

G20 EMPOWER KPI Dashboard 2023

Tracking Progress on Women in Leadership Roles



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INTRODUCTION

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INTRODUCTION

Gender equality is a fundamental pillar towards ensuring sustainable development, and is central to the 2030 Agenda. We cannot achieve the global goals targeted at sustainable development without removing barriers that hinder women to develop their full potential. Ensuring women's representation at all levels of decision making, specially in leadership roles, is crucial for economic and social development around the world. Given that G20 countries represent around 85% of the global GDP and about two-thirds of the global population, we have the responsibility to deliver on this important agenda.

India, having transitioned from the narrative of women's development to women-led development, sees women as strong and equal partners in overall development. Under its G20 EMPOWER Presidency, India continues to remain on the ambitious path set out by the preceding Presidencies in furthering the goal of the EMPOWER Alliance to accelerate the shift towards greater inclusion of women in workforce and at leadership positions. The unique constitution of the EMPOWER Alliance, with representation from Government and the private sector, allows it to play a pivotal role in spearheading the change towards empowerment of women.

Today, noticeable gender gaps continue to remain in the economy. The Covid pandemic has also considerably impacted the financial security of women and their participation across different economic activities.

According to the latest Global Gender Gap Report 2023 by the World Economic Forum, women's economic participation has regressed rather than recovered in 2023. At the rate of progress witnessed over the years 2006-23, it will take 169 years for the economic participation and opportunity gender gap¹ to close.

Moreover, despite efforts being made, social and cultural norms and deep-seated unconscious biases continue to hinder the mobility of women in the

¹ Global Gender Gap Report 2023, World Economic Forum

workforce. Across G20 and OECD countries, women make up only one-third of managers². Female leadership at top positions is even more constrained. For instance, women account for just 4.8% of chief executive officers (CEOs) in Fortune 500 companies³. Further, in 2021, women accounted for 7.1% of CEOs in a review of large, listed companies in the EU countries⁴. Bridging of gaps at leadership positions is also crucial to handle inequalities across levels.

Even as our countries continue to take initiatives to further economic participation of women and their advancement to leadership positions through appropriate policy tools, lack of gender disaggregated data makes it extremely difficult to assess the impact on the ground and track the progress achieved. Thus, transparent and reliable measurement is essential to make sure that we are moving in the right direction.

The G20 EMPOWER Alliance, under the Italian Presidency, identified five core key performance indicators (KPIs) across four broad heads – work, money, power, and knowledge. The objective was to encourage the private sector to measure and report gender disaggregated data on an annual basis, with the government supporting this transition.

The first edition of the G20 EMPOWER KPI Dashboard was published under the Indonesian Presidency (in 2022) to encourage reporting of the identified indicators. Given that measurement is a core outcome for G20 EMPOWER, India's Presidency takes forward this commitment. It is imperative to take stock of the existing data, assess the progress, and highlight the gaps. Thus, India presents the G20 EMPOWER KPI Dashboard 2023 edition.

² Policies and Practices to Promote Women in Leadership Roles in the Private Sector, OECD, 2020

³ <https://fortune.com/2022/08/03/female-ceos-global-500-thyssenkrupp-martina-merz-cvs-karen-lynn/>

⁴ Joining Forces for Gender Equality - What is Holding Us Back?, OECD, 2023

OVERVIEW

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OVERVIEW

This second edition of the G20 EMPOWER Dashboard provides an update on the five KPIs (annexure) identified under the Italian G20 EMPOWER Presidency in 2021. As mentioned earlier, the five KPIs were defined under four broad areas - work, money, power, and knowledge.

The information on the five KPIs is summarized as follows (considering the 19 G20 countries and 9 guest countries this year⁵):

| Key Area | Related KPI/Proxy Indicator | Available Data Points* | Source |
|------------------|---|--|---|
| WORK | Proportion of women in senior and middle management positions | The indicator is available for 22 out of the 28 G20 and guest countries | International Labor Organization, "SDG indicator 5.5.2 - Proportion of women in senior and middle management positions (%)" ILOSTAT database, https://ilostat.ilo.org/ . Accessed 23-06-2023 |
| | Female share in promotions | Not Reported | - |
| MONEY | Gender wage gap | The data on this indicator is reported by 16 out of 28 G20 and guest countries | International Labor Organization, "Gender wage gap by occupation (%)" ILOSTAT database, https://ilostat.ilo.org/ . Accessed 14 -07-2023 |
| POWER | Share of women on companies' board of directors/Total director seats held by women | The data on this indicator is reported by 22 out of 28 G20 and guest countries | Morgan Stanley Composite Index Women on Boards: Progress Report 2022 |
| KNOWLEDGE | Women in Science, Technology, Engineering and Mathematics (STEM) Occupations (% of total STEM employment) | The data point is not being sufficiently tracked at present available for 13 out of 28 G20 and guest countries | International Labor Organization, ILOSTAT database, ILO Harmonized Microdata |

*includes countries that have reported data at least once since 2014

⁵ EU data not included

ANALYSIS

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ANALYSIS

WORK

Women's labor force participation has been well acknowledged as essential for economic growth and is a fundamental dimension to track gender equality. Evidence indicates a relatively higher presence of women at the entry level and at junior positions; however, the phenomenon of a leaky pipeline trickles in as women move up in the organizational ladder. According to the global data tracked by LinkedIn, women's representation drops to 25% in C-Suite positions on an average, which is just more than half of the representation in entry-level positions, at 46%⁶.

For the purpose of this Dashboard, two indicators were identified to measure progress on women's advancement to leadership positions: share of women in senior and middle management positions, and the female share in promotions. The latter is not being tracked currently, while the former is one of most widely reported indicators by the countries and is based on their respective labor force surveys. In fact, the “female share of employment in managerial positions” is one of the indicators (indicator 5.5.2) of SDG Goal 5 “Achieve gender equality and empower all women and girls”.

Table 1: Proportion of women in senior and middle management position (in %)

| Country | 2014 | 2016 | 2018 | 2020 | 2021 | 2022 |
|-----------|------|------|------|------|------|------|
| Argentina | 38.6 | na | 33.2 | 37.0 | 37.4 | na |
| Australia | 35.0 | 36.2 | 33.8 | 34.2 | 38.2 | na |
| Brazil | 36.5 | 37.6 | 37.9 | 35.5 | 37.2 | 38.3 |
| Canada | 36.5 | 37.6 | 38.7 | 40.0 | 39.3 | 38.6 |
| China | na | na | na | na | na | na |

⁶ Global Gender Gap Report 2023, World Economic Forum

| Country | 2014 | 2016 | 2018 | 2020 | 2021 | 2022 |
|----------------------|------|------|------|------|------|------|
| France | 32.0 | 31.1 | 34.4 | 34.9 | 36.8 | na |
| Germany | 27.8 | 28.1 | 28.6 | 27.1 | na | na |
| India | na | na | 14.4 | 17.3 | 17.0 | 16.2 |
| Indonesia | na | na | na | na | na | na |
| Italy | 21.9 | 22.0 | 23.2 | 23.0 | na | na |
| Japan | 11.4 | 13.3 | 14.4 | 13.1 | na | na |
| Mexico | 35.3 | 35.3 | 35.5 | 38.4 | 37.5 | 38.3 |
| Russian Federation | 38.1 | 40.4 | 39.8 | 43.2 | 43.8 | na |
| Saudi Arabia | na | na | na | na | na | na |
| South Africa | 34.3 | 35.7 | 33.9 | 35.1 | 35.2 | 36.5 |
| South Korea | na | na | na | na | na | na |
| Turkey | 15.6 | 16.7 | 16.3 | 19.3 | 20.7 | na |
| United Kingdom | 32.9 | 33.8 | 34.2 | na | na | na |
| United States | 38.8 | 39.7 | 40.5 | 42.3 | 43.2 | 42.8 |
| | | | | | | |
| Bangladesh | na | na | na | na | na | na |
| Egypt | na | 7.1 | 7.4 | 20.7 | 20.5 | na |
| Mauritius | 27.3 | 29.5 | 31.0 | na | 40.4 | na |
| Netherlands | 24.0 | 24.4 | 24.8 | 24.8 | na | na |
| Nigeria | na | na | na | na | na | na |
| Oman | na | na | na | na | na | na |
| Singapore | na | na | na | na | na | na |
| Spain | 29.5 | 30.3 | 31.9 | 36.5 | na | na |
| United Arab Emirates | na | na | 15.7 | 17.7 | 23.6 | na |

Source: International Labour Organization. "SDG indicator 5.5.2 - Proportion of women in senior and middle management positions (%)" ILOSTAT database, <https://ilostat.ilo.org/data/>. Accessed 23-06-2023

Even though at the time of writing this report, data was available only for six countries for 2022 on the indicator 'proportion of women in senior and middle management positions', an analysis of a longer time series indicates progress among most of the G20 countries. The average of 'proportion of women in senior and middle management positions' across G20 countries has been around 30% since 2014; it touched about 33.6% in 2021. However, none of the G20 countries or the guest countries for which the data is available has reached the SDG target of 50% of women in senior and middle management positions. Also, significant disparity remains in the representation of women in senior positions across industrial sectors and between private and public organizations.

According to the latest Global Gender Gap Report 2023 by the World Economic Forum, the 'drop to the top' varies across industries. In sectors such as consumer services, retail, and education women fare relatively better in terms of representation at senior positions. Healthcare and care services is the only industry where women surpass men in either Manager (60.7%) or Director (53.8%) positions, while also displaying the highest share of women in either VP (46.8%) or C-suite (39.8%) roles. The next-best industries for female senior leaders are consumer services (49.9% of Director positions, 46.3% of VP roles and 38.4% of C-suite roles are held by women) and education (49.3% of Director positions, 41.4% of VP roles and 38.6% of C-suite roles are held by women). However, construction, financial services, and real estate present challenging conditions for aspiring female leaders⁷.

Fixing the leaky pipeline is a priority for a majority of G20 countries. The countries have taken policy measures to encourage women to remain in the workforce by ensuring a conducive work environment and labor market security. Maternity is a career inflection point that uniquely affects women; women's labor force participation can fall sharply during the age of childbearing. Childcare notwithstanding, globally 57%-81% (depending upon the country) of all caregivers of the elderly are also women⁸. Besides undertaking policy measures to support women through work life transitions such as maternity, the governments of G20 countries are encouraging more women in labor force by eliminating legal barriers towards their employment, conducting awareness campaigns, and promoting women entrepreneurship.

⁷ Global Gender Gap Report 2023, World Economic Forum

⁸ <https://www.ncbi.nlm.nih.gov/pmc/articles/PMC4804270/>

There are some country specific examples of the existing interventions. Since 2016, France has established a network of 100 early childhood care facilities for children aged upto three years of unemployed parents who can access childcare services close to their residence through a smartphone application⁹. The Republic of Korea has raised the subsidy cap on leave before and after childbirth to support pregnant workers. The paternity leave was expanded from five days to ten days starting October 2019. A public childcare service has been put in place to ease the childcare burden for working parents¹⁰.

Accessibility and affordability of childcare services covering those aged below 13 are the top policy priorities in Australia. In October 2022, the Australian government announced an investment of \$4.5 billion on affordable childcare in order to reduce barriers to women's workforce participation rate and support their economic security¹¹. In India, the Maternity Benefit (Amendment) Act, 2017 increased the maternity leave from 12 weeks to 26 weeks¹². The Act also requires every establishment with 50 or more employees to provide crèche facilities within a prescribed distance.

Japan has one of the most generous parental leave policies. To enable balancing of work and childcare responsibilities, the Japanese government amended the Childcare and Family Care Leave Act in 2022 to allow for more flexibility and encourage more men to avail such leaves. The male employees have been entitled to four weeks' leave, in one or two installments, within eight weeks after birth (Childcare at Birth Leave)- this is in addition to the existing government-paid childcare leave entitlements for both parents¹³.

Ending a legal barrier, India recently permitted women to work in night shifts subject to the provision of shelter, restroom, night creche, women's toilet, protection from sexual harassment and transportation¹⁴. The Russian Federation, in January 2021, enforced legislation reducing the number of occupations restricted to women from 456 to 100¹⁵.

Likewise, corporations are also implementing policies to retain women at work and support them through significant life transitions. Companies are offering flexible work arrangements, arranging for childcare services, providing mentoring/bridging courses, are looking at developing and adopting gender equality policies, etc.

⁹ https://www.ilo.org/wcmsp5/groups/public/---dgreports/---cabinet/documents/publication/wcms_814421.pdf

¹⁰ <https://www.unwomen.org/sites/default/files/2022-06/Korea%20%28Republic%20of%29%20%28EN%29.pdf>

¹¹ <https://www.education.gov.au/early-childhood/announcements/federal-budget-commits-45-billion-more-affordable-child-care>

¹² https://prsindia.org/files/bills_acts/bills_parliament/2016/PRS%20Legislative%20Brief%20_4.pdf

¹³ <https://www.jdsupra.com/legalnews/japan-employment-law-update-amendment-1685032/>

¹⁴ <https://www.oecd.org/g20/summits/osaka/G20-Women-at-Work.pdf>

¹⁵ https://www.ilo.org/wcmsp5/groups/public/---dgreports/---cabinet/documents/publication/wcms_814421.pdf

MONEY

The difference in earnings of women and men is one of the most glaring examples of gender inequality. The gender wage gap is a widely used indicator to highlight this disparity. Although all 19 G20 countries and 9 guest countries except Oman and the United States have ratified the ILO Convention on Equal Remuneration, 1951 (No.100), and most countries have a national law prohibiting discrimination in pay based on sex, there are still gaps. Estimates indicate that at the current rate, it will take about 257 years to close the global gender pay gap¹⁶. The situation calls for urgent and progressive action to achieve equal pay.

While horizontal and vertical gender segregations of workforce are the fundamental reasons for the earning differences between men and women, other factors exacerbate the differences in earnings. These are: women being inclined to take part-time roles due to care responsibilities, time out of workforce, limitations in opportunities in education due to social and cultural factors, and discrimination on the basis of sex (e.g. perceiving a job done by a woman is of less value than a similar job done by a man). In fact, high attainment of education and greater participation of women in workforce has insignificant impact on pay gap differences. Lack of transparency in pay scales and gender differences in salary negotiations also contribute to wage gap differences between men and women.

Table 2: Gender wage gap (in %)

| Country | 2014 | 2016 | 2018 | 2020 | 2021 | 2022 |
|-----------|------|------|------|------|------|------|
| Argentina | -0.5 | na | 1.5 | -0.1 | 1.4 | na |
| Australia | na | na | na | na | na | na |
| Brazil | 12.4 | 9.5 | 8.9 | 5.7 | 4.3 | 8.9 |
| Canada | 14.6 | 14.2 | 13.4 | 12.6 | 12.4 | 13.3 |
| China | na | na | na | na | na | na |
| France | 11.7 | 10.1 | 10.5 | 11.6 | na | na |
| Germany* | 21.1 | 20.1 | 19.0 | 17.3 | 16.7 | na |
| India | na | na | 22.4 | 21.2 | 22.3 | na |
| Indonesia | na | na | na | na | na | na |

¹⁶ <https://www.weforum.org/agenda/2019/12/global-economic-gender-pay-gap-equality-women-parity-pay/>

| Country | 2014 | 2016 | 2018 | 2020 | 2021 | 2022 |
|----------------------|------|------|------|------|------|------|
| Italy* | 7.4 | na | 6.2 | 5.5 | 6.1 | na |
| Japan | na | na | na | na | na | na |
| Mexico | 6.7 | 1.8 | na | na | na | na |
| Russian Federation | na | na | na | na | na | na |
| Saudi Arabia | na | na | na | na | na | na |
| South Africa | na | na | 10.0 | na | na | na |
| South Korea | 33.8 | 33.6 | 31.5 | 29.6 | 29.4 | na |
| Turkey | -1.4 | -2.7 | 1.2 | -9.9 | 0.9 | na |
| United Kingdom | 20.9 | 20.0 | 19.8 | na | na | na |
| United States | 14.4 | 13.4 | 13.8 | 13.8 | 13.8 | 11.2 |
| | | | | | | |
| Bangladesh | na | na | na | na | na | na |
| Egypt | na | 6.9 | 6.3 | -2.4 | -9.5 | na |
| Mauritius | 15.0 | 18.4 | 14.5 | na | 13.0 | na |
| Netherlands* | 16.4 | 14.8 | 14.2 | 13.1 | 12.5 | na |
| Nigeria | na | na | na | na | na | na |
| Oman | na | na | na | na | na | na |
| Singapore | na | na | na | na | na | na |
| Spain | 12.5 | 12.5 | 17.7 | 11.8 | na | na |
| United Arab Emirates | na | na | na | na | na | na |

Source: International Labour Organization. "Gender wage gap by occupation (%)" ILOSTAT database, <https://ilostat ilo.org/data/>. Accessed 14-07-2023.

*Source: Gender pay gap in unadjusted form by NACE (Industry, construction and services -except activities of households as employers and extra-territorial organisations and bodies-). https://ec.europa.eu/eurostat/databrowser/view/EARN_GR_GPGR2__custom_3116477/default/table?lang=en. Accessed 31-05-2023

NOTE: The ILO Indicator and the EUROSTAT indicator are not strictly comparable, as the ILO indicator covers all sectors and the EUROSTAT indicator does not cover all sectors.

The data indicates that in general women earn less than men; this is true for most of the G20 countries. Nonetheless, the countries for which the data is available does indicate some improvement towards bridging wage gaps; however, the progress remains inadequate. Mostly, it is a mixed picture with the gap being near zero to as much as 30%. Also, data unavailability, with 11 countries showing no data, is a major challenge for this indicator.

Closing the gender pay gaps is not only the right thing to do; it also helps reap significant economic benefits by encouraging more women to join the

workforce. Pay gap reporting, announcement of minimum wages, upskilling/training, and reforming the recruitment processes from the gender lens are some of the measures that have been introduced across a host of G20 countries.

For instance, in the United Kingdom, all private and public enterprises with more than 250 employees need to report on gender differences in both median and mean wages and bonuses as of April 2018 (Government of the United Kingdom, 2017). In fact, in the first year of reporting (March 2017-March 2018) itself, over 10,000 employers reported their data, representing 100% compliance: the median gender pay gap fell to a record low of 17.9%, down from 18.4% previous year¹⁷. Canada also passed new pay equity legislation that was enforced in January 2021. It requires federally regulated private and public sector employers with 10 or more employees to establish and regularly update a pay equity plan¹⁸.

Australia is also taking significant action towards bridging the gender pay gaps. On 30 March 2023, the Australian Parliament passed the Workplace Gender Equality Amendment (Closing the Gender Pay Gap) Bill 2023. The Bill will, for the first time, allow the Workplace Gender Equality Agency (WGEA) to publish gender pay gaps at the employer level, in addition to publishing the gender pay gap at national, industry and occupational levels¹⁹. Likewise, Spain in 2020 approved new legislation on equal pay for work of equal value that was to enter into force in April 2021. The legislation mandates all companies to have a remuneration registry and obliges those with 50 or more employees to apply for an equality plan and carry out a pay audit²⁰.

Also, it is important to ensure that women and men receive equal remuneration not just for the same or similar work, but also for work of equal value. Assessing the value of different jobs on the basis of common and objective criteria will help contribute to more transparent and efficient systems for pay determination. Thus, use of job evaluation tools can help establish the relative value of jobs and whether their corresponding pay is just.

¹⁷ <https://www.oecd.org/g20/summits/osaka/G20-Women-at-Work.pdf>

¹⁸ <https://www.oecd.org/gender/OECD-ILO-2021-Women-at-Work-P%C3%B6licy-Action-Since-2020-G20-Italy.pdf>

¹⁹ https://www.equalpayinternationalcoalition.org/whats_new/accelerating-action-towards-closing-the-gender-pay-gap-in-australian-workplaces/

²⁰ https://www.ilo.org/wcmsp5/groups/public/---dgreports/---cabinet/documents/publication/wcms_814421.pdf

POWER

The case for having a diverse leadership is clear, but women continue to be underrepresented at top leadership positions. The historically lower participation of women in the workforce has resulted in very few success stories at the C-suite level that organizations can leverage as role models for their people.

The movement to have more women in the boardroom has gained much traction over the past few years though, with nearly all G20 countries seeking to improve the representation of women on company boards. Disclosure of the 'women on company boards' is required by several national legislations, enabling tracking of this indicator across G20 countries.

Table 3: Total director seats held by women (in %)

| Country | 2014 | 2016 | 2018 | 2020 | 2021 | 2022* |
|--------------------|------|------|------|------|------|-------|
| Argentina | na | na | 11.1 | na | na | na |
| Australia | 15.3 | 26.0 | 31.5 | 34.0 | 34.8 | 37.2 |
| Brazil | 5.1 | 5.8 | 8.0 | 13.7 | 16.9 | 19.1 |
| Canada | 12.7 | 22.8 | 27.0 | 31.3 | 32.9 | 35.5 |
| China | 8.4 | 8.5 | 11.1 | 13.0 | 13.8 | 14.8 |
| France | 25.8 | 37.6 | 41.2 | 44.8 | 45.3 | 46.1 |
| Germany | 16.7 | 19.5 | 22.5 | 34.2 | 34.1 | 35.5 |
| India | 6.5 | 12.8 | 14.0 | 16.6 | 17.1 | 18.2 |
| Indonesia | 6.0 | 2.8 | 3.3 | 9.0 | 12.2 | 12.3 |
| Italy | 17.7 | 33.1 | 35.0 | 36.5 | 38.8 | 42.5 |
| Japan | 1.7 | 4.8 | 6.4 | 10.7 | 12.6 | 15.5 |
| Mexico | 5.8 | 7.2 | 7.3 | 9.0 | 10.6 | 11.5 |
| Russian Federation | 4.8 | 6.8 | 9.2 | na | na | na |
| Saudi Arabia | na | na | na | 2.1 | 2.2 | 3.5 |
| South Africa | 17.9 | 18.7 | 24.6 | 28.8 | 34.0 | 34.4 |
| South Korea | na | 2.4 | 2.3 | 4.9 | 8.7 | 12.8 |
| Turkey | 12.7 | 11.6 | 14.7 | 18.7 | 18.8 | 19.3 |

| Country | 2014 | 2016 | 2018 | 2020 | 2021 | 2022* |
|----------------------|------|------|------|------|------|-------|
| United Kingdom | 17.0 | 25.3 | 29.1 | 34.3 | 37.0 | 39.2 |
| United States | 12.2 | 20.3 | 23.4 | 28.2 | 29.7 | 31.3 |
| Bangladesh | na | na | na | na | na | na |
| Egypt | 4.4 | 5.0 | 7.7 | 11.1 | 13.8 | 16.7 |
| Mauritius | na | na | na | na | na | na |
| Netherlands | 17.9 | 18.9 | 24.9 | 32.8 | 34.7 | 38.9 |
| Nigeria | na | na | na | na | na | na |
| Oman | na | na | na | na | na | na |
| Singapore | 7.8 | 11.2 | 13.7 | 19.5 | 18.2 | 21.6 |
| Spain | 13.3 | 20.6 | 23.6 | 31.2 | 34.1 | 37.7 |
| United Arab Emirates | na | 3.1 | 3.2 | 4.1 | 6.3 | 8.8 |

Source: Morgan Stanley Composite Index, Women on Board Progress Report, 2022, 2017, 2015

* This annual progress report provides an overview of gender diversity changes across all 2,811 constituents of the MSCI ACWI Index, as of Oct. 4, 2022

Implementation of strong actions (disclosure requirements/regulatory measures including mandatory quotas/voluntary targets-table 5, annexure) has led to a noticeable change in representation of women at the board level in some countries.

For instance, in Asia, India stands as one of the first markets adopting a quota to promote gender diversity. The Companies Act, 2013, requires “at least one” woman director on boards of listed and certain public companies²¹. In Singapore, the Code of Corporate Governance recommends that listed companies set and disclose a board diversity policy and progress in achieving their objectives in the annual reports. Listed companies are required to disclose information under comply or explain listing requirements²².

In the United Kingdom, the corporate governance code was updated in 2018; it requires companies to report on the gender balance of senior management in their annual reports and to provide details of company practices to

²¹ <https://www.oecd.org/corporate/OECD-Corporate-Governance-Factbook.pdf>

²² <https://www.oecd.org/corporate/OECD-Corporate-Governance-Factbook.pdf>

encourage greater gender diversity on boards²³. In the United States, the Securities Exchange Commission (SEC) adopted a rule effective from 2020 that requires a public company to provide a description of the company's human capital resources (including attraction and retention metrics, policies and practices related to workforce diversity, equity, and inclusion [DEI], company's training and development programs, including those related to DEI) to the extent such disclosures would be material to an understanding of the company's business²⁴.

In France, a law (Law No. 2011-103) was passed in 2011, requiring a 40% gender balance among the non-executive directors of the largest companies with a deadline of 2017 and a mid-term target of 20% by 2014²⁵. In Germany, a 30% quota was set in 2015 with a deadline of 2016 for companies that are listed or that are subject to full co-determination²⁶. Italy took a more gradual approach to quotas, starting in 2011. The Gender Parity Law of 2011 required quotas for three consecutive board renewal terms, with a 20% quota for the underrepresented gender for the first renewal and 33% for the second and third ones. A new law in force from 14 October 2020 has extended the period to six consecutive renewals and tightened the quota to 40% for the less represented gender²⁷.

In France, women's representation on boards increased from 13% in 2011 to 44.3% in 2019; in Germany, from 16% in 2011 to 33.3% in 2019; and in Italy from 3% in 2009 to 36.5% in 2019²⁸.

Nonetheless, despite the progress, gender balance at the top of listed companies is still a distant goal for most of the G20 countries.

KNOWLEDGE

Given the speed with which technology is changing and touching every aspect of our lives, it becomes imperative to ensure that women tide along on this wave of change. We cannot afford to live in a world where scientific and technological solutions are desperately needed, and yet half of the world's

²³ *ibid*

²⁴ <https://www.oecd.org/corporate/OECD-Corporate-Governance-Factbook.pdf>

²⁵ *ibid*

²⁶ *ibid*

²⁷ https://www.weps.org/sites/default/files/2020-12/CaseStudy_%20Italy_Final.pdf

²⁸ <https://www.oecd.org/corporate/OECD-Corporate-Governance-Factbook.pdf>

talent is excluded. It is critical that women learn, adapt to, and build on these for future.

Women are particularly under-represented in STEM education (science, technology, engineering, and mathematics), and consequently, in STEM careers. Future technologies including Artificial Intelligence, Machine Learning, Robotics, Mechatronics, Cloud Computing, 3D Printing and Extended Reality are fast changing the world of work, becoming the foundation of economic growth driving innovation, inclusivity, and sustainability. These STEM based occupations represent the jobs of the future attracting good remuneration. It is important to ensure that women are not left out in this transition and are able to leverage these emerging job opportunities that rely heavily on tech skills.

However, at present, girls and women remain a minority in both STEM education and careers. According to the LinkedIn data presented in the latest Global Gender Gap Report 2023, while women make up almost half (49.3%) of total employment across non-STEM occupations, they constitute just about 29.2% of all STEM workers. Also, women are scarce in all STEM based industries, apart from healthcare and care services, where they represent 51.5% of the workforce. The data also reveals that while the percentage of female STEM graduates entering into STEM employment is increasing with every cohort, the numbers on the integration of STEM university graduates into the labor market show that the retention of women in STEM one year after graduating sees a significant drop²⁹.

Not surprisingly, the gender gaps at leadership positions are even more pronounced in STEM careers. Women account for 29.4% of entry-level workers and 29.9% of senior workers in STEM occupations, but the share of women in Manager or Director positions drops to one quarter (25.5% and 26.7% respectively). Further, women's representation in high-level leadership roles such as VP and C-suite drops even lower, to 17.8% and 12.4%, respectively³⁰.

²⁹ Global Gender Gap report 2023, World Economic Forum

³⁰ ibid

Likewise, the progress in terms of representation of female talent in AI workforce has also been limited. According to the World Economic Forum's, Gender Gap Report, only 30% of AI talent was female in 2022, marking a difference by 4% than what it was in 2016.

Women have an important role to play in shaping the future. Integrating a gender perspective in science and technology/AI development will also enable more effective solutions for emerging socio-economic development challenges.

Thus, it is extremely critical to monitor the status of women in technical roles. The KPI Dashboard tracks 'Women in STEM occupations' which is being used as a proxy for the indicator Share of Women in Technical Roles.

Table 4: Women in STEM occupations (% of total STEM employment)

| Country | 2014 | 2016 | 2018 | 2020 | 2021 | 2022 |
|--------------------|------|------|------|------|------|------|
| Argentina | na | na | na | na | na | na |
| Australia | na | na | na | na | na | na |
| Brazil | 38.1 | 44.8 | 45.9 | 46.1 | 45.2 | 46.1 |
| Canada | 40.9 | 42.4 | 43.1 | 42.2 | 41.8 | 42.4 |
| China | na | na | na | na | na | na |
| France | 36.5 | 37.1 | 37.6 | 38.0 | 41.3 | na |
| Germany | na | na | na | na | na | na |
| India | na | na | na | na | na | na |
| Indonesia | na | na | na | na | na | na |
| Italy | 33.5 | 34.7 | 34.7 | 35.4 | na | na |
| Japan | 27.2 | 28.3 | 28.9 | na | na | na |
| Mexico | 36.9 | 37.1 | 38.2 | 41.4 | 37.7 | 34.7 |
| Russian Federation | na | na | na | na | na | na |
| Saudi Arabia | na | na | na | na | na | na |
| South Africa | na | na | na | na | na | na |
| South Korea | na | na | na | na | na | na |
| Turkey | 32.0 | 34.1 | 34.5 | 34.6 | 35.5 | na |
| United Kingdom | 39.6 | 39.9 | 40.1 | 41.0 | 41.4 | 40.1 |
| United States | 46.9 | 47.2 | 47.1 | 51.4 | 51.8 | 51.5 |
| | | | | | | |
| Bangladesh | na | na | na | na | na | na |

| Country | 2014 | 2016 | 2018 | 2020 | 2021 | 2022 |
|----------------------|------|------|------|------|------|------|
| Egypt | na | 27.4 | 30.4 | 28.2 | 30.3 | na |
| Mauritius | 29.4 | 26.1 | 30.4 | na | 31.4 | na |
| Netherlands | na | na | na | na | na | na |
| Nigeria | na | na | na | na | na | na |
| Oman | na | na | na | na | na | na |
| Singapore | na | na | na | na | 32.7 | na |
| Spain | na | na | na | na | na | na |
| United Arab Emirates | na | na | na | na | na | na |

Source: International Labour Organization, ILOSTAT database, ILO Harmonized Microdata. Accessed 23-06-2023

The above table shows data unavailability for most countries. An improvement is indicated in most of the countries for which the data has been reported. The United States is the only country that has achieved gender parity. A systemized reporting of data related to women in STEM related education and jobs remains a critical gap that needs to be addressed.

Nonetheless, proactive measures in G20 countries are underway to encourage more girls and women to undertake education/training in STEM subjects and build related careers. Initiatives such as granting scholarships for STEM programs, career advice/awareness/mentoring programs, internship opportunities, and science fairs are being invested in to bring about a change.

For instance, the Mexican Ministry of Labor and Social Welfare has strengthened the 'Youth Building the Future' Program for the most affected sectors such as health, culture, agriculture, sport, services and STEM. This includes training and financial monthly support. As many as, 60% beneficiaries are women. Likewise, Australia is funding various measures to build the skills girls and women need to access high-skilled jobs in a post-COVID 19 environment - for example, the Women in STEM and Entrepreneurship Grants Program and the Women in STEM Ambassador role³¹. Another remarkable initiative is the Meninas e Jovens fazendo Ciências Exatas, Engenharias e Computação (Girls and Youth doing Exact Sciences,

³¹ Ending gender-based discrimination in G20 countries: A frame for action (oecd.org)

Engineering and Computing) campaign that is raising the vocational interest of female students of basic education and higher education in STEM professions in Brazil³².

India has been working towards addressing gender disparity in STEM and has introduced several policy measures and incentives to enhance participation of girls and women in STEM subjects. Schemes such as the Vigyan Jyoti, Women Scientists Scheme, CURIE program are encouraging women to pursue science at school level and also take up research in STEM related subjects. According to World Bank, 43% of STEM graduates in India are women.

³² <https://lac.unwomen.org/sites/default/files/Field%20Office%20Americas/Documentos/Publicaciones/2020/09/Women%20in%20STEM%20UN%20Women%20Unesco%20EN32921.pdf>

KEY RECOMMENDATIONS

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LOOKING FORWARD: KEY RECOMMENDATIONS

This G20 EMPOWER KPI Dashboard for 2023 reiterates the need to ensure data availability across the five identified indicators. None of the five indicators had complete data by all G20 countries. Also, continuity of data remains a challenge. We reemphasize the need for collective effort across G20 countries to collate and disclose data on these five indicators to begin with. Measurement and tracking remain crucial for accountability and undertaking informed and impactful policy making towards bridging gender gaps.

Through this dashboard, we once again urge the G20 countries to commit to reporting of the five identified key performance indicators: measuring the female share of workforce (at each career level); the gender pay gap; the share of women on company's Boards of Directors (detailing also executive roles); and the share of women in STEM occupations (detailing also managerial positions).

The governments are urged to put in place relevant compliance mechanisms to encourage and implement public disclosure on the G20 EMPOWER KPIs annually by all companies and undertakings registered in G20 countries with over 250 employees in the last financial year.

Private sector companies are also urged to roll out the monitoring and disclosure of G20 EMPOWER KPIs starting from the financial year 2022 in order to ensure the availability of company level data for aggregation at the national level. The joint G20 EMPOWER objective is to ensure 100% compliance by the private sector (with over 250 employees) by 2025, in line with the G20 EMPOWER 2021 commitments and with the Brisbane Goal timeframe. Private companies are urged to implement measures to remove barriers to realize women's equal representation in leadership levels and gender equality. Also, there is a strong case for an active involvement of employers' organizations in advancing gender equality.

We particularly call out the lack of information on female share of promotions and share of women in technical occupations and encourage governments and

corporations from G20 Countries to work together in order to fill the existing data gaps.

Further, women entrepreneurship has been one of the key priorities under India's G20 EMPOWER Presidency. Women entrepreneurs have tremendous potential to accelerate economic growth. However, the International Labor Organization estimates that 50% of women's entrepreneurial potential is underused, compared with 22% of men's³³. Given that most of the women-led enterprises belong to the micro and small sector, they continue to face a plethora of challenges ranging from timely access to finance and collateral, and developing market linkages.

During India's Presidency, Indonesia re-emphasised the need to track a common set of KPIs for recognizing the progress made towards addressing the challenges faced by women-owned SMEs and initiating a policy dialogue towards finding impactful solutions. The following initiatives have been taken by Indonesia.

Recognizing the critical role of female entrepreneurship in driving economic advancement, Indonesia has launched initiatives to empower women-led MSMEs. These efforts are jointly undertaken with the World Bank in Indonesia, along with key actors from both the public and private sectors, aiming to create an enabling environment for the growth of Women's Small and Medium Enterprises (WSMEs). Representing the private sector are G20 EMPOWER, the Indonesian Women Entrepreneurs Association (IWAPI), and the Employers' Association of Indonesia (APINDO), who are dedicated to addressing pressing issues, assembling analytical data, and leading the dialogue. The public sector, on the other hand, is represented by the Ministry of Women Empowerment and Child Protection (MoWECP).

Two significant outcomes of these partnerships are the "Opening Opportunities Report: The Economic Cost of Gender Gaps in Entrepreneurship in Indonesia" and the "Indonesia Women in SMEs Dashboard." The latter is an interactive platform promoting transparency and accountability, set to be updated quarterly, effectively making it a living document. It will display thematic analytical studies such as the Opening Opportunities Report and facilitate the implementation of their recommendations. These tools are designed to evaluate and lessen gender

³³ https://icg.citi.com/icghome/what-we-think/citigps/insights/women-entrepreneurs_20220304

disparities in Indonesian entrepreneurship, highlighting the considerable economic implications of such gaps.

A holistic, multi-faceted policy approach has been proposed to tackle these issues effectively. It consists of five essential interventions:

1. **Legal Reforms:** Advocating for changes in regulations to grant women equal legal rights as men in running businesses, owning property, and accessing financial resources.
2. **Education and Training:** Encouraging gender-inclusive education and skills training to allow women to compete effectively in the business sphere.
3. **Financial Inclusion:** Emphasizing the need to enhance women's access to credit and other financial services crucial for business growth.
4. **Supportive Infrastructure:** Urging the creation of infrastructure such as childcare facilities and transportation that help women juggle business and domestic responsibilities.
5. **Social Norms Transformation:** Stressing the importance of altering traditional gender norms that restrict women's entrepreneurial activities via targeted societal and cultural interventions.

The overarching goal of these interventions is to establish an equal playing field for women entrepreneurs, enabling their enterprises to thrive. This comprehensive strategy transcends mere economic growth, extending into social and cultural shifts, fostering a more equitable and prosperous Indonesia in the process.

India too has a strong focus on women entrepreneurship with one of the key priorities being 'women's entrepreneurship : a win win for equity and economy'. In alignment with this priority, special emphasis was laid on women owned SMEs. Accordingly, India strongly endorses the need to track key performance indicators for women owned SMEs and has undertaken the initiative in line with the work being done by Indonesia. In India the initiative is being piloted under the guidance of Ministry of Women and Child Development.

The G20 countries are urged to support measuring of outcomes for women in SMEs by tracking performance indicators and work towards a collaborative policy dialogue.

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ANNEXURE

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ANNEXURE

DEFINITION OF 5 KPIs

Under the 2021 Italian Presidency, G20 EMPOWER Members defined four key areas – work, money, power, and knowledge – and five priority KPIs within these areas. The following definitions were developed under the Italian Presidency.

In line with the G20 EMPOWER 2021 commitments, these KPIs aiming at monitoring the female share of workforce (at each career level), the female share in promotions, the gender pay gap, the share of women on company's Boards of Directors (detailing also executive roles), and the share of women in technical roles are to be measured through a standardized company-level monitoring mechanism for all companies and undertakings registered in G20 countries with over 250 employees in the last financial year. In line with this G20 EMPOWER commitment, all data should be publicly disclosed through the most relevant reporting mechanism at the company level, such as the non-financial reporting. This standardized, systematic monitoring at the enterprise level should then feed into existing national- and international-level monitoring efforts on gender equality at work. For example, if all companies with over 250 employees in a given country include the indicator female share of promotions in their non-financial reporting standards, this indicator could then be integrated in national monitoring platforms.

In view of implementing a standardized monitoring mechanism to collect data which can then be aggregated on a national- and international-level, the G20 EMPOWER Alliance is using datasets and resources from international organizations such as the ILO and the OECD, as a basis for tracking its five KPIs in the yearly KPI Dashboard. When the data for the exact G20 EMPOWER KPI is not available in the existing ILO dataset, the G20 EMPOWER Alliance is using proxy indicators (specified under each definition) from the ILO and OECD databases, in order to capture overall trends on the same topics. With steadfast

commitment of the private sector and governments, the data on missing indicators should become available over time, thus reducing the use of proxy indicators.

WORK

FEMALE SHARE OF WORKFORCE

The indicators which help measure the progress on women's advancement to leadership positions in the workforce include:

Indicator 1: The percentage of female employees in a company, at the company level and for each career level from entry to management, breaking down management into junior (CEO -4 level), middle (CEO -2 and 3) and senior (CEO and CEO -1 level) management levels.

The available proxy which summarizes on national and international levels is the more general label senior and middle management positions, and does not include any information about the junior management level. For each level, the percentage is always the number of female in employment in that level over total employment in that level³⁴.

Indicator 2: The second indicator describes the phenomenon of the female pipeline in the workforce is the 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. This information is supposed to be available on the company level but still today is not being tracked in national monitoring platforms. It must become part of the non-financial reporting standard and flow into national data systems.

³⁴ 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).

MONEY

TOTAL GENDER WAGE GAP

Indicator 3: Difference of the median yearly salaries (including benefits) between the female workforce and the male workforce over the median yearly salary of male employees.

The available proxy which can be used on national and international levels is the gender wage gap which 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.

POWER

SHARE OF WOMEN ON COMPANY'S BOARD OF DIRECTORS

Indicator 4: Percentage of Board seats assigned to women over total seats, with details of female executive roles over total executive ones.

KNOWLEDGE

SHARE OF WOMEN IN TECHNICAL ROLES/STEM OCCUPATIONS

Indicator 5: Percentage of female employees in technical departments³⁵ over total employees in those departments, with details of that percentage at the management level only.

The available proxy which can be used on national and international levels is the share of women in STEM occupations³⁶.

³⁵ Technical departments are considered all units where the majority of personnel has a technical background (e.g., STEM degree, ITC degree, technical school, etc.) or those with primary activities involved in engineering, R&D, product design, production, data science, IT, operations, clinical work, patient handling, surgery etc.

³⁶ 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 specialized 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.

LIST OF G20 & GUEST COUNTRIES

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LIST OF G20 & GUEST COUNTRIES

G20 Countries

Argentina, Australia, Brazil, Canada, China, European Union, France, Germany, India, Indonesia, Italy, Japan, Mexico, Russian Federation, Saudi Arabia, South Africa, South Korea, Turkey, United Kingdom, United States. Spain has a permanent guest status.

G20 Guest Countries in 2023


Bangladesh, Egypt, Mauritius, Netherlands, Nigeria, Oman, Singapore, United Arab Emirates.

Table 5: Provisions to achieve gender diversity on boards

| Jurisdiction | Provisions to achieve gender diversity on boards | |
|----------------|--|--|
| | Quota (mandatory) | Target (voluntary) |
| Argentina | - | - |
| Australia | - | 30% C ¹ |
| Brazil | - | - |
| Canada | - | - |
| China | - | - |
| France | 40% | |
| Germany | 30% ² | |
| India | At least one ³ | |
| Indonesia | - | |
| Italy | 40% ⁴ | - |
| Japan | - | 12% for listed companies on the First Section of the Tokyo Stock Exchange by 2022 ⁵ |
| Korea | At least one | |
| Malaysia | - | 30% |
| Mexico | - | - |
| Netherlands | | - |
| Russia | - | - |
| Saudi Arabia | - | - |
| Singapore | | 20% by 2020; 25% by 2025; and 30% by 2030 for top 100 listed companies |
| South Africa | 30% for SOEs | - |
| Spain | - | 40% by 2022 |
| United Kingdom | - | 33% by 2020 |
| United States | - | - |

Source: OECD Corporate Governance Factbook 2021

1. In Australia, the Corporate Governance Principles and Recommendations do not set a numerical target, but recommend that each company should set its own numerical target
2. In Germany, the 30% minimum quota applies to supervisory boards of listed companies subject to equal co-determination. In addition, these listed companies are required to set individual targets for the supervisory board and the executive board.

- 
3. In India, every listed company and every other public company having paid up share capital of Rs 100 crore (Rs 1 billion) or more or turnover of Rs 300 crore (Rs 3 billion) or more shall appoint at least one female director. Further, the top 1,000 listed entities (by market capitalization) are required to have at least one female independent director.
 4. In Italy, Law 160/2019 increased the gender quota (from 33% to 40%, effective starting from 2020) and extended its application (six subsequent board nominations, i.e. nearly 18 years).
 5. In Japan, the First Section of the Stock Exchange refers to the main and largest listing segment of the Exchange, comprising 2,191 companies.



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