



Progress and barriers in global gender leadership

April 2023



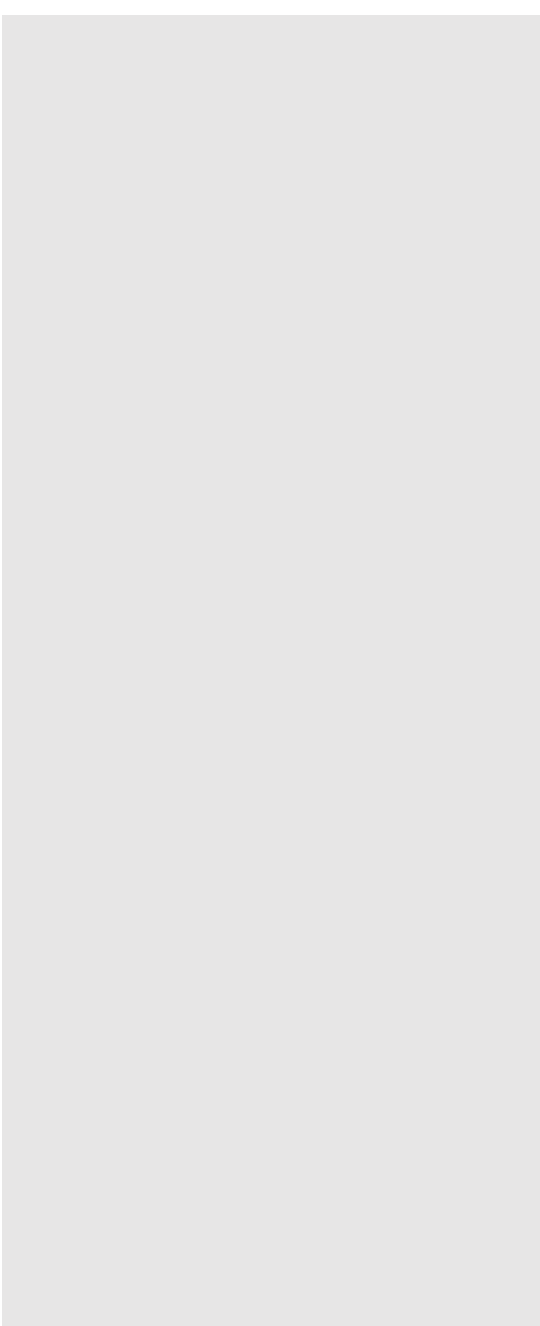
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Economic Graph White Paper
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Despite efforts to promote gender equality, women remain underrepresented in leadership positions globally, in every country and every sector. Using LinkedIn data to estimate the barriers women face in the workplace, our research found that women represent only 32.1% of senior leadership globally despite accounting for 41.8% of the overall workforce. This represents an increase of only one percentage point over the last seven years. However, there have been larger increases in the share of new leadership hires who are women, and in representation in emerging fields such as AI. Our analysis of eight major economies highlights the need to promote gender diversity through inclusive hiring practices including skills-based hiring, flexible work arrangements, and opportunities for women to advance to leadership positions.



Introduction

Despite years of continual efforts to promote gender equality in the workplace, women remain underrepresented in leadership positions (OECD, 2017; World Economic Forum, 2022). This lack of diversity not only limits organizations' potential to thrive but also reinforces gender biases (McKinsey & Company, 2020; Stainback et al., 2016). Using anonymized and aggregated LinkedIn data¹, we analyze global gender representation in leadership, with a deeper dive into the fast-growing sector of Technology, Information and Media sector and the segment of AI-related occupations. We find that women are consistently underrepresented in leadership—across countries, industries, and levels of seniority. Despite this, there are some encouraging signs, including larger increases in leadership representation among new hires, and faster improvements in emerging fields such as AI.

This analysis highlights the need to continue to implement policies that promote gender diversity—many of which start far earlier in the pipeline, including during education and first career choices (Baird et al., 2023; Sovero et al., 2021). These include expanding the talent pool by hiring for skills (and not only employment history or degrees), promoting flexible work arrangements such as remote work to accommodate the flexibility needs of all workers, and continuing to remove barriers to women being promoted into leadership positions.

In this paper, we present global statistics as well as examinations of eight individual countries

across the world: Australia, Brazil, Canada, France, India, Mexico, the United Kingdom, and the United States. When we refer to global aggregates of the metrics, we considered all the data from countries with at least 100k members. The reader should note that global aggregates are skewed to overrepresent countries where LinkedIn has higher membership counts, such as the United States and India.

Overall representation in leadership

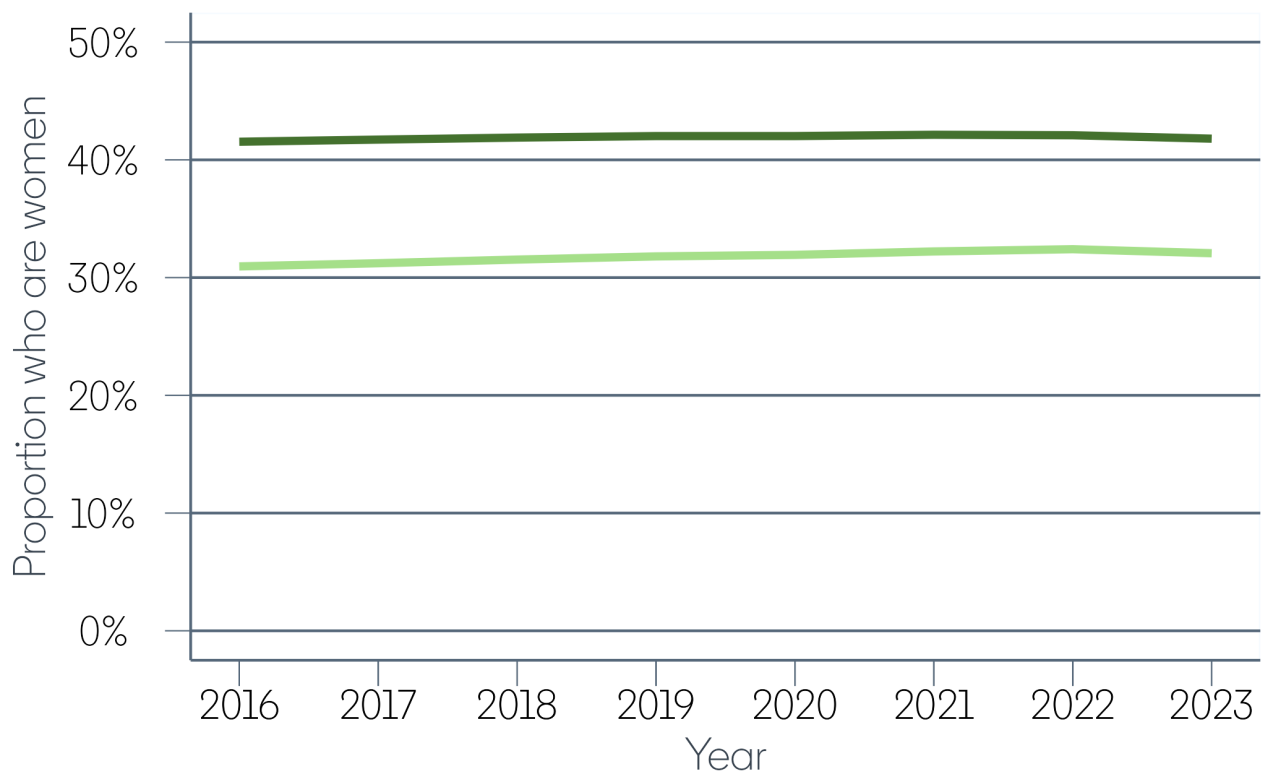
According to global LinkedIn data, women represent 41.8% of all workers, but only 32.1% of senior leadership (Director and above). As shown in Figure 1, the senior leadership fraction has increased slightly over the past seven years—from 31.0% in 2016 to 32.1% at the start of 2023. Each of the examined countries shows similar findings for these two trends: higher overall representation of women in the workforce than the representation of women in leadership positions, and a shallow but positive increase in gender representation in leadership over the past seven years.

Of these countries, the United States (47.4%) and Canada (46.1%) have the highest overall representation of women in the workforce (at all positions, from entry-level to CXO) in our data, while India (26.9%) and Mexico (37.5%) have the lowest. As detailed in Table A.1 in the Appendix, despite having the lowest representation of the set, India and Mexico had the largest increase in the share of women in the workforce across the last seven years (2.6 and 1.2 percentage points,

¹ Read more about this in the Methodology section.

Figure 1

Global representation of women in leadership and all industries



respectively) with Canada and France having the smallest growth at 0.3 and 0.4 percentage points, respectively.

Similar to gender representation among all workers, the United States (37.4%) and Canada (35.4%) also have the highest share of women in leadership positions, while India (18.6%) and Mexico (27.3%) again have the lowest. The progress in leadership representation shows slightly different patterns from the progress in overall representation, where we saw the countries with lowest representation making the greatest gains. When considering the share of women in leadership, the United Kingdom had the largest growth over this period (2.0

percentage points), while Mexico had the smallest growth (0.9 percentage points). The full statistics are in Table A.1 in the appendix.²

Leadership representation by sector

Representation is not equally present in all sectors of the countries considered. We next focus on identifying sectoral differences globally across several sectors, and across the examined countries for four different sectors of interest: a sector where women have high representation (Education), a sector where women have low representation (Manufacturing), a sector where there is a particularly large difference between

² For this and subsequent figures, the appendix contains tables for the values which go into the figures.

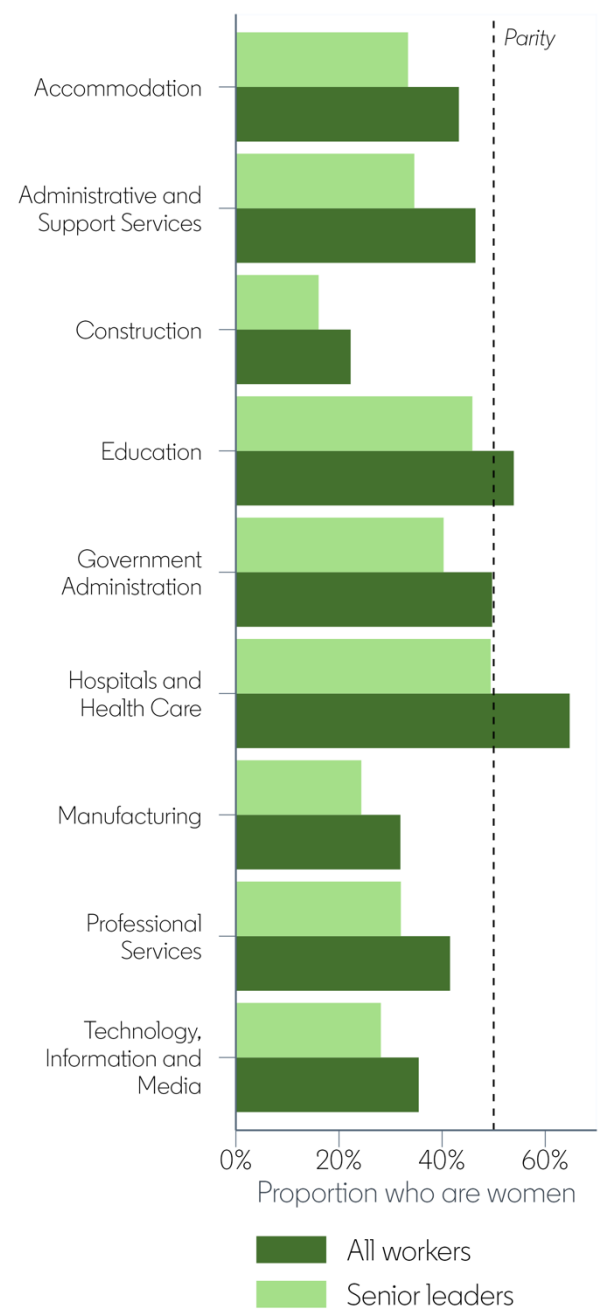
overall representation and leadership representation (Hospitals and Health Care), and the sector of special focus in this paper (Technology, Information and Media).

Global representation across sectors

Even in sectors where women are better represented in entry level roles—or hold a majority of positions over men—there are still fewer women in leadership. This may point to biases and challenges that women face as they progress up the career ladder. Figure 2 demonstrates these patterns across industries. For example, women hold nearly two-thirds of positions overall in Hospitals and Health Care (64.7%) but secure less than half of the leadership positions in the sector (49.4%). In industries where women are already underrepresented across all levels of the workforce, such as Construction (22.3%) and Manufacturing (31.9%), they hold an even smaller share of leadership positions (16.1% and 24.3%, respectively). In industries with high expected growth, such as Technology, Information and Media, the gap is smaller, and women represent 35.5% of workers but only 28.1% of leaders.

These global gaps in access to leadership also exist within countries. The next three subsections will compare these patterns across the set of examined countries, summarized in Figure 3 and Table A.3 in the Appendix.

Figure 2
Global gender representation by sector



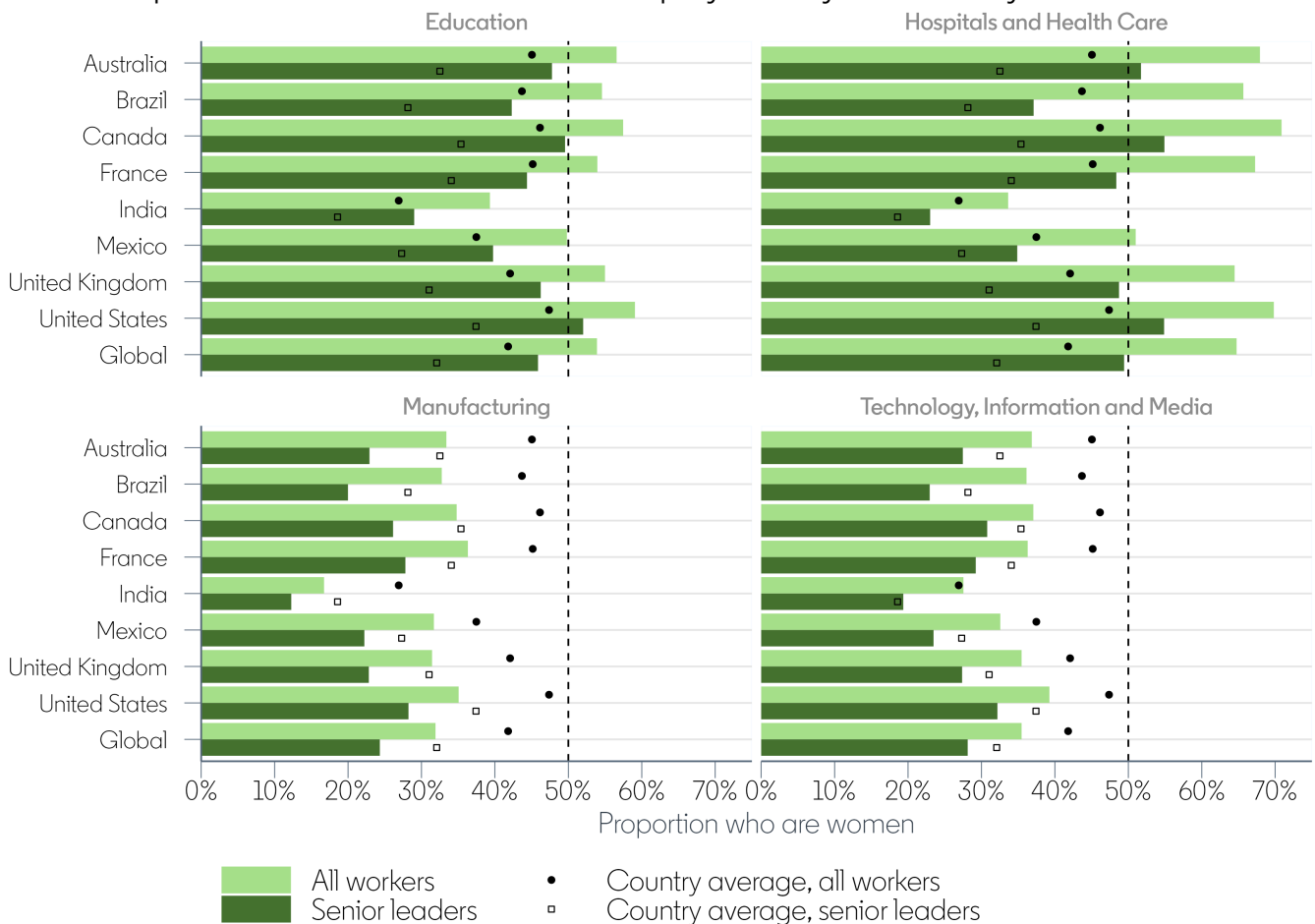
Sector with high female representation: Education

The Education sector globally has one of the highest representation of women both overall and in leadership, but there remains a significant gap between those two numbers. In most countries, women make up the majority of the Education workforce, with representation ranging from 49.8% in Mexico to 59.1% in the United States³. However, the representation of women in senior leadership roles is consistently lower than in

the overall sector. In Australia, Canada, France, the United Kingdom, and the United States, around 46-52% of senior leaders in the Education sector are women. Meanwhile, France, Brazil and Mexico have lower representation of women in senior leadership roles, with 44.4%, 42.3%, and 39.8% of leaders being women, respectively. In India, women are a smaller minority in both the workforce, 39.3%, and senior leadership roles, 29%, but the Education sector shows the highest overall and leadership representation in the country.

Figure 3

Representation of women in leadership by country and industry



³ India tends to have smaller proportion of female workforce, so while it has smallest proportion of women in the Education sector (39.3%) out of the countries considered, it is above the country female representation average of 26.9%.

Sector with low female representation: Manufacturing

In some industries women are severely underrepresented, both as a share in the workforce overall and in senior positions. The Manufacturing sector has one of the lowest representation of women. India has the lowest female representation among our examined countries for Manufacturing, at 16.7% overall and only 12.2% representation in leadership positions. No country examined is anywhere close to parity—for example, the United States has 35.1% female representation in the workforce overall and has the highest share of women in leadership in Manufacturing at 28.2%. Thus, in these low-representation companies, women continue to be even more underrepresented in leadership positions.

Sector with the biggest differences: Hospitals and Health Care

A high representation in the sector overall does not necessarily translate into smaller gender-based barriers in the path to leadership. In the Hospitals and Health Care sector, women are the majority of the workforce in most countries, ranging from 51.0% in Mexico to 70.9% in Canada⁴. Despite the high representation in this sector, there is a big difference between the overall representation of women in the workforce and their representation in leadership roles.

In countries where women are better represented in Hospital and Health Care's leadership, representation of women in leadership lags the

overall representation in the sector by around 16 percentage points. Thus, in most countries, women hold barely half of the leadership roles. In Brazil, Mexico, and India, women leaders in the Hospitals and Health Care sector are an even smaller minority, with representation ranging from 23% to 37%. The Hospital and Health Care sector, together with the Real Estate and Equipment Rental Services sector, are the sector groups showing the greatest difference between overall representation and representation in leadership roles.

Some of the reasons for such a gap might be attributed to the prevalence of part time work in some of those sectors, like in the case of the Real Estate and Equipment Rental Services sector. In light of gender bias in caregiving, lack of employer flexibility, and unaffordable childcare, part-time work can be a vital option for women to balance work and caregiving responsibilities, enabling them to remain in the workforce. On the other hand, the part-time status can also limit women's access to leadership positions, as many organizations prioritize full-time employees for these roles (Deschacht, 2017). Even when not explicitly precluded, women who work part-time are often wrongly viewed as less committed to their careers, and thus less likely to be considered for leadership positions (Eagly & Carli, 2015).

In other cases, even though women are very well represented in the sector, occupations that are mainly held by women might not have the same pathways to leadership as the occupations dominated by men. This will lead to

⁴ One exception out of the countries considered is again India, where only 33.6% of the workforce in this sector is female. However, as it is true for the other countries considered, representation in India for this sector is above the average representation for the country (26.9%), second only to the overall representation in the Education sector.

underrepresentation of women, even if they are heavily represented in the sector overall (Adams, 2010; Pérez-Sánchez et al., 2021). An example of this may be in the Hospitals and Health Care sector, where women are more heavily represented among nursing occupations which may not have access to the same leadership opportunities as other occupations. It is important to not be deceived by the apparent high women representation in such industries, and instead focus on removing existing barriers to career development such as access to flexible work arrangements (Mousa et al., 2021).

The Technology, Information and Media sector

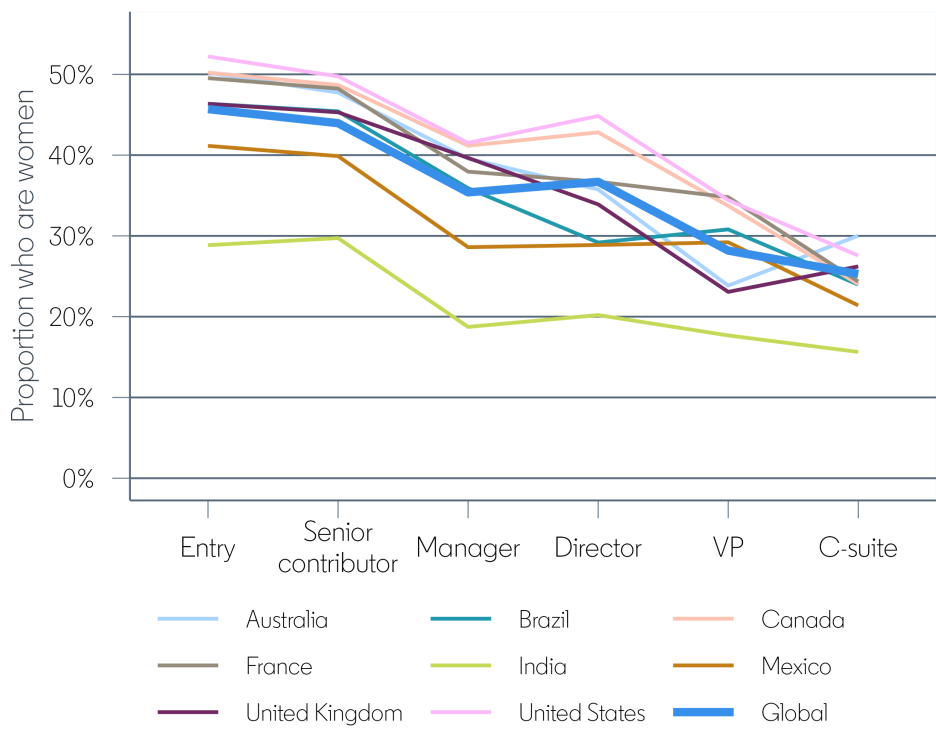
In the Technology, Information and Media sector, there is a significant gender gap, both in terms of overall workforce representation and senior leadership positions. There are several potential explanations of the gaps in this sector as well, from under-representation early in the educational pipeline (Main & Schimpf, 2017) to occupational segregation (women working in occupations with weaker pipelines to leadership Campero, 2021). The data reveal that women are consistently underrepresented in the sector for each country examined, with no country showing an overall representation exceeding 39%. In descending order, the countries with the highest to lowest overall workforce representation are the United States (39%), Canada (37%), France and Brazil (36%), the UK (35%), Mexico (33%), and India (28%). The representation in senior leadership positions is even lower, by 9 percentage points on average, with only 19-32% of women holding these positions across the countries analyzed. The US (32%) and Canada

(31%) have the highest representation in senior leadership among the countries considered, but still less than a third of Tech leaders are women. India has the lowest representation, with only 19% of women holding senior leadership positions. It is important to note, however, that India is the only country considered where the representation in Technology, Information and Media, both overall and at the senior leadership level, is higher than the overall country representation. Thus, across the different industries in India, the Technology, Information and Media sector is relatively better represented.

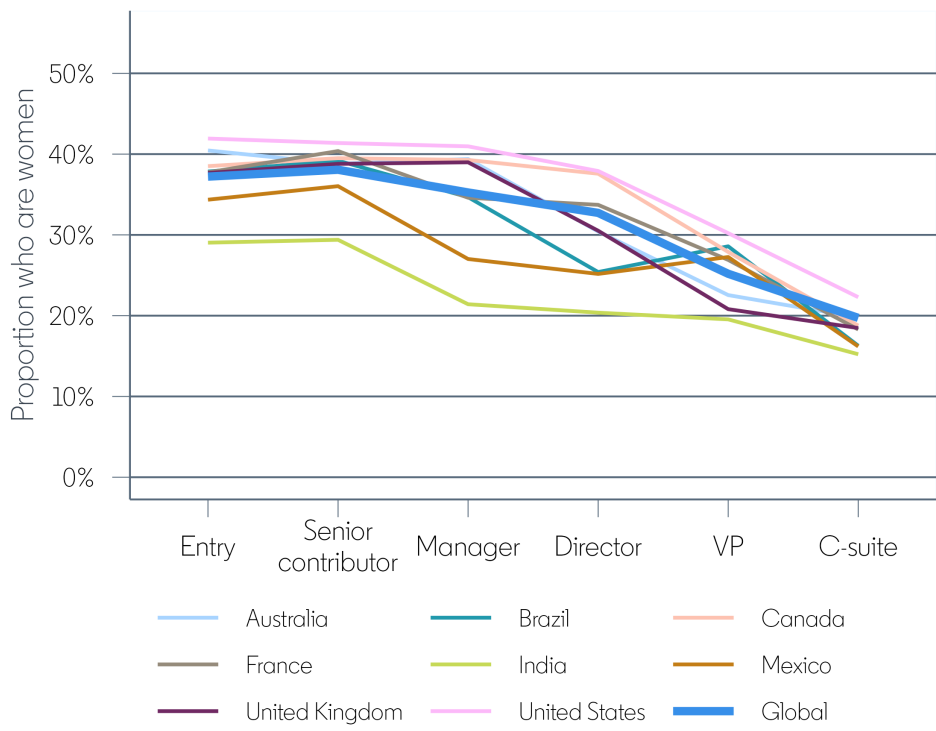
Representation by seniority level

In all countries considered, women represent a progressively smaller fraction of workers the more senior the position examined (Figure 4). Often, the biggest drop off in female representation on the career ladder happens at the transition between ‘Senior contributor’ and ‘Manager’, a phenomenon often referred to as ‘the broken rung’ (McKinsey & Company, 2022). For example, globally women represent 44.0% of senior contributors, which is only slightly down from 45.7% of entry-level positions. Meanwhile, they only occupy 35.4% of manager positions, a drop of over ten percentage points. A similar decrease occurs between director (36.7% women) and VP (28.2% women) or C-suite positions (25.3% women), although this drop is less than 10 percentage points.

Figure 4
 Global representation of women in leadership
 All industries



Technology industry



Globally, the Technology, Information and Media sector is also experiencing a downward trend, although the decline is comparatively smoother. The drop off from senior contributor to manager is only 2.8 percentage points, with a larger drop off occurring in the transition into VP positions (7 percentage points between director and VP positions).

These findings highlight the importance of addressing biases through targeted mentoring programs and effective bias awareness training for hirers and managers. It is also important to change hiring practices to prioritize skills, levelling the playing field for women by removing some biases inherent to more traditional hiring signals. From access to entry level roles, to promotions into leadership positions, it is crucial to address the issue of female representation in such an influential and fast-growing sector.

We can also observe how these leadership trajectories differ across countries. Although all the countries analyzed show decreasing representation up the leadership ladder, they do not all fall off at the same rate or at the same transition points. Both the United States and Canada demonstrate an increase in representation between the manager and director levels, which is also reflected in the global averages, albeit to a lesser extent. The other countries considered do not show a similar rebound, falling relatively steadily across this transition. Likewise, the rankings exhibited in overall leadership representation discussed above are again reflected here, with the United States and Canada tending to have the highest representation. Australia tends to have typical representation of women at lower levels of

leadership, but among C-Suite executives it has the highest representation of women.

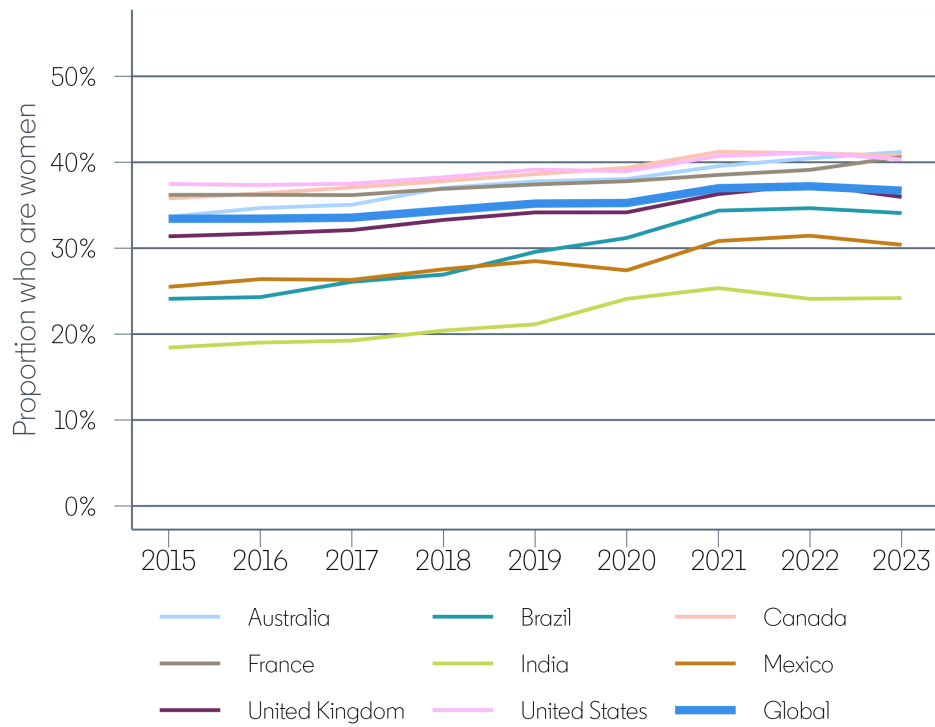
There are also patterns of note in the Technology, Information and Media sector across countries. No countries examined display the rebound between manager and director seen at the across-industries level. Except for India, which remains at the lowest level of female representation along the leadership ladder, the other countries are relatively similar at entry-level and C-suite, but diverge more in the mid-leadership levels, especially at the director level. There, the United States and Canada again represent the highest levels of female representation. However, even these higher levels fall below 40 percent (e.g., U.S. at 37.9%). Meanwhile, representation in Australia and the UK are barely over 30%, and Brazil (25.4%) and India (20.4%) are even lower.

No matter which country or industry we analyzed, it is a consistent trend that as one progresses higher up the career hierarchy, the number of women in those positions decreases. This pattern of underrepresentation of women in higher positions is also reflected in the hiring process, where women are often overlooked for leadership roles, as discussed in the next section.

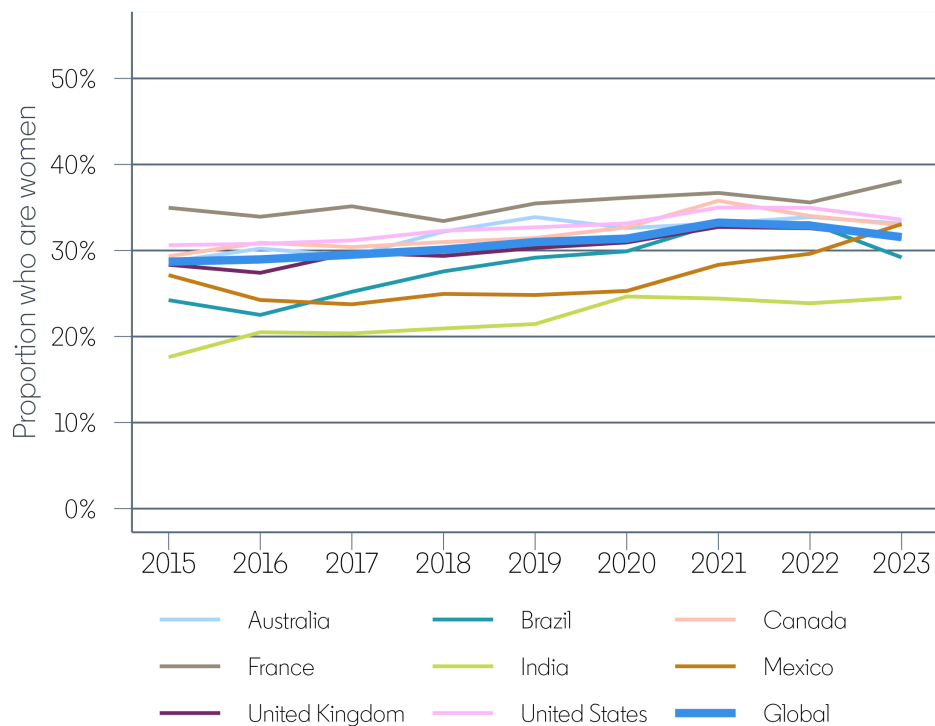
Figure 5

Leadership hires

All industries



Technology industry



Hires into leadership

Over the past decade, the representation of women in leadership positions has only increased slightly, but female representation in leadership hiring has been improving faster. While overall representation changes slowly since most people will not be transitioning seniority levels year-to-year, the proportion of women hired into leadership positions annually is a more responsive measure to diversity policies.

As presented in Figure 5 and detailed in Table A.5 in the Appendix, globally, the proportion of new leadership hires who are women increased from 33.4% in 2015 to 36.7% in Feb 2023. The 3.3 percentage point increase notably outstrips the 1.1 percentage point increase in female representation in leadership positions. The increase in representation of new leadership hires is similar in the Technology, Information and Media sector at 2.9 percentage points.

Improvement speeds vary globally, and some countries show sharper increases in the last 8 years. Brazil for example saw an increase of 10.0 percentage points over this period. Australia also saw a large increase (7.6 percentage points). The smallest increase was at 2.9 percentage points, for the United States. However, they remained at or near the top of the countries we analyzed.

For the Technology, Information and Media sector, France had the highest level of representation of women among new leadership hires in every year among these comparison countries and had an increase over the examined period of 3.1 percentage points. India had the largest increase at 6.9 percentage points, but it started from the lowest share of

leadership hires out of the countries considered. Altogether, as all countries have seen an increase in this sector for new leadership hires who are women, we are moving in the right direction.

However, as all rates of new leadership hires remain below 50% (both across industries and in Technology, Information and Media), this movement in the right direction is not enough to close the gender gap in overall leadership. Even if things are better now than in the past, for every 7 women hired into leadership roles globally, there are still almost twice as many men.

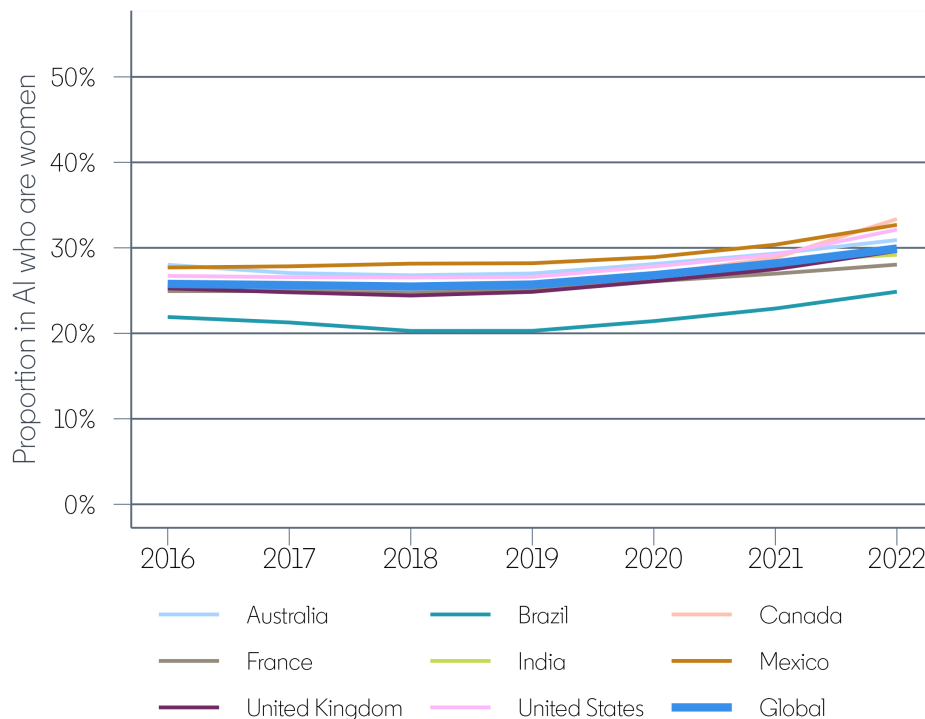
Representation in AI

The measures which are taken to even the playing field for women in the workforce is particularly important in sectors that consistently have lower representation of women. For example, women are poorly represented in Artificial Intelligence (AI) and time will only exacerbate existing inequity if we leave this unchecked in an industry that will see high growth in the coming years. Globally, women represent only 29.9% of workers in AI. Of the examined countries, Canada and the United States have the highest representation of women in AI (33.4% and 32.1% respectively). Brazil and France have the lowest rates (24.9% and 28.0% respectively).

Encouragingly, the growth rate in the representation of women in AI is high. Globally, it has increased by 4.1 percentage points over the last six years, from 25.8% in 2016 to the current rate of 29.9%. Each of the examined countries saw significant increases in the share of women in

Figure 6

Representation of women in AI



AI over this period, with Canada (7.9 percentage point increase) and the United States (5.4 percentage points) had the highest growth; Australia had the lowest growth, but still at 2.9 percentage points.

All these countries saw significant increased representation of women in AI, especially from 2019 to the present as shown in Figure 6 and Table A.6 in the Appendix. Thus, in a high-growth, high-wage field, even though women remain significantly underrepresented, the movement has been very positive over the last few years.

Potential improvements: skills and flexible work

It is clear we must do better to increase the representation of women in leadership positions.

What can the data tell us about potential solutions to get there? First, if we were to hire for relevant skills instead of looking for candidates who held the same job title in the past, female representation in the workforce would improve. When hiring for skills, the global talent pool would expand by 24% more for women than for men in jobs where women are especially underrepresented (LinkedIn Economic Graph, 2023). Similar findings hold across these countries: a difference in the increase of 19% in Canada, 22% in France, 26% in the United States, 27% in the United Kingdom, 29% in India, 32% in Australia, and 41% in Brazil. For example, only 15% of ‘System Engineers’ in India are women. If companies were to hire candidates for this role based on relevant skills, rather than on their prior job title, the talent pool would increase by 10x for men, but by 15x for women.

What this tells us is that the lack of female representation in certain jobs might not be due to a shortage of women with fitting skills, but instead it might be caused by biases propagated by hiring approaches that just look at which title someone previously held.

Aside from dealing with biases and focusing on skills, initiatives such as remote work can encourage higher female representation. For instance, in January 2023, 23% of jobs that women applied for in India were remote, while the corresponding figure for men was 19%. The trend was similar in the US, where women had a higher likelihood of applying to remote jobs than men by a margin of 5 percentage points (55% versus 50%). In Canada, the difference was 2 percentage points, with 33% of women and 31% of men applying to remote jobs, while in Mexico, the difference was 4 percentage points, with 27% of women and 23% of men applying. However, this trend was not observed in some countries. In Brazil, for instance, men were more likely to apply for remote roles than women (28% versus 26%), while in France, there was only a 1 percentage point difference (9% versus 8%). In January 2023, both men and women in the UK applied to remote jobs at a similar rate (21%), which was also the case in most preceding months. In Australia, women were more likely than men to apply for remote jobs during the pandemic, with a peak difference of 9% in October 2021, but now the likelihood is equal for both genders (12%). Competition to secure remote jobs will continue to be fierce – remote job postings have been declining, while applications are still high. Increased adoption and acceptance of flexible work arrangements across more companies can go a long way towards encouraging better

gender representation. However, we must ensure flexibility is the standard for everyone. Else, while trying to close the gap, we might deepen the burden of care for women.

The measured gap in interest for remote job postings has persisted over time. This suggests that women may be more interested in flexible work arrangements, which can help make workplaces more equitable. However, it is crucial to ensure that flexibility is available to all employees to avoid exacerbating the burden of care that many women already face. Although remote job postings have decreased, application rates have remained high for both men and women, indicating that flexible arrangements continue to be important to employees.

Conclusion

Our analysis aims to shed light on the gender disparities that exist in the workplace globally, and in so doing, help identify solutions that may address bias and promote diversity, starting from fair hiring practices – including hiring for skills, and creating opportunities for women to advance to leadership – to offering policies like flexible work. By advancing our understanding of existing, and projected, inequalities, we can build a future where everyone has access to economic opportunity. Our analysis highlights the persistence of gender disparities in the labor market globally and in all the countries analyzed, including in promotion to leadership and in the Technology, Information and Media sector and its subsets such as AI.

Women have made gains in recent years in leadership representation, leadership hiring, entry into the workforce, and in high demand sectors

such as Technology and AI. However, they remain underrepresented in the workforce, and are an untapped talent pool across many industries. Our analysis showcases the need to prioritize initiatives that tackle barriers and biases and promote diversity. This can be achieved by addressing the gender disparity in hiring through promoting a skills-first approach, encouraging flexibility in the work environment, and creating opportunities for women to breakthrough into leadership positions. At the same time, we must be careful that such actions as flexible work do not lead to further burdening of women at home (Chung et al., 2021; Lott, 2020) or barriers to promotion due to higher concentration of women in remote jobs with lower promotion potential (Chung, 2020; Fuller & Hirsh, 2019).

These gaps have far-reaching implications not only for individual women but also for society. While some progress has been made in recent years, there is still a long way to go in achieving gender equality in the workforce if we maintain the current pace. Promoting gender equality in the workplace requires a collaborative effort from various stakeholders, including government bodies, employers, employees, and society as a whole. By continuing to monitor and address gender disparities in the labor market, we can build a more equitable and prosperous future for everyone.

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Methodology

Data and Privacy This body of work represents the world seen through LinkedIn data, drawn from the anonymized and aggregated profile information of LinkedIn's 830+ million members around the world. As such, it is influenced by how members choose to use the platform, which can vary based on professional, social, and regional culture, as well as overall site availability and accessibility.

In publishing these insights from LinkedIn's Economic Graph, we want to provide accurate statistics while ensuring our members' privacy. As a result, all data show aggregated information for the corresponding period following strict data quality thresholds that prevent disclosing any information about specific individuals.

Gender Classification Gender identity isn't binary, and we recognize that some LinkedIn members identify beyond the traditional gender constructs of "man" and "woman." If not explicitly self-identified, we have inferred the gender of members included in this analysis either by the pronouns used on their LinkedIn profiles or inferred on the basis of first name. Members whose gender could not be inferred as either man or woman were excluded from this analysis.

Leadership Definitions The share of women in senior leadership represents the total number of women holding Director, VP, C-suite, or Partner positions divided by the total number of men and women holding these positions.

Artificial Intelligence Definitions An 'AI' job is an occupation that requires AI skills to perform the job. A LinkedIn member is considered AI talent if they have explicitly added AI skills to their profile and/or they are occupied in an AI job.

Appendix

Table A.1

Proportion of workers globally who are women, by seniority level.

	2016	2017	2018	2019	2020	2021	2022	2023
Global								
All workers	41.5%	41.7%	41.9%	42.0%	42.0%	42.1%	42.1%	41.8%
Leadership	31.0%	31.2%	31.5%	31.8%	31.9%	32.2%	32.4%	32.1%
Australia								
All workers	44.4%	44.7%	45.0%	45.2%	45.3%	45.4%	45.4%	45.0%
Leadership	30.6%	31.1%	31.6%	32.0%	32.3%	32.8%	33.1%	32.5%
Brazil								
All workers	42.9%	43.3%	43.7%	44.0%	44.1%	44.3%	44.2%	43.7%
Leadership	26.7%	27.0%	27.3%	27.8%	28.0%	28.5%	28.6%	28.2%
Canada								
All workers	45.9%	46.1%	46.2%	46.3%	46.3%	46.4%	46.3%	46.1%
Leadership	33.5%	33.9%	34.4%	34.9%	35.1%	35.5%	35.7%	35.4%
France								
All workers	44.8%	45.1%	45.3%	45.5%	45.6%	45.8%	45.8%	45.2%
Leadership	33.1%	33.3%	33.6%	33.8%	34.0%	34.2%	34.4%	34.1%
India								
All workers	24.3%	24.8%	25.4%	26.0%	26.3%	27.1%	27.3%	26.9%
Leadership	17.0%	17.4%	17.8%	18.1%	18.3%	18.7%	18.9%	18.6%
Mexico								
All workers	36.2%	36.6%	37.0%	37.4%	37.5%	37.7%	37.7%	37.5%
Leadership	26.4%	26.7%	27.1%	27.5%	27.5%	27.7%	27.7%	27.3%
United Kingdom								
All workers	41.2%	41.6%	41.9%	42.2%	42.2%	42.5%	42.5%	42.1%
Leadership	29.1%	29.4%	29.9%	30.3%	30.5%	31.0%	31.5%	31.0%
United States								
All workers	46.9%	47.1%	47.3%	47.4%	47.4%	47.5%	47.4%	47.4%
Leadership	35.8%	36.2%	36.6%	37.0%	37.2%	37.5%	37.7%	37.4%

Table A.2

Proportion of workforce who are women globally, by sector and year.

	All workers	Senior leaders
Accommodation	41.5%	41.7%
Administrative and Support Services	31.0%	31.2%
Construction	44.4%	44.7%
Education	30.6%	31.1%
Government Administration	42.9%	43.3%
Hospitals and Health Care	26.7%	27.0%
Manufacturing	45.9%	46.1%
Professional Services	33.5%	33.9%
Technology, Information and Media	35.8%	36.2%

Table A.3

Proportion of workforce who are women globally, by sector and country.

	Global	Australia	Brazil	Canada	France	India	Mexico	United Kingdom	United States
Manufacturing									
All workers	31.9%	33.4%	32.8%	34.8%	36.3%	16.7%	31.7%	31.4%	35.1%
Senior leaders	24.3%	22.9%	20.0%	26.1%	27.8%	12.3%	22.2%	22.8%	28.2%
Education									
All workers	53.9%	56.6%	54.6%	57.5%	54.0%	39.3%	49.8%	55.0%	59.1%
Senior leaders	45.9%	47.8%	42.3%	49.6%	44.4%	29.0%	39.8%	46.2%	52.0%
Hospitals and Health Care									
All workers	64.7%	67.9%	65.7%	70.9%	67.3%	33.6%	51.0%	64.5%	69.8%
Senior leaders	49.4%	51.7%	37.1%	54.9%	48.4%	23.0%	34.9%	48.7%	54.9%
Technology, Information and Media									
All workers	35.5%	36.9%	36.1%	37.1%	36.3%	27.5%	32.6%	35.5%	39.3%
Senior leaders	28.1%	27.5%	23.0%	30.8%	29.2%	19.4%	23.5%	27.4%	32.2%

Table A.4

Proportion of workforce who are women by seniority rung.

	Entry	Senior contributor	Manager	Director	VP	C-suite
All industries						
Global	45.7%	44.0%	35.4%	36.7%	28.2%	25.3%
Australia	50.2%	47.7%	39.6%	35.7%	23.8%	30.0%
Brazil	46.4%	45.4%	35.9%	29.2%	30.8%	24.0%
Canada	50.2%	48.7%	41.2%	42.8%	33.7%	24.0%
France	49.5%	48.2%	38.0%	36.7%	34.8%	24.4%
India	28.9%	29.7%	18.7%	20.2%	17.7%	15.6%
Mexico	41.1%	39.9%	28.6%	28.9%	29.2%	21.4%
United Kingdom	46.3%	45.3%	39.6%	33.9%	23.1%	26.2%
United States	52.2%	49.7%	41.5%	44.8%	34.4%	27.6%
Technology, Information and Media						
Global	37.2%	38.1%	35.3%	32.7%	25.2%	19.7%
Australia	40.5%	38.8%	39.4%	30.4%	22.5%	19.8%
Brazil	37.8%	39.2%	34.7%	25.4%	28.6%	16.3%
Canada	38.5%	39.5%	39.3%	37.6%	27.9%	18.8%
France	37.7%	40.4%	34.6%	33.7%	26.9%	18.3%
India	29.0%	29.4%	21.4%	20.4%	19.5%	15.2%
Mexico	34.4%	36.0%	27.0%	25.2%	27.3%	16.2%
United Kingdom	37.7%	38.8%	39.0%	30.5%	20.8%	18.5%
United States	41.9%	41.4%	41.0%	37.9%	30.2%	22.3%

Table A.5

Proportion of leadership hires who are women by sector and country.

	2015	2016	2017	2018	2019	2020	2021	2022	2023
All industries									
Global	33.4%	33.4%	33.6%	34.4%	35.2%	35.3%	37.0%	37.2%	36.7%
Australia	33.7%	34.7%	35.1%	37.0%	37.8%	38.1%	39.6%	40.5%	41.2%
Brazil	24.1%	24.3%	26.1%	26.9%	29.6%	31.2%	34.4%	34.7%	34.1%
Canada	35.8%	36.4%	37.1%	37.8%	38.6%	39.4%	41.2%	41.1%	40.8%
France	36.2%	36.2%	36.2%	36.9%	37.4%	37.8%	38.5%	39.1%	40.6%
India	18.4%	19.0%	19.2%	20.4%	21.1%	24.1%	25.4%	24.1%	24.2%
Mexico	25.5%	26.4%	26.3%	27.5%	28.5%	27.4%	30.8%	31.4%	30.4%
United Kingdom	31.4%	31.7%	32.1%	33.3%	34.2%	34.2%	36.3%	37.4%	36.0%
United States	37.5%	37.4%	37.5%	38.3%	39.1%	39.0%	40.7%	41.1%	40.3%
Technology, Information and Media									
Global	28.7%	29.0%	29.5%	30.1%	31.0%	31.4%	33.2%	32.9%	31.6%
Australia	28.7%	30.2%	29.4%	32.2%	33.9%	32.6%	33.2%	33.9%	33.1%
Brazil	24.2%	22.5%	25.2%	27.6%	29.2%	29.9%	33.1%	33.2%	29.2%
Canada	29.3%	30.9%	30.4%	31.0%	31.5%	32.7%	35.8%	34.0%	32.9%
France	35.0%	33.9%	35.1%	33.4%	35.5%	36.1%	36.7%	35.6%	38.1%
India	17.6%	20.5%	20.4%	20.9%	21.5%	24.7%	24.4%	23.9%	24.5%
Mexico	27.1%	24.2%	23.7%	25.0%	24.8%	25.3%	28.3%	29.6%	33.1%
United Kingdom	28.3%	27.4%	29.7%	29.4%	30.3%	30.9%	32.7%	32.6%	31.4%
United States	30.6%	30.8%	31.2%	32.3%	32.7%	33.1%	35.0%	35.0%	33.6%

Table A.6

Proportion of AI workforce who are women.

	2016	2017	2018	2019	2020	2021	2022
Global	25.8%	25.6%	25.5%	25.7%	26.8%	28.2%	29.9%
Australia	28.0%	27.1%	26.8%	27.0%	28.1%	29.3%	30.9%
Brazil	21.9%	21.3%	20.3%	20.3%	21.4%	22.9%	24.9%
Canada	25.5%	25.1%	24.9%	25.3%	26.9%	28.8%	33.4%
France	24.9%	24.9%	24.7%	25.1%	26.1%	27.0%	28.0%
India	25.7%	25.8%	25.6%	25.9%	26.9%	28.4%	29.2%
Mexico	27.7%	27.8%	28.2%	28.2%	28.9%	30.4%	32.7%
United Kingdom	25.3%	24.8%	24.4%	24.9%	26.1%	27.5%	29.6%
United States	26.7%	26.6%	26.5%	26.6%	27.8%	29.2%	32.1%