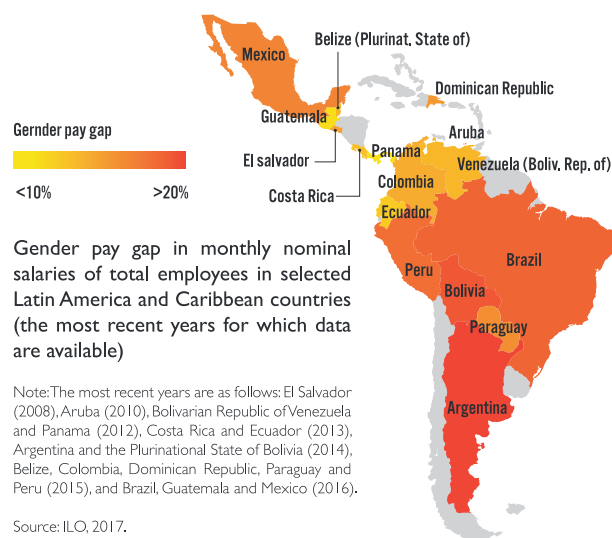


FACT 8: GENDER PAY GAPS PERSIST



The gender pay gap measures the difference between male and female earnings. Educational levels, qualifications, work experience, occupational category and hours worked account for the explained gap but the unexplained gap is attributed to conscious or unconscious bias.

THE GENDER PAY GAP	SELECTED COUNTRIES
Less than 10%	Panama, Guatemala, Ecuador, Costa Rica, Belize and the Bolivarian Republic of Venezuela
Greater than 20%	Argentina, the Plurinational State of Bolivia and Brazil



FACT 9: WOMEN SPEND A SIGNIFICANT AMOUNT OF TIME DOING UNPAID WORK

Unequal social roles and family responsibilities are cited as a leading barrier to women's leadership. Gender stereotypes continue to dictate the division of labour between women and men at home and in the workplace, but these assumptions are being challenged.



In ten Latin American countries, women spend between 1.7 and 3.5 times more hours than men doing unpaid work (Economic Commission for Latin America and the Caribbean, 2017)

Average time women spend more than men on doing unpaid work per week in each selected country	Mexico	28 hrs	Uruguay	17 hrs
	Peru	22 hrs	Panama	15 hrs
	Argentina	17 hrs	Colombia	13 hrs

TOP 5 MEASURES FOR COMPANIES TO PROMOTE WOMEN IN MANAGEMENT

As suggested by companies surveyed in Latin America and the Caribbean:

#	LATIN AMERICA	CARIBBEAN
1	Executive training for women	Executive training for women
2	Exposing women to all company operations and functions	Mentoring scheme
3	Assigning women managers visible and challenging tasks	Exposing women to all company operations and functions
4	Top level management support for a gender equality strategy	Assigning women managers visible and challenging tasks
5	Mentoring scheme	Top level management support for a gender equality strategy

Source: ILO Company Survey, 2013.

TOP 5 STRATEGIES FOR EMPLOYERS' ORGANIZATIONS TO ADVANCE WOMEN IN BUSINESS AND MANAGEMENT

#	STRATEGY
1	Conduct more research to collect statistical data on the number of women at various management levels to help build the business case.
2	Build the capacity of employers' organizations to foster women's talent.
3	Provide awareness-raising among executives and members of employers' organizations.
4	Implement training and development for member organizations and provide assistance on policy and measures.
5	Provide advice to members on career planning schemes to tap into women's talent.

Source: ILO company survey, 2013

For further information, please see:

Women in business and management: Gaining momentum in Latin America and the Caribbean
ISBN: 9789221308485

Bureau for Employers' Activities (ACT/EMP)
International Labour Office, Route des Morillons 4
CH-1211 Geneva 22, Switzerland
Email: actemp@ilo.org
www.ilo.org/actemp



International
Labour
Organization



Women in Business and Management: GAINING MOMENTUM IN LATIN AMERICA AND THE CARIBBEAN

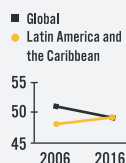


LATIN AMERICA AND THE CARIBBEAN FACTSHEET



ACT/EMP
The Bureau for Employers' Activities

FACT 1: WOMEN'S LABOUR FORCE PARTICIPATION RATE IS INCREASING IN MOST COUNTRIES IN THE REGION



Women's participation in the labour force in Latin America and the Caribbean increased from 48.5 per cent in 2006 to 49.7 per cent in 2016. During this decade the global female labour force participation rate decreased from 51.5 per cent to 49.5 per cent (ILO, 2017).

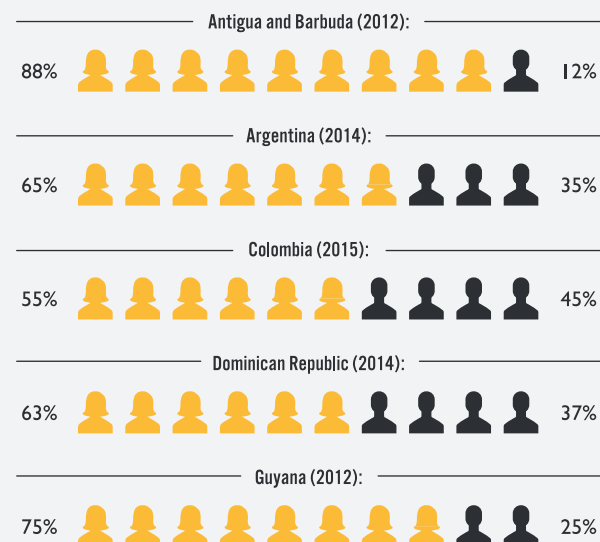


If women were to participate in the economy at the same rate as men the potential boost to the Latin American economy could be US\$2.6 trillion, or an additional 34 per cent of annual regional GDP (McKinsey Global Institute, 2015).

FACT 2: THE FEMALE TALENT POOL IS LARGER THAN EVER



In all countries of the region where data are available, more tertiary graduates are women than men. Women as a share of tertiary graduate in selected countries:



Source: UNESCO Institute for Statistics, 2017, <http://www.uis.unesco.org/> [9 Mar. 2017]



FACT 3: WOMEN LAG BEHIND IN SCIENCE, TECHNOLOGY, ENGINEERING AND MATHEMATICS (STEM) UPTAKE

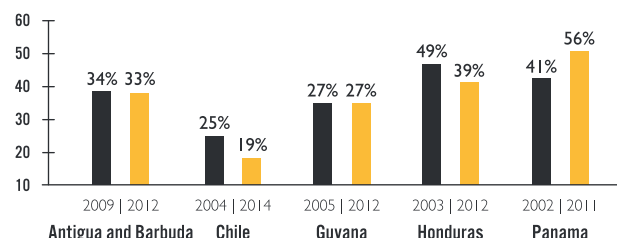


Men are more likely than women to complete STEM degrees. STEM disciplines are important for women to master, particularly if they wish to move up the ladder and be leaders in innovation. There has been some progress.



In 11 out of 16 countries for which data are available women account for more than 30 per cent of STEM graduates. Nevertheless, some countries are lagging and the region needs to be mindful of the gaps and accelerate actions that encourage women to pursue STEM.

The proportion of women tertiary graduates in STEM disciplines has increased in Panama and Uruguay and stayed the same or declined in selected countries in the region, as follows:



Source: UNESCO Institute for Statistics, 2017, <http://www.uis.unesco.org/> [9 Mar. 2017].

FACT 4: WOMEN AS MANAGERS: SLOW PROGRESS AT THE TOP

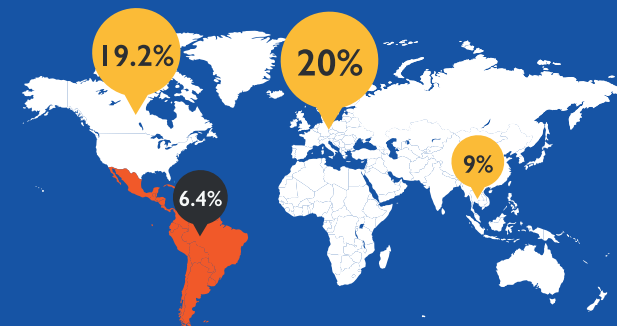


- On average, 19 per cent of enterprises in Latin America have women as top managers compared to 24 per cent of companies in the Caribbean (World Bank, 2017).
- Women are more likely to be top managers in small enterprises. On average, 24 per cent of small enterprises in 2017 have at least one woman in top management, compared to 21 per cent in medium enterprises and only 11 per cent in large enterprises (World Bank, 2017).



- Things are changing. Women in the region are more likely than men to be promoted at every level and twice as likely to be promoted at the senior manager level (Mercer, 2016).

FACT 5: WOMEN ON COMPANY BOARDS: ROOM FOR IMPROVEMENT



- In 2015, 6.4 per cent of directors serving on the boards of the 100 largest companies in Latin America were women (CWDL, 2015). Forty-seven of the 100 largest companies in Latin America did not have a single woman on their board of directors. These results place Latin America behind North America (19.2 per cent), Europe (20 per cent) and Asia and the Pacific (9.4 per cent).
- In Latin America and the Caribbean, 8.5 per cent of board members on average were women in 2016. In the Caribbean, 18 per cent of board members were women, a higher percentage of female leaders compared to Latin America (IDB, 2016).

FACT 6: GLASS WALLS ARE COMING DOWN

- Globally, women tend to perform managerial functions such as human resources, public relations and communications, and finance and administration.
- The concentration of women in managerial support roles is being reversed in the Latin America and Caribbean region. In 2016, 48 per cent of surveyed companies in Latin America had equal representation of women and men in "profit and loss" jobs (jobs that give approval for spending or budget cuts) and across all functional areas (Mercer, 2016).
- Women managers in Latin America and the Caribbean are participating more in research and product development as well as sales and operations and as general managers.

FACT 7: WOMEN IN BUSINESS: MORE ARE BECOMING EMPLOYERS



- In most countries in Latin America and the Caribbean a gradually increasing number of women have become employers.
- In Latin American countries 20–30 per cent of employers are women, and women account for over 30 per cent of employers in most Caribbean countries (ILO, 2017).