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# The Corporate Gender Gap Report 2010

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**Saadia Zahidi**, World Economic Forum  
**Herminia Ibarra**, INSEAD



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#### AT THE WORLD ECONOMIC FORUM

**Saadia Zahidi**

Director and Head of Constituents

**Tessema Tesfachew**

Senior Community Relations Manager,  
Technology Pioneers

**Yasmina Bekhouche**

Project Associate, Women Leaders & Gender  
Parity Programme

**Marc Cuénod**

Team Coordinator, Constituents

**Eimear Farrell**

Interim Community Manager, Civil Society  
Organizations

#### AT INSEAD

**Herminia Ibarra**

The Cora Chaired Professor of Leadership and  
Learning and Professor of Organizational  
Behaviour

**Marina Niforos**

Director, Gender Diversity Initiative

World Economic Forum  
91-93 route de la Capite  
CH-1223 Cologny/Geneva  
Switzerland  
Tel.: +41 (0)22 869 1212  
Fax: +41 (0)22 786 2744  
E-mail: [contact@weforum.org](mailto:contact@weforum.org)  
[www.weforum.org](http://www.weforum.org)

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The terms *country* and *nation* as used in this report do not in all cases refer to a territorial entity that is a state as understood by international law and practice. The terms cover well-defined, geographically self-contained economic areas that may not be states but for which statistical data are maintained on a separate and independent basis.

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# Contents

**Preface** .....v

**PART 1: THE CORPORATE GENDER GAP** 1

**Measuring the Corporate Gender Gap** .....3

by Tessema Tesfachew, Saadia Zahidi and Herminia Ibarra

**Survey design and data collection** .....3

**Survey questions (Box 1)** .....4

**Respondents' profiles** .....5

**Survey results** .....5

- Representation of Women in Business
- Measurement and Target Setting
- Work-Life Balance Practices
- Mentorship and Training
- Barriers to Leadership
- Effects of Economic Downturn

**Conclusion** .....10

**PART 2: COUNTRY PROFILES** 15

**How Country Profiles Work** .....17

**List of Countries** .....19

**Country Profiles** .....20

**PART 3: INDUSTRY RESULTS** 101

**List of Industries** .....103

**Industry Results** .....104

**Project Team** .....113

**Partner Institutes** .....115

**Acknowledgements** .....117



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# Preface

**KLAUS SCHWAB**

Founder and Executive Chairman, World Economic Forum

Over the last two years, the world has seen the biggest recession in almost a century. After the focus on managing short-term shocks, many business leaders are now preparing their companies to perform well in a medium-term economic landscape. Recovery and innovation will require new, unique ideas. More than ever we need to create an environment where the best minds, ideas and leadership can thrive.

The most important determinant of a country's competitiveness is its human talent—the skills, education and productivity of its workforce. In many parts of the developed world, women now account for more than half of the college and university graduates and in many emerging economies, gender gaps in higher education are closing dramatically. Women thus constitute a burgeoning portion of the talent pool available to companies today. Over time, therefore, a nation's competitiveness depends significantly on whether and how it utilizes its female talent. To maximize its competitiveness and development potential, each country needs to strive for gender equality—that is, to give women the same rights, responsibilities and opportunities as men. Governments play an important role in helping create the right environment for improving women's economic participation, particularly through maternity leave policies and childcare provision. However, it is then primarily the imperative of companies to create ecosystems where the best talent—both male and female—can flourish.

Yet, despite evidence regarding the importance of women's economic integration and even as the global economy's dependence on knowledge industries and knowledge workers grows, country-level data show us clearly that there are still discrepancies between the job opportunities and wages available to women and those of their male counterparts. The Global Gender Gap Index was introduced by the World Economic Forum in 2006 as a framework for capturing the magnitude and scope of gender-based disparities across health, education, and political and economic empowerment criteria and for tracking progress over time. In *The Corporate Gender Gap Report*, we aim to take a deeper look at the economic participation and opportunity gap as well as at what companies are doing—and should do—to close this gap. Through an extensive survey of some of the largest companies in the world, we have been able to assess the current state of integration of female talent in business in over 20 countries

and 16 industries and to benchmark companies on how well they are implementing the policies and practices that have been shown to close gender gaps.

The World Economic Forum places a strong emphasis on a multi-stakeholder approach in order to engage leaders to design the most effective measures for tackling global challenges. In 2008, we launched our Global Gender Parity Group and Regional Gender Parity Groups in Latin America, the Middle East, Africa and Asia. To date, these multi-stakeholder communities of highly influential leaders—50% women and 50% men—have jointly identified the biggest gaps in each region, based in part on the findings of *The Global Gender Gap Report*, and have collectively committed to strategies to improve the use of female talent. In addition, our Global Agenda Council on the Gender Gap, an expert council, is developing proposals to promote gender equality at a global level by sharing success stories across sectors.

We would like to express our deep appreciation to Saadia Zahidi, Tessema Tesfachew, Yasmina Bekhouche, Marc Cuénod and Eimear Farrell for their invaluable contribution to this project at the World Economic Forum. We would also like to thank Herminia Ibarra and Marina Niforos at INSEAD for their important input to this initiative. Talent and human capital are fundamental to economic growth. Business leaders and policymakers must remove barriers to women's entry to the workforce and provide equal opportunities for rising to positions of leadership to ensure that all existing resources are used in the most efficient manner and to optimize the flow of future talent. It is our hope that this *Report*, by providing a transparent and comprehensive framework for assessing representation gaps and policy gaps in business, will lead to greater awareness and serve as a catalyst for action by employers to more effectively integrate female talent.



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Part 1

# The Corporate Gender Gap



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# Measuring the Corporate Gender Gap

TESSEMA TESFACHEW, World Economic Forum

SAADIA ZAHIDI, World Economic Forum

HERMINIA IBARRA, INSEAD

The most important determinant of a country's competitiveness is its human talent—the skills, education and productivity of its workforce. Women account for one-half of the potential talent base throughout the world and therefore, over time, a nation's competitiveness depends significantly on whether and how it educates and utilizes its female talent.

The Global Gender Gap Index was introduced by the World Economic Forum in 2006 as a framework for capturing the magnitude and scope of gender-based disparities and tracking their progress. The Index benchmarks national gender gaps on economic, political, education and health-based criteria, and provides country rankings that allow for effective comparisons across regions and income groups, as well as over time. *The Global Gender Gap Report 2009* shows that the 134 countries covered by the Index have on average closed over 96% of the gap on health outcomes between women and men and almost 93% of the gap on educational attainment. However, the gap between women and men on economic participation and political empowerment remains wide: only 60% of the economic outcomes gap and only 17% of the political outcomes gap have been closed. *The Global Gender Gap Reports* also confirm the correlation between gender equality and the level of development of countries, thus providing support for the theory that empowering women leads to a more efficient use of a nation's human talent.

In *The Corporate Gender Gap Report*, we aim to shed light on the economic participation and opportunity gap. Through an extensive survey of some of the largest companies in the world, we have been able to provide an unprecedented and in-depth look into the current size of the gender gap among the world's largest employers. We are also able to benchmark the positions of these companies on the practices and policies that are known to promote gender equality. Through industry- and country-level analysis, we hope to create greater awareness among a global audience of the current gaps in implementation of the practices and policies that can help reduce gender inequality. We also hope that the survey and its results serve as a useful tool from which companies can design their own effective measures for reducing gender gaps.

The first part of this chapter reviews the survey methodology. Next, we describe the profile of respondents. The third section displays the results of the survey, focusing first on current outcomes such as the participation of women in entry, middle and senior level positions and then on the practices and policies that are likely to influence women's participation in the future. This analysis is provided by country and by industry. Part 2 contains detailed Country Profiles. Each profile contains comprehensive information on over 25 variables, including original data obtained from the survey, legal factors that may affect women's participation in the workforce in each country and key country indicators that show the country results from *The Global Gender Gap Report 2009*. Part 3 contains selected industry-level information.

## Survey design and data collection

The aim of our study is to understand comprehensively the current representation of female employees in some of the largest companies in the world's biggest economies and to provide a quantitative analysis of how well these companies are implementing practices and policies that are aimed at reducing gender inequality. As a starting point, we designed a survey targeted at the heads of human resource departments, as they are likely to hold the most detailed information on corporate policies and practices regarding hiring, career development and work-life balance. The survey contained over 25 questions in total and covered six relevant themes: representation, measurement and target-setting, work-life balance, mentorship and training, barriers to leadership and effects of the economic downturn. The survey was aimed at obtaining factual evidence on current levels of women's participation and adherence by companies to gender-equality policies. The response options to all questions were thus designed to lead to discrete and quantitative information. The full set of questions is displayed in Box 1.

Our target respondents included the 100 largest employers in each of the 30 Member countries of the Organisation for Economic Co-operation and Development (OECD) and Brazil, Russia, India and China (over 3,400 companies). We used Bloomberg databases to

The authors are deeply grateful to Yasmina Bekhouche, Marc Cuénod and Eimear Farrell for their excellent support in the data analysis for this chapter.

## Box 1. Survey questions

### Respondents' Profiles

- Company Name
- Country
- Please select your company's main activity/industry
- What is your company's approximate number of employees in your country?
- What is your current position within the company?
- What is your gender?

### Representation of Women in Business

- What is the approximate percentage of women employees in your company (overall)?
- Please indicate the appropriate percentage of entry-level management positions in your company that are held by women.
- Please indicate the approximate percentage of middle management positions in your company that are held by women.
- Please indicate the approximate percentage of senior management positions in your company that are held by women.
- Please indicate the percentage of women among the Board of Directors of your company.
- Is your company's CEO female or male?
- Among the assignments that you consider to be business critical/important, what percentage, in your opinion, are currently held by women? (Consider, for example: key start-ups, turnarounds, and line roles in key business units or markets.)

### Measurement and Target Setting

- Does your company monitor and track salary differences between male and female employees holding similar positions?
- What percentage of your total employees is part of the following salary brackets (not including bonuses or pension schemes)? Please also indicate what percentage of these are women.
- Does your company have specified targets, quotas, or other affirmative policies to increase the percentage of women in senior management or executive positions?

### Work-Life Balance Practices

- Does your company offer maternity leave?
- What is the approximate percentage of salary paid during this period?
- Does your company offer the option of parental leave, i.e., post-pregnancy leave that can be taken by mothers and fathers?

- If so, what percentage of those taking this leave are men?
- Does your company have longer-term leave programmes and/or allow career breaks for parents and caregivers?
- If your company offers long-term programme and/or career breaks, do you also have "re-entry" programmes that help those employees stay connected while they are away and facilitate their return to the workplace?
- If your company offers longer-term leave programmes and/or career breaks for parents and/or caregivers, what percentage of those taking this leave are men?
- Of the total number within each gender that takes this leave, what percentage return to the same position or one with higher responsibility after taking their leave?
- Does your company actively support employees in their effort to balance work and personal responsibilities through the following policies: flextime/flexible working hours, remote/distance working, and part-time work? If so, indicate the percentage of users and percentage of women users among these.
- Does your company offer any form of childcare facilities?
- If yes, please specify the type of childcare facilities.

### Mentorship and Training

- Does your company offer access to mentorship and networking programmes? Select all that apply and indicate percentage of women users if you have this information.
- Does your company offer executive training and further education opportunities?
- Is this executive training and further education financed by the company?

### Barriers to Leadership

- From the following list, please use a scale of 1 (least problematic) to 5 (most problematic) to rate the following barriers to women's rise to positions of senior leadership in your company. Select N/A if the option is not a barrier. See Figure 4 for a complete list of barriers.

### Effects of Economic Downturn

- In your country, do you expect the current economic downturn to be more threatening for the jobs of female employees than male employees?
- In your industry, do you expect the current economic downturn to be more threatening for the jobs of female employees than male employees?

identify the full pool of publicly listed companies that fit these criteria. A research team from the World Economic Forum, supported by INSEAD, then compiled an extensive database of the names and contact details of over 2,000 human resource department directors. In each of the target countries, the World Economic Forum partnered with leading universities, organizations and think tanks in order to leverage local knowledge and connections and to provide a local point of contact for the responding companies. Each of the Partner Institutes was provided with the contact information that had already been collected for human resources directors. For those companies for which we were not able to obtain contact information, the Partner Institutes carried out their own research to complete the database.

In order to reach a maximum number of respondents, the Web-based Corporate Gender Gap Survey was translated into four languages: Chinese, English, Russian and Spanish. The survey collection process was carried out over a six-month period whereby the World Economic Forum worked in close collaboration with the various Partner Institutes within each country to ensure a maximum number of responses from the target companies. Weekly updates on responses were sent to each of the Partner Institutes, who then managed outreach to companies that had not responded.

As our goal was to provide country-level and industry-level analysis based on a select group of over 3,000 companies, responding companies were not required to submit their names, although their country and industry information was mandatory. Companies were assured of complete confidentiality of the data regarding individual company-level performance. Participating companies were also given the option to be informed of their individual overall performance compared to the range in their country and/or industry.

### Respondents' profiles

In order to obtain the most relevant results, only countries with a critical mass of completed surveys have been included in the *Report*. We thus cover 20 major economies from the original target sample of 34 countries: Austria, Belgium, Brazil, Canada, the Czech Republic, Finland, France, Germany, Greece, India, Italy, Japan, Mexico, the Netherlands, Norway, Spain, Switzerland, Turkey, the United Kingdom and the United States. Our threshold for inclusion was a minimum of 20 completed surveys out of the 100 target companies in each economy. In the case of very large economies, where the number of employees per company was significantly higher than the average in other economies, we accepted a range of 15 to 20 completed surveys (Canada, the United Kingdom and the United States). Countries where we were unable to obtain a representative sample include Australia, China, Denmark, Hungary, Iceland, Ireland, Korea, Luxembourg, New

Zealand, Poland, Portugal, Russia, Slovakia and Sweden. The difficulty in obtaining responses despite the work of dedicated local Partner Institutes appears to stem from a variety of causes, including sensitivity around the topic, concerns about confidentiality and business culture norms.

Overall, we were able to gather responses from over 600 companies and from 16 different industries. Company employee size varied from 1,000 employees to 30,000 employees. Among the human resource heads who answered the survey, there was near gender balance (54% female, 46% male).

### Survey results

The survey results are presented in the order of the six elements covered by the survey. Below we provide a snapshot of the general trends in the dataset and report on country and industry highlights. For a complete set of results, please refer to the Country Profiles in Part 2 and the industry analysis in Part 3.

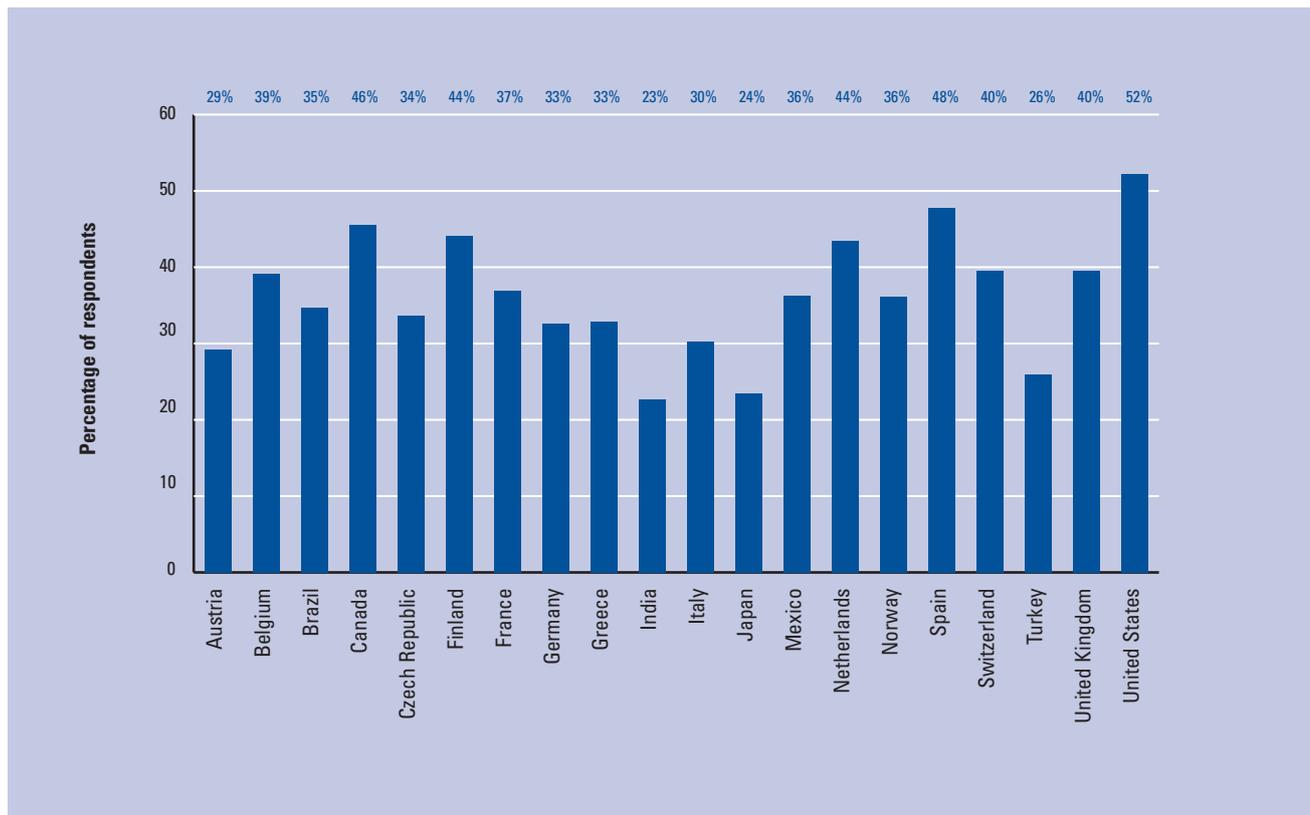
#### Representation of Women in Business

The percentage of female employees (at all levels) in private companies varies greatly from one country to another (see Figure 1). Out of our sample, India is the country with the lowest percentage of female employees (23%), followed by Japan (24%), Turkey (26%) and Austria (29%). The United States (52%), Spain (48%), Canada (46%) and Finland (44%) display the highest percentage of total female employees from our sample. Across the entire sample, 2% of companies still do not measure this information.

In almost all countries, there is a clear pattern across the levels of positions (entry level, middle level, senior management and board positions). Female employees tend to be concentrated in entry or middle level positions—that is, the more senior the position, the lower the percentage of women. A major exception to this trend is Norway, where the percentage of women among the Board of Directors is above 40% for the majority of respondents. This is due to a government regulation that mandates a minimum of 40% of each gender on the boards of public companies. Across the sample, approximately 12%, 7% and 4% of companies do not measure how many women occupy their entry level, middle level and senior management positions, respectively.

From the sample of the world's largest employers who answered our survey, the average number of women holding the CEO-level position was a little less than 5%. Finland (13%), Norway (12%), Turkey (12%), Italy (11%) and Brazil (11%) display the highest percentage of female CEOs, while Belgium, Canada, the Czech Republic, France, Greece, India, Mexico, the Netherlands, Switzerland, the United Kingdom and the United States have no female CEOs among the responding companies.

**Figure 1: Percentage of women employees by country**



At the industry level, the findings of the survey confirm that the services sector employs the greatest percentage of female employees (see Figure 2). Within this sector, Financial Services & Insurance (60%), Professional services (56%), Travel & Tourism (49%) and Media & Entertainment (42%) employ the greatest percentage of women. The sectors that display the lowest percentage of women are Mining (18%), Agriculture (21%) and Engineering & Construction (21%). Within the industry groupings, data show the same trend as within countries: women tend to be scarce among the more senior positions. The sectors attracting the greatest percentage of women overall also tend to have the greatest percentage of female board members or female CEOs. An exception is the Agriculture sample, where the number of female board members is above average despite the low overall percentage of women employed by the industry.

### Measurement and Target Setting

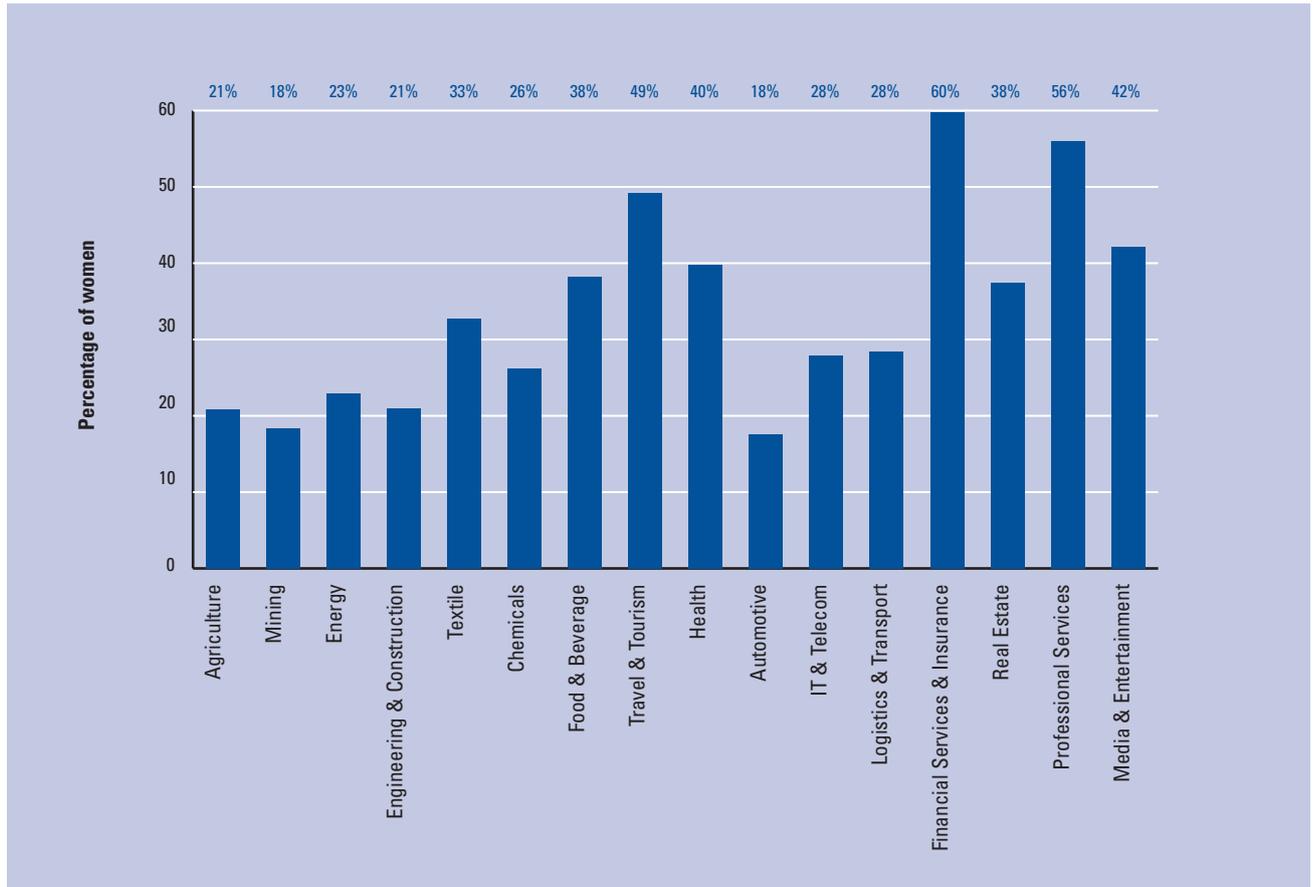
Strategies that set quotas, targets and other affirmative policies to increase the percentage of female employees have long been the subject of debate, with views ranging from those who believe that such policies may create negative perceptions regarding the advancement of women to

those who advocate that the quickest and perhaps only way to reach critical mass is through affirmative policies.

Out of our sample, 64% of the companies have not set specified targets, quotas or other affirmative policies and 36% have done so. We do not find a significant difference in the total numbers of female employees between the two sets of companies. However, in our sample, companies with very low percentages of women (0% to 20%) and companies with high proportions of women (51% or above) tend not to be using target-setting, while companies that employ 21% to 50% women are more likely to be using such policies.

At the country level, almost all countries are implementing some form of affirmative policies. In the United Kingdom and the United States, all companies that completed the survey affirmed that they have established such measures (quotas, targets and/or other affirmative policies). These two countries are followed by the Netherlands (64%) and Canada (57%). On the other end of the scale lie Greece (16%), Italy (14%), Brazil (0%) and Mexico (0%). At the industry level, data show that Real Estate, Textiles and Agriculture sectors appear to be least rigorous in putting such policies in place, while Logistics & Transport, Energy and Financial Services & Insurance are sectors with more frequent use of these practices.

**Figure 2: Percentage of women employees by industry**



Fifteen percent of the total set of responding companies track salary gaps between women and men, 13% track salary gaps between women and men and implement corrective measures, 54% do not track salary differences and affirm that generally there are no gaps between male and female employees' salaries in their companies and, finally, 18% of the companies respond that it is not currently part of their company policy to track salary gaps. Therefore, in total, 72% of the companies surveyed do not monitor the potential salary gaps between women and men at all. The complete results are displayed in Figure 3.

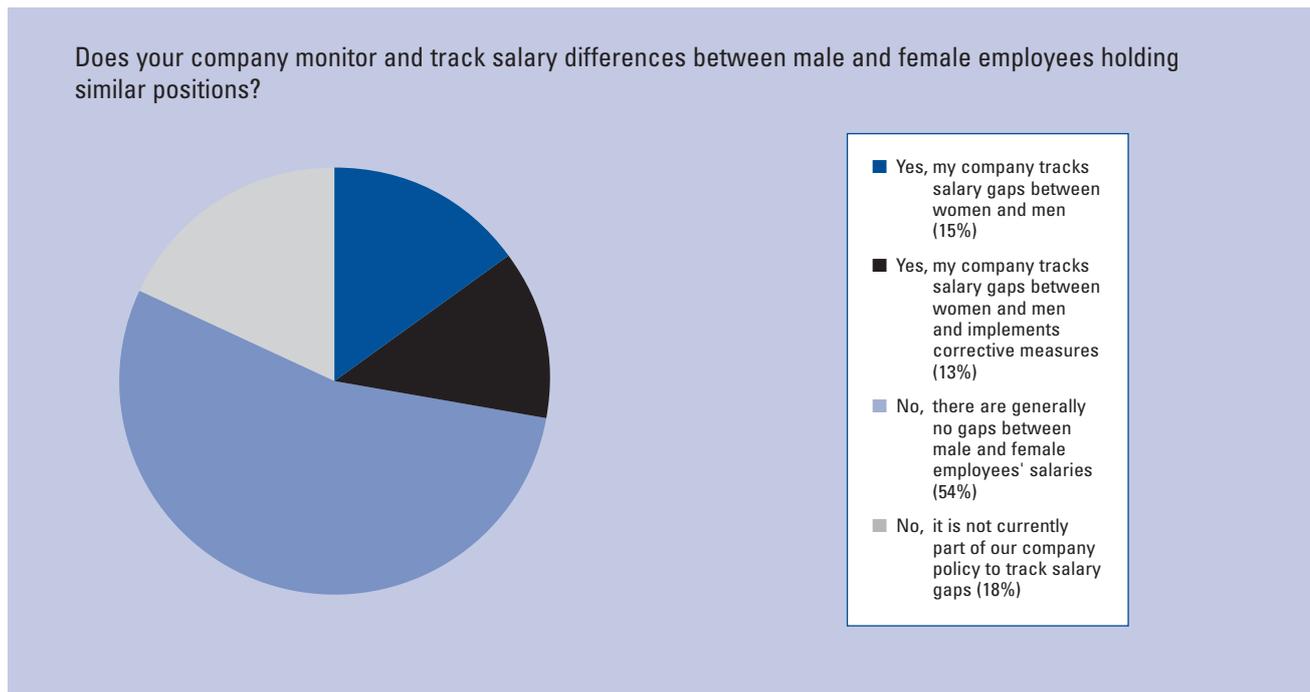
Italy (56%) and Finland (37%) rank highest on tracking salary differences. France (70%), the United States (50%) and Finland (37%) rank highest on tracking salary gaps between women and men and implementing corrective measures; Japan (89%), India (85%) and Greece (73%) rank highest on not tracking salary gaps between women and men because of the belief that there are generally no gaps between male and female employees' salaries. Canada (50%), the Netherlands (40%) and Mexico (33%) rank highest on not tracking salary gaps because it is not currently part of their company policies to track salary gaps.

The Agriculture sector (27%) and Financial Services & Insurance sector (23%) are leaders on tracking salary gaps between women and men. The Automotive sector (22%) and the Engineering & Construction sector (21%) are leaders on tracking salary gaps between women and men and implementing corrective measures. Real Estate (83%) and Agriculture (73%) are the sectors where the most companies do not track salary gaps because of the belief that there are generally no gaps between male and female employees' salaries. In Agriculture, therefore, there is a concentration of companies among two very different sets of policies regarding salary gaps. Finally, Textile (33%), Food & Beverage (25%) and Professional Services (25%) sectors rank highest on not tracking salary gaps between women and men because it is not currently part of their company policies.

### Work-Life Balance Practices

In this section of the survey we asked a wide range of questions relating to work-life balance practices. Questions related to maternity leave policies, parental leave, longer-term leave, re-entry programmes, flexible working options and childcare services.

**Figure 3: Policies on tracking salary differences**



Most countries have statutory provisions governing the length of maternity leave. The worldwide average paid leave is about 16 weeks. However, in the results of this survey of the world's largest employers across 16 industries in 20 countries, the length of maternity leave and the percentage of salary paid during this period vary greatly from country to country as well as from company to company. The United Kingdom and Norway offer the most generous statutory maternity leave, at 52 weeks (consisting of 26 weeks of ordinary maternity leave and 26 weeks of additional maternity leave) and 42–52 weeks, respectively. From the survey sample, it is therefore not surprising to observe that the companies offering the longest maternity leave (over 40 weeks) are located in these same two countries (Norway: 94% and the United Kingdom: 74%). Companies in Austria appear to offer the next most generous maternity leave of those that responded, with 64% offering more than 40 weeks (far in excess of the 16 weeks provided for by Austrian law). Finland comes next with 46% of the companies surveyed, offering over 40 weeks, followed closely by companies in Italy (40%) and in Germany (35%).

While differences in national legislative provisions generally explain most of these variations, it is also possible to discern marked contrasts between companies and within countries that cannot be solely explained by the influence of statutory provisions. For example, in the United Kingdom, which is identified above as exhibiting some of the most generous maternity leave provisions and practice,

13% of the companies surveyed professed to not offering any maternity leave at all and another 13% provide below the minimum required by law. A similar discrepancy was observed in Finland, where approximately 92% of the companies that responded to the survey offer maternity leave above the minimum requirements (15 weeks), but, at the same time, 8% of companies offer only 1–5 weeks. In Germany, which performed highly in the category of companies offering more than 40 weeks, 20% of companies surveyed provide for less than the statutory requirements.

Of all the countries included in the sample, India, Mexico and the United States demonstrate the least generous statutory leave provisions, with many of the companies surveyed offering less than what is mandated officially (33% in Mexico). However, there are exceptions—for example, in India, over 18% of companies offer more than the 12 weeks for which maternity leave is officially legislated. Those countries with the highest number of respondents that offer below the statutory minimum requirements for maternity leave are France (41%), the United States (38%) and Canada (37%). On the other hand, 25% of companies surveyed in Canada offer a longer period of leave than is mandatory. In Spain and in the Czech Republic, 20% of the respondents do not offer any maternity leave at all, despite the fact that there are statutory requirements in both of these countries (16 weeks in Spain and 28 weeks in the Czech Republic). Nevertheless, the Czech Republic displays a relatively high number of

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companies offering above the statutory minimum (at least 40%), with many of these (30%) offering in excess of 40 weeks.

Overall, approximately 37% of companies across the survey sample offered in excess of the statutory requirements in their respective countries, whereas 19% offered less.

There are clearly also variations across countries on the percentage of salary paid during the maternity leave period and whether this is covered by the state and/or the employer. Of those countries with companies offering the longest periods of maternity leave, in Norway 100% of the maternity benefit is covered by social insurance and in the United Kingdom it is compulsory for the employer to pay 90% (most of which is refunded by the state). In Italy, 80% is covered by social insurance for a period of 20 weeks but over 60% of companies surveyed pay 80–100%. In Finland, 70% of the maternity benefit is covered by social insurance for the statutory 105 working days, but 8% of companies surveyed pay 80–100%. In Turkey, where the maternity benefit (67% of wages) is paid by social security for 12 weeks, almost 90% of companies surveyed pay 100% of the salary during maternity leave.

Increasingly, especially among industrialized countries, parents are being given the option of which parent can take a post-pregnancy leave (parental leave). Among the survey sample, all of the companies that responded in Belgium, Germany, Italy, Spain, Norway and Japan offer parental leave. For the first four, it is worth noting that the right to parental leave has been established in all European Union Member States. However, important differences continue to exist between countries with regard to policy detail and the patterns of usage of such leave by parents. Of those surveyed, the countries in which the lowest number of companies offer parental leave are Mexico (18%), Brazil (33%) and India (54%). Twenty percent of all the companies that responded to the survey do not offer the option of parental leave.

The survey also asked companies whether they have longer-term leave programmes and/or allow career breaks for parents and/or caregivers. Of those which responded, Mexico was the only country in which no companies offered longer-term leave policies, followed closely by 86% of companies surveyed in Brazil. Of the sample, the companies offering the most generous longer-term leave policies of 1–2 years were in Finland (71%), Japan (54%) and Spain (47%). Overall and across all countries in the sample, only 20% of the companies offer a longer-term leave of 1–2 years.

The survey next asked companies whether men or women were more likely to take advantage of the longer-term leave programmes (among those that have these programmes). Looking at the numbers of male employees availing themselves of longer-term leave provisions, the lowest take-up was in Turkey (92% of companies) and Greece (88%), where 40% of companies surveyed offer

longer-term leave, closely followed by Brazil (80%), where only 14% of companies offer such options. The highest take-up of longer-term leave by men was seen in companies in the United Kingdom (25% of those taking longer-term leave were men in 60% of companies surveyed). Overall, these results highlight that there is a significant gender imbalance in the take-up of longer-term leave because women continue to be the primary caregivers.

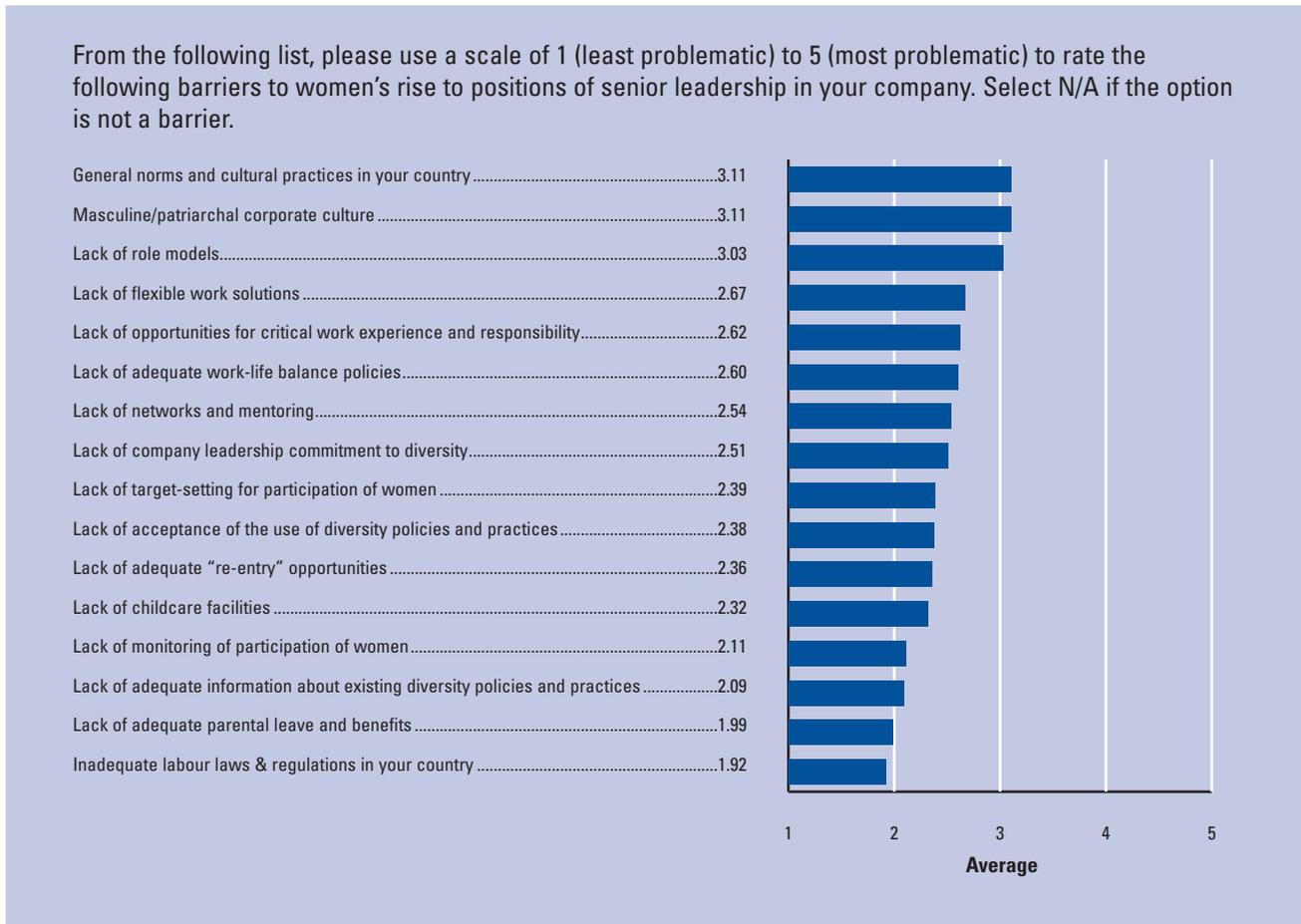
The survey also asked companies: “Of the total number within each gender that takes this leave, what percentage return to the same position or one with higher responsibility after taking their leave?” Of the total number within each gender that takes this leave and returns to the same position or one with higher responsibility, the numbers are even across the sample, especially in the higher brackets (60–100%). This trend appears to be even more pronounced in the 80–100% category—in the companies surveyed in Norway, there is an exactly even spread of 100% men and women returning to the same position or one with higher responsibility. The case is similar in France, with 100% of men and 100% of women and in Belgium, with 87% of men and women in the companies surveyed. In some cases, women had a significantly higher rate of return to the same or a higher level of responsibility—for example, in the United Kingdom, with 100% of women in the companies surveyed and only 50% men, and in Greece, with 100% of women but just 67% of men. Conversely, in Switzerland, 100% of men in the companies surveyed and 0% of women returned to the same role or one with a greater level of responsibility; and in the Netherlands, this was 100% of men and just 71% of women. Overall, in 80–100% of the world’s largest employers included in the sample, 54% of women and 46% of men returned to work with the same or a higher level responsibility.

Among the companies in the sample that offer longer-term leave and/or career breaks, 43% offer “re-entry” programmes that help employees to stay connected and facilitate their return to the workplace. Of these, the highest percentage is found in Germany (88% of companies surveyed), followed by the United Kingdom (80%) and Finland (79%). The lowest percentage of respondent companies offering re-entry programmes is in Mexico (0%), Switzerland (11%) and the Netherlands (15%).

Overall, across the sample surveyed, 45% of some of the world’s largest employers offer some form of childcare facilities. The greatest number of companies offering childcare facilities are in France (89%), followed by Italy (71%) and Germany (70%). The lowest numbers are in Mexico (0%), the Czech Republic (20%) and Turkey (21%). In Norway, 78% of the respondent companies offered no form of childcare facilities. The availability and type of such facilities are likely to be considerably influenced by the government policies regarding childcare facilities.

Overall, 39% of those companies that responded in the affirmative to the question of whether they provide childcare facilities at all offer permanent facilities for

**Figure 4: Barriers to women's rise to positions of leadership**



childcare, 28% offer occasional facilities and the remainder offer other unspecified facilities. Among two of the highest performers in this category, France and Germany, 65% and 45% of companies offer permanent facilities, respectively. Companies in Switzerland and Japan also score high, with 55% and 54% offering permanent facilities. The companies featuring lowest on the list of those surveyed were in Belgium, with just 8% offering permanent childcare facilities, followed by companies in Spain (13%), Italy (14%) and Finland (14%).

Finally, in this section of the survey we asked companies what time of flexible working options they provide. Of the companies participating in the survey, 100% of those in the United Kingdom and the United States offer support to employees in their effort to balance work and personal responsibilities through flexible working patterns, remote/distance working and part-time work possibilities. Companies in Turkey and Mexico offered the fewest options in this regard. Overall, 82% of the respondent companies offer flexible working arrangements, 55% offer remote/distance working and 74% offer part-time working methods.

### Mentorship and Training

The results for this variable show that, on average, 59% of the total number of companies surveyed claim to offer internally led mentorship and networking programmes for their employees, 43% provide employees with the opportunity to participate in externally run programmes, and 28% of companies offer women-specific mentorship and networking programmes. Results show that companies in the United States (100%) and the United Kingdom (100%) offer their employees the most access to internal mentorship and networking programmes, with all of the respondent companies affirming that they run such initiatives internally. All companies in these countries also claim to offer external mentorship and networking opportunities for their employees.

At the other end of the scale, the survey shows that companies in Spain provided the lowest access to such programmes for their employees, with only 21% of respondents providing initiatives set up internally, followed by Austria (33%) and Brazil (33%). Companies in Mexico provided the fewest opportunities for their employees to

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participate in programmes organized externally (0%), followed by Spain (10%) and Greece (18%).

With regard to the number of companies that offer mentorship programmes and networks specifically targeted at women, Brazil, Mexico and Spain rank lowest with no companies providing mentorship or training support networks, while the United States (88%), France (75%) and the United Kingdom (71%) rank the highest. Among the emerging economies covered by the survey, the Brazilian and Mexican companies in our sample do not offer women-specific mentorship and/or training programmes, but almost 34% of the Indian companies surveyed offer these programmes.

From an industry perspective, the Chemicals industry ranks highest with 76% of companies offering mentorship and training initiatives, followed by Financial Services (70%) and Energy (69%). Those industries that rank the lowest in terms of internal mentorship and training possibilities are Real Estate (17%), Food & Beverage (38%), Professional Services (38%) and Agriculture (38%). In terms of external mentorship and networking opportunities offered by responding companies, once again the highest ranking industries are Chemicals (62%), Logistics & Transport (62%) and Energy (59%), and the lowest ranking industries are Textiles (25%), Real Estate (33%), Food & Beverage (33%) and Professional Services (33%).

Among the industries that offer programmes and initiatives focused specifically on women, the Automotive industry ranks highest (39%), followed by Information Technology & Telecommunication (37%), Energy (34%) and Financial Services (33%). Those industries that rank lowest on this variable include Textiles (0%), Real Estate (0%), Professional Services (8%) and Mining (8%).

### Barriers to Leadership

In this section of the survey we asked respondents to identify the biggest barriers to women's access to leadership positions from among a choice of 15 barriers. Across the full dataset, we find that the biggest barriers identified by the respondents are "general norms and cultural practices in your country", "masculine/patriarchal corporate culture" and "lack of role models". The least important barriers are identified to be "lack of adequate parental leave and benefits" and "inadequate labour laws and regulations in your country". The complete results are displayed in Figure 4.

At the country level, the results vary considerably and are displayed in the individual country profiles in Part 2.

### Effects of Economic Downturn

Because the six-month period in 2009 when the survey was conducted was during one of the deepest recessions in recent history, we asked the responding heads of human resources two relevant questions:

In your country, do you expect the current economic downturn to be more threatening for the jobs of female employees than male employees?

In your industry, do you expect the current economic downturn to be more threatening for the jobs of female employees than male employees?

In Mexico, France, Italy, the United Kingdom and Spain, more than 30% of respondents believed the downturn would be more harmful for women's jobs in their country. Among the industries, in Automotive, Engineering & Construction and Logistics & Transport, 10% of the respondents felt the downturn may be more negative for women in their industries than for men. The complete results are displayed in Figures 5 and 6.

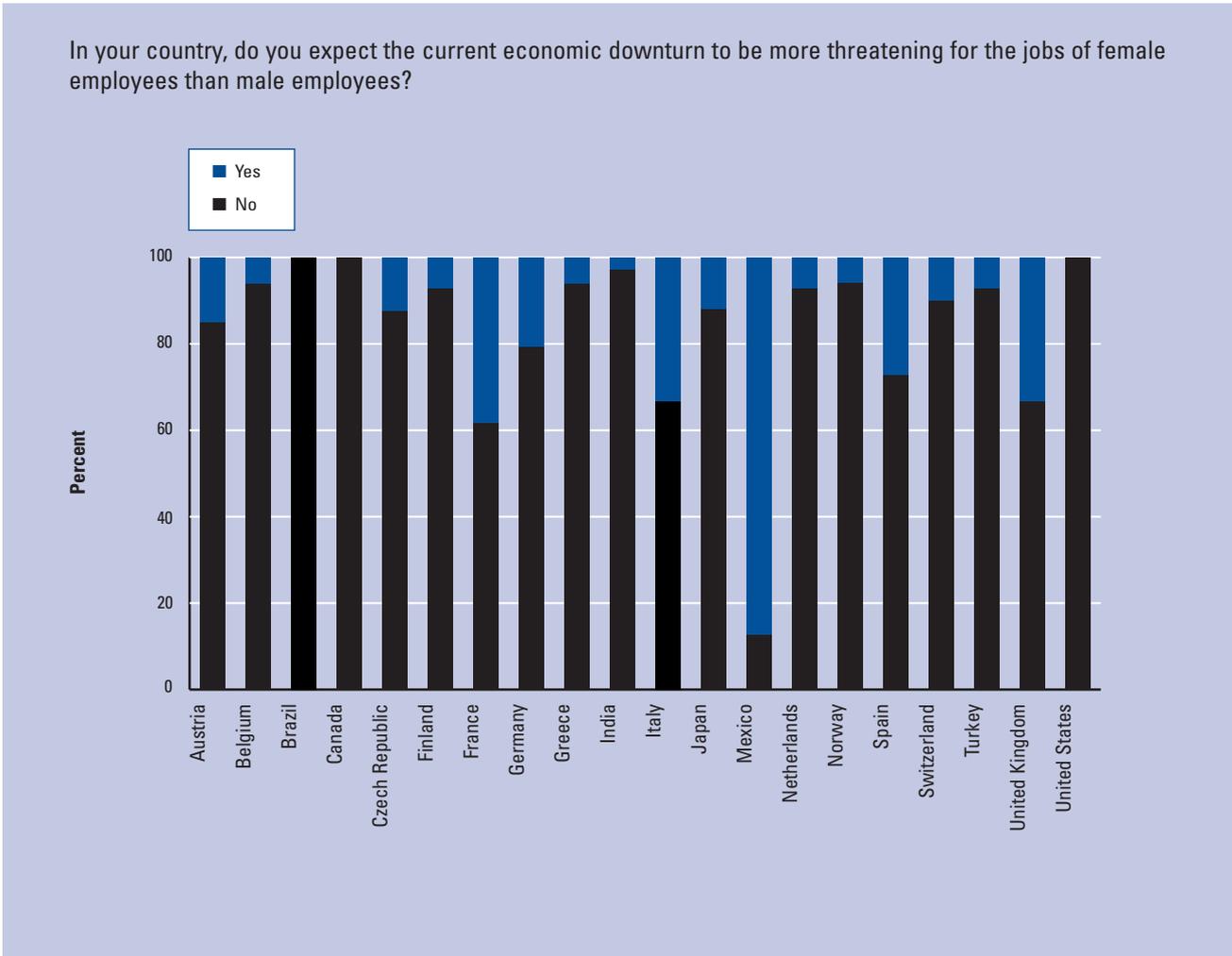
### Conclusion

Numerous studies have confirmed that reducing gender inequality enhances productivity and economic growth and that the economic benefits of scaling back barriers to women's engagement in the workforce can be substantial. For example, according to recent research, closing the male-female employment gap would have huge economic implications for developed economies, boosting US GDP by as much as 9%, eurozone GDP by as much as 13% and Japanese GDP by as much as 16%. Reducing gender inequality in these countries could also play a key role in addressing the future problems posed by ageing populations and mounting pension burdens. Moreover, in countries in which it is relatively easy for women to work and to have children, female employment and female fertility both tend to be higher. Innovation requires new, unique ideas—and the best ideas flourish in a diverse environment. This implies that companies benefit by successfully integrating the female half of the available talent pool across their internal leadership structures. Studies exploring this link have shown a positive correlation between gender diversity on top leadership teams and a company's financial results.

Yet, despite mounting evidence regarding the importance of women's economic integration, and even as the global economy's dependence on knowledge industries and knowledge workers grows, there are still significant gaps in the job opportunities available to women and in the wages paid to women compared with their male counterparts. Talent and human capital are fundamental to economic growth, and business leaders and policymakers must make sure that barriers to women's entry to the workforce are removed and that equal opportunities for rising to positions of leadership are provided within companies. These are crucial factors for determining that all existing resources are used in the most efficient manner, and for sending the right signals to ensure the optimal flow of future talent.

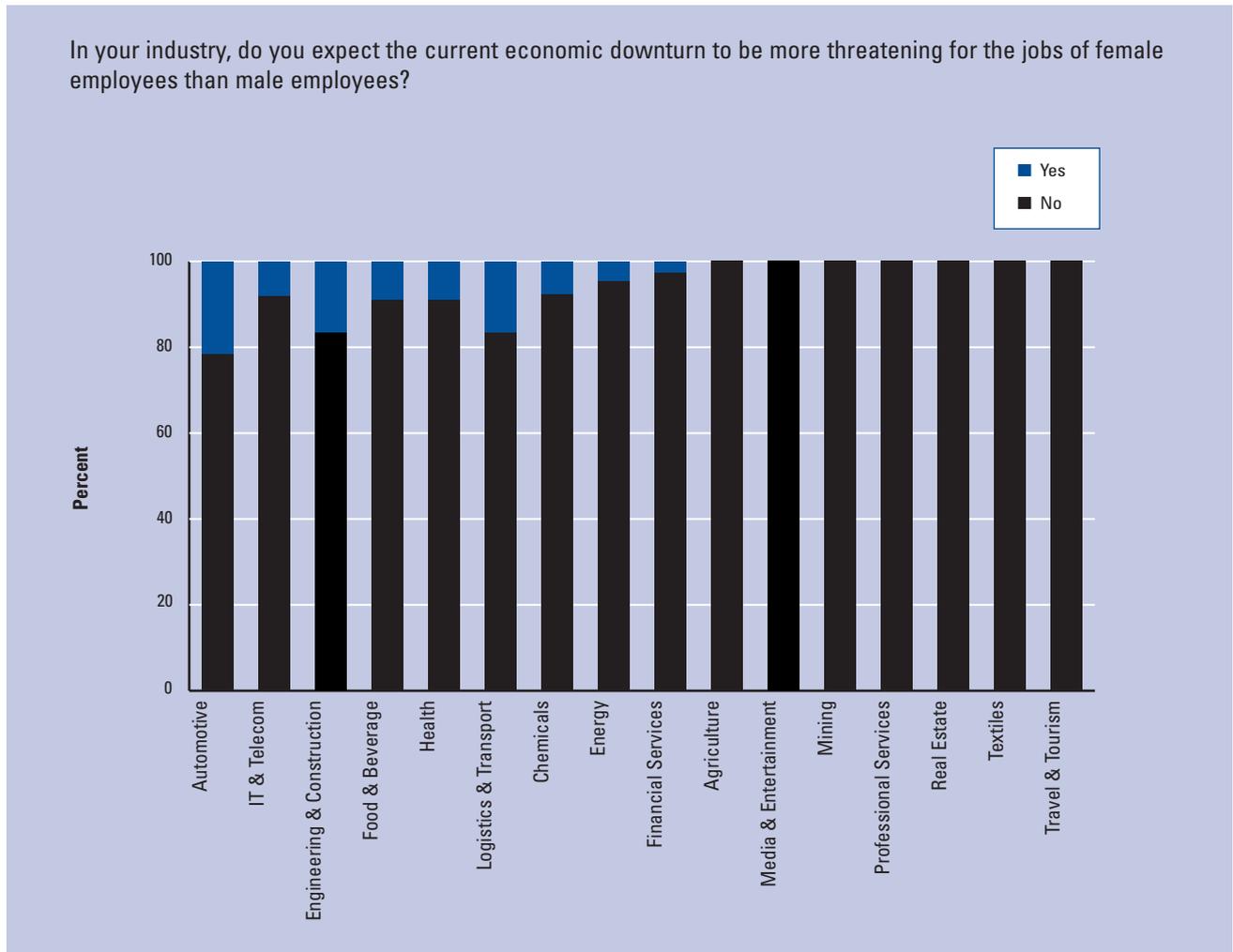
*The Corporate Gender Gap Report* is an unprecedented attempt to provide clear insight into the current levels of

**Figure 5: Effects of economic downturn on women's employment in country**



participation of women within the structures of some of the world's largest companies, across 20 countries and 16 industries. More importantly, the *Report* benchmarks these companies against a set of policies and practices that are recognized as drivers in promoting gender equality. The results show that although there are many success stories and positive trends emerging, some of the largest employers in the world are far from having established an optimal environment for integrating female talent. We are hopeful that this *Report*, by providing a transparent and comprehensive framework for assessing and tracking gender gaps and policy gaps in business, will serve as a catalyst for greater awareness and corrective action by employers.

**Figure 6: Effects of economic downturn on women's employment in industry**





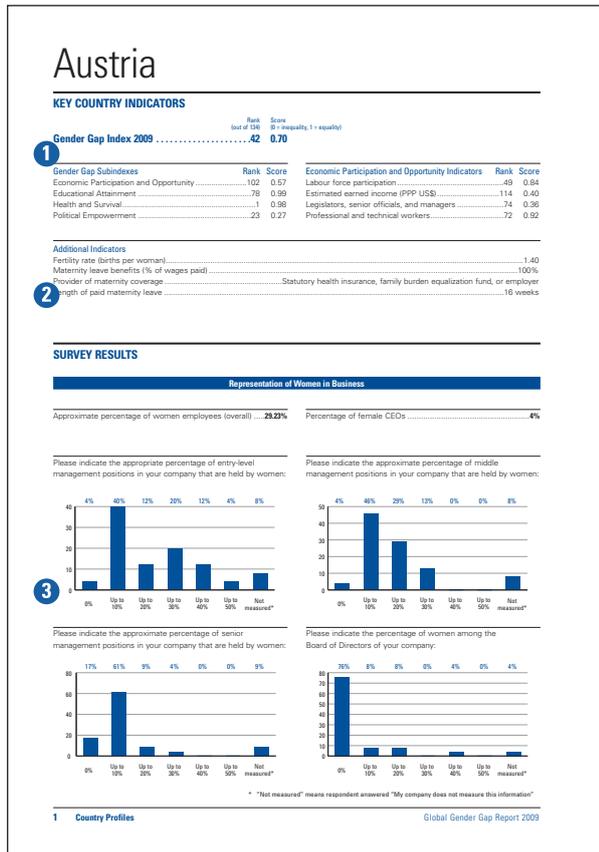
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Part 2

# Country Profiles



# User's Guide: How Country Profiles Work



The Country Profiles present a compilation of selected data for each individual country included in *The Corporate Gender Gap Report*.

## 1 Key Indicators

- The Gender Gap Index 2009 gives each country's over-all performance in closing the gender gap on a 0-to-1 scale and its rank out of 134 reviewed countries.

## Gender Gap Subindexes and Economic Participation and Opportunity Indicators

This section gives an overview of each country's rankings and the scores on the four subindexes and on the Economic Participation and Opportunity Indicators of *The Global Gender Gap Report 2009*.

- For each of the variables that enter into the Global Gender Gap Index 2009, column one in this section displays the country's ranks and column two displays its scores. To calculate the Index, all ratios were truncated at the equality benchmark of 1, and thus the highest score possible is 1.
- According to the United Nations Development Programme (UNDP), because of lack of gender-disaggregated income data, female and male earned income figures are crudely estimated on the basis of data on the ratio of the female non-agricultural wage to the male non-agricultural wage, the female and male shares of economically active population, the total female and male population and the GDP per capita in purchase power parity (PPP) US\$. In previous years, the PPP was derived from the 1993 International Comparison Program Surveys. In 2008, the World Bank released the results of the 2005 survey. Therefore there are significant differences in certain countries, which are the results of this data revision.
- For the "legislators, senior officials, and managers" and the "professional and technical workers" variables, we have previously reported Major Group 1 (Totally and

The authors are grateful to Tessema Tesfachew for his excellent work in preparing this guide and conducting research for the Country Profiles.

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Economically Active Population) and Major Sub-Group 1D (Economically Active Population, by occupation and status in employment) from the International Labour Organization (ILO)'s International Standard Classification of Occupations (ISCO-88). We are now continuing to use Major Group 2 (Employment) and Major Sub-Group 2C (Total Employment, by Occupation) in order to remain consistent with the data obtained from the UNDP.

- The ILO has updated the model-based table upon which the female and male labour force participation rates are based. This accounts for significant changes in certain countries.

## 2 Additional Indicators

This section compiles a selection of internationally available data that may be relevant for the country's gender gap.

- Fertility rate (births per woman): Source is the World Health Organization's *World Health Statistics 2008*.
- Length of paid maternity leave, leave benefits paid (%) and provider of maternity coverage: Source is the United Nations Statistics Division's *Statistics and Indicators on Women and Men*. The data presented refer to laws and regulations in force at the time of the compilation of the information (between 2004 and 2006); last updated in June 2009.

## 3 Survey Results

All the results displayed in this section are compiled from the survey conducted by the World Economic Forum, gathering responses from over 600 companies worldwide and from 16 different industries. Out of the 33 questions contained in the survey, 20 questions were selected to be displayed in the Country Profiles. The survey results are divided into five sections:

- Representation of Women in Business
- Measurement and Target Setting
- Work-Life Practices
- Mentorship and Training
- Barriers to Leadership

The bar and pie charts visually display the results of the survey for each question. The Y axis of the bar charts represents the percentage of respondents whereas the X axis corresponds to the percentages referred to in each question. There are only two exceptions. In the first graph of the Mentorship and Training section, the Y axis shows the possible answers and the X axis displays the percentage of respondents that offer access to mentorship and networking programmes. The last graph of the Country

Profile (Barriers to Leadership) shows the list of possible barriers to leadership on the Y axis and the percentage of respondents on the X axis.

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## List of Countries

Country	Page
Austria	20
Belgium	24
Brazil	28
Canada	32
Czech Republic	36
Finland	40
France	44
Germany	48
Greece	52
India	56
Italy	60
Japan	64
Mexico	68
Netherlands	72
Norway	76
Spain	80
Switzerland	84
Turkey	88
United Kingdom	92
United States	96

# Austria

## KEY COUNTRY INDICATORS

**Gender Gap Index 2009** ..... **42** **0.70**

Rank (out of 134)      Score (0 = inequality, 1 = equality)

Gender Gap Subindexes	Rank	Score
Economic Participation and Opportunity .....	102	0.57
Educational Attainment .....	78	0.99
Health and Survival .....	1	0.98
Political Empowerment .....	23	0.27

Economic Participation and Opportunity Indicators	Rank	Score
Labour force participation .....	49	0.84
Estimated earned income (PPP US\$) .....	114	0.40
Legislators, senior officials, and managers .....	74	0.36
Professional and technical workers .....	72	0.92

### Additional Indicators

Fertility rate (births per woman) .....	1.40
Maternity leave benefits (% of wages paid) .....	100%
Provider of maternity coverage .....	Statutory health insurance, family burden equalization fund, or employer
Length of paid maternity leave .....	16 weeks

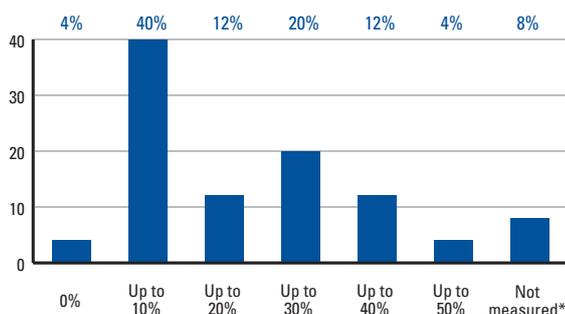
## SURVEY RESULTS

### Representation of Women in Business

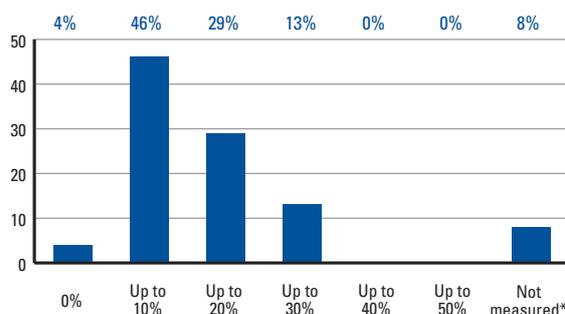
Approximate percentage of women employees (overall) ..... **29.23%**

Percentage of female CEOs .....

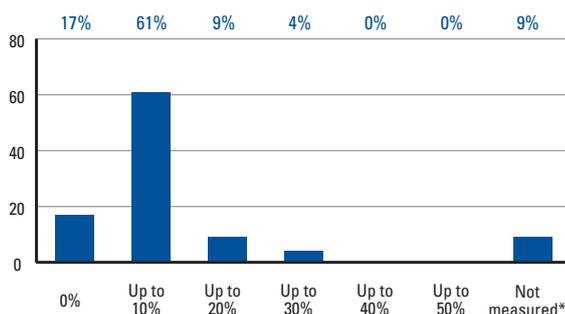
Please indicate the appropriate percentage of entry-level management positions in your company that are held by women:



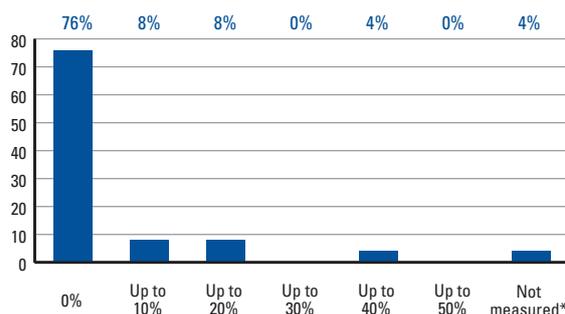
Please indicate the approximate percentage of middle management positions in your company that are held by women:



Please indicate the approximate percentage of senior management positions in your company that are held by women:



Please indicate the percentage of women among the Board of Directors of your company:

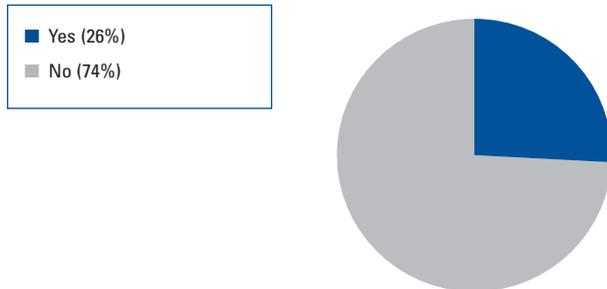


\* "Not measured" means respondent answered "My company does not measure this information"

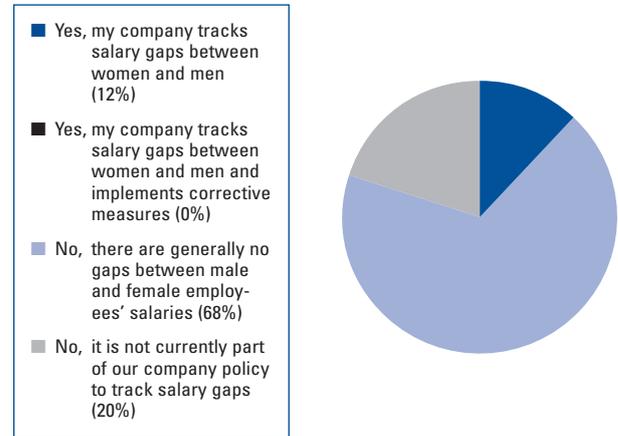
## SURVEY RESULTS (Cont'd.)

### Measurement and Target Setting

Does your company have specified targets, quotas, or other affirmative policies to increase the percentage of women in senior management or executive positions?

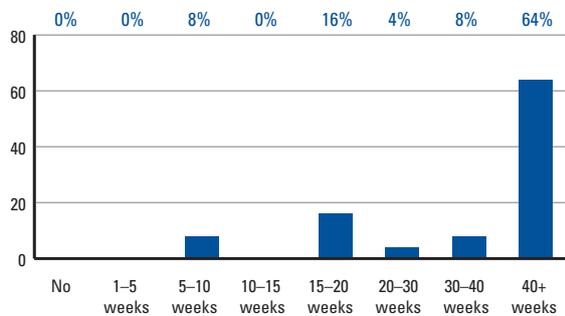


Does your company monitor and track salary differences between male and female employees holding similar positions?

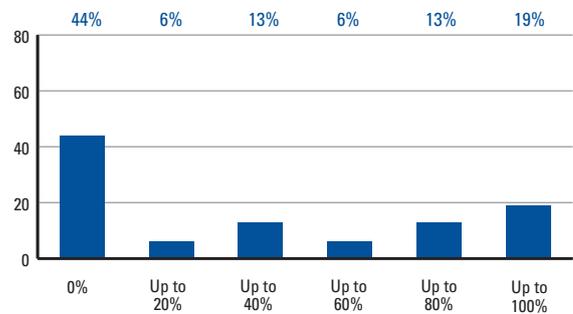


### Work-Life Balance Practices

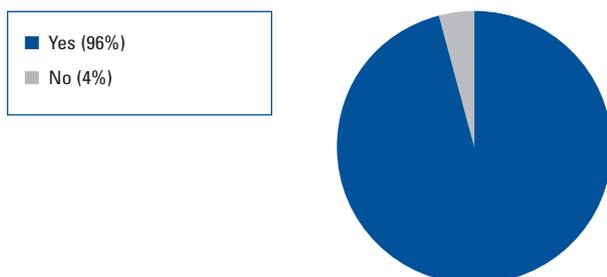
Does your company offer maternity leave?



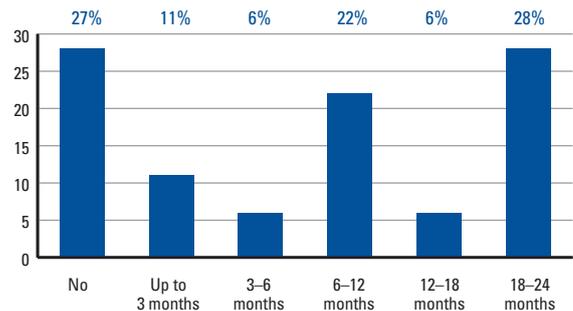
What is the approximate percentage of salary paid during this period?



Does your company offer the option of parental leave, i.e., post-pregnancy leave that can be taken by mothers or fathers?



Does your company have longer-term leave programmes and/or allow career breaks for parents and/or caregivers?

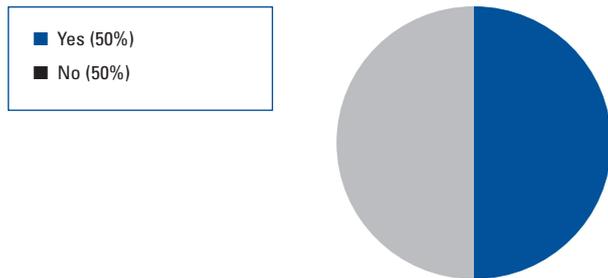


# Austria

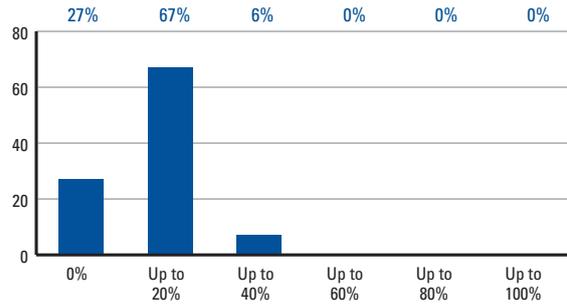
## SURVEY RESULTS (Cont'd.)

### Work-Life Balance Practices (Cont'd.)

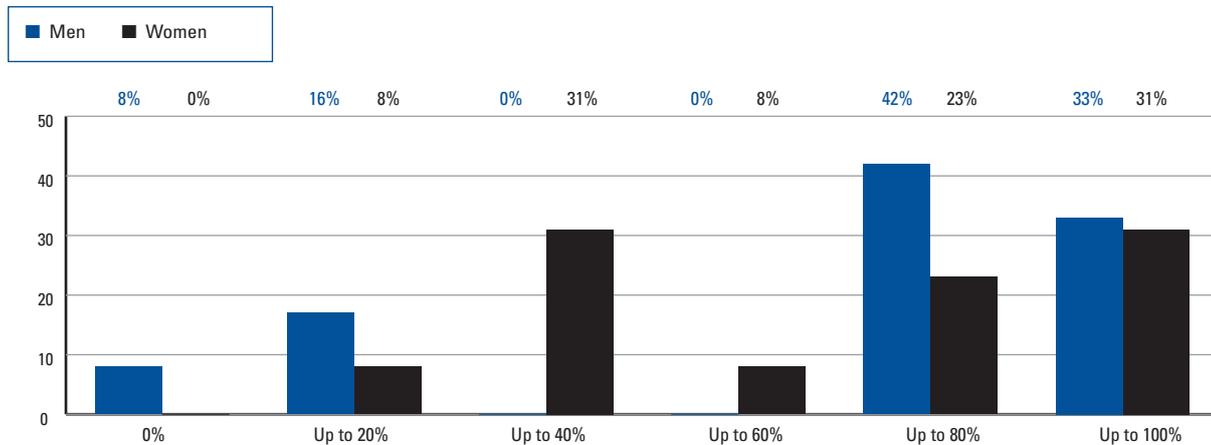
If your company offers long-term programmes and/or career breaks, do you also have "re-entry" programmes that help those employees stay connected while they are away and facilitate their return to the workplace?



If your company offers longer-term leave programmes and/or career breaks for parents and/or caregivers, what percentage of those taking this leave are men?



Of the total number within each gender that takes this leave, what percentage return to the same position or one with higher responsibility after taking their leave?

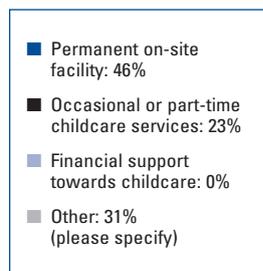


Percentage of companies that offer any form of childcare facilities.....**50%**

If yes, please specify the type of childcare facilities (select all that apply)

Percentage of companies that support employees in their effort to balance work and personal responsibilities through the following policies:

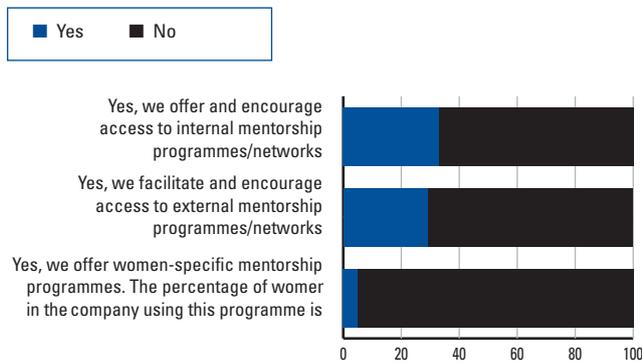
	Yes (%)	No (%)
Flextime/flexible working hours	95	5
Remote/distance working	71	29
Part-time work	95	5



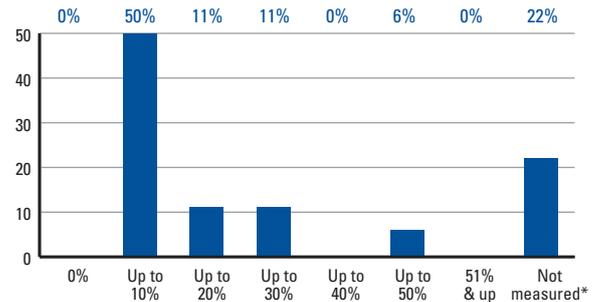
## SURVEY RESULTS (Cont'd.)

### Mentorship and Training

Does your company offer access to mentorship and networking programmes? Select all that apply and indicate percentage of women users if you have this information.

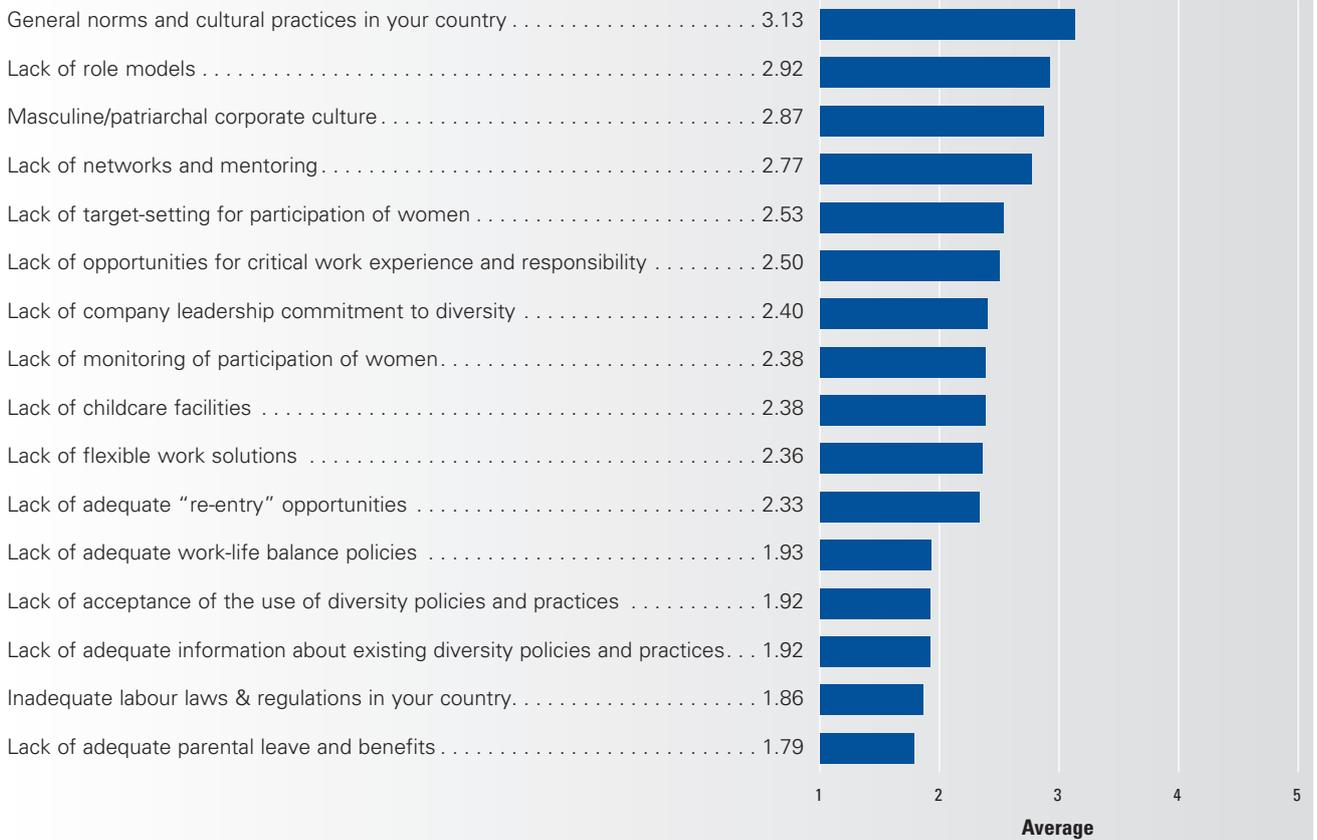


Among the assignments that you consider to be business critical/important, what percentage, in your opinion, are currently held by women? (Consider, for example: key startups, turnarounds, and line roles in key business units or markets).



### Barriers to Leadership

From the following list, please use a scale of 1 (least problematic) to 5 (most problematic) to rate the following barriers to women's rise to positions of senior leadership in your company. Select N/A if the option is not a barrier.



# Belgium

## KEY COUNTRY INDICATORS

**Gender Gap Index 2009** ..... **33** **0.72**

Rank (out of 134)      Score (0 = inequality, 1 = equality)

Gender Gap Subindexes	Rank	Score
Economic Participation and Opportunity .....	64	0.65
Educational Attainment .....	71	0.99
Health and Survival .....	55	0.98
Political Empowerment .....	29	0.24

Economic Participation and Opportunity Indicators	Rank	Score
Labour force participation .....	55	0.82
Estimated earned income (PPP US\$) .....	87	0.52
Legislators, senior officials, and managers .....	47	0.46
Professional and technical workers .....	65	0.96

### Additional Indicators

Fertility rate (births per woman).....1.60  
 Maternity leave benefits (% of wages paid) .....82% for the first 30 days and 75% for the remaining period (up to a ceiling)  
 Provider of maternity coverage.....Social security  
 Length of paid maternity leave .....15 weeks

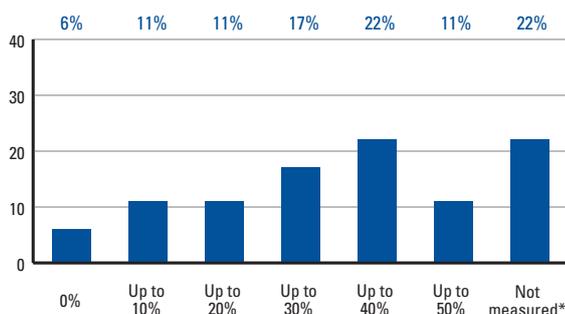
## SURVEY RESULTS

### Representation of Women in Business

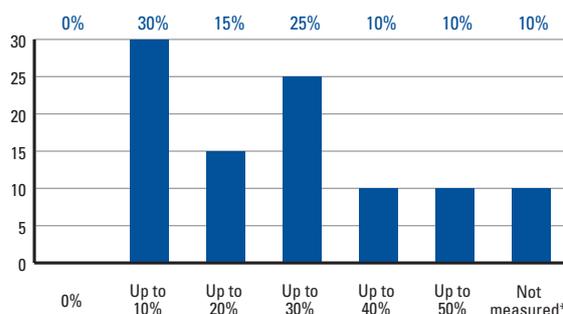
Approximate percentage of women employees (overall) .....**39.09%**

Percentage of female CEOs .....**0%**

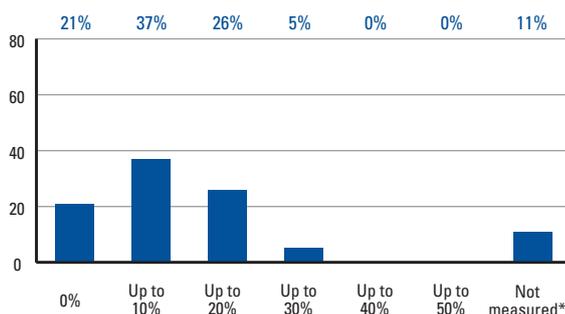
Please indicate the appropriate percentage of entry-level management positions in your company that are held by women:



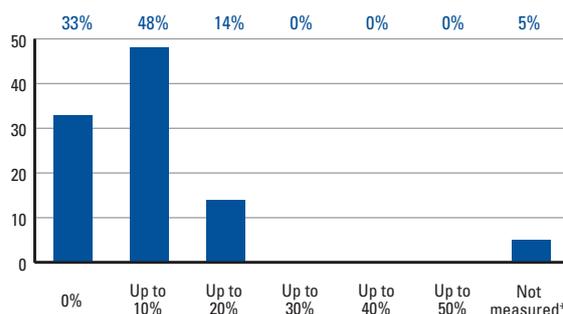
Please indicate the approximate percentage of middle management positions in your company that are held by women:



Please indicate the approximate percentage of senior management positions in your company that are held by women:



Please indicate the percentage of women among the Board of Directors of your company:

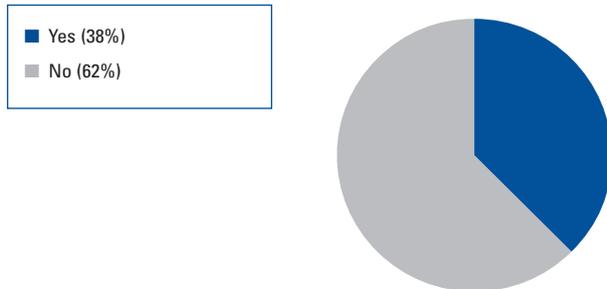


\* "Not measured" means respondent answered "My company does not measure this information"

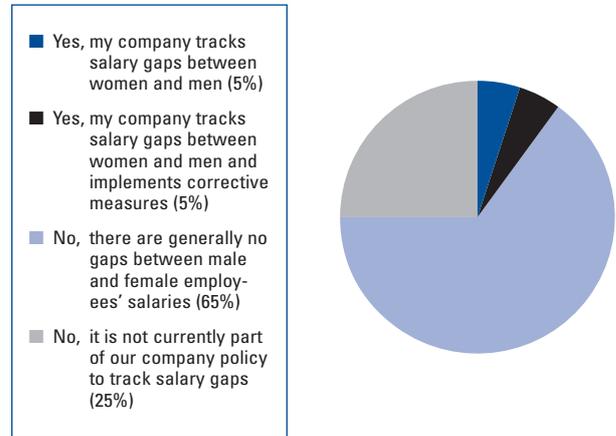
## SURVEY RESULTS (Cont'd.)

### Measurement and Target Setting

Does your company have specified targets, quotas, or other affirmative policies to increase the percentage of women in senior management or executive positions?

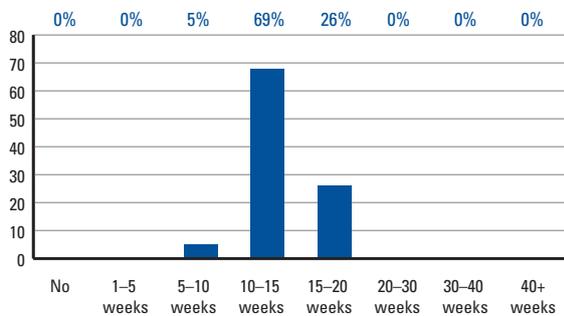


Does your company monitor and track salary differences between male and female employees holding similar positions?

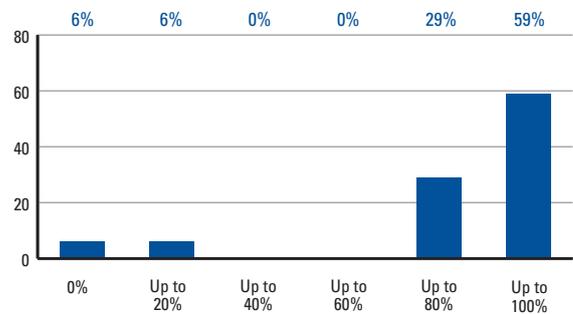


### Work-Life Balance Practices

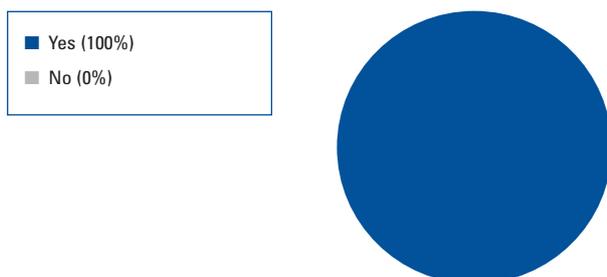
Does your company offer maternity leave?



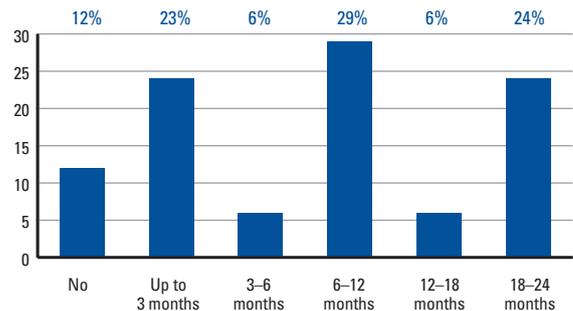
What is the approximate percentage of salary paid during this period?



Does your company offer the option of parental leave, i.e., post-pregnancy leave that can be taken by mothers or fathers?



Does your company have longer-term leave programmes and/or allow career breaks for parents and/or caregivers?

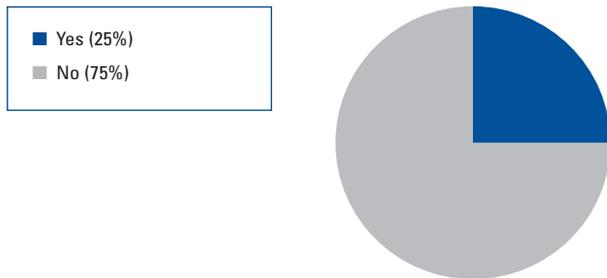


# Belgium

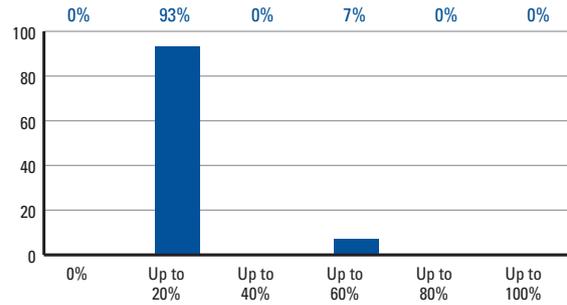
## SURVEY RESULTS (Cont'd.)

### Work-Life Balance Practices (Cont'd.)

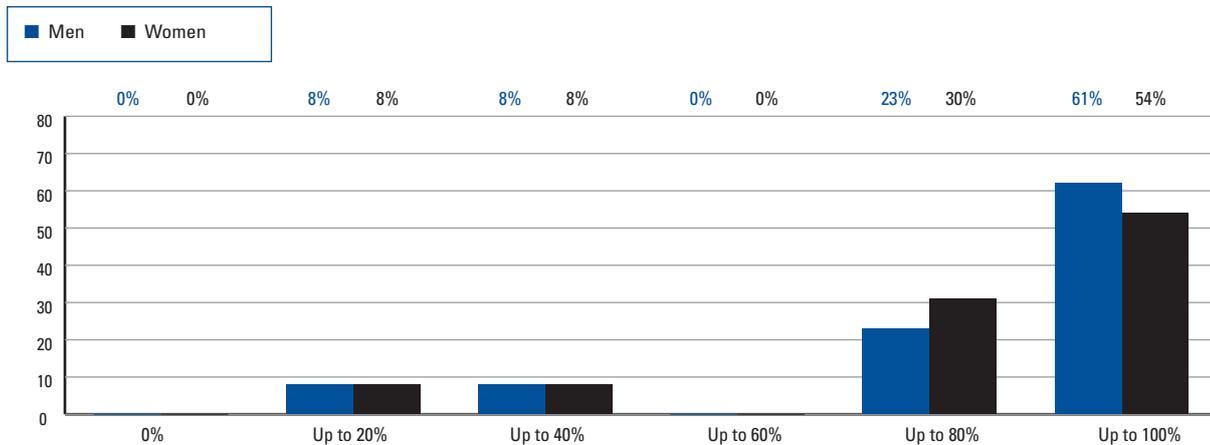
If your company offers long-term programmes and/or career breaks, do you also have "re-entry" programmes that help those employees stay connected while they are away and facilitate their return to the workplace?



If your company offers longer-term leave programmes and/or career breaks for parents and/or caregivers, what percentage of those taking this leave are men?



Of the total number within each gender that takes this leave, what percentage return to the same position or one with higher responsibility after taking their leave?



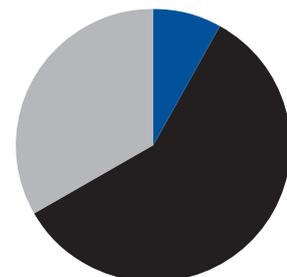
Percentage of companies that offer any form of childcare facilities.....**47%**

If yes, please specify the type of childcare facilities (select all that apply)

Percentage of companies that support employees in their effort to balance work and personal responsibilities through the following policies:

	Yes (%)	No (%)
Flextime/flexible working hours	88	12
Remote/distance working	65	35
Part-time work	100	0

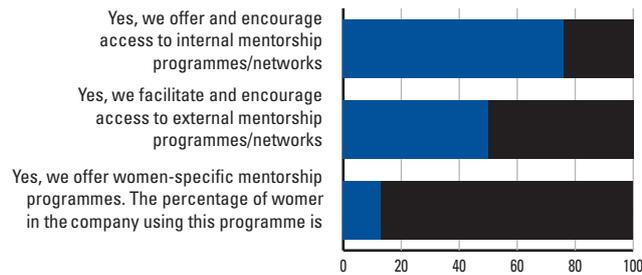
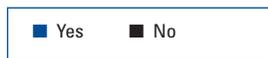
- Permanent on-site facility: 8%
- Occasional or part-time childcare services: 59%
- Financial support towards childcare: 0%
- Other: 33% (please specify)



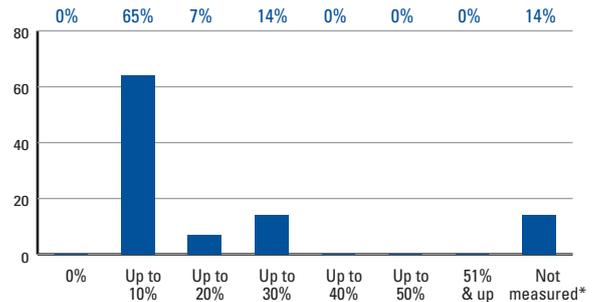
## SURVEY RESULTS (Cont'd.)

### Mentorship and Training

Does your company offer access to mentorship and networking programmes? Select all that apply and indicate percentage of women users if you have this information.

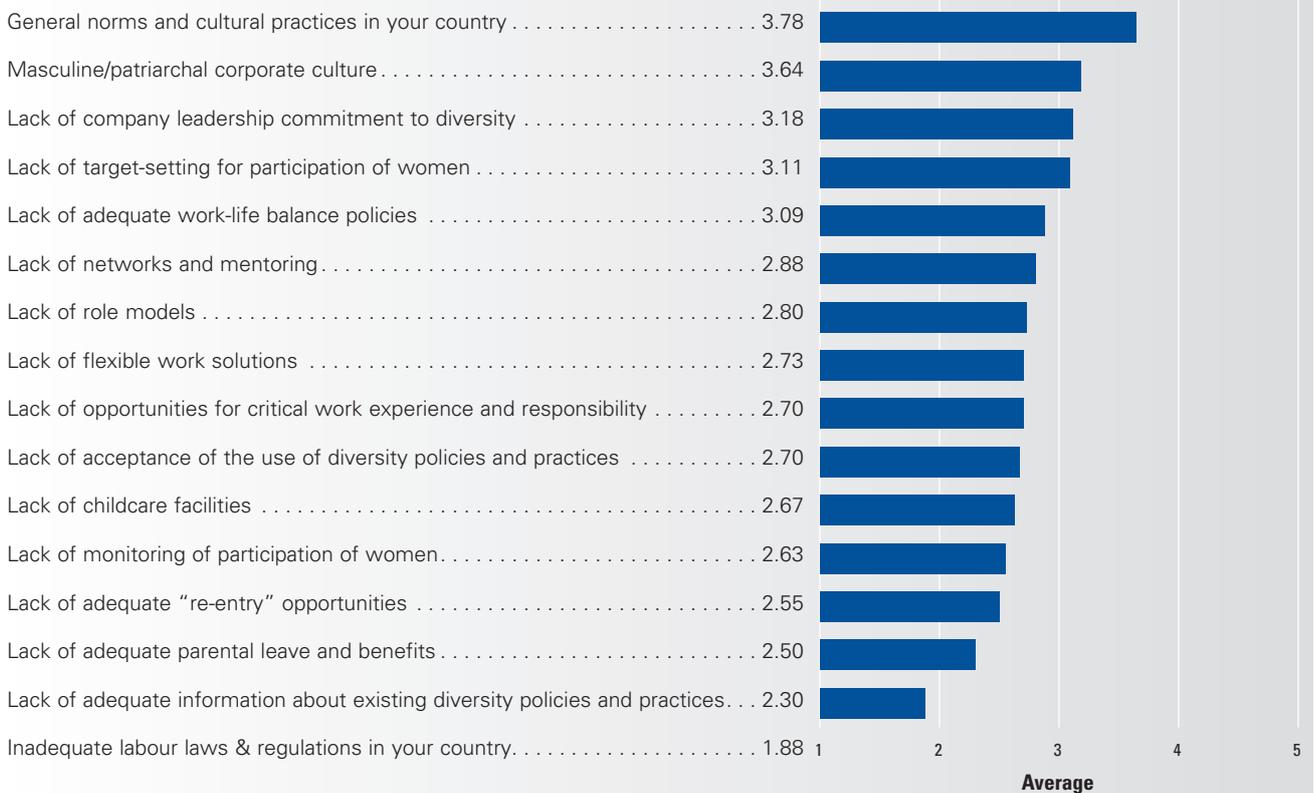


Among the assignments that you consider to be business critical/important, what percentage, in your opinion, are currently held by women? (Consider, for example: key startups, turnarounds, and line roles in key business units or markets).



### Barriers to Leadership

From the following list, please use a scale of 1 (least problematic) to 5 (most problematic) to rate the following barriers to women's rise to positions of senior leadership in your company. Select N/A if the option is not a barrier.



# Brazil

## KEY COUNTRY INDICATORS

**Gender Gap Index 2009** ..... **.81** **0.67**

Rank (out of 134)      Score (0 = inequality, 1 = equality)

Gender Gap Subindexes	Rank	Score
Economic Participation and Opportunity .....	75	0.64
Educational Attainment .....	32	1.00
Health and Survival .....	1	0.98
Political Empowerment .....	114	0.06

Economic Participation and Opportunity Indicators	Rank	Score
Labour force participation .....	76	0.75
Estimated earned income (PPP US\$) .....	69	0.56
Legislators, senior officials, and managers .....	32	0.54
Professional and technical workers .....	1	1.00

### Additional Indicators

Fertility rate (births per woman) .....	2.30
Maternity leave benefits (% of wages paid) .....	100%
Provider of maternity coverage .....	Social security
Length of paid maternity leave .....	120 days

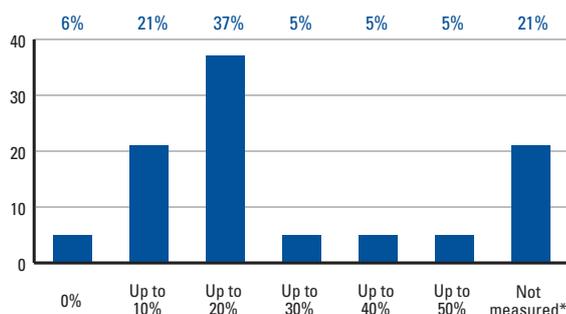
## SURVEY RESULTS

### Representation of Women in Business

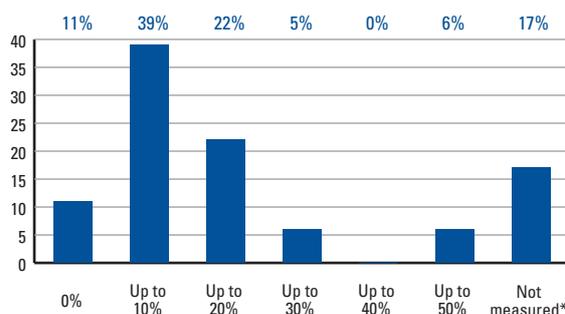
Approximate percentage of women employees (overall) ..... **34.76%**

Percentage of female CEOs .....

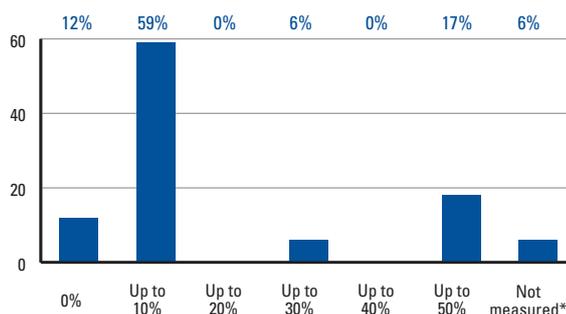
Please indicate the appropriate percentage of entry-level management positions in your company that are held by women:



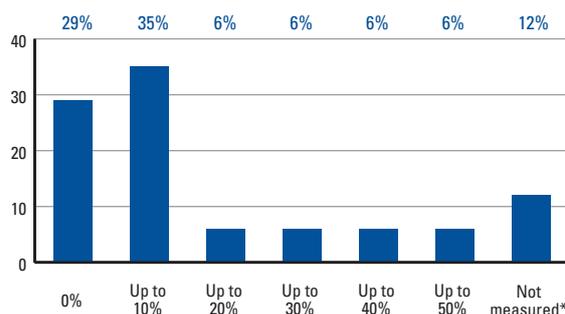
Please indicate the approximate percentage of middle management positions in your company that are held by women:



Please indicate the approximate percentage of senior management positions in your company that are held by women:



Please indicate the percentage of women among the Board of Directors of your company:

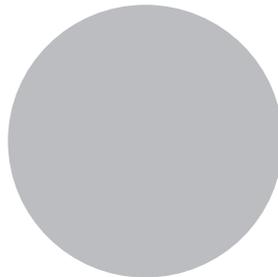


\* "Not measured" means respondent answered "My company does not measure this information"

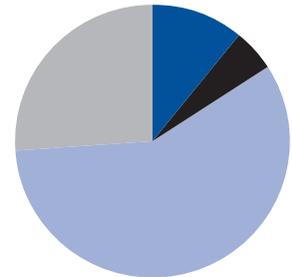
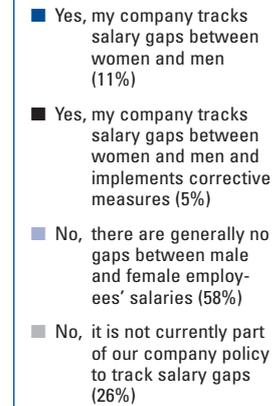
## SURVEY RESULTS (Cont'd.)

### Measurement and Target Setting

Does your company have specified targets, quotas, or other affirmative policies to increase the percentage of women in senior management or executive positions?

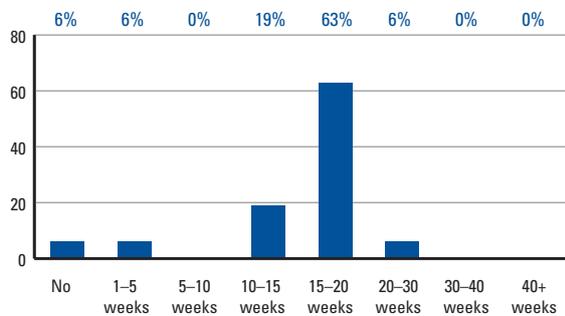


Does your company monitor and track salary differences between male and female employees holding similar positions?

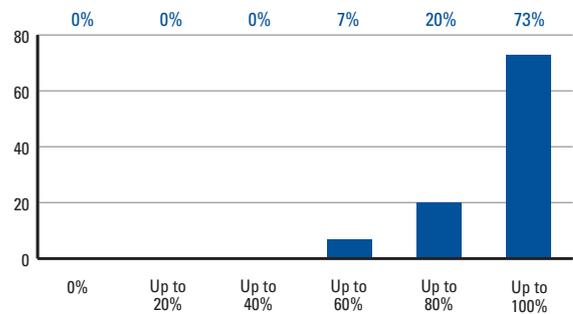


### Work-Life Balance Practices

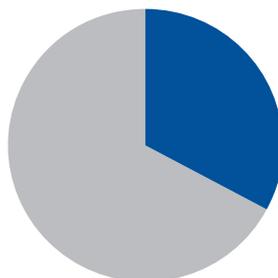
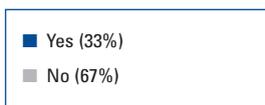
Does your company offer maternity leave?



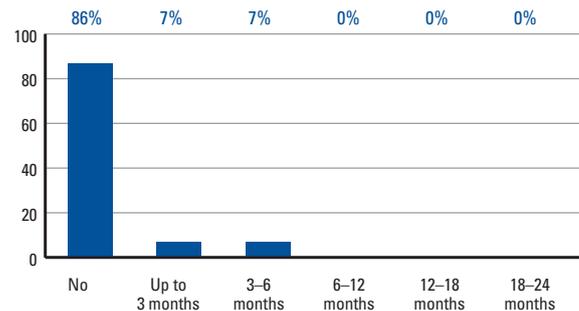
What is the approximate percentage of salary paid during this period?



Does your company offer the option of parental leave, i.e., post-pregnancy leave that can be taken by mothers or fathers?



Does your company have longer-term leave programmes and/or allow career breaks for parents and/or caregivers?

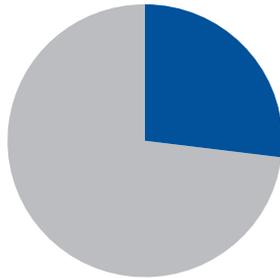
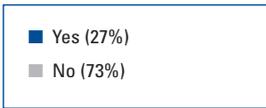


# Brazil

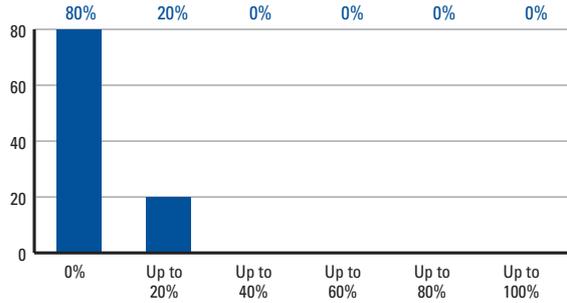
## SURVEY RESULTS (Cont'd.)

### Work-Life Balance Practices (Cont'd.)

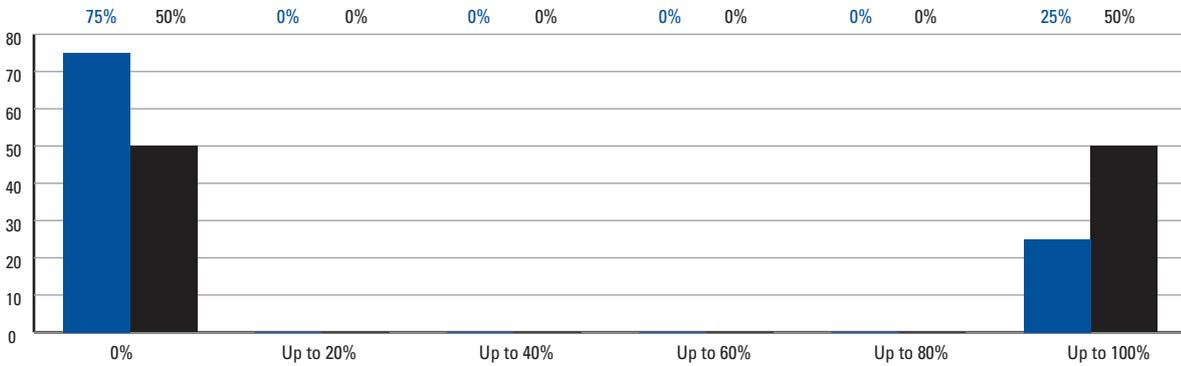
If your company offers long-term programmes and/or career breaks, do you also have "re-entry" programmes that help those employees stay connected while they are away and facilitate their return to the workplace?



If your company offers longer-term leave programmes and/or career breaks for parents and/or caregivers, what percentage of those taking this leave are men?



Of the total number within each gender that takes this leave, what percentage return to the same position or one with higher responsibility after taking their leave?

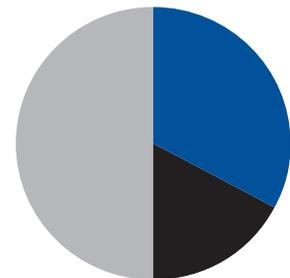
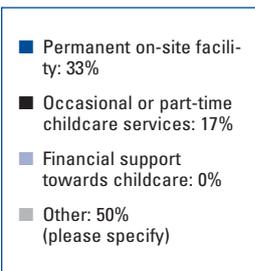


Percentage of companies that offer any form of childcare facilities.....**31%**

If yes, please specify the type of childcare facilities (select all that apply)

Percentage of companies that support employees in their effort to balance work and personal responsibilities through the following policies:

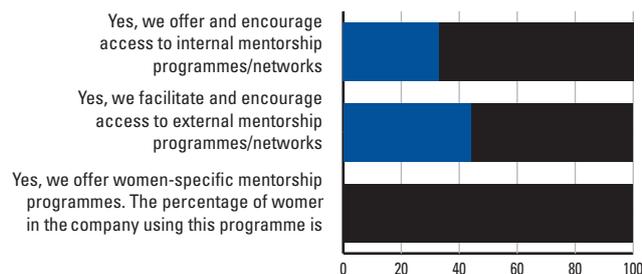
	Yes (%)	No (%)
Flextime/flexible working hours	64	36
Remote/distance working	45	55
Part-time work	30	70



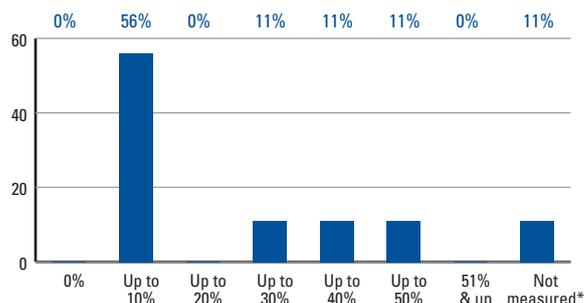
## SURVEY RESULTS (Cont'd.)

### Mentorship and Training

Does your company offer access to mentorship and networking programmes? Select all that apply and indicate percentage of women users if you have this information.



Among the assignments that you consider to be business critical/important, what percentage, in your opinion, are currently held by women? (Consider, for example: key startups, turnarounds, and line roles in key business units or markets).



### Barriers to Leadership

From the following list, please use a scale of 1 (least problematic) to 5 (most problematic) to rate the following barriers to women's rise to positions of senior leadership in your company. Select N/A if the option is not a barrier.



# Canada

## KEY COUNTRY INDICATORS

	Rank (out of 134)	Score (0 = inequality, 1 = equality)
<b>Gender Gap Index 2009</b> .....	<b>.25</b>	<b>0.72</b>

Gender Gap Subindexes	Rank	Score
Economic Participation and Opportunity .....	10	0.76
Educational Attainment .....	38	1.00
Health and Survival .....	60	0.98
Political Empowerment .....	62	0.14

Economic Participation and Opportunity Indicators	Rank	Score
Labour force participation .....	22	0.90
Estimated earned income (PPP US\$) .....	34	0.65
Legislators, senior officials, and managers .....	27	0.59
Professional and technical workers .....	1	1.00

### Additional Indicators

Fertility rate (births per woman) .....	1.50
Maternity leave benefits (% of wages paid) .....	100%
Provider of maternity coverage .....	Federal and State Employment Insurance
Length of paid maternity leave .....	17-18 weeks (depending on the province)

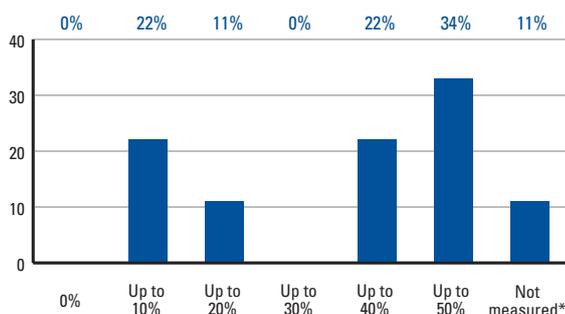
## SURVEY RESULTS

### Representation of Women in Business

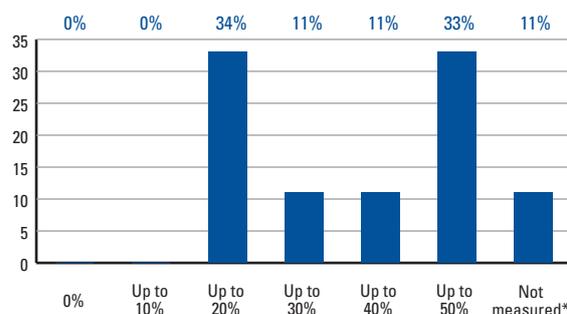
Approximate percentage of women employees (overall) ..... **45.56%**

Percentage of female CEOs .....

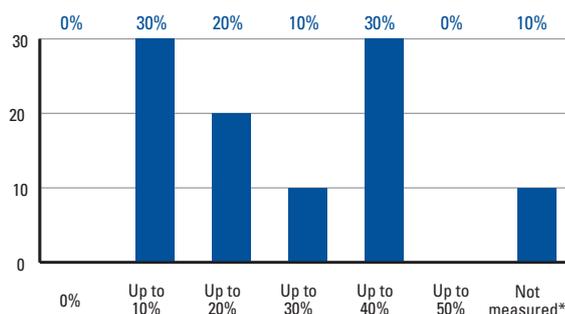
Please indicate the appropriate percentage of entry-level management positions in your company that are held by women:



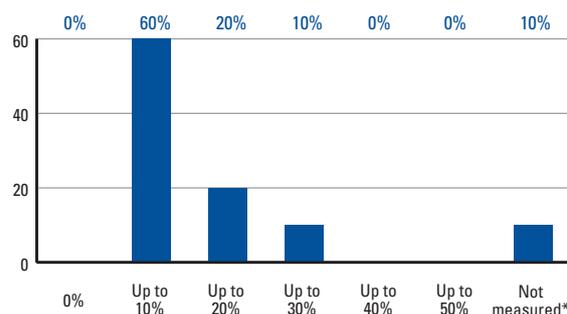
Please indicate the approximate percentage of middle management positions in your company that are held by women:



Please indicate the approximate percentage of senior management positions in your company that are held by women:



Please indicate the percentage of women among the Board of Directors of your company:



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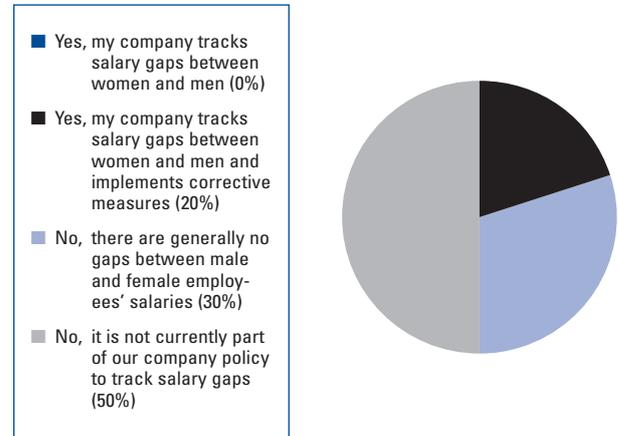
## SURVEY RESULTS (Cont'd.)

### Measurement and Target Setting

Does your company have specified targets, quotas, or other affirmative policies to increase the percentage of women in senior management or executive positions?

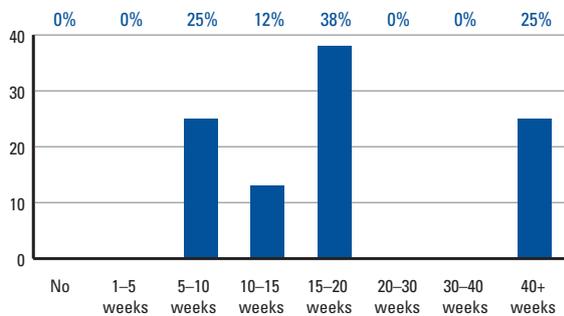


Does your company monitor and track salary differences between male and female employees holding similar positions?

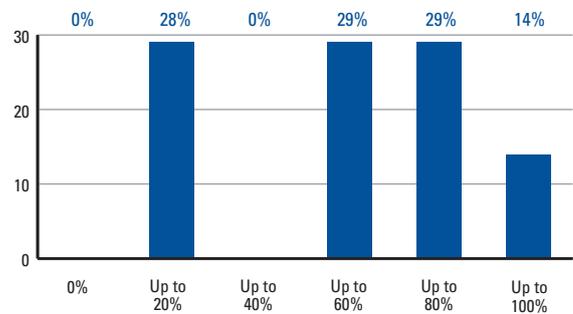


### Work-Life Balance Practices

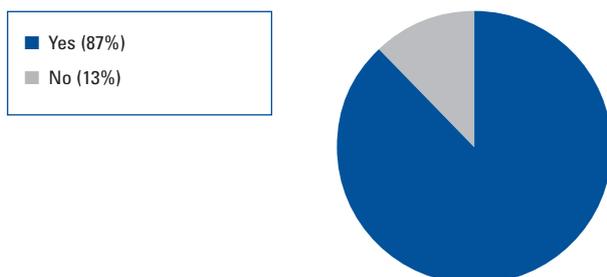
Does your company offer maternity leave?



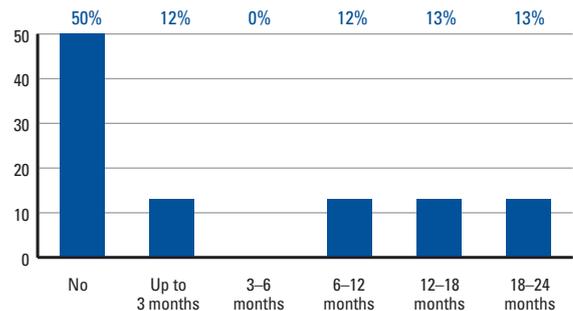
What is the approximate percentage of salary paid during this period?



Does your company offer the option of parental leave, i.e., post-pregnancy leave that can be taken by mothers or fathers?



Does your company have longer-term leave programmes and/or allow career breaks for parents and/or caregivers?

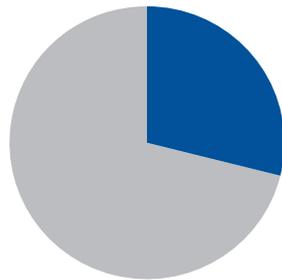
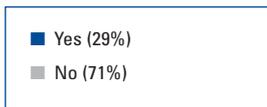


# Canada

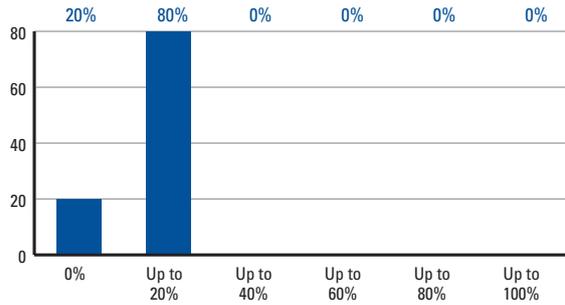
## SURVEY RESULTS (Cont'd.)

### Work-Life Balance Practices (Cont'd.)

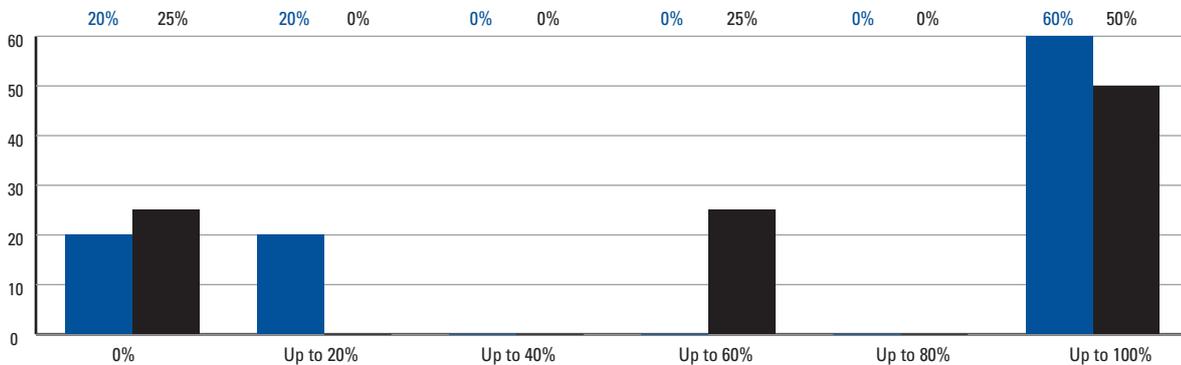
If your company offers long-term programmes and/or career breaks, do you also have "re-entry" programmes that help those employees stay connected while they are away and facilitate their return to the workplace?



If your company offers longer-term leave programmes and/or career breaks for parents and/or caregivers, what percentage of those taking this leave are men?



Of the total number within each gender that takes this leave, what percentage return to the same position or one with higher responsibility after taking their leave?

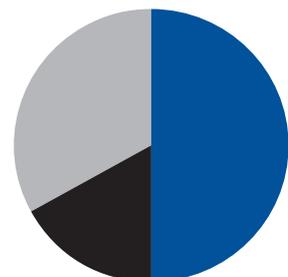


Percentage of companies that offer any form of childcare facilities.....**38%**

If yes, please specify the type of childcare facilities (select all that apply)

Percentage of companies that support employees in their effort to balance work and personal responsibilities through the following policies:

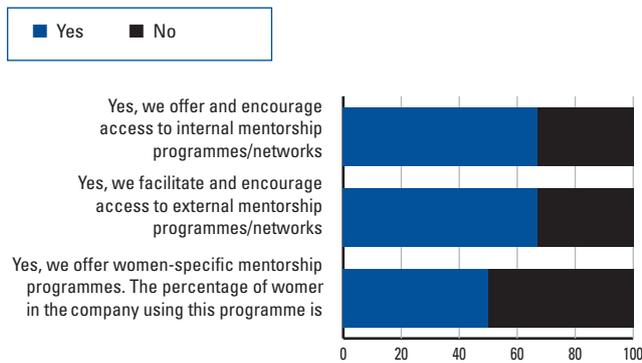
	Yes (%)	No (%)
Flextime/flexible working hours	88	12
Remote/distance working	88	12
Part-time work	75	25



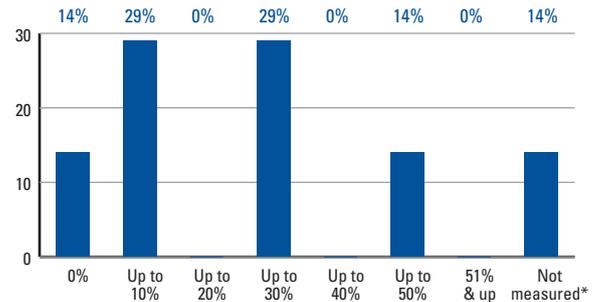
## SURVEY RESULTS (Cont'd.)

### Mentorship and Training

Does your company offer access to mentorship and networking programmes? Select all that apply and indicate percentage of women users if you have this information.

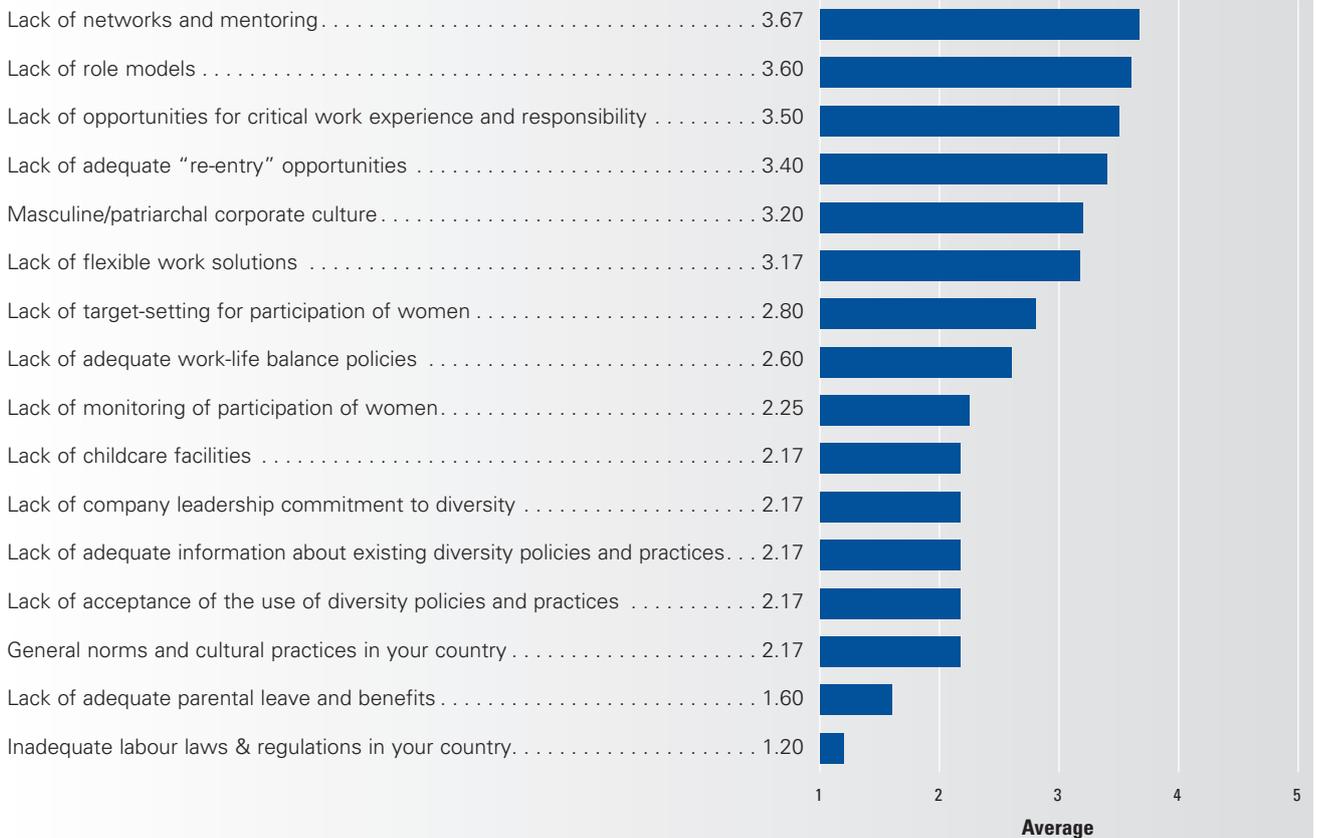


Among the assignments that you consider to be business critical/important, what percentage, in your opinion, are currently held by women? (Consider, for example: key startups, turnarounds, and line roles in key business units or markets).



### Barriers to Leadership

From the following list, please use a scale of 1 (least problematic) to 5 (most problematic) to rate the following barriers to women's rise to positions of senior leadership in your company. Select N/A if the option is not a barrier.



# Czech Republic

## KEY COUNTRY INDICATORS

**Gender Gap Index 2009** ..... **74** **0.68**

Rank (out of 134)      Score (0 = inequality, 1 = equality)

Gender Gap Subindexes	Rank	Score
Economic Participation and Opportunity .....	70	0.64
Educational Attainment .....	1	1.00
Health and Survival .....	41	0.98
Political Empowerment .....	91	0.09

Economic Participation and Opportunity Indicators	Rank	Score
Labour force participation .....	57	0.81
Estimated earned income (PPP US\$) .....	54	0.60
Legislators, senior officials, and managers .....	64	0.40
Professional and technical workers .....	1	1.00

### Additional Indicators

Fertility rate (births per woman) .....	1.20
Maternity leave benefits (% of wages paid) .....	69%
Provider of maternity coverage .....	Social security
Length of paid maternity leave .....	28 weeks

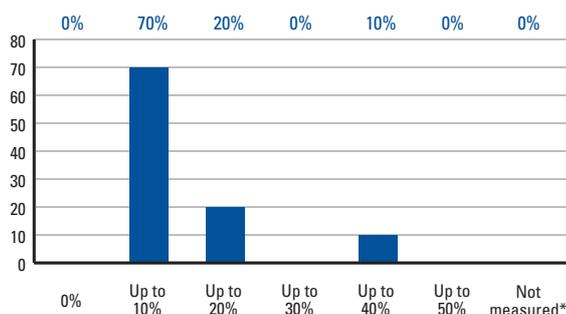
## SURVEY RESULTS

### Representation of Women in Business

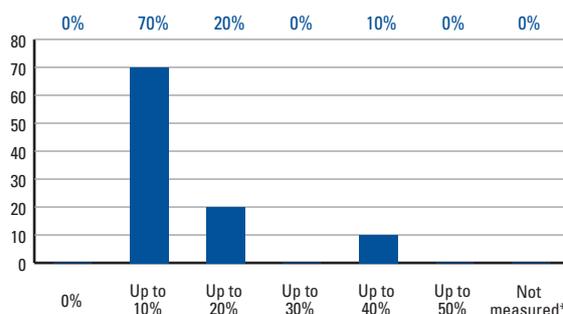
Approximate percentage of women employees (overall) ..... **33.64%**

Percentage of female CEOs .....

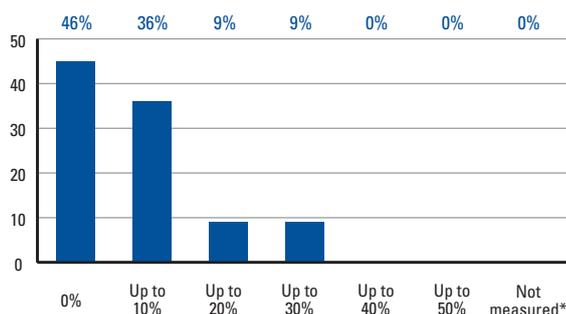
Please indicate the appropriate percentage of entry-level management positions in your company that are held by women:



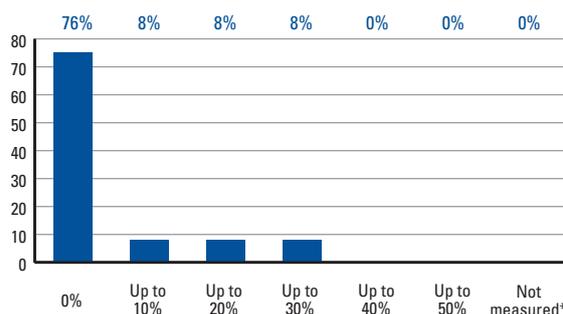
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Please indicate the approximate percentage of senior management positions in your company that are held by women:



Please indicate the percentage of women among the Board of Directors of your company:



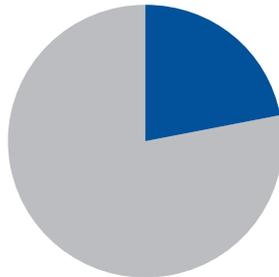
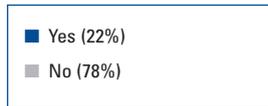
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# Czech Republic

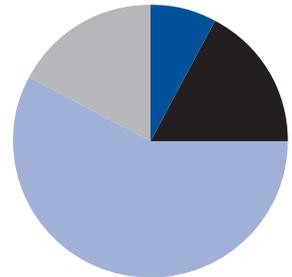
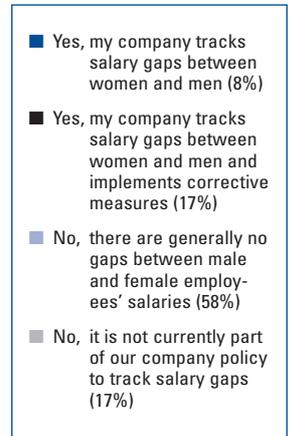
## SURVEY RESULTS (Cont'd.)

### Measurement and Target Setting

Does your company have specified targets, quotas, or other affirmative policies to increase the percentage of women in senior management or executive positions?

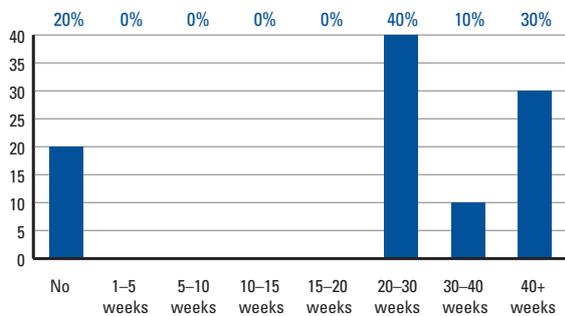


Does your company monitor and track salary differences between male and female employees holding similar positions?

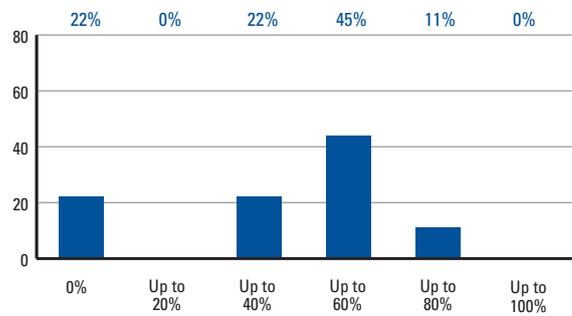


### Work-Life Balance Practices

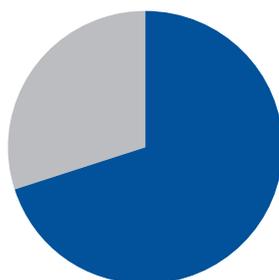
Does your company offer maternity leave?



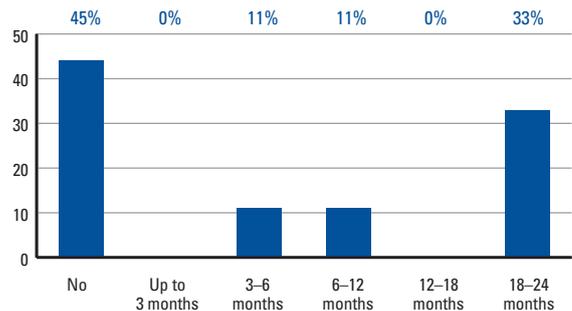
What is the approximate percentage of salary paid during this period?



Does your company offer the option of parental leave, i.e., post-pregnancy leave that can be taken by mothers or fathers?



Does your company have longer-term leave programmes and/or allow career breaks for parents and/or caregivers?

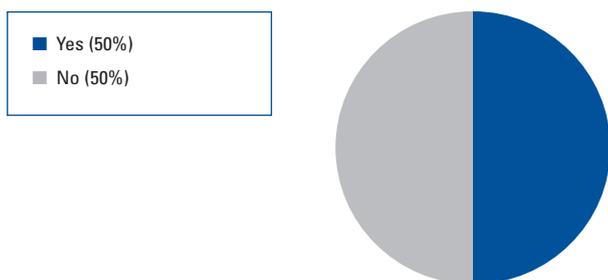


# Czech Republic

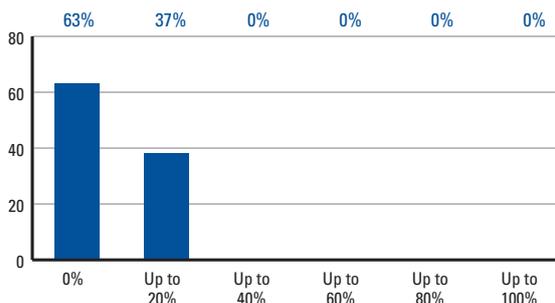
## SURVEY RESULTS (Cont'd.)

### Work-Life Balance Practices (Cont'd.)

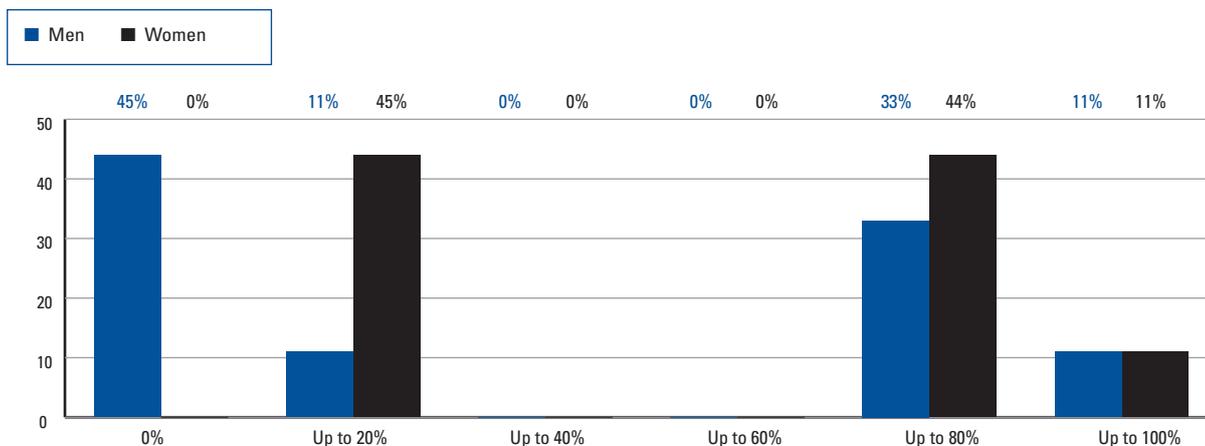
If your company offers long-term programmes and/or career breaks, do you also have "re-entry" programmes that help those employees stay connected while they are away and facilitate their return to the workplace?



If your company offers longer-term leave programmes and/or career breaks for parents and/or caregivers, what percentage of those taking this leave are men?



Of the total number within each gender that takes this leave, what percentage return to the same position or one with higher responsibility after taking their leave?



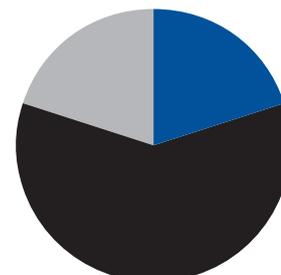
Percentage of companies that offer any form of childcare facilities.....**20%**

If yes, please specify the type of childcare facilities (select all that apply)

Percentage of companies that support employees in their effort to balance work and personal responsibilities through the following policies:

	Yes (%)	No (%)
Flextime/flexible working hours	67	33
Remote/distance working	44	56
Part-time work	100	0

- Permanent on-site facility: 20%
- Occasional or part-time childcare services: 60%
- Financial support towards childcare: 0%
- Other: 20% (please specify)

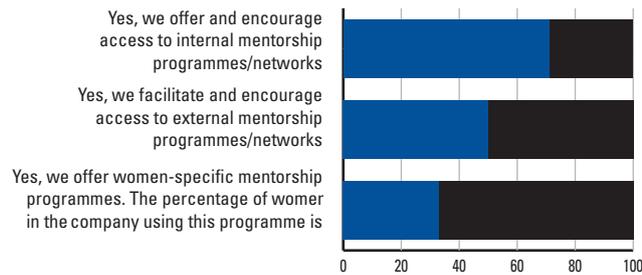


# Czech Republic

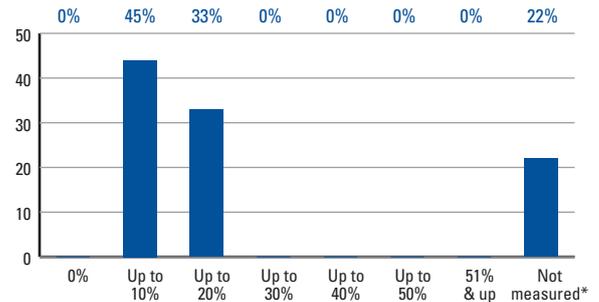
## SURVEY RESULTS (Cont'd.)

### Mentorship and Training

Does your company offer access to mentorship and networking programmes? Select all that apply and indicate percentage of women users if you have this information.

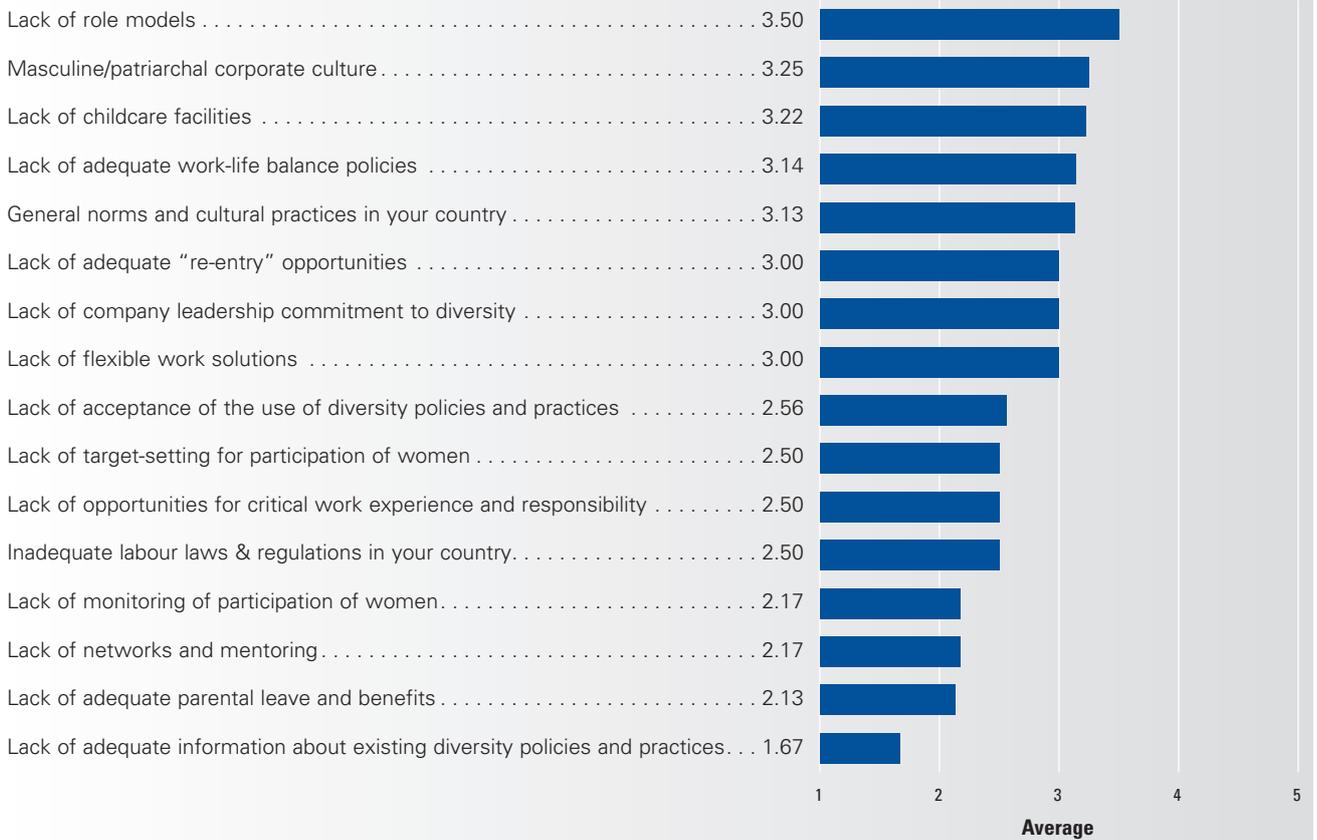


Among the assignments that you consider to be business critical/important, what percentage, in your opinion, are currently held by women? (Consider, for example: key startups, turnarounds, and line roles in key business units or markets).



### Barriers to Leadership

From the following list, please use a scale of 1 (least problematic) to 5 (most problematic) to rate the following barriers to women's rise to positions of senior leadership in your company. Select N/A if the option is not a barrier.



# Finland

## KEY COUNTRY INDICATORS

**Gender Gap Index 2009** ..... **2** **0.83**

Rank (out of 134)      Score (0 = inequality, 1 = equality)

Gender Gap Subindexes	Rank	Score
Economic Participation and Opportunity .....	15	0.75
Educational Attainment .....	1	1.00
Health and Survival .....	1	0.98
Political Empowerment .....	2	0.57

Economic Participation and Opportunity Indicators	Rank	Score
Labour force participation .....	6	0.96
Estimated earned income (PPP US\$) .....	11	0.72
Legislators, senior officials, and managers .....	65	0.40
Professional and technical workers .....	1	1.00

### Additional Indicators

Fertility rate (births per woman).....	1.80
Maternity leave benefits (% of wages paid) .....	70%
Provider of maternity coverage.....	Social security
Length of paid maternity leave.....	105 working days

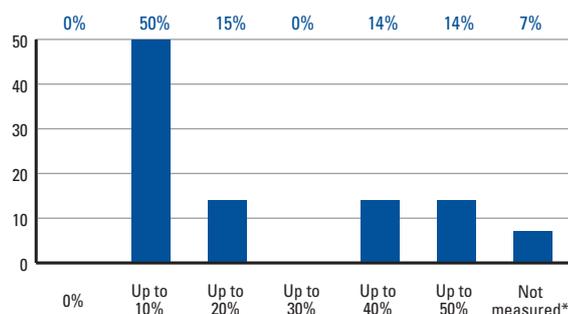
## SURVEY RESULTS

### Representation of Women in Business

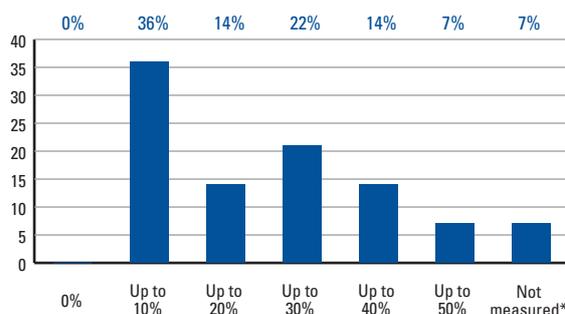
Approximate percentage of women employees (overall) ..... **44.12%**

Percentage of female CEOs .....

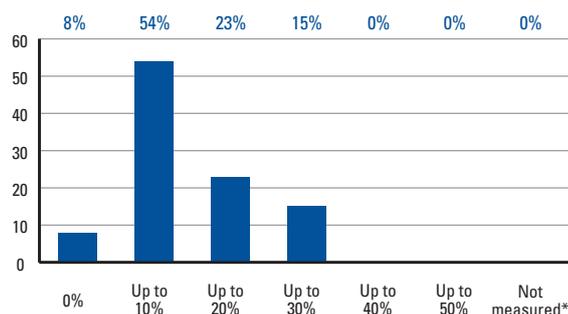
Please indicate the appropriate percentage of entry-level management positions in your company that are held by women:



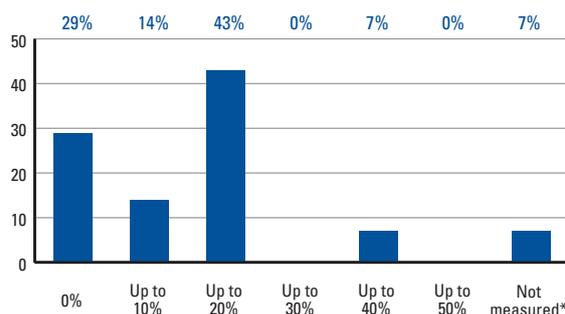
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Please indicate the approximate percentage of senior management positions in your company that are held by women:



Please indicate the percentage of women among the Board of Directors of your company:

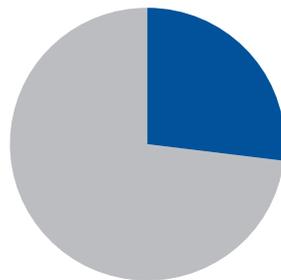
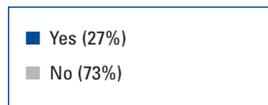


\* "Not measured" means respondent answered "My company does not measure this information"

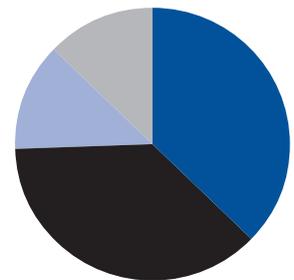
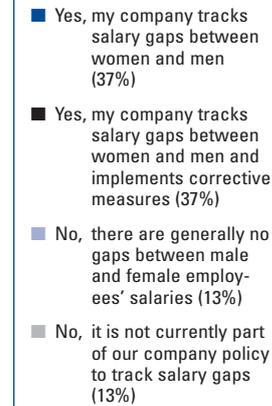
## SURVEY RESULTS (Cont'd.)

### Measurement and Target Setting

Does your company have specified targets, quotas, or other affirmative policies to increase the percentage of women in senior management or executive positions?

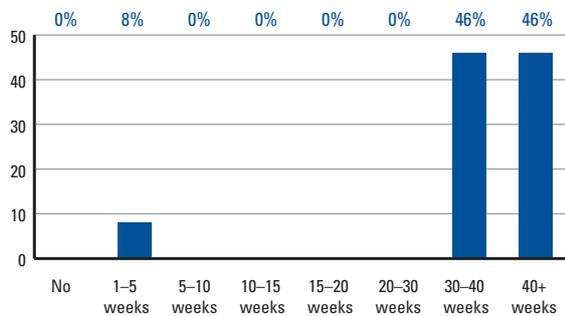


Does your company monitor and track salary differences between male and female employees holding similar positions?

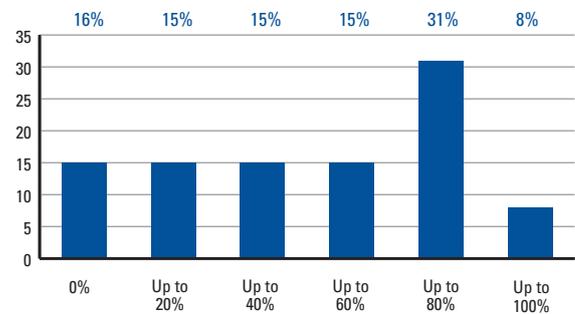


### Work-Life Balance Practices

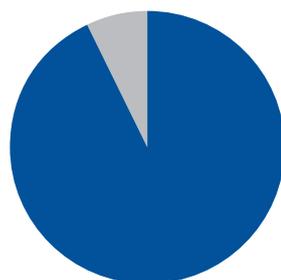
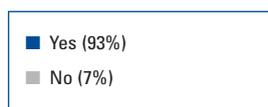
Does your company offer maternity leave?



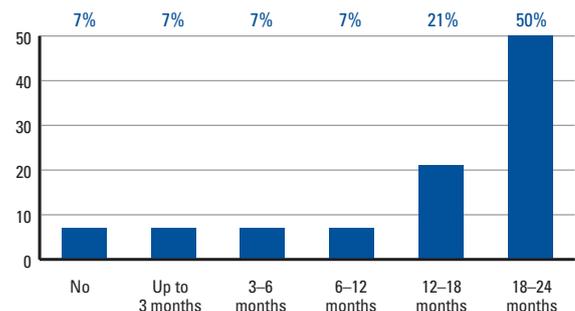
What is the approximate percentage of salary paid during this period?



Does your company offer the option of parental leave, i.e., post-pregnancy leave that can be taken by mothers or fathers?



Does your company have longer-term leave programmes and/or allow career breaks for parents and/or caregivers?

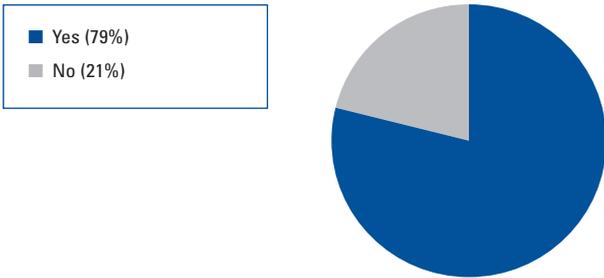


# Finland

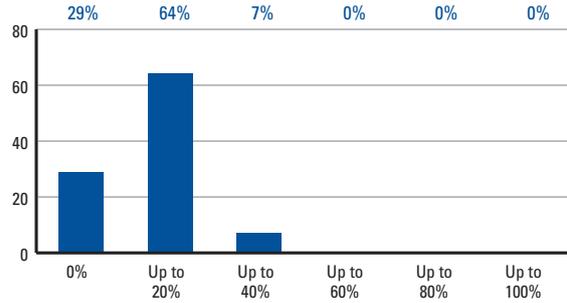
## SURVEY RESULTS (Cont'd.)

### Work-Life Balance Practices (Cont'd.)

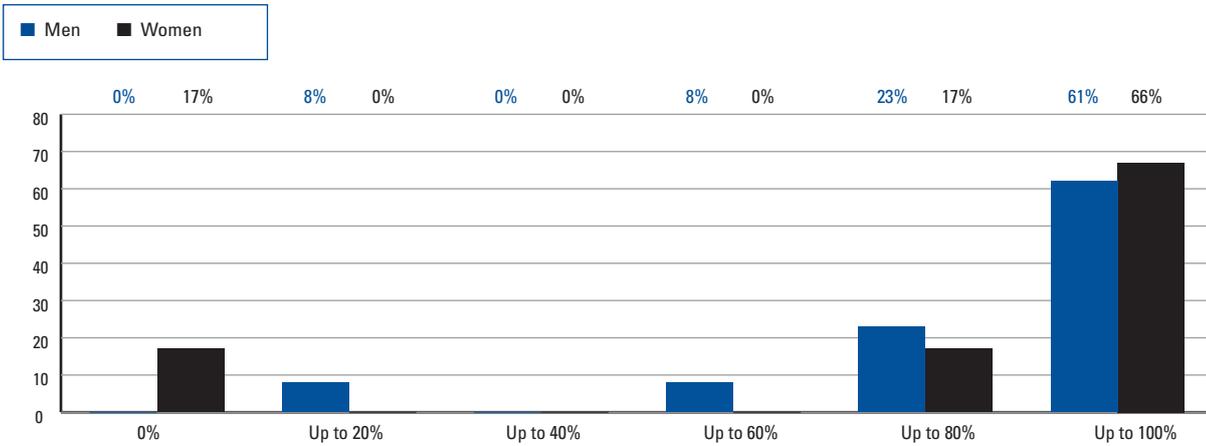
If your company offers long-term programmes and/or career breaks, do you also have "re-entry" programmes that help those employees stay connected while they are away and facilitate their return to the workplace?



If your company offers longer-term leave programmes and/or career breaks for parents and/or caregivers, what percentage of those taking this leave are men?



Of the total number within each gender that takes this leave, what percentage return to the same position or one with higher responsibility after taking their leave?

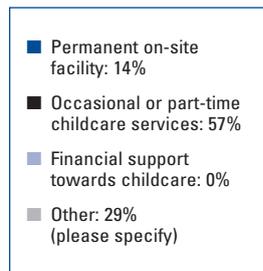


Percentage of companies that offer any form of childcare facilities.....**25%**

If yes, please specify the type of childcare facilities (select all that apply)

Percentage of companies that support employees in their effort to balance work and personal responsibilities through the following policies:

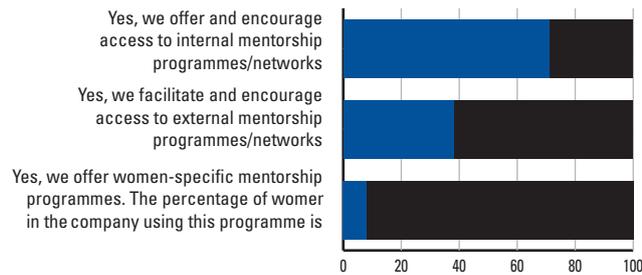
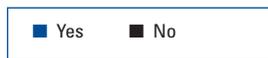
	Yes (%)	No (%)
Flextime/flexible working hours	93	7
Remote/distance working	73	27
Part-time work	93	7



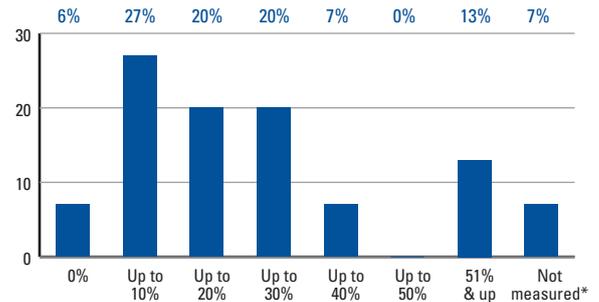
## SURVEY RESULTS (Cont'd.)

### Mentorship and Training

Does your company offer access to mentorship and networking programmes? Select all that apply and indicate percentage of women users if you have this information.

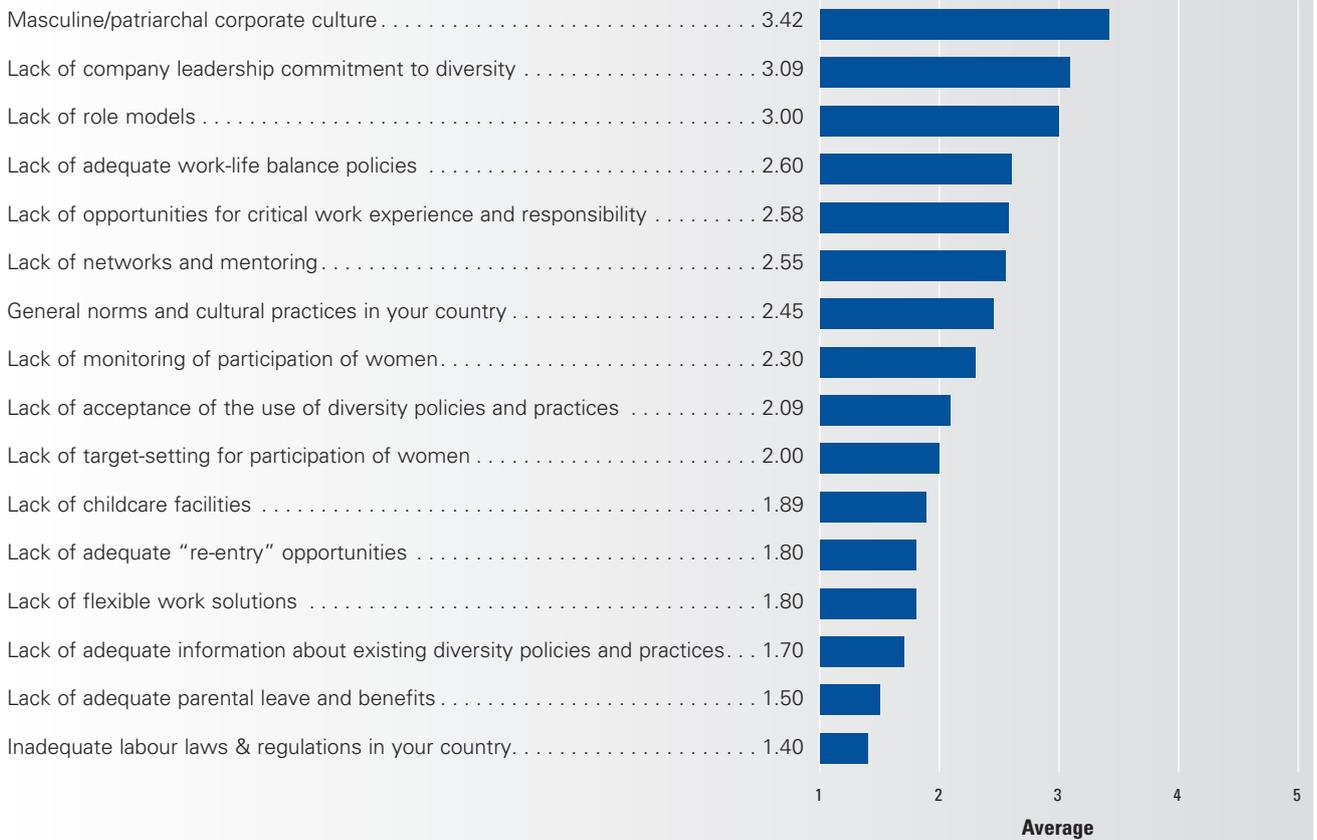


Among the assignments that you consider to be business critical/important, what percentage, in your opinion, are currently held by women? (Consider, for example: key startups, turnarounds, and line roles in key business units or markets).



### Barriers to Leadership

From the following list, please use a scale of 1 (least problematic) to 5 (most problematic) to rate the following barriers to women's rise to positions of senior leadership in your company. Select N/A if the option is not a barrier.



# France

## KEY COUNTRY INDICATORS

**Gender Gap Index 2009** ..... **Rank** **Score**  
(out of 134) (0 = inequality, 1 = equality)  
**.18 0.73**

Gender Gap Subindexes	Rank	Score
Economic Participation and Opportunity .....	61	0.66
Educational Attainment .....	1	1.00
Health and Survival .....	1	0.98
Political Empowerment .....	16	0.29

Economic Participation and Opportunity Indicators	Rank	Score
Labour force participation .....	34	0.87
Estimated earned income (PPP US\$) .....	46	0.62
Legislators, senior officials, and managers .....	24	0.61
Professional and technical workers .....	69	0.94

### Additional Indicators

Fertility rate (births per woman).....1.90  
 Maternity leave benefits (% of wages paid).....100% (up to a ceiling)  
 Provider of maternity coverage.....Social security  
 Length of paid maternity leave .....16 weeks

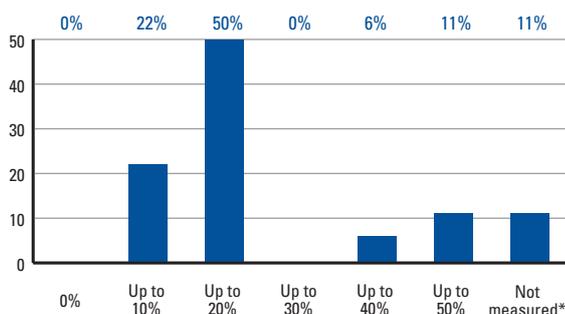
## SURVEY RESULTS

### Representation of Women in Business

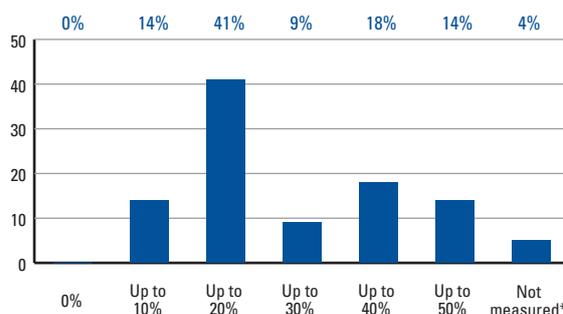
Approximate percentage of women employees (overall) .....**36.96%**

Percentage of female CEOs .....**0%**

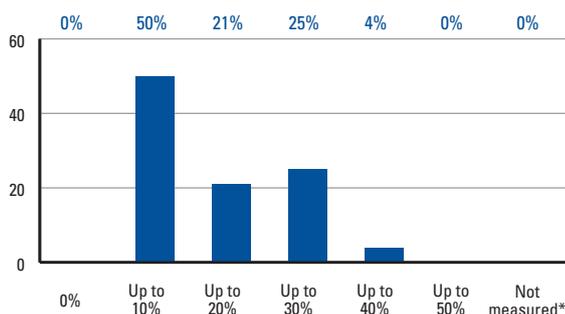
Please indicate the appropriate percentage of entry-level management positions in your company that are held by women:



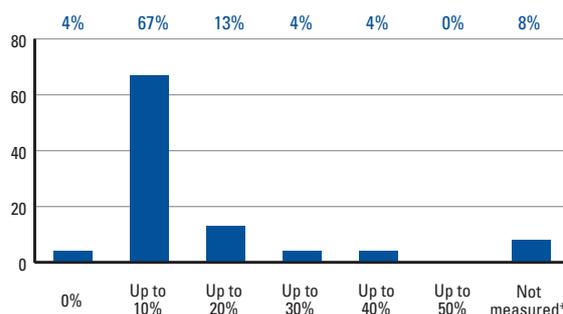
Please indicate the approximate percentage of middle management positions in your company that are held by women:



Please indicate the approximate percentage of senior management positions in your company that are held by women:



Please indicate the percentage of women among the Board of Directors of your company:

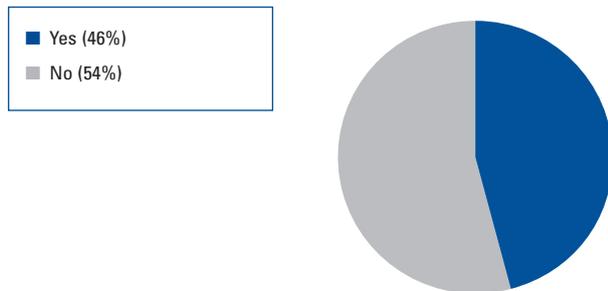


\* "Not measured" means respondent answered "My company does not measure this information"

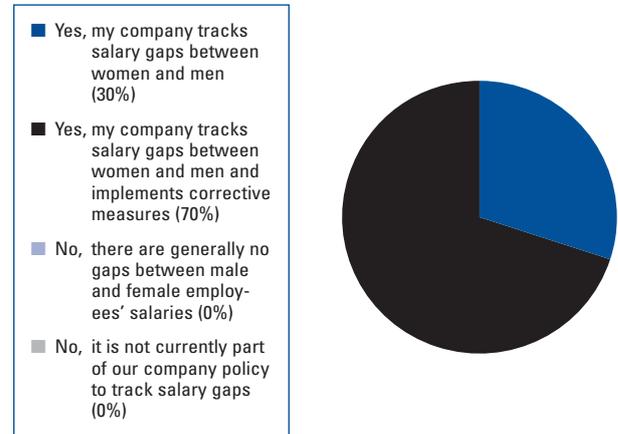
## SURVEY RESULTS (Cont'd.)

### Measurement and Target Setting

Does your company have specified targets, quotas, or other affirmative policies to increase the percentage of women in senior management or executive positions?

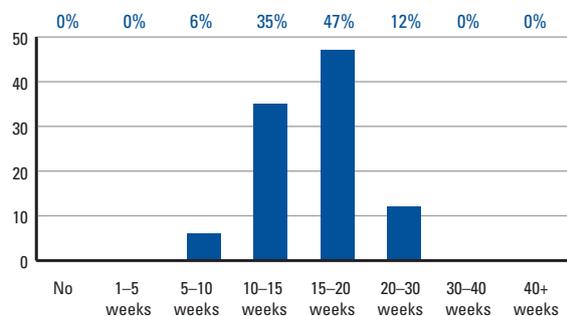


Does your company monitor and track salary differences between male and female employees holding similar positions?

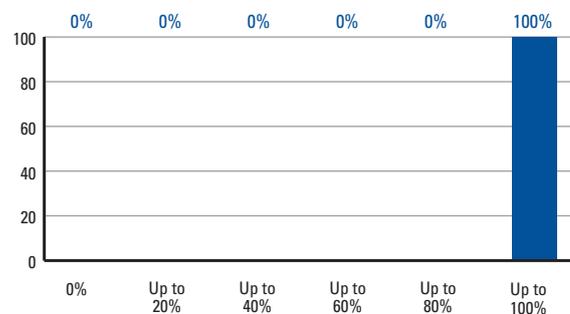


### Work-Life Balance Practices

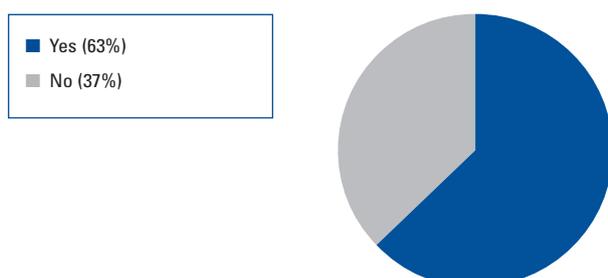
Does your company offer maternity leave?



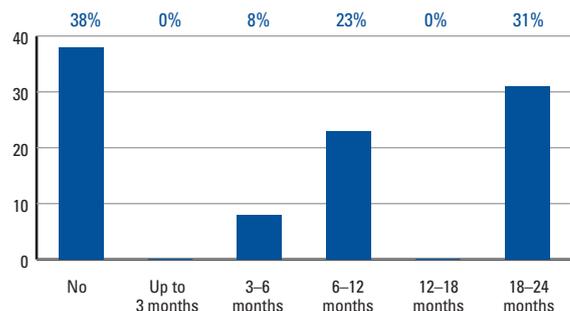
What is the approximate percentage of salary paid during this period?



Does your company offer the option of parental leave, i.e., post-pregnancy leave that can be taken by mothers or fathers?



Does your company have longer-term leave programmes and/or allow career breaks for parents and/or caregivers?



# France

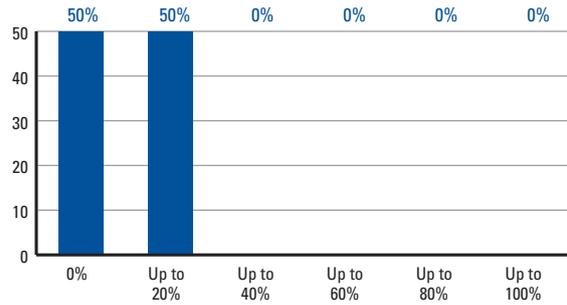
## SURVEY RESULTS (Cont'd.)

### Work-Life Balance Practices (Cont'd.)

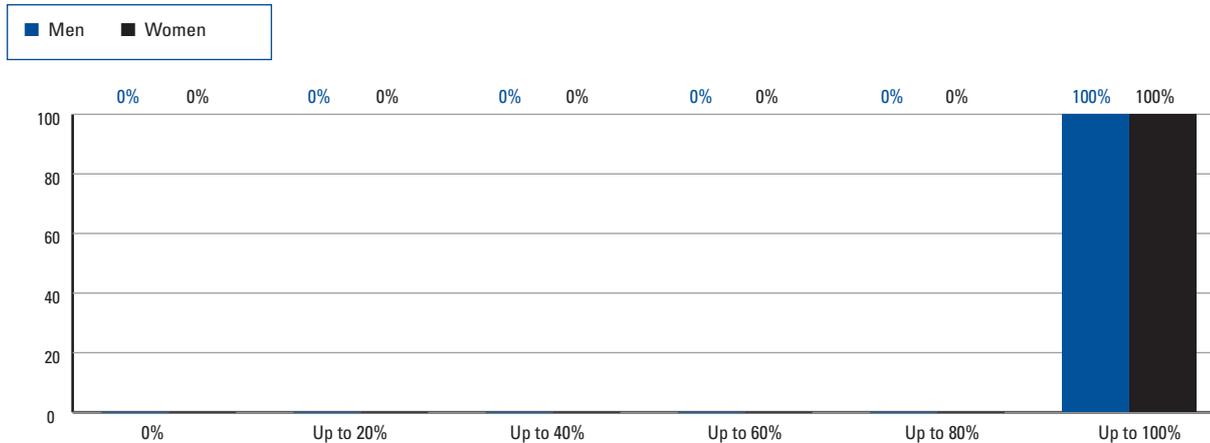
If your company offers long-term programmes and/or career breaks, do you also have "re-entry" programmes that help those employees stay connected while they are away and facilitate their return to the workplace?



If your company offers longer-term leave programmes and/or career breaks for parents and/or caregivers, what percentage of those taking this leave are men?



Of the total number within each gender that takes this leave, what percentage return to the same position or one with higher responsibility after taking their leave?



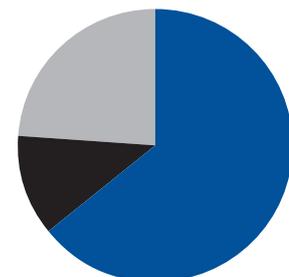
Percentage of companies that offer any form of childcare facilities.....**89%**

If yes, please specify the type of childcare facilities (select all that apply)

Percentage of companies that support employees in their effort to balance work and personal responsibilities through the following policies:

	Yes (%)	No (%)
Flextime/flexible working hours	82	18
Remote/distance working	41	59
Part-time work	94	6

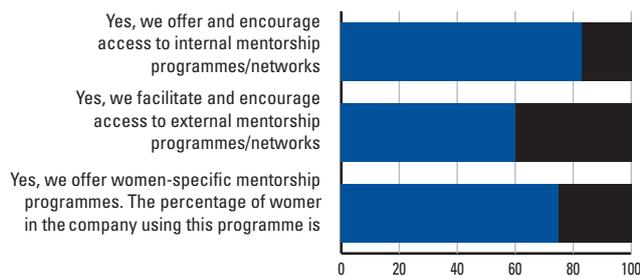
- Permanent on-site facility: 65%
- Occasional or part-time childcare services: 12%
- Financial support towards childcare: 0%
- Other: 23% (please specify)



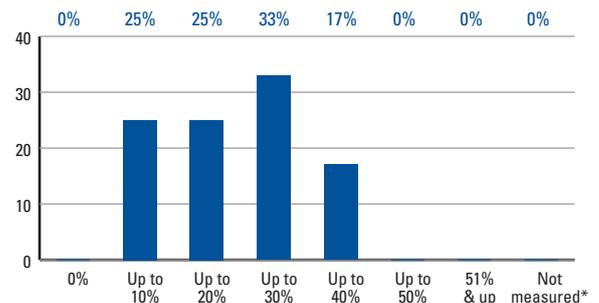
## SURVEY RESULTS (Cont'd.)

### Mentorship and Training

Does your company offer access to mentorship and networking programmes? Select all that apply and indicate percentage of women users if you have this information.

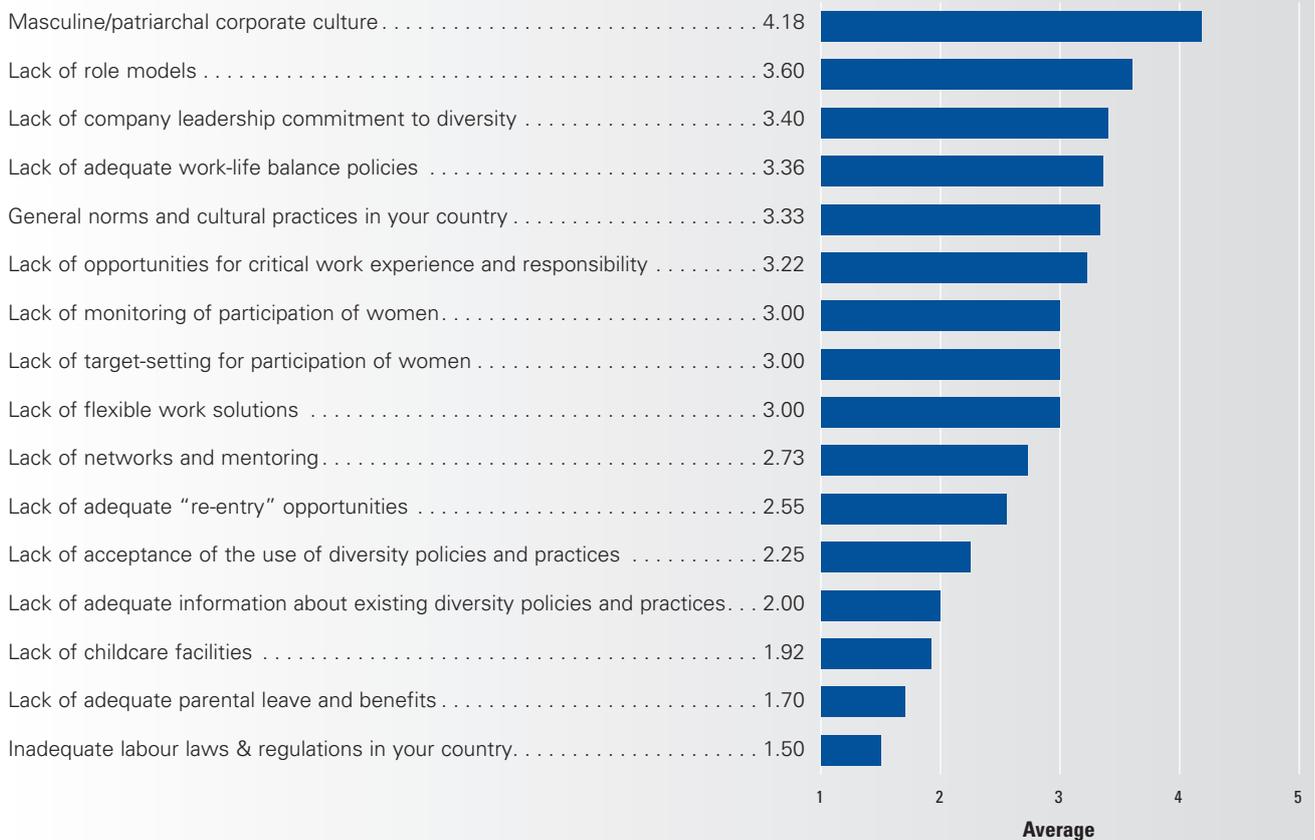


Among the assignments that you consider to be business critical/important, what percentage, in your opinion, are currently held by women? (Consider, for example: key startups, turnarounds, and line roles in key business units or markets).



### Barriers to Leadership

From the following list, please use a scale of 1 (least problematic) to 5 (most problematic) to rate the following barriers to women's rise to positions of senior leadership in your company. Select N/A if the option is not a barrier.



# Germany

## KEY COUNTRY INDICATORS

	Rank (out of 134)	Score (0 = inequality, 1 = equality)
<b>Gender Gap Index 2009</b> .....	<b>.12</b>	<b>0.75</b>

Gender Gap Subindexes	Rank	Score
Economic Participation and Opportunity .....	37	0.70
Educational Attainment .....	49	1.00
Health and Survival .....	60	0.98
Political Empowerment .....	13	0.31

Economic Participation and Opportunity Indicators	Rank	Score
Labour force participation .....	46	0.85
Estimated earned income (PPP US\$) .....	49	0.61
Legislators, senior officials, and managers .....	25	0.61
Professional and technical workers .....	1	1.00

### Additional Indicators

Fertility rate (births per woman) .....	1.40
Maternity leave benefits (% of wages paid) .....	100%
Provider of maternity coverage .....	Statutory health insurance scheme, state, employer
Length of paid maternity leave .....	14 weeks

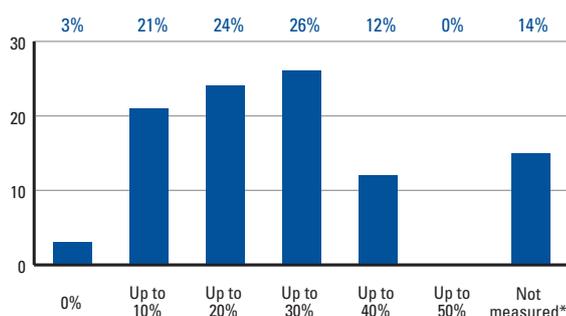
## SURVEY RESULTS

### Representation of Women in Business

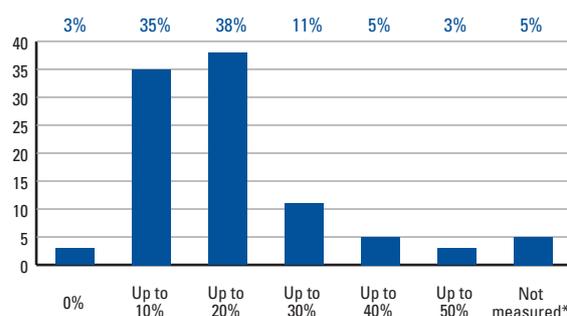
Approximate percentage of women employees (overall) ..... **32.57%**

Percentage of female CEOs .....

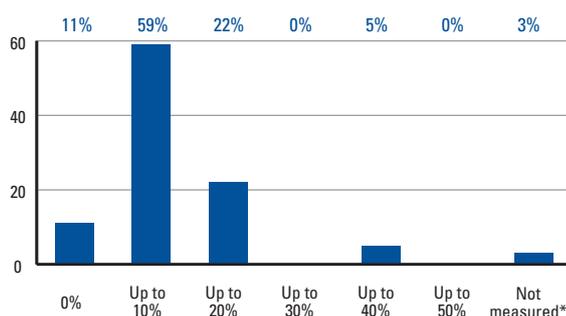
Please indicate the appropriate percentage of entry-level management positions in your company that are held by women:



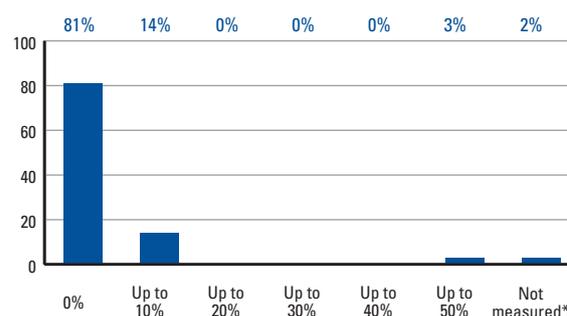
Please indicate the approximate percentage of middle management positions in your company that are held by women:



Please indicate the approximate percentage of senior management positions in your company that are held by women:



Please indicate the percentage of women among the Board of Directors of your company:

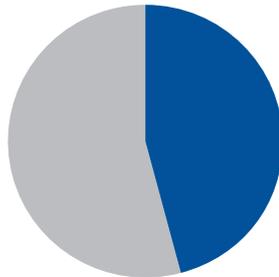
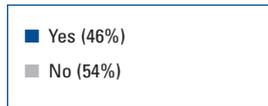


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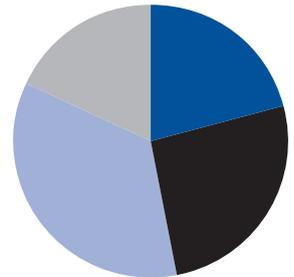
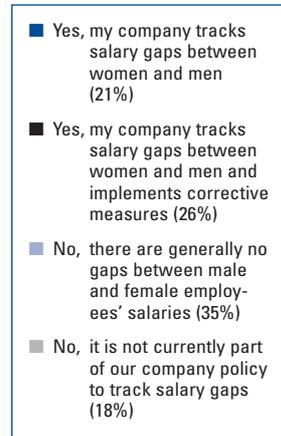
## SURVEY RESULTS (Cont'd.)

### Measurement and Target Setting

Does your company have specified targets, quotas, or other affirmative policies to increase the percentage of women in senior management or executive positions?

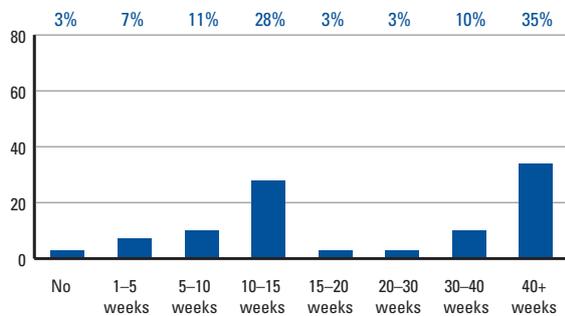


Does your company monitor and track salary differences between male and female employees holding similar positions?

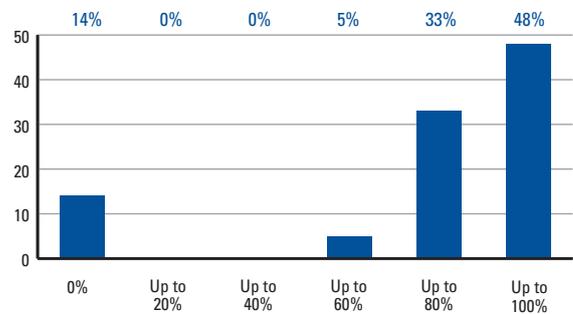


### Work-Life Balance Practices

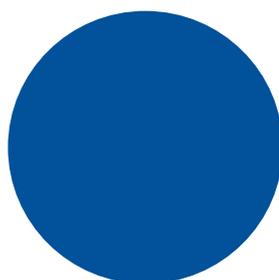
Does your company offer maternity leave?



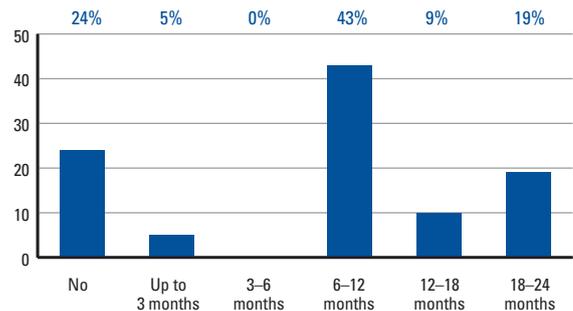
What is the approximate percentage of salary paid during this period?



Does your company offer the option of parental leave, i.e., post-pregnancy leave that can be taken by mothers or fathers?



Does your company have longer-term leave programmes and/or allow career breaks for parents and/or caregivers?

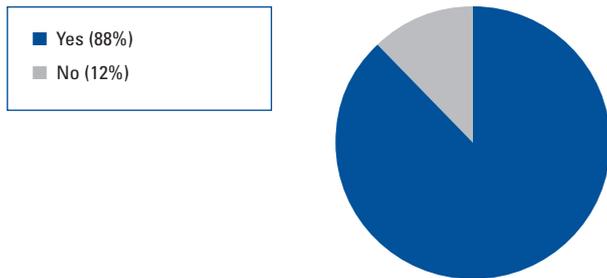


# Germany

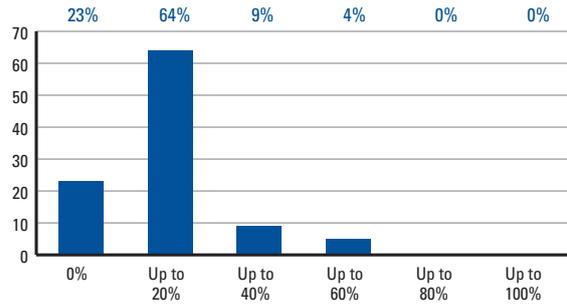
## SURVEY RESULTS (Cont'd.)

### Work-Life Balance Practices (Cont'd.)

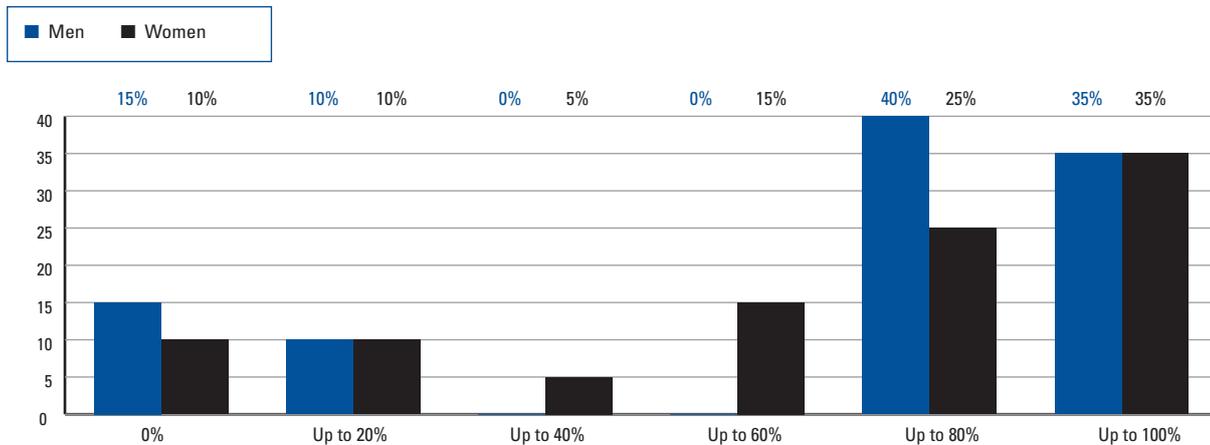
If your company offers long-term programmes and/or career breaks, do you also have "re-entry" programmes that help those employees stay connected while they are away and facilitate their return to the workplace?



If your company offers longer-term leave programmes and/or career breaks for parents and/or caregivers, what percentage of those taking this leave are men?



Of the total number within each gender that takes this leave, what percentage return to the same position or one with higher responsibility after taking their leave?

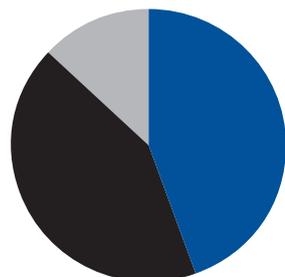


Percentage of companies that offer any form of childcare facilities.....**70%**

If yes, please specify the type of childcare facilities (select all that apply)

Percentage of companies that support employees in their effort to balance work and personal responsibilities through the following policies:

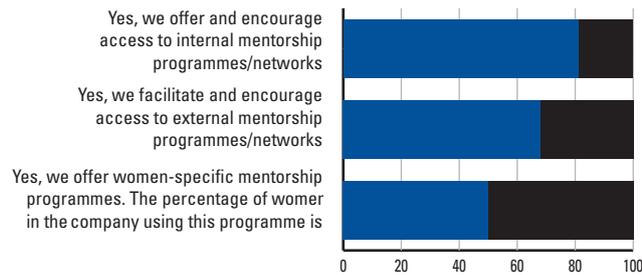
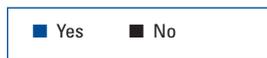
	Yes (%)	No (%)
Flextime/flexible working hours	93	7
Remote/distance working	90	10
Part-time work	97	3



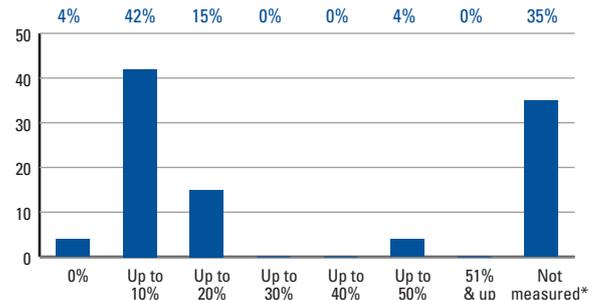
## SURVEY RESULTS (Cont'd.)

### Mentorship and Training

Does your company offer access to mentorship and networking programmes? Select all that apply and indicate percentage of women users if you have this information.

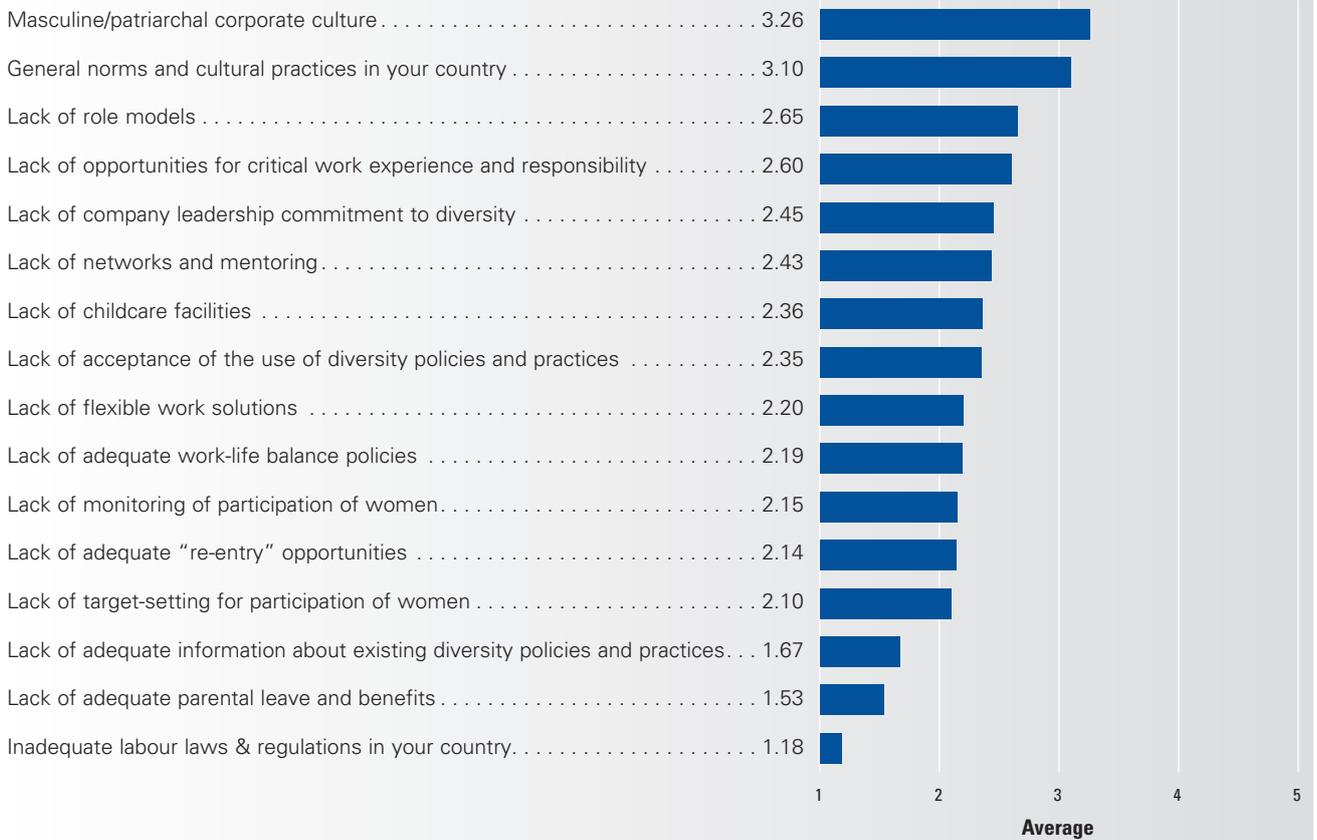


Among the assignments that you consider to be business critical/important, what percentage, in your opinion, are currently held by women? (Consider, for example: key startups, turnarounds, and line roles in key business units or markets).



### Barriers to Leadership

From the following list, please use a scale of 1 (least problematic) to 5 (most problematic) to rate the following barriers to women's rise to positions of senior leadership in your company. Select N/A if the option is not a barrier.



# Greece

## KEY COUNTRY INDICATORS

**Gender Gap Index 2009** ..... **.85** **0.67**

Rank (out of 134)      Score (0 = inequality, 1 = equality)

Gender Gap Subindexes	Rank	Score
Economic Participation and Opportunity .....	86	0.61
Educational Attainment .....	60	0.99
Health and Survival .....	57	0.98
Political Empowerment .....	94	0.09

Economic Participation and Opportunity Indicators	Rank	Score
Labour force participation .....	86	0.71
Estimated earned income (PPP US\$) .....	81	0.53
Legislators, senior officials, and managers .....	70	0.38
Professional and technical workers .....	79	0.83

### Additional Indicators

Fertility rate (births per woman).....	1.30
Maternity leave benefits (% of wages paid) .....	100%
Provider of maternity coverage.....	Social security, employer
Length of paid maternity leave.....	119 days

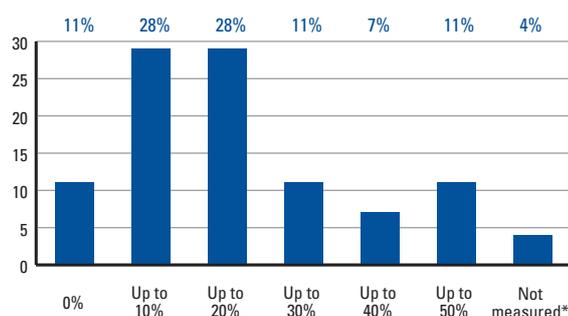
## SURVEY RESULTS

### Representation of Women in Business

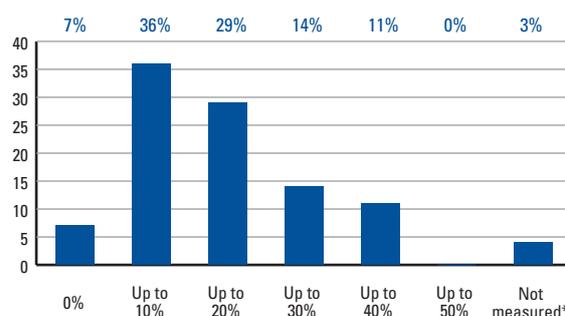
Approximate percentage of women employees (overall) ..... **32.83%**

Percentage of female CEOs .....

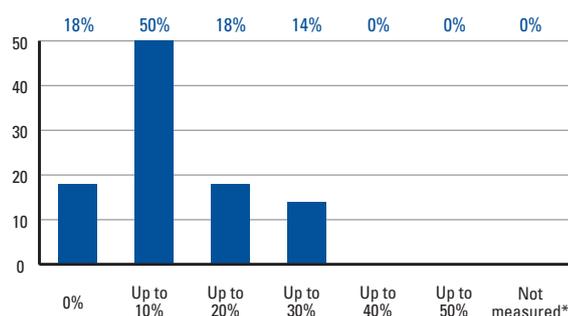
Please indicate the appropriate percentage of entry-level management positions in your company that are held by women:



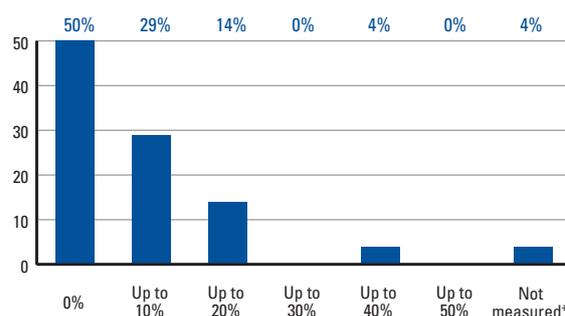
Please indicate the approximate percentage of middle management positions in your company that are held by women:



Please indicate the approximate percentage of senior management positions in your company that are held by women:



Please indicate the percentage of women among the Board of Directors of your company:

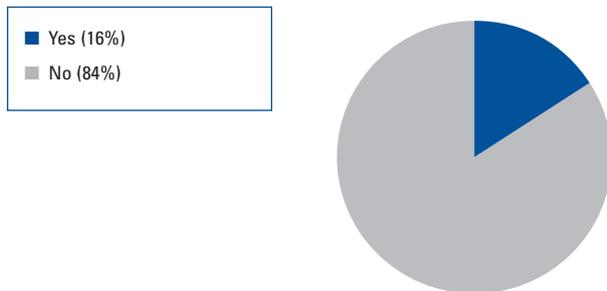


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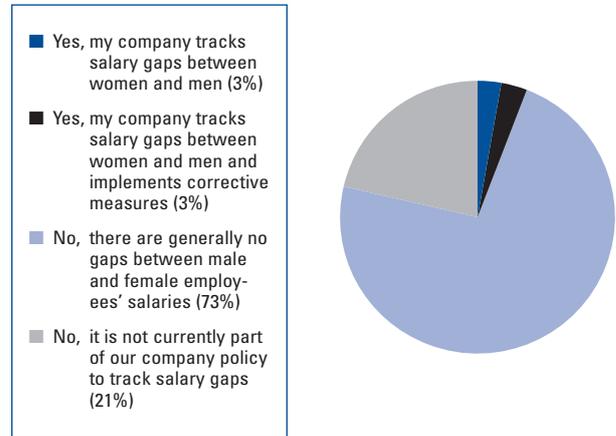
## SURVEY RESULTS (Cont'd.)

### Measurement and Target Setting

Does your company have specified targets, quotas, or other affirmative policies to increase the percentage of women in senior management or executive positions?

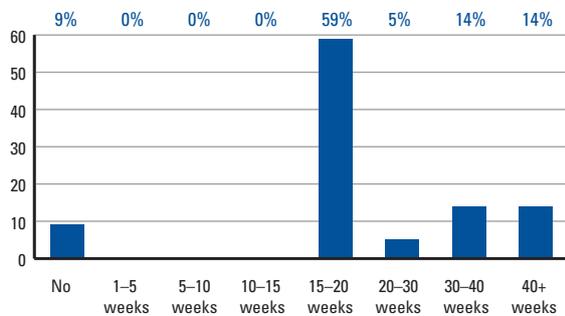


Does your company monitor and track salary differences between male and female employees holding similar positions?

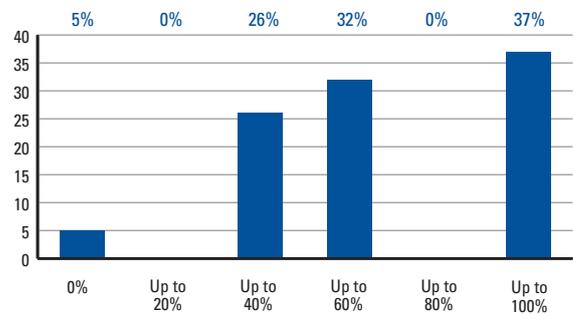


### Work-Life Balance Practices

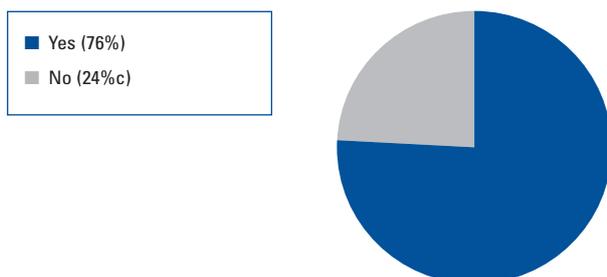
Does your company offer maternity leave?



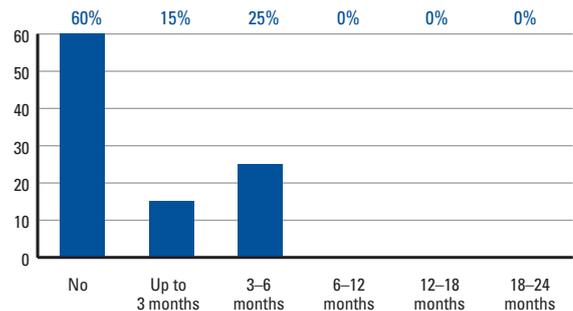
What is the approximate percentage of salary paid during this period?



Does your company offer the option of parental leave, i.e., post-pregnancy leave that can be taken by mothers or fathers?



Does your company have longer-term leave programmes and/or allow career breaks for parents and/or caregivers?

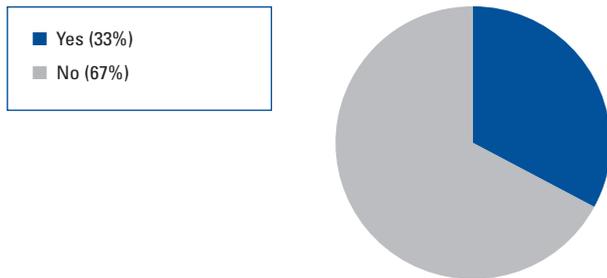


# Greece

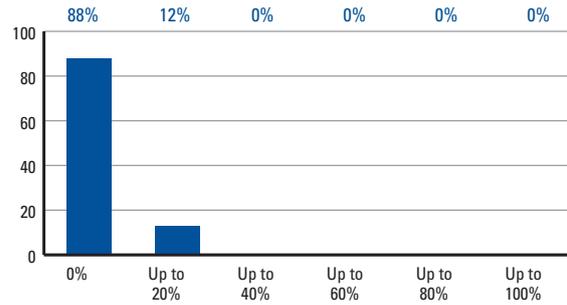
## SURVEY RESULTS (Cont'd.)

### Work-Life Balance Practices (Cont'd.)

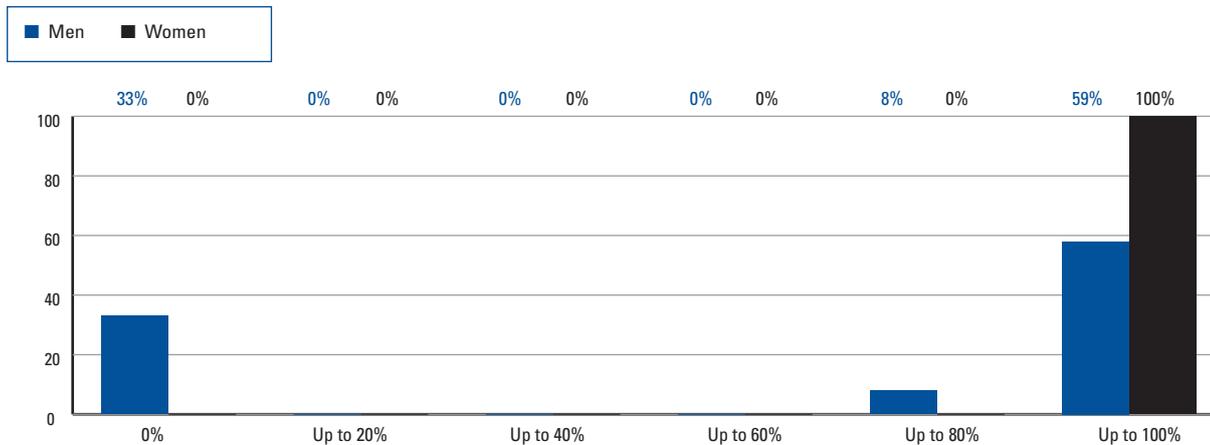
If your company offers long-term programmes and/or career breaks, do you also have "re-entry" programmes that help those employees stay connected while they are away and facilitate their return to the workplace?



If your company offers longer-term leave programmes and/or career breaks for parents and/or caregivers, what percentage of those taking this leave are men?



Of the total number within each gender that takes this leave, what percentage return to the same position or one with higher responsibility after taking their leave?

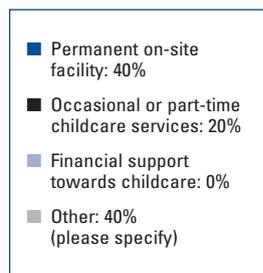


Percentage of companies that offer any form of childcare facilities.....**28%**

If yes, please specify the type of childcare facilities (select all that apply)

Percentage of companies that support employees in their effort to balance work and personal responsibilities through the following policies:

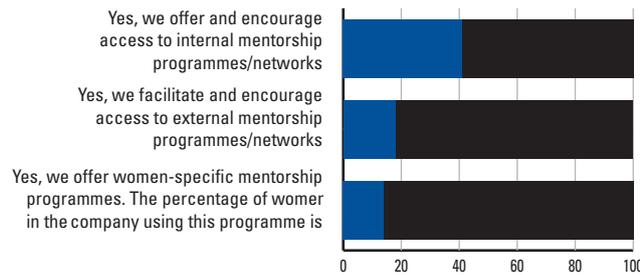
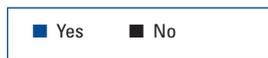
	Yes (%)	No (%)
Flextime/flexible working hours	67	33
Remote/distance working	14	86
Part-time work	32	68



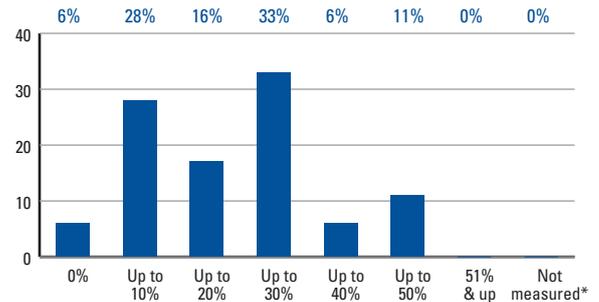
## SURVEY RESULTS (Cont'd.)

### Mentorship and Training

Does your company offer access to mentorship and networking programmes? Select all that apply and indicate percentage of women users if you have this information.

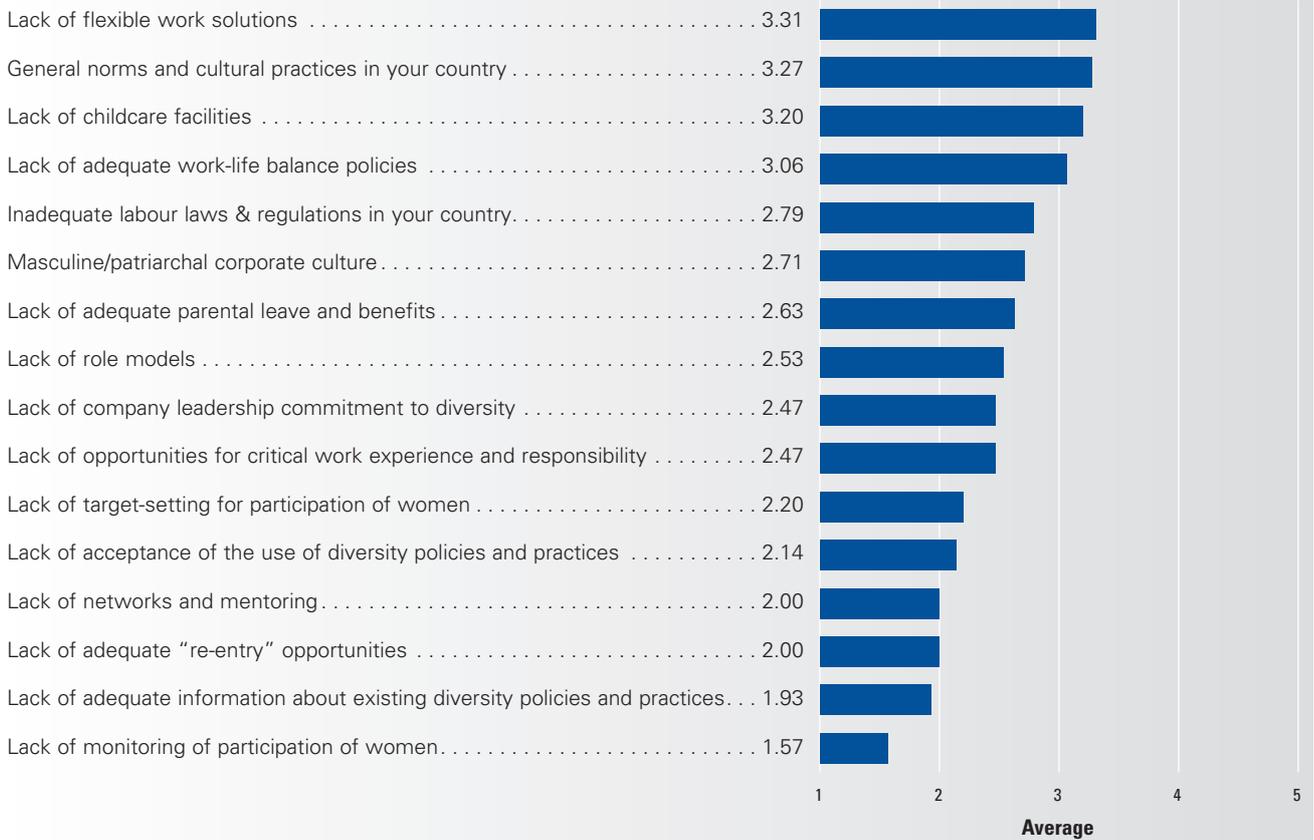


Among the assignments that you consider to be business critical/important, what percentage, in your opinion, are currently held by women? (Consider, for example: key startups, turnarounds, and line roles in key business units or markets).



### Barriers to Leadership

From the following list, please use a scale of 1 (least problematic) to 5 (most problematic) to rate the following barriers to women's rise to positions of senior leadership in your company. Select N/A if the option is not a barrier.



# India

## KEY COUNTRY INDICATORS

	Rank (out of 134)	Score (0 = inequality, 1 = equality)
<b>Gender Gap Index 2009</b> .....	<b>114</b>	<b>0.62</b>

Gender Gap Subindexes	Rank	Score
Economic Participation and Opportunity .....	127	0.41
Educational Attainment .....	121	0.84
Health and Survival .....	134	0.93
Political Empowerment .....	24	0.27

Economic Participation and Opportunity Indicators	Rank	Score
Labour force participation .....	122	0.42
Estimated earned income (PPP US\$) .....	121	0.32
Legislators, senior officials, and managers .....	123	0.03
Professional and technical workers .....	—	—

### Additional Indicators

Fertility rate (births per woman) .....	2.80
Maternity leave benefits (% of wages paid) .....	100%
Provider of maternity coverage .....	Social security or employer (for non-covered women)
Length of paid maternity leave .....	12 weeks

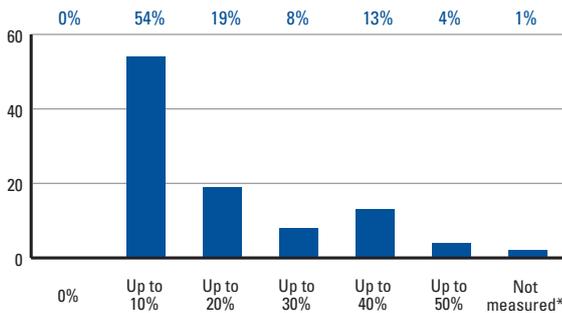
## SURVEY RESULTS

### Representation of Women in Business

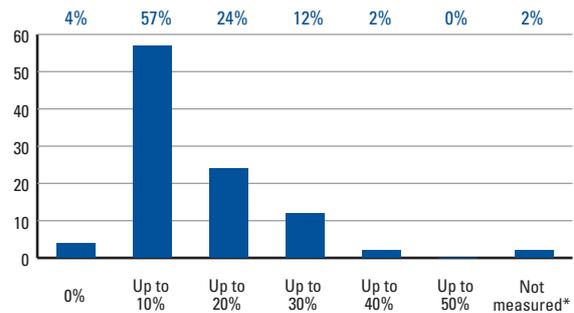
Approximate percentage of women employees (overall) ..... **22.64%**

Percentage of female CEOs .....

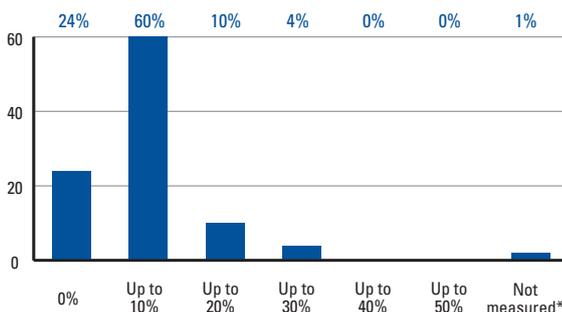
Please indicate the appropriate percentage of entry-level management positions in your company that are held by women:



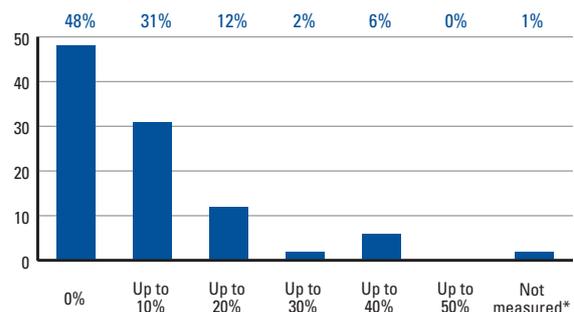
Please indicate the approximate percentage of middle management positions in your company that are held by women:



Please indicate the approximate percentage of senior management positions in your company that are held by women:



Please indicate the percentage of women among the Board of Directors of your company:

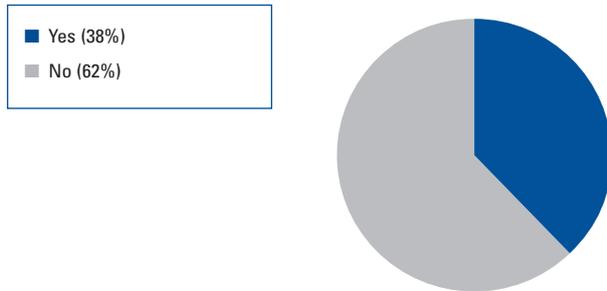


\* "Not measured" means respondent answered "My company does not measure this information"

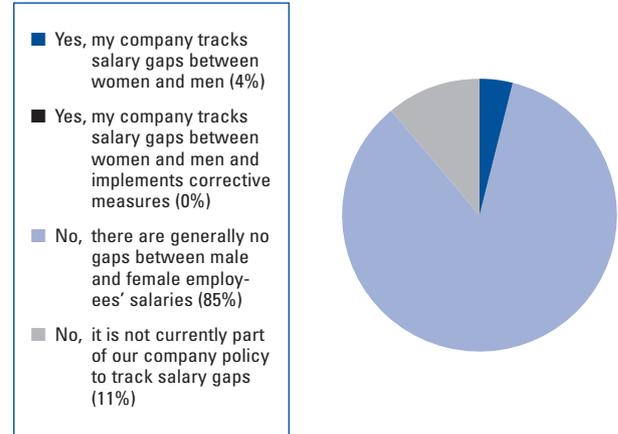
## SURVEY RESULTS (Cont'd.)

### Measurement and Target Setting

Does your company have specified targets, quotas, or other affirmative policies to increase the percentage of women in senior management or executive positions?

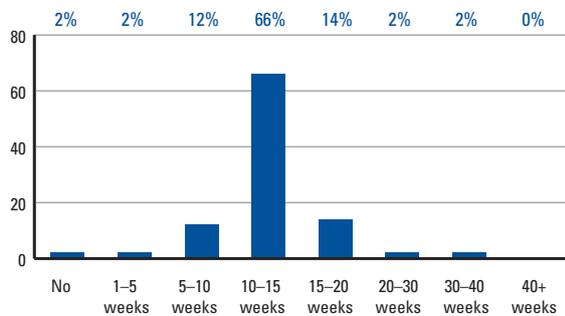


Does your company monitor and track salary differences between male and female employees holding similar positions?

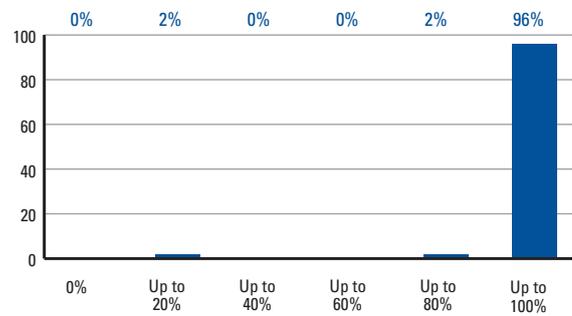


### Work-Life Balance Practices

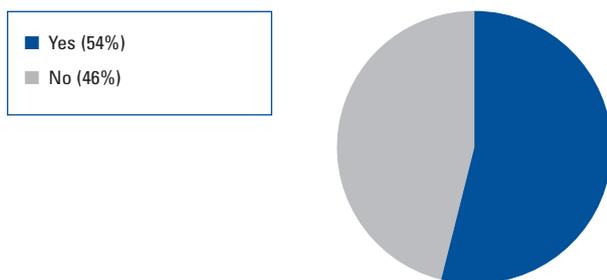
Does your company offer maternity leave?



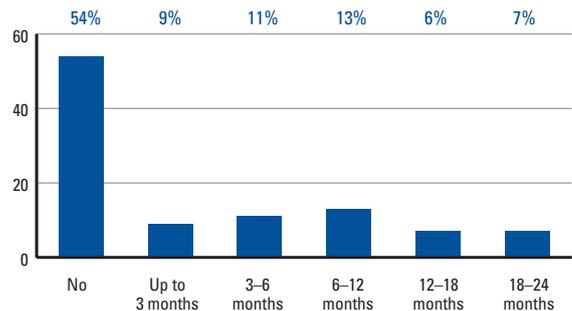
What is the approximate percentage of salary paid during this period?



Does your company offer the option of parental leave, i.e., post-pregnancy leave that can be taken by mothers or fathers?



Does your company have longer-term leave programmes and/or allow career breaks for parents and/or caregivers?

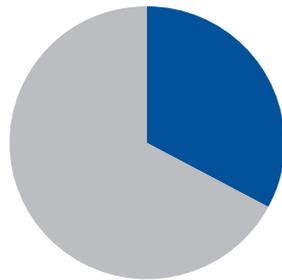
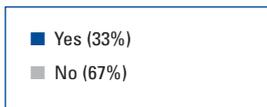


# India

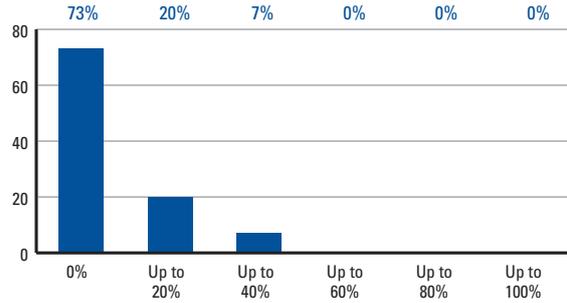
## SURVEY RESULTS (Cont'd.)

### Work-Life Balance Practices (Cont'd.)

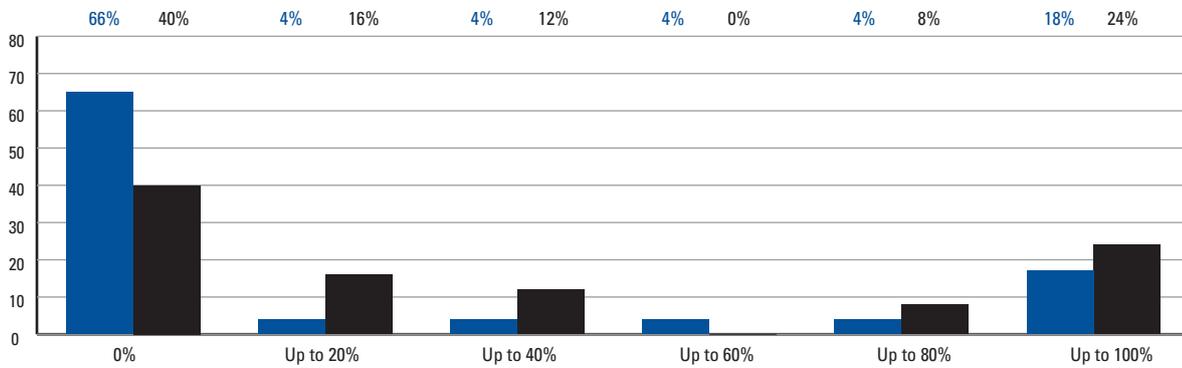
If your company offers long-term programmes and/or career breaks, do you also have "re-entry" programmes that help those employees stay connected while they are away and facilitate their return to the workplace?



If your company offers longer-term leave programmes and/or career breaks for parents and/or caregivers, what percentage of those taking this leave are men?



Of the total number within each gender that takes this leave, what percentage return to the same position or one with higher responsibility after taking their leave?

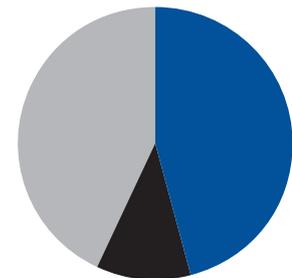


Percentage of companies that offer any form of childcare facilities.....**43%**

If yes, please specify the type of childcare facilities (select all that apply)

Percentage of companies that support employees in their effort to balance work and personal responsibilities through the following policies:

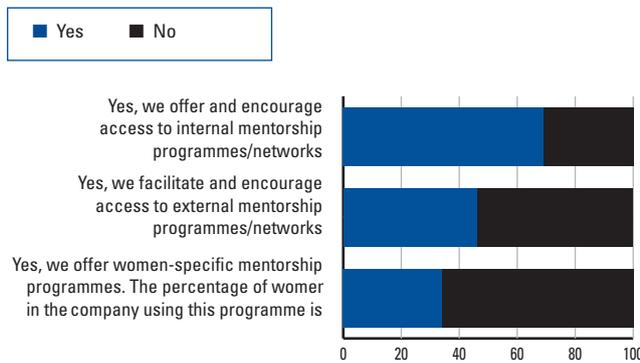
	Yes (%)	No (%)
Flextime/flexible working hours	67	33
Remote/distance working	42	58
Part-time work	40	60



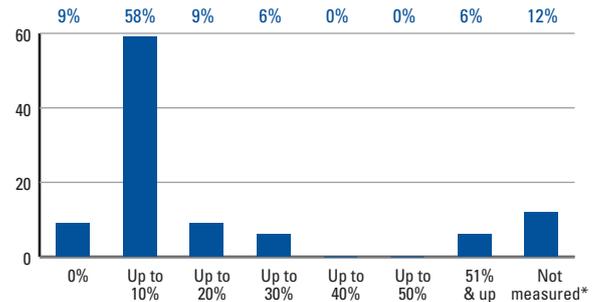
## SURVEY RESULTS (Cont'd.)

### Mentorship and Training

Does your company offer access to mentorship and networking programmes? Select all that apply and indicate percentage of women users if you have this information.



Among the assignments that you consider to be business critical/important, what percentage, in your opinion, are currently held by women? (Consider, for example: key startups, turnarounds, and line roles in key business units or markets).



### Barriers to Leadership

From the following list, please use a scale of 1 (least problematic) to 5 (most problematic) to rate the following barriers to women's rise to positions of senior leadership in your company. Select N/A if the option is not a barrier.



# Italy

## KEY COUNTRY INDICATORS

**Gender Gap Index 2009** ..... **Rank** **Score**  
(out of 134) (0 = inequality, 1 = equality)  
**.72 0.68**

Gender Gap Subindexes	Rank	Score
Economic Participation and Opportunity .....	95	0.59
Educational Attainment .....	46	1.00
Health and Survival .....	88	0.97
Political Empowerment .....	45	0.16

Economic Participation and Opportunity Indicators	Rank	Score
Labour force participation .....	88	0.70
Estimated earned income (PPP US\$) .....	91	0.49
Legislators, senior officials, and managers .....	40	0.50
Professional and technical workers .....	74	0.88

### Additional Indicators

Fertility rate (births per woman) .....	1.40
Maternity leave benefits (% of wages paid) .....	80%
Provider of maternity coverage .....	Social security
Length of paid maternity leave .....	5 months

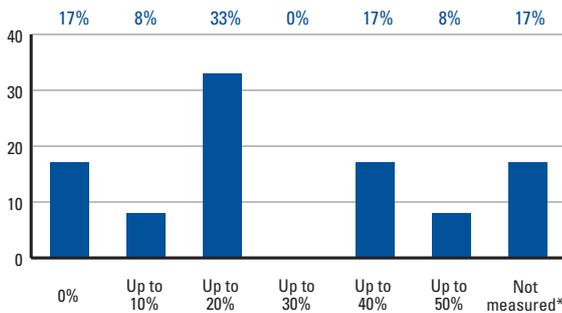
## SURVEY RESULTS

### Representation of Women in Business

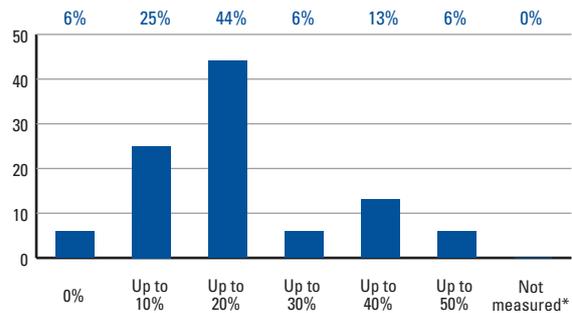
Approximate percentage of women employees (overall) ..... **30.26%**

Percentage of female CEOs .....

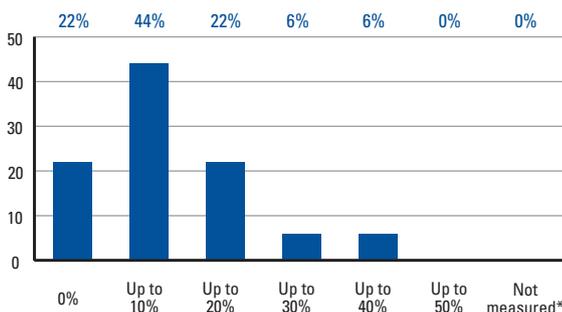
Please indicate the appropriate percentage of entry-level management positions in your company that are held by women:



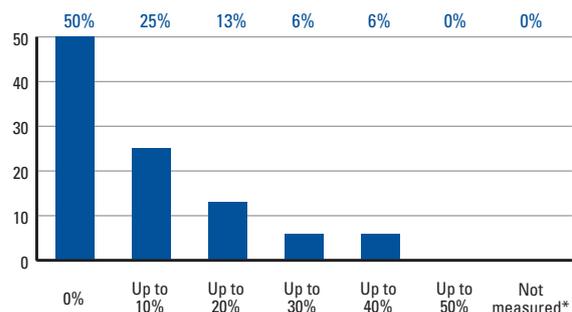
Please indicate the approximate percentage of middle management positions in your company that are held by women:



Please indicate the approximate percentage of senior management positions in your company that are held by women:



Please indicate the percentage of women among the Board of Directors of your company:

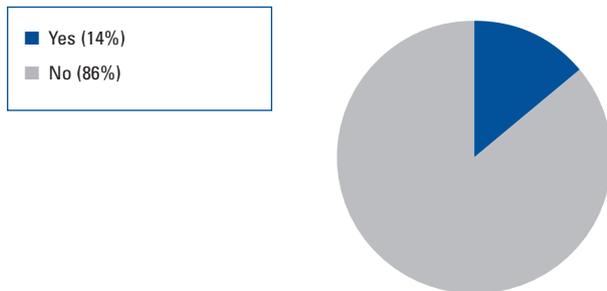


\* "Not measured" means respondent answered "My company does not measure this information"

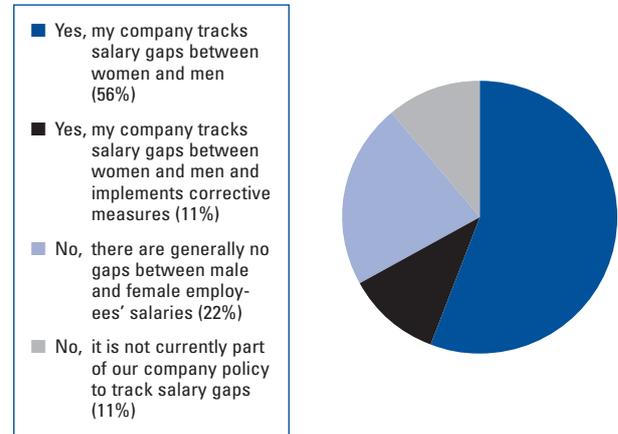
## SURVEY RESULTS (Cont'd.)

### Measurement and Target Setting

Does your company have specified targets, quotas, or other affirmative policies to increase the percentage of women in senior management or executive positions?

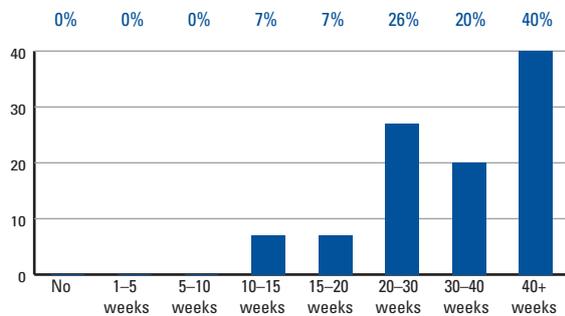


Does your company monitor and track salary differences between male and female employees holding similar positions?

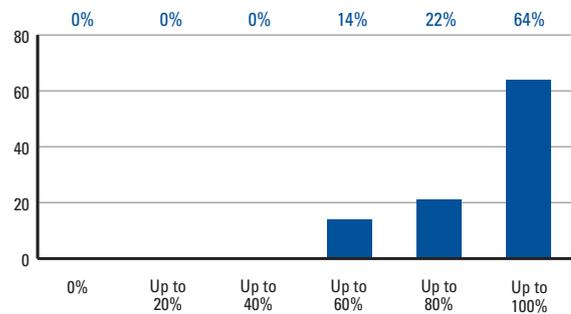


### Work-Life Balance Practices

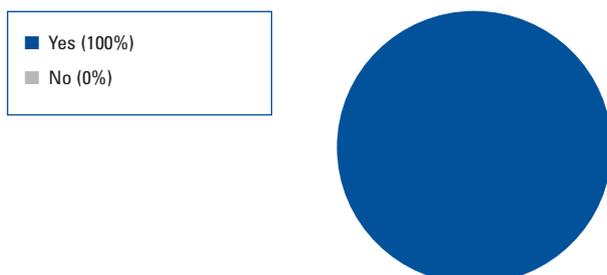
Does your company offer maternity leave?



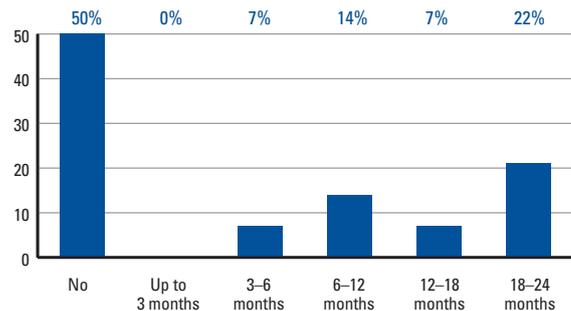
What is the approximate percentage of salary paid during this period?



Does your company offer the option of parental leave, i.e., post-pregnancy leave that can be taken by mothers or fathers?



Does your company have longer-term leave programmes and/or allow career breaks for parents and/or caregivers?

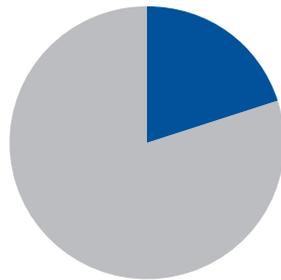
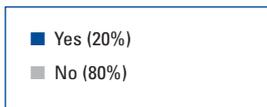


# Italy

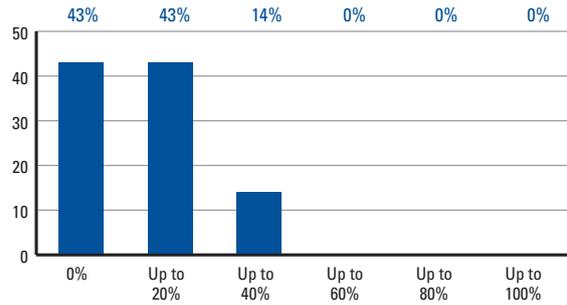
## SURVEY RESULTS (Cont'd.)

### Work-Life Balance Practices (Cont'd.)

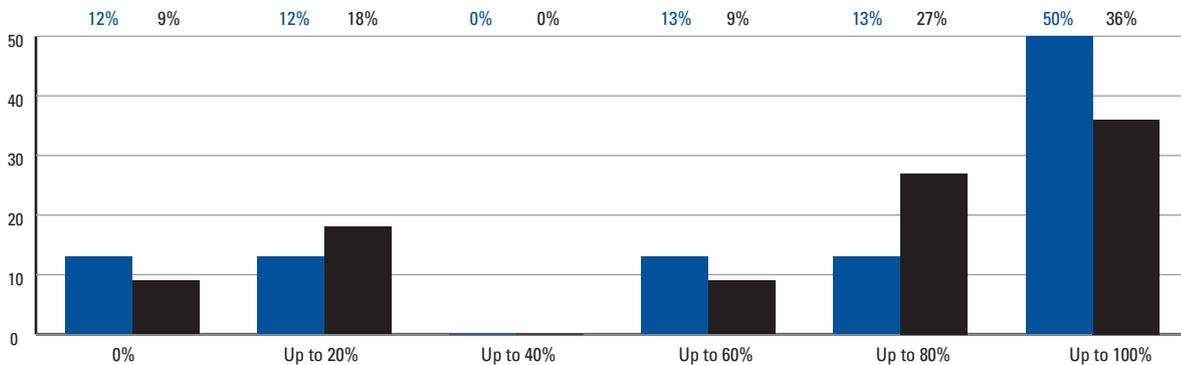
If your company offers long-term programmes and/or career breaks, do you also have "re-entry" programmes that help those employees stay connected while they are away and facilitate their return to the workplace?



If your company offers longer-term leave programmes and/or career breaks for parents and/or caregivers, what percentage of those taking this leave are men?



Of the total number within each gender that takes this leave, what percentage return to the same position or one with higher responsibility after taking their leave?

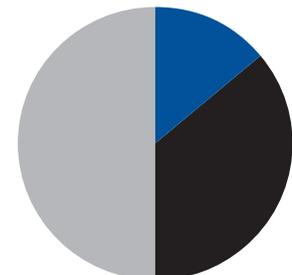
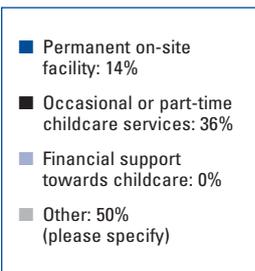


Percentage of companies that offer any form of childcare facilities.....**71%**

If yes, please specify the type of childcare facilities (select all that apply)

Percentage of companies that support employees in their effort to balance work and personal responsibilities through the following policies:

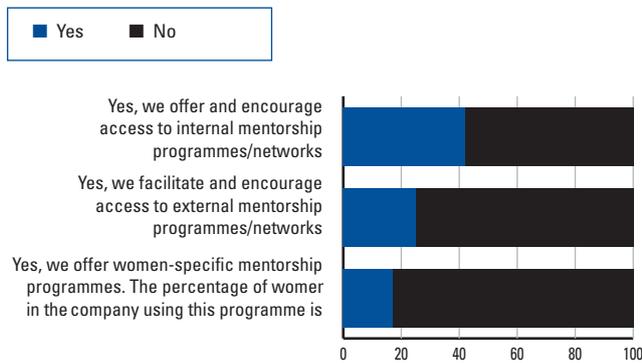
	Yes (%)	No (%)
Flextime/flexible working hours	92	8
Remote/distance working	50	50
Part-time work	100	0



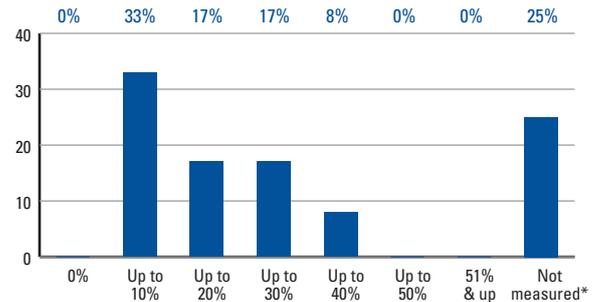
## SURVEY RESULTS (Cont'd.)

### Mentorship and Training

Does your company offer access to mentorship and networking programmes? Select all that apply and indicate percentage of women users if you have this information.

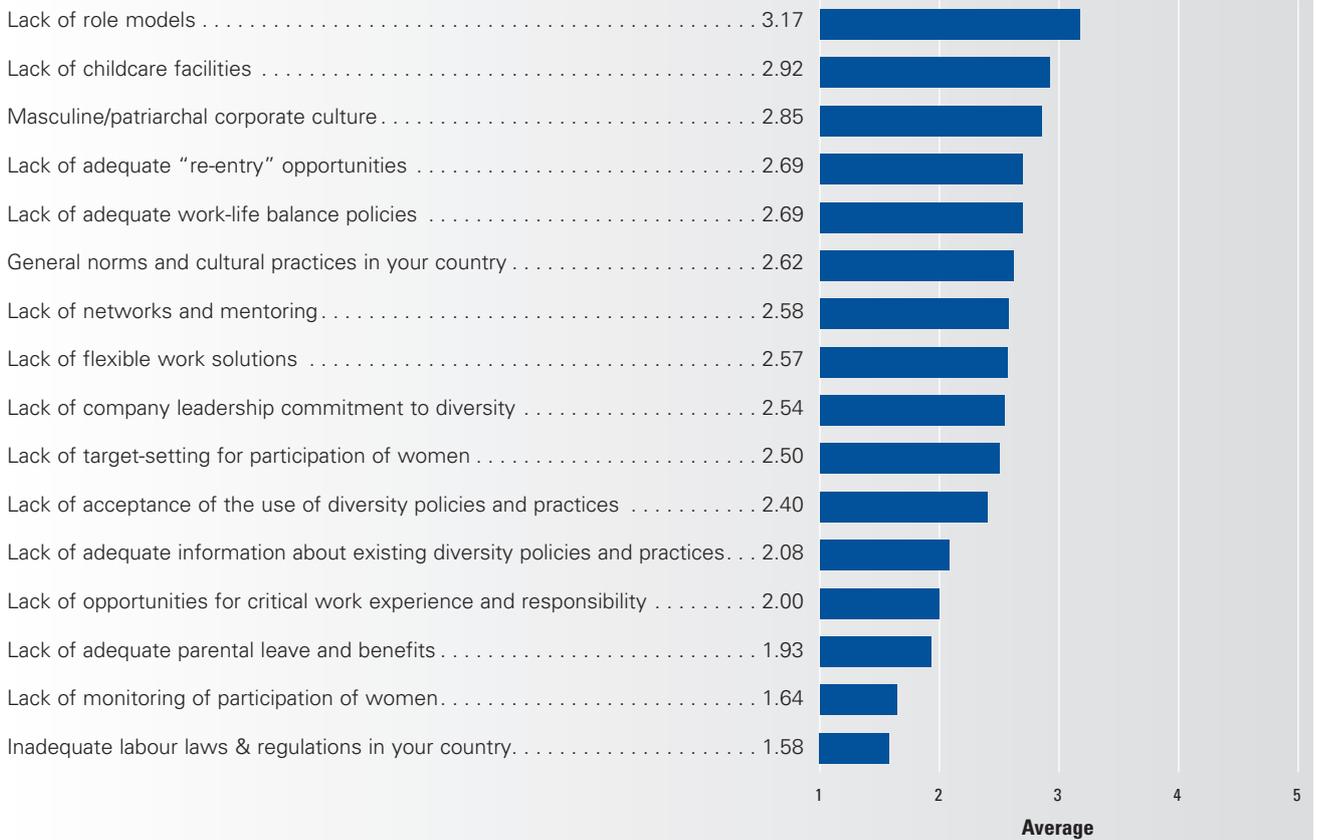


Among the assignments that you consider to be business critical/important, what percentage, in your opinion, are currently held by women? (Consider, for example: key startups, turnarounds, and line roles in key business units or markets).



### Barriers to Leadership

From the following list, please use a scale of 1 (least problematic) to 5 (most problematic) to rate the following barriers to women's rise to positions of senior leadership in your company. Select N/A if the option is not a barrier.



# Japan

## KEY COUNTRY INDICATORS

	Rank (out of 134)	Score (0 = inequality, 1 = equality)
<b>Gender Gap Index 2009</b> .....	<b>101</b>	<b>0.65</b>

Gender Gap Subindexes	Rank	Score
Economic Participation and Opportunity .....	108	0.55
Educational Attainment .....	84	0.99
Health and Survival .....	41	0.98
Political Empowerment .....	110	0.07

Economic Participation and Opportunity Indicators	Rank	Score
Labour force participation .....	83	0.72
Estimated earned income (PPP US\$) .....	100	0.46
Legislators, senior officials, and managers .....	109	0.10
Professional and technical workers .....	77	0.86

### Additional Indicators

Fertility rate (births per woman) .....	1.30
Maternity leave benefits (% of wages paid) .....	60%
Provider of maternity coverage .....	Health insurance scheme (if managed by employers), or Social Insurance Agency (if managed by the government)
Length of paid maternity leave .....	14 weeks

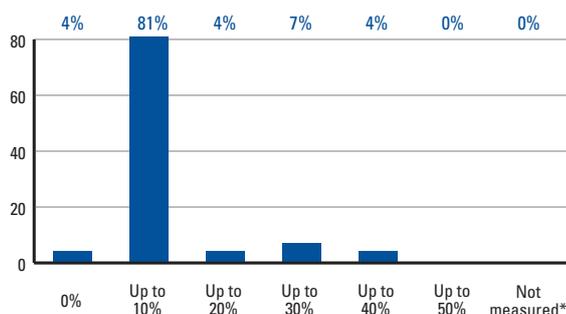
## SURVEY RESULTS

### Representation of Women in Business

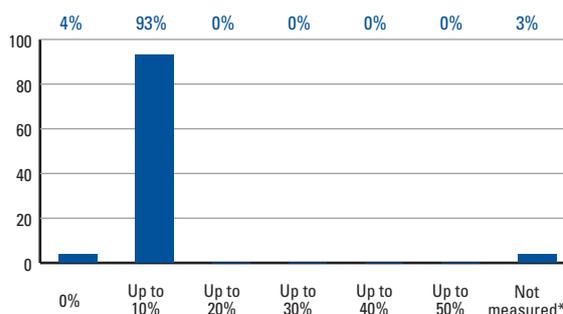
Approximate percentage of women employees (overall) ..... **23.52%**

Percentage of female CEOs .....

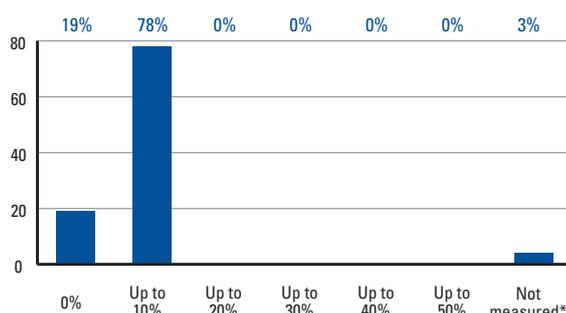
Please indicate the appropriate percentage of entry-level management positions in your company that are held by women:



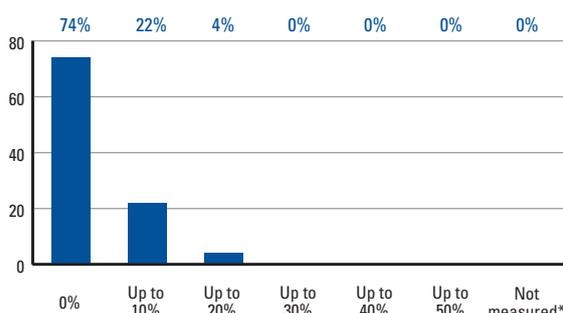
Please indicate the approximate percentage of middle management positions in your company that are held by women:



Please indicate the approximate percentage of senior management positions in your company that are held by women:



Please indicate the percentage of women among the Board of Directors of your company:

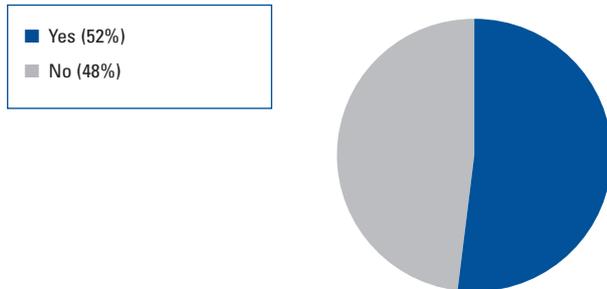


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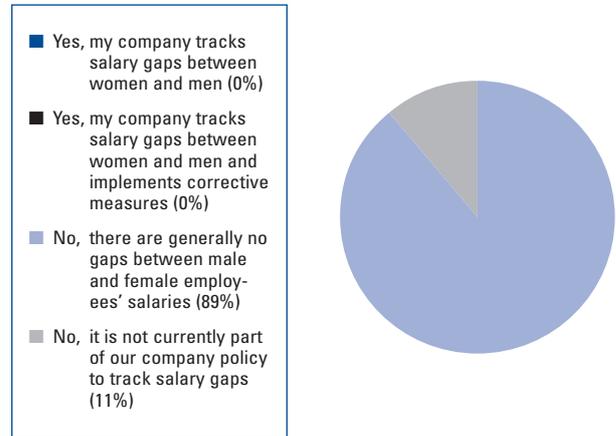
## SURVEY RESULTS (Cont'd.)

### Measurement and Target Setting

Does your company have specified targets, quotas, or other affirmative policies to increase the percentage of women in senior management or executive positions?

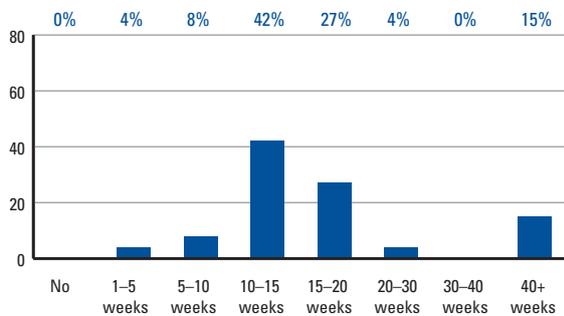


Does your company monitor and track salary differences between male and female employees holding similar positions?

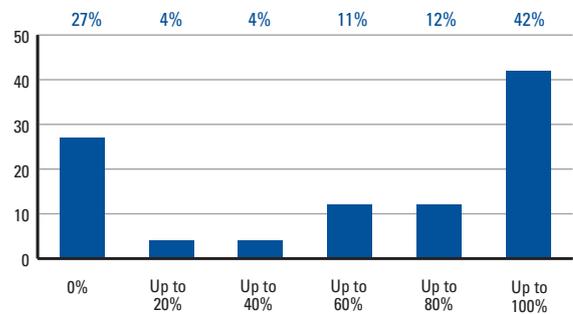


### Work-Life Balance Practices

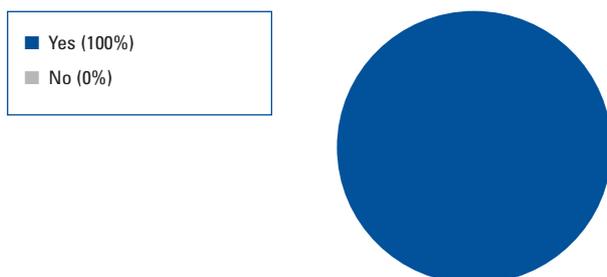
Does your company offer maternity leave?



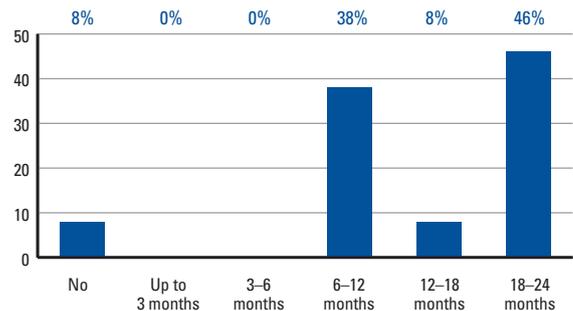
What is the approximate percentage of salary paid during this period?



Does your company offer the option of parental leave, i.e., post-pregnancy leave that can be taken by mothers or fathers?



Does your company have longer-term leave programmes and/or allow career breaks for parents and/or caregivers?

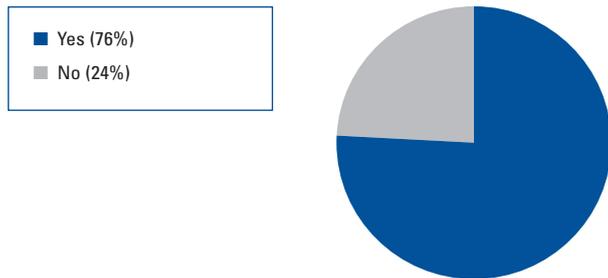


# Japan

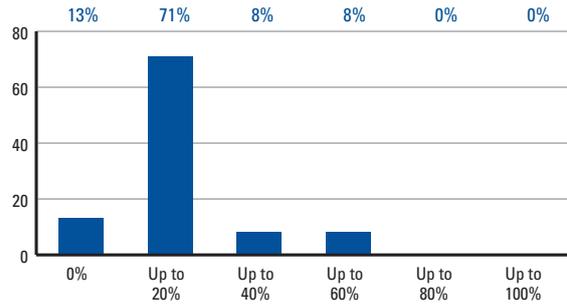
## SURVEY RESULTS (Cont'd.)

### Work-Life Balance Practices (Cont'd.)

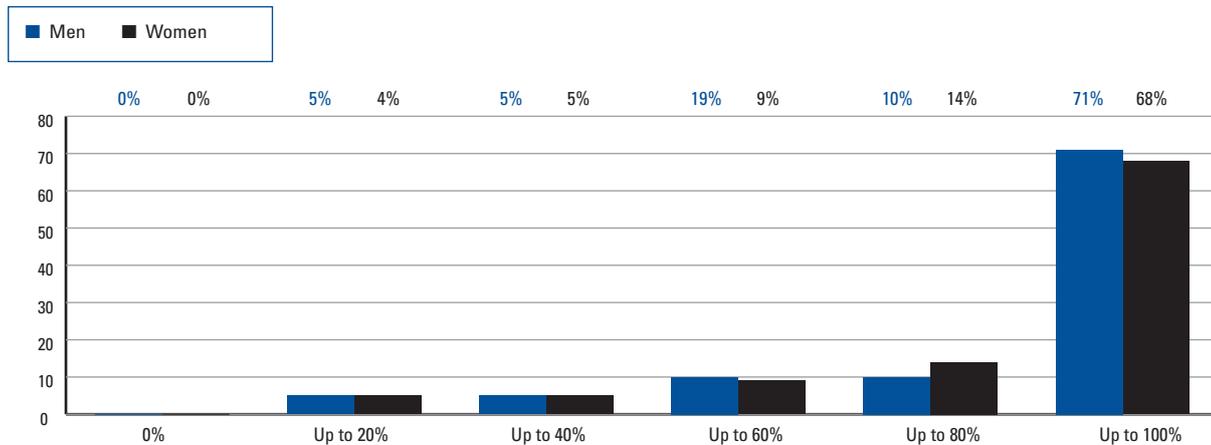
If your company offers long-term programmes and/or career breaks, do you also have "re-entry" programmes that help those employees stay connected while they are away and facilitate their return to the workplace?



If your company offers longer-term leave programmes and/or career breaks for parents and/or caregivers, what percentage of those taking this leave are men?



Of the total number within each gender that takes this leave, what percentage return to the same position or one with higher responsibility after taking their leave?

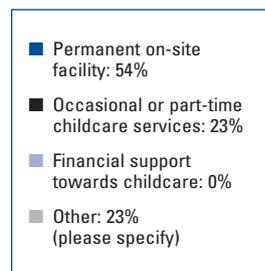


Percentage of companies that offer any form of childcare facilities.....56%

If yes, please specify the type of childcare facilities (select all that apply)

Percentage of companies that support employees in their effort to balance work and personal responsibilities through the following policies:

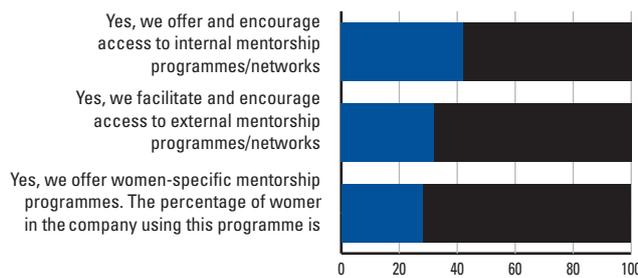
	Yes (%)	No (%)
Flextime/flexible working hours	100	0
Remote/distance working	43	57
Part-time work	87	13



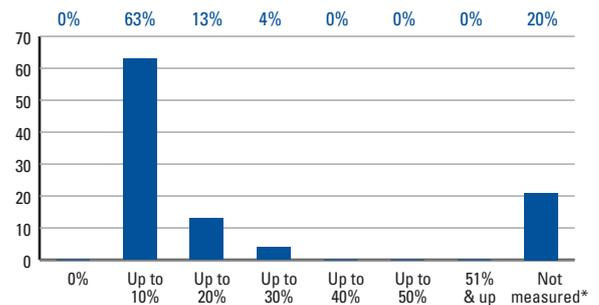
## SURVEY RESULTS (Cont'd.)

### Mentorship and Training

Does your company offer access to mentorship and networking programmes? Select all that apply and indicate percentage of women users if you have this information.

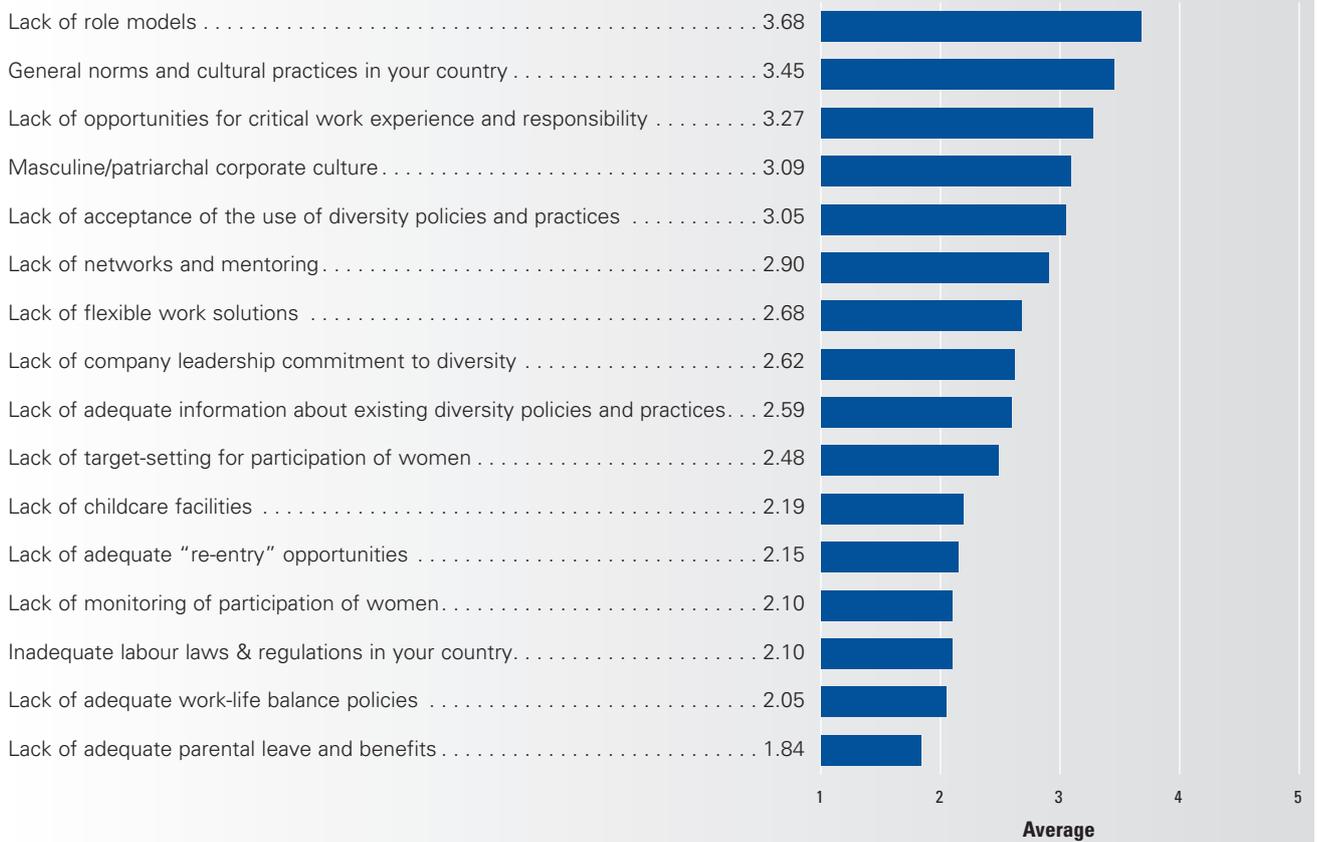


Among the assignments that you consider to be business critical/important, what percentage, in your opinion, are currently held by women? (Consider, for example: key startups, turnarounds, and line roles in key business units or markets).



### Barriers to Leadership

From the following list, please use a scale of 1 (least problematic) to 5 (most problematic) to rate the following barriers to women's rise to positions of senior leadership in your company. Select N/A if the option is not a barrier.



# Mexico

## KEY COUNTRY INDICATORS

	Rank (out of 134)	Score (0 = inequality, 1 = equality)
<b>Gender Gap Index 2009</b> .....	<b>.98</b>	<b>0.65</b>

Gender Gap Subindexes	Rank	Score
Economic Participation and Opportunity .....	114	0.51
Educational Attainment .....	90	0.98
Health and Survival .....	1	0.98
Political Empowerment .....	65	0.14

Economic Participation and Opportunity Indicators	Rank	Score
Labour force participation .....	113	0.53
Estimated earned income (PPP US\$) .....	106	0.42
Legislators, senior officials, and managers .....	51	0.45
Professional and technical workers .....	86	0.69

### Additional Indicators

Fertility rate (births per woman) .....	2.20
Maternity leave benefits (% of wages paid) .....	100%
Provider of maternity coverage .....	Social security
Length of paid maternity leave .....	12 weeks

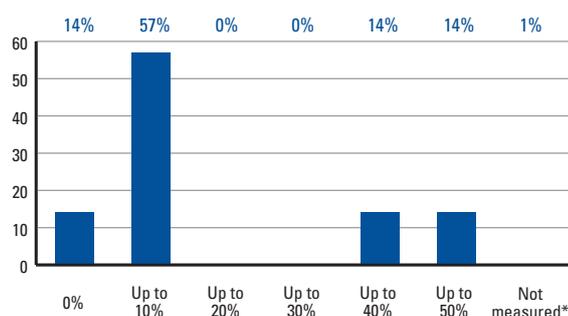
## SURVEY RESULTS

### Representation of Women in Business

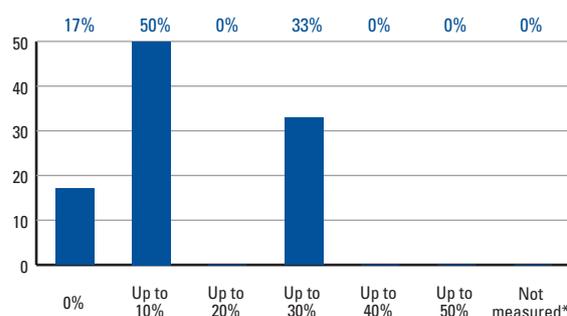
Approximate percentage of women employees (overall) .....**36.25%**

Percentage of female CEOs .....

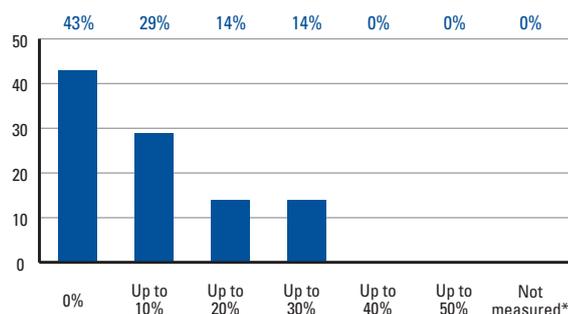
Please indicate the appropriate percentage of entry-level management positions in your company that are held by women:



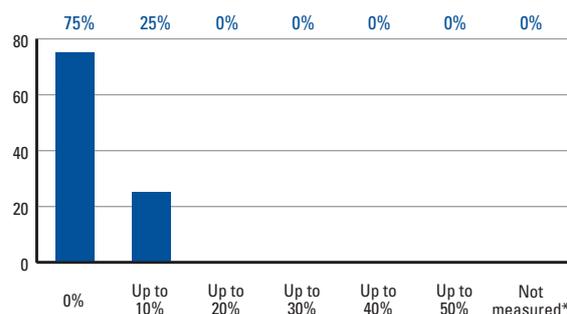
Please indicate the approximate percentage of middle management positions in your company that are held by women:



Please indicate the approximate percentage of senior management positions in your company that are held by women:



Please indicate the percentage of women among the Board of Directors of your company:

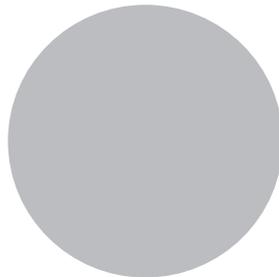
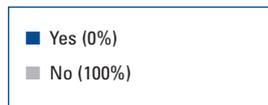


\* "Not measured" means respondent answered "My company does not measure this information"

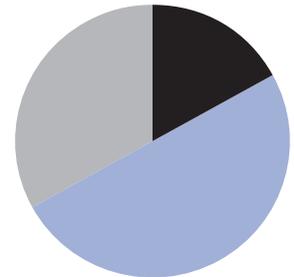
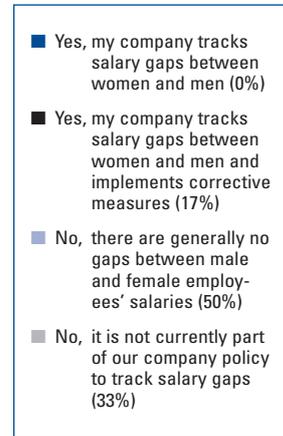
## SURVEY RESULTS (Cont'd.)

### Measurement and Target Setting

Does your company have specified targets, quotas, or other affirmative policies to increase the percentage of women in senior management or executive positions?

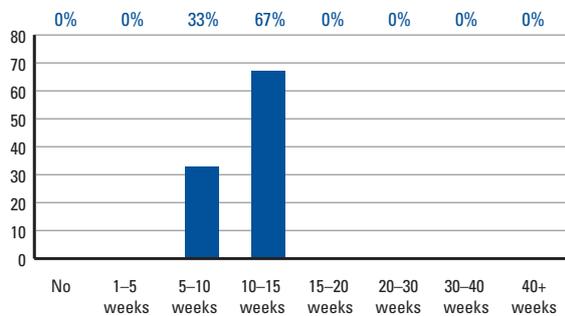


Does your company monitor and track salary differences between male and female employees holding similar positions?

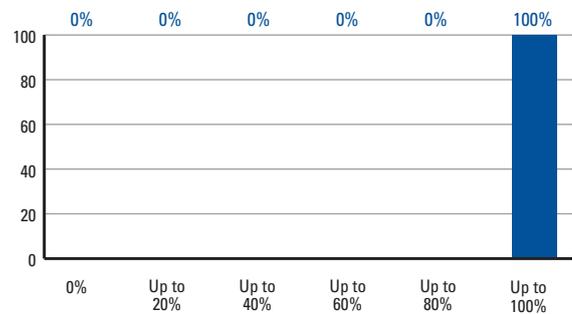


### Work-Life Balance Practices

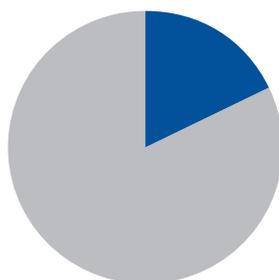
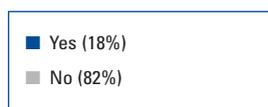
Does your company offer maternity leave?



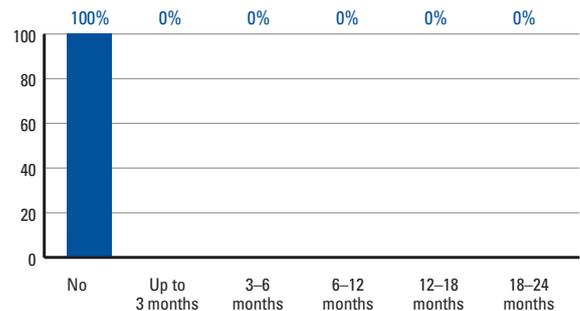
What is the approximate percentage of salary paid during this period?



Does your company offer the option of parental leave, i.e., post-pregnancy leave that can be taken by mothers or fathers?



Does your company have longer-term leave programmes and/or allow career breaks for parents and/or caregivers?

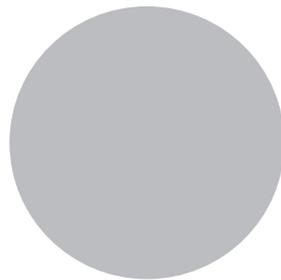
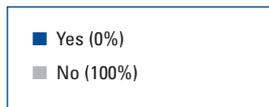


# Mexico

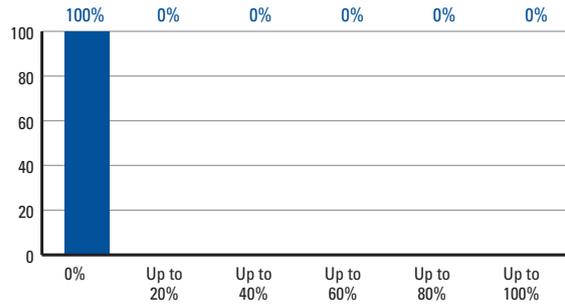
## SURVEY RESULTS (Cont'd.)

### Work-Life Balance Practices (Cont'd.)

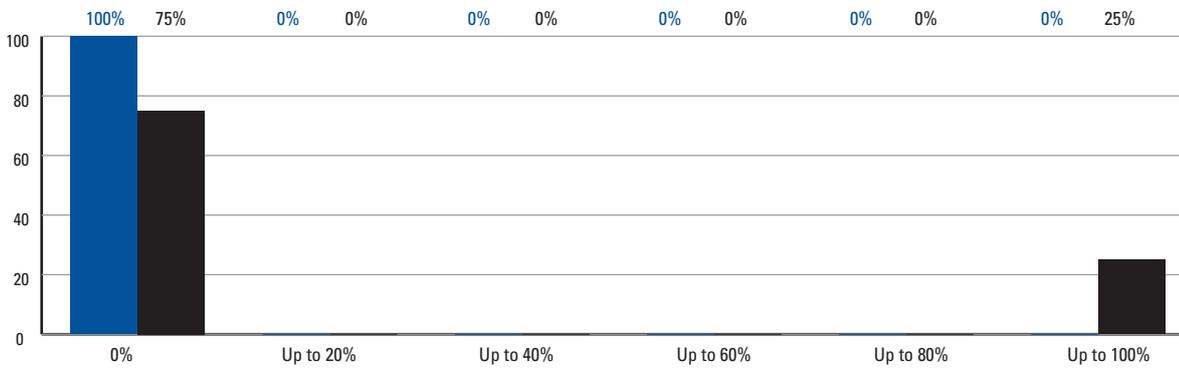
If your company offers long-term programmes and/or career breaks, do you also have "re-entry" programmes that help those employees stay connected while they are away and facilitate their return to the workplace?



If your company offers longer-term leave programmes and/or career breaks for parents and/or caregivers, what percentage of those taking this leave are men?



Of the total number within each gender that takes this leave, what percentage return to the same position or one with higher responsibility after taking their leave?

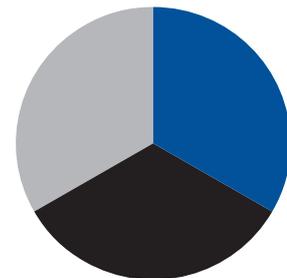
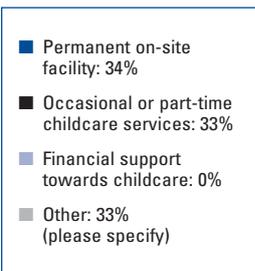


Percentage of companies that offer any form of childcare facilities .....0%

If yes, please specify the type of childcare facilities (select all that apply)

Percentage of companies that support employees in their effort to balance work and personal responsibilities through the following policies:

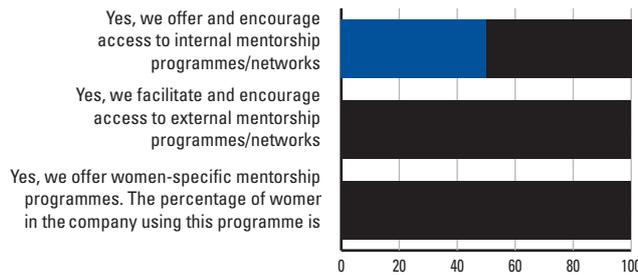
	Yes (%)	No (%)
Flextime/flexible working hours	60	40
Remote/distance working	10	90
Part-time work	12	88



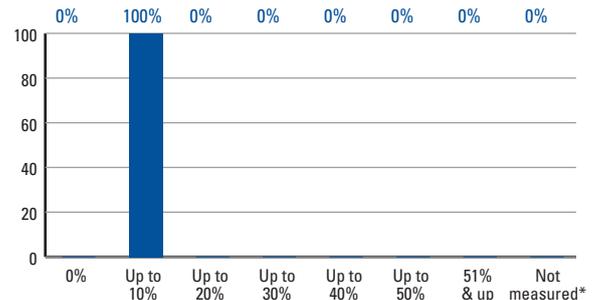
## SURVEY RESULTS (Cont'd.)

### Mentorship and Training

Does your company offer access to mentorship and networking programmes? Select all that apply and indicate percentage of women users if you have this information.

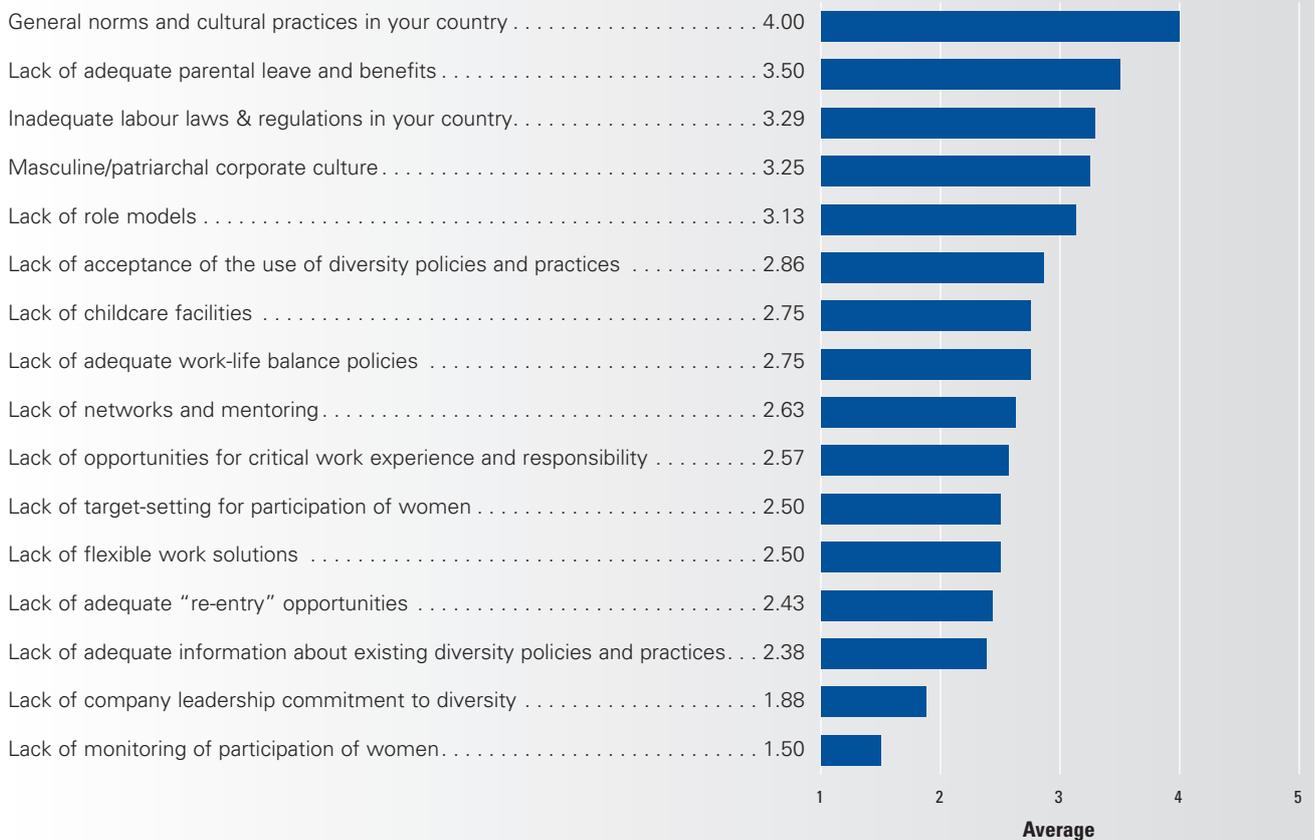


Among the assignments that you consider to be business critical/important, what percentage, in your opinion, are currently held by women? (Consider, for example: key startups, turnarounds, and line roles in key business units or markets).



### Barriers to Leadership

From the following list, please use a scale of 1 (least problematic) to 5 (most problematic) to rate the following barriers to women's rise to positions of senior leadership in your company. Select N/A if the option is not a barrier.



# Netherlands

## KEY COUNTRY INDICATORS

**Gender Gap Index 2009** ..... **11** **0.75**

Rank (out of 134)      Score (0 = inequality, 1 = equality)

Gender Gap Subindexes	Rank	Score
Economic Participation and Opportunity .....	49	0.69
Educational Attainment .....	51	1.00
Health and Survival .....	75	0.97
Political Empowerment .....	10	0.34

Economic Participation and Opportunity Indicators	Rank	Score
Labour force participation .....	45	0.85
Estimated earned income (PPP US\$) .....	33	0.66
Legislators, senior officials, and managers .....	71	0.38
Professional and technical workers .....	62	1.00

### Additional Indicators

Fertility rate (births per woman) .....	1.70
Maternity leave benefits (% of wages paid) .....	100%
Provider of maternity coverage .....	Unemployment fund
Length of paid maternity leave .....	16 weeks

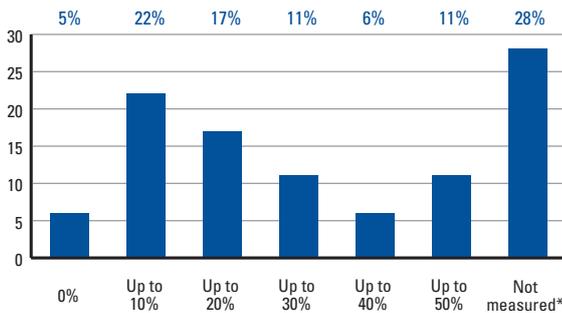
## SURVEY RESULTS

### Representation of Women in Business

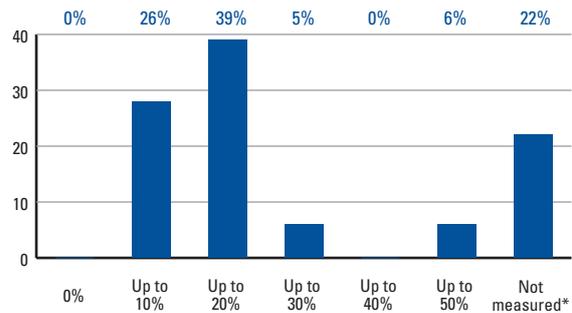
Approximate percentage of women employees (overall) ..... **43.50%**

Percentage of female CEOs .....

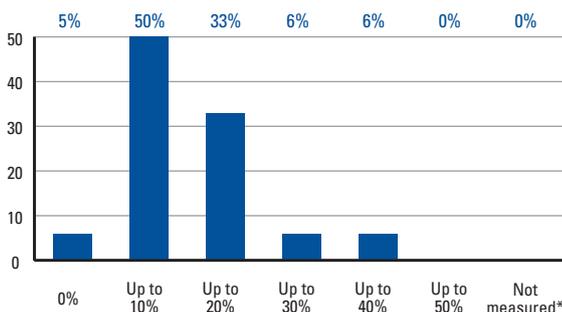
Please indicate the appropriate percentage of entry-level management positions in your company that are held by women:



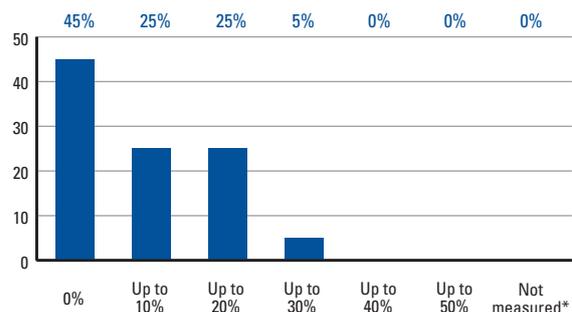
Please indicate the approximate percentage of middle management positions in your company that are held by women:



Please indicate the approximate percentage of senior management positions in your company that are held by women:



Please indicate the percentage of women among the Board of Directors of your company:



\* "Not measured" means respondent answered "My company does not measure this information"

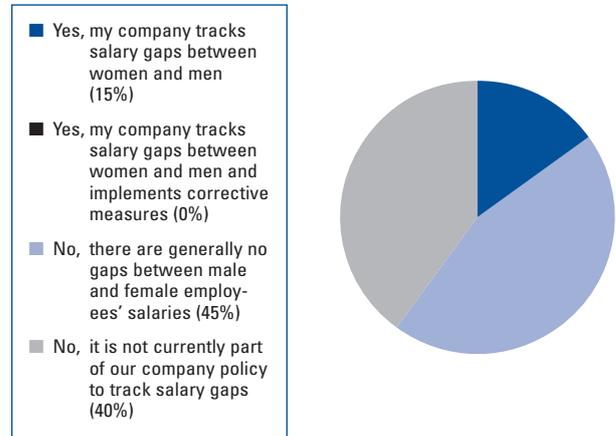
## SURVEY RESULTS (Cont'd.)

### Measurement and Target Setting

Does your company have specified targets, quotas, or other affirmative policies to increase the percentage of women in senior management or executive positions?

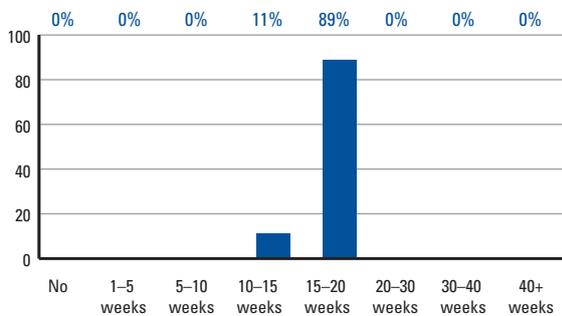


Does your company monitor and track salary differences between male and female employees holding similar positions?

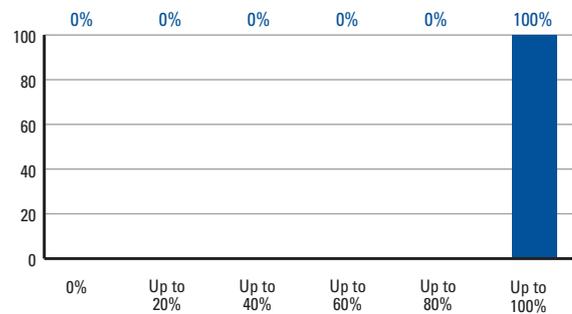


### Work-Life Balance Practices

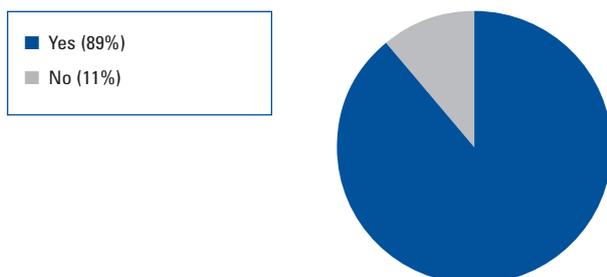
Does your company offer maternity leave?



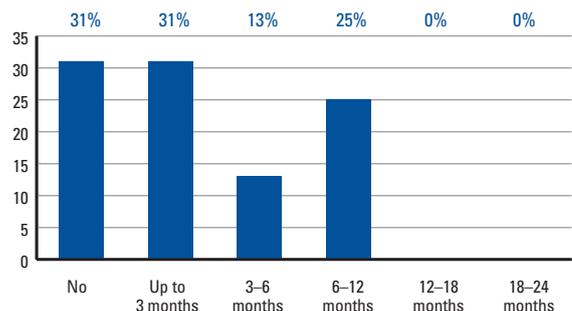
What is the approximate percentage of salary paid during this period?



Does your company offer the option of parental leave, i.e., post-pregnancy leave that can be taken by mothers or fathers?



Does your company have longer-term leave programmes and/or allow career breaks for parents and/or caregivers?

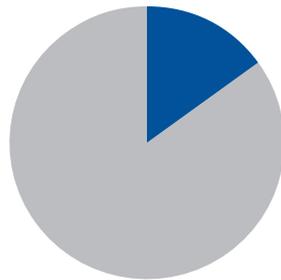
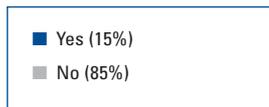


# Netherlands

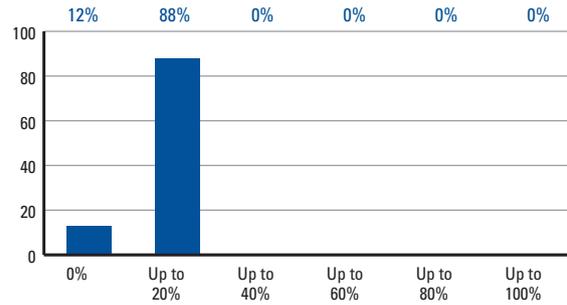
## SURVEY RESULTS (Cont'd.)

### Work-Life Balance Practices (Cont'd.)

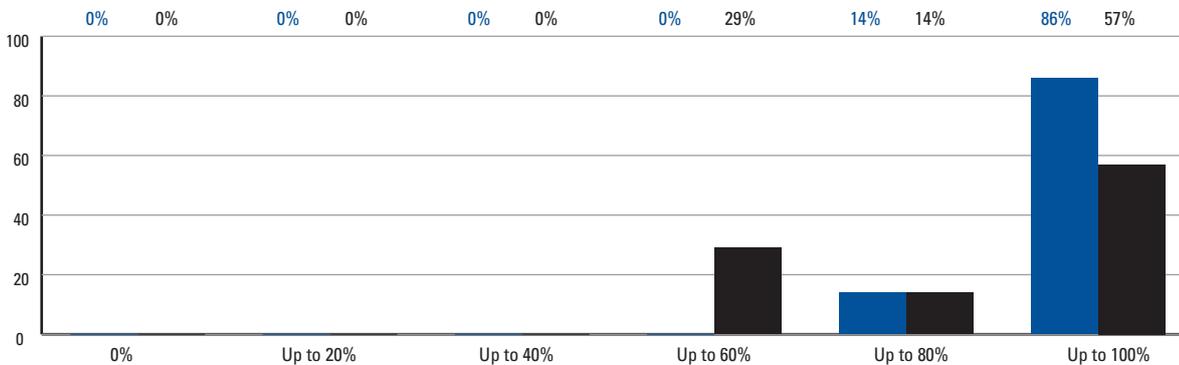
If your company offers long-term programmes and/or career breaks, do you also have "re-entry" programmes that help those employees stay connected while they are away and facilitate their return to the workplace?



If your company offers longer-term leave programmes and/or career breaks for parents and/or caregivers, what percentage of those taking this leave are men?



Of the total number within each gender that takes this leave, what percentage return to the same position or one with higher responsibility after taking their leave?

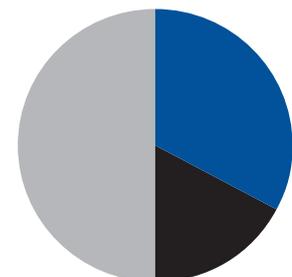


Percentage of companies that offer any form of childcare facilities.....**53%**

If yes, please specify the type of childcare facilities (select all that apply)

Percentage of companies that support employees in their effort to balance work and personal responsibilities through the following policies:

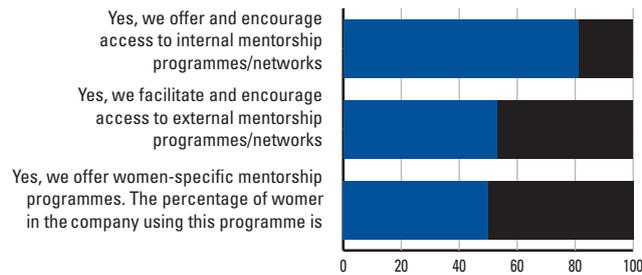
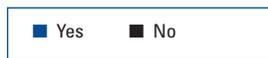
	Yes (%)	No (%)
Flextime/flexible working hours	82	18
Remote/distance working	71	29
Part-time work	94	6



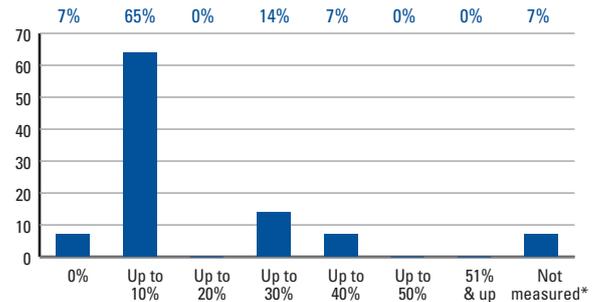
## SURVEY RESULTS (Cont'd.)

### Mentorship and Training

Does your company offer access to mentorship and networking programmes? Select all that apply and indicate percentage of women users if you have this information.

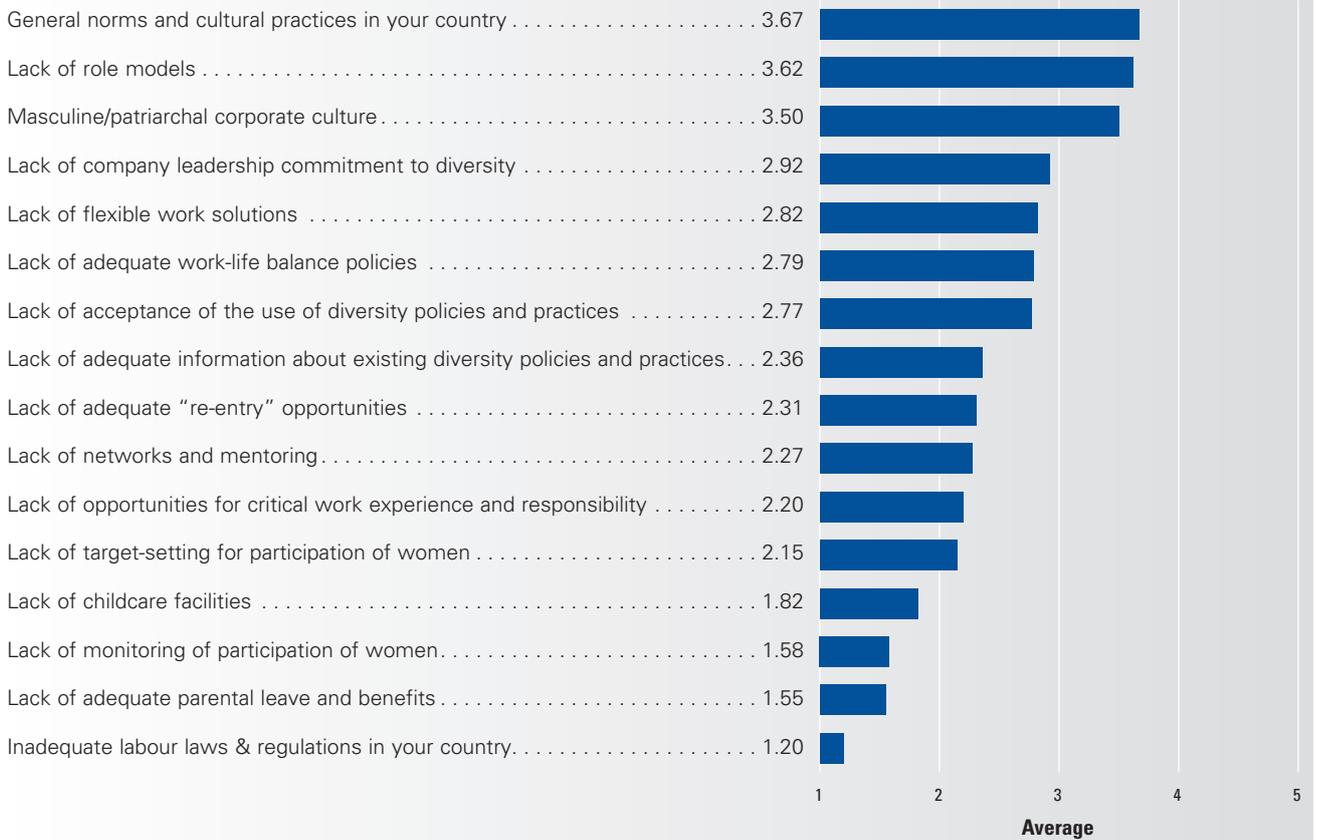


Among the assignments that you consider to be business critical/important, what percentage, in your opinion, are currently held by women? (Consider, for example: key startups, turnarounds, and line roles in key business units or markets).



### Barriers to Leadership

From the following list, please use a scale of 1 (least problematic) to 5 (most problematic) to rate the following barriers to women's rise to positions of senior leadership in your company. Select N/A if the option is not a barrier.



# Norway

## KEY COUNTRY INDICATORS

**Gender Gap Index 2009** ..... **3** **0.82**

Rank (out of 134)      Score (0 = inequality, 1 = equality)

Gender Gap Subindexes	Rank	Score
Economic Participation and Opportunity .....	8	0.78
Educational Attainment .....	26	1.00
Health and Survival .....	56	0.98
Political Empowerment .....	3	0.53

Economic Participation and Opportunity Indicators	Rank	Score
Labour force participation .....	12	0.93
Estimated earned income (PPP US\$) .....	4	0.79
Legislators, senior officials, and managers .....	45	0.47
Professional and technical workers .....	1	1.00

### Additional Indicators

Fertility rate (births per woman).....1.80  
 Maternity leave benefits (% of wages paid) .....100% for 44 week option, 80% for 54 week option  
 Provider of maternity coverage .....Social Insurance Fund  
 Length of paid maternity leave .....42 or 52 weeks parental leave (9 weeks reserved for the mother)

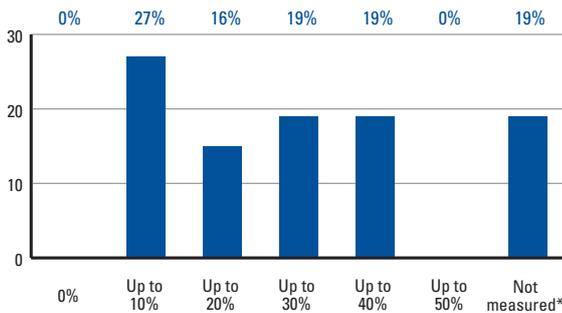
## SURVEY RESULTS

### Representation of Women in Business

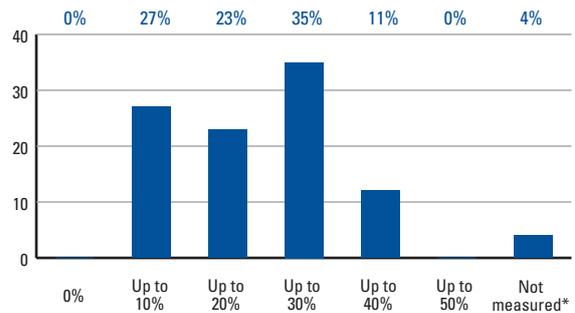
Approximate percentage of women employees (overall) .....**36.15%**

Percentage of female CEOs .....**12%**

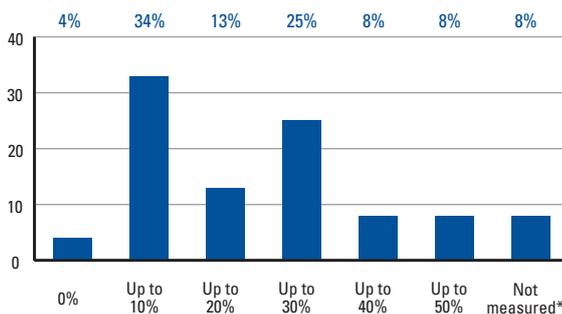
Please indicate the appropriate percentage of entry-level management positions in your company that are held by women:



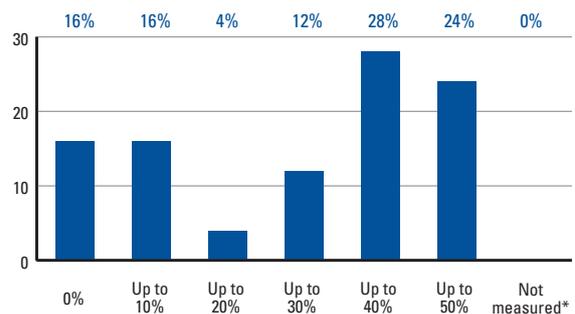
Please indicate the approximate percentage of middle management positions in your company that are held by women:



Please indicate the approximate percentage of senior management positions in your company that are held by women:



Please indicate the percentage of women among the Board of Directors of your company:

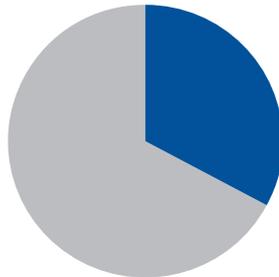
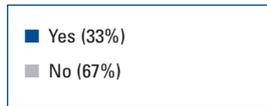


\* "Not measured" means respondent answered "My company does not measure this information"

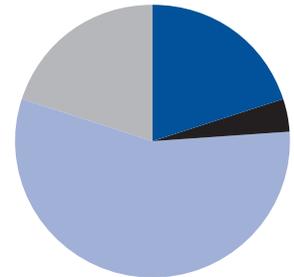
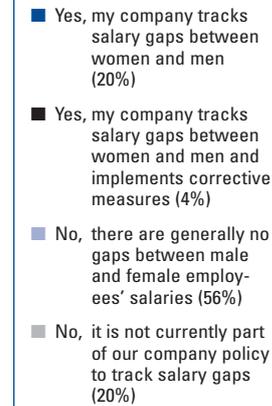
## SURVEY RESULTS (Cont'd.)

### Measurement and Target Setting

Does your company have specified targets, quotas, or other affirmative policies to increase the percentage of women in senior management or executive positions?

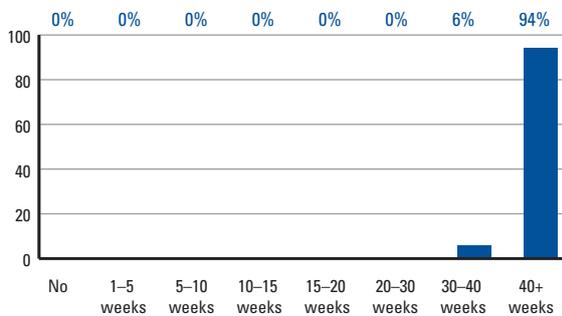


Does your company monitor and track salary differences between male and female employees holding similar positions?

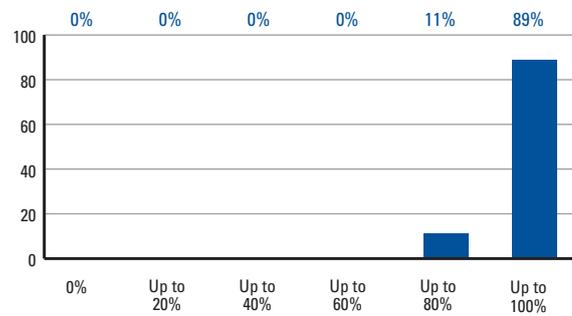


### Work-Life Balance Practices

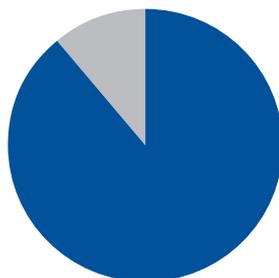
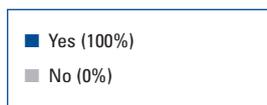
Does your company offer maternity leave?



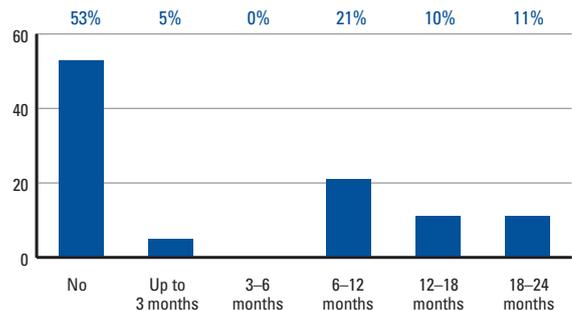
What is the approximate percentage of salary paid during this period?



Does your company offer the option of parental leave, i.e., post-pregnancy leave that can be taken by mothers or fathers?



Does your company have longer-term leave programmes and/or allow career breaks for parents and/or caregivers?

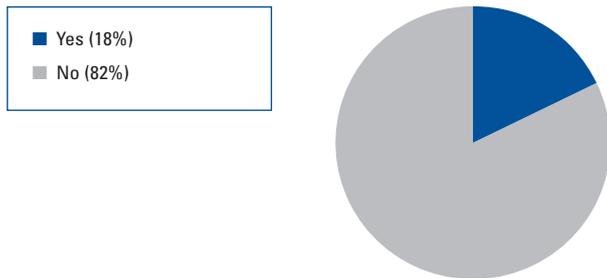


# Norway

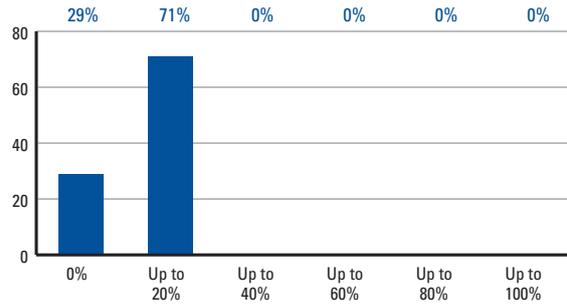
## SURVEY RESULTS (Cont'd.)

### Work-Life Balance Practices (Cont'd.)

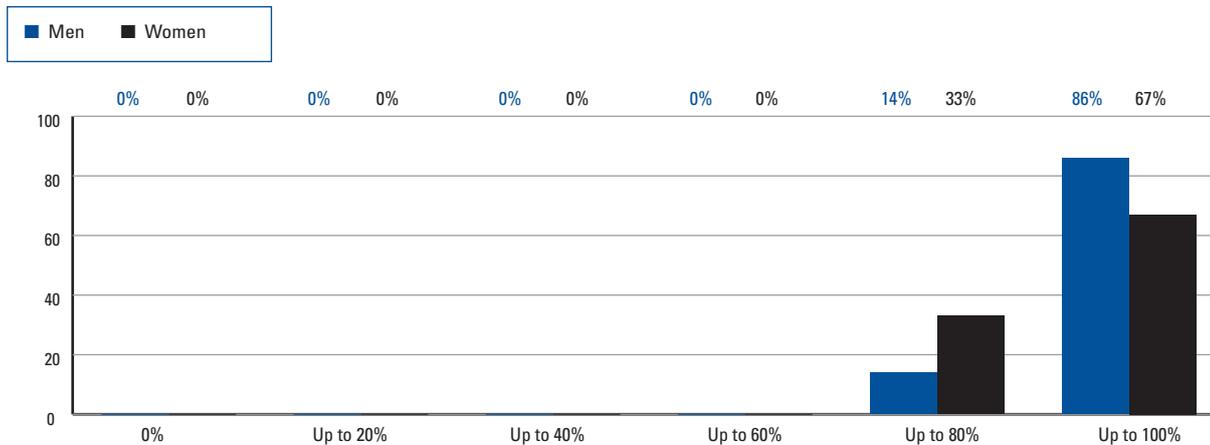
If your company offers long-term programmes and/or career breaks, do you also have "re-entry" programmes that help those employees stay connected while they are away and facilitate their return to the workplace?



If your company offers longer-term leave programmes and/or career breaks for parents and/or caregivers, what percentage of those taking this leave are men?



Of the total number within each gender that takes this leave, what percentage return to the same position or one with higher responsibility after taking their leave?



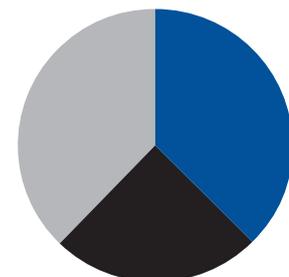
Percentage of companies that offer any form of childcare facilities.....**22%**

If yes, please specify the type of childcare facilities (select all that apply)

Percentage of companies that support employees in their effort to balance work and personal responsibilities through the following policies:

	Yes (%)	No (%)
Flextime/flexible working hours	94	6
Remote/distance working	83	17
Part-time work	78	22

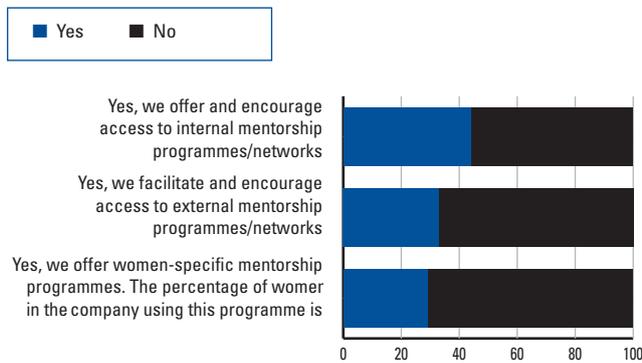
- Permanent on-site facility: 37%
- Occasional or part-time childcare services: 25%
- Financial support towards childcare: 0%
- Other: 38% (please specify)



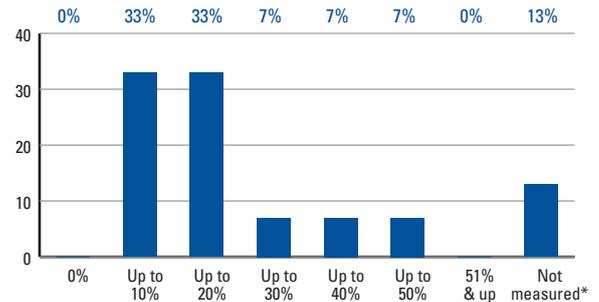
## SURVEY RESULTS (Cont'd.)

### Mentorship and Training

Does your company offer access to mentorship and networking programmes? Select all that apply and indicate percentage of women users if you have this information.

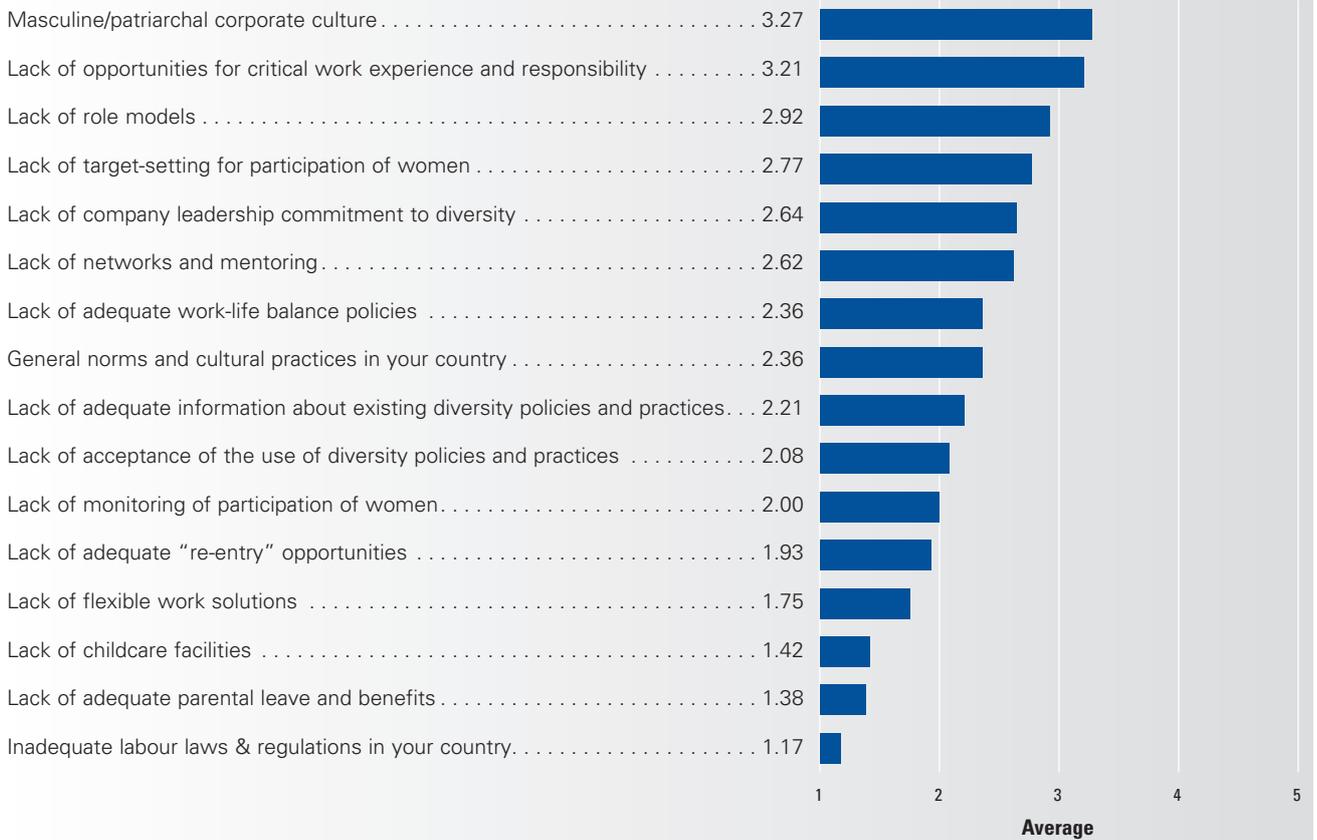


Among the assignments that you consider to be business critical/important, what percentage, in your opinion, are currently held by women? (Consider, for example: key startups, turnarounds, and line roles in key business units or markets).



### Barriers to Leadership

From the following list, please use a scale of 1 (least problematic) to 5 (most problematic) to rate the following barriers to women's rise to positions of senior leadership in your company. Select N/A if the option is not a barrier.



# Spain

## KEY COUNTRY INDICATORS

**Gender Gap Index 2009** ..... **17** **0.73**

Rank (out of 134)    Score (0 = inequality, 1 = equality)

Gender Gap Subindexes	Rank	Score
Economic Participation and Opportunity .....	90	0.60
Educational Attainment .....	56	0.99
Health and Survival .....	80	0.97
Political Empowerment .....	9	0.37

Economic Participation and Opportunity Indicators	Rank	Score
Labour force participation .....	79	0.74
Estimated earned income (PPP US\$) .....	82	0.53
Legislators, senior officials, and managers .....	44	0.47
Professional and technical workers .....	68	0.95

### Additional Indicators

Fertility rate (births per woman).....	1.40
Maternity leave benefits (% of wages paid) .....	100%
Provider of maternity coverage.....	Social security
Length of paid maternity leave .....	16 weeks

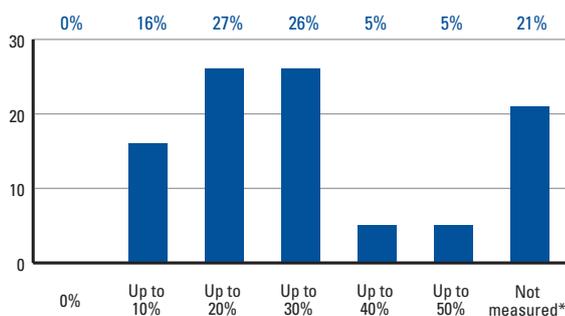
## SURVEY RESULTS

### Representation of Women in Business

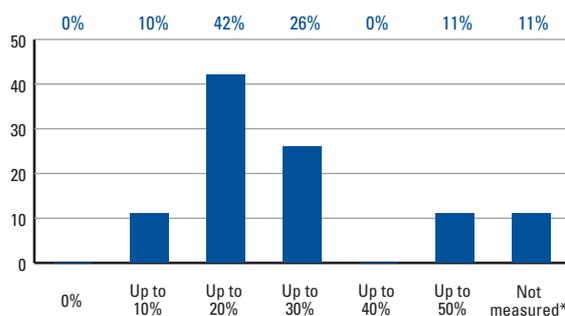
Approximate percentage of women employees (overall) ..... **47.83%**

Percentage of female CEOs .....

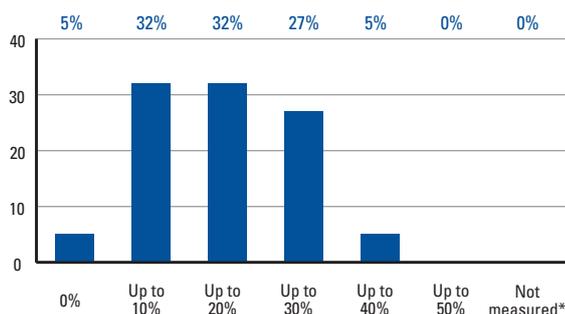
Please indicate the appropriate percentage of entry-level management positions in your company that are held by women:



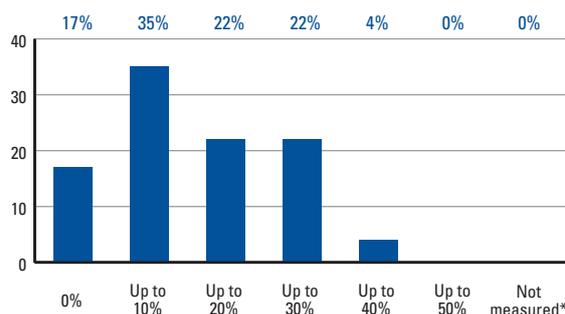
Please indicate the approximate percentage of middle management positions in your company that are held by women:



Please indicate the approximate percentage of senior management positions in your company that are held by women:



Please indicate the percentage of women among the Board of Directors of your company:

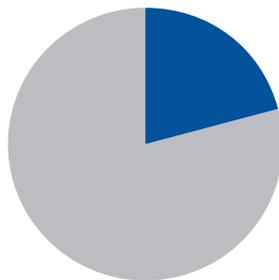
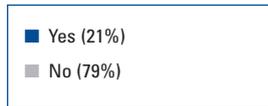


\* "Not measured" means respondent answered "My company does not measure this information"

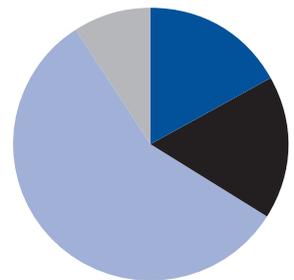
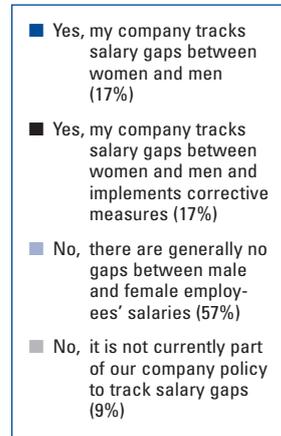
## SURVEY RESULTS (Cont'd.)

### Measurement and Target Setting

Does your company have specified targets, quotas, or other affirmative policies to increase the percentage of women in senior management or executive positions?

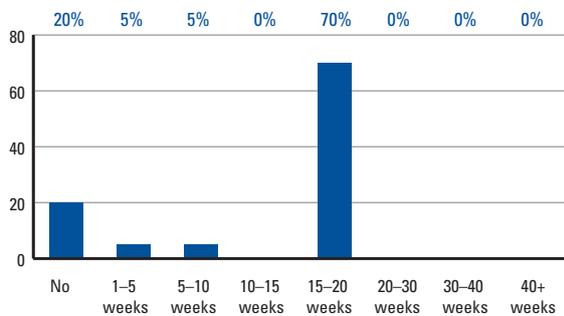


Does your company monitor and track salary differences between male and female employees holding similar positions?

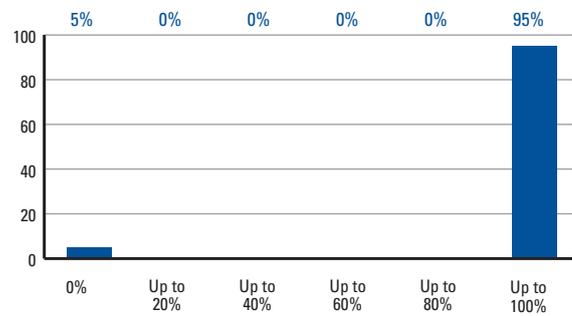


### Work-Life Balance Practices

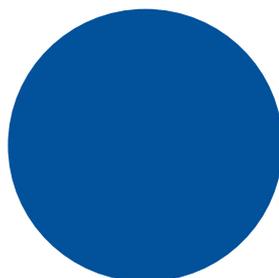
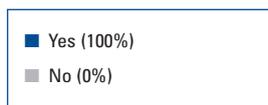
Does your company offer maternity leave?



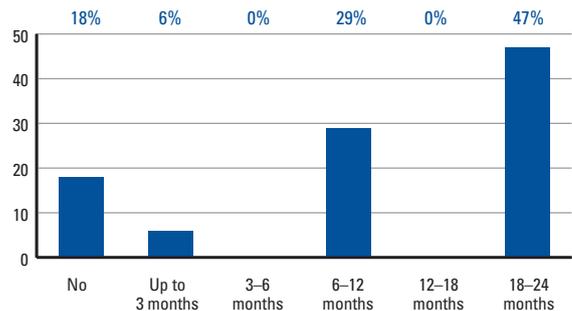
What is the approximate percentage of salary paid during this period?



Does your company offer the option of parental leave, i.e., post-pregnancy leave that can be taken by mothers or fathers?



Does your company have longer-term leave programmes and/or allow career breaks for parents and/or caregivers?

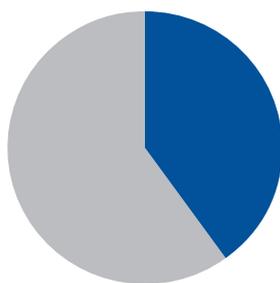
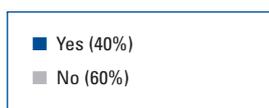


# Spain

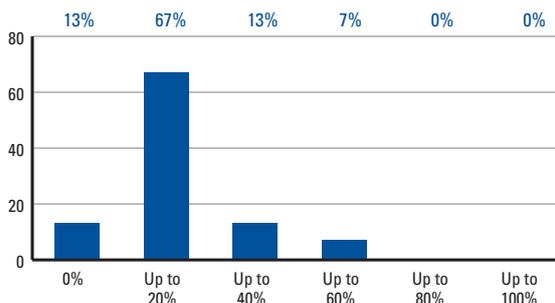
## SURVEY RESULTS (Cont'd.)

### Work-Life Balance Practices (Cont'd.)

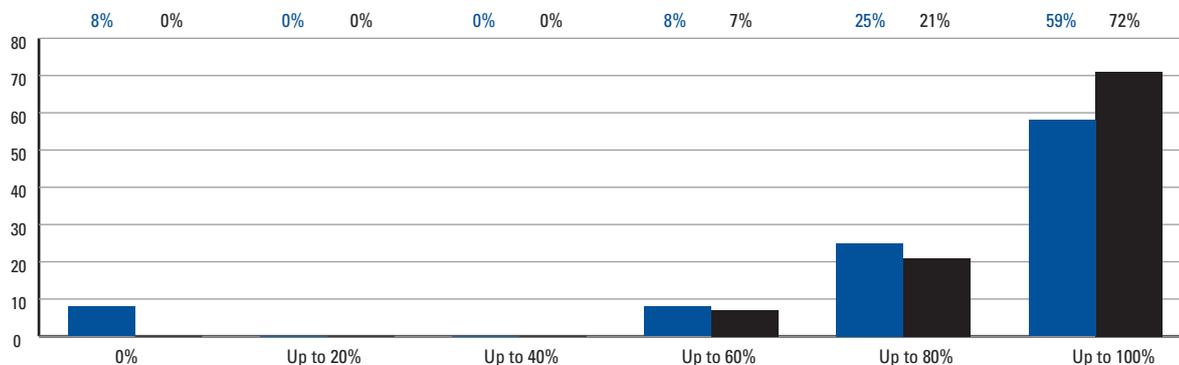
If your company offers long-term programmes and/or career breaks, do you also have "re-entry" programmes that help those employees stay connected while they are away and facilitate their return to the workplace?



If your company offers longer-term leave programmes and/or career breaks for parents and/or caregivers, what percentage of those taking this leave are men?



Of the total number within each gender that takes this leave, what percentage return to the same position or one with higher responsibility after taking their leave?

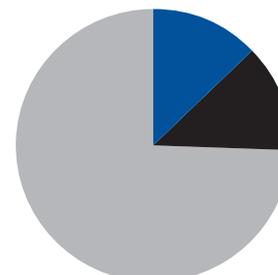


Percentage of companies that offer any form of childcare facilities.....**48%**

If yes, please specify the type of childcare facilities (select all that apply)

Percentage of companies that support employees in their effort to balance work and personal responsibilities through the following policies:

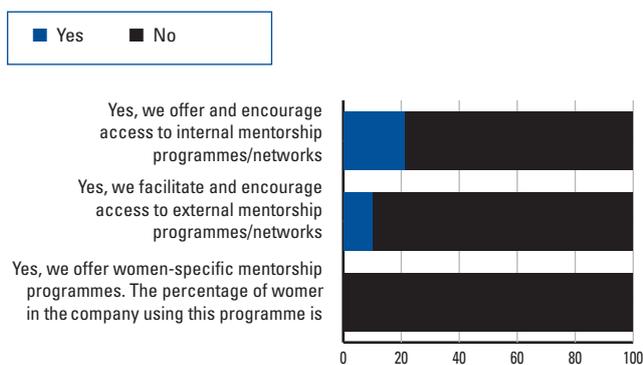
	Yes (%)	No (%)
Flextime/flexible working hours	95	5
Remote/distance working	42	58
Part-time work	77	23



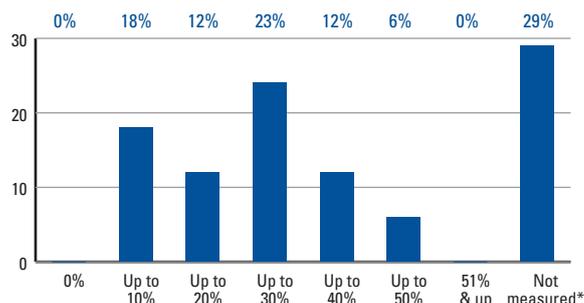
## SURVEY RESULTS (Cont'd.)

### Mentorship and Training

Does your company offer access to mentorship and networking programmes? Select all that apply and indicate percentage of women users if you have this information.

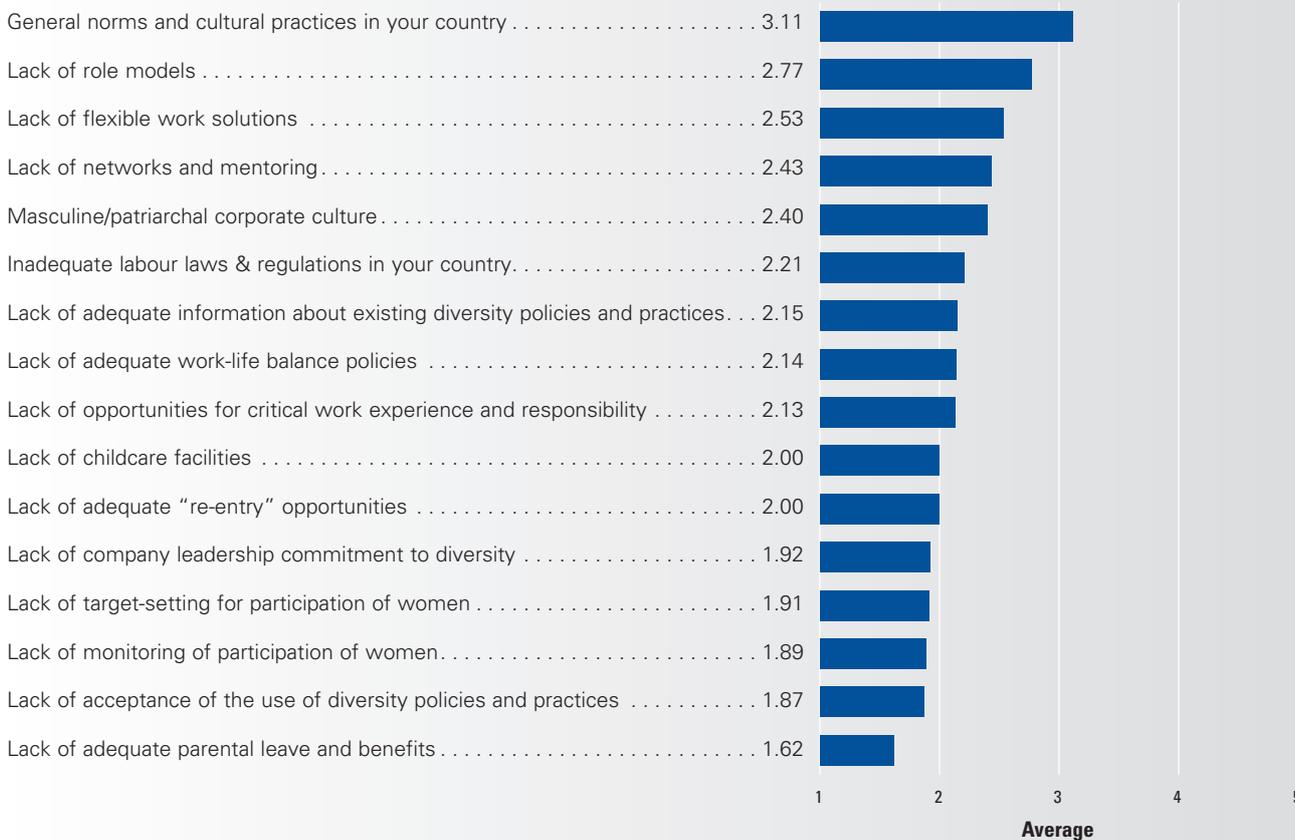


Among the assignments that you consider to be business critical/important, what percentage, in your opinion, are currently held by women? (Consider, for example: key startups, turnarounds, and line roles in key business units or markets).



### Barriers to Leadership

From the following list, please use a scale of 1 (least problematic) to 5 (most problematic) to rate the following barriers to women's rise to positions of senior leadership in your company. Select N/A if the option is not a barrier.



# Switzerland

## KEY COUNTRY INDICATORS

**Gender Gap Index 2009** ..... **13** **0.74**

Rank (out of 134)      Score (0 = inequality, 1 = equality)

Gender Gap Subindexes	Rank	Score
Economic Participation and Opportunity .....	48	0.69
Educational Attainment .....	88	0.98
Health and Survival .....	59	0.98
Political Empowerment .....	12	0.33

Economic Participation and Opportunity Indicators	Rank	Score
Labour force participation .....	39	0.86
Estimated earned income (PPP US\$) .....	30	0.66
Legislators, senior officials, and managers .....	56	0.43
Professional and technical workers .....	75	0.87

### Additional Indicators

Fertility rate (births per woman) .....	1.40
Maternity leave benefits (% of wages paid) .....	80%
Provider of maternity coverage .....	Social security
Length of paid maternity leave .....	98 days

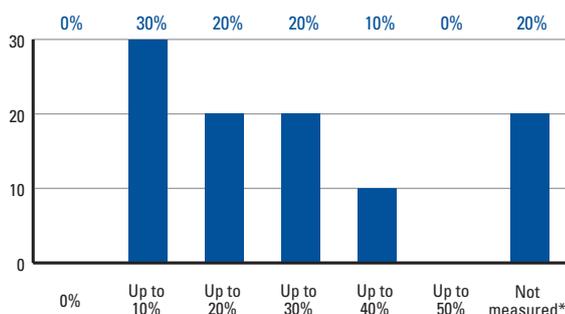
## SURVEY RESULTS

### Representation of Women in Business

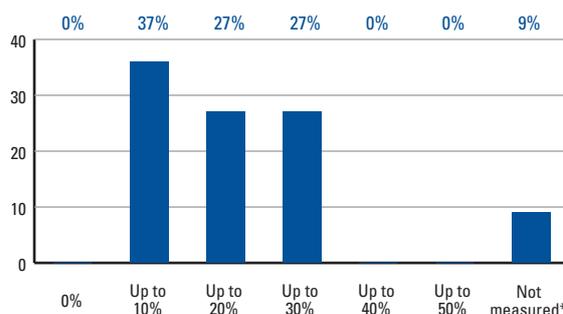
Approximate percentage of women employees (overall) ..... **39.55%**

Percentage of female CEOs .....

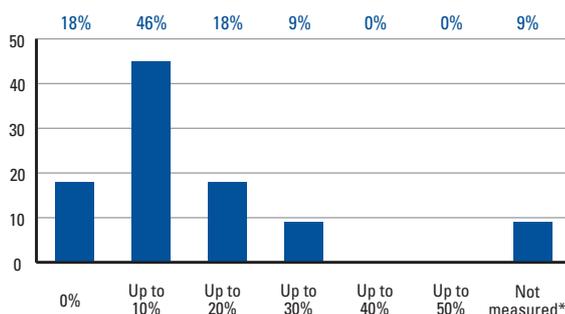
Please indicate the appropriate percentage of entry-level management positions in your company that are held by women:



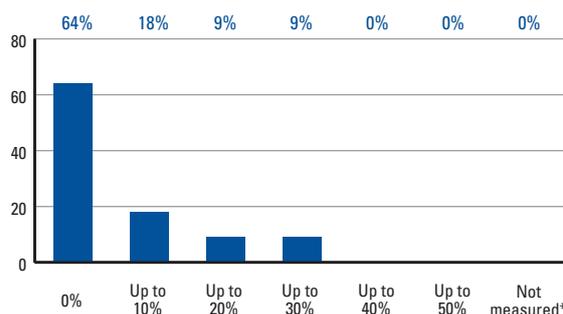
Please indicate the approximate percentage of middle management positions in your company that are held by women:



Please indicate the approximate percentage of senior management positions in your company that are held by women:



Please indicate the percentage of women among the Board of Directors of your company:



\* "Not measured" means respondent answered "My company does not measure this information"

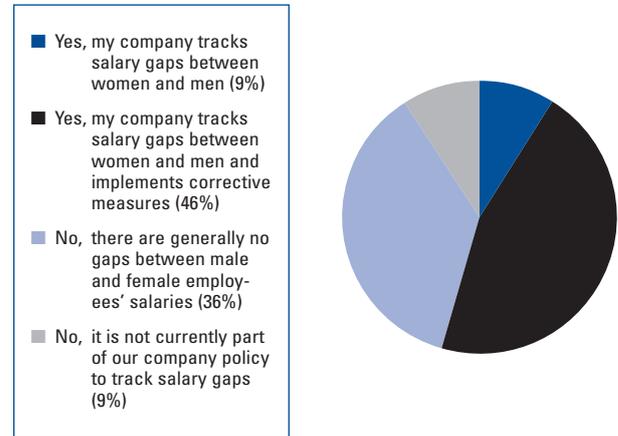
## SURVEY RESULTS (Cont'd.)

### Measurement and Target Setting

Does your company have specified targets, quotas, or other affirmative policies to increase the percentage of women in senior management or executive positions?

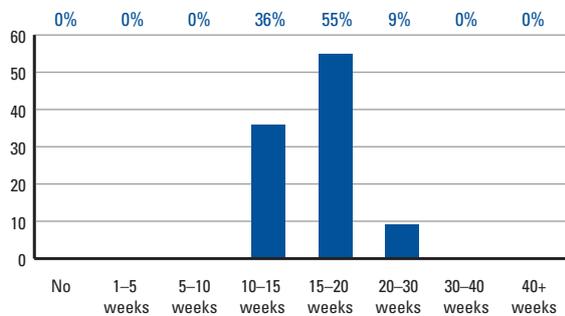


Does your company monitor and track salary differences between male and female employees holding similar positions?

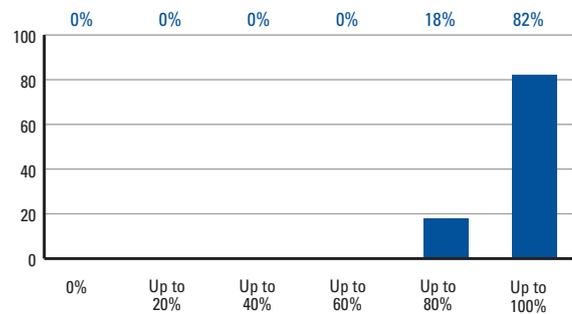


### Work-Life Balance Practices

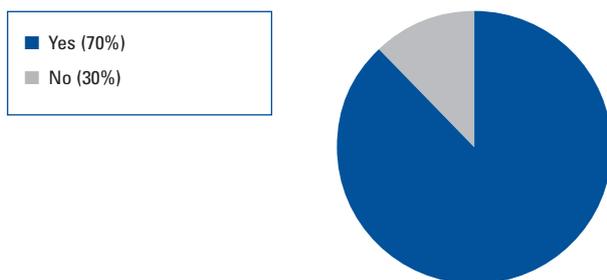
Does your company offer maternity leave?



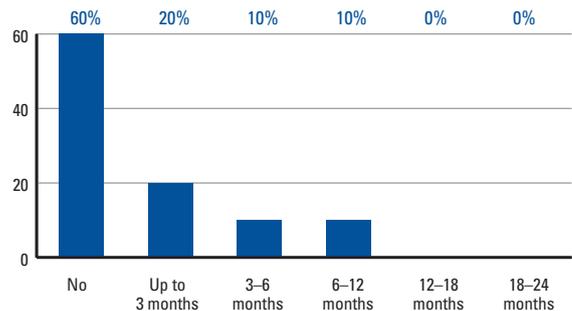
What is the approximate percentage of salary paid during this period?



Does your company offer the option of parental leave, i.e., post-pregnancy leave that can be taken by mothers or fathers?



Does your company have longer-term leave programmes and/or allow career breaks for parents and/or caregivers?

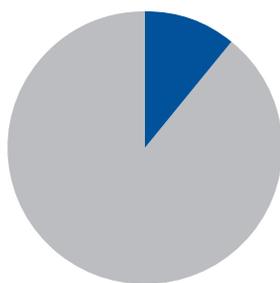
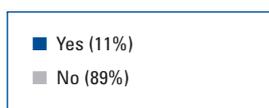


# Switzerland

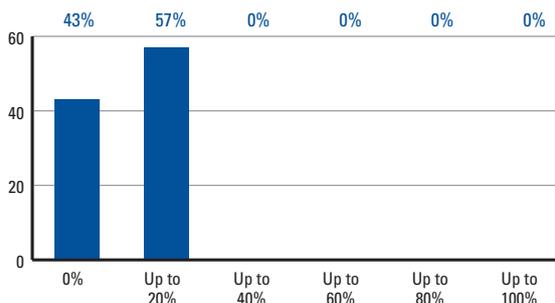
## SURVEY RESULTS (Cont'd.)

### Work-Life Balance Practices (Cont'd.)

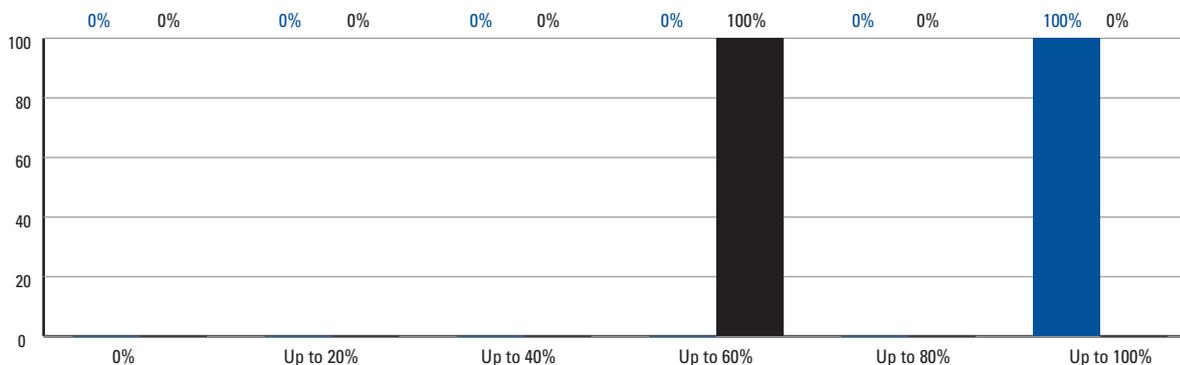
If your company offers long-term programmes and/or career breaks, do you also have "re-entry" programmes that help those employees stay connected while they are away and facilitate their return to the workplace?



If your company offers longer-term leave programmes and/or career breaks for parents and/or caregivers, what percentage of those taking this leave are men?



Of the total number within each gender that takes this leave, what percentage return to the same position or one with higher responsibility after taking their leave?

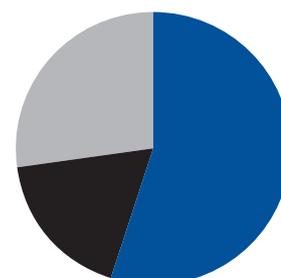
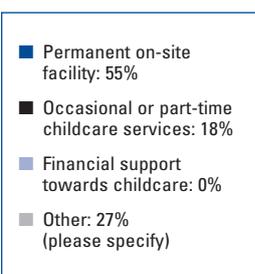


Percentage of companies that offer any form of childcare facilities.....64%

If yes, please specify the type of childcare facilities (select all that apply)

Percentage of companies that support employees in their effort to balance work and personal responsibilities through the following policies:

	Yes (%)	No (%)
Flextime/flexible working hours	90	10
Remote/distance working	70	30
Part-time work	100	0

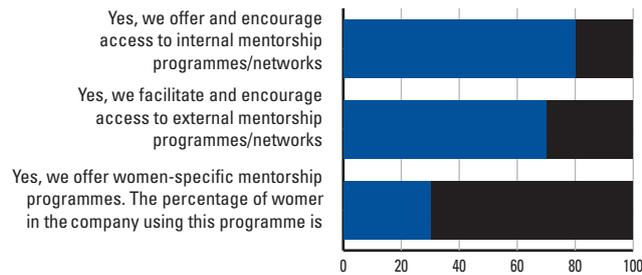
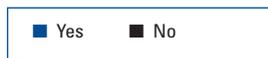


# Switzerland

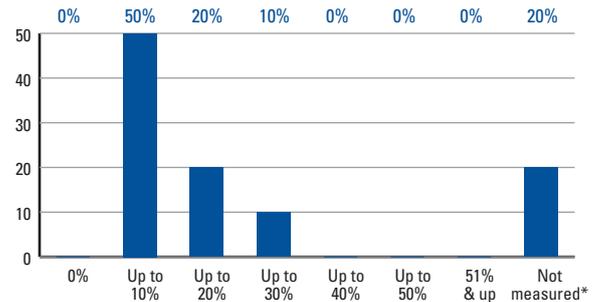
## SURVEY RESULTS (Cont'd.)

### Mentorship and Training

Does your company offer access to mentorship and networking programmes? Select all that apply and indicate percentage of women users if you have this information.

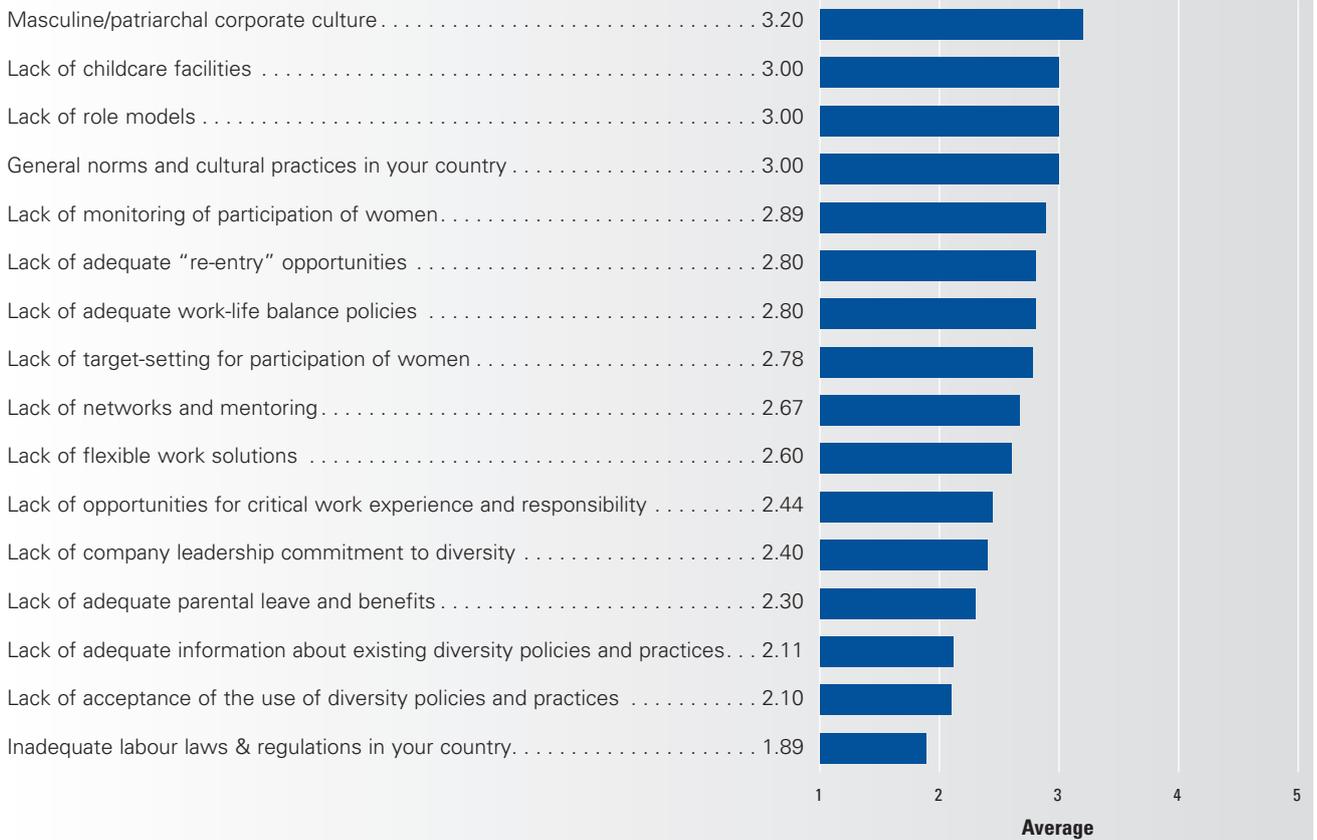


Among the assignments that you consider to be business critical/important, what percentage, in your opinion, are currently held by women? (Consider, for example: key startups, turnarounds, and line roles in key business units or markets).



### Barriers to Leadership

From the following list, please use a scale of 1 (least problematic) to 5 (most problematic) to rate the following barriers to women's rise to positions of senior leadership in your company. Select N/A if the option is not a barrier.



# Turkey

## KEY COUNTRY INDICATORS

**Gender Gap Index 2009** ..... **129** **0.58**

Rank (out of 134)      Score (0 = inequality, 1 = equality)

Gender Gap Subindexes	Rank	Score
Economic Participation and Opportunity .....	130	0.40
Educational Attainment .....	110	0.89
Health and Survival .....	93	0.97
Political Empowerment .....	107	0.07

Economic Participation and Opportunity Indicators	Rank	Score
Labour force participation .....	125	0.35
Estimated earned income (PPP US\$) .....	127	0.28
Legislators, senior officials, and managers .....	107	0.12
Professional and technical workers .....	95	0.50

### Additional Indicators

Fertility rate (births per woman).....	2.10
Maternity leave benefits (% of wages paid) .....	67% — 12 weeks coverage
Provider of maternity coverage.....	Social security
Length of paid maternity leave .....	16 weeks

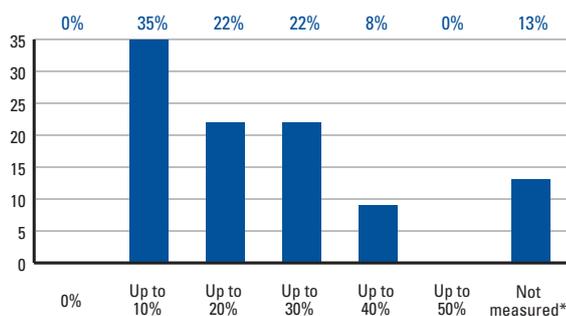
## SURVEY RESULTS

### Representation of Women in Business

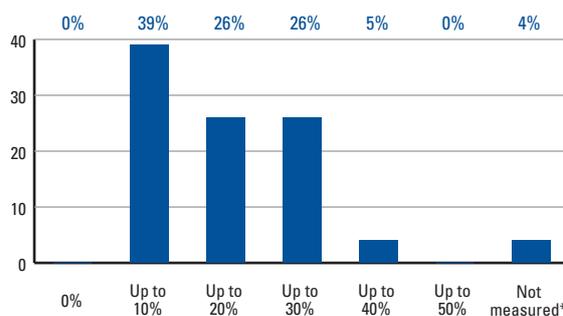
Approximate percentage of women employees (overall) ..... **26.00%**

Percentage of female CEOs .....

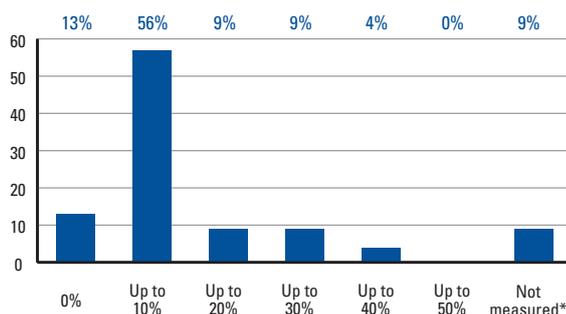
Please indicate the appropriate percentage of entry-level management positions in your company that are held by women:



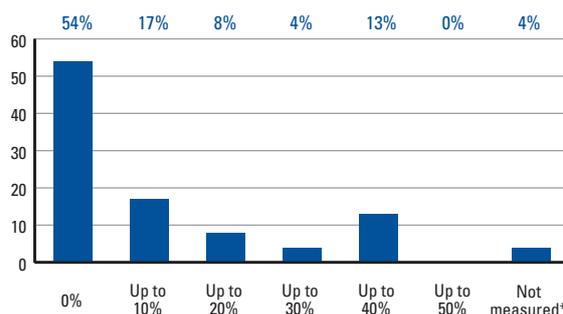
Please indicate the approximate percentage of middle management positions in your company that are held by women:



Please indicate the approximate percentage of senior management positions in your company that are held by women:



Please indicate the percentage of women among the Board of Directors of your company:

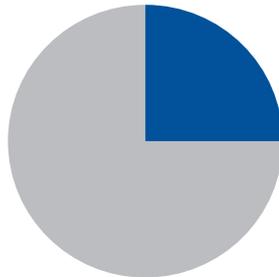
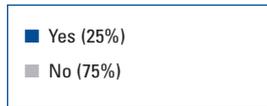


\* "Not measured" means respondent answered "My company does not measure this information"

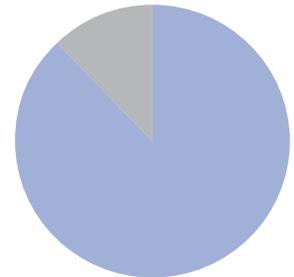
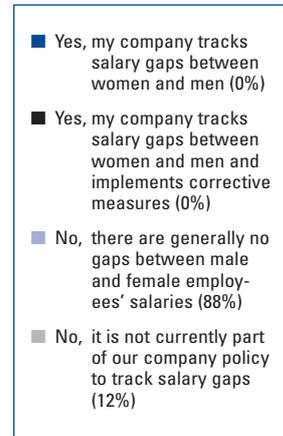
## SURVEY RESULTS (Cont'd.)

### Measurement and Target Setting

Does your company have specified targets, quotas, or other affirmative policies to increase the percentage of women in senior management or executive positions?

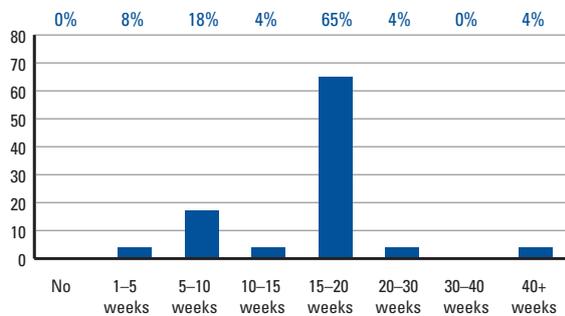


Does your company monitor and track salary differences between male and female employees holding similar positions?

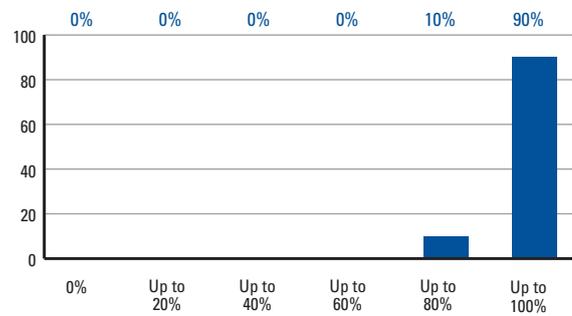


### Work-Life Balance Practices

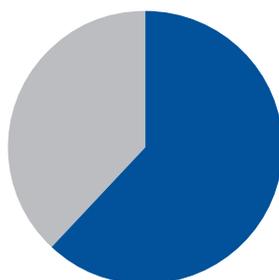
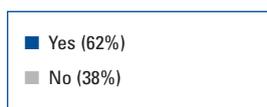
Does your company offer maternity leave?



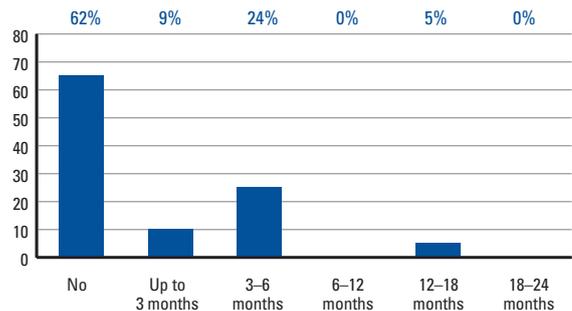
What is the approximate percentage of salary paid during this period?



Does your company offer the option of parental leave, i.e., post-pregnancy leave that can be taken by mothers or fathers?



Does your company have longer-term leave programmes and/or allow career breaks for parents and/or caregivers?

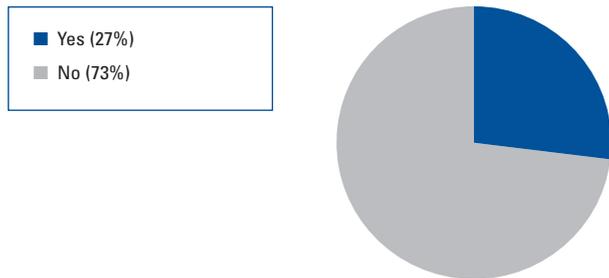


# Turkey

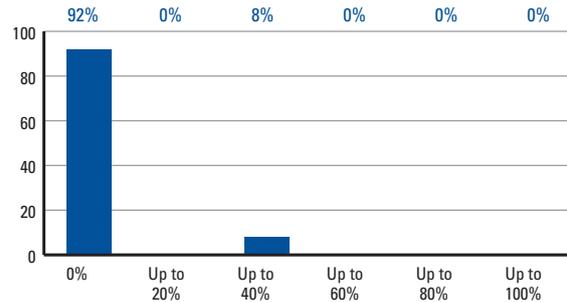
## SURVEY RESULTS (Cont'd.)

### Work-Life Balance Practices (Cont'd.)

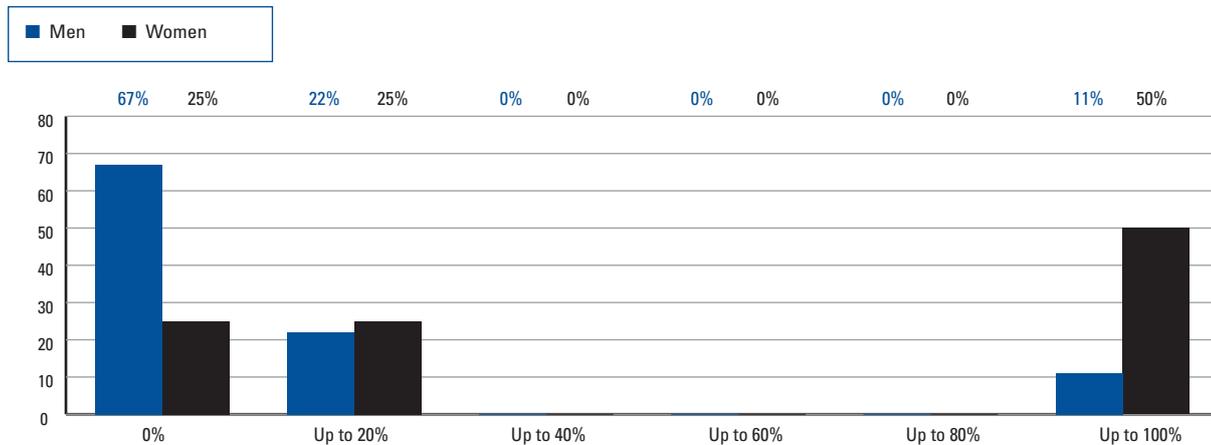
If your company offers long-term programmes and/or career breaks, do you also have "re-entry" programmes that help those employees stay connected while they are away and facilitate their return to the workplace?



If your company offers longer-term leave programmes and/or career breaks for parents and/or caregivers, what percentage of those taking this leave are men?



Of the total number within each gender that takes this leave, what percentage return to the same position or one with higher responsibility after taking their leave?



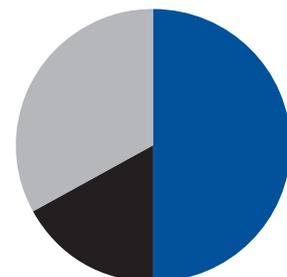
Percentage of companies that offer any form of childcare facilities.....**21%**

If yes, please specify the type of childcare facilities (select all that apply)

Percentage of companies that support employees in their effort to balance work and personal responsibilities through the following policies:

	Yes (%)	No (%)
Flextime/flexible working hours	26	74
Remote/distance working	11	89
Part-time work	22	78

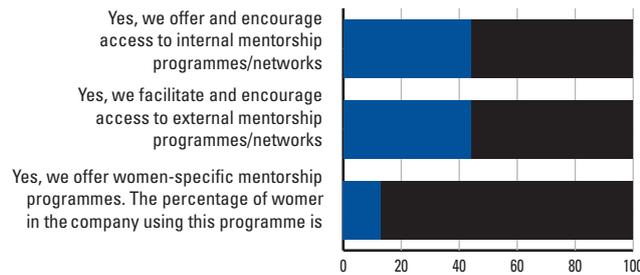
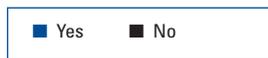
- Permanent on-site facility: 50%
- Occasional or part-time childcare services: 17%
- Financial support towards childcare: 0%
- Other: 33% (please specify)



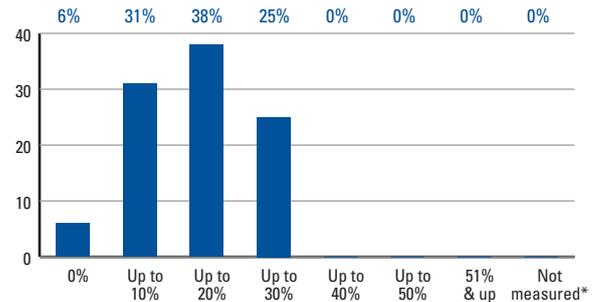
## SURVEY RESULTS (Cont'd.)

### Mentorship and Training

Does your company offer access to mentorship and networking programmes? Select all that apply and indicate percentage of women users if you have this information.

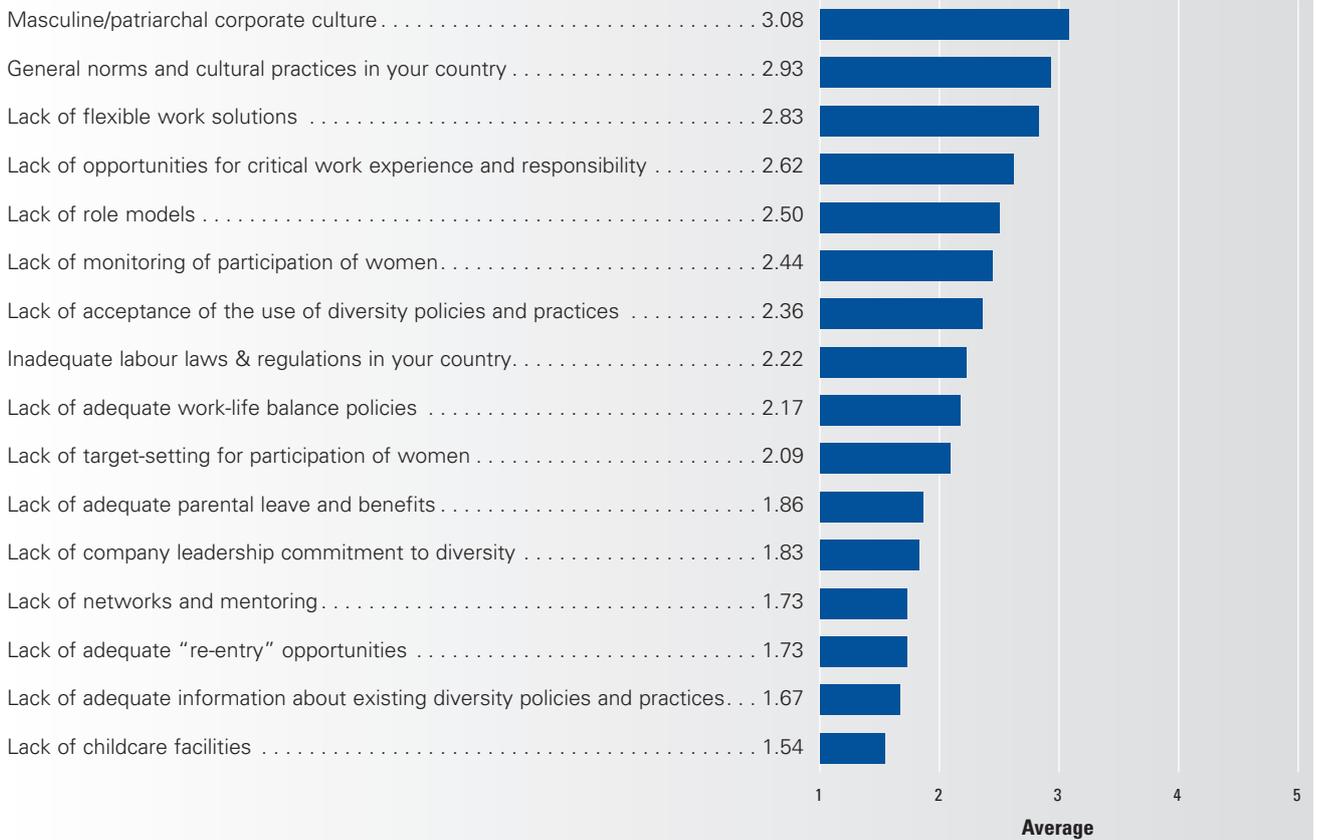


Among the assignments that you consider to be business critical/important, what percentage, in your opinion, are currently held by women? (Consider, for example: key startups, turnarounds, and line roles in key business units or markets).



### Barriers to Leadership

From the following list, please use a scale of 1 (least problematic) to 5 (most problematic) to rate the following barriers to women's rise to positions of senior leadership in your company. Select N/A if the option is not a barrier.



# United Kingdom

## KEY COUNTRY INDICATORS

**Gender Gap Index 2009** ..... **Rank** **Score**  
(out of 134) (0 = inequality, 1 = equality)  
**.15 0.74**

Gender Gap Subindexes	Rank	Score
Economic Participation and Opportunity .....	35	0.71
Educational Attainment .....	1	1.00
Health and Survival .....	72	0.97
Political Empowerment .....	22	0.28

Economic Participation and Opportunity Indicators	Rank	Score
Labour force participation .....	43	0.85
Estimated earned income (PPP US\$) .....	20	0.70
Legislators, senior officials, and managers .....	36	0.51
Professional and technical workers .....	73	0.90

### Additional Indicators

Fertility rate (births per woman).....1.80  
 Maternity leave benefits (% of wages paid) .....90% (statutory maternity leave is paid for a continuous period of up to 39 weeks; 90% for the first 6 weeks and a flat rate for the remaining weeks)  
 Provider of maternity coverage.....Employer (92% refunded by public funds)  
 Length of paid maternity leave .....52 weeks (consisting of 26 weeks of ordinary maternity leave and 26 weeks of additional maternity leave)

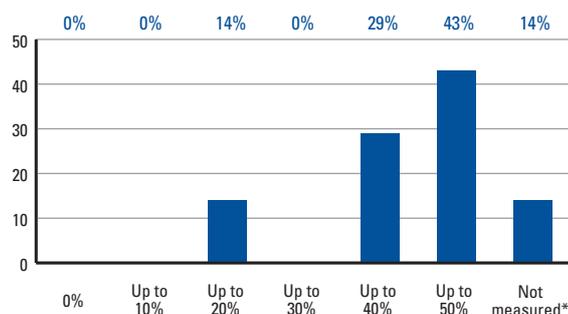
## SURVEY RESULTS

### Representation of Women in Business

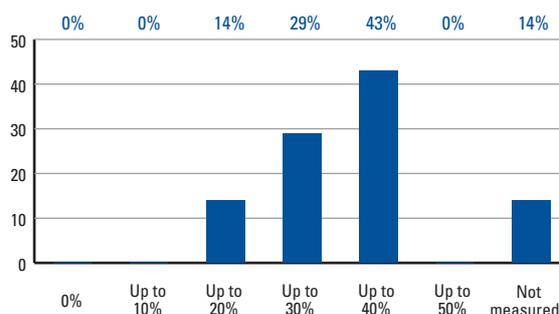
Approximate percentage of women employees (overall) .....**39.50%**

Percentage of female CEOs .....**0%**

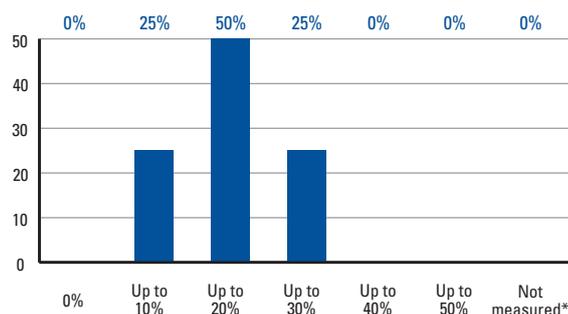
Please indicate the appropriate percentage of entry-level management positions in your company that are held by women:



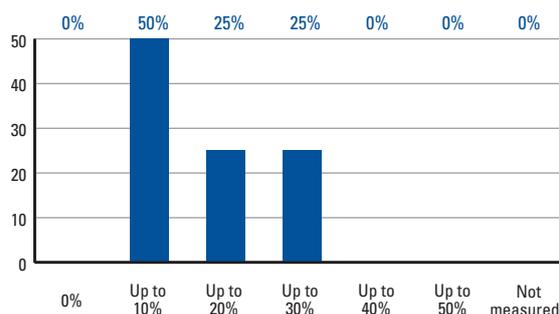
Please indicate the approximate percentage of middle management positions in your company that are held by women:



Please indicate the approximate percentage of senior management positions in your company that are held by women:



Please indicate the percentage of women among the Board of Directors of your company:



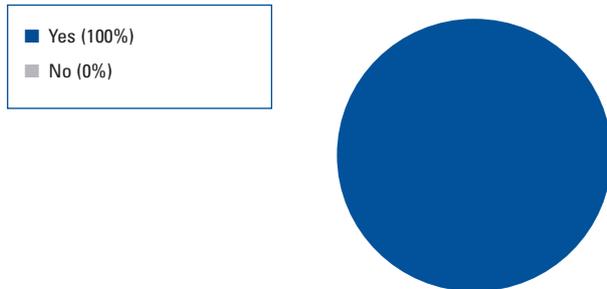
\* "Not measured" means respondent answered "My company does not measure this information"

# United Kingdom

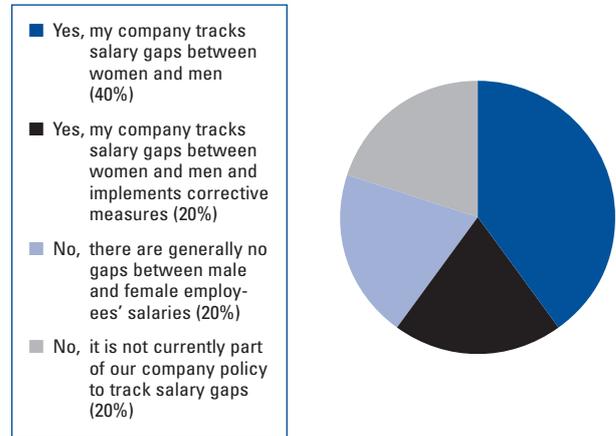
## SURVEY RESULTS (Cont'd.)

### Measurement and Target Setting

Does your company have specified targets, quotas, or other affirmative policies to increase the percentage of women in senior management or executive positions?

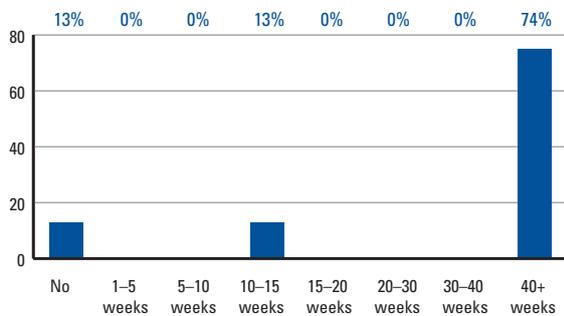


Does your company monitor and track salary differences between male and female employees holding similar positions?

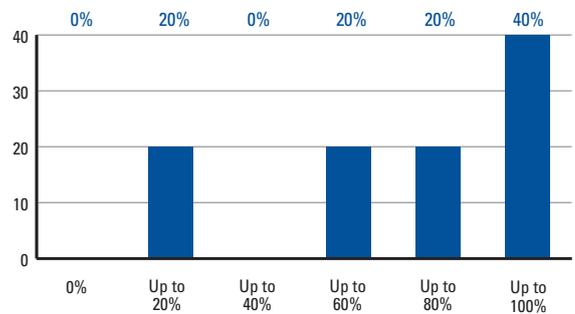


### Work-Life Balance Practices

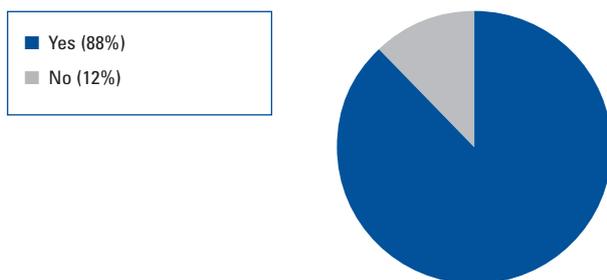
Does your company offer maternity leave?



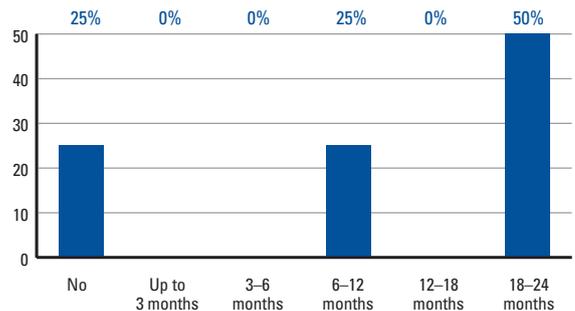
What is the approximate percentage of salary paid during this period?



Does your company offer the option of parental leave, i.e., post-pregnancy leave that can be taken by mothers or fathers?



Does your company have longer-term leave programmes and/or allow career breaks for parents and/or caregivers?

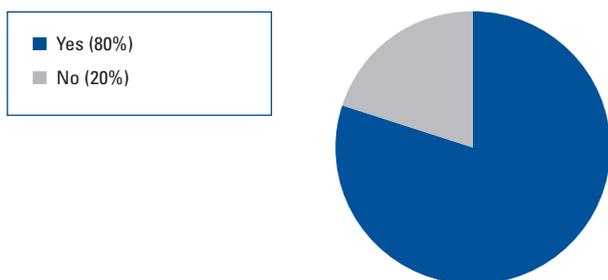


# United Kingdom

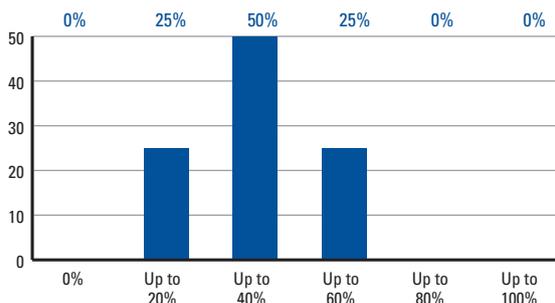
## SURVEY RESULTS (Cont'd.)

### Work-Life Balance Practices (Cont'd.)

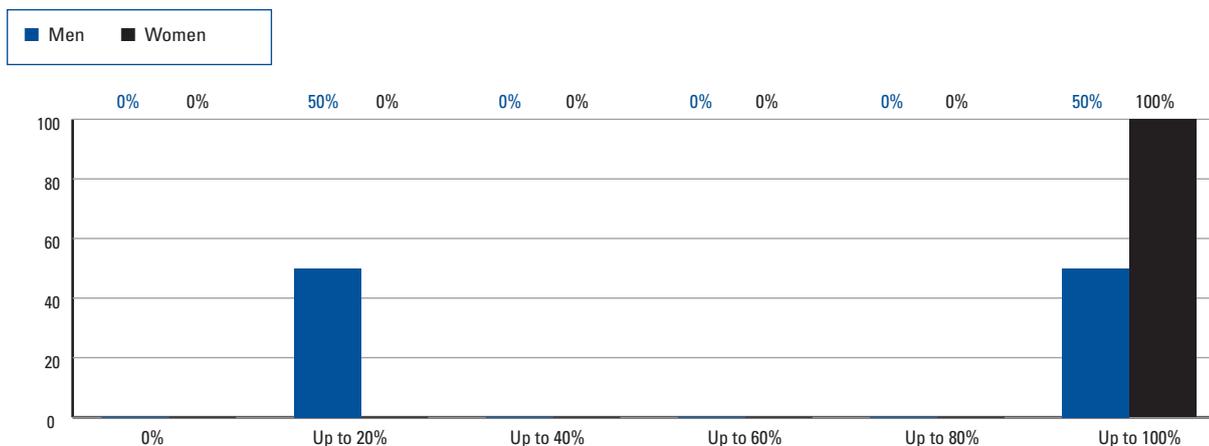
If your company offers long-term programmes and/or career breaks, do you also have "re-entry" programmes that help those employees stay connected while they are away and facilitate their return to the workplace?



If your company offers longer-term leave programmes and/or career breaks for parents and/or caregivers, what percentage of those taking this leave are men?



Of the total number within each gender that takes this leave, what percentage return to the same position or one with higher responsibility after taking their leave?

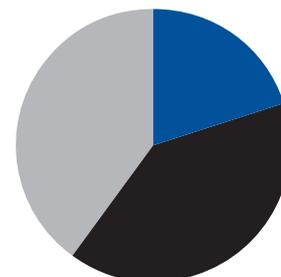


Percentage of companies that offer any form of childcare facilities.....**38%**

If yes, please specify the type of childcare facilities (select all that apply)

Percentage of companies that support employees in their effort to balance work and personal responsibilities through the following policies:

	Yes (%)	No (%)
Flextime/flexible working hours	100	0
Remote/distance working	100	0
Part-time work	100	0

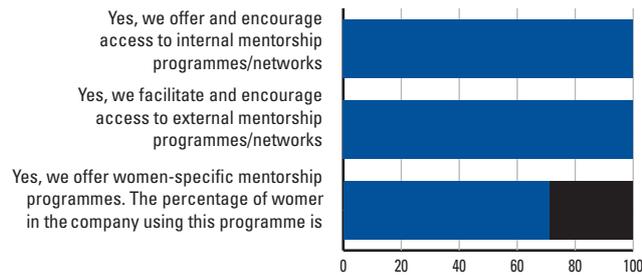


# United Kingdom

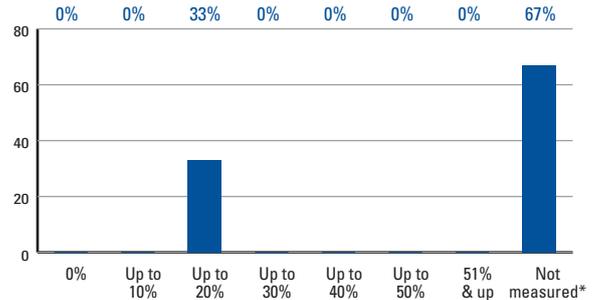
## SURVEY RESULTS (Cont'd.)

### Mentorship and Training

Does your company offer access to mentorship and networking programmes? Select all that apply and indicate percentage of women users if you have this information.



Among the assignments that you consider to be business critical/important, what percentage, in your opinion, are currently held by women? (Consider, for example: key startups, turnarounds, and line roles in key business units or markets).



### Barriers to Leadership

From the following list, please use a scale of 1 (least problematic) to 5 (most problematic) to rate the following barriers to women's rise to positions of senior leadership in your company. Select N/A if the option is not a barrier.



# United States

## KEY COUNTRY INDICATORS

	Rank (out of 134)	Score (0 = inequality, 1 = equality)
<b>Gender Gap Index 2009</b> .....	<b>.31</b>	<b>0.72</b>

Gender Gap Subindexes	Rank	Score
Economic Participation and Opportunity .....	17	0.75
Educational Attainment .....	1	1.00
Health and Survival .....	40	0.98
Political Empowerment .....	61	0.14

Economic Participation and Opportunity Indicators	Rank	Score
Labour force participation .....	41	0.85
Estimated earned income (PPP US\$) .....	37	0.64
Legislators, senior officials, and managers .....	10	0.74
Professional and technical workers .....	1	1.00

### Additional Indicators

Fertility rate (births per woman) .....	2.10
Maternity leave benefits (% of wages paid) .....	No national program. Cash benefits may be provided at the state level.
Provider of maternity coverage .....	—
Length of paid maternity leave .....	12 weeks

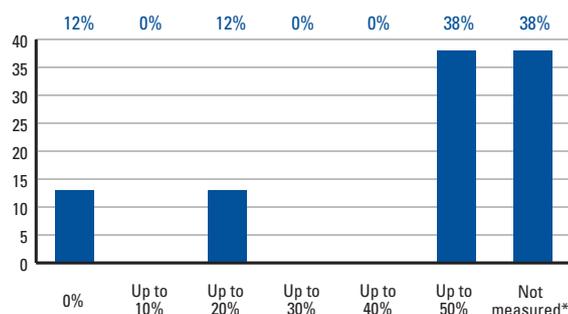
## SURVEY RESULTS

### Representation of Women in Business

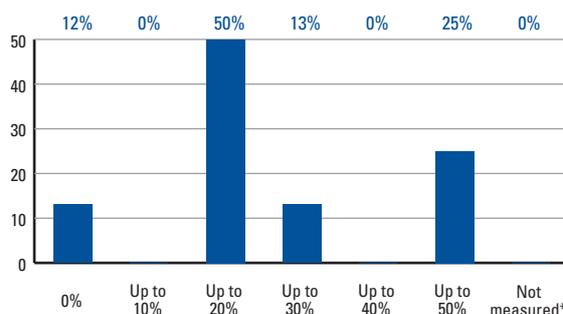
Approximate percentage of women employees (overall) ..... **52.22%**

Percentage of female CEOs .....

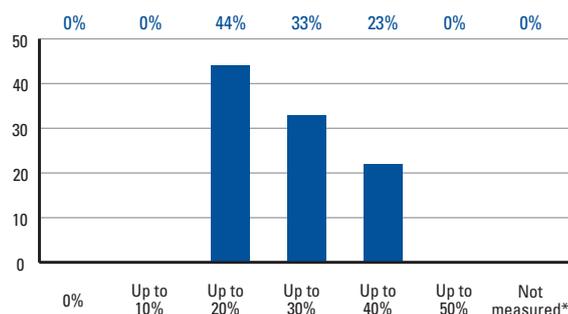
Please indicate the appropriate percentage of entry-level management positions in your company that are held by women:



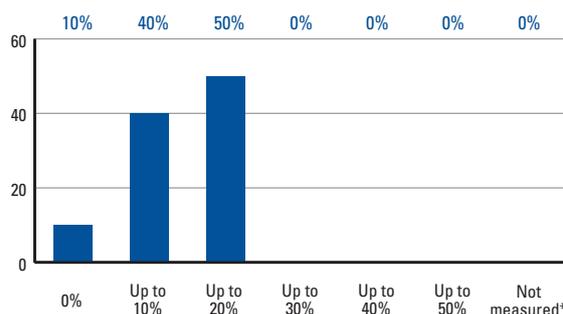
Please indicate the approximate percentage of middle management positions in your company that are held by women:



Please indicate the approximate percentage of senior management positions in your company that are held by women:



Please indicate the percentage of women among the Board of Directors of your company:



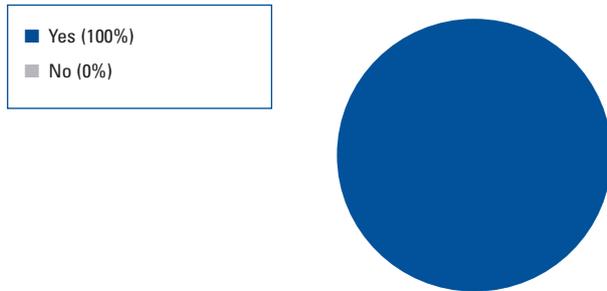
\* "Not measured" means respondent answered "My company does not measure this information"

# United States

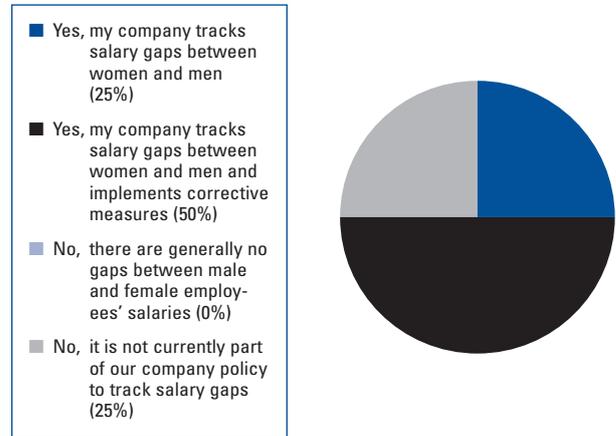
## SURVEY RESULTS (Cont'd.)

### Measurement and Target Setting

Does your company have specified targets, quotas, or other affirmative policies to increase the percentage of women in senior management or executive positions?

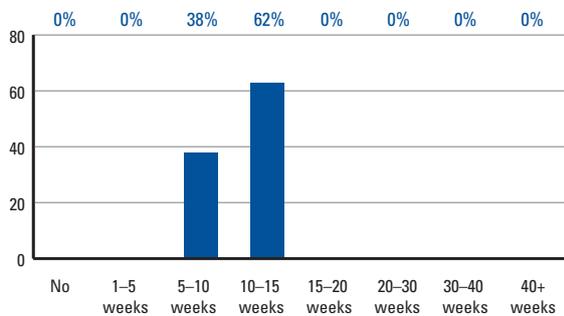


Does your company monitor and track salary differences between male and female employees holding similar positions?

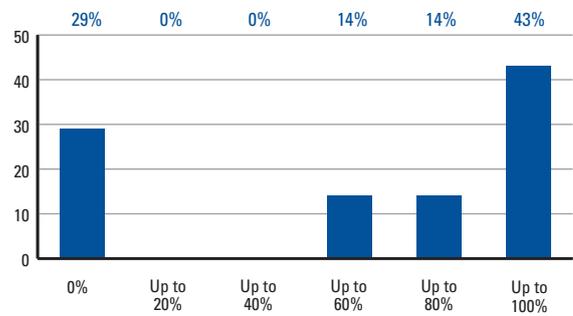


### Work-Life Balance Practices

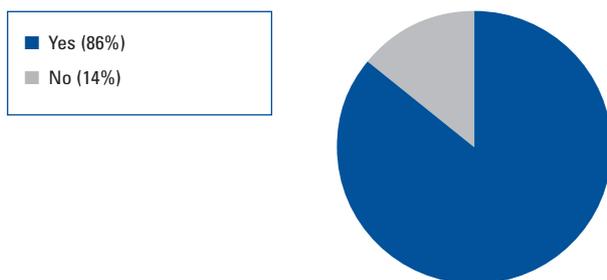
Does your company offer maternity leave?



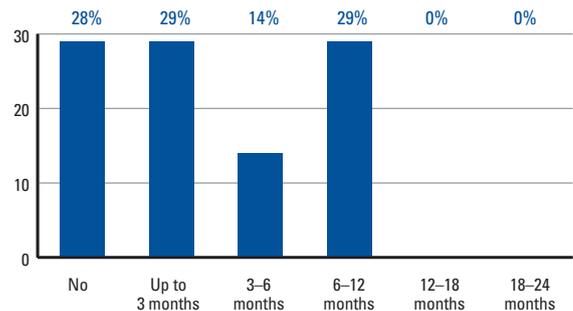
What is the approximate percentage of salary paid during this period?



Does your company offer the option of parental leave, i.e., post-pregnancy leave that can be taken by mothers or fathers?



Does your company have longer-term leave programmes and/or allow career breaks for parents and/or caregivers?

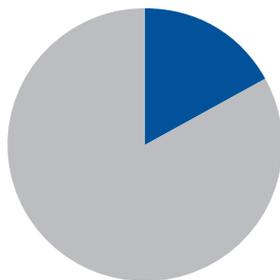
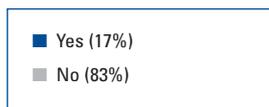


# United States

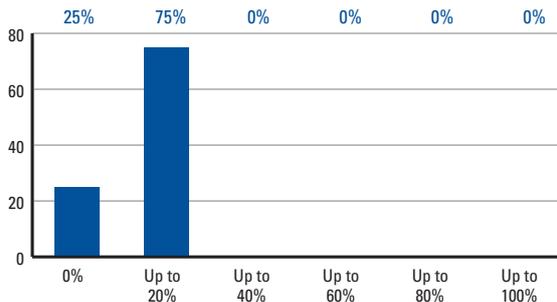
## SURVEY RESULTS (Cont'd.)

### Work-Life Balance Practices (Cont'd.)

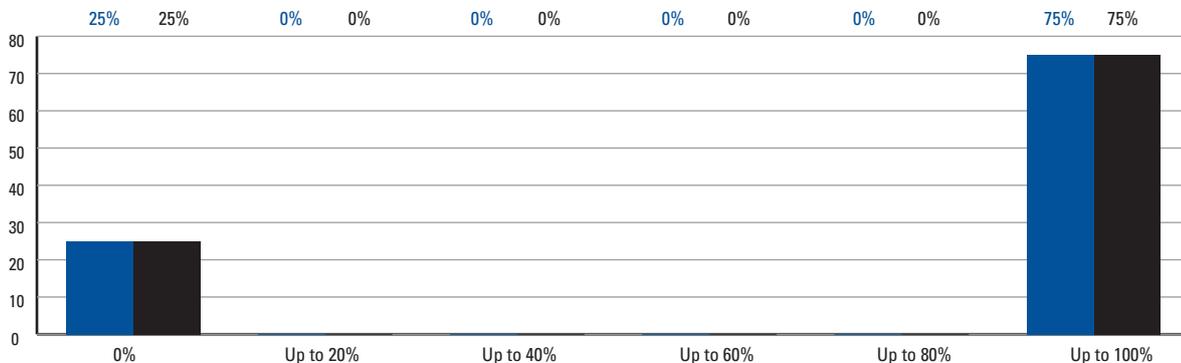
If your company offers long-term programmes and/or career breaks, do you also have "re-entry" programmes that help those employees stay connected while they are away and facilitate their return to the workplace?



If your company offers longer-term leave programmes and/or career breaks for parents and/or caregivers, what percentage of those taking this leave are men?



Of the total number within each gender that takes this leave, what percentage return to the same position or one with higher responsibility after taking their leave?

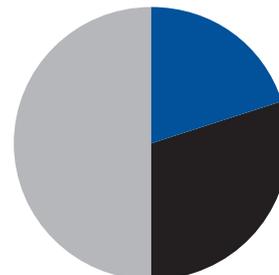


Percentage of companies that offer any form of childcare facilities.....50%

If yes, please specify the type of childcare facilities (select all that apply)

Percentage of companies that support employees in their effort to balance work and personal responsibilities through the following policies:

	Yes (%)	No (%)
Flextime/flexible working hours	100	0
Remote/distance working	100	0
Part-time work	100	0

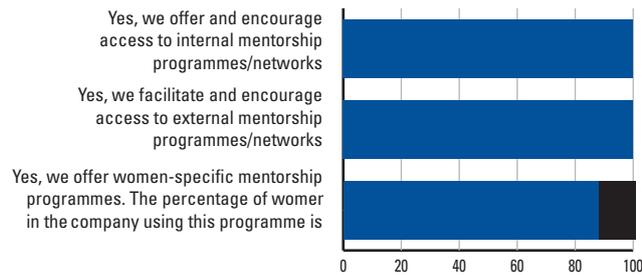


# United States

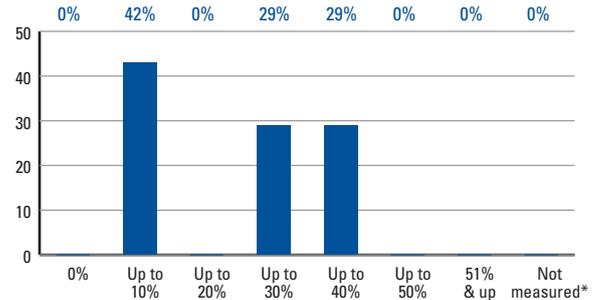
## SURVEY RESULTS (Cont'd.)

### Mentorship and Training

Does your company offer access to mentorship and networking programmes? Select all that apply and indicate percentage of women users if you have this information.

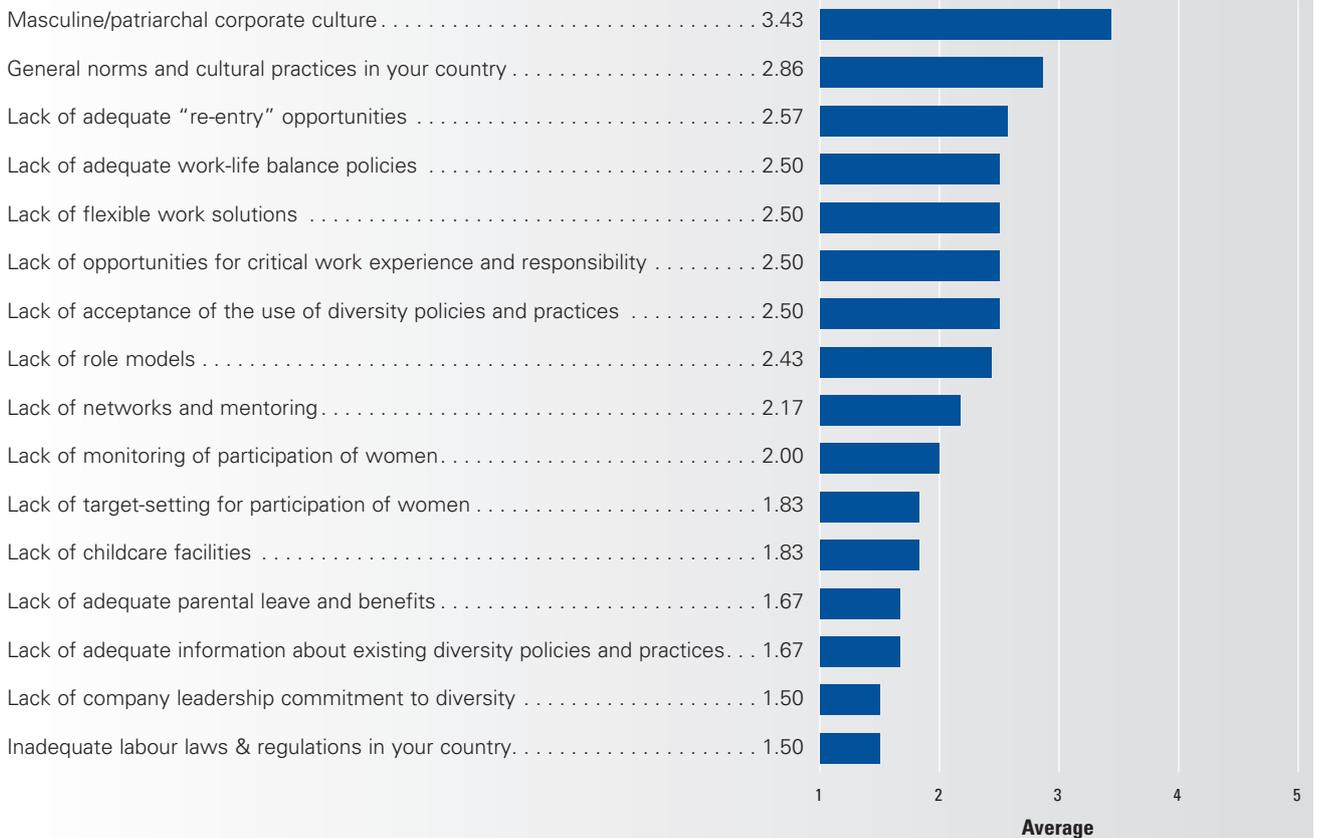


Among the assignments that you consider to be business critical/important, what percentage, in your opinion, are currently held by women? (Consider, for example: key startups, turnarounds, and line roles in key business units or markets).



### Barriers to Leadership

From the following list, please use a scale of 1 (least problematic) to 5 (most problematic) to rate the following barriers to women's rise to positions of senior leadership in your company. Select N/A if the option is not a barrier.



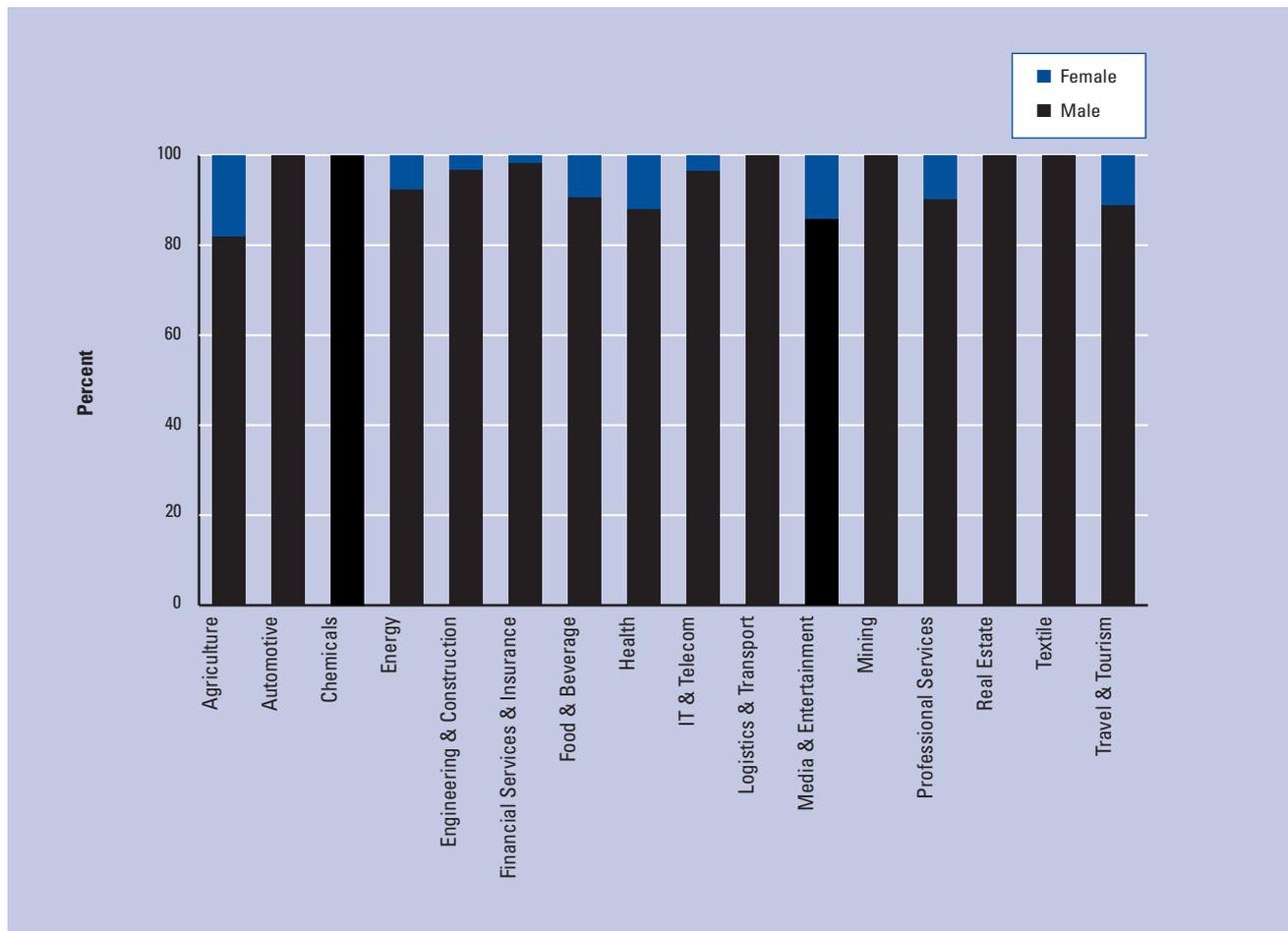


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Part 3

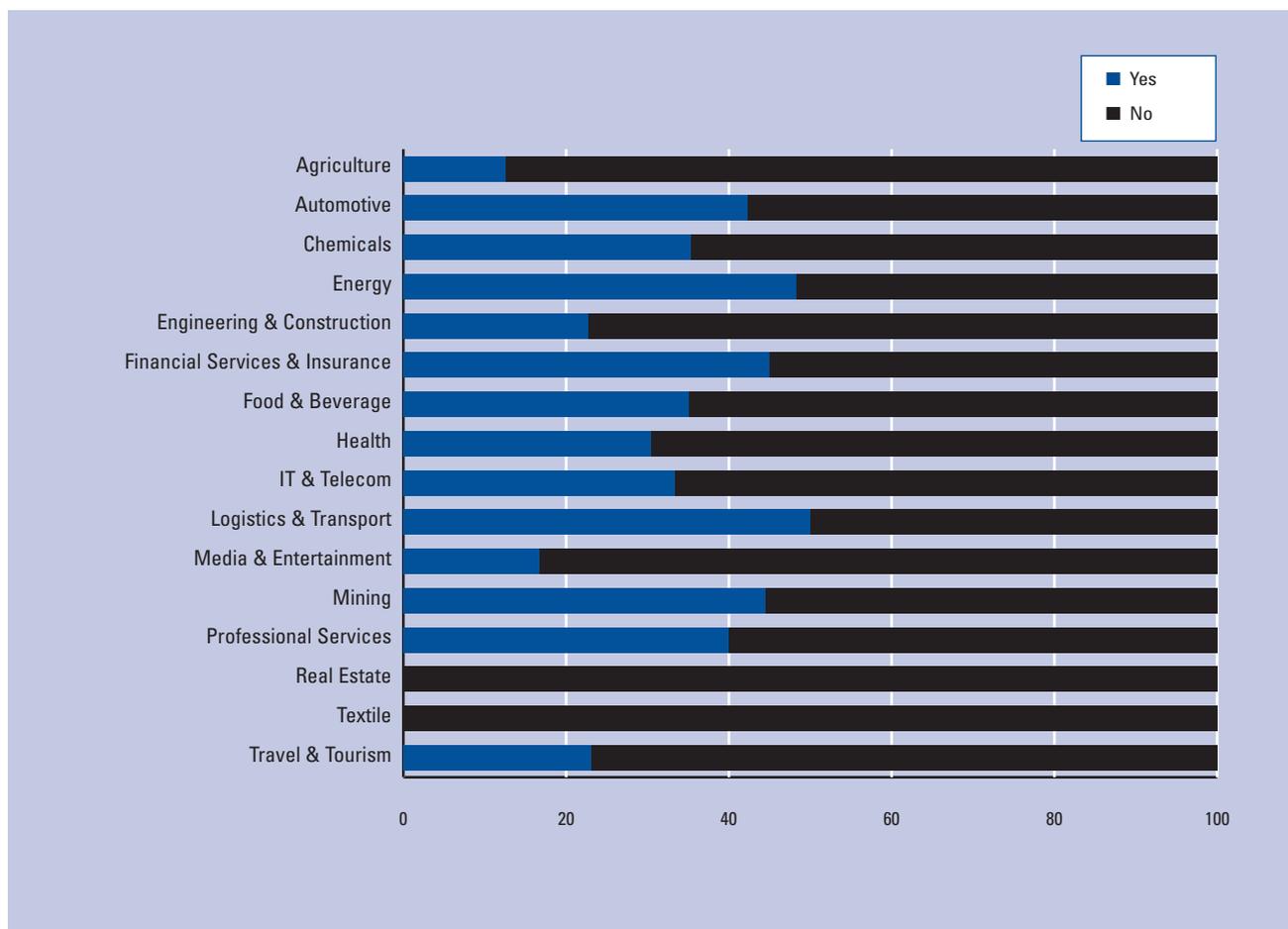
# Industry Results

## Is your company's CEO female or male?



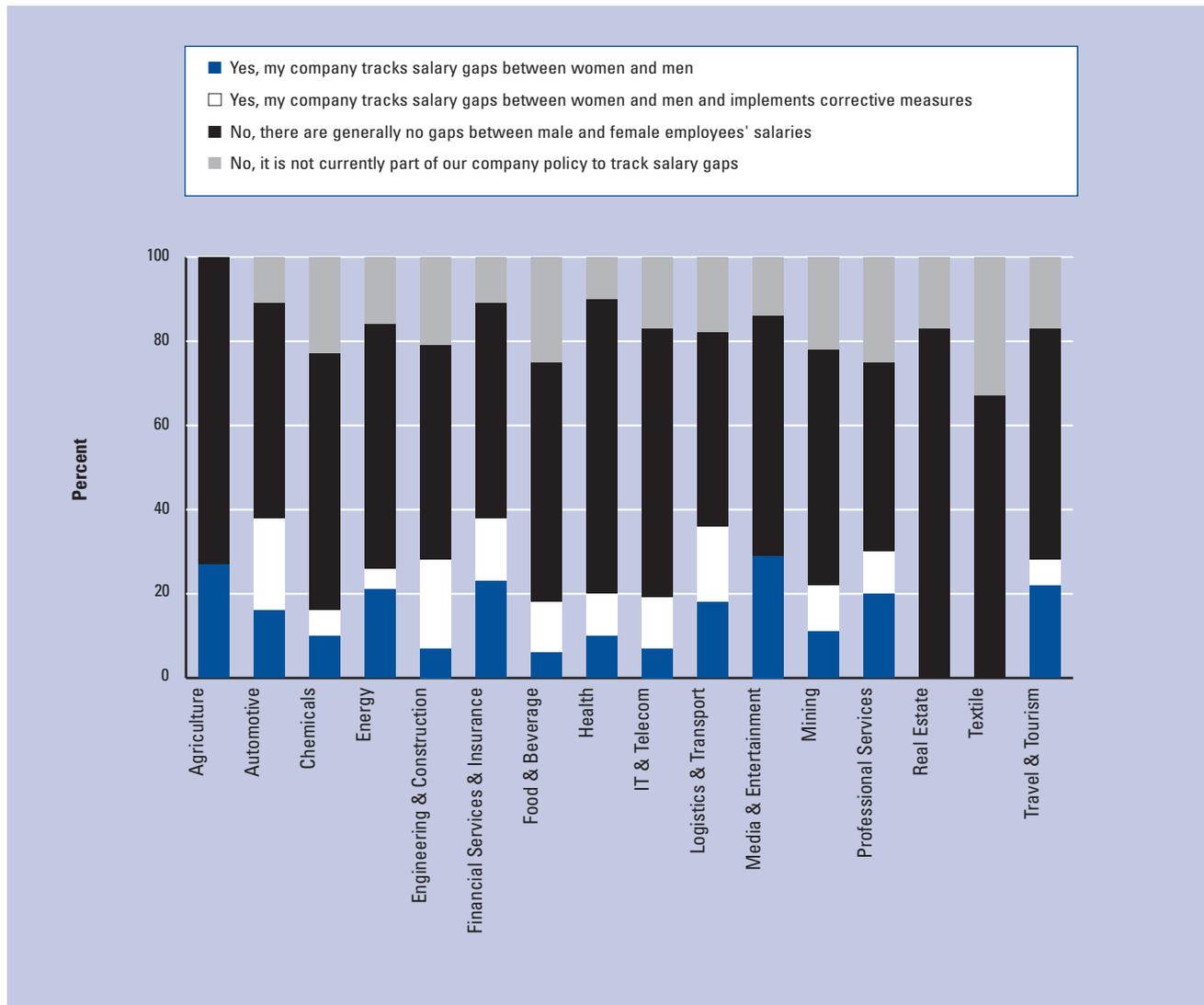
	Male	Female
Agriculture	82%	18%
Automotive	100%	0%
Chemicals	100%	0%
Energy	92%	8%
Engineering & Construction	97%	3%
Financial Services & Insurance	98%	2%
Food & Beverage	91%	9%
Health	88%	12%
IT & Telecom	96%	4%
Logistics & Transport	100%	0%
Media & Entertainment	86%	14%
Mining	100%	0%
Professional Services	90%	10%
Real Estate	100%	0%
Textile	100%	0%
Travel & Tourism	89%	11%

**Does your company have specified targets, quotas, or other affirmative policies to increase the percentage of women in senior management or executive positions?**



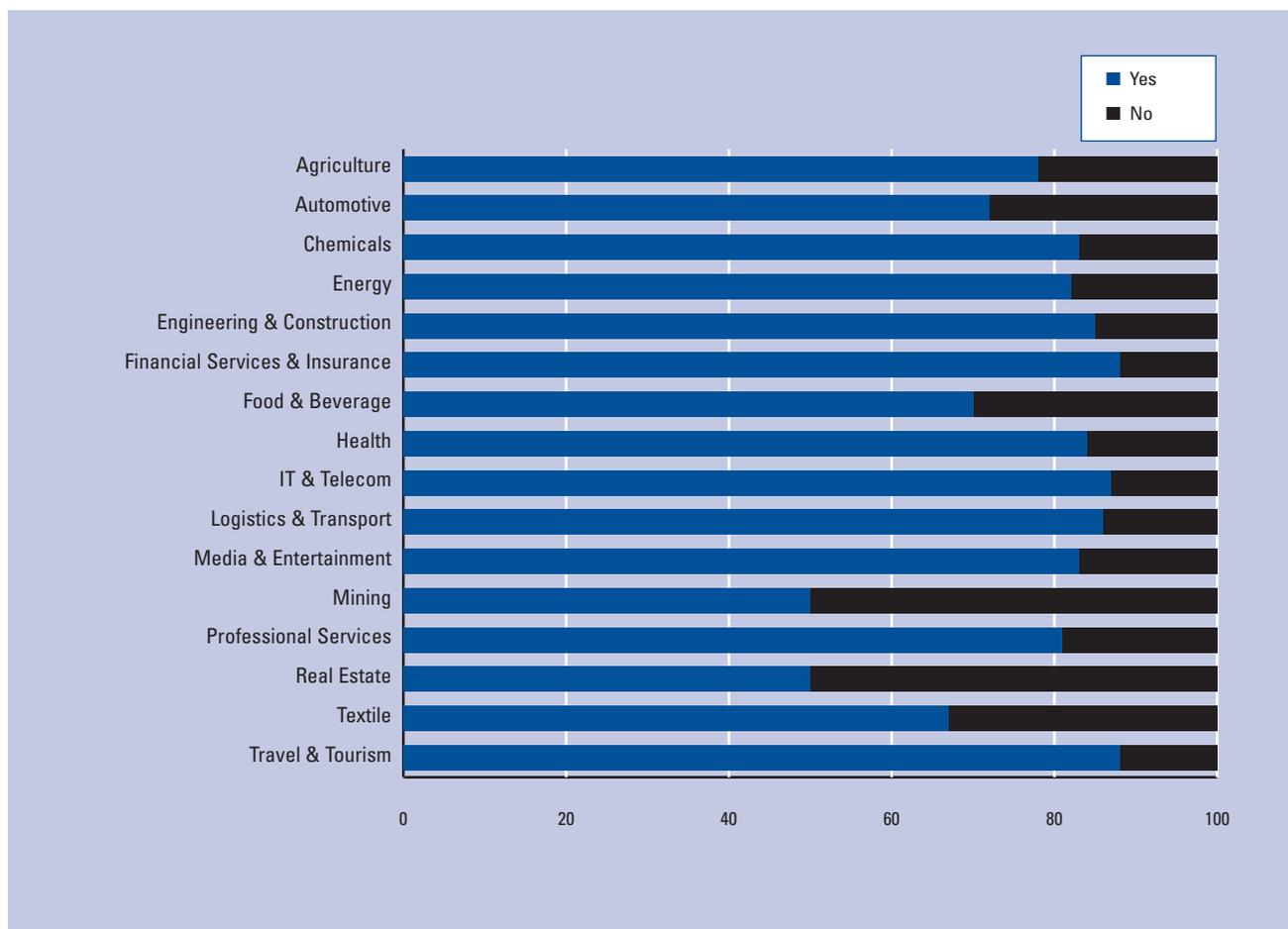
	Yes	No
Agriculture	12%	88%
Automotive	42%	58%
Chemicals	35%	65%
Energy	48%	52%
Engineering & Construction	23%	77%
Financial Services & Insurance	45%	55%
Food & Beverage	35%	65%
Health	30%	70%
IT & Telecom	33%	67%
Logistics & Transport	50%	50%
Media & Entertainment	17%	83%
Mining	44%	56%
Professional Services	40%	60%
Real Estate	0%	100%
Textile	0%	100%
Travel & Tourism	23%	77%

## Does your company monitor and track salary differences between male and female employees holding similar positions?



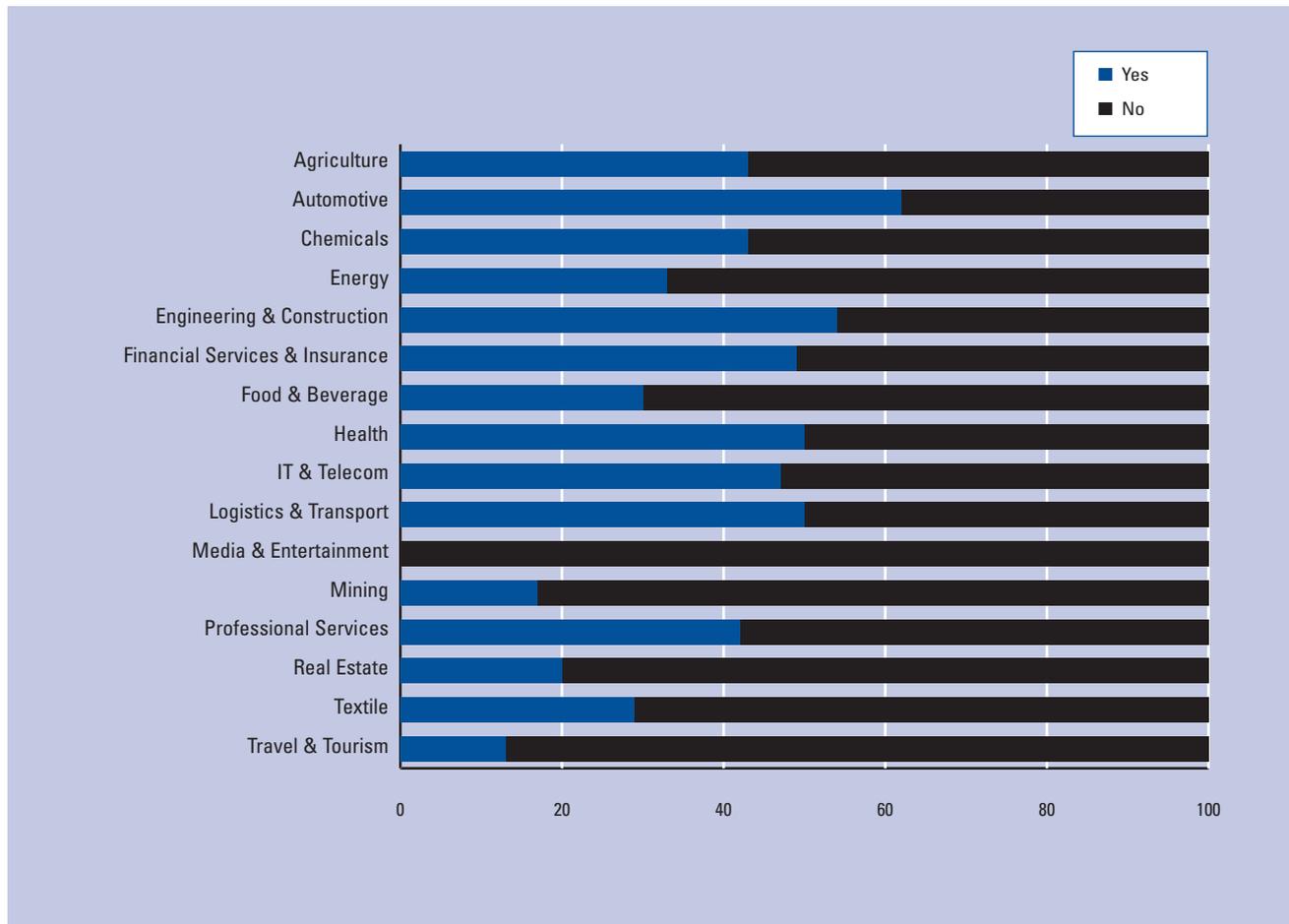
	■	□	■	■
Agriculture	27%	0%	73%	0%
Automotive	16%	22%	51%	11%
Chemicals	10%	6%	61%	23%
Energy	21%	5%	58%	16%
Engineering & Construction	8%	21%	50%	21%
Financial Services & Insurance	23%	15%	51%	11%
Food & Beverage	6%	12%	57%	25%
Health	10%	10%	70%	10%
IT & Telecom	7%	12%	64%	17%
Logistics & Transport	18%	18%	46%	18%
Media & Entertainment	29%	0%	57%	14%
Mining	11%	11%	56%	22%
Professional Services	20%	10%	45%	25%
Real Estate	0%	0%	83%	17%
Textile	0%	0%	67%	33%
Travel & Tourism	21%	6%	56%	17%

**Does your company offer the option of parental leave, i.e., post-pregnancy leave that can be taken by mothers or fathers?**



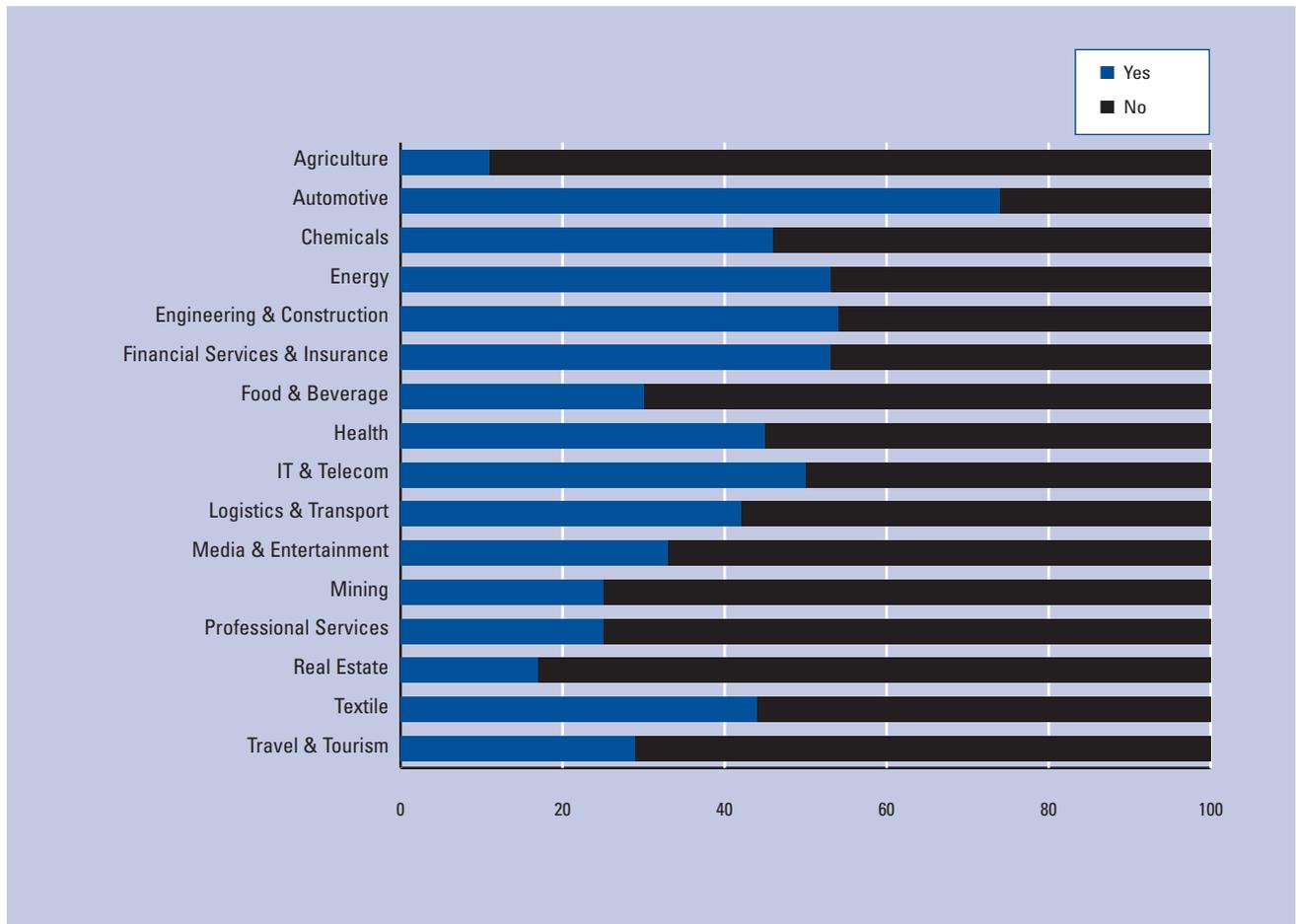
	Yes	No
Agriculture	78%	22%
Automotive	72%	28%
Chemicals	83%	17%
Energy	82%	18%
Engineering & Construction	85%	15%
Financial Services & Insurance	88%	12%
Food & Beverage	70%	30%
Health	84%	16%
IT & Telecom	87%	13%
Logistics & Transport	86%	14%
Media & Entertainment	83%	17%
Mining	50%	50%
Professional Services	81%	19%
Real Estate	50%	50%
Textile	67%	33%
Travel & Tourism	88%	12%

**If your company offers long-term programmes and/or career breaks, do you also have “re-entry” programmes that help those employees stay connected while they are away and facilitate their return to the workplace?**



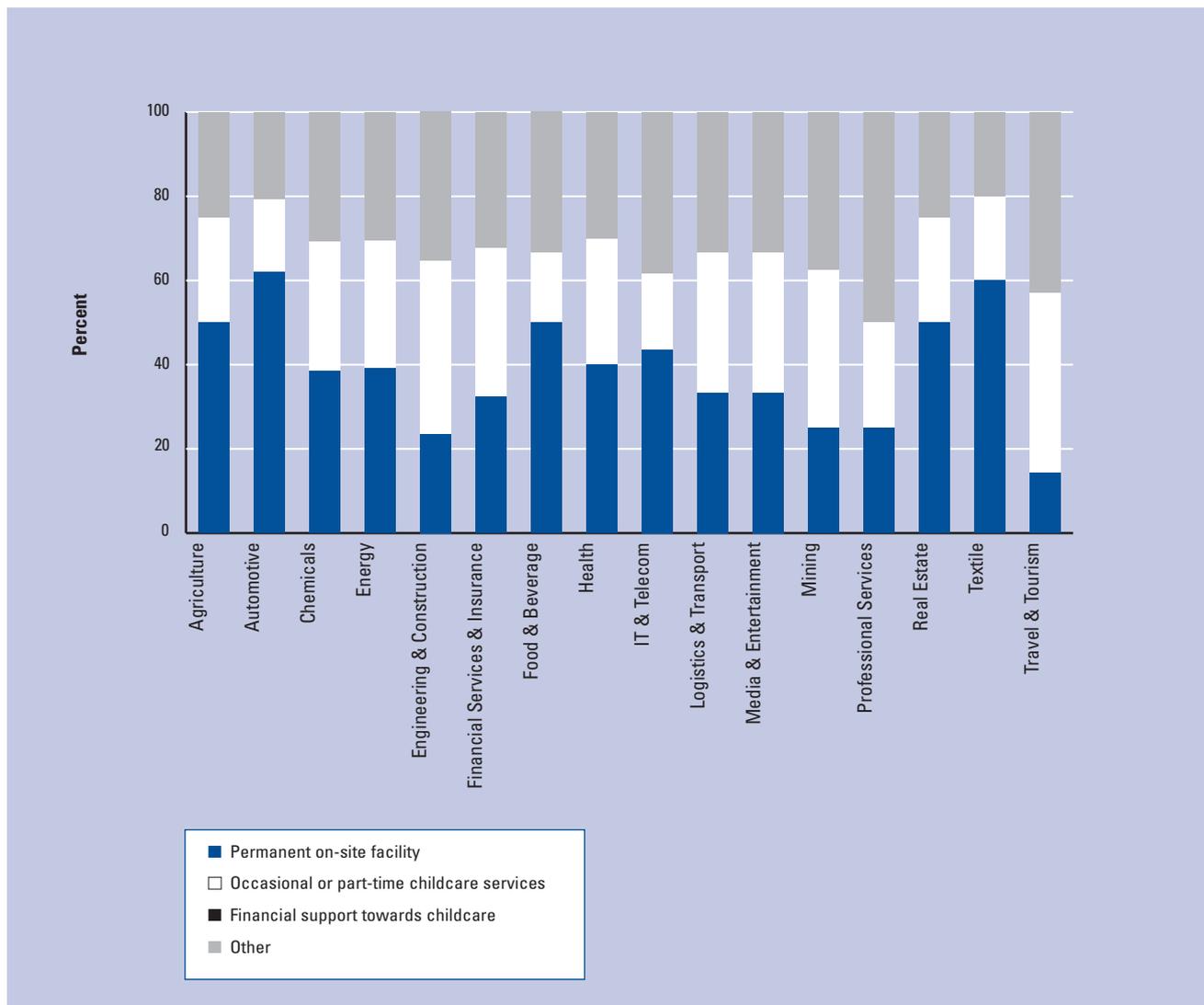
	Yes	No
Agriculture	43%	57%
Automotive	62%	38%
Chemicals	43%	57%
Energy	33%	67%
Engineering & Construction	54%	46%
Financial Services & Insurance	49%	51%
Food & Beverage	30%	70%
Health	50%	50%
IT & Telecom	47%	53%
Logistics & Transport	50%	50%
Media & Entertainment	0%	100%
Mining	17%	83%
Professional Services	42%	58%
Real Estate	20%	80%
Textile	29%	71%
Travel & Tourism	13%	87%

## Does your company offer any form of childcare facilities?



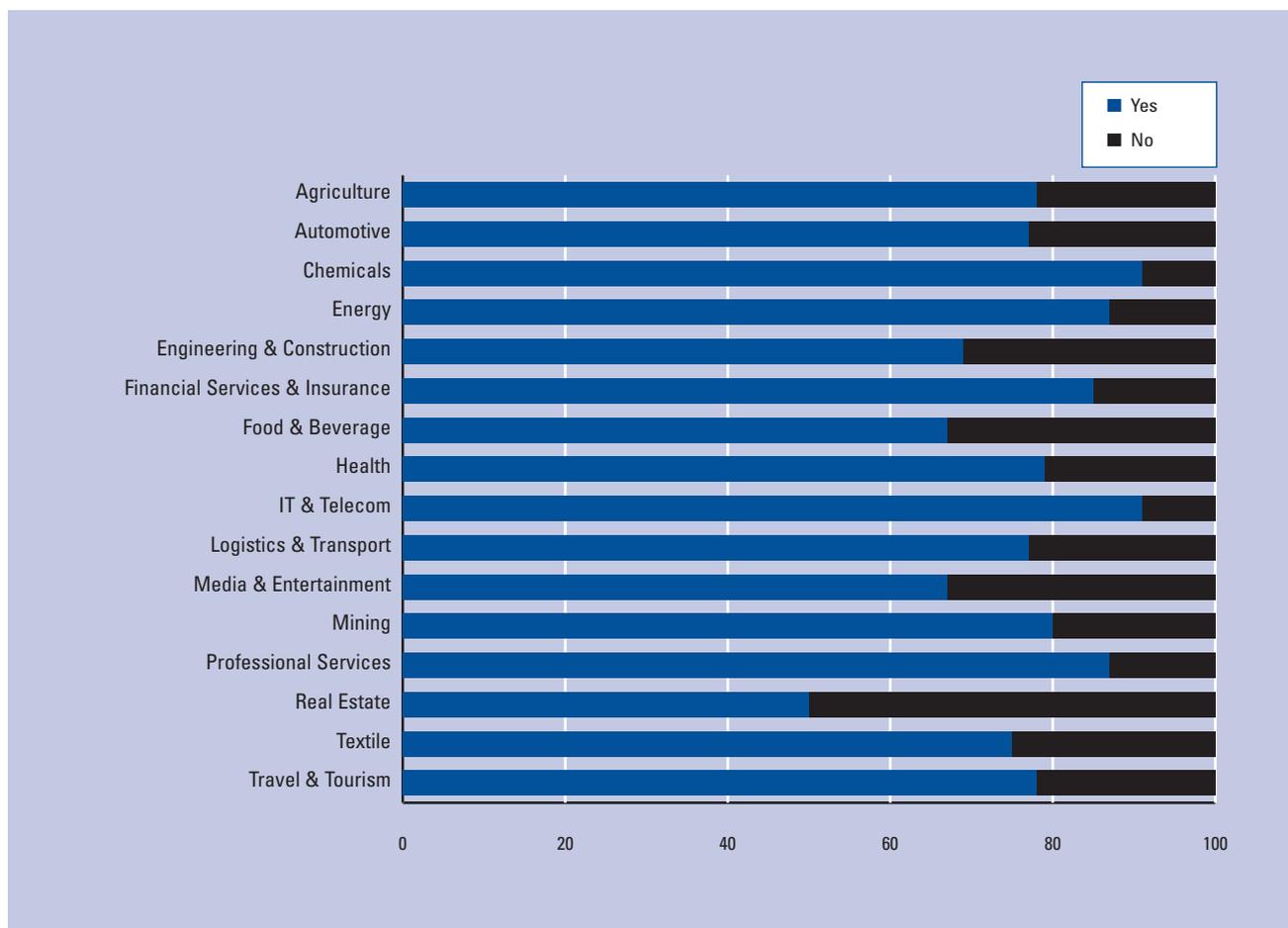
	Yes	No
Agriculture	11%	89%
Automotive	74%	26%
Chemicals	46%	54%
Energy	53%	47%
Engineering & Construction	54%	46%
Financial Services & Insurance	53%	47%
Food & Beverage	30%	70%
Health	45%	55%
IT & Telecom	50%	50%
Logistics & Transport	42%	58%
Media & Entertainment	33%	67%
Mining	25%	75%
Professional Services	25%	75%
Real Estate	17%	83%
Textile	44%	56%
Travel & Tourism	29%	71%

**If your company offers any form of childcare facilities, please specify the type of childcare facilities (select all that apply)**



	■	□	■	■
Agriculture	50%	25%	0%	25%
Automotive	62%	17%	0%	21%
Chemicals	38%	31%	0%	31%
Energy	40%	30%	0%	30%
Engineering & Construction	24%	41%	0%	35%
Financial Services & Insurance	33%	35%	0%	32%
Food & Beverage	50%	17%	0%	33%
Health	40%	30%	0%	30%
IT & Telecom	44%	18%	0%	38%
Logistics & Transport	34%	33%	0%	33%
Media & Entertainment	34%	33%	0%	33%
Mining	24%	38%	0%	38%
Professional Services	25%	25%	0%	50%
Real Estate	50%	25%	0%	25%
Textile	60%	20%	0%	20%
Travel & Tourism	14%	43%	0%	43%

**Does your company actively support employees in their effort to balance work and personal responsibilities through the following policies? If so, indicate the percentage of users and percentage of women users among these.**



	Yes	No
Agriculture	78%	22%
Automotive	77%	23%
Chemicals	91%	9%
Energy	87%	13%
Engineering & Construction	69%	31%
Financial Services & Insurance	85%	15%
Food & Beverage	67%	33%
Health	79%	21%
IT & Telecom	91%	9%
Logistics & Transport	77%	23%
Media & Entertainment	67%	33%
Mining	80%	20%
Professional Services	87%	13%
Real Estate	50%	50%
Textile	75%	25%
Travel & Tourism	78%	22%



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## Project Team

**Yasmina Bekhouche** is Project Associate for the Women Leaders & Gender Parity Programme at the World Economic Forum. Her responsibilities include the production of *The Global Gender Gap Report* and regional gender gap reviews as well as organizing community activities at the World Economic Forum's Annual Meetings and regional summits. She previously worked at the Foreign Affairs division of the Swiss Administration. Bekhouche holds a Master in International Relations from the Graduate Institute of International Studies in Geneva, Switzerland. Her interests include social issues, diversity and diplomacy.

**Marc Cuénod** is the Team Coordinator of the Constituents team at the World Economic Forum. His responsibilities include coordinating among the following communities: women leaders, gender parity groups, religious leaders, nongovernmental organizations (NGOs) and labour leaders at the World Economic Forum. Cuénod has contributed to *The Global Gender Gap Report 2009* as well as *The India Gender Gap Review 2009*. He previously worked in the hotel management industry in Madagascar and as an assistant consultant in a hospitality consulting company. Cuénod holds a Bachelor of Science in International Hospitality Management from the Ecole Hôtelière de Lausanne, Switzerland.

**Hermينيا Ibarra** is the Cora Chaired Professor of Leadership and Learning, Professor of Organizational Behavior and Faculty Director of the INSEAD Leadership Initiative. Prior to joining INSEAD, she served on the Harvard Business School faculty for 13 years. Professor Ibarra is an expert on professional and leadership development. Her book *Working Identity: Unconventional Strategies for Reinventing Your Career* (Harvard Business School Press, 2003) documents how people reinvent themselves at work. Her numerous articles on leadership, social networks, career development, women's careers and professional identity are published in leading journals, including the *Harvard Business Review*, *Administrative Science Quarterly*, *Academy of Management Review*, *Academy of Management Journal* and *Organization Science*. Her research has been profiled in a wide range of media including the *New York Times*, the *Wall Street Journal*, the *Financial Times*, *Business Week* and *The Economist*. Professor Ibarra teaches in INSEAD's eMBA and executive programs. An internationally recognized speaker on talent management, leadership development and women's careers, she is a member of the World Economic Forum's Global Agenda Council on the Gender Gap, the Catalyst European Advisory Board and the Visiting Committee of the Harvard Business School. She received her MA and PhD from Yale University, where she was a National Science Fellow.

**Marina Niforos** has been the Director of the INSEAD Gender Diversity Initiative since 2007. She has been responsible for coordinating all institutional diversity efforts, both internal and external. She has developed strategic partnerships with key stakeholders and managed all related projects, including the collaboration with the World Economic Forum. She has acted as ambassador for INSEAD on the issue of diversity, with frequent participation in international conferences, and has conducted fundraising efforts for the establishment of a fully funded center on diversity at INSEAD. Niforos has extensive public- and private-sector experience in strategy and finance. She served with the World Bank for several years in Latin America, responsible for country strategy and investment portfolio implementation, where she was presented with the Award for Implementation by President Wolfensohn. She also spent four years in strategy posts with the Pechiney Group (presently Rio Tinto), first as part of the corporate venturing unit of the packaging pole, and subsequently within the Group corporate strategy team. Niforos holds an MBA from INSEAD; a Master in Government Administration from the University of Pennsylvania; a Diploma in International Relations from the Paul H Nitze School of Advanced International Studies, Johns Hopkins University; and a BA from Cornell University. She speaks English, Spanish, French, Greek and Italian.

**Tessema Tesfachew** is Senior Community Relations Manager with the World Economic Forum's Technology Pioneers Programme. His main responsibilities include managing the Technology Pioneers community and its members; identifying new and innovative technology-related companies; and ensuring their integration into the Forum's annual meetings, regional summits and industry-specific events. Tesfachew was previously a Research Associate and Community Relations Manager with the World Economic Forum's Women Leaders and Gender Parity Programme, where his responsibilities included the production of *The Global Gender Gap Report*, managing the data collection process and Partner Institute relations for *The Corporate Gender Gap Report*, as well as organizing community activities at the Forum's annual meetings and regional summits. Tesfachew holds a Joint-BA (Hons) degree in International Business and Modern Languages from the University of Strathclyde in Glasgow, Scotland, and a Diploma in Business Administration from the Universidad de Deusto in Bilbao, Spain. His interests include social issues, diversity, and science and technology.

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**Saadia Zahidi** is Director and Head of Constituents at the World Economic Forum. Her responsibilities include the engagement of women leaders, gender parity groups, religious leaders, NGOs and labour leaders at the World Economic Forum. The Women Leaders & Gender Parity Programme aims to create awareness and catalyze change by benchmarking and tracking the global gender gap, promoting dialogue among women leaders and engaging leaders—women and men—to collectively address the challenges and opportunities involved in narrowing gender gaps. Zahidi launched and was co-author of the Forum's reports *Women's Empowerment: Measuring the Global Gender Gap* and *The Global Gender Gap Report 2006, 2007 and 2008*. She was previously an Economist with the Forum's Global Competitiveness Programme, where her responsibilities included economic analysis for *The Global Competitiveness Reports*, *Arab World Competitiveness Reports*, and other topical and regional studies. Zahidi holds a cum laude BA degree in Economics from Smith College, Massachusetts, and a Master in International Economics from the Graduate Institute of International Studies in Geneva, Switzerland.

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