

Global snapshot

Senior roles held by women



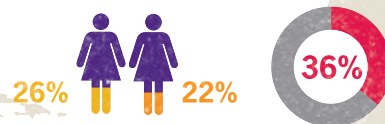
North America

The result for North America in 2015 is in-line with the long-run average suggesting little change over the past decade, although Canada (25%) has been tracking higher than the US. The proportion of businesses with no female leaders has dropped steadily from 30% in 2012 to 22% in 2015.



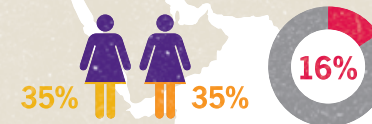
European Union

Big improvement since 2004 (+9pp) in senior roles held by women driven by France, Spain (which have both introduced legislation) and Sweden, although businesses with no women remains fairly consistent. Little change in the UK over the past decade and Germany remains the big laggard: 59% of businesses have no female leaders.



Eastern Europe

Seven economies placed in the top eight for women in senior management. Russia and Poland have the fewest businesses with no women in senior management. No significant changes seen over past decade apart from Turkey (+6pp) but Russia (39%) and Poland (34%) long-run averages are the highest in the world.



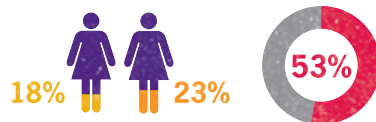
Emerging APAC

Significant volatility in year-on-year results suggests businesses in the region are far from homogenous, but downwards trend in female participation accelerated over past 12 months, especially in China, Indonesia and perhaps less surprisingly Thailand given its political situation. India remains in the bottom three globally.



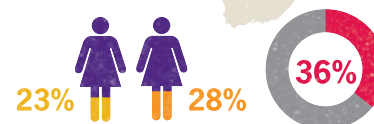
Latin America

Despite the strong presence of female political leaders, the region has gone backwards (-10pp) since 2009, driven by Brazil which this year ranks fourth bottom globally (57% of businesses have no female leaders). Recession in Argentina may have pushed its result down 3pp on its long-run average. The situation in Mexico has been stable over the past decade, marginally above the global average.



Africa

Very little change in South Africa in terms of senior roles held by women since 2004 (+1pp); Botswana showed a surprising (and unexplained) dip in 2015. This is the first year we have interviewed in Nigeria.



Developed APAC

Women's overall participation in the labour force remains low in Japan, dragging down the regional average. Japan has averaged just 8% of roles being held by women over the past decade. Both Australia and Singapore sit level with the global average but have seen no improvement since 2004.

