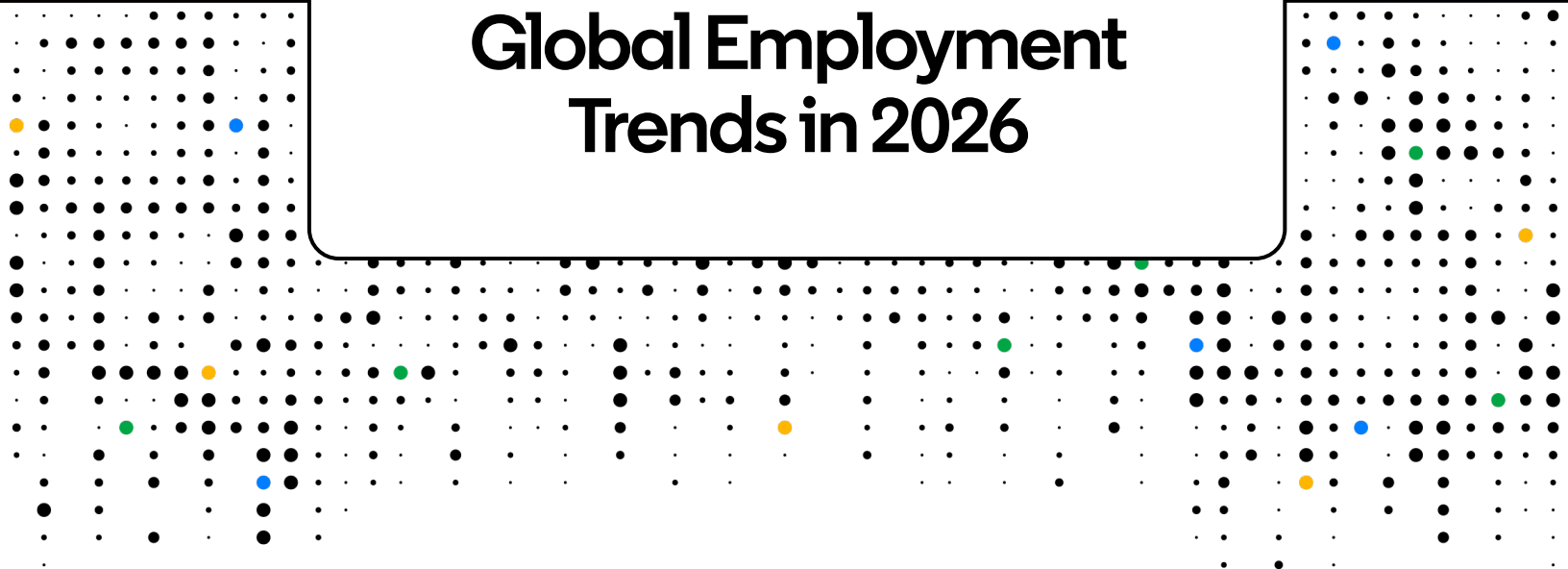




The State of Women in Leadership: Global Employment Trends in 2026



MARCH 3, 2026

Silvia Lara

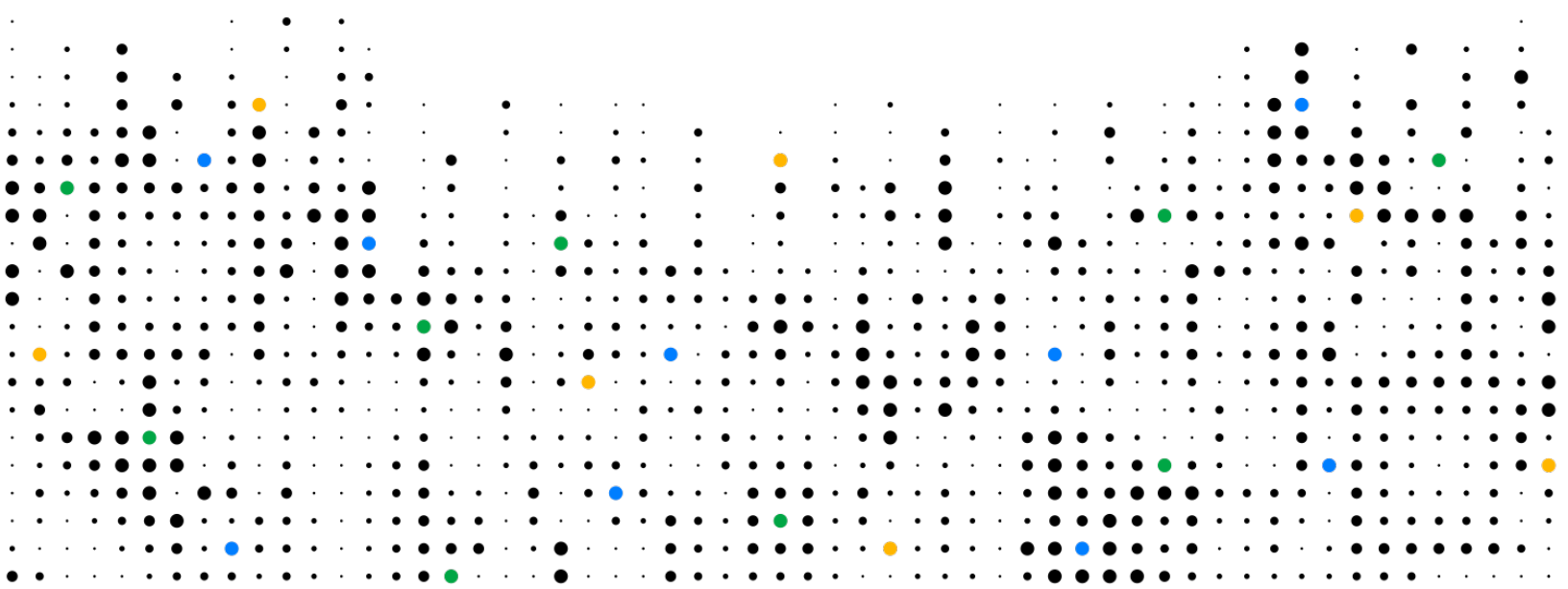
Senior Data Scientist at LinkedIn

Matthew Baird

Senior Staff Economist at LinkedIn

Acknowledgements

We would like to acknowledge and thank Sue Duke, Sandi Gohn, and Sarah Steinberg for their collaboration and review of this work.



The State of Women in Leadership in 2026

KEY FINDINGS

Women hold 31.0% of leadership roles globally, and progress has largely stalled. After several years of steady gains between 2015 and 2022, improvements have slowed considerably, with only a 0.1 percentage point increase since last year. This stagnation mirrors wider labor-market cooling, which disproportionately limits women's advancement into senior roles.

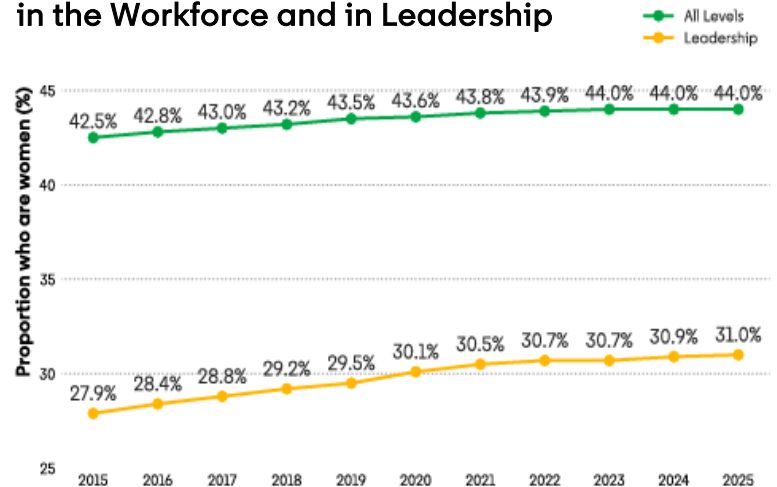
Leadership representation remains far below overall workforce participation.

While women account for 44.0% of all workers globally, they remain significantly underrepresented at the top. Across countries, outcomes vary widely: top performers include Finland, the Philippines, Jamaica, Barbados, and Trinidad & Tobago, while several Middle Eastern and South Asian countries sit at the bottom of the distribution. A few major economies that outperform the global median include Singapore (35.5%), the United States (34.6%), Australia (33.8%), and Canada (32.7%).

Parity in an industry's workforce does not translate into parity in leadership. Even in industries where women form the majority of workers, leadership representation often lags. Sectors such as healthcare, education, and retail show comparatively stronger outcomes, while construction, oil and gas, and transportation remain the most unequal—suggesting that, while systemic barriers that persist even where women participate heavily in the workforce, increased representation helps close the leadership gap.

Women face the greatest drop-offs at key promotion stages, particularly moving into management and from VP to C-Suite. The global median drop from senior non-manager to first-line manager roles is 18%, and the largest career cliff remains the VP-to-C-Suite transition, where representation falls by 30%. This

Figure 1: Global Share of Women in the Workforce and in Leadership



Note: The global value is a median of the share of women employed in 74 countries.

pattern appears in nearly every country and is especially pronounced in Financial Services, Technology, and Transportation.

Younger generations show stronger representation, but gaps widen sharply with age. Women make up only 27.4% of Baby Boomer workers, compared with 48.0% of Gen Z. The leadership gap also widens with age: the drop from workforce to top roles is 31.5% for Boomers versus 21.7% for Gen Z. This reflects cumulative barriers over time, from career interruptions to slower promotion trajectories, but might also signal societal progress over time. (Baird et al., 2026)

Highly educated women face the largest leadership gaps. Despite strong workforce representation among doctoral degree holders, women with doctorates see the steepest declines when progressing into leadership, with a 33% global drop from workforce to leadership roles. Bachelor's degree holders experience the smallest gap, suggesting that higher academic attainment does not necessarily lead to more equitable leadership outcomes.

INTRODUCTION

Despite years of continual efforts to promote gender equality in the workplace, women remain underrepresented in leadership positions (Lara et al. 2025; World Economic Forum, 2025). This lack of diversity not only perpetuates gender biases, but also limits an organization's ability to reach its full potential (McKinsey & Company, 2025; Stainback et al., 2016). This paper uses aggregated and anonymized LinkedIn data to examine what percentage of leaders are women, with a focus on highlighting major gender disparities in the path to leadership roles. 'Top-management' or 'leadership' positions are defined here as Vice President or C-Suite level, following LinkedIn's job classification system. In this report, we calculate global estimates by taking the median from 74 countries where data quality thresholds are met. When not otherwise specified, the stats refer to the global median value. The analysis considers profile updates made until January 2025. For more details on the methodology, refer to the Appendix.

WOMEN HOLD ONLY 31.0% OF LEADERSHIP POSITIONS, AND PROGRESS KEEPS STALLING

According to LinkedIn data, women currently make up 44.0% of the overall workforce, yet they hold only 31.0% of leadership positions globally. Between 2015 and 2022, women's leadership representation grew steadily, rising from 27.9% to 30.7% at roughly 0.4 percentage points per year. But since 2022, advances have slowed sharply. Over the past three years, leadership gains amounted to only 0.3 percentage points in total, including just a 0.1 percentage point increase in the last year. This slowdown mirrors the broader labor market, where women's overall workforce share has held flat at 44.0% since 2023. This setback aligns with a deterioration in labor market conditions, which, according to research, adversely affects the proportion of women appointed to leadership positions (Lara et al., 2024).

Leadership representation varies widely across countries. The highest shares of women in leadership are seen in Finland (45.1%), the Philippines (44.9%), Jamaica (42.1%), Barbados (40.7%), and Trinidad and Tobago (39.6%). At the other end of the spectrum,

women hold only 12.0% of leadership roles in Saudi Arabia and Pakistan, 12.2% in Bangladesh, 17.2% in Egypt, and 17.8% in Nepal. Among major economies, Singapore (35.5%), the United States (34.6%), Australia (33.8%), Canada (32.7%), Brazil (32.2%), France (31.7%), and Italy (31.3%) all sit above the global median. The United Kingdom aligns exactly with the median, while the United Arab Emirates (21.9%), Germany (21.5%), and India (18.0%) fall noticeably below it. Overall, Nordic and Southeast Asian countries tend to lead on gender diversity in leadership, whereas Middle Eastern and South Asian countries have the lowest representation.

In many parts of the world, progress has not only stalled but reversed. In 2025, 62% of the 74 countries analyzed recorded the same or a lower share of women in leadership than the year before. Some of the largest declines occurred in the Philippines (-0.3 percentage points), and in Bahrain, Uruguay, Colombia, and Guatemala (all at -0.02 pp). Still, a few countries bucked the trend: Malta and Luxembourg saw increases of +0.4 pp, while Cyprus, Poland, and the United Arab Emirates each recorded a +0.2 pp rise. (See Table A.1 in the appendix for full details.)

Figure 2: Women’s Representation in Leadership (2025)

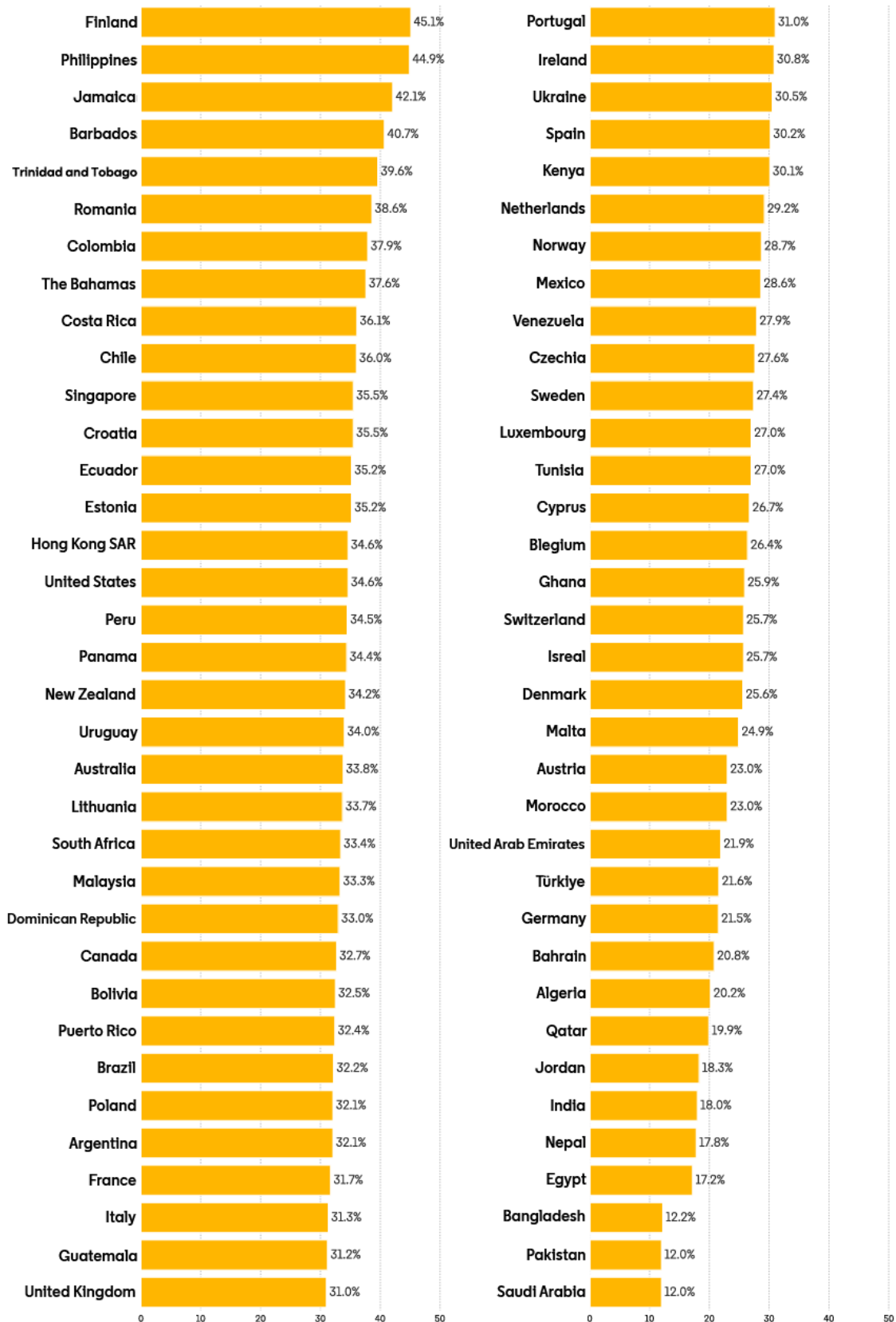
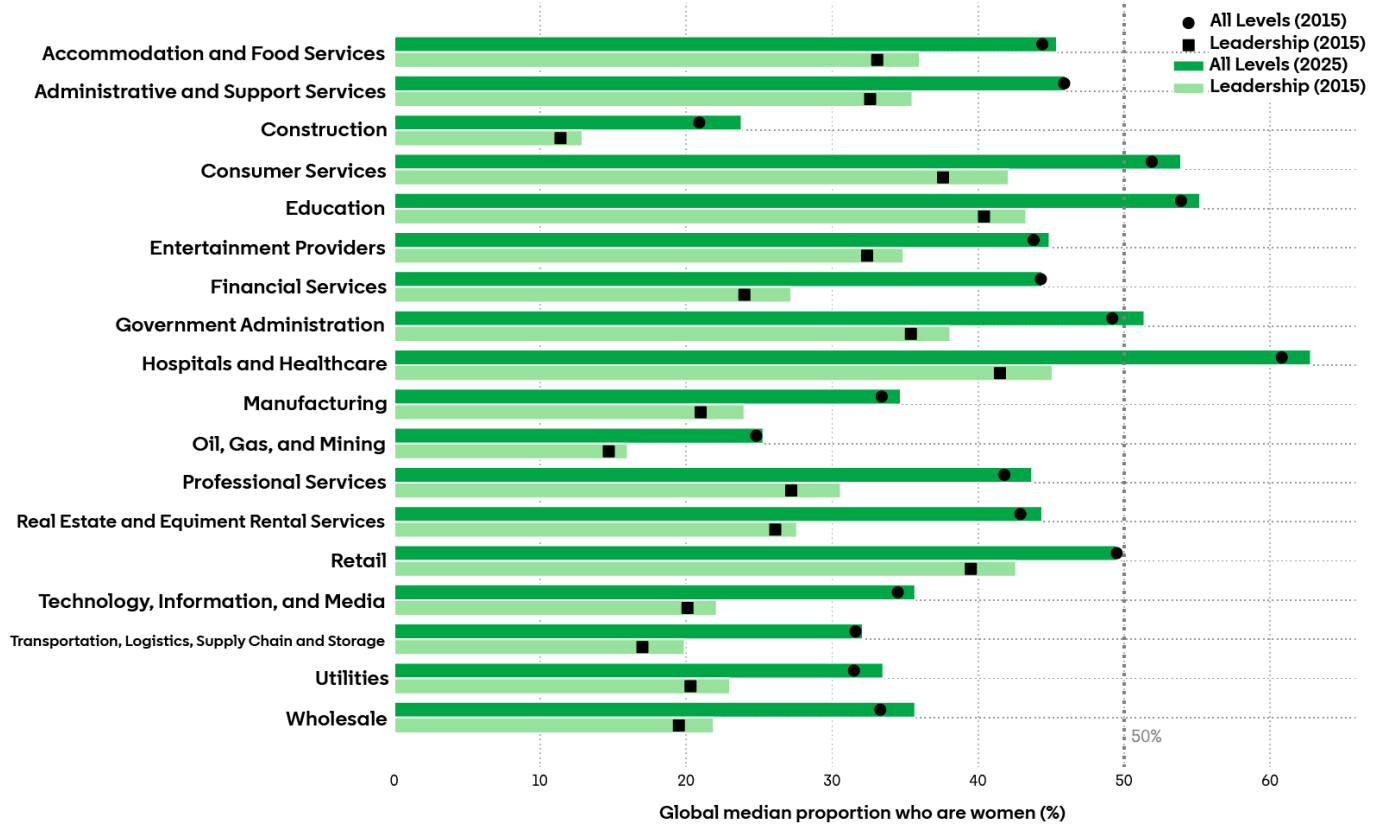


Figure 3: Women’s Representation in the Workforce and Leadership (2025 vs 2015)



Note: The global value is a median of the share of women employed in 74 countries.

EVEN IN WELL REPRESENTED INDUSTRIES REPRESENTATION IS NOT EQUITABLE AT THE TOP

Women’s representation in leadership differs sharply across industries. Fields such as healthcare, education, retail, and consumer services, where women have long been well represented, tend to show stronger leadership representation. In contrast, industries like construction, oil and gas, and transportation continue to lag despite broader workforce participation.

Across countries, the sectors with the highest median share of women in leadership include Hospitals and Health Care (47.3%), Education (45.2%), Retail (43.4%), and Consumer Services (43.0%). These industries also employ comparatively large shares of women overall, which helps support stronger representation at senior levels. On the other end of the spectrum, Construction (12.7%), Oil, Gas, and Mining (15.8%), and

Transportation, Logistics, Supply Chain and Storage (20.1%) record the lowest median leadership shares for women, pointing to persistent barriers both to entry and career progression.

Looking at longer-term trends, the past decade (2015–2025) brought modest shifts in workforce and leadership representation. Workforce gains were relatively small, rising in Government Administration (+2.7 percentage points), Consumer Services (+2.4 pp), and Hospitals and Health Care (+2.3 pp), while Financial Services and Administrative and Support Services saw slight declines (–0.1 pp each). Leadership representation grew more noticeably in industries where women are already well established. These industries include Hospitals and Health Care (+4.2 pp), Consumer Services (+3.5 pp), Retail (+3.4 pp), Professional Services (+3.2 pp), and Manufacturing



(+3.2 pp). The smallest leadership increases occurred in industries farther from gender balance: Oil, Gas, and Mining (+1.2 pp), Real Estate and Equipment Rental Services (+1.7 pp), Construction (+1.8 pp), Wholesale (+2.0 pp), and Technology, Information and Media (+2.1 pp).

A helpful way to compare workforce and leadership representation is the “drop to the top” ratio, which measures how far women’s share declines at senior levels. Construction shows the steepest drop: women make up 23.4% of the workforce but only 12.7% of

leaders—a 46% decline. Several other industries also see large drops, including Wholesale (–38%), Financial Services (–38%), Transportation, Logistics, Supply Chain and Storage (–38%), Oil, Gas and Mining (–38%), and Technology, Information, and Media (–37%). In these sectors, women hold a far smaller share of leadership roles than their presence in the overall workforce would suggest. By contrast, Retail (–13%), Education (–20%), and Entertainment Providers (–21%) see the smallest declines, indicating a comparatively stronger, though still uneven, leadership pipeline.

Table 1: Drop in women representation between overall workforce and leadership

By Industry Group

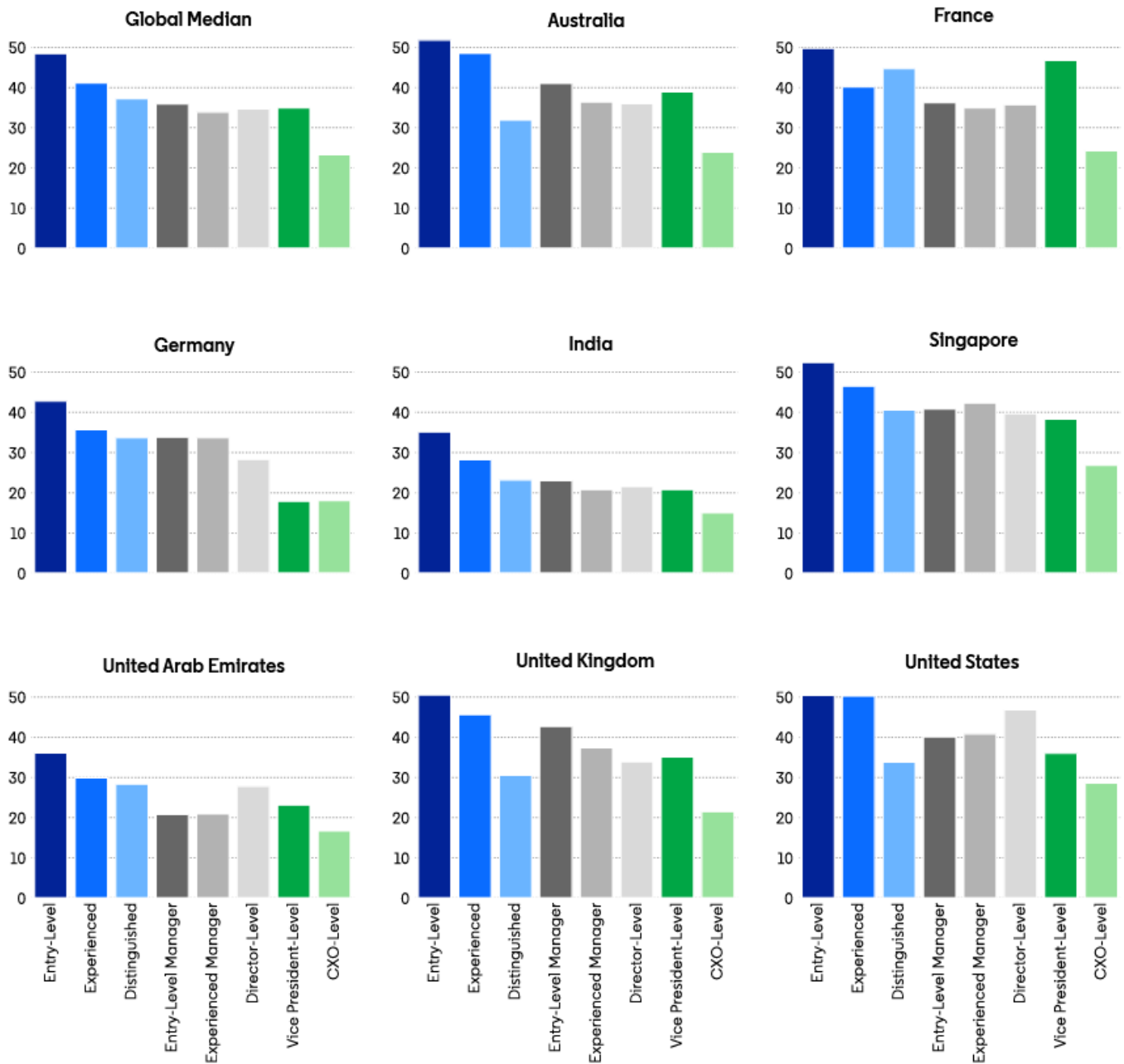
Industry	Leadership	All Levels	Drop to the top
Accommodation and Food Services	35.9	45.8	-22%
Administrative and Support Services	36.5	46.1	-21%
Construction	12.7	23.4	-46%
Consumer Services	43	55.0	-22%
Education	45.2	56.7	-20%
Entertainment Providers	36.4	45.9	-21%
Financial Services	27.8	44.9	-38%
Government Administration	38.8	52.7	-26%
Hospitals and Health Care	47.3	63.8	-26%
Manufacturing	24.2	34.8	-30%
Oil, Gas, and Mining	15.8	25.3	-38%
Professional Services	30.4	43.9	-31%
Real Estate and Equipment Rental Services	28.7	45.1	-36%
Retail	43.4	50.0	-13%
Technology, Information and Media	22.4	35.6	-37%
Transportation, Logistics, Supply Chain and Storage	20.1	32.3	-38%
Utilities	23.1	33.7	-31%
Wholesale	21.8	35.6	-39%

REPRESENTATION DROPS AT EACH STEP UP THE LADDER

three broad categories based on whether a person manages others and their level of seniority.

To understand how representation changes along the career ladder, we group LinkedIn job positions into

Figure 4: Share of Women at Each Seniority Level by Country



Note: The global value is a median of the share of women employed in 71 countries.

- “Individual contributor” roles are defined as those where employees who do not manage direct reports. Within this group, we distinguish three stages of seniority: entry level, experienced, and distinguished. Although these workers do not supervise others, in companies that separate management tracks from individual contributor tracks, the higher seniority individual contributors hold deep expertise in their fields and often lead projects.
- Mid-level management includes individuals who oversee at least one employee. This group covers entry-level managers, experienced managers, and directors.
- Leadership encompasses roles responsible for major business functions or the overall organization, including vice presidents (VP) and C-suite executives (e.g., CEO, COO, CFO).

Understanding these stages helps reveal where women encounter the steepest barriers. Previous research highlighted the “broken rung,” (a phrase coined in McKinsey & Company, 2022) referring to the early management step where women’s representation often drops. The latest data shows a similar pattern between senior individual contributors and entry-level managers. Globally, the share of women declines by 18% at this point, and this drop occurs in 90% of the countries we analyze. The decline

is especially sharp in Construction, where the drop reaches 44%, followed by Oil, Gas, and Mining at 36%, and Wholesale at 27%.

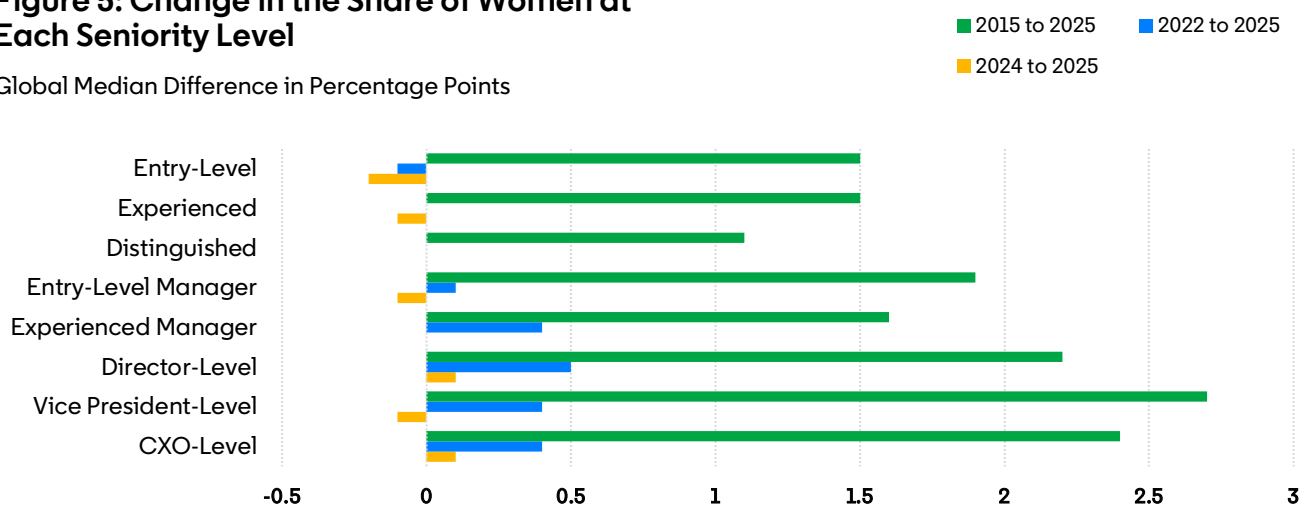
Across the last decade, the share of women in entry-level management increased by 1.9 percentage points from 2015 to 2025. This progress softened slightly over the past year, with a small median decline of 0.1 percentage points, and larger decreases in countries such as the United Kingdom and Ireland, both at 0.6 percentage points.

Another major hurdle is the step from vice president roles into the C-suite. This transition shows the largest median decline in representation globally, at 30%. The gap is widest in Financial Services (40%), followed by Technology, Information and Media (39%) and by Transportation, Logistics, Supply Chain and Storage (37%). This pattern holds in 94% of countries, with a few exceptions: Germany, Austria and Spain show nearly identical shares at VP and C-suite levels, while in Brazil, women’s representation is higher in the C-suite than at the VP level by 7 percentage points.

Both VP and C-suite representation have increased over the past decade, by 2.7 and 2.4 percentage points respectively. While C-suite representation grew, albeit slowly, by 0.1 percentage points, progress at the VP level eased slightly last year with a 0.1 percentage

Figure 5: Change in the Share of Women at Each Seniority Level

Global Median Difference in Percentage Points



Note: The global value is a median of the share of women employed in 74 countries.

point decline. Still, the share of women at both levels remains stable across most major economies.

While the overall trend shows women’s representation declining up the career ladder, an interesting shift occurs at the Director level. In 60% of countries studied, women make up a higher share of Directors than experienced managers. For instance, Spain and the UAE see increases of 34% and 33% between senior manager and director roles. The trend is most notable in Accommodation and Food Services (45% rise at director level), Oil, Gas, and Mining (26%), and Construction (22%). These industries often have few women in lower management, but may offer alternative paths to leadership through roles like compliance, environmental oversight, and safety regulation. The rise of non-executive director positions, such as Chief of Staff (59% women), provides more opportunities for women with relevant expertise at the Director level than traditional frontline management.

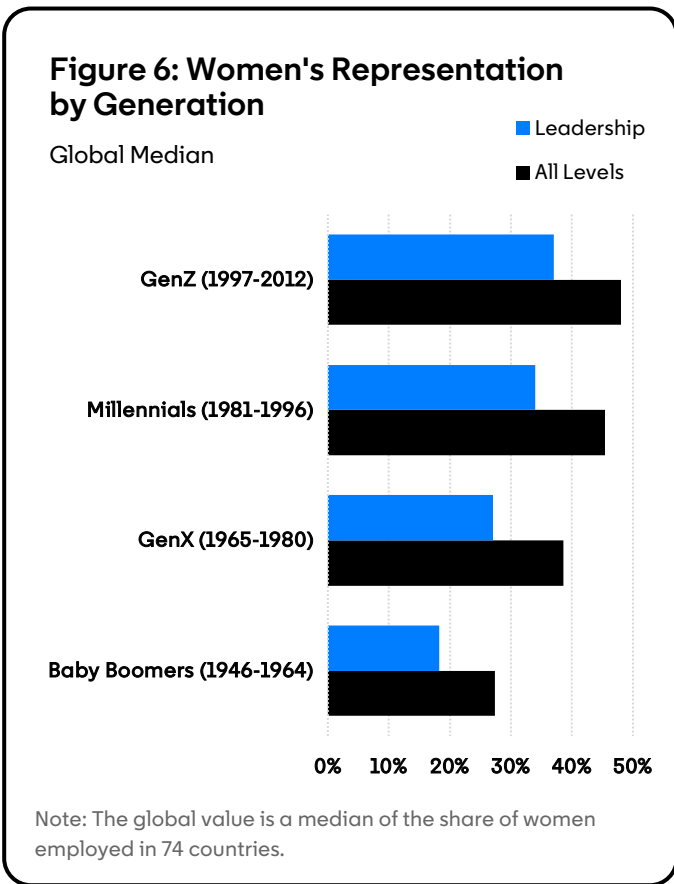
For country-specific data, see table A.2 in the Appendix.

GENDER GAPS GROW SHARPLY ACROSS GENERATIONS

Women’s presence in both the workforce and in leadership roles varies noticeably across generations. Younger cohorts consistently show a higher share of women at every level of seniority. Among Baby Boomers, women make up 27.4% of the workforce and only 18.3% of leaders. This share rises with each successive generation, reaching 38.6% for Gen X, 45.4% for Millennials, and 48.0% for Gen Z. Leadership representation moves in the same direction, from 18.3% among Boomers to 27.1% for Gen X, 34.0% for Millennials, and 37.0% for Gen Z. Differences in industry composition across generations may also influence these patterns, making it important to continue observing how these trends evolve.

As overall workforce representation drops among older generations, the gap between workforce and leadership representation widens as well. Gen Z sees the smallest global median drop between workforce and top roles, at 21.7%. The drop increases to 24.4% for Millennials, 27.5% for Gen X, and reaches its widest point at 31.5% for Baby Boomers. These widening gaps suggest that older women may face more cumulative barriers to reaching senior positions, whether due to slower promotions, career interruptions, or longstanding structural challenges in leadership pathways.

Most countries follow this pattern, though there are exceptions. In Italy, Gen Z and Millennials experience the same 31% drop, while Boomers see a 27% drop and Gen X a 30% drop. In India, Gen Z shows the steepest decline at 32%, and the gap narrows gradually across generations to reach 25% for Boomers. Additional country-level detail is available in Table A.3 of the Appendix. While stronger representation among younger generations is a positive sign, maintaining this progress as careers advance remains a key challenge for achieving lasting gender parity in leadership.



HIGHER EDUCATION DOES NOT CLOSE THE LEADERSHIP GAP

Women’s participation in the workforce differs by education level, with the highest shares seen among those with bachelor’s and master’s degrees. Globally, women make up 46.2% of the workforce among master’s degree holders and 45.9% among those with bachelor’s degrees. Representation is slightly lower among women with doctorates at 44.2%, and falls further for those whose highest qualification is a high school diploma at 39.3%.

A similar pattern appears in leadership roles. Women are most represented among bachelor’s degree holders, where they account for 33.5% of leaders, followed by 32.1% among master’s graduates. Leadership representation is lower among women with doctoral degrees (28.7%) and lowest among those with only a high school diploma (26.5%).

Despite women representing nearly half of the doctorate-holding workforce (44.2%), they face the

steepest challenges in advancing to senior positions. For women with doctoral degrees, leadership representation is 33% lower than their overall workforce share. For all other education groups, the drop to the top sits around 27% globally. These gaps show that higher educational attainment does not necessarily translate into improved access to leadership roles for women. The widest declines are seen in Saudi Arabia (–60.5%), Egypt (–51.0%), Pakistan (–48.4%), and Germany (–45.0%).

CONCLUSION

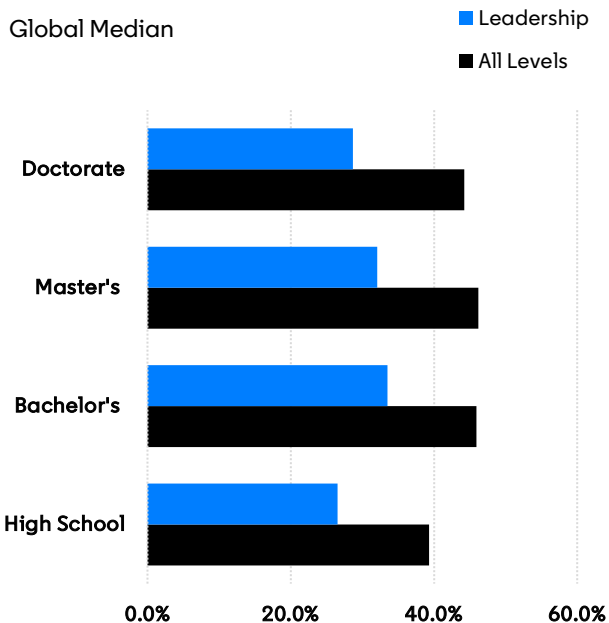
The path toward gender parity in leadership has continued to slow, with women holding 31.0% of leadership roles — only a 0.1% increase from last year. Progress has flattened across many countries and industries, and the data makes clear that women continue to face barriers at every step of career advancement. The first management promotion remains a critical hurdle, and the transition from VP to the C-Suite shows the steepest global decline in representation.

Even in sectors where women make up a large share of the workforce, leadership opportunities often remain out of reach. Industries such as construction, financial services, and transportation see the largest gaps between workforce participation and leadership, underscoring how structural barriers persist even where participation is strong. Educational attainment does not consistently translate into better outcomes either; women with doctoral degrees experience the sharpest drop from workforce to leadership representation.

Generational patterns further highlight long-standing disparities. Younger cohorts show stronger representation at every level, yet the drop between workforce and leadership widens with age. These widening gaps suggest that systemic challenges — from slower promotion trajectories to career interruptions — accumulate over time and limit women’s advancement into senior roles.

Taken together, the evidence points to the need for targeted, sustained interventions that address specific breaking points in the leadership pipeline. Strengthening early-career promotion pathways, ensuring equitable access to senior roles, supporting

Figure 7: Women's Representation by Educational Attainment



Note: The global value is a median of the share of women employed in 74 countries.

workers through mid-career transitions, and improving retention across industries with steep leadership declines will be essential. Progress among younger generations is encouraging, but closing the gender gap at the top will require persistent effort to ensure that gains in workforce participation translate into meaningful leadership representation over time.

Methodology and References

LINKEDIN DATA

This body of work represents the world seen through LinkedIn data, drawn from the anonymized and aggregated profile information of LinkedIn's 1 billion+ 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.

The data in this paper refers to the period from January 2015 to December 2025.

Global median values refer to the median across 74 countries that meet sufficient data quality thresholds.

GENDER CLASSIFICATION

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.

SENIORITY TAXONOMY

Senior Leadership or 'Top Management' is defined as Vice President and C-Suite positions, based on LinkedIn's position-based taxonomy. The algorithm includes signals such as industry, company, function, title, and years of experience to define a position's seniority level.

REFERENCES

Baird, M., Lara, S., Hood, R, and Chua, P. (2026). Gender Disparity Across Generations. *LinkedIn Economic Graph Research Institute*.

<https://aka.ms/GenderDisparityGenerations>

Lara, S. and Baird, M. (2025). The State of Women in Leadership: Global Employment Trends. *LinkedIn Economic Graph Research Institute*.

<https://economicgraph.linkedin.com/content/dam/me/economicgraph/en-us/PDF/the-state-of-women-in-leadership.pdf>

Lara, S. and Baird, M. (2024). The impact of Changes in Labor Market Conditions on Women Hired into Leadership Roles. *LinkedIn Economic Graph Research Institute*.

<https://economicgraph.linkedin.com/content/dam/me/economicgraph/en-us/PDF/impact-labour-conditions-on-female-leadership-hiring.pdf>

McKinsey & Company. (2025). Women in the Workplace 2025.

<https://www.mckinsey.com/capabilities/people-and-organizational-performance/our-insights/women-in-the-workplace>

Stainback, K., Kleiner, S., & Skaggs, S. (2016). Women in power: Undoing or redoing the gendered organization? *Gender & Society*, 30(1), 109–135.

World Economic Forum. (2025). Global Gender Gap Report 2025.

<https://www.weforum.org/publications/global-gender-gap-report-2025/>

Appendix

Table A.1. Share of women in leadership and overall, by country.

Country	Seniority Group	2015	2016	2017	2018	2019	2020	2021	2022	2023	2024	2025
Algeria	Workforce	25.4%	25.7%	26.2%	26.6%	27.0%	27.4%	28.2%	28.6%	28.9%	29.1%	29.0%
Algeria	Leadership	16.9%	17.1%	17.5%	17.8%	18.4%	18.9%	19.5%	19.8%	20.0%	20.3%	20.2%
Argentina	Workforce	44.7%	45.1%	45.4%	45.7%	46.0%	46.1%	46.4%	46.8%	46.9%	46.9%	46.8%
Argentina	Leadership	28.0%	28.6%	29.2%	29.8%	30.5%	31.7%	32.1%	32.3%	32.2%	32.1%	32.1%
Australia	Workforce	44.0%	44.4%	44.7%	45.0%	45.2%	45.3%	45.6%	45.7%	45.8%	45.8%	45.7%
Australia	Leadership	30.7%	31.1%	31.5%	32.0%	32.4%	32.7%	33.0%	33.4%	33.6%	33.8%	33.8%
Austria	Workforce	37.2%	37.5%	38.0%	38.3%	38.7%	38.9%	39.1%	39.4%	39.6%	39.7%	39.7%
Austria	Leadership	20.9%	21.1%	21.4%	21.7%	21.9%	22.1%	22.3%	22.6%	22.7%	22.9%	23.0%
Bahrain	Workforce	26.5%	26.8%	27.1%	27.6%	28.0%	28.2%	28.6%	28.9%	29.3%	29.5%	29.6%
Bahrain	Leadership	17.8%	18.0%	18.8%	19.0%	19.6%	19.9%	20.3%	20.6%	21.1%	21.0%	20.8%
Bangladesh	Workforce	13.3%	13.5%	13.8%	14.2%	14.6%	14.9%	15.3%	15.7%	16.0%	16.2%	16.3%
Bangladesh	Leadership	10.3%	10.4%	10.8%	11.0%	11.3%	11.9%	12.2%	12.2%	12.2%	12.2%	12.2%
Barbados	Workforce	54.6%	54.8%	55.2%	55.3%	55.4%	55.4%	55.5%	55.7%	55.6%	55.4%	55.2%
Barbados	Leadership	37.6%	38.1%	38.5%	38.8%	39.3%	39.8%	40.0%	40.2%	40.4%	40.7%	40.7%
Belgium	Workforce	41.5%	41.8%	42.0%	42.3%	42.4%	42.6%	42.7%	42.9%	43.0%	43.0%	43.0%
Belgium	Leadership	24.0%	24.3%	24.5%	24.8%	25.0%	25.4%	25.8%	26.1%	26.2%	26.3%	26.4%
Bolivia	Workforce	35.9%	36.5%	37.0%	37.5%	37.9%	38.1%	38.6%	39.0%	39.3%	39.3%	39.2%
Bolivia	Leadership	27.8%	28.5%	29.1%	29.7%	30.1%	30.8%	31.4%	31.9%	32.2%	32.3%	32.5%
Brazil	Workforce	43.3%	43.5%	43.9%	44.3%	44.7%	44.8%	45.1%	45.5%	45.6%	45.5%	45.2%
Brazil	Leadership	29.0%	29.3%	29.9%	30.4%	30.9%	31.6%	32.0%	32.2%	32.3%	32.3%	32.2%
Canada	Workforce	45.6%	45.8%	46.0%	46.1%	46.1%	46.2%	46.2%	46.3%	46.2%	46.2%	46.1%
Canada	Leadership	30.7%	31.0%	31.3%	31.6%	31.8%	32.1%	32.3%	32.5%	32.7%	32.7%	32.7%
Chile	Workforce	41.1%	41.5%	41.8%	42.1%	42.3%	42.4%	42.7%	43.0%	43.1%	43.2%	43.1%
Chile	Leadership	34.8%	34.8%	35.1%	35.5%	35.8%	36.0%	36.2%	36.4%	36.3%	36.2%	36.0%
Colombia	Workforce	45.8%	46.2%	46.7%	47.0%	47.3%	47.4%	47.7%	47.9%	48.0%	47.9%	47.5%

Country	Seniority Group	2015	2016	2017	2018	2019	2020	2021	2022	2023	2024	2025
Colombia	Leadership	35.0%	35.4%	35.9%	36.3%	36.8%	37.1%	37.7%	38.0%	38.1%	38.1%	37.9%
Costa Rica	Workforce	41.5%	42.0%	42.4%	42.8%	43.1%	43.3%	43.7%	44.0%	44.2%	44.2%	44.0%
Costa Rica	Leadership	32.1%	32.8%	33.4%	34.0%	34.7%	35.3%	35.6%	35.9%	36.2%	36.2%	36.1%
Croatia	Workforce	46.4%	46.6%	46.8%	47.1%	47.4%	47.5%	47.7%	47.9%	47.9%	47.9%	47.9%
Croatia	Leadership	32.7%	33.1%	33.5%	33.7%	34.0%	34.2%	34.4%	34.6%	35.0%	35.4%	35.5%
Cyprus	Workforce	42.0%	42.3%	42.6%	43.0%	43.3%	43.4%	43.6%	43.8%	43.9%	44.0%	44.0%
Cyprus	Leadership	23.4%	23.5%	23.9%	24.5%	24.7%	25.1%	25.6%	26.0%	26.4%	26.5%	26.7%
Czechia	Workforce	42.9%	43.2%	43.4%	43.7%	43.9%	44.0%	44.1%	44.3%	44.3%	44.3%	44.3%
Czechia	Leadership	25.9%	26.3%	26.5%	26.7%	26.9%	27.1%	27.3%	27.4%	27.5%	27.7%	27.6%
Denmark	Workforce	45.5%	45.7%	45.7%	45.8%	45.8%	45.8%	45.9%	45.9%	45.8%	45.8%	45.7%
Denmark	Leadership	23.3%	23.7%	23.9%	24.1%	24.4%	24.6%	24.8%	25.1%	25.3%	25.6%	25.6%
Dominican Republic	Workforce	44.3%	44.6%	44.9%	45.2%	45.5%	45.6%	45.9%	46.2%	46.3%	46.4%	46.3%
Dominican Republic	Leadership	29.3%	29.5%	30.1%	30.3%	30.7%	31.2%	31.7%	32.4%	32.7%	32.9%	33.0%
Ecuador	Workforce	41.1%	41.4%	41.8%	42.3%	42.7%	42.8%	43.1%	43.5%	43.7%	43.7%	43.4%
Ecuador	Leadership	31.5%	31.9%	32.4%	32.7%	33.2%	34.1%	34.7%	35.0%	35.3%	35.3%	35.2%
Egypt	Workforce	22.6%	23.1%	23.8%	24.5%	25.2%	25.6%	26.3%	26.8%	27.3%	27.8%	27.9%
Egypt	Leadership	14.7%	14.9%	15.2%	15.5%	15.8%	16.1%	16.5%	16.8%	17.0%	17.3%	17.2%
Estonia	Workforce	50.0%	50.1%	50.1%	50.3%	50.3%	50.3%	50.3%	50.3%	50.2%	50.0%	49.9%
Estonia	Leadership	32.5%	32.6%	33.1%	33.1%	33.5%	34.1%	34.1%	34.9%	34.9%	35.1%	35.2%
Finland	Workforce	58.1%	58.2%	58.3%	58.3%	58.4%	58.3%	58.3%	58.1%	58.1%	58.0%	57.8%
Finland	Leadership	42.7%	43.1%	43.6%	43.9%	44.3%	44.5%	44.6%	44.9%	45.0%	45.1%	45.1%
France	Workforce	44.6%	44.8%	45.1%	45.2%	45.4%	45.5%	45.7%	45.9%	45.9%	45.9%	45.8%
France	Leadership	29.4%	29.6%	29.8%	30.1%	30.4%	30.7%	31.1%	31.4%	31.6%	31.6%	31.7%
Germany	Workforce	35.2%	35.7%	36.1%	36.4%	36.8%	37.0%	37.3%	37.6%	37.8%	37.9%	37.9%
Germany	Leadership	19.2%	19.5%	19.6%	19.8%	20.1%	20.4%	20.6%	20.9%	21.1%	21.4%	21.5%
Ghana	Workforce	28.1%	28.6%	29.2%	29.7%	30.2%	30.6%	31.3%	31.9%	32.4%	32.7%	32.5%
Ghana	Leadership	20.7%	21.4%	22.1%	22.9%	23.5%	24.3%	24.8%	25.3%	25.6%	25.9%	25.9%
Global Median	Workforce	42.5%	42.8%	43.0%	43.2%	43.5%	43.6%	43.8%	43.9%	44.0%	44.0%	44.0%
Global Median	Leadership	27.9%	28.4%	28.8%	29.2%	29.5%	30.1%	30.5%	30.7%	30.7%	30.9%	31.0%

Country	Seniority Group	2015	2016	2017	2018	2019	2020	2021	2022	2023	2024	2025
Guatemala	Workforce	37.8%	38.1%	38.5%	38.8%	39.2%	39.3%	39.6%	40.0%	40.2%	40.2%	40.1%
Guatemala	Leadership	28.4%	28.7%	28.9%	29.5%	29.8%	30.5%	30.8%	31.1%	31.3%	31.4%	31.2%
Hong Kong SAR	Workforce	44.9%	45.3%	45.7%	46.0%	46.3%	46.3%	46.5%	46.6%	46.6%	46.5%	46.4%
Hong Kong SAR	Leadership	32.0%	32.4%	32.8%	33.4%	33.7%	33.9%	34.3%	34.5%	34.6%	34.7%	34.6%
India	Workforce	23.7%	24.2%	24.7%	25.2%	25.9%	26.1%	27.0%	27.6%	27.9%	28.1%	28.1%
India	Leadership	15.1%	15.4%	15.7%	15.9%	16.3%	16.7%	17.0%	17.4%	17.7%	17.9%	18.0%
Ireland	Workforce	43.0%	43.3%	43.6%	43.8%	44.0%	44.1%	44.3%	44.5%	44.6%	44.5%	44.4%
Ireland	Leadership	27.7%	28.2%	28.5%	28.8%	29.2%	29.6%	29.9%	30.3%	30.5%	30.7%	30.8%
Israel	Workforce	35.3%	35.4%	35.5%	35.5%	35.6%	35.6%	35.6%	35.6%	35.6%	35.6%	35.5%
Israel	Leadership	24.7%	24.9%	25.0%	25.1%	25.3%	25.5%	25.6%	25.7%	25.7%	25.7%	25.7%
Italy	Workforce	45.3%	45.7%	46.1%	46.4%	46.7%	46.8%	47.1%	47.4%	47.6%	47.7%	47.6%
Italy	Leadership	29.6%	29.9%	30.1%	30.3%	30.5%	30.7%	30.9%	31.1%	31.2%	31.3%	31.3%
Jamaica	Workforce	55.4%	55.8%	56.1%	56.4%	56.9%	57.0%	57.3%	57.6%	57.8%	57.7%	57.3%
Jamaica	Leadership	37.4%	37.9%	38.4%	38.6%	39.3%	40.3%	41.2%	41.6%	42.2%	42.2%	42.1%
Jordan	Workforce	26.5%	27.1%	27.6%	28.4%	29.0%	29.3%	29.9%	30.4%	30.7%	31.0%	30.9%
Jordan	Leadership	15.6%	16.2%	16.7%	16.9%	17.2%	17.5%	17.8%	17.9%	18.1%	18.1%	18.3%
Kenya	Workforce	36.7%	37.2%	37.5%	37.9%	38.4%	38.5%	39.0%	39.5%	39.8%	39.9%	39.8%
Kenya	Leadership	26.0%	26.6%	27.2%	27.6%	28.2%	28.7%	29.1%	29.4%	29.8%	30.0%	30.1%
Lithuania	Workforce	48.7%	48.7%	48.6%	48.5%	48.4%	48.2%	48.2%	48.1%	47.9%	47.8%	47.7%
Lithuania	Leadership	31.7%	32.0%	32.2%	32.3%	32.5%	32.5%	32.8%	33.1%	33.3%	33.7%	33.7%
Luxembourg	Workforce	39.6%	39.8%	40.0%	40.2%	40.4%	40.4%	40.7%	40.9%	41.1%	41.2%	41.2%
Luxembourg	Leadership	23.5%	23.9%	24.3%	24.6%	24.9%	25.3%	25.7%	26.0%	26.4%	26.6%	27.0%
Malaysia	Workforce	40.1%	40.4%	40.6%	40.9%	41.1%	41.3%	41.5%	41.7%	41.7%	41.6%	41.5%
Malaysia	Leadership	30.9%	31.2%	31.5%	31.8%	32.1%	32.6%	33.0%	33.2%	33.3%	33.3%	33.3%
Malta	Workforce	40.7%	41.2%	41.6%	42.1%	42.3%	42.4%	42.6%	42.6%	42.6%	42.6%	42.5%
Malta	Leadership	20.3%	21.0%	21.4%	22.0%	22.4%	23.0%	23.2%	23.6%	24.1%	24.4%	24.9%
Mexico	Workforce	36.3%	36.7%	37.2%	37.6%	38.0%	38.2%	38.5%	38.8%	39.0%	39.0%	38.9%
Mexico	Leadership	25.1%	25.5%	26.0%	26.6%	27.1%	27.6%	28.0%	28.3%	28.5%	28.6%	28.6%
Morocco	Workforce	28.3%	28.8%	29.3%	29.9%	30.4%	30.5%	31.3%	31.8%	32.3%	32.6%	32.6%

Country	Seniority Group	2015	2016	2017	2018	2019	2020	2021	2022	2023	2024	2025
Morocco	Leadership	21.1%	21.3%	21.6%	21.8%	21.9%	21.8%	22.2%	22.4%	22.8%	23.0%	23.0%
Nepal	Workforce	24.4%	24.7%	25.2%	25.6%	26.1%	26.2%	26.7%	27.2%	27.5%	27.6%	27.3%
Nepal	Leadership	17.0%	16.9%	16.9%	16.9%	17.1%	17.2%	17.3%	17.5%	17.6%	17.7%	17.8%
Netherlands	Workforce	42.7%	43.0%	43.2%	43.5%	43.7%	43.8%	43.9%	44.0%	44.0%	44.0%	44.0%
Netherlands	Leadership	27.3%	27.7%	28.1%	28.3%	28.4%	28.7%	28.9%	29.0%	29.1%	29.1%	29.2%
New Zealand	Workforce	45.2%	45.5%	45.8%	46.1%	46.3%	46.4%	46.6%	46.8%	46.8%	46.8%	46.7%
New Zealand	Leadership	30.8%	31.2%	31.7%	32.3%	32.7%	33.2%	33.6%	33.9%	34.0%	34.2%	34.2%
Norway	Workforce	42.4%	42.6%	42.8%	42.9%	43.1%	43.1%	43.2%	43.3%	43.3%	43.2%	43.1%
Norway	Leadership	25.8%	26.0%	26.4%	26.7%	27.0%	27.4%	27.7%	28.0%	28.4%	28.6%	28.7%
Pakistan	Workforce	14.8%	15.2%	15.7%	16.3%	16.9%	17.5%	18.3%	19.1%	19.8%	20.3%	20.5%
Pakistan	Leadership	9.4%	9.6%	9.9%	10.1%	10.4%	10.8%	11.1%	11.4%	11.8%	11.9%	12.0%
Panama	Workforce	44.3%	44.5%	44.5%	44.6%	44.6%	44.6%	44.7%	45.0%	45.1%	45.2%	44.9%
Panama	Leadership	32.0%	32.5%	32.6%	33.1%	33.3%	33.6%	33.7%	33.9%	34.1%	34.4%	34.4%
Peru	Workforce	38.1%	38.5%	39.0%	39.5%	39.9%	40.1%	40.5%	40.9%	41.1%	41.2%	41.0%
Peru	Leadership	29.7%	30.2%	31.1%	31.6%	32.3%	33.4%	34.2%	34.5%	34.7%	34.6%	34.5%
Philippines	Workforce	51.0%	51.3%	51.7%	52.1%	52.4%	52.4%	52.5%	52.7%	52.7%	52.7%	52.5%
Philippines	Leadership	41.2%	41.5%	42.0%	42.5%	43.1%	44.1%	44.7%	45.1%	45.2%	45.1%	44.9%
Poland	Workforce	46.3%	46.8%	47.2%	47.6%	48.0%	48.2%	48.5%	48.8%	48.9%	48.9%	48.9%
Poland	Leadership	29.2%	29.6%	30.0%	30.3%	30.6%	30.9%	31.2%	31.5%	31.7%	31.9%	32.1%
Portugal	Workforce	45.1%	45.4%	45.8%	46.1%	46.4%	46.5%	46.7%	46.9%	47.0%	47.0%	46.9%
Portugal	Leadership	27.3%	27.7%	28.3%	28.7%	29.3%	29.8%	30.2%	30.5%	30.8%	31.0%	31.0%
Puerto Rico	Workforce	47.6%	47.8%	47.8%	47.9%	48.1%	48.2%	48.3%	48.5%	48.6%	48.5%	48.5%
Puerto Rico	Leadership	29.5%	29.6%	29.9%	30.3%	30.8%	31.3%	31.7%	32.1%	32.4%	32.3%	32.4%
Qatar	Workforce	21.8%	22.1%	22.5%	22.8%	23.1%	23.2%	23.5%	23.7%	23.8%	23.9%	23.9%
Qatar	Leadership	17.8%	18.5%	18.7%	19.2%	19.6%	20.0%	20.3%	20.3%	20.1%	20.0%	19.9%
Romania	Workforce	50.2%	50.4%	50.5%	50.6%	50.7%	50.8%	51.0%	51.1%	51.2%	51.2%	51.1%
Romania	Leadership	37.2%	37.6%	37.6%	37.6%	38.0%	38.1%	38.2%	38.3%	38.5%	38.6%	38.6%
Saudi Arabia	Workforce	12.9%	13.4%	14.1%	15.1%	16.0%	16.7%	17.8%	18.8%	19.3%	19.5%	19.4%
Saudi Arabia	Leadership	9.4%	9.7%	10.0%	10.2%	10.5%	10.8%	11.1%	11.5%	11.6%	11.9%	12.0%

Country	Seniority Group	2015	2016	2017	2018	2019	2020	2021	2022	2023	2024	2025
Singapore	Workforce	44.8%	45.0%	45.3%	45.5%	45.7%	45.7%	46.0%	46.0%	46.0%	46.0%	45.9%
Singapore	Leadership	33.0%	33.2%	33.5%	34.0%	34.2%	34.4%	34.6%	35.0%	35.4%	35.5%	35.5%
South Africa	Workforce	45.0%	45.3%	45.5%	45.8%	46.0%	46.1%	46.3%	46.5%	46.7%	46.7%	46.5%
South Africa	Leadership	31.7%	31.9%	32.2%	32.4%	32.6%	32.8%	33.0%	33.2%	33.3%	33.4%	33.4%
Spain	Workforce	43.5%	43.9%	44.2%	44.5%	44.8%	44.8%	45.0%	45.2%	45.3%	45.3%	45.1%
Spain	Leadership	28.1%	28.4%	28.6%	28.9%	29.1%	29.4%	29.7%	30.0%	30.1%	30.1%	30.2%
Sweden	Workforce	45.0%	45.3%	45.4%	45.5%	45.6%	45.6%	45.7%	45.7%	45.8%	45.7%	45.6%
Sweden	Leadership	25.8%	26.1%	26.3%	26.5%	26.7%	26.8%	27.0%	27.2%	27.4%	27.4%	27.4%
Switzerland	Workforce	39.6%	39.9%	40.2%	40.5%	40.6%	40.8%	41.0%	41.2%	41.3%	41.3%	41.2%
Switzerland	Leadership	22.9%	23.3%	23.6%	23.9%	24.2%	24.5%	24.9%	25.2%	25.4%	25.6%	25.7%
The Bahamas	Workforce	51.9%	52.0%	52.3%	52.4%	52.7%	52.6%	52.8%	52.7%	52.7%	52.7%	52.5%
The Bahamas	Leadership	34.6%	35.0%	35.4%	36.2%	36.6%	36.8%	37.4%	37.5%	37.6%	37.7%	37.6%
Trinidad and Tobago	Workforce	51.1%	51.4%	51.7%	51.8%	52.0%	52.1%	52.2%	52.4%	52.5%	52.5%	52.3%
Trinidad and Tobago	Leadership	35.1%	35.9%	36.5%	37.2%	37.8%	38.4%	39.0%	39.1%	39.4%	39.7%	39.6%
Tunisia	Workforce	32.4%	33.2%	34.0%	34.9%	35.6%	36.2%	36.9%	37.5%	37.9%	38.0%	37.9%
Tunisia	Leadership	23.2%	23.6%	23.9%	24.8%	25.0%	25.7%	26.0%	26.6%	27.0%	27.0%	27.0%
Türkiye	Workforce	29.7%	30.0%	30.4%	30.8%	31.2%	31.3%	31.9%	32.4%	32.7%	32.8%	32.5%
Türkiye	Leadership	19.7%	19.8%	20.1%	20.4%	20.6%	20.9%	21.3%	21.6%	21.7%	21.7%	21.6%
Ukraine	Workforce	43.4%	43.4%	43.5%	43.6%	43.8%	43.9%	44.0%	43.6%	43.1%	43.3%	43.4%
Ukraine	Leadership	29.1%	29.4%	29.8%	30.1%	30.6%	30.8%	31.0%	30.9%	30.4%	30.5%	30.5%
United Arab Emirates	Workforce	27.8%	28.2%	28.4%	28.7%	28.9%	28.9%	29.1%	29.4%	29.6%	29.8%	29.8%
United Arab Emirates	Leadership	18.8%	19.2%	19.4%	19.7%	19.9%	20.3%	20.7%	21.0%	21.4%	21.7%	21.9%
United Kingdom	Workforce	41.0%	41.4%	41.8%	42.2%	42.5%	42.6%	42.9%	43.1%	43.2%	43.3%	43.2%
United Kingdom	Leadership	27.5%	28.0%	28.4%	28.8%	29.2%	29.6%	30.1%	30.4%	30.7%	30.9%	31.0%
United States	Workforce	47.0%	47.2%	47.4%	47.5%	47.6%	47.7%	47.8%	47.9%	47.9%	47.9%	47.8%
United States	Leadership	32.6%	32.8%	33.1%	33.3%	33.6%	33.8%	34.1%	34.3%	34.5%	34.6%	34.6%
Uruguay	Workforce	47.7%	47.9%	48.2%	48.4%	48.6%	48.6%	48.8%	49.0%	49.1%	49.1%	49.0%
Uruguay	Leadership	30.6%	30.9%	31.1%	31.9%	32.2%	33.2%	33.6%	33.9%	34.5%	34.2%	34.0%
Venezuela	Workforce	42.0%	42.0%	41.9%	41.8%	41.6%	41.5%	41.6%	41.6%	41.6%	41.5%	41.4%

Country	Seniority Group	2015	2016	2017	2018	2019	2020	2021	2022	2023	2024	2025
Venezuela	Leadership	27.1%	27.1%	27.2%	27.3%	27.4%	27.5%	27.7%	27.9%	28.0%	27.9%	27.9%

Table A.2. Share of women by seniority level, by country.

Country	Entry-Level	Experienced	Distinguished	Entry-Level Manager	Experienced Manager	Director	Vice President	C-Suite
Algeria	32.4%	25.9%	25.2%	17.2%	17.7%	20.5%	36.3%	17.9%
Argentina	50.5%	43.4%	41.9%	32.3%	25.1%	37.3%	35.1%	21.7%
Australia	51.5%	48.2%	31.2%	40.5%	36.3%	35.7%	38.6%	23.1%
Austria	44.8%	39.6%	38.6%	33.5%	36.8%	31.0%	18.9%	19.0%
Bahrain	36.0%	30.0%	28.1%	17.3%	18.9%	25.9%	20.5%	14.9%
Bangladesh	21.3%	16.1%	12.9%	11.7%	11.1%	12.6%	12.2%	10.1%
Barbados	58.0%	58.5%	42.8%	47.7%	46.9%	44.2%	45.0%	34.7%
Belgium	48.9%	41.0%	37.1%	30.7%	30.5%	33.9%	36.4%	20.9%
Bolivia	42.3%	36.4%	38.5%	28.1%	32.9%	30.9%	31.5%	21.7%
Brazil	47.8%	37.0%	38.1%	37.1%	33.3%	28.1%	22.3%	29.1%
Canada	50.6%	47.9%	32.3%	38.1%	38.5%	42.8%	35.4%	24.3%
Chile	46.5%	35.4%	41.2%	29.8%	32.4%	35.4%	50.9%	24.7%
Colombia	49.7%	42.9%	49.9%	37.8%	32.0%	39.6%	43.6%	30.2%
Costa Rica	46.8%	40.8%	37.5%	35.7%	33.4%	34.4%	42.5%	21.3%
Croatia	52.9%	49.2%	37.5%	38.1%	38.2%	46.4%	43.8%	27.9%
Cyprus	49.1%	47.0%	38.1%	36.8%	32.9%	35.4%	32.9%	21.6%
Czechia	49.7%	39.2%	41.5%	40.2%	38.0%	29.4%	25.9%	21.5%
Denmark	51.2%	43.7%	40.5%	38.6%	32.5%	39.3%	26.3%	18.2%
Dominican Republic	50.0%	44.8%	41.9%	34.6%	38.1%	40.1%	38.0%	26.4%
Ecuador	45.9%	41.4%	46.4%	30.0%	32.5%	34.0%	40.1%	26.9%
Egypt	26.3%	30.6%	32.8%	12.6%	16.9%	20.9%	21.9%	12.4%
Estonia	50.3%	52.6%	37.2%	43.2%	46.8%	46.0%	39.1%	28.6%
Finland	60.3%	59.8%	46.2%	51.0%	48.9%	50.8%	45.6%	38.5%
France	50.1%	40.4%	45.7%	36.1%	34.6%	35.8%	49.5%	24.5%

Country	Entry-Level	Experienced	Distinguished	Entry-Level Manager	Experienced Manager	Director	Vice President	C-Suite
Germany	42.8%	35.8%	34.5%	33.6%	33.6%	28.3%	17.8%	18.4%
Ghana	40.5%	32.8%	25.4%	27.6%	24.9%	27.2%	27.6%	22.8%
Global Median	48.7%	41.3%	37.7%	35.6%	33.6%	34.8%	35.1%	23.2%
Guatemala	43.1%	39.5%	37.1%	28.5%	34.7%	31.3%	34.0%	21.8%
Hong Kong SAR	51.4%	48.1%	39.0%	46.4%	41.3%	40.5%	40.9%	29.1%
India	35.5%	28.4%	23.2%	23.1%	20.9%	21.6%	20.7%	15.4%
Ireland	50.1%	46.1%	30.8%	44.4%	38.1%	34.5%	36.8%	20.0%
Israel	40.0%	36.4%	29.0%	32.8%	33.6%	35.2%	28.7%	20.2%
Italy	51.4%	43.9%	42.5%	36.1%	35.6%	34.5%	30.9%	26.7%
Jamaica	60.3%	59.4%	51.5%	48.8%	50.8%	47.0%	47.9%	35.3%
Jordan	30.0%	33.0%	40.7%	14.9%	19.1%	24.4%	22.2%	15.2%
Kenya	45.7%	40.5%	27.1%	32.1%	30.5%	31.1%	36.0%	25.2%
Lithuania	48.7%	49.4%	38.0%	45.9%	45.1%	44.0%	47.3%	26.8%
Luxembourg	46.2%	41.6%	36.1%	36.2%	34.3%	31.5%	33.1%	21.0%
Malaysia	44.3%	42.1%	38.6%	34.4%	36.9%	36.0%	39.6%	26.1%
Malta	49.3%	44.2%	34.0%	35.1%	34.8%	34.0%	31.9%	19.4%
Mexico	42.4%	36.0%	33.8%	27.8%	29.4%	31.6%	27.0%	22.7%
Morocco	35.4%	30.3%	37.5%	23.6%	21.8%	22.1%	35.3%	19.3%
Nepal	32.2%	28.0%	25.1%	19.0%	19.4%	22.0%	28.3%	16.5%
Netherlands	50.6%	40.7%	30.1%	37.2%	28.3%	26.5%	21.6%	19.5%
New Zealand	52.3%	49.4%	33.5%	41.7%	36.4%	35.0%	36.2%	23.4%
Norway	47.7%	41.3%	36.5%	47.4%	29.9%	36.7%	39.8%	21.6%
Pakistan	28.6%	20.4%	24.7%	13.6%	13.4%	14.5%	13.8%	10.2%
Panama	48.4%	43.1%	37.8%	35.5%	40.7%	37.2%	41.5%	24.1%
Peru	43.8%	38.2%	41.7%	27.8%	26.4%	31.0%	36.4%	26.6%
Philippines	54.9%	52.8%	51.0%	49.5%	46.2%	45.4%	45.3%	34.0%
Poland	53.5%	44.6%	44.7%	48.5%	40.6%	40.7%	34.9%	24.4%
Portugal	51.5%	43.3%	44.9%	39.2%	30.1%	35.2%	29.4%	28.3%
Puerto Rico	56.5%	47.8%	39.6%	47.8%	40.9%	45.3%	38.1%	25.8%

Country	Entry-Level	Experienced	Distinguished	Entry-Level Manager	Experienced Manager	Director	Vice President	C-Suite
Qatar	32.2%	23.4%	24.6%	17.6%	14.5%	23.3%	20.6%	14.5%
Romania	54.5%	50.3%	53.7%	52.5%	42.6%	44.7%	38.3%	33.9%
Saudi Arabia	23.0%	18.7%	14.2%	11.7%	9.8%	12.4%	11.4%	7.8%
Singapore	52.9%	47.1%	41.0%	40.9%	42.7%	40.5%	39.3%	27.5%
South Africa	50.1%	48.8%	36.4%	42.5%	35.8%	35.3%	34.2%	25.6%
Spain	48.8%	43.5%	41.9%	34.3%	25.0%	33.4%	25.3%	25.5%
Sweden	51.0%	40.8%	46.4%	41.6%	36.1%	47.9%	28.1%	24.2%
Switzerland	47.2%	39.8%	33.1%	34.4%	35.8%	32.1%	23.9%	21.1%
The Bahamas	56.2%	56.3%	44.1%	37.3%	44.7%	46.7%	38.8%	31.4%
Trinidad and Tobago	55.8%	54.2%	42.9%	43.7%	46.5%	43.1%	45.0%	31.4%
Tunisia	41.1%	35.7%	35.1%	27.3%	24.8%	24.2%	47.4%	23.6%
Türkiye	35.6%	34.1%	26.8%	24.2%	22.7%	24.8%	27.8%	18.3%
Ukraine	47.9%	40.7%	39.6%	45.4%	48.5%	36.9%	35.5%	26.3%
United Arab Emirates	36.0%	30.0%	28.2%	20.4%	20.8%	27.7%	22.8%	17.0%
United Kingdom	50.2%	45.5%	29.9%	42.1%	37.5%	33.5%	35.1%	21.1%
United States	50.2%	50.3%	33.4%	39.9%	40.8%	47.1%	35.7%	28.4%
Uruguay	53.6%	43.1%	42.9%	34.0%	20.8%	39.9%	31.1%	24.0%
Venezuela	44.7%	40.0%	40.3%	29.5%	29.0%	35.6%	30.8%	20.8%

Table A.3. Share of women by seniority level, by country.

Country	Boomers (% Drop)	Gen X (% Drop)	Millennials (% Drop)	Gen Z (% Drop)
Algeria	-25.2%	-29.2%	-28.8%	-24.4%
Argentina	-44.9%	-37.0%	-26.1%	-16.7%
Australia	-30.4%	-24.8%	-18.0%	-16.4%
Austria	-33.2%	-38.9%	-39.2%	-41.1%
Bahrain	-25.3%	-24.1%	-18.9%	-16.3%
Bangladesh	-12.3%	-18.6%	-21.5%	-15.8%
Barbados	-31.1%	-28.7%	-21.3%	-13.6%

Country	Boomers (% Drop)	Gen X (% Drop)	Millennials (% Drop)	Gen Z (% Drop)
Belgium	-41.6%	-38.6%	-32.6%	-35.2%
Bolivia	-21.9%	-19.8%	-12.9%	-8.3%
Brazil	-32.9%	-27.2%	-25.2%	-21.9%
Canada	-34.1%	-28.2%	-23.1%	-20.4%
Chile	-25.6%	-16.8%	-11.6%	-6.6%
Colombia	-18.7%	-17.6%	-16.6%	-13.5%
Costa Rica	-31.4%	-19.6%	-8.9%	-1.3%
Croatia	-24.0%	-23.4%	-24.4%	-25.1%
Cyprus	-38.6%	-39.8%	-35.2%	-30.6%
Czechia	-42.4%	-38.2%	-33.2%	-37.1%
Denmark	-46.0%	-42.7%	-40.8%	-45.1%
Dominican Republic	-33.5%	-27.8%	-24.4%	-17.3%
Ecuador	-28.7%	-20.9%	-13.5%	-11.2%
Egypt	-28.8%	-29.3%	-30.9%	-31.7%
Estonia	-33.9%	-29.6%	-28.6%	-24.6%
Finland	-25.0%	-21.3%	-18.5%	-20.5%
France	-33.4%	-29.8%	-26.8%	-29.9%
Germany	-39.2%	-40.0%	-39.3%	-42.8%
Ghana	-8.5%	-9.6%	-16.4%	-15.1%
Guatemala	-22.6%	-24.1%	-14.3%	-12.7%
Hong Kong SAR	-32.8%	-22.1%	-17.6%	-19.9%
India	-25.4%	-24.1%	-27.8%	-31.9%
Ireland	-40.4%	-29.4%	-20.4%	-21.5%
Israel	-34.6%	-25.6%	-26.7%	-21.3%
Italy	-27.4%	-30.4%	-30.8%	-31.3%
Jamaica	-25.2%	-30.0%	-23.0%	-18.1%
Jordan	-18.5%	-26.8%	-34.4%	-33.6%
Kenya	-18.9%	-16.1%	-20.7%	-22.3%
Lithuania	-33.4%	-34.4%	-27.9%	-28.6%

Country	Boomers (% Drop)	Gen X (% Drop)	Millennials (% Drop)	Gen Z (% Drop)
Luxembourg	-41.5%	-35.0%	-26.4%	-32.9%
Malaysia	-23.4%	-16.7%	-15.4%	-10.3%
Malta	-44.1%	-44.3%	-33.6%	-32.3%
Mexico	-36.9%	-29.3%	-20.0%	-11.9%
Morocco	-5.9%	-12.9%	-24.0%	-31.7%
Nepal	-4.1%	-14.8%	-30.3%	-38.7%
Netherlands	-34.5%	-33.0%	-28.9%	-34.2%
New Zealand	-32.7%	-27.0%	-17.7%	-15.4%
Norway	-37.4%	-32.7%	-27.3%	-32.2%
Pakistan	-22.6%	-27.8%	-34.6%	-36.0%
Panama	-27.0%	-26.0%	-18.8%	-9.0%
Peru	-29.3%	-17.7%	-10.0%	-7.5%
Philippines	-19.9%	-12.5%	-9.8%	-7.9%
Poland	-34.8%	-31.8%	-32.0%	-29.0%
Portugal	-42.4%	-36.4%	-29.6%	-23.6%
Puerto Rico	-38.8%	-36.2%	-27.0%	-15.9%
Qatar	-100.0%	-22.5%	-3.8%	-18.2%
Romania	-29.6%	-22.5%	-21.6%	-28.3%
Saudi Arabia	-20.7%	-25.6%	-25.4%	-28.2%
Singapore	-30.2%	-20.9%	-16.5%	-13.4%
South Africa	-28.3%	-25.8%	-23.8%	-23.3%
Spain	-33.4%	-30.9%	-28.2%	-31.1%
Sweden	-39.7%	-37.9%	-36.9%	-40.1%
Switzerland	-39.8%	-35.9%	-33.1%	-34.6%
The Bahamas	-37.3%	-31.4%	-22.8%	-13.9%
Trinidad and Tobago	-28.7%	-27.7%	-20.2%	-14.2%
Tunisia	-22.4%	-23.8%	-22.0%	-27.2%
Türkiye	-11.7%	-18.3%	-29.8%	-38.8%
Ukraine	-39.1%	-29.5%	-28.2%	-23.0%

Country	Boomers (% Drop)	Gen X (% Drop)	Millennials (% Drop)	Gen Z (% Drop)
United Arab Emirates	-30.3%	-26.6%	-18.7%	-20.5%
United Kingdom	-31.5%	-25.2%	-19.8%	-21.3%
United States	-31.6%	-26.0%	-21.0%	-20.2%
Uruguay	-38.5%	-34.5%	-26.8%	-19.7%
Venezuela	-37.2%	-33.4%	-29.3%	-18.8%
Global Median	-31.5%	-27.5%	-24.4%	-21.7%