State of Diversity & Inclusion in Latin America
Latin America Leading the Charge

According to a recent Mercer study, women in Latin America are expected to hold 49% of all professional and managerial roles by 2025. Latin America is the only region on track to achieve gender parity at the professional level and above by 2025.

The study credits Latin America’s progress to a greater than average middle management engagement in diversity and inclusion efforts (51% versus 39% globally), belief that supporting women’s health is important for attracting and retaining women (56% versus 45%), and an unusually high portion of women in profit and loss roles (48% to the global average of 28%).

Although women account for 17% of executives today, they are projected to account for 44% of executives in 2025, given current hiring, promotion, and retention rates. Women are more likely than men to be promoted from every level — and twice as likely to be promoted from the senior manager level.

The challenge in Latin America will be to sustain the momentum observed over the past several years.

Source: Mercer Report
Women in Latin America have joined the formal labor force at an impressive pace over the last few decades — with female labor force participation rates increasing from 44% in 1990 to 54% in 2014.

Unfortunately, the momentum of the past decades has lost steam and growth in female participation rates has actually been decelerating since the 2000s, even leveling off in countries such as Argentina, Brazil, Chile, Mexico and Panama.

Although there have been notable women in political leadership, women’s representation among corporate boards and executive teams remains extremely low.

Women in the workforce in Latin America are underrepresented at all career levels, with representation declining as career level increases.

25% of women in Latin America work for low wages, without the protection of government regulations and without contributing to social security or taxation systems.

Organizations continue to pay women less than men, with a gender wage gap of 17% in the region.

Source: 2017 Mercer Report Latin America
Female Representation at Board and C-Suite Low

Research from the Inter-American Development Bank assessed 7,500 companies in Latin America and the Caribbean (LAC) and found that 63% of companies had no women board members and 73% had no women executives.

On average, women make up 9% of board members, 9% of executives and 4% of CEOs in LAC companies — surprisingly similar to the US figures of 9% board members, 12% executives and 4% CEOs.

Representation varies by sector, with healthcare, financial services, consumer products and telecommunications featuring above-average female leadership.

There are significant variations by country. Colombia has the highest gender diversity in the boardroom, with 14% of board seats occupied by women; only 5% of Mexico’s board seats are held by women. In one survey of board chairs in Colombia, Chile, Brazil, Mexico and Argentina, over 70% responded that gender diversity is relevant to board performance, yet few said that it was on the board’s agenda to improve it.

Source: 2017 Mercer Report Latin America
Female representation is growing on financial services Boards (20% in 2016) and Executive Committees (16% in 2016), but progress is slow.

At current rates of growth, financial services globally will not reach even 30% female Executive Committee representation until 2048.

Global averages also disguise variation by role and industry sector. Female representation on Executive Committees globally continues to be dominated by HR, Marketing and compliance roles. 50% of HR heads are women. Only 8% of CEOs are women.

However, it is encouraging to see that growth in female representation at the Executive Committee level between 2013 and 2016 primarily stemmed from roles that have not traditionally been held by women, including CFO and CRO.

Source: 2016 OliverWyman
Female managers, senior managers and executives in financial services are 20-30% more likely to leave their employer than their peers in other industries.

Getting women onto Executive Committee’s is more difficult than getting them onto Boards. It requires organizations to build a strong female talent pipeline below senior executive levels.

The explanation for low female representation is unlikely to be the same in each country. In some, it may be the result of political indifference to the issue; in others, it may be the result of a masculine or patriarchal culture; in others, it may be the result of inadequate resources to support working mothers.

Female middle managers are the linchpin of a successful gender diversity strategy. Not only do they play a vital role in business and operational performance but they are also a source of future leadership talent and role models for other women.

When considering how to combine private and professional life, and whether to push for leadership, all employees must weigh the costs of working (such as investing time at work, not spending time with the family, not fulfilling cultural expectations, paying for child care) against the benefits of working (such as income, the chance of promotion, and the enjoyment of the job).

For too many mid-career women, the costs seem to outweigh the benefits, and they choose to step back from their careers. Put another way, there is a mid-career conflict that is resolved too often today with attrition.

Source: OliverWyman
Female ethnic minorities in Latin America, representing hundreds of indigenous groups and a significant Afro-descendant population, face greater barriers to workforce inclusion than their white counterparts.

Their work is usually concentrated in the informal sector, poorly remunerated and entrenched by historic patterns of inequality typified by low human capital endowments — from inadequate education to poor nutrition.

Given an estimated indigenous population of 28 to 34 million (about 10% of the region’s total population) and an Afro-descendant population of 150 million, inclusion of Latin America’s racial and ethnic minorities is vital to ensuring sustainable workforce growth.

One analysis by the Inter-American Development Bank showed a total ethnic earnings gap of 38% in Latin America. After controlling for education level, gender, job characteristics and demographic characteristics, the gap decreased significantly but remained roughly constant throughout the income distribution, hovering between 15% and 20%. Much of the ethnic earnings gap is due to occupational segregation.

Minorities are almost entirely absent from the highest-paying senior level positions, manifesting that the “glass ceiling” is real, not only for women but for ethnic minorities as well. Ethnic and gender earnings gaps compound to create an exponentially uneven playing field, and indigenous women in particular are the inevitable losers.

Source: 2017 Mercer Report Latin America
Strategies to Get Women onto Executive Committees

SUPPORT WOMEN AT THE INFLECTION POINT

Develop a thorough understanding of the challenges and obstacles women face—4-5 years into their careers—which eventually lead them to opt out.

Design specific tools and programs that would support women at this point and help them advance their careers.

Do not just provide the tools and programs, but make sure managers and executives on the ground are encouraging their use. Involvement and commitment from male managers and leaders is critical.

IMPROVE THE TALENT MANAGEMENT PROCESS

Establish a talent brokerage model where hiring and promotion decisions are not made by individual executives but by diverse committees that have representation from both the business and human resources.

Ensure high-performing women are better equipped to manage and drive their career—directing them towards roles and functions that have a more direct path towards senior leadership roles (for instance, providing them the skills and training early on to fulfill roles in frontline and P&L functions).

Provide opportunities for women to network in meaningful ways (i.e., at industry events or through associations) — enabling “purposeful” networking.

Ensure sponsorship programs exist for women and that they are given the opportunities to grow and be stretched—so the organization takes risks on women who may not have fully proven themselves yet but have high potential.

FIX THE ASSUMPTIONS, BIASES, AND PERCEPTIONS

Require unconscious bias and other relevant behavioral training for all management/executive level employees.

Ensure employees are fully aware of the nature and extent of the issue and are well equipped to manage and eliminate the problem.

Track individual manager/executive success in eliminating invisible barriers through regular focus groups with women.

BRING MEN INTO THE SOLUTION

Launch campaigns to explain and demonstrate how men can be a part of the solution.

Have men at all levels participate in “women’s efforts” such as women’s networks and sponsorship/mentorship programs—involve men who are authentic in their support of diversity and inclusion efforts.

Appoint executive men to lead women’s efforts and set an example for the younger men.

Have senior women mentor junior men—creating more relationships that go across generation and gender, and as a result, leading to greater understanding, sensitivity, and awareness.

Source: OliverWyman
Take Action: Advancement of Women

McKinsey recommends actions for advancing women in Latin America:

**DIMENSIONS FOR ACTION**

1. **CEO and management commitment**
   - Women’s leadership development
     - Training and coaching
     - Sponsorship and mentorship
     - Women’s networks
   - Diversity-enabling infrastructure
     - Flexible working schedules
     - Extended leave policies
     - Back-to-work programs
2. **Transparency and indicators tracking**
3. **Inclusive mind-sets and processes**
   - On-the-job training
   - Evaluation and recruitment de-biasing

**Specific initiatives**

1. Go beyond a vocal commitment to diversity by cascading a clear business case for change.
2. Set inclusion targets, track them consistently, share results, and hold leaders accountable to them.
3. Create formal sponsorship networks to help women navigate promotions at their organizations.
4. Make flexibility programs compatible with promotions. After leaves of absence, support re-integration of women through formal return-to-work and internship programs.
5. Increase awareness of unconscious bias with formal training programs. Implement systems to de-bias recruitment, evaluation, and promotion decisions.

Source: 2017 McKinsey
The population pyramids show percentage of population by age category and gender.

Mexico can expect the population under 30 to fuel the working age population for the next several decades, whereas Chile’s population is already aging, as manifested by its proportionally smaller population under 21.

Source: Mercer 2017 Report
Recent research from the McKinsey Global Institute (MGI) projects that more than 90% of global consumption growth over the next 15 years will come from cities. This trend is extraordinarily concentrated: just 32 cities are likely to generate a quarter of the $23 trillion in urban consumption growth projected through 2030. Two of them—Mexico City and São Paulo—are located in Latin America.

In addition to these powerhouses, Buenos Aires, Lima, Santiago, Monterrey, and Bogotá rank among the 100 urban areas that will account for 45% of urban consumption growth worldwide.

The region’s working-age consumers (and especially the youth market) will be the prime drivers of growth. McKinsey projects annual spending among 30- to 44-year-olds will increase from $671 billion today to almost $1.1 trillion by 2030, while consumption among 45- to 59-year-olds will rise from $519 billion to $984 billion.

Latin American retirees will also create a robust market for healthcare, housing, transport, and entertainment—in fact, purchasing by people over 75 alone is projected to increase by almost two and a half times over today’s levels.

Consumption could post compound annual growth rates of 3 to 5% in the region’s biggest cities—Mexico City, São Paulo, Buenos Aires, Lima, and Santiago—through 2030. But it will be important to take a nuanced approach. While most of the region is relatively young, cities in Brazil, Chile, and Cuba will be graying by 2030. Rio de Janeiro’s demographic mix, for example, will resemble that of a Japanese city in the not-too-distant future.

Increasing women’s representation throughout the pipeline, from low-skilled production workers to the C-suite, pays off in productivity and profits for organizations that make the effort.

- Global research by Credit Suisse shows that companies with higher proportions of female top managers show greater dividend payouts, higher returns on capital employed and better reporting standards.

- An analysis by McKinsey covering 345 companies in Latin America found firms with one or more women in executive positions outperformed those companies with all-male executive committees. Across sectors and countries, companies with higher female representation posted 44% higher returns on equity and 47% higher EBIT margins.

- One study examining over 2,200 manufacturing firms in Chile found increasing gender equality in the workplace accelerates productivity growth regardless of firm size. For firms with more than 50 employees, a 1% increase in the number of female low-skilled workers increased productivity by 34%.

- According to McKinsey’s Power of Parity report, Latin America could increase its GDP by 14% or $1.1 trillion by 2025 if it were to match the fastest-improving country in the region, Chile.

- Over half of the growth would come from increasing female labor force participation, roughly a quarter would come from increasing women’s hours worked and another quarter from diversifying the sectors in which women work, particularly toward higher productivity sectors.

Source: Mercer
State of D&I in the Region
According to a 2017 Mercer report on gender diversity in Latin America, 90% of employers in the study say they anticipate increased competition for talent in the next 12 months. Nearly 64% believe there is a clear business imperative for improving gender diversity.

Although over half of the organizations in the survey responded that gender diversity was a priority at the board member and senior executive levels, less buy-in is apparent at the middle-management level and particularly among male employees, and few organizations had taken actionable steps to create sustainable change.

Only 37% of organizations responded that men were engaged in diversity initiatives in Latin America — an alarming number considering that men make up over 60% of the workforce and represent over 80% of leadership positions.

The research demonstrates that most Latin American organizations are still in the early stages of their gender diversity journeys.

Source: 2017 Mercer Report Latin America
According to a 2017 PwC report of South America:

_Few D&I programmes reach full maturity_

Only 4% of South American organisations’ D&I programmes reach the highest level of maturity when assessed against the four dimensions of PwC’s D&I maturity model.

1) Understanding the Facts of Today (UFT): Initiating a continuous data-driven process for understanding the facts of what’s happening in the organisation today

2) Building an Inspirational Strategy (BIS): Creating a business-focused vision and strategy for D&I that reflects the reality of today and the real potential of tomorrow

3) Developing Leadership Engagement (DLE): Engaging leadership around an inspirational D&I strategy by articulating the business case and establishing supportive governance

4) Creating Sustainable Movement (CSM): Executing the D&I strategy across all elements of the business

Source: PwC Report
According to a 2017 PwC report of South America:

**Diversity still a barrier to progression**

South American organisations are struggling with translating D&I strategy into action. While D&I is a stated value or priority area for 86% of organisations, 38% of respondents still feel diversity is a barrier to employee progression.

**Accountability for D&I results**

Tasking leaders with specific D&I goals is key to driving results. Despite this, less than a third of South American organisations have adopted this practice (26%) and fewer measure progress towards the achievement of these goals.

**How does your organisation drive accountability for D&I results?**

<table>
<thead>
<tr>
<th>How does your organisation drive accountability for D&amp;I results?</th>
<th>Percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td>Leaders are tasked with specific D&amp;I goals</td>
<td>26%</td>
</tr>
<tr>
<td>Leaders’ progress toward meeting their D&amp;I goals is measured</td>
<td>24%</td>
</tr>
<tr>
<td>D&amp;I goals influence performance evaluation and compensation outcomes for leaders</td>
<td>18%</td>
</tr>
<tr>
<td>D&amp;I goals influence performance evaluation and compensation outcomes for all employees</td>
<td>24%</td>
</tr>
<tr>
<td>None of the above</td>
<td>14%</td>
</tr>
</tbody>
</table>

Source: [PwC Report](#)
D&I Still Emerging in South America

D&I programme goals

While more than half the organisations surveyed (58%) leverage their D&I programme to attract talent or comply with legal requirements, few are connecting them directly to the achievement of business results, such as innovation or improved financial performance.

The primary objective of D&I is...

- 9% Achieve business results
- 15% Respond to customer expectations
- 17% Enhance external reputation
- 24% Comply with legal requirements
- 34% Attract and retain talent

Programme oversight

While D&I survey data indicates that having a C-Suite D&I leader is the biggest differentiator between organisations where diversity is not considered a barrier to progression and those where it is, only 25% of organisations have adopted this programme structure.

The D&I programme leader is...

- 15% No D&I leader in place
- 24% Staff with non-D&I responsibilities
- 25% Peer to C-Suite
- 35% Reports to senior executives

Source: PwC Global D&I Data, 5/12/17 based on 119 responses across 3 countries and over 21 industries
D&I Still Emerging in South America

**Training programmes in place**

Less than half of South American organisations (43%) provide training on embracing differences in the workplace and even fewer offer training on embedding inclusive behaviours into everyday job responsibilities (31%).

<table>
<thead>
<tr>
<th>Training programmes focus on...</th>
<th>Percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td>Non-discrimination &amp; reg. compliance</td>
<td>31%</td>
</tr>
<tr>
<td>Embracing differences</td>
<td>43%</td>
</tr>
<tr>
<td>Overcoming unconscious bias</td>
<td>35%</td>
</tr>
<tr>
<td>Managing diverse populations</td>
<td>40%</td>
</tr>
<tr>
<td>Embedding inclusive behaviour in jobs</td>
<td>31%</td>
</tr>
</tbody>
</table>

**Leveraging data**

Driving sustainable change requires effective monitoring efforts. Most organisations track employee demographics (e.g. gender), but significantly less measure discrepancies in compensation, performance, or promotions based on these attributes.

**My organisation gathers and analyses the following types of data**

<table>
<thead>
<tr>
<th>Type of Data</th>
<th>Percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td>Employee demographics</td>
<td>45%</td>
</tr>
<tr>
<td>Disparities in performance</td>
<td>33%</td>
</tr>
<tr>
<td>Disparities in compensation</td>
<td>31%</td>
</tr>
<tr>
<td>Disparities in promotions</td>
<td>26%</td>
</tr>
<tr>
<td>Feedback from customers</td>
<td>27%</td>
</tr>
<tr>
<td>None</td>
<td>13%</td>
</tr>
</tbody>
</table>

**Role of affinity networks/resource groups**

While the majority (82%) of South American organisations have affinity groups, they are mostly used to foster networks and promote awareness, rather than to inform decision-making and drive business priorities.

**Affinity groups at my organisation...**

<table>
<thead>
<tr>
<th>Affinity Group</th>
<th>Percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td>No affinity groups</td>
<td>18%</td>
</tr>
<tr>
<td>Provide support and mentorship</td>
<td>26%</td>
</tr>
<tr>
<td>Connect people</td>
<td>43%</td>
</tr>
<tr>
<td>Execute programmes</td>
<td>41%</td>
</tr>
<tr>
<td>Leveraged to drive strategic priorities</td>
<td>19%</td>
</tr>
</tbody>
</table>

Source: PwC Report
# Work-life Balance in Latin America

<table>
<thead>
<tr>
<th>Percentage of respondents offering each program:</th>
<th>LatAm</th>
<th>Sample Size</th>
<th>Global</th>
<th>Difference LatAm and Global responses</th>
</tr>
</thead>
<tbody>
<tr>
<td>Part-time schedules</td>
<td>31% (n=202)</td>
<td>60% (n=798)</td>
<td>-0.29</td>
<td></td>
</tr>
<tr>
<td>Compressed work weeks</td>
<td>21% (n=202)</td>
<td>34% (n=798)</td>
<td>-0.13</td>
<td></td>
</tr>
<tr>
<td>Other flexible work arrangements (e.g., work from home, job sharing)</td>
<td>56% (n=202)</td>
<td>69% (n=798)</td>
<td>-0.13</td>
<td></td>
</tr>
<tr>
<td>Maternity leave</td>
<td>57% (n=202)</td>
<td>68% (n=798)</td>
<td>-0.11</td>
<td></td>
</tr>
<tr>
<td>Paternity leave</td>
<td>44% (n=202)</td>
<td>56% (n=798)</td>
<td>-0.12</td>
<td></td>
</tr>
<tr>
<td>Family or parental/caregiver leave</td>
<td>20% (n=202)</td>
<td>40% (n=798)</td>
<td>-0.20</td>
<td></td>
</tr>
<tr>
<td>Company-sponsored access to child care</td>
<td>29% (n=202)</td>
<td>28% (n=798)</td>
<td>0.01</td>
<td></td>
</tr>
<tr>
<td>Company-sponsored access to elder care</td>
<td>2% (n=202)</td>
<td>8% (n=798)</td>
<td>-0.06</td>
<td></td>
</tr>
<tr>
<td>Secure transportation/commuter options (e.g., transit to/from work)</td>
<td>42% (n=202)</td>
<td>31% (n=798)</td>
<td>0.11</td>
<td></td>
</tr>
<tr>
<td>Formal mentorship programs</td>
<td>31% (n=202)</td>
<td>43% (n=798)</td>
<td>-0.12</td>
<td></td>
</tr>
<tr>
<td>Formal executive sponsorship programs</td>
<td>21% (n=202)</td>
<td>26% (n=798)</td>
<td>-0.05</td>
<td></td>
</tr>
<tr>
<td>Formal mobility or rotational programs</td>
<td>36% (n=202)</td>
<td>37% (n=798)</td>
<td>-0.01</td>
<td></td>
</tr>
<tr>
<td>Formal high potential acceleration programs</td>
<td>46% (n=202)</td>
<td>46% (n=798)</td>
<td>0.00</td>
<td></td>
</tr>
<tr>
<td>Formal return-to-work programs</td>
<td>14% (n=202)</td>
<td>22% (n=798)</td>
<td>-0.08</td>
<td></td>
</tr>
<tr>
<td>Gender diversity and inclusion business/employee resource groups</td>
<td>32% (n=202)</td>
<td>40% (n=798)</td>
<td>-0.08</td>
<td></td>
</tr>
</tbody>
</table>

Source: Mercer
### Global Issues: ERGs Offered at DBP Index Companies

<table>
<thead>
<tr>
<th>ERGs offered</th>
<th>Gender-based</th>
<th>Ethnicity-based</th>
<th>Age/ generational groups</th>
<th>Nationality-based</th>
<th>People with disabilities</th>
</tr>
</thead>
<tbody>
<tr>
<td>North America</td>
<td>72.6%</td>
<td>54.8%</td>
<td>39.7%</td>
<td>20.5%</td>
<td>47.9%</td>
</tr>
<tr>
<td>Latin America</td>
<td>38.4%</td>
<td>11.0%</td>
<td>17.8%</td>
<td>5.5%</td>
<td>17.8%</td>
</tr>
<tr>
<td>Middle East &amp; Africa</td>
<td>32.9%</td>
<td>6.8%</td>
<td>11.0%</td>
<td>1.4%</td>
<td>11.0%</td>
</tr>
<tr>
<td>Asia Pacific</td>
<td>57.5%</td>
<td>12.3%</td>
<td>15.1%</td>
<td>4.1%</td>
<td>19.2%</td>
</tr>
<tr>
<td>Europe</td>
<td>60.3%</td>
<td>15.1%</td>
<td>26.0%</td>
<td>4.1%</td>
<td>23.3%</td>
</tr>
</tbody>
</table>

Source: DBP Index
## Global Issues: ERGs Offered at DBP Index Companies

<table>
<thead>
<tr>
<th>ERGs offered</th>
<th>Religious groups</th>
<th>LGBTQ</th>
<th>Veterans</th>
<th>Working parents/caregivers</th>
<th>Special interest groups</th>
</tr>
</thead>
<tbody>
<tr>
<td>North America</td>
<td>8.2%</td>
<td>64.4%</td>
<td>50.7%</td>
<td>34.2%</td>
<td>32.9%</td>
</tr>
<tr>
<td>Latin America</td>
<td>1.4%</td>
<td>27.4%</td>
<td>5.5%</td>
<td>9.6%</td>
<td>8.2%</td>
</tr>
<tr>
<td>Middle East &amp; Africa</td>
<td>2.7%</td>
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<td>16.4%</td>
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<td>Europe</td>
<td>5.5%</td>
<td>43.8%</td>
<td>12.3%</td>
<td>20.5%</td>
<td>16.4%</td>
</tr>
</tbody>
</table>

Source: DBP Index
Bank of America partnered with Vital Voices - the preeminent, non-governmental organization that empowers emerging women leaders - to launch its Global Ambassadors Program. The program invests in the potential of emerging women leaders around the world by matching them with mentors who are established leaders.

The company recognizes mentorship is critical to accelerating women's leadership paths and to closing the gap that currently exists in many countries. These mentorships help build critical communication, advocacy and business skills; provide essential connections; strengthen existing networks; and help women leaders create measurable impact in their communities.

The program has worldwide reach, including cities across the U.S., Brazil, Mexico, Ireland, Northern Ireland, Poland, Qatar, Singapore, India, South Africa, Japan, Australia and the U.K. In recognition of the importance of mentorship, Bank of America also sponsors annual Global Mentoring Walks in cities around the world on International Women’s Day.

Source: Bank of America
The Global Ambassadors Program in Mexico is focused on building an international community of social and business leaders from Latin America who are committed to strengthening women’s economic empowerment. During the program, participants engage in mentoring sessions and training to strengthen their understanding of factors and best practices that can empower women to contribute to their countries’ economies. The one-one-one mentoring pairs women business leaders from Latin America with senior women executives serving as Global Ambassadors. Through the program, participants access new networks, gain expertise around strategic planning, and create goals to impact in their countries’ economies.

In Brazil, the Global Ambassador Program created the building blocks for the country’s first Business Women’s Network. From corporate executives to entrepreneurs, the forum included Brazilian women business leaders with a diverse amount of experience to explore business leadership through structured dialogues, trainings and one-on-one mentoring sessions. Participants attended plenary sessions and took part in working groups focused issues such as how to best integrate women-owned businesses into global value chains, and why and how women are a driving force for business and economic growth. The week-long event concluded with a large public forum that made the business case for developing women leaders in the region, bringing together more than 150 business, community and media leaders to explore the role of women as drivers of economic growth in Brazil.

“In addition to the impact of our one-on-one mentoring, which is focused on specific goals, we also want to help deepen the expertise of mentees in core capacities, such as organizational leadership, strategic planning and financial management.”

Global Ambassador Mentor

Source: Bank of America
Country-by-Country Progress
In terms of female participation in the measured Mexican economy, the country performs well below the OECD average, at 47%, while male participation is relatively high at more than 80%.

The relatively low performance for Mexico is attributed to relatively entrenched social values of 'machoism' suggesting that women should stay at home – an attitude that has seen it perform well below its regional peers such as Chile, at almost 60%, and Colombia at just over 60%.

Up to $800 billion could be added to Mexico’s annual GDP in 2025 by bridging the gender gap and increasing the labor-force participation of women.

Source: 2017 Report A.T. Kearney
With 45% of women in Mexico currently working outside the home and 27% of women pursuing tertiary degrees, women in Mexico comprise a significant proportion of the available talent pool. Many are seeking opportunities for career development and advancement across a range of industries and organizations.

Despite advances, traditional gender roles and a shortage of programs or policies to support women’s entrance and advancement in the workforce continue to pose challenges and stifle progress.

**A 2014 Catalyst survey examined the state of gender equity in multinational and local companies in Mexico.**

While 86% of organizations reported having goals and targets for increasing gender equity in the workforce, 62% do not track workforce statistics to gauge employee representation in different categories or attrition or promotion rates. Nor do they hold senior leaders accountable for achieving organizational diversity goals.

Only 10% reported having a strategy in place to engage men in the organization’s D&I initiatives.

Of those interviewed, 70% of interviewees stated that work-life balance is a key challenge for women professionals in Mexico.

Source: [Catalyst](#)
Mexico: State of D&I

The Catalyst survey examined the state of D&I in multinational and local companies in Mexico.

80% of companies engage employees around gender-based D&I efforts, including: 66% that use employee engagement surveys, 59% that hold roundtables and forums, and 52% provide skills training that addresses stereotyping and bias.

72% of the companies reported they have programs and policies in place targeting the recruitment and retention of a gender-diverse workforce. The attrition rate for women at pipeline (entry to manager/director) levels is 18% compared to 12% for men.

In addition, 59% of companies had a structured strategy to advance and develop women talent. Of these, 65% reported having a centralized, organization-wide strategy in place to advance women; the remaining 35% had a decentralized/ local approach where policies and procedures were set by local or regional teams.

69% of companies surveyed offered a formal mentorship program. Of those, just 24% had a mentoring program for women. No companies had a formal mentoring program for diverse women. Only 31% of companies reported having a sponsorship program in place.

41% of companies had an organization-sponsored employee network program. Of these, 31% had designated diversity networks for women; only 3% had a designated diversity network group for diverse or underrepresented women.

While many organizations have programs and policies in place related to work-life balance, only 10% have targeted networks to support employees who use these offerings, including those on leave, responsible for elder care, and working parents.

Source: Catalyst
## Mexico: Survey of Company Policies

### Focus

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<tr>
<th>Organization-Wide</th>
<th>Organization-Wide With Sub-Emphasis on Women’s Inclusion &amp; Advancement</th>
<th>Women’s Inclusion &amp; Advancement</th>
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<tr>
<td>Sponsorship Program: 31%</td>
<td>Formal Leadership Development Programs: 83%</td>
<td>Coaching: 90%</td>
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<tr>
<td>Formal Mentoring Program: 69%</td>
<td>Employee-Engagement and Feedback: 80%</td>
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<tr>
<td>Designated Diversity Network: 41%</td>
<td>Recruitment and/or Retention Strategies: 72%</td>
<td>Structured Strategy for Advancement/Development of Women: 59%</td>
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</table>

### Talent Management

<table>
<thead>
<tr>
<th>Measuring Impact: 67%</th>
<th>Tracking Workforce Statistics: 38%</th>
<th>Goals and Targets: 86%</th>
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<tr>
<td>Program Participation/ Utilization Tracking: 66%</td>
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<td>Mechanisms for Integrating Employee Feedback: 59%</td>
<td>Manager/Partner Accountability: 35%</td>
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### Work-Life Effectiveness

- Leaves of Absence: 83%
- Work Schedule Flexibility: 76%
- Dependent Care Assistance: 31%
- Dependent Care Support: 31%
- Targeted WLE Networks (Employees on Leave, Responsible for Elder Care, and Working Parents): 10%

Source: [Catalyst](https://catalyst.org)
Organization-sponsored diversity networks link employees to resources and support with the goal of promoting employee advancement and talent development.

In the Catalyst survey of corporations in Mexico, just 41% had an organization-sponsored diversity network program targeting a range of employees.

Of those 41% of companies:

• 31% had designated diversity networks for women

• Only 3% of companies had a designated diversity network group for diverse or underrepresented women

Source: Catalyst
Mexico: CEOs Commit to Advancement of Women

In Mexico, where women's representation in top management is the lowest in Latin America, McKinsey hosted a CEO workshop on gender diversity as part of the 2016 Women's Forum CEO Champions initiative to identify concrete steps to drive gender equity in Mexican corporations. **Five core actions were identified:**

1. Encourage the top team to show its commitment. The responsibilities of the C-suite include making change initiatives a strategic priority, with real accountability for results; setting measurable targets for the number of women in top positions; and promoting a corporate culture consistent with these gender diversity goals.

2. Set clear gender performance targets, (not just quotas) that balance complexity with cohesiveness. While quotas can be helpful at establishing importance, specific targets can give organizations the focus they need to improve, monitor progress and ultimately achieve gender balance.

3. Implement tangible mentoring and role-model programs for women. In this way, women can learn to mentor and otherwise assist other women facing similar challenges, develop valuable skills, build wider networks, and gain acceptance and affirmation for their careers.

4. Reset mind-sets. For example, Mexican organizations tend to think that any woman who takes maternity leave will "want to stay at home" permanently. This mind-set has a powerful but negative effect on the advancement of women.

5. Talk about it. Open communication at all levels is essential for a successful gender-diversity transformation.

Source: [2017 McKinsey](https://www.mckinsey.com/)
“Closing the gender gap requires a transformation beyond public policies like direct transfers or scholarships. For example, in Mexico, only a few of the boards of directors integrate women, which shows that gender equity policies have favored affirmative action in politics but have not reached other areas. We really began to pay attention to gender gaps in the economy until we managed to reduce them in politics. The processes of political and economic inclusion of women should have taken place at the same time.

Paternity leave is a fundamental policy; it is a way to close the gap between men and women at the workplace. We have to recognize that policies that benefit women also benefit men. In economics, politics, and the family, both men and women have responsibility. Exclusion does not benefit anyone. Companies stop hiring women above 35 or 40, which is when they have more time for their professional career. It must be noted that women have less access to the networking that may lead to a job opportunity. I did it when I was working in the National Action Party, I always had a stack of women’s CVs available on my desk for the moment when someone asked to fill a position. You have to encourage practices that allow you to react quickly.”

- Margarita Zavala, Presidential Contender and Lawyer, Mexico

Source: 2017 McKinsey
In an effort to address socio-cultural challenges in the workplace, one organization introduced an initiative designed for women who are on the executive path. The program invites executive women to talk about their career experiences and be role models for women in the pipeline. Importantly, the company also asks men to serve as executive sponsors and panel speakers. This gives women the opportunity to learn from different career experiences and see different leadership styles, while also giving executive men the opportunity to meet the organization’s women emerging leaders.

“The women are not meeting the men at happy hour or whatever other after-work activities the men are engaging in. The expectation [for this program] is to give the women visibility and to [develop] men champions and sponsors....This will be a really good opportunity for men to act as champions. They are the ones who have the decision-making power, and we need them....We weren’t that straightforward about it in the past, because we didn’t have a pipeline of women. Now we do, so we are knocking on doors to say, “You really need to get to know these women.” I think this can really be a milestone in understanding how men can be effective and successful as champions in women’s advancement.”

– Woman Human Resource Director, Mexico
Brazil ranks first in the world for the most paid, annual vacation days. Along with 11 paid federal holidays, Brazil mandates 30 more days off - specifically for leisure activity. Extended time away from work is considered good for workers and associated with greater life satisfaction. In addition, hours worked in a day in Brazil are below the average of all countries.

By comparison, in the US, paid vacation is not mandatory. Only 50% of US workers in the lowest income brackets have access to paid vacation; 80% of US workers in the highest income brackets have paid vacation time. Of US workers who have paid vacation, most only have 10 days per year. Many US workers cannot take more than one week off at a time.

The US ranks below the global average of work-life balance scores. Mexico, India, Brazil, and China top the list.
Snapshot: Brazil

Current well-being in Brazil

Brazil’s well-being compared with other OECD countries, Latvia, the Russian Federation and South Africa

Source:
Brazil: LGBTQ Communities at Risk

Brazil is a contradictory country in regards to the condition of LGBT people in society.

LGBT people in Brazil enjoy many of the same legal protections available to non-LGBT people. Since 2013, same-sex couples enjoy the freedom to marry. The rights of LGBT people are protected in regards to the age of consent, the legality of adoption, changing gender markers on legal documents and the banning of conversion therapy. The Brazilian Constitution prohibits all forms of discrimination and the Labor Code implements this principle implements penalties for discriminatory practices.

However, according to the OECD Better Life Initiative, Brazil also has one of the highest levels of violence toward LGBT people in the world. According to the Gay Group of Bahia, there were 326 murders of LGBT people in Brazil in 2016. That’s a rate of nearly one death every 28 hours.

Brazilian companies do not join multinational companies in their diversity & inclusion successes. Despite the fact that workplace discrimination is illegal in Brazil, 20% of employers refuse to hire LGBT people.
In 2016, the Inclusion Committee in Scotiabank Chile launched a diversity and inclusion campaign called **Knocking Down Myths** to address unconscious bias at the Bank. Scotiabank’s Chilean leadership adheres to the same diversity and inclusion principles as the rest of the organization, but hadn’t communicated yet to all employees what diversity and inclusion means for Scotiabank in Chile — and why it matters.

The main objective of the campaign was to promote discussion around three main issues: gender equality, cultural diversity, and inclusion of people with disabilities. Rather than a cheery, happy campaign explaining the benefits of diversity and inclusion, the team opted to broach the subject in a more “provocative” way — openly challenging employees to question their own unconscious biases. Once a week, messages with different unconscious biases were published on the screensavers of all employees’ computers. Each time a message changed, Scotiabank’s management guided discussion within their teams about unconscious bias with the goal of ‘knocking down the myth’.

Source: 3blMedia
Confronting the challenge of inclusion in the country is of considerable interest to the Chilean American Chamber of Commerce (AmCham Chile). Discussion focused on the topic has been promoted across the Chamber, particularly via the Human Capital Committee, which is constituted by both private sector companies and social organizations.

AmCham Chile has organized numerous roundtable meetings for members, who herald from a diverse variety of sectors, in order to provide them with a space in which to openly discuss best practice in this area as well as to engage in related training opportunities. These encounters have looked in detail at a wide range of integration processes, including those related to working with sexual minorities and older persons.

Consensus among roundtable participants has been that diversity and inclusion should not simply be manifested through isolated philanthropic actions; rather, they should lead enterprises to incorporate people from different groups and with distinct points of view into and across their organizations.

Source: AmChile
Support for women in Peru’s economy has contributed to a dramatic increase in the rate at which women participate in the labor force, which increased from 58% in 2000 to 68% in 2014. That rate is higher than in neighboring economies: Bolivia (64%), Brazil (59%), Chile (49%), Colombia (56%), and Ecuador (55%). This increased labor force participation has accompanied a significant drop in Peru’s poverty rate.

In 2017, Peru scored a gender gap of approximately 28%, meaning women are 28% less likely than men to have equal opportunities. That same year, the gender gap in the area of political empowerment in Peru amounted to 72%.

More than 75% of women work in enterprises with fewer than 10 employees. The majority of working women are therefore not covered by public policies and regulations designed to support working mothers.

According to a 2013 McKinsey survey, women hold only 4% of board positions and 10 percent of positions on the executive committees of listed companies in Peru.

Source: 2017 APEC Report
Peru: Work-life Balance Barriers

In Peru, women spend close to 40 hours a week on unpaid household activities, including child and sick care, cleaning, cooking, and house maintenance. Although men spend more time on paid work than women, on balance, women’s total unpaid plus paid work burden is considerably heavier than men’s.

Peru’s government increasingly recognizes that the unequal division of household responsibilities and insufficient care services for children and the elderly constitute a barrier for women’s workforce participation. The Ministry of Labor and Promotion of Employment (MTPE) is implementing two initiatives promoting work-life balance. First, it developed the Guide of Good Practices in Reconciling Work and Family and Personal Life, which promotes legislation in addition to voluntary agreements and practices to create work-life balance and thereby improve productivity. Second, the ministry offers training for employers on giving employees the option of telework.

Through these and other initiatives, the government demonstrates increased awareness that Peru’s work environment must allow for greater flexibility to accommodate working parents. There is limited political support, however, for substantial expansion of child care services or care of the elderly.

Source: 2017 APEC Report
Case: Cisco Supports Women in Peru

Cisco Systems is a leader in Peru in promoting women’s leadership and career advancement and makes a business case that diversity in the workplace, in the business decision-making process, and in leadership roles creates shareholder value. Therefore, Cisco Peru tracks women’s and men’s career advancement and gives their employees career-advancement workshops.

Cisco’s female employees in Peru participate in an online community, the Connected Women Initiative, to share experiences about work-life balance. This online community is complemented with meetings in Lima three times a year featuring a woman business leader as the speaker. Cisco Peru’s general manager, who is a woman, noted that working in the IT field “allows for remote work and we know that women appreciate flexibility in schedule and location.”

Source: 2017 APEC Report
The PAR: Ranking of Gender Equality in Organizations index evaluates the performance of organizations in Peru and Colombia based on their initiatives and policies to drive gender equality.

Thomson Reuters Global Diversity and Inclusion Index. Launched in 2016, the Index ranks the top 100 publicly traded companies globally with the most diverse and inclusive workplaces.

The global rankings in the 2018 Gender Equality Global Ranking by Equileap measure which companies are making a real difference in gender balance and gaining from the ‘gender dividend’ - the positive impact identified by independent research showing that gender diverse companies produce above trend returns, and have lower risks and better safety records. The Top 200 companies are recognized as responding to the challenge posed by the powerful advocacy campaigns and the growing awareness of the economic injustice facing women.

The Bloomberg Financial Services Gender-Equality Index provides investors and organizations with standardized aggregate data across company gender statistics; employee policies; gender-conscious product offerings; and external community support and engagement.
Euromoney’s World’s Best Bank for Corporate Social Responsibility and World’s Best Bank for Diversity recognize companies across the globe for their efforts.

HRC’s Workplace Equality Program has expanded its global workplace projects to grow LGBT-inclusive workplaces in Chile. HRC’s new groundbreaking partnership with Fundación Iguales, Chile's largest LGBT advocacy group, designed to increase LGBT-inclusive policies and practices in workplaces across Chile, is called HRC Equidad CL. Similar to HRC Equidad MX, HRC Equidad CL will recognize Latin American companies and U.S. multinationals for their work in Chile.

Brandon Hall Group Human Capital Management Excellence awards are presented each year, recognizing the best organizations that have successfully deployed programs, strategies, modalities, processes, systems, and tools that have achieved measurable results. Follow this link to see past winners.

Stonewall Top 100 Employers for LGBTQ inclusive workplace. Follow this link to see 2018 winners.

Expansion publishes its annual ranking of the 100 most powerful women in Mexico in an effort to give visibility to the role of women in positions of high responsibility. In this list, only 6% are company presidents and 16% are CEOs.