



International
Labour
Organization

ACT/EMP

▶ **Leading to success**

The business case for women in business and management in the Philippines

By Linda Vega
Principal Researcher

INVESTING IN WOMEN
SMART ECONOMICS
AN INITIATIVE OF THE AUSTRALIAN GOVERNMENT

Supported by

J.P.Morgan

Overview

1. The ILO IW joint research
2. The COVID-19 context
3. Gender diversity for better business outcomes
4. Retention challenges
5. Diversity in management
6. Diversity on boards
7. Transforming the wider business environment

▶ The ILO IW Joint Research

- ▶ Joint research demonstrates the business case for workplace gender equality in the Philippines
- ▶ Findings from ILO's report WIBM: *The Business Case for Change* - complemented by ILO and IW research
- ▶ Global survey with 12,940 enterprises in 70 countries
- ▶ Survey in the Philippines with 389 enterprises



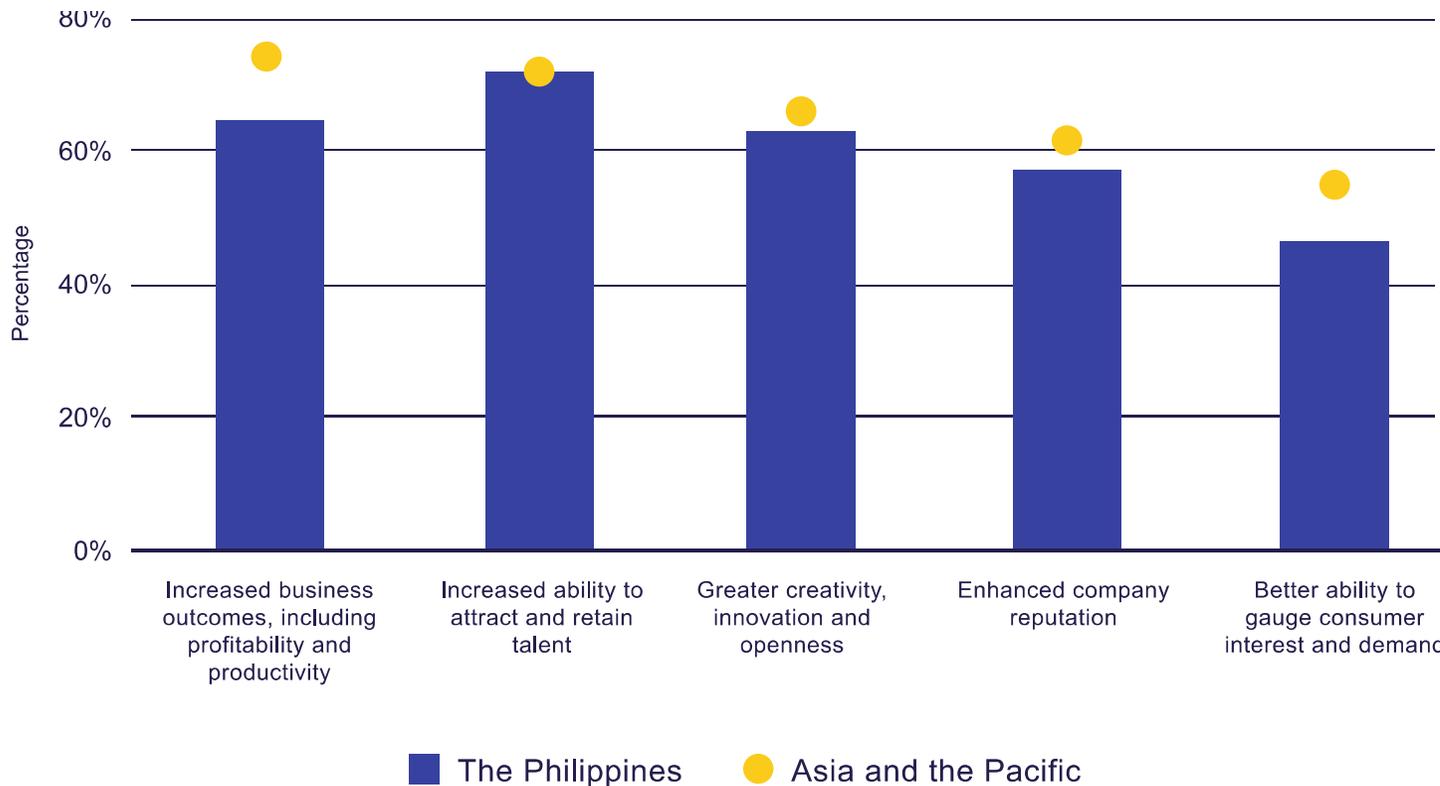
▶ The COVID-19 context

- ▶ Economic growth has declined in key sectors, including manufacturing, retail and sales, and services
- ▶ **The impact of the COVID-19 pandemic has been gendered**
- ▶ Women are over-represented in temporary or part-time employment and in the service sector
- ▶ Flexible work arrangements and telework
- ▶ Increased women's double burden from family and work responsibilities



Gender diversity for better business outcomes

Share of enterprises with improved business outcomes resulting from initiatives on gender diversity and equality, results in the Philippines and Asia and the Pacific



84% of enterprises in the Philippines agreed gender diversity initiatives enhanced business outcomes, significantly higher than enterprises in Asia and the Pacific (68 per cent)

Retention challenges

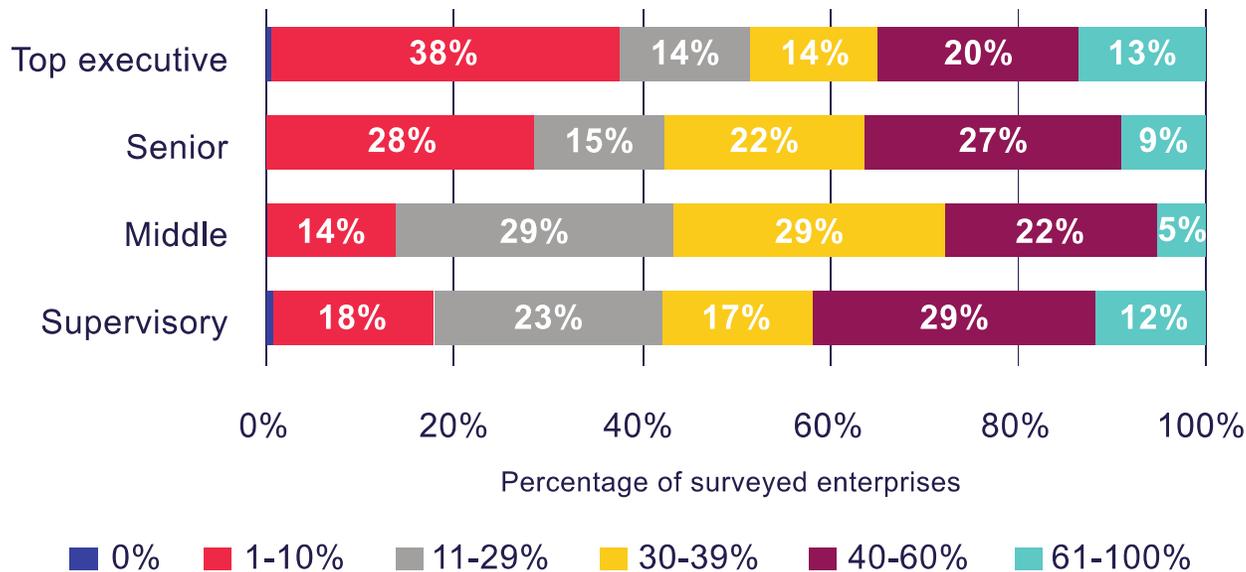
- Retention of productive employees is challenging
- 48% of enterprises in the Philippines reported that retention of skilled women was challenging
- More women are graduating from tertiary education than men
- In the long-run enterprises will benefit from a bigger and more educated talent pool
- Women's retention: access to flexible work options (work/life balance)

Better integrating skilled women in the labour market can create long-term benefits for enterprises

**ILO's Women in Science, Technology, Engineering and Mathematics (STEM)
Programme: increase women's employability and improve workplace productivity**

Diversity in management

Share of enterprises by proportion of women at supervisory, middle, senior and top executive management levels, results in the Philippines



The share of enterprises with female managers decreases as seniority in management increases

Of enterprises in the Philippines, 83% employed women supervisory managers, 66% employed women middle managers, 62% employed women senior managers and 50% employed women top executives

Diversity in management

Share of enterprises with women in functional middle and senior management areas, results in the Philippines

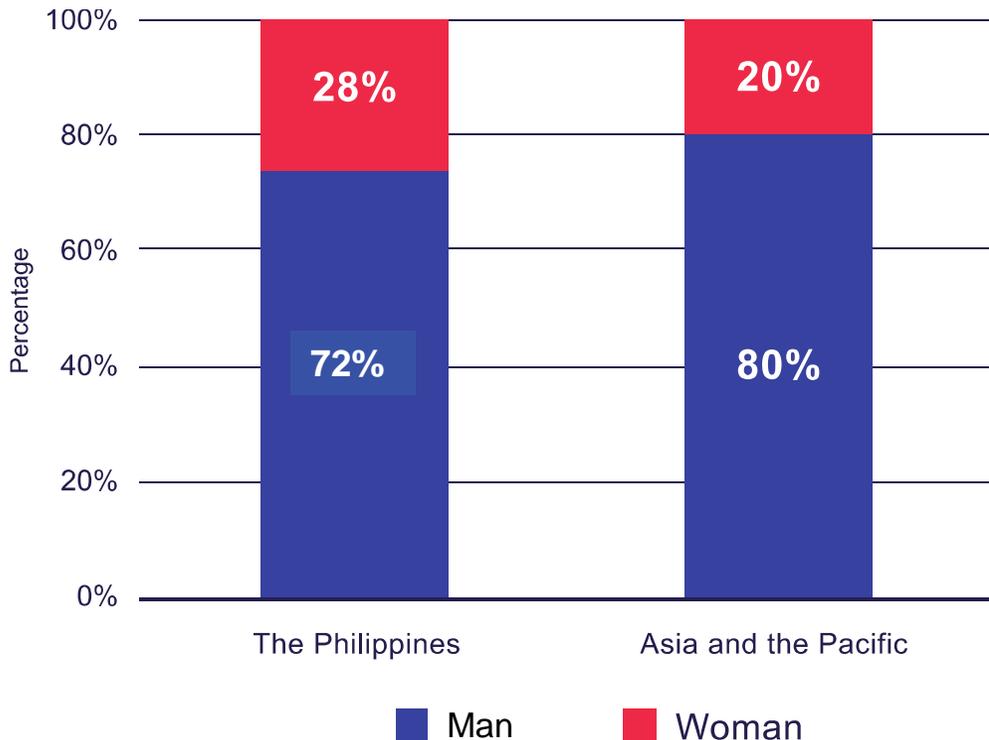


Women are over-represented in support management functions (human resources and finance and administration)

Men are concentrated in management functions deemed strategic (profit and loss and R&D)

Diversity in management (CEOs)

Gender of CEO in enterprises that reported having a CEO, results in the Philippines and Asia and the Pacific



- Enterprises in the Philippines with female CEOs were 16% more likely to have a **gender balanced board** and 15% more likely to have a **gender balanced workforce**
- Asia Pacific enterprises with a female CEO were more likely to have gender balance at supervisory, senior and top management levels

► Diversity on boards of directors

- Only 37% of Filipino enterprises that had a board said the board chairperson was a woman - only 25% had attained a gender balanced board
- Diverse composition of boards and their leadership affect business outcomes, as shown by enterprises in Asia Pacific:
 - Enterprises with gender balanced boards were 12% more likely to have **better business outcomes**
 - When boardrooms were chaired by a woman, enterprises were 13% more likely to have **improved business outcomes**

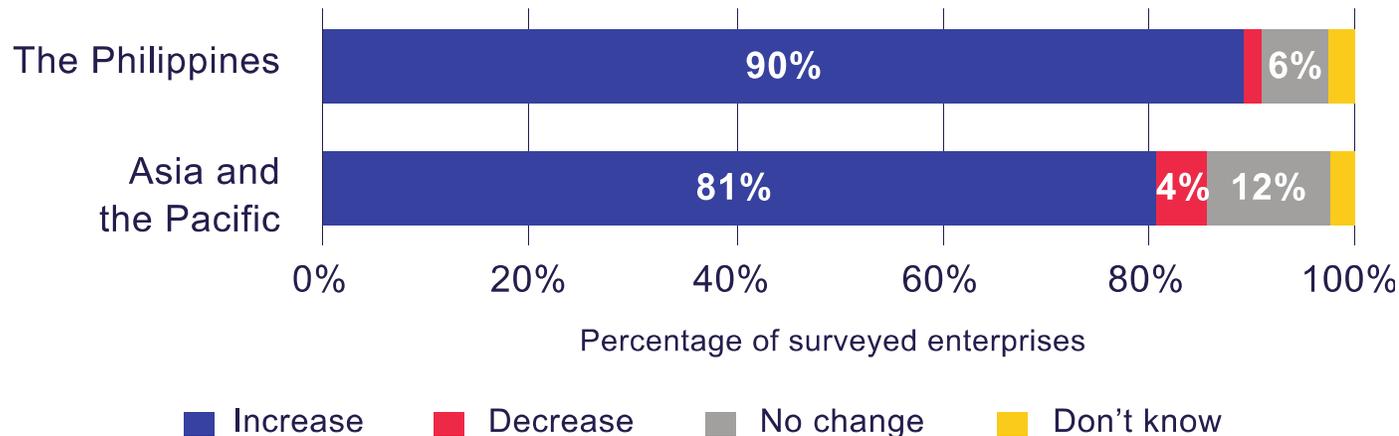
▶ **Transforming the wider business environment** **Shaping a gender inclusive organizational culture**

- Shaping a gender inclusive corporate culture involves eliminating gender bias within an enterprise
- Gender bias impacts recruitment, promotion, work assignments, training, pay and mobility
- Gendered views on leadership could reduce recruitment and promotion of skilled women into leadership roles, particularly if most senior managers overseeing selection and hiring processes are men

Human resources systems and advocacy messages from senior and top management can help cultivate gender inclusive corporate cultures

Transforming the wider business environment Promoting flexible work arrangements

Share of enterprises that experienced changes in productivity as a result of flexible and/or remote work or telework, results in the Philippines and Asia and the Pacific



- About 84% of enterprises in the Philippines practiced flexible and/or remote work
- 90% of these enterprises reported productivity increases resulting from flexible and/or remote work

Flexible work arrangements can lead to improvements in work-life balance and productivity

▶ **Transforming the wider business environment** Implementing effective enterprise policies and measures

- Almost 90% of surveyed enterprises in the Philippines have a diversity and inclusion policy
- Enterprises in the Philippines with a diversity and inclusion policy were more likely to have women supervisory, senior and top managers

Policies and initiatives for diversity and inclusion can drive corporate change

Thank you!

INVESTING IN WOMEN
SMART ECONOMICS
AN INITIATIVE OF THE AUSTRALIAN GOVERNMENT



International
Labour
Organization

ACT/EMP