Indicator name
% of women nominated to senior level positions in private sector (e.g., investment boards / fund management teams, corporate boards, CEOs, business associations, chambers of commerce, cooperative boards, professional bodies, etc.)
GAP III thematic area of engagement
Promoting economic and social rights and empowering girls and women
Related objectives in the Gender Action Plan III
Overall thematic objective: Women, men, girls and boys, in all their diversity, fully enjoy and exercise their equal economic, labour and social rights. **Specific thematic objective 5:** Improved access for women in all their diversity to managerial and leadership roles in social and economic sectors and for a
Technical Definition
This indicator intends to measure the share of women who are nominated in senior level positions in the private sector companies, bodies and representative organisations. The following definitions apply: - Senior level position: according to the International Standard Classification of Occupations (ISCO), managers and leaders are considered as the highest category (major-group 1) with senior management positions included in the first sub-major group (11). Senior level positions in sub-major group (11) for the private sector are senior officials who formulate and review the policies, and plan, direct, coordinate and evaluate the overall activities of enterprises or organisations, with the support of other managers. As part of the major sub-group 11, the minor group 112 includes managing directors and chief executives who formulate and review the policies, and plan, direct, coordinate and evaluate the overall activities of enterprises or organisations (except special-interest organisations) with the support of other managers, usually within guidelines established by a board of directors or a governing body to whom they are answerable for the operations undertaken and results.[1]
Rationale
An inclusive business culture starts with a gender-balanced workforce and includes a critical mass of women in management, senior leadership and on boards of directors.[2] The G20/OECD Principles of Corporate Governance highlight how measures such as voluntary targets, key performance indicators and metrics to monitor performance against women's participation in decision-making, disclosure requirements, boardroom quotas, and private initiatives can enhance gender diversity on boards and in senior management. These instruments are often comprised within an all-encompassing gender equality strategy, including public commitments, targets, metrics, equal pay programmes and budgetary measures to correct unjustified pay gaps.[3]
Data source and calculation
Reporting covers cooperation, development and humanitarian (if applicable) initiatives and investment frameworks funded by the EC (INTPA, NEAR, FPI, ECHO) and EEAS. EUMS may provide information related to their interventions through their contributions to GAP III reports or through the EUDs, e.g., in cases of joint dialogue (i.e., as part of joint programming or TEI). Data sources: The intervention's monitoring and reporting systems, e.g., inception, interim and final reports

[1] ILO, Definition of major groups, sub-major groups, minor groups and unit groups
[2] ILO (2020): Women in managerial and leadership position in the G20
[3] OECD (2020): Policies and practices to promote women in leadership roles in the private sector

from implementing organisations (including governments, international organisations, national and international civil society organisations, private sector, etc.), ROM reviews and evaluations.

At the country level, most of the key labour market indicators are collected from Labour Force Surveys (LFS).[4] This is why it is important for a country to ensure to have a regular and nationally representative LFS implemented, usually by the National Statistical Office. According to the data source type and collection method for SDG 5.5.2, if the LFS is not available, household surveys including a module on employment can be used. In the absence of any labour-related household survey, establishment surveys or administrative records may be also used to gather information on the female share of employment by the required ISCO groups. In cases where establishment surveys or administrative records are used, the coverage is likely to be limited to formal enterprises or enterprises of a certain size. Information on the enterprises covered should be provided with the figures. This may include benchmarking the company's performance against other companies or establishing measurable targets for improving on performance. When comparing figures across years, any changes in the versions of ISCO that are used should be taken into account.

Baseline and endline studies conducted and budgeted within the EU intervention using the same data collection methodology. The baseline and endline studies can be conducted as part of the gender country profile and/ or gender sector analysis, or be based on existing official reports and published data.

Calculation:

- Numerator: Number of women nominated to senior level positions (ISCO sub-major group 11) in the private sector.
- Denominator: Total number of women working in the private sector (ISCO sub-major group 11).

Result:
Percentage of women = (Number of women nominated to senior level positions in the private sector / Total number of women working in the private sector) × 100

Each woman (disaggregated as below) benefiting from different services thanks to the EU supported intervention should be counted separately and only once if they benefit from more than one intervention of the same type (e.g. different phases of the same programme).[5]

In particular, to avoid double counting, where support is provided continuously, i.e. individuals are supported across years, a peak year result should be taken, i.e., by reporting the highest number of people who benefited from the EU intervention on a yearly basis. Results on a multi-year basis will be calculated by adding the number of new women reached in years 2, 3, etc. to the total reached in year 1. The percentage should be updated accordingly.

In case of interest and if possible, the number of beneficiaries could be calculated by private sector level, e.g., investment boards / fund management teams, corporate boards, CEOs, business associations, chambers of commerce, cooperative boards, professional bodies etc.

[4] ILO (2020): Women in managerial and leadership position in the G20

[5] Avoiding double counting is especially relevant when aggregating values of different indicators. As a general rule, it is acceptable to record the same individuals under different indicators and between different interventions if the EU funds different services (i.e., a child under one receives nutrition in the framework of one intervention and is also immunised in the framework of another intervention). Where an individual receives the same service in the framework of the same EU supported intervention (e.g., different phases of a nutrition programme), this cannot be matched to different indicators and between different interventions.

Worked examples

In country A, the EU supports a G2 regional programme to redress the gender unbalances in enterprises development. The programme focuses on improving women's representation at the top management levels, e.g., executive, board of trustees and senior management. The programme monitoring system at the end of the programme reports the following figures:

% women in senior level position (in target enterprises)	Year 1	Year 2	Year 3
Total	15%	22%	38%
Chief executive	2%	3%	7%
Managing director	9%	12%	18%
Members of the board of trustees	4%	5%	13%

Baseline

Data from official counterparts (i.e., national women's machinery, national gender observatories, line ministries/authorities, statistical institutes, etc.). Data from international and national organisations working on women's leadership and participation in decision-making or other independent non-state actors.

If baseline data are lacking, a mapping can be done at the start of the intervention using surveys/ interviews involving either the private and public sector or women's rights organisations and networks.

The baseline can be 0 when the indicator is achieved with the EU funded intervention.

Disaggregation

Data need to be disaggregated by age[6] as a minimum, and by gender[7] and disability status, whenever possible.

As a person's gender identity does not necessarily equal nor can it be deduced from their sex, for international and national reporting it is recommended, whenever possible, to collect data disaggregated by gender.

Taking into due account the "do no harm" principle, it is also recommended to collect data on other intersecting grounds of potential discrimination (e.g., geographical location, population group - ethnic minority, linguistic or religious group member- socio-economic situation, migration status, etc.) based on relevance to the intervention and availability of data.

Data should be also disaggregated by private sector body/ institution, e.g. investment boards / fund management teams, corporate boards, CEOs, business associations, chambers of commerce, cooperative boards, professional bodies, whenever possible.

Data disaggregation to capture the intersecting dimensions of women's share in senior level position in public sector is necessary to increase the quality and effectiveness of programmes, projects, and dialogue, and make visible the experience of different individuals. The collection, analysis and use of disaggregated data is a priority, regardless of previous practice. Due consideration should be paid to national data collection capacity. Furthermore, those in charge of data collection need to assess carefully if and how to collect sensitive data, for example, concerning sexual identity and the legal situation in the national context to avoid harm to individuals or groups by revealing characteristics they carry.

[6] Age groups: 0-15; 16-24; 25-54; 55+
[7] Gender encompasses a person's identities, expressions, and societal roles (man, woman, non-binary, other options)

Availability and Timeliness
Information should become available annually, depending on the duration of the intervention.
Related DAC CRS code
250 - Business & Other Services/ 25010 - Business policy and administration
Associated SDGs
SDG 5 Achieve gender equality and empower all women and girls. Target 5.1, Indicator 5.1.1 (see Metadata) Target 5.5, Indicator 5.5.2 (see Metadata) Target 5.c, Indicator 5.c.1 (see Metadata)
Other issues
Women's share in senior level position in private sector should be considered as an element for key performance indicators of economic growth and fair business management. The gender country profile and/ or gender sector analysis can be relevant sources of information for establishing baselines. The gender country profile and/ or gender sector analysis can be relevant sources of information for establishing baselines. If there is no gender analysis available at the EUD, it is recommended to look at the analysis undertaken by EU Member States or other trusted partners (UN, World Bank, human rights national and regional mechanisms, etc.) as well as the national-level reviews carried out in 2019 by UN Women and the partner countries to assess progress made and challenges encountered in the implementation of the Beijing Declaration and Platform for Action. Special attention should be paid to following up on partner country institutions reached with EU support.