



WORKSHOP HANDOUT

Gender Equality and Global Capital Markets

INTERACTIVE WORKSHOP (Part 1)

In partnership with



With support from



THE GOVERNMENT
OF THE GRAND DUCHY OF LUXEMBOURG

COLUMBIA | SIPA
School of International and Public Affairs

Sustainable Investing Research Initiative

The SSE is a UN Partnership Programme of





GENDER EQUALITY & GLOBAL MARKETS

Part I: Understanding complexity through preparation and alignment to standards

HOUSEKEEPING



2-hour duration



Live Q&A throughout



Participation expected



Certificate requires survey

CHAT FUNCTION:

Use the chat box to introduce yourself and make comments.

Audio Settings



Chat



Q&A



Show Captions



Reactions



Raise Hand

Leave

AUDIO SETTINGS:

All participants are currently muted to ensure everyone can hear the presenters. Please use the other functions to interact with us.

Q&A BOX:

Ask any questions you might have in the Q&A box. We will answer them throughout the session.

RAISE HAND

At the end, if we have time for a Q&A session, raise your hand if you want to ask a question.



ADDRESSING COMPLEXITIES



PREPARE

Building a foundational understanding of gender equality through an overview of the **landscape, language and purpose**

ALIGN

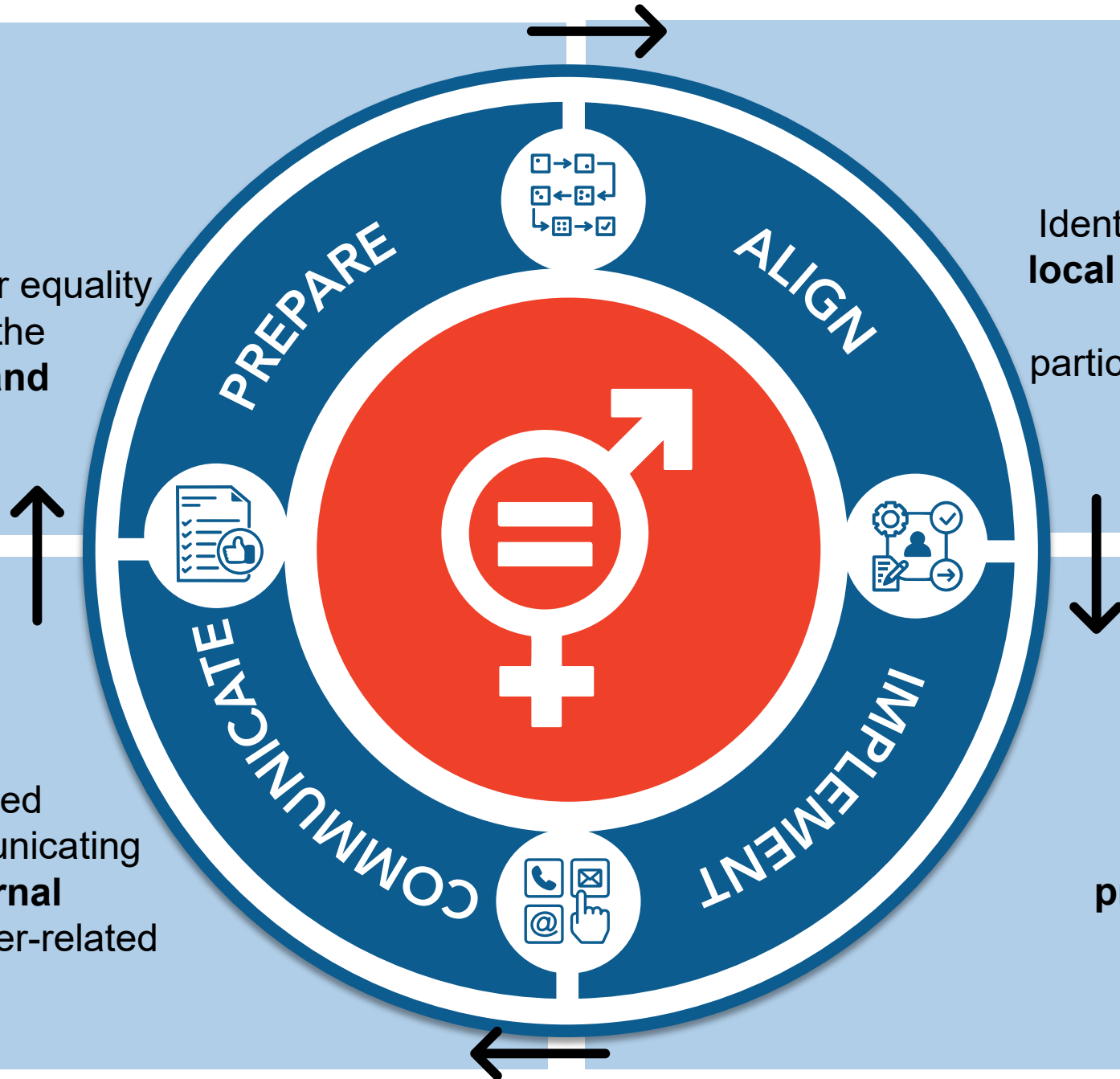
Identifying **global principles, local requirements and peer practices** that can guide participants as they set out on their journey to enhance gender equality

COMMUNICATE

Disclosing gender-related information and communicating with **internal and external stakeholders** on gender-related topics

IMPLEMENT

Capturing value through gender lens market **promotion and products**



LEARNING OBJECTIVES



Understand **why** action is needed for enhanced gender equality



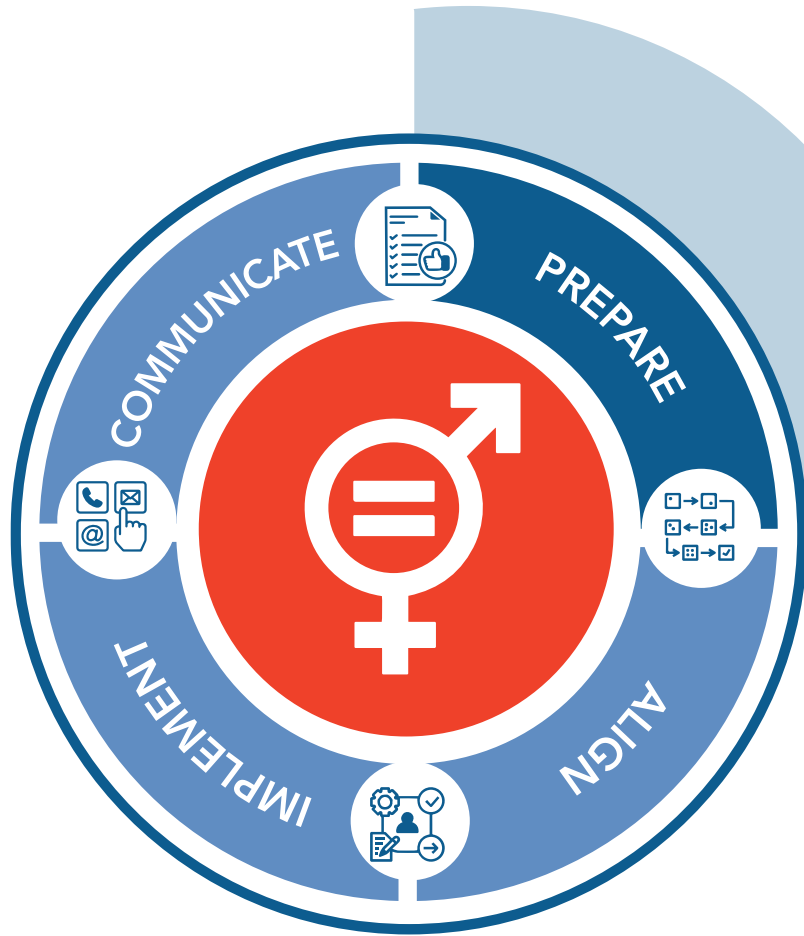
Identify **what** tools can be used to enhance gender equality

AGENDA

| | |
|----------------------|--|
| Duration: 2 hours | Topic: Gender equality in global markets Part 1 – Understanding complexities through preparation and alignment |
| 15 mins | Introduction to the course and topic |
| 45 mins | Step 1 - Prepare: The gender-finance connection |
| 5 mins | Break |
| 45 mins | Step 2 - Align: Gender-lens frameworks |
| 10 mins | Wrap up and questions |



**How much do
you already
know?**



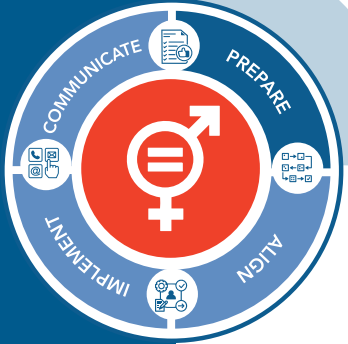
UNDERSTANDING THE GENDER -FINANCE CONNECTION

PREPARE

PURPOSE

LANDSCAPE

LANGUAGE



PREPARE

PURPOSE

The 'case' for gender – why it matters

LANDSCAPE

LANGUAGE



BUSINESS & HUMAN RIGHTS GUIDELINES

GENDER DIMENSIONS of the Guiding Principles on Business and Human Rights



Principle 14

- **All businesses, including SMEs**, should take appropriate steps to respect human rights.

Principle 16

- Businesses should embed their commitment to respect women's human rights and contribute to achieving substantive gender equality in a **gender equality policy**

Principle 20

- Businesses should track the effectiveness of their responses by using **sex-disaggregated data**.

Principle 21

- Businesses should **communicate** adequate and easily accessible information to the affected stakeholders regularly.

2030 Agenda “There Can Be No Sustainable Development Without Gender Equality”

Read more about how gender fits within the UN's Sustainable Development Goals on the UN Women website [here](#).



**BY
INCREASING
GENDER
EQUITY...**



**Violence in society
decreases**

**Economic productivity
increases**

**Resilience against financial
and environmental crisis
increases**

BENEFITS OF EQUALITY



Benefit from higher profitability and financial performance



Make better decisions



Are more competitive and innovative



Have better attraction and retention of talent

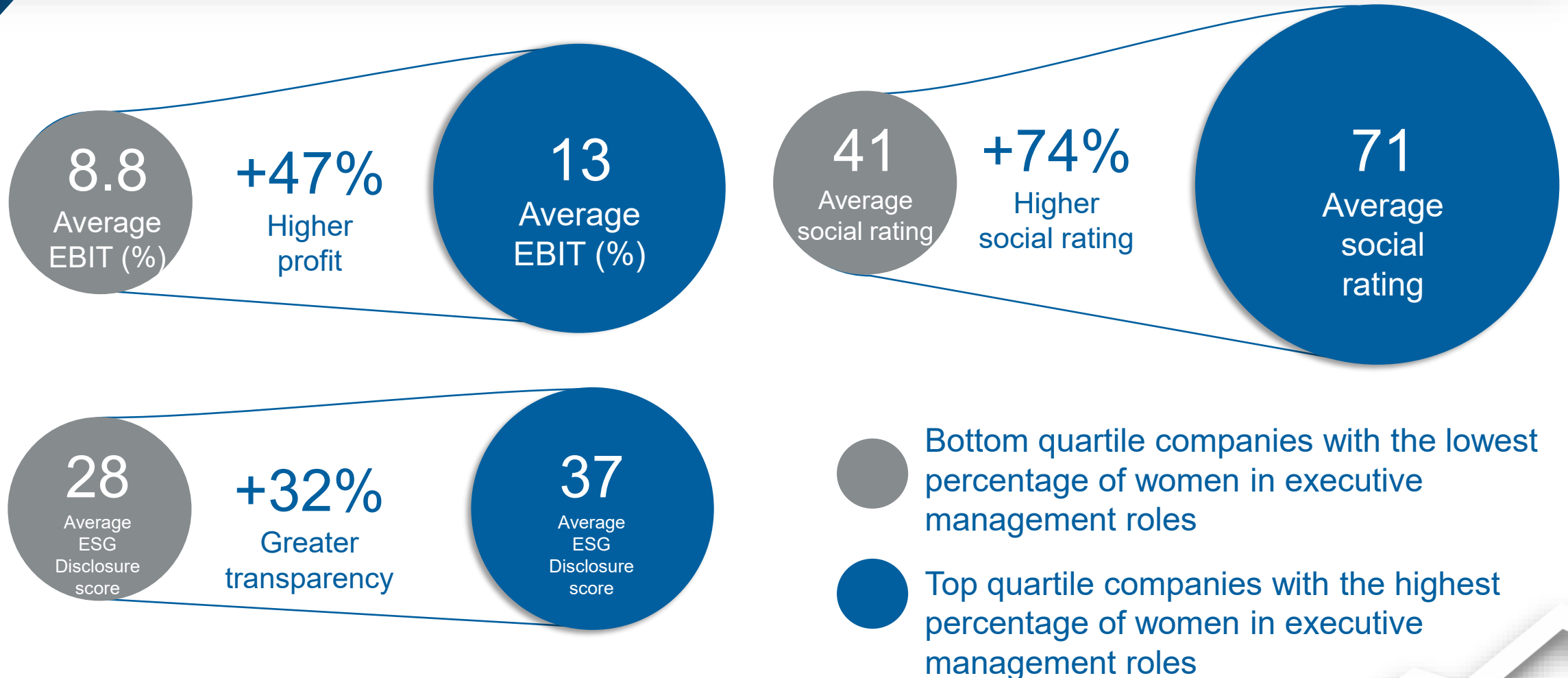


Attract more funding



Improve environmental performance

INTERNAL IMPACTS OF DIVERSE LEADERSHIP

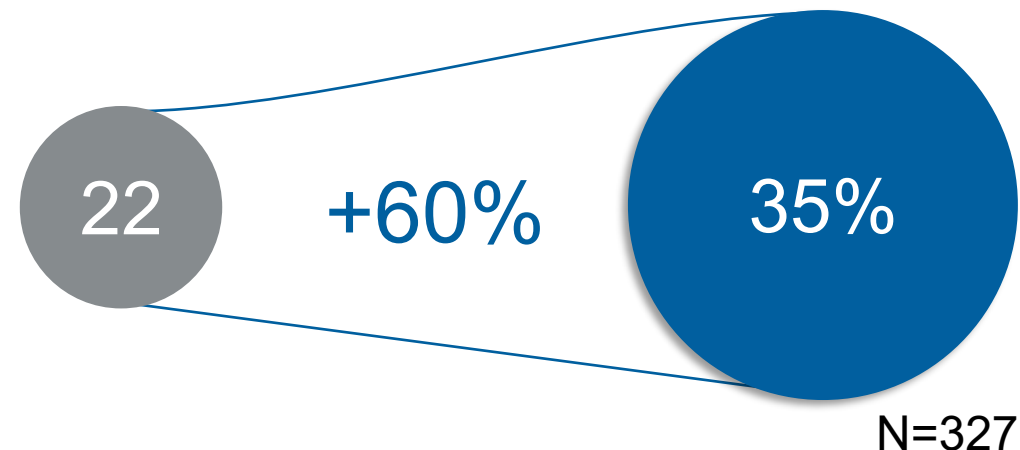


EXTERNAL IMPACTS OF DIVERSE LEADERSHIP

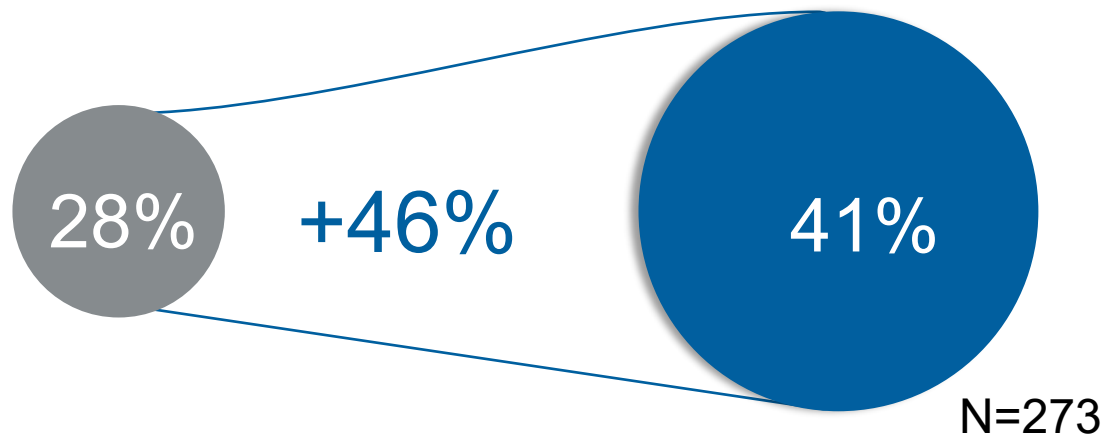
Likelihood of Improving GHG Emission Intensity





Likelihood of Improving Energy Intensity



Likelihood of Improving Water Intensity



-  No change / decline in women % on boards
-  Increase in women % on boards

PREPARE

PURPOSE

LANDSCAPE

State of the market – where we are at now

LANGUAGE





Mentimeter

Visit www.menti.com
and type the code that
we are sharing in the
chat

How long will it take for equality?

Where are we at now?

STATUS OF GENDER IN BOARDROOMS



To learn more about the SSE's Gender Equality work, visit sseinitiative.org/gender-equality/
For data on gender equality in corporate boardrooms visit <https://sseinitiative.org/gender-equality-database/>

Gender equality in corporate leadership:

G20 and Regional analysis

2024



MARKET MONITOR



In strategic collaboration with:



With support from:
THE GOVERNMENT
OF THE GRAND-DUCHY OF LUXEMBOURG
Ministry of Finance

Highlights

- Generally, female representation on boards is rising: 28 out of 35 markets around the world saw an increase in the percentage of women on boards. 17 of the 22 markets in G20 countries saw an increase.
- The average percentage of women on boards in G20 markets is 23%, a one percentage point improvement from the SSE's 2023 analysis.
- In only 5 markets, none of the boards are male-only among top 100 issuers: ASX (Australia), LSE (United Kingdom), Nasdaq (United States), NYSE (United States) and TSX (Canada). In 10 markets in the G20, 20% or more of the top 100 issuers have male-only boards.
- Euronext Paris (France) leads the world with 44% of issuers' board seats held by women, ASX (Australia) with 37%, leads the USCANZ country grouping, JSE (South Africa) leads the Africa regional grouping with 33%.
- Bursa Malaysia leads South-eastern Asia with 29%, JPX (Japan) leads the Eastern Asia group with 19%, Borsa Istanbul (Türkiye) leads Western Asia with 17%, B3 (Brazil) and Bolsa de Santiago (Chile) jointly lead Latin America with 17% each.

Introduction

This report provides an analysis of women in corporate leadership in capital markets in G20 countries. On average, women hold 23% of board seats, 8% of board chair, 5% of CEO and 12% of CFO positions across the G20 markets (overview figure 1, full details figure 2). Additionally the report covers the top five largest markets from 7 different regions / country groupings (overview figure 4, full details figure 5).

UN member States have agreed through the Sustainable Development Goals (SDGs) that gender equality is an integral element of sustainable development. SDG5 explicitly addresses gender equality, and the issue is further integrated as a cross cutting aspect in a total of 10 different SDGs.¹ The Women's Empowerment Principles (WEPs) is the UN framework for the private sector to advance on the SDGs, particularly SDG 5 on gender equality and women's empowerment, including on boards and corporate leadership.² Stock exchanges, regulators and other capital market participants can play an important role in advancing gender equality through their own gender-inclusive practices, market education and promoting gender-focused products and applicable reporting.³ This UN SSE Market Monitor, prepared with IFC and in strategic collaboration with UN Women, is part of an annual series launched in 2021. This benchmarking series examines companies grouped by primary listing venue to provide exchanges, regulators and policy makers with the state of gender equality in the leadership positions of companies listed on their markets. The data can serve as a benchmark for exchanges and other relevant institutions in their efforts to promote women's full and effective participation in, and equal opportunities for, corporate leadership positions.

Figure 1. Dashboard: Women in Corporate Leadership, G20 Markets
Proportion of corporate leadership positions held by women across 22 G20 markets



Source: UN SSE

¹ See Annex 3 of the SSE-IFC publication <https://exchanges.ifs.unwomen.org/advance-gender-equality> for the full list of indicators

² For more information, please visit: www.weps.org

³ For an action plan with key activities stock exchanges can do to advance gender equality, see the joint SSE-IFC publication <https://exchanges.ifs.unwomen.org/advance-gender-equality>

I. G20 Analysis

This section analyzes gender in corporate leadership in over 2,000 listed companies, organized by primary listing venue, listed on the largest stock exchanges in the G20 countries (figure 2).

Figure 2. Ranking of G20 Stock Exchanges Based on the Gender Balance of Issuers' Boards

An analysis of the gender balance of corporate leadership of the top 100 issuers by market capitalization from each of the 22 exchanges in the G20

| Stock exchange (top 100 issuers by market capitalization) | | % Board seats held by women | % Year on year change | % Mandatory minimum seats for women on boards | % Firms with at least 30% women on board | % Firms with all male board | % Chair position held by women | % Year on year change | % CEO position held by women | % Year on year change |
|---|---|-----------------------------|-----------------------|---|--|-----------------------------|--------------------------------|-----------------------|------------------------------|-----------------------|
| Market | Exchange | | | | | | | | | |
| 1 France | Euronext Paris | 44 | -1 | 40 | 98 | 1 | 8 | +2 | 7 | +1 |
| 2 United Kingdom | London Stock Exchange (LSE) | 40 | 1 | | 96 | 0 | 14 | +0 | 9 | +2 |
| 3 Italy | Borsa Italiana | 38 | 2 | 40 | 79 | 4 | 17 | +2 | 1 | -1 |
| 4 Australia | Australian Securities Exchange (ASX) | 37 | 2 | | 74 | 0 | 7 | -4 | 9 | -1 |
| 5 Canada | Toronto Stock Exchange (TSX) | 36 | 3 | | 80 | 0 | 11 | - | 4 | -1 |
| 6 United States | New York Stock Exchange (NYSE) | 36 | 2 | | 78 | 0 | 7 | -5 | 14 | +1 |
| 7 Germany | Deutsche Börse | 35 | 2 | 30 | 80 | 3 | 6 | +1 | 4 | +1 |
| 8 South Africa | Johannesburg Stock Exchange (JSE) | 33 | 1 | | 57 | 1 | 18 | +3 | 11 | +3 |
| 9 United States | Nasdaq | 32 | 1 | * | 63 | 0 | 11 | +8 | 6 | - |
| G20 AVERAGE | | 23 | | | 39 | 17 | 8 | | 5 | |
| 10 India | National Stock Exchange of India (NSE) Bombay Stock Exchange (BSE) | 19 | 2 | * | 20 | 3 | 7 | +1 | 7 | +1 |
| 11 Japan | Japan Exchange Group (JPX) | 19 | 2 | | 9 | 3 | 2 | -1 | 1 | - |
| 12 Türkiye | Borsa Istanbul | 17 | 1 | | 21 | 29 | 8 | +5 | 3 | +1 |
| 13 Brazil | Brazil Exchange (B3) | 17 | 3 | | 14 | 20 | 9 | +4 | 3 | - |
| 14 China | Shenzhen Stock Exchange (SZSE) | 17 | - | | 16 | 22 | 6 | - | 7 | +1 |
| 15 China | Stock Exchange of Hong Kong (HKEX) | 15 | 1 | * | 8 | 21 | 3 | -3 | 5 | - |
| 16 Korea (ROK) | Korea Exchange (KRX) | 14 | 4 | * | 4 | 11 | 2 | +1 | 2 | - |
| 17 Russian Federation | Moscow Exchange (MOEX) | 14 | 1 | | 15 | 31 | 7 | +3 | 8 | +6 |
| 18 Indonesia | Indonesia Stock Exchange (IDX) | 14 | 1 | | 23 | 47 | 18 | +5 | 9 | +3 |
| 19 China | Shanghai Stock Exchange (SSE) | 12 | - | | 9 | 30 | 3 | +1 | 2 | +1 |
| 20 Argentina | Bolsa y Mercados Argentina (BYMA) | 12 | 1 | 30 | 11 | 43 | 6 | +3 | 5 | +1 |
| 21 Mexico | Bolsa Mexicana de Valores (BMV) | 11 | - | | 3 | 31 | 2 | - | 0 | - |
| 22 Saudi Arabia | Saudi Exchange | 3 | - | | 0 | 79 | 3 | +1 | 1 | - |

Sources: UN SSE, based on data from Bloomberg and companies' latest FY annual reports.

Notes: An analysis of the gender balance of corporate leadership of the top 100 issuers by market capitalization from each of the 22 exchanges in the G20. The analysis covers data on 2,179 firms in total, 105 per market except for Argentina (BYMA) with 79.

* These exchanges have a mandatory minimum of 1 woman on the board.

| Stock exchange (top 100 issuers by market capitalization) | | % Board seats held by women | % Year on year change | % Mandatory minimum rule for women on boards | % Firms with at least 30% women on board | % Firms with all male board | % Chair position held by women | % Year on year change | %CEO position held by women | % Year on year change |
|--|---|---|--------------------------------|---|--|--------------------------------------|---|-----------------------------|--------------------------------------|-----------------------------|
| Market | Exchange | | | | | | | | | |
| 1 France | Euronext Paris | 44 | -1 | 40 | 98 | 1 | 8 | +2 | 7 | +1 |
| 2 United Kingdom | London Stock Exchange (LSE) | 40 | 1 | | 96 | 0 | 14 | +0 | 9 | +2 |
| 3 Italy | Borsa Italiana | 38 | 2 | 40 | 79 | 4 | 17 | +2 | 1 | -1 |
| 4 Australia | Australian Securities Exchange (ASX) | 37 | 2 | | 74 | 0 | 7 | -4 | 9 | -1 |
| 5 Canada | Toronto Stock Exchange (TSX) | 36 | 3 | | 80 | 0 | 11 | - | 4 | -1 |
| 6 United States | New York Stock Exchange (NYSE) | 36 | 2 | | 78 | 0 | 7 | -5 | 14 | +1 |
| 7 Germany | Deutsche Börse | 35 | 2 | 30 | 80 | 3 | 6 | +1 | 4 | +1 |
| 8 South Africa | Johannesburg Stock Exchange (JSE) | 33 | 1 | | 57 | 1 | 18 | +3 | 11 | +3 |
| 9 United States | Nasdaq | 32 | 1 | * | 63 | 0 | 11 | +8 | 6 | - |
| | G20 AVERAGE | 23 | | | 39 | 17 | 8 | | 5 | |
| 10 India | National Stock Exchange of India (NSE) Bombay Stock Exchange (BSE) | 19 | 2 | * | 20 | 3 | 7 | +1 | 7 | +1 |
| 11 Japan | Japan Exchange Group (JPX) | 19 | 2 | | 9 | 3 | 2 | -1 | 1 | - |
| 12 Türkiye | Borsa Istanbul | 17 | 1 | | 21 | 29 | 8 | +5 | 3 | +1 |
| 13 Brazil | Brazil Exchange (B3) | 17 | 3 | | 14 | 20 | 9 | +4 | 3 | - |
| 14 China | Shenzhen Stock Exchange (SZSE) | 17 | - | | 16 | 22 | 6 | - | 7 | +1 |
| 15 China | Stock Exchange of Hong Kong (HKEX) | 15 | 1 | * | 8 | 21 | 3 | -3 | 5 | - |
| 16 Korea (ROK) | Korea Exchange (KRX) | 14 | 4 | * | 4 | 11 | 2 | +1 | 2 | - |
| 17 Russian Federation | Moscow Exchange (MOEX) | 14 | 1 | | 15 | 31 | 7 | +3 | 8 | +6 |
| 18 Indonesia | Indonesia Stock Exchange (IDX) | 14 | 1 | | 23 | 47 | 18 | +5 | 9 | +3 |
| 19 China | Shanghai Stock Exchange (SSE) | 12 | - | | 9 | 30 | 3 | +1 | 2 | +1 |
| 20 Argentina | Bolsas y Mercados Argentinos (BYMA) | 12 | 1 | 30 | 11 | 43 | 6 | +3 | 5 | +1 |
| 21 Mexico | Bolsa Mexicana de Valores (BMV) | 11 | - | | 3 | 31 | 2 | - | 0 | - |
| 22 Saudi Arabia | Saudi Exchange | 3 | - | | 0 | 79 | 3 | +1 | 1 | - |

REGIONAL OVERVIEW

| Region | Markets | % Board seats held by women | % change (YOY) | All male boards (%) | Female board chair (%) | Female CEOs (%) |
|----------------------|---|--------------------------------------|----------------------|---------------------------|---------------------------------|-----------------------|
| 1 Europe | France, UK, Sweden, Germany, Switzerland | 37 | + 1 | 2 | 9 | 7 |
| 2 USCANZ | Australia, USA (2 exchanges), Canada, New Zealand | 34 | + 2 | 2 | 11 | 8 |
| 3 Africa | South Africa, Kenya, Nigeria, Morocco, Egypt | 24 | + 2 | 12 | 11 | 10 |
| 4 South-eastern Asia | Malaysia, Thailand, Philippines, Singapore, Indonesia | 21 | +2 | 16 | 10 | 8 |
| 5 Eastern Asia | China (3 exchanges), Japan, Korea | 15 | = | 17 | 3 | 3 |
| 6 Latin America | Chile, Brazil, Peru, Mexico, Argentina | 14 | +1 | 33 | 5 | 4 |
| 7 Western Asia | Türkiye, UAE, Kuwait, Saudi Arabia, Qatar | 8 | + 1 | 59 | 3 | 3 |

THE

DATA





STATUS IN EUROPE

| Stock Exchange | | % Board seats held by women | % Year on year change | % Mandatory minimum rule for women on boards | % Firms with at least 30% women on board | % Firms with all male board | % Chair position held by women | % Year on year change | % CEO position held by women | % Year on year change |
|----------------|-----------------------------|-----------------------------|-----------------------|--|--|-----------------------------|--------------------------------|-----------------------|------------------------------|-----------------------|
| Market | Exchange | | | | | | | | | |
| Europe | Group average: | 37 | | | 80 | 2 | 9 | | 7 | |
| France | Euronext Paris | 44 | - 1 | 40 | 98 | 1 | 8 | + 2 | 7 | + 1 |
| United Kingdom | London Stock Exchange (LSE) | 40 | + 1 | | 96 | 0 | 14 | - | 9 | + 2 |
| Sweden | Nasdaq-Stockholm | 35 | - 1 | | 72 | 0 | 8 | - 4 | 13 | + 1 |
| Germany | Deutsche Börse | 35 | + 2 | 30 | 80 | 3 | 6 | + 1 | 4 | + 1 |
| Switzerland | SIX Swiss Exchange (SIX) | 30 | + 2 | 30 | 52 | 5 | 8 | + 3 | 3 | - 1 |

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STATUS IN USCANZ

| Stock Exchange | | % Board seats held by women | % Year on year change | % Mandatory minimum rule for women on boards | % Firms with at least 30% women on board | % Firms with all male board | % Chair position held by women | % Year on year change | % CEO position held by women | % Year on year change |
|----------------|--------------------------------------|-----------------------------|-----------------------|--|--|-----------------------------|--------------------------------|-----------------------|------------------------------|-----------------------|
| Market | Exchange | | | | | | | | | |
| USCANZ | | 34 | | | 68 | 2 | 11 | | 8 | |
| Australia | Australian Securities Exchange (ASX) | 37 | + 2 | | 74 | 0 | 7 | - 4 | 9 | - 1 |
| Canada | Toronto Stock Exchange (TSX) | 36 | + 3 | | 80 | 0 | 11 | - | 4 | - 1 |
| United States | New York Stock Exchange (NYSE) | 36 | + 2 | | 78 | 0 | 7 | - 5 | 14 | + 1 |
| United States | Nasdaq | 32 | + 1 | *** | 63 | 0 | 11 | + 8 | 6 | - |
| New Zealand | New Zealand Stock Exchange (NZX) | 30 | + 1 | | 47 | 10 | 20 | + 2 | 8 | + 2 |

STATUS IN AFRICA

| Stock Exchange | | % Board seats held by women | % Year on year change | % Mandatory minimum rule for women on boards | % Firms with at least 30% women on board | % Firms with all male board | % Chair position held by women | % Year on year change | % CEO position held by women | % Year on year change |
|----------------|-----------------------------------|-----------------------------|-----------------------|--|--|-----------------------------|--------------------------------|-----------------------|------------------------------|-----------------------|
| Market | Exchange | | | | | | | | | |
| Africa | | 24 | | | 35 | 12 | 11 | | 10 | |
| South Africa | Johannesburg Stock Exchange (JSE) | 33 | + 1 | | 57 | 1 | 18 | + 3 | 11 | + 3 |
| Kenya | Nairobi Securities Exchange (NSE) | 25 | + 1 | | 39 | 13 | 13 | - 2 | 11 | + 2 |
| Nigeria | Nigerian Exchange Group (NGX) | 24 | + 1 | | 38 | 10 | 11 | + 6 | 17 | + 7 |
| Morocco | Casablanca Stock Exchange (CSE) | 22 | + 2 | 30 | 33 | 22 | 11 | + 4 | 5 | + 1 |
| Egypt | Egyptian Exchange (EGX) | 16 | + 4 | 25 | 9 | 12 | 3 | - | 3 | + 1 |

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STATUS

IN AFRICA

(deep dive 2023)

| Stock exchange | | % Board seats held by women | % Mandatory minimum rule for women on boards | % Firms with at least 30% women on board | % Firms with all male board | % Chair position held by women | % CEO position held by women | Number of firms* |
|----------------|-----------------------------------|-----------------------------|--|--|-----------------------------|--------------------------------|------------------------------|------------------|
| Market | Exchange | | | | | | | |
| 1 South Africa | Johannesburg Stock Exchange (JSE) | 32 | | 57 | 1 | 15 | 8 | 100 |
| 2 Rwanda | Rwanda Stock Exchange (RSE) | 26 | | 60 | 10 | 0 | 20 | 10 |
| 3 Kenya | Nairobi Securities Exchange (NSE) | 24 | | 35 | 15 | 15 | 9 | 54 |
| 4 Nigeria | Nigerian Exchange Group (NGX) | 23 | | 33 | 10 | 5 | 10 | 100 |
| 5 Ghana | Ghana Stock Exchange (GSE) | 23 | | 32 | 8 | 12 | 12 | 25 |
| 6 Botswana | Botswana Stock Exchange (BSE) | 23 | | 29 | 13 | 29 | 17 | 24 |
| 7 Zimbabwe | Zimbabwe Stock Exchange (ZSE) | 22 | | 22 | 10 | 7 | 2 | 41 |
| AVERAGE | | 21 | | 26 | 17 | 8 | 9 | |

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STATUS

IN AFRICA

(deep dive 2023)

| Stock exchange | | | % Board seats held by women | % Mandatory minimum rule for women on boards | % Firms with at least 30% women on board | % Firms with all male board | % Chair position held by women | % CEO position held by women | Number of firms* |
|----------------|-----------|--|-----------------------------|--|--|-----------------------------|--------------------------------|------------------------------|------------------|
| Market | | Exchange | | | | | | | |
| | AVERAGE | | 21 | | 26 | 17 | 8 | 9 | |
| 8 | Morocco | Casablanca Stock Exchange (CSE) | 20 | 30 | 25 | 22 | 7 | 4 | 73 |
| 9 | Tanzania | Dar es Salaam Stock Exchange (DSE) | 18 | | 16 | 26 | 0 | 11 | 19 |
| 10 | WAEMU** | Bourse Régionale des Valeurs Mobilières (BRVM) | 16 | | 5 | 28 | 5 | 5 | 43 |
| 11 | Mauritius | Stock Exchange of Mauritius (SEM) | 15 | | 6 | 15 | 6 | 7 | 86 |
| 12 | Tunisia | Bourse des Valeurs Mobilières de Tunis (BVMT) | 15 | | 11 | 34 | 6 | 8 | 79 |
| 13 | Egypt | Egyptian Exchange (EGX) | 12 | 25 | 5 | 31 | 3 | 2 | 100 |

STATUS IN SOUTH-EAST ASIA

| Stock Exchange | | % Board seats held by women | % Year on year change | % Mandatory minimum rule for women on boards | % Firms with at least 30% women on board | % Firms with all male board | % Chair position held by women | % Year on year change | % CEO position held by women | % Year on year change |
|--------------------|----------------------------------|-----------------------------|-----------------------|--|--|-----------------------------|--------------------------------|-----------------------|------------------------------|-----------------------|
| Market | Exchange | | | | | | | | | |
| South-eastern Asia | | 21 | | | 29 | 16 | 10 | | 8 | |
| Malaysia | Bursa Malaysia | 29 | + 3 | c | 53 | 1 | 6 | + 1 | 1 | - 1 |
| Singapore | Singapore Exchange (SGX) | 22 | + 4 | | 24 | 11 | 7 | - 2 | 9 | + 1 |
| Philippines | Philippine Stock Exchange (PSE) | 22 | + 2 | | 25 | 10 | 10 | + 3 | 8 | - |
| Thailand | Stock Exchange of Thailand (SET) | 20 | - | | 21 | 9 | 8 | - | 12 | + 3 |
| Indonesia | Indonesia Stock Exchange (IDX) | 14 | + 1 | | 23 | 47 | 18 | + 5 | 9 | + 3 |

STATUS IN EASTERN ASIA

| Stock Exchange | | % Board seats held by women | % Year on year change | % Mandatory minimum rule for women on boards | % Firms with at least 30% women on board | % Firms with all male board | % Chair position held by women | % Year on year change | % CEO position held by women | % Year on year change |
|----------------|------------------------------------|-----------------------------|-----------------------|--|--|-----------------------------|--------------------------------|-----------------------|------------------------------|-----------------------|
| Market | Exchange | | | | | | | | | |
| Eastern Asia | Group average: | 15 | | | 9 | 17 | 3 | | 3 | |
| Japan | Japan Exchange Group (JPX) | 19 | + 2 | | 9 | 3 | 2 | - 1 | 1 | - |
| China | Shenzhen Stock Exchange (SZSE) | 17 | - | | 16 | 22 | 6 | - | 7 | + 1 |
| China | Stock Exchange of Hong Kong (HKEX) | 15 | + 1 | *** | 8 | 21 | 3 | - 3 | 5 | - |
| Korea (ROK) | Korea Exchange (KRX) | 14 | + 4 | *** | 4 | 11 | 2 | + 1 | 2 | - |
| China | Shanghai Stock Exchange | 12 | - | | 9 | 30 | 3 | + 1 | 2 | + 1 |

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STATUS IN LATIN AMERICA

| Stock Exchange | | % Board seats held by women | % Year on year change | % Mandatory minimum rule for women on boards | % Firms with at least 30% women on board | % Firms with all male board | % Chair position held by women | % Year on year change | % CEO position held by women | % Year on year change |
|----------------|-------------------------------------|-----------------------------|-----------------------|--|--|-----------------------------|--------------------------------|-----------------------|------------------------------|-----------------------|
| Market | Exchange | | | | | | | | | |
| Latin America | Group average: | 14 | | | 12 | 33 | 5 | | 4 | |
| Brazil | Brazil Exchange (B3) | 17 | + 3 | | 14 | 20 | 9 | + 4 | 3 | - |
| Chile | Bolsa de Santiago | 17 | + 1 | | 16 | 26 | 2 | - | 8 | + 5 |
| Peru | Bolsa de Valores de Lima (BVL) | 15 | + 2 | | 14 | 45 | 6 | + 1 | 6 | + 1 |
| Argentina | Bolsas y Mercados Argentinos (BYMA) | 12 | + 1 | 30 | 11 | 43 | 6 | + 3 | 5 | + 1 |
| Mexico | Bolsa Mexicana de Valores (BMV) | 11 | - | | 3 | 31 | 2 | - | 0 | - |

<https://sseinitiative.org/gender-equality-database/>

STATUS

IN LATIN AMERICA

(deep dive)

| Market | Exchange | % Board seats held by women | % change since 2022 | % Firms with at least 30% women on board | % Firms with all male board | % Chair position held by women | % change since 2022 | %CEO position held by women | % change since 2022 | Number of Firms |
|---------------|--|-----------------------------|---------------------|--|-----------------------------|--------------------------------|---------------------|-----------------------------|---------------------|-----------------|
| 1 Colombia | Bolsa de Valores de Colombia (BVC)* | 20 | + 4 | 12 | 26 | 7 | + 4 | 12 | + 9 | 58 |
| 2 Panama | Latinex | 19 | - 1 | 26 | 37 | 8 | - 1 | 10 | + 2 | 92 |
| 3 El Salvador | Bolsa de Valores de El Salvador | 18 | + 2 | 26 | 46 | 9 | + 4 | 23 | + 12 | 35 |
| 4 Uruguay | Bolsa Electronica de Valores del Uruguay | 17 | N/A | 29 | 46 | 8 | N/A | 17 | N/A | 24 |
| 5 Brazil | Brazil Exchange (B3) | 17 | + 1 | 14 | 20 | 9 | + 8 | 3 | + 2 | 100 |
| 6 Chile | Bolsa de Santiago* | 17 | + 6 | 16 | 26 | 2 | + 1 | 8 | + 3 | 100 |
| AVERAGE | | 16 | | 16 | 36 | 6 | | 9 | | |
| 7 Peru | Bolsa de Valores de Lima (BVL)* | 15 | + 2 | 14 | 45 | 6 | + 1 | 6 | + 1 | 100 |
| 8 Argentina | Bolsas y Mercados Argentinos (BYMA) | 12 | - 1 | 11 | 43 | 6 | + 5 | 5 | + 5 | 79 |
| 9 Bolivia | Bolsa Boliviana de Valores | 12 | - | 11 | 43 | 4 | - 2 | 11 | + 11 | 46 |
| 10 Mexico | Bolsa Mexicana de Valores (BMV) | 11 | + 2 | 3 | 31 | 2 | + 2 | 0 | - 2 | 100 |

<https://sseinitiative.org/gender-equality-database/>



STATUS IN WESTERN ASIA

| Stock Exchange | | % Board seats held by women | % Year on year change | % Mandatory minimum rule for women on boards | % Firms with at least 30% women on board | % Firms with all male board | % Chair position held by women | % Year on year change | % CEO position held by women | % Year on year change |
|----------------------|-------------------------------------|-----------------------------|-----------------------|--|--|-----------------------------|--------------------------------|-----------------------|------------------------------|-----------------------|
| Market | Exchange | | | | | | | | | |
| Western Asia | Group average: | 8 | | | 6 | 59 | 3 | | 3 | |
| Türkiye | Borsa Istanbul | 17 | + 1 | | 21 | 29 | 8 | + 5 | 3 | + 1 |
| United Arab Emirates | Abu Dhabi Securities Exchange (ADX) | 11 | + 3 | *** | 2 | 38 | 0 | - | 2 | + 1 |
| Kuwait | Boursa Kuwait | 6 | + 1 | | 3 | 68 | 4 | + 1 | 3 | - 1 |
| Saudi Arabia | Saudi Exchange | 3 | - | | 0 | 79 | 3 | + 1 | 1 | - |
| Qatar | Qatar Stock Exchange (QSE) | 3 | + 1 | | 2 | 79 | 2 | - | 4 | + 2 |

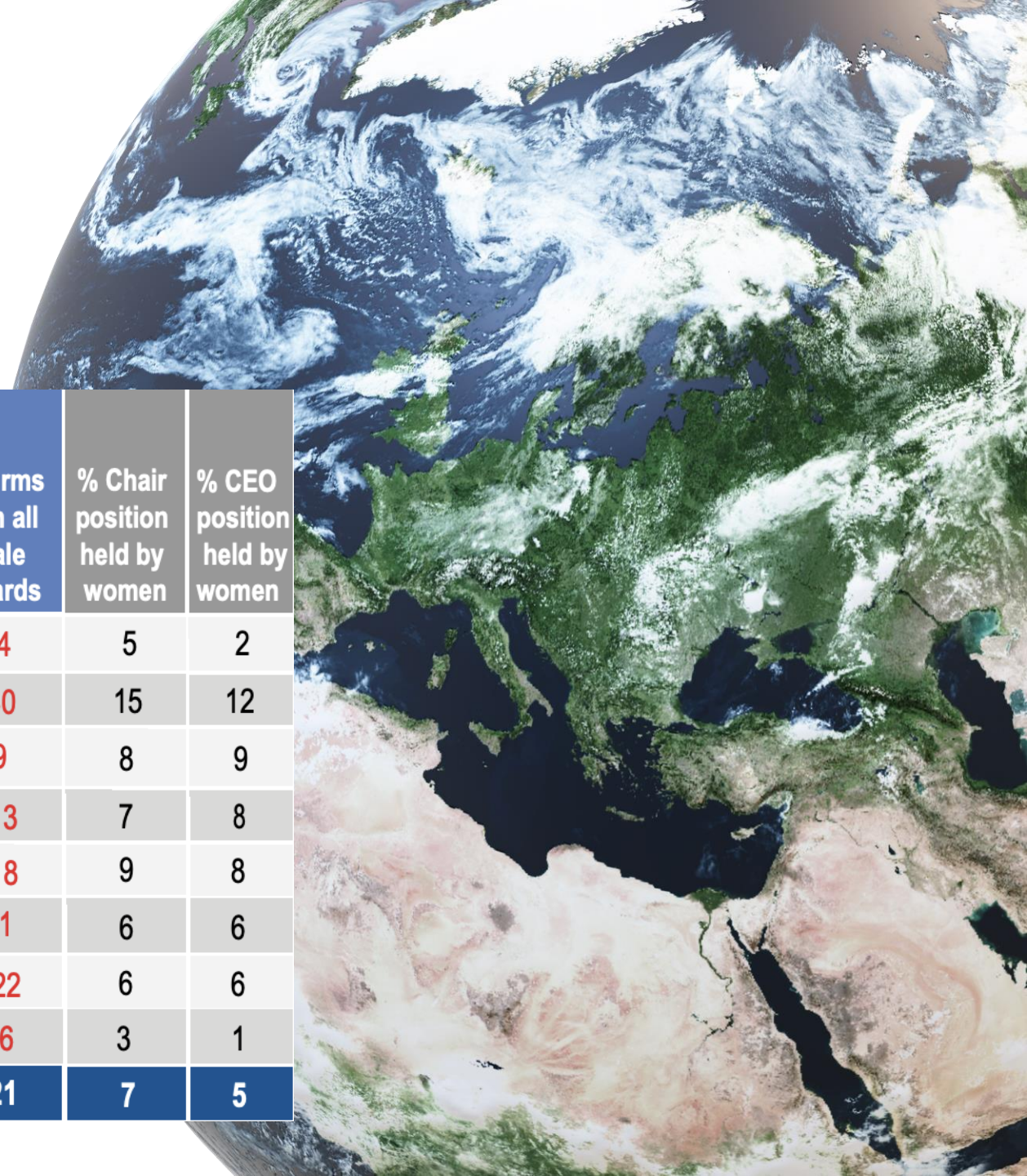
<https://sseinitiative.org/gender-equality-database/>

STATUS IN ASIA

(deep dive 2023)

| Stock exchange | | % Board seats held by women | Mandatory minimum rule for women on boards (Number) | % Firms with at least 30% women on board | % Firms with all male boards | % Chair position held by women | % CEO position held by women |
|----------------|---|-----------------------------|---|--|------------------------------|--------------------------------|------------------------------|
| Market | Exchange | | | | | | |
| 1 Malaysia | Bursa Malaysia | 26 | 1 | 44 | 4 | 5 | 2 |
| 2 Viet Nam | Vietnam Stock Exchange (VNX) | 21 | | 26 | 30 | 15 | 12 |
| 3 Thailand | Stock Exchange of Thailand (SET) | 20 | | 24 | 9 | 8 | 9 |
| 4 Philippines | Philippines Stock Exchange (PSE) | 20 | | 18 | 13 | 7 | 8 |
| 5 Singapore | Singapore Exchange (SGX) | 18 | | 17 | 18 | 9 | 8 |
| 6 India | National Stock Exchange of India (NSE) Bombay Stock Exchange (BSE) | 17 | 1 | 10 | 1 | 6 | 6 |
| 7 China | Shenzhen Stock Exchange (SZSE) | 17 | | 14 | 22 | 6 | 6 |
| 8 Japan | Japan Exchange Group (JPX) | 17 | | 11 | 6 | 3 | 1 |
| AVERAGE | | 16 | | 15 | 21 | 7 | 5 |

<https://sseinitiative.org/gender-equality-database/>

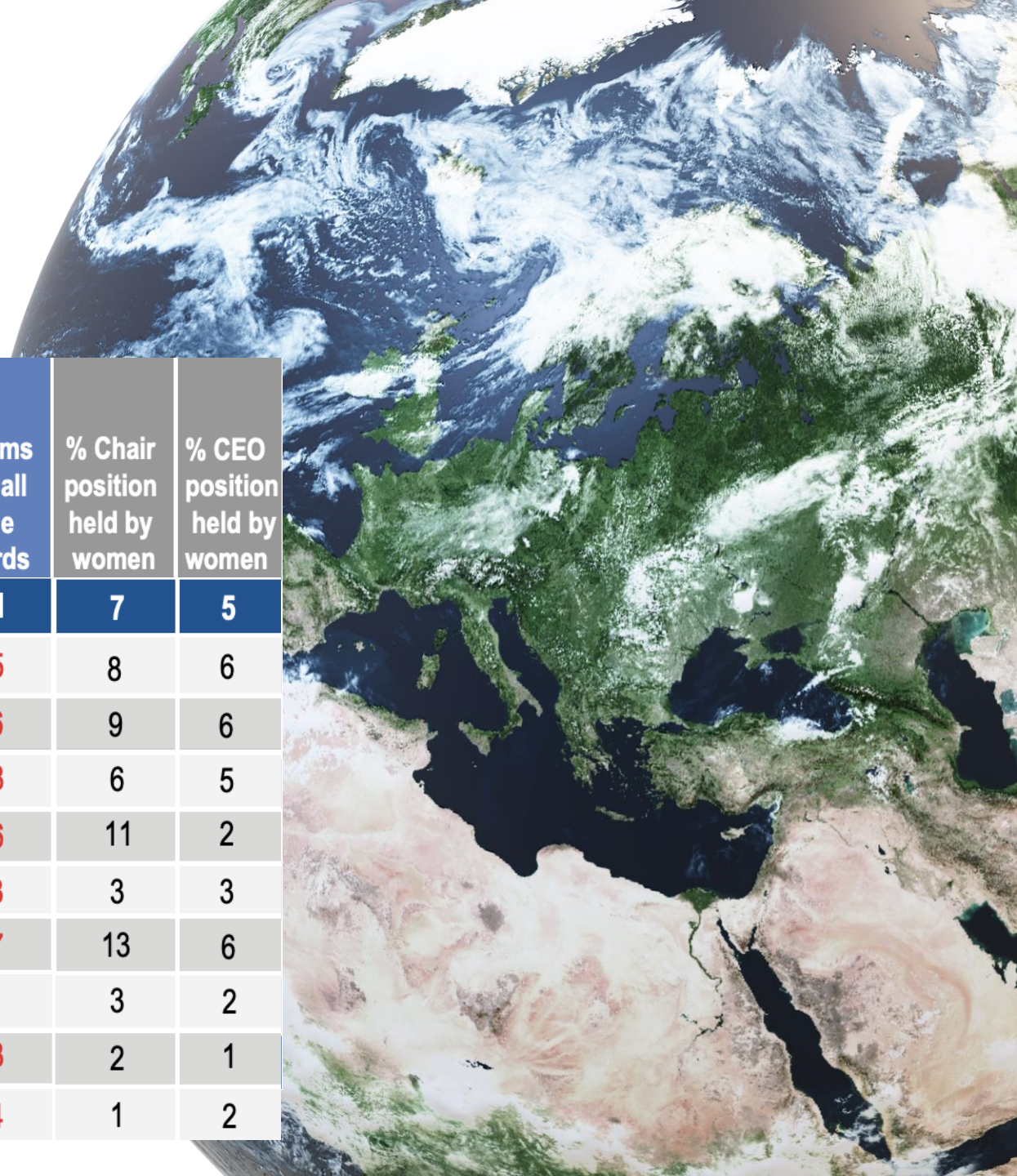


STATUS IN ASIA

(deep dive 2023)

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|----------------|-------------|------------------------------------|-----------------------------------|--|--|---------------------------------------|---|---------------------------------------|
| Market | | Exchange | | | | | | |
| | AVERAGE | | 16 | | 15 | 21 | 7 | 5 |
| 9 | Bangladesh | Chittagong Stock Exchange (CSE) | 15 | | 19 | 25 | 8 | 6 |
| 10 | Bangladesh | Dhaka Stock Exchange (DSE) | 15 | | 15 | 26 | 9 | 6 |
| 11 | China | Stock Exchange of Hong Kong (HKEX) | 14 | 1 | 13 | 28 | 6 | 5 |
| 12 | Nepal | Nepal Stock Exchange (NEPSE) | 13 | 1* | 6 | 26 | 11 | 2 |
| 13 | Sri Lanka | Colombo Stock Exchange (CSE) | 13 | | 7 | 33 | 3 | 3 |
| 14 | Indonesia | Indonesia Stock Exchange (IDX) | 13 | | 17 | 47 | 13 | 6 |
| 15 | Pakistan | Pakistan Stock Exchange (PSX) | 13 | 1 | 2 | 6 | 3 | 2 |
| 16 | China | Shanghai Stock Exchange | 12 | | 10 | 33 | 2 | 1 |
| 17 | Korea (ROK) | Korea Exchange (KRX) | 10 | 1 | 3 | 34 | 1 | 2 |

<https://sseinitiative.org/gender-equality-database/>



BARRIERS IN YOUR REGION

TYPE IN THE CHAT:

What are the barriers facing your organization/country to advance gender equality in corporate leadership?



key Barriers

- Limited availability of **sex-disaggregated data** and inconsistent reporting practices
- Lack of **training** and professional development opportunities
- Lack of gender-sensitive **human capital management**, including in hiring, retention, and promotion processes
- Biases and **stereotypes** suggest women do not have the characteristics needed to lead
- Lack of awareness or **skepticism** about the business case for gender-balanced leadership
- Limited access to **networks** and connections
- Lack of access to role models, **mentors**, coaches, and sponsors
- Unsuitable **work environments** in traditionally male-dominated industries
- **Safety concerns** in operational locations and gender-based violence and harassment

Reasons for lack of progress on gender-responsive climate action



Lack of knowledge or training on the climate-gender intersection can reduce organizations' ability to engage meaningfully, while raising strategy development costs, since these efforts may require outsourcing.



Low awareness and understanding of the business and impact case for integrated approaches to gender-responsive climate action prevent the allocation of sufficient support.



Silos between environmental and social development teams in large companies separate responsibility for interconnected topics.



Lack of context-appropriate tools and frameworks can prevent effective implementation in EMDEs. Most available guidance and tools on climate governance are tailored to advanced economies.



Funding and budget constraints prevent investment in important initiatives such as collecting, analyzing, and reporting on sex-disaggregated data.



Complex disclosure and engagement processes often require gender and climate to be treated separately. Given the high costs of meeting compliance and reporting demands, companies might not want to pursue integrated approaches.



Low levels of climate and gender-lens literacy can limit leaders' ability to identify and act on gender-responsive climate priorities.

PREPARE

PURPOSE

LANDSCAPE

LANGUAGE

Key terminology – why language matters





**What does gender
mean to you?**

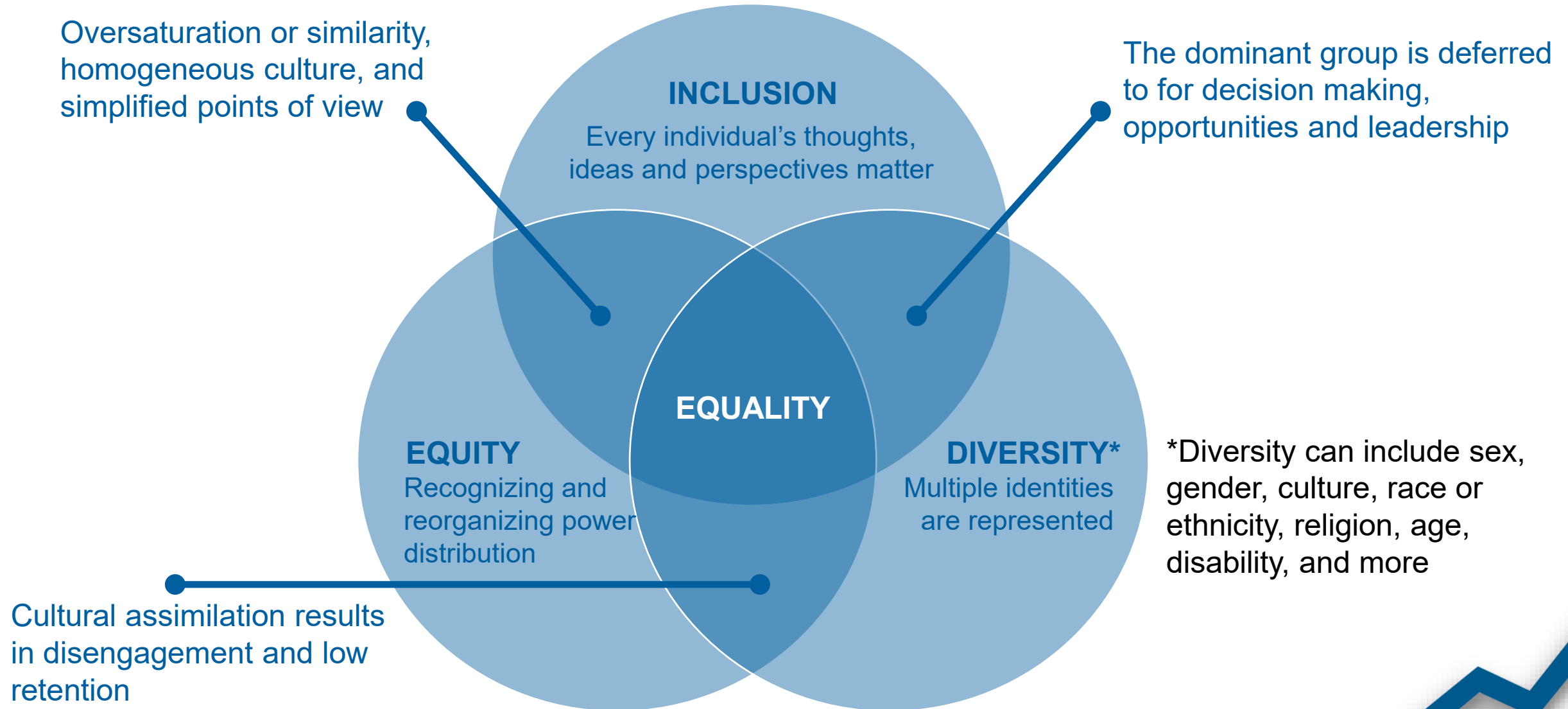
DEFINING "GENDER"

Explore various gender-related terms in the [UN Women Gender Equality Glossary](#)

- Learned through socialization process
- Hierarchical and relational
- Evolves and/or changes
- Linked to institutions
- Contextual

- 
- Social attributes
 - Opportunities
 - Norms
 - Roles

Diversity, Equity & Inclusion (DEI)



REFLECTION BREAK

Take a moment to reflect, relax, brew a coffee or tea, or do a stretch.

We will return when the timer finishes in 5 minutes.





UNDERSTANDING GLOBAL STANDARDS & BEST PRACTICES

ALIGN

GLOBAL

LOCAL

PEERS



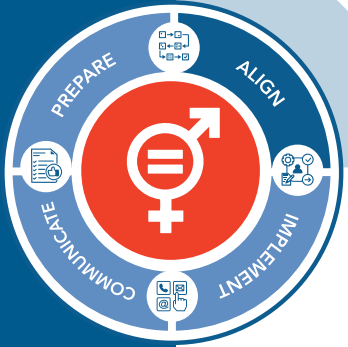
ALIGN

GLOBAL

Global baselines – where to start

LOCAL

PEERS



ZOOM POLL

Select the
appropriate answer

The zoom poll should appear on your screen momentarily. If it does not appear, feel free to answer in the chat box or message the hosts directly.

1. Is your organization a signatory of the UN Women's Empowerment Principles?

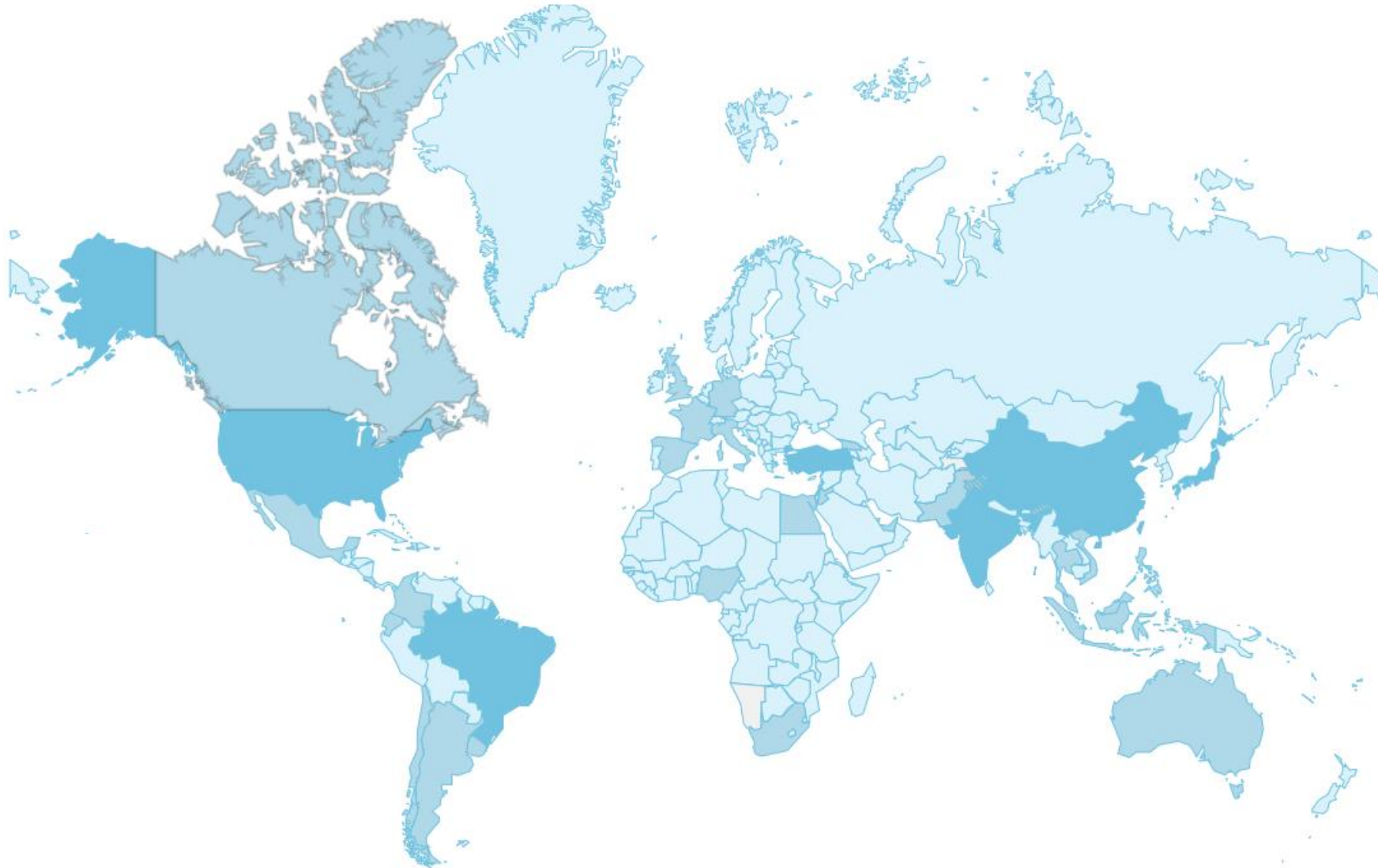
- I. Yes
- II. No
- III. I don't know



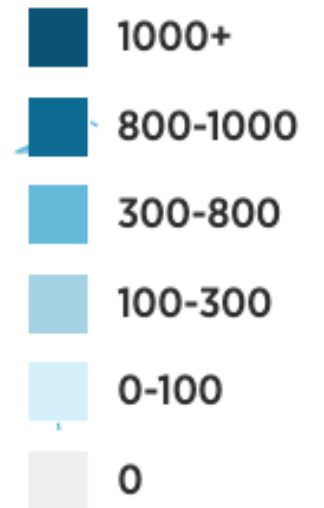
[Click to watch on YouTube](#)

GLOBAL FOOTPRINT OF WEPs SIGNATORIES

Number of signatories:
10,000+ from 193
countries as of Sept 2024



Signatories



OVERVIEW of the WEPs



-  1 – High-level corporate leadership
-  2 – Treat all women and men fairly at work without discrimination
-  3 – Employee health, well-being and safety
-  4 - Education and training for career advancement
-  5 - Enterprise development, supply chain and marketing practices
-  6 - Community initiatives and advocacy
-  7 - Measurement and reporting

EXAMPLE OF IMPLEMENTING THE WEPs

– WEPs Journey

Activate

Activate actions with internal stakeholders to advancing GEWE in the workplace, marketplace and community

Engage

Share your progress with the WEPs community & engage with external stakeholders



Report

Report on gender equality on the WEPs Company Profile page

Sustain

Collect data, monitor progress, results and impact

Have an **Action Plan**, Set achievable **Targets** –
WEPs can guide you

HOW TO BECOME A WEPs SIGNATORY

Eligibility Criteria

1

Legally registered company from any sector, size, and ownership
Chamber of commerce, industry association eligible

How?

2

Go to www.weps.org/join to fill out the online form

THE EDGE STANDARD

- EDGE Certification is a global standard for Diversity, Equity, and Inclusion (DE&I), centred on a workplace gender and intersectional equity approach.
- The Standards – EDGE (gender-binary) and EDGEplus (gender and intersectionality) – offer a holistic framework against which organizations can measure where they stand in terms of gender and intersectional equity.
- The framework consists of requirements and specifications against which conformance is audited by an independent third-party leading to EDGE Certification.



ALIGN

GLOBAL

LOCAL

PEERS

Gender-based regulation – hitting the right target



REGULATION

| Market | Requirement (min.) | Compliance year | Women in board seats (%) | All male boards (%) | Female board chair (%) | Female CEOs (%) |
|--------------------------------|--------------------|-----------------|--------------------------|---------------------|------------------------|-----------------|
| France (Euronext-Paris) | 40% women | 2017 | 45 | 1 | 6 | 6 |
| Italy (Borsa Italiana) | 40% women | 2019 | 36 | 2 | 15 | 2 |
| Germany (Deutsche Boerse) | 30% women | 2016 | 33 | 6 | 5 | 3 |
| USA (Nasdaq) | 1 woman | 2023 | 31 | 2 | 3 | 6 |
| Switzerland (SIX) | 30% women | 2026 | 28 | 6 | 5 | 4 |
| Malaysia (Bursa Malaysia) | 1 woman | 2024 | 26 | 4 | 5 | 2 |
| Morocco (Bourse de Casablanca) | 30% women | 2024 | 20 | 22 | 7 | 4 |
| India (NSE and BSE) | 1 woman | 2019 | 17 | 1 | 6 | 6 |
| China (HKEX) | 1 woman | 2024 | 14 | 28 | 6 | 5 |
| Egypt (EGX) | 25% women | 2021 | 12 | 31 | 3 | 2 |
| Argentina (BYMA) | 33% women | ** | 11 | 48 | 3 | 4 |
| Korea (KRX) | 1 woman | 2022 | 10 | 34 | 1 | 2 |
| UAE (ADX) | 1 woman | 2020 | 8 | 45 | 0 | 1 |

Corporate strategies – a tale of two companies



Both have 10% women in executive leadership



Both have 50% women and men in operational-level positions



Both have a new CEO who makes gender equality a priority



Sets a target of 40% women in leadership



CEO shares personal experience reaching the top



Announces hiring freeze for male candidates until further notice

PRIORITIZING TARGETS





CEO joins 30% club for public



Creates a task force to identify blocks



Initiates reverse mentorship program

PRIORITIZING ROOT CAUSES

Owl Inc.





**Which strategies do
you think will work
best?**



Less internal promotions



More external hires



More time needed to recruit new staff



Innovation stagnation

**OUTCOME OF
PRIORITIZING
TARGETS**

Peacock Plc.





More internal promotions



More mothers remaining in the workforce



HR resources re-directed to training support



Increased innovation

**OUTCOME OF
PRIORITIZING
ROOT CAUSES**

Owl Inc.



CORPORATE CULTURE



Recruitment practices

- ☐ Black-out identity
- ☐ Inclusive job posting
- ☐ Gender-sensitivity training

Policies

- ☐ Anti-harassment policies
- ☐ Parental leave review
- ☐ Work-life balance
- ☐ Communicating policies

Audits and research

- ☐ Unconscious bias reviews
- ☐ Gender audits
- ☐ External gender pay-gap audits

Tone from the top

- ☐ Training and education for board / leaders
- ☐ Integrating sound ESG practices
- ☐ Sustainability objectives

ZOOM POLL

Select the
appropriate answer

The zoom poll should appear on your screen momentarily. If it does not appear, feel free to answer in the chat box or message the hosts directly.

2. How should your company improve its financial performance?

(more than one answer may be correct)

- I. Implementing policies that promote gender diversity
- II. Creating all-women boards
- III. Collecting gender disaggregated data
- IV. Only promoting women until you reach parity
- V. Setting gender-based targets

ALIGN

GLOBAL

LOCAL

PEERS

Peer group practices – how to stay ahead



SECTOR AND INDUSTRY-SPECIFIC PRACTICES



Workplace

- A Bank in Sweden - Gender Pay Gap
- Bank in Spain – levelling the playing field
- Airline in LATAM – increase women pilots



Marketplace

- A Financial Platform in US –Solutions for Inclusive Investing
- Bank in LATAM launched a women's financial inclusion programme



Accelerating Progress

- WEPs Business Accelerator
 - Assess
 - Action
 - Connect
 - Grow
 - Impact

Resources for you to stay ahead

Gender Action Plan Module

This module provides steps on how to develop a successful organization-wide gender action plan that advances gender equality and women's empowerment in workplace, marketplace and community

Available to public

Gender-responsive Recruitment Checklist

This checklist helps you to verify if your company's recruitment process is gender responsive. This can be used for recruiting firms, headhunters and in-house HR department for their day-to-day work.

For signatories only

Gender-responsive Procurement Assessment Tool

This tool allows companies to assess their progress on their gender-responsive procurement policies and practices. Consisting of 31 questions, the tool identifies gaps and areas for improvement.

For signatories only



Mentimeter

Visit www.menti.com
and type the code that
we are sharing in the
chat

**Name 3 activities that
you plan to initiate in
your organization...**

**Re-rate your knowledge
on this topic**



Certificate of Participation

[FIRST_NAME LAST_NAME]

Participated in
Gender Equality and Global Markets

In strategic collaboration with:



4 CPD Credits

**JOIN US FOR
PART 2 TO
COMPLETE THIS
COURSE AND
RECEIVE YOUR
CERTIFICATE**

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Please refer to the guest speaker's slides for their contact details



THANK YOU TO OUR OFFICIAL SUPPORTERS





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