

5 GENDER
EQUALITY



Women in managerial positions

October 15 2018



SDG 5

Ensure women's full and effective participation and equal opportunities for leadership at all levels of decision-making in political, economic and public life

Target 5.5

Ensure women's full and effective participation and equal opportunities for leadership at all levels of decision-making in political, economic, and public life

Indicator 5.5.2

Proportion of women in managerial positions

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Measurement

The proportion of females in the total number of persons employed in managerial positions.

- the share of females in (total) management
- the share of females in senior and middle management (thus excluding junior management).

Challenges

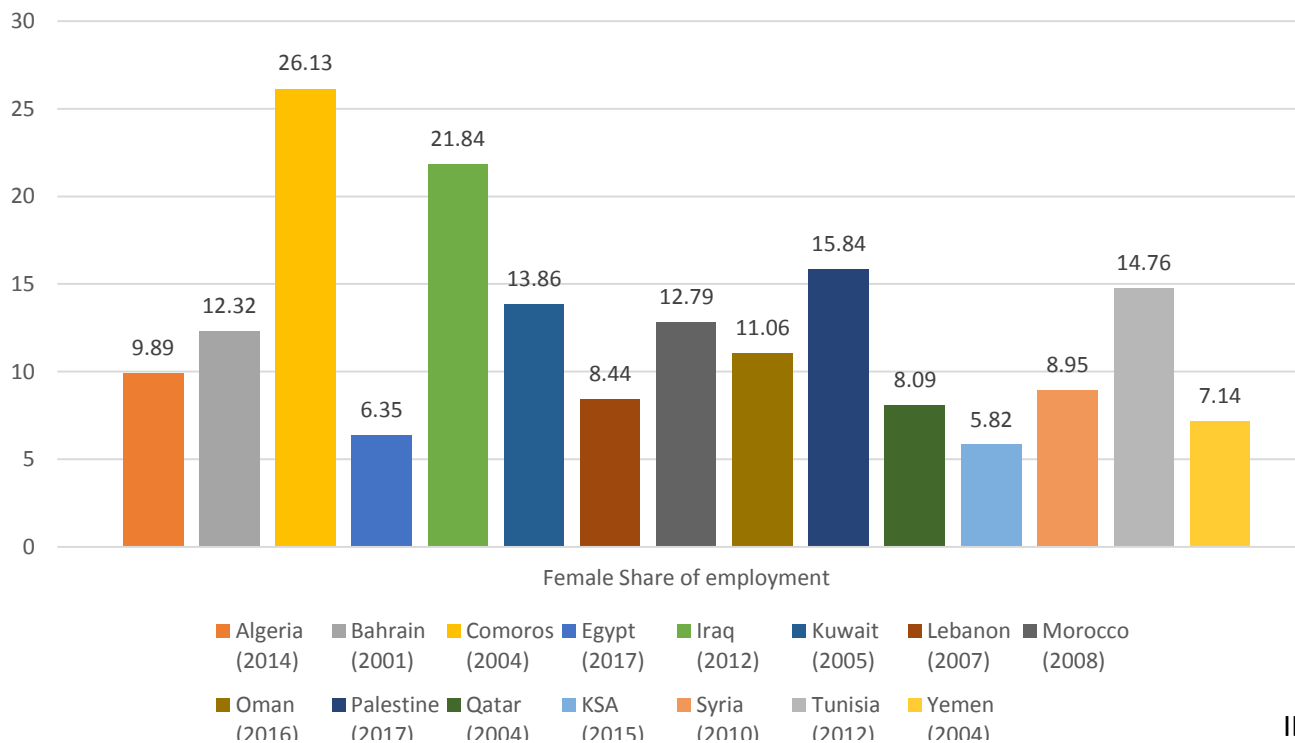


- Relies on the use of ISCO-08 – there is no official Arabic translation of this
- Arab Occupational Classification is somewhat different
- 19th ICLS resolution was not adopted by all Arab countries and that may affect the comparability of data
- Sample sizes need to be adapted for more reliable data

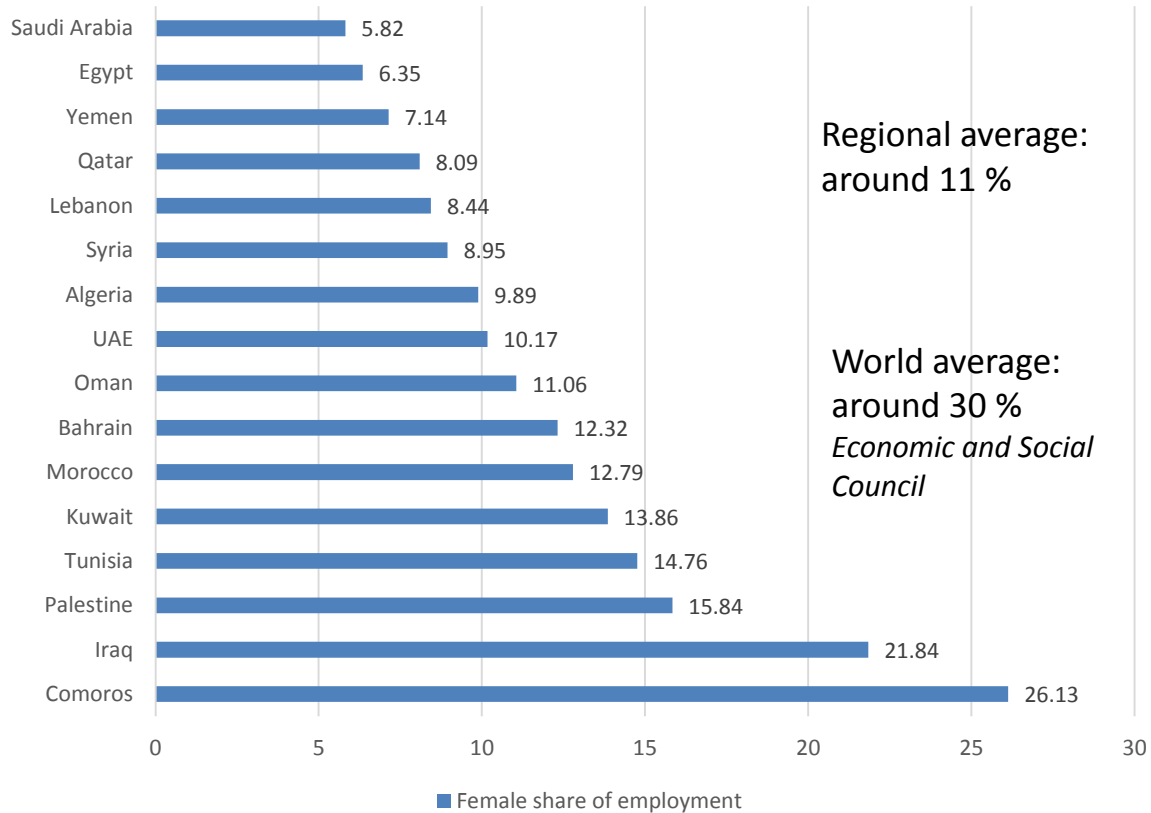


How many countries are measuring this regularly?

Female share of employment in managerial positions



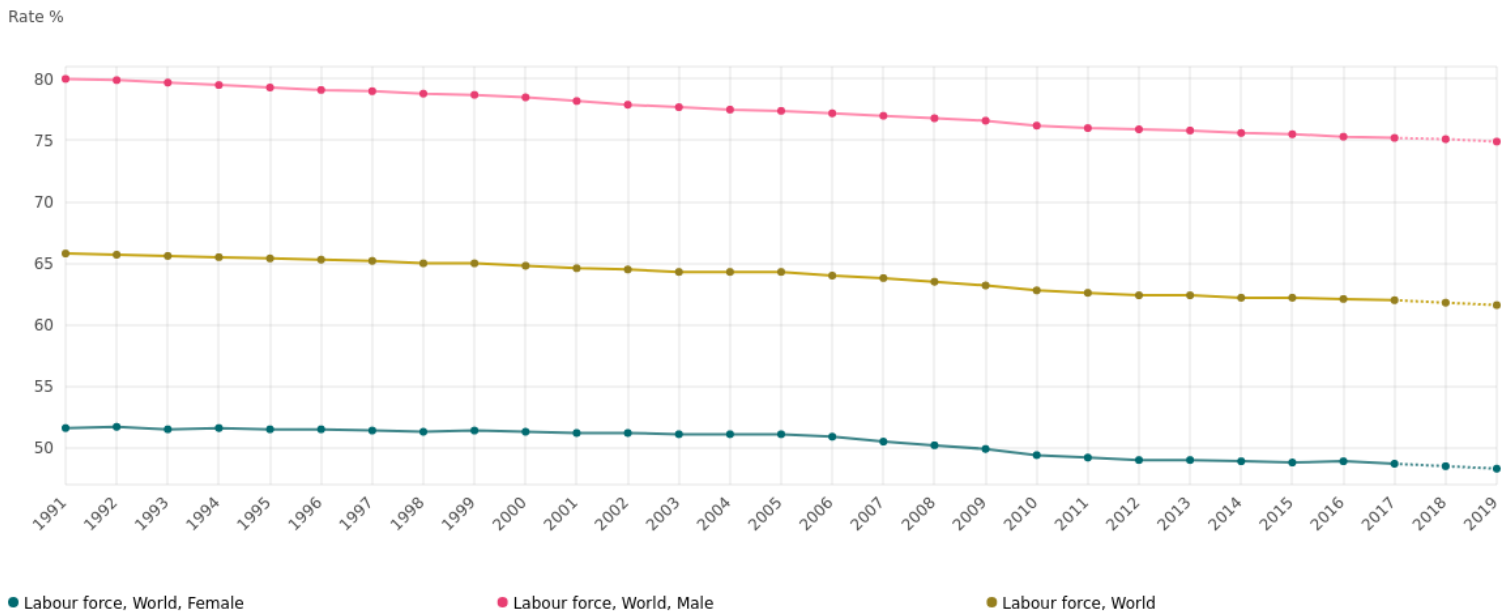
Female share of employment in managerial positions



4.7% of firms in the Arab Region (22 countries) have female top managers compared to the world average of 18.6%

World Bank Enterprise Survey

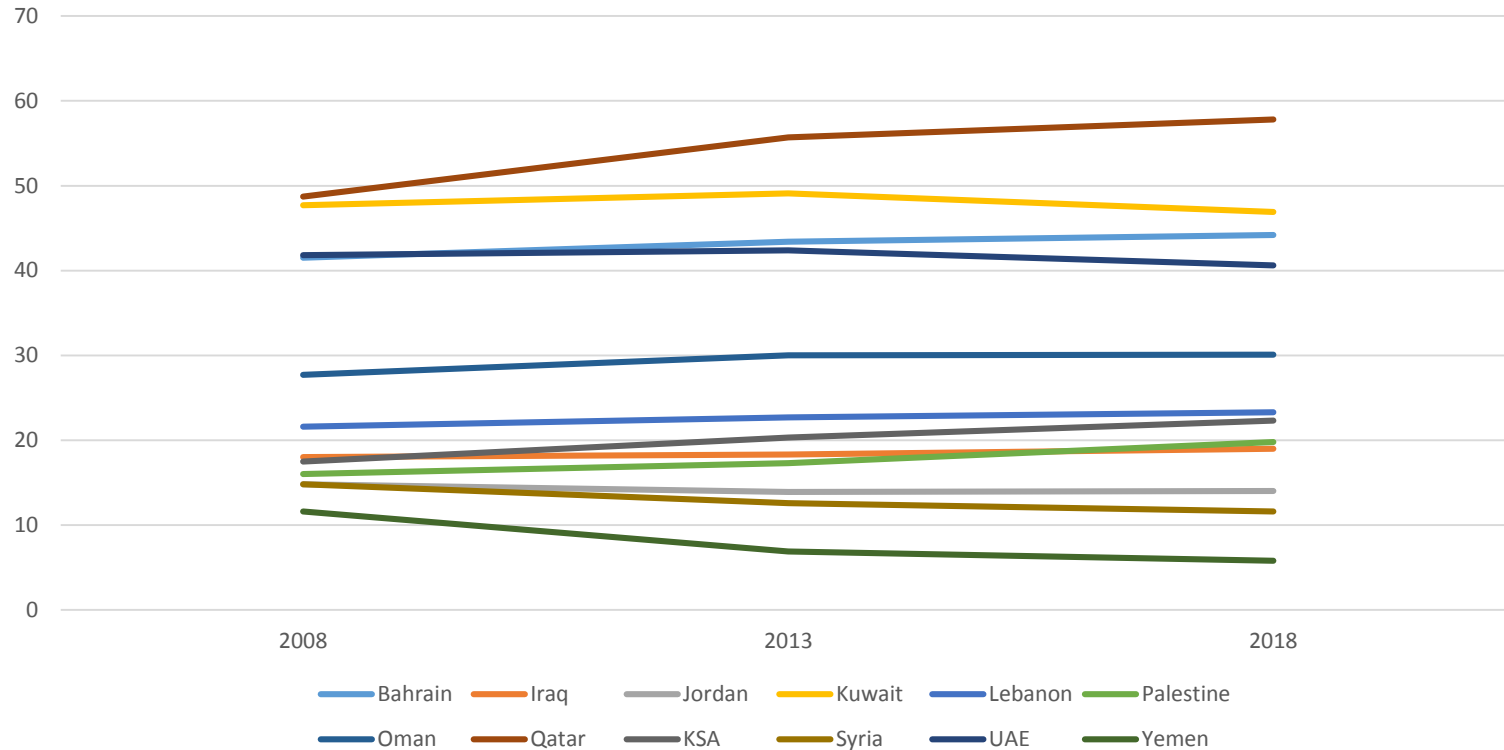
Iraq (2011)	2.3%
Jordan (2013)	2.4%
Lebanon (2013)	4.4%
Palestine (2013)	1.2%
Syria (2009)	22.8%
Yemen (2013)	1.6%



This dataset is harmonized and may, therefore, differ from nationally reported data. Data for 1991-2017 are estimates while data for 2018-2019 are projections.
 Source: International Labour Organization, ILO modelled estimates (ilo.org/wesodata)



Female Labour Force Participation Rate



Why focus on women in managerial positions when it might be better to direct attention to increasing female labour force participation?

Critical Mass

When women reach around 30 percent of the critical mass in an industry, change starts to happen

Leadership

Firms owned by women are more likely to employ more women

Representation

Decisions that affect women must reflect their voice and participation



Why should companies bother about gender equality.
They should focus on performance and profits!



“gender diversity in your leadership pool means greater diversity of thought, which, in turn, leads to improved problem solving and greater business benefits.”

Firms with a larger share of women in senior positions have higher returns on assets (ROAs) – *IMF 2016*

- sectors that employ more women in the labor force (ROA increases 20 points)
- knowledge intensive and high-technology sectors (ROA increases 30 points)

Jordan – *IFC 2017*

- the average ROA of publicly listed companies without female representation was 0.99, and for companies with at least one woman in the boardroom it was 3.03
- The average ROE in 2012 for publicly listed companies without female representation was 9.83, and for companies with at least one woman in the boardroom it was 17.51

How have other countries improved women's representation in managerial positions?

Quotas: Norway passed a law in 2003 to ensure that 40 percent of directors for all public companies were women. *Dubai??*

Gender Gap reporting: All companies in Great Britain with more than 250 employees report their gender pay gap to the Government Equalities Office

- Proportion of women and men who receive bonuses
- Breakdown of women and men in different quartiles
- Equal pay protected through equal pay legislation

Restructuring the way we work: Why should women be expected to ‘act like men’. Changes in the workplace meant to support women actually make it work a more manageable and enjoyable experience for women *and men*.



*Together we can achieve
wonderful things*

Thank you



Definition:

This indicator refers to:

proportion of females in the total number of persons employed in senior and middle management.

correspond to major group 1 in both ISCO-08 and ISCO-88

in ISCO-08 subtract category 14 (hospitality, retail and other services managers)

In ISCO-88 subtract category 13 in (general managers)

14 and 13 categories comprise mainly managers of small enterprises and therefore should not be included

Computation Method:

Proportion of women in managerial positions =
ISCO-08

$$\frac{\text{Women employed in category 1 - Women employed category 14}}{\text{All persons employed category 1 - all persons employed category 14}} * 100$$

Or **ISCO-88**

$$\frac{\text{Women employed in category 1 - Women employed in category 13}}{\text{All persons employed in category 1 - all persons employed in category 13}} * 100$$

Data to be disaggregated by sex and occupation

Use at least the 2-digit level of the International Standard Classification of Occupations (ISCO)

Data is collected at the national level mainly through labour force surveys (or other types of household surveys with an employment module).