# SDG indicator metadata

**(Harmonized metadata template - format version 1.1)**

## 0. Indicator information (SDG_INDICATOR_INFO)

### 0.a. Goal (SDG_GOAL)

Goal 5: Achieve gender equality and empower all women and girls

### 0.b. Target (SDG_TARGET)

Target 5.5: Ensure women's full and effective participation and equal opportunities for leadership at all levels of decision-making in political, economic and public life

### 0.c. Indicator (SDG_INDICATOR)

Indicator 5.5.2: Proportion of women in managerial positions

### 0.d. Series (SDG_SERIES_DESCR)

IC_GEN_MGTL - Proportion of women in managerial positions - 13th ICLS (%) [5.5.2]

IC_GEN_MGTL_19ICLS - Proportion of women in managerial positions - 19th ICLS (%) [5.5.2]

IC_GEN_MGTN - Proportion of women in senior and middle management positions - 13th ICLS (%) [5.5.2]

IC_GEN_MGTN_19ICLS - Proportion of women in senior and middle management positions - 19th ICLS (%) [5.5.2]

### 0.e. Metadata update (META_LAST_UPDATE)

2025-03-28

### 0.f. Related indicators (SDG_RELATED_INDICATORS)

8.5.1

### 0.g. International organisations(s) responsible for global monitoring (SDG_CUSTODIAN_AGENCIES)

International Labour Organization (ILO)

## 1. Data reporter (CONTACT)

### 1.a. Organisation (CONTACT_ORGANISATION)

International Labour Organization (ILO)

## 2. Definition, concepts, and classifications (IND_DEF_CON_CLASS)

### 2.a. Definition and concepts (STAT_CONC_DEF)

**Definition:**

This indicator refers to the proportion of females in the total number of persons employed in managerial positions. It is recommended to use two different measures jointly for this indicator: the share of females in (total) management and the share of females in senior and middle management (thus excluding junior management). The joint calculation of these two measures provides information on whether women are more represented in junior management than in senior and middle management, thus pointing to an eventual ceiling for women to access higher-level management positions. In these cases, calculating only

the share of women in (total) management would be misleading, in that it would suggest that women hold positions with more decision-making power and responsibilities than they actually do.

**Concepts:**

- Employment comprises all persons of working age who, during a short reference period (one week), were engaged in any activity to produce goods or provide services for pay or profit. The difference between the 13th and 19th ICLS series for a given country is the operational criteria used to define employment, with two series based on the statistical standards from the 13th International Conference of Labour Statisticians (ICLS) and the other two series based on 19th ICLS standards. In the 19th ICLS series, employment is defined more narrowly as work done for pay or profit, while activities not done mainly in exchange for remuneration (i.e., own-use production work, volunteer work and unpaid trainee work) are recognized as other forms of work.

- Employment in management is determined according to the categories of the latest version of the International Standard Classification of Occupations (ISCO-08), which organizes jobs into a clearly defined set of groups based on the tasks and duties undertaken in the job. For the purpose of this indicator, it is preferable to refer separately to senior and middle management only, and to total management (including junior management). The share of women tends to be higher in junior management than in senior and middle management, so limiting the indicator to a measure including junior management may introduce bias. Senior and middle management correspond to sub-major groups 11, 12 and 13 in ISCO-08 and sub-major groups 11 and 12 in ISCO-88. If statistics are not available disaggregated at the sub-major group level (two-digit level of ISCO), then major group 1 of ISCO-88 and ISCO-08 can be used as a proxy and the indicator would then refer only to total management (including junior management).

## 2.b. Unit of measure (UNIT_MEASURE)

Percent (%)

## 2.c. Classifications (CLASS_SYSTEM)

Employment in management is determined according to the categories of the latest version of the International Standard Classification of Occupations (ISCO-08) as described above.

# 3. Data source type and data collection method (SRC_TYPE_COLL_METHOD)

## 3.a. Data sources (SOURCE_TYPE)

The recommended source for this indicator is a labour force survey or, if not available, other similar types of household surveys, including a module on employment. In the absence of any labour-related household survey, establishment surveys or administrative records may be 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. When comparing figures across years, any changes in the versions of ISCO that are used should be taken into account.

## 3.b. Data collection method (COLL_METHOD)

The ILO Department of Statistics processes national household survey microdata in line with internationally agreed indicator concepts and definitions set forth by the International Conference of Labour Statisticians (ICLS). For data that could not be obtained through this processing or directly from government websites, the ILO sends out an annual ILOSTAT questionnaire to all relevant agencies within each country (national statistical office (NSO), labour ministry, etc.) requesting the latest annual data and any revisions on numerous labour market topics and indicators, including many SDG indicators.

### 3.c. Data collection calendar (FREQ_COLL)

Continuous

### 3.d. Data release calendar (REL_CAL_POLICY)

Continuous for country-level data and annually for global and regional estimates (November or December).

### 3.e. Data providers (DATA_SOURCE)

National statistical offices

### 3.f. Data compilers (COMPILING_ORG)

International Labour Organization (ILO)

### 3.g. Institutional mandate (INST_MANDATE)

The ILO is the UN focal point for labour statistics. It sets international standards for labour statistics through the International Conference of Labour Statisticians. It also compiles and produces labour statistics with the goal of disseminating internationally-comparable datasets, and provides technical assistance and training to ILO Member States to support their efforts to produce high quality labour market data.

## 4. Other methodological considerations (OTHER_METHOD)

### 4.a. Rationale (RATIONALE)

The indicator provides information on the proportion of women who are employed in decision-making and management roles in government, large enterprises and institutions, thus providing some insight into women's power in decision making and in the economy (especially compared to men's power in those areas).

### 4.b. Comment and limitations (REC_USE_LIM)

This indicator's main limitation is that it does not reflect differences in the levels of responsibility of women in these high- and middle-level positions or the characteristics of the enterprises and organizations in which they are employed. Its quality is also heavily dependent on the reliability of the employment statistics by occupation at the ISCO two-digit level.

## 4.c. Method of computation (DATA_COMP)

- Using ISCO-08:

Proportion of women in senior and middle management
$$= \frac{(\text{Women employed in ISCO 08 category 1} - \text{Women employed in ISCO 08 category 14})}{(\text{Persons employed in ISCO 08 category 1} - \text{Persons employed in ISCO 08 category 14})} \times 100$$

Which can be also expressed as:

Proportion of women in senior and middle management
$$= \frac{(\text{Women employed in ISCO 08 categories } 11 + 12 + 13)}{(\text{Persons employed in ISCO 08 categories } 11 + 12 + 13)} \times 100$$

And

$$\text{Proportion of women in management} = \frac{\text{Women employed in ISCO 08 category 1}}{\text{Persons employed in ISCO 08 category 1}} \times 100$$

- Using ISCO-88:

Proportion of women in senior and middle management:
$$= \frac{(\text{Women employed in ISCO 88 category 1} - \text{Women employed in ISCO 88 category 13})}{(\text{Persons employed in ISCO 88 category 1} - \text{Persons employed in ISCO 88 category 13})} \times 100$$

Which can also be expressed as:

Proportion of women in senior and middle management:
$$= \frac{(\text{Women employed in ISCO 88 categories } 11 + 12)}{(\text{Persons employed in ISCO 88 categories } 11 + 12)} \times 100$$

And

$$\text{Proportion of women in managerial positions:} = \frac{\text{Women employed in ISCO 88 category 1}}{\text{Persons employed in ISCO 88 category 1}} \times 100$$

## 4.d. Validation (DATA_VALIDATION)

The ILO engages in annual consultations with Member States through the ILOSTAT questionnaire and related Statistics Reporting System (StaRS). National data providers receive a link to the portal where they can review all national SDG data available on ILOSTAT.

## 4.e. Adjustments (ADJUSTMENT)

Through the ILO Harmonized Microdata initiative, the ILO strives to produce internationally comparable labour statistics based on the indicator concepts and definitions adopted by the International Conference of Labour Statisticians.

## 4.f. Treatment of missing values (i) at country level and (ii) at regional level (IMPUTATION)

- **At country level**

Multivariate regression and cross-validation techniques are used to impute missing values at the country level. The additional variables used for the imputation include a range of indicators, including labour market and economic data. However, the imputed missing country values are only used to calculate the global and regional estimates; they are not used for international reporting on the SDG indicators by the ILO.

For further information, refer to the ILO modelled estimates methodological overview: https://ilostat.ilo.org/resources/concepts-and-definitions/ilo-modelled-estimates/

- **At regional and global levels**

Regional and global figures are aggregates of the country-level figures including the imputed values.

## 4.g. Regional aggregations (REG_AGG)

The aggregates are derived from the ILO modelled estimates that are used to produce global and regional estimates of, amongst others, employment by occupation and gender, with employment based on the 13th ICLS standards. These models use multivariate regression and cross-validation techniques to impute missing values at the country level, which are then aggregated to produce regional and global estimates. The regional and global proportions of women in managerial positions are obtained by first adding up, across countries, the numerator and denominator of the formula that defines the proportion of women in managerial positions - outlined above. Once both magnitudes are produced at the desired level of aggregation, the ratio between the two is used to compute the rate for each regional grouping and the global level. Notice that this direct aggregation method can be used due to the imputation of missing observations. For further information, refer to the ILO modelled estimates methodological overview: https://ilostat.ilo.org/methods/concepts-and-definitions/ilo-modelled-estimates/

## 4.h. Methods and guidance available to countries for the compilation of the data at the national level (DOC_METHOD)

In order to calculate this indicator, data on employment by sex and occupation is needed, using at least the 2-digit level of the ISCO. This data are collected at the national level mainly through labour force surveys (or other types of household surveys with an employment module). For the methodology of each national household survey, one must refer to the most comprehensive survey report or to the methodological publications of the national statistical office in question.

- ILO Guidebook - Decent Work and the Sustainable Development Goals: A Guidebook on SDG Labour Market Indicators ( https://www.ilo.org/global/statistics-and-databases/publications/WCMS_647109/lang--en/index.htm)
- ILO Manual – Decent Work Indicators, Concepts and Definitions – Chapter 8, Equal opportunity and treatment in employment http://www.ilo.org/integration/resources/pubs/WCMS_229374/lang--en/index.htm (second version, page 146)
- Resolution concerning statistics of work, employment and labour underutilization https://www.ilo.org/wcmsp5/groups/public/---dgreports/---stat/documents/normativeinstrument/wcms_230304.pdf
- International Standard Classification of Occupations 2008 (ISCO-08) https://www.ilo.org/publications/international-standard-classification-occupations-2008-isco-08-structure
- ILOSTAT portal (https://ilostat.ilo.org/)

## 4.i. Quality management (QUALITY_MGMNT)

The processes of compilation, production, and publication of data, including its quality control, are carried out following the methodological framework and standards established by the ILO Department of Statistics, in compliance with the information technology and management standards of the ILO.

## 4.j Quality assurance (QUALITY_ASSURE)

Data consistency and quality checks are regularly conducted for validation of the data before dissemination in the ILOSTAT database.

## 4.k Quality assessment (QUALITY_ASSMNT)

The final assessment of the quality of information is carried out by the Data Production and Analysis Unit of the ILO Department of Statistics.  In cases of doubt about the quality of specific data, these values are reviewed with the participation of the national agencies responsible for producing the data if appropriate. If the issues cannot be clarified, the respective information is not published.

# 5. Data availability and disaggregation (COVERAGE)

Data may differ from those published on ILOSTAT due to different update schedules and stricter criteria applied for inclusion in the SDG database.
**Data availability:**
Data on proportion of women in managerial positions is available for 196 countries and territories in the 13th ICLS series and 106 countries and territories in the 19th ICLS series.

Data on women in senior and middle management positions is available for 154 countries and territories in the 13th ICLS series and 85 countries and territories in the 19th ICLS series.

**Time series:**
Data for this indicator is available as of 2000 in the SDG Indicators Global Database, but time series going back several decades are available in ILOSTAT.

Global and regional data on proportion of women in managerial positions are available from 2000 to 2023.

**Disaggregation:**
This indicator requires no disaggregation per se, although employment statistics by both sex and occupation are needed to calculate it. If statistics are available and the sample size permits, it may be of interest to cross-tabulate this indicator by economic activity (ISIC) or disaggregate further to observe the share of women across more detailed occupational groups.

# 6. Comparability / deviation from international standards (COMPARABILITY)

Through the ILO Harmonized Microdata initiative, the ILO strives to produce internationally comparable labour statistics based on the indicator concepts and definitions adopted by the ICLS.
Work statistics for countries not using the same set of statistical standards are not comparable. As such, each series is based on a single set of standards (i.e., 13th or 19th ICLS) and contains only data comparable

within and across countries, allowing data users to continue making meaningful time series analysis and international comparisons. Users should not compare data across series.

## 7. References and Documentation (OTHER_DOC)

- ILOSTAT portal: https://ilostat.ilo.org
- Decent Work and the Sustainable Development Goals: A Guidebook on SDG Labour Market Indicators https://www.ilo.org/global/statistics-and-databases/publications/WCMS_647109/lang--en/index.htm
- Decent work indicators - ILO Manual: http://www.ilo.org/wcmsp5/groups/public/---dgreports/---integration/documents/publication/wcms_229374.pdf
- ISCO-08: https://www.ilo.org/publications/international-standard-classification-occupations-2008-isco-08-structure
- Resolution concerning statistics of work, employment and labour underutilization, adopted by the 19th ICLS: https://www.ilo.org/wcmsp5/groups/public/---dgreports/---stat/documents/normativeinstrument/wcms_230304.pdf
- Resolution concerning statistics of the economically active population, employment, unemployment and underemployment, adopted by the 13th International Conference of Labour Statisticians (October 1982), available at https://www.ilo.org/wcmsp5/groups/public/---dgreports/---stat/documents/normativeinstrument/wcms_230304.pdf
- Quick guide to understanding the impact of the new statistical standards on ILOSTAT databases, available at https://www.ilo.org/wcmsp5/groups/public/---dgreports/---stat/documents/publication/wcms_854830.pdf