SDG indicator 5.5.2
Women’s share of managerial occupations

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Definition and concepts

Employment

- Persons in employment or the employed population comprise all those of working age who, in a short reference period, were engaged in any activity to produce goods or provide services for pay or profit.

Occupation

- Based on the International Standard Classification of Occupations (ISCO) at 1- and 2-digit levels
- Refer to **senior and middle managers** rather than to total management (including junior management)

Share of women tends to be higher in junior management than in senior and middle management, so including junior management may introduce a bias in the indicator

Corresponds to major group 1 in both ISCO-08 and ISCO-88, excluding category 14 in ISCO08 (hospitality, retail and other services managers) and category 13 in ISCO-88 (general managers) since these comprise mainly managers of small enterprises

- If statistics not disaggregated at the submajor level, then major group 1 of ISCO-88 and ISCO-08 can be used as a proxy and the indicator would then refer to total management (including junior management)
- We provide both series for SDGs due to data availability
Implications of introducing the forms of work framework (19th ICLS)

Employment no longer includes own-use production work

Now a separate form of work

Countries where subsistence work if prevalent will see a drop in employment levels and rates
Calculations

Based on the International Standard Classification of Occupations (ISCO) at 1- and 2-digit levels

- Senior and middle management in ISCO-08 = Major group 1 – Submajor group 14 = Submajor groups 11+12+13

\[
\text{Female share of senior and middle management positions} = \frac{\text{Women employed in submajor groups 11, 12 and 13 of ISCO 08}}{\text{Persons employed in submajor groups 11, 12 and 13 of ISCO 08}} \times 100
\]

- Total management in ISCO-08 = Major group 1

\[
\text{Female share of managerial positions} = \frac{\text{Women employed in major group 1 of ISCO 08}}{\text{Persons employed in major group 1 of ISCO 08}} \times 100
\]
Disaggregations

- No required disaggregation
- But to compute indicator, need statistics on employment disaggregated by sex and by occupation, using the latest version of the International Standard Classification of Occupations (ISCO-08) preferably at 2-digit level
- Overarching principle of data disaggregation of the global indicator framework implies that SDG indicators should be disaggregated, where relevant, by income, sex, age, race, ethnicity, migratory status, disability and geographical location, or other characteristics, in accordance with the Fundamental Principles of Official Statistics
Mapping to ISCO-08

ILO resources

ISCO expert in Department of Statistics

ILOSTAT page on ISCO
Labour force survey (LFS) is the preferred source at national level

- LFS provide comprehensive coverage of the employed population since they can be designed to cover virtually the entire non-institutional population of a given country, all branches of economic activity, all sectors of the economy and all categories of workers, including the self-employed, contributing family workers, casual workers and multiple jobholders.

- They also gather detailed information on the occupation of employed persons, typically allowing the production of statistics at the two-digit level of the ISCO.

- This favours the interpretation of the female share in (senior) management along with other indicators of the labour market.

Could use other type of household surveys, if include a module on employment with disaggregations by sex and occupation.
For national data, request to countries with the Excel questionnaire DOES NOT include indicators at the 2-digit level.

At the international level, global/regional estimates only available at the 1-digit level in the ILO modelled estimates series.
ILO microdata processing: More, better and faster data dissemination*

Benefits

- Exponentially more data
- Ensure international comparability
- Significantly reduced reporting burden
- Reduced reporting errors
- Highlights areas for technical assistance

*For household survey data
Data availability
Data availability for SDG 5.5.2

Female share of managerial positions, latest year available in ILOSTAT

The boundaries shown on this map do not imply endorsement or acceptance by the ILO.
Data availability for SDG 5.5.2 (cont.)

Female share of senior and middle management positions, latest year available in ILOSTAT

The boundaries shown on this map do not imply endorsement or acceptance by the ILO.
<table>
<thead>
<tr>
<th>Country</th>
<th>Latest available</th>
<th>Latest source</th>
<th>Total management</th>
<th>Senior/ middle management</th>
<th>Share micro with ILO?</th>
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Uses and interpretation

- Provides information on the extent to which women have access to high-level decision-making positions, and
- Thus, provides insights into women’s role and influence on the economy and society.
Where are we now?

- Only a slight improvement over the last two decades (25.3% in 2000 to 28.3% in 2019)
- The share remained unchanged from 2019 to 2020 - the first year without an increase since 2013
- At the current rate of progress, more than 140 years would pass before gender parity in managerial positions would be achieved
- In some regions, women have made noteworthy headway in gaining share among managerial workers over the past two decades
  - +8.9% points in Eastern and South-eastern Asia (to 33.0% in 2020)
  - +6.0 points in Latin America and the Caribbean (to 37.7% in 2020)
- In Western Asia and Northern Africa, women comprised only 11.8 per cent of managerial positions in 2019, an increase of only 1.6 % points over the past 20 years
The boundaries shown on this map do not imply endorsement or acceptance by the ILO.
Limitations

Keep in mind the distribution by sex of total employment when analysing the distribution by sex of employment in senior and middle management.

- Reflects the gender distribution in high skill level positions but conveys no information on the actual levels of responsibility of women in these management positions or the importance of the enterprises and organizations in which they are employed.

It is important to note that these aggregate data do not provide information on the levels of management (top, senior, middle or junior management), the number of staff supervised, type of economic unit, or scope and size of the economic unit, all of which are important to assess the actual decision-making power of workers holding managerial positions.

Quality and reliability are strictly dependent on the reliability of the employment statistics by occupation at the two-digit level of the ISCO.

Not all countries implemented 19th ICLS standards, different approaches to implementation, different timings → international comparability issues in the interim
Female share in management, employment and the working-age population compared, 2000-2020

Source: ILO modelled estimates, Nov. 2020, ILOSTAT
References and resources

Topic page on ILOSTAT

- **Data**: summary table, data catalogue
- **Methods**: ILO Guidebook on SDG Labour Market Indicators
- **Analysis**: Blog posts
- **Related sites**: SDG global database (UNSD)
Thank you

https://ilostat.ilo.org