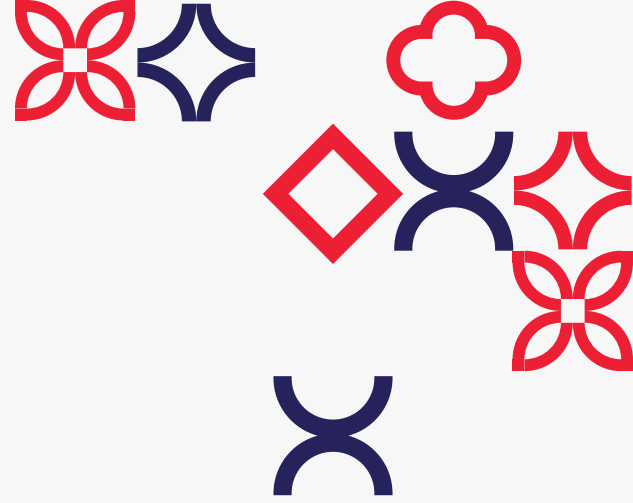


G20 EMPOWER KPI DASHBOARD // 2022

# TRACKING PROGRESS ON WOMEN IN LEADERSHIP ROLES ACROSS G20 & GUEST COUNTRIES



# INDEX



## PREAMBLE

---

## G20 EMPOWER ROADMAP FOR CHANGE: IT STARTS WITH MEASURING

MEASURING TO IMPROVE

DEFINITION OF G20 EMPOWER 5 KEY PERFORMANCE  
INDICATORS (KPIs)

KPIs DASHBOARD: 2022 OVERVIEW

TRENDS ANALYSIS

LOOKING FORWARD: KEY RECOMMENDATIONS

---

## ACKNOWLEDGEMENTS

---

## ANNEX

LIST OF G20 & GUEST COUNTRIES

---

# PREAMBLE

---

At the 2014 Summit in Brisbane, the G20 Leaders committed to reducing the gender gap in labour force participation by 25% by 2025. Around half of the G20 economies for which regular data are available remain on track to reach the Brisbane goal, as of 2021, but reinforced efforts will be required in the other G20 economies to promote greater labour market participation by women<sup>1</sup>. In addition, despite some progress, gender gaps in other labour market outcomes, including job quality and access to leadership positions, remain stubbornly large.

G20 countries continue to take initiatives to improve the quality of women's labour market outcomes with a focus on promoting women's participation in STEM studies and occupations, which are the most in-demand; on advancing equal pay for work of equal value; and on bringing more women at the top through measures to promote equal representation of women in higher-ranked position<sup>2</sup>. Yet, the results are slow to show. This is why the G20 EMPOWER Alliance, leveraging its members from Governments and businesses in G20 and guest countries, has been spearheading the G20 effort to further accelerate gender equality in the workforce and ensure women have enhanced access to leadership and executive positions, for them to co-lead the change alongside men.

Within the corporate world, over the past decades we have witnessed a steep increase in investments to empower women in G20 Countries and beyond: a substantial number of Diversity & Inclusion (D&I) programs have been rolled out in small, medium and large-size corporate companies. Given this effort, it is surprising that businesses, just as Governments, are still lagging far behind on women's equitable inclusion in the workforce and at leadership levels. Despite these efforts and the strong business case made for having a critical mass of women at the most senior levels, companies are still falling short in filling their top ranks with women and the private sector lags behind the public sector in empowering women in management roles and on boards<sup>3</sup>. In tandem with developing inclusive and gender-responsive policies and programmes, businesses would thereby benefit from examining their effectiveness and taking corrective action to improve them.

---

<sup>1</sup> Women at Work in G20 countries: policy action since 2021. ILO & OECD. Forthcoming.

<sup>2</sup> Ibid.

<sup>3</sup> Policies and Practices to Promote Women in Leadership Roles in the Private Sector, report prepared by the OECD for the G20 EMPOWER Alliance (2020)

Most existing programs are not supplemented with monitoring mechanisms which enable companies to measure results, understand the problem and the impact of corrective measures, learn and improve – ensuring over time the effectiveness of their D&I policies. Without accurate, transparent and regular measurement and disclosure, the efforts undertaken by the private sector, including the ones supported by G20 Governments, risk missing their targets and ambitions set for their workforce and organization as a whole.

This is why measurement is at the core of the outcomes of G20 EMPOWER. The main focus of this G20 EMPOWER KPI Dashboard is to ensure that when it comes to D&I there is not only commitment from company leadership but also a strong focus on implementation and measurement.

# G20 EMPOWER ROADMAP FOR CHANGE: IT STARTS WITH MEASURING

## Measuring to Improve

Sound and reliable measurement is necessary to ensure progress and improvement on gender equality in the workforce and beyond. To accelerate measurement within the private sector in all G20 Countries, the G20 EMPOWER Alliance agreed in 2021, under the Italian Presidency, to encourage all private sector companies to measure and disclose on a yearly basis the G20 EMPOWER core Key Performance Indicators (KPIs) (starting for the financial year 2022), while in parallel urging Governments to take action and support the business world in this crucial transition – also by improving the tracking and monitoring mechanisms of these 5 KPIs at national level.

In line with the G20 EMPOWER 2021 commitments, these KPIs - aiming at monitoring the female share of the workforce (at each career level); the female share of 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 company-level, such as the non-financial reporting. This standardized, systematic monitoring at 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.

To accelerate this urgent change and support the achievement of the G20 Commitments, in particular the Brisbane Goal and the G20 EMPOWER Commitments, the members of the G20 EMPOWER Alliance will strive to reach 100% compliance on these indicators across G20 countries by 2025 – by mobilizing the private sector within their respective Countries and by working closely with the governmental counterparts on

creating incentive mechanisms to reach full compliance and ensure this data feeds into national-level monitoring mechanisms.

This G20 EMPOWER Dashboard, showcasing the most recent data available for the 5 G20 EMPOWER KPIs, thereby aims to support G20 EMPOWER members in reaching this goal. It tracks progress on a yearly basis across G20 and Guest Countries, in order to facilitate measurement, highlight existing gaps and support the joint G20 effort of achieving gender equality in the world of work – with a specific focus on the leadership levels, which constitute the core issue of G20 EMPOWER's work.

## DEFINITION OF 5 KPIS

Under the 2021 Italian Presidency, G20 EMPOWER Members defined 4 key areas – work, money, power and knowledge – and 5 priority KPIs within these areas. The definitions included in this section were developed in collaboration with Knowledge Partners and were agreed upon by G20 EMPOWER members.

In view of implementing a standardized company monitoring mechanism able to collect data which can then be aggregated on a national- and international-level, the G20 EMPOWER Alliance is using datasets from its Knowledge Partners, ILO and OECD, as a basis for tracking its 5 KPIs in the yearly KPI Dashboard. When the data for the exact G20 EMPOWER KPI is not available in the existing ILO/OECD datasets, 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. Over time, the data on missing indicators should become available thanks to the commitment of the private sector and of Governments to increase the data collected on gender equality in the workforce, reducing the use of proxy indicators and increasing the overall availability of data on gender equality issues in the workforce across G20 Countries.

### WORK

#### FEMALE SHARE OF WORKFORCE BY CAREER LEVEL

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

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

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 employees in that level over total employees in that level<sup>4</sup>.

**Indicator 2:** The second indicator able to describe 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 should be available at the company level but still today is not being tracked in national monitoring platforms, unless it becomes part of the non-financial reporting standard and flows into national data systems.

# MONEY

## TOTAL GENDER WAGE GAP

**Indicator 3:** Difference of median yearly salary (incl. benefits) between total female workforce and male workforce over 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 departments<sup>5</sup> over total employees in those departments, with details of that percentage at management level only.

The available proxy which can be used on national and international level is the share of women in STEM occupations<sup>6</sup>.

---

<sup>4</sup> 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).

<sup>5</sup> 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.

<sup>6</sup> 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.



## KPI DASHBOARD: 2022 OVERVIEW

This first edition of the G20 EMPOWER Dashboard provides an overview of the core indicators, showcasing G20 and Guest Countries comparisons in relation to the G20 EMPOWER KPIs (or their proxies) as well as the availability (or lack thereof) of data across G20 countries. Moving forward, this dashboard and data will be published on a yearly-basis by the G20 EMPOWER Alliance, with the support of its Knowledge Partners, in order to track progress and encourage corporates and Governments across G20 Countries to improve monitoring mechanisms that can inform evidence-based policy- and decision-making.

In terms of availability of data on the 5 G20 EMPOWER KPIs, the situation is as follows (considering the 20 G20 and 3 guest countries):

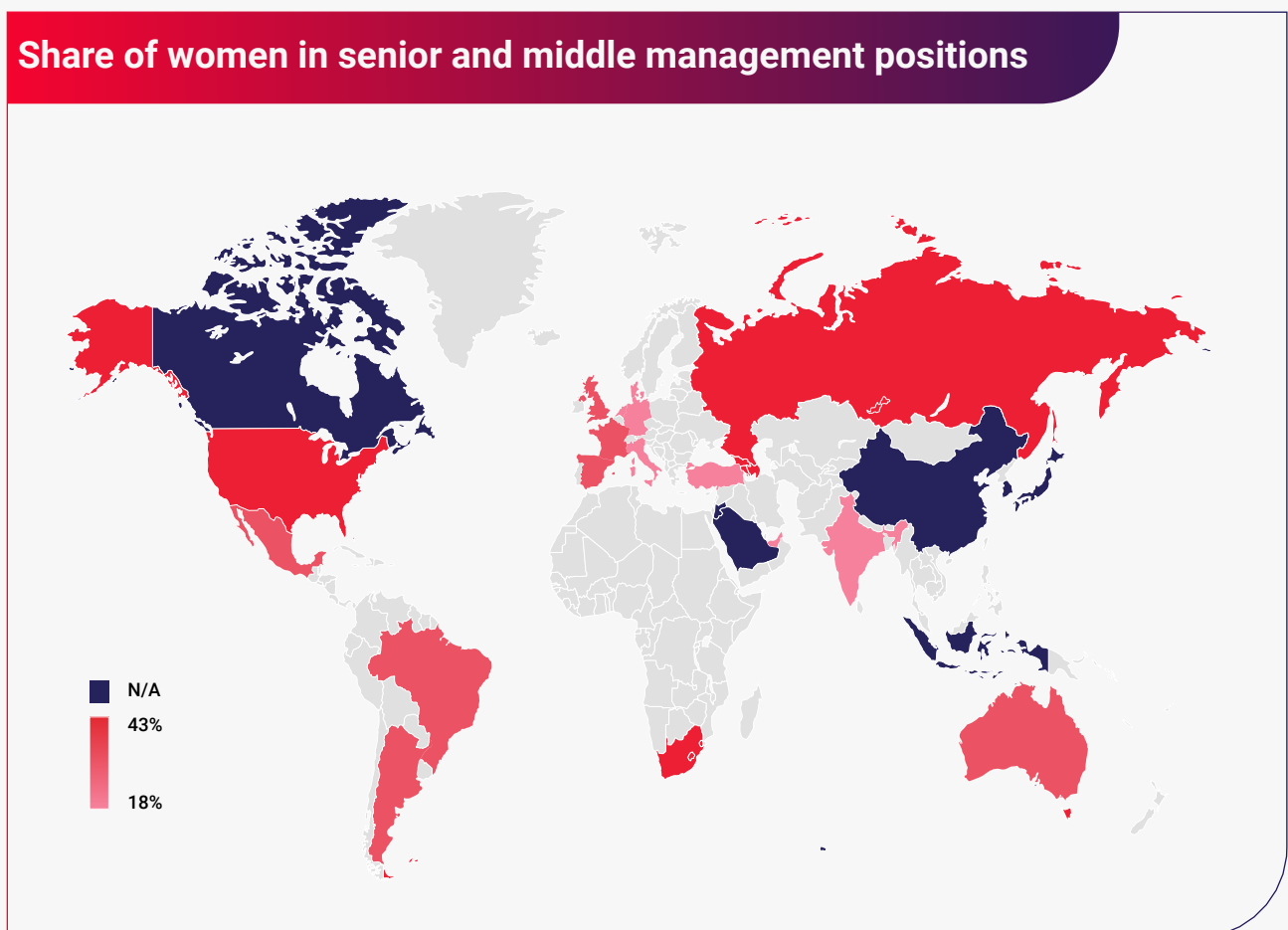
- **Women on company's boards of directors** is the only indicator required by law for public companies and is thereby available in 22 out of 23 countries.
- The most significant indicator to describe the female workforce in leadership positions is the percentage of **Women in senior and middle management positions**, an SDG indicator that can be calculated on the basis of labour force survey data. This constitutes also a widely monitored indicator – available in 17 out of 23 G20 and guest countries.
- Data on the **gender wage gap** is lagging far behind – being available in only 13 out of 23 countries based on labour force surveys.
- The two additional G20 EMPOWER KPIs, **female share of promotions** and the **share of women in technical roles**, are not being tracked in a sufficiently systematic and standardized way across G20 or Guest Countries, thereby requiring a specific effort by all companies and G20 Governments to ensure these indicators become part of monitoring frameworks at company- and national-level, starting from the financial year 2022. The proxy indicator Women in STEM occupations is also lagging far behind, with data available for only 6 out of 23 countries.

The maps below, showcase the available data as of 2021 (or most recent year with availability of data) across G20 and Guest Countries, for the 5 G20 EMPOWER KPIs (and related proxies).

## WORK

### PROXY FOR: FEMALE SHARE OF WORKFORCE BY CAREER LEVEL

The share of women in the workforce is an established dimension to monitor gender equality. But it is the female share of workforce by career level which helps to understand the pace of enhancement in female leadership. While there is a relatively higher presence of women in entry-level and junior positions across all industries, the more we head towards senior management, the more the presence of women diminishes, and the pipeline of women narrows: employers seem to lose their investments by failing to retain talent up the ladder.



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 22-07-2022

\* Last data available 2021

\*\* Last data available 2020

\*\*\* Last data available 2019

The **female share of promotions** is a crucial indicator to track progress in women's careers within a company. Without an accurate tracking of the distribution and promotion of women among the different career levels within enterprises and industries, which does not exist as for today across G20 Countries and can thereby not be displayed in a map within this KPI Dashboard, there is the risk of continuing to have a biased analysis of their actual integration within the workforce, across all levels of the career ladder.

A leaking talent pipeline for women as a result of weak promotion rates and substantial career drop outs is largely due to the lack of gender-responsive public regulations and corporate policies and/or their efficient implementation. And this already fragile pipeline has been further impacted by the Covid-19 pandemic, due to - among others - significant job- and income-losses for women and additional care burdens, all factors which must be addressed to create the foundation for (re-)entry into the pipeline. To recover and build a more sustainable and resilient pipeline of talented women and resolve, once and for all, the root causes hindering women's empowerment to leadership positions, including balancing work with family responsibilities, gender-based violence and legal, social, cultural, and other barriers, business leaders and governments must work in deep synergy to urgently adopt and implement a series of priority policies and measures identified by G20 EMPOWER in its 2021 and 2022 Communiqués and improve their tracking and performance of the indicators pertaining to the female share of promotions.

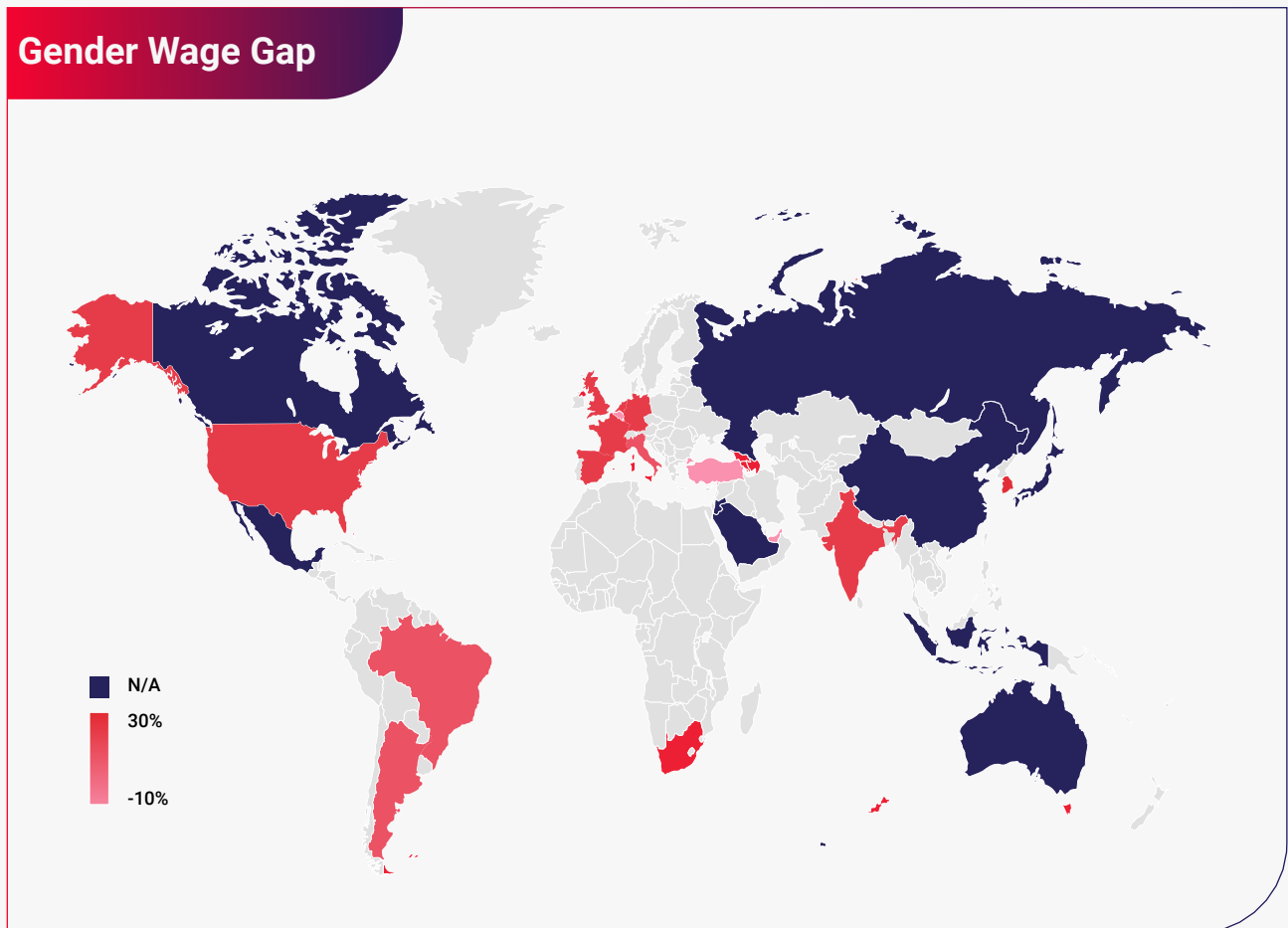
## MONEY

### GENDER WAGE GAP

As an unadjusted indicator, the raw Gender Wage Gap gives an overall picture of the differences in earnings between men and women. It measures a concept that is broader than the concept of 'equal pay for equal work or work of equal value' as part of the gender gap in earnings reflects differences in the jobs that men and women work in terms of economic activity or occupation. The first phenomenon is called 'sectoral gender segregation' and the second one is called 'occupational gender segregation'. Less access to top jobs, more prevalence of part-time jobs and discontinuous careers are other factors that together with a different age structure determine gender gaps in labour income. Another reason why the gender wage gap can occur is maternity. Working mothers with young children tend to have lower salaries than those without. This can be linked to a number of causes, including interruptions or reductions in working hours, employment in jobs more conducive to family commitments but involving lower wages or stereotypes in career advancement decisions. All of these factors are important for interpreting changes in the gender wage gap over time, nevertheless, regular monitoring of the gender pay gap as well as reporting required by law (as it happens in some G20 countries), can help to increase the pressure on companies and governments to take action to close the gap.

For sure the long-term ambition should be to measure the gender wage gap at all levels (junior, middle and senior) and not just the median salary.

Data about the gender wage gap is still not available sufficiently, therefore two data sources have been considered: the ILO indicator and the EUROSTAT indicator. Both are not strictly comparable, as the ILO indicator covers all sectors and the EUROSTAT indicator does not cover all sectors.



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.

Source: International Labour Organization. "Gender wage gap by occupation (%)" ILOSTAT database, <https://i-lostat.ilo.org/data/>. Accessed 22-07-2022.

°Source: Gender pay gap in unadjusted form by NACE (Industry, construction and services -except activities of households as employers and extra-territorial organizations and bodies-). [https://ec.europa.eu/eurostat/data-browser/view/EARN\\_GR\\_GPGR2\\_\\_custom\\_3116477/default/table?lang=en](https://ec.europa.eu/eurostat/data-browser/view/EARN_GR_GPGR2__custom_3116477/default/table?lang=en). Accessed 22-07-2022.

\* Last data available 2021

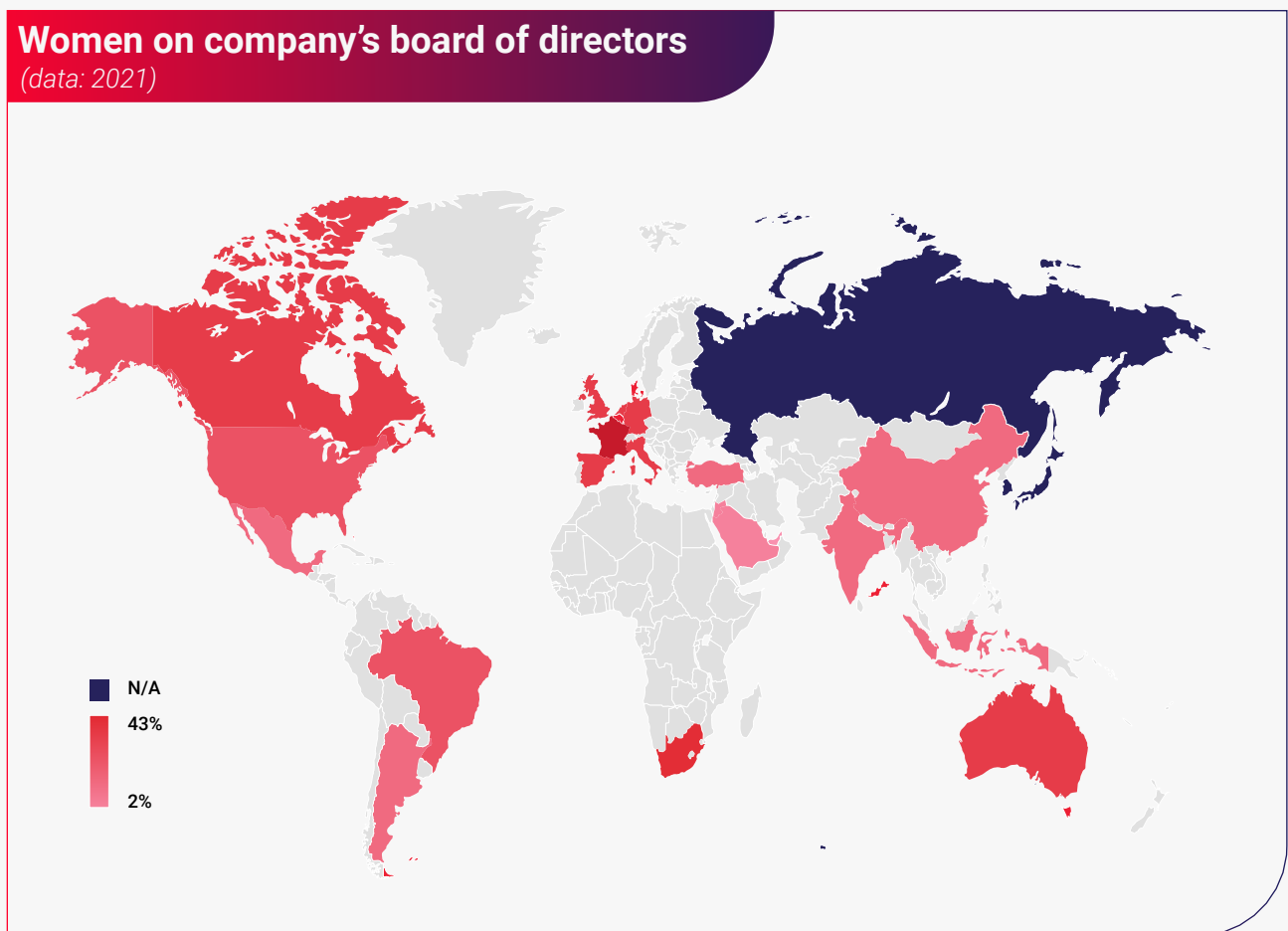
\*\* Last data available 2020

\*\*\* Last data available 2019

# POWER

## SHARE OF WOMEN ON COMPANY'S BOARDS OF DIRECTORS

The objective of improving **gender parity in the boardroom** has become over the past decade a real collective discussion and movement. This has resulted in a vastly expanded conversation around the topic and increased action as countries unveil one initiative after another. In 2011, just a handful of countries were already committing to action on boardroom diversity – those few that had introduced quotas –including Norway, France, and Italy—or introducing other legislation or voluntary targets to accelerate change. Now, nearly all countries have local organizations or governments



Source: Women in the boardroom a Global perspective, Deloitte, 2022

# KNOWLEDGE

## PROXY FOR: SHARE OF WOMEN IN TECHNICAL ROLES

An indicator with growing interest, considering the challenges lying ahead – from technological and digital transformation to planet sustainability, from the post-pandemic economic recovery to the tackling of pre-existing and exacerbated poverty, inequality and inclusivity issues – is the monitoring of **Women in STEM occupations**, which is being used in this Dashboard as a Proxy for the indicator Share of Women in Technical Roles. This data is however regularly available in only 7 out of 23 G20 and guest countries, creating a severe lack of awareness of the situation and hindering change to achieve parity in technical / STEM roles. The few countries reporting this indicator could relate the obtained data to national data about female presence in STEM specific educational and academic programs and feed it into a holistic strategy to increase the number of women in STEM occupations in the long term and nationwide.

We need women to lead side-by-side with men to overcome emerging challenges and to ensure companies and Governments can succeed in leading and shaping the future in a sustainable and inclusive way. But this is far from being the reality today: despite the lack of systematized data, we know women are under-represented in fast-growing STEM occupations such as computing, digital information technology, engineering, mathematics and physics while women on the other hand are well represented in health & welfare and natural science job cluster<sup>7</sup>.

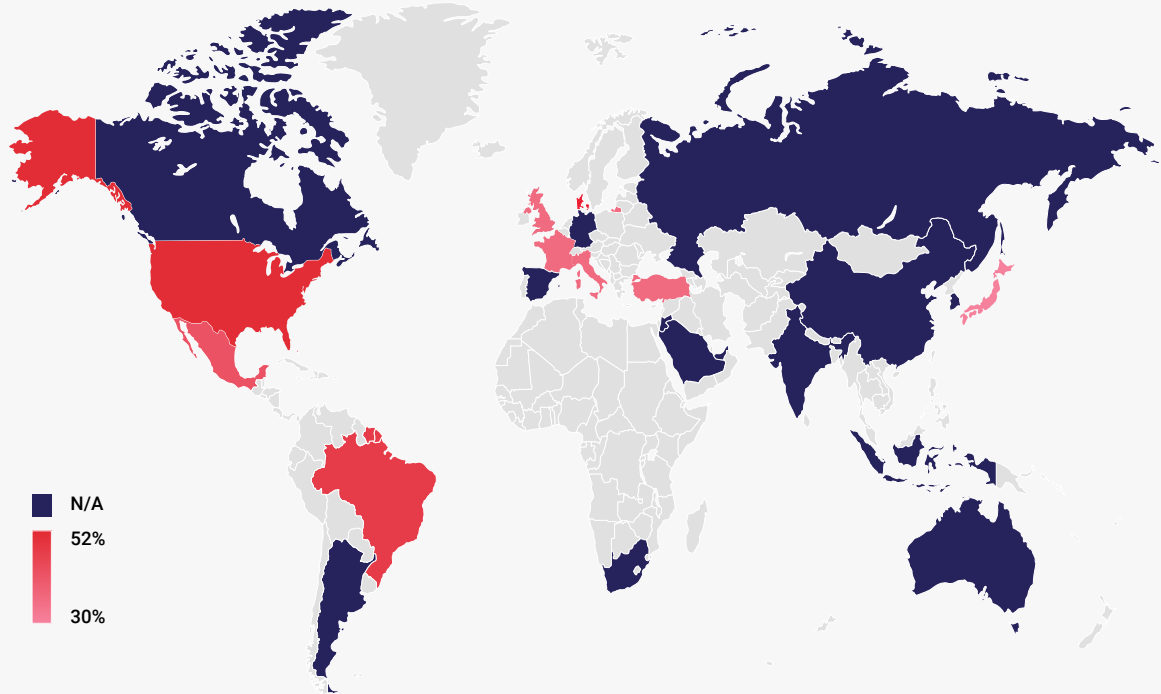
Gender-based employment segregation needs to be urgently addressed and, to do so, we must start with deep changes at the leadership level: re-thinking the skills and qualities a leader must have by overcoming the current male-dominated leadership model and ensuring companies and countries are led by diverse teams with the capacity to create an equal working environment for all.

But the solution of gender-based employment segregation also requires to address gender barriers and stereotypes earlier on: in education systems, study curricula and expectations of parents and teachers on children. The private sector could promote mentorship programmes and initiatives allowing girls to understand the potential offered by a career in STEM.

---

<sup>7</sup> Unesco, Science Report, 2021

## Women in STEM occupations



Source: International Labour Organization, ILOSTAT database, ILO Harmonized Microdata.

\* Last data available 2021

\*\* Last data available 2020

\*\*\* Last data available 2019

## TRENDS ANALYSIS

One of the Sustainable Development Goals (SDG 5.5) is to “ensure women's full and effective participation and equal opportunities for leadership at all levels of decision-making in political life”, and one of the indicators of progress is the proportion of **women in managerial positions** (SDG Indicator 5.5.2). Women account for far less than half of all managerial jobs in all G20 countries, ranging from a high of around 40% or more in the US and Russia, to a low of around 18% in 2020 in India and the United Arab Emirates. Since 2014, their share has increased in most G20 countries but is far from reaching parity.

Measures to promote equal representation of women in higher-ranked position and in sectors and occupations where they are under-represented are also helpful in improving the level of women's earnings, thus reducing the gender pay gap. In 2020, some G20 countries have introduced new legislation to ensure gender parity in decision making bodies both in the public and in the private sector. For instance, Australia committed to a new gender diversity target: by 2025, 50 per cent of government board positions should be held by women. France recently mandated that 40 per cent of positions on the boards of directors should go to women also in private companies with more than 250 employees. Moreover, in France, according to the Gender Equality Index, at least four of the top ten positions in a company with more than 50 employees should be held by women. Several G20 countries have reported on the results achieved on women's representation in high-ranked positions, following the adoption of proactive measures. Most notably, Germany has managed to increase women's participation in supervisory boards of listed companies and of co-determined companies (i.e. with more than 2,000 employees) by 14 percentage points in five years, achieving 35.2 per cent in 2020, which is 5 percentage points above the original requirement. Beyond the introduction of quotas, G20 countries are increasingly addressing the gender gap in the share of women in decision making positions through non-binding voluntary targets. In particular, in 2021, Canada will start the 50-30 Challenge, which encourages participating organizations to achieve gender parity on boards (“50%”) and to have a 30 per cent representation from Indigenous, racialized persons, persons living with disabilities, and members of the LGBTQ2+ community.<sup>8</sup>

The worldwide average of **women on board of directors** now sits at 19.7%, an increase of just 2.8 percentage points since 2019. If this rate of change were to continue every two years, we could expect to reach a level approaching parity in 2045. But there is a slight acceleration in the pace of change: The report of 2019 showed parity being reached just by 2052, that means that the timeline has been cut by around 7 years.<sup>9</sup>

<sup>8</sup> ILO and OECD 2021. Women at Work in G20 countries: Policy action since 2020. Report prepared for the G20 Employment Working Group under the Italian Presidency.

<sup>9</sup> Deloitte, Women in the boardroom a Global perspective, 2022.



But the presence of more women does not mean they are reaching top leadership positions. There are comparatively few female board chairs and even fewer female CEOs. Greater participation on boards is only a first step on a longer journey to reach positions of executive power and board leadership. Research findings show that diversity at the highest leadership levels really matters and makes a big difference to overall diversity. The ILO's 2019 report on Women in Business and Management confirms this. When a company's board is chaired by a woman, companies are 6.5% more likely to have women in senior management positions. When the board is gender-balanced, companies are 3.1% more likely to have women in senior management positions and 6% more likely to have women in top executive positions.<sup>10</sup>

The most diverse boards still tend to be found at companies led by women at the executive or board levels. For example, companies with women CEOs have, on average, significantly more gender-balanced boards than those led by men: 33.5% women vs. 19.4%. The finding is similar for companies with female chairs.<sup>11</sup>

The unadjusted raw **gender wage gap** shows a mixed picture of the G20 economies. The range in gender wage gap stretches from around zero to almost 30% with the majority of the countries for which data are available over time shown a gap of between 13 and 17%.

A number of G20 countries have undertaken measures to strengthen their minimum wages, which contribute to reducing the gender pay gap at the bottom of the wage distribution given women's overrepresentation in the lower half of the wage scale. For instance, the Government of Japan has taken steps to raise the minimum wage to a national weighted-average of 1,000 JPY (9.2 USD) per hour. To achieve this objective, in 2020, the weighted average minimum wage was set at 902 JPY (8.3 USD). Likewise, Mexico has increased the minimum wage by 15 per cent with respect to 2020 and Germany, between 2015 and 2021, has increased the statutory minimum wage by 1 EUR (1.2 USD) per hour bringing the gross minimum wage at 9.5 EUR (11.3 USD) per hour. Germany's labour market data show that the 2015 general statutory minimum wage reform has benefitted women disproportionately, as about 60 per cent of the 4 million workers earning less than 8.5 EUR (10.1 USD) per hour in 2014 were women.<sup>12</sup>

Compared with 2014, **the share of women in STEM employment -- used as a proxy in this report for the indicator *share of women in technical roles* ---** has been increasing in all G20 countries for which data are available, G20 countries continue to take initiatives to improve the quality of women's earnings with a focus on promoting women in STEM studies and occupations, which offer better paid employment opportunities, underlining though there is a need to value jobs in all sectors

---

<sup>10</sup> ILO, The business case for change, 2019

<sup>11</sup> Deloitte, Women in the boardroom a Global perspective, 2022.

<sup>12</sup> ILO and OECD 2021. Women at Work in G20 countries: Policy action since 2020. Report prepared for the G20 Employment Working Group under the Italian Presidency.

In line with this, the United States has continued to encourage women to pursue studies in STEM fields, including in aerospace, and help women candidates to find an appropriate internship programme at the end of their studies with an increase of higher education internship and fellowship positions in STEM went to women candidates. China and Singapore have also scaled up efforts to tackle gender segregation in STEM education and STEM occupations, while Australia has promoted women's entrepreneurship in STEM sectors. The Government of Canada introduced a Student Work Placement Program that provides employers with a variety of funding, including wage subsidies, to hire post-secondary students from under-represented groups including women in STEM, indigenous students, persons with disabilities and migrant students.<sup>13</sup>

---

<sup>13</sup> Ibid.

# WORK

## Women in senior and middle management position

Country	2014	2016	2018	2020	2021
Argentina	38,6 %	n/a	33,2%	37,0%	37,4%
Australia	35,0%	36,%	33,8%	34,2%	n/a
Brazil	36,5%	37,5%	37,8%	35,4%	37,1%
Canada	n/a	n/a	n/a	n/a	n/a
China	n/a	n/a	n/a	n/a	n/a
France	32,0%	31,2%	34,4%	34,9%	n/a
Germany	27,8%	28,1%	28,6%	27,1%	n/a
India	n/a	n/a	13,7%	17,7%	n/a
Indonesia	n/a	n/a	n/a	n/a	n/a
Italy	21,9%	22,0%	23,2%	23,0%	n/a
Japan	11,4%	13,3%	n/a	n/a	n/a
Mexico	35,3%	35,2%	35,6%	38,5%	37,5%
Netherlands	24,0%	24,4%	24,8%	24,8%	n/a
Russian Federation	38,1%	40,4%	39,8%	43,2%	n/a
Saudi Arabia	n/a	n/a	n/a	n/a	n/a
Singapore	n/a	n/a	n/a	n/a	38,5%
South Africa	34,3%	35,7%	33,9%	35,1%	35,2%
South Korea	n/a	n/a	n/a	n/a	n/a
Spain	29,4%	30,3%	31,9%	36,5%	n/a
Turkey	15,5%	16,7%	16,3%	19,3%	n/a
United Arab Emirates	n/a	n/a	15,7%	17,7%	n/a
United Kingdom	32,9%	33,8%	34,2%	n/a	n/a
United States	38,8%	39,7%	40,5%	42,3%	43,2%

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 22-07-2022

# MONEY

## Gender wage gap

Country	2014	2016	2018	2020	2021
Argentina	-0,7%	n/a	1,5%	-0,1%	1,4%
Australia	n/a	n/a	n/a	n/a	n/a
Brazil	12,4%	9,5%	8,9%	5,7%	4,3%
Canada	n/a	n/a	n/a	n/a	n/a
China	n/a	n/a	n/a	n/a	n/a
France*	15,4%	15,6	16,1%	15,3%	n/a
Germany*	21,1%	20,1	19,0%	17,3%	n/a
India	n/a	n/a	16,2%	13,2%	n/a
Indonesia	n/a	n/a	n/a	n/a	n/a
Italy*	n/a	n/a	6,2%	5,5%	n/a
Japan	n/a	n/a	n/a	n/a	n/a
Mexico	6,7%	1,8%	n/a	n/a	n/a
Netherlands*	16,4%	14,8%	14,2%	13,1%	n/a
Russian Federation	n/a	n/a	n/a	n/a	n/a
Saudi Arabia	n/a	n/a	n/a	n/a	n/a
Singapore	n/a	n/a	n/a	n/a	n/a
South Africa	n/a	n/a	10,0%	n/a	n/a
South Korea	33,8%	33,6%	31,5%	29,6%	n/a
Spain	12,5%	12,5%	17,7%	n/a	n/a
Turkey	-1,4%	-2,7%	1,2%	-9,9%	n/a
United Arab Emirates	n/a	n/a	n/a	n/a	n/a
United Kingdom	20,9%	20,0%	19,8%	n/a	n/a
United States	14,4%	13,4%	13,8%	13,8%	13,8%

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.

Source: International Labour Organization. "Gender wage gap by occupation (%)" ILOSTAT database, <https://i-lostat.ilo.org/data/>. Accessed 22-07-2022.

\*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](https://ec.europa.eu/eurostat/databrowser/view/EARN_GR_GPGR2_custom_3116477/default/table?lang=en). Accessed 22-07-2022

# POWER

## Women on company's board of directors

Country	2014	2016	2018	2021
Argentina	n/a	n/a	4,7%	7,5%
Australia	15,1%	20,4%	25,4%	29,6%
Brazil	6,3%	7,7%	8,6%	10,4%
Canada	13,1	17,7%	21,4%	27,8%
China	8,5%	10,7%	10,6%	13,1%
France	27,6%	33,3%	37,2%	43,2%
Germany	18,3%	19,5%	26,2%	28,9%
India	7,7%	12,4%	13,8%	17,1%
Indonesia	3,7%	7,9%	9,3%	8,3%
Italy	22,3%	28,1%	29,3%	36,6%
Japan	2,4%	4,1%	5,2%	8,2%
Mexico	6,2%	6,0%	6,5%	9,7%
Netherlands	17,3%	21,4%	23,0%	28,6%
Russian Federation	n/a	n/a	n/a	n/a
Saudi Arabia	n/a	n/a	0,7%	1,7%
Singapore	n/a	10,7%	13,7%	17,6%
South Africa	17,5%	19,5%	26,4%	31,8%
South Korea	1,7%	2,5%	2,4%	4,2%
Spain	12,5%	16,3%	19,2%	26,3%
Turkey	10,0%	11,5%	13,2%	15,1%
United Arab Emirates	n/a	2,1%	3,8%	5,3%
United Kingdom	15,6%	20,3%	22,7%	30,1%
United States	12,2%	14,2%	17,6%	23,9%

Source: Women in the boardroom a Global perspective, Deloitte, 2022

# KNOWLEDGE

## Women in STEM occupations

Country	2014	2016	2018	2020	2021
Argentina	n/a	n/a	n/a	n/a	n/a
Australia	n/a	n/a	n/a	n/a	n/a
Brazil	38,1%	44,8	45,9%	46,1%	45,2%
Canada	n/a	n/a	n/a	n/a	n/a
China	n/a	n/a	n/a	n/a	n/a
France	36,5%	37,1%	37,6%	38,0%	n/a
Germany	n/a	n/a	n/a	n/a	n/a
India	n/a	n/a	n/a	n/a	n/a
Indonesia	n/a	n/a	n/a	n/a	n/a
Italy	33,5%	34,7%	34,7%	35,4%	n/a
Japan	27,2%	28,3%	28,9%	n/a	n/a
Mexico	36,9%	37,1%	38,2%	41,4%	37,7%
Netherlands	n/a	n/a	n/a	n/a	n/a
Russian Federation	n/a	n/a	n/a	n/a	n/a
Saudi Arabia	n/a	n/a	n/a	n/a	n/a
Singapore	n/a	n/a	n/a	n/a	n/a
South Africa	n/a	n/a	n/a	n/a	n/a
South Korea	n/a	n/a	n/a	n/a	n/a
Spain	n/a	n/a	n/a	n/a	n/a
Turkey	32,0%	34,1%	34,5%	34,6%	n/a
United Arab Emirates	n/a	n/a	n/a	n/a	n/a
United Kingdom	39,6%	39,9%	40,1%	41,0%	41,4%
United States	46,9%	47,2%	47,1%	51,4%	51,8%

Source: International Labour Organization, ILOSTAT database, ILO Harmonized Microdata.

## LOOKING FORWARD: KEY POLICY RECOMMENDATIONS

G20 leaders have taken numerous commitments, including through the Italian Presidency G20 Leaders Declaration and the 2021 G20 EMPOWER Communiqué, to enable, facilitate and implement measuring mechanisms to track progress on women's advancement to leadership positions, with a specific focus on the private sector – which employs the large majority of workers across G20 Countries.

This G20 EMPOWER Dashboard for 2021 highlights a concerning lack of data on most of the core KPIs necessary to track the advancement of women's participation in the workforce and to leadership positions. Governments and private sector across G20 Countries must accelerate their joint effort to collect, disclose and utilize such data to inform and improve their policies and decision-making within companies and Governments and to accurately track progress. The G20 EMPOWER Alliance re-iterates the crucial role of monitoring: if a problem is not understood and monitored it can't be fixed effectively. Monitoring must continue to be a core guiding principle behind G20 efforts to improve gender equality in the workforce.

Moreover, when data are available, a worrying picture emerges for several indicators of little or slow progress in closing gender gaps. G20 Countries and companies within these countries must further enhance the effectiveness and implementation of their public and corporate policies to ensure the world continues moving forward, and fast, on advancing gender equality – especially at the leadership level – rather than standing still or even taking steps backward as shown by this 2021 Dashboard, the Women and Work in G20 2020 report<sup>14</sup>, and by global reports disclosed in 2021, such as the WEF Global Gender Gap Report.

To achieve this goal, based on the data (and lack thereof) showcased in this G20 EMPOWER KPI Dashboard, the G20 EMPOWER Members:

- Urge G20 Countries, through their appropriate Government mechanisms, to standardize across sectors, monitor and compile at national-level the core G20 EMPOWER Key Performance Indicators (KPIs) – in line with the 2021 G20 EMPOWER Commitment adopted by all G20 Countries – thereby 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 technical roles (detailing also managerial positions) in order to facilitate a centralized monitoring through the internationally recognized institutions (ILO and OECD);

<sup>14</sup> <https://www.oecd.org/gender/OECD-ILO-2021-Women-at-Work-P%C3%B6licy-Action-Since-2020-G20-Italy.pdf>

- Ask G20 Governments to adopt incentives and relevant compliance mechanisms to encourage and implement public disclosure on the G20 EMPOWER KPIs annually, for all companies and undertakings registered in G20 countries with over 250 employees in the last financial year;
- Urge private sector companies to roll out the monitoring and disclosure of G20 EMPOWER KPIs starting from the financial year 2022, in order to aggregate company-level data to the national-level. The joint G20 EMPOWER objective is to achieve the G20 EMPOWER 2021 commitments with the Brisbane Goal timeframe.
- Encourage Governments and corporations from G20 Countries to work together in order to fill the existing data gaps, specifically on the female share of promotions and on the share of women in technical roles, by requiring non-financial reporting of all companies (larger than 250 employees) also on these two indicators, in order to feed the data collection at national level;
- Urge Governments and corporations to continue considering the systemic monitoring and disclosure of the gender wage gap at national level a top priority, and work to address this disparity through legislative decisions and corporate policies in all G20 countries (as in UK for example);
- Ensure that closing the worldwide gap of women in technical and STEM occupations becomes a priority across G20 Countries, requiring to prioritize data gathering, monitoring and disclosure at country level and address the issue through holistic policy efforts that encompass the educational, academic and corporate worlds;
- To further drive change at global level and to reinforce the centrality of women in leadership positions as a proxy of parity and development, we moreover ask the World Economic Forum to include female leadership as a core criterion of Country Competitiveness.



## ACKNOWLEDGEMENTS

---

The G20 EMPOWER Italian Co-Chair team wishes to thank the G20 EMPOWER Indonesian Presidency for the trust and support provided in launching this G20 EMPOWER KPI Dashboard.

We are grateful for the strategic support and guidance of the ILO in particular Anna Brachtendorf, Jae-Hee Chang, Claire Harasty, Steven Kapsos, Yves Peradel, Emanuela Pozzan and Rosalia Vasquez-Alvarez and the OECD in particular Maria Chiara Cavalleri, Raffaella Centurelli and Mark Keese, which have been instrumental for the compilation of this report and for the broader success of the G20 EMPOWER work.

We thank the Sherpa of the G20 EMPOWER Italian Delegation Gaia van der Esch and the Valore D Team, in particular Barbara Falcomer, Nicole Gila and Ulrike Sauerwald for their dedication, expertise and pragmatic contribution in moving forward this commitment, taken under the G20 Italian Presidency in 2021.



# ANNEX

## LIST OF G20 & GUEST COUNTRIES

### **G20 Members:**

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 2022:**

Netherlands, Singapore, United Arab Emirates

-