

Observatory on Women's Empowerment

1st edition



Preface

In the last years, gender equality and Women's Empowerment have been gaining momentum in the international public debate, as the 2021 first G20 Conference on Women's Empowerment has demonstrated. On the other side, gender disparities remain across all countries, and inequality continues to persist, in many cases further exacerbated by the effects of the pandemic. At the same time, it is important to stress that the issue of Women's Empowerment is part of a broader challenge of making our societies more inclusive and capable of valuing differences. Instead of adopting a narrow focus on women, a much more concerted and comprehensive approach is therefore needed to address gender inequities at the individual, household and society level, engaging a broad range of actors and supporters in the fight for gender equality, including men as allies.

Achieving gender equality and releasing the full potential of women is not just a question of rights, but a fundamental step toward sustainable development, in terms of social equality but also economic growth, and country competitiveness. Our analysis shows that closing the gender pay gap and having the same employment rate as men in G20 countries plus Spain could generate – only in 2021 – an economic impact of up to \$11.2 trillion (14% of G20 GDP).

Although several efforts have been made by different countries on the topic, a general lack of evaluation mechanisms regarding Women's Empowerment persists: more effort is needed not only to measure progress in its multiple domains but also to systemize best practices. In 2022, to make a concrete contribution to these two needs and with the support and participation of the Italian Government, Ambrosetti Club has launched a permanent and independent Observatory, working on the principle of accountability and the measurement of social, economic and cultural impacts. The international perspective of the Observatory reflects the transversality of the topic, which directly touches every country and every society.

The Observatory's activities are developed along two closely related lines: on the one hand, through the elaboration of a complex composite indicator – the Women's Empowerment Progress Index – whose aim is to measure, monitor and track the progress of G20 countries plus Spain over time in multiple domains of female empowerment, with the final goal of promoting effective policies; on the other hand, it positions itself as a platform for mapping, collecting and sharing the main public and corporate best practices in the field and, through the realization of an impact assessment to positively

benchmark and measure the degree of effectiveness of the different policies, it aims to inspire governments and private companies, stimulating everyone to do better.

From our point of view, since you cannot care about what you do not know, measuring is a fundamental starting point for making progress and stimulating healthy competition between different countries. The Index, in fact, could represent a «ready-to-use tool for improvement» while giving a gentle push and positive push towards progress. At the base of this choice, however, there is full consciousness that Women's Empowerment is a multifaceted and multidimensional issue, strictly connected to cultural and social shifts and to the eradication of gender stereotypes. At the same time, to work the Observatory must be supported by quality and comprehensive data, for this reason we believe that more and better data collection is an absolute priority, and this is especially true when it comes to the phenomenon of Gender-Based Violence.

The evidence from our work once again shows that Women's Empowerment is a complex socio-economic phenomenon that requires the adoption of a joint approach by all of society's actors. We believe that the public and private spheres must work together towards this goal, which is why our analysis considers both worlds, suggesting the development of policies of a collaborative nature and a cross-sectoral approach.

What I have the pleasure of presenting today is the first edition of the Index, the first step of a journey we hope will be very long. We strongly believe that the value generated by the Observatory can grow over time, becoming a point of reference for the international community on the subject and an ever-effective stimulus for continuous improvement and progress.

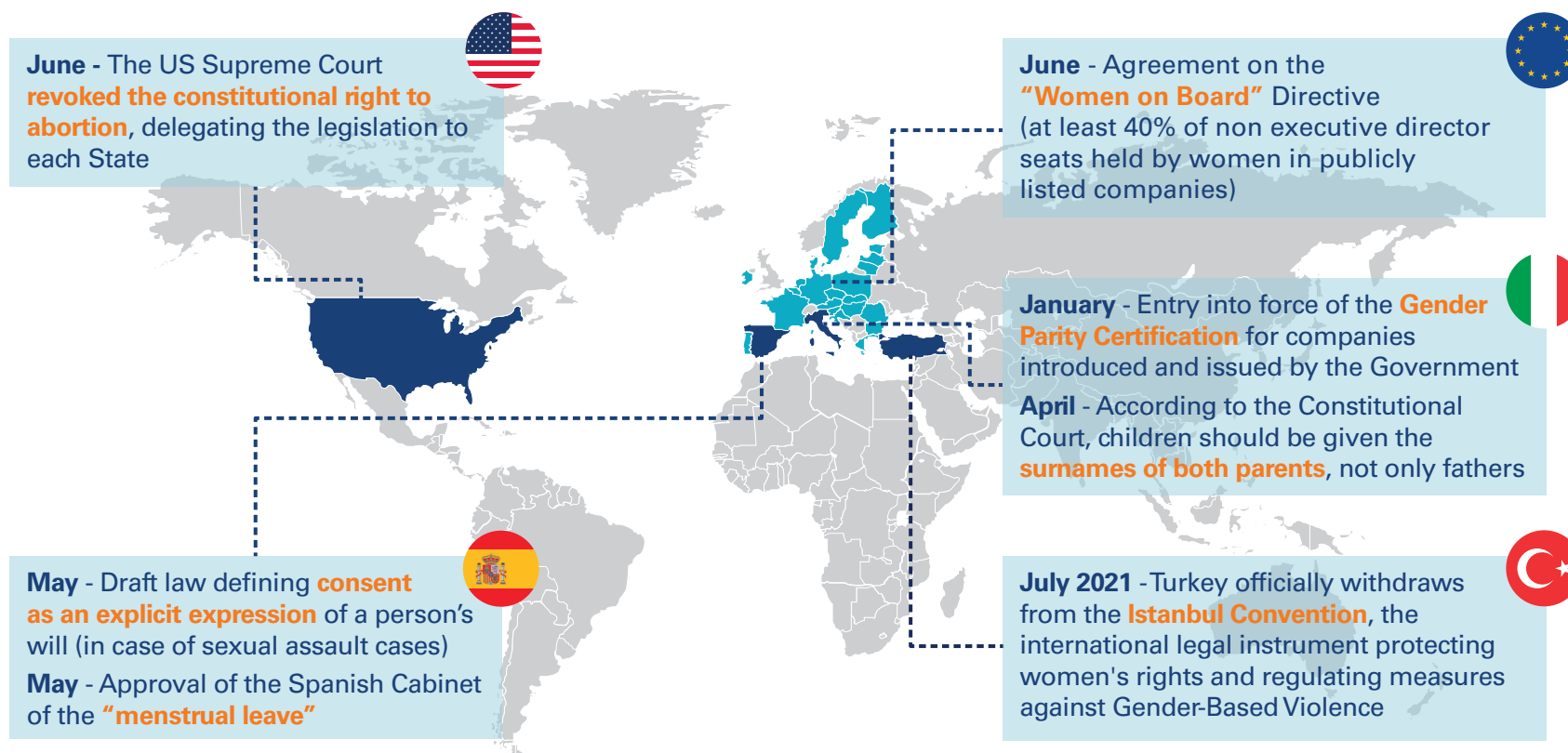
To conclude, I would like to express my sincere thanks to our Special Advisors Arancha González, Dean of the Paris School of International Affairs at Sciences Po, and Minouche Shafik, Dean of the London School of Economics and Political Science, to Minister Elena Bonetti and Minister Irene Montero and their staff for their contribution and commitment, and to the members of the Business Advisory Board who have participated by offering valuable insights as well as their own experience on these issues.

Thanks to all the corporate partners and to the 450 CEO members of the Club of The European House - Ambrosetti. Finally, one last thanks to The European House - Ambrosetti Working Group, led by Sara Lelli, with Jonathan Donadonibus, Irene Gianotto, Chiara Gargaglia and Carmen Lojaco.

Valerio De Molli

Managing Partner and CEO
The European House - Ambrosetti

Some defining moments for gender equality and Women's Empowerment over the last year: Shadows and lights



Source: The European House – Ambrosetti on various sources, 2022

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01

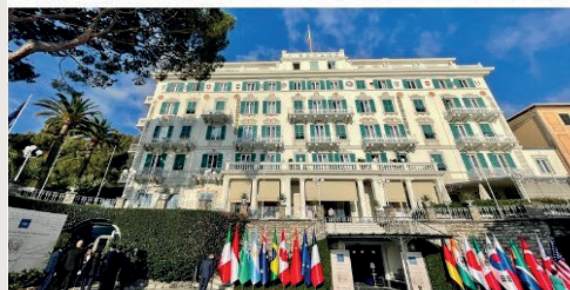
Introduction

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The 2021 G20 Conference on Women's Empowerment

In 2021, **for the first time in history**, the G20 hosted a Conference entirely dedicated to the issue of Women's Empowerment, to emphasize the importance that Italy conveys to the theme

- The **G20 Conference on Women's Empowerment** took place in S. Margherita Ligure on August 26, 2021, and addressed four core topics:
 1. STEM, financial and digital literacy
 2. Environment and sustainability
 3. Labour and economic empowerment
 4. Work-life balance

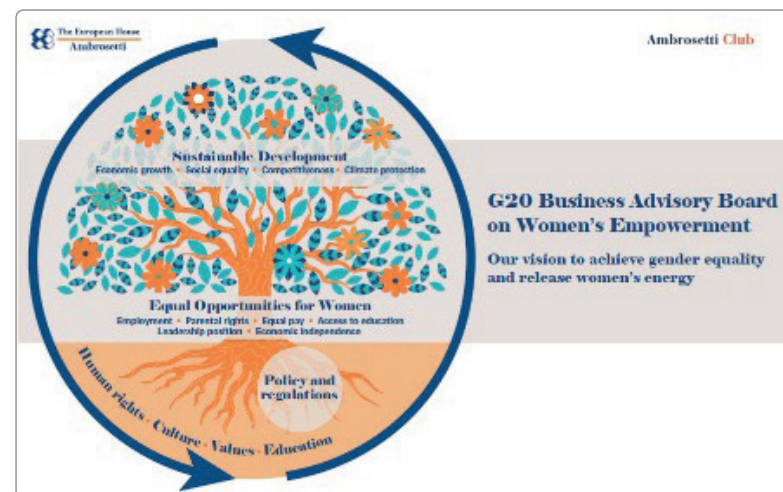


Ambrosetti Club G20 Business Advisory Board on Women's Empowerment

- To enrich the G20 Agenda under its Italian Presidency, in May 2021 The European House – Ambrosetti launched an **International Business Advisory Board** on Women's Empowerment. The initiative was shared with **Elena Bonetti**, Italian Minister for Equal Opportunities and the Family
- The Advisory Board included **20 CEOs** from leading national and multinational companies
- The **final position paper** was officially submitted to the G20 Conference, which Valerio De Molli attended as a spokesperson of the Advisory Board



Following the Conference, the promotion of Women's Empowerment has been formally introduced as **one of the main goals** of the final **G20 Rome Leader's Declaration**



The G20 Business Advisory Board developed the Gender Equality Tree as a metaphor for Women's Empowerment



Path towards **SUSTAINABLE DEVELOPMENT**, by promoting economic growth, social equality, country competitiveness and contributing to climate protection, inducing a virtuous circle of promotion of female empowerment



EQUAL OPPORTUNITIES FOR WOMEN, in terms of access to employment, education, right to parenthood, wage parity, female leadership and economic independence

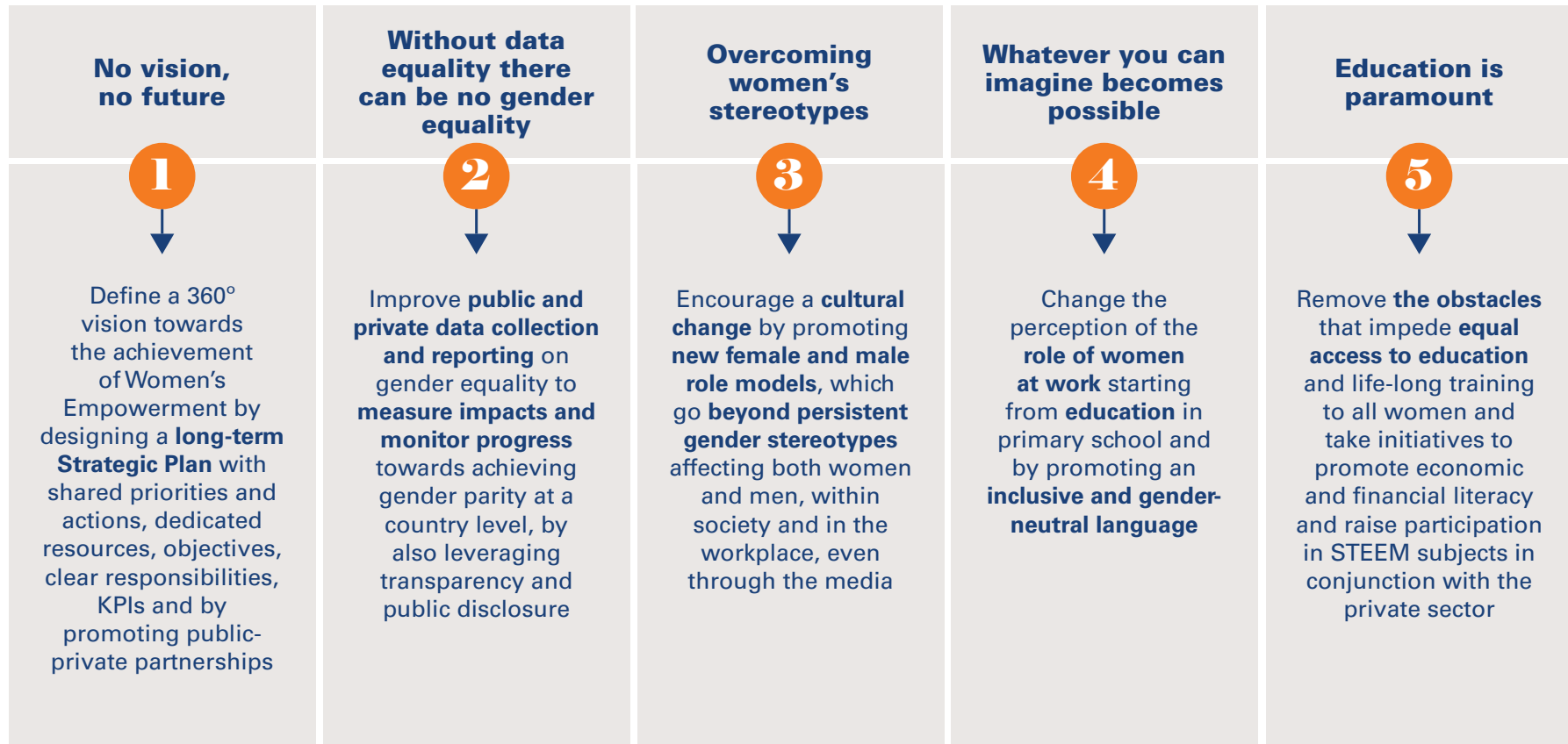


CLEAR POLICY AND REGULATIONS in the field of education, recognition of rights and dissemination of values need to induce a cultural shift within society



Source: The European House – Ambrosetti elaboration, 2022

As a final output of the initiative, The European House – Ambrosetti drew up the Manifesto on Women’s Empowerment ...



N.B. The Manifesto was originally signed by all members of the Advisory Board and is now open for public signature on our corporate website at the following link: <https://www.ambrosetti.eu/en/sign-the-womens-empowerment-manifesto/>

Source: The European House – Ambrosetti elaboration, 2022

... which sets forth 10 guiding principles to promote Women's Empowerment

Walking side by side	Investing in future generations	Access to capital is key to ensure women's independence	Fair wage has no gender	Zero-tolerance for violence
6	7	8	9	10
Introduce aspirational targets to ensure that women are not underrepresented within politics and define a minimum man/woman ratio in hiring policies at all levels and improve participation in C-level positions	Introduce initiatives to support and manage parenthood (career pathways, international mentoring, economic allowances and primary care services) and rebalance caregiving activities between men and women (including children and the elderly)	Implement specific public funding programs with preferential access for women and design financial instruments (e.g., gender bonds) to improve women's entrepreneurship and equal access to capital	Close the gender pay gap by promoting transparency within the private sector and by setting a national strategy with aspirational targets to be reached and clear actions to be undertaken	Define a long-term plan to prevent gender-based violence (also in the digital sphere) at a country-level and support private companies in the introduction of initiatives to detect and combat violence and offer support to the victims, including reporting to the authorities

N.B. The Manifesto was originally signed by all members of the Advisory Board and is now open for public signature on our corporate website at the following link: <https://www.ambrosetti.eu/en/sign-the-womens-empowerment-manifesto/>

Source: The European House – Ambrosetti elaboration, 2022

The activation of a permanent Women's Empowerment Observatory

One of the guidelines set out in the document presented to the G20 Ministers was to lay the foundations for a permanent platform dedicated to monitoring the progress of Women's Empowerment, based on the principle of accountability and the measurement of social, economic and cultural impacts



Building on its previous work and in the attempt of promoting a virtuous cycle of evolution, Ambrosetti Club has launched the **Women's Empowerment Observatory**, an independent entity aimed at **monitoring the progress of G20 countries plus Spain*** regarding Women's Empowerment

As part of this activity, Ambrosetti Club has developed a **Women's Empowerment Progress Index**, to monitor and track progress over time in **multiple domains of female empowerment and give a "gentle" and positive push** towards improvement to the different countries

(*) Spain included as the only country recognized as a permanent host

Research methodology and approach

The Observatory answers to the **general lack of evaluation mechanisms** regarding Women's Empowerment. In fact, while much has been done on the subject, the attitude towards measuring impacts is still insufficient, with **only sporadic cases of structured measurement** of Key Performance Indicators (KPIs).

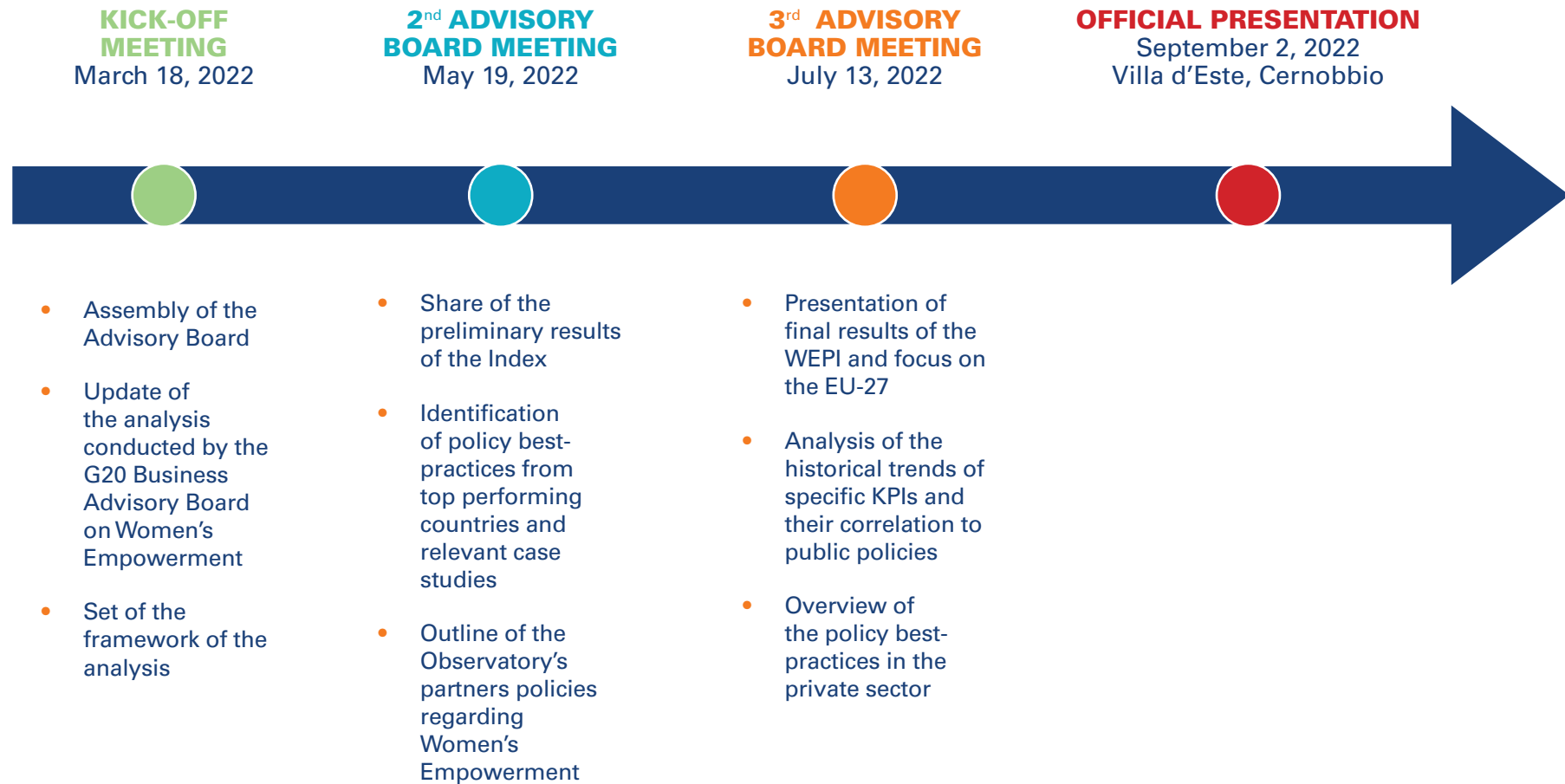
In 2022, Ambrosetti Club has embarked on a **process of analysis, updating and monitoring of women empowerment initiatives**, based on the principle of accountability and the measurement of social, economic and cultural impacts. The permanent Women's Empowerment Observatory has the following goals:

- **Increase knowledge and awareness on the critical issues** concerning the advancement of Women's Empowerment;
- **Assess the level of Women's Empowerment** through the definition of a **set of KPIs** and **construction of time trends and benchmarks** through the collection of historical data;
- **Study of policy-related literature** and **policy impact analysis**;
- **Development of a composite Index** to track and measure progress in multiple domains to capture and synthesize the complexity of the phenomenon;
- **Definition of priority focus area** for the adoption of **best practices** and **effective policies** in the public and private sectors.

Achieving gender equality and the full realization of women's potential in the economy and society is a rather complex task, due to the myriad interrelationships it encapsulates, and which are involved in its configuration. At the same time, the cultural aspects – more difficult to manage and measure – are the key context with which to work to assure the success of initiatives in the short-to-medium term. It is not just a question of rights, but a fundamental step toward **economic growth, social equality, country competitiveness** – in a word **sustainable development**.

For a detailed description and additional information about the Index methodology, please see the Annex.

Timeline of the activities



The Advisory Board Members

SPECIAL ADVISORS

- **Arancha González Laya**
(Dean, Paris School of International Affairs, Sciences Po;
former Minister of Foreign Affairs, Spain)
- **Minouche Shafik**
(Dean, London School of Economics and Political Science;
former Deputy Governor, Bank of England;
former Deputy Managing Director, IMF)

The Observatory benefits from the endorsement and contribution of
Italian Minister for Equal Opportunities and the Family Elena Bonetti
and **Spanish Minister for Equality Irene Montero**

The Observatory's partners 1/2



The Observatory's partners 2/2

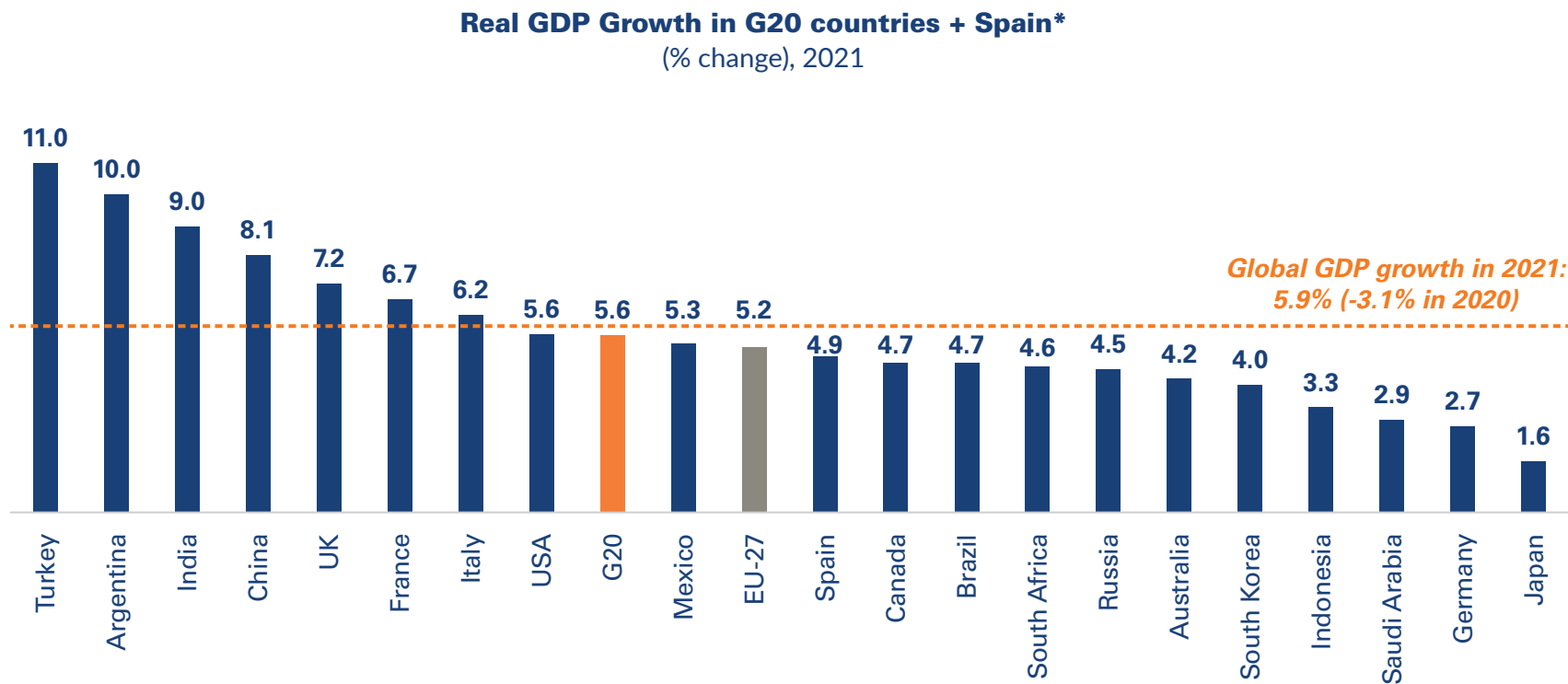
- **Carlota Alvarez**
(Vice President Legal - Southern Europe, **Oracle**)
– supported by **Stefania Sabatini**
(Head of Institutional Affairs, Oracle Italy)
- **Gianluca Lilli**
(Chairman & Chief Executive Officer, **ABB**)
– supported by **Eliana Baruffi**
(Italy Country Communications Manager, ABB)
- **Alessandra Losito**
(Italy Country Head, **Pictet Wealth Management**)
- **Roberta Palazzetti**
(Chairwoman & Chief Executive Officer Italy, British American Tobacco, **BAT**)
– supported by **Vera Cubranic Bocak**
(HR and D&I Director, BAT)
- **Doug Sharp**
(EMEA Chief Executive Officer, **Invesco**)
– supported by **Elizabeth Gillam**
(Head of EU Government Relations and Public Policy, Invesco)
- **Mauro Ghilardi**
(People & Transformation Director, **A2A**)
- **Francesca Rigolio**
(Human Resources Director – Books Division & Chief Diversity Officer, **Mondadori Group**)

02

The economic, social and cultural barriers to Women's Empowerment

- The impact of COVID-19 on the condition of women 20
- The state of the art of women's participation in economic and political life 24
- Work-life balance and other factors influencing Women's Empowerment 45
- An environmental and sustainability perspective of women's participation 57

Although the world is now beginning to heal from the COVID-19 pandemic ...



(*) Spain included as permanent host

Source: The European House – Ambrosetti elaboration on IMF data, 2022

... women will have a harder time recovering from the socioeconomic implications that disproportionately impacted them



EMPLOYMENT



- **40%** of all employed women (510 million globally) work in **hard-hit sectors** vs. 36.6% of men
- Women's employment has been **19% more at risk** than men's due to the COVID-19 pandemic
- The increase of unpaid domestic work **led four time more women than men** to drop out of the workforce



HEALTH



- Over **75% of the health and social care workforce** are women, often working in the frontline



SAFETY



- **1 in 2 women** reported that they or a woman they know experienced **a form of violence** since the pandemic, while services to support survivors were being disrupted or made inaccessible

.....

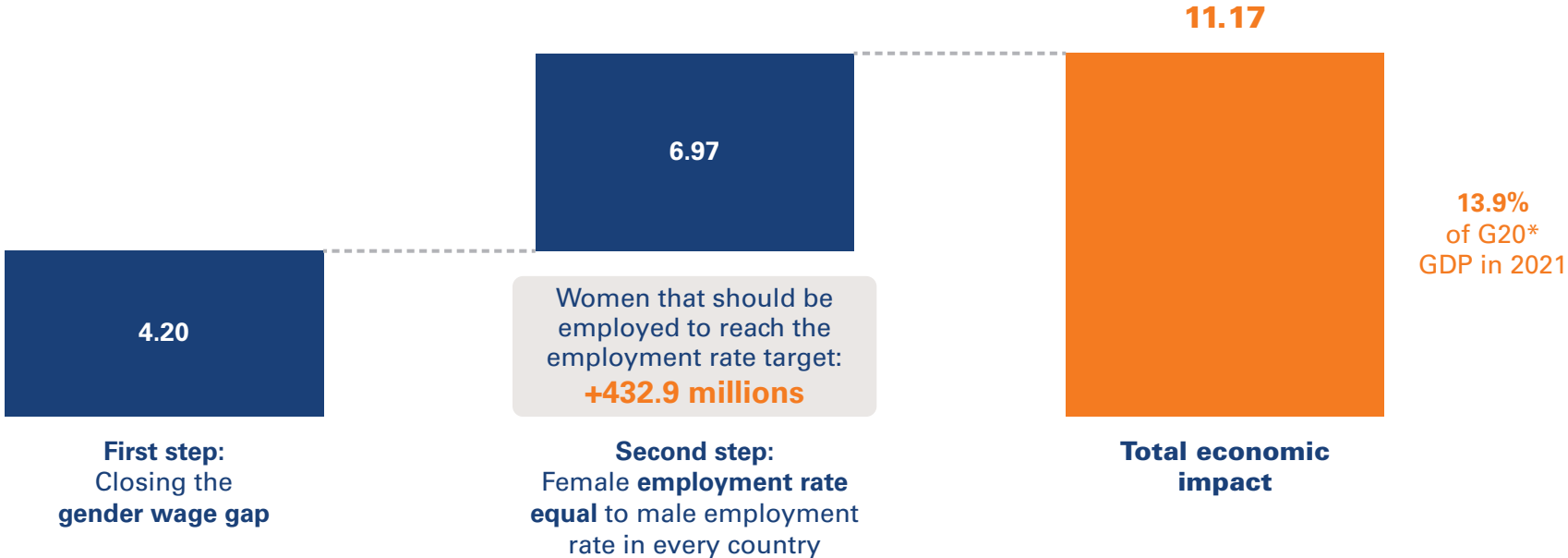
**But why is it so important
to discuss Women's Empowerment?**

Promoting female empowerment
is not just a matter of rights and social equality,
but also an opportunity **for economic growth, country
competitiveness** and a key element
of the **post-pandemic recovery**

.....

By reaching the same employment rate as men, G20 countries could generate an economic impact up to \$11 trillion (~14% of G20 GDP)

Economic impact generated if in each G20 country + Spain* female and male wage and employment rates were the same, (trillion \$), 2021



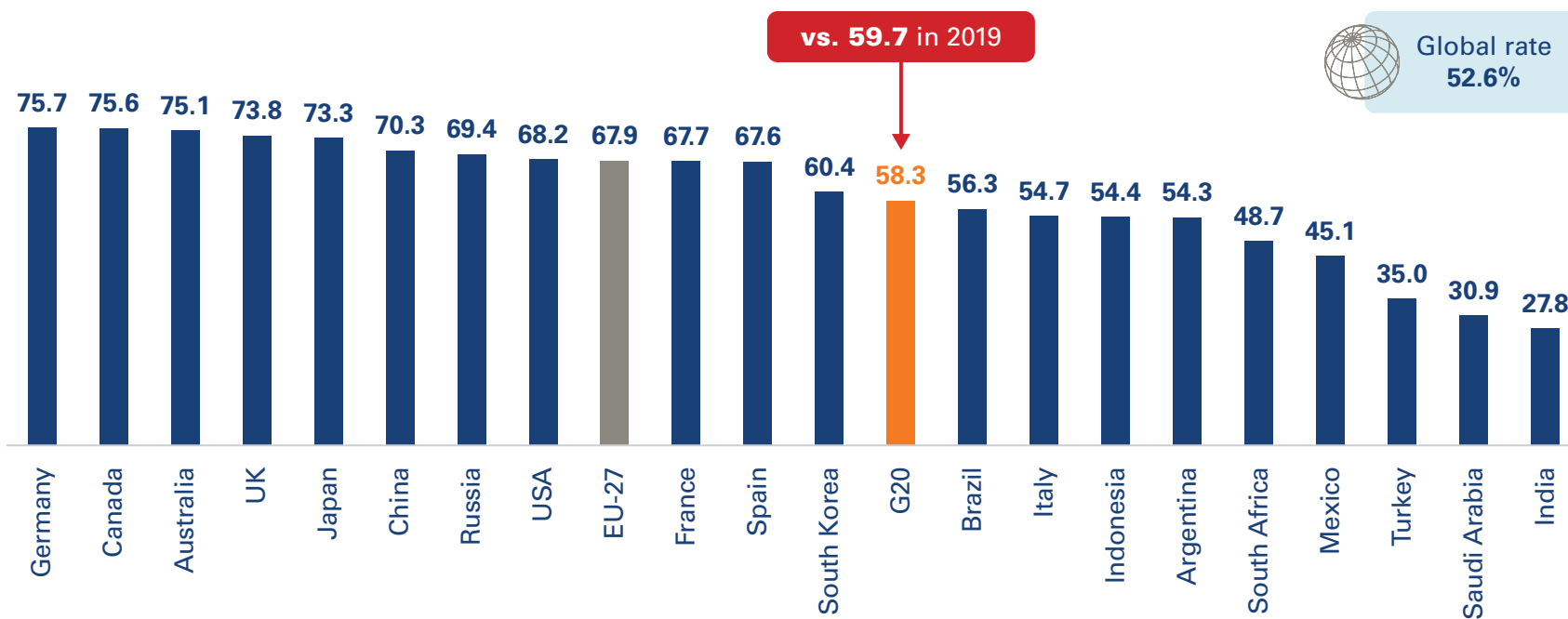
(*) Spain included as permanent host

Source: The European House – Ambrosetti elaboration on ILOSTAT, OECD and World Bank data, 2022

Today, the female participation rate to the labour force is heterogenous across G20 countries

Female participation rate to the labour force in G20 countries + Spain*

(as % of all females aged 15-64), 2020 or latest year available



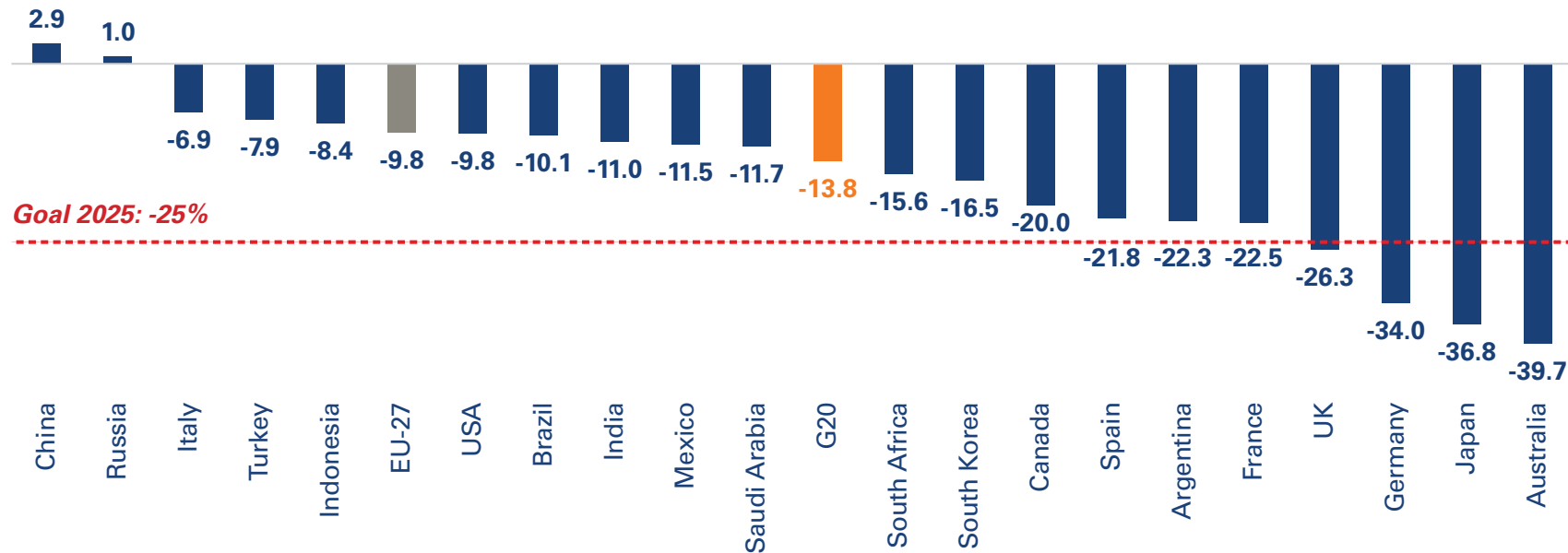
(*) Spain included as permanent host

Source: The European House – Ambrosetti elaboration on ILOSTAT data, 2022

Apart from China and Russia, the gender gap in labour force participation has narrowed over the last years ...

Reduction of the gender gap in labour force participation rates in G20 countries + Spain*

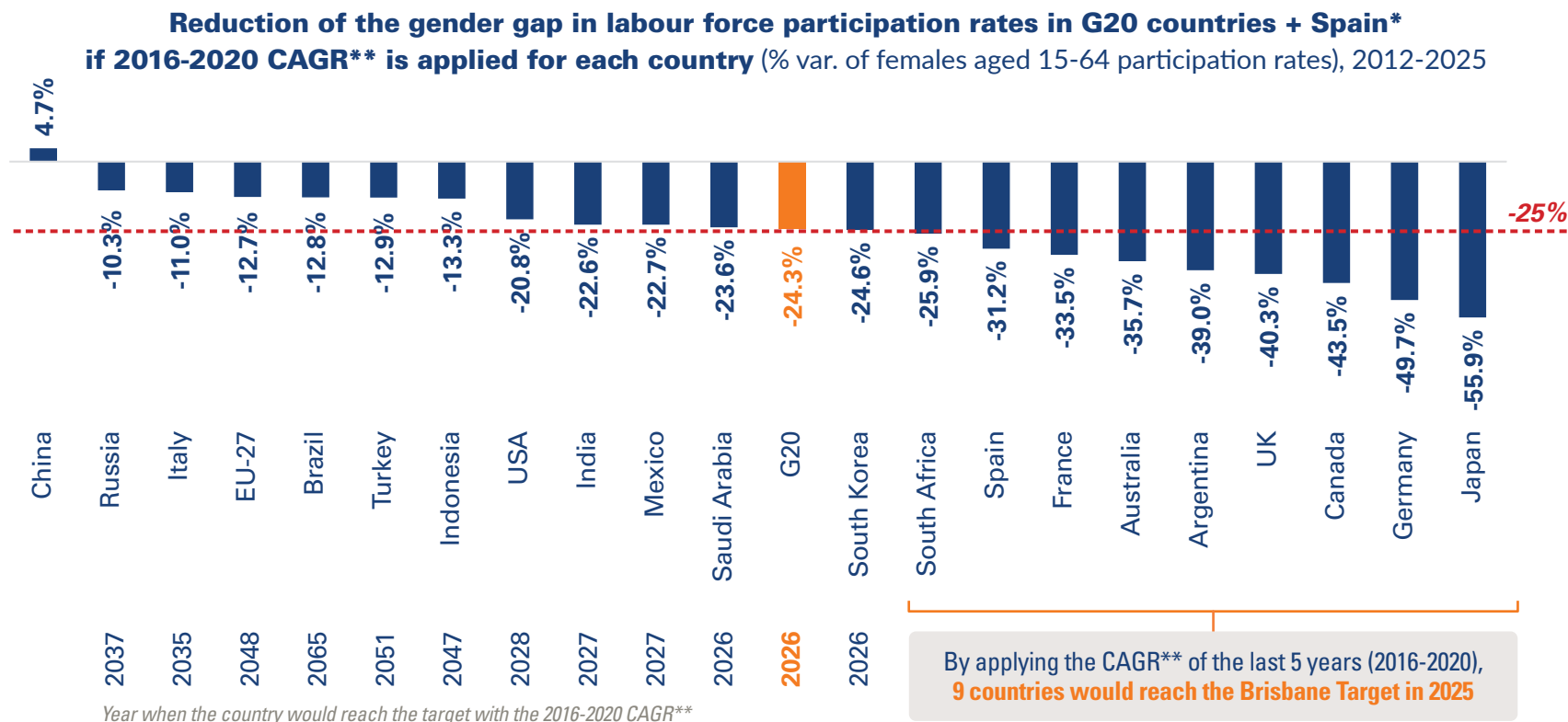
(% var. of females aged 15-64 participation rates), 2012-2020 or latest year available



(*) Spain included as permanent host

Source: The European House – Ambrosetti elaboration on ILOSTAT data, 2022

... however, some countries are still far from reaching the Brisbane Target of 25% reduction of the labour force participation gap by 2025



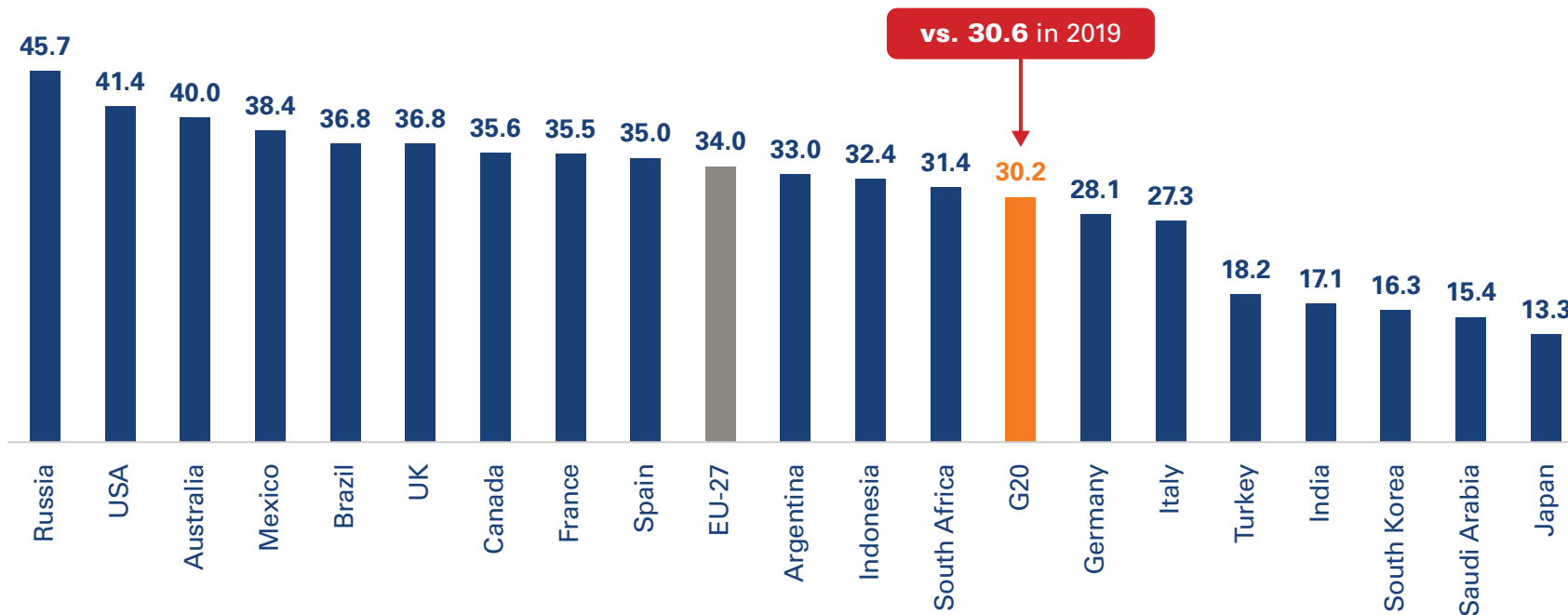
N.B. The Brisbane Target was set at the 2014 Australian G20 to reduce the labour participation rate gender gap by 25% by 2025 compared to 2012 levels.
 (*) UK and Japan are excluded since they already reached the target in 2019. The year of the achievement of the target has been calculated only for countries with a negative CAGR. (**) Compound Annual Growth Rate.

Source: The European House – Ambrosetti elaboration on ILOSTAT and OECD data, 2022

There is still a “glass ceiling” that prevents women’s access to managerial positions ...

Female share of employment in managerial positions in G20 countries + Spain*

(as % of managerial positions), 2020 or latest year available

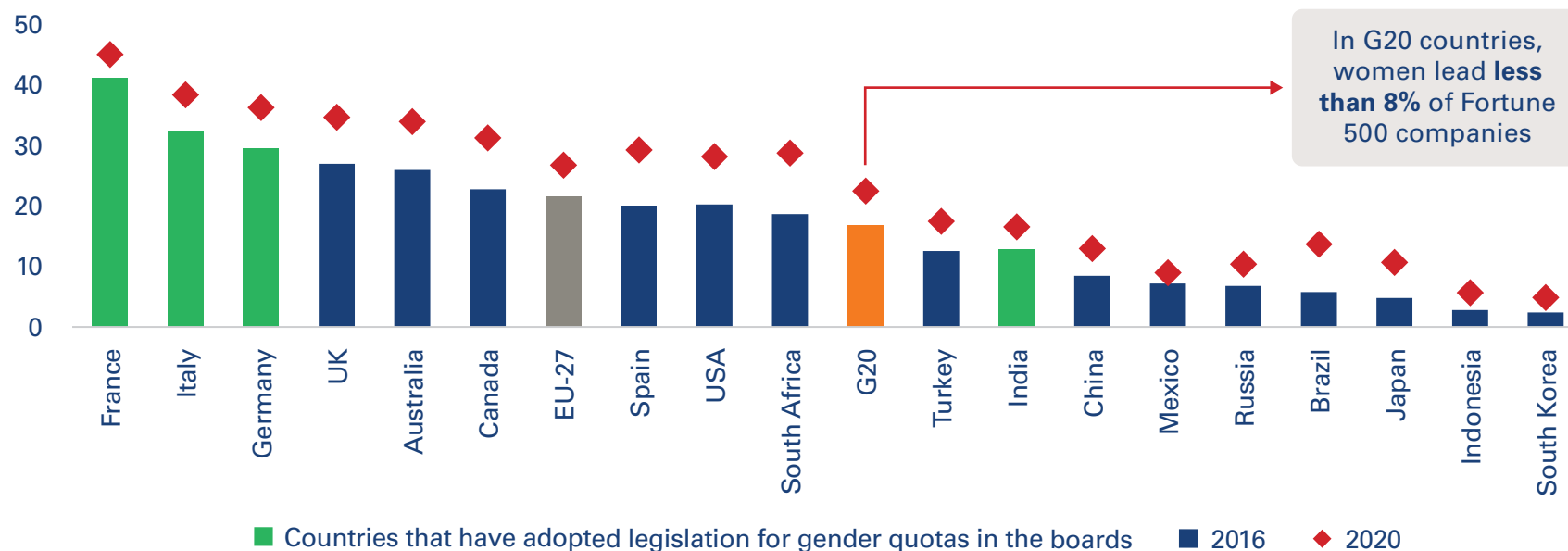


(*) Spain included as permanent host - N.B. No data available for China

Source: The European House – Ambrosetti elaboration on ILOSTAT data, 2022

... with some progress achieved in the last four years, mostly pushed by local regulations

Female share of seats on boards of the largest publicly listed companies in G20 countries + Spain*
(as % of total seats), 2016 and 2020



(*) Spain included as permanent host - N.B. No data available for China and Saudi Arabia

Source: The European House – Ambrosetti elaboration on ILOSTAT and G20 EMPOWER data, 2022

While education does play a role in these dynamics, it cannot be identified as a defining factor

Women in managing and leadership positions are more likely to have a higher level of education than their male counterparts:



Only **38.3%** of male managers hold an advanced university degree vs. **44.3%** of female managers

However, women do not seem to benefit equally to men from their level of education

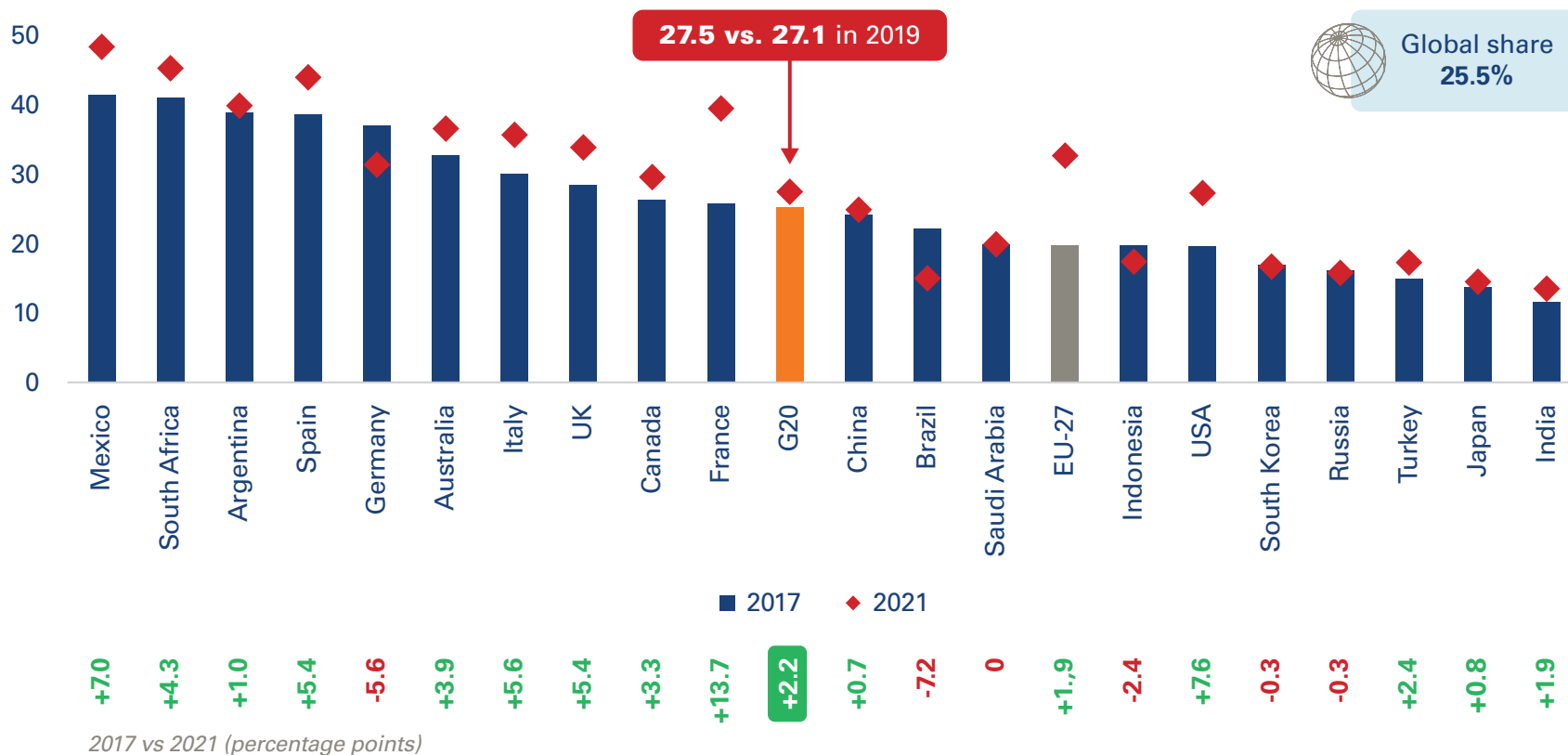


41% of adult women who own a university degree are out of employment or do not participate in the labour force vs. **17%** of men

In addition, women are still underrepresented within politics ...

Share of seats held by women in Parliament in G20 countries + Spain*

(as % of total seats), 2017 and 2021 or latest year available

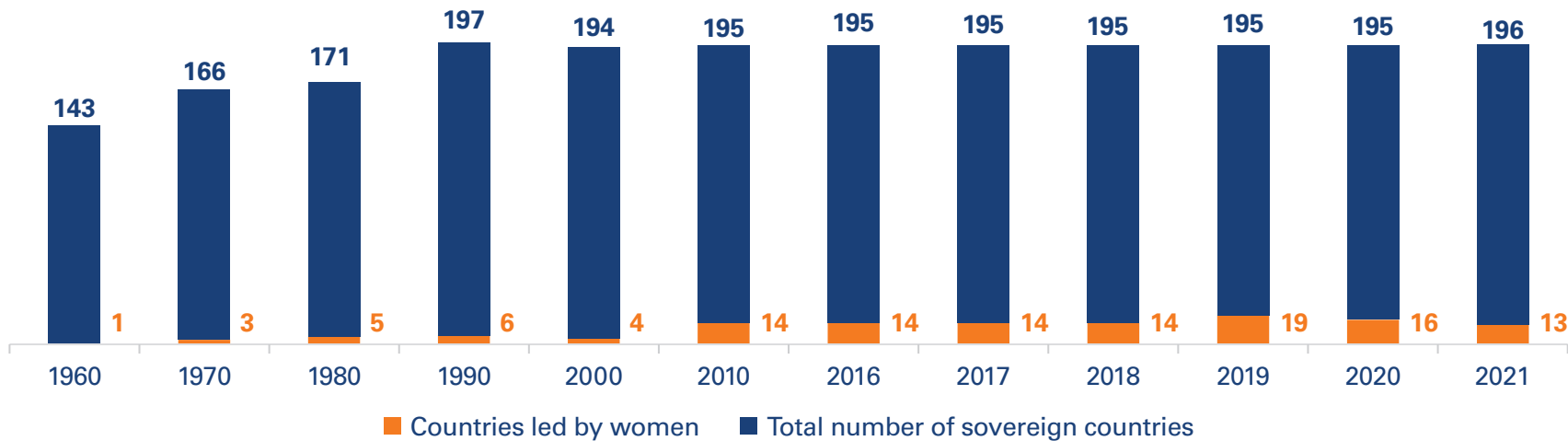


(*) Spain included as permanent host

Source: The European House – Ambrosetti elaboration on Human Development Report, UNECE and UN data, 2022

... with only about 7% of the States of the world being led by women

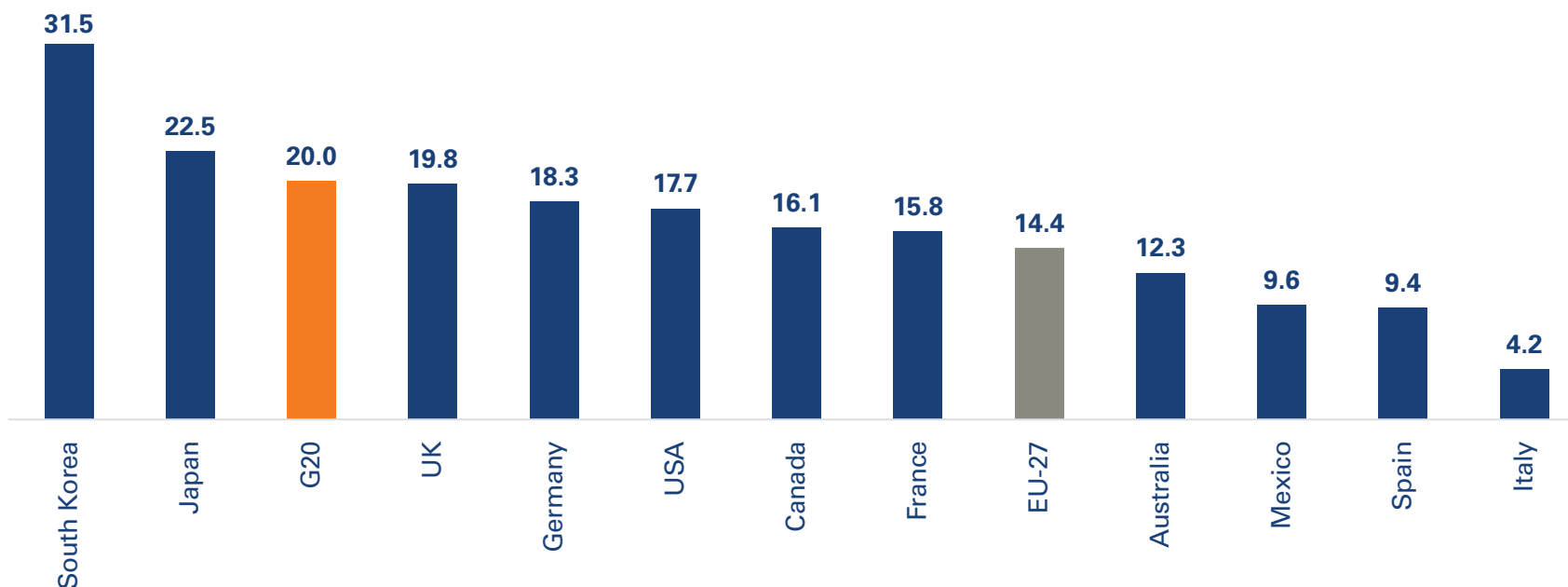
Number of sovereign countries with women as Head of the national Government
(as % of the total), 1960-2021



The data show how **no real progress** has been achieved **over the last ten years** regarding the female political leadership of countries

In G20 countries there is also a gender wage gap in terms of hourly pay between men and women, with Italy being the least affected by this issue

Average hourly gender wage gap* in a selection of G20 countries + Spain**
(%), 2020 or latest year available



(*) Depending on the country, the earnings data used can also refer to the weekly earning on a gross or net basis

(**) Spain included as permanent host

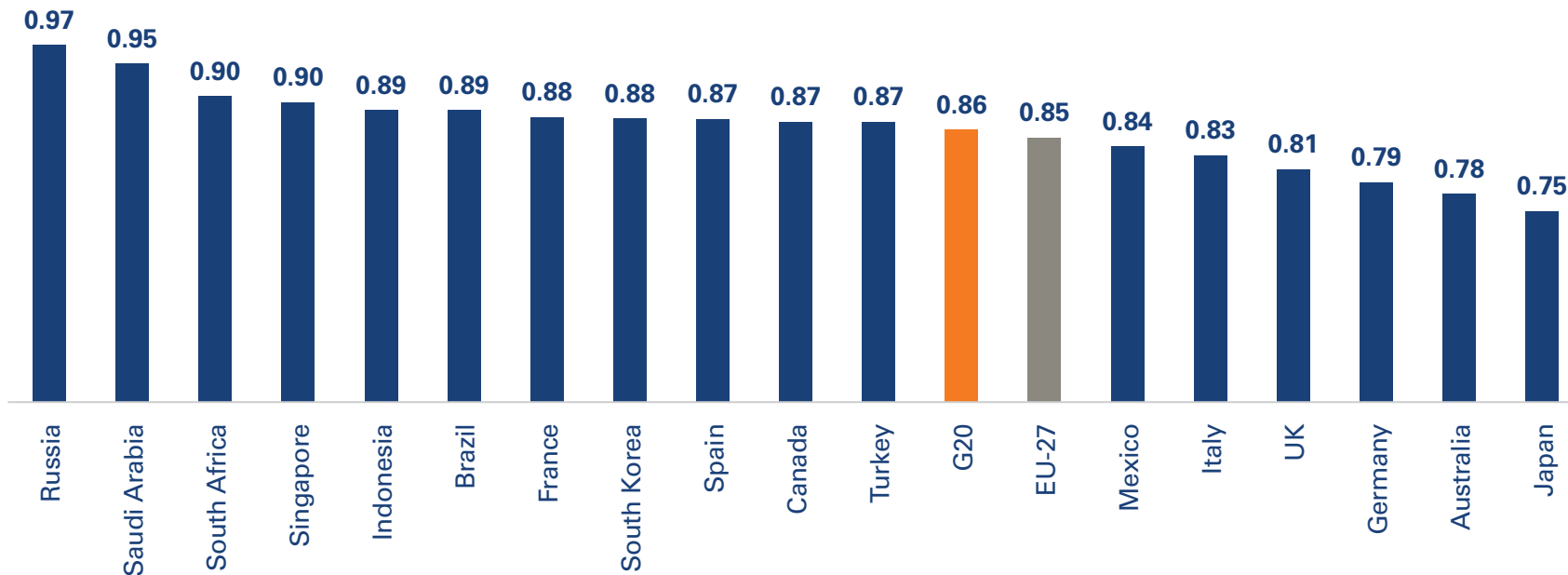
N.B. No comparable data available for Argentina, Brazil, China, India, Indonesia, Saudi Arabia, Singapore, South Africa and Turkey

Source: The European House – Ambrosetti elaboration on Eurostat and OECD data, 2022

Conditions of disparity between men and women also concern the average number of hours worked ...

Difference between average weekly hours worked by sex in a selection of G20 countries + Spain*

(ratio between hours worked by women to men), 2021 or latest year available



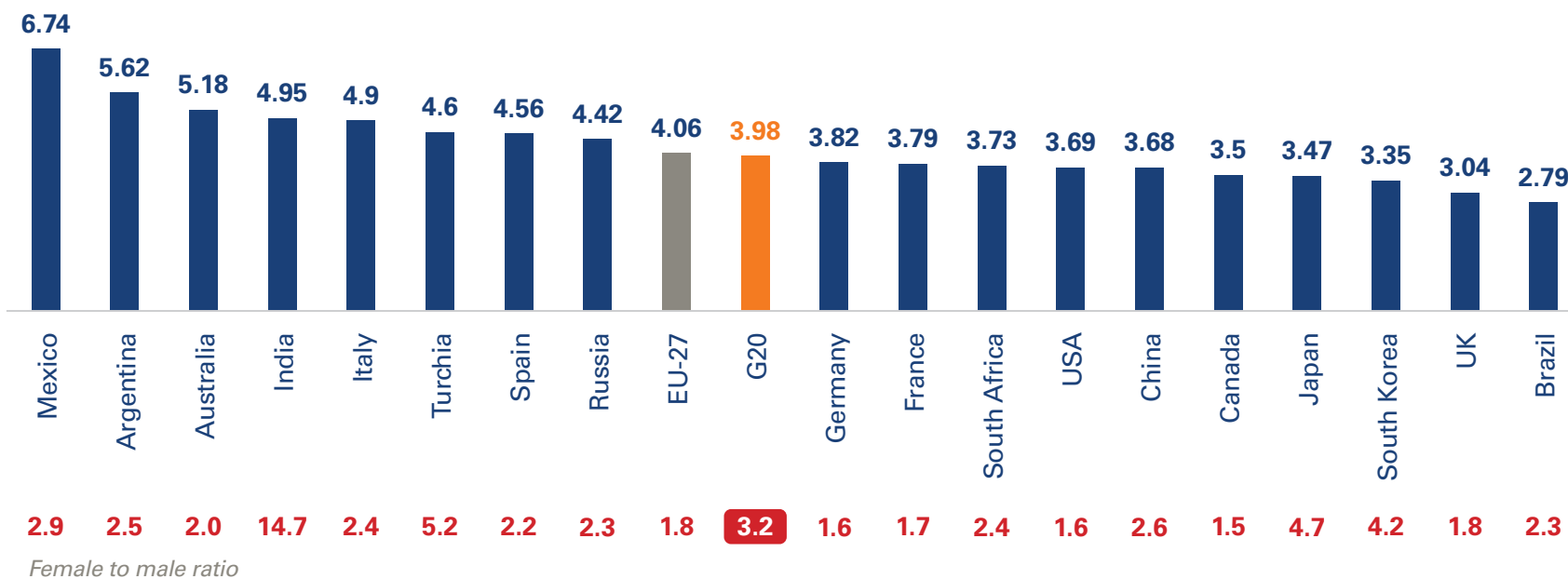
(*) Spain included as permanent host - N.B. No data available for Argentina, China, India and USA

Source: The European House – Ambrosetti elaboration on ILOSTAT and OECD data, 2022

... which do not take into account the amount of time women spend in unpaid domestic chores and house work

Time spent on unpaid domestic chores and care work by women in G20 countries + Spain*

(hours, aged 15+), 2019 or latest year available



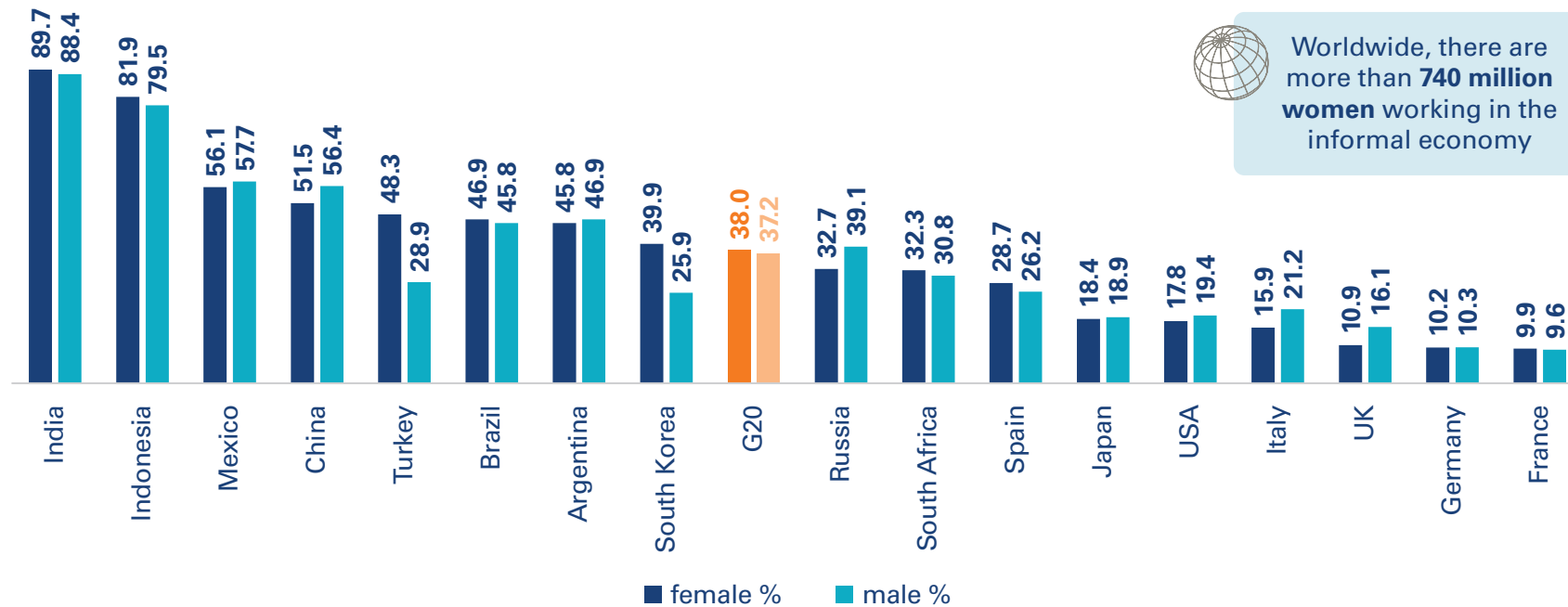
(*) Spain included as permanent host - N.B. No data available for Indonesia and Saudi Arabia

Source: The European House – Ambrosetti elaboration on Human Development Report data, 2022

Moreover, informal employment puts female workers at a higher risk of vulnerability and precariousness ...

Women and men in informal employment in G20 countries + Spain*

(as % of female/male employment), 2021 or latest year available



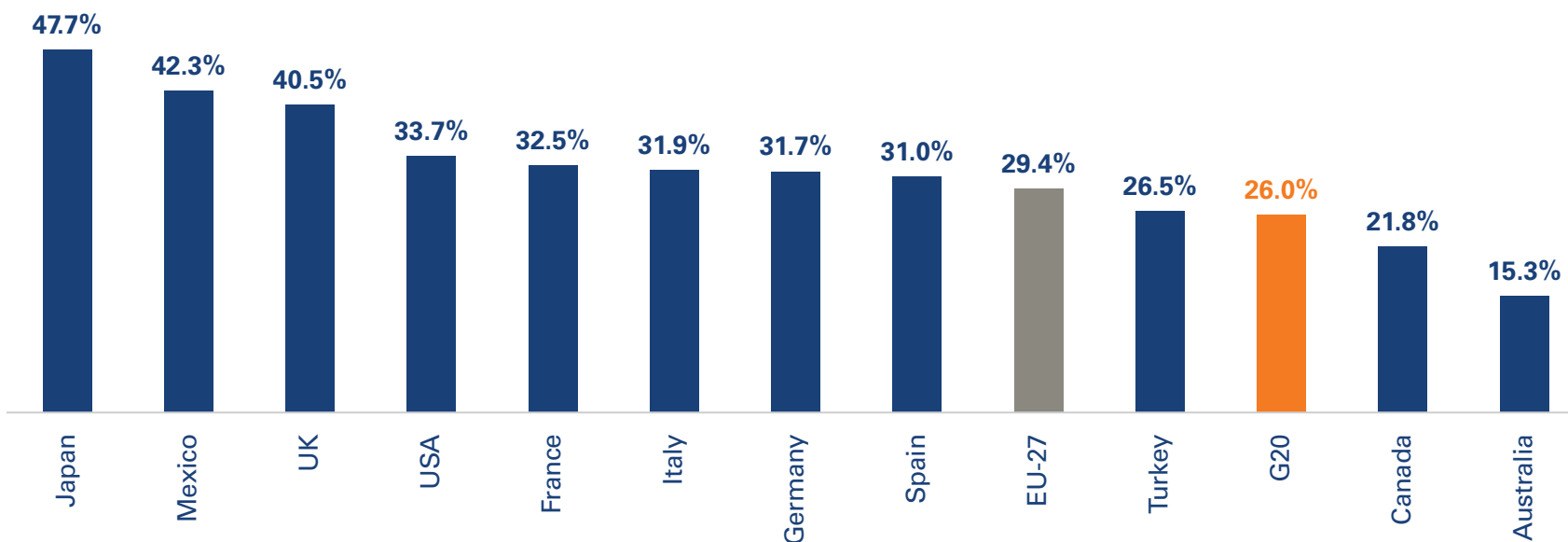
(*) Spain included as permanent host - N.B. No data available for Australia, Canada and Saudi Arabia

Source: The European House – Ambrosetti elaboration on ILOSTAT and ILO data, 2022

... a factor that, combined with the previous ones, leads to a gap in pension benefits negatively affecting women ...

Gender pension gap in a selection of G20 countries + Spain*

(%), 2019 or latest year available

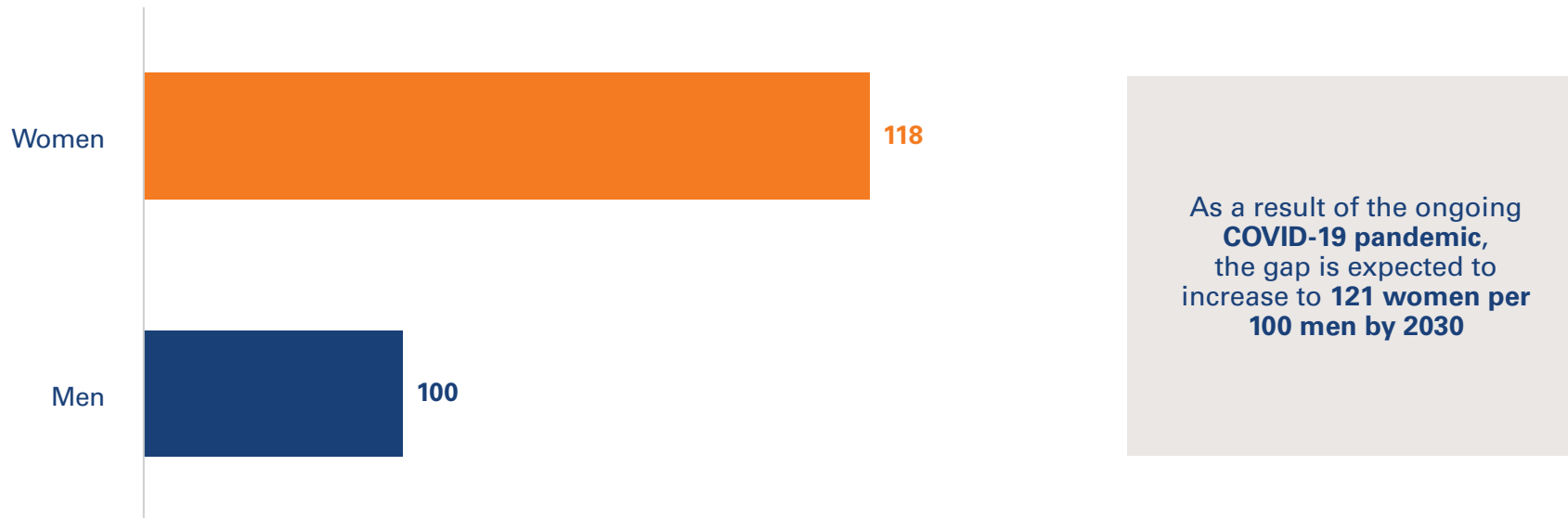


(*) Spain included as permanent host - N.B. No data available for Argentina, Brazil, China, India, Indonesia, Russia, Saudi Arabia, South Africa and South Korea

Source: The European House – Ambrosetti elaboration on OECD data, 2022

... and fueling a pre-existing gendered inclination towards poverty

Difference between average weekly hours worked by sex in a selection of G20 countries + Spain*
(ratio between hours worked by women to men), 2021 or latest year available



(*) Extreme poverty refers to the condition of living with less than \$1.90 a day - adjusted for local currencies using PPTs

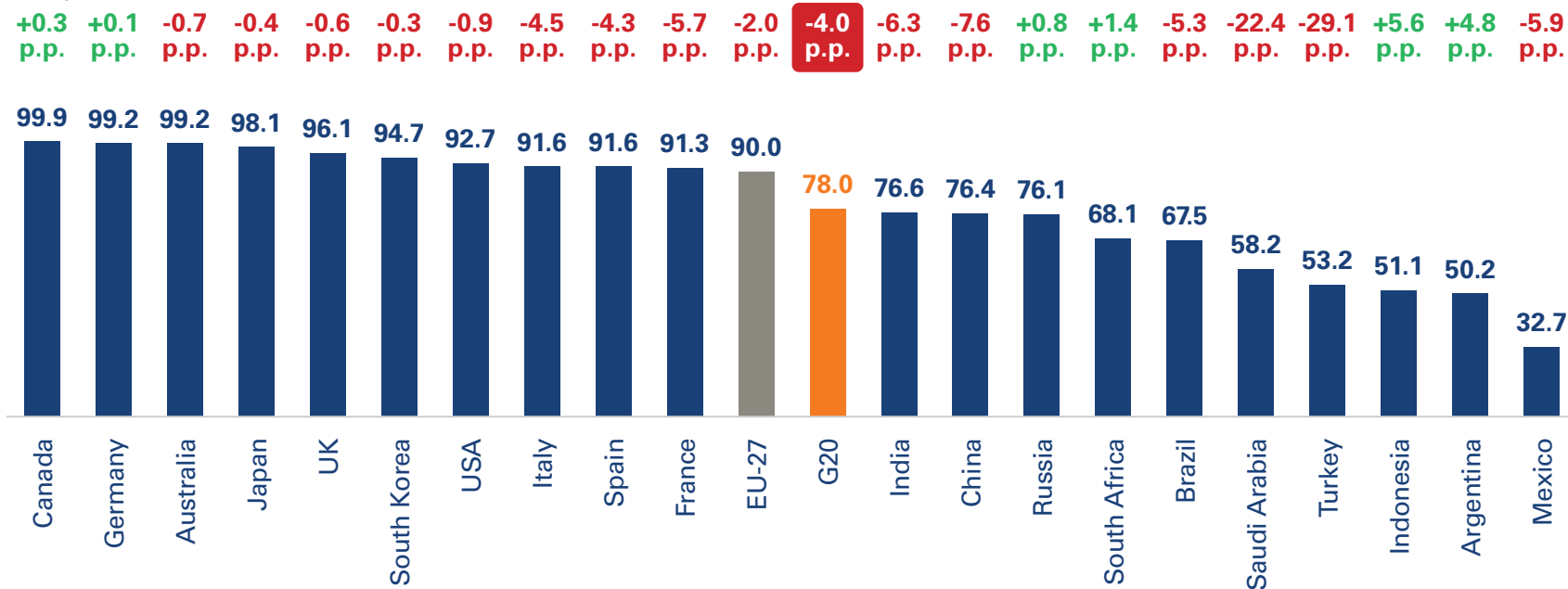
Source: The European House – Ambrosetti elaboration on UN Women data, 2022

On average, only 78% of women in G20 countries has a bank account compared to 82% of men

Women that have a financial institution account in G20 countries + Spain*

(%, age 15+), latest year available

Comparison to men's results



(*) Spain included as permanent host

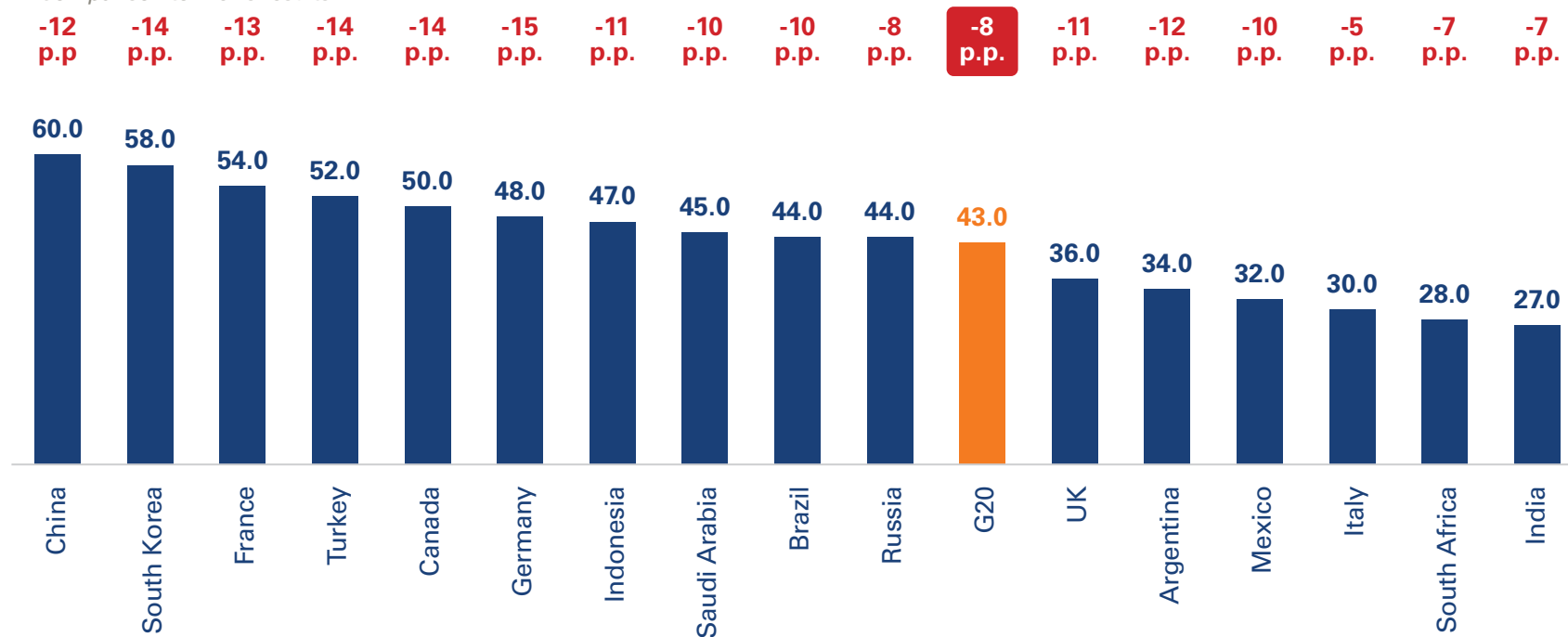
Source: The European House – Ambrosetti elaboration on World Bank data, 2022

In addition, even in best-performing countries, there are notable gender differences concerning financial knowledge ...

Minimum financial knowledge of women in G20 countries*

(%, among all respondents), 2017

Comparison to men's results



(*) Data are based on a questionnaire submitted by the OECD in order to provide a good overview of a person's basic financial knowledge and indicate their ability to retain information and apply knowledge to particular problems. - N.B. No data available for Australia, Japan, Spain and USA

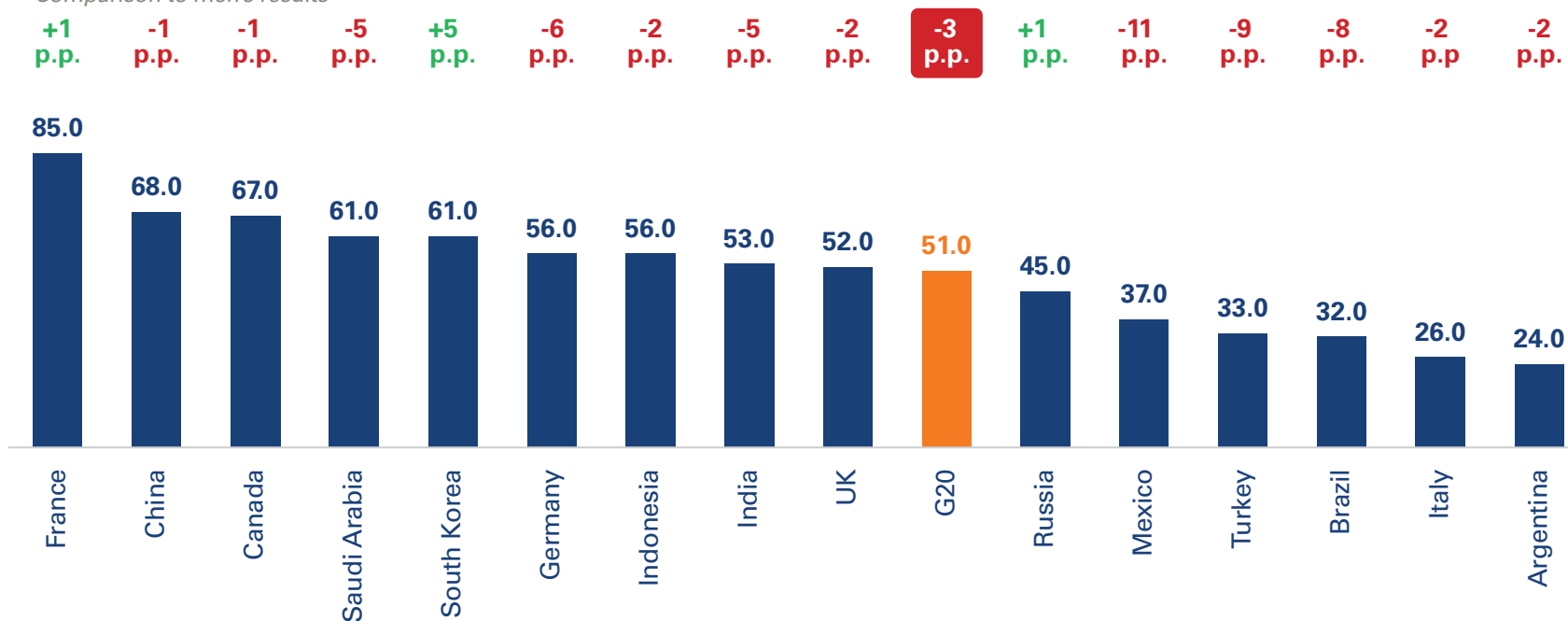
Source: The European House – Ambrosetti elaboration on OECD data, 2022

... with a gap in the behaviour adopted, that ultimately shapes women's financial independence and their well-being in the long term

Minimum financial behaviour of women in G20 countries*

(%, among all respondents), 2017

Comparison to men's results



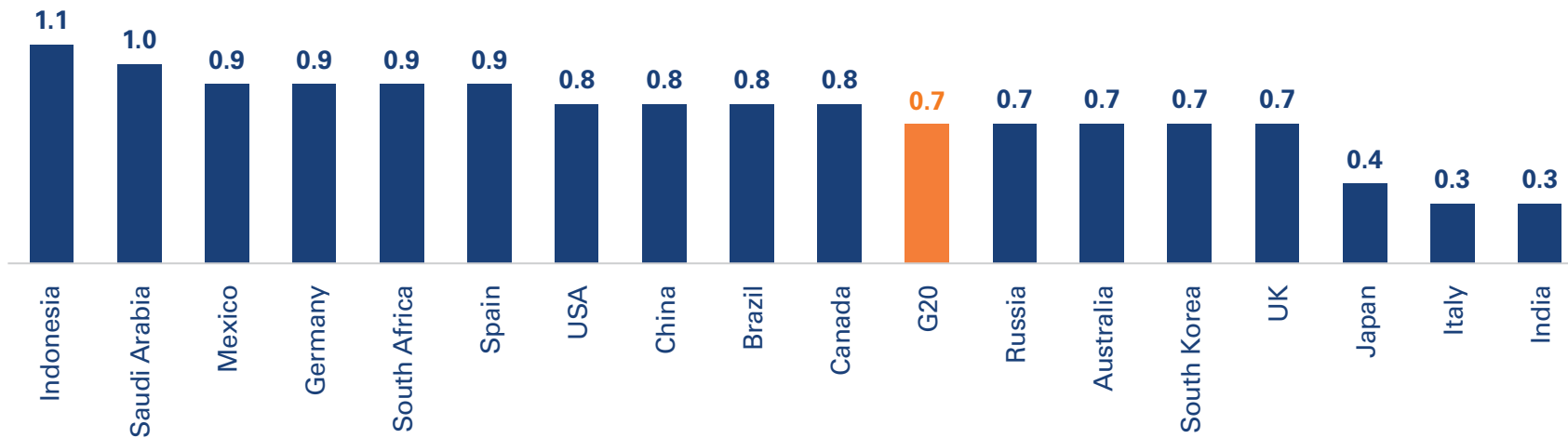
(*) Data are based on a questionnaire submitted by OECD in order to provide a good overview of financial behaviour, including the ability to save money, to invest a budget and to set financial goals. - N.B. No data available for Australia, Japan, South Africa, Spain and USA

Source: The European House – Ambrosetti elaboration on OECD data, 2022

Female entrepreneurship appears heterogenous among G20 countries

Ratio between female and male entrepreneurs in G20 countries + Spain*

(values from 0 to 1), 2020 or latest year available



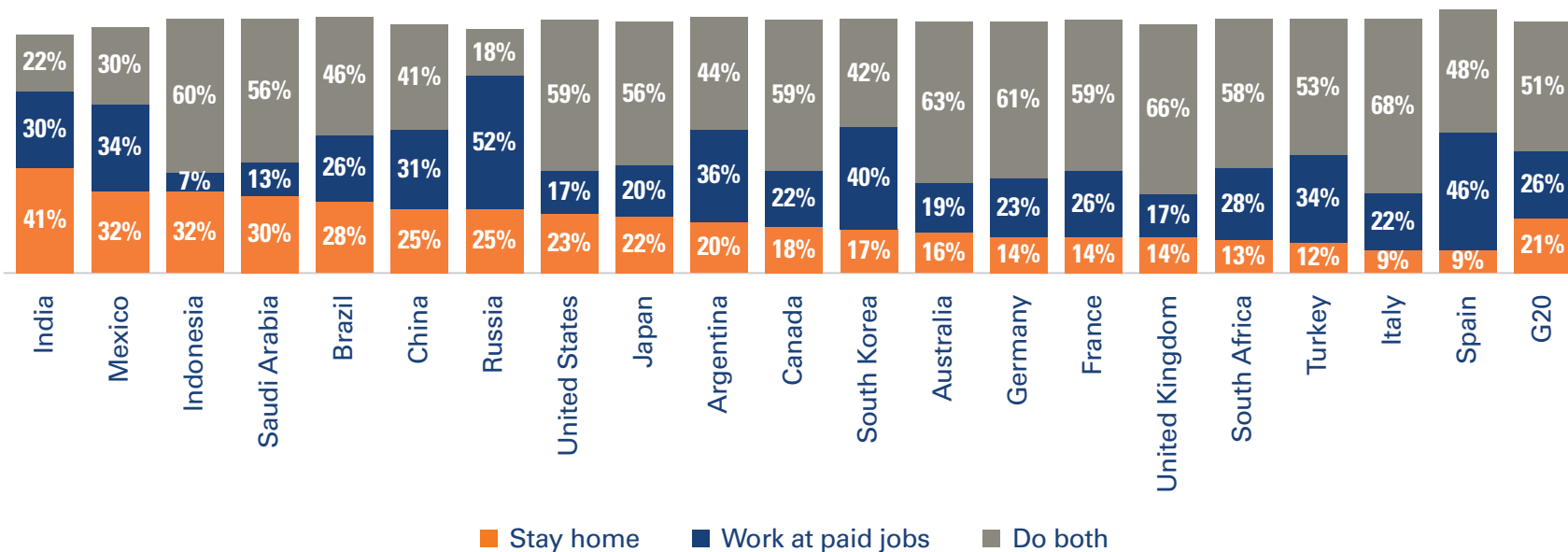
Several studies reveal that **female entrepreneurship prevalence rates tend to be relatively higher in developing countries**. This is due to women facing **greater barriers to entry into the formal labour market** in developing economies and having to turn to entrepreneurship as a way out of unemployment and, often, poverty

(*) Spain included as permanent host - N.B. No data available for EU-27

Source: The European House – Ambrosetti elaboration on Global Entrepreneurship data, 2022

Cultural resistance to change also persists among women, especially in some countries ...

Women's opinion on whether they prefer to work paid jobs, care for their families and homes, or do both
(%, among all female interviewed), 2017



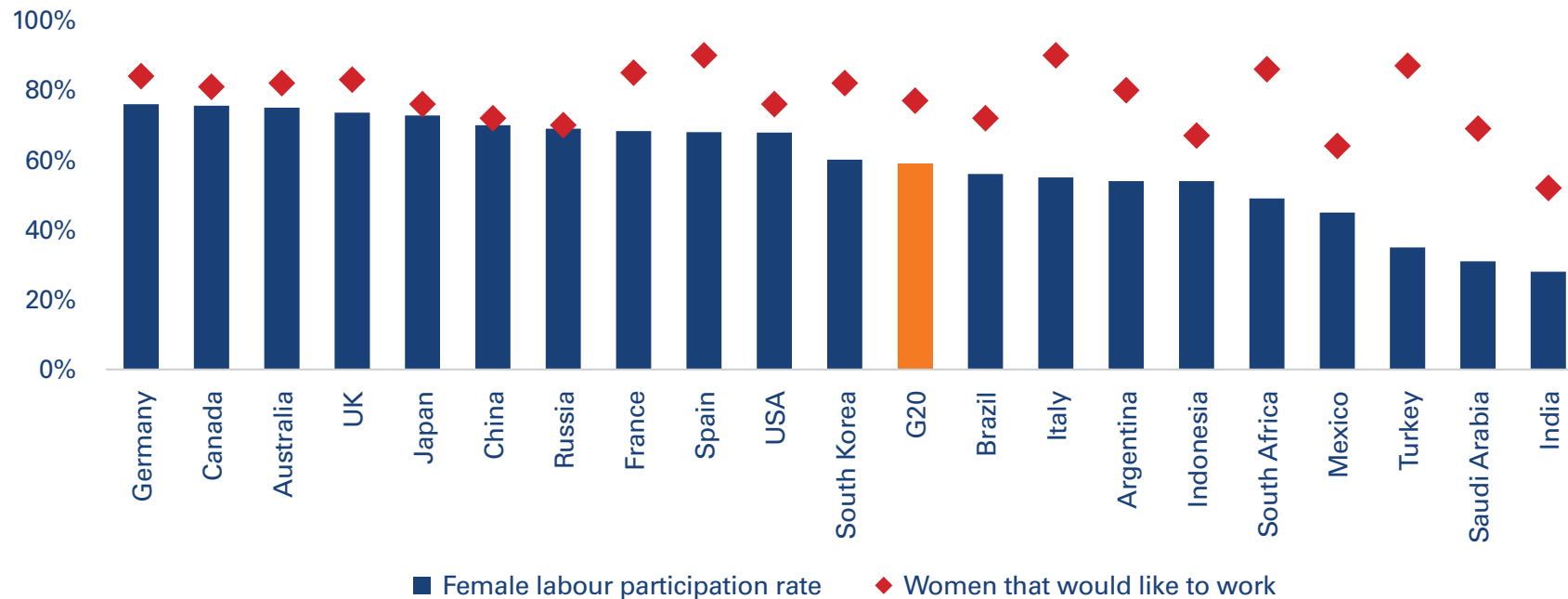
N.B. Respondents who answered "I don't know" were excluded from the graph

Source: The European House – Ambrosetti elaboration on ILO and Gallup data, 2022

... while there is a gap between the willingness of women to participate in the labour force and their actual inclusion in it

Women that would like to work and actual female labour participation rate in G20 countries + Spain*

(%, among all females), 2021 or latest year available

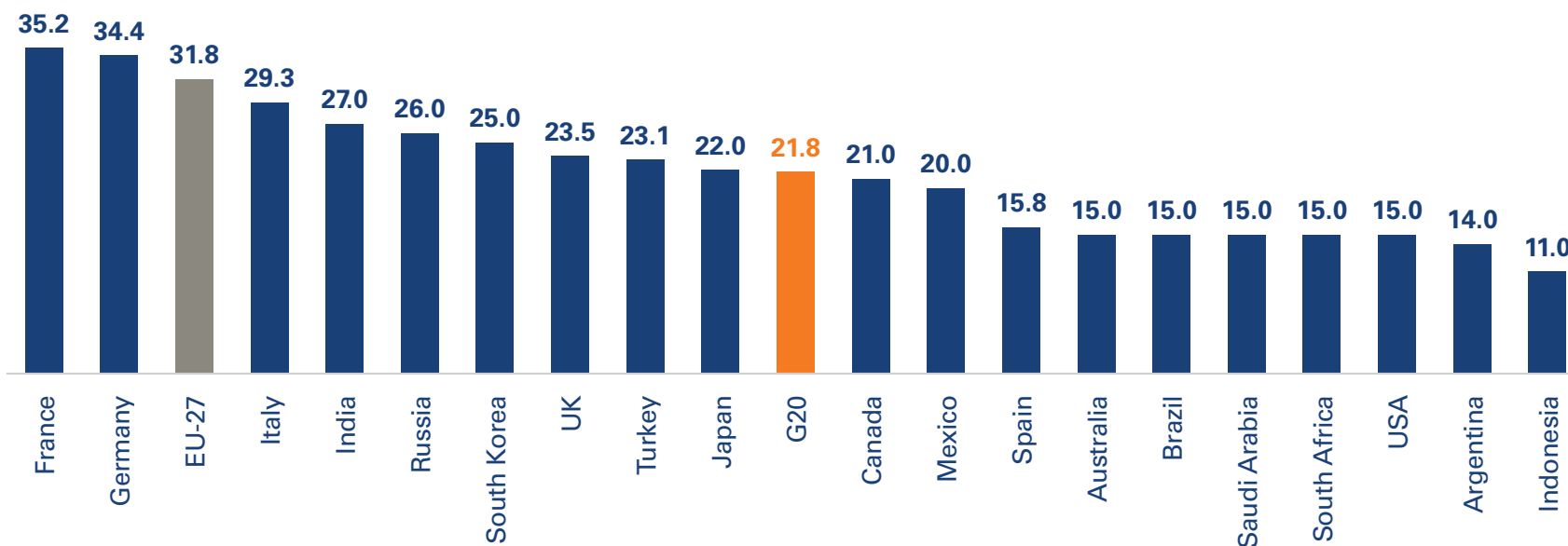


(*) Spain included as permanent host

Source: The European House – Ambrosetti elaboration on ILO and Gallup data, 2022

Furthermore, in a context of overall shortage of STEM graduates ...

Share of graduates of tertiary programmes in Science, Technology, Engineering and Mathematics in G20 countries + Spain* (% among all graduates), 2019 or latest year available

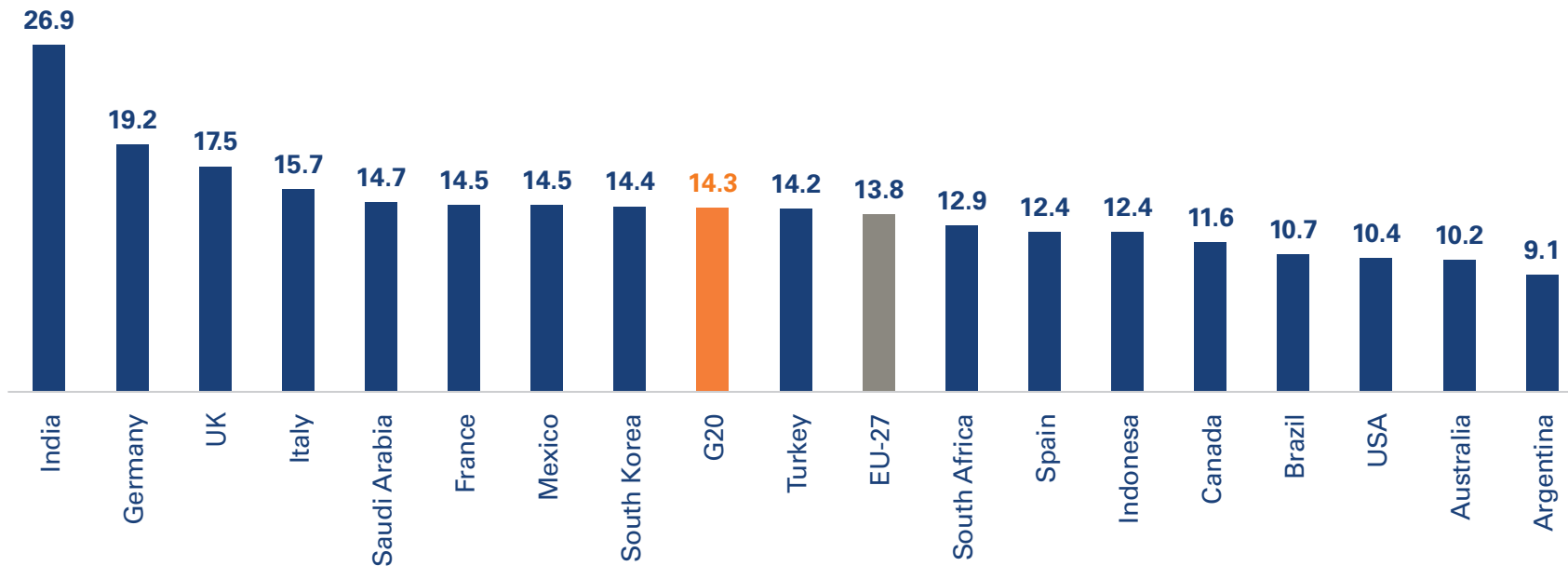


(*) Spain included as permanent host - N.B. No data available for China

Source: The European House – Ambrosetti elaboration on OECD and European Commission data, 2022

... only 14.3% of women across G20 countries choose to graduate in STEM programmes

Share of female tertiary graduates in Science, Technology, Engineering and Mathematics programmes in G20 countries + Spain* (% among all female tertiary graduates), 2019 or latest year available

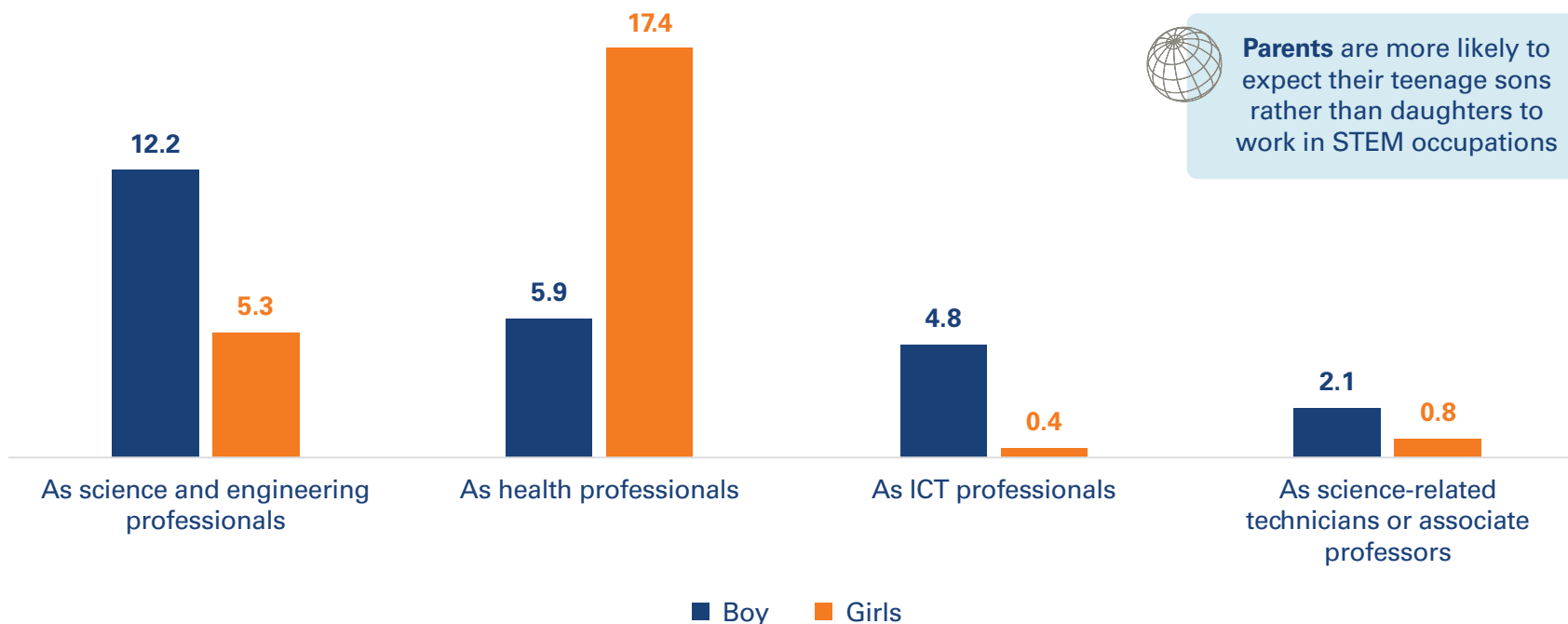


(*) Spain included as permanent host - N.B. No data available for China, Japan and Russia

Source: The European House – Ambrosetti elaboration on Human Development Report data, 2022

This is partly due to gender-biased career expectations persisting on a global level

15-year-olds who expect to work in a science-related occupation by the age of 30, by type of science professional, OECD average (% values), 2015



Source: The European House – Ambrosetti elaboration on OECD data, 2022

This gap has strong implications for employment: in the world only 28% of women are science and engineering professionals vs. 88% of personal care workers

Employment by sex and occupation at a global level* (%), 2019 or latest year available

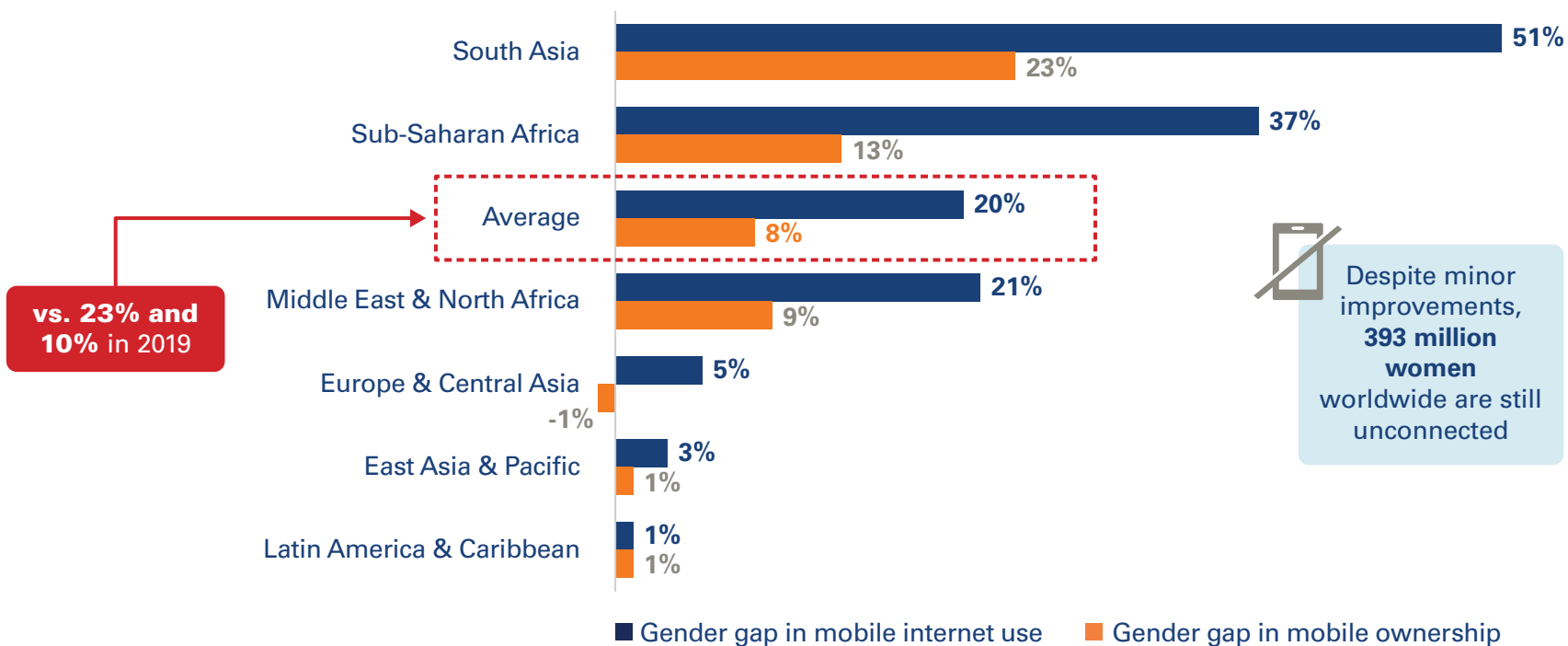


N.B. The weighted average is based on available data for 121 countries, which represent 63% of global employment

Source: The European House – Ambrosetti elaboration on ILOSTAT data, 2022

The gender gap is also exacerbated by the digital divide that could exclude women from the digital transition

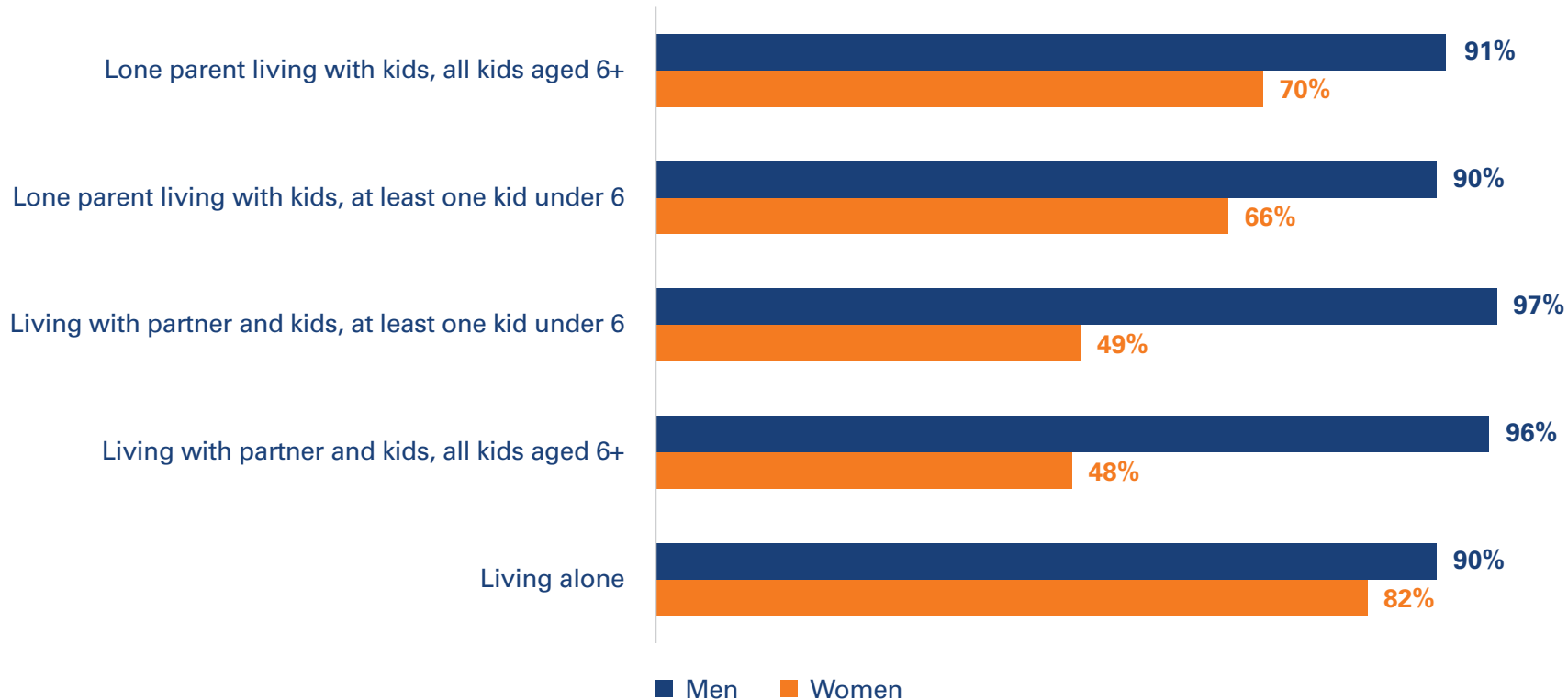
Gender gap in mobile internet use and mobile ownership, by world region
(% values), 2020



Source: The European House – Ambrosetti elaboration on GSMA data, 2022

Unlike men, having kids generally sets back women's labour force participation ...

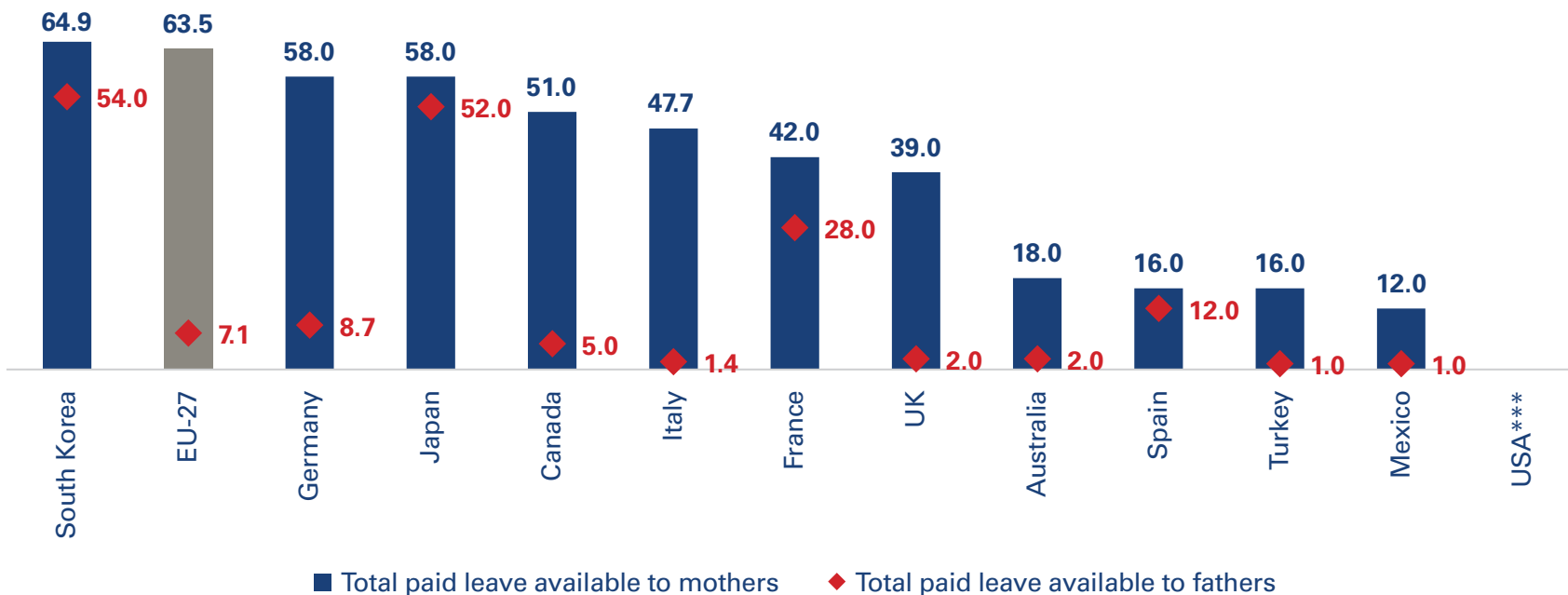
Labour force participation rate of people aged 25 to 54 by family situation and age of children
(% values), 2020



Source: The European House – Ambrosetti elaboration on ILOSTAT data, 2022

... also considering the inadequacy of paid maternity and paternity leave in some countries ...

Total length of paid leave available to mothers and fathers* in a selection of G20 countries + Spain (weeks), 2020**

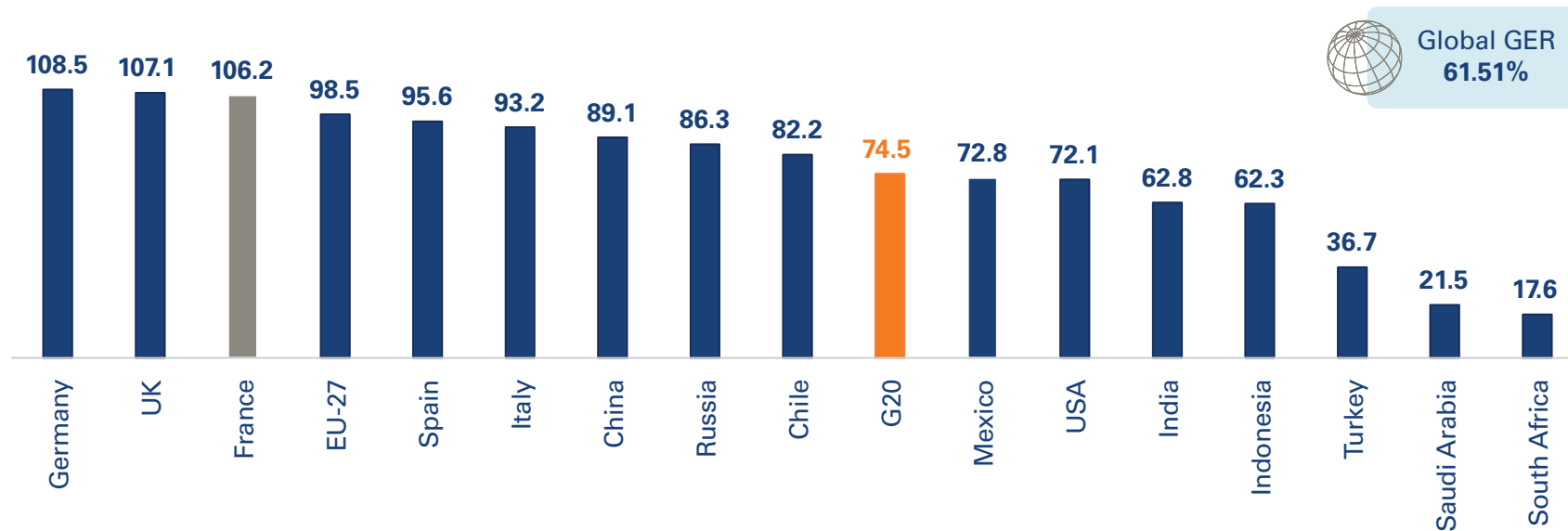


(*) The total length of paid leave available is calculated as the sum of paid maternity/paternity leave and paid parental and home care leave reserved for mothers/fathers. (**) Spain included as permanent host - (***) The USA is the only country among OECD nations that does not mandate any paid leave for new parents

Source: The European House – Ambrosetti elaboration on OECD data, 2022

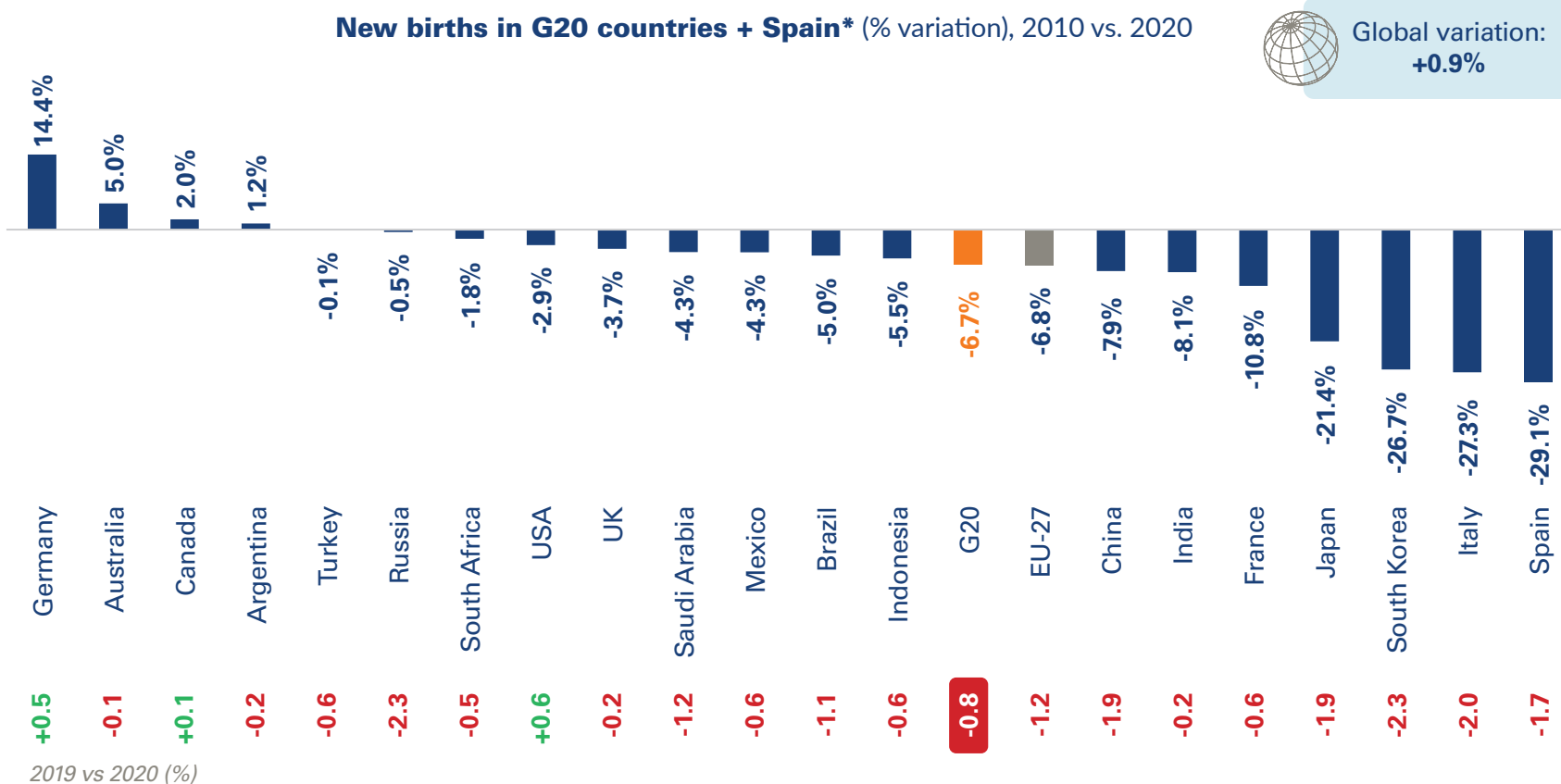
... and the heterogeneous gross enrollment rate in pre-primary education across G20 countries

Gross enrollment rate (GER)* in pre-primary education in G20 countries + Spain**
 (% values), 2019 or latest year available



(*) The GER is defined as the total enrollment in pre-primary education, regardless of age, expressed as a percentage of the population in the official age group corresponding to this level of education. The GER can be over 100% as it includes students who may be older or younger than the official age group - (**) Spain included as permanent host
 N.B. No data available for Brazil, Canada, Japan, South Korea

On the other side, the declining birth rate is a serious issue among most of G20 countries ...



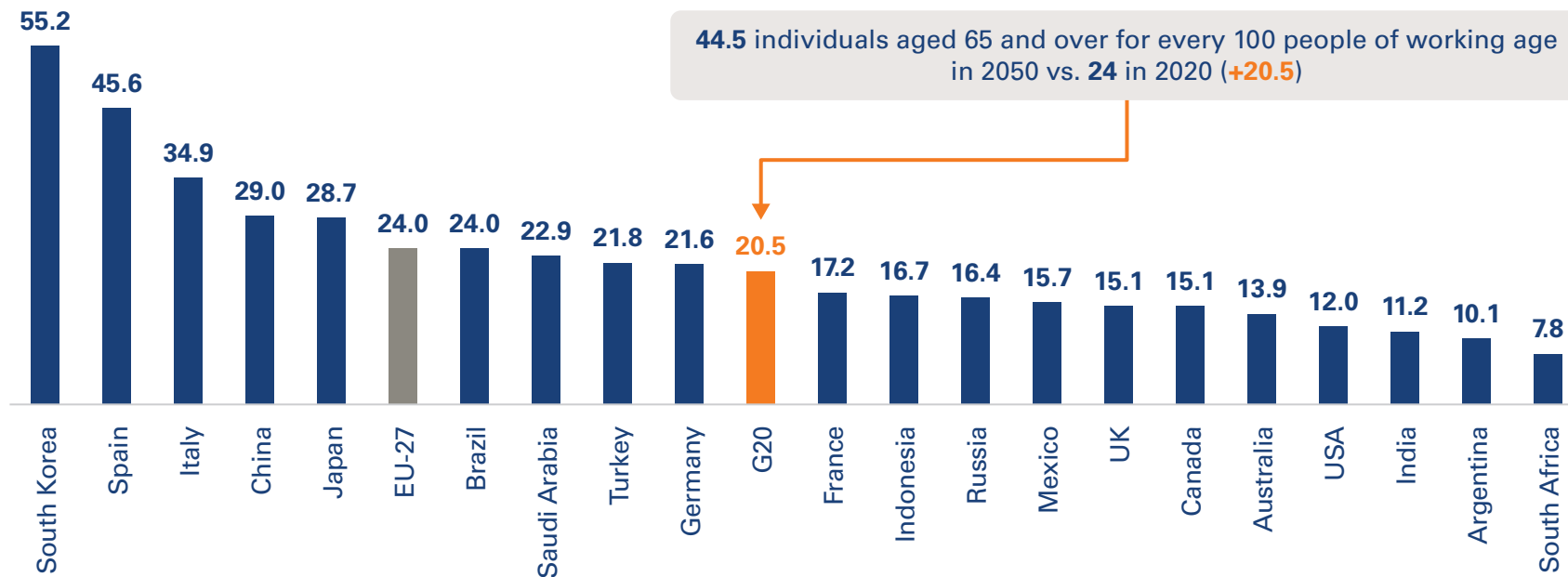
(*) Spain included as permanent host

Source: The European House – Ambrosetti elaboration on Our World in Data data, 2022

... with severe consequences for the economic and social sustainability of countries

Increase in old-age dependency ratio in the next 30 years in G20 countries + Spain*

(n. of new individuals aged 65 and over per 100 people of working age**), 2020 – 2050e



(*) Spain included as permanent host - (**) People of working age are defined as those at ages 15 to 64

Source: The European House – Ambrosetti elaboration on OECD data, 2022



Lockdowns, stay-at-home orders and other measures implemented during the COVID-19 pandemic have also led to what the UN has called a «**shadow pandemic**» of **rising Gender-Based Violence (GBV)**



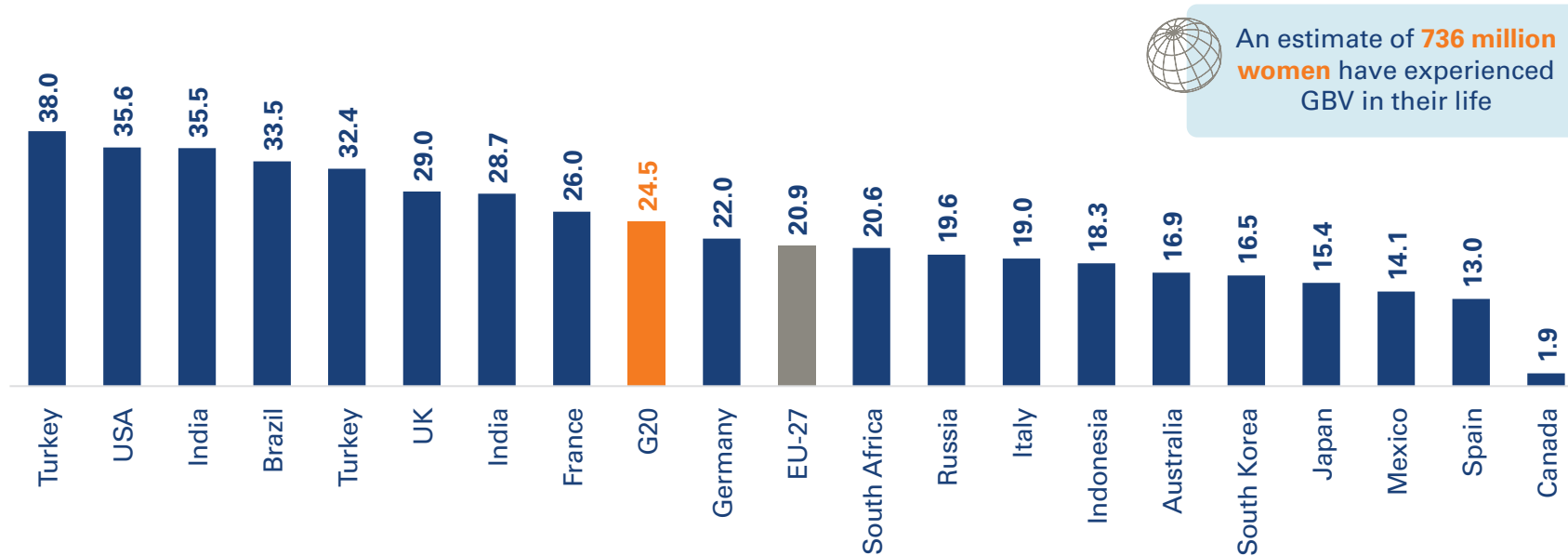
This is only a reminder that, to successfully advance the empowerment of women, eradicating **Gender-Based Violence** must be a priority



N.B. UN data shows that by October 2021, 52 countries had integrated violence against women and girls prevention and responses into COVID-19 plans, and 150 countries have adopted measures to strengthen services for women survivors of violence during the global crisis

In G20 countries Gender-Based Violence concerns almost 1 out of 4 women ...

Women who have experienced physical and/or sexual violence from an intimate partner at some time in their life in G20 countries + Spain* (% values, age 15+), 2019 or latest year available

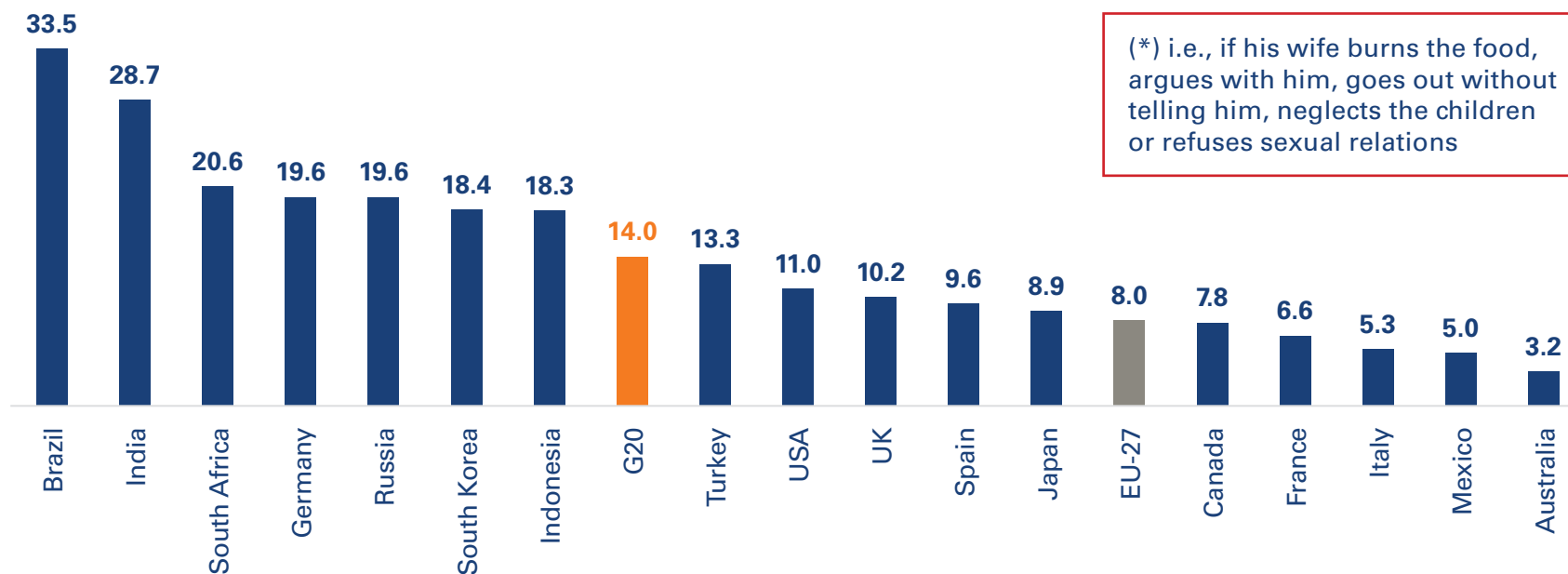


(* Spain included as permanent host - N.B. No data available for Argentina, China and Saudi Arabia)

Source: The European House – Ambrosetti elaboration on OECD and UN data, 2022

... a phenomenon still socially justified, even by women themselves

Women who consider a husband to be justified in hitting or beating his wife for at least one of the specified reasons* in G20 countries + Spain** (% values, age 15-49 years), 2019 or latest year available



(**) Spain included as permanent host - N.B. No data available for Argentina, China and Saudi Arabia

Source: The European House – Ambrosetti elaboration on OECD data, 2022

Women's Empowerment can be also approached through an environmental and sustainability perspective



- Women in many developing countries are marginalised when it comes to **decisions about land tenure**
- **Women's limited ownership of land** reduces their economic independency and their capacity to change how land is used, hampering their ability to deal with environmental damage



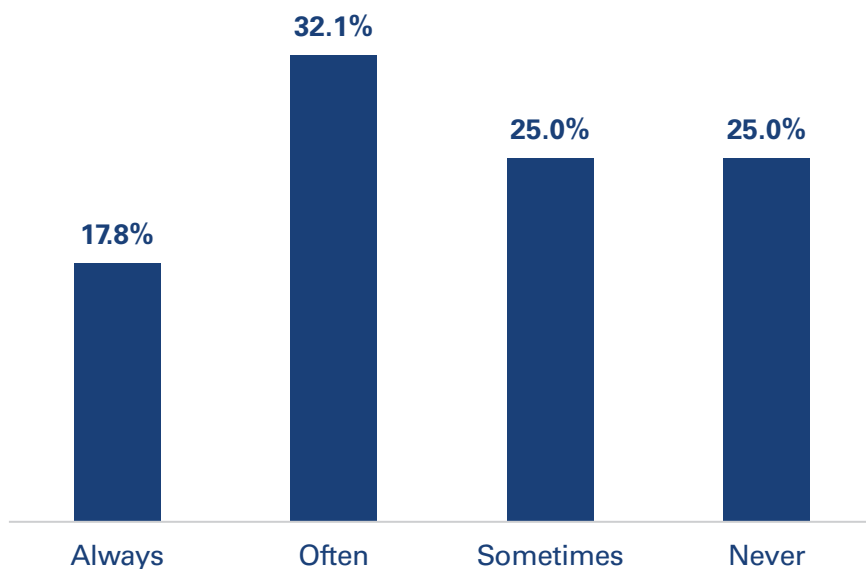
- On the technological side, **women's contribution to sustainable development is still lower**
- Looking to environment-related technologies, **female inventors are fewer** compared to more traditional domains. Differences in women's involvement could be explained by their traditionally rather low participation in STEM disciplines



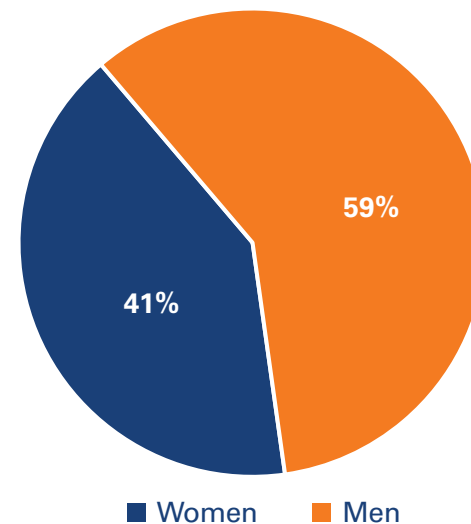
- As of now, women account for only **32% of the workforce in the renewable energy sector** and **22% in the oil and gas industry sector**
- Only **28% of the STEM-related roles** is occupied by women

As a matter of fact, countries' gender considerations in environmental policy-making remains low ...

OECD - Countries consideration of gender aspects in environmental policy making (% values), 2020*



Environment Ministers by gender in OECD countries (% values), 2020

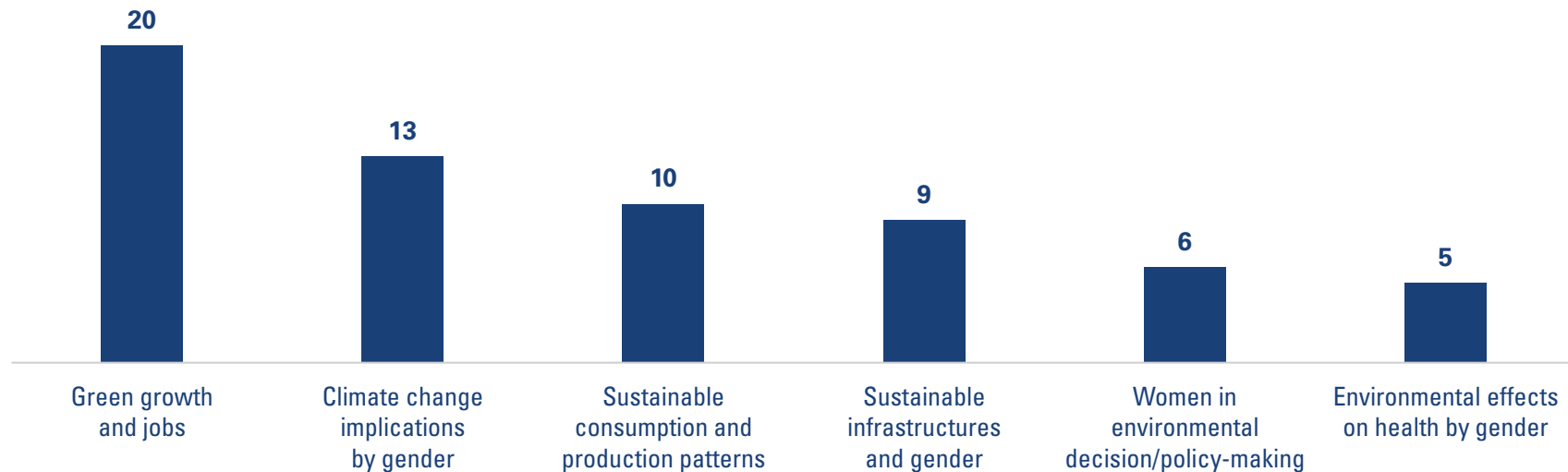


(*) Based on 28 respondent countries

Source: The European House – Ambrosetti elaboration on OECD data and EPOC Survey on integrating gender in environmental policies, 2022

... although the inclination towards a gender approach in environment and sustainability will grow over the next years

OECD Member's indication of interest for future work on the gender environment nexus
(ranking), 2020*

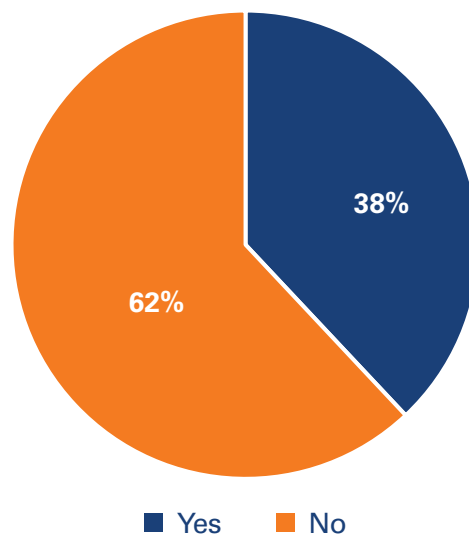


(*) Based on 22 respondent countries. Ranking according to the number of OECD countries that indicated an interest in each topic. Multiple options were possible

Source: The European House – Ambrosetti elaboration on OECD data and EPOC Survey on integrating gender in environmental policies, 2022

But a better understanding of the potential gender differences in environment-related domains requires more effort in data collection

OECD countries gender-disaggregated data collection in environmental policies (% values), 2020



Source: The European House – Ambrosetti elaboration on OECD data and EPOC Survey on integrating gender in environmental policies, 2022

03

Women's Empowerment Progress Index 2022

- **Rationale and characteristics of the Women's Empowerment Progress Index** 62
- **Final results and ranking** 70
- **Top 5 performing countries: Focus on their data and policies** 77
- **The dynamism of the lower part of the ranking** 88
- **A closer look at EU-27 Member States** 92

The rationale of the Women's Empowerment Progress Index (WEPI)

- The Women's Empowerment Progress Index is a composite indicator that aims to track and measure progress in **multiple areas of Women's Empowerment**, including representation in decision-making processes (in the public and private spheres), access to resources and knowledge, access to the labour market and career growth, quality of life.
- The Index, assessing **G20 countries plus Spain (included as a permanent host)**, can offer an overview of the different performances and, through an annual update, has the objective to monitor progress over time and **support the evaluation of the effectiveness of specific measures and policies**.
- **Rather than the gaps between women and men**, the Index aims to investigate the process toward the **full realization of women's potential**, considering that women are frequently denied resources, information, and freedom of action. At the base of this choice, however, there is full consciousness that **gender equality and Women's Empowerment are two sides of the same coin**: achieving gender equality is a fundamental step towards sustainable growth.



The goal of the Index is to **monitor and track progress over time** in multiple domains of female empowerment across the G20 economies plus Spain, to give a “**gentle**” and **positive push** towards improvement to the different countries



The characteristics of the Women's Empowerment Progress Index

- In **agreement with the Scientific Committee** and leveraging a **consolidated methodology** in deploying a composite index, the WEPI has been structured in order to comply with the following characteristics*:
 - **Objectivity**, being based on **objective quantitative variables** mapped through official databases
 - **Significativity**, focusing on **“results” (output)** versus **“efforts”** (process or input)
 - **Replicability**, using variables (KPI) periodically collected by major international institutions, which enable an **annual update and comparison over time**
 - **Robustness**, selecting **few proxy indicators**, as independent as possible from each other

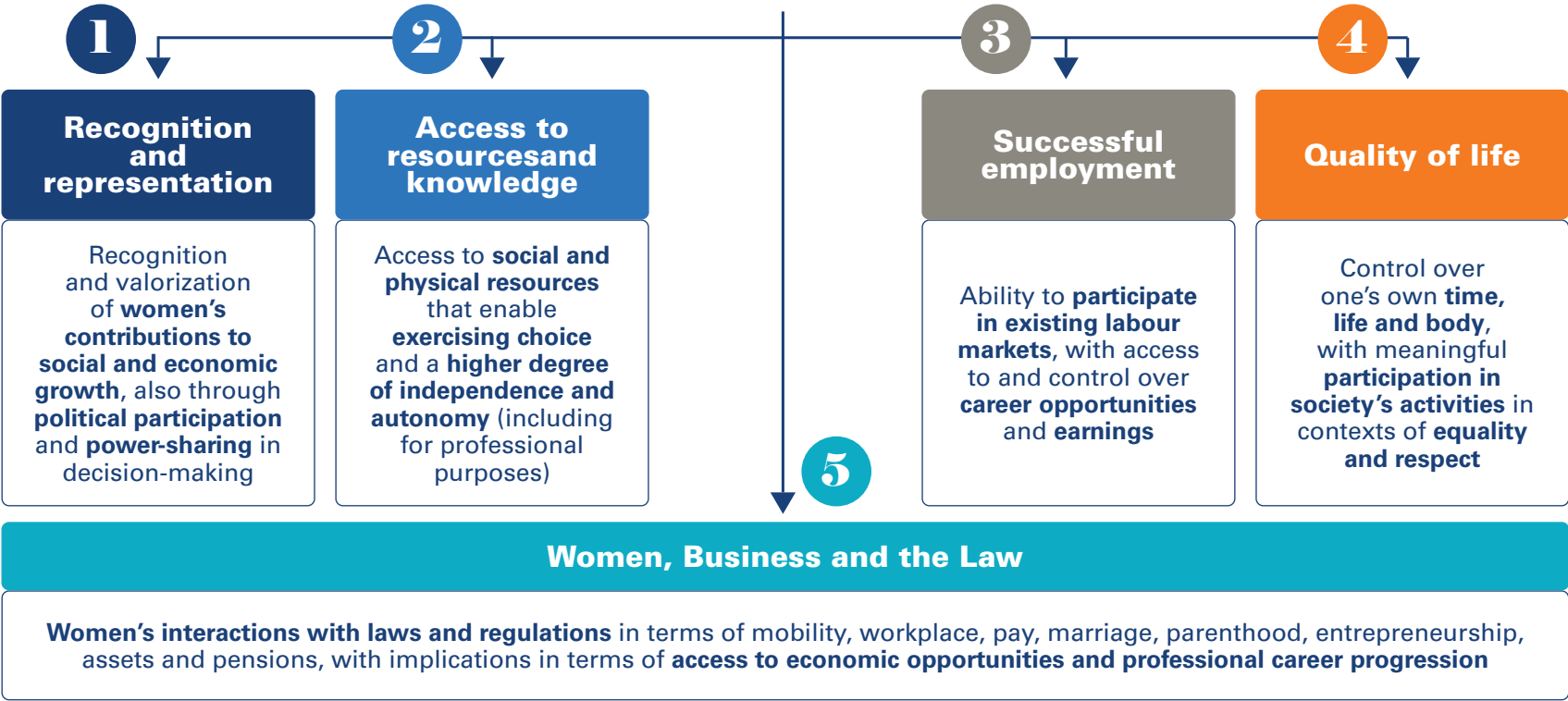
(*) The computation of the Index is based on the internationally accepted 10-step methodology on building composite indicators developed by the European Commission's Joint Research Center (JRC) and OECD (Nardo et al., 2008)

The structure of the Women’s Empowerment Progress Index

The Index is based on a list of **21 KPIs** representing the key aspects of Women’s Empowerment*, selected according to the comparability and availability of data from all the G20 countries + Spain**

In order to provide a comprehensive and accurate photography, the Index is composed of **4 sub-indices**

To these a final pillar is added as a “floor”, consisting of the **Women, Business and the Law Index**



(*) For each KPI, alignment with the existing frameworks of corporate sustainability reporting has been verified

(**) Only country that figures as a G20 permanent guest

The Women's Empowerment Progress Index Key Performance Indicators (KPIs)

	KPI	Unit and reference population	Rationale of inclusion	Source
Recognition and Representation	Proportion of seats held by women in national parliaments	% on total	Measure of women participation to political decision making	UNECE
	Proportion of women in ministerial level positions	% on total	Measure of women participation to political decision making	OECD, WB
	Female participation rate to the labour force	% of all females aged 15-64	Measure of women participation to the labour market	ILOSTAT
	Proportion of seats held by women in boards of the largest publicly listed companies	% on total	Measure of women participation to decision making and business leadership	OECD
	Share of women employed in managerial positions	% on managers	Measure of women participation to decision making and business leadership	ILOSTAT
Access to resourced and knowledge	Female share of tertiary graduates	% on total	Measure of women access to knowledge and career prospects	OECD
	Share of female tertiary graduates in STEM	% on total	Measure of women access to specific knowledge and career prospects	UNHDR
	Women that have a financial institution account	% on female population	Measure of women participation to financial life and self-realization	UNHDR
	Ration of female-to-male mobile use estimate	Ratio of female-to-male	Proxy of women exposition to technology	Digital Gender Gaps
	Women employed in the ICT sector	% on total	Proxy of women exposition to ICT sectors, in terms of knowledge and labour force participation	ILOSTAT
Successful employment	Share of women inventors	% on total	Proxy of women propensity for innovation and access to resources and knowledge	OECD
	Share of women employed who are employers	% on female population	Measure of women entrepreneurship	OECD
	Gender wage gap	Difference between median earnings of men and women relative to median earnings of men	Measure of women work recognition	OECD
	Women working in the informal economy	% on female population	Proxy of labour market accessibility and stability	ILOSTAT, ILO
	Share of female employees on temporary contracts	% on female population	Proxy of labour market stability	OECD, ILOSTAT
Quality of life	Time spent by women on unpaid domestic chores and care work	% of 24-hours day	Measure of women work-life balance and economic recognition of work	UNHDR
	Women reporting having experienced physical or sexual violence	% on female population	Proxy of women quality life	OECD
	Time spent on personal care	Minutes/day	Measure of work-life balance	OECD
	Gross enrollment rate in pre-primary education	% on total	Measure of work-life balance	World Bank
	Total length of paid maternity and parental leaves	Number of weeks	Measure of work-life balance	OECD

The KPIs have been selected using the following criteria:



Data coverage of >60% for each KPI




Annual updatability



With reference to the 4 pillars, only output KPIs have been included

The database underlying the Index



Database WEPI	1. Recognition, representation					2. Access to resources & knowledge					3. Successful employment					4. Quality of life					KP21
	KP1	KP2	KP3	KP4	KP5	KP6	KP7	KP8	KP9	KP10	KP11	KP12	KP13	KP14	KP15	KP16	KP17	KP18	KP19	KP20	
	Proportion of seats held by women in national parliaments	Proportion of women in ministerial level positions	Proportion of seats held by women in boards of the largest publicly listed companies	Female labour force participation rate	Proportion of women in managerial positions	Share of female tertiary graduates	Share of female tertiary graduates in STEM programmes	Women with account at financial institution or with mobile money-service provider	Ratio of female-to-male mobile use estimate	Women in information and communication	Share of women inventors	Share of employed who are employers	Gender wage gap	Share of informal employment in total female employment	Share of employees on temporary contracts	Time spent on unpaid domestic chores and care work (women aged 15+)	Women who have experienced physical and/or sexual violence from intimate partner	Time spent on personal care	Gross enrollment rate in preprimary education	Total length of paid maternity and parental leave	
	% on total	% on total	% on total	% of all females aged 15-64	% on managers	% on total	% on total	% on female population (age 15+)	Value	female share of sector	% on total	% on total	ratio	% on total	% on total	hours/year	% on total (age 15+)	minutes per day	%	weeks	1-100
KPI coverage	100%	100%	90%	100%	95%	100%	90%	100%	100%	90%	81%	67%	100%	90%	86%	81%	95%	76%	90%	100%	100%
Year	2021	2020	2021	2020	2020	2019	2019	2019	2021	2018	2019	2020	2018	2018	2020	2019	2019	Latest Year	2019	2021	2022
Argentina	39.9	18.2	N.A.	54.3	33.0	66.0	43.5	50.8	1.0	22.0	16.1	N.A.	14.0	47.2	8.8	23.4	26.9	N.A.	77.8	3.0	79.4
Australia	36.6	26.7	34.8	73.4	40.0	57.0	32.1	99.2	1.0	30.0	13.3	N.A.	16.1	29.2	31.4	N.A.	16.9	666.0	166.2	18.0	96.9
Brazil	15.0	10.5	16.9	56.3	36.8	60.0	36.6	67.5	1.0	29.0	15.6	2.4	16.0	46.0	N.A.	11.6	33.5	N.A.	95.5	17.0	85.0
Canada	29.6	51.4	32.9	73.8	35.8	57.0	31.4	51.4	1.0	26.7	11.4	2.4	18.5	N.A.	12.8	14.6	1.9	653.0	N.A.	51.0	100.0
China	24.9	3.2	13.8	61.8	N.A.	53.0	N.A.	76.4	0.9	N.A.	N.A.	N.A.	20.0	51.5	N.A.	15.3	N.A.	692.0	89.1	13.0	75.6
EU-27	33.1	31.1	30.6	67.9	34.0	59.0	59.0	89.9	0.9	30.3	11.4	2.3	10.8	12.5	12.0	16.9	20.9	669.1	98.5	64.5	96.6
France	32.7	50.0	45.3	67.7	35.5	56.0	31.8	91.3	1.0	31.0	11.3	2.3	11.8	9.9	15.7	15.8	26.0	761.0	106.2	42.0	100.0
Germany	31.4	40.0	36.0	75.7	28.1	50.0	27.6	99.2	0.9	33.0	6.5	1.9	15.3	10.2	11.1	15.9	22.0	659.0	107.9	58.0	97.5
India	13.5	14.1	17.1	27.8	17.6	53.0	42.7	76.6	0.8	N.A.	12.9	N.A.	34.0	90.0	10.1	N.A.	28.7	670.0	62.8	12.0	74.4
Indonesia	17.4	17.1	12.2	55.4	32.6	59.0	37.4	51.4	0.9	24.0	N.A.	N.A.	17.0	87.1	78.0	N.A.	18.3	N.A.	62.0	13.0	64.4
Italy	35.7	36.4	38.8	54.7	27.3	57.0	39.5	91.6	1.0	29.0	8.1	3.4	5.7	15.9	15.3	20.4	19.0	705.0	93.0	47.7	97.5
Japan	14.5	10.0	12.6	72.6	13.3	50.0	N.A.	98.1	1.0	26.0	8.1	0.5	23.5	18.4	21.3	14.4	15.4	626.0	N.A.	58.0	78.8
Mexico	48.4	42.1	10.6	45.1	38.4	54.0	30.6	33.3	1.0	36.0	9.7	2.2	14.0	58.8	49.9	28.1	14.1	642.0	71.0	12.0	88.8
Russia	15.8	9.7	12.0	69.4	45.7	53.1	28.6	76.1	1.0	35.0	13.4	N.A.	30.6	32.7	5.4	18.4	19.6	N.A.	86.0	72.0	73.1
Saudi Arabia	19.9	0.0	N.A.	30.9	15.4	55.0	36.8	58.2	0.9	7.0	N.A.	N.A.	49.0	N.A.	N.A.	N.A.	35.0	N.A.	21.5	21.5	80.0
South Africa	45.3	48.3	34.0	48.7	31.6	62.0	42.8	70.0	1.0	23.0	17.5	2.3	29.0	35.9	13.8	15.6	20.6	695.0	17.8	17.8	88.1
South Korea	16.7	27.8	8.7	59.5	16.3	51.0	25.2	94.7	0.9	30.0	N.A.	3.6	34.1	39.9	22.2	14.0	16.5	680.0	92.0	64.9	85.0
Spain	44.0	50.0	32.6	67.6	35.0	56.0	29.6	91.6	1.0	29.0	14.6	2.9	8.6	28.7	25.6	19.0	13.0	687.0	99.6	16.0	100.0
Turkey	17.3	12.5	18.0	35.0	18.2	53.0	34.7	54.3	0.9	23.0	16.0	1.5	10.0	48.3	8.9	19.2	32.4	685.0	38.0	16.0	82.5
UK	33.9	23.8	37.8	78.9	36.8	58.0	38.1	96.1	1.0	28.0	10.5	1.2	16.3	10.9	5.6	12.7	29.0	655.0	105.9	39.0	97.5
USA	27.3	46.2	29.7	67.8	41.1	59.0	34.0	92.7	1.0	31.0	12.4	1.4	18.9	17.8	4.0	15.4	35.6	667.0	72.2	0.0	91.3

- **21 countries included:** G20 members + Spain included as a permanent guest
- **21 KPIs** selected on a basis of >50 Indicators collected and analyzed

- **>67%** of country data coverage at the Index level
- **Data recency:** 86% of available data refer to 2019-2021

The Index has been submitted for the audit of the European Commission Joint Centre of Research ...

Given the nature and the goals of the Women's Empowerment Progress Index initiative, The European House – Ambrosetti has initiated collaboration with the **Joint Research Centre (JRC) of the European Commission's Competence Centre on Composite Indicators and Scoreboards (COIN)** which, upon invitation of the working group, has been involved in the preparation of a statistical audit to offer a detailed report on the sensitivity and solidity of the indicators, the statistical coherence of the methodological structure and the hypotheses utilized in constructing the Index.

The statistical analysis aims at shedding light on the **transparency and reliability** of the Index and thus enabling advocates and policymakers to draw more accurate and meaningful conclusions, and to potentially guide choices on priority setting and policy formulation. The activities carried out include:

- A detailed analysis of the **sensitivity** and **solidity** of the KPIs selected;
- An independent statistical evaluation of the **methodological approach** and **structure** of the Index;
- The preparation of the audit that offers detailed information about the **analysis of statistical coherence**.

We would like to thank Michaela Saisana, Head of Monitoring, Indicators & Impact Evaluation Unit of the Competence Centre on Composite Indicators & Scoreboards (COIN) of the JRC, Eleni Papadimitriou, Policy Officer, and the whole team for the active and efficient collaboration and contribution to the methodological and statistical assessment of the Women's Empowerment Progress Index

... which has underlined the capacity of the Index to capture the presence of a common phenomenon underlying the KPIs and the pillars

The audit underlines the **quality, trustworthiness** and **conceptual soundness of the framework**.

At the same time, it highlights that conceptual and practical challenges are inevitable when trying to summarize with a single composite indicator the **complexity of a multidimensional phenomenon**.

For the next editions, the audit identifies two specific criticalities to be addressed for further improvement:

- Concentration of **missing data** in specific pillars and countries, to be addressed using alternative/secondary data sources or through the substitution of specific KPIs;
- **Changes in the methodology** used by international databases (OECD, World Bank, ...) across different years, which can reflect in potential volatile results.

QUALITIES OF THE INDEX



- Selection of **meaningful indicators**
- **Good statistical coherence** of the different pillars
- Ability of the Index to **capture the presence of a common phenomenon** (Women's Empowerment) underlying the KPIs and pillars
- **Transparency in communicating** all parts of the methodology

The final results of the 2022 Women’s Empowerment Progress Index ...

	WEPI ranking	WEPI score	Recognition & representation	Access to resources & knowledge	Successful employment	Quality of life	Women Business and the Law Index
France	1	100.0	High (>75)	High (>75)	High (>75)	High (>75)	High (>75)
Australia	2	93.6	High (>75)	High (>75)	High (>75)	High (>75)	High (>75)
Spain	3	93.1	High (>75)	Medium (50-75)	High (>75)	Medium (50-75)	High (>75)
Canada	4	91.2	High (>75)	Medium (50-75)	High (>75)	High (>75)	High (>75)
Italy	5	92.9	High (>75)	High (>75)	High (>75)	High (>75)	High (>75)
UK	6	89.6	High (>75)	High (>75)	High (>75)	Medium (50-75)	High (>75)
Germany	7	82.7	High (>75)	Medium (50-75)	High (>75)	High (>75)	High (>75)
South Africa	8	81.1	High (>75)	High (>75)	High (>75)	Low (25-50)	Medium (50-75)
USA	9	80.6	High (>75)	High (>75)	High (>75)	Low (25-50)	High (>75)
Brazil	10	72.0	Low (25-50)	High (>75)	High (>75)	Medium (50-75)	Medium (50-75)
Russia	11	69.6	Medium (50-75)	Medium (50-75)	High (>75)	High (>75)	Low (25-50)
Argentina	12	69.4	Medium (50-75)	High (>75)	High (>75)	Critical (<25)	Low (25-50)
South Korea	13	66.0	Low (25-50)	Low (25-50)	High (>75)	High (>75)	Medium (50-75)
Mexico	14	57.8	Medium (50-75)	Low (25-50)	Medium (50-75)	Critical (<25)	Medium (50-75)
Japan	15	56.3	Low (25-50)	Medium (50-75)	High (>75)	High (>75)	Low (25-50)
China	16	53.2	Low (25-50)	Low (25-50)	Medium (50-75)	Medium (50-75)	Low (25-50)
Turkey	17	45.5	Critical (<25)	Critical (<25)	High (>75)	Low (25-50)	Medium (50-75)
India	18	32.7	Critical (<25)	Low (25-50)	Medium (50-75)	Low (25-50)	Low (25-50)
Indonesia	19	32.5	Low (25-50)	Low (25-50)	Low (25-50)	Low (25-50)	Critical (<25)
Saudi Arabia	20	1.0	Critical (<25)	Critical (<25)	Critical (<25)	Critical (<25)	Low (25-50)

The Index ranges from 1=min to 100=max

N.B. The EU-27, formally a member of the G20, has been excluded from the final ranking in order to guarantee comparability among countries

Source: The European House – Ambrosetti, 2022

... and a look at the trend over the last 5 years

	WEPI ranking (t0 – 4)	WEPI score (t0 – 4)	WEPI ranking 2022	WEPI score 2022	Var. in the ranking
France	1	100.0	1	100.0	-
Australia	3	97.0	2	93.6	+1
Spain	5	93.1	3	93.1	+2
Canada	2	99.0	4	91.2	-2
Italy	6	90.3	5	92.9	+1
UK	4	93.8	6	89.6	-2
Germany	10	79.1	7	82.7	+3
South Africa	7	85.2	8	81.1	-1
USA	11	74.7	9	80.6	+2
Brazil	9	81.9	10	72.0	-1
Russia	8	82.8	11	69.6	-3
Argentina	12	70.0	12	69.4	-
South Korea	13	63.6	13	66.0	-
Mexico	15	56.4	14	57.8	+1
Japan	16	54.6	15	56.3	+1
China	14	58.3	16	53.2	-2
Turkey	17	40.4	17	45.5	-
India	19	15.7	18	32.7	+1
Indonesia	18	26.1	19	32.5	-1
Saudi Arabia	20	1.0	20	1.0	-

Due to the methodological approach of the index, which gives back a relative score for each country rather than an absolute value, an increase in the score is not always reflected in an advancement in the ranking

Source: The European House – Ambrosetti, 2022

Sub-rankings present a more detailed picture of Women's Empowerment

Recognition & representation		Access to resources & knowledge		Successful employment		Quality of life		Women Business and the Law Index	
France	100.0	USA	100.0	Spain	100.0	Canada	100.0	Canada	100.0
Spain	99.0	UK	94.6	Italy	99.1	France	99.7	France	100.0
Canada	93.3	Australia	93.1	Argentina	99.1	South Korea	94.6	Germany	93.1
Australia	91.1	Argentina	91.0	France	95.6	Australia	88.9	Italy	93.1
UK	90.1	Brazil	88.3	Brazil	93.9	Russia	85.0	Spain	93.1
USA	88.0	South Africa	86.2	Turkey	92.3	Germany	78.6	UK	93.1
South Africa	86.5	Italy	85.3	South Africa	92.0	Italy	77.1	Australia	91.3
Germany	85.6	France	79.2	USA	89.4	Japan	74.2	USA	75.7
Italy	76.5	Russia	71.9	Canada	87.9	Spain	69.9	Mexico	68.7
Mexico	73.2	Japan	70.9	UK	87.0	UK	68.2	South Africa	67.0
Argentina	66.5	Spain	67.0	Russia	86.2	China	66.4	Brazil	58.3
Russia	53.8	Germany	55.6	Australia	85.4	Brazil	59.5	South Korea	58.3
Brazil	41.9	Canada	52.3	Germany	83.2	South Africa	49.0	Turkey	51.4
Indonesia	39.5	Mexico	49.0	South Korea	83.2	Indonesia	46.4	Japan	49.6
China	36.1	Indonesia	47.0	China	74.5	India	32.8	Saudi Arabia	44.4
South Korea	29.9	South Korea	46.6	Mexico	67.5	USA	31.4	Argentina	34.0
Japan	26.9	China	40.5	Japan	66.4	Turkey	28.6	China	32.3
Turkey	17.2	India	25.1	India	63.5	Mexico	22.1	India	28.8
India	10.0	Turkey	14.6	Indonesia	35.6	Argentina	19.2	Russia	25.3
Saudi Arabia	1.0	Saudi Arabia	1.0	Saudi Arabia	1.0	Saudi Arabia	1.0	Indonesia	1.0

N.B. As mentioned before, the EU-27 aggregate has been excluded

Source: The European House – Ambrosetti, 2022

Focus: Recognition & representation

Seats held by women in national parliaments		Women in ministerial level positions		Women in boards		Female labour force participation rate		Women in managerial positions	
1	Mexico	1	Canada	1	France	1	UK	1	Russia
2	South Africa	2	Spain	2	Italy	2	Germany	2	USA
3	Spain	3	France	3	UK	3	Canada	3	Australia
4	Argentina	4	South Africa	4	Germany	4	Australia	4	Mexico
5	Australia	5	USA	5	Australia	5	Japan	5	UK
6	Italy	6	Mexico	6	South Africa	6	Russia	6	Brazil
7	UK	7	Germany	7	Canada	7	USA	7	Canada
8	France	8	Italy	8	Spain	8	France	8	France
9	Germany	9	South Korea	9	USA	9	Spain	9	Spain
10	Canada	10	Australia	10	Turkey	10	China	10	Argentina
11	USA	11	UK	11	India	11	South Korea	11	Indonesia
12	China	12	Argentina	12	Brazil	12	Brazil	12	South Africa
13	Saudi Arabia	13	Indonesia	13	China	13	Indonesia	13	Germany
14	Indonesia	14	India	14	Japan	14	Italy	14	Italy
15	Turkey	15	Turkey	15	Indonesia	15	Argentina	15	Turkey
16	South Korea	16	Brazil	16	Russia	16	South Africa	16	India
17	Russia	17	Japan	17	Mexico	17	Mexico	17	South Korea
18	Brazil	18	Russia	18	South Korea	18	Turkey	18	Saudi Arabia
19	Japan	19	China	N.A.	Argentina	19	Saudi Arabia	19	Japan
20	India	20	Saudi Arabia	N.A.	Saudi Arabia	20	India	N.A.	China

N.B. In the rankings, countries are reported from best (1) to worst (20) performance

Source: The European House – Ambrosetti, 2022

Focus: Access to resources & knowledge

Share of female tertiary graduates	
1	Argentina
2	South Africa
3	Brazil
4	USA
5	Indonesia
6	UK
7	Australia
8	Canada
9	Italy
10	France
11	Spain
12	Saudi Arabia
13	Mexico
14	Russia
15	China
16	Turkey
17	India
18	South Korea
19	Germany
20	Japan

Share of female STEM graduates	
1	Argentina
2	South Africa
3	India
4	Italy
5	UK
6	Indonesia
7	Saudi Arabia
8	Brazil
9	Turkey
10	USA
11	Australia
12	France
13	Canada
14	Mexico
15	Spain
16	Russia
17	Germany
18	South Korea
N.A.	Japan
N.A.	China

Women with financial account or mobile money-service	
1	Australia
2	Germany
3	Japan
4	UK
5	South Korea
6	USA
7	Italy
8	Spain
9	France
10	India
11	China
12	Russia
13	South Africa
14	Brazil
15	Saudi Arabia
16	Turkey
17	Canada
18	Indonesia
19	Argentina
20	Mexico

Ratio of female-to-male mobile use	
1	Australia
2	Japan
3	USA
4	Russia
5	Brazil
6	Argentina
7	UK
8	Canada
9	Mexico
10	France
11	South Africa
12	Italy
13	Spain
14	Germany
15	South Korea
16	China
17	Indonesia
18	Saudi Arabia
19	Turkey
20	India

Women in the ICT sector	
1	Mexico
2	Russia
3	Germany
4	USA
5	France
6	Australia
7	South Korea
8	Brazil
9	Italy
10	Spain
11	UK
12	Canada
13	Japan
14	Indonesia
15	South Africa
16	Turkey
17	Argentina
18	Saudi Arabia
N.A.	Japan
N.A.	China

N.B. In the rankings, countries are reported from best (1) to worst (20) performance

Source: The European House – Ambrosetti, 2022

Focus: Successful employment

Share of women inventors		Employed who are employers		Gender wage gap		Share of informal employment		Share of temporary contracts	
1	South Africa	1	South Korea	1	Italy	1	France	1	USA
2	Argentina	2	Italy	2	Spain	2	Germany	2	Russia
3	Turkey	3	Spain	3	Turkey	3	UK	3	UK
4	Brazil	4	Brazil	4	France	4	Italy	4	Argentina
5	Spain	5	Canada	5	Argentina	5	USA	5	Turkey
6	Russia	6	South Africa	6	Mexico	6	Japan	6	India
7	Australia	7	France	7	Germany	7	Spain	7	Germany
8	India	8	Mexico	8	Brazil	8	Australia	8	Canada
9	USA	9	Germany	9	Australia	9	Russia	9	South Africa
10	Canada	10	Turkey	10	UK	10	South Africa	10	Italy
11	France	11	USA	11	Indonesia	11	South Korea	11	France
12	UK	12	UK	12	Canada	12	Brazil	12	Japan
13	Mexico	13	Japan	13	USA	13	Argentina	13	South Korea
14	Italy	N.A.	China	14	China	14	Turkey	14	Spain
15	Japan	N.A.	Indonesia	15	Japan	15	China	15	Australia
16	Germany	N.A.	Saudi Arabia	16	South Africa	16	Mexico	16	Mexico
N.A.	China	N.A.	Argentina	17	Russia	17	Indonesia	17	Indonesia
N.A.	South Korea	N.A.	Russia	18	India	18	India	N.A.	China
N.A.	Indonesia	N.A.	Australia	19	South Korea	N.A.	Saudi Arabia	N.A.	Saudi Arabia
N.A.	Saudi Arabia	N.A.	India	20	Saudi Arabia	N.A.	Canada	N.A.	Brazil

N.B. In the rankings, countries are reported from best (1) to worst (20) performance. E.g., USA best performer: lowest share of women with temporary contracts

Source: The European House – Ambrosetti, 2022

Focus: Quality of life

Time spent on unpaid chores and care work	
1	Brazil
2	UK
3	South Korea
4	Japan
5	Canada
6	China
7	USA
8	South Africa
9	France
10	Germany
11	Russia
12	Spain
13	Turkey
14	Italy
15	Argentina
16	Mexico
N.A.	Indonesia
N.A.	Saudi Arabia
N.A.	Australia
N.A.	India

Women who have experienced violence	
1	Canada
2	Spain
3	Mexico
4	Japan
5	South Korea
6	Australia
7	Indonesia
8	Italy
9	Russia
10	South Africa
11	Germany
12	France
13	Argentina
14	India
15	UK
16	Turkey
17	Brazil
18	Saudi Arabia
19	USA
N.A.	China

Time spent on personal care	
1	France
2	Italy
3	South Africa
4	China
5	Spain
6	Turkey
7	South Korea
8	India
9	USA
10	Australia
11	Germany
12	UK
13	Canada
14	Mexico
15	Japan
N.A.	Indonesia
N.A.	Saudi Arabia
N.A.	Argentina
N.A.	Russia
N.A.	Brazil






Gross enrolment rate in pre-primary education	
1	Australia
2	Germany
3	France
4	UK
5	Spain
6	Brazil
7	Italy
8	South Korea
9	China
10	Russia
11	Argentina
12	USA
13	Mexico
14	India
15	Indonesia
16	Turkey
17	Saudi Arabia
18	South Africa
N.A.	Canada
N.A.	Japan

Length of paid paternity and parental leave	
1	Russia
2	South Korea
3	Germany
4	Japan
5	Canada
6	Italy
7	France
8	UK
9	Saudi Arabia
10	Australia
11	South Africa
12	Brazil
13	Spain
14	Turkey
15	Indonesia
16	China
17	India
18	Mexico
19	Argentina
20	USA

N.B. In the rankings, countries are reported from best (1) to worst (20) performance. E.g., Canada best performer: lowest share of women who have experienced violence

Source: The European House – Ambrosetti, 2022

Top performing countries' policies at a glance

					
Mandatory gender quotas	Politics and 1.000+ empl. companies	Voluntary quotas for political parties	Politics Recommendation for large public and private firms	Voluntary quotas for political parties	Politics and publicly listed companies
Parental leaves	Paid paternity and maternity leave	Parental leave pay based on national minimum wage	Gender-equal parental leave	Pregnancy and parental leave	Paid paternity and maternity leave
Family allowance	Family benefits	Family Tax Benefit	Child benefit	Canada Child Benefit (CCB)	Family allowance regardless of income
Wage gap	Public disclosure for 200+ empl. companies	Equal pay law	Remuneration register	Province-based Pay Transparency Laws	Equal pay law and fund for companies' incentives
STEM initiatives	Digital Diversity Sector Plan	National strategy, STEM Decadal Plan		Federal funding program (CanCode)	
Entrepreneurship	Women's Entrepreneurship Plan	"Boosting Female Founders" initiative	Female Entrepreneurship Attraction Program	Women Entrepreneurship Strategy	Female Entrepreneurship Fund
Gender-based Violence	National Action Plan against gender violence		Institutional Observatory on gender violence	National Plan to Prevent and Address Gender-Based Violence	National Strategic Plan against gender violence & domestic violence
Employment support	Contribution for childcare assistance				

 Mandatory law

 Soft-law initiative

Source: The European House – Ambrosetti on Government Offices of France, World Bank and ILOSTAT data, 2022

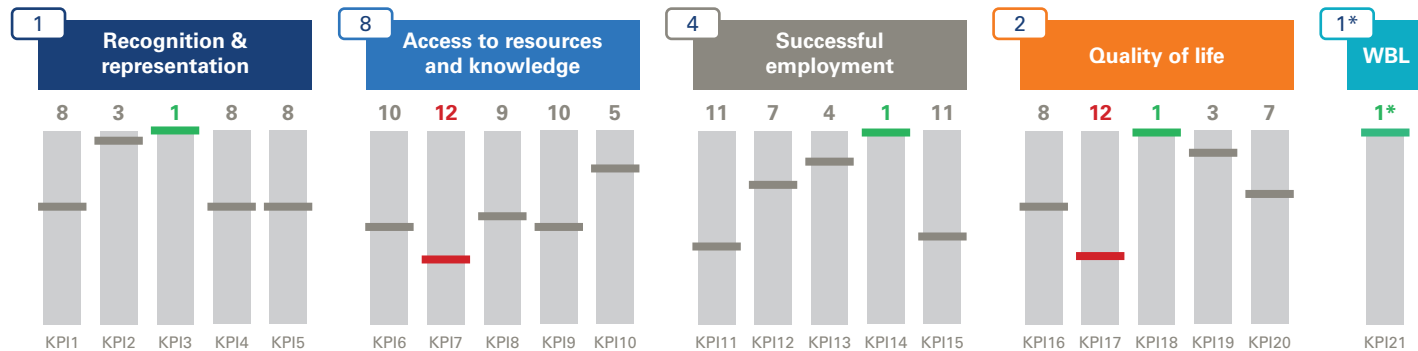
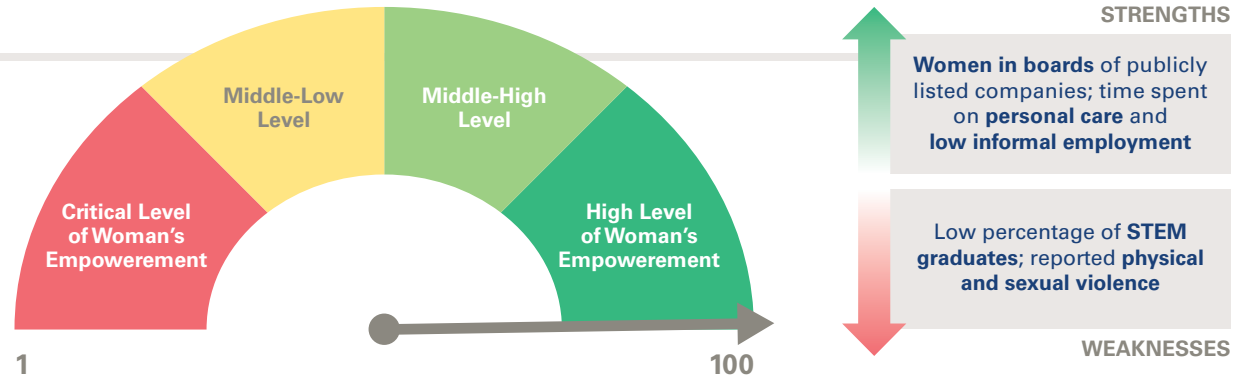
Country focus: France



France 1/20

Ranking 2022


- n = ranking by pillar
- n** = ranking by KPI
- = KPI score
- = KPI top performance
- = KPI worst performance



(*) Ex-aequo with Canada

Source: The European House – Ambrosetti, 2022

Overview of France's public policies

France		Population: 65.5 mln	GDP per capita: \$38.6 thousand	Female labour force part. (15-64 years): 67.7%
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- **Legal gender quotas in politics** (in addition to voluntary party quotas, 50% gender parity provision for candidates with a 2% margin) and for **companies with 1000+ employees** (women must represent at least 40% of Board members and 30% of all people in Executive Leadership positions)
- **Paid maternity leave** of 16 weeks (8 mandatory, 6 of which after birth). **Paid paternity leave** of 28 days, 7 of which are mandatory
- **Family allowance system** provided **(1)** for the first children under 3 (max. amount of €108 per month, depending on income); **(2)** from the second child under 20 (max. amount of around €407 per month, depending on income)
- **Employment support** with a contribution up to 85% of the cost for the hiring of a childcare assistant that will take care of children at home if both the parents are either workers or students (amount depending on income and age of the children)
- **Gender Equality Index evaluation system** based on national indicators for companies with 50+ employees (possible fines for non-compliance). The **gender pay gap** of companies with 200+ employees is publicly disclosed

Recognition & representation

Quality of life

Successful employment

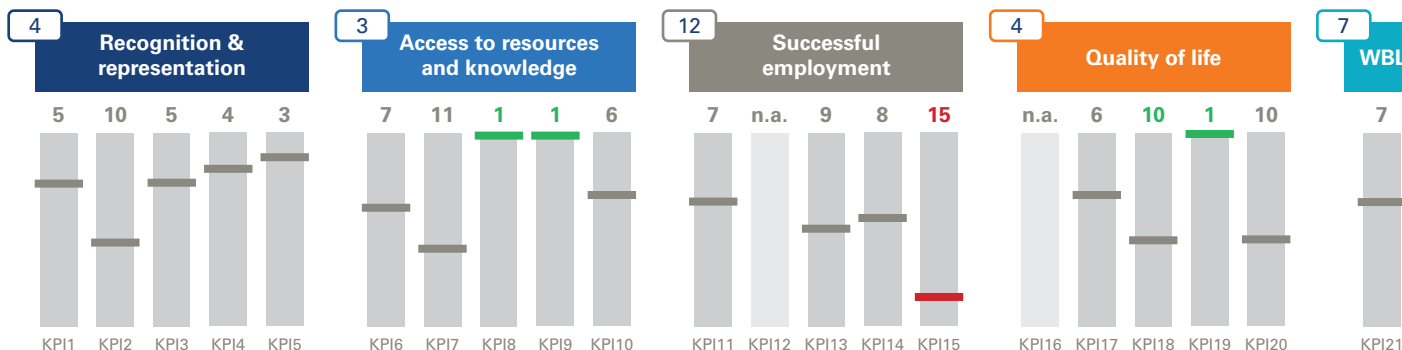
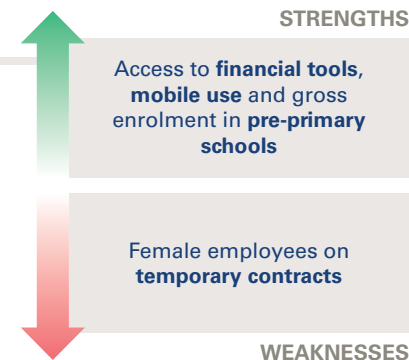
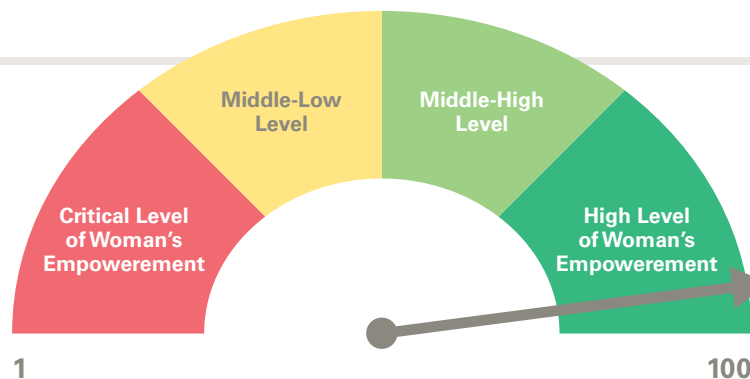
Country focus: Australia



Australia 2/20


Ranking 2022

- n = ranking by pillar
- n = ranking by KPI
- = KPI score
- = KPI top performance
- = KPI worst performance



Source: The European House – Ambrosetti, 2022

Overview of Australia's public policies

Australia		Population: 25.7 mln	GDP per capita: \$51.8 thousand	Female labour force part. (15-64 years): 73.4%
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- Australian Government's strategy for women in STEM and STEM Decadal Plan (2020-2030)** launched in 2018 to increase gender equity in education and careers, together with the Australian Academy of Science and the Australian Academy of Technology and Engineering. These set the foundations for a **national, coordinated approach** to achieving sustained increases in gender equity
- With the **Workplace Gender Equality Act (2020)**, and the previous **Fair Work Act, (2009)**, the Australian government has renovated its equal pay laws
- In 2001, after Australia's population hit its lowest birth rate ever recorded, the Government introduced a "**baby bonus**" intended to help families with the costs of a newborn baby or adopted child (under the age of 16). The bonus was dismissed in 2013
- Abortion is no longer a crime** in Australia: even if regulations are still being considered, in 2021 South Australia joined the rest of the country to pass laws to decriminalize it

Access to
resources and
knowledge

Successful
employment

Quality of life

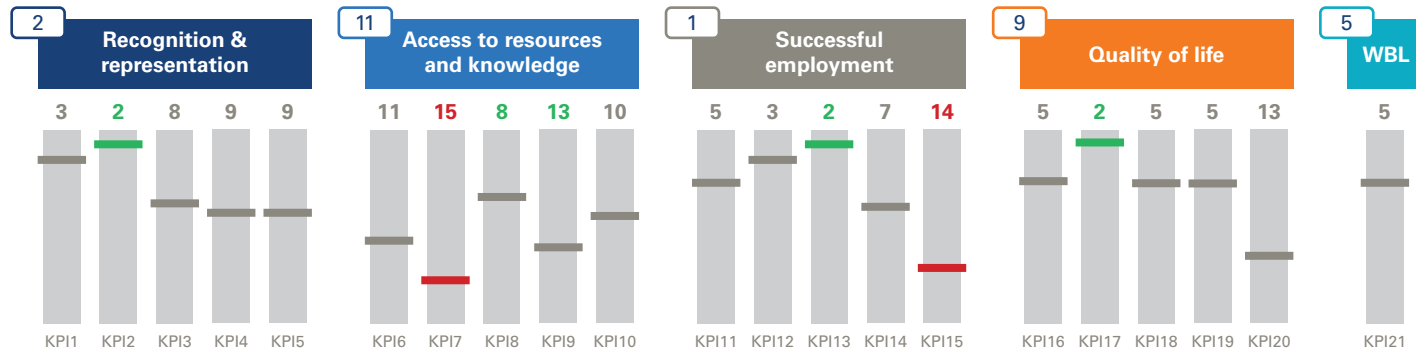
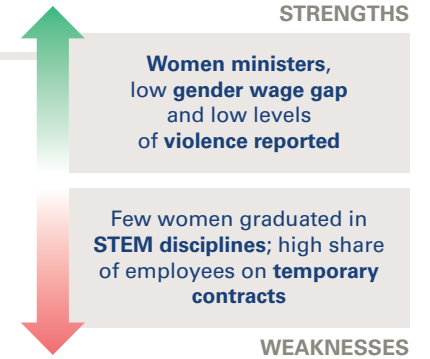
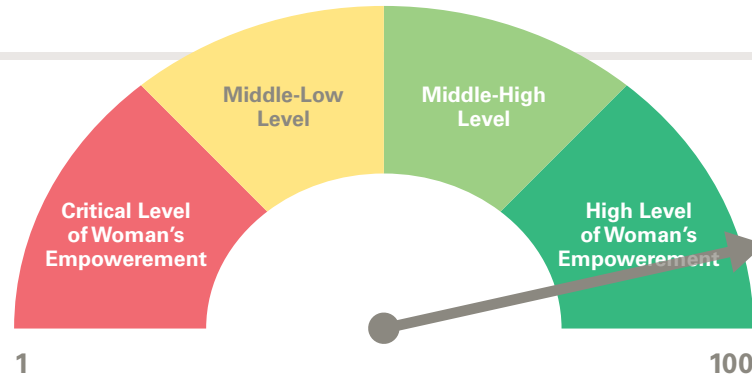
Country focus: Spain



Spain 3/20

Ranking 2022

- n = ranking by pillar
- n = ranking by KPI
- = KPI score
- = KPI top performance
- = KPI worst performance



Source: The European House – Ambrosetti, 2022

Overview of Spain's public policies

Spain



Population:
46.7 mln

GDP per capita:
\$27.1 thousand

Female labour force part. (15-64 years):
67.6%

- Approved in March 2022, the **Third Strategic Plan for the Effective Equality of Women and Men (PEIEMH) 2022-2025** sets the Government's roadmap to deploy equality policies in four areas: an inclusive model of government, fair distribution of wealth, lives free of male violence and exercise of women's rights
- Since April 2021, it become mandatory for businesses, regardless of their size, to prepare and maintain a **remuneration register**, including management and senior managers, to increase transparency in pay rates and equal pay for genders
- Since January 2021, **paternity and maternity leave have the same length**, equal to **16 weeks**. Moreover, the leave is no longer transferable between partners
- The Spanish government has deployed an **institutional Observatory** to track, in addition to fatal cases of gender violence within the partner or ex-partner, also sexual, family, social or vicarious femicides. In doing so, Spain became the **first country in Europe to formally count all femicides**

Recognition & representation

Successful employment

Quality of life

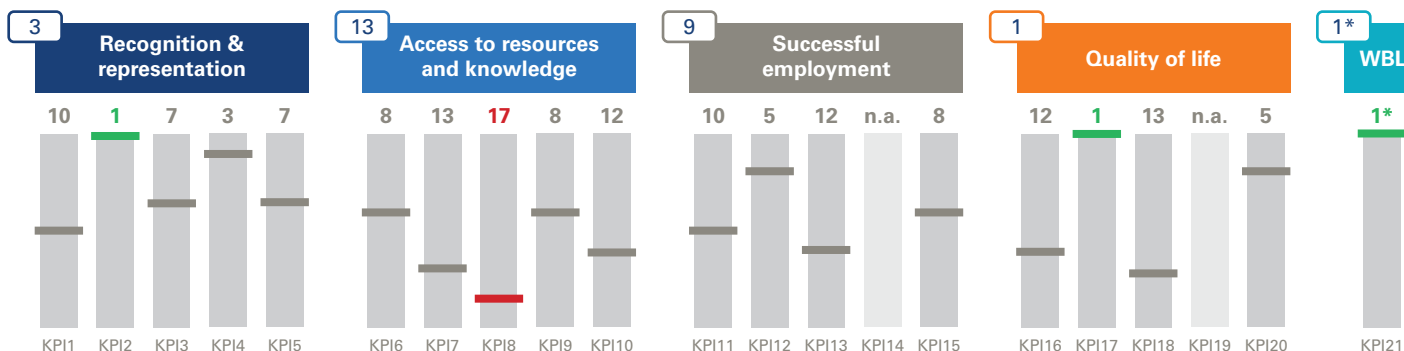
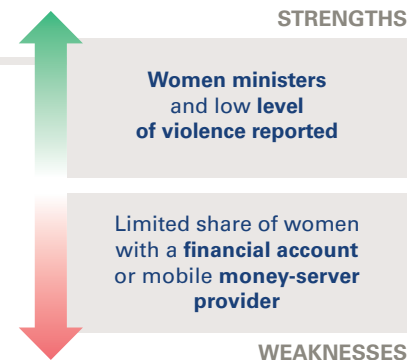
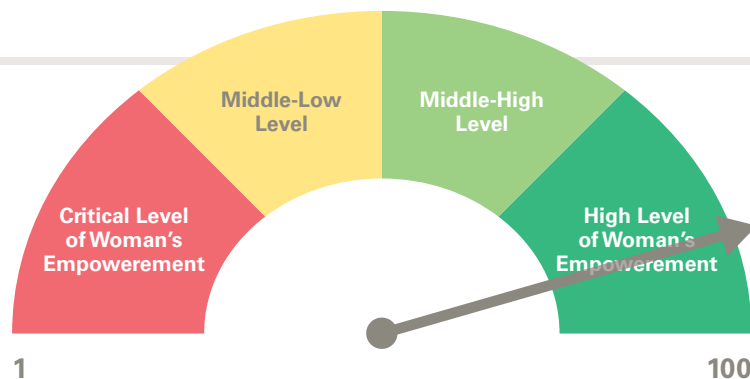
Country focus: Canada



Canada 4/20

Ranking 2022


- n = ranking by pillar
- n** = ranking by KPI
- = KPI score
- = KPI top performance
- = KPI worst performance



(*) Ex-aequo with France

Source: The European House – Ambrosetti, 2022

Overview of Canada's public policies

Canada		Population: 38.4 mln	GDP per capita: \$43.2 thousand	Female labour force part. (15-64 years): 73.8%
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- **Pregnancy leave** of up to 15 weeks, paid at 55% of average insurable weekly earnings. Parents are also entitled to **(1)** up to 40 weeks of **standard parental leave** paid at 55% (max. 35 weeks per parent); **(2)** up to 69 weeks of **extended parental leave** paid at 33% (max. 61 weeks per parent)
- **Canada Child Benefit (CCB)**, a tax-free monthly payment made to eligible families to help with the cost of raising children under 18 (amount depending on income), with a specific increase for families with children under 6
- **CanCode federal funding program** to provide youth (including traditionally underrepresented groups) with the skills they need to be prepared for further studies in STEM. Government's **ChooseScience digital campaign** for women in STEM
- **Pay transparency laws** on salaries have been progressively established in several Provinces (e.g., the Pay Transparency Act introduced in Ontario in 2018)
- **Voluntary gender quota system** for political parties. The **Canada Business Corporation Act (CBCA)** requires publicly traded companies to disclose the gender makeup of their corporate Boards and senior management

Quality of life

Access to
resources and
knowledge

Successful
employment

Recognition &
representation

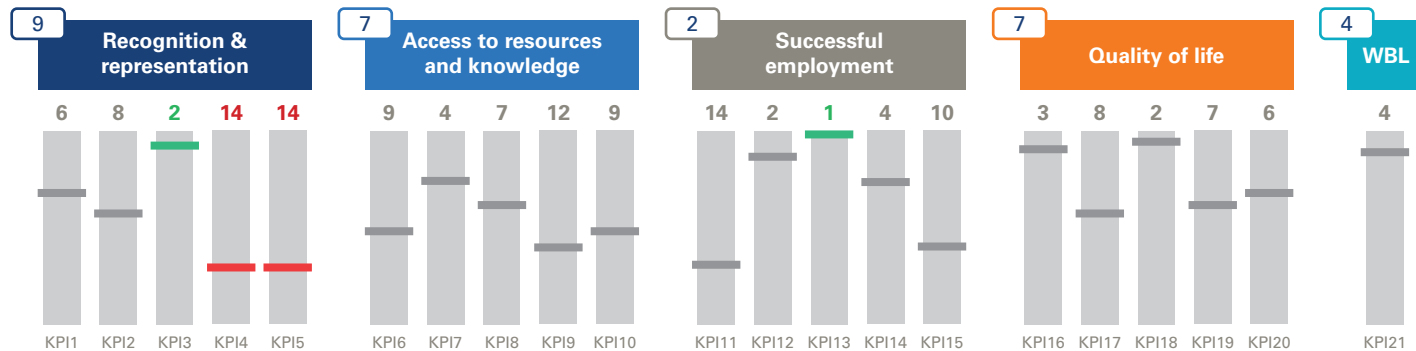
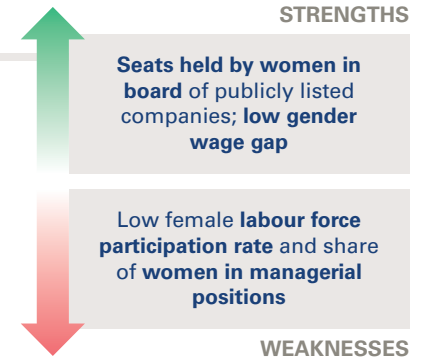
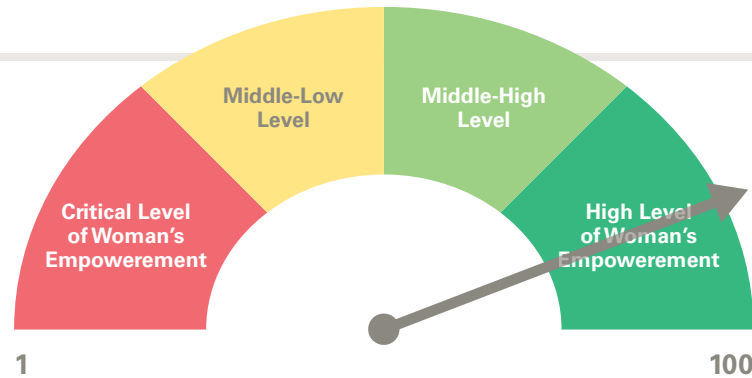
Country focus: Italy



Italy 5/20

Ranking 2022

- n = ranking by pillar
- n = ranking by KPI
- = KPI score
- = KPI top performance
- = KPI worst performance



Source: The European House – Ambrosetti, 2022

Overview of Italy's public policies

Italy



Population:
60.3 mln

GDP per capita:
\$31.7 thousand

Female labour force part. (15-64 years):
54.7%

- **Mandatory paid maternity leave** of 5 months, with different options: **(1)** taking the first 2 before birth and the remaining 3 after; **(2)** taking only 1 before birth; **(3)** taking the entire 5 after birth. **Mandatory paid paternity leave** of 11 days
- As from 2021, **family allowance** until the 21st birthday of each child, regardless of income (extra remuneration is provided for low-income families)
- In December 2021, Italy signed a new **equal pay law** that seeks to tackle the pay gap between men and women and encourage the participation of women in the labor market
- **Equal Pay Fund** to ensure the elimination of any existing gender pay gap and support women's participation in the labour market , also by defining beneficial procedures for private companies
- **Female Entrepreneurship Fund** which supports the birth, development and consolidation of businesses led by women through non-repayable grants and subsidized financing
- **Legal gender quotas in politics** (in addition to voluntary party quotas, no gender can represent more than 60% of the candidates in an electoral list) and for **publicly listed companies** (women must represent at least 40% of the Board members)

Quality of life

Successful employment

Recognition & representation

Source: The European House – Ambrosetti on Italian Government, World Bank and ILOSTAT data, 2022

The lower part of the ranking shows a high level of dynamism ...

Performance on a selection of KPIs of the 5 last countries of the ranking
(Compound Annual Growth Rate), 2012*-2022

	KP1	KP2	KP3	KP4	KP5	KP6	KP8	KP9	KP10	KP11	KP14	KP15	KP19
	Women in parliaments	Women ministers	Women in boards	Labour force participation	Women managers	Tertiary graduates	Access to financial institution or to mobile money-service provider	Female - to - male mobile use	Women in ICT	Women inventors	Informal employment	Temporary contracts	Gross enrolmentrate in pre-primary education
China	1.7%	-14.8%	10.2%	-0.4%	N.A.	0.6%	4.9%	-1.9%	N.A.	N.A.	6.3%	N.A.	3.9%
Turkey	2.2%	4.9%	7.2%	1.2%	5.2%	1.7%	10.7%	-1.4%	0.7%	5.0%	26.5%	0.2%	3.3%
India	2.3%	4.7%	6.0%	1.6%	4.0%	1.3%	23.7%	0.7%	4.4%	-0.8%	0.4%	17.6%	1.9%
Indonesia	-0.7%	5.2%	34.2%	0.4%	6.8%	2.6%	21.8%	0.8%	-2.2%	N.A.	N.A.	24.7%	3.1%
Saudi Arabia	+19.9 p.p.**	0.0%	N.A.	5.6%	30.7%	1.3%	30.8%	-0.9%	N.A.	17.0%	N.A.	N.A.	6.0%

(*) Or latest year available if 2012 value not present

(**) In 2013 Saudi Arabia made a 19.9-point gain with the appointment for the first time ever of 30 women to the Shura Council

Source: elaboration The European House - Ambrosetti, 2022

... with both common and specific trends, such as in China and Turkey ...

- China, Turkey, India, Indonesia and Saudi Arabia occupy the lower end of the ranking yet demonstrate **high levels of dynamism**. All countries show a **progress** in the following KPIs:
 - Share of **female tertiary graduates**
 - Women who have **access to financial institutions or to mobile money-service providers**
 - Gross enrolment rate in **pre-primary education**
- Focusing on each of these countries, it is also possible to identify specific trends, strongly linked to the country's progress towards women's equality and Women's Empowerment



CHINA

Despite the Government's commitment to gender equality, **women are almost absent from the top levels of Chinese political systems**.

On the other side, companies are providing more opportunities for women: looking at the proportion of **seats held in boards of the largest publicly listed companies**, the female share has annually **increased by 10.2%** since 2016



TURKEY

The country has succeeded in increasing the number of **women with access to financial services** (CAGR '12 - '17*: **+10.7%**). This progress is the result of changes that are reshaping **multiple aspects of Turkish life**: growth in the female labour force; governmental actions (e.g., the formalization of wage payments via bank transfers) and enabling **Islamic finance** at participating banks

(*) Latest available data

Source: elaboration The European House – Ambrosetti on various sources, 2022

... as well as in India, Indonesia and Saudi Arabia

INDIA



Despite a 4.7% annual growth in the last decade in **women in ministerial positions** and a widespread public acceptance of female politicians, women's political participation remains low. Prime Minister Narendra Modi, however, has recently emphasized that India's approach has transitioned from "women's development" to "**women-led development**".

Women make up **42.7% of all STEM graduates** in India, more than in many developed nations. Partly linked to this, the country has registered a **growth in women working in the ICT sector** (CAGR '12-'20: +4.4%)

INDONESIA



Even if the **government currently has no quotas set in place for women serving on company boards**, and no references to boardroom gender, Indonesia has made considerable progress in this dimension: from 2.8 to 12.2% of seats held by women. **ICT and financial services** are the industries with the highest percentage of female participation

SAUDI ARABIA



The share of **women in managerial positions has more than doubled** in the last years, moving from 6.9% in 2017 to 15.4% in 2020. The percentage, however, remains more than 15 p.p. lower than the G20 median (33.5%)

Source: elaboration The European House – Ambrosetti on various sources, 2022

Some interesting highlights of relevant case studies



MEXICO

1st in the KP1

“Proportion of seats held by women in national parliaments”



With **48.4% of female members** in the national Parliament, Mexico overperforms the other countries. This result is partly due to changing attitudes but also to federally mandated **gender equality laws**



JAPAN

19th in the KP5

“Proportion of women in managerial positions”




Despite being an advanced society in many ways, Japan still lacks **economic participation** and political empowerment of women. **Women earn 1/3 less than men** at work, having limited decision-making authority



SOUTH KOREA

2nd in the KP20

“Total length of paid maternity and parental leave”



The country provides a total of up to **64.9 weeks of paid leave to mothers** – in addition to the 52 paid weeks available to fathers. A great asset for balancing parenthood and work



USA

20th in the KP20

“Total length of paid maternity and parental leave”



Due to the **absence of a public welfare**, the US is the **only G20 country** that fails to mandate any type of paid leave for new parents. Unlike other countries, many social welfare duties are **handled by the private sector***

(*) In May 2022, Amazon, the country's second-largest private employer, joined a list of US firms that have announced plans to help their employees access reproductive healthcare as many Republican-led states move to limit abortion rights

If included, the EU-27 would rank second in the WEPI

Equality between women and men is one of the European Union's founding values. Over the past few decades, the EU has notably worked for:

- Equal treatment legislation
- Gender mainstreaming (i.e., the integration of a gender perspective into all policies)
- Specific measures for the advancement of women



Working as a “**sounding board**” for each Member State’s instances and thanks to the legislative powers that makes it an important **tool of community policy***, the EU plays a central role in promoting Women’s Empowerment and “pushing” countries towards improvement

* A fitting example is the EU 2022 “**Women on Board**” Directive, aimed at introducing transparent recruitment procedures in publicly listed companies, so that at least 40% of non-executive director seats are held by women

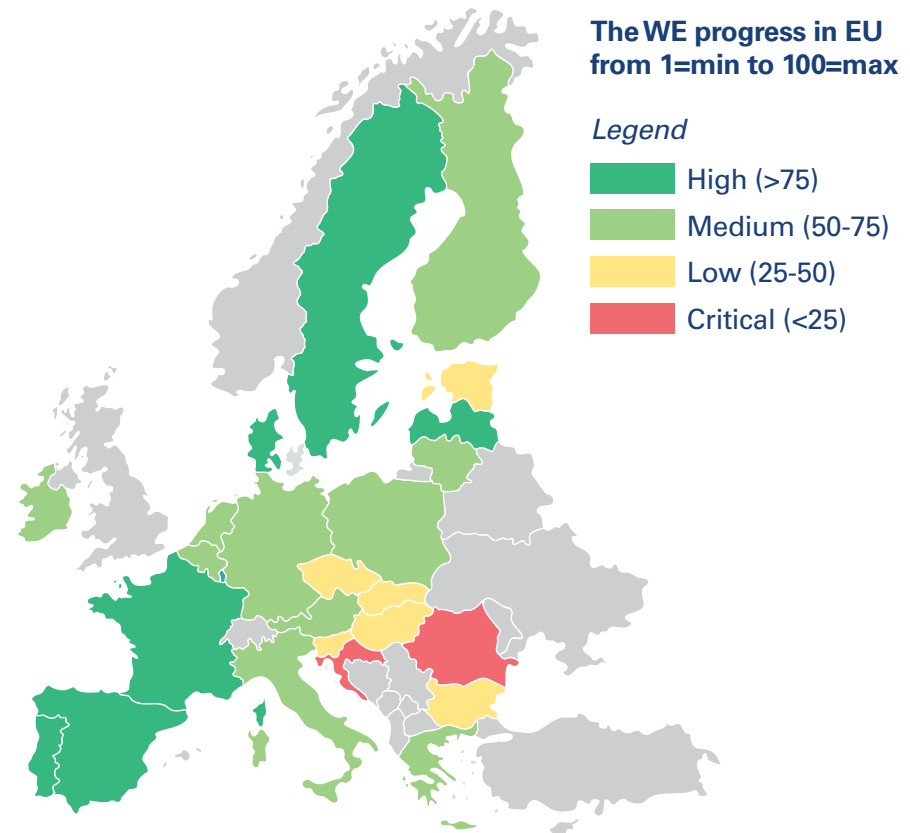
A closer look at the European Union Member States

- We have conducted an **in-depth analysis of EU Member States**
- Overall, the **picture that emerges is positive**, an achievement that reflects the decision of the EU to consider **equality between women and men as one of the Union's founding values**
- Among the Member States:
 - **6 countries** have a score **over 75**
 - **10 countries** have a score **between 75 and 50**
 - **8 countries** have a score **between 50 and 25**
 - **3 countries** have a score **below 25** (Croatia, Romania and Malta)

N.B. The current version of the Index gives back a relative score for each country rather than an absolute value. For this reason, scores for France, Germany, Italy and Spain vary using a G20 perspective rather than the EU-27 one. Both scores are given in the Report

Source: The European House – Ambrosetti, 2022

Women's Empowerment Progress in EU countries, 2022



The EU-27 ranking

	WEPI ranking	WEPI score	Recognition & representation	Access to resources & knowledge	Successful employment	Quality of life	Women Business and the Law Index
Portugal	1	100.0	High (>75)	High (>75)	High (>75)	Low (25-50)	High (>75)
Latvia	2	95.8	High (>75)	High (>75)	High (>75)	Critical (<25)	High (>75)
France	3	95.1	High (>75)	High (>75)	Low (25-50)	High (>75)	High (>75)
Spain	4	89.0	High (>75)	High (>75)	Critical (<25)	Low (25-50)	High (>75)
Sweden	5	87.4	High (>75)	High (>75)	Low (25-50)	Low (25-50)	High (>75)
Denmark	6	78.9	High (>75)	High (>75)	Low (25-50)	Low (25-50)	High (>75)
Greece	7	74.8	Critical (<25)	High (>75)	High (>75)	Low (25-50)	High (>75)
Finland	8	74.8	High (>75)	Low (25-50)	Critical (<25)	Low (25-50)	High (>75)
Netherlands	9	62.7	High (>75)	Low (25-50)	Critical (<25)	Low (25-50)	High (>75)
Austria	10	62.2	High (>75)	High (>75)	Critical (<25)	High (>75)	High (>75)
Belgium	11	61.9	High (>75)	Low (25-50)	High (>75)	High (>75)	High (>75)
Italy	12	57.0	Low (25-50)	High (>75)	High (>75)	Low (25-50)	High (>75)
Germany	13	55.2	High (>75)	Low (25-50)	Critical (<25)	High (>75)	High (>75)
Lithuania	14	54.4	High (>75)	High (>75)	High (>75)	Critical (<25)	High (>75)
Poland	15	54.1	Low (25-50)	High (>75)	Critical (<25)	Low (25-50)	High (>75)
Ireland	16	52.4	Low (25-50)	High (>75)	High (>75)	Critical (<25)	High (>75)
Estonia	17	42.6	Low (25-50)	Low (25-50)	High (>75)	High (>75)	High (>75)
Luxembourg	18	41.2	Low (25-50)	High (>75)	High (>75)	Low (25-50)	High (>75)
Slovenia	19	34.5	Low (25-50)	High (>75)	High (>75)	Low (25-50)	High (>75)
Czech Republic	20	32.0	Low (25-50)	Low (25-50)	Critical (<25)	High (>75)	High (>75)
Bulgaria	21	31.7	Low (25-50)	High (>75)	High (>75)	Critical (<25)	Low (25-50)
Cyprus	22	31.3	Critical (<25)	High (>75)	Low (25-50)	Critical (<25)	High (>75)
Slovakia	23	30.3	Low (25-50)	Low (25-50)	Low (25-50)	High (>75)	Critical (<25)
Hungary	24	27.1	Critical (<25)	Critical (<25)	Low (25-50)	High (>75)	High (>75)
Croatia	25	9.8	Critical (<25)	High (>75)	Low (25-50)	Critical (<25)	High (>75)
Romania	26	8.2	Critical (<25)	Low (25-50)	High (>75)	Low (25-50)	Low (25-50)
Malta	27	1.0	Critical (<25)	High (>75)	High (>75)	High (>75)	Low (25-50)

The Index ranges from 1=min to 100=max

Source: The European House – Ambrosetti, 2022

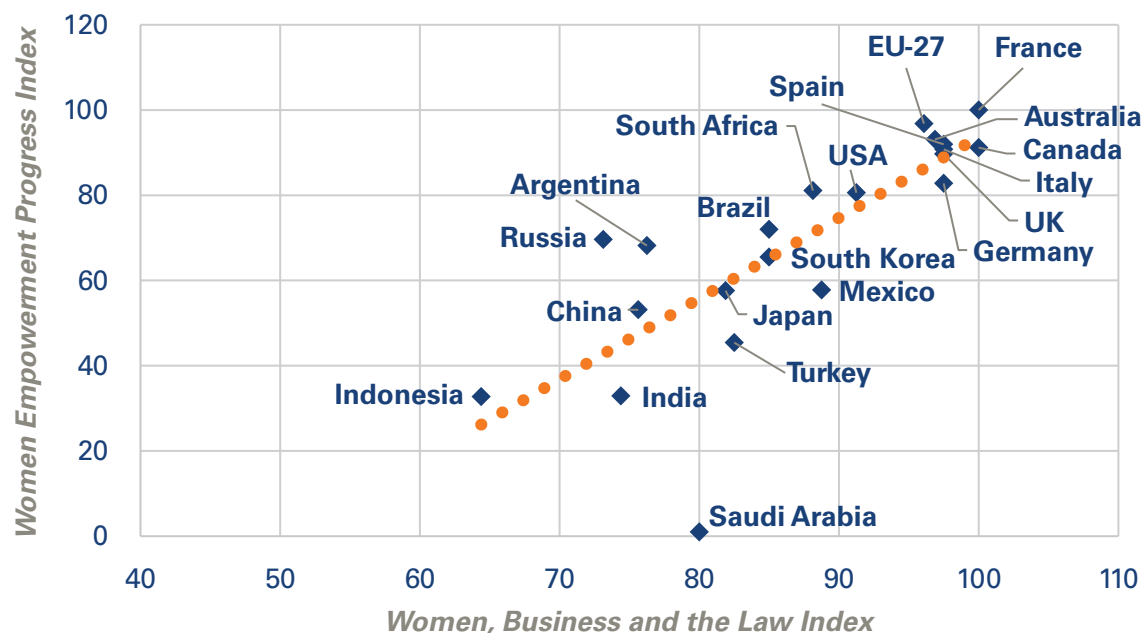
04

Correlation and impact of public policies

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There is a positive and strong correlation between Women's Empowerment and laws and regulations

Correlation between the Women, Business and the Law Index and the WEPI results (1=min to 100=max), 2021



Although achieving gender equality is **not a short-term process** – requiring strong political will and a concerted effort by governments, civil society, international organizations among others – **legal and regulatory reforms are a fundamental first step** in the right direction.

As the graph shows, there is a **positive and strong correlation** between **Women's Empowerment and laws and regulations** that promote gender equality

Source: The European House – Ambrosetti on World Bank data, 2022

The analysis of the historical trends of specific KPIs and their correlation to public policies: Some methodological notes

- The analysis of the correlation between the historical trends of the KPIs and public policies has been conducted following specific **methodological steps**:

Selection of the **most significant indicators** for the analysis and **collection of historical KPI data** (2012-2021*) to build time trends

Cross-reading of the historical trends through the calculation of Compound Annual Growth Rate (CAGR) and the **comparison of KPIs describing interrelated dimensions**

Study of **policy-related literature**

Impact analysis and isolation of the most significant/interesting policies
(legally binding or “soft-law” initiatives)

(*) Subject to data availability

Source: The European House – Ambrosetti, 2022

A necessary disclaimer on the methodology adopted

- Although being based on a sound and smooth methodology, the analysis nevertheless presents some **critical issues**. There are two **main limitations to the methodology**:



1. Due to the **multidimensionality of Women's Empowerment**, unmapped factors – deeply interrelated and not always easily measurable – can influence the analysis of correlation between the historical trends of KPIs and public policies



2. **Poor data availability and missing data** have limited the ability to reconstruct time series and thus to analyze trends (e.g., missing data and lack of homogeneity in gender wage gap)



In this respect, the Observatory is committed to **reviewing and possibly updating the KPIs selected** for the next edition of the WEPI and, at the same time, advocates **strengthening data collection and systematizing** at the national (and international) level

Source: The European House – Ambrosetti, 2022

Women's leadership and political participation

Country	Women in parliaments			Women Ministers		
	2012	2021	CAGR	2012	2021	CAGR
Average	22.9%	28.2%	2.6%	17.6%	26.7%	2.9%
Argentina ✓	37.4%	39.9%	0.7%	17.6%	18.2%	0.4%
Australia	24.7%	36.6%	4.5%	20.7%	26.7%	3.2%
Brazil ✓	8.6%	15.0%	6.4%	27.0%	10.5%	-11.1%
Canada	24.7%	29.6%	2.0%	26.9%	51.4%	8.4%
China	21.3%	24.9%	1.7%	11.5%	3.2%	-14.8%
EU-27	26.0%	33.1%	2.7%	24.1%	31.1%	3.2%
France ✓	26.9%	32.7%	2.2%	20.8%	50.0%	11.6%
Germany	32.9%	31.4%	-0.5%	33.3%	40.0%	2.3%
India ✓	11.0%	13.5%	2.3%	9.8%	14.1%	4.7%
Indonesia ✓	18.6%	17.4%	-0.7%	11.4%	17.1%	5.2%
Italy ✓	21.4%	35.7%	5.8%	16.7%	36.4%	10.2%
Japan	7.9%	14.5%	7.0%	11.8%	10.0%	-2.0%
Mexico	36.8%	48.4%	3.1%	21.1%	42.1%	9.0%
Russia	13.6%	15.8%	1.7%	15.8%	9.7%	-5.9%
Saudi Arabia* ✓	0.0%	19.9%	+19.9 p.p.	0.0%	0.0%	0.0%
South Africa ✓	42.3%	45.3%	0.8%	40.0%	48.3%	2.4%
South Korea ✓	15.7%	16.7%	0.7%	11.1%	27.8%	12.2%
Spain ✓	36.0%	44.0%	2.3%	30.8%	50.0%	6.2%
Turkey	14.2%	17.3%	2.2%	4.0%	5.9%	4.9%
Indonesia	22.5%	33.9%	4.7%	17.2%	23.8%	4.1%
Saudi Arabia	18.0%	27.3%	4.8%	27.3%	46.2%	6.8%

✓ = countries that have adopted **legislated gender quotas** (at national or sub-national level)

■ = CAGR ≥ 0

■ = CAGR < 0

(* In Saudi Arabia, the number of women in the Shura Council has gone from zero in 2021 to 30 in 2013, reaching 19.9% of total

Source: The European House – Ambrosetti on UNECE, OECD, World Bank, IDEA and EIGE data, 2022

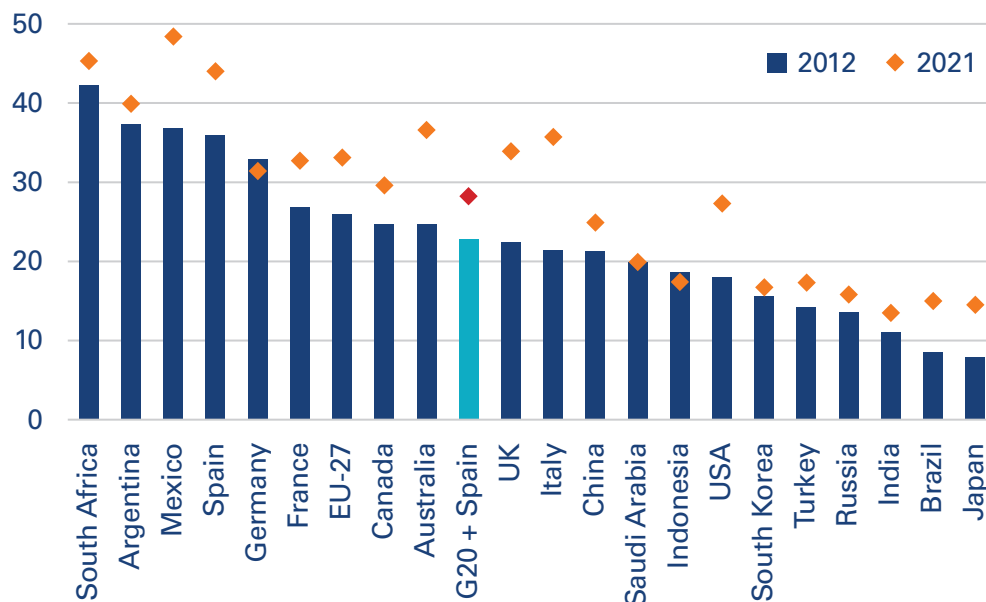
- Women's political participation is increasing in the majority of G20 countries + Spain, albeit at different speeds: **more than half** of them have already adopted **mandatory gender quotas in candidate lists**, with different solutions concerning the single upper/lower house or the sub-national level
- In different cases, legislated gender quotas are matched with **sanctions for non-compliance** and/or provisions of **financial advantages** (e.g., public funding to political parties encouraging gender parity)
- Only in EU, over the last 20 years, **11 Member States have introduced national gender quotas** for national parliament elections: these countries have **increased the share of women** almost **3 times faster** than countries without quotas
- Other countries, such as Australia, Canada, Germany, Japan, Turkey and UK have adopted only **voluntary party quotas**

Women's leadership and political participation

POLICIES

Proportion of seats held by women in national parliaments in countries with legislated gender quotas

(as % of total seats), 2012-2021



MEXICO

General law of elections and procedures (2014): political equality is guaranteed with the assignment of 50% women and 50% men in candidates for positions of popular elections. After notification of non-compliance, political parties receive a **public reprimand**

ITALY

Law no. 165/2017: introduction of **gender alternation** in the list sequence, gender quota in uninominal candidacies and gender quota in the position of leader for multi-nominal constituencies

SOUTH KOREA

Art. 47 of Public Official Election Act (2005): 50% women on candidate lists for proportional representation elections and 30% for the remaining part of the elections

N.B. In those countries that lack significant policies for the KPIs considered, substantial improvements may be traced back to the evolution of the cultural and social environment and/or secondary soft-law initiatives

Source: The European House – Ambrosetti on UNECE, OECD and World Bank data, 2022



- **Intervening on politics with mandatory gender quotas in candidate lists is a first step** towards women's representation and empowerment, **very common in G20 countries + Spain**
- The introduction of **legislated gender quotas** for national parliament elections **pushed-up women participation** in political life (mirrored also in the **increasing number of female ministers**)
- **Sanctions and/or incentives prove more effective** than voluntary gender quotas, which in most cases lead to the persistence of significant gender imbalances

Women's leadership in the corporate world

Country	Women in boards			Women managers		
	2016	2021	CAGR	2012	2020	CAGR
Average	17.0%	24.8%	11.6%	30.8%	33.5%	2.9%
Argentina	N.A.	N.A.	N.A.	30.4%	33.0%	1.0%
Australia	26.0%	34.8%	6.0%	35.7%	40.0%	1.4%
Brazil	5.8%	16.9%	23.8%	37.2%	36.8%	-0.1%
Canada	22.8%	32.9%	7.6%	36.4%	35.8%	-0.2%
China	8.5%	13.8%	10.2%	N.A.	N.A.	N.A.
EU-27	21.7%	30.6%	7.6%	33.1%	34.0%	0.3%
France ✓	41.2%	45.3%	1.9%	39.3%	35.5%	-1.3%
Germany	29.5%	36.0%	4.1%	28.6%	28.9%	0.1%
India	12.8%	17.1%	6.0%	12.9%	17.6%	4.0%
Indonesia	2.8%	12.2%	34.2%	19.3%	32.6%	6.8%
Italy ✓	32.3%	38.8%	3.7%	26.0%	27.3%	0.6%
Japan	4.8%	12.6%	21.3%	11.3%	13.3%	2.1%
Mexico	7.2%	10.6%	8.0%	N.A.	38.4%	1.3%
Russia	6.8%	12.0%	12.0%	39.1%	45.7%	2.0%
Saudi Arabia	N.A.	N.A.	N.A.	6.9%*	15.4%	30.7%*
South Africa	18.7%	34.0%	12.7%	31.1%	31.4%	0.1%
South Korea	2.4%	8.7%	29.4%	11.1%	15.6%	4.3%
Spain ✓	20.3%	32.6%	9.9%	30.2%	35.0%	1.9%
Turkey	12.6%	18.0%	7.4%	12.1%	18.2%	5.2%
UK	27.0%	37.8%	7.0%	34.4%	36.8%	0.8%
USA	20.3%	29.7%	7.9%	39.3%	41.1%	0.6%

- Overall, almost every G20 country + Spain have recorded a significant **improvement** regarding women's leadership in the corporate world
- Only **3 out of 21 countries** have adopted **legislated gender quotas** for women in boards, with different kinds of **sanctions for non-compliance** (e.g., fines, non-payment of fees / termination of employment for directors...)
- Countries such as **France** are in the process of introducing mandatory gender quotas also for the **executive teams and leadership pipelines** of companies
- Apart from a few exceptions (), the cases of Brazil and Saudi Arabia exemplify how above-average progress on boards **does not necessarily imply** progress on management – and viceversa

✓ = countries that have adopted **legislated gender quotas** for company boards

■ = CAGR ≥ 0

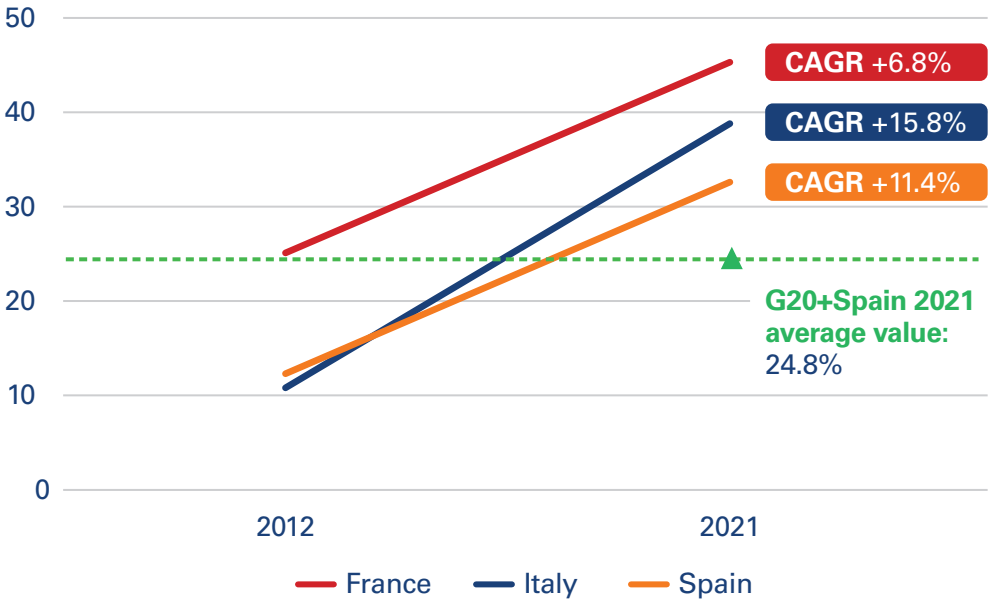
■ = CAGR < 0

(*) 2016 first year available. CAGR calculated using 2016-2021 values

Source: The European House – Ambrosetti on ILOSTAT, OECD and EIGE data, 2022

Women's leadership in the corporate world

Proportion of seats held by women in boards of the largest publicly listed companies
(as % of total seats), 2012-2021



POLICIES

FRANCE

Law 2011-103: 40% of women in the boards of non-listed and publicly listed companies with 500+ employees or €50+ mld revenues

ITALY

Golfo-Mosca Law (2011): 40% of women in the boards of publicly listed companies and state-owned enterprises (quota initially set at 30%, raised to 40% in 2019)

SPAIN

Law 3/2007: 40% of women in the boards of publicly listed companies with 250+ employees

N.B. In those countries that lack significant policies for the KPIs considered, substantial improvements may be traced back to the evolution of the cultural and social environment and/or secondary soft-law initiatives

Source: The European House – Ambrosetti on various sources, 2022



- Evidence shows that in the corporate world **the presence of public policies is a necessary but not sufficient requirement**. Companies should also rely on committed and farsighted leaderships
- Whenever in use, policies work as boosters: countries report an **above-average presence of women in boards**
- At the **C-level**, on the other hand, female presence remains low, suggesting that on this issue **the public sector and the corporate world need to operate jointly**

An example of how the public and private sector can successfully work together towards change



On January 1st, 2022, the **Gender Parity Certification** for companies **introduced and issued by the Italian Government** has entered into force

With a **total investment of 10 million euros**, the Certification aims at increasing women's participation in the labour market, improving their conditions and reducing the gender pay gap

As indicated in its **official guidelines** (March 2022), the Certification is based on both **qualitative and quantitative KPIs** in regard to **6 indicators**:

1. **Culture and Strategy**
2. **Governance**
3. **HR Processes**
4. **Gender neutral growth opportunities**
5. **Gender balanced remuneration**
6. **Safeguard of parenthood and work-life balance**

Advantages for companies:

- **Contribution relief** of up to 50,000 euros per year
- **Bonus score** for the granting of **state aid or public finance**
- **Better ranking in public tenders** for the acquisition of services and supplies

N.B. As of July 2022, the first three assessment bodies for the certification have already been accredited

Source: The European House – Ambrosetti on Italian Government data, 2022

Women's participation in the labour market

Country	Female participation			Male participation		
	2012	2020	CAGR	2012	2020	CAGR
Average	63.3%	61.8%	1.0%	79.2%	78.0%	-0.2%
Argentina	56.0%	54.3%	-0.4%	80.7%	73.5%	-1.2%
Australia	70.4%	73.4%	0.5%	82.5%	82.4%	0.0%
Brazil	58.0%	56.3%	-0.4%	81.1%	76.7%	-0.7%
Canada	74.3%	73.8%	-0.1%	81.3%	81.2%	0.0%
China	63.7%	61.8%	-0.4%	84.3%	N.A.	N.A.
EU-27	66.0%	67.9%	0.4%	68.8%	72.8%	0.7%
France	66.3%	67.7%	0.3%	75.3%	74.6%	-0.1%
Germany	71.9%	74.5%	0.4%	82.6%	82.5%	0.0%
India	24.4%	27.8%	1.6%	81.6%	79.5%	-0.3%
Indonesia	53.6%	55.4%	0.4%	85.3%	83.7%	-0.2%
Italy	53.4%	54.7%	0.3%	73.7%	73.6%	0.0%
Japan	63.3%	72.6%	1.7%	84.4%	86.5%	0.3%
Mexico	47.2%	45.1%	-0.6%	82.7%	76.7%	-0.9%
Russia	68.2%	69.4%	0.2%	78.1%	79.4%	0.2%
Saudi Arabia	20.0%	30.9%	5.6%	80.5%	81.5%	0.2%
South Africa	53.0%	52.7%	-0.1%	65.9%	64.0%	-0.4%
South Korea	55.6%	59.5%	0.9%	77.6%	78.1%	0.1%
Spain	68.4%	67.6%	-0.1%	80.1%	76.9%	-0.5%
Turkey	31.8%	35.0%	1.2%	75.0%	74.6%	-0.1%
UK	70.2%	78.9%	1.5%	82.0%	82.5%	0.1%
USA	67.6%	67.8%	0.0%	78.8%	78.3%	-0.1%

- Over the 2012-2020 period, participation of women in employment has **increased in most G20 countries**
- By contrast, **male employment show a trend which is generally negative**, mainly due to the economic and social impact of the COVID-19 pandemic
- By comparing the two dimensions, it is possible to highlight cases of greater acceleration of women participation in the labour force – such as **Saudi Arabia, Japan** and **India** – which are only partially matched by male participation

- In the case of Saudi Arabia, only in 2020, **7 policy reforms have been approved**, ranging from the economic to the legal sphere, such as: making it illegal to fire pregnant women, protecting women from workplace harassment, removing barriers related to access to credit

 = CAGR ≥ 0

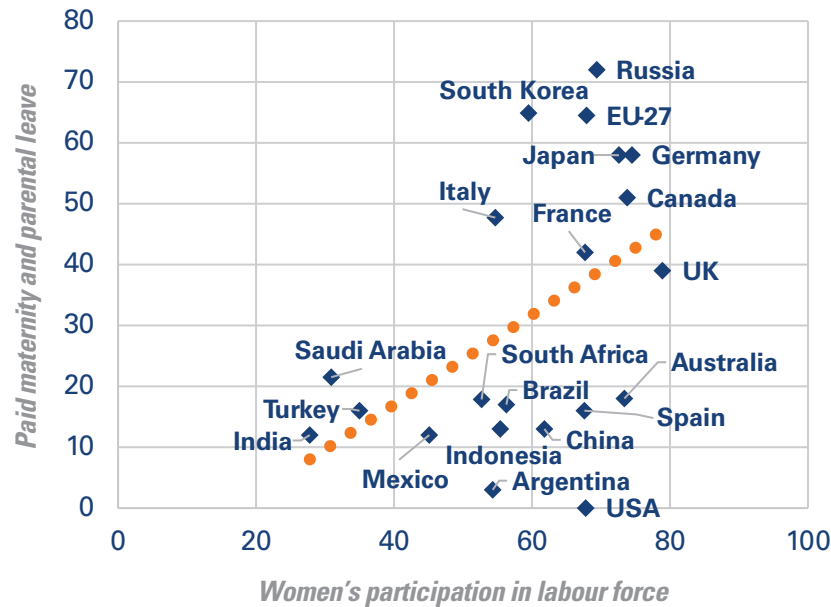
 = CAGR < 0

Source: The European House – Ambrosetti on ILOSTAT and other sources data, 2022

Labour force participation is strongly correlated with childcare

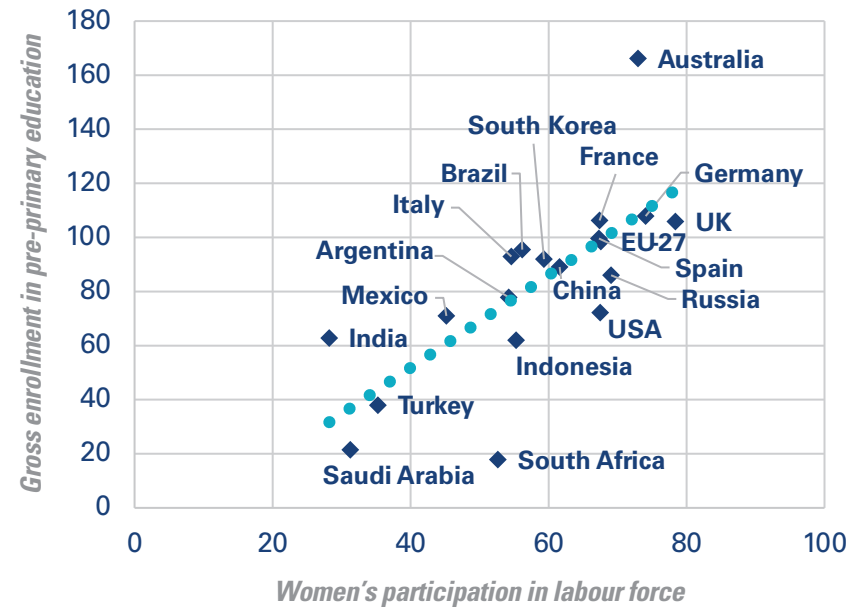
Correlation between women's participation in labour force and total length of paid maternity and parental leave

(% on total; weeks), latest data available



Correlation between women's participation in labour force and gross enrollment in pre-primary education

(% on total), latest data available*



(*) Data for Canada and Japan for enrollment in pre-primary education not available

Source: The European House – Ambrosetti on ILOSTAT, OECD, UNHDR and World Bank data, 2022

Some examples of work-life balance initiatives in best-performing countries

POLICIES

GERMANY

- **Parental leave reforms** of 2007 (payments set for 12 months + 2 months possible for partners) and 2015 (encouragement of fathers' leave taking through **financial incentives**)

SOUTH KOREA

- Provision of **maternity** (1953) and **parental leave rights**. Since 2019, employers must guarantee 10 days of paid paternity leave (instead of 3-5)
- Set up of **governmental programs** (from 2009 to date) **to reintegrate women who have interrupted professional activities** through a coordinated offer of training and job research services

ITALY

- **Mandatory paid maternity leave** of 5 months and **mandatory paid paternity leave** of 11 days (introduced in 2021)
- As from 2021, **family allowance until the 21st birthday of each child**, regardless of income (extra remuneration is provided for low-income families)

FRANCE

- Paid **maternity leave** of 16 weeks (8 mandatory, 6 of which after birth). **Mandatory paid paternity leave** has been doubled from 14 to 28 days in 2021
- **Family allowance system** provided for the first child under 3 and from the second child under 20 (value depending on income)

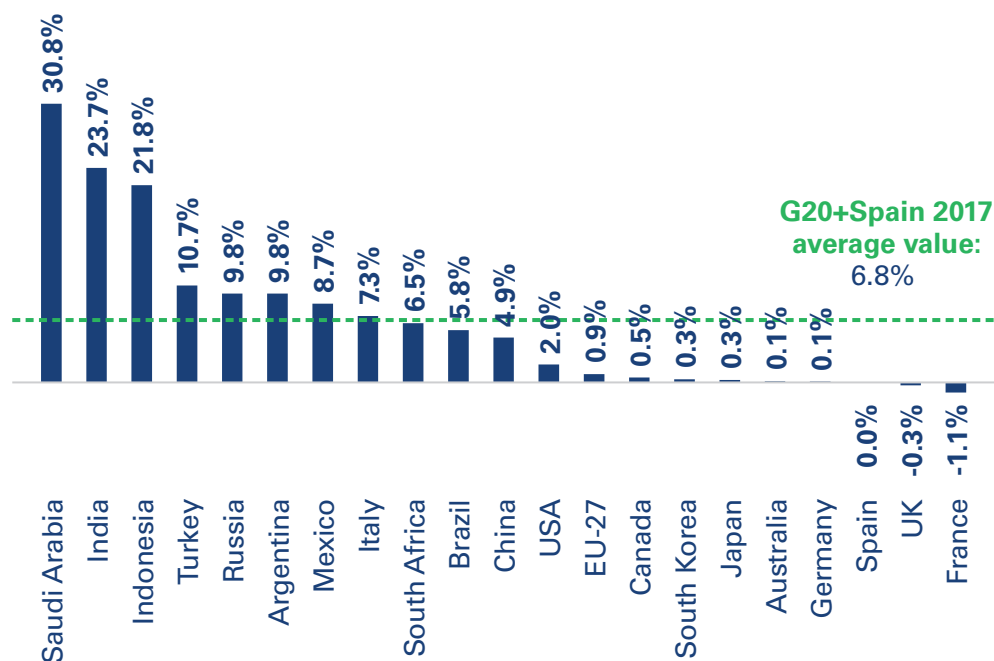
Source: The European House – Ambrosetti on various sources, 2022



- Women participation in the labour market can be considered a **result of many interrelated multidimensional factors**, not all measurable with quantitative KPIs
- Looking at the WEPI, parental leave provisions and pre-primary education show the **highest correlation** with women's participation in the labour force. This evidence indicates that **work-life balance must be a priority in the political agenda**

Women's financial independence

Women with account at financial institution or with mobile money-service provider in G20 + Spain
(CAGR), 2012-2027*



(*) Latest data available

Source: The European House – Ambrosetti on UNHDR and other sources data, 2022

- **18 countries out of 21** register an improvement in the share of women having a financial account or a money-service provider
- Despite the **general progress** made in terms of financial inclusion, the **gender gap remains high** in different countries – such as Mexico, Argentina, Indonesia and Turkey (where almost **1 woman out of 2** does not have any access to financial solutions)

POLICIES

SAUDI ARABIA

Vision 2030 (2016): prohibition of gender-based discrimination in accessing financial services to made access to credit easier and encouragement of women entrepreneurship through **public programs**

INDONESIA

National Women's Financial Inclusion Strategy (2020): development of financial skills, digital readiness, mobile ownership and use



- **Freedom in managing their own finances** is a necessary pillar for the empowerment of women
- If in some G20 countries + Spain the gender gap remains high, Saudi Arabia and Indonesia show that **it is possible to improve financial inclusion and accessibility** through specific policies that work in a **double direction**: to **remove stereotypes** allowing bank access to women and to **train women** in managing their own finances

Women in tech and digital

Country	Female STEM graduates			Women in ICT		
	F.Y.A.*	2017	CAGR	2012	L.Y.A.*	CAGR
Average		34.7%	0.1%	24.0%		0.5%
Argentina	N.A.	43.5%	N.A.	28.7%	22.5%	-2.7%
Australia ✓	30.7%	32.1%	1.1%	N.A.	N.A.	N.A.
Brazil	32.3%	36.6%	2.5%	31.4%	28.9%	-0.9%
Canada ✓	32.9%	31.4%	-1.2%	N.A.	N.A.	N.A.
China	N.A.	N.A.	N.A.	N.A.	N.A.	N.A.
EU-27	30.3%	59.0%	N.A.	17.0%	19.1%	1.3%
France	30.3%	31.8%	1.0%	20.0%	20.9%	0.5%
Germany ✓	26.8%	27.6%	1.5%	15.2%	19.0%	2.5%
India	42.1%	42.7%	0.4%	15.0%	21.2%	4.4%
Indonesia	37.5%	37.4%	-0.1%	27.5%	24.0%	-2.2%
Italy	45.3%	39.5%	-2.7%	16.2%	16.1%	-0.1%
Japan	N.A.	N.A.	N.A.	25.7%	29.0%	1.7%
Mexico	31.9%	30.6%	-1.0%	33.5%	36.2%	0.9%
Russia	N.A.	28.6%	N.A.	N.A.	35.6%	-1.1%
Saudi Arabia	39.4%	36.8%	-1.4%	N.A.	N.A.	N.A.
South Africa	41.2%	42.8%	1.3%	N.A.	N.A.	N.A.
South Korea	27.6%	25.2%	-1.8%	25.5%	31.3%	2.3%
Spain	30.9%	29.6%	-0.9%	N.A.	29.0%	N.A.
Turkey	N.A.	34.7%	N.A.	25.9%	27.4%	0.7%
UK	37.3%	38.1%	0.5%	N.A.	28.0%	N.A.
USA	31.0%	34.0%	1.9%	30.8%	32.4%	0.6%

- **7 countries out of 21** registered a **decrease** since 2013 in the share of female STEM graduates. In general, only **minor improvements** (with Brazil in a leading position) have been reached in the field. Today, women account for only **34.7%** of STEM graduates in G20 countries + Spain
- This trend has **spillover effects** on the number of women working in the ICT sector. On average, only **1 out of 4 women** is employed in the ICT sector in G20 countries + Spain
- **Italy** records the lowest CAGR, indicating the need for targeted actions to accelerate progress
- **Germany** and the **USA** have improved the most overall. Indeed, in addition to France, they are the only countries () to show an above-average growth in both KPIs
- ✓ = countries that have adopted relevant **policies and state-level initiatives** for women in tech and digital

 = CAGR ≥ 0

 = CAGR < 0

(*) First Year Available & Latest Year Available

Source: The European House – Ambrosetti on ILOSTAT and UNHCR data, 2022

Women in tech and digital

POLICIES

AUSTRALIA

STEM Decadal Plan 2020-2030 (2018): Government's strategy to increase gender equity in education and careers in the field – in collaboration with the Australian Academy of Science and the Australian Academy of Technology and Engineering

CANADA

CanCode Federal Funding Program (2017) to provide youth, including traditionally underrepresented groups, with the necessary skills for further studies in STEM

GERMANY

National Pact for Women in STEM Careers (2008, 140+ partners) to recruit women in proportion to graduation rates and increase women's share in executive positions at science organizations by 1% per year

- While the policies implemented in **Australia and Canada** focus on **advancing female education** in STEM programmes, **Germany's approach** is specifically targeted towards **women's participation in the labour market** and their **career path**
- Given the recent date of implementation of the Australian and Canadian policies, a thorough analysis of their impact will require a **longer time-frame of investigation**

N.B. In those countries that lack significant policies for the KPIs considered, substantial improvements may be traced back to the evolution of the cultural and social environment and/or secondary soft-law initiatives

Source: The European House – Ambrosetti on various sources, 2022



- The involvement of women in tech and digital has shown **inconsequential signs of progress over the last years**. This underlines that, where **policies** have been implemented, they **lacked a significant beneficial impact**
- In order to encourage women's participation in digitalization opportunities **new and more career-oriented approaches** (e.g., Germany) that will ensure **inclusive technological development** must be developed

Women's safety and well-being: The phenomenon of Gender-Based Violence

As already highlighted, there is an urgent need for **more and better national data collection** in the field of Women's Empowerment. This is especially true when it comes to the phenomenon of **Gender-Based Violence** (i.e., harmful acts directed at an individual based on their gender)



In 2022, the Spanish government has extended the tasks of the State **Observatory on Violence against Women** to track sexual, family, social or vicarious femicides*.

By doing so, **Spain** has become the **first country in Europe to formally count all types of femicides**

Building on this best-practice, G20 countries should establish a **permanent Observatory on Gender-Based Violence** to collect and monitor **reliable data** and pursue the eradication of the phenomenon

(*) In addition to fatal cases of gender violence perpetrated by the partner or ex-partner

05

An overview of the policy best- practices in the private sector

- **Companies involved and policies activated** 118
- **Emerging results and considerations** 127



The advancement of Women's Empowerment is a **primary goal** for each partner of the Observatory

The latter are among the **best-performing** companies with regard to the **policies and initiatives** implemented in the field of gender equality



Recognition and representation	Access to resources & knowledge	Successful employment	Quality of life
<ul style="list-style-type: none"> External partnerships (Valore D, Women's Forum, SheTech) Adherence to the European Gender and Diversity KPI Alliance and monitoring dashboard for diversity KPIs 2030 D&I Strategy goal: – 50% of female hirings from Universities Break the bias training for employees 	<ul style="list-style-type: none"> Women in STEM initiatives and Career Days with major Italian Universities and Associations Institutional partnerships to promote STEM initiatives in secondary schools Entrepreneurship education for women with Junior Achievement Sustainable talent programs for potential employees 	<ul style="list-style-type: none"> 2030 D&I Strategy goals: – 25% of women in leadership positions Pay equity programs Leadership development programs for female managers Female mentoring programs for employees 	<ul style="list-style-type: none"> Flexible working Genderless parental leaves Internal policies against harassment (accountability for managers, inquiries, investigations...) Employee Assistance Program (free wellbeing caring system for employees and families) D&I networks open to employees

A2A



Recognition and representation	Access to resources & knowledge	Successful employment	Quality of life
<ul style="list-style-type: none"> External partnerships (Valore D, Parks – Liberi e Uguali) A2A D&I Declaration of Commitment Signature of the “Women Empowerment Principles” of the UN Global Compact 2030 DE&I Strategy goals: <ul style="list-style-type: none"> – 50% of women among new hires Employee Resource Group within the Inclusion Team to define the strategy, objectives and actions of D&I 	<ul style="list-style-type: none"> Elis Programme to train students, with specific focus girls and their access to professions in male-dominated sectors (A2A role models talk) Valore D initiative to encourage middle school girls to follow their aspirations free from gender preconceptions 	<ul style="list-style-type: none"> 2030 D&I Strategy goals: <ul style="list-style-type: none"> – 90% gender balance in company boards – 35% of women in managerial positions Goal: eliminating the gender pay gap by 2026 Leadership for life course dedicated to about 1,100 managers of the Group 	<ul style="list-style-type: none"> Educational webinars on parenting & Team coaching project 6-month maternity leave Nursery and kindergarten at the Brescia headquarters Awareness-raising initiative on female cancer Tech camps for employees’ children (in collaboration with the ELIS Centre) Employees’ surveys Flexible working Psychological Support Service

Source: The European House – Ambrosetti, 2022

British American Tobacco (BAT)



Recognition and representation	Access to resources & knowledge	Successful employment	Quality of life
<ul style="list-style-type: none"> • Gender representation Dashboard & KPIs (continuous monitoring of gender representation across talent areas): 45% of women in management roles • Mastering Inclusion training • External partnerships and pledges (e.g., Valore D, British Chamber of Commerce) 	<ul style="list-style-type: none"> • Women in STEM initiative: mix of external partnerships (e.g., WISE) and internal trainings • Collaboration with Universities (e.g., Politecnico of Milano, Federico II University, LUISS University) • Cross-industry mentoring 	<ul style="list-style-type: none"> • Women in Leadership training program targeting female talents at mid-level management • Women in senior management Dashboard & KPIs: 40% of women in top management • Gender salary gap monitoring to ensure absence of gender bias in performance management, career progression and remuneration 	<ul style="list-style-type: none"> • Parents @ BAT to support parents and parenting (covering extended duration of paid parental leave, additional leave days, and support provided post parental leave) • Flexible working (including 100% remote working for new parents) • Welfare platform to be implemented as of 2023 • Online coaching classes & events with external speakers • Standard of Business Conduct (workplace of respect, anti-harassment) • Employee Assistance Program (professional assistance supporting personal needs)

Source: The European House – Ambrosetti, 2022

Invesco



Recognition and representation	Access to resources & knowledge	Successful employment	Quality of life
<ul style="list-style-type: none"> • Goal: 95% of diversity in recruitment candidates' slates and interview panels • External partnerships & industry pledges • 12 employee community networks globally, including a Women's Network & dedicated D&I Team • Training in Equal Opportunity Employment (e.g., unconscious bias) • Company wide demographic self-identification campaign 	<ul style="list-style-type: none"> • Recruitment, talent and succession planning initiatives • Mentoring and career planning tools & training 	<ul style="list-style-type: none"> • 2022 global target: 35% of women in senior management • Women in Leadership & Regional mentorship programs • Mentorship initiatives & iMentor program • Professional development events • Monitoring of retention and progression by gender & race 	<ul style="list-style-type: none"> • Genderless parental leave policy • Resources & coaching for parents / caregivers • Flexible working • EMEA Working families Network • Sexual harassment training • From the Heart – employee assistance program • Mental wellbeing and mindfulness exercises

Source: The European House – Ambrosetti, 2022

Mondadori



Recognition and representation	Access to resources & knowledge	Successful employment	Quality of life
<ul style="list-style-type: none"> • Unconscious bias training • External partnerships (Valore D) • Gender Equality Reporting • Blind CVs and Inclusive language policy in hiring process • Anti cultural stereotypes and inclusive language training for editors and teachers • Gender Digital Editor to validate digital content 	<ul style="list-style-type: none"> • Millennial Editor Project • Partnership with Universities (Milano Bicocca, San Raffaele, Sissa) • Nudge Global Impact Challenge 	<ul style="list-style-type: none"> • Goals: <ul style="list-style-type: none"> – 33% of women among executives – 90% of employees involved in D&I events • Women Leadership programme • Policies to reduce the gender pay gap 	<ul style="list-style-type: none"> • Flexible working & remote working training • Parental leave management and support • Anti-harassment policy (in progress) • Mental health support programme • Welfare activities • Regular surveys

Source: The European House – Ambrosetti, 2022

Oracle Italy



Recognition and representation	Access to resources & knowledge	Successful employment	Quality of life
<ul style="list-style-type: none"> • Gen-O (Generation Oracle) program (career development initiative with a D&I focus) • Oracle Career Relaunch Programs to help individuals who have taken a career break of at least 1 year • Monitored recruitment 	<ul style="list-style-type: none"> • Oracle Academy (focuses on «educating the educators» and has specific programs for Women in STEM) • Oracle Women’s Leadership – OWL (summits, mentorship, training) • Oracle LAD – ONE – Oracle Next Education (platform for low-income youth education and employment) 	<ul style="list-style-type: none"> • Talent Review Boards dedicated to female employees • Upskilling courses • Strategic consultation, programs and tools for all people managers 	<ul style="list-style-type: none"> • Awareness-raising events • Flexible working • Zero-tolerance policy against harassment • ERG-OWL initiative to support gender equality by celebrating women’s achievement and spreading messages of support • Yearly all-employee survey

Source: The European House – Ambrosetti, 2022

Pictet Group



Recognition and representation	Access to resources & knowledge	Successful employment	Quality of life
<ul style="list-style-type: none"> • External partnerships to foster gender representation and diversity • Policies to ensure a gender balanced talent pipeline • Unconscious bias training • Internal employee network to foster open dialogue and influence positive action (Pictet Women's Network) 	<ul style="list-style-type: none"> • Specific leadership, mentoring & sponsorship programs 	<ul style="list-style-type: none"> • Events and conferences dedicated to the theme of female leadership 	<ul style="list-style-type: none"> • Flexible working • Parental leaves and eldercare benefits • Policies, information, support & training on mental health, well-being and personal integrity

To gain a more comprehensive look on corporate policy best-practices in regard to Women's Empowerment, Ambrosetti Club carried out an **in-depth survey** involving **20+ companies worldwide**

PARTNERS

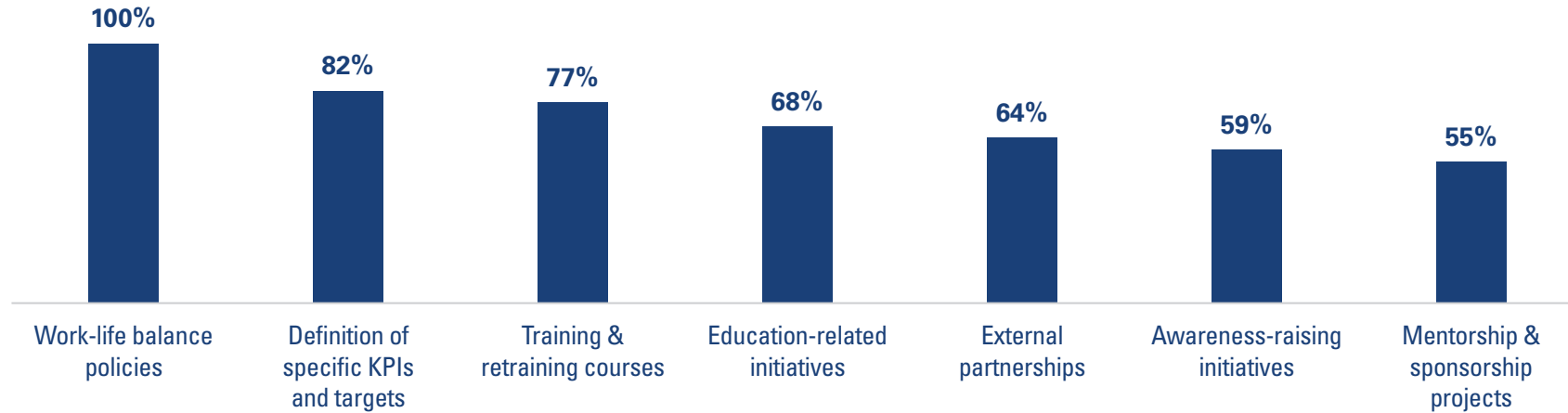


CLUB MEMBERS



Although all companies involved have implemented multiple policies for the advancement of Women's Empowerment ...

Companies that have implemented policies in the areas identified
(% values), 2022



68% of the companies that completed the survey are **actively involved in 5 or more areas**

N.B. The total sum of percentage values is not equal to 100% because some companies have implemented policies related to multiple areas of interest

... results show that some policies hold a higher degree of effectiveness than others

Based on their experience, companies have singled out the following **corporate policies** as the **most effective ones** in the path towards the advancement of female empowerment in the private sector:

- 1. Setting strict targets for inclusive recruitment, succession planning and promotions** as a reflection of a more general company strategy in terms of gender equality
- 2. Introducing company-wide D&I Dashboards and action plans** to be periodically monitored, in order to track and encourage progress
- 3. Implementing a flexible welfare system** supporting the needs and mental well-being of each employee (i.e., gender neutral parental leaves, remote working, support for childcare and elderly care, etc.)



The implementation of such policies within the corporate world needs to occur in the context of a new-found **public-private partnership** in the field of Women's Empowerment

To ensure long-term success, governments must provide adequate **normative and regulatory frameworks** that will allow women to release their full potential in every aspect of their lives

06

**The
Observatory's
policy suggestions
and best-practices
to share**

The Observatory's public policy suggestions and best-practices to share

1. Leadership and political participation



Definition of **legislated gender quotas** with **clear targets** and **sanctions for non-compliance**

(e.g., Mexico)

2. Leadership in the corporate world



Set **directions and guidelines for companies, defining specific KPIs and targets** and supporting companies through **fiscal incentives**

(e.g., Italy)

3. Participation in the labour market



Focus on **childcare** and **parenthood**, and in general on **work-life balance**

(e.g., South Korea)

4. Financial independence



Promote women's autonomy by **breaking down stereotypes, regularizing formal access to finance, training financial skills** and spreading **financial knowledge**

(e.g., Saudi Arabia & Indonesia)

5. Women in tech and digital



Focus on **STEM** to **strengthen the link** between **education and employment, stimulating recruitment** through economic incentives for companies

(e.g., Germany)

6. Gender-based violence



Advance national data collection on Gender-Based Violence to **assess public services response** and **monitor trends** over time

(e.g., Spain)

Source: elaboration The European House – Ambrosetti, 2022

The 5 takeaways of the Women's Empowerment Observatory

1

Women's Empowerment is **not only a political issue**, as it is foremost a **cultural one**, strictly connected to **cultural and social shifts** and to the eradication of **gender stereotypes**

2

More and better data collection is an **absolute priority**. Because measuring progress means providing countries with a «**ready-to-use tool for improvement**» while giving a «**gentle push**»

3

Policies regarding Women's Empowerment must adopt an **intersectoral perspective** in order to activate **long-term social, economic and cultural shifts** within society

4

The **business community** is a valuable **source of knowledge and best-practices**. Corporate policies can successfully **complement** public policies in the field of female empowerment

5

Public and corporate policies that involve **legally binding obligations** and/or **clear sanction mechanisms** show a **higher degree of effectiveness**, leading to a more **rapid and virtuous cycle of evolution**

Annex: Methodology of the Women's Empowerment Progress Index (1/3)

SELECTION OF INDICATORS

The criteria adopted to select indicators are both conceptual and qualitative. All the variables included needed to:

- Measure a relevant aspect of Women's Empowerment;
- Be objective, accessible and periodically collected by major international institutions, comparable over time;
- Focus on "results" (output) versus "efforts" (process or input);
- Have a data coverage of at least 60%;
- Comprehensive and easily interpretable.

By applying the above-mentioned criteria, **21 KPIs have been selected** for the calculation of the Index.

As a formal member of the G20, the Index includes among the countries also the **EU-27 aggregate**. In the case aggregate data was not readily available from the different sources used, the KPIs have been calculated as the average of the available data for each EU Member State. France, Germany, Italy and Spain have been included in the computation in order to identify the actual positioning of the European region in the ranking.

MANAGEMENT OF MISSING DATA

The data used to construct the Index comes from diverse data sources, mainly large databases such as OECD, ILOSTAT, and World Bank.

The selection of the sources of information has been guided by the **identification of relevant and significant KPIs**, evaluating – case by case – data availability, rather than the reverse. For this reason, in different cases, OECD has been preferred to alternative or secondary sources – e.g., World Bank.

To work with a complete dataset, the imputation of some missing values needed to be carried out, especially for some countries of the cluster (e.g., China, Saudi Arabia).

When data were missing, the imputation was performed using the **latest year available** or a **secondary source** with the same or similar definition of the indicator (cold deck imputation). In the first case, data older than 2012 has been considered outdated information and excluded. In these cases, data are reported missing.

Annex: Methodology of the Women's Empowerment Progress Index (2/3)

NORMALIZATION OF DATA

To normalize the data, **standardization** through z-score has been used and preferred to “min-max” normalization in order to provide a more accurate picture of the phenomenon (considering the differences lying among the different countries that make up the indicator).

The formula used is the following: $I_{q,c}^t = \frac{x_{q,c}^t - \overline{x_q^t}}{\sigma_q^t}$,
 where $\overline{x_q^t}$ represents the arithmetic mean of KPI q and σ_q^t the standard deviation of KPI q .

To each indicator a direction, positive or negative, has been given according to the impact generated on Women's Empowerment.

WEIGHTING AND AGGREGATION

The different variables have been aggregated into 4 pillars, each made up of 5 KPIs with equal weight, and a fifth one, added as a “floor”, consisting of the scores of the 2022 edition of the Women, Business and the Law Index. In line with the methodology adopted which privileges “outputs” data rather than inputs, and in accordance with the Advisory Board, this pillar has been given a **lower weight**, equal to 0,1, after different tests and after calculating the

correlation of the arithmetic mean of the 4 pillars and the WBL column (which is high and positive).

1. Recognition & representation

0.225

2. Access to resources & knowledge

0.225

3. Successful employment

0.225

4. Quality of life

0.225

5. Women Business and the Law Index

0.100

Simple arithmetic averages of the underlying indicators have been used to aggregate the 4 pillars, while the Index overall has been calculated through a **weighted average**.

To obtain the final score of each country a **min-max approach** has been used, resulting in a scale that goes from 0 to 100, where 0 represents the lowest performance and 100 represents the best.

Annex: Methodology of the Women's Empowerment Progress Index (3/3)

CHARACTERISTICS OF THE INDEX

	Variables (KPIs)	Pillars
Imputation	Closest value Cold-deck imputation	No imputation
Aggregation	Arithmetic average	Weighted average
Normalization	Standardization	Min-max
Weighting	Equal	Different for Women, Business and the Law Index

LOOKING AT THE NEXT EDITION: SOME POINTS OF ATTENTION

Looking at the KPIs overall, a **concentration of missing data** emerges in specific pillars, such as 3. Successful employment, where Saudi Arabia has four missing values out of five indicators. A point of reflection for the next edition regards the possibility of excluding the countries that do not have 60% of observations present in a pillar from the overall score and ranking and instead give them only pillar scores.

For the next edition, the Observatory is committed to improving the process of **control and treatment of outliers**.

At the same time, it commits to keeping a high level of attention on indicators with a large number of missing values, taking into consideration the possibility of **reviewing and substituting specific KPIs**.

At the state of the art, the Index gives back a relative score for each country rather than an absolute value. The final goal, also looking at the next edition of the Index, is to support the **definition of common targets** (hypothetic or derived from best-performing countries) **to use as a benchmark to evaluate absolute, rather than relative, performances** (e.g., positioning vs. the target of 50% of seats held by women in national parliaments, instead of the positioning of the country vs. the G20 average mean).

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