

5 GENDER EQUALITY



WORKSHOP HANDOUT

CPD
CERTIFIED
The CPD Certification Service

Gender Equality and Global Capital Markets

INTERACTIVE WORKSHOP (Part 1)

In partnership with



*Sustainable
Stock Exchanges
Initiative*



International
Finance Corporation
WORLD BANK GROUP



With support from



THE GOVERNMENT
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COLUMBIA | SIPA
School of International and Public Affairs

Sustainable Investing Research Initiative

The SSE is a UN Partnership Programme of



Principles for
Responsible
Investment



5 GENDER EQUALITY



GENDER EQUALITY & GLOBAL MARKETS

Part I: Understanding complexity through preparation and alignment to standards

HOUSEKEEPING

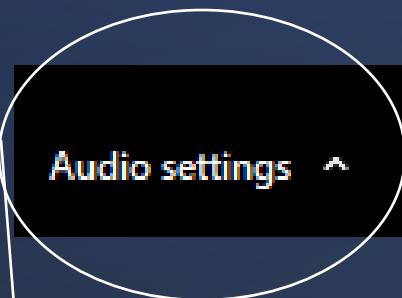
 2-hour duration

 Live Q&A throughout

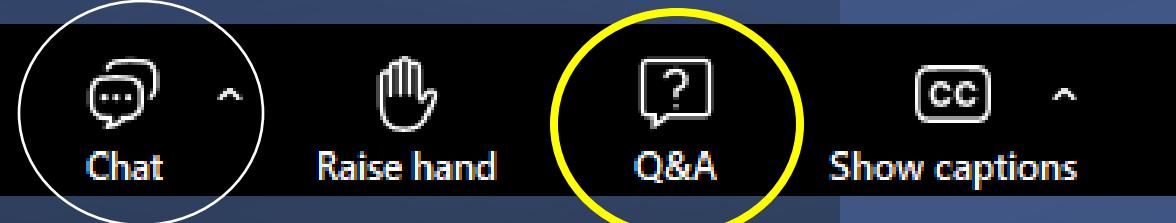
 Participation expected

 Certificate requires survey

HOUSEKEEPING



Audio settings



AUDIO SETTINGS:

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

CHAT FUNCTION:

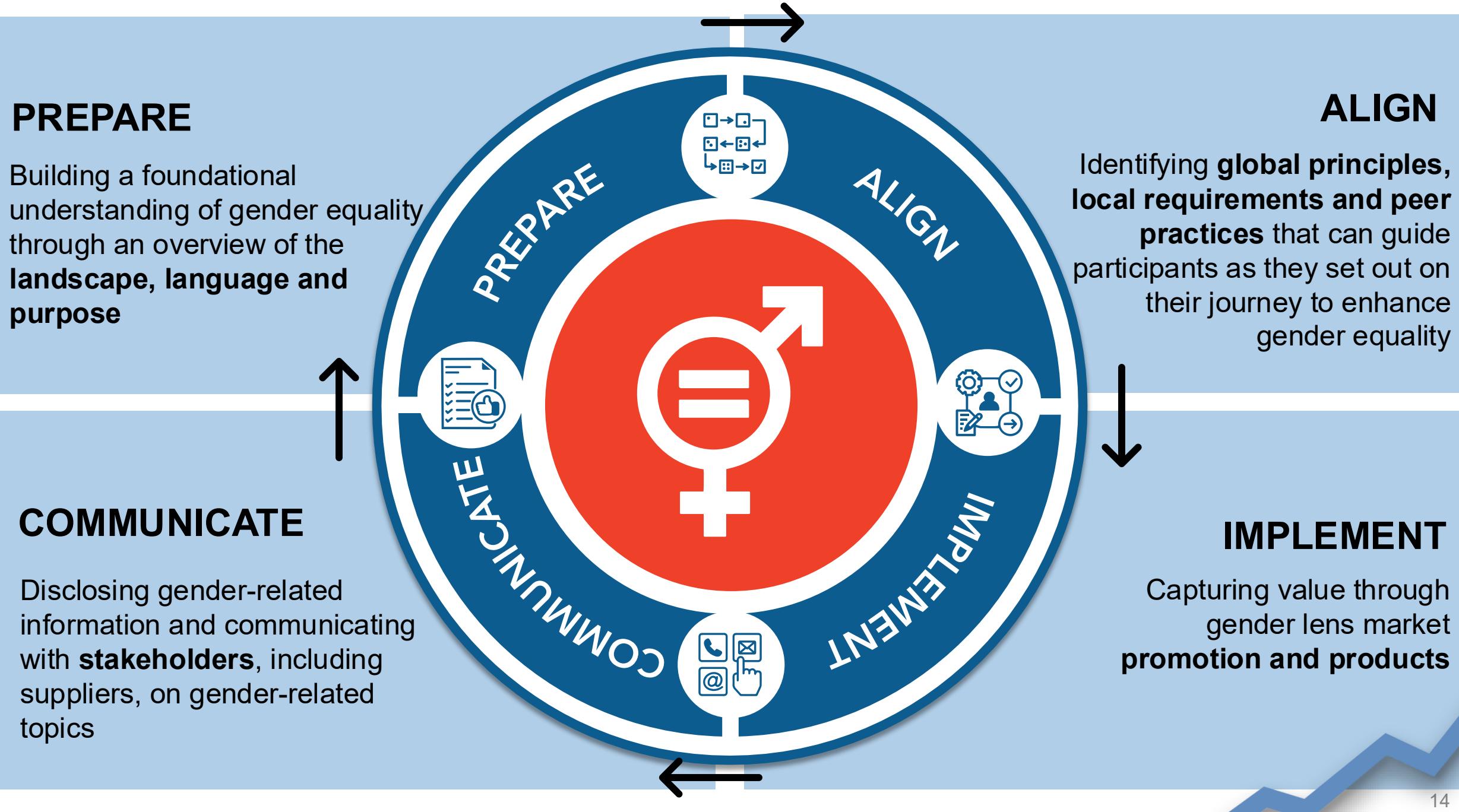
Use the chat box to introduce yourself and make comments.

Q&A BOX:

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

ADDRESSING COMPLEXITIES





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



LANGUAGE

PURPOSE

LANDSCAPE

PREPARE



LANGUAGE

Key terminology – why language matters

PURPOSE

LANDSCAPE



**What does gender
mean to you?**

DEFINING "GENDER"

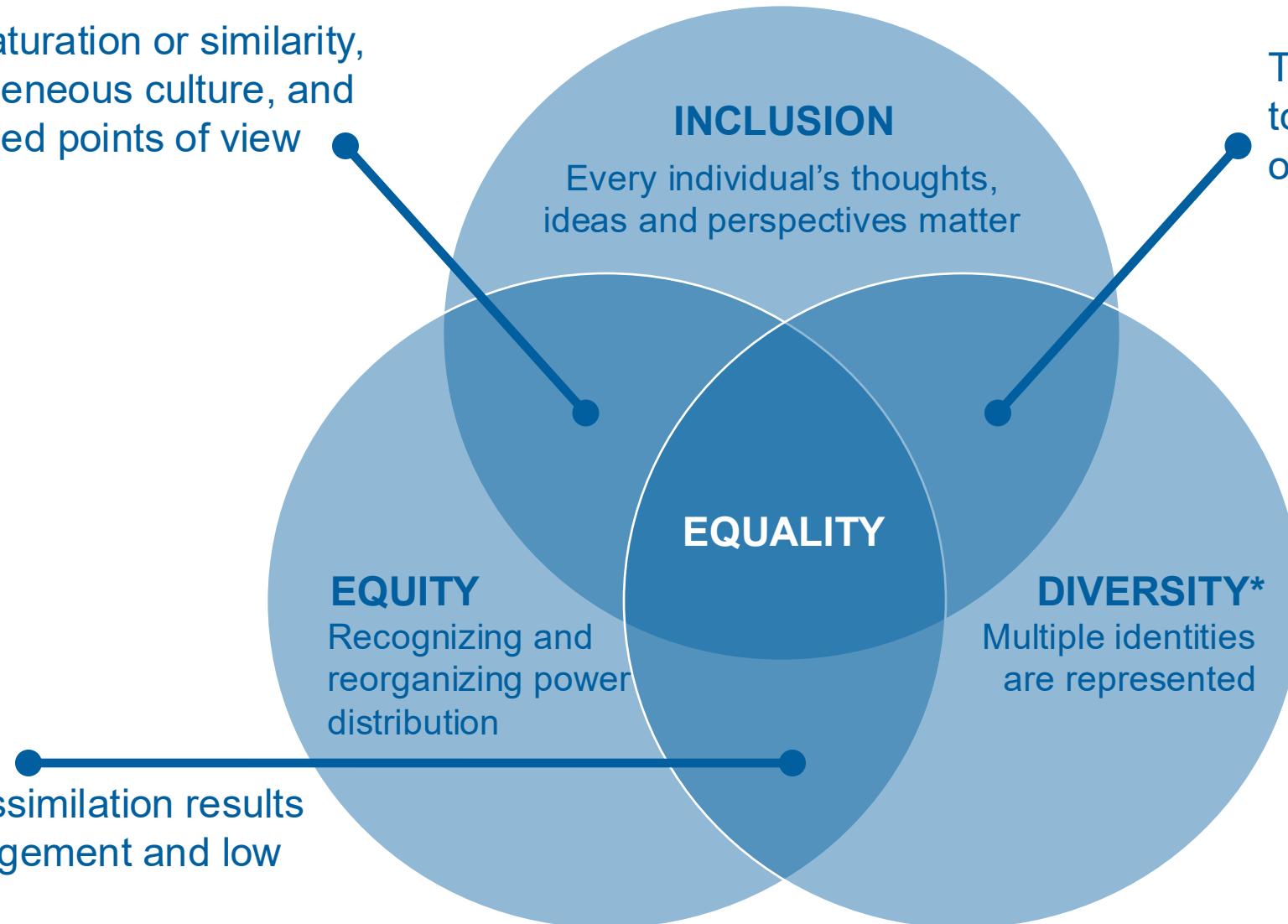
- Learned through socialization process
- Hierarchical and relational
- Evolves and/or changes
- Linked to institutions
- Contextual

- Social attributes
- Opportunities
- Norms
- Roles

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

Diversity, Equity & Inclusion (DEI)

Oversaturation or similarity, homogeneous culture, and simplified points of view



The dominant group is deferred to for decision making, opportunities and leadership

Cultural assimilation results in disengagement and low retention

*Diversity can include sex, gender, culture, race or ethnicity, religion, age, disability, and more

PREPARE



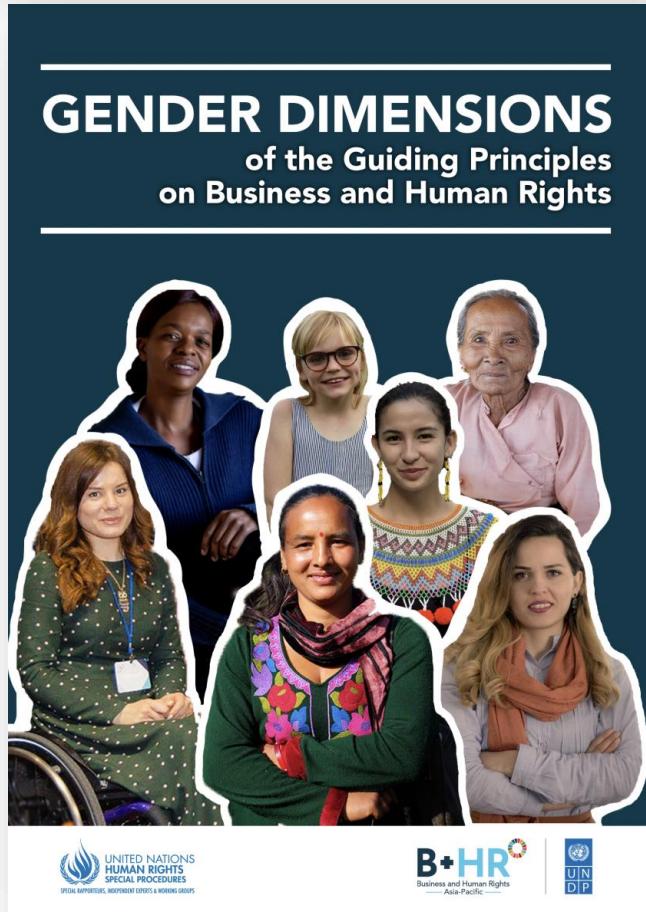
LANGUAGE

PURPOSE

LANDSCAPE

The 'case' for gender – why it matters

BUSINESS & HUMAN RIGHTS GUIDELINES



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.

Read the Gender Dimensions guide by OHCHR [here](#)

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](#).

SUSTAINABLE DEVELOPMENT GOALS





**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

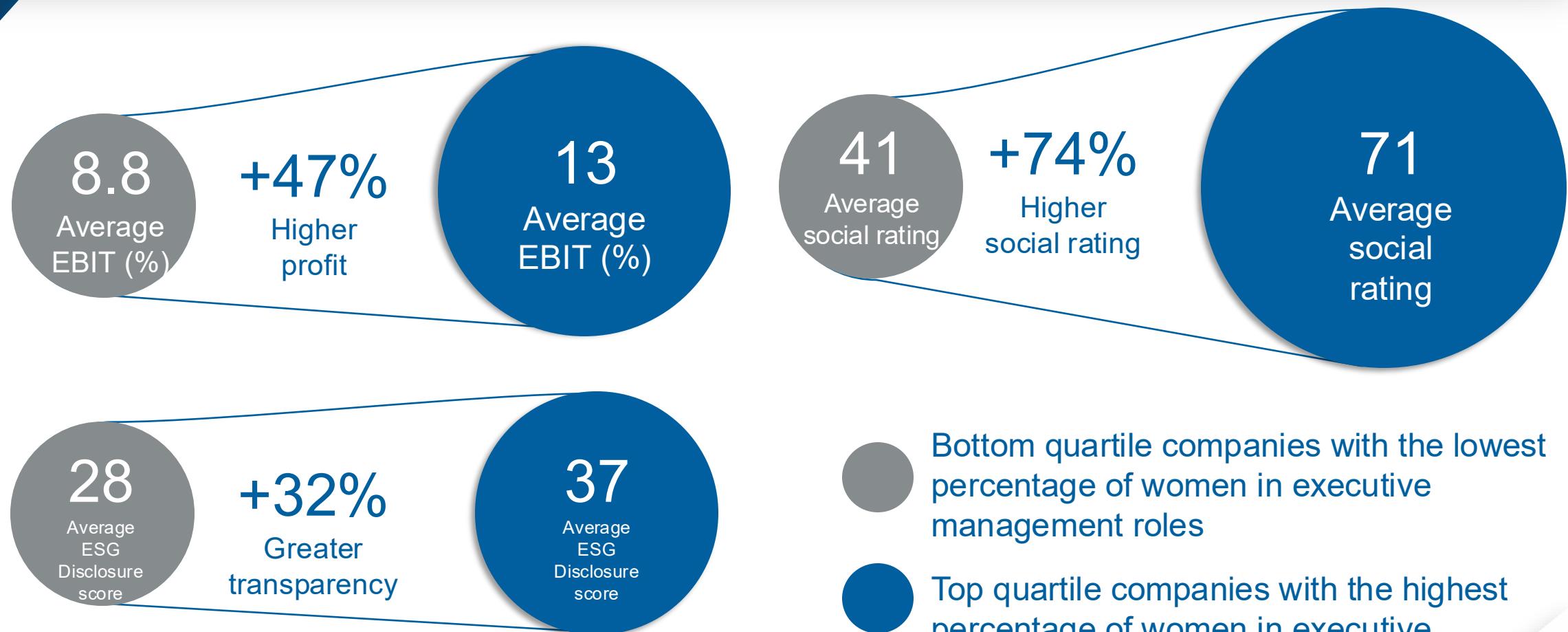


Attract more funding

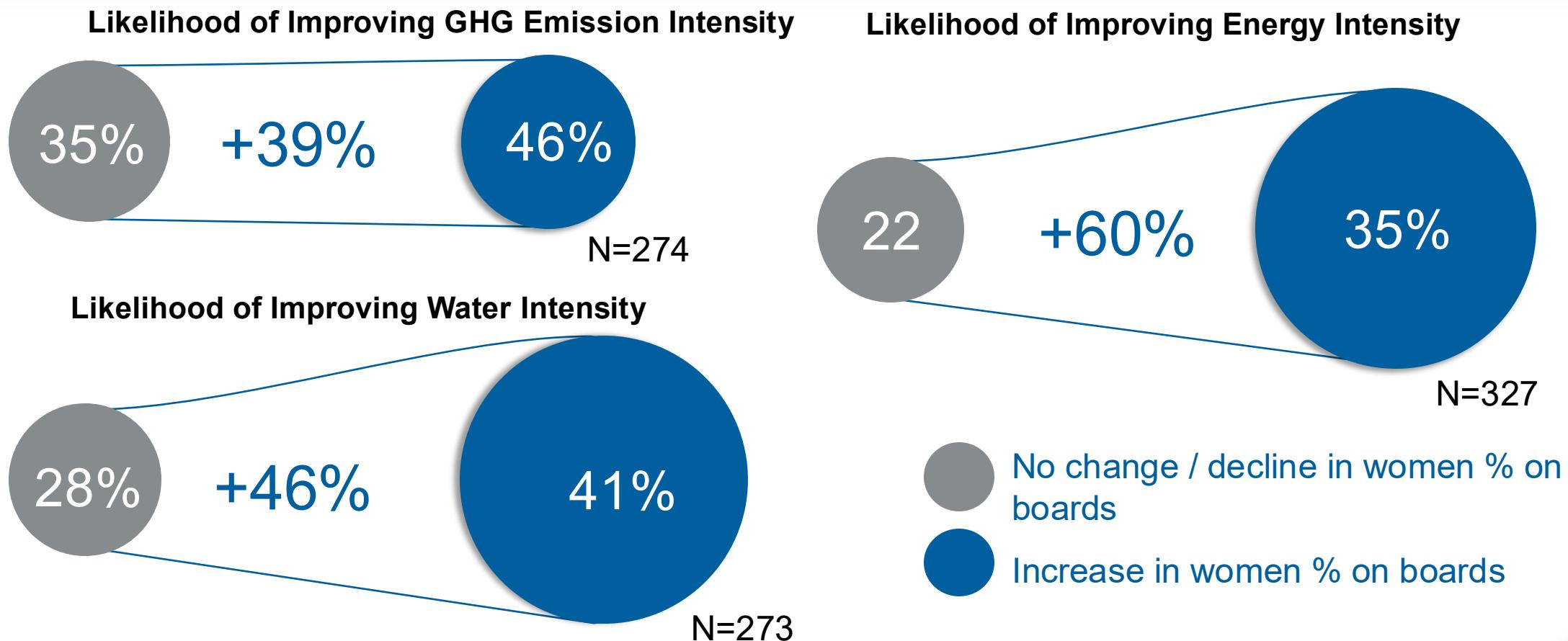


Improve environmental performance

INTERNAL IMPACTS OF DIVERSE LEADERSHIP



EXTERNAL IMPACTS OF DIVERSE LEADERSHIP



WOMEN



Are impacted by climate

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

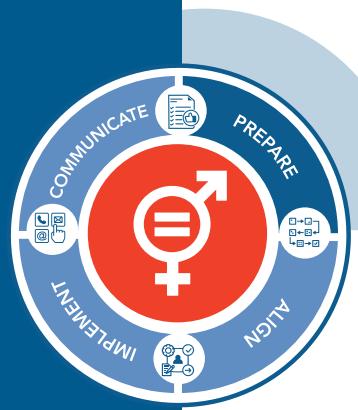
Improve climate governance

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

2024



MARKET MONITOR



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 (Turkey) leads Western Asia with 17%. B3 (Brazil) and Bolsa de Santiago (Chile) jointly lead Latin America with 17% each.



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Ministry of Finance

With support from

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 1 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)		% Board seats held by women	% Year on year change	% Mandatory minimum for women on boards	% Firms with at least 30% women on board	% Firms with male board	% Chair positions held by women	% Seats on male dominated boards	% CEO positions held by women	% Year on year change
1. France	Euronext Paris	44	-1	40	98	1	8	-2	7	+1
2. United Kingdom	London Stock Exchange (LSE)	40	1	36	96	0	14	+2	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	+3	6	-
G20 AVERAGE		23			39	17	8		5	
10. India	National Stock Exchange of India (NSE)	19	2	*	20	3	7	+1	7	+1
11. Japan	Bombay Stock Exchange (BSE)	19	2		9	3	2	-1	1	-
12. Turkey	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 Argentinos (BAMLA)	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	-

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

Note: 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, 100 per market except for Argentina (BAMLA) 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 boards	% 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 İstanbul	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

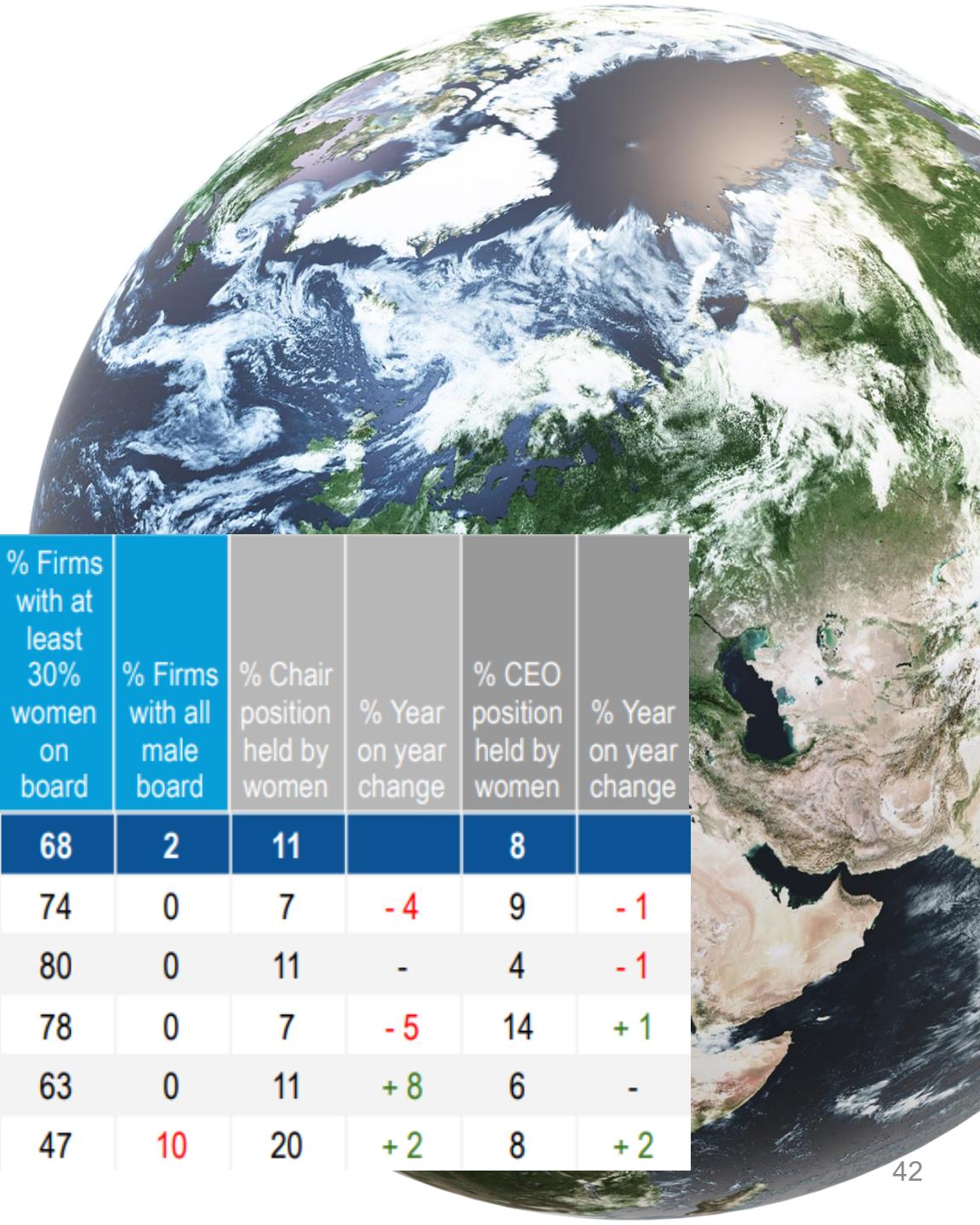
Region	Markets	% Board seats held by women	% change (YOY)	All male boards (%)	Female board chair (%)	Female CEOs (%)
1 Europe	France, UK, Sweden, Germany, Switzerland	37	+ 1	2	9	7
2 USCANZ	Australia, USA (2 exchanges), Canada, New Zealand	34	+ 2	2	11	8
3 Africa	South Africa, Kenya, Nigeria, Morocco, 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	+1	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



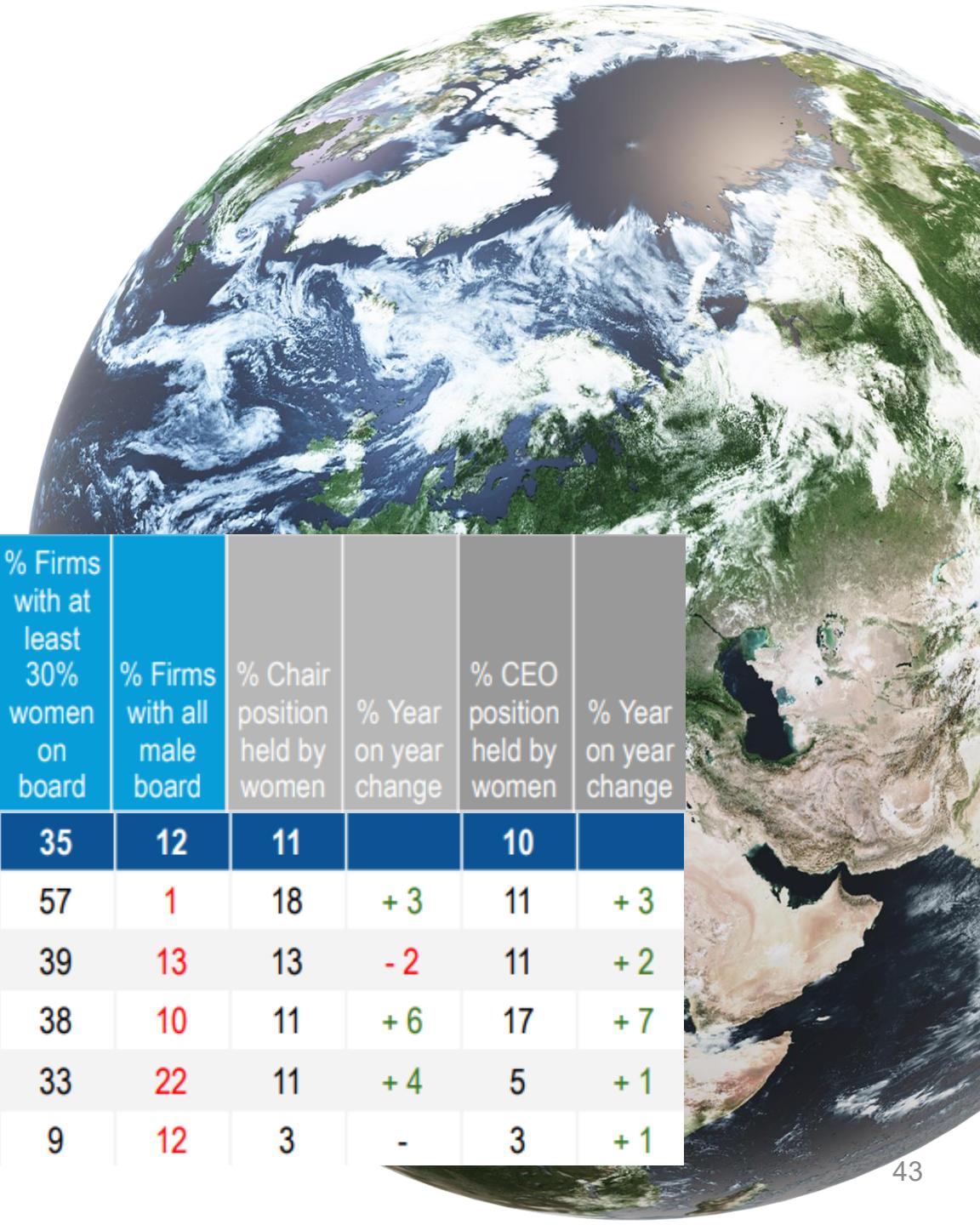
STATUS IN USCANZ

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



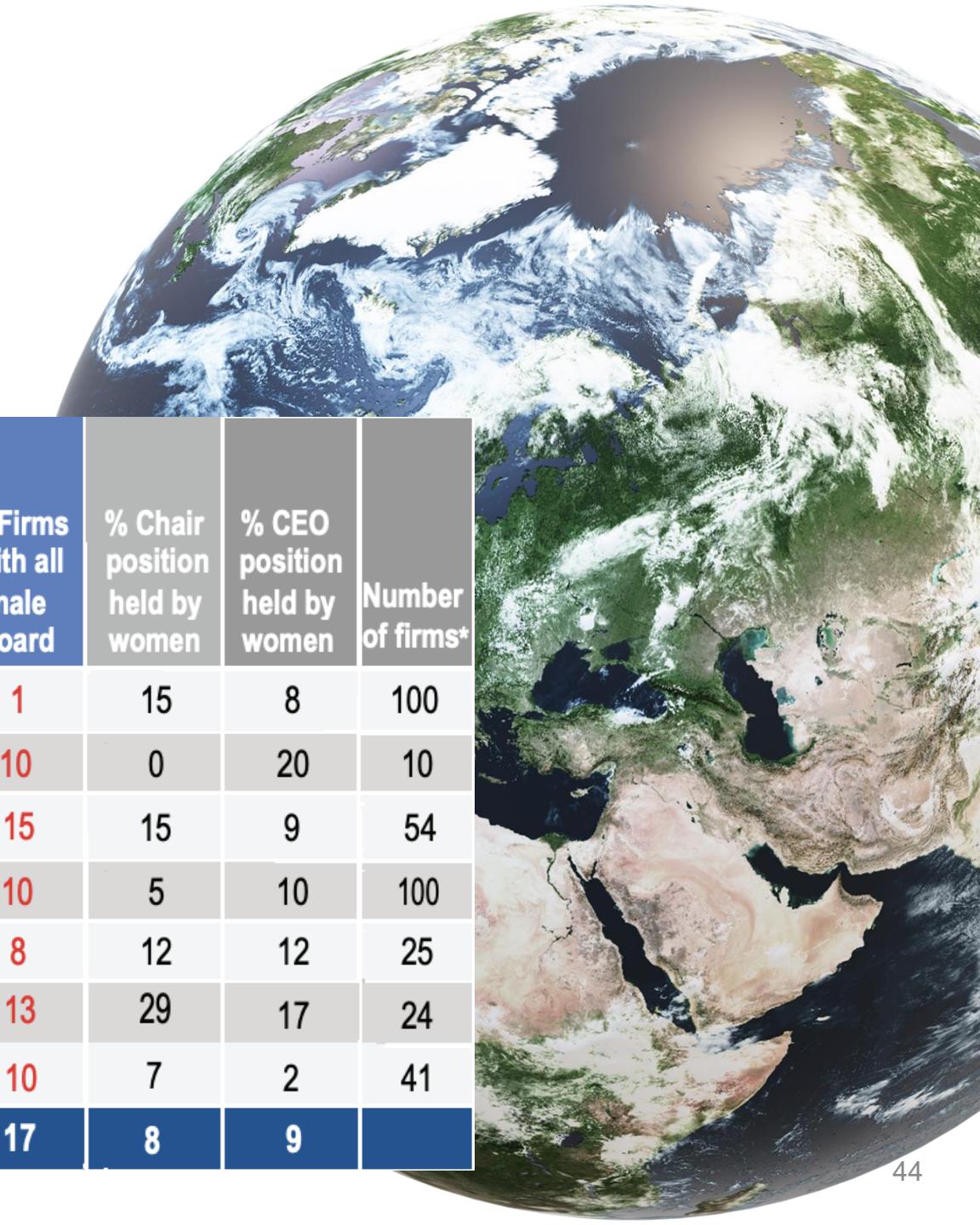
STATUS IN AFRICA

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



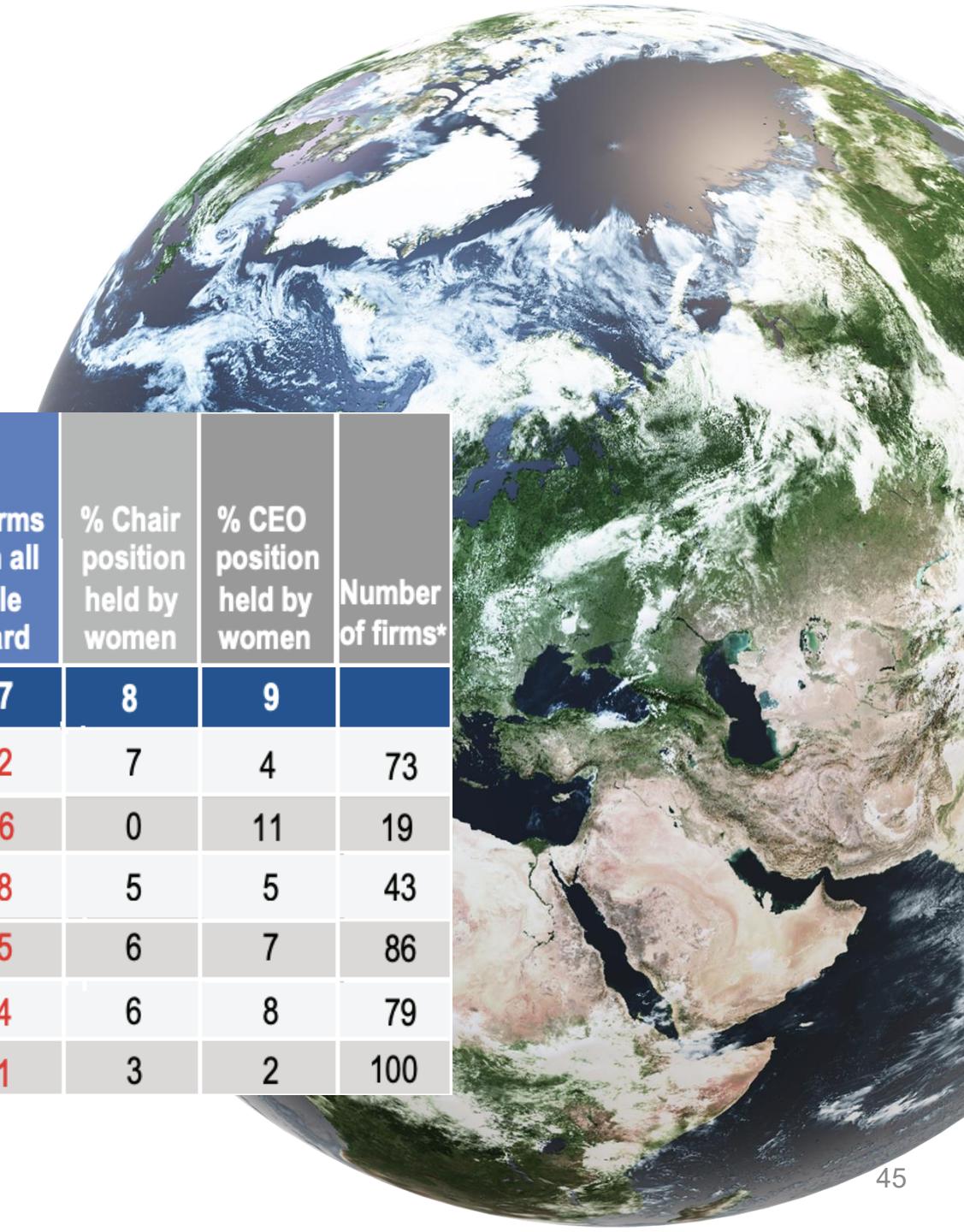
STATUS IN AFRICA (deep dive 2023)

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		



STATUS IN AFRICA

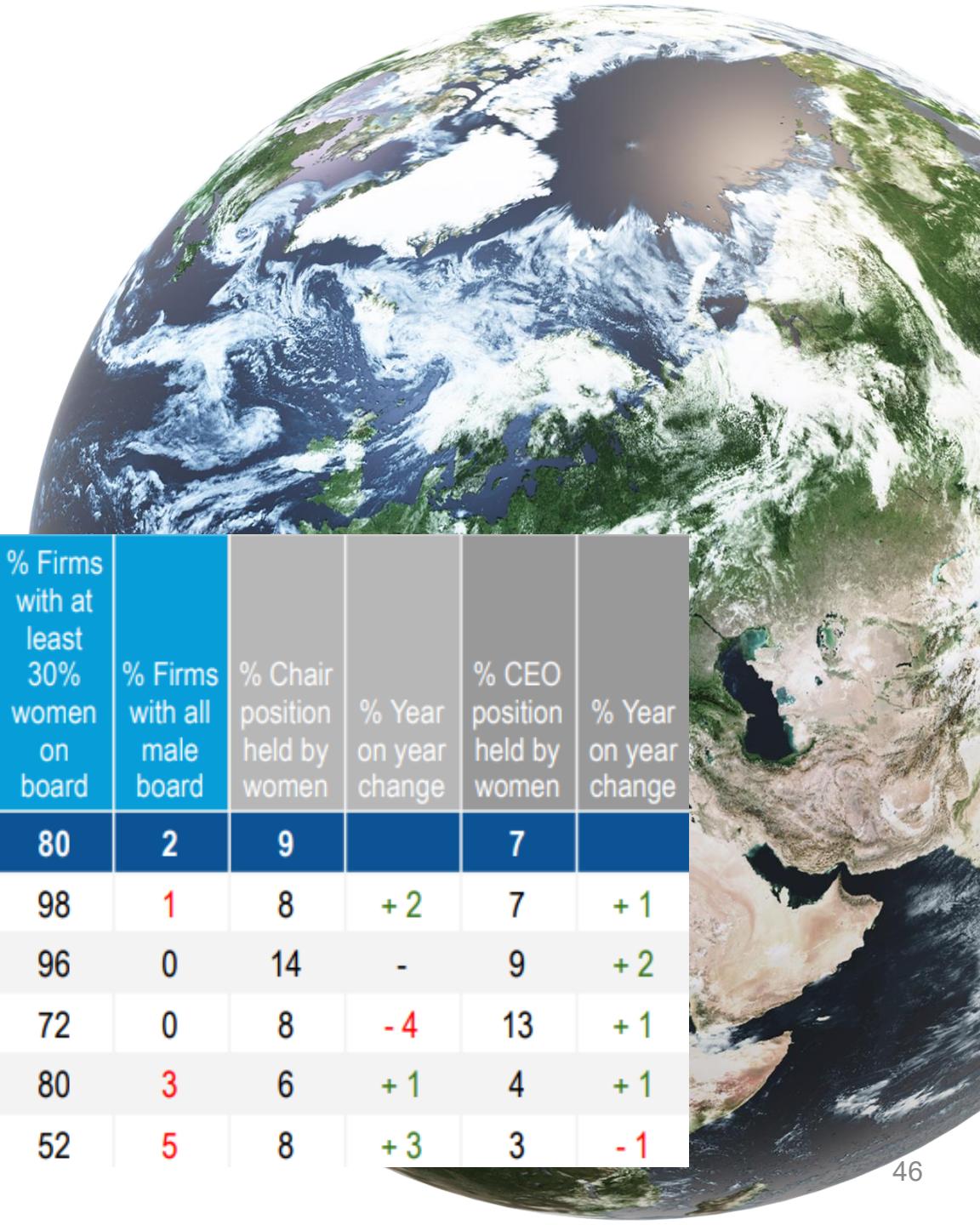
(deep dive 2023)



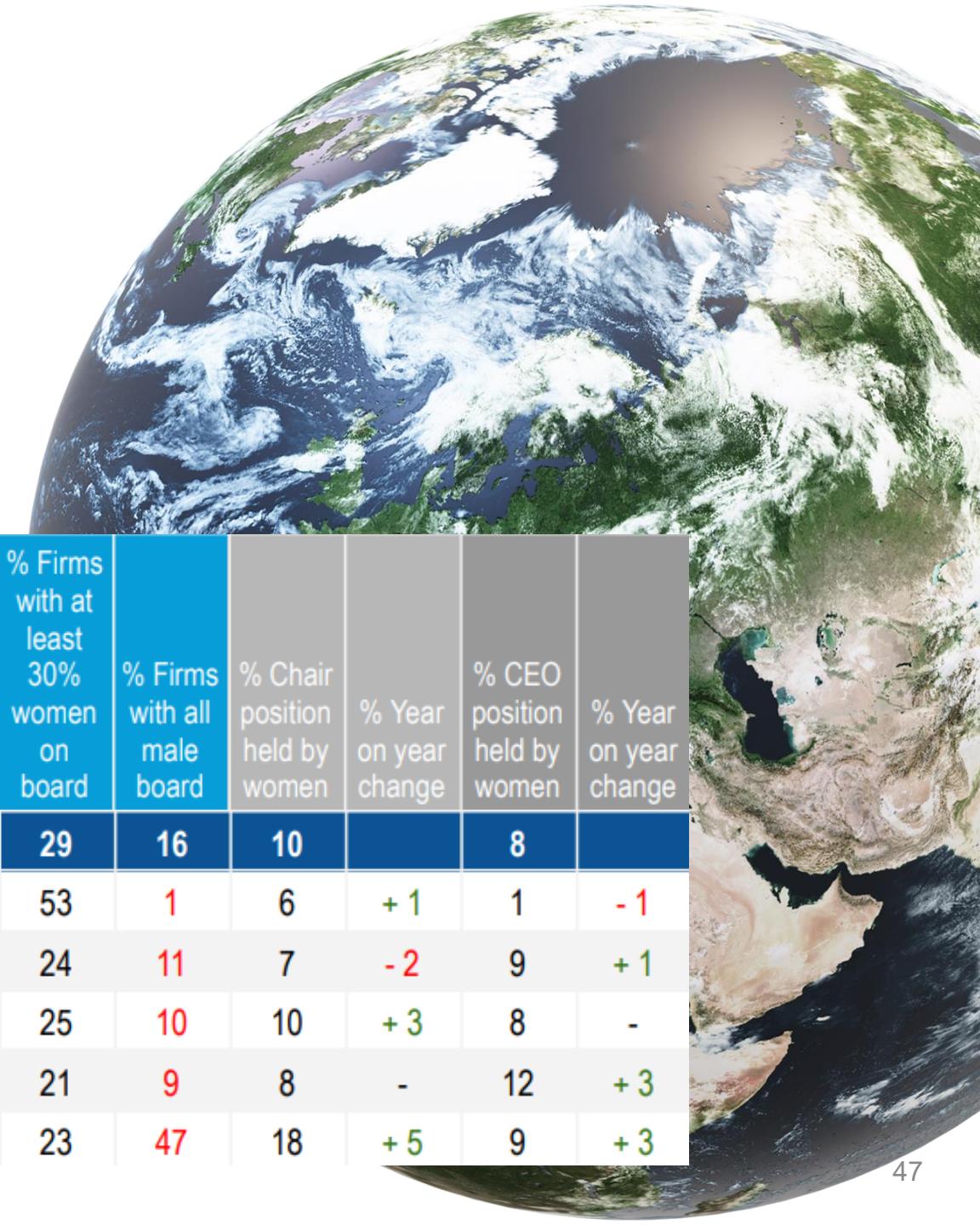
Stock exchange		% Board seats held by women	% Mandatory minimum rule for women on boards	% Firms with at least 30% women on board	% Firms with all male board	% Chair position held by women	% CEO position held by women	Number of firms*	
Market	Exchange								
	AVERAGE	21		26	17	8	9		
8	Morocco	Casablanca 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 Mobilier (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 Mobilier de Tunis (BVMT)	15		11	34	6	8	79
13	Egypt	Egyptian Exchange (EGX)	12	25	5	31	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 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



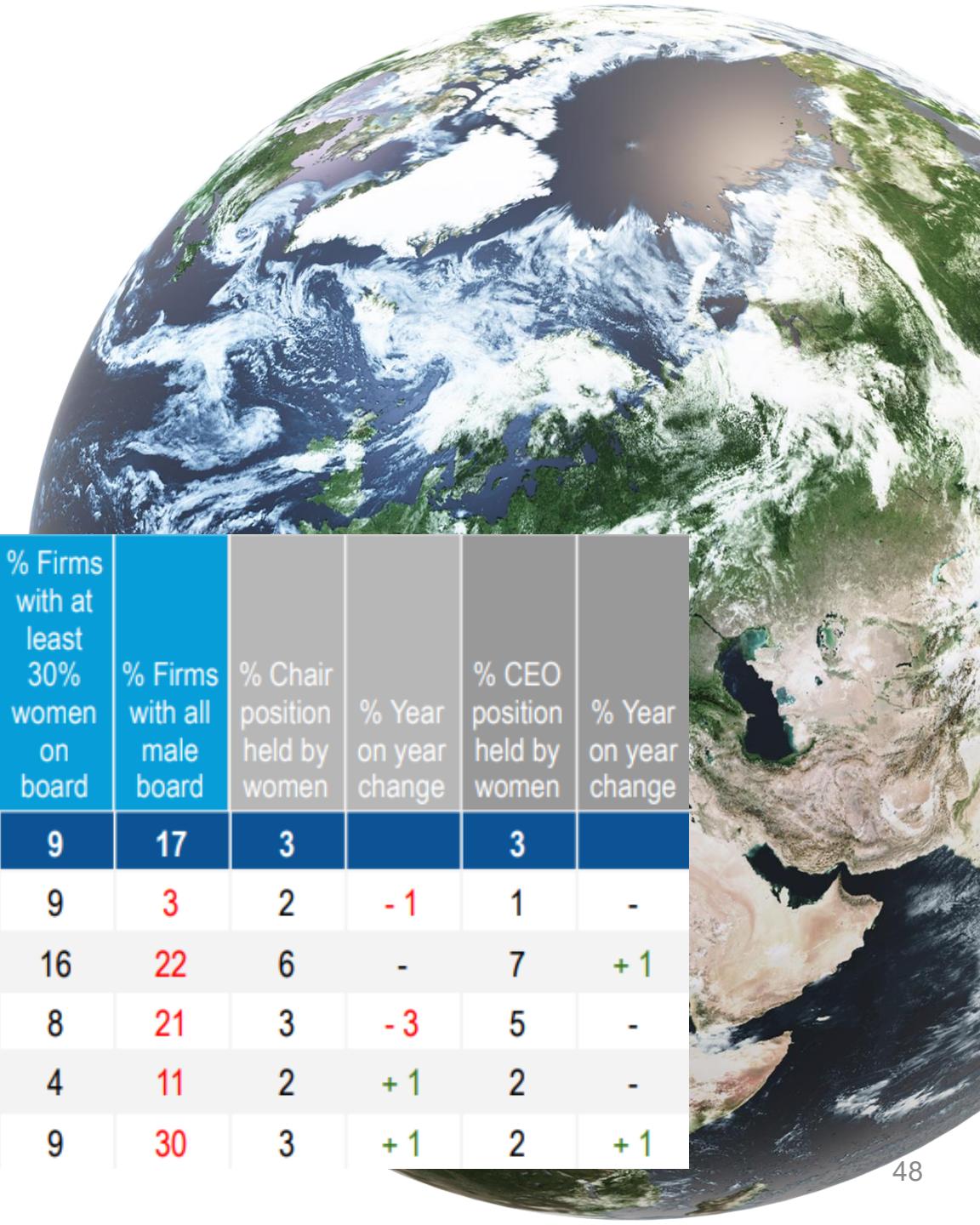
STATUS IN SOUTH-EAST ASIA



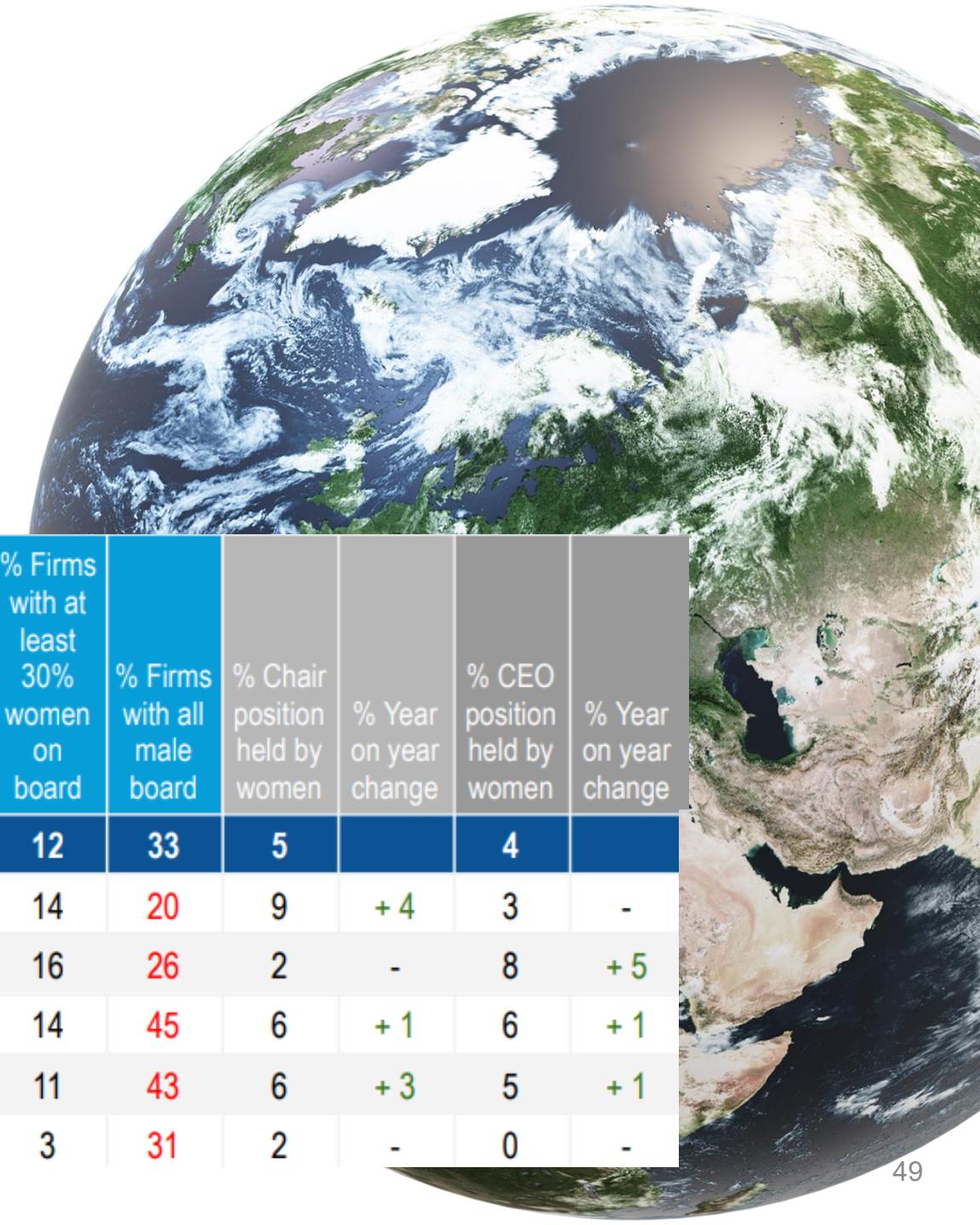
Stock Exchange		% Board seats held by women	% Year on year change	% Mandatory minimum rule for women on boards	% Firms with at least 30% women on board	% Firms with all male board	% Chair position held by women	% Year on year change	% CEO position held by women	% Year on year change
Market	Exchange									
	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



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	-

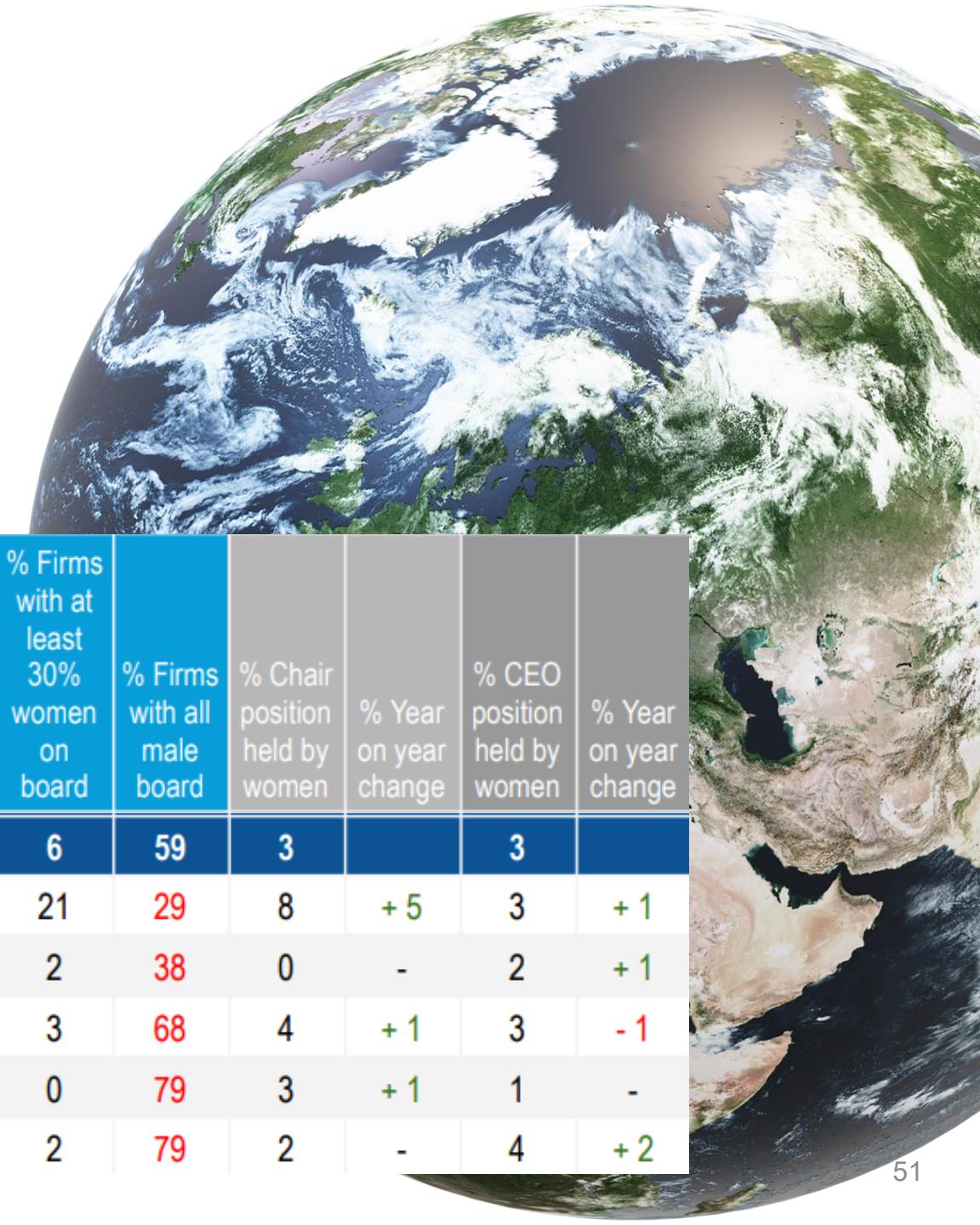
STATUS IN LATIN AMERICA (deep dive)

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



STATUS IN WESTERN ASIA

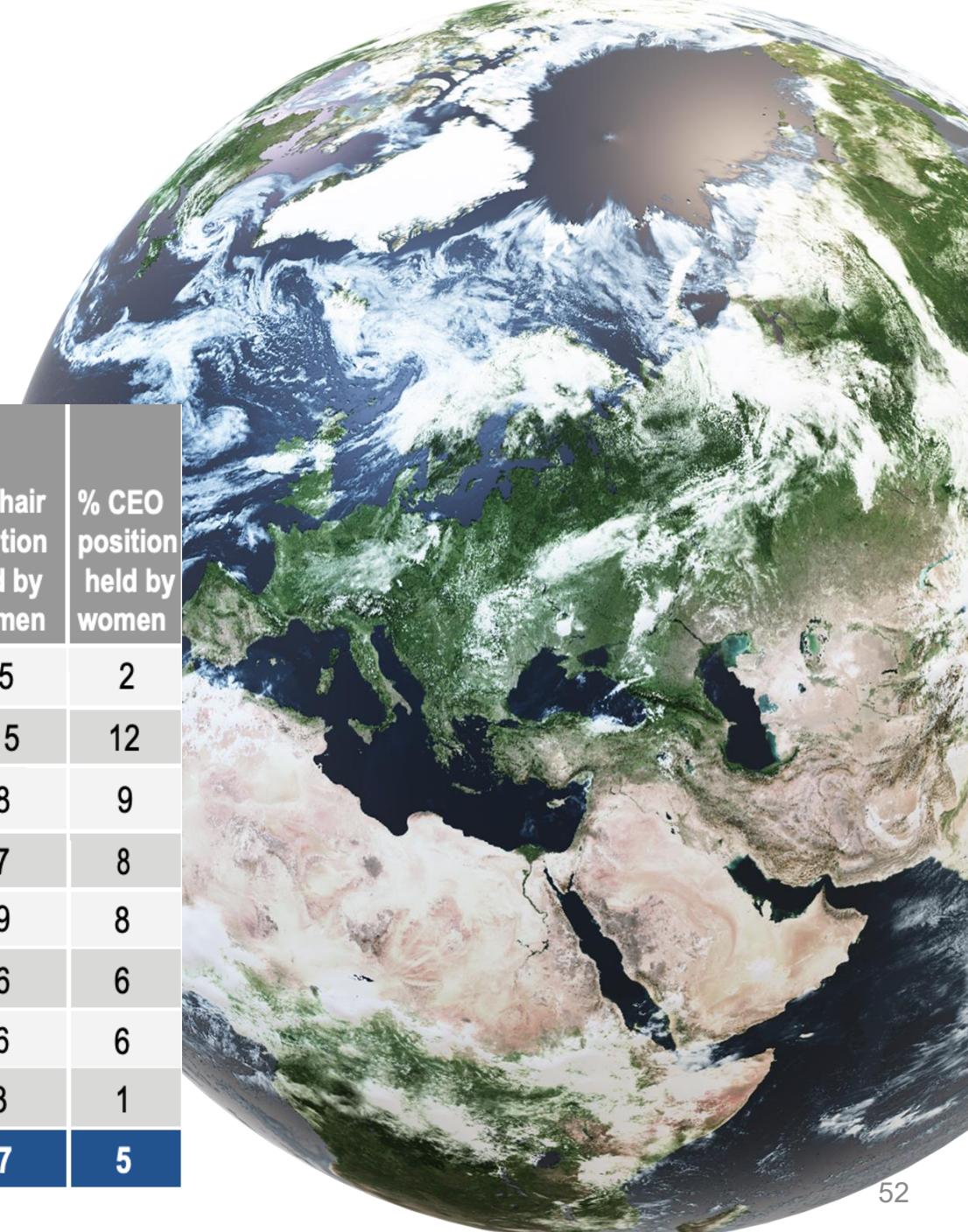
Stock Exchange		% Board seats held by women	% Year on year change	% Mandatory minimum rule for women on boards	% Firms with at least 30% women on board	% Firms with all male board	% Chair position held by women	% Year on year change	% CEO position held by women	% Year on year change
Market	Exchange									
Western Asia	Group average:	8			6	59	3		3	
Turkiye	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



STATUS IN ASIA

(deep dive 2023)

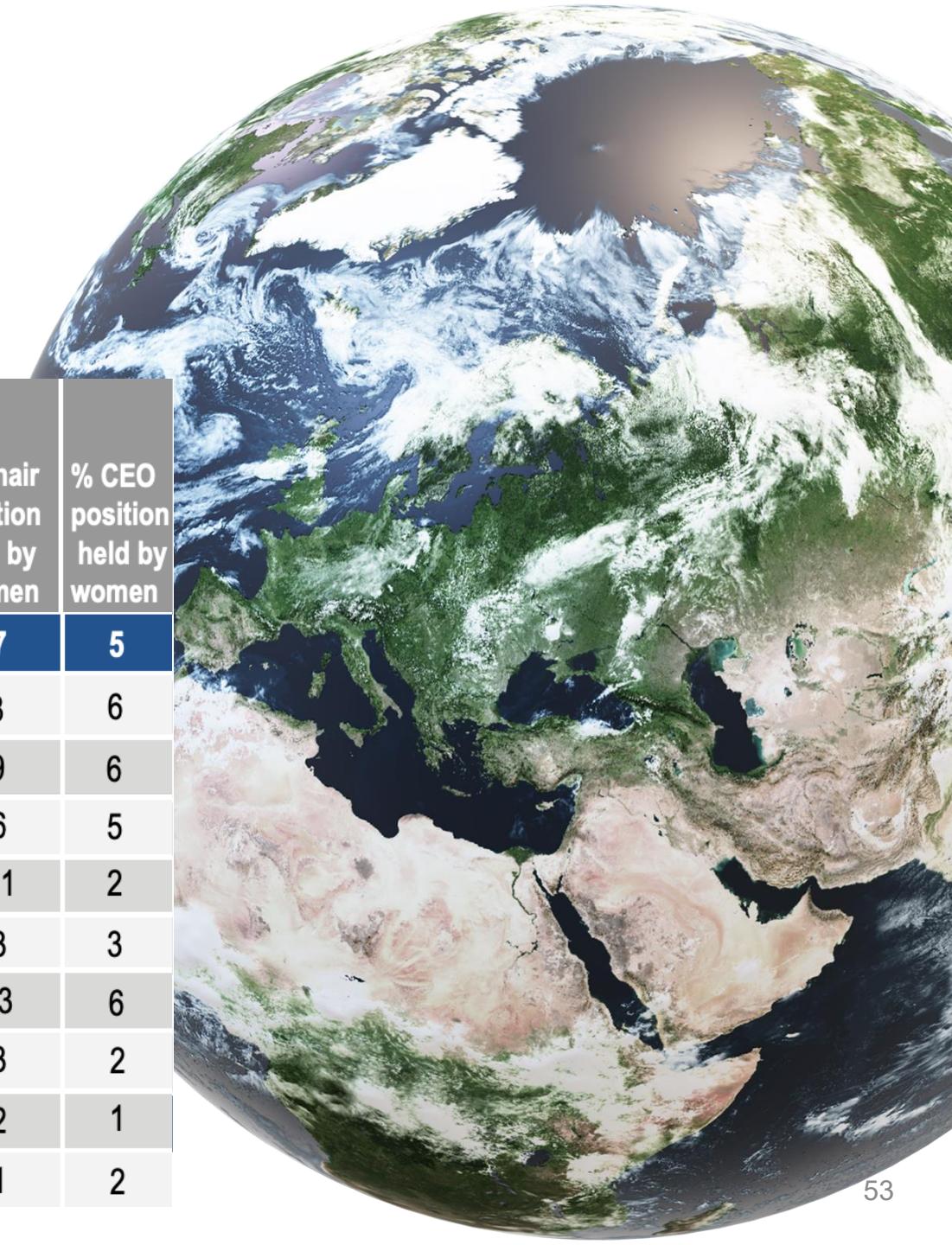
Stock exchange		% Board seats held by women	Mandatory minimum rule for women on boards (Number)	% Firms with at least 30% women on board	% Firms with all male boards	% Chair position held by women	% CEO position held by women
Market	Exchange						
1 Malaysia	Bursa Malaysia	26	1	44	4	5	2
2 Viet Nam	Vietnam 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



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						
	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
12	Nepal	Nepal Stock Exchange (NEPSE)	13	1*	6	26	11
13	Sri Lanka	Colombo Stock Exchange (CSE)	13		7	33	3
14	Indonesia	Indonesia Stock Exchange (IDX)	13		17	47	13
15	Pakistan	Pakistan Stock Exchange (PSX)	13	1	2	6	2
16	China	Shanghai Stock Exchange	12		10	33	2
17	Korea (ROK)	Korea Exchange (KRX)	10	1	3	34	1



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



UNDERSTANDING GLOBAL STANDARDS & BEST PRACTICES

ALIGN



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

OVERVIEW of the Women's Empowerment Principles (WEPs)

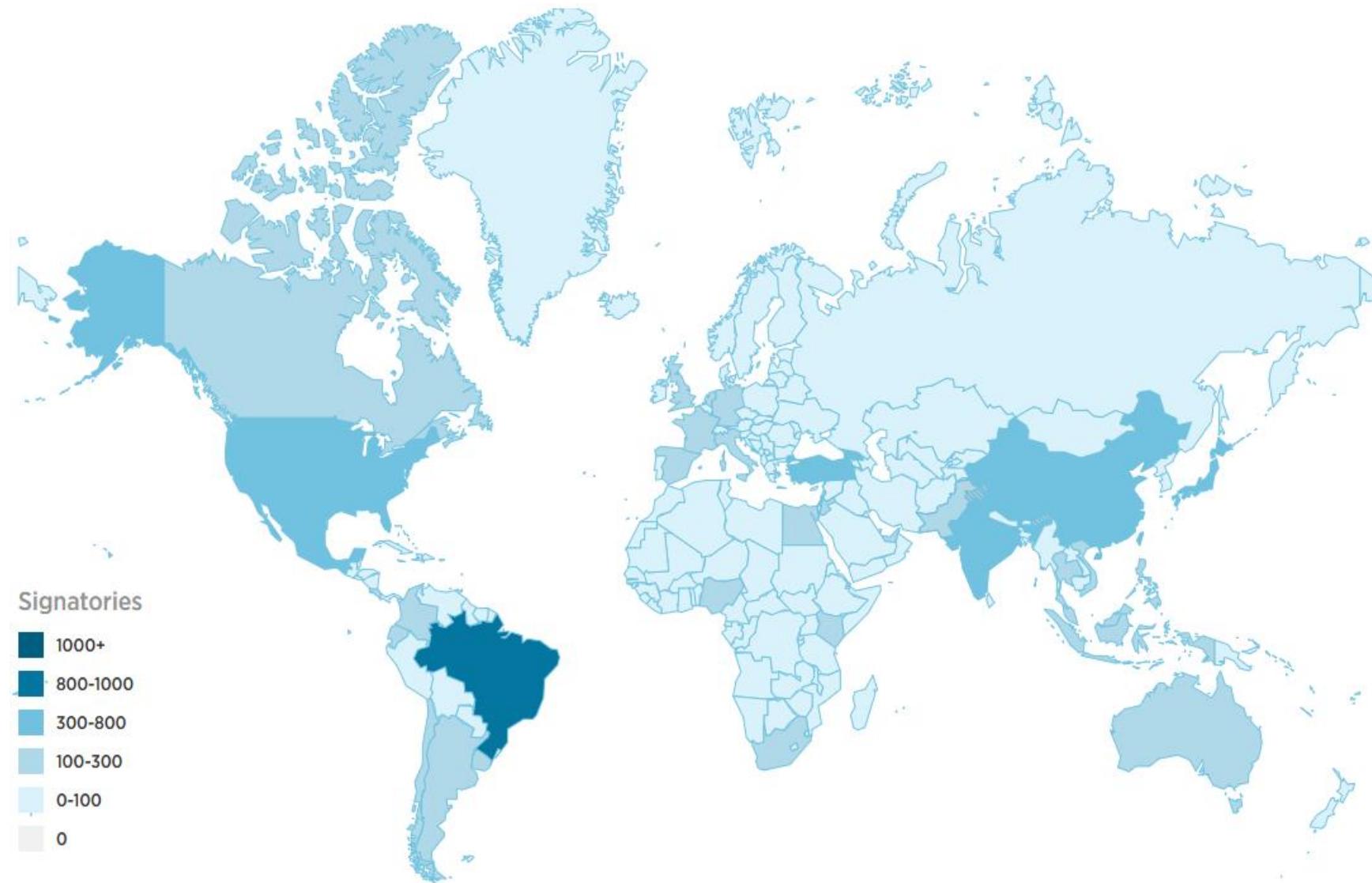
A **roadmap** to advance gender equality and women's empowerment for the private sector.

- 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



GLOBAL FOOTPRINT OF WEPs SIGNATORIES



Number of signatories:
11,000+ from 193 countries as of Sep 2025

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

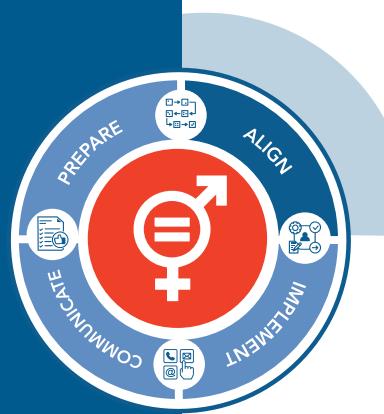
EDGE STANDARD & CERTIFICATION

- **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

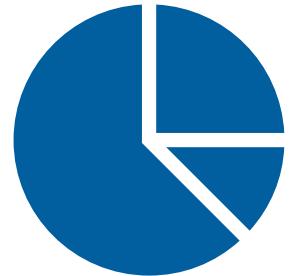
PEERS

Gender-based regulation – hitting the right target

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

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

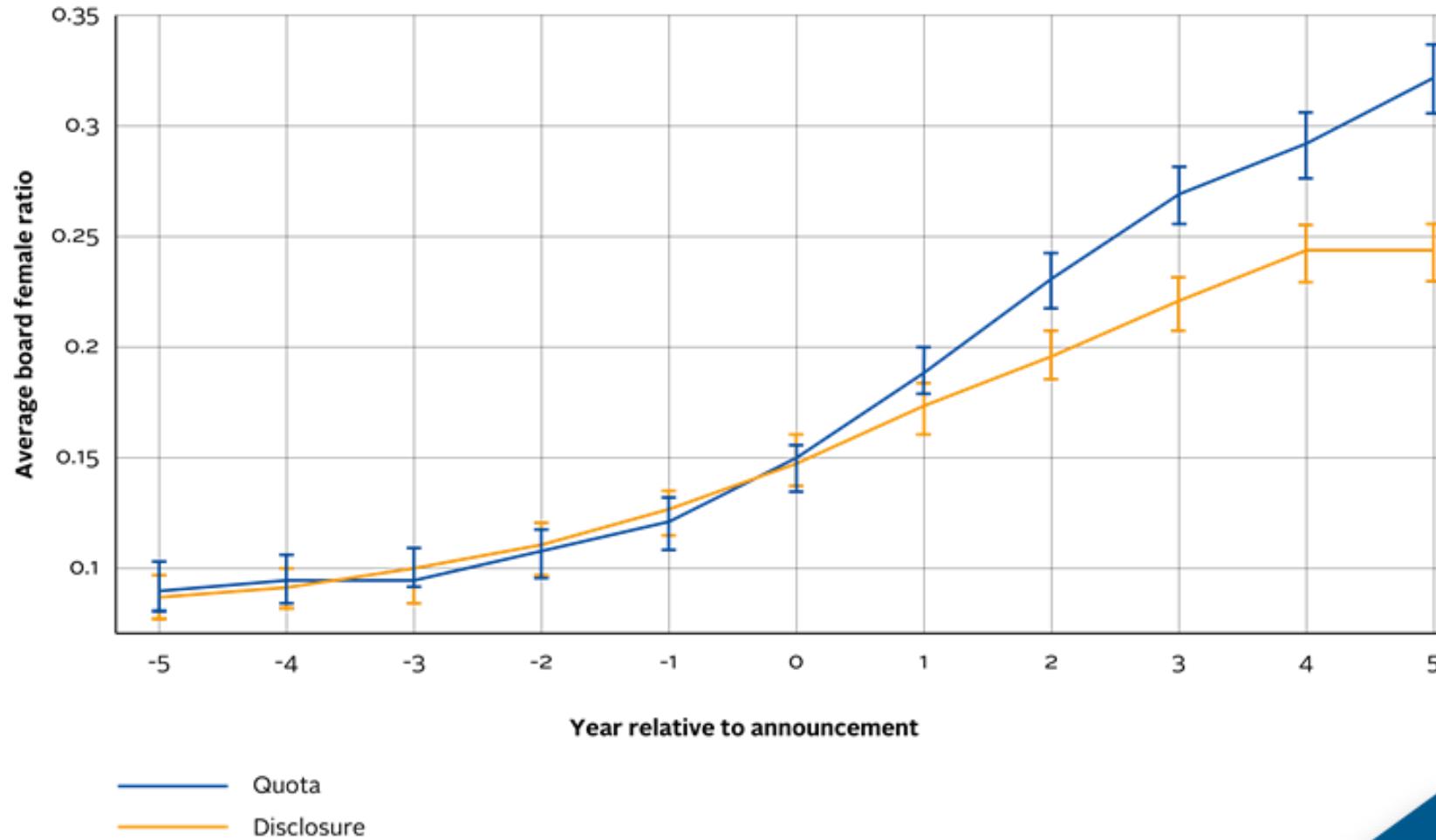


Disclosure-based policies

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

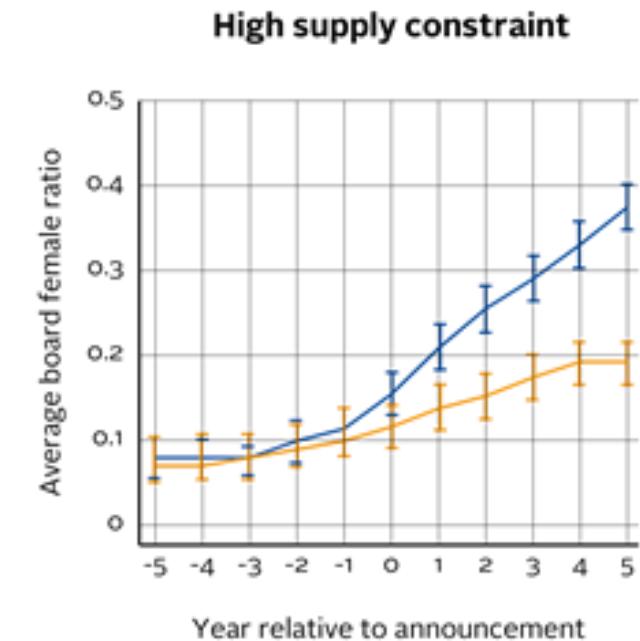
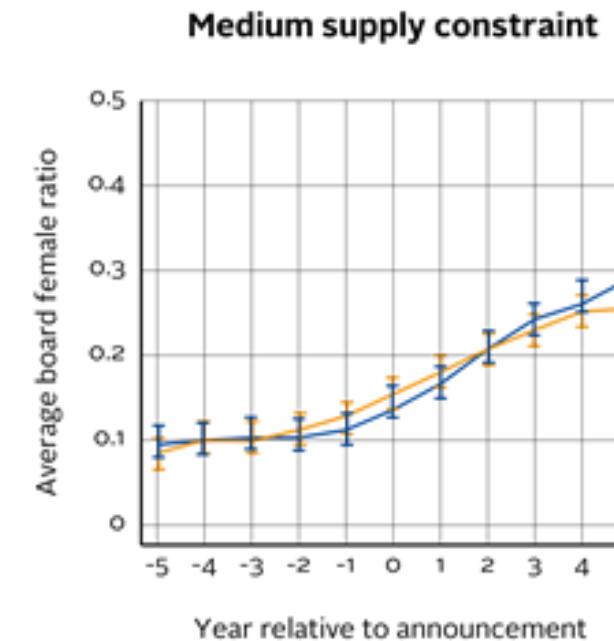
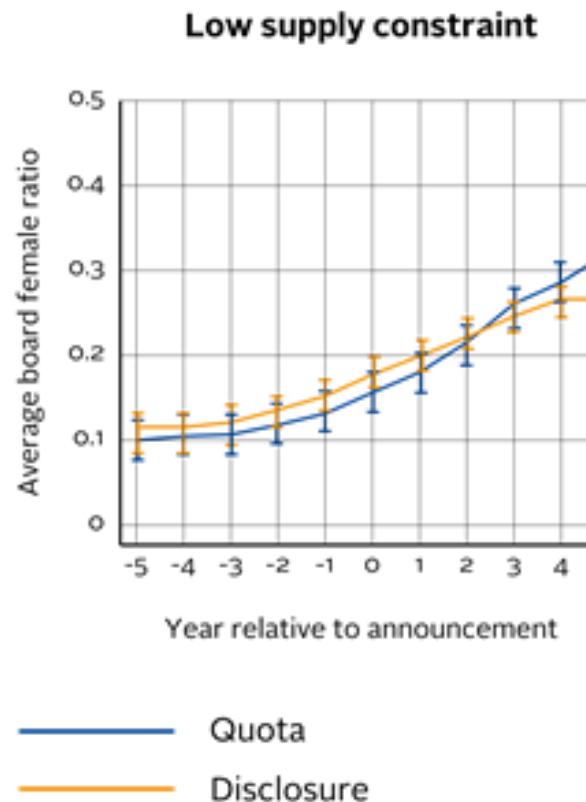
QUOTA VS. DISCLOSURE POLICIES

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



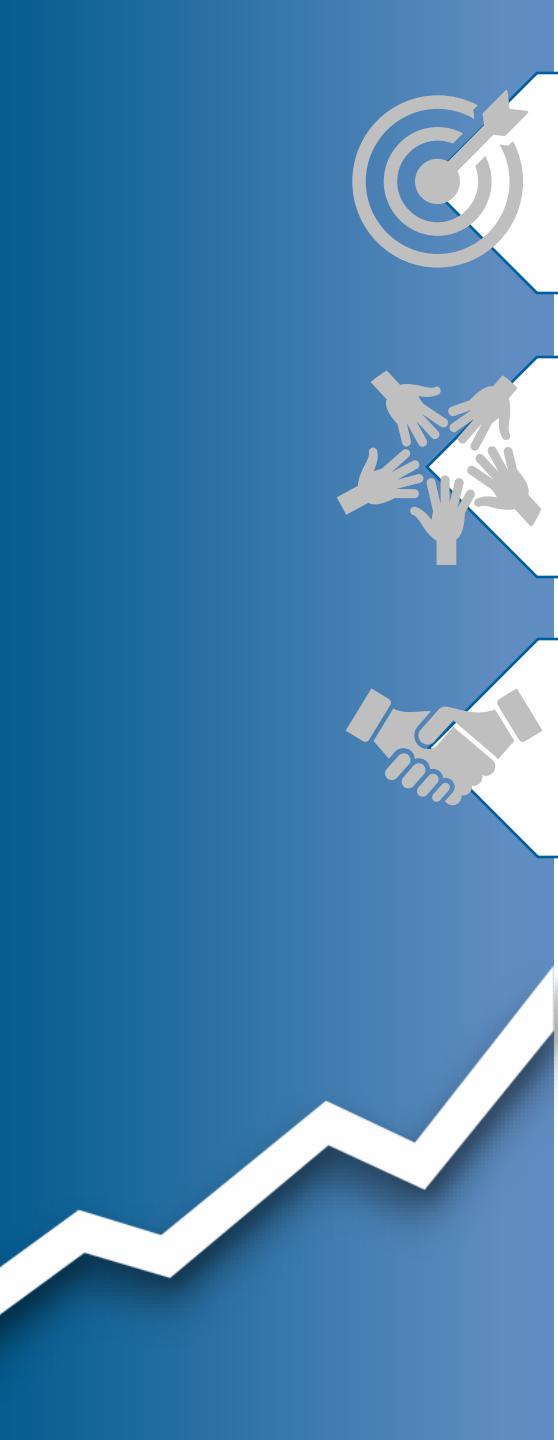
Sets a target of 40% women in leadership

CEO shares personal experience reaching the top

Announces hiring freeze for male candidates until further notice

PRIORITIZING TARGETS





CEO joins 30% club for public

Creates a task force to identify blocks

Initiates reverse mentorship program

PRIORITIZING ROOT CAUSES





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



Less internal promotions

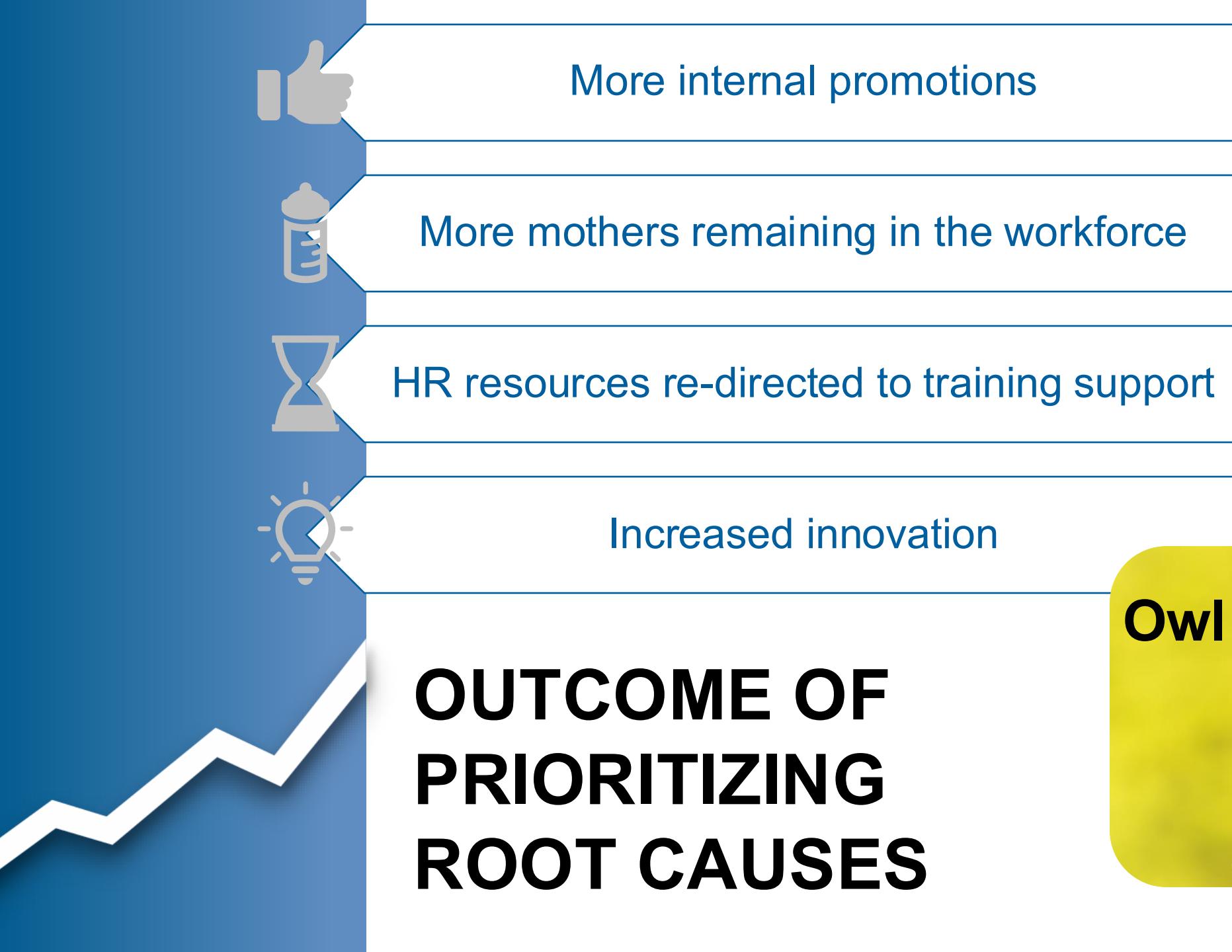
More external hires

More time needed to recruit new staff

Innovation stagnation

OUTCOME OF PRIORITIZING TARGETS





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

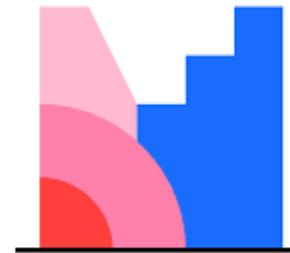
This checklist helps you to verify if your company's recruitment process is gender responsive. This can be used for recruiting firms, headhunters and in-house HR department for their day-to-day work.

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



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

CONTACT

UN SSE Initiative

training@sseinitiative.org

IFC

mpavia@ifc.org

UN Women

weps@unwomen.org

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



THANK YOU TO OUR OFFICIAL SUPPORTERS





Sustainable Stock Exchanges Initiative

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