



▶ **G20 EMPOWER – Global Practices on KPI Implementation: Measurement, achievement and reporting**

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5 Key Performance Indicators

- 1. Proportion of women in senior and middle management positions (%)**
2. Female share of promotions: percentage of female employees promoted in the last financial year over total number of employees promoted in that period of time, whereby a promotion can be considered as any permanent increase in career level and / or salary
- 3. Gender wage gap (%)**
4. Share of women on company's board of directors - Percentage of board seats assigned to women over total seats, with details of female executive roles over total executive ones
- 5. Women in Science, Technology, Engineering and Mathematics (STEM) occupations (% of total STEM employment)**

► Proportion of women in senior and middle management positions (%) - Definition

- The female share of employment in managerial positions conveys the **number of women in management as a percentage of employment in management** (SDG Indicator 5.5.2).
- Employment in management is defined based on the **International Standard Classification of Occupations (ISCO)**.
- It refers to senior and middle management only, thus excluding junior management (category 1 in both ISCO-08 and ISCO-88 minus category 14 in ISCO-08 and minus category 13 in ISCO-88).
- It is calculated based on data on employment by sex and occupation.

Proportion of women in senior and middle management positions (%) – Data availability

SDG indicator 5.5.2 - Proportion of women in senior and middle management positions (%)												
Country	2010	2011	2012	2013	2014	2015	2016	2017	2018	2019	2020	2021
Argentina	32.1	30.2	32.3	36.5	38.6			32.6	33.2	33.1	37.0	
Brazil			35.6	36.2	36.5	37.1	37.5	37.6	37.8	37.5	35.4	
France	38.5	39.1	39.2	35.6	32.0	31.0	31.2	32.6	34.4	34.3	34.9	
Germany	27.5	27.9	27.1	27.5	27.8	28.0	28.1	28.2	28.6	28.6	26.4	
India									13.7	14.8	17.7	
Indonesia	19.4											
Italy	21.2	21.6	22.2	22.0	21.9	21.8	22.0	22.3	23.2	23.3	23.0	
Japan	10.4	11.7	11.3	10.9	11.4		13.3	12.8				
Mexico				34.9	35.3	34.8	35.2	36.4	35.6	35.6	38.5	
Russian Federation	38.6	39.5	39.1	38.4	38.1	38.7	40.4	39.3	39.8	42.0	43.2	
South Africa	32.0	33.7	34.8	33.1	34.3	33.9	35.7	35.2	33.9	33.3	35.1	
Spain	27.1	28.0	28.8	29.3	29.4	30.4	30.3	30.9	31.9	33.7	36.5	
Turkey	18.8	13.0	14.3	16.6	15.5	14.4	16.7	17.3	16.3	17.5	19.3	
United Kingdom	36.0	32.1	32.4	32.3	32.9	32.4	33.8	34.4	34.2	34.9		
United States	38.8	38.6	39.1	38.8	38.8	39.4	39.7	40.5	40.5	40.8	42.3	43.2

► Proportion of women in senior and middle management positions (%) – Data availability

- Data available for 15 countries
- 5 countries missing :
 - Australia : LFS microdata have not been shared with ILO
 - China : LFS Microdata have not been shared with ILO
 - Canada : Microdata available but ISCO not available at 2 digits level
 - Korea : Microdata available but ISCO not available at 2 digits level
 - Saudi Arabia : Microdata available but ISCO not available at 2 digits level

► Gender wage gap (%) - Definition

- The gender wage gap shows the difference between average hourly earnings of men and average hourly earnings of women expressed as a percentage of average hourly earnings of men.
- The indicator is not adjusted according to individual characteristics that may explain part of the earnings difference.
- Following exchanges between OECD and ILO, this indicator could be adjusted taking the level of education into consideration.

Gender wage gap (%) – Data availability

Country	Gender wage gap (%)											
	2010	2011	2012	2013	2014	2015	2016	2017	2018	2019	2020	2021
Argentina	-1.9	1.4	-0.9	1.2	-0.5			-0.9	1.5	-0.4	-0.1	
Brazil			14.1	13.7	15.4	12.2	13.0	12.3	12.7	7.3		
India									16.2	18.0	13.2	
Mexico	3.1		14.0		6.7		1.8					
Russian Federation						24.4		25.3				
South Africa									10.0	9.5		
South Korea	34.3	33.6	32.7	32.9	33.8	34.7	33.6	33.1	31.5	30.0	29.6	
Spain	16.3		18.8	18.8	12.5	12.5	12.5	12.5	17.7	11.8		
Turkey			-7.4	-4.0	-0.9	0.1	-2.5	-1.7	2.1	0.1	-9.3	
United Kingdom					20.9	20.6	20.0	19.7	19.8	19.0		
United States	14.5	12.6	14.8	16.8	14.4	14.0	13.4	12.7	13.8	14.0	13.8	13.8

► Gender wage gap (%) – Data availability

- Data available for 11 countries.
- 9 countries missing :
 - Australia and China : same issue as previous KPI, LFS microdata have not been shared with ILO
 - Canada, France, Germany, Indonesia, Italy, Japan, Saudi Arabia : Microdata available but earnings variables not available in the LFS (or at least not in the microdata received by the ILO)

Women in STEM occupations (% of total STEM employment) - Definition

- The share of women in STEM occupations conveys the number of women in STEM occupations as a percentage of total employment in STEM occupations.
- The STEM occupations are defined as follows:
 - ISCO-08 categories 21 - Science and engineering professionals, 22 - Health professionals, 25 - Information and communications technology professionals, 31 - Science and engineering associate professionals, 32 - Health associate professionals and 35 - Information and communications technicians that can be working in any economic activity.
 - ISCO-08 category 12 - Administrative and commercial managers working in ISIC4 category 72 - Scientific research and development.
 - ISCO-08 category 13 - Production and specialised services managers working in ISIC4 category 62 - Computer programming, consultancy and related activities and 63 - Information service activities.
 - ISCO-08 category 24 - Business and administration professionals working in ISIC4 categories 62 - Computer programming, consultancy and related activities, 63 - Information service activities, and 72 - Scientific research and development.

Women in STEM occupations (% of total STEM employment) – Data availability

Women in Science, Technology, Engineering and Mathematics (STEM) occupations (% of total STEM employment)										
Country	2012	2013	2014	2015	2016	2017	2018	2019	2020	2021
Brazil	37.7	38.2	38.1	40.8	44.8	45.5	45.9	45.9	46.1	
Japan	27.1	27.1	27.2		28.3	28.6				
Mexico		37.8	36.9	36.9	37.1	37.6	38.2	38.5	41.4	
Turkey	33.6	32.4	32.0	33.3	34.1	33.7	34.5	34.8	34.6	
United Kingdom	39.1	39.7	39.6	40.6	39.9	41.0	40.1	40.0	41.0	
United States	46.7	46.9	46.9	47.0	47.2	47.5	47.1	47.4	51.4	51.8

▶ Women in STEM occupations (% of total STEM employment) – Data availability

- Data available only for 6 countries.
- 14 countries missing :
 - Australia and China : same issue as previous KPIs, LFS microdata have not been shared with ILO
 - For the remaining 12 countries, ISCO and ISIC are not **both** available at 2 digits level.

Conclusion

- Data availability can be improved following 2 paths :
 - Share LFS microdata for countries where they are not available (China / Australia)
 - Expand the number of variables that are shared for other countries (in particular ISIC and ISCO at 2 digits-level)

Brisbane target:

Reducing the gender gap in labour force participation in 2012 by 25% by 2025

Also measured:

Improving women's job quality

Monitoring progress on the Brisbane target Measures

- Overarching measures to increase women's participation in the labour market
- Measures to improve the **quality of women's earnings**
- Measures to improve women's **labour market security**
- Measures to improve **working conditions**
- G20 members report on the policies and programmes/Initiatives implemented over the previous year
- Additional measures implemented in light of COVID-19

Monitoring progress on the Brisbane target

Indicators

