The Underrepresentation of Women in Leadership and Management

**U.S. Governors and Lieutenant Governors**

<table>
<thead>
<tr>
<th>Women</th>
<th>Men</th>
<th>Percentage</th>
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<tr>
<td>10</td>
<td>18</td>
<td>33%</td>
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**Nonprofits**

- Women make up 20% of CEOs in nonprofits, but only 15% of C-suite positions.
- Women hold a majority of top leadership positions and 73% of these positions are held by women, while only 27% are held by men.
- Even in 2018, women in leadership interviews are asked the same questions as men, and often more demanding questions.
- Women being asked the same question. If a woman is even considered, it is likely because of her gender.
- Women are less likely to be considered for advancement opportunities.

**Military, Academia, and Nonprofit**

- Women in the military: 1.3% of the Marine Corps and 3.3% of the Navy are women. In some Air Force branches, only 2% of those positions are held by women.
- Women in academe: 1 to 2 women hold the top leadership positions in universities.
- Female representation in top positions in Fortune 500 companies: Only 18% of CEOs are women, and none are African American.

**International Governance**

- Women make up 32% of the world's heads of state.
- Women in the UK Parliament: 48% of members are women.
- Women in the Swedish Parliament: 53% of members are women.
- Women in the U.S. Congress: 23% of members are women.

**What we all can do to help us reach #GenderBalance**

1. Talk to women in your organization and ask about their experiences, barriers, and biases.
2. Be a mentor, coach, or advocate to early career women.
3. Include scholarships or other opportunities for diversity and equity.
4. Help managers promote and support gender diversity.

**The invisible loss**

- $12 trillion is lost annually due to gender inequality in the workplace.
- Organizations with gender diversity are 15% more likely to perform above industry median.
- Companies in the top quartile for gender diversity are 8% more likely to be in the top quartile for profitability.

**Winning the solution**

- Addressing the root causes of gender inequality in leadership and management.
- Developing programs and policies to promote gender diversity.
- Encouraging and supporting women in leadership roles.

**Total Officers**

- Marine Corps: 16.6% women
- Navy: 19.8% women
- Air Force: 18.9% women
- Women in Fortune 500 Companies: 4% of the total list.
- Female CEOs: 5% of female executives on the list — or just under 1% of the total list.
- Female representation in top positions in Fortune 500 companies: Only 18% of CEOs are women, and none are African American.

**ICMA's State of the Profession**

- Women in the public sector: 43% of employees are women.
- Women in the private sector: 38% of employees are women.
- Women in leadership positions: 39% of women in leadership positions.

**Women in Leadership and Management**

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**Women Leading Non-profits**

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**Other highlights of note**

- A record number of women ran for governor in 2018.
- The number of women in the 115th Congress stayed the same since 1917.
- The first woman, Representative Jeannette Rankin of Montana, was elected to Congress in 1916.
- A total of 10,945 individuals have served in Congress since 1789, plus one additional individual as of July 2016.
- As of July 2016, per the U.S. Catalog, less than 400 Laureates include women.
- Nobel Laureates: 8% of women.
- Women in Fortune 500 Companies: 4% of the total list.
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**Gender Balance**

- Women in leadership roles can negatively impact recruitment and diminishing opportunities to demonstrate them.
- Women are also more likely to be asked to work longer hours without additional compensation.
- Women leading non-profits can negatively impact team's collective intelligence.

**LOST VALUE**

- Organizations that don't include women.
- Research has shown that organizations with gender diversity are 15% more likely to perform above industry median.
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