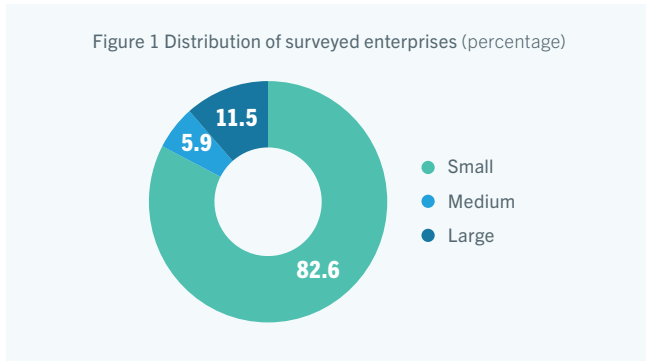


Honduras

Surveyed enterprises: 575

In a snapshot: ILO enterprise survey

Characteristics



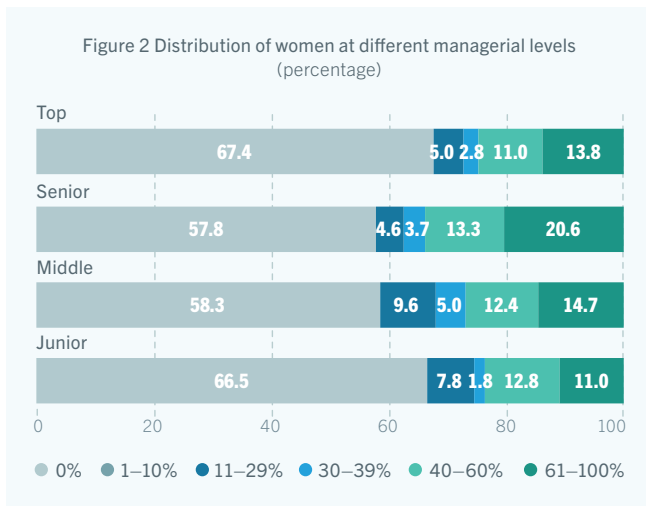
Policies and initiatives

- 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%.

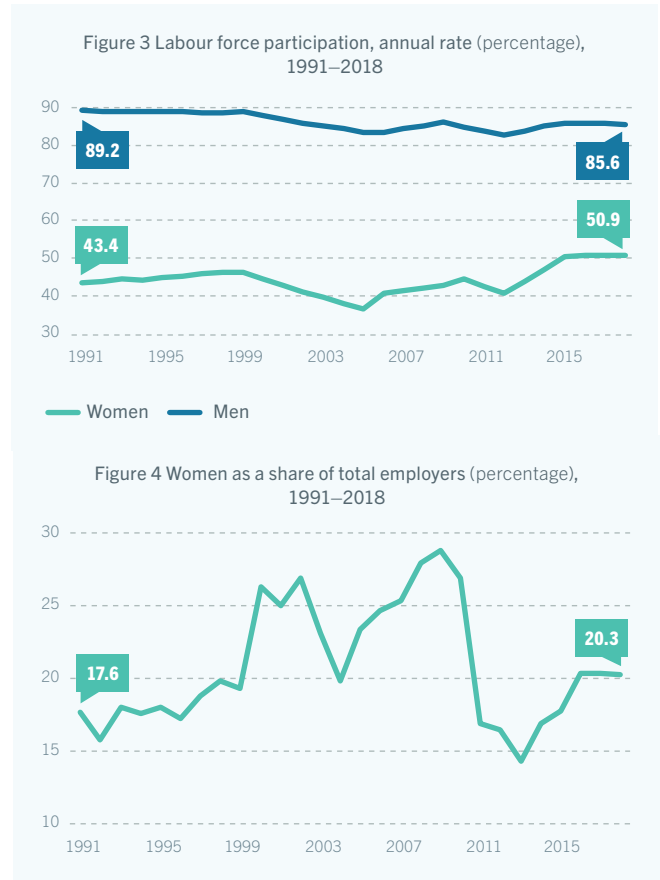
Women's share in management and on boards



- 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



	2005	2017
Women as a share of total managers	57.7%	48.4%
Enterprises with a top female manager	–	28.0%

Source: ILO, 2018; World Bank, 2018.

Women's education

	1991	2015
Women as a share of total tertiary graduates	49.4%	64.5%
Women as a share of total tertiary STEM graduates	49.5%	37.5%
Women's mean years of schooling	5.0	6.4

Source: UNESCO, 2018.

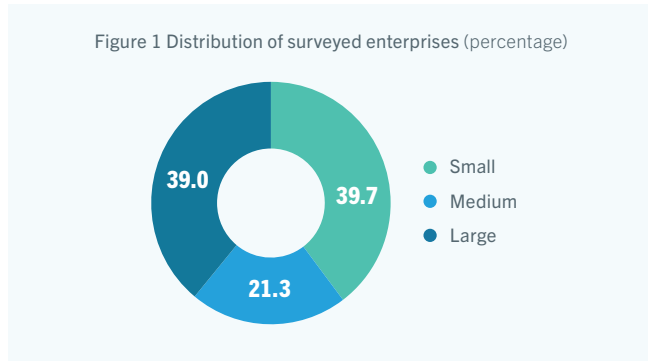


Mexico

Surveyed enterprises: 423

In a snapshot: ILO enterprise survey

Characteristics



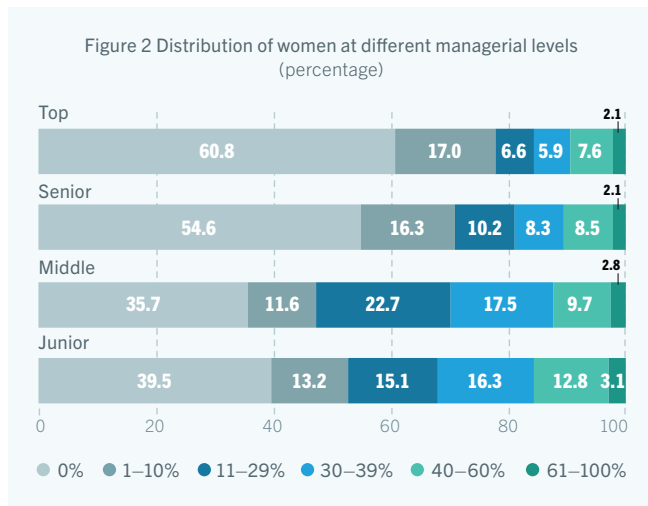
Policies and initiatives

- 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%.

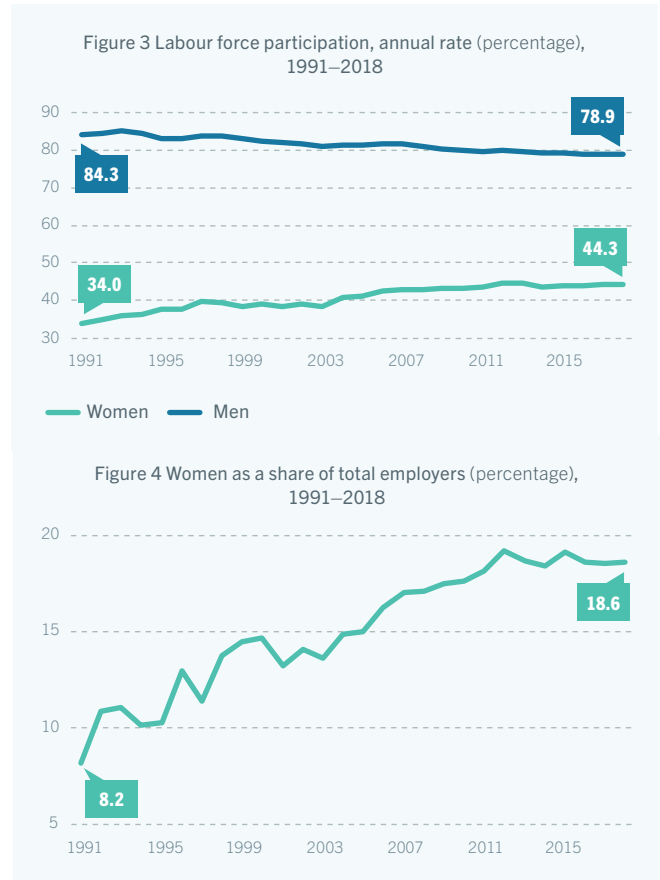
Women's share in management and on boards



- 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



	2000	2017
Women as a share of total managers	23.6%	36.7%
Enterprises with a top female manager	–	14.6%

Source: ILO, 2018; World Bank, 2018.

Women's education

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

Source: UNESCO, 2018.

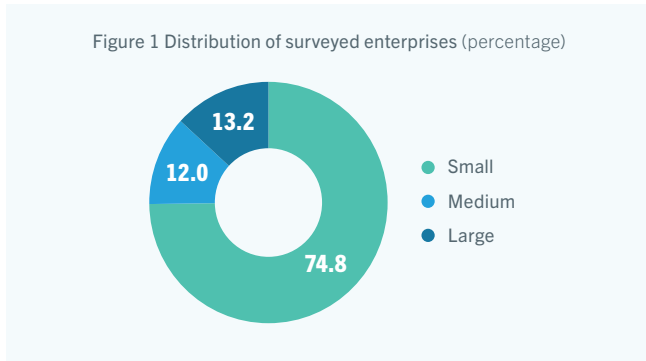


Panama

Surveyed enterprises: 250

In a snapshot: ILO enterprise survey

Characteristics



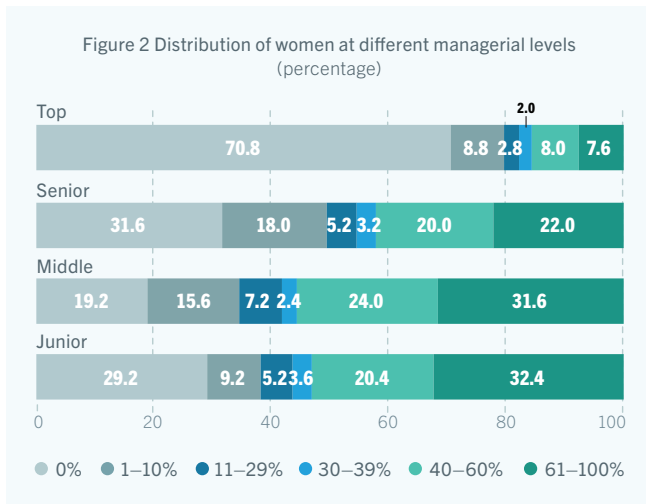
Policies and initiatives

- 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%).

The business case for gender diversity

- 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%.

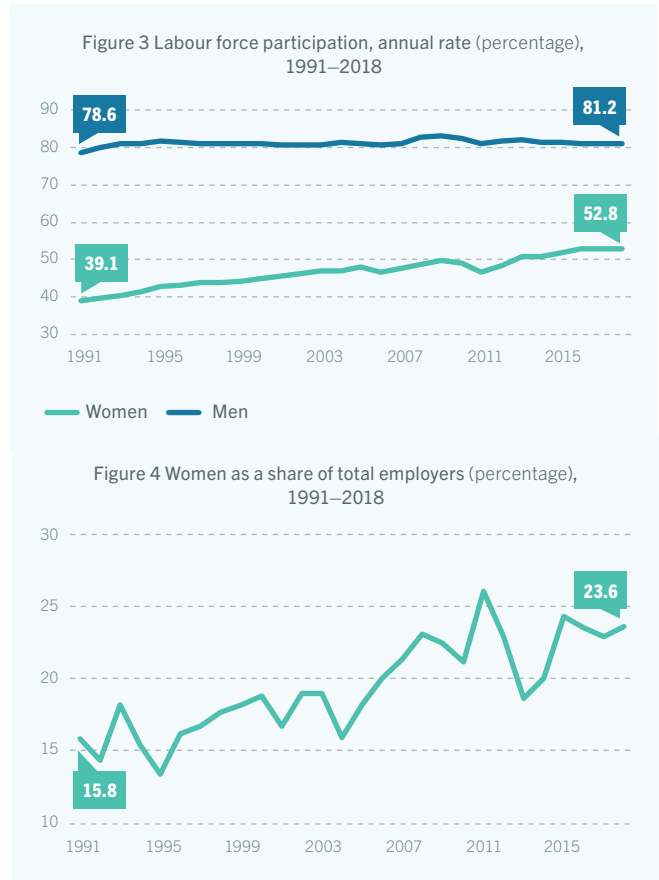
Women's share in management and on boards



- 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 in the labour market

Labour force participation



	2001	2017
Women as a share of total managers	40.4%	42.7%
Enterprises with a top female manager	–	23.5%

Source: ILO, 2018; World Bank, 2018.

Women's education

	1994	2015
Women as a share of total tertiary graduates	64.9%	66.4%
Women as a share of total tertiary STEM graduates	40.5%	49.0%
Women's mean years of schooling	8.0	9.5

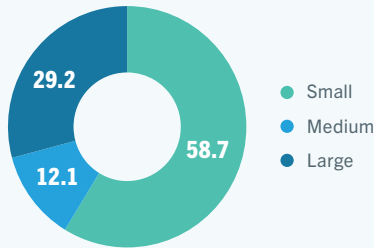
Source: UNESCO, 2018.



In a snapshot: ILO enterprise survey

Characteristics

Figure 1 Distribution of surveyed enterprises (percentage)



Policies and initiatives

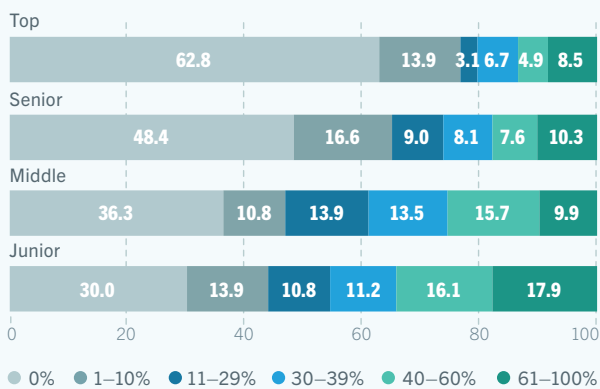
- 77.6% of enterprises have an equal employment or diversity and inclusion policy.
- The top three areas in which gender diversity is promoted are maternity leave (58.3%); flexible working hours (54.7%); and paternity leave (54.3%).

The business case for gender diversity

- 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%.

Women's share in management and on boards

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



- 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 in the labour market

Labour force participation

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

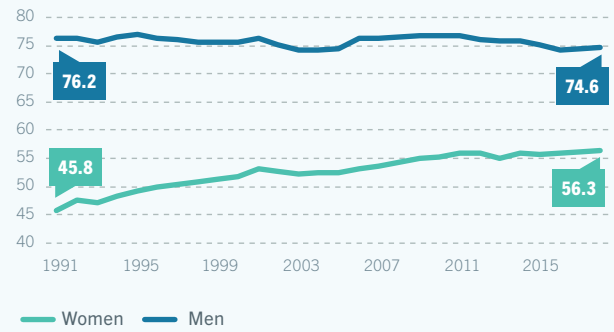
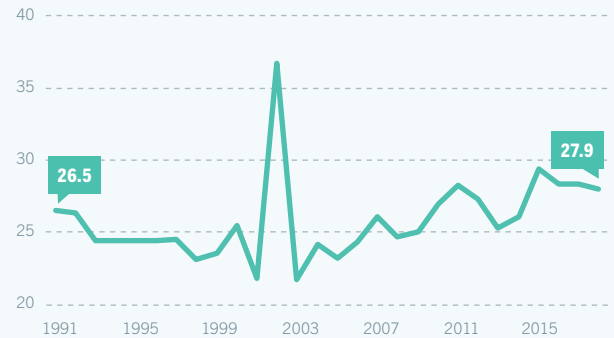


Figure 4 Women as a share of total employers (percentage), 1991–2018



	2000	2017
Women as a share of total managers	36.3%	34.6%
Enterprises with a top female manager	–	10.6%

Source: ILO, 2018; World Bank, 2018.

Women's education

	1999	2010
Women as a share of total tertiary graduates	64.4%	64.1%
	2007	2015
Women as a share of total tertiary STEM graduates	49.5%	47.6%
	1996	2015
Women's mean years of schooling	7.7	8.9

Source: UNESCO, 2018.



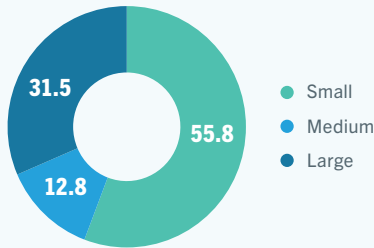
Bolivarian Republic of Venezuela

Surveyed enterprises: 251

In a snapshot: ILO enterprise survey

Characteristics

Figure 1 Distribution of surveyed enterprises (percentage)



Policies and initiatives

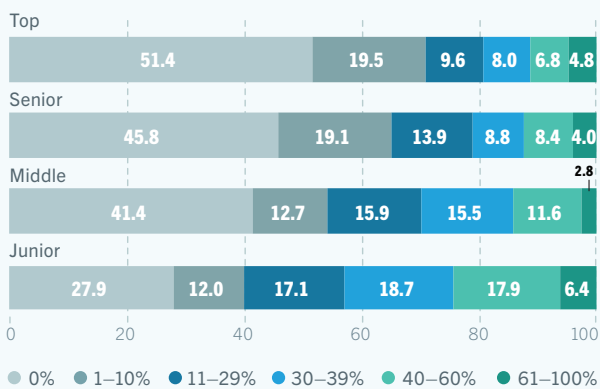
- 86.5% of enterprises have an equal employment or diversity and inclusion policy.
- The top three areas in which gender diversity is promoted are recruitment, retention and promotion (71.3%); maternity leave (68.1%); and remuneration (62.5%).

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

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



- 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

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

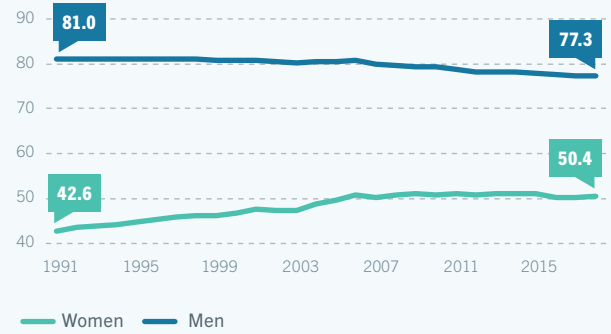
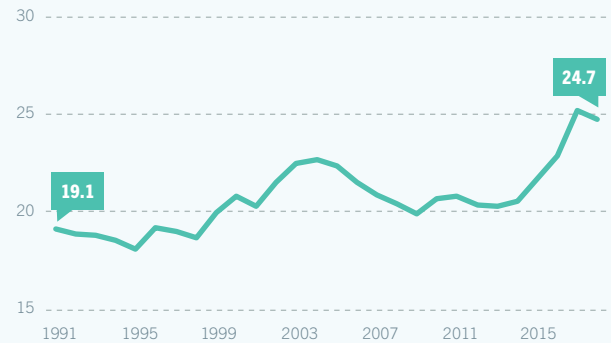


Figure 4 Women as a share of total employers (percentage), 1991–2018



	2005	2012
Women as a share of total managers	11.4%	33.4%
Enterprises with a top female manager	–	31.1%

Source: ILO, 2018; World Bank, 2018.

Women's education

	2000	2002
Women as a share of total tertiary graduates	62.8%	60.3%
Women's mean years of schooling	8.0	10.5

Source: UNESCO, 2018.

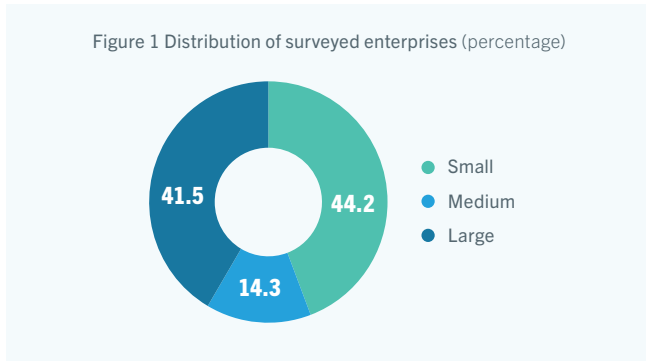


Egypt

Surveyed enterprises: 995

In a snapshot: ILO enterprise survey

Characteristics



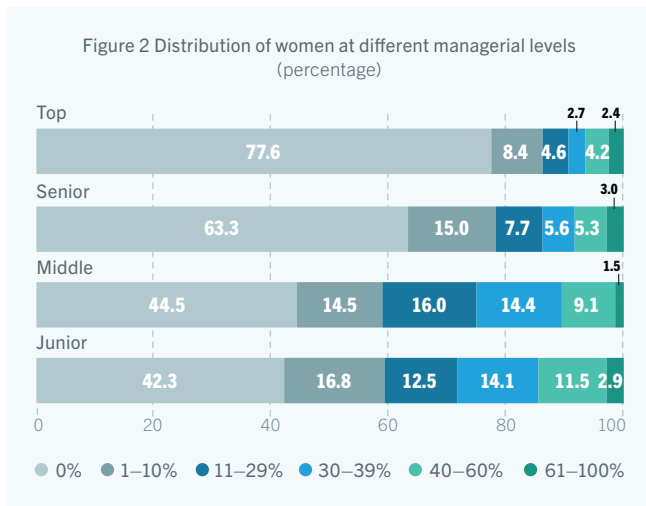
Policies and initiatives

- 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%.

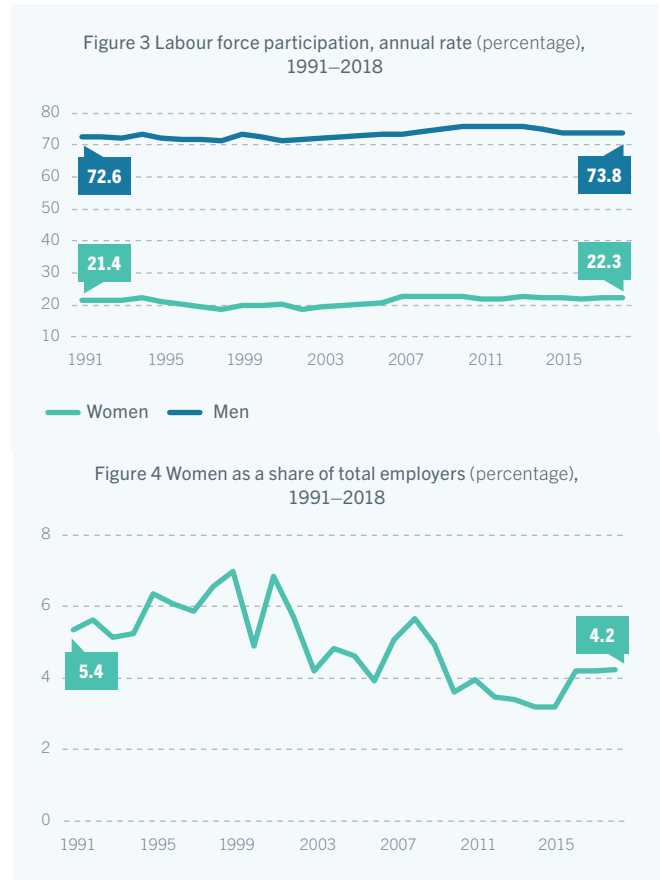
Women's share in management and on boards



- 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



	2000	2017
Women as a share of total managers	10.1%	6.4%
Enterprises with a top female manager	–	4.9%

Source: ILO, 2018; World Bank, 2018.

Women's education

	1991	2016
Women as a share of total tertiary graduates	36.8%	53.6%
Women as a share of total tertiary STEM graduates	–	36.9%
Women's mean years of schooling	–	5.2

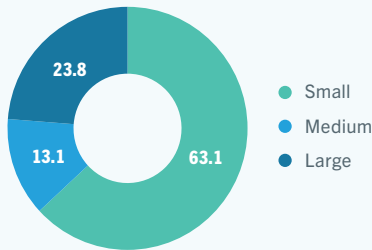
Source: UNESCO, 2018.



In a snapshot: ILO enterprise survey

Characteristics

Figure 1 Distribution of surveyed enterprises (percentage)



Policies and initiatives

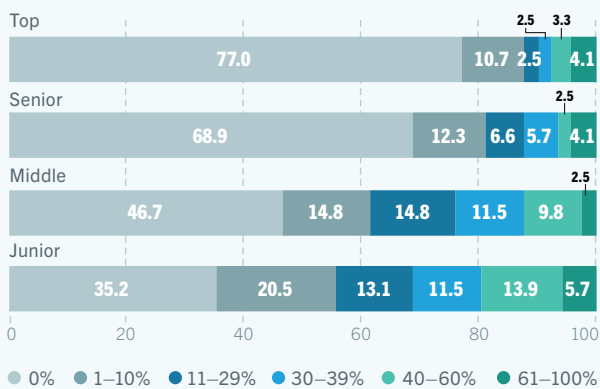
- 63.9% of enterprises have an equal employment or diversity and inclusion policy.
- The top three areas in which gender diversity is promoted are recruitment, retention and promotion (74.6%); maternity leave (61.5%); and skills and executive training (59.8%).

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

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



- 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

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

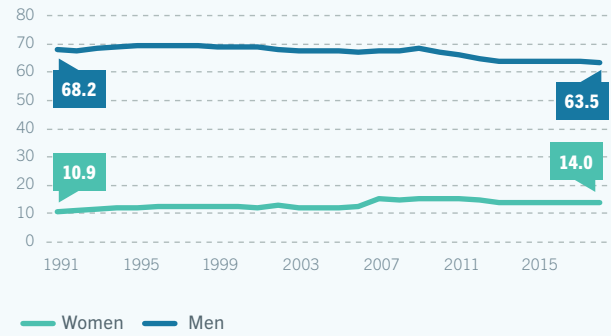
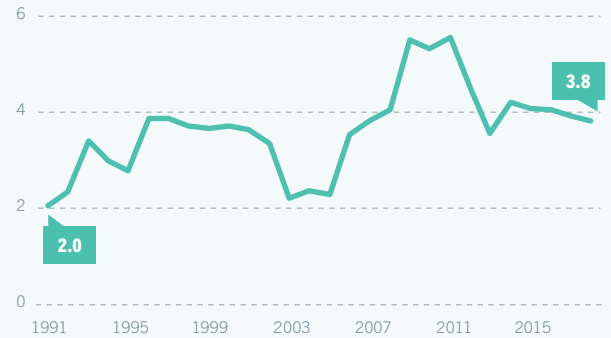


Figure 4 Women as a share of total employers (percentage), 1991–2018



	1991	2018
Women as a share of own account workers	3.8%	3.6%
Enterprises with a top female manager	–	2.4%

Source: ILO, 2018; World Bank, 2018.

Women's education

	1991	2012
Women as a share of total tertiary graduates	58.2%	46.8%
Women as a share of total tertiary STEM graduates	37.3%	40.3%
Women's mean years of schooling	6.0	9.2

Source: UNESCO, 2018.



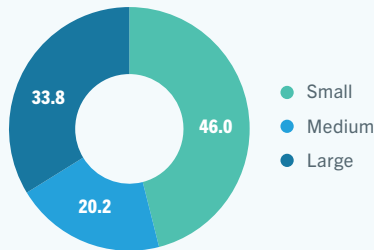
Saudi Arabia

Surveyed enterprises: 465

In a snapshot: ILO enterprise survey

Characteristics

Figure 1 Distribution of surveyed enterprises (percentage)



Policies and initiatives

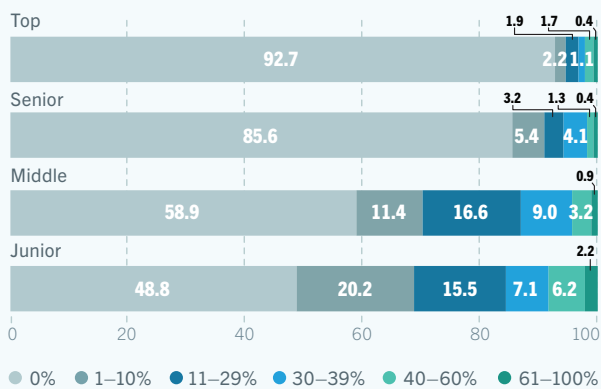
- 69.9% of enterprises have an equal employment or diversity and inclusion policy.
- The top three areas in which gender equality is promoted are recruitment, retention and promotion (69.7%); skills and executive training (54.2%); and remuneration (46.0%).

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

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



- 6.9% of enterprises have a female CEO.
- 8.3% of enterprises have a female chairperson on the board.
- 35.0% of enterprises have an all-male board.
- 3.3% of enterprises have a gender balanced board.
- 0.6% 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

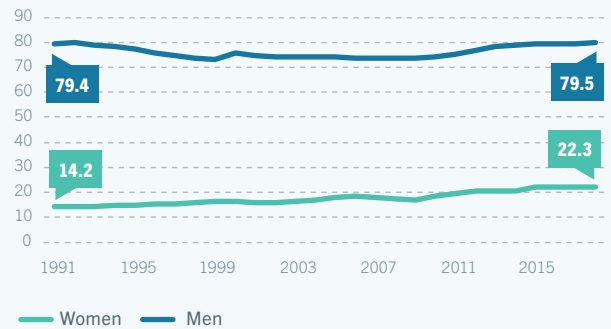
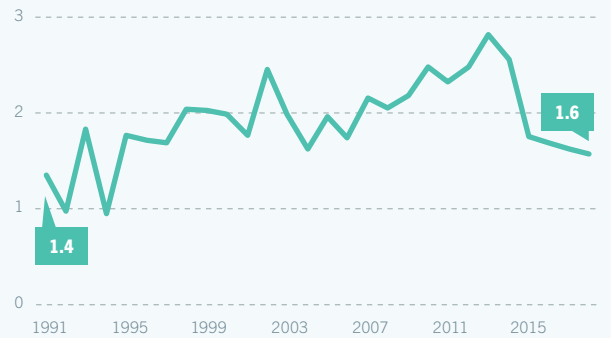


Figure 4 Women as a share of total employers (percentage), 1991-2018



	2006	2015
Women as a share of total managers	9.0%	5.8%

Source: ILO, 2018.

Women's education

	1991	2016
Women as a share of total tertiary graduates	45.9%	51.8%
Women as a share of total tertiary STEM graduates	39.4%	39.0%
Women's mean years of schooling	2000: 5.1	2013: 8.8

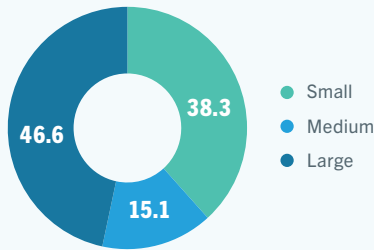
Source: UNESCO, 2018.



In a snapshot: ILO enterprise survey

Characteristics

Figure 1 Distribution of surveyed enterprises (percentage)



Policies and initiatives

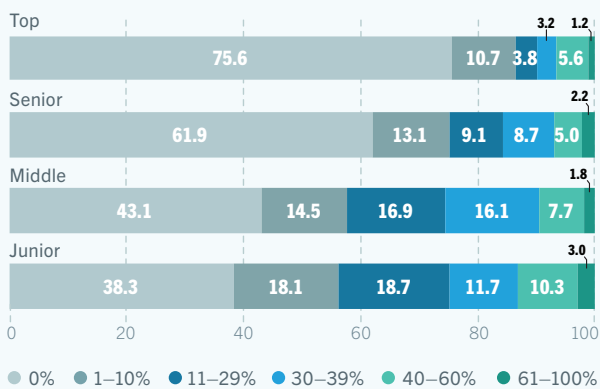
- 75.6% of enterprises have an equal employment or diversity and inclusion policy.
- The top three areas in which gender diversity is promoted are recruitment, retention and promotion (67.7%); skills and executive training (59.5%); and flexible working hours (52.2%).

The business case for gender diversity

- 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

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



- 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.

Women in the labour market

Labour force participation

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

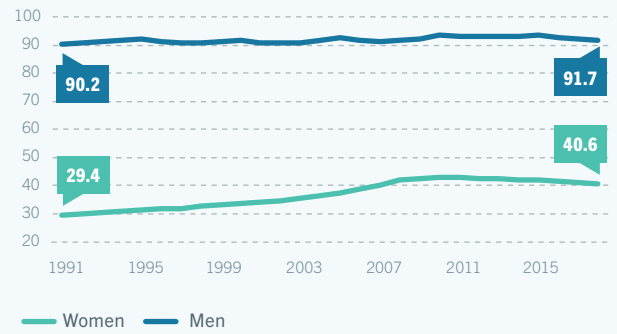


Figure 4 Women as a share of total employers (percentage), 1991–2018



	2005	2017
Women as a share of total managers	10.2%	12.5%

Source: ILO, 2018.

Women's education

	1992	2016
Women as a share of total tertiary graduates	71.1%	55.2%

	2011	2016
Women as a share of total tertiary STEM graduates	41.4%	43.5%

	2005
Women's mean years of schooling	10.0

Source: UNESCO, 2018

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.