



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



5 GENDER
EQUALITY



GENDER EQUALITY & GLOBAL MARKETS

Part I: Understanding complexity through preparation and alignment to standards

HOUSEKEEPING



2-hour duration



Live Q&A throughout



Participation expected

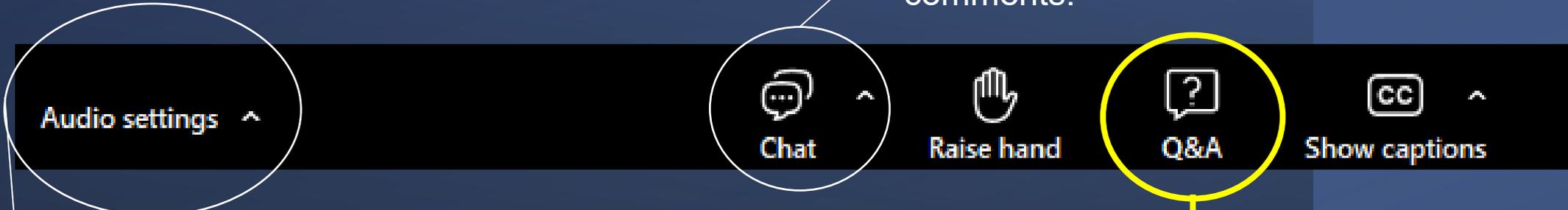


Certificate requires survey

HOUSEKEEPING

CHAT FUNCTION:

Use the chat box to introduce yourself and make comments.



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.

ADDRESSING COMPLEXITIES

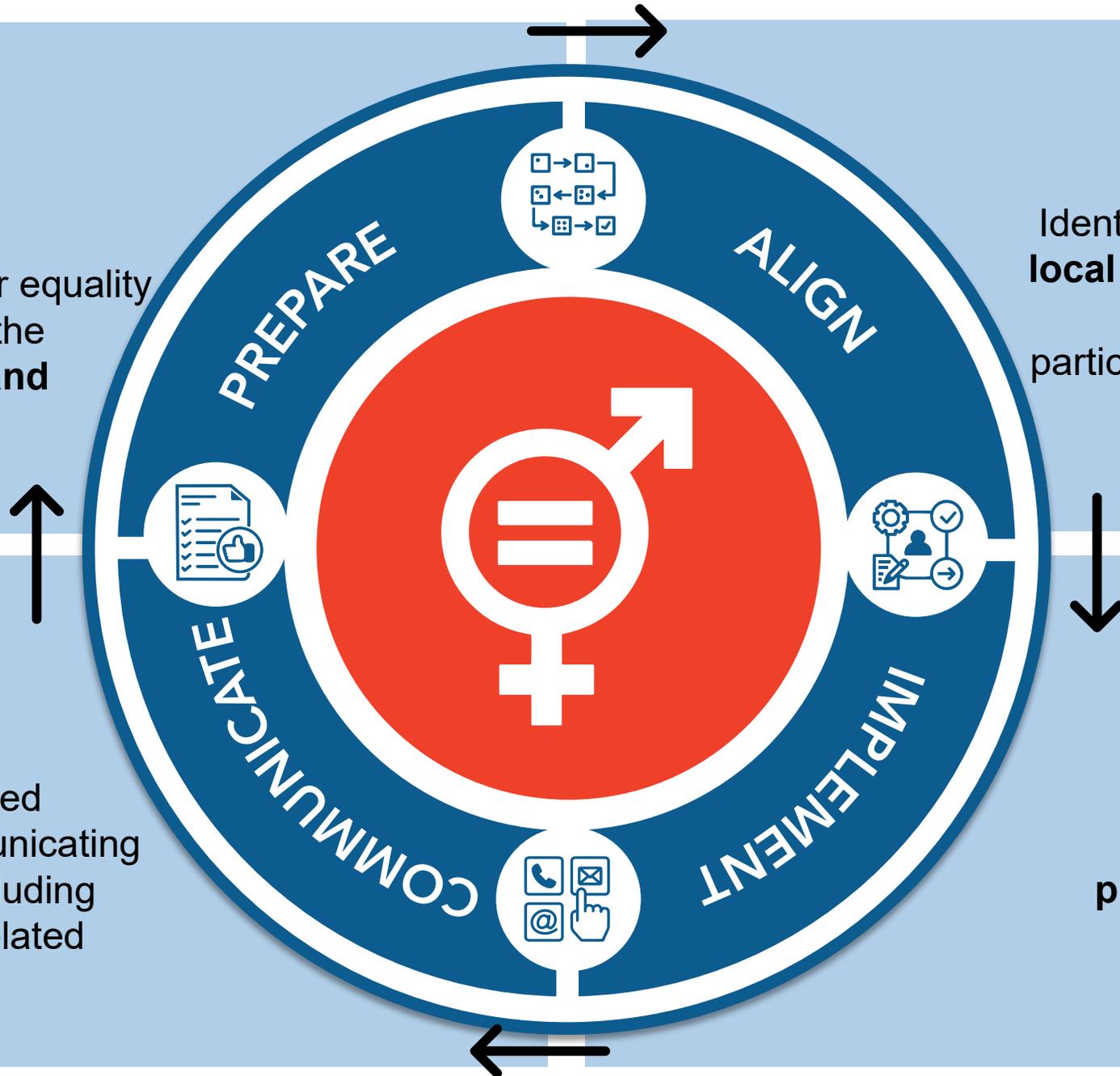


PREPARE

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 **stakeholders**, including suppliers, 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



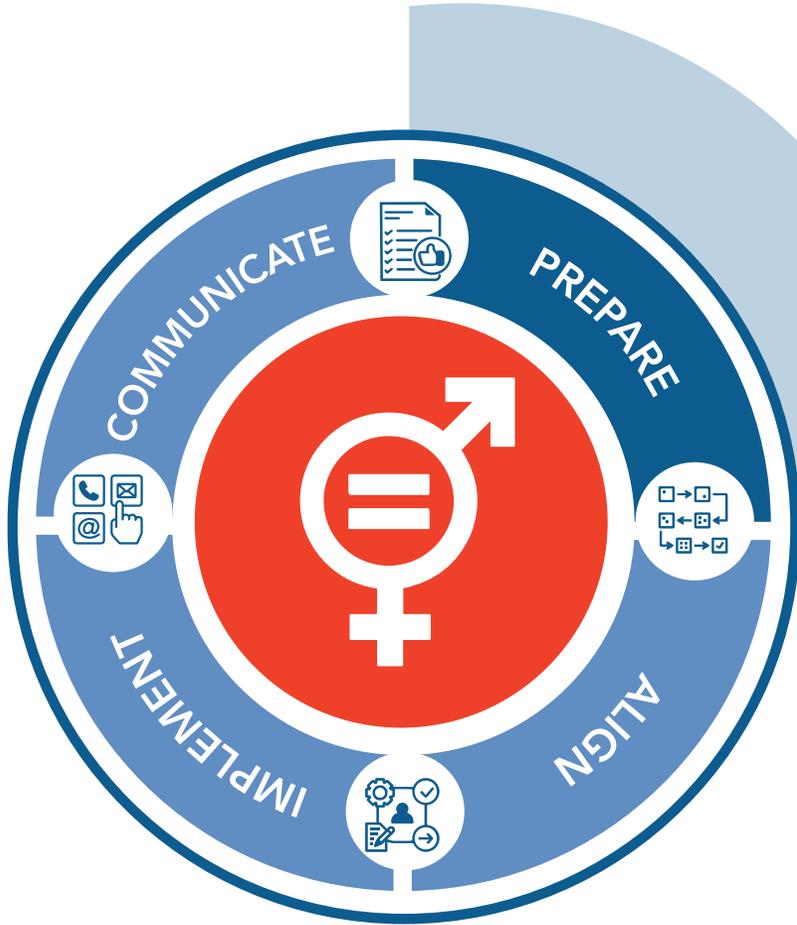
SSE TRAINING MATERIALS



Find all training materials, including the slide handout and recording, under 'Resources' on the SSE webpage for this workshop.



**How much do
you already
know?**



UNDERSTANDING THE GENDER -FINANCE CONNECTION

PREPARE

LANGUAGE

PURPOSE

LANDSCAPE



PREPARE

LANGUAGE

Key terminology – why language matters

PURPOSE

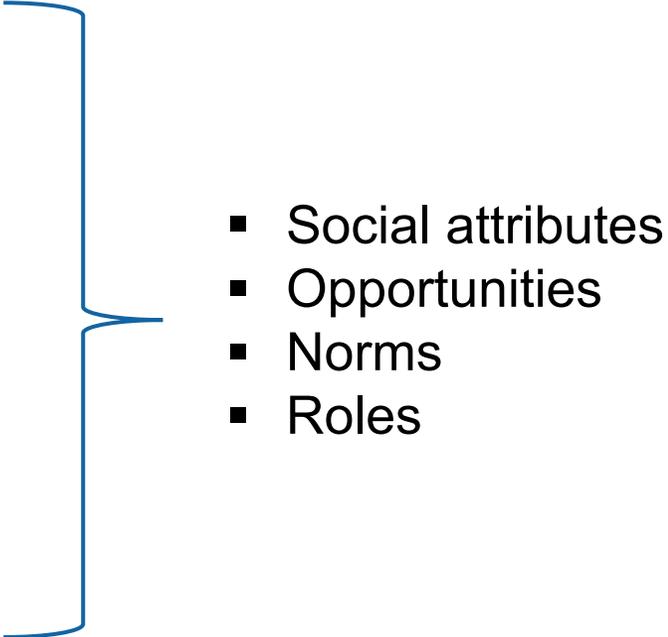
LANDSCAPE





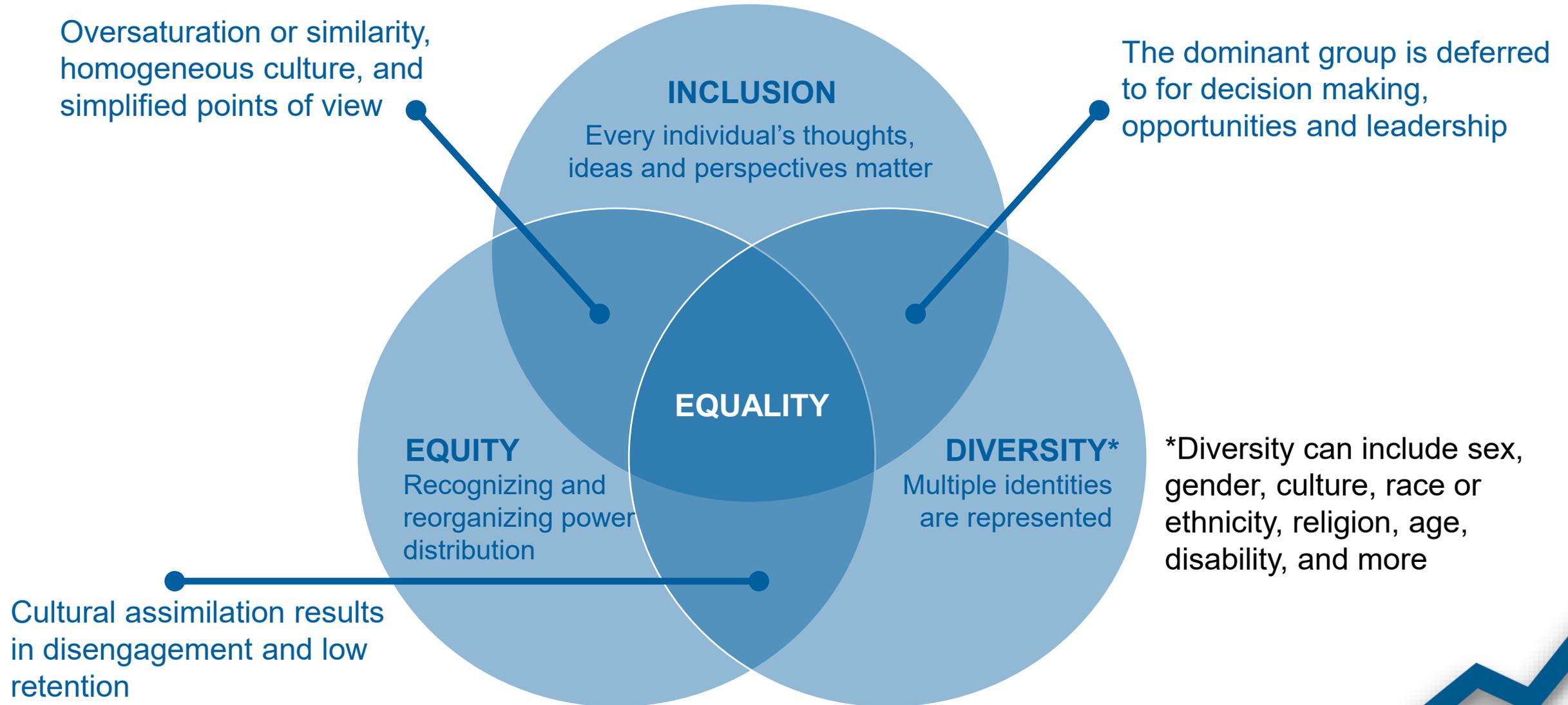
**What does gender
mean to you?**

DEFINING "GENDER"

- Learned through socialization process
 - Hierarchical and relational
 - Evolves and/or changes
 - Linked to institutions
 - Contextual
- 
- Social attributes
 - Opportunities
 - Norms
 - Roles

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

Diversity, Equity & Inclusion (DEI)



PREPARE

LANGUAGE

PURPOSE

The 'case' for gender – why it matters

LANDSCAPE



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**

COMPANIES PROMOTING GENDER EQUALITY....



Benefit from higher profitability and financial performance



Make better decisions



Are more competitive and innovative



Have better attraction and retention of talent

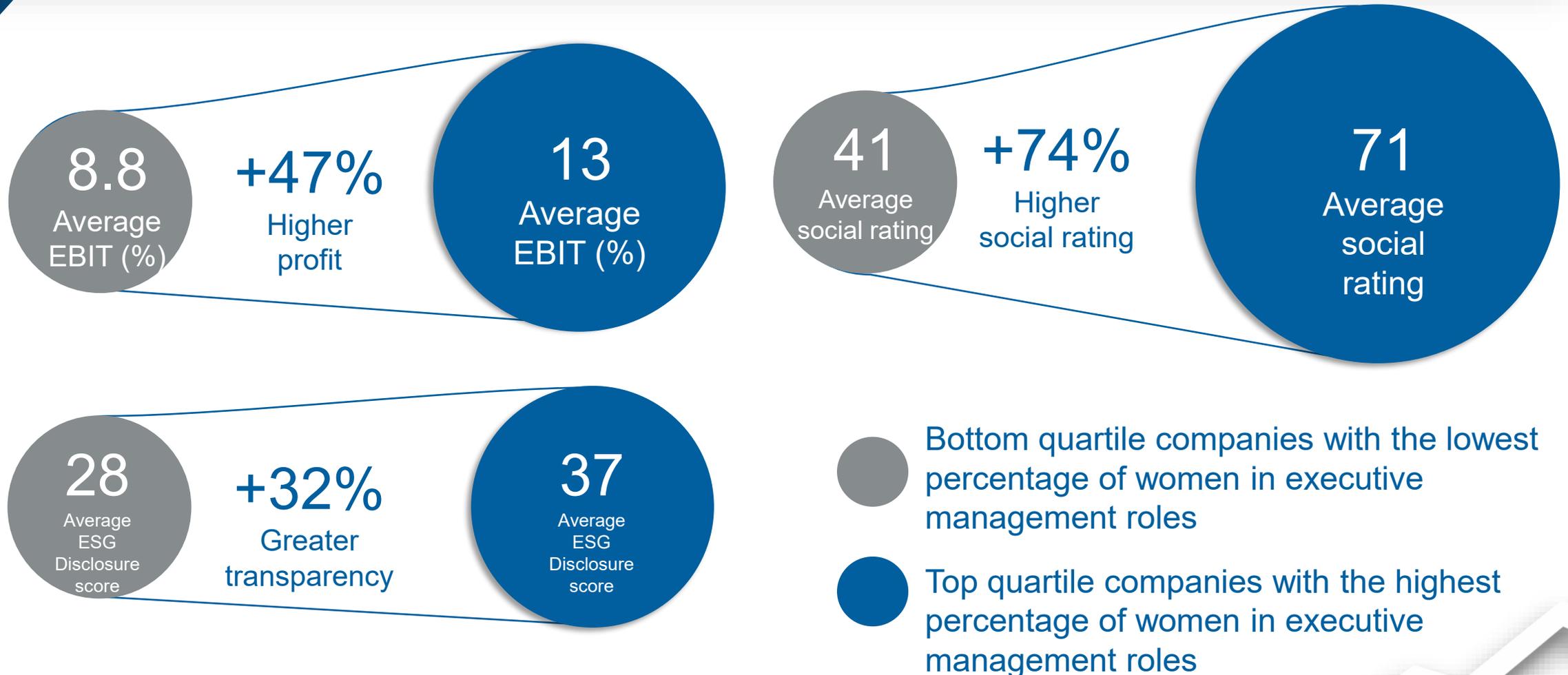


Attract more funding



Improve environmental performance

INTERNAL IMPACTS OF DIVERSE LEADERSHIP

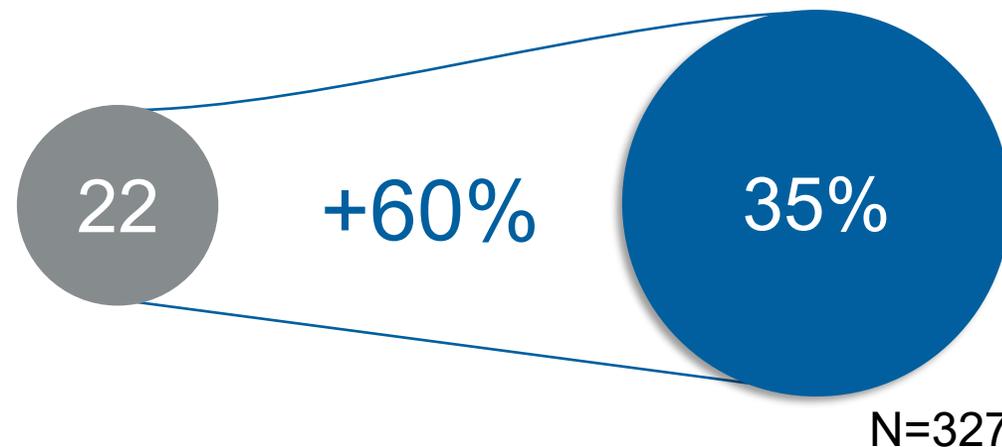


EXTERNAL IMPACTS OF DIVERSE LEADERSHIP

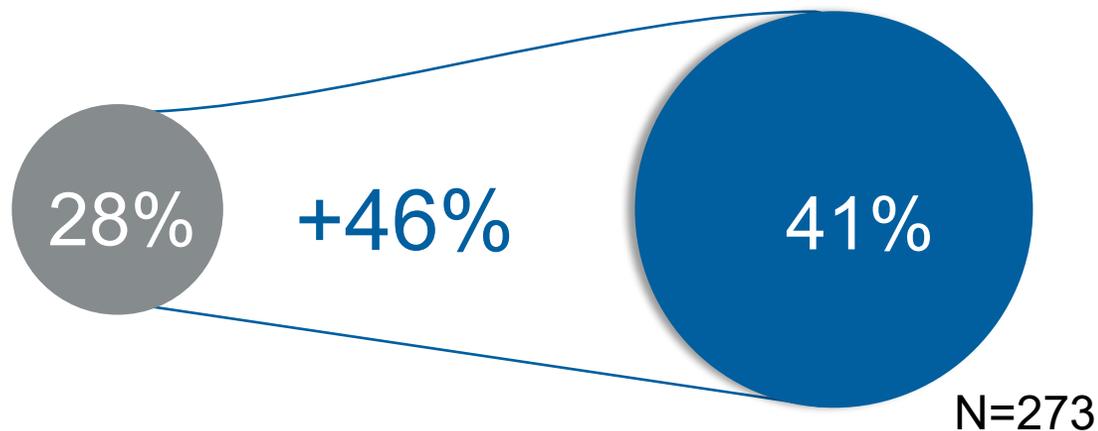
Likelihood of Improving GHG Emission Intensity



Likelihood of Improving Energy Intensity



Likelihood of Improving Water Intensity



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

WOMEN



Are impacted by climate

Women are disproportionately impacted by climate change (OECD, 2021)

Improve climate governance

Companies with more than 30% of women on boards tend to have better climate governance (BloombergNEF and the Sasakawa Peace Foundation)

Decrease CO₂ emissions

1% increase in women managers within a firm is associated with a 0.5% decrease in CO₂ emissions in firms. (Bank for International Settlements)

PREPARE

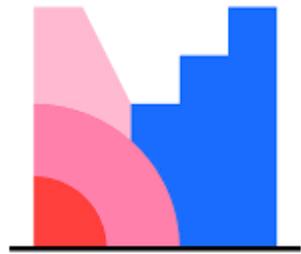
LANGUAGE

PURPOSE

LANDSCAPE

State of the market – where we are at now





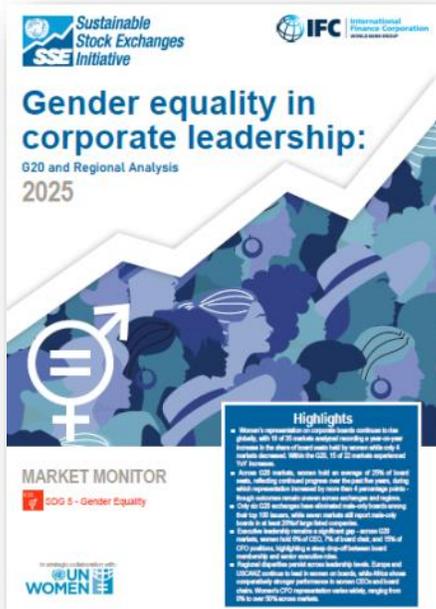
Mentimeter

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
2025



MARKET MONITOR

 SDG 5 - Gender Equality

In strategic collaboration with:



Highlights

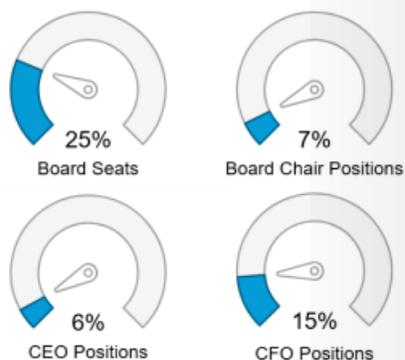
- Women's representation on corporate boards continues to rise globally, with 19 of 35 markets analyzed recording a year-on-year increase in the share of board seats held by women while only 4 markets decreased. Within the G20, 15 of 22 markets experienced YoY increases.
- Across G20 markets, women hold an average of 25% of board seats, reflecting continued progress over the past five years, during which representation increased by more than 4 percentage points - though outcomes remain uneven across exchanges and regions.
- Only six G20 exchanges have eliminated male-only boards among their top 100 issuers, while seven markets still report male-only boards in at least 20% of large listed companies.
- Executive leadership remains a significant gap - across G20 markets, women hold 6% of CEO, 7% of board chair, and 15% of CFO positions, highlighting a steep drop-off between board membership and senior executive roles.
- Regional disparities persist across leadership levels. Europe and USCANZ continue to lead in women on boards, while Africa shows comparatively stronger performance in women CEOs and board chairs. Women's CFO representation varies widely, ranging from 0% to over 50% across markets.

Introduction

This report provides an analysis of women in corporate leadership in various countries around the world. Section I provides an analysis of capital markets in G20 countries. On average, women hold 25% of board seats, 7% of board chairs, 6% of CEO and 15% of CFO positions across the G20 markets (overview figure 1, full details figure 2). Section II of the report covers the top five largest markets by market capitalization from 7 different regions / country groupings (overview figure 5, full details figure 6).

UN Member States have agreed through the Sustainable Development Goals (SDGs) that gender equality is an integral element of sustainable development. SDG 5 explicitly addresses gender equality and women's empowerment, and the topic is further integrated as a cross cutting issue across all SDGs with 10 different SDGs having specific indicators.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, 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 advance 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 [How exchanges can 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 [How exchanges can 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)	Market	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 only men on board	% Chair position held by women	% Year on year change	% CEO position held by women	% Year on year change
1	France	Euronext Paris	45	+1	40	93	1	8	-	8	+1
2	United Kingdom	London Stock Exchange (LSE)	42	+2		96	0	13	-1	10	+1
3	Italy	Borsa Italiana	41	+3	40	85	2	13	-3	4	+3
4	Australia	Australian Securities Exchange (ASX)	38	+1		71	0	8	+1	15	+6
5	Canada	Toronto Stock Exchange (TSX)	38	+2		87	0	18	+7	6	+2
6	Germany	Deutsche Börse	35	-	30	80	4	5	-1	3	+1
7	South Africa	Johannesburg Stock Exchange (JSE)	33	-		59	0	19	+1	9	-2
8	United States	Nasdaq	32	+1		65	0	12	+1	6	-
9	United States	New York Stock Exchange (NYSE)	32	-3		72	1	4	-3	9	-5
G20 AVERAGE			25			40	14	7		6	
10	Japan	Japan Exchange Group (JPX)	22	+3		21	0	2	-	2	+1
11	Türkiye	Borsa İstanbul	20	+3		24	20	5	-3	3	-
12	India	National Stock Exchange of India (NSE) Bombay Stock Exchange (BSE)	19	-	*	17	1	5	-2	6	-1
13	Brazil	Brazil Exchange (B3)	18	+1		15	14	9	-	6	+3
14	China	Stock Exchange of Hong Kong (HKEX)	18	+3	*	12	7	3	-	9	+4
15	Korea (ROK)	Korea Exchange (KRX)	17	+3	*	9	5	2	-	4	+2
16	Argentina	Bolsas y Mercados Argentinos (BYMA)	16	+4		19	34	3	-3	0	-5
17	China	Shenzhen Stock Exchange (SZSE)	16	-1		17	26	8	+2	13	+6
18	Russian Federation	Moscow Exchange (MOEX)	14	-		6	22	7	-	4	-4
19	Indonesia	Indonesia Stock Exchange (IDX)	14	-		19	49	12	-6	11	-5
20	China	Shanghai Stock Exchange (SSE)	13	+1		5	17	1	-2	5	+3
21	Mexico	Bolsa Mexicana de Valores (BMV)	12	+1		3	28	2	-	1	+1
22	Saudi Arabia	Saudi Exchange	4	+1		0	67	2	-1	1	-

Source: UN SSE, based on data from Bloomberg and companies' latest fiscal year annual reports.

* 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 only men on 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	45	+1	40	93	1	8	-	8	+1
2	United Kingdom	London Stock Exchange (LSE)	42	+2		96	0	13	-1	10	+1
3	Italy	Borsa Italiana	41	+3	40	85	2	13	-3	4	+3
4	Australia	Australian Securities Exchange (ASX)	38	+1		71	0	8	+1	15	+6
5	Canada	Toronto Stock Exchange (TSX)	38	+2		87	0	18	+7	6	+2
6	Germany	Deutsche Börse	35	-	30	80	4	5	-1	3	+1
7	South Africa	Johannesburg Stock Exchange (JSE)	33	-		59	0	19	+1	9	-2
8	United States	Nasdaq	32	+1		65	0	12	+1	6	-
9	United States	New York Stock Exchange (NYSE)	32	-3		72	1	4	-3	9	-5
G20 AVERAGE			25			40	14	7		6	
10	Japan	Japan Exchange Group (JPX)	22	+3		21	0	2	-	2	+1
11	Türkiye	Borsa İstanbul	20	+3		24	20	5	-3	3	-
12	India	National Stock Exchange of India (NSE) Bombay Stock Exchange (BSE)	19	-	*	17	1	5	-2	6	-1
13	Brazil	Brazil Exchange (B3)	18	+1		15	14	9	-	6	+3
14	China	Stock Exchange of Hong Kong (HKEX)	18	+3	*	12	7	3	-	9	+4
15	Korea (ROK)	Korea Exchange (KRX)	17	+3	*	9	5	2	-	4	+2
16	Argentina	Bolsas y Mercados Argentinos (BYMA)	16	+4		19	34	3	-3	0	-5
17	China	Shenzhen Stock Exchange (SZSE)	16	-1		17	26	8	+2	13	+6
18	Russian Federation	Moscow Exchange (MOEX)	14	-		6	22	7	-	4	-4
19	Indonesia	Indonesia Stock Exchange (IDX)	14	-		19	49	12	-6	11	-5
20	China	Shanghai Stock Exchange (SSE)	13	+1		5	17	1	-2	5	+3
21	Mexico	Bolsa Mexicana de Valores (BMV)	12	+1		3	28	2	-	1	+1
22	Saudi Arabia	Saudi Exchange	4	+1		0	67	2	-1	1	-

REGIONAL OVERVIEW

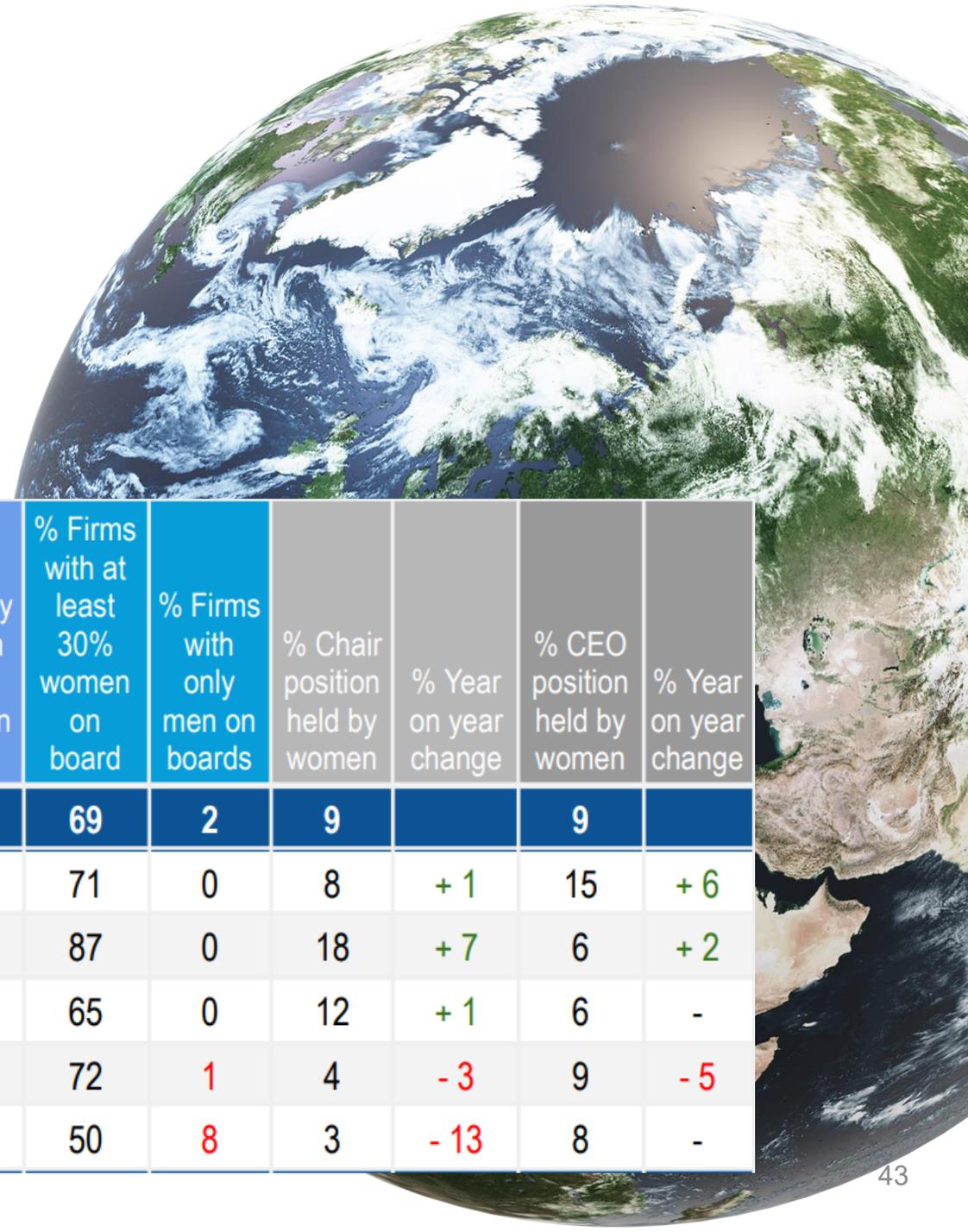
Region	Markets	% Board seats held by women	% change (YOY)	All male boards (%)	Female board chair (%)	Female CEOs (%)
1 Europe	France, UK, Sweden, Germany, Switzerland	38	+ 1	2	8	7
2 USCANZ	Australia, USA (2 exchanges), Canada, New Zealand	34	=	2	9	9
3 Africa	South Africa, Kenya, Nigeria, Morocco, Egypt	25	+ 1	6	12	8
4 South-eastern Asia	Malaysia, Thailand, Philippines, Singapore, Indonesia	22	+1	17	8	9
5 Eastern Asia	China (3 exchanges), Japan, Korea	17	+2	11	3	7
6 Latin America	Chile, Brazil, Peru, Mexico, Argentina	16	+2	26	5	4
7 Western Asia	Türkiye, UAE, Kuwait, Saudi Arabia, Qatar	9	+ 1	42	3	3

THE

DATA

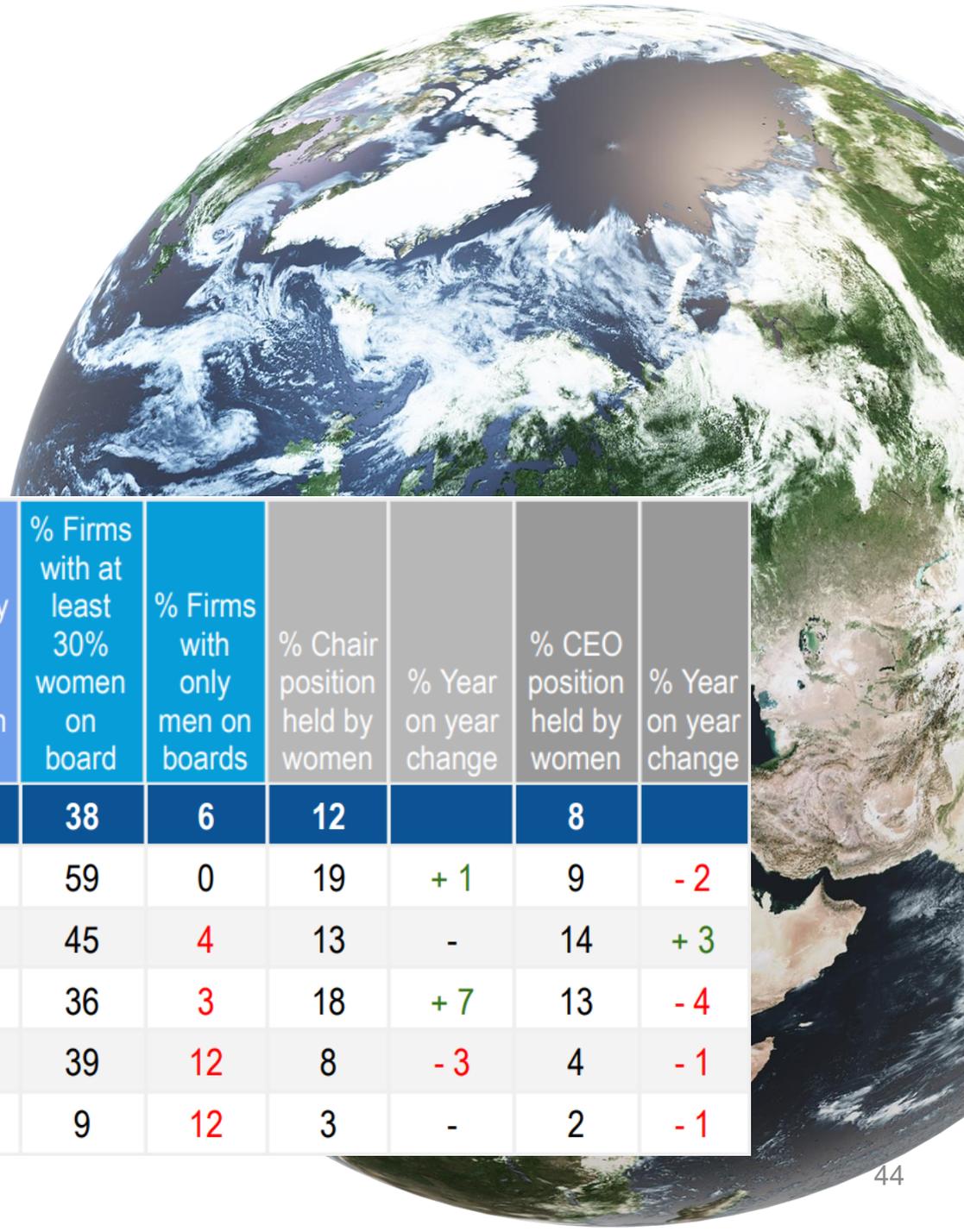


STATUS IN USCANZ



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 only men on boards	% Chair position held by women	% Year on year change	% CEO position held by women	% Year on year change
Market	Exchange									
USCANZ	<i>Group average:</i>	34			69	2	9		9	
Australia	Australian Securities Exchange (ASX)	38	+ 1		71	0	8	+ 1	15	+ 6
Canada	Toronto Stock Exchange (TSX)	38	+ 2		87	0	18	+ 7	6	+ 2
United States	Nasdaq	32	-		65	0	12	+ 1	6	-
United States	New York Stock Exchange (NYSE)	32	- 4		72	1	4	- 3	9	- 5
New Zealand	New Zealand Stock Exchange (NZX)	31	+ 1		50	8	3	- 13	8	-

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 only men on boards	% Chair position held by women	% Year on year change	% CEO position held by women	% Year on year change
Market	Exchange									
Africa	<i>Group average:</i>	25			38	6	12		8	
South Africa	Johannesburg Stock Exchange (JSE)	33	-		59	0	19	+ 1	9	- 2
Kenya	Nairobi Securities Exchange (NSE)	27	+ 2		45	4	13	-	14	+ 3
Nigeria	Nigerian Exchange Group (NGX)	25	+ 1		36	3	18	+ 7	13	- 4
Morocco	Casablanca Stock Exchange (CSE)	24	+ 2	30	39	12	8	- 3	4	- 1
Egypt	Egyptian Exchange (EGX)	17	+ 1	25	9	12	3	-	2	- 1

STATUS IN AFRICA (deep dive 2025)



Stock Exchange		% Board seats held by women	% change since 2023	% Firms with at least 30% women on board	% Firms with only men on board	% Chair position held by women	% change since 2023	% CEO position held by women	% change since 2023	Number of Firms	
Market	Exchange										
1	South Africa	Johannesburg Stock Exchange	33	+ 1	59	0	19	+ 4	9	+ 1	100
2	Botswana	Botswana Stock Exchange	29	+ 6	43	2	17	- 12	17	-	23
3	Ghana	Ghana Stock Exchange	29	+ 6	46	1	19	+ 7	15	+ 3	26
4	Kenya	Nairobi Securities Exchange (NSE)	27	+ 3	45	4	13	- 2	14	+ 5	56
GROUP AVERAGE			25		37	5	12		8		

STATUS

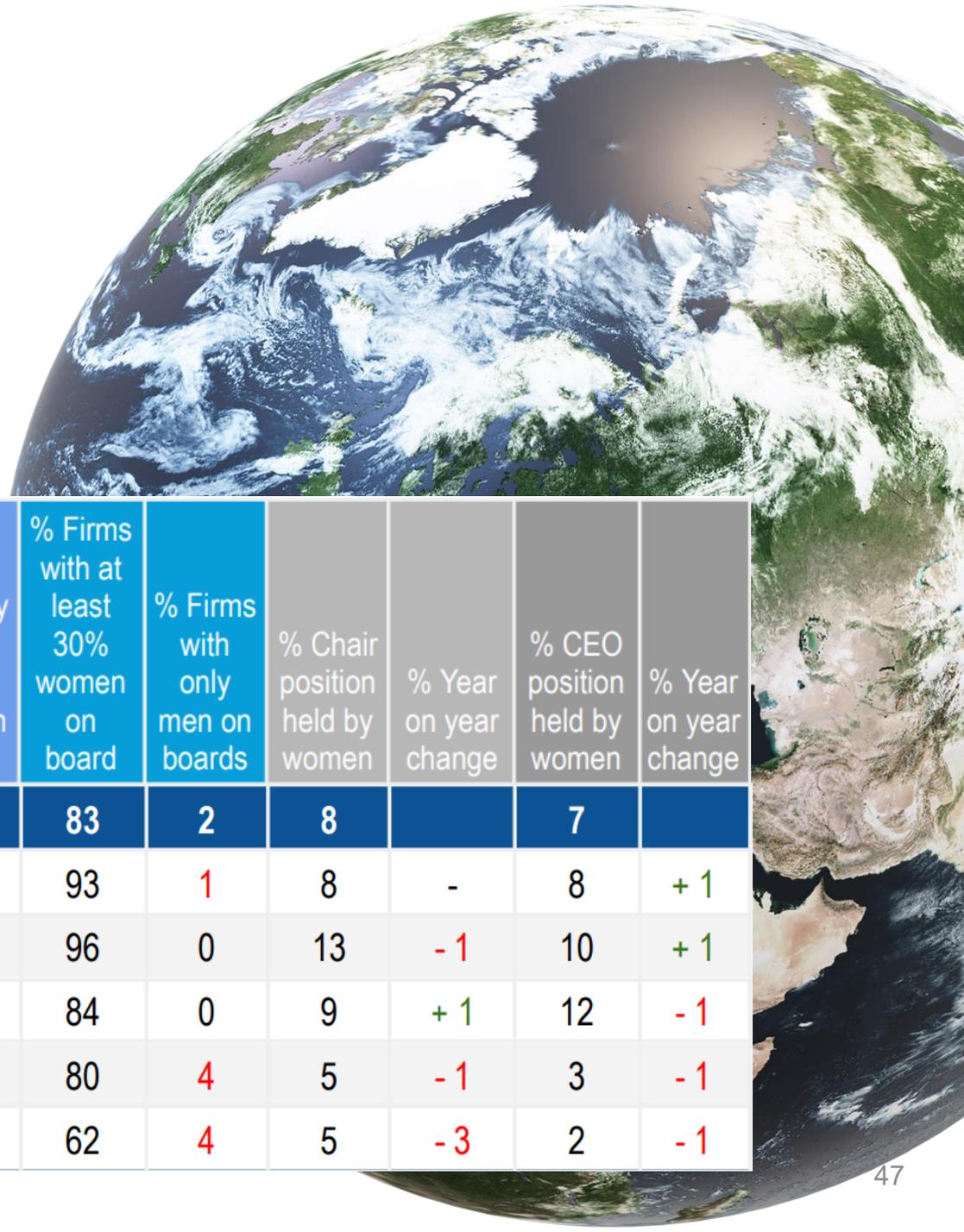
IN AFRICA

(deep dive 2025)



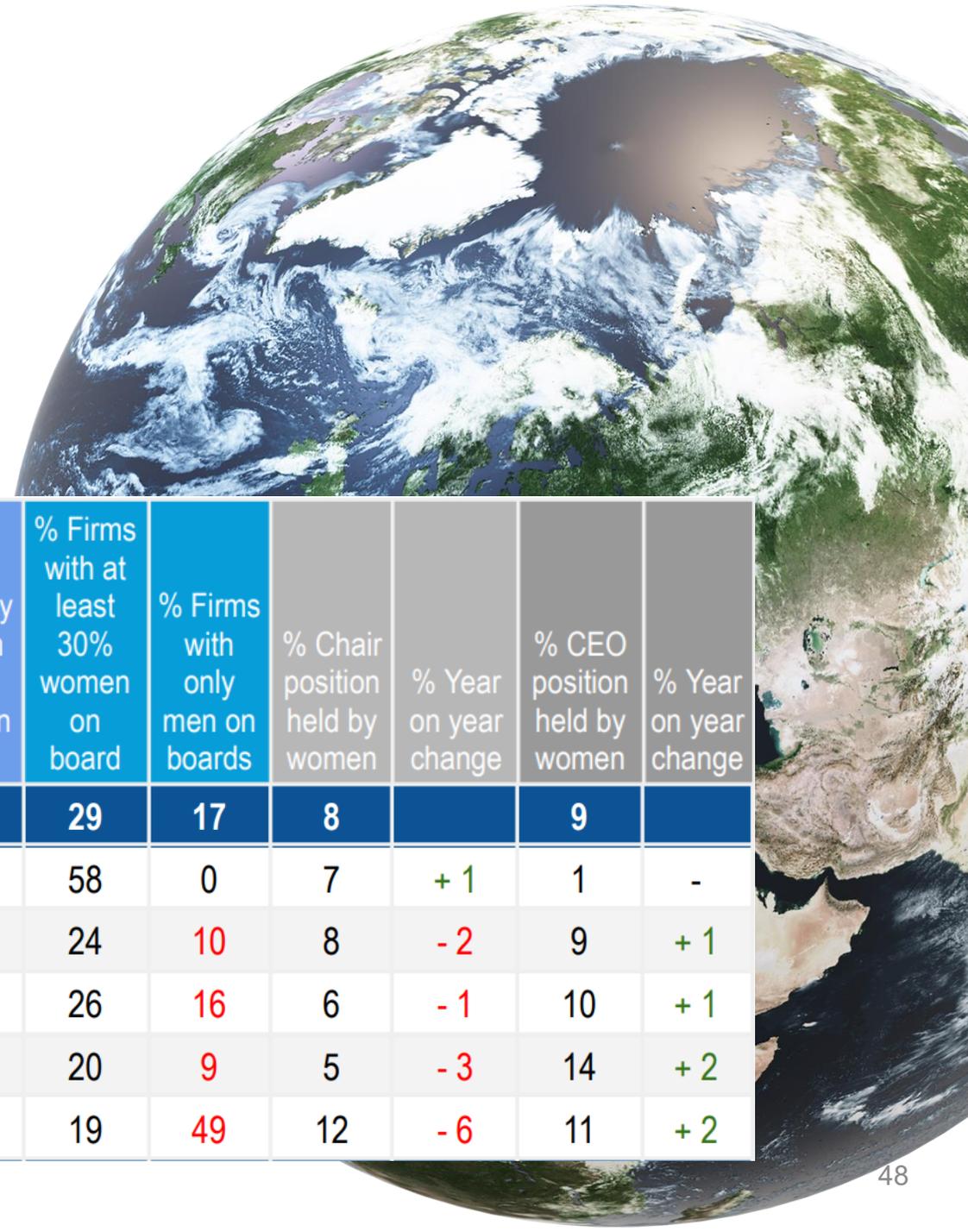
Stock Exchange			% Board seats held by women	% change since 2023	% Firms with at least 30% women on board	% Firms with only men on board	% Chair position held by women	% change since 2023	% CEO position held by women	% change since 2023	Number of Firms
Market	Exchange										
5	Nigeria	Nigerian Exchange Group (NGX)	25	+ 2	36	3	18	+ 13	13	+ 3	100
6	Zimbabwe	Zimbabwe Stock Exchange	24	+ 2	35	7	10	+ 3	2	-	49
7	Morocco	Casablanca Stock Exchange (CSE)	24	+ 4	39	12	8	+ 1	4	-	74
8	Mauritius	Stock Exchange of Mauritius (SEM)	21	+ 6	33	3	8	- 2	1	- 6	78
9	Tanzania, United Republic of	Dar es Salaam Stock Exchange	19	+ 1	25	5	5	+ 5	3	- 8	20
10	Egypt	Egyptian Exchange (EGX)	17	+ 5	9	12	3	-	2	-	100

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 only men on boards	% Chair position held by women	% Year on year change	% CEO position held by women	% Year on year change
Market	Exchange									
Europe	<i>Group average:</i>	38			83	2	8		7	
France	Euronext Paris	45	+ 1	40	93	1	8	-	8	+ 1
United Kingdom	London Stock Exchange (LSE)	42	+ 2		96	0	13	- 1	10	+ 1
Sweden	Nasdaq-Stockholm	37	+ 2		84	0	9	+ 1	12	- 1
Germany	Deutsche Börse	35	-	30	80	4	5	- 1	3	- 1
Switzerland	SIX Swiss Exchange (SIX)	32	+ 2	30	62	4	5	- 3	2	- 1

STATUS IN SOUTH-EAST ASIA



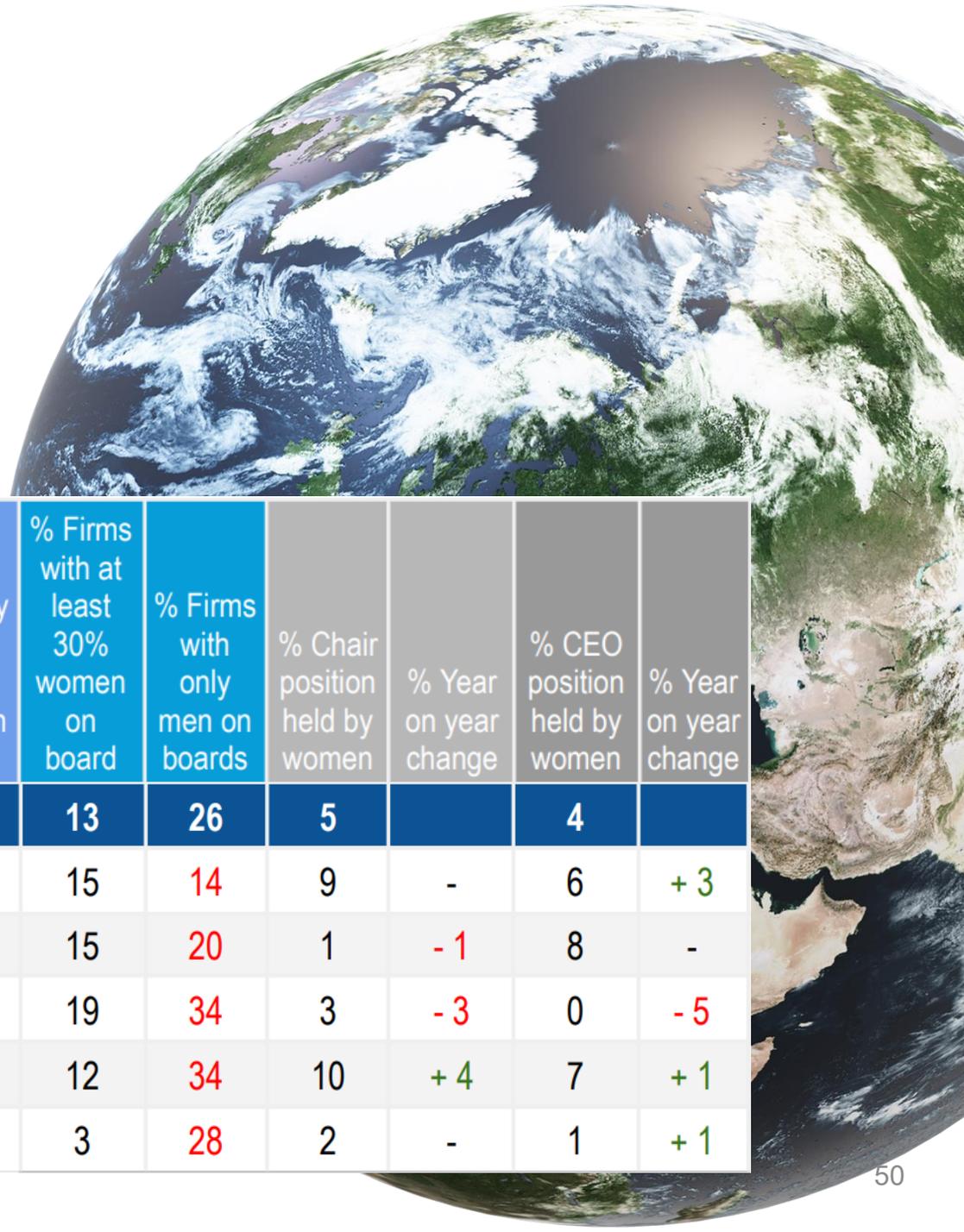
Stock Exchange		% Board seats held by women	% Year on year change	% Mandatory minimum rule for women on boards	% Firms with at least 30% women on board	% Firms with only men on boards	% Chair position held by women	% Year on year change	% CEO position held by women	% Year on year change
Market	Exchange									
South-eastern Asia	<i>Group average:</i>	22			29	17	8		9	
Malaysia	Bursa Malaysia	31	+ 2	***	58	0	7	+ 1	1	-
Philippines	Philippine Stock Exchange (PSE)	22	-		24	10	8	- 2	9	+ 1
Singapore	Singapore Exchange (SGX)	21	- 1		26	16	6	- 1	10	+ 1
Thailand	Stock Exchange of Thailand (SET)	20	-		20	9	5	- 3	14	+ 2
Indonesia	Indonesia Stock Exchange (IDX)	14	-		19	49	12	- 6	11	+ 2

STATUS IN EASTERN ASIA



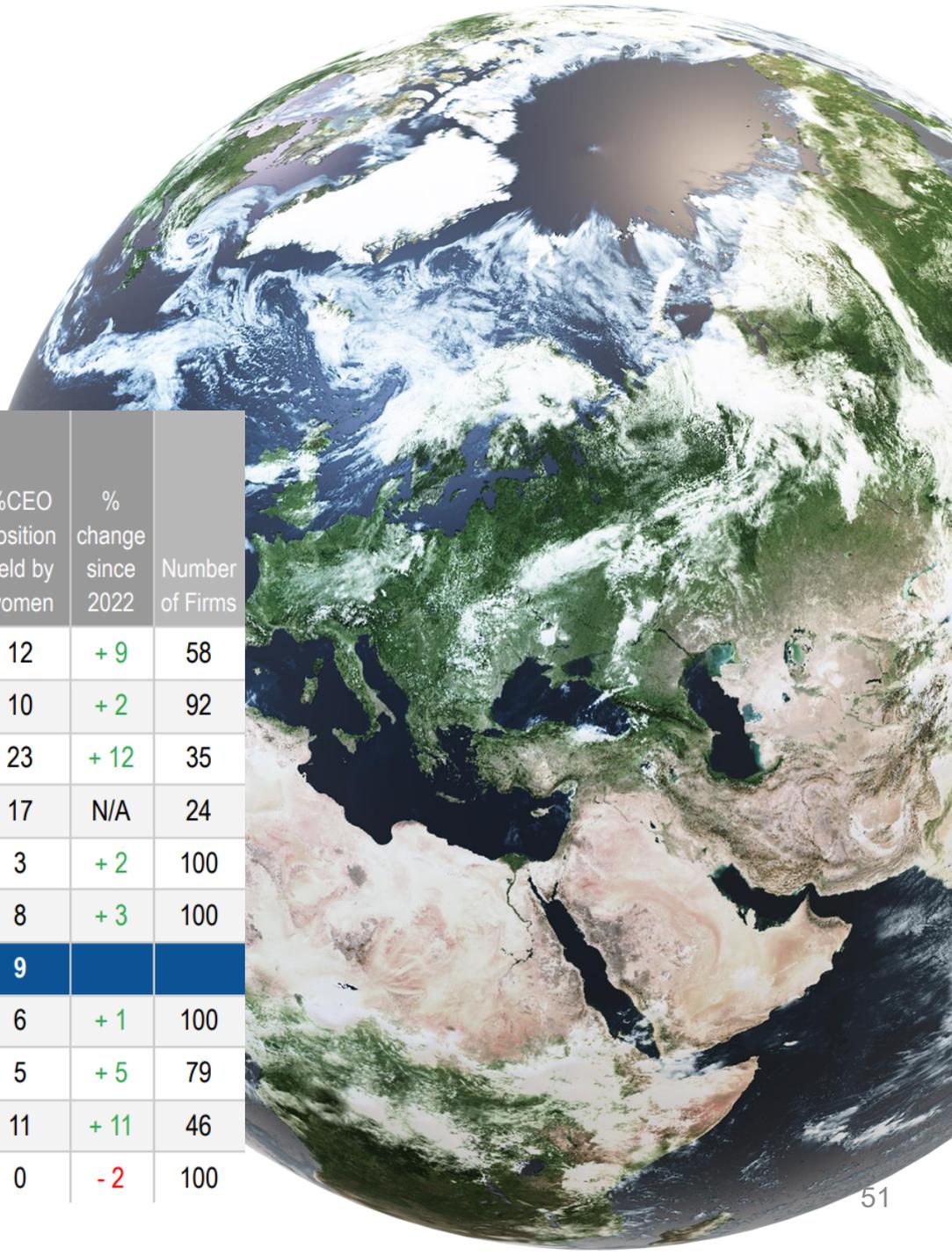
Stock Exchange		% Board seats held by women	% Year on year change	% Mandatory minimum rule for women on boards	% Firms with at least 30% women on board	% Firms with only men on boards	% Chair position held by women	% Year on year change	% CEO position held by women	% Year on year change
Market	Exchange									
Eastern Asia	<i>Group average:</i>	17			13	11	3		7	
Japan	Japan Exchange Group (JPX)	22	+ 3		21	0	2	-	2	+ 1
China	Stock Exchange of Hong Kong (HKEX)	18	+ 3	***	12	7	3	-	9	+ 4
Korea, Republic of	Korea Exchange (KRX)	17	+ 3	***	9	5	2	-	4	+ 2
China	Shenzhen Stock Exchange (SZSE)	16	- 1		17	26	8	+ 2	13	+ 6
China	Shanghai Stock Exchange	13	+ 1		5	17	1	- 2	5	+ 3

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 only men on boards	% Chair position held by women	% Year on year change	% CEO position held by women	% Year on year change
Market	Exchange									
Latin America	<i>Group average:</i>	16			13	26	5		4	
Brazil	Brazil Exchange (B3)	18	+ 1		15	14	9	-	6	+ 3
Chile	Bolsa de Santiago (nuam)	18	+ 1		15	20	1	- 1	8	-
Argentina	Bolsas y Mercados Argentinos (BYMA)	16	+ 4		19	34	3	- 3	0	- 5
Peru	Bolsa de Valores de Lima (BVL) (nuam)	14	- 1		12	34	10	+ 4	7	+ 1
Mexico	Bolsa Mexicana de Valores (BMV)	12	+ 1		3	28	2	-	1	+ 1

STATUS IN LATIN AMERICA (Deep dive 2024)



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

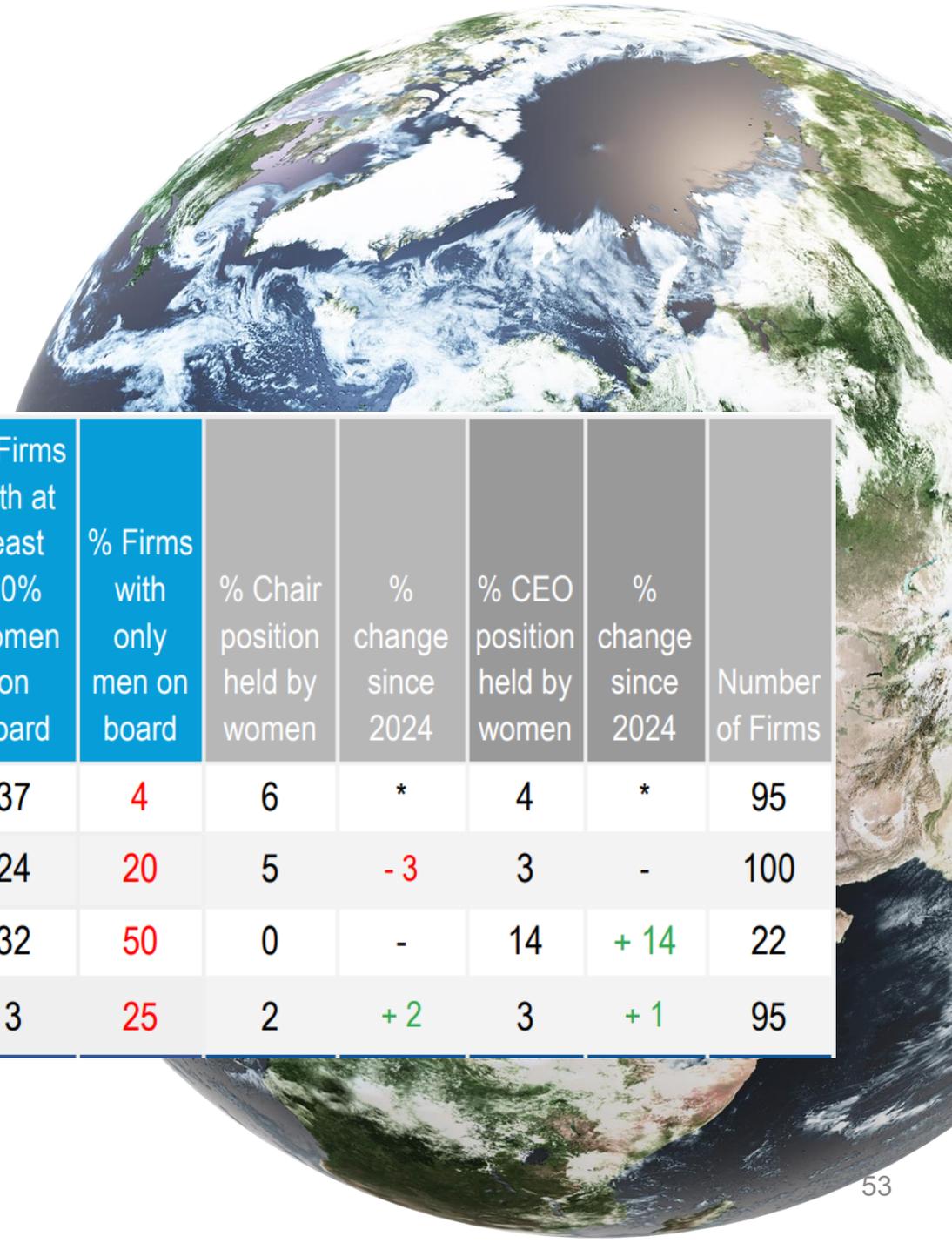
STATUS IN WESTERN ASIA



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 only men on boards	% Chair position held by women	% Year on year change	% CEO position held by women	% Year on year change
Market	Exchange									
Western Asia	<i>Group average:</i>	9			6	42	3		3	
Türkiye	Borsa İstanbul	20	+ 3		24	20	5	- 3	3	-
United Arab Emirates	Abu Dhabi Securities Exchange (ADX)	13	+ 2	***	3	24	2	+ 2	3	+ 1
Kuwait	Boursa Kuwait	6	-		4	60	3	- 1	4	+ 1
Saudi Arabia	Saudi Exchange	4	+ 1		0	67	2	- 1	1	-
Qatar	Qatar Stock Exchange (QSE)	3	-		0	40	2	-	4	-

STATUS

IN WESTERN/CENTRAL ASIA (Deep dive 2025)



Stock Exchange		% Board seats held by women	% change since 2024	% Firms with at least 30% women on board	% Firms with only men on board	% Chair position held by women	% change since 2024	% CEO position held by women	% change since 2024	Number of Firms	
Market	Exchange										
1	Israel	Tel Aviv Stock Exchange	28	*	37	4	6	*	4	*	95
2	Türkiye	Borsa İstanbul	20	+3	24	20	5	-3	3	-	100
3	Kyrgyzstan	Kyrgyz Stock Exchange (KSE)	20	+5	32	50	0	-	14	+14	22
4	United Arab Emirates	Abu Dhabi Securities Exchange (ADX)	13	+2	3	25	2	+2	3	+1	95

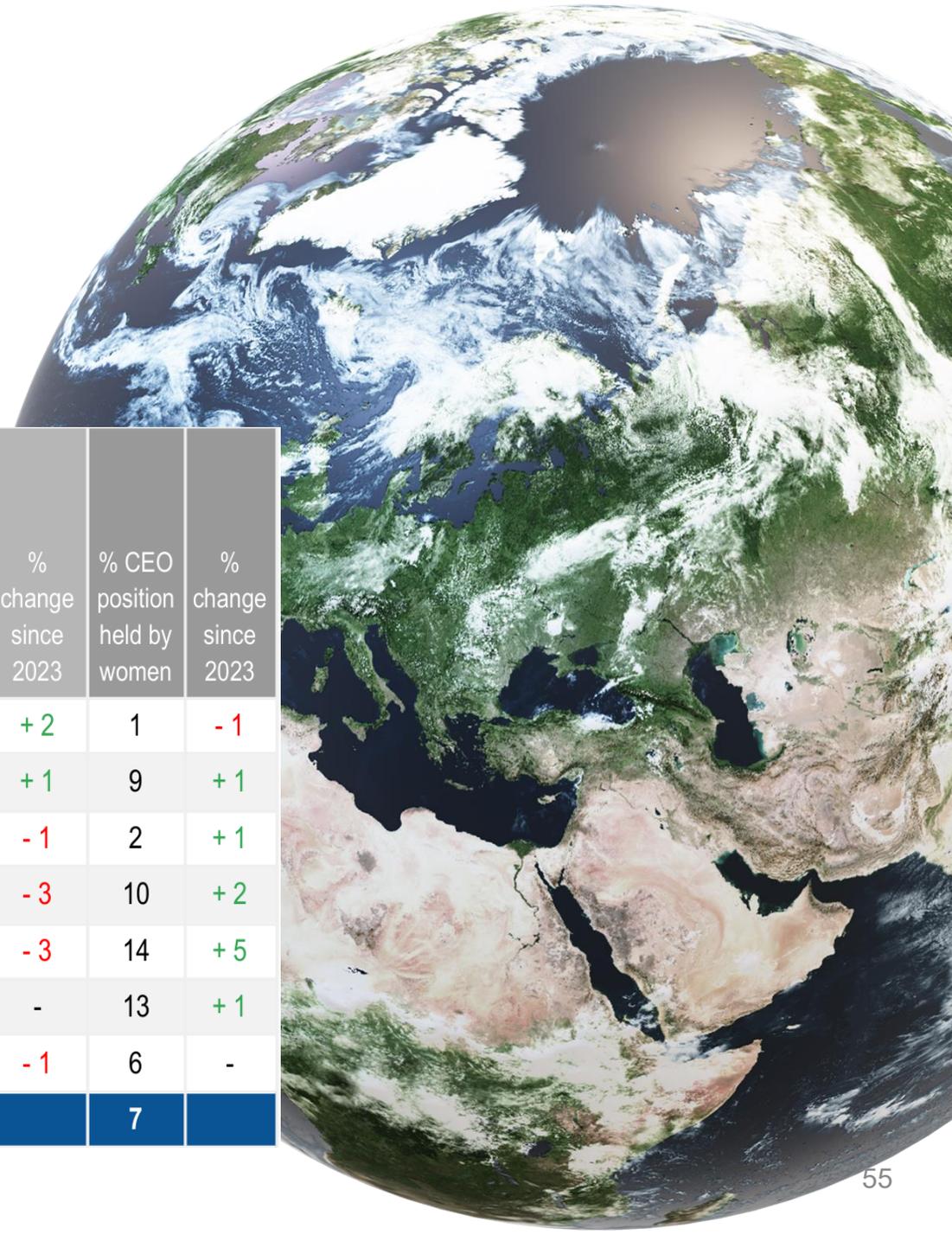
STATUS

IN WESTERN/CENTRAL ASIA (2025)

Stock Exchange			% Board seats held by women	% change since 2024	% Firms with at least 30% women on board	% Firms with only men on board	% Chair position held by women	% change since 2024	% CEO position held by women	% change since 2024	Number of Firms
Market	Exchange										
5	State of Palestine	Palestine Exchange	11	*	10	39	0	*	2	*	49
6	Kazakhstan	Kazakhstan Stock Exchange (KASE)	11	-3	17	67	8	-	12	-4	60
7	Uzbekistan	Republican Stock Exchange Toshkent	10	+2	9	53	5	+2	1	-1	86
8	Jordan	Amman Stock Exchange	9	*	4	54	3	*	4	*	100
9	Kuwait	Bourse Kuwait	6	-	4	64	3	-1	4	+1	94
10	Saudi Arabia	Saudi Exchange	4	+1	0	67	2	-1	1	-	100
11	Qatar	Qatar Stock Exchange (QSE)	3	-	0	75	2	-	4	-	53

STATUS IN ASIA

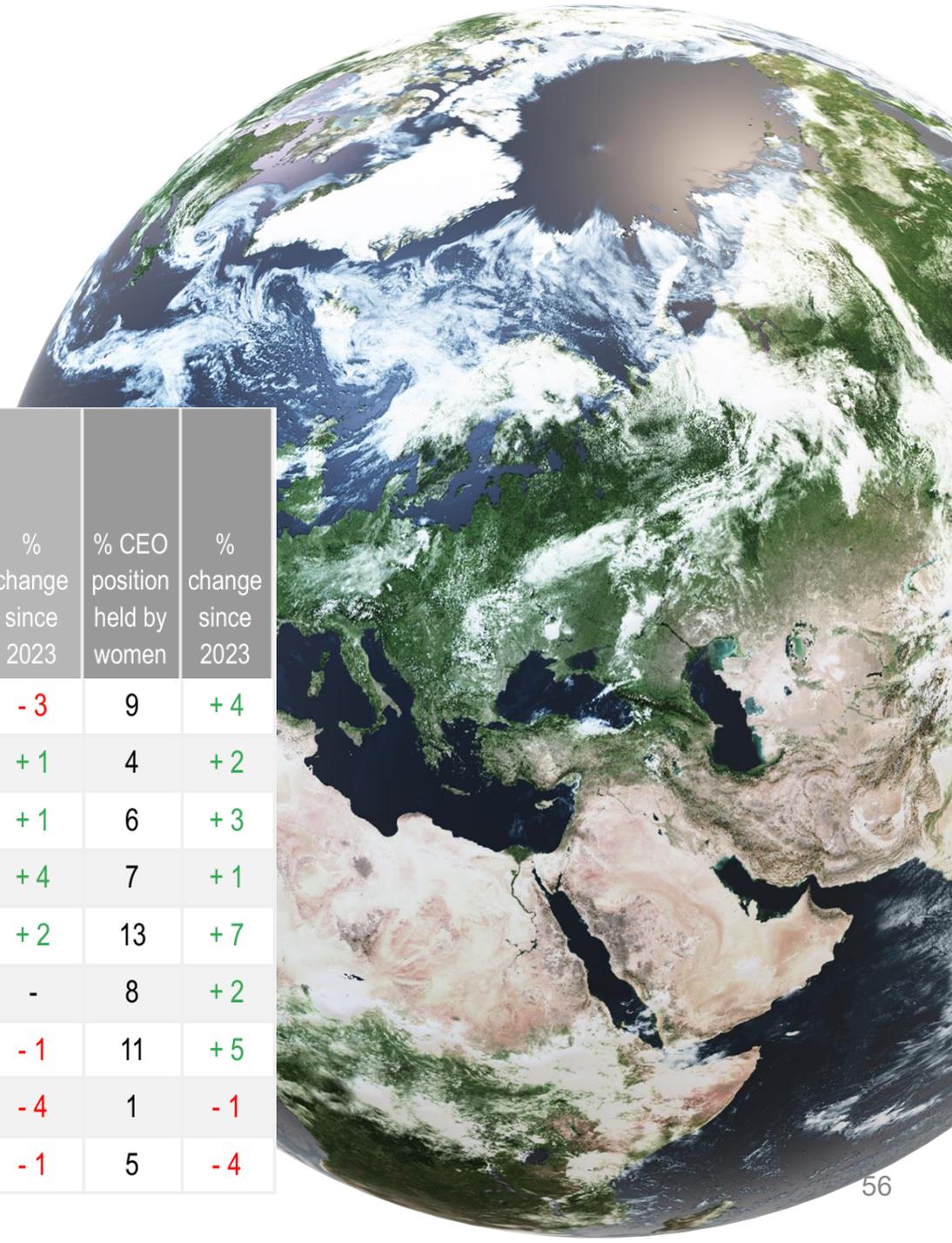
(deep dive 2025)



Stock Exchange			% Board seats held by women	% change since 2023	% Firms with at least 30% women on board	% Firms with only men on board	% Chair position held by women	% change since 2023	% CEO position held by women	% change since 2023
Market	Exchange									
1	Malaysia	Bursa Malaysia	31	+5	58	0	7	+2	1	-1
2	Philippines	Philippine Stock Exchange (PSE)	22	+2	24	10	8	+1	9	+1
3	Japan	Japan Exchange Group (JPX)	22	+5	21	0	2	-1	2	+1
4	Singapore	Singapore Exchange (SGX)	21	+3	26	16	6	-3	10	+2
5	Thailand	Stock Exchange of Thailand (SET)	20	-	20	9	5	-3	14	+5
6	Viet Nam	Vietnam Stock Exchange (VNX)	20	-1	27	26	15	-	13	+1
7	India	National Stock Exchange of India (NSE)	19	+2	17	1	5	-1	6	-
GROUP AVERAGE			18		18	15	7		7	

STATUS IN ASIA

(deep dive 2025)



Stock Exchange										
Market	Exchange	% Board seats held by women	% change since 2023	% Firms with at least 30% women on board	% Firms with only men on board	% Chair position held by women	% change since 2023	% CEO position held by women	% change since 2023	
8	China	Hong Kong Stock Exchange (HKEX)	18	+4	12	7	3	-3	9	+4
9	Korea, Republic of	Korea Exchange (KRX)	17	+7	9	5	2	+1	4	+2
10	Sri Lanka	Colombo Stock Exchange (CSE)	17	+4	12	21	4	+1	6	+3
11	Bangladesh	Chittagong Stock Exchange (CSE)	16	+1	12	20	12	+4	7	+1
12	China	Shenzhen Stock Exchange (SZSE)	16	-1	17	26	8	+2	13	+7
13	Bangladesh	Dhaka Stock Exchange (DSE)	15	+1	10	20	9	-	8	+2
14	Indonesia	Indonesia Stock Exchange (IDX)	14	+1	19	49	12	-1	11	+5
15	Pakistan	Pakistan Stock Exchange (PSE)	14	+1	2	8	7	-4	1	-1
16	China	Shanghai Stock Exchange (SSE)	13	+1	5	17	1	-1	5	-4

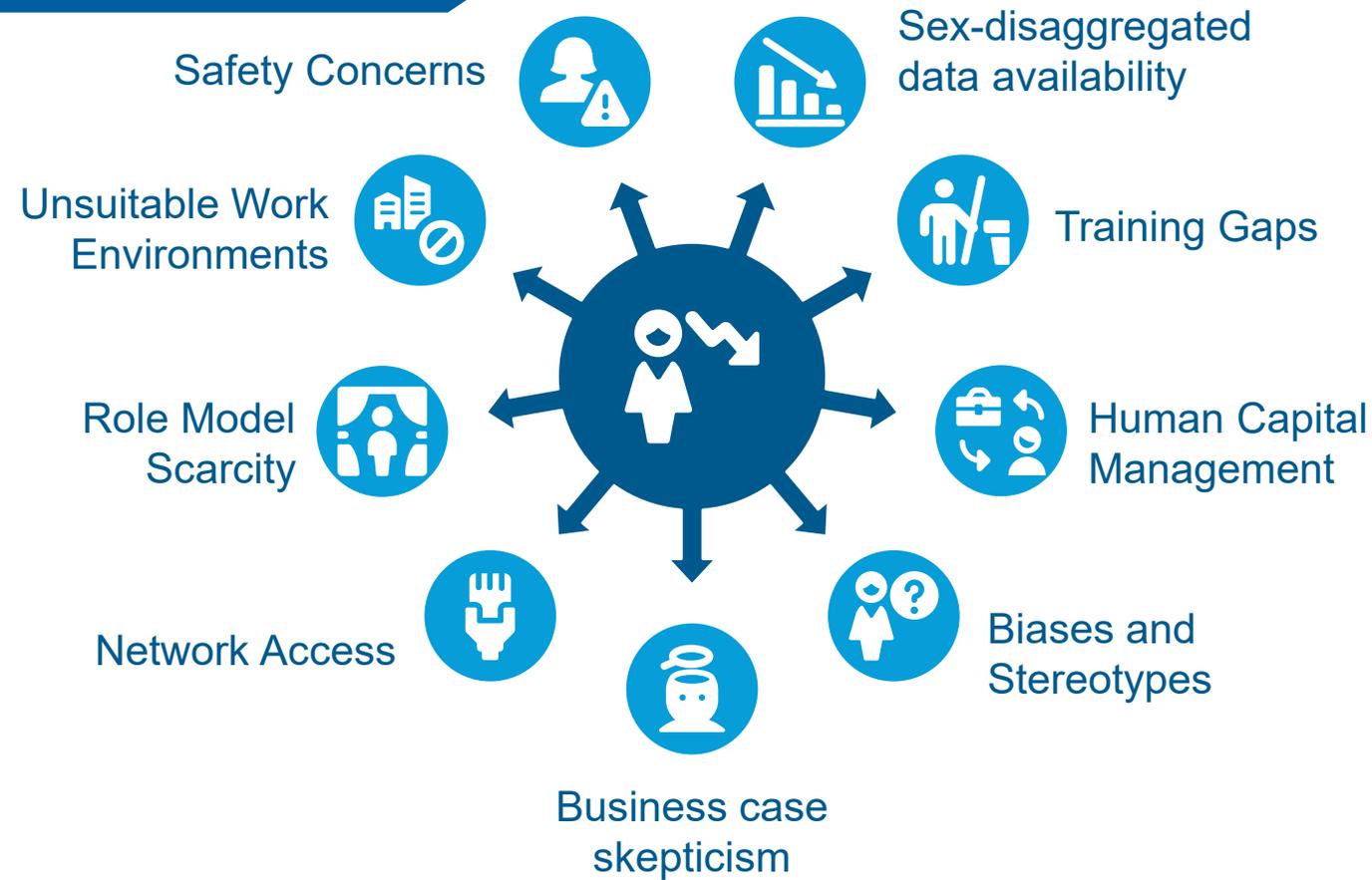
BARRIERS IN YOUR REGION

TYPE IN THE CHAT:

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



key Barriers



Reasons for lack of progress on gender-responsive climate action



Lack of knowledge or training on the climate-gender intersection



Poor understanding of the business and impact case for integrated approaches to gender-responsive climate action



Silos between environmental and social development teams within companies



Lack of context-appropriate tools and frameworks tailored to implementation in EMDEs



Funding and budget constraints prevent investment in initiatives



Complex disclosure and engagement processes requiring gender and climate to be treated separately



Low levels of climate and gender-lens literacy

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.

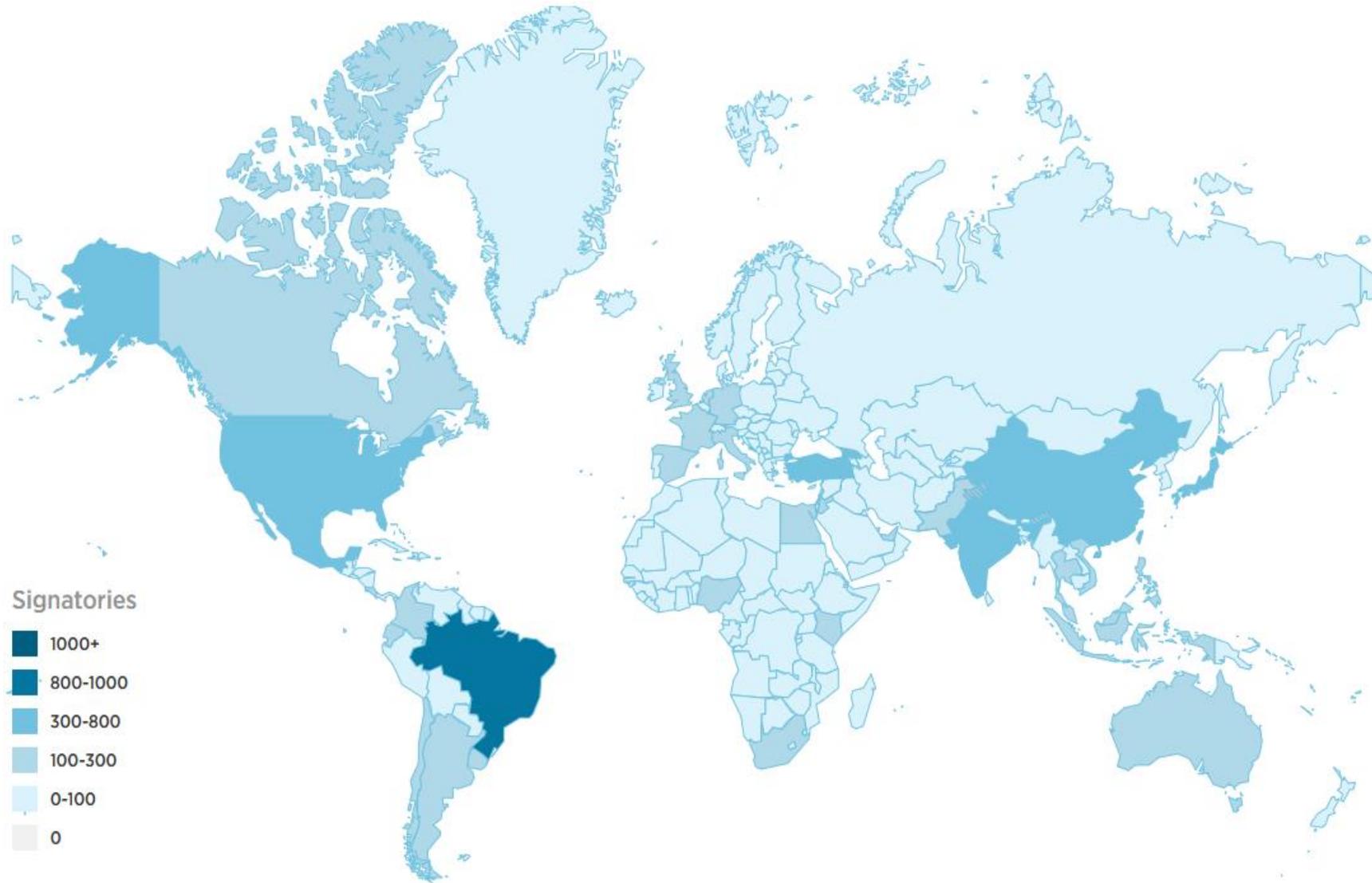
1. Is your organization a signatory of the UN Women's Empowerment Principles?

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



[Click to watch on YouTube](#)

GLOBAL FOOTPRINT OF WEPs SIGNATORIES



Number of signatories:
12,000+ from 193 countries as of March 2026

OVERVIEW of the Women's Empowerment Principles (WEPs)

A **roadmap** to advance gender equality and women's empowerment for the private sector.

- Leadership & Governance
- Workplace
- Marketplace
- Community
- Tracking & Reporting

Companies join the WEPs community to make a **public commitment** to gender equality and women's empowerment on a global platform



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 APPLY TO BECOME A WEPs SIGNATORY

- 1) If you are eligible, go to www.weps.org/join & fill out the form
 - CEO Statement of Support
 - CEO Quote
 - CEO Photo
- 2) Submit the Form
- 3) You will hear from us!

Keep in mind:

- **Eligibility criteria: Legally registered, for profit businesses of any size & sector**
 - Chamber of commerce, Industry Association, Cooperatives and Social Enterprises are also eligible
 - NGO, NPO, Governments are not eligible
- **CEO Statement of support:** It needs to be signed with date by the CEO or the person with highest decision making authority in your company
- **CEO quote :** Try to answer- "how will you contribute to gender equality?"
- **CEO photo :** Professional headshot, no logo picture

EDGE STANDARD & CERTIFICATION

- A global standard for **DE&I**, centred on workplace gender and intersectional equity
- The Standards:
 - EDGE (gender-binary)
 - EDGEplus (gender and intersectionality)
- A holistic framework allowing organizations to **measure where they stand** in terms of gender and intersectional equity
- Consists of requirements and specifications against which conformance is audited by an independent third-party leading to **EDGE Certification**.



Find out more about [the EDGE Standards & Certification](#)

ALIGN

GLOBAL

LOCAL

PEERS

Gender-based regulation – hitting the right target



The impact of regulation

Outcomes depend less on whether rules are mandatory or voluntary and more on their design, ambition, and enforcement

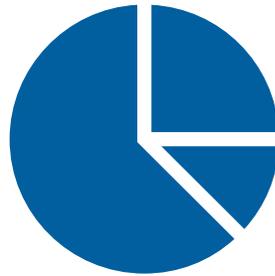
- 25 markets with mandatory minimum rules, 24 mandatory disclosure & 16 voluntary frameworks.
- Rules differ in their legal basis, structure, scope & enforcement mechanisms
- Specific design of quotes affects outcomes - mandatory minimum rules do not automatically guarantee success!

Mandatory Minimum Rules		Mandatory Disclosure		Voluntary Targets	
Austria	Italy	Argentina	Luxembourg	Australia	Malta
Bangladesh	Malaysia	Botswana	New Zealand	Brazil	Mexico
Belgium	Mauritius	Bulgaria	Poland	Cambodia	Oman
China	Morocco	Canada	Romania	Ecuador	Panama
Denmark	Netherlands	Chile	Singapore	Fiji	Philippines
Egypt	Norway	Croatia	Slovakia	Japan	Switzerland
France	Pakistan	Cyprus	Slovenia	Kenya	Trinidad and Tobago
Germany	Portugal	Czechia	South Africa ⁴	Kuwait	Türkiye
Greece	Sierra Leone	Estonia	Sweden		
Iceland	South Korea	Finland	Thailand		
India	Spain	Hungary	United Kingdom		
Ireland	United Arab Emirates	Latvia			
Israel		Lithuania			



Source: UN SSE

UNDERSTANDING REQUIREMENTS



Quota-based policies

- Required to reach a specified quota
- Easily defined requirement and more easily enforced
- Blanket requirement does not consider root cause

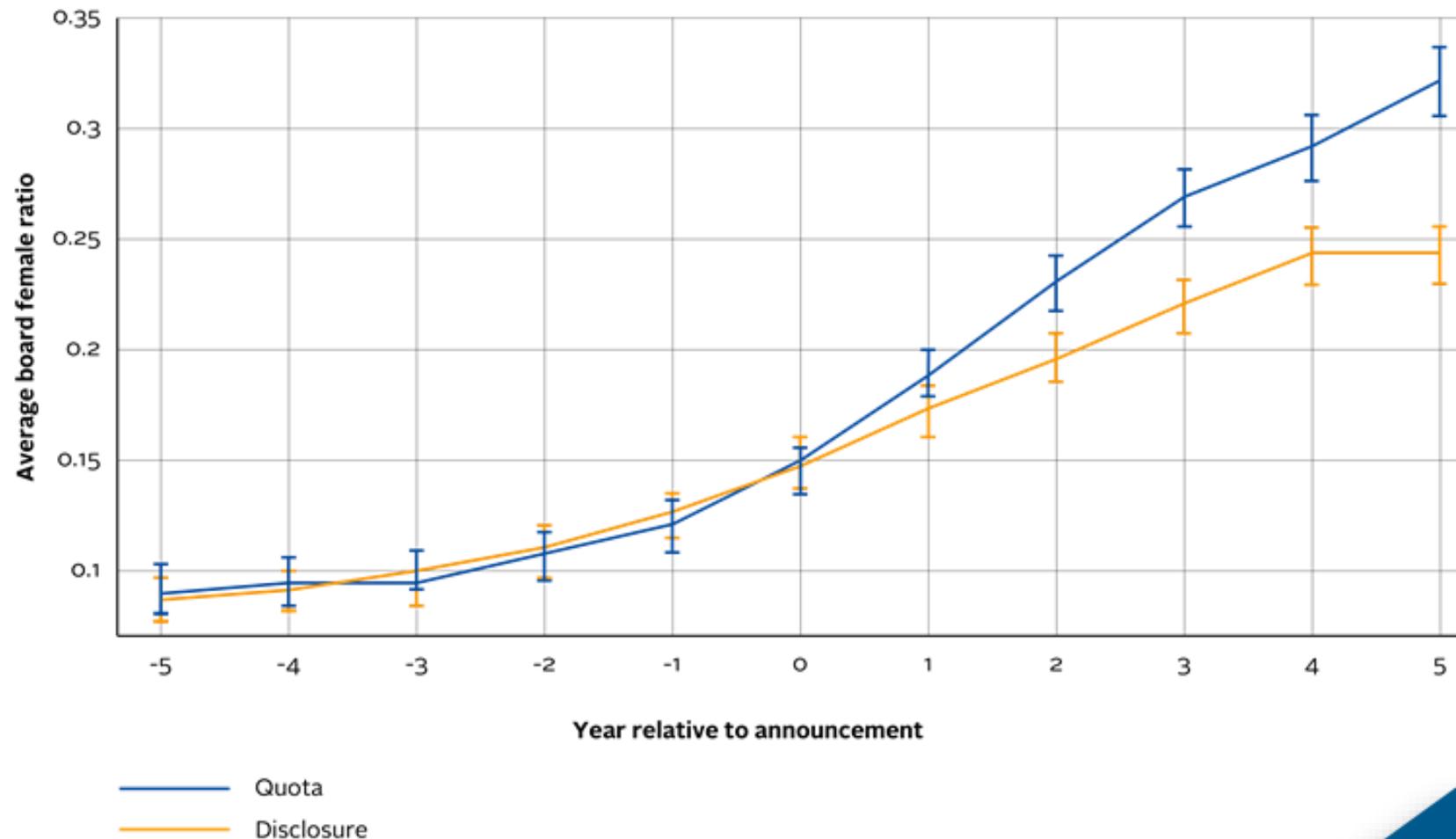


Disclosure-based policies

- Disclosure of policies; guidelines on targets
- Not easily defined and harder to enforce / measure
- More adaptable to root causes / individual circumstances

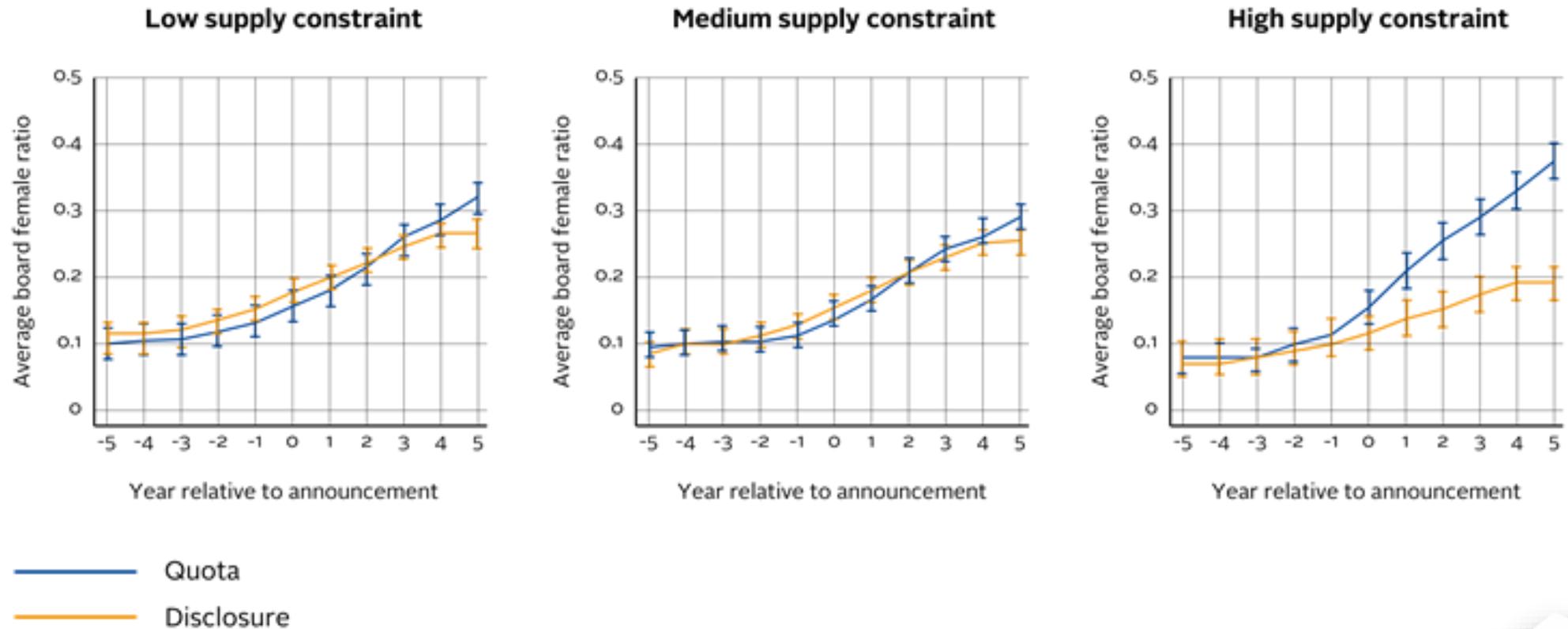
QUOTA VS. DISCLOSURE POLICIES

Board gender ratio around policy announcement



QUOTA VS. DISCLOSURE POLICIES

Board gender ratio around policy announcement split by industries with different supply constraints



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



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**





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

- Bank in Sweden – Gender Pay equity
- Textile Manufacturer in Pakistan – Childcare support



Marketplace

- A Financial Platform in US – Solutions for Inclusive Investing
- Gender Responsive procurement pilots

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

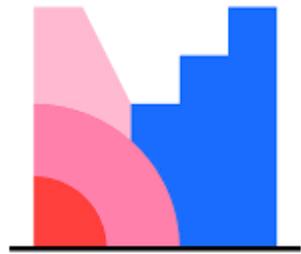
This checklist helps you to verify if your company's recruitment process is gender responsive. This can be used for recruiting firms, headhunters and in-house HR department for their day-to-day work.

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**

CONTACT

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UN Women
weps@unwomen.org

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



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