



Empowered lives.  
Resilient nations.

# “Gendering” the 4<sup>th</sup> Industrial Revolution: The Role of the Private Sector

Role of  
the  
private  
sector

The  
challenges

How?

Role of  
legislative  
bodies

The trends





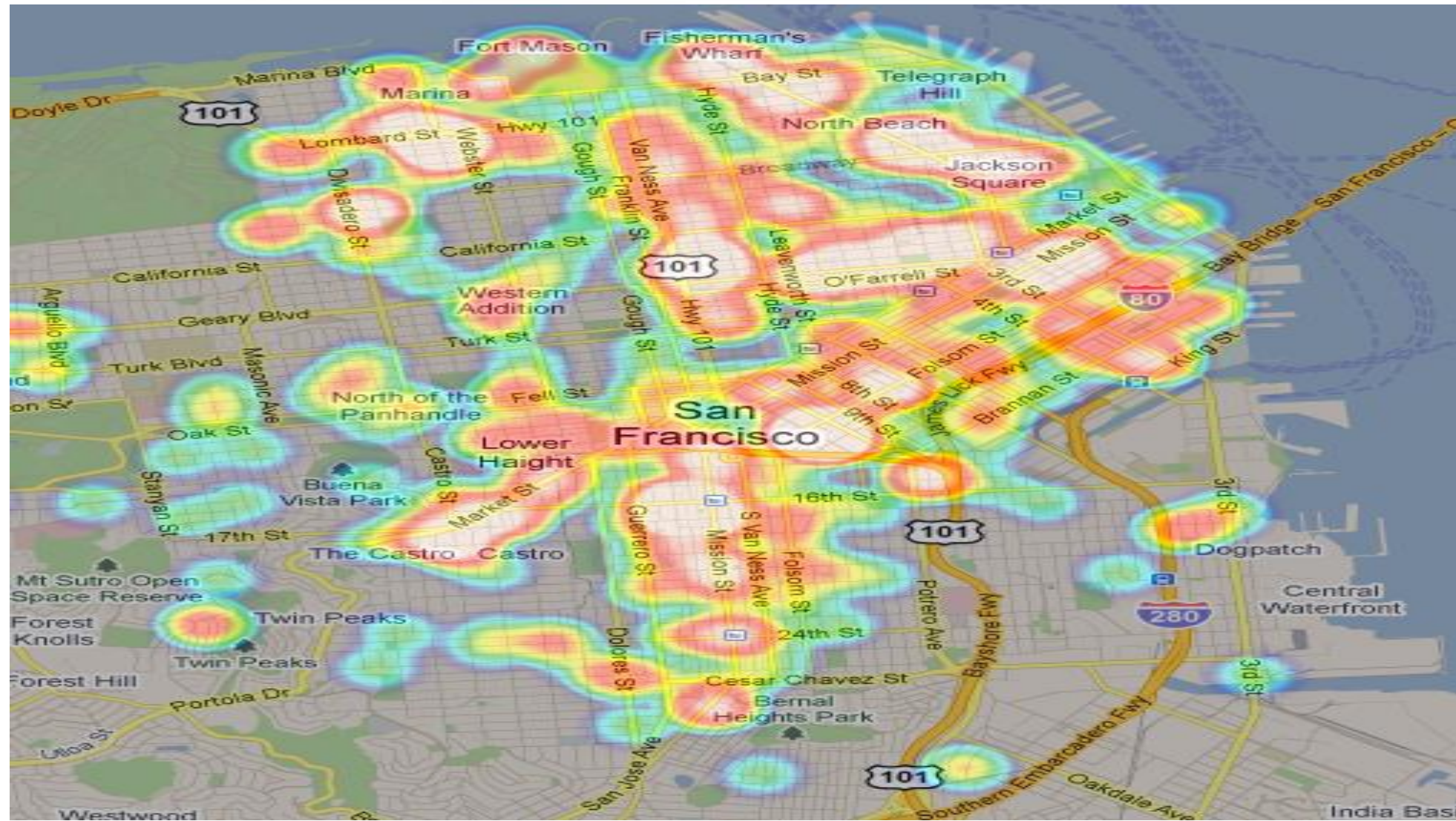
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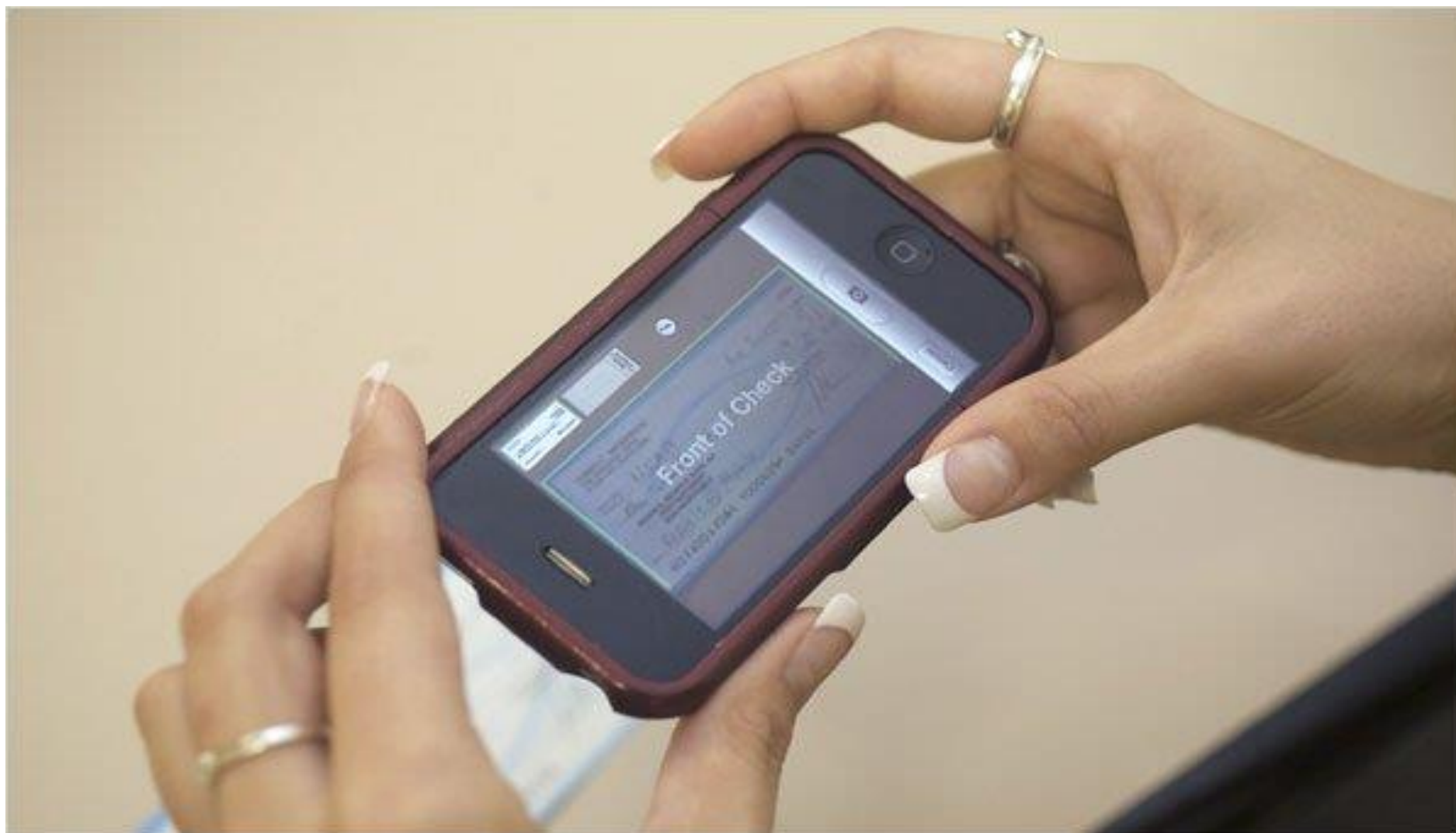
**A seemingly promising future**





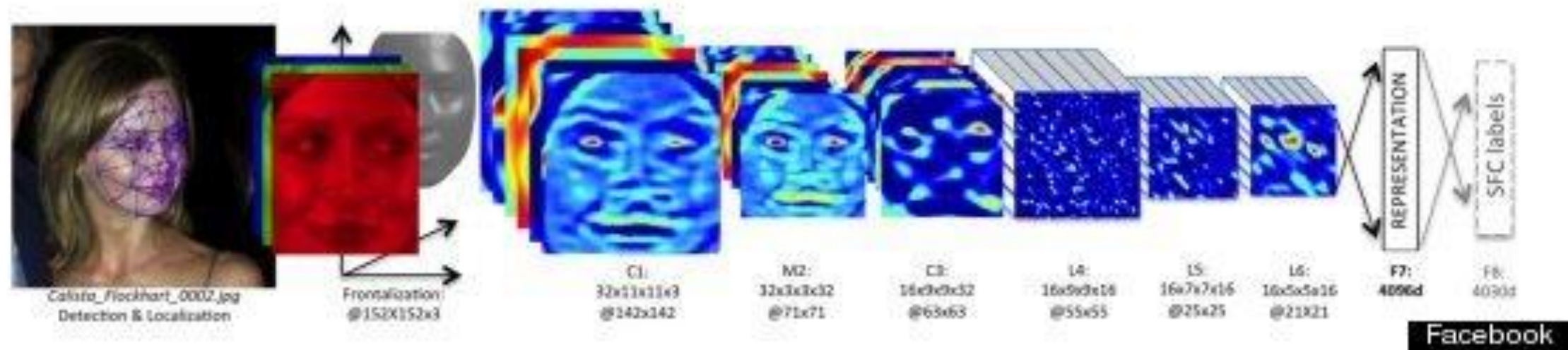


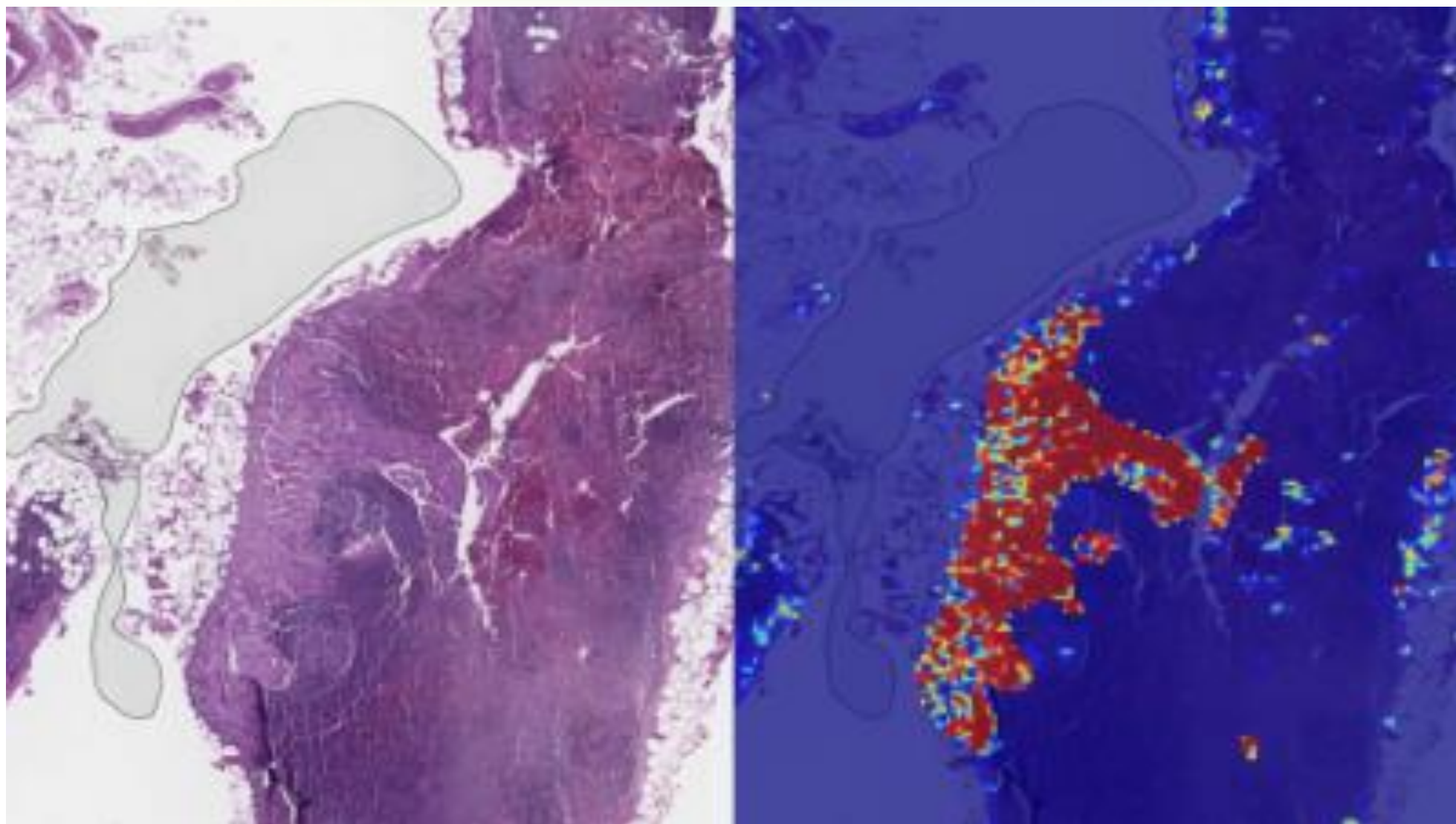




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## EMERGING

- Analytical thinking and innovation
- Active learning
- Creativity, originality, and initiative
- **Technological design and programming**
- Critical thinking
- Resolution of complex problems
- **Leadership and social influence**
- Emotional intelligence
- Reasoning and design
- System analysis and evaluation

WEF (2018)

## IN DECLINE

- Manual dexterity, resistance, and precision
- Memory, spatial, **verbal and auditory** abilities
- Financial and material resource management
- Installation and maintenance of technology
- Reading, writing, math, and **active listening**
- Quality control
- Time management
- Use and monitoring of technology

WEF (2018)



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# Emerging and declining abilities



**133**  
million

Emerging

1. Data scientists
2. AI and ML specialists
3. General and operations managers
4. Software and app developers and analysts
5. Sales and marketing professionals
6. Big Data specialists
7. Digital transformation specialists
8. New technology specialists
9. Organizational development specialists
10. Information and technology services

1. Data assistants
2. Accounting and payroll assistants
3. Administrative and executive secretaries
4. Assembly line workers
5. Customer service workers
6. Service Managers
7. Accountants and auditors
8. Inventory assistant
9. General and operations managers
10. Messengers

In decline

**75**  
million



UN  
DP

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**Emerging and declining  
occupations**





% of hours worked



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2025

48%

52%

2022

58%

42%

2018

71%

29%

**Rapid automation rate**





Empowered people  
Resilient nations

The  
challenges

The trends

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# Participation rate



**GLOBAL**



75%



49%

ILO (2018)



**LAC**



77%



52%

ILO (2018)



31%

Digital industry  
2015

Of all industry profiles registered in  
the world

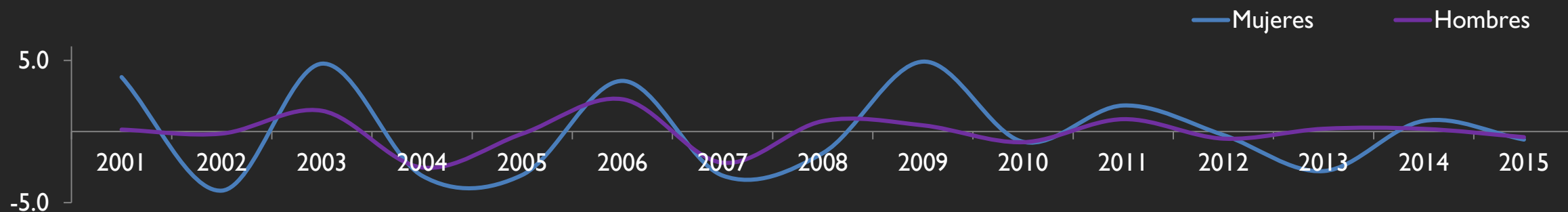


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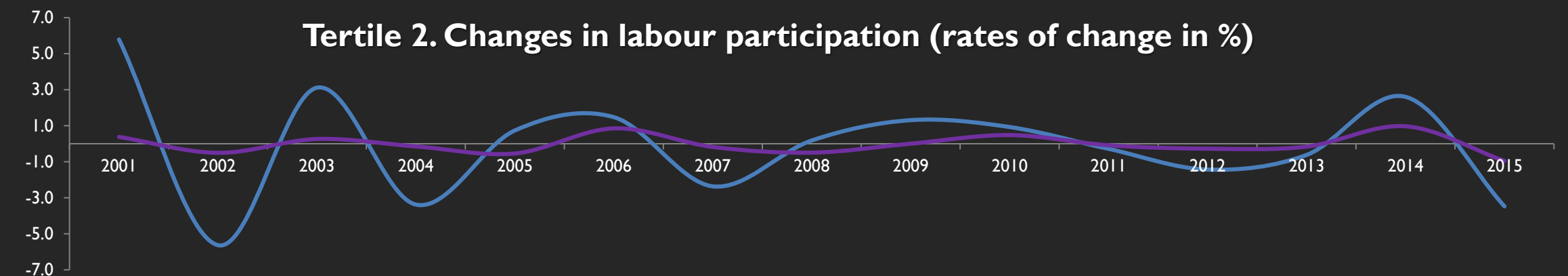
**We are not building the necessary skills**



### Tertile 1. Changes in labour participation (rates of change in %)



### Tertile 2. Changes in labour participation (rates of change in %)

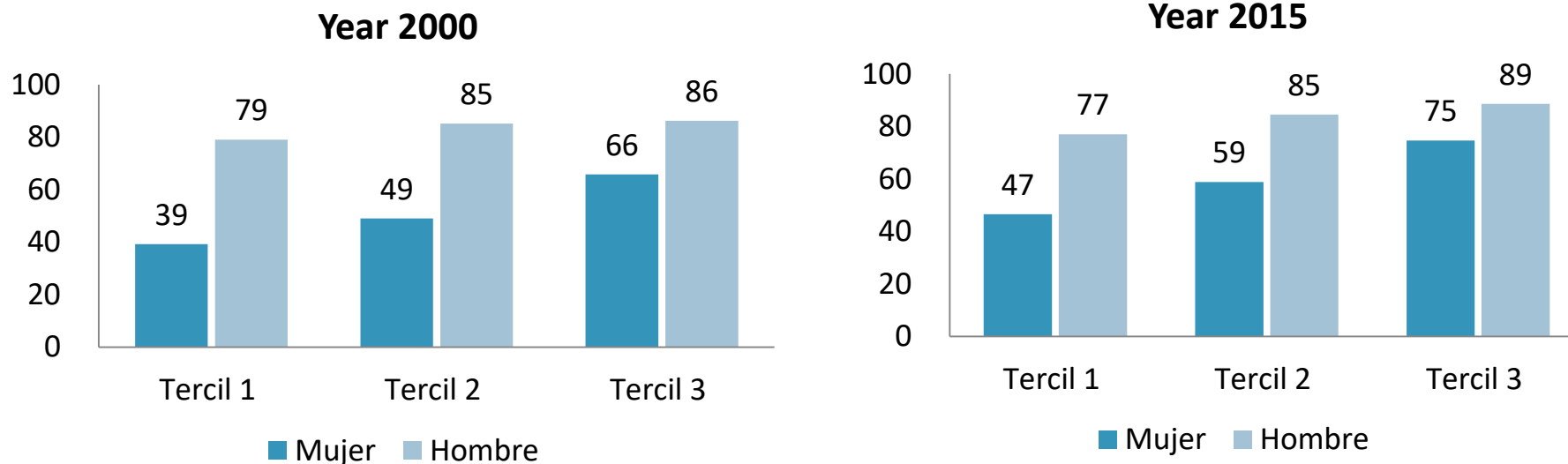


### Tertile 3. Changes in labour participation (rates of change in %)



# The labour supply: Gaps by gender and among women

Activity rate by sex according to household income (%)



Argentina, Bolivia, Brazil, Chile, Colombia, Costa Rica, Ecuador, Mexico, Nicaragua, Panama, Peru, Paraguay, Uruguay and Venezuela

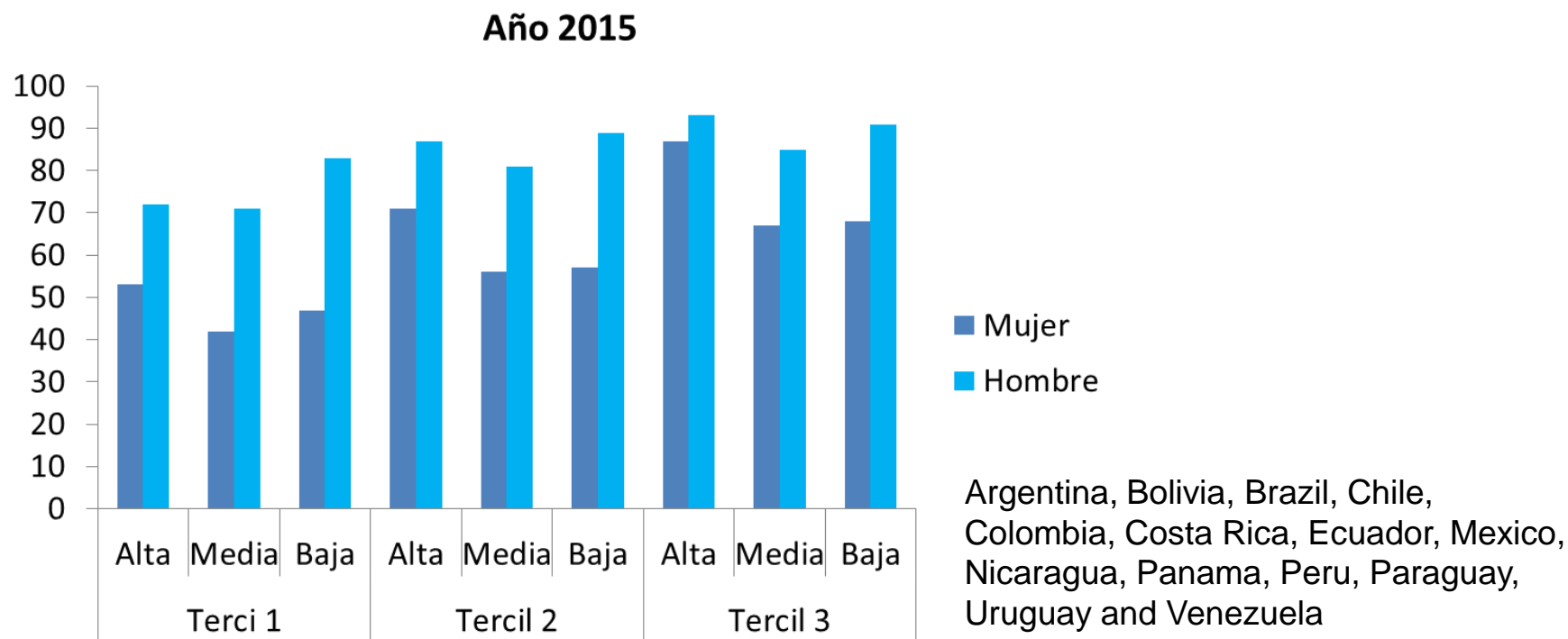
The gap in the activity rates of women and men is strongly associated with gender restrictions; the gaps between women are also associated with socio-economic inequalities.



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## Economically active population by education level according to sex and tertile of household income (in %)



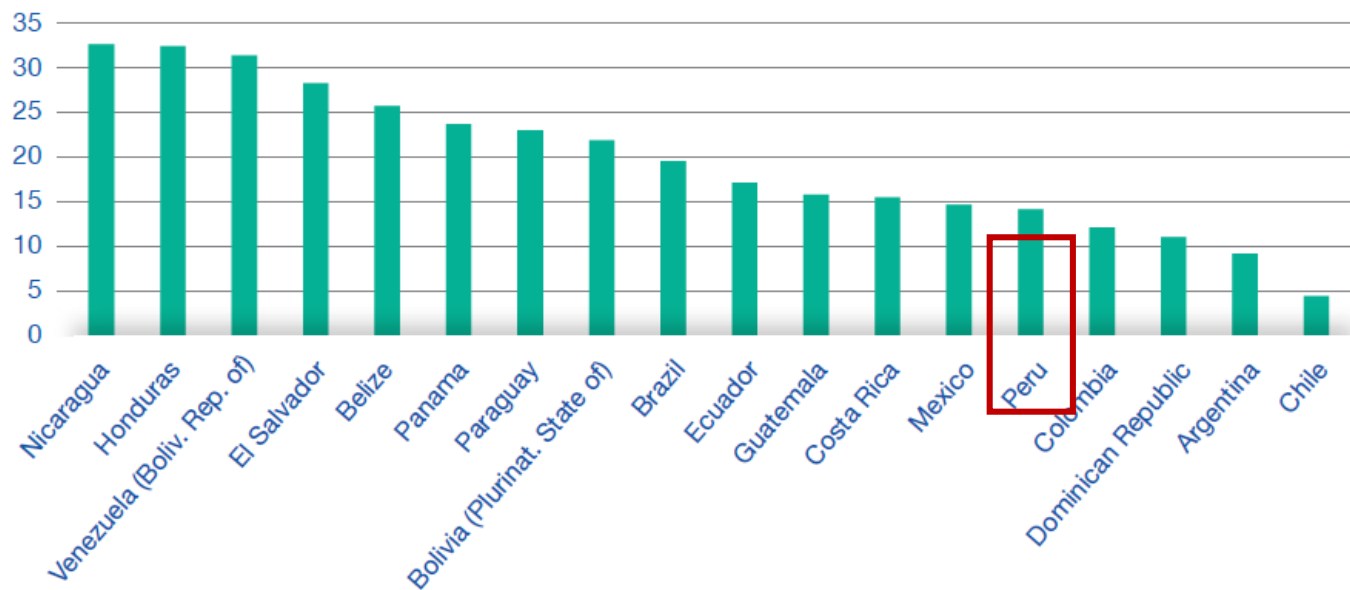
Education is a strong determinant of labour participation by women, diminishing social and gender inequalities, but it is insufficient



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## BUSINESSES WITH AT LEAST 1 WOMAN IN SENIOR MANAGEMENT



Note: Latin America and the Caribbean data include responses of 63 companies in Argentina, Costa Rica, Ecuador, Honduras, Jamaica, Nicaragua, Paraguay, Uruguay and the Bolivarian Republic of Venezuela. Global data include responses of over 1,300 companies in 39 countries.

Source: ILO (2013)



# 57%

of businesses in Latin  
America have less than  
30% women in senior  
management

ILO (2016)

# Lag in access to leadership positions

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# The problem of bias transfer in the development of algorithms and Machine Learning

How we make judgements,  
make decisions, and behave  
feeds is informed by our past  
social experiences

80% – 90% work in  
an unconscious way

**For the brain, unlearning  
is almost impossible**







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Role of the  
private  
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#Partners4SustainableDevelopment

# The private sector plays a strategic role in the 2030 Agenda and the “Gendered” 4th Industrial Revolution



**Gender equality is an  
accelerator for the  
achievement of the 2030  
Agenda**

**10** REDUCCIÓN DE LAS  
DESIGUALDADES



**5** IGUALDAD  
DE GÉNERO



**17** ALIANZAS PARA  
LOGRAR  
LOS OBJETIVOS



**8** TRABAJO DECENTE  
Y CRECIMIENTO  
ECONÓMICO



- Eliminating discrimination
- Eliminating violence against women and girls, harmful practices
- Ensuring access to sexual and reproductive health and reproductive rights
- Recognizing and valuing unpaid care work
- Guaranteeing equal rights to economic resources
- Ensuring women's participation in decision making
- Achieving full and productive employment and decent work for all women and men
- Achieving equal pay for work of equal value
- Protecting labour rights and promoting safe and secure work environments

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# Why? The business case for gender equality



**Closing the gender gap in economic participation 25% by 2025 would increase global GDP by US\$5.3 trillion in the same period of time**

World Economic Forum Gender Gap Report 2017



Improves the work environment, decreases turn over and absenteeism, and helps to retain talent



Improves corporate image and reputational value



Companies with greater representation of women on boards have greater returns (ROE, ROS, ROIC)



**38%**

Income from innovation

**Positive correlation**

**Diverse companies are more innovative and more innovative companies are more diverse.**

BCG-Technical University of Munich (2017)



**84%**

Sales returns

**Positive correlation**

**Companies with a sustained presence of 3 or more women on their board exceeded the returns of companies with no representation by women.**

Catalyst (2011)







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Transforming the  
organizational  
management

Applying a gender  
lens in the value chain

Investing in  
businesses owned or  
led by women or with  
gender balance

Investing in  
opportunities that  
facilitate the  
advancement of the  
SDGs with a gender  
perspective

# The Gender Equality Seal

- Voluntary program based on international standards of excellence
- Recognizes businesses for promoting gender equality and empowering women in the workplace
- Businesses commit to addressing gender gaps in critical areas of operations



**Eliminating gender pay gaps**



**Increasing women's participation in decision-making**



**Promoting the reconciliation of personal, family, and work life**



**Promoting the participation of women and men in non-traditional sectors**



**Erradicating sexual harassment and sex-based harassment**



**Using inclusive and non-sexist communications**



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## MODULES



### ORGANIZATION PROFILE AND PRODUCTIVITY

This set of indicators comprises a number of variables and facts about a company or organization including location, size, industry, type of organization and financial metrics. It also contains gender-sensitive productivity indicators such as absenteeism and turnover

#### SUBPILLARS

- General descriptive data on the company or organization
- Financial metrics (Return on Equity, Return on Invested Capital, Return on Sales and others)
- Gender-sensitive productivity indicators



Gathers the perspective and experience of employees in a company or organization, specifically pertaining to the presence or absence of women in relation to men on a variety of levels (e.g. the ratio of men and women in leadership positions, departments, or members of the Board of Directors)

## GENDER EQUALITY INDEX

This index measures the degree of gender equality of the organization on a scale of 0 to 100%. The closer you get to 100% the company has a higher level of equality between the sexes, and when it approaches zero it is not equal.

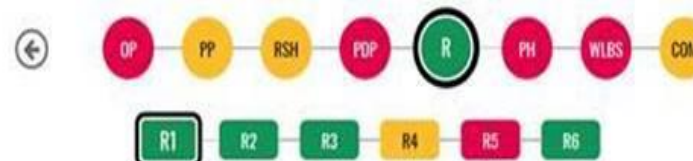
54%

## CONVENTIONS

- Positive value
- Intermediate value
- Negative value

## OUTLOOK OF INDICATORS

The dashboard provides a panoramic view of all the key measures of gender equality performance, enabling the easy identification of indicators with positive performance and those that require improvement.



## INDICATOR INFORMATION

### R1 - GENDER PAY GAP IN ALL PERSONNEL

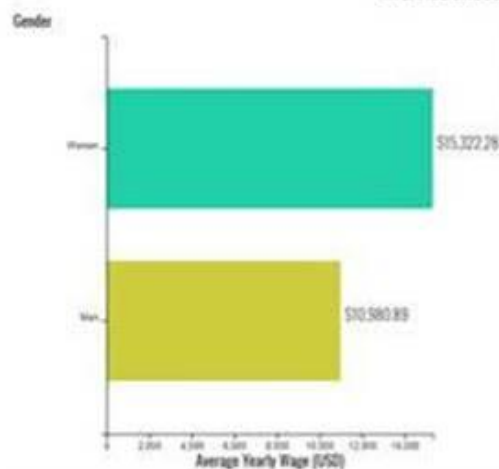
Objective: To establish the degree to which wage, compensation and incentive policies are free of sex-based discrimination

Indicator	Indicator Value	Index Value
R1	-0.40	100%

## INDICATOR STATUS



## AVERAGE GROSS ANNUAL SALARY



Gender	Average Yearly Wage (USD)
Women	\$15,322.28
Men	\$10,580.88

CONVENTIONS Positive value Intermediate value Negative value

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Transforming corporate DNA toward the achievement of gender equality and women's empowerment to achieve the 2030 Agenda



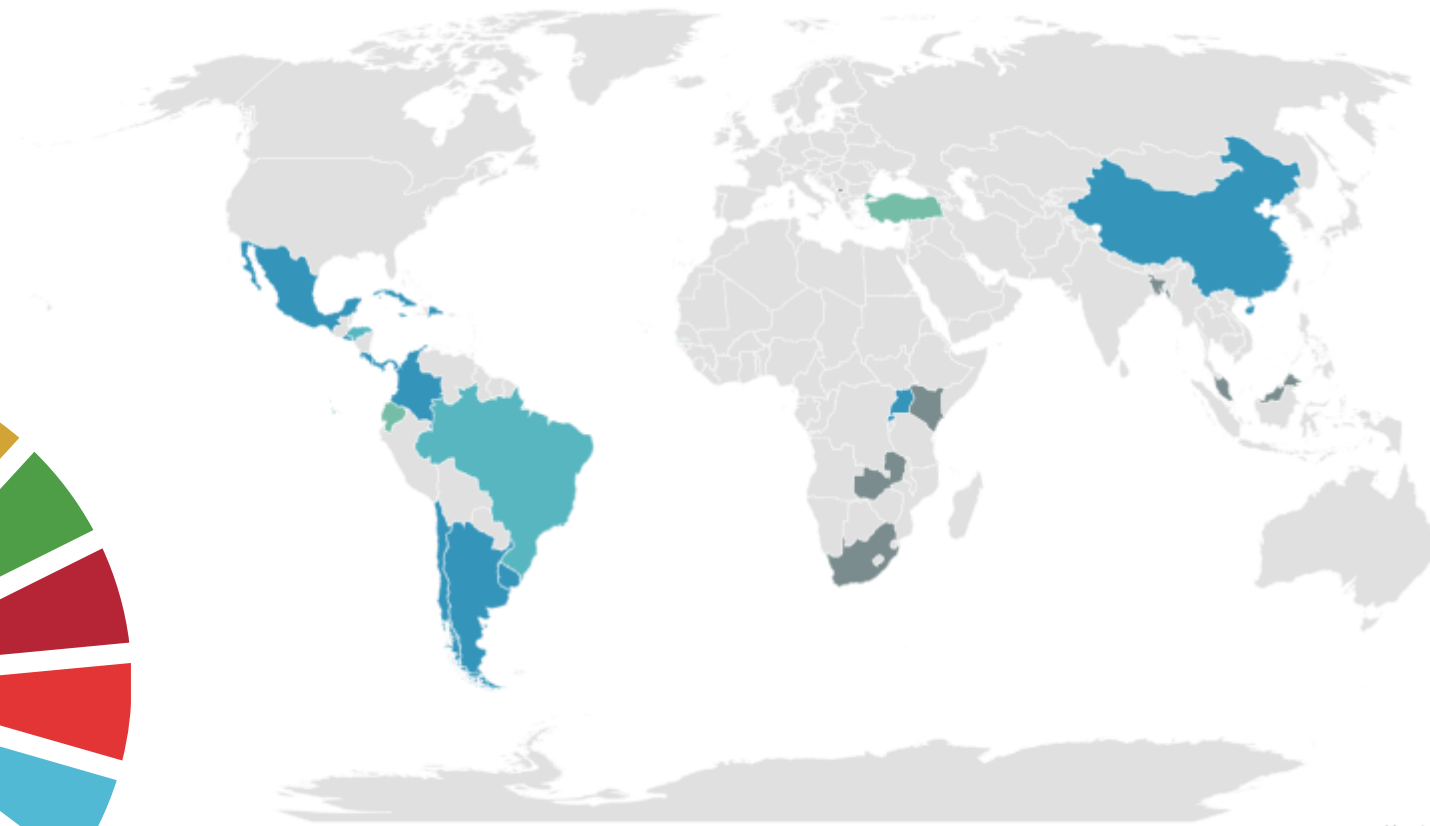
**+600**  
certified businesses  
with +1,900 offices



**1.5 million**  
Impacted workers



# Where we work



- Implementing
- Closed/Stand-by
- Initiating
- Assessing

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# The role of legislative bodies



- Ratification of international frameworks for labour and gender equality
- National labour standards
- Legal standards and instruments to ensure gender equality (Ex: open disaggregated data, ML and AI transparency, ensuring funding to explore the impact of digitalization on women)
- Support the design of norms and standards for Certification Programs
- Designing incentives (Ex: procurement, taxation, women's inclusion in digital industry, fund for AI businesses led by women)



# Thank you



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