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Individual Action Plan for the Enhancement of the Ratio of Women's Representation in Leadership: Final Review Study and Online Workshop

APEC Policy Partnership on Women and the Economy

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Tokyo, Japan

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1. Executive Summary

Introduction to Final Review of the Individual Action Plan for the Enhancement of the Ratio of Women's Representation in Leadership

Recognizing that increasing the participation of women in economic activities will serve as a catalyst to promote economic growth, Japan launched the "Individual Action Plan for the enhancement of the ratio of women's representation in leadership" project in the beginning of 2015, which encouraged APEC economies to promote women's participation in the economy particularly focusing on leadership, decision- making, and management, while taking into account the individual economic and social circumstances of each economy.

In 2017, a Midterm Review Study and Public-Private Dialogue were conducted to take stock of the voluntary goals, actions taken and achieved results. Amongst others, the report concluded that the inclusion of women in leadership roles and positions is a shared agenda across APEC economies and that diversity may be an effective entry point to transform the existing values and system of governance, n effect, promoting women's representation in leadership. The report also emphasized that business enterprises are in a strategic position to set policy frameworks that promote gender diversity in boards and business associations. Meanwhile, top political leadership can play a critical role in promoting gender mainstreaming in legislation, policies, budgets, and institutional mechanisms.

Based on the data submitted by APEC economies since the midterm review, this final review takes a closer look at progress made against voluntary goals set by member economies as part of their voluntary action plans since 2017. This report will focus on progress in the public as well as private sector, provide analysis in line with the 2017 report methodology, and provide recommendations in terms of areas of focus to enhance the ration of women's representation in leadership and ways to move the IAP process forward beyond 2021. To understand public perception and conversations related to women in leadership and barriers to women in leadership across APEC economies, this report provides additional insights obtained through a conversation analysis[1].

Progress in the Public Sector

The 2021 final review analyses 168 data points collected from 17 member economies (all member economies who have provided data points since the 2017 midterm review) to assess progress made towards enhancing the ratio of women representation in leadership in the public sector. Compared to 2017 data, noticeable progress has been made leading to a significant increase in the mean score and economies submitted additional 21 categories of data points, indicating an increasing commitment and level of ambition towards enhancing the ratio of women representation in leadership.

Factors leading to increasing performance can be associated with the fact that progress was defined not just by the number of women in leadership roles but also policy changes created to advance gender equality, such as training, mentoring coaching, educational campaigns and flexible workstyles, including parental leave.

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[1] Details can be found in section 5.2.

Progress in the Private Sector

In contrast to the incremental progress made by the public sector, data points describing the ratio of women leadership representation in the private sector and submitted by member economies shows a decrease since 2015 to the 2017 mid-point and then again in 2021. However, =this decrease can be attributed mainly to the fact that more data points with a lower starting point have been submitted by member economies over the years. Meanwhile, data points that have been submitted since the beginning of this project showed progress over time. Again, this indicates an increasing awareness of issues related to the ratio of women in leadership as well as an ambition to capture a more comprehensive picture.

Similar to the public sector, seeking policy-driven solutions beyond the numbers to ensure support and retention helped facilitate progress, but unlike the public sector, setting rules or guidelines such as requiring businesses to disclose their diversity policies and progress to the authorities as well as in annual reports seems to be a norm that yields tangible results. Incentives, scholarships and other training programs also drive progress in addition to rules or guidelines.

Barriers to Women in Women Leadership

As the COVID-19 pandemic upended the way we live and work, global data on the impact of the pandemic on gender equality, including the impact on the ratio of women in leadership, starts emerging. According to the World Economic Forum Gender Gap Report 2021 published in March, globally, the average distance completed to parity is at 68%, a step back compared to 2020 (-0.6 percentage points). On its current trajectory, it will now take 135.6 years to close the gender gap worldwide compared to the 99-year trajectory prior to the pandemic. In addition, early projections from ILO suggest 5% of all employed women lost their jobs, compared with 3.9% of employed men.Similarly, LinkedIn data shows a marked decline of women's hiring into leadership roles, creating a reversal of 1 to 2 years of progress across multiple industries.

To understand public conversations related to barriers that hinder the progress towards an equal representation of women in leadership positions, this report looks beyond IAP submissions to analyze conversations across APEC economies over a two-year period between August 2019 and June 2021.

The analysis also reveals that six key themes of perceived barriers are: (1) cultural and religious barriers (22% of conversation), (2) underrepresentation of women in male-centric industries (14%), (3) limited Diversity & Inclusive (D&I) initiatives for senior management (13%), (4) historical barriers to female leadership including stereotypes and unequal caregiving responsibilities (11%), (5) self-doubt and confidence barriers (10%), and (6) barriers to women leaders in the public sector (10%).

While the data provided by APEC economies as part of the IAP process only partially reflects this impact of COVID-19, global data as well as the conversation analysis provide complementary insights. In fact the conversation analysis aims to provide a complementary perspective to inform policy initiatives, private sector action as well as public communication needs to enhance the ratio of women in leadership roles. Conversations highlighted concerns about COVID-19 amplifying existing barriers, in particular pay inequality, undervaluation of work and antiquated notions of caregiving leading to a vast exodus of women from the workforce including leadership positions as well as an increased level of burnout. Amid the pandemic, conversations about the Glass Cliff also started gaining momentum, highlighting the double-edge sword of an increase in high-risk, low-win chance leadership position openings offered to women.

Overcoming Barriers – New Horizons in Gender Equality

Despite the alarming short-term impact of the pandemic on gender equality, the rapid changes brought about could also open doors to innovation in the workplace and to gender-sensitive policies that help build forward better.

Moving beyond the 2021 IAP report, it will be more critical than ever for APEC economies to keep monitoring progress towards enhancing the ratio of women representation in leadership, share best practices and determine ways to change the current trajectory, reverse the temporary setback and turn it into the moment APEC economies build a path towards an inclusive economic recovery that leverages the full potential of both women and men.

Recommendations

To keep the momentum of the IAP process going moving beyond the 2021 endpoint of the current project, this report provides six key observations and recommendations.

1. As pointed out in the mid-term review, enhancing the ratio of Women in Leadership is a shared agenda across APEC member economies. In fact, datapoints submitted by APEC member economies for the public sector indicate a broad coverage of economy-wide indicators. However, while more private sector goals were submitted over the course of this project, goals remain diverse, sitting on a broad spectrum.

2. While member economies were able to progress towards the IAP goals for public sector ratio of women in leadership positions, the variety of data points submitted as well as the inclusion of additional data points suggests that the endpoint of this 5-year IAP progress can provide a starting point for a more in-depth public sector analysis.

3. Similarly, the extension of data points and categories submitted by member economies related to ratio of women representation in leadership in the private sector, indicates the need for a more systematic approach to capture progress in terms of the advancement of key indicators.

4. Progress across public and private sector shows a clear need for both normative approaches that set numeric goals and provide clear regulations and guidelines as well as inspirational approaches driven by non-numeric goals and activated through supportive measures. Moving forward, member economy submissions that take a closer look at normative and inspirational areas in more distinct ways and more opportunities for best practice sharing could be considered.

5. To foster progress, it is critical to understand barriers. While emerging data and studies clearly show that the pandemic risks rolling back decades of progress, IAP data does not allow for conclusions regarding the impact of COVID-19 on gender equality progress across member economies. An analysis of conversations across APEC member economies highlights several key barriers. To overcome these barriers and accelerate progress mapping goals and actions more clearly against barriers, best practice sharing on ways to encourage more diverse role models should be considered. More frequent public-private dialogues could be considered.

6. Since crises can also bring opportunity and momentum for change, it is critical for APEC to determine a strong process moving forward that supports gender-sensitive approaches to economic recovery. It is time to determine the approach for a follow up initiative to the IAP.

2. Research Outline

2-1. Background

In the Asia-Pacific Economic Cooperation (APEC) 2014 Women in the Economy Forum (WEF) Statement, all APEC economies were encouraged to work toward defining and establishing measurable and aspirational voluntary goals by each economy, including the goals related to women's representation in leadership and decision-making roles and positions in both public and private sectors, which economies could work toward achieving by the end of 2020.

Recognizing that increasing the participation of women in economic activities will serve as a catalyst to promote inclusive economic growth, Japan proposed a project under the title "Individual Action Plan (IAP) for the enhancement of the ratio of women's representation in leadership," and launched the initiative in the beginning of 2015. The IAP project encourages APEC economies to promote women's participation in the economy particularly focusing on leadership, decision-making, and management by submitting annual individual action plan, IAPs, on a voluntary basis. This approach takes into account the individual economic and social circumstances of each economy.

The project's 2017 mid-term review concluded that:

(1) Inclusion of women in leadership roles and positions is a shared agenda.

(2) Varying ratios of women in leadership did not correlate with the level of economic development.

(3) Diversity is an effective entry point to transform the existing values and system of governance, that promotes women's representation in leadership.

(4) Capacity building and training programs were invisible drivers essential to women's economic independence, political education and participation.

(5) Business enterprises and stock exchanges are in a strategic position to set policy frameworks that promote gender diversity in boards and business associations.

(6) Top political leadership can play a critical role in promoting gender mainstreaming in legislation, policies, budgets, and institutional mechanisms. Women's NGOs with expertise can also operate as effective partners to translate such commitments into action.

(7) Empowerment of women and gender mainstreaming of policies and institutional mechanism are necessary conditions to promote economic growth and achieve the Sustainable Development Goals (SDGs).

With the final data from 2021 being collected, it is time to clarify further progress and share insights to determine the next course of action.

2-2. Objective and Context

Upon concluding this five-year journey, the objective of this final study is to summarize the progress APEC economies have made on their individual roads towards enhancing the ratio of women representation in leadership.

The focus of this report is on analyzing data submitted by member economies as part of Individual Action Plans (IAPs). Since this planned milestone to pause and reflect on progress made occurs amid the COVID-19 pandemic, a period of unprecedented challenge that threatens to reverse economic and societal progress made over the past few decades, particularly for women, this report also aims to capture these key challenges through an overview of emerging data and studies as well as an analysis or public conversations about barriers to women in leadership

As the endpoint of this five-year journey will likely mark the beginning of a new chapter, this report will help to support the ongoing discussion for future capacity building initiatives by identifying the underlying reasons for the relatively low percentage of women in leadership positions and emerging issues surrounding the advancement of women in the workplace to ensure inclusive economic growth.

2-3. Methodology

To achieve the objective mentioned in the previous section, we have reviewed IAP results, executed conversational analysis, and incorporated insights from the workshop as described below.

Review of Previous and Final IAP results

Since the start of the IAP project in 2015, each year, member economies were asked to fill in and submit a template to document voluntary goals and progress towards these goals. (see Appendix 1)

In 2017, a midterm review report was produced – this report builds on this midterm review and uses the latest data submitted by member economies since the 2017 report. 17 economies have provided data since 2017 – 15 economies provided data in 2021.

Here is an overview of the datasets used in the preparation of this report.

Data Collection: Self-administered questionnaire, distributed to and collected from each economy.

Sample Size: 15 economies responded to the survey in 2021. However, the final analysis is based on 17 economies, including New Zealand (2018 data) and Chile (2020 data).

Past Year Data: Table 1 shows the sample size for each year. Due to the fair response rates or number of IAP Submissions in 2015 and2017, comparison with the past will be based on those two years.

Table 1: Number of economies that responded by year

	2015	2016	2017	2018	2019	2020	2021
Number of economies that responded	17	7	15	12	8	10	16
Response rate	81%	33%	71%	57%	38%	47%	76%

Data Points*: Each member economy submitted multiple scoring categories, some related to the public sector and others relevant to the private sector. The number of categories and how they are written differ between member economies. Therefore, the distribution (%) and mean score of any given economy would be based on the data points submitted by that economy. And the analysis of all member economies would be an aggregation of the few hundred data points collected from all economies - not solely based on the number of economies that responded.

*Disclaimer: The same scoring mechanism from the 2017 report was reused to determine progress.

Background: 2017 Report Scoring Mechanism

Based on the methodology developed as part of the 2017 mid-term report, the assessment of progress in the ratio of women's representation in leadership in both the public and private sectors in each economy is based on their indicators and definitions, or equivalent to P-5 and above in the UN system, in the time frame from 2015 to 2020.

Although the size of the sample (the number of economies) was too small for quantitative computation and there are so many variables contained in each question, the team that developed the report deemed it meaningful to apply a quantitative method[2], in order to observe overall trends of ongoing efforts to enhance the ratio of women's representation in leadership by APEC economies.

In line with the 2017 report methodology, women's representation in leadership is based on each economy's indicators and definitions, or the UN definition. Because of the variation in the range of the positions reported by the economies, all leadership positions reported are counted, identifying definitions/indicators of each economy by describing each position.

The level of representation is classified as:

High (over 30%),
Middle-High (20~29%),
Middle-Low (10~19%), and
Low (less than 10%).

[2] Please refer to our 2017 mid-term report (https://www.apec.org/docs/default-source/publications/2017/12/iap-for-the-enhancement-of-the-ratio-of-womens-representation-in-leadership/217ppweindividual-action-plan-for-the-enhancement-of-the-ratio-of-womens-representation-in-leadershi.pdf) for more details on the method.

Raw percentage figures of every position are to be used to classify economies by the level of women's representation in leadership (2015) to locate APEC economies' takeoff points. Where data are available, changes from 2015 to 2017 and then 2017 to 2021 in their patterns of the enhancement of the ratio of women's representation are to be identified. Change in the ratio over time (if data available): Up, Down, No change.

Conversation analysis to supplement the IAP analysis

To complement the perspective of data collected through the IAP process, this report includes a conversation analysis that was conducted using the Edelman Data x Intelligence's Command Center, and natural language processing using QUID Analytics.

Command Center is an online media monitoring solution that specializes in listening, advanced analytics and reporting. The Solution covers 187 languages, 247 markets, 150 million websites, 850k news sites and 10+ social networks.

QUID Analytics is an artificial intelligence text analysis tool that reviews a random sample of online editorial media coverage related to select themes to create a conversation network. The network classifies coverage into major clusters to unpack themes and connections within conversation.

Topics Covered: Women Leadership, its barriers, and the impact of COVID-19 pandemic
Period Analyzed: 1 August 2019 – 30 June 2021
Media Coverage: 1.7K+ online news articles and blogs (English only)

The data was analyzed by Edelman's Data x Intelligence team and complemented by additional thoughts and considerations using desktop research.

Insights from the Workshop "New Horizons in Gender Equality"

On 1 December 2021, a public-private dialogue was held as a virtual workshop under the title "New Horizons in Gender Equality. Individual Action Plan (IAP) for the enhancement of the ratio of women's representation in leadership". This report includes insights from the public-private sector dialogue to complement IAP data and conversation analysis findings.

Using the Individual Action Plan data submitted by APEC economies as a backdrop for discussion—based on the La Serena Roadmap for Women and Inclusive Growth—the public-private policy dialogue was organized in two sessions to discuss ways to promote women's economic participation in order to achieve inclusive growth.

The first session focused on progress and barriers that remain and provided a review of final IAP data and a panel discussion on progress, gaps and barriers that keep women from entering and staying in leadership positions as well as perspectives on the impact of COVID on progress and barriers. The following panelists participated in the first session:

- Dr. Sarah Taylor – Ambassador Extraordinary and Plenipotentiary of Canada to the Kingdom of Thailand, Kingdom of Cambodia, and the Lao People's Democratic Republic
- Shinta Widjaja Kamdani – Chief Executive Officer, Sintesa Group and Member of APEC Business Advisory Council
- Lorraine Hariton – President & CEO, Catalyst
- Katica Roy – Gender economist, CEO & Founder, Pipeline

The second session examined the impact of advancing gender equality within the workforce on ensuring inclusive economic growth and identified solutions to transition toward workplace gender equality best practices as we emerge from the COVID-19 pandemic. The session also discussed the unique roles of business and government in creating progress. The panel discussion included the following panelists:

- Kae Ishikawa – Director, UN Women Japan Liaison Office
- Nicole Scoble Williams – Partner, Deloitte Tohmatsu Consulting and Executive Advisor on Future of Work for Asia Pacific
- Suresh Balaji – Chief Marketing Officer, Asia Pacific for HSBC and Founder and Co-Lead of Male Allies Hong Kong
- Christine Amour-Levar – Founder of Women on a Mission & HER Planet Earth

The policy dialogue provided a forum for public and private sector participants to deepen their understanding of the barriers women face in taking on leadership roles in the workplace and focused on best practices from both the public and private sectors to overcome these barriers.

Figure 1: Graphic recording for the first session of the workshop

Figure 2: Graphic recording for the second session of the workshop

3. Progress in the Public Sector

3-1. APEC Overall

This report focuses on voluntary submissions provided by member economies and progress is measured against goals each economy decided to measure. This approach ensures a respect for the diversity of perspectives while allowing for a deeper understanding of priority areas and progress within these areas. It is therefore important to understand that all evaluation in this report focuses on progress towards individual goals that may vary in terms of scope and level of ambition. The scoring mechanism and figure below provide an overview of the progress made towards increasing the level of women's representation in leadership in the public sector.

*Scoring mechanism

- ➢ **Latest year:** New Zealand - 2018, Chile - 2020, all other economies - 2021
- ➢ **Classification:** Scoring categories that marked High = 30% and above,
  Middle-High = 20~29%, Middle-Low = 10~19%, Low/ = below 10%
- ➢ **Weighting:** Each data point would be given a weight of High = 4.00,
  Middle-High = 3.00, Middle-Low = 2.00, Low = 1.00 to derive a mean score
- ➢ **Data points:** The number in brackets indicates the sum of scoring categories tracked and submitted by each member economy

> **Net score:**   The sum of (High + Middle-High) minus the sum of (Middle-Low + Low)
> *Figure 3a:*
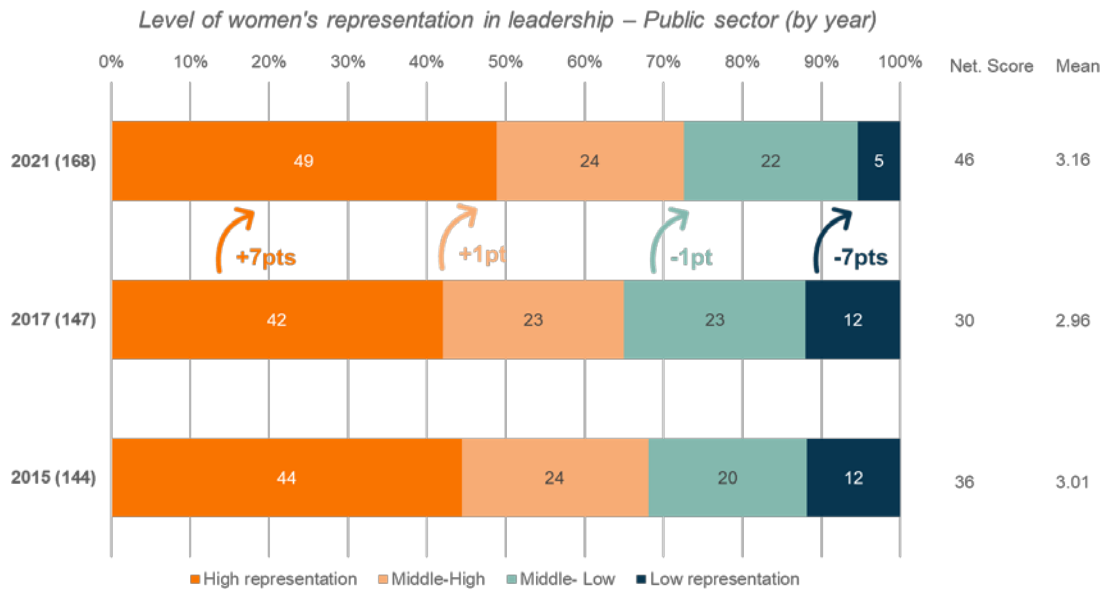
The final analysis based on 168 scoring categories collected from the latest year* shows that roughly half of the data points submitted by member economies qualify as high representation (i.e., 30% or more) of women in leadership. In addition, a quarter of the items fell into the category of middle-high representation (20~29% range).

Compared to 2017, economies submitted 21 additional categories. The increase in the amount of data points submitted gives an indication that economies are increasingly setting more ambitious and comprehensive goals and targets to address more aspects of women in leadership representation than they were at the beginning of this project.

Out of all data points, items which qualified as high or middle-high levels increased by seven percentage points as seen in **Figure 3a**. Noticeable progress can also be seen in the data points classified as low (below 10% women representation). As a result, the mean score was pushed up from 2.96 (upper end of middle-low or 10~19% range), to 3.16 (lower half of middle-high or 20~29%).

3-2. Individual Member Economies

Data from the latest year (**Figure 3b**) showed that out of all member economies, Australia (2021 data), China (2021), Singapore (2021), Canada (2021), and New Zealand (2018) showed the most progress towards their goals in terms of women's representation in the public sector in line with data points submitted, marking a net score of more than 80 points. Chile (2020), Chinese Taipei, Mexico, The Philippines, and Hong Kong (all 2021) also achieved a net score of 50 points or more in line with progress towards their goals and data points submitted, with a majority of data points tracking at high or middle-high levels. For other economies the amount of middle-low or

low items still counterbalanced or exceeded the high or middle-high data points, pulling the net score close to zero or even into the negative.

Figure 3b:

Level of women's representation in leadership – Public sector (Final results)

Economy	High representation	Middle-High	Middle-Low	Low representation	Net. Score	Mean
Australia (8)	100				100	4.00
China (8)	63	38			100	3.63
Singapore (7)	57	43			100	3.57
Canada (13)	62	31	8		85	3.54
New Zealand (12)	83	8	8		83	3.75
Chile (7)	29	57	14		71	3.14
Chinese Taipei (6)	50	33	0	17	67	3.00
Mexico (11)	64	18	9	9	64	3.36
The Philippines (10)	40	40	20		60	3.20
Hong Kong, China (4)	75	0	25		50	3.50
Total (168)	49	24	22	5	46	3.16
Thailand (6)	33	33	33		33	3.00
Russia (22)	55	9	36		27	3.18
United States (10)	30	30	40		20	2.90
Peru (7)	29	29	14	29	14	2.57
Japan (19)	37	16	32	16	5	2.74
Republic of Korea (12)	17	33	33	17	0	2.50
Malaysia (6)	17	83			-67	2.17

■ High representation ■ Middle-High ■ Middle-Low ■ Low representation

Again, it should be noted that the level of women's representation in leadership is based on indicators and individual voluntary goals provided by member economies. **Annex 1** shows the spectrum of indicators submitted by member economies across executive, legislative and judiciary branches at economy and regional/local level as well as within state-owned enterprises (SOEs). **Annex 2** provides extracts of the voluntary goals, actions implemented and results per economy with a focus on latest data since the IAP midterm report in 2017.

3-3. Observations

Looking at the voluntary goals, actions implemented, and results of those economies show several patterns.

First: Voluntary goal settings can be precise and numeric like Australia. However, with the current approach to data collection goals can also be more vague and aspirational as is the case for China, Singapore, Canada, and New Zealand. A conversation on the balancing of numeric targets complemented by policy aspects and qualitative approaches, including best practices can help shape a more systemic approach towards measuring progress.

Second: Key actions submitted as part of the IAP cover a broad spectrum and include establishing laws, rules, and guidelines; securing funding for key initiatives; driving training, mentoring, coaching and education; supporting the adoption of flexible workstyles; ensuring parental leave and financial support for child rearing.

Table 3c:

Summary of Key Goals, Actions, and Results
(Public Sector)

	Voluntary Goals		Key Actions				Net. Score
	Numeric	Non-numeric	Rules & guidelines	Training & education	Financial Support	Flexible workstyle	
Australia	Y					Y	100
China		Y	Y				100
Singapore		Y		Y			100
Canada		Y		Y	Y	Y	85
New Zealand	Y	Y		Y		Y	83
Chile	Y			Y	Y	Y	71
Chinese Taipei	Y		Y	Y			67
Mexico		Y	Y				64
The Philippines		Y	Y	Y		Y	60
Hong Kong, China	Y		Y				50
Thailand*		Y	Y	Y	Y		33
Russia*		Y		Y	Y		27
The United States*	Y	Y		Y		Y	20
Peru	Y		Y				14
Japan	Y			Y		Y	5
Republic of Korea	Y		Y	Y			0
Malaysia	Y			Y			-67
Sum: Top 5 economies	40% (2 out of 5)	**80%** (4 out of 5)	20% (1 out of 5)	**60%** (3 out of 5)	20% (1 out of 5)	**60%** (3 out of 5)	92
Sum: TH/RU/US*	33% (1 out of 3)	**100%** (3 out of 3)	33% (1 out of 3)	**100%** (3 out of 3)	**66%** (2 out of 3)	33% (1 out of 3)	26
Sum: Other economies	**78%** (7 out of 9)	22% (2 out of 9)	**66%** (6 out of 9)	**66%** (6 out of 9)	11% (1 out of 9)	33% (3 out of 9)	27

*Economies which showed significant progress compared to 2017 (Alpha-2 ISO codes for abbreviation)
Figures exceeding 50% highlighted with bold/underlined fonts.

In fact, comparing the net score of the data points submitted with the types of voluntary goal and actions implemented **(Table 3c),** suggests that:

(a) With the current format and methodology of the IAP, non-numeric goals drive higher performance and progress than numeric goals.
(b) Higher performing economies did not necessarily require rules, laws, guidelines, or quota systems to drive progress.
(c) Flexible workstyle can be an effective action that supports progress in the public sector.
(d) Various forms of funding seem to have contributed to fast-tracking progress after 2017.

Overall, member economy IAP submissions covered goals across executive, legislative and judiciary functions, and in particular, at the economy level.

4. Progress in the Private Sector

4-1. APEC Overall

In contrast to the public sector, only one in four data points reached an equally high level of representation in the private sector. And over the years, the proportion of items qualifying as high have decreased consecutively since 2015 as seen in **Figure 4a**, with the middle-low segment growing in its place. The mean score 2.72 (upper half of 10~19% representation) indicates that much progress is needed to enhance the ratio of women leadership representation in the private sector.

However, while this data does not look promising at a first glance, a deeper look reveals that the supposed regress can be attributed to the submission of more data points, many of which are reflecting a lower starting point for a data category that had not been covered before.

In that sense, the emergence of additional "low" data points reflects the journey towards a more balanced, normal distribution (**Figure 4b - right**) than a slanted, reversed-pyramid portrait seen in the public sector. By definition, a "normal distribution" is the most common distribution function for independent, randomly generated variables. Its familiar bell-shaped curve is ubiquitous in statistical reports, from survey analysis and quality control to resource allocation. In other words, with more data points being submitted (54 items in 2021) the situation is merely "normalized" (statistically more stable) over the duration of this study.
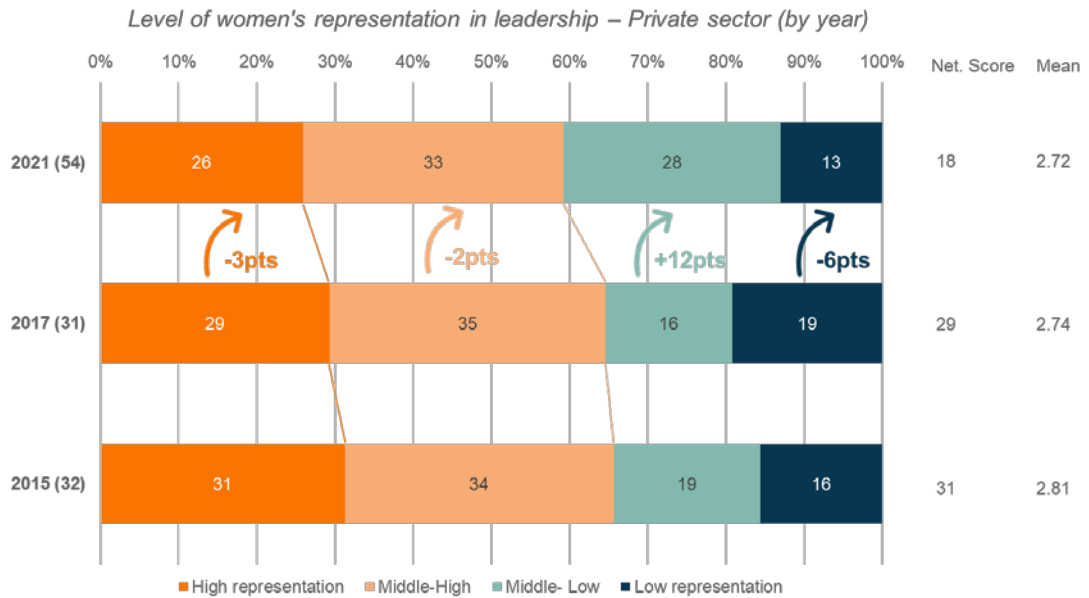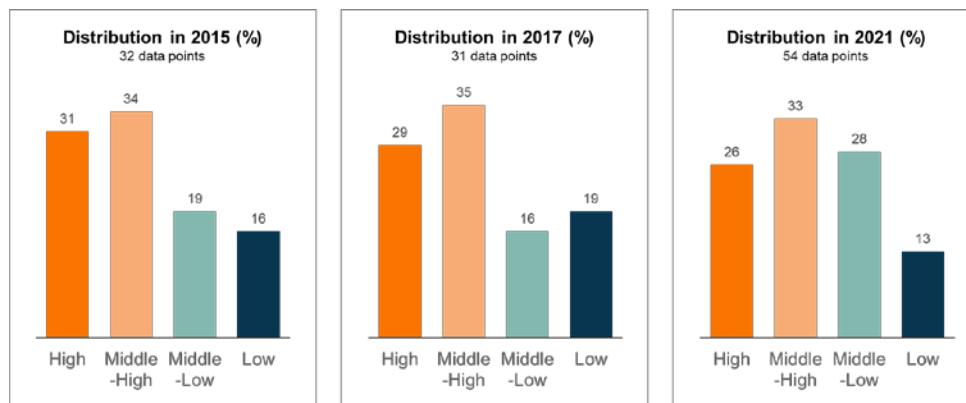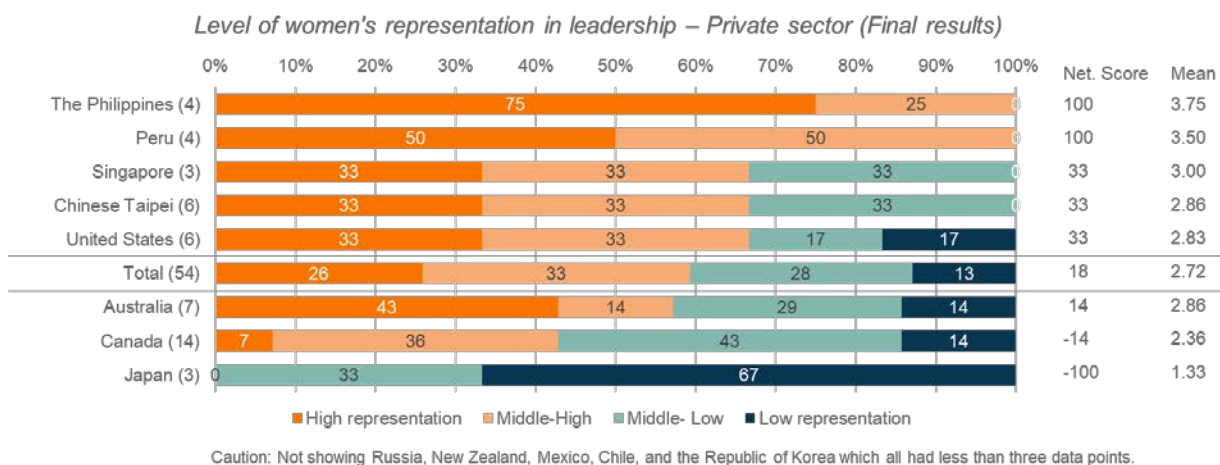
Figure 4a:

Level of women's representation in leadership – Private sector (by year)

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Figure 4b (Figure 4a reformatted)

4-2. Individual Member Economies

In the private sector where still much fewer data points were tracked than in the public sector in the beginning of the project, the latest year (**Figure 4c**) showed that the Philippines, Peru, Singapore, Chinese Taipei, and the United States performed relatively well in achieving progress towards their voluntary goals. However, the scope and level of data points submitted varied significantly.

Figure 4c:

Level of women's representation in leadership – Private sector (Final results)

	High representation	Middle-High	Middle-Low	Low representation	Net. Score	Mean
The Philippines (4)	75	25			100	3.75
Peru (4)	50	50			100	3.50
Singapore (3)	33	33	33		33	3.00
Chinese Taipei (6)	33	33	33		33	2.86
United States (6)	33	33	17	17	33	2.83
Total (54)	26	33	28	13	18	2.72
Australia (7)	43	14	29	14	14	2.86
Canada (14)	7	36	43	14	-14	2.36
Japan (3)	0	33		67	-100	1.33

Caution: Not showing Russia, New Zealand, Mexico, Chile, and the Republic of Korea which all had less than three data points.

When compared to 2017, the Philippines, the United States, Australia, and Canada showed lower net scores in the private sector. However, as seen in **Tables 4d**, this is because the respective member economies are tracking and submitting more data points than 2017. And many of those new items show less than 20% women's representation, while the longer-standing labels progressed with higher scores. In such cases, the true story is more positive than it seems. It shows that those economies are recognizing more areas in women's representation that need to be addressed.

As an example, the Philippines reached gender parity (48%) in the proportion of businesses that have women in senior management in 2021 – nine percentage points up from 39% in 2017. However, the score dropped after

that because they added new trackers for Businesses with Women CEOs and COOs – which were initially 14 ~ 21% in 2018. Australia's single datapoint submitted until 2019 – the ratio of women on Top 200 Australian Stock Exchange Boards progressed from 20.4% in 2015 to 32.9% in 2021. But out of the six new items such as the ratio of women in key management positions, directors, CEOs, and board chairs for the private sector workforce, half of the items fell short of 20%, therefore pulling down the net score. Likewise, the United States was the only economy that tracked women in the STEM workforce which grew from 24% to 28% since 2015. But women CEOs in Fortune 500 companies, newly added in 2021 was lower than 10%.

In Canada, women in Senior Officer positions at Financial Post 500 companies improved from 18.0% in 2015, to 24.5% in 2020. Companies that have a written board diversity policy almost doubled from 34% in 2016. The main reason the private sector showed negative scores in Canada is because they track (submitted) 17 new items since 2019, with most of them performing below the 20% mark. Broadening the number of KPIs to this extent was unseen in any other member economy.

Tables 4d:

Extract of Data Points Submitted Over Time
(Type One – Added data points after 2018)

■ High representation ■ Middle-High ■ Middle- Low ■ Low representation

The Philippines

Extract of private sector scoring categories (%)	2015	2016	2017	2018	2019	2020	2021
Women higher than section manager level	8.6	n/a	n/a	n/a	n/a	n/a	n/a
Women in senior management			39.0	40.0	n/a	n/a	48.0
Women CEOs				21.0	n/a	n/a	38.0
Women COOs				14.0	n/a	n/a	27.0
Registered Business Establishments (Active) Owned by Women				51.6	n/a	n/a	60.4

Australia

Extract of private sector scoring categories (%)	2015	2016	2017	2018	2019	2020	2021
Top 200 Australian Stock Exchange Boards	20.4	n/a	23.4	26.1	29.1	n/a	32.9
Private sector workforce							50.5
- Key management positions							32.5
- Directors							28.1
- CEOs							18.3
- Board chairs							14.6

The United States

Extract of private sector scoring categories (%)	2015	2016	2017	2018	2019	2020	2021
Women in senior and middle management	41.2	n/a	n/a	n/a	n/a	n/a	41.9
Women in the STEM workforce	24.0	n/a	n/a	n/a	n/a	n/a	28.0
Women in the computing workforce	26.0	n/a	n/a	n/a	n/a	n/a	25.0
Women CEOs in Fortune 500 companies							7.4

Extract of private sector scoring categories (%)	2015	2016	2017	2018	2019	2020	2021
Senior Officers at FP500 companies	18.0	18.0	21.6	22.6	24.5	24.5	n/a
Companies with written board diversity policy		34.0	n/a	n/a	53.6	53.6	64.7
Board seats on the S&P/TSX60				24.9	28.4	28.4	28.3
Female owned SME				16.0	16.0	15.8	15.8
FP500 companies reached "Critical Mass"					43.2	43.2	n/a
FP500 companies' senior leadership roles					40.0	40.0	n/a
Corporate boards in the finance sector					22.5	22.5	22.8
Corporate boards in the utilities sector					20.1	20.1	20.2
Corporate boards in the manufacturing sector					14.4	14.4	12.8
Corporate boards in the construction sector					12.8	12.8	13.6
Companies have a female CEO					3.3	3.3	4.2

On the other hand, Peru, Singapore, Chinese Taipei, and Japan tracked and submitted more or less consistent data points (**Tables 4e**) during this program. In this case, the scores mostly remained static with slow incremental progress in isolated areas, such as Women on Board of Directors of companies in Peru, or Singapore's Women Holding Directorships on Boards of SGX-listed Companies. **Annex 1** shows that areas of goals submitted for private sector ratio in women leadership covered a broad spectrum. **Annex 3** provides extracts for selected member economies to showcase the diversity of submitted goals, actions and results. This provides a challenge in terms of comparability but also offers a broad picture of goals that can help measure progress and an opportunity to share best practices across APEC economies.

Tables 4e:

Extract of Data Points Submitted Over Time
(Type Two – Consistent data points)

■ High representation ■ Middle-High ■ Middle-Low ■ Low representation

Peru

Extract of private sector data points (%)	2015	2016	2017	2018	2019	2020	2021
Women CEOs / Presidents		23.0	29.0	24.0	25.0	30.0	21.3
Women on Board of Directors of companies		16.0	20.0	22.0	22.0	22.2	22.9
Directors, managers or equivalent		37.0	35.0	35.0	33.0	39.3	35.3
Subdirectors, submanagers, heads or equivalent				39.0	38.0	42.6	40.7

Singapore

Extract of private sector data points (%)	2015	2016	2017	2018	2019	2020	2021
Women Employers	30.0	28.3	28.3	27.8	n/a	27.8	28.3
Female Grassroots Leaders	43.4	44.1	44.6	45.0	n/a	45.9	46.5
Women holding Directorships on Boards of SGX-listed companies	8.3	9.5	9.7	10.8	n/a	16.2	17.6

Extract of private sector data points (%)	2015	2016	2017	2018	2019	2020	2021
Female members on board in TWSE listed company	11.5	11.5	11.9	12.5	13.2	13.2	13.5
Female members on board in TPEx listed company (previously GTSM)	12.3	12.4	13.1	13.4	13.7	13.8	15.0
Women in positions equivalent to supervisor in TWSE listed company	23.0	23.5	23.9	23.7	25.1	24.6	27.5
Women in positions equivalent to supervisor in TPEx listed company (previously GTSM)	23.4	23.8	25.8	26.5	26.2	25.7	26.0
Female owned small and medium enterprises	36.2	36.2	35.9	35.8	36.4	36.4	36.8
Female in positions equivalent to directors and supervisors in labor union at all levels	28.4	30.3	30.3	30.5	31.7	31.4	33.4

Japan

Extract of private sector data points (%)	2015	2016	2017	2018	2019	2020	2021
Positions equivalent to section manager level in private corporations	8.3	9.2	9.8	10.3	10.9	11.2	11.4
Department manager level in private corporations		6.0	6.2	6.6	6.3	6.6	6.3
Women executives in listed company		2.8	3.4	3.7	4.1	5.2	6.2

Connecting notable progress with corresponding actions indicates that in the private sector, incentives, scholarships and other training programs, are used as effective mechanisms on top of setting guidelines requiring businesses to disclose their diversity policies and progress to the authorities as well as in annual reports. The authorities in the latter case could either be the government or local stock-exchanges.

4-3. Observations

Comparing the net score of the data points submitted with the types of voluntary goal and actions implemented in the private sector, suggests that:

(a) Using the current methodology, similar to the public sector, non-numeric goals are seen more among the higher performing economies (**Figure 4f, Table 4g**).

(b) Setting rules or guidelines such as requiring businesses to disclose their diversity policies and progress to the authorities as well as in annual reports has become a norm and is yielding results (**Table 4g**).

(c) However, incentives, scholarships and other training programmes also help enhance women representation in leadership in addition to rules or guidelines. The submission of these softer approaches is particularly strong among economies which added more data points after 2018 (**Table 4g**).

Overall, the areas and types of goals submitted vary greatly, hindering a direct comparison but offering a broad picture of private sector goals and an opportunity for best practice sharing.
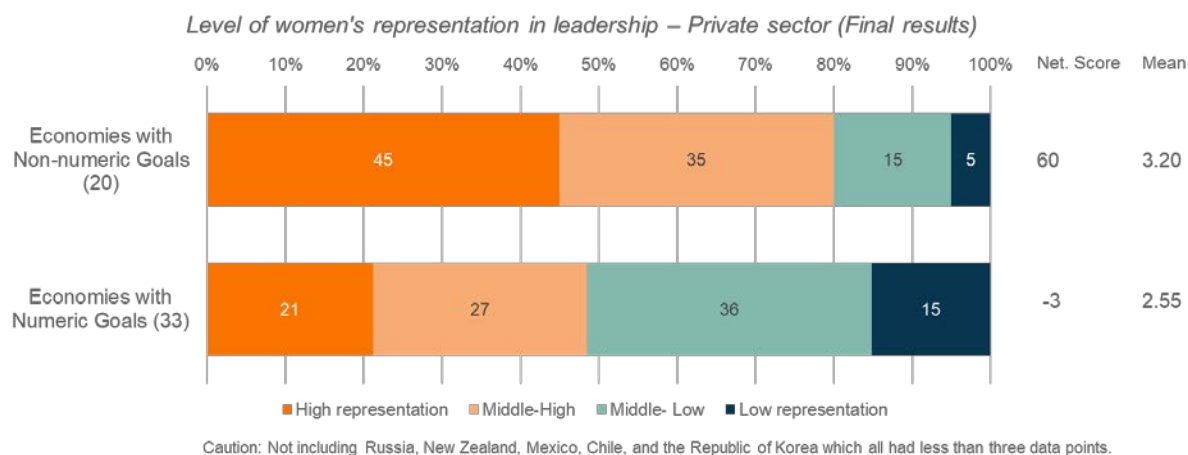
Level of women's representation in leadership – Private sector (Final results)

Caution: Not including Russia, New Zealand, Mexico, Chile, and the Republic of Korea which all had less than three data points.

Table 4g:

Summary of Key Goals, Actions, and Results
(Private Sector)

	Voluntary Goals		Key Actions				Net. Score
	Numeric	Non-numeric	Rules & guidelines	Training & education	Financial Support	Flexible workstyle	
The Philippines*		Y	Y	Y	Y		100
Peru		Y	Y				100
Singapore	Y		Y				33
Chinese Taipei	Y	Y	Y	Y			33
The United States*		Y	Y	Y			33
Australia*	Y		Y	Y	Y		14
Canada*	Y		Y	Y	Y		-14
Japan	Y			Y		Y	-100
Sum: PH/US/AU/CA*	2	2	4	4	3	0	16
Sum: PE/SG/TW/JP	3	2	3	2	0	1	25

*Economies which added data points after 2018 (Alpha-2 ISO codes for abbreviation)

In fact, best practices in terms of training and education, financial support and flexible workstyles across actions submitted by member economies. A selection of best practices in the form of tangible programs and actions is listed in **Annex 4.**

5. Barriers to Women's Representation in Leadership

5-1. Data on the Impact of the COVID-19 Pandemic

As the COVID-19 pandemic upended the way we live and work, global data on the impact of the pandemic on gender equality, including the impact on the ratio of women in leadership, starts emerging.

> **World Economic Forum Global Gender Gap Report 2021**
>
> The 15th edition, the Global Gender Gap Report 2021, came out in March 2021, a little over one year after COVID-19 was officially declared a pandemic. Preliminary evidence suggests that the health emergency and the related economic downturn have impacted women more severely than men, partially re-opening gaps that had already been closed. According to the report globally the average distance completed to parity is at 68%, a step back compared to 2020 (-0.6 percentage points). On its current trajectory, it will now take 135.6 years to close the gender gap worldwide compared to the 99.5-year trajectory prior to the pandemic.
>
> High-frequency data for selected economies from ILO, LinkedIn and Ipsos offer a timely analysis of the impact of the COVID-19 pandemic on gender gaps in economic participation. Early projections from ILO suggest 5% of all employed women lost their jobs, compared with 3.9% of employed men. LinkedIn data further shows a marked decline of women's hiring into leadership roles, creating a reversal of 1 to 2 years of progress across multiple industries. While industries such as Software and IT Services, Financial Services, Health and Healthcare, and Manufacturing are countering this trend, industries with higher participation of women, such as the Consumer sector, Non-profits, and Media and Communication are harder hit. Additionally, Ipsos[3] data from January 2021 shows that a longer "double-shift" of paid and unpaid work in a context of school closures and limited availability of care services have contributed to an overall increase of stress, anxiety around job insecurity and difficulty in maintaining work-life balance among women with children.
>
> The COVID-19 crisis has also accelerated automation and digitalization, speeding up labor market disruption. Data points to significant challenges for gender parity in the future of jobs due to increasing occupational gender-segregation. Only two of the eight tracked "jobs of tomorrow" clusters (People & Culture and Content Production) have reached gender parity, while most show a severe underrepresentation of women.
>
> Gender gaps are more likely in sectors that require technical skills. For example, in Cloud Computing, women make up 14% of the workforce; in Engineering, 20%; and in Data and AI, 32%. While the eight job clusters typically experience a high influx of new talent, at current rates those inflows do not re-balance occupational segregation and transitioning to fields where women are currently underrepresented appears to remain difficult. For example, the current share of women in Cloud Computing is 14.2% and that figure has only improved by 0.2 percentage points, while the share of women in Data and AI roles is 32.4% and that figure has seen a mild decline of 0.1 percentage points since February 2018.

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[3] Ipsos Group S.A. is a multinational market research and consulting firm with headquarters in Paris. Please refer to https://www.ipsos.com/en.

A new analysis from the National Women's Law Center (NWLC) also showed that, in the United States, "mothers working full-time, year-round make an average of just $0.75 for every dollar paid to full-time working fathers." In an article published on 5 May 2021 – this year's Equal Pay Day for Mothers, NWLC Director of Research Jasmine Tucker told CNBC Make It that "in addition to working moms facing an ongoing pay gap, NWLC data shows that the COVID-19 pandemic has led over 570,000 moms to leave the labor force over the past year "because of the "overwhelming pressure of managing work and childcare while schools are closed." Ms. Tucker also stressed the possibility that these moms may not come back to work, unless the government invests more in its child-care infrastructure. "These investments, she says, include more funding so that day-care centers can stay afloat during the pandemic and more affordable child-care options for parents." Similar situations are likely happening throughout the APEC member economies.

5-2. Conversations on Barriers to Women in Leadership

In addition to the global data cited above, this report provides insights into public conversations related to women in leadership as well as barriers that hinder the progress towards an equal representation of women in leadership positions.

An analysis of English-language online conversations across APEC member economies over a two-year period between August 2019 and June 2021 using Edelman Data and Intelligence's Command Center, a natural language processing tool that specializes in online & social media listening, advanced analytics and reporting, we analyzed the key themes related to the barriers women face when it comes to taking up and staying in leadership positions. The analysis was based on 1,700 English-language online news articles, blogs, forums and Twitter discussions across APEC member economies over a two-year period between August 2019 and June 2021, revealing that a significant number of conversations focus on barriers women face when it comes to taking up and staying in leadership positions.

Using the Command Center, natural language processing of online news/blogs, the analysis (**Table 5a**) helped crystalize ten core themes that are recurrently mentioned as barriers to women in leadership. Amongst the themes, the top six most dominating barriers by volume are: (1) cultural and religious barriers (22% of conversation), (2) underrepresentation of women in male-centric industries (14%), (3) limited D&I initiatives for senior management (13%), (4) historical barriers to female leadership including stereotypes and unequal caregiving responsibilities (11%), (5) self-doubt and confidence barriers (10%), and (6) barriers to women in the public sector (10%).

Table 5a:

Key Themes of Barriers to Women in Leadership

1	Cultural and Religious barriers (22%)	Barriers related to specific cultures, especially those prevalent in conservative and minority religions and regions in the world. Rules and structural biases in place deterring women from participating in the workforce.
2	Underrepresentation of Women in Male-centric Industries (14%)	Some industries more than others are underrepresented due to socio-economic barriers leading to lack of at-par opportunities and pre-defined gender roles.
3	Limited D&I Initiatives for Senior management (13%)	Corporate push to female equity and inclusion limited to lower-level, personnel changes but does not always percolate to managerial roles.
4	Historical Barriers to Female Leadership (11%)	Barriers to women leadership that have existed for years and have perpetuated certain claims about women in the workplace (e.g., U.S. Rep. Gwen Moore shared her experience that being black gave her added pressure to be the best so she could have the opportunity in her field).
5	Barriers to Women Leaders in the Public Sector (10%)	Less number of females in state and domestic legislature compared to men. Lack of women candidacy and leadership ceilings in political parties.
6	Self-image and Confidence barriers (10%)	Uncertainty about their own abilities, lack of confidence in asking for opportunities.
7	Bias and Stereotypes about Women's' Leadership Skills (6%)	Beliefs that stereotype women as incapable of handling themselves in leadership roles.
8	Barriers Due to Lack of Existence/Fulfilment of D&I Commitments Listed in Corporate Policies (6%)	Lack of corporate initiatives to promote women in leadership roles, organization structural barriers.
9	The Gender Pay Gap (6%)	Top challenge faced by women today, deterring from committing time to management level positions for less pay than male colleagues.
10	Behavior of Men Towards Inclusion of Women Leaders (3%)	Lack of male allies supporting women, not engaged in inclusion-related programs in the workplace.

Caution: Percentage is rounded. Therefore, the sum of figures in this table does not add up to exactly 100%

Going beyond the volume of conversation themes, the analysis also provides insights on the level of engagement and an indicator on topics that gained traction amid the pandemic. While the top three barriers in terms of volume attracted high engagement in online conversations, **Table 5b** reveals that conversations about historic expectations on women, in particular, disproportionate household responsibilities linked to undervalued work, gender pay gap and conversations on the emergence of glass cliffs and barriers to women becoming leaders in the public sector became an increasing focus amid the COVID-19 pandemic.

Table 5b:

Volume and Engagement of Key Themes

Key themes	Overall				
	Volume		**Engagement**		
Underrepresentation of women in male-centric industries (e.g., Women must work harder to prove their worth, along with pervasive "Bro culture" in Tech & Finance industries)	↑	High	↑	High	COVID ↑
Limited D&I initiatives for senior management (e.g., Lack of mentorship and sponsorship for career progression)	↑	High	↑	High	
Cultural and religious barriers (e.g., Underrepresentation of women leaders, particularly women of color)	↑	High	↑	High	
Barriers to women leaders in the public sector (e.g., Glass Cliffs - women only promoted to lead countries during crisis)	↓	Low	↑	High	COVID ↑
Historical domestic expectations on women as barriers (e.g., Disproportionate household responsibilities due to undervalued work)	↓	Low	↑	High	COVID ↑
The gender pay gap (e.g., Incidents around women being paid less compared to men for the same management position)	↓	Low	↑	High	COVID ↑
Bias and stereotypes about women's' leadership skills (e.g., Implicit bias, assumptions around generic women attributes and stereotypes)	↓	Low	↑	High	
Self-image and confidence barriers (e.g., Self-doubt limits women's capability to lead)	↓	Low	↑	High	
Barriers due to lack of existence/fulfilment of D&I commitments listed in corporate policies (e.g., Lack of corporate initiatives to promote women in leadership roles, organization structural barriers)	↓	Low	↓	Low	
Behavior of men towards inclusion of women leaders (e.g., Lack of male allies in the workplace)	↓	Low	↓	Low	

The Quid Map displayed in **Figure 5c** demonstrates the linkage between key themes based on volume and connectedness of stories, with central conversations being displayed at the center of the map. In this map, the underrepresentation of women in male-centric industries, limited D&I initiatives and commitments for senior management, stereotypes and self-image issues as well as the gender pay gap emerge as central to the conversation about barriers to women in leadership.
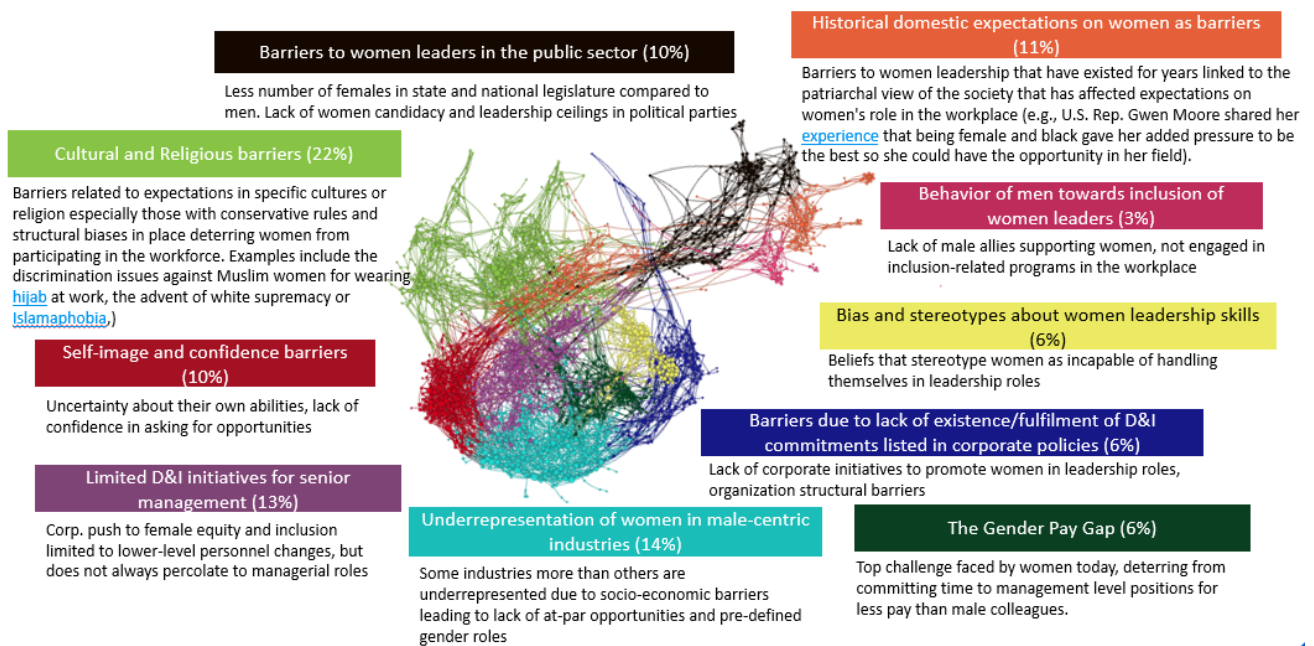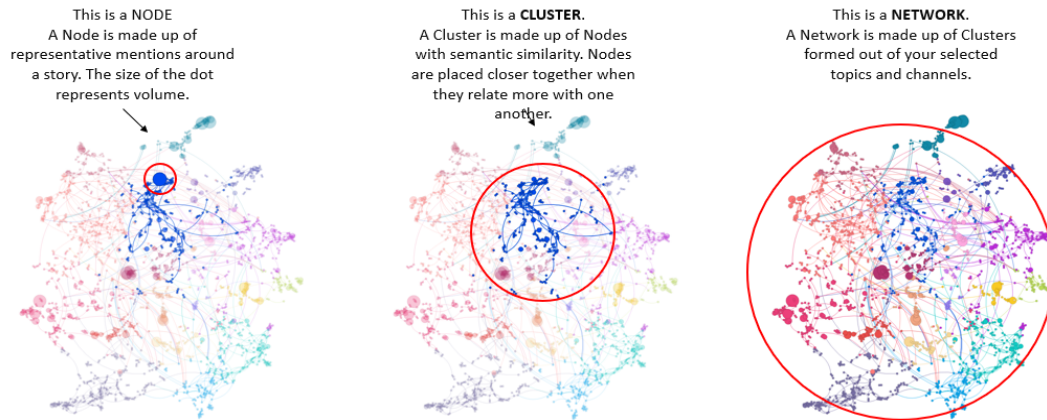
Figure 5c:

Barriers to women leaders in the public sector (10%)
Less number of females in state and national legislature compared to men. Lack of women candidacy and leadership ceilings in political parties

Historical domestic expectations on women as barriers (11%)
Barriers to women leadership that have existed for years linked to the patriarchal view of the society that has affected expectations on women's role in the workplace (e.g., U.S. Rep. Gwen Moore shared her experience that being female and black gave her added pressure to be the best so she could have the opportunity in her field).

Cultural and Religious barriers (22%)
Barriers related to expectations in specific cultures or religion especially those with conservative rules and structural biases in place deterring women from participating in the workforce. Examples include the discrimination issues against Muslim women for wearing hijab at work, the advent of white supremacy or Islamaphobia,)

Behavior of men towards inclusion of women leaders (3%)
Lack of male allies supporting women, not engaged in inclusion-related programs in the workplace

Bias and stereotypes about women leadership skills (6%)
Beliefs that stereotype women as incapable of handling themselves in leadership roles

Self-image and confidence barriers (10%)
Uncertainty about their own abilities, lack of confidence in asking for opportunities

Barriers due to lack of existence/fulfilment of D&I commitments listed in corporate policies (6%)
Lack of corporate initiatives to promote women in leadership roles, organization structural barriers

Limited D&I initiatives for senior management (13%)
Corp. push to female equity and inclusion limited to lower-level personnel changes, but does not always percolate to managerial roles

Underrepresentation of women in male-centric industries (14%)
Some industries more than others are underrepresented due to socio-economic barriers leading to lack of at-par opportunities and pre-defined gender roles

The Gender Pay Gap (6%)
Top challenge faced by women today, deterring from committing time to management level positions for less pay than male colleagues.

Figure 5d:

How to read the QUID map

Conversation cluster analysis explained
_____

This is a NODE
A Node is made up of
representative mentions around
a story. The size of the dot
represents volume.

This is a CLUSTER.
A Cluster is made up of Nodes
with semantic similarity. Nodes
are placed closer together when
they relate more with one
another.

This is a NETWORK.
A Network is made up of Clusters
formed out of your selected
topics and channels.

Distance:	Less distance between clusters indicates a high number of inter-related stories, and greater distance indicates low number of inter-related stories.
Position:	Centrally located stories are core to the conversation, indicating central topics or bridging ideas. On the other hand, peripheral clusters (E.g., the top right area of this map) are less central to the conversation but are more unique.

Looking at conversations over time (**Figure 5e**), we understand that the volume of conversations about barriers to women in leadership was relatively consistent over time with the exception of a peak in March 2021 on International Women's Day. It should be noted that this was the time that data about the negative impact on the progress towards gender equality started to emerge. It is not surprising that the level of conversations did not increase amid the pandemic since conversations mainly focused on the COVID-19 response, withdrawing oxygen from a broad spectrum of topics and issues. However, the fact that coverage did not decline, and indeed peaked amid the pandemic, indicates a continued high engagement level in gender equality conversations.

Figure 5e.

Engaging Posts on Barriers to Women Leadership over Time
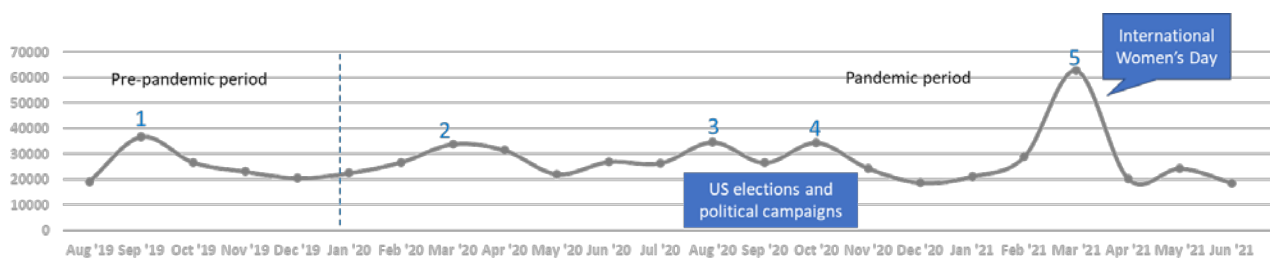
1. Gender-biased expectations on how women navigate in the workplace.	**2.** Underrepresent-ation of women leaders, particularly women of color, in the sectors.	**3.** Racial and sexual discrimination challenges over women vying for critical leadership roles.	**4.** Expectations on leadership qualities based on masculine stereotypes.	**5.** Continued disproportional treatment of women in leadership.
The controversial incident about Ernst & Young's leadership training course for female executives that allegedly focused on what women's image and behavior should be in a male-dominated workplace headlined the news as one of the participants shared the content to a media outlet. (link)	The lack of women's representation of women in top leadership roles was recognized by South Africa's former and first female President Ellen Johnson Sirleaf. As she briefly mentioned about how difficult it is for women to ascend to leadership positions, she promoted her plan to help train and mentor women leaders to solve the gender gap. (link)	Despite the positive take on U.S. V.P. Kamala Harris' political presence when it comes to breaking barriers, there were also conversations that recognized the potential backlash related to biases on racial discrimination, sexist stereotypes and the prevalence of a glass ceiling for women leaders in the society, particularly for women of color. (link1, link2)	Sentiments around the inclination of stereotypical male attributes that define leadership, and its contribution to the double standards experienced by women and women of color. (link)	Sentiments were shared around the lack of respect, harassment and abuse towards women in the Australian workforce. In the article, Ms. Wakefield Evans of the 30 Per Cent Club in Australia also highlighted that there's a "more deep-rooted cultural issue" about how women are treated disproportionately in leadership. (link)

A closer look at conversation peaks over time (**Figure 5e, Item 1-5**) also shows an increasing presence of intersectional conversations and a questioning of stereotypes and biases, such as the underrepresentation of women of color in leadership positions and the stereotyping of male attributes to define leadership qualities. These conversations show that broader D&I actions and initiatives are critical. The impact of approaches that lack substance and understanding was highlighted across various conversations. For instance, the controversial incident of Ernst & Young's leadership training course for female executives illustrated that discrimination based on stereotypes and biases (**Figure 5e, Item 1**), along with lack of respect in the form of harassment, was a hot topic with a focus on how these approaches can prove more deterring to women vying for leadership roles than empowering. Organizations need to approach D&I initiatives in earnest to avoid falling into similar pitfalls of unconscious bias.

While the data provided by APEC member economies as part of the IAP process can only partially reflect this impact of COVID-19, the conversation analysis highlights concerns about COVID-19 amplifying existing barriers, in particular, pay inequality, undervaluation of work and antiquated notions of caregiving leading to a vast exodus of women from the workforce including leadership positions as well as an increased level of burnout. Amid the pandemic, conversations about the glass cliff also started gaining momentum, highlighting the double-edge sword of an increase in high-risk, low-win chance leadership position openings offered to women (**Table 5f**).

Table 5f.

Engaging Topics on Barriers relating to COVID

Glass Cliffs – women only promoted to lead during crisis	• Several research have been done around women leaders' handling of the pandemic, emphasizing high efficiency and key skills that brought forward <u>conversations around situations where leadership is only given to women during crisis or downturn</u> (known as Glass Cliffs). • The pandemic highlighted this systemic barrier to women in leadership roles and led to <u>conversations on shifting perceptions around gender diversity in leadership roles</u> – not only representation, but existence of high-quality, life-saving leadership. (Link1, Link2, Link3)
Disproportionate household responsibilities due to unequal pay	• <u>Disproportionate household and care-related responsibilities led to more women foregoing their own careers and reliance on their [male] partners due to their higher salary.</u> The U.S. National Women's Law Center (NWLC) data shows that the pandemic has led over 570,000 moms to leave the labor force over the past year due to the overwhelming pressure of managing work and childcare. (Link1, Link2, Link3, Link4) • <u>Reports of women's higher rate of burnout at work compared to men, particularly mothers.</u> Data shows that 57% of women feel burnout at work compared to 36% of men, and that 9.8 million working mothers are suffering from burnout in the U.S. alone, according to a new analysis Great Place to Work and health-care start-up Maven conducted. (Link) • <u>Continued struggles of women to secure their places in many industries,</u> like tech industry and reach the positions they deserve. A 2021 "Women in Tech Report" revealed that <u>COVID-19 has made it worse by hindering work-life balance with remote work.</u> They are also twice as likely compared to men to lose their jobs due to the pandemic. (Link)

5-3. Perspectives from the "New Horizons in Gender Equality" workshop

The "New Horizons in Gender Equality" public-private dialogue provided an opportunity to gain additional perspectives, thoughts and considerations from panelists regarding barriers to the representation of women in leadership roles.

Kae Ishikawa, Director, UN Women Japan Liaison Office provided a broad perspective on progress and setbacks of gender equality in the region and globally:

> "Pre-COVID, although it has been painfully slow, there was some progress made in the world in terms of women's rights and gender equality. For example, more girls were going to school compared to 25 years ago. Maternal and child mortality rate has gone down significantly during the last three decades. This pandemic has pushed back the small precious progress built is now pushed back to where it was 25 years ago and that is very painful to see. That is been happening in the world in APEC economies. Let us face

that nearly 60% of women around the world work in the informal economy are earning less, saving less, and are at the greater risk of falling into poverty. These are the first ones to be cut and left behind."

Katica Roy, Gender economist, CEO & Founder, Pipeline spelled out the economic costs for one of APEC's economies:

"[During the pandemic] the labor force participation rate for women in the US was sent back 33 years—to levels we haven't seen since 1988, and it has not yet improved. The gender pay gap was also sent back 23 years. To give a sense of what that looks like from an economic perspective at a domestic level: women have added $2 trillion to the US economy through their increased labor force participation from 1970 to 2016. We lost almost all that progress in a matter of months. So, [reversing this negative impact of the pandemic] is not only the right thing to do. This is an opportunity for us to accelerate economic progress that will impact everyone."

Lorraine Hariton – President & CEO, Catalyst provided additional insights and considerations related to the current setbacks:

"We had a sectoral recession that impacted women especially underrepresented women disproportionately because they are in the retail, in the hospitality, and the care-creating sectors. So that 5% versus a 3.9% for men, most of it was a sector issue, because if you go down to the 2000 and 2008 crises, it was men who were affected more. We are also seeing a slower return and the numbers are not clear on why that is. But partly because these sectors are slow to come back and then of course we have the childcare burden and the burnout everyone is talking about. We all know that there is a rapid digital transformation, so those retail jobs are not coming back exactly the way they before - they will require more skills and digital literacy. Then, we get into the conundrum of women who are under-represented in some of these job categories that are coming back. They need to be upskilled and re-skilled and become digital literate, and I think there is an opportunity for public private partnerships because women must be able to participate actively in that economy".

Shinta Widjaja Kamdani, Chief Executive Officer, Sintesa Group and Member of APEC Business Advisory Council identified three core challenges to a stronger participation of women in the workforce and representation in leadership:

"There are at least three aspects hindering women employment after COVID-19. First is about automation and digitalization. Automation brings opportunity, but women will only be able to seize it if they can navigate their way through a period of systemic changes. However, we need to understand and then when it comes to the world of science, women are in the minority. Less than 30% of the world's researchers are women, and this underrepresentation occurs in every region. In addition, between 40 million and 160 million women, as many as one in four women employed today may need to transition between occupations, and often into higher skilled roles to remain employed and get new job opportunities. Even more strikingly, it is expected that as many as 80% of jobs in Southeast Asia will require basic digital literacy and applied ICT skills by the year of 2030.

Second, while companies have signaled their commitment to diversity, equality, and inclusion, many women are still experiencing the discrimination at work. Even before the pandemic, jobs with a high concentration of woman were characterized by low wages, long working hours, and limited opportunities for career advancement, an exposure to occupational health and safety risks as well as violence and

harassment. So, when the pandemic hit, these trends put woman workers at greater risks of being laid off, seeing also a significant contraction of their working hours and also experiencing a further deterioration in their working conditions. With the pandemic, it has become clear that while many higher wage jobs shift to full time tele work, this has not been the case for the many women in low wage jobs such as retail, sales and hospitality that require physical interaction with clients, customers, patients.

Finally, the key challenge women face in staying and advancing in the labor market mostly comes from the increased burden of unpaid care. It is a shopping, cooking, cleaning, taking care of kids and parents in the household which is disproportionately carried out by women. Pre-COVID, women on average already did almost twice as much unpaid care compared to men. The COVID-19 crisis has added to very unevenly to an already unequal baseline. 40% of mothers, compared to 27% of fathers, provide three additional hours of caregiving, a day to their schedule. That is 15 or more hours, equivalent to a considerable part time job."

Regarding workforce representation, intersectionality and pay gap, **Katica Roy** elaborated:

"It matters where women are in the workforce. You could have 50% representation in leadership, but if women are not in P&L roles, or they are not in leading roles in sales, they are less likely to become a CEO. In fact, the sales function has the second largest gender gap in leadership, second only to supply chain and logistics. Gender diverse sales teams far outperform their non-gender diverse peers. So, it is not only the right thing to do, but also in the best financial interest of the company to advance gender equity.

The other thing that we have found is that intersectionality matters. Gender plus race, ethnicity, and age. What we know from our research and more broadly is that typically anytime you intersect two or more diverse factors (so gender plus race and ethnicity or gender plus age), the inequity gap widens. So, black women, Latina, Asian women, women over the age of 45, they tend to be farther behind younger white women. If we do not bring that inner lens into our data, what we will do is begin promoting white women. That ends up happening in gender equity. We need to make sure that our lenses are intersectional in nature.

The last thing we have found is you cannot close the gender pay gap by starting with pay. The reason is that pay inequity is the symptom. It is not the disease. In other words, pay is the quantitative value that companies place on their talent, but the actual value that companies place on their talent happens before that in performance and potential. If we want to have equitable opportunities in companies, we need to ensure that performance reviews, and potential development for future leadership roles, is equitable. We have found that about a third of all performance reviews contain bias and 4% of the time that leads to women receiving lower ratings meetings. It does not sound like a lot but doubles the time for women to be promoted into the same roles. There are a lot of little pieces that we can solve with technology and data and transparency to catapult our time to equity."

Lorraine Hariton emphasized the importance of considering both pay equity and pay parity when talking baotu the pay gap:

"If you look at the pay gap, it is combined of two things. It is pay equity, and it is pay parity. You can pay all the women and men the same at the lower end. But if men have all the top jobs, then you will never get some gender equity on pay, and pay is what drives economic agency. So, it is critical that we have

women at every level. That is where the power is, and that is where the financial numbers are. We cannot get to pay equity unless we have equal representation up and down the pyramid."

6. Overcoming Barriers – Considerations

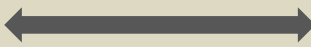## 6-1. Mapping Goals and Actions against Barriers

In section three and four of this report we analyzed progress towards voluntary goals across the public and private sector, in section five we then looked at barriers. Overall, this analysis helps us understand goals and progress made towards these goals as well as barriers. The analysis also shows how important both numeric and non-numeric goals are to enhancing the ratio of women representation in leadership.

In fact, APEC IAP submissions featured a variety of goals for both the public and private sector.

Looking at the type of goals and the effectiveness it has on key barriers identified in the conversation analysis (**Table 6a**) shows us that non-numeric goals are indeed essential to change deeply rooted cultural/religious, or historical beliefs, purposes, and values. In fact, IAP submissions show that the public and private sector across APEC member economies use both numeric top-down and non-numeric bottom-up approaches to support progress towards gender equality. A deeper analysis regarding the complementarity of these approaches or the need of greater complementarity should be considered beyond this study.

Table 6a.

Type of Goal and Effectiveness on Key Barriers

Inter-related clusters	**Numeric Goals** A "top-down" authoritative approach	Both are needed	**Non-numeric Goals** A "bottom-up" grass-root approach
Group 1	Limited D&I Initiatives for Senior management	Underrepresentation of Women in Male-centric Industries	Self-image and Confidence barriers
Group 2	Lack of Existence/fulfilment of D&I Commitments Listed in Corporate Policies	The Gender Pay Gap	Bias and Stereotypes about Women's' Leadership Skills
Group 3		- Barriers to Women Legislative Leaders - Behavior of Men Towards Inclusion of Women Leaders	Historical Barriers to Female Leadership
-			Cultural and Religious barriers
	Overall volume: 19%	Overall volume: **33%**	Overall volume: **49%**

Caution: Percentage is rounded. Therefore, the sum of figures in this table does not add up to exactly 100%

In addition, while rules and guidelines will likely not suffice to change beliefs or values, they can be effective for addressing tangible barriers such as Limited D&I Initiatives for Senior management, Lack of Existence/fulfilment of D&I Commitments Listed in Corporate Policies, or even Underrepresentation of Women in Male-centric Industries, when combined with continued training and education – executed without unconscious biases, supported by implementation of flexible workstyle for both genders. (**Table 6b**)

Table 6b.

Type of Action and Effectiveness on Key Barriers

Key themes	R/G	T/E	FS	FW
Limited D&I Initiatives for Senior management	Y	Y		
Lack of Existence/fulfilment of D&I Commitments Listed in Corporate Policies	Y	Y	Y	
Underrepresentation of Women in Male-centric Industries	Y	Y	Y	Y
The Gender Pay Gap	Y	Y	Y	Y
Barriers to Women Leaders in Legislation	Y	Y		Y
Behavior of Men Towards Inclusion of Women Leaders		Y		Y
Cultural and Religious barriers		Y		
Historical Barriers to Female Leadership		Y		Y
Self-image and Confidence barriers		Y		Y
Bias and Stereotypes about Women's' Leadership Skills		Y		Y

Legend: R/G = Rules/Guidelines, T/E = Training/Education, FS = Financial Support, FW = Flexible Workstyle

6-2. A Need for More Diverse Role Models

A deeper analysis into the more engaging barrier topics showed that gender-stereotypes tied with systemic flaws gave rise to a second layer of internalized psychological barriers (**Table 6c**) driven by critical self-perception and lack of confidence in women's abilities. In particular, stereotypical expectations in the workplace and wider society and the link to internalized stereotypes and self-doubt show a desire to redefine the meaning of leadership attributes and qualities. Combined with the focus on the lack of mentorship and sponsorship to support the career progression of women leaders, conversations indicate a clear need for more diverse role models and mentors.

Table 6c.

Engaging Topics on Barriers to Women Leadership

Stereotypical expectations in the workplace and wider society	Lack of mentorship and sponsorship for career progression	The impact of self-doubt due to internalized stereotypes
• Tendency to penalize women's behavior based on assumptions formed by stereotypes "in order to be successful" –	• Women's limited opportunities to showcase their leadership qualities and or become role models to other women, especially to younger	• Women (and women leaders) often experience feelings of "Impostor Syndrome" or the sense of doubting

such as expectations on women to be less aggressive in communication. ([link](#)) • <u>Double standards in the definition of leadership</u> – women's ability to compromise is seen as a weak attribute. This implicit bias is further intensified when it comes to dealing with critical issues ([link1](#), [link2](#))	females. For instance, globally, 72% of STEM professionals are male. ([link1](#), [link2](#), [link3](#)) • <u>Lack of available mentors or sponsors in the workplace</u> that puts women at a disadvantage compared to men ([link](#)) and the <u>**i**mbalance brought by a gendered idea of mentorship</u> where oftentimes men mentor women, and not vice versa, limits perception and ability. ([link](#))	one's capacity onto doing the work, which is also <u>exacerbated by gender-bias in professional assessment process</u>. ([link](#)) • <u>Women's lack of self-promotion</u> that leads to pessimistic perception on their leadership capability increases the risk of being judged based on gender stereotypes ([link1](#), [link2](#))
⬛	⬛	⬛

The Need for Roles Models

Male Allies can play an important role in this regard. During the "New Horizons in Gender Equality" workshop **Suresh Balaji, Chief Marketing Officer for HSBC in Asia Pacific and co-lead of Male Allies Hong Kong** explained:

> "It is quite indisputable from all the insights that we see that the gender diversity conversation cannot be held by women alone, and men need to bear the burden as well, and lean in to solve this. […] We have three main objectives. The first one is to really understand gender equality through research, education, awareness, conversations, and dialogue. The next one is policy change. Organizations have their own policies. All these organizational policies are entrenched in thousands of years of inherent patriarchy, and we want to look at this and at how do we create policies that can be women-ready, including return to work, including hybrid work, flexible work etc. The third piece is really driving cultural change by training, empowering men to be agents of change."

Suresh Balaji also emphasized the role of research and insights and of compelling storytelling to make the case for gender equality:

> "[When we conducted research] we thought that everyone would say this gender inequality issue is for previous generations, not an issue with the Gen Z. The millennials all hang out with each other, and they do not care. But that was not true. We figured out that, at least in the research, younger women and younger men are working in polarized worlds and silos […]. The other thing that came through the research was men see this as zero-sum game. Promoting women would immediately mean demoting themselves. I think we need to be able to show and bring people on board to tell the narrative properly. So, doing some research is crucial. Data tells a story, once the facts are on the table, then we can solve the issues. […] Now, how do we shine the light on gender equality and make it a front of the mind issue is another question. Creating simple things like reverse mentoring helps. Unconscious bias training helps. The third easy way of solving for this, is getting more men into the narratives. We figured out that fathers of daughters are somehow more receptive in many ways. I am a father of two daughters. When I figured out well there was a gender pay gap report that came about in the UK. I read it and I said, wow, if my 7-year-old daughter becomes a Chief Marketing Officer at HSBC in 20 years and they pay 30% less, then that is not fair, is it? Men are fathers of daughters, sons of mothers, brothers or sisters and they are colleagues. You make it easy when you make it simple, when you make it real for their own personal context, we see culture changes. Culture change does not come by showing them the facts. Culture change comes by telling stories."

Interestingly, Rania H. Anderson, author of WE: Men, Women and the Decisive Formula for Winning at Work and Undeterred argues for a widening the perspective in a Harvard Business Review (HBR) article: "there's so much buzz about male allies […] stories about women leaders are scarce, and they often narrowly focus on how women help each other. Even more rare are examples of the positive impact women leaders have on the careers and business of men. This imbalance reinforces negative bias about the ability of women to lead and contributes to the scarcity of women at the top."

In fact, the conversation analysis we conducted also indicates an interest and desire for the portrayal of more women leaders from varying backgrounds to serve as role models and mentors in equally diverse workplaces.

A separate HBR article co-authored by Ruchika Tulshyan – author of The Diversity Advantage: Fixing Gender Inequality In The Workplace, and Jodi-Ann Burey – creator and host of the podcast Black Cancer, illustrates that "even if women demonstrate strength, ambition, and resilience, our daily battles with microaggressions, especially expectations and assumptions formed by stereotypes and racism, often push us down. Imposter syndrome as a concept fails to capture this dynamic and puts the onus on women to deal with the effects. Workplaces remain misdirected toward seeking individual solutions for issues disproportionately caused by systems of discrimination and abuses of power." And broadly for women of color, "self-doubt and the feeling that we don't belong in corporate workplaces can be even more pronounced. Not because women of color have an innate deficiency, but because the intersection of our race and gender often places us in a precarious position at work."

During the "New Horizons in Gender Equality" workshop **Nicole Scoble Williams, Partner, Deloitte Tohmatsu Consulting and Executive Advisor on Future of Work for Asia Pacific** made a compelling case for more diverse role models and representation:

> "My view is that innovation is the ultimate manifestation of diversity, equity, and inclusion. For us to be able to create extraordinary products, services, and experiences to deliver in our world, we need to be able to bring together the most amazing talent that represent our customers, consumers, the community we serve and interact in. It is by bringing those talents together as one, that we create the magic that drives competitive edge through innovation."

During the workshop **Christine Amour-Levar, Founder of Women on a Mission & HER Planet Earth** explained:

> "Role models represent and expand what is possible for us. Role models inspire women to be more ambitious and aim higher, and role models demonstrate the mindset and behavior on how to rise. Having diverse mentors and role models at the table from different geographies from racial backgrounds, from LGBTQ communities, from all walks of life, is important because not everybody aspires to the same thing. […] The Philippines is one of the most gender equal societies in the region. We have had two women presidents; they played a big part. I know that young girls in many other countries do not think that way. Not all women aspire to be CEOs or politicians. So having diversity of role models from all different kinds of industries and passions, from NGOs, from business, gives a healthy perspective."

As a step forward, it could be considered to share best practices across APEC economies on ways to reduce stereotyping, unconscious bias and increase mentorship and sponsorship opportunities and position more diverse female role models and mentors.

6-3. The Role of Public-Private Sector Cooperation

During the "New Horizons in Gender Equality" public-private dialogue, panelists underlined the roles of the public and the private sector in advancing the representation of women in leadership.

Dr. Sarah Taylor, Ambassador Extraordinary and Plenipotentiary of Canada to the Kingdom of Thailand, Kingdom of Cambodia, and the Lao People's Democratic Republic pointed out:

> The public service has two key roles to play, or two strengths. One is broad-based across the economy, the ability of the legislature to pass legislation and put in place programs, and then of the executive to implement those for the whole economy in key areas. Those are things like parental leave, daycare, and other provisions that are enablers for gender equity in the workplace. This has really been advanced over quite a long period in Canada, in part by creating a specialized ministry. [...] The expansion of parental leave, and making it explicitly parental leave not maternity leave, had a huge impact on women's participation and on equity more generally across Canada.

> The other part the public service piece can do is to model best practices for employers, and that is in everything from legislation through specific tools through to the nature of the workplace in the public sector. The starting point, at least for Canada, was around legislated employment equity for specific groups, women, visible minorities, persons with disabilities and what we call First Nations, the Aboriginal peoples in Canada. Because at the time they were all underrepresented in the private sector, and in the public sector as well. So, the government said we need to lead on this, and they set aspirational goals. But they are goals, nonetheless, and there is a whole process around collecting data and human resource planning to ensure that, when we hire and promote people in the public sector, we are doing so to try and reach levels that match the availability of these employment equity groups in the workforce. So, you have got that sort of very structured, formal approach.

> Then there has also been a lot of work around developing tools, particularly GBA+ analysis. Interestingly, some of that was driven originally by our development assistance policy. We wanted to apply GBA+ when we were giving aid abroad, but then more recently we said, we need to turn that lens on ourselves as well. If we are saying to our development partners, you will need to do a gender-based analysis before we give you money to spend, then we need to do that for ourselves as well. The outcome of that is that we now in Canada have gender-based budgeting. When our government tables its budget in the House of Commons, there has to be a gender analysis of that budget.

> The last important piece is workplace culture. [We] have talked about how some of the barriers for women in the private sector relate to the difficulty of working especially in leadership roles -- if you also have this double burden around childcare, around unpaid work in the home, and all those other issues that come into play for women. We are not fully there yet, but I do feel I have been able to have a career and reach leadership levels in the public sector while still having kids and having a family life and just being a human being. [...] There are also some really interesting efforts in the private sector trying to ensure you can have leadership roles and still be able to have a life outside work, but we're not quite where we should be yet."

Nicole Scoble Williams emphasized the need for both public and private sector to step in and seize the current dynamic situation, including through the use of data and insights to grasp unknown challenges and barriers and create conducive working environments:

"In terms of what is happening right now, there are two important data points that jump out as being relevant to the disproportionate impact of job losses on women. If we look at Japan, 73% of jobs lost in Japan during the pandemic have been lost to women. At the same time, the talent and skills shortage is a burning issue that is continuing to escalate and drive what CEOs and executive teams are focusing on right now in terms of their strategic agenda and what is important to them. We recently did a Deloitte and Fortune CEO survey. In the last six weeks, there has been a significant shift in what CEO's consider to be the greatest challenge they face today – back in June 2021, we had 25% of CEOs that said they thought attracting and retaining talent was one of many challenges they were facing, however when asked again four months later, we had over 75% of CEOs say that they now believe the labor/skills shortage and the ability to attract and retain talent is the number ONE challenge they face today and the number one external issue that they expect to influence or disrupt their business strategy within the next 12 months. We also had 80% of CEOs tell us that the number one strategy they are relying on right now to attract, engage and retain talent, is around their flexible working models. They are positioning flexible working as a strategic differentiator - using it as an incentive and a talent magnet. So, if we think about all of what is happening right now, we have got women seeking new opportunities, and we have got organizations laser focused on the talent and skills crisis, doubling down on trying to create these new flexible working models. So, we need to see business and government thinking in new and different ways about how they can step in and help reconcile this disconnect between women looking for work and business trying to solve for the talent and skills crisis. Business and government have a very important and exciting role to play in helping workers, business, industry and government, enable and elevate what we can achieve through these new flexible working models.

[…] At the same time, we keep hearing about this focus on digital acceleration. We know that means data is at our fingertips. So, what I also feel business and government needs to focus on is working out how to use that data to unlock actionable insights about the unknown and unmet needs of women. I am not worried about the data that we know about and the things that we know women need around greater visibility and access to work opportunities. I am worried about what we do not know, what are the unknown and unmet needs of women, the barriers they are facing. It is only once we really understand those unknown and unmet needs, that we can be very targeted in how we reach those women and open those new opportunities and aspirations that all these flexible working models can provide, and completely redesign work, workforces and workplaces accordingly, to enable and elevate what we can achieve through those flexible working models."

Shinta Kamdani pointed out the importance of best practice sharing within the private sector:

"I do believe that many companies are advanced, and I think sharing best practices will be very important post COVID. We need to really work together to look at how we can address some of these challenges."

And **Kae Ishikawa** emphasized the opportunity for public and private sector to influence on another to accelerate gender equality:

Private sector can influence the public sector. At the same time, here in Japan, I see the public sector also gives a sense of assurance from public sector like government to say gender equality is important. The government promotes women's participation and gender equality, then private sector companies do listen to the government.

Katica Roy encouraged learning across economies:

What Canada is doing is gender mainstreaming and gender budgeting, which is essentially applying the gender lens to both. We often assume that policy and economic stimulus—of which trillions was pumped into the global economy last year—is gender neutral. It's not. It's gender ignorant. We have seen it all across the world where women have borne the brunt of the economic fallout from COVID-19. I would encourage people to look up the work that Canada is doing on both pay equity, which is not only equal pay for equal work, but it is equal pay for work of equal value. It deals with occupational segregation and the issue of women being overrepresented in lower paid professions and underrepresented in higher paid professions. There is a lot that the world can learn from the work that Canada is doing.

And **Christine Amour-Levar** highlighted the benefit the global economy stands to reap if gender parity can be reached by 2050:

If we have gender parity by 2050 this adds about $12 trillion to the global economy. There is only an upside in having more gender equality, so it will need all of us to cooperate to be advocates, and ultimately, we need to believe in the power of our own voice and action.

6-4. New Horizons in Gender Equality: From COVID-19 Setback to Massive Comeback

Despite the alarming short-term impact of the pandemic on gender equality, the rapid changes brought about could also open doors to innovation in the workplace and to gender-sensitive policies that help build forward better.

In fact, the Pew Research Center wrote in February 2021 that, while there are some other doubts, "experts express hope that changes spawned by the pandemic will make things better for significant portions of the population – changes that: (1) inaugurate new reforms aimed at racial justice and social equity as critiques of current economic arrangements – and capitalism itself – gain support and policymaker attention; (2) enhance the quality of life for many families and workers as more flexible-workplace arrangements become permanent and communities adjust to them; and (3) produce technology enhancements in virtual and augmented reality and AI that allow people to live smarter, safer and more productive lives, enabled in many cases by "smart systems" in such key areas as health care, education and community living.

The B Team – a global nonprofit initiative co-founded by Sir Richard Branson and Jochen Zeitz posted an article titled Closing Gender Pay Gaps 12 Solutions For Pay Equality in 2020, advocating that "the private sector cannot deliver pay equality alone. Governments should lead by example and introduce comprehensive legislation to mandate pay gap disclosures and make these practices the new normal." The post mentions that at least ten

economies have instituted gender pay transparency regulation – including Australia, Canada, and the United States from APEC economies.

Research has also been done around women leaders' handling of the pandemic, emphasizing high efficiency and key skills that brought forward changing tones in conversations around situations where leadership is only given to women during crisis or downturn known as glass cliffs. In fact, Professor Michelle Ryan – the researcher who identified the glass cliff phenomenon and was appointed to head the new Asia-Pacific node of the Global Institute for Women's Leadership at the Australian National University, told The Times Higher Education in February 2021, "a crises can generate 'foot in the door' openings for capable women who go on to thrive and help smash the glass ceiling for women around them."

And an April 2020 Forbes article expressed that due to COVID, "leaders of cities, states and countries faced an unprecedented test. The ones who passed this test with flying colors are disproportionately women. This is despite the fact that they make up only 7% of heads of state." The article continued by stating "it turns out women are just as good and sometimes better at some of what we think of as male qualities, like being decisive and making tough calls" and that "female leaders do not suffer from overconfidence – they seek input and listen."

Will this crisis generate 'foot in the door' openings for capable women who go on to thrive and help smash the glass ceiling for women around them? And will the seeding of change through training, mentoring, and education programs help push us beyond tipping points in the coming years?

The "New Horizons in Gender Equality" workshop provides some promising thoughts:

> "The first jobs that were cut were the lower paying jobs and a lot of women were in those jobs. Women lost the support for childcare, as schools closed and daycare centers shut down during the lockdowns. And in fact, women have really suffered the brunt of the pandemic. It is obvious if you look at the data. And as we come out of it, we really need to continue our advocacy work and efforts to ensure that big corporations and organizations continue to give women more flexibility at work. I believe this is really one of the silver linings of the pandemic." – **Christine Amour-Levar**

> "The pandemic gives us a real opportunity. It is a major change. It is like the change from the industrial revolution. We have an opportunity to build back forward and create the future that we want, but it requires a lot of intentionality. We have a big labor shortage, so people are looking at a broader pool. They are willing to fish in other ponds because of this, which is a great news. They can look for at people all over the world. Technological change is an opportunity, but also a risk. This changes social perspective. The fact that we had this childcare issue [during the pandemic] has put it on the front page and people and public policy are trying to change things. […] This WFH experiment that has been going on around the world is good news for women because [it shows we can have] more flexibility and not just where you work, but when you work and how you work. The world is demanding that, and companies are starting to step up to that. […] In this moment in time we can make a quantum leap [beyond] 2% for the next 200 years. We cannot let that happen. We have got to take advantage of this discontinuity to really make major change." – **Lorraine Hariton**

> "Albert Einstein said "You cannot use an old map to explore a new world". I think those words are as important and relevant as ever, particularly to the conversation we are having right now. What are going to be those new maps? Those new mental models? […] Over the last 18 months we have seen some disruption to the great progress that we have been achieving. However, we are in an important and

exciting moment where we have the opportunity – right now – to create all of the new maps and mental models by using this disruption as a catalyst to unlock knew possibilities, new aspirations, that have never before been available for women." – **Nicole Scoble Williams**

Moving beyond the 2021 IAP report, it will be more critical than ever for APEC member economies to keep monitoring progress towards enhancing the ratio of women representation in leadership, share best practices and determine ways to change the current trajectory, reverse the temporary setback and turn it into the moment APEC member economies build a path towards an inclusive economic recovery that leverages the full potential of both women and men.

7. Conclusions and Recommendations

To keep the momentum of the IAP process going moving beyond the 2021 endpoint of the current project, this report provides six key observations and recommendations.

1. As pointed out in the mid-term review, enhancing the ratio of Women in Leadership is a shared agenda across APEC member economies. In fact, datapoints submitted by APEC member economies for the public sector indicate a broad coverage of economy-wide indicators. However, while more private sector goals were submitted over the course of this project, goals remain diverse, sitting on a broad spectrum.

2. While member economies were able to progress towards the IAP goals for public sector ratio of women in leadership positions, the variety of data points submitted as well as the inclusion of additional data points suggests that the endpoint of this 5-year IAP progress can provide a starting point for a more in-depth public sector analysis.

3. Similarly, the extension of data points and categories submitted by member economies related to ratio of women representation in leadership in the private sector, indicates the need for a more systematic approach to capture progress in terms of the advancement of key indicators.

4. Progress across public and private sector shows a clear need for both normative approaches that set numeric goals and provide clear regulations and guidelines as well as inspirational approaches driven by non-numeric goals and activated through supportive measures. Moving forward, member economy submissions that take a closer look at normative and inspirational areas in more distinct ways and more opportunities for best practice sharing could be considered.

5. To foster progress, it is critical to understand barriers. While emerging data and studies clearly show that the pandemic risks rolling back decades of progress, IAP data does not allow for conclusions regarding the impact of COVID-19 on gender equality progress across member economies. An analysis of conversations across APEC member economies highlights several key barriers. To overcome these barriers and accelerate progress mapping goals and actions more clearly against barriers, best practice sharing on ways to encourage more diverse role models should be considered. More frequent public-private dialogues could be considered.

6. Since crises can also bring opportunity and momentum for change, it is critical for APEC to determine a strong process moving forward that supports gender-sensitive approaches to economic recovery. It is time to determine the approach for a follow up initiative to the IAP.

Annexes

Annex 1: Areas of Goals Submitted by Member Economies – Public and Private Sector

Sector	Data	Australia	Canada	Chile	China	Hong Kong, China	Indonesia	Japan	Republic of Korea	Malaysia	Mexico	New Zealand	Peru	Philippines	Russia	Singapore	Chinese Taipei	Thailand	USA	Viet Nam
Public Sector	Executive branch (economy level)	Yes	Yes	Yes	No	Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes
	Legislative branch (economy level)	Yes	Yes	No	Yes	No	Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes	No	Yes	Yes	Yes
	Judicial branch (economy level), including law enforcement	Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes	No	Yes	No	Yes	Yes	Yes	Yes	No	Yes	No	No
	Executive branch (regional or local level)	No	Yes	Yes	Yes	No	Yes	Yes	Yes	No	Yes	Yes	Yes	Yes	Yes	No	No	Yes	No	Yes
	Legislative branch (regional or local level)	No	Yes	No	Yes	No	Yes	Yes	No	No	Yes	Yes	Yes	No	Yes	No	No	No	No	Yes
	Judicial branch (regional or local level), including law enforcement	No	Yes	No	No	No	No	No	No	No	No	No	No	No	No	No	No	No	No	No
	Senior executives in SOEs/GLCs	No	Yes	Yes	Yes	No	No	No	Yes	No	No	No	No	No	Yes	No	Yes	No	No	No
Private Sector	C-level executives, listed companies	Yes	No	No	No	No	No	No	No	No	No	No	No	No	No	No	No	No	No	No
	Board of Directors, listed companies	No	Yes	Yes	No	No	No	No	No	Yes	No	Yes	Yes	No	No	Yes	Yes	No	No	No
	Senior management, listed companies	No	Yes	No	No	No	No	Yes	No	No	No	Yes	No	No	No	No	Yes	No	No	No
	C-level executives, private companies	No	No	No	No	No	No	No	No	No	No	No	No	Yes	No	No	No	No	No	No
	Board of Directors, private companies	No	Yes	No	No	No	No	No	No	No	No	No	Yes	Yes	No	No	No	No	No	No
	Senior management, private companies	No	No	No	No	No	No	Yes	Yes	No	No	No	Yes	Yes	No	No	No	No	No	No
	Board of Directors, sector-specific companies	No	No	No	No	No	No	No	No	Yes	No	No	No	No	No	No	No	No	No	No
	Senior management, sector-specific companies	No	No	No	No	No	No	No	No	No	No	No	No	No	No	No	Yes	No	No	No
	Workforce, sector-specific companies	No	Yes	No	No	No	No	No	No	No	No	No	No	No	Yes	No	No	No	Yes	No
	C-level executives, unidentified	No	No	No	No	No	Yes	No	No	No	No	No	Yes	No	No	No	No	No	Yes	No
	Board of Directors, unidentified	No	Yes	No	No	No	No	No	No	No	No	No	No	No	Yes	No	No	No	No	No
	Senior management, unidentified	No	No	No	No	No	Yes	No	No	No	No	No	Yes	No	Yes	No	No	No	Yes	No
	Workforce, unidentified	Yes	No	Yes	No	No	No	No	No	No	Yes	No	No	No	Yes	Yes	Yes	Yes	Yes	No

Goals grouped by areas based on data submitted throughout the 5-year IAP project

Annex 2: Extract of Goals, Actions, Results related to the Public Sector

Australia

Voluntary Goal	Australia's goals have remained consistent and focused. In the public sector they were, (1) achieving the G20 commitment to reduce the women's participation gap by 25% by 2025, and (2) achieving the target of women holding 50% of government board positions overall, and men and women each holding at least 40% of positions on individual boards.
Key Actions	The Australian Government **implemented the Australian Public Service (APS) Gender Equality Strategy 2016-2019** which set out actions for driving high performance and boosting productivity in the public sector based on three principles: transformational change, commitment, and accountability. The APS Gender Equality Strategy outlines five actions to address gender imbalance: - **Driving a supportive and enabling workplace culture,** - Achieving gender equality in APS leadership, - Working innovatively to embed gender equality in employment practices, - Increasing **take-up of flexible work arrangements by both men and women**, and - Measuring and evaluating actions
Related Results	As a result, Government board positions have advanced from 40% in 2015, to 49% in 2021. For top leadership roles of the Public Service, women in Executive Level positions are at 52% in 2021 and women in Senior Executive Service positions have gone up from 42% in 2015, to 48% in 2021. Female Commonwealth Judge and Magistrates (positions on four federal courts) have progress from 29% to 37% over the same period.

Canada

Voluntary Goal	The Government of Canada introduced the Gender Results Framework (GRF) in 2018, highlighting key issues, .focusing on six gender equality goals to increase the representation of women in leadership positions in both public and private sectors. For the public sector, the GRF aims for greater representation of women and underrepresented groups in elected office and ministerial positions in all orders of government, and in the judicial system.
Key Actions	In December 2018, Parliament **passed the Canadian Gender Budgeting Act** enshrining the Government's commitment to decision-making that takes into consideration the impacts of policies on all Canadians in a budgetary context. Budget 2019 supports Gender Budgeting as a foundational element of the Government's strategy to improve equality in area such as; 1. Women in Leadership and Democratic Participation: • Budget 2019 proposes a **historic investment of $160 million over 5 years**, starting 2019-2020, to the Department for Women and Gender Equality Canada for the **Women's Program to enable further community action** to tackle systemic barriers impeding women's progress, while recognizing and addressing the diverse experience of gender and inequality across Canada. This funding will enhance the Women's Program to support projects that encourage women and girls in leadership and decision-making roles. • Additionally, through the Women's Program, **$18 million has been provided to date to support approximately 50 projects** that engage 150 women leaders from across Canada working to advance gender equality locally and as a part of a pan-Canadian network. 2. Women in Governor in Council (GiC) appointments: The Government of Canada will continue to select candidates for GiC positions based on an open, transparent and merit-based approach. 3. Women in Politics:

	• The Budget 2019 will work with the gender balanced cabinet and Parliamentarians to support and promote more women leadership for Members of Parliament with young children. This includes ensuring that the House of Commons is **flexible, compassionate and reasonable in** making accommodations for Members with needs that are related to their parliamentary functions; **improving work-life balance, providing access to child care and designated spaces for the use of Members with infants and children**. • In 2018, the Government passed the Act to **amend the Canada Labour Code (Bill C-65 addresses harassment and violence), the Parliamentary Employment and Staff Relations Act and the Budget Implementation Act, 2017, No. 1** to help ensure that Federal workplaces, including Parliament, are free from harassment and violence.
Related Results	Women representation in the Federal Cabinet improved from 30% in 2015, to a steady 49-50% ever since 2016. Women serving as GiC appointees increased from 31% in 2015, to 47% by 2019, and has exceeded 50% since 2020. Female Supreme Court of Canada judges went up from 38% to 44% in the same timeframe. Women on corporate boards in Government business enterprises tacks at 36% in 2021 – eight percentage points higher than when it was added in 2019.

Chile

Voluntary Goal	Chile's goal was to adopt a draft law establishing a gender parity criterion, so that neither female nor male candidates for parliamentary elections will exceed 60% of the list of a party or electoral pact. This law was adopted in 2016 and was made mandatory for the 2017 parliamentary elections. Chile also stated that they will aim for 40% representation of women on boards of public companies, by the end of the government of President Bachelet, but this commitment was maintained after 2018 as well.
Key Actions	The Government Program (2018 -2022) proposed several measures to increase participation for women in leadership positions. It has also promoted participation of women in the labor force, by promoting education, training, responsibility for the upbringing and care of children. This was done through the Women Heads of Household Program (training with gender perspective and incorporation to the labor market), 4-7 Program (which offers childcare for women heads of household who work full time), support for entrepreneurship- then Women, Association and Entrepreneurship Program.
Related Results	Presence of women in the House of Representatives progressed from 16% in 2015, to 23% in 2021. Similarly, presence of women in the Senate went up to 26%. And female Director/Boards of public companies grew from 28% to 41% in the same timeframe.

People's Republic of China

Voluntary Goal	China's goal was already defined in their National Program for Women's Development 2011-2020 before the IAP initiative commenced.
Key Actions	The national program **enacted and improved laws, regulations, and policies** to promote women's participation in decision-making and leadership, urging departments to progressively raise the proportion of women among deputies to people's congresses and committee members of the People's Political Consultative Conference (PPCC) at all levels, including members of the standing committees. Similar mandates were extended to ensure a progressive increase of women leaders in the ministries and commissions under the State Council and government departments at the provincial and prefectural levels.
Related Results	To date, women deputies to the National People's Congress have increased from 23% to 25%, women members of the PPCC advanced from 18% to 20%, female public procurators and judges grew from 31% to 35% each respectively, and female diplomats up from 31% to 33%.

Hong Kong, China

Voluntary Goal	Hong Kong's single-minded goal was to have 35% women representation in Government advisory and statutory bodies (ASBs).
Key Actions	To meet this goal, the government set a gender benchmark for appointing women to Government ASBs which took effect from April 2015.
Related Results	Since then, Government-appointed female non-official members serving on public sector ASBs grew from 32% in 2015, to 34%in 2021.

Japan

Voluntary Goal	The government of Japan set a series of specific numerical targets under the Fourth Basic Plan for Gender Equality, decided by the Cabinet in December 2015 such as – but not limited to the following: • Proportion of female candidates to be members of the House of Representatives: 30% (2020) • Proportion of female candidates to be members of the House of Councilors: 30% (2020) • Proportion of female public prosecutors: 30% (end of fiscal 2020) • Proportion of female central government employees through the recruitment examination: more than 30% (every fiscal year) • Proportion of women in government positions equivalent to the director of the central government ministries and agencies: 7% (end of fiscal 2020) • Proportion of female expert members in central government advisory councils and committees: 30% (2020) • Proportion of female local public employees through the recruitment examination for prefectural governments: 40% (fiscal 2020) • Proportion of women in positions equivalent to director of prefectural government office: 15% (end of fiscal 2020) • Proportion of women in positions equivalent to director general or deputy director of prefectural government office: approx. 10% (end of fiscal 2020)
Key Actions	In the field that female participation is lagging, Japan boldly implements not only measures preparing environment for continuous employment of women and work-life balance, but also a wide range of study and training policies, in order to increase candidate women who will take leadership positions in the future as a first step. Regarding specific target, the plan set high standard goals which is achieved after every possible efforts are made as well as goals on the amount of candidate women who will take leadership positions in the future.
Related Results	Progress corresponding to the extract of voluntary goals indicated above are as follows: • Female candidates to be members of the House of Representatives: from 9.5% (2015) to 17.8% (2021) • Female candidates to be members of the House of Councilors: from 15.7% (2015) to 28.1% (2021) • Female public prosecutors: from 21.4% (2015) to 25.4% (2021) • Female central government employees through the recruitment examination: from 31.5% (2015) to 36.8% (2021) • Government positions equivalent to director of central government ministries and agencies: from 3.3% (2015) to 5.8% (2021) • Expert members in central government advisory councils and committees: from 22.4% (2015) to 30.3% (2021) • Local public employees through the recruitment examination for prefectural governments: from 31.9% (2016) to 36.6% (2021) • Director of prefectural government office: from 8.5% (2016) to 12.2% (2021) • Director general or deputy director of prefectural government office: from 4.9% (2016) to 7.0% (2021)

Republic of Korea

Voluntary Goal	In 2019, Korea revised their voluntary goals according to the Five-Year Plan to Enhance Women's Representation in the Public Sector (2018-2022) and raised the target for some quotas since the original goals were achieved in 2018. • Proportion of women in government committees: 40% by 2020 • Proportion of female public officers who are Rank 4 or above (central government): 19.8% by 2020 • Proportion of women in managerial positions in public agencies: 25.4% by 2020 • Proportion of female school principals and vice principals: 43.5% by 2020
Key Actions	The Government adopted a wide range of policies, aiming to raise women's representation and nurture female leadership in various sectors. The central and local governments were required to meet the gender quota, so that neither women nor men constitute more than 60% in government committees. The Government is providing consulting and education programs, as well as monitoring their implementation. In addition, in 2018 the Act on the Management of Public Institutions set legal standards for the first time to introduce the equal gender quota system for executive positions in public organizations, with an aim of having more than 20% women in corporate board of directors. Along with these efforts, the Government has tried to identify women leaders by creating a database of female talents, which is used to nominate qualified women to government committees and other positions. Women are also provided with diverse support in line with career paths and stages, such as young women mentoring program and Women's Leadership Academy.
Related Results	Women in government committees grew from 32% in 2015, to 42% in 2021. Female directors (grade 4) and above in central government offices have doubled from 11% to 23% in the same period. Women in managerial positions in public agencies likewise are 23% in 2021, versus 13% in 2015. And female principals & vice principals have progressed from 29% to 45% in the past six years.

Malaysia

Voluntary Goal	In addressing the issue of under-representation of women at the decision-making level, the policy of at least 30% participation of women in decision-making positions at all levels was adopted by the Government on 4 August 2004. The Government then approved the Policy of at Least 30% Women in Decision Making Positions at All Levels in the Corporate Sector on 24 June 2011. This policy is imposed on government-linked companies, public-listed companies, statutory bodies and financial institutions. It is implemented through the Malaysian Code of Corporate Governance.
Key Actions	To ensure the success of the policy of at Least 30% Women in Decision-Making Positions, the Women Directors Programme (WDP) was introduced. This programme is a structured training curriculum that includes online board readiness assessment, assessment report review, technical skills, essential boardroom soft skills and group coaching. Then, in 2015, the Ministry of Women, Family and Community Development through its agency NAM Institute for the Empowerment of Women (NIEW), introduced the Advanced Women Director's Training Programme (AWDTP) and then reviewed in 2016, to enhance the marketability and visibility of the WDP alumni to further improve the placement of competent women as board of directors in Public Listed Companies in Malaysia Stock Exchange. Apart from that, Malaysia has also launched the 30 Percent Club on 8 May 2015, which is a group of business leaders who are committed to bring more capable and competent women on board of companies because it is good for business.
Related Results	Women representation in board of directors of top 100 public listed companies stands at 27% in 2021. Women representation in the public sector as Secretary General is 19%.

Mexico

Voluntary	Increase the number of public and private organizations certified on the Mexican Standards for Labor

Goal	Equality and Non-Discrimination.
Key Actions	• Promote the Mexican Standards for Labor Equality and Non-Discrimination among public and private organizations. • Advise and accompany organizations which are interested in certification along their processes to implement practices to promote equality in the workplace. • Develop a strategy to provide visibility and recognition to certified organizations. • Report and communicate results.
Related Results	Female candidates to be members of the House of Representatives, and the House of Councilors are at 48-49% in 2021. Women's representation as public prosecutors is also at parity. And there are 451 public and private organizations certified on the Mexican standards for Labor Equality and Non-Discrimination in 2021, more than quadrupling from 105 in 2017.

New Zealand

Voluntary Goal	The New Zealand Government started from a vision to change the way leadership is defined and talked about, so that they could build better New Zealand organizations. They did not raise a more tangible goal until 2018, when the government established a 50% target for women on State Sector boards and committees by 2021. New Zealand goes the extra mile to put the spotlight on the under-representation of women of Māori, Pacific and Asian ethnicities in the top tiers of management and being over-represented in lower paid occupations.
Key Actions	Many of the action items are also inspirational and supportive. For example, **flexible work has been made available** to all workers and has increased paid parental leave for eligible parents to 16 weeks in 2015 with a further increase to 18 weeks in 2016. Many public sector and private agencies are **undertaking unconscious bias training** and recognizing the benefits of flexible work for staff at all levels. **Case studies have been developed and shared** on the www.women.govt.nz website to inspire other women to take the next step in their careers with confidence. And through its Ministry for Women, the government **runs a nominations service** which facilitates the appointment of women to state sector boards and committees. Women, who are interested in governance, are encouraged to join the database from throughout the economy. The only action that is more or less forced, was in the private sector with the New Zealand Stock Exchange (NZX) rule requiring listed companies to establish a diversity policy with measurable objectives and provide a breakdown of the gender composition of their Directors and Officers in their Annual Reports with comparative figures for the prior balance date. A Superdiversity Centre for Law, Policy and Business has been established to **compile a Superdiversity Stocktake of key statistics and analysis, studies and surveys** to help Government, business organizations.
Related Results	Women representation in NZX board positions have gone up from 14% in 2015, to 20% in 2018. Likewise, women on New Zealand's state sector board and committee positions have reached 46%, and female local government (including local authorities) positions and positions within the New Zealand Parliament are both at 38% as of 2018.

The Philippines

Voluntary Goal	The Magna Carta of Women (MCW) Section 11 on Participation and Representation expressly provides that: The State shall undertake temporary special measures to accelerate the participation and equitable representation of women in all spheres of society, particularly in the decision-making and policy-making processes in government and private entities to fully realize their role as agents and beneficiaries of development.
Key	The following legislative measures – among others, were recommended:

| Actions | • Adopt a candidate quota for political parties using the forty-sixty (40-60) formula, wherein neither sex comprise less than 40% nor more than 60% of the number of candidates in the party slate;
• Provide incentives to political parties that have reached the gender quota in their leadership and policy-making structure and/or roster of candidates for the elections;
• Create a women's campaign fund for aspiring women candidates, especially those belonging to marginalized sectors;
• Enjoin political parties to develop a women and Gender and Development (GAD) agenda;

The following programs and projects – among others, were recommended:
• Revision of political structures and mechanisms to ensure women's participation at all levels;
• Revision of recruitment and selection procedures for government service officers to make the procedures more gender-responsive;
• Conduct of gender sensitivity training for government workers and elected women officials;
• Diversified skills training in leadership, assertiveness, management and decision-making for potential women candidates (government offices and NGOs);
• Establishment of day care centers in government offices;
• Institutionalization of flexi-time (flexible time) in all government agencies;
• Training programs, including incentives and counselling services, to improve women's managerial skills as employees or as self-employed, to aid women who are re-entering the labor force, and to recruit women for high growth, non-traditional and traditional sectors;

Strategies that address women's leadership, representation and participation were implemented:
• Strengthen legislative and policy framework for improving and increasing women's political representation and participation;
• Adopt special measures to fast-track progress in ensuring representation and participation of diverse women's groups and marginalized social groups at all levels and across sectors;
• Intensify advocacy for increased women's participation in politics, including advocacy among political parties;
• Develop a strategy to strengthen capacities of marginalized women to participate in elections at all levels, including running for office.

And the National Action Plan on Women, Peace and Security (NAPWPS) included the number of community women, especially indigenous peoples (IPs) and Moros, involved, and occupying leadership roles at all levels of programs and mechanisms as one of its indicators.

In addition, application of existing bills/laws on women's representation, participation and leadership such as the Senate Bill (SB) 1449 mandated that 50% of representatives nominated among the members of a registered political party or organization must be women; 40% of the five nominees officially submitted by a party to COMELEC must be women; and the final five representatives of each party must be composed of at least two women. |
| **Related Results** | The ratio of female legislators, senior officials and managers grew from 46.6% in 2018, to 50.5% in 2021. Women Candidates in general and Local Elections are up from 19.4% to 20.3% in the same three years. Female Appointed Justices and Judge have also progress from 49.3% to 52.7% in the same period. |

Russia

Voluntary Goal	In the public sector, Russia aimed to increase the share of women among those who replace state civil positions and municipal positions, as well as women's share in political parties and organizations. Russia was also attentive of reducing the number of workplaces with harmful and (or) dangerous working conditions for women.
Key Actions	In March 2017, the Government of the Russian Federation **approved the National Action Strategy for Women 2017-2022** which defines the main directions of the state policy towards women and is

	aimed at implementing the principle of equal rights, freedom of men and women, and creating equal opportunities. To ensure the interaction of federal government bodies, **a Coordination Council affiliated to the Government of the Russian Federation for implementation of the Strategy was established** and the Regulations and members thereof were approved. In addition, creation of favorable **conditions for women to combine vocational and family responsibilities has been stipulated by documents of conceptual and strategic nature**. (E.g., The Demographic Policy Concept of the Russian Federation for the period until 2025, The State Family Policy Concept in the Russian Federation for the period up to 2025) **A unified system of state benefits has been created in connection with the childbirth and childrearing**. For example, the federal maternal (family) capital, provided at the birth of the second child or subsequent children (in 2018 it is RUB 453 000) has been introduced. The funds of maternal (family) capital can be used to improve the living conditions, education of the child (children), formation of the funded pension of a woman, acquisition of goods and services intended for social adaptation and integration of children with disabilities into society, receiving a monthly cash payment in connection with the birth of the second child.
Related Results	Women representation in the Upper house improved from 8% in 2015, to 18% in 2021. 15% of Deputy Ministers are women in 2021 – three percentage points up from 2015. And female local public employees and municipal employees in managerial positions exceed the 50% mark.

Singapore

Voluntary Goal	In Singapore, women are not perceived as a disadvantaged or marginalized group, warranting special attention or affirmative action. Women in the public sector are appointed to leadership positions based on the principles of equal opportunity and meritocracy.
Key Actions	The Prime Minister's Office ensures there is no structural gender bias in the ~~nation's~~ Singapore's policies and programmes. As part of these **talent and leadership development programmes**, officers are given equal access to a core set of developmental initiatives that include milestone courses and **mentorship / coaching programmes** at various stages of their careers to better prepare themselves for the roles and responsibilities.
Related Results	Women Permanent Secretaries and Deputy Secretaries in Civil Service have gone down from 1 in 3 (2015) to 1 in 4 or 5 (2021). But female judges in Supreme Court have gone up from 11% to 24% in the same timeframe.

Thailand

Voluntary Goal	Thailand was set to increase opportunities for women to reach executive or decision-making levels, doubling the proportion of women in Parliament, subdistrict administrative organizations and executive positions in the civil service. With regard to the public sector, enhancing women's role is also targeted at the central Government and the provincial government levels.
Key Actions	Thailand had a head start in cultivating a new social norm in 2011-2014, when the Ministry of Social Development and Human Security together with the UNDP **launched a Leadership Academy** for Muslim Women. The Academy Programme exercised in 14 provinces in the South equipped participants with skills to take leading roles in community development activities, and where possible, be mentored by Muslim women who are already in political positions. Apart from **ongoing effort to establish a quota system** to improve the ratio of women candidates in general and local elections, **training and workshops were continuously organized** for all women at local government administrations to prepare women candidates before elections. Discussion forums were held to **access networks and give budgetary support** to local level activities to build capacities of women and campaign for greater participation of women in local politics. **Awareness raising campaigns were conducted** by Regional Public Relations Offices to communicate the

	importance of women's participation in politics. Public assemblies were held in eight provinces and broadcasted on television and radio. There were **radio and television programs and discussions** on women and politics. Campaigning activities were also conducted in seven leading educational institutions to encourage young generations to promote participation of women in politics.
Related Results	Women in executive positions at the central government administration was 21% in 2003 and 24% in 2015. In 2021, female government executives stand at 28% in primary levels and at 26% in higher levels.

The United States

Voluntary Goal	The goals stated in 2015 were (1) to close the wage gap among men and women while increasing the number of women veterans in the federal government, (2) help agencies strategically recruit, hire, develop, and retain talented women, part of their efforts to ensure that the federal workforce is representative of the general population, and (3) increase women executives (SES) in the federal workforce. In addition, The United States was the only member economy which put the spotlight on closing gaps between men and women in STEM fields. From that perspective, NASA uses benchmarks based on a comparison with the relevant civilian labor force (RCLF) and intends to meet or exceed 35.9% for women in science (ie. physical scientists, physicists, and space scientists). NASA also uses internal benchmarks with the aim to increase the number of women in leadership positions which stood at 22.7% for their aerospace technologist positions – NASA's primary STEM occupational category.
Key Actions	Under the 2015 Recruitment, Engagement, Diversity, and Inclusion (REDI) Roadmap the U.S. Office of Personnel Management (OPM) has been working with agencies across the government to help identify and remove the barriers that managers face in recruiting and hiring the diverse talent they need, including women. OPM's Director has been meeting with groups that work to help women move up in Federal leadership, including one **piloting a mentoring program for women**. OPM also has established a **government wide mentoring hub and a coaching network**. In January of 2015, a Presidential Memorandum encouraging agencies to maximize the use of existing flexibilities was issued. The memorandum directed agencies to **advance Federal workers up to six weeks of paid sick leave to care for a new child or an ill family member**. The president also called on Congress to expand benefits further, by **passing legislation to give Federal employees six weeks of paid parental leave.** As an example of recruiting women as prospective government employees, NASA **conducts targeted outreach and recruitment annually at the Society of Women Engineers National Training Conference and the National Women of Color in STEM Conference, and "NASA Days" at minority serving institutions**. NASA promotes a NASA-wide, one-stop **recruiting system for internships, fellowships, and scholarships**.
Related Results	Women's representation in the total executive branch employment remains at a high 43-44% since 2015. Female supervisory and managerial positions in the executive branch stand at 36% in 2015 and 34% in 2021. The proportion of women in congress grew from 20% in 2015, to 24% in 2021 in the U.S. Senate, and from 19% to 27% in the U.S. House during the same period. It can also be assumed that NASA and other federal government efforts had both direct and indirect impact on advancing women in the entire U.S. STEM workforce from 24% in 2015, to 28% in 2021.

Annex 3: Extract of Goals, Actions, Results related to the Private Sector

Australia

Voluntary Goal	Australia's goals have remained consistent and focused. In the private sector, the Australian Institute of Company Directors set a target for ASX200 boards to have 30% women by the end of 2018. In addition, the Business Council of Australia committed to have 50% of member organizations' senior roles filled by women by 2023.
Key Actions	In 2015, the Australian Stock Exchange **launched voluntary gender diversity guidelines**, requiring businesses to disclose achievements and percentages of women in senior management and wider company roles. The Australian Government is also partnering with corporate Australia by, for example, **investing over $1 million in board scholarships for women** through the Australian Institute of Company Directors.
Related Results	The ratio of women on ASX200 boards catapulted from 20% in 2015, to 33% in 2021.

Canada

Voluntary Goal	In the inaugural Annual Report Card released in 2010, the Canadian Board Diversity Council set an aspirational target to reach 30% women representation on FP500 boards by 2018.
Key Actions	Adopted in 2018, the Act to amend the Canada Business Corporations Act, the Canada Cooperatives Act, the Canada Not-for-profit Corporations Act and the Competition Act (Bill C-25) **requires publicly traded corporations, including financial institutions,** regulated by the Canada Business Corporations Act **to provide shareholders with information on their policies related to diversity (beyond gender)** on the board of directors and within senior management. For example, companies on the Toronto Stock Exchange (TSX). Other initiatives included, The **Apprenticeship Incentive Grant for Women**, providing $46 million over five years, and $10 million per year thereafter, for the Pre-Apprenticeship Program, the **Women in Construction Fund**, and **mentoring, coaching and tailored supports** that help women to progress through their training, and find and retain jobs in the trades.
Related Results	Female Senior Officers at FP500 companies progressed from 18% in 2015, to 25% in 2020. Board seats on the S&P/TSX60 have improved from 24% women in 2018, to 28% in 2021. Currently, 2 in 3 companies disclosed that they have a written board diversity policy – which is almost twice as many compared to 2016.

Japan

Voluntary Goal	For the private sector, the government of Japan set the following specific numerical targets under the Fourth Basic Plan for Gender Equality, decided by the Cabinet in December 2015. • Proportion of women in positions equivalent to section manager level in private corporations: 15% (2020) • Proportion of women in positions equivalent to department manager level in private corporations: approximately 10% (2020) • Proportion of women executives in listed company: 5% (Short term),10% (by 2020)
Key Actions	In the field that female participation is lagging, Japan boldly implements not only measures preparing environment for continuous employment of women and work-life balance, but also a wide range of study and training policies, in order to increase candidate women who will take leadership positions in the future as a first step. Regarding specific target, the plan set high standard goals which is achieved after every possible

	efforts are made as well as goals on the amount of candidate women who will take leadership positions in the future.
Related Results	Women in positions equivalent to section manager level in private corporations grew from 8.3% in 2015, to 11.4% in 2021. While women in department manager levels in private corporations have stayed within a range of 6.0 to 6.6% at maximum, women executives in listed company are up from 2.8% to 6.2% in the same timeframe.

Peru

Voluntary Goal	"The Bicentenary Plan: Peru towards 2021"sets forth a shared vision, which aspires for a democratic society where the rule of law prevails in high quality of life and equal opportunity. And the Annual Strategic Plan (PESEM) 2013-2016 states a sectorial vision that "In Peru women and men as well as children, adolescents, adults, people with disabilities, migrants and internally displaced persons exercise their rights in equal opportunities without discrimination." However, their general or specific strategic objectives do not refer to specific indicators to measure the participation of women in leadership positions in the private sector.
Key Actions	The Council of Ministers held on December 19th, 2014, **approved the creation of the Direction of Promotion and Development of the Economic Autonomy of Women, as a line agency to the General Direction for Gender Equality and Non-Discrimination**, as a mechanism of public institutions to promote and develop the economic rights of women as an important factor for access and consolidate their autonomy. And the "Political Dialogue to promote Empowerment and Economic Autonomy of Women" project was implemented to **promote the implementation of policies, guidelines and mechanisms** with direct impact on gender equality as well as in the conditions and possibilities of employment and professional development of women in these sectors, and in the medium, small and micro-enterprises because there are important gaps of gender inequality in the productive sector.
Related Results	Women CEOs / Presidents went up from 23% in 2015, to 30% in 2020. And the ratio of women on Board of Directors of companies improved from 16% in 2015, to 23% in 2021.

The Philippines

Voluntary Goal	The Magna Carta of Women (MCW) Section 11 on Participation and Representation expressly provides that: The State shall undertake temporary special measures to accelerate the participation and equitable representation of women in all spheres of society, particularly in the decision-making and policy-making processes in government and private entities to fully realize their role as agents and beneficiaries of development. Target #8: Enhancing Gender-responsive Participatory Governance of the Gender Equality and Women Empowerment (GEWE) Plan 2018-2022 indicates significant progress must be achieved in the area of: • Female to male ratio: participation in governance processes, mechanisms and structures, disaggregated according to social group and location; • Evidence of data collected and mechanism established and utilized to measure and monitor gender-responsiveness of selected institutions, processes and mechanisms; evidence of progress on key indicators of gender-responsiveness
Key Actions	• Encourage women leadership in the private sector in the **form of incentives**. • The Commission on Higher Education (CHED) has a **scholarship program that supports women to enroll in traditionally male-dominated courses** while the Technical Education and Skills Development Authority (TESDA) has a **similar program for women's enrolment in non-traditional vocational-technical courses**. • CHED Memorandum Order 2015-01 provides for the conduct of Gender-Responsive Research

	Programs (GRRP) and strengthening research programs focused on: - Gender in power and decision-making: **Citizenship classes and community extension work** - **Mapping** and strengthening economic empowerment: **livelihood skills required in the entire process of running a business**, not only production - **Matching mismatches**: career tracking of women
Related Results	Women in senior management grew from 39% in 2018, to 48% in 2021. Women CEOs went up from 21% to 38%, while women COOs almost doubled from 14% to 27% in the same three years.

Singapore

Voluntary Goal	In April 2017, the Diversity Action Committee (DAC) set a triple-tier target of 20% by 2020, 25% by 2025, and 30% by 2030 for women's representation on boards of SGX-listed companies and called for larger companies to take the lead and create a catalysts for change.
Key Actions	Based on DAC's 2016 report "Women on Boards: Tackling the Issue" it was recommended (1) to strengthen the code of Corporate Governance, **requiring SGX-listed companies to disclose their diversity policy, self-set measureable objectives, and progress** made. Disclosing implementation **in their annual reports** was also a key recommendation.
Related Results	Women holding Directorships on Boards of SGX-listed companies have more than doubled from 8.3% in 2015, to 17.6% in 2021.

Chinese Taipei

Voluntary Goal	The Financial Supervisory Commission ("FSC") held seminars and symposiums to encourage TWSE/TPEx listed company to continually enhance the proportion of women in positions equivalent to director and supervisor. The Ministry of Economic Affairs continued to hold the female entrepreneurship courses and counseling in order to maintain the proportion of female owned enterprises. For civic associations and board of directors and supervisors in private businesses, the 1/3 sex ratio has been adopted, and the Ministry of Labor continued to promote the relevant measures.
Key Actions	FSC **requires TWSE and TPEx to include gender balance in Best Practice Principles for Listed** Companies and encourage listed companies to increase board diversity through mechanisms such as the Corporate Governance Evaluation and Corporate Governance Index. In addition, TWSE and TPEx were required to **hold seminars and symposiums** to promote the benefit of board gender balance and diversity and cultivate a gender balance culture.
Related Results	Women in positions equivalent to supervisor in TWSE listed company grew from 23% in 2015, to 28% in 2021.

The United States

Voluntary Goal	Increase leadership opportunities / women executives in the private sector. And close gaps between men and women in STEM fields (although not limited to the private sector).
Key Actions	The federal government **requires contractors and subcontractors to incorporate gender equality affirmative actions** which include **training programs, outreach efforts, and other positive steps into the company's written personnel policies**, and keep implementation of such action programs on **file and update them annually**. NASA **actively performs outreach to inspire girls** through exciting missions around understanding climate change; new earth-like planet discoveries; exploration on Mars; new breakthroughs in aviation, etc. NASA uses economy-wide partnerships such as the one with the Boys and Girls clubs of America to reach a broad audience. The Department of Energy **introduced Energy Literacy tools to help undergraduate teachers**

	understand and teach the concepts for energy, explaining the role and nature of energy in the world, our daily lives, and ways to apply this understanding to answer questions and solve problems.
Related Results	Women in the STEM workforce grew from 24% in 2015, to 28% in 2021.

Annex 4: Selected Best Practices

Canada

The Women Entrepreneurship Strategy (WES)
The WES provides nearly $2 billion in investments across government to help reach the goal of doubling the number of women-owned businesses by 2025. This includes:
- $115 million investment in women-owned businesses and the organizations that support them: a five-year investment of $85 million under the WES Ecosystem Fund and $30 million investment over two years to support women entrepreneurs under the Women Entrepreneurship Fund.
- Boot Camps for women entrepreneurs delivered by the Business Development Bank of Canada.
- Providing $10 million over five years to connect women with expanded export services and opportunities through the Business Women in International Trade (BWIT) Program. The BWIT Program, is a key WES program, which advocates and supports entrepreneurs to take advantage of international trade opportunities.
- Providing $1.4 billion in financing to women-owned businesses through the Business Development Bank of Canada; and
- Increasing the BDC Women in Technology Venture Fund to $200 million.
- Making available $250 million over three years, through Export Development Canada (EDC), to provide financing and insurance solutions, on commercial terms, for women-owned businesses that are exporting or looking to begin exporting.
- To complement this commitment, EDC announced a $50 million Women in Trade Investments Program to offer equity capital specifically designed to help Canadian women entrepreneurs.
- To support women entrepreneurs in agriculture, Farm Credit Canada announced in March 2019 that it would dedicate $500 million in lending, enhancing events and creating resources.
- Budget 2019 also proposed $38 million over 5 years to help Futurpreneur Canada in its efforts to support the next generation of youth entrepreneurs (18-39 years of age), including women and girl entrepreneurs.

Let's Talk Science strategy
To show commitment to ensure that women and girls have access to quality education and skill development to broaden their opportunities for high-quality jobs and comfortable income, Budget 2019 announced an investment of $10 million over two years to the Let's Talk Science strategy, thereby extending its current commitment to 2022. Let's Talk Science will engage girls and boys in science, technology, engineering and mathematics (STEM), introducing them to critical skills development opportunities and opening doors to future studies and occupations. Since 2015, Let's Talk Science achieved over 3.1 million youth interactions:
- More than 80% of youth surveyed report Let's Talk Science increased their interest and confidence in STEM studies:
- More than 50% of students report having a better understanding of the diversity of STEM careers after Let's Talk Science and:
- Let's Talk Science facilitated more than 1,800 programs with more than 53,000 Indigenous youth.

Gender Pay Transparency
Budget 2019 commits to supporting the new Proactive Pay Equity Regime through the Pay Equity Act, which received Royal Assent on December 12, 2018, which will contribute to enhancing fairness in the workplace by ensuring men and women in federally regulated sectors receive the same pay for work of equal value. Budget 2019 announced amendments to the Employment Equity Act to introduce pay transparency measures for federally regulated employees.

Parental Benefits
Starting March 17, 2019, the Employment Insurance (EI) Parental Sharing Benefit provides additional weeks of EI parental benefits when both parents agree to share parental leave, thereby encouraging greater equality in the distribution of family,

child care and home responsibilities. The government also introduced several initiatives to help Canadians with the challenges they face when making decisions about pursuing work or going back to school. These initiatives increased the number of high-quality, affordable child care spaces (up to 40,000 over three years), introduce flexible work arrangements, make parental leave more flexible, and expand opportunities for lifelong learning. Budget 2019 also proposed to invest $37.4 million over 5 years to provide Paid Parental Leave for Student Researchers, helping young researchers, especially women, balance their careers with family life.

Chile

The 4-7 Program
In Chile, the labor force participation was particularly low among less educated women, women with small children, and women in low-income households, and female-headed households. While the government provides free public childcare for children younger than age 5, free care for children older than 5 was rare. The government-sponsored Program offered three hours of public afterschool childcare for children between the ages of 6 and 13. Offering the program increased the use of any childcare by 5.9 percentage points, and increased mothers' labor force participation by 4.3 percentage points, from 49% and 60.5% respectively in the comparison group. The program also increased the probability of mothers working at least one month per year from 71.6% to 75%.

New Zealand

Institute of Directors Future Directors programme
To help grow the pathway of women leaders, the Institute of Directors' Future Directors programme was introduced to the public sector. Future Directors aims to give talented young people the opportunity to observe and participate on a company board for a year while giving the company exposure to this talent and the benefits a young mind can bring. The extension of the programme to state sector boards and committees further strengthened New Zealand's director pool and helped develop a larger and more diverse pipeline of future leaders.

Gender Pay Transparency
Public service chief executives committed to a diversity and inclusion work programme. A key priority is identifying and closing gender and ethnic pay gaps, with significant emphasis on transparency and normalizing flexible workplaces. A joint union and state sector working group developed a set of Gender Pay Principles (launched on 2 July 2018) to apply across the state sector. The principles established a sustainable framework for chief executives and Government-led action, with bi-partite oversight of progress towards eliminating the gender pay gap.

Symposiums and Events
The Government considers that, to achieve positive change and increase the number of women on private sector boards, it is essential that change is led by private sector leaders within their own organizations and sectors, and that they are responsible for, and committed to, this goal.
The Government is challenging private sector leaders to take action on this, through its relationships with organizations and hosting of events, such as the Ministry for Women breakfast symposium for private sector leaders on women in leadership. This year in September 2021, Workplace Training and Advisory Aust Pty Ltd hosted the New Zealand Women's Leadership Symposium – online, inviting women leaders from every sector and industry to hear from inspirational guest speakers and explore topics including gender equality, leadership, career advancement and life fulfilment.

Thailand

Training and Workshop Caravans

To improve knowledge, understanding and skills of women on the constitution and relevant laws, and raise awareness on the importance of women's participation in politics and administrative functions. Training and workshops were organized for women on local government administration to prepare women candidates before elections. Discussion forums were held to build up networks and budgetary support has been given to activities at the local level to build capacities of women and campaign for greater participation of women in local politics. There were visits and discussions held with party leaders to sensitize them on the issue. Office of the Civil Service Commission also holds regular training and networking sessions for women executives.

Awareness Raising Campaigns

Awareness raising campaigns on the importance of women's participation in politics were conducted by Regional Public Relations Offices. Public assemblies were held in eight provinces and broadcasted on television and radio. There were radio and television programmes and discussions on women and politics. Trainings were organized for local media to raise awareness on women and politics at the community level. Campaigning activities were also conducted in seven leading educational institutions to encourage young generations to promote participation of women in politics.

Leadership Academy for Muslim Women

To promote political participation of women from all walks of life, in 2011-2014, the Ministry of Social Development and Human Security together with the United Nations Development Programme (UNDP) launched a Leadership Academy for Muslim Women. The Academy Programme exercised in 14 provinces in the South equipped participants with skills to participate and take leading roles in community development activities. Upon completion, participants were assigned to work in political entities in their respective areas on internship basis, and where possible, mentored by Muslim women (ie. roles models) who are already in political positions.

The United States

NASA's recruitment of women

For higher education, NASA conducts targeted outreach and recruitment annually at the Society of Women Engineers National Training Conference and the National Women of Color in STEM Conference, and "NASA Days" at minority serving institutions. NASA also promotes the Agency's One Stop Shopping Initiative (OSSI), a NASA-wide recruiting system for internships, fellowships, and scholarships. And for middle school and high school, NASA actively performs outreach to inspire girls through exciting missions around understanding climate change, explore Mars, etc. NASA uses economy-wide partnerships such as the one with the Boys and Girls clubs of America to reach a broad audience. The Agency's women engineers and scientists inspires girls in STEM, through public speaking events, interactions with interns, supporting conferences, and social media opportunities such as the Women@NASA website.

The Department of Energy's Women @ Energy series

The series has over 300 profiles of women in STEM at Energy, highlighting leadership examples at the agency and recognizing employees publically for their work. Women who have been nominated by their leadership and peers share their personal stories of what drew them to a STEM career, their tips for others looking to enter their field of work, and advice for engaging underrepresented communities in STEM fields. They also share their hobbies, showing that they are people with interests outside of work and have the ability to have a work/life balance, a fact that is critically important for women looking at the STEM workforce.

The Department of Energy's STEM Mentoring Cafe program

Hosted in partnership with the Department of Education, Association of Sciences and the faces of women in our workforce, the program aims to reach a wider audience on new platforms. Women @ Energy and additional STEM mentors meet with

middle school girls and their teacher in speed-mentoring conversations across the economy. The #WomeninSTEM video series shares some of the stories in our Women @ Energy series in longer videos. The Women @ Energy Pinterest board targets the large percentage of women online (42%) who use Pinterest by sharing many of the profiles on that website. And the Women @ Energy site encourages teachers and other.