



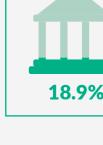
## The Underrepresentation of Women in Leadership and Management

U.S. GOVERNMENT

**Elected and Appointed Positions** Women Local Government

## As of July 2016, per the U.S. Conference of Mayors, of the

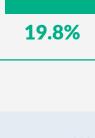
Women Mayors



**1,391** mayors of U.S. cities with populations over **30,000** or **18.9%**, were women. 18.9%

## 19.8%

Chief Executive Officers



Women in State Legislatures 2018

(including ICMA members

ICMA's State of the

**Profession Survey** 

and non-members).



Lieutenant Governors

3

and 33 Resident Commissioners.

#genderbalance.5,6



Women U.S. Governors

24% Six women (2D, 4R) serve as governors in 2017.

Members in the 115<sup>th</sup> Congress A total of **10,945** individuals have served in Congress since 1789, plus 3% an additional **144** people serving as Territorial Delegates in the House,



The first woman, Representative Jeannette Rankin of Montana, was elected to Congress in 1916. Since then, a total of **329** women have served as U.S. Representatives, Delegates, or Senators, representing almost 3%" of total representation. From one representative in 1917 in the 65th Congress, to 104 today in the 115th Congress, some

progress has been made, but we still have a long way to go for

25.4%

There are **1,878** women or

25.4% state legislators in the US. Women comprise 22.8% of state senate seats and 26.4% state house of representatives.

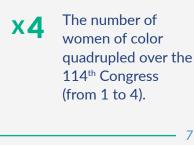
Women U.S.

Representatives, **Delegates, or Senators** since 1917

> The number of women in the 115<sup>th</sup> Congress stayed the same from the 114th, at a total of 104 members, or 19 percent.

104 women





in the Senate.

A record number of 23 women is serving

INTERNATIONAL GOVERNANCE

South Africa 42%

International Politics -

Women in Iceland's

Parliament 48%

Heads-of-State -

## Women in UK Parliament: 32% —— Women in Swedish Parliament: 44% -

Mexico 43%





Women Heads of

2017: 6.3%

State/Government,



10

5

74,000

6.3%

Among the top ranks, **69** of the **976** generals and admirals - **7.1%** - were women. There were **36,000** women in the officer corps, or **16.6%**.

There are currently **20** women holding the office

of the head of state or head of government, which

represents 6.3% of the total of 315 world leaders.



Air Force 62,000

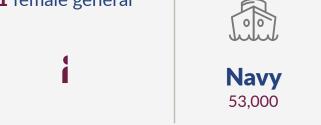
**Marine Corps** 

14,000

**1** female general

15

28 female generals





24/500

Women in Fortune 500 Companies

As of May 2018, there are **24** female CEOs on

The women run a diverse range of companies from consumer goods behemoths like

PepsiCo to defense contractors like Lockheed

Martin — but they are, predominantly, white.

women of color: Geisha Williams of PG&E

Corporation and Indra Nooyi of PepsiCo.

When we look at the Fortune 1,000, that number grows slightly to 6.9% 14

None are African American.<sup>13</sup>

At the moment, just two names on the list are

the list - or just under 5% of the total list.

Fortune 500

**21** female admirals

**19** female generals

because she does! Career advancement for women seeking senior positions can be stalled by the attitudes of hiring authorities and supervisors who may have misconceptions about women's qualifications and

become more likely<sup>21</sup>.

Did You Know?

Even in 2018, women in leadership interviews are being asked who will care for their children, with few men being asked the same question. If a woman is

interviewing, assume she has that under control,

abilities. But as a person's leadership capabilities

grow and opportunities to demonstrate them

expand, high-profile, challenging assignments and other organizational endorsements

(Mis)Perception

19%

officer positions but **69%** of chief human resource officer positions.

1 Womenintheworkplace.com

21%

Women Leading Non-profits

45%

Women make up 45 percent of the CEOs at

receive significantly higher incomes.

Nobel

Pilots 4.21%

Laureates 5.4%

nonprofits but only **21** percent of the CEOs at

nonprofits with budgets of **\$25 million** or more. Though the vast majority of workers in the

nonprofit sector (73 percent) are women, men still hold a majority of top leadership positions and

Average number of women in private sector C-Suite positions, by industry in 2016 -Rates of women in the C-Suite vary wildly: In the financial sector, women occupy only 9% of chief financial

> **Financial Sector 28% Technology 25% Energy 24%**

> > **Industrial 22%**

**Consumer and Life Sciences 23%** 

And yet, the higher you look in companies, the fewer women you see, with the C-suite comprised of only **19%** women<sup>1</sup>. Did You Know?

**Bias Awareness** 

Education and training bias, advancement bias. Gender bias is embedded in stereotypes and organizational practices that reflect work structures and procedures that put women at

a disadvantage. The gender bias in

organizations and society disrupts the

learning cycle to build leadership qualities<sup>21</sup>.

Representation in public sculpture 8%

15%

entries from 5,034 photographers in 126 countries.<sup>20</sup>

5,034 Photographers in Men 126 Countries According to a tally by the organization Women Photograph, men made up nearly 85 percent of the

Of the more than **5,000** public outdoor sculptures across America that

are entered in the Smithsonian American Art Museum's Art Inventories

7. Do what you can to retain talented women

in your workplace such as family friendly policies, offering women development and training opportunities, and advocating for women when promotional opportunities

<sup>18.</sup> **(2017)** http://news.nationalgeograph-

12. (2013) http://ww-<sup>3.</sup> **(2017)** http://www.cawp.rutgers.edu/womw.cnn.com/2013/01/24/us/military-women-statewide-elective-executive-office-2017 en-glance/index.html 4. (2018) http://www.cawp.rutgers.edu/women-state-legislature-2018

4. Talk to women in your organization and ask

<sup>5.</sup> history.house.gov/Institution/Total-Members/To-<sup>6</sup> history.house.gov/Exhibition-and-Publications/WIC/Women-in-Congress

<sup>13.</sup> **(2017)** http://fortune.com/2017/06/07/fortune-500-women-ceos/

ic.com/2017/10/nobel-prize-winners-laureates-chart male-heads-of-state-and-heads-of-government/ s-graphics-science/

> <sup>20.</sup> **(2018)** https://www.bloomberg.com/news/features/2018-03-08/striking-photography-from-women-around-the-globe

ing-the-unseen-barriers <sup>22.</sup> Tyson, Laura D'Andrea. "Promoting gender parity in the global workplace." http://www.mck-

photographers who entered the World Press Photo organization's annual contest in 2017, which drew Organizations that don't

engage women for

a large opportunity to

grow capable employees

for their talent pipeline.

McKinsey's "Why Diversity

Matters" report found that

more likely to have financial

national industry medians.

companies in the top quartile for

gender diversity are **15** percent

returns above their respective

leadership are overlooking

What we all can do to help us reach #GenderBalance

them to identify biases that exist and develop a plan to eliminate those biases 5. Understand the positive economic benefits 10. Continue to promote the efforts to address this imbalance on social media with efforts like #SheLeadsGov and #GenderBalance

<sup>19.</sup> https://www.airspacemag.com/daily-planet/why-are-there-so-fewfemale-pilots-180954115/

11. (2018) https://firstladies.international/2018/02/20/2018-women -and-political-leadership-fe-

come open 8. Provide women within your organization interim or acting assignments so they may gain more experience 9. Ask yourself, "How can my organization better enable women to grow in their careers?"

<sup>21.</sup> **(2013)** https://hbr.org/2013/09/women-ris-

insey.com/businessfunctions/organization/our-insights/promoting-gender-parity-in-the-global-work <sup>23.</sup> Mentoring: Emboldening Women in the Workplace (https://chronus.com/mentoring-wom-<sup>17.</sup> **(2017)** https://www.washingtonpost.com/lo-

en-in-the-workplace)

The most successful teams were the ones with more women on them. global GDP in developed countries by **12** percent over the next **20** years, equating to more than \$12 trillion. WHATS THE SOLUTION?

career woman

<sup>1</sup> (2016) http://cawp.rutgers.edu/levels\_of\_office/-

<sup>2</sup> http://legacy.icma.org/en/icma/priorities/next\_-

7. (2018) http://www.cawp.rutgers.edu/wom-

\_desc=true+source+for+all+international

<sup>10.</sup> https://www.thelocal.se/20060922/4996

Briefing/Summary/SN01250

8. (2017) https://data.worldbank.org/indicator/SG.-

GEN.PARL.ZS?end=2017&start=2013&year\_high

 $^{9.}$  http://researchbriefings.parliament.uk/Research-

en-us-congress-2018

women-mayors-us-cities-2016

generation/why\_a\_nextgen\_initiative

2. Include scholarships or other opportunities to bring more equity to standard trainings, workshops, and other professional development opportunities 3. Be a mentor, coach, or advocate to an early

Out of the 881 individuals who won Nobel Prizes between 1901 and 2016, only **48** have been women.<sup>18</sup> Of the nearly **600,000** U.S. pilots, just **25,216** are women.<sup>19</sup>

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OTHER DATA POINTS OF NOTE

Catalog, less than **400** include women.<sup>17</sup>





of #GenderBalance 6. Help managers promote and support gender equality in the workplace

> 14. (2016) http://fortune.com/2016/09/06/fortune-1000-still-led-by-men/ <sup>15.</sup>https://www.directorsandboards.com/news/perc entage-women-most-c-suite-roles-dramatically-lag ging-comapred-male-counterparts <sup>16.</sup> **(2011)** https://ynpndetroit.wordpress.com/2011/01/23/women-leadership-and-the-nonprofit-sector/

cal/a-woman-finally-gets-a-monumental-tribut

ly/2017/10/04/2072b564-a911-11e7-b3aa-c

e-on-the-mall-and-shes-naked-real-

0e2e1d41e38\_story.html