

The State of Women in Leadership

Global Employment Trends

Key Findings

- **Only 30.6% of leadership positions are held by women – up only 0.2 percentage points since 2022.** While progress was steady between 2015 and 2022, in the last two years the gains slowed or even reversed.
- **Leadership gaps persist even in industries where women are the majority of workers.** While the industries with the lowest female representation in leadership tend to be the most heavily male dominated in the workforce overall, having more women working in the industry does not guarantee women outnumber men in leadership positions.
- **Female representation drops at every step of the career ladder to leadership.** The first big hurdle women face is accessing the entry-level management position or landing a the most senior non-management positions.
- **The leadership gap widens with age.** Women in older generations face greater disparities to access top roles, as the drop in representation from workforce to top roles is 46% for Baby Boomers but only 34% for Gen Z.
- **Women with bachelor's degrees see the smallest differences in leadership representation.** The representation drop between overall workforce and leadership is higher for both sub-baccalaureate and graduate-degree holders compared.

Silvia Lara

Senior Data Scientist

LinkedIn

slara@linkedin.com

Matthew Baird

Senior Staff Economist

LinkedIn

mdbaird@linkedin.com

Using aggregated and anonymized LinkedIn data, this paper analyses the proportion of leaders who are women and aims to identify key gender gaps in the pursuit of leadership roles. We define 'top-management' or 'leadership' positions as those at a Vice President or C-Suite level, according to LinkedIn's position-based taxonomy.¹

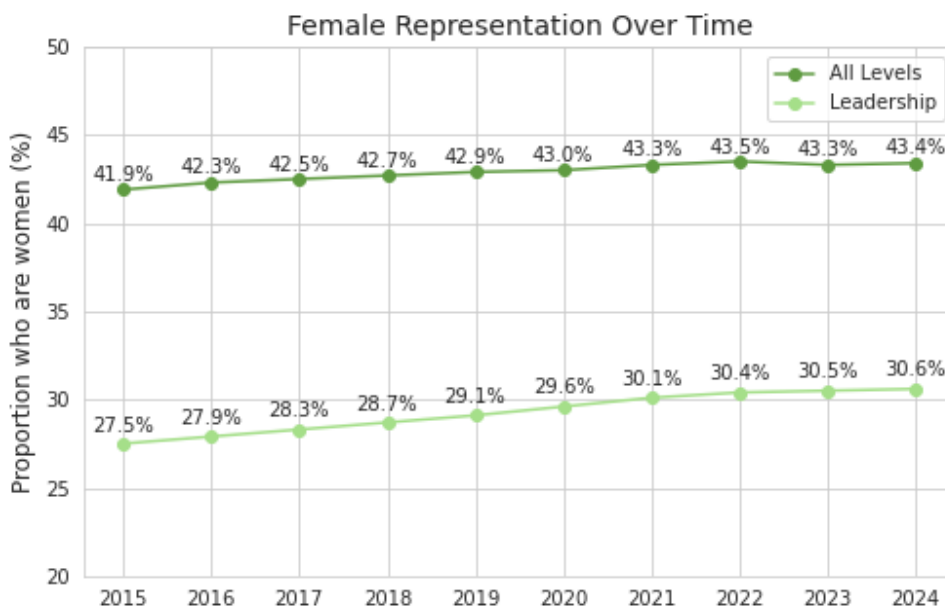
¹ Please note that previous LinkedIn Economic Graph Research Institute publications included Director titles in the 'leadership' group, and used a prior version of position seniority taxonomy. Therefore, the numbers reported here are not easily comparable to previously published numbers. For more details on our seniority taxonomy, refer to the Appendix.

The State of Women in Leadership

Women hold only 30.6% of leadership positions, and progress has stalled

According to LinkedIn data from 74 countries, as of the latest data at the end of 2024, women represent only 30.6% of leadership positions globally, while their share across all roles stands at 43.4%. Over the past decade, women's representation in leadership has grown, particularly between 2015 and 2022, when the share of women in leadership increased steadily by around 0.4 percentage points a year, from 27.9% to 34.0%. However, since 2022, progress has slowed significantly, with only a 0.2 percentage point gain over the last two years combined. This stagnation follows the broader labor market, where women's overall representation grew more consistently until 2023 before experiencing a dip in 2024. This decline coincides with a downturn in labor market conditions, which research has shown to negatively impact the share of women hired into leadership roles (Lara et al., 2024)².

Figure 1: Global share of positions held by women in leadership roles and overall



Note: The global number is the median of 74 countries analyzed.

While no country has the equal shares of men and women in leadership position, female representation varies drastically across the world. Countries with the highest female representation in leadership include Finland (44.7%), Philippines (43.6%), Jamaica (41.8%), Barbados (40.6%), and Trinidad and Tobago (39.8%), while the lowest are Saudi Arabia (11.5%), Maldives (10.2%), Pakistan (11.6%), Bangladesh (11.8%), and Nepal (17.2%). Among major economies, the United States (34.7%), United Kingdom (30.9%), France (31.3%), Australia (33.9%), Canada (33.0%), and Singapore (33.9%) have

² Lara, S. and Baird, M. [“The impact of Changes in Labor Market Conditions on Women Hired into Leadership Roles”](#). LinkedIn Economic Graph Research Institute. 2024

The State of Women in Leadership

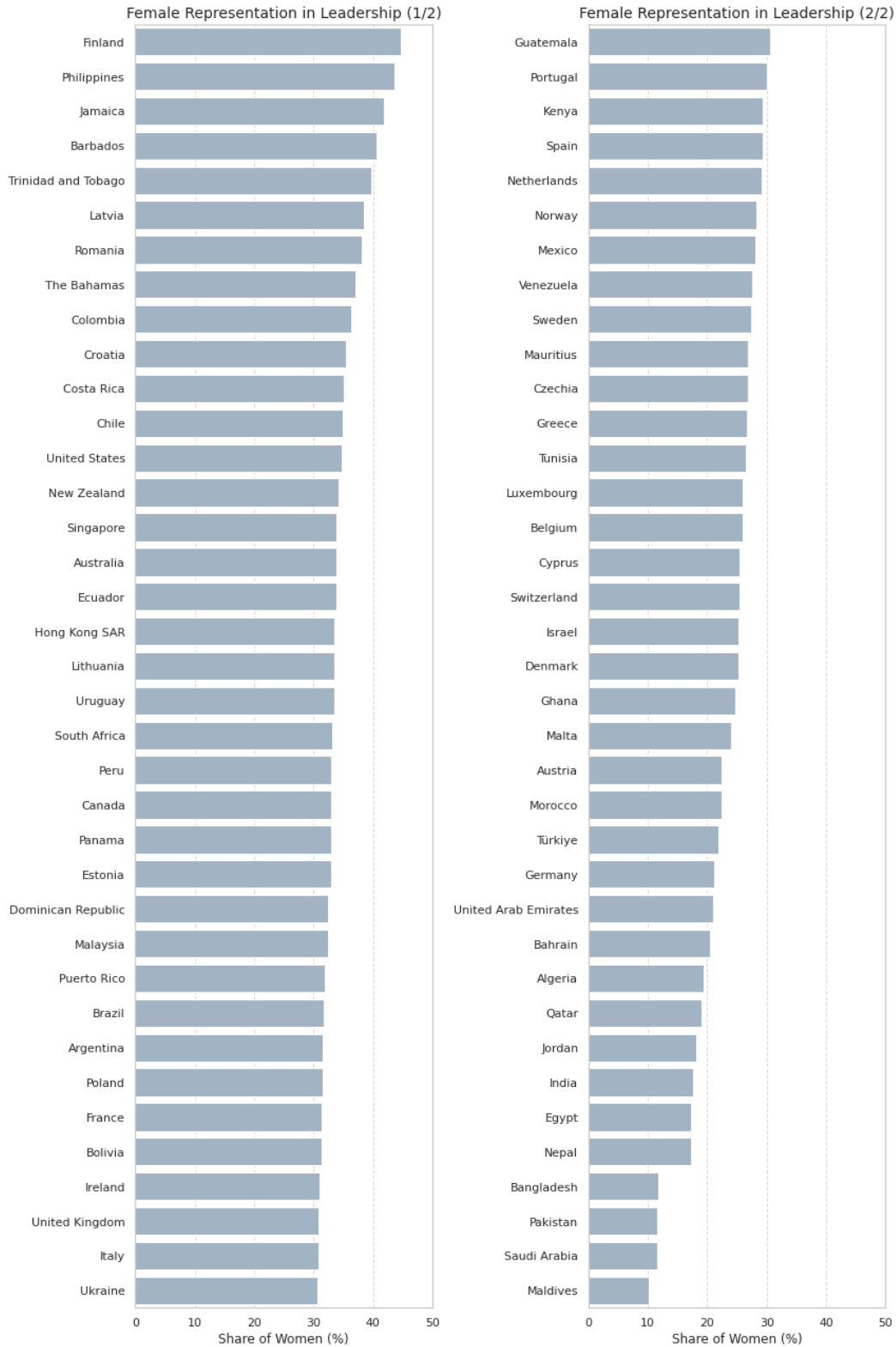
relatively strong female representation, whereas Germany (21.1%) and India (17.6%) are lower. Nordic and Southeast Asian countries lead in gender diversity, while Middle Eastern and South Asian countries generally have the lowest representation³.

Progress has stalled or reversed in many countries over the past two years. In 2024, 41% of the 74 countries analyzed had the same or a lower share of women in leadership compared to 2022. The trend is even more pronounced when comparing 2024 to 2023, with 65% of countries seeing no improvement or a decline. Costa Rica (-0.2 pp), Chile (-0.2 pp), Ecuador (-0.2 pp), the Philippines (-0.2 pp), and Tunisia (-0.3 pp) saw some of the largest declines in the past year. However, Malta (+0.5 pp), Bahrain (+0.4 pp), Luxembourg (+0.3 pp), Lithuania (+0.3 pp), and Ireland (+0.2 pp) bucked the trend, recording the highest increases in female representation in leadership. Refer to Table A.1 in the appendix for the changes in representation in other countries.

³ Our data on representation is based on LinkedIn membership, which may not fully capture the industry distribution in every country. Since industry composition influences workforce demographics, differences in LinkedIn membership across sectors could affect the measured female representation. While these figures provide valuable insights into gender trends, they should be interpreted with awareness of potential variations in industry coverage.

The State of Women in Leadership

Figure 2: Share of positions held by women in leadership roles by country

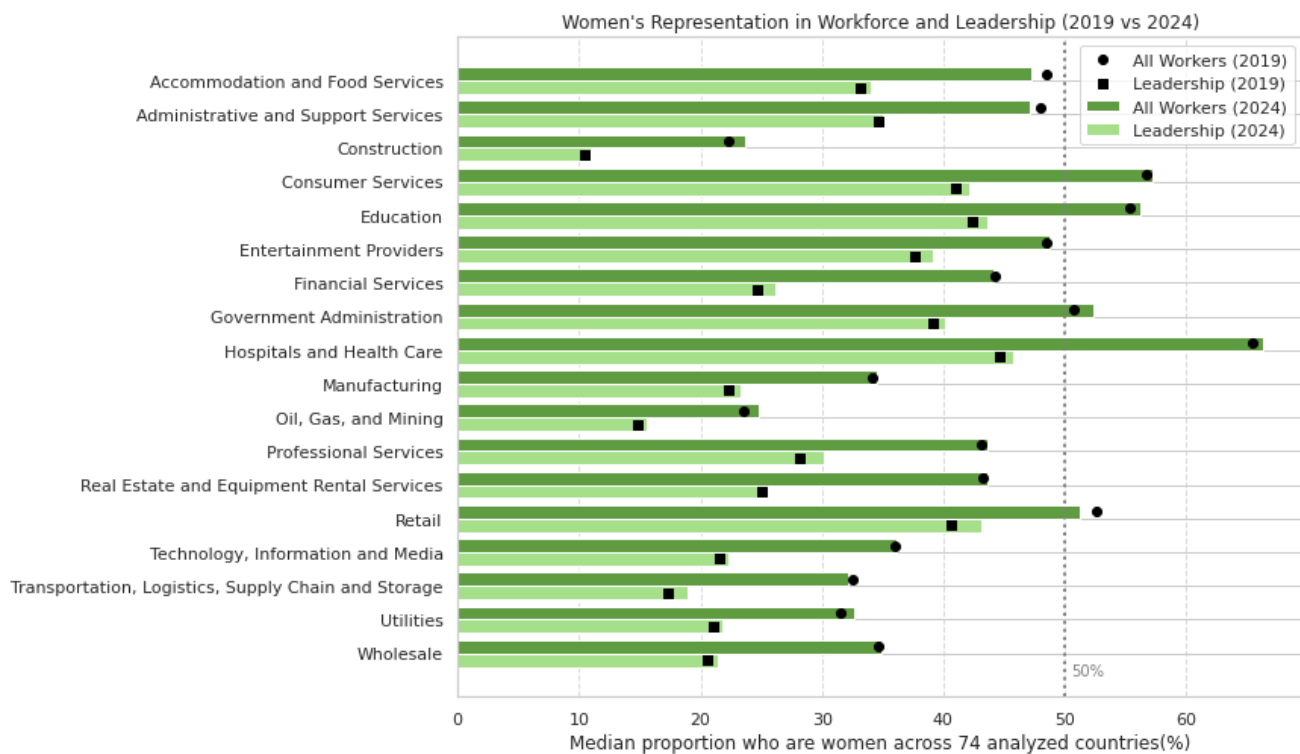


The State of Women in Leadership

Leadership Gaps Persist even in Female-Majority Industries

Women’s representation in leadership varies not just by country but also by industry. Sectors with a historically high proportion of women in the workforce, such as healthcare, education, and retail, tend to have better representation in leadership, while industries like construction, oil and gas, and transportation continue to lag behind.

Figure 3: Share of positions held by women in leadership roles by industry, 2019 vs 2024.



Note: The global number is the median of 74 countries analyzed where minimum data liquidity thresholds were met.

Industries with the highest median share of women in leadership across countries include Hospitals and Health Care (45.7%), Education (43.7%), Retail (43.1%), and Consumer Services (42.1%). These sectors employ a large share of women overall, and this is reflected in a higher representation of women in leadership. In contrast, Construction (11.0%), Oil, Gas, and Mining (15.6%), and Transportation, Logistics, Supply Chain and Storage (19.0%) have the lowest female representation in leadership, suggesting potential barriers to entry and to career pathways in these industries.

Between 2019 and 2024, women’s representation in both the overall workforce and leadership has seen modest changes across industries. While the overall share of women in the workforce remained

The State of Women in Leadership

relatively stable, with slight increases in sectors like Government Administration (+1.7 percentage points), Construction (+1.4 pp), and Oil, Gas, and Mining (+1.2 pp), some industries, such as Retail (-1.4 pp) and Accommodation and Food Services (-1.3 pp), experienced slight declines. On the leadership front, Professional Services (+1.9 pp) and Retail (+2.4 pp) showed notable progress across countries examined. The industries that saw the smallest increase in the median share of women in leadership across the 74 countries analyzed were Administrative and Support Services (+0.3 pp), Construction (+0.5 pp), and Oil, Gas, and Mining (+0.7 pp).

One way to compare women’s workforce representation with leadership representation is to examine the drop to the top ratio, which shows how much women’s representation declines when moving from the overall workforce to leadership. Take for example Construction, the industry with the largest drop to the top. There, the share of leadership positions which are held by women (11.0%) is around 54% smaller than the share of all workers in Construction who are women (23.7%).⁴ The industries with the steepest drop after Construction at -54% are Financial Services (-41%), Transportation, Logistics, Supply Chain and Storage (-41%), and Real Estate and Equipment Rental Services (-42%). Despite notable female participation in the workforce overall, these industries struggle with retaining and promoting women into leadership positions. On the other hand, Retail (-16%), Entertainment Providers (-20%), and Education (-22%) have the smallest drops, indicating a comparatively more equitable leadership pipeline, although still far below equal representation.

⁴ Calculated in this example by $(11.0-23.7)/23.7=-53\%$

The State of Women in Leadership

Table 1: Drop in women representation between overall workforce and leadership by Industry

Industry	Leadership	All	Drop to the top
Accommodation and Food Services	34.0%	47.2%	-28%
Administrative and Support Services	35.0%	47.1%	-26%
Construction	11.0%	23.7%	-54%
Consumer Services	42.1%	57.2%	-26%
Education	43.7%	56.2%	-22%
Entertainment Providers	39.1%	48.7%	-20%
Financial Services	26.2%	44.2%	-41%
Government Administration	40.1%	52.4%	-23%
Hospitals and Health Care	45.7%	66.3%	-31%
Manufacturing	23.3%	34.5%	-32%
Oil, Gas, and Mining	15.6%	24.8%	-37%
Professional Services	30.2%	43.6%	-31%
Real Estate and Equipment Rental Services	25.4%	43.7%	-42%
Retail	43.1%	51.2%	-16%
Technology, Information and Media	22.3%	36.2%	-39%
Transportation, Logistics, Supply Chain and Storage	19.0%	32.2%	-41%
Utilities	21.8%	32.6%	-33%
Wholesale	21.4%	34.9%	-39%

Note: The global number is the median of 74 countries analyzed where minimum liquidity thresholds were met.

Representation drops at each seniority level

To understand the journey to the top of the career ladder, we categorize job positions held by LinkedIn members into one of three groups based on both on whether they work in a managerial position as well as their seniority level:⁵

- ‘Individual contributor’ (IC) levels refer to those who do not have management responsibilities. Within this group we categorize three levels based on increasing seniority: entry level, experienced, and distinguished employees. These IC positions are those who do not hold ‘direct reports’, i.e. workers they supervise who report to them. Note these ICs may have advanced expertise in their domain as well as leadership responsibilities over projects or tasks.
- ‘Mid-level management’ refers to those individuals who manage one or more employees. This group includes entry-level managers, experienced managers, and directors.

⁵ For more details on the seniority classification, see the Methodology section in the Appendix.

The State of Women in Leadership

- ‘Leadership’ refers to individuals responsible for overseeing a major business function or entire organization. This group includes vice presidents (VP) and C-Suite level executives (e.g., CEO, COO, CFO).

Career paths are rarely linear, but understanding the disparities women face at each seniority level can reveal challenges in reaching leadership positions. In previous research, we highlighted the "broken rung" phenomenon (a phrase coined in McKinsey & Company, 2022), where women’s representation drops sharply before they reach their first management role. Our latest data show a similar decline between senior individual contributors and entry-level managers. Globally⁶, the proportion of women falls by 18% at this transition point—a drop observed in 91% of the countries analyzed. The drop is particularly steep in Construction (35%), Oil, Gas, and Mining (26%), and Real Estate and Equipment Rental Services (24%).

While this research note focuses primarily on leadership, our taxonomy allows us to examine drops in female representation in non-management leadership as measured the three levels of individual contributors. The drop in median in female representation between experienced ICs and distinguished ICs is 10%, with even steeper declines in countries where this role is more common. In the United States, only 33.8% of distinguished ICs are women—a share lower than the representation of women at the Vice President level (35.8%). The United Kingdom follows a similar pattern, with 30.2% female representation at the distinguished IC level compared to 34.9% at the VP level. This pattern is especially pronounced in industries like Real Estate and Equipment Rental Services (50% drop between experienced and distinguished IC), Construction (34%), Accommodation and Food Services (32%), and Technology, Information, and Media (29%).

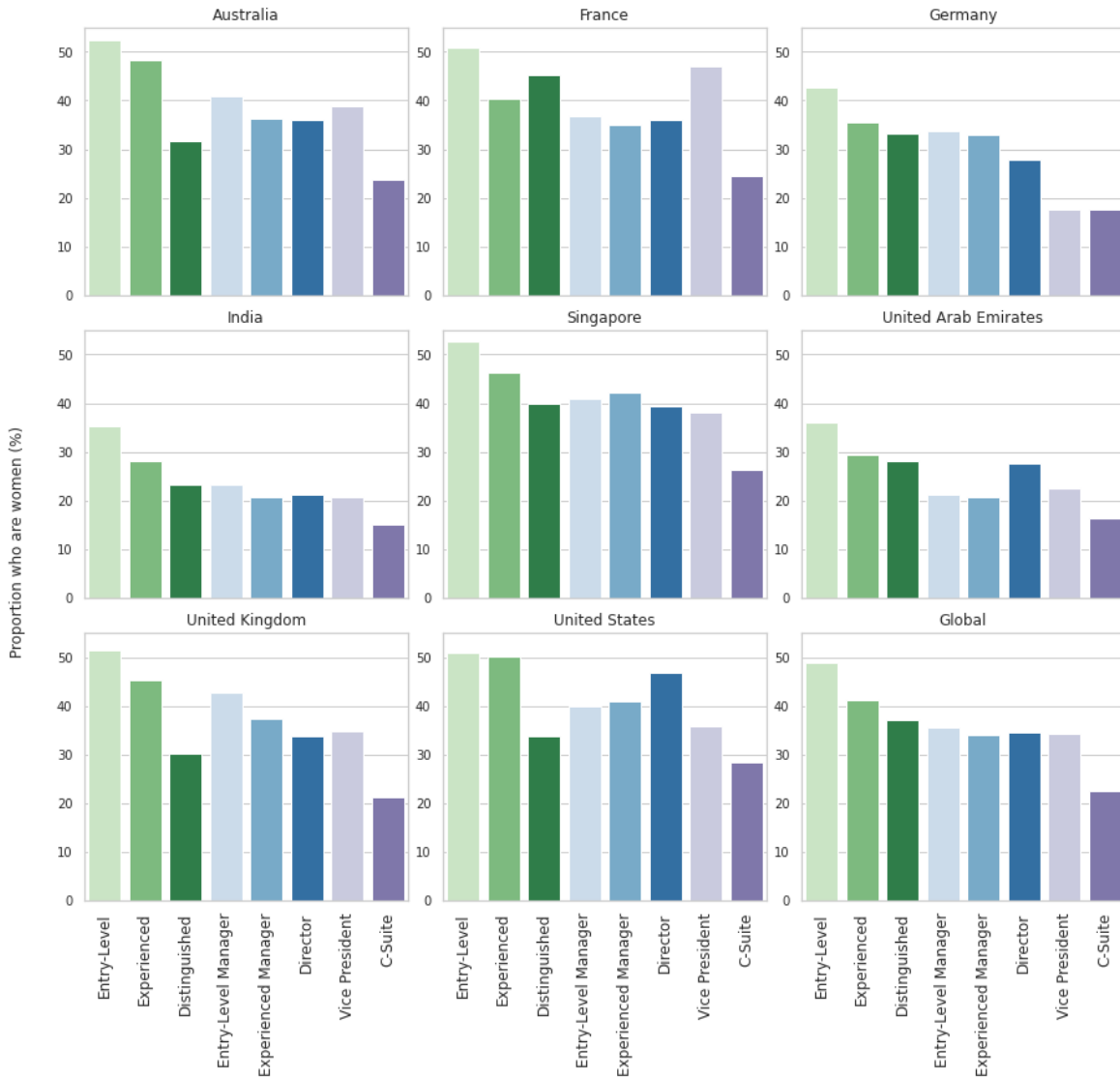
While the overall trend shows women’s representation declining up the career ladder, an interesting shift occurs at the Director level. In 55% of the countries analyzed, the share of women at the Director level exceeds that at the experienced manager level. For example, representation jumps 31% between senior manager and director in Spain and 34% in the United Arab Emirates. This pattern is particularly pronounced in Construction (43% increase at Director level), Utilities (40%), and Oil, Gas, and Mining (31%). These industries tend to have relatively few women in lower management roles, but they may offer alternative career tracks where compliance, environmental oversight, and safety regulation—rather than operational management—become key stepping stones to leadership. One possible explanation for the increase is the rise of non-executive director roles⁷, which focus on governance and oversight rather than day-to-day management. An example of such role is the Chief of Staff role, where women hold 58% of such positions. As such, women with deep expertise in these areas may find greater opportunities at the Director level than in frontline management. For country-level version of these stats, refer to table A.2 in the Appendix.

⁶ Median values across the 74 countries in the sample.

⁷ FTSE, [“FTSE Women Leaders Review”](#) (2024).

The State of Women in Leadership

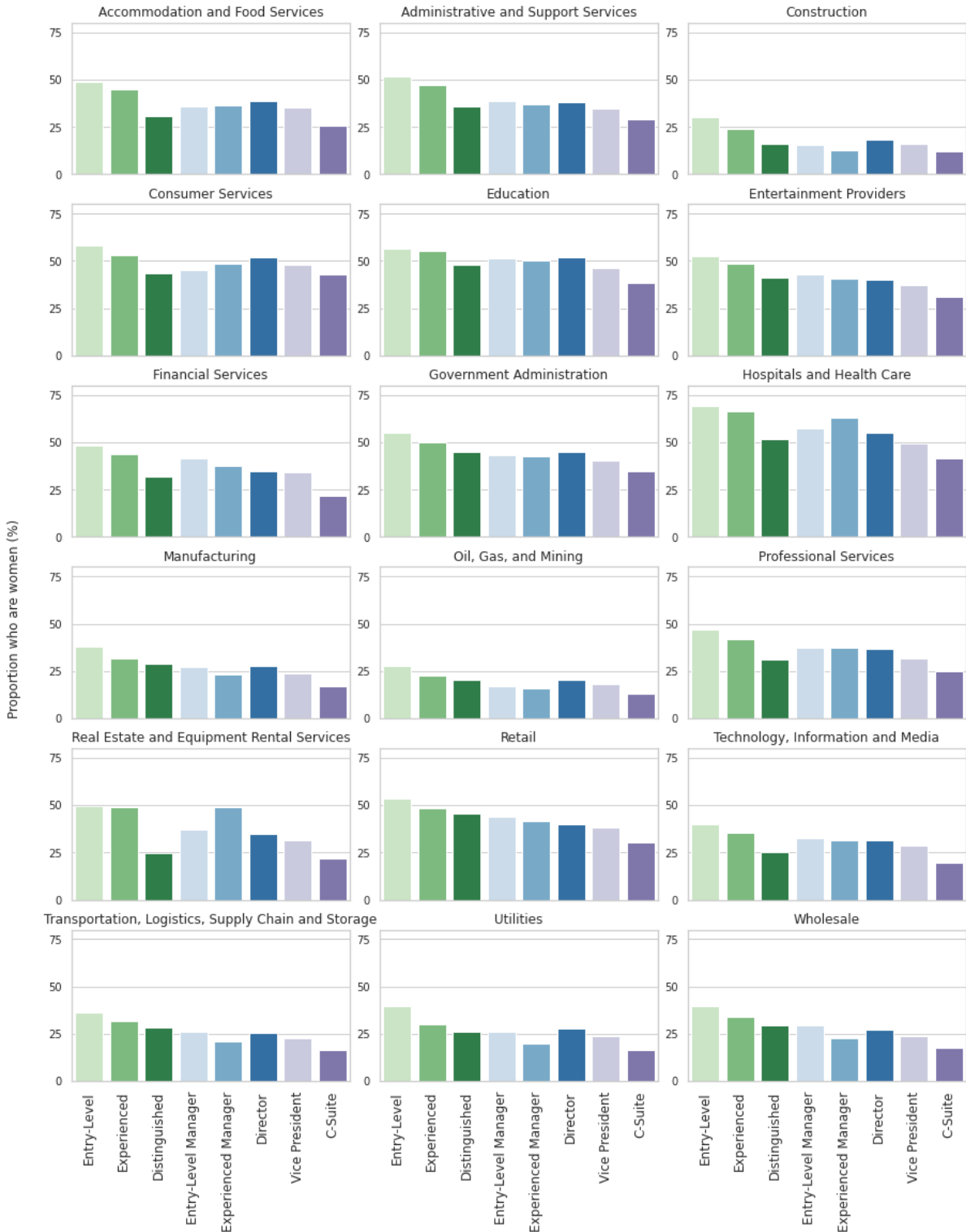
Figure 4: Share of positions held by women by seniority level in each country



Note: The global number is the median of 74 countries analyzed.

The State of Women in Leadership

Figure 5: Share of positions held by women by seniority level – Industry group comparison



Note: The industry numbers are the median share of women for each industry across all countries where minimum data liquidity thresholds were met.

The State of Women in Leadership

Leadership gender gaps are larger for older workers

Women's representation in both the workforce and leadership roles varies significantly across generations, with younger cohorts seeing a higher share who are women at all levels of seniority. Among Baby Boomers, women make up just 26.9% of the workforce and an even lower 18.4% in leadership. The share of overall workers who are women steadily rises with each younger generation, reaching 38.0% for Gen X, 45.3% for Millennials, and 48.4% for Gen Z. Leadership representation follows a similar upward trend, increasing from 18.4% among Boomers to 26.4% for Gen X, 33.4% for Millennials, and 36.0% for Gen Z. However, generational differences in industry distribution may also play a role, making it essential to track this trend over time for a clearer picture.

Just as the overall representation of women declines with older generations, so too the gap between workforce participation and leadership grows wider. Among Gen Z, the drop from overall workforce representation to leadership is smallest, where the share of top leadership who are women is 29.6% smaller than the share of overall workers who are women. The drop to the top is higher for Millennials at 34.0%. The gap is more pronounced for Gen X (38.2%) and is largest among Baby Boomers (43.4%). This pattern suggests that as older women face disparities to access leadership roles, whether due to slower promotions, career breaks, or structural biases in leadership pipelines. Most countries observe this pattern across age groups. Italy and India are some of the few countries where this pattern is not present. In Italy, Gen Z and Millennials see the same 46% drop, while Boomers see a 35% drop and Gen X a 42%. Similarly, in India the highest representation drop is amongst Gen Z at 48%, and the drop decreases steadily until a 33% drop for Boomers. Refer to Table A.3 in the Appendix for further country-level statistics. While increases in female representation for younger generations is encouraging, translating this progress into sustained leadership representation at higher levels remains a challenge.

Leadership gaps widen for both the most and least educated women

Women's representation in the workforce also varies by education level, with higher participation among those with bachelor's and master's degrees based on global medians. Women make up the largest share of the workforce among master's degree holders (44.9%), followed closely by those with bachelor's degrees (44.5%). Representation drops for doctoral degree holders (40.4%) and is even lower among those with only a high school diploma (37%). A similar pattern is seen in leadership, where women are most represented among bachelor's degree holders (31.8%), followed by those with master's degrees (30.6%). Leadership representation is lower among both high school graduates (27.1%) and doctoral degree holders (27%).

The lower overall representation of women among high school and doctoral degree holders is accompanied by an increased drop in representation between the overall workforce and leadership. The drop in representation from the overall workforce to leadership is smallest for bachelor's degree holders but increases at higher education levels and among those with only a high school diploma.

The State of Women in Leadership

Further research is needed to determine whether these patterns stem from differences in educational choices or the concentration of women in fields with fewer leadership opportunities.

Conclusion

The progress toward gender parity in leadership has slowed in recent years, with women holding 30.6% of leadership roles—only a 0.2 percentage point increase since 2022. While representation varies by country and industry, disparities persist at every stage of career advancement. Women face significant challenges in securing their first management role, and leadership gaps widen with age, particularly for older generations.

Even in industries where women are the majority of the workforce, leadership opportunities remain unevenly distributed. The decline in representation between workforce participation and leadership is steepest in fields like construction, finance, and transportation. Furthermore, while women with bachelor's degrees face the lowest gender gaps, disparities increase at both higher and lower levels of educational attainment.

The findings here highlight the need for targeted interventions to support everyone's advancement at critical career junctures.

Appendix

Acknowledgements

We gratefully acknowledge the support and feedback of many individuals in this report. These include Shiva Kumar, Kristin Keveloh, Gorki De Los Santos, and Pei Ying Chua.

Methodology

LinkedIn data: This body of work represents the world seen through LinkedIn data, drawn from the anonymized and aggregated profile information of LinkedIn's 1 billion+ members around the world. As such, it is influenced by how members choose to use the platform, which can vary based on professional, social, and regional culture, as well as overall site availability and accessibility.

In publishing these insights from LinkedIn's Economic Graph, we want to provide accurate statistics while ensuring our members' privacy. As a result, all data show aggregated information for the corresponding period following strict data quality thresholds that prevent disclosing any information about specific individuals.

Gender classification: If not explicitly self-identified, we have inferred the gender of members included in this analysis either by the pronouns used on their LinkedIn profiles or inferred on the basis of first name. Members whose gender could not be inferred as either man or woman were excluded from this analysis.

Seniority Taxonomy: Senior Leadership or 'top management' is defined as Vice President and C-Suite positions, based on LinkedIn's position-based taxonomy. The algorithm includes signals such as industry, company, function, title, and years of experience on what defines a position's seniority level.

Appendix

Supplementary Tables

Table A.1. Share of women in leadership and overall, by country.

Country	Seniority Group	2015	2016	2017	2018	2019	2020	2021	2022	2023	2024
Algeria	All	25.0%	25.3%	25.7%	26.1%	26.6%	26.9%	27.6%	28.1%	28.3%	28.2%
	Leadership	16.8%	17.0%	17.2%	17.7%	18.1%	18.4%	18.9%	19.1%	19.2%	19.3%
Argentina	All	44.7%	45.0%	45.4%	45.7%	45.9%	46.2%	46.6%	47.0%	47.1%	47.0%
	Leadership	28.0%	28.5%	29.0%	29.6%	30.3%	31.4%	31.8%	31.9%	31.8%	31.6%
Australia	All	44.1%	44.5%	44.8%	45.2%	45.4%	45.6%	45.9%	46.0%	46.0%	46.0%
	Leadership	30.8%	31.3%	31.7%	32.2%	32.6%	32.9%	33.3%	33.7%	33.8%	33.9%
Austria	All	36.5%	37.0%	37.4%	37.7%	38.1%	38.2%	38.6%	39.0%	39.1%	39.1%
	Leadership	20.4%	20.6%	20.9%	21.2%	21.5%	21.7%	21.9%	22.2%	22.3%	22.4%
Bahrain	All	26.0%	26.4%	26.5%	27.0%	27.4%	27.6%	27.9%	28.1%	28.4%	28.6%
	Leadership	17.4%	17.8%	18.3%	18.6%	19.0%	19.3%	19.8%	19.8%	20.0%	20.4%
Bangladesh	All	13.2%	13.4%	13.7%	14.1%	14.5%	14.8%	15.1%	15.5%	15.8%	15.9%
	Leadership	10.2%	10.4%	10.6%	10.7%	11.1%	11.6%	11.8%	11.9%	11.8%	11.8%
Barbados	All	53.8%	54.0%	54.4%	54.4%	54.6%	54.6%	54.7%	55.0%	54.9%	54.4%
	Leadership	37.5%	38.2%	38.5%	38.9%	39.2%	39.7%	40.1%	40.4%	40.5%	40.6%
Belgium	All	40.6%	41.0%	41.2%	41.5%	41.7%	41.8%	42.1%	42.3%	42.3%	42.3%
	Leadership	23.4%	23.8%	24.1%	24.3%	24.6%	25.0%	25.4%	25.7%	25.8%	25.9%
Bolivia	All	35.3%	35.9%	36.4%	37.0%	37.5%	37.6%	38.1%	38.5%	38.8%	38.6%
	Leadership	26.6%	27.2%	27.9%	28.6%	29.1%	29.9%	30.6%	30.9%	31.3%	31.3%
Brazil	All	43.1%	43.4%	43.8%	44.2%	44.6%	44.7%	45.1%	45.5%	45.6%	45.4%
	Leadership	28.5%	28.9%	29.4%	29.9%	30.5%	31.2%	31.7%	31.8%	31.9%	31.8%
Canada	All	45.7%	46.0%	46.2%	46.4%	46.4%	46.4%	46.6%	46.6%	46.5%	46.4%
	Leadership	31.0%	31.3%	31.6%	31.9%	32.1%	32.4%	32.7%	32.9%	33.0%	33.0%
Chile	All	40.5%	40.9%	41.2%	41.5%	41.7%	41.7%	42.1%	42.4%	42.5%	42.6%
	Leadership	33.5%	33.5%	33.8%	34.1%	34.5%	34.8%	35.0%	35.2%	35.1%	34.9%
Colombia	All	45.1%	45.5%	45.9%	46.2%	46.5%	46.6%	46.9%	47.2%	47.2%	46.9%
	Leadership	34.1%	34.3%	34.7%	34.9%	35.4%	35.7%	36.2%	36.6%	36.6%	36.4%
Costa Rica	All	41.1%	41.6%	42.1%	42.6%	42.9%	43.0%	43.4%	43.8%	44.0%	43.9%
	Leadership	31.6%	32.4%	32.8%	33.4%	33.9%	34.4%	34.9%	35.2%	35.3%	35.1%
Croatia	All	46.1%	46.4%	46.6%	47.0%	47.3%	47.4%	47.5%	47.8%	48.0%	47.9%
	Leadership	32.7%	32.9%	33.5%	33.8%	34.0%	34.2%	34.5%	34.9%	35.4%	35.5%
Cyprus	All	41.2%	41.5%	41.8%	42.2%	42.4%	42.5%	42.6%	42.6%	42.7%	42.6%
	Leadership	22.8%	23.0%	23.0%	23.7%	23.8%	24.4%	24.8%	25.2%	25.4%	25.4%
Czechia	All	42.0%	42.3%	42.5%	42.8%	42.9%	43.0%	43.1%	43.4%	43.5%	43.5%
	Leadership	25.2%	25.6%	25.7%	25.9%	26.1%	26.2%	26.4%	26.6%	26.7%	26.9%

Appendix

Denmark	All	44.7%	44.8%	44.9%	45.0%	45.0%	45.0%	45.0%	45.0%	44.9%	44.8%
	Leadership	22.9%	23.3%	23.5%	23.7%	24.1%	24.2%	24.5%	24.8%	25.0%	25.2%
Dominican Republic	All	43.7%	44.0%	44.4%	44.6%	45.0%	45.1%	45.5%	45.7%	45.8%	45.8%
	Leadership	28.7%	29.2%	29.8%	30.1%	30.4%	31.0%	31.6%	32.1%	32.4%	32.4%
Ecuador	All	40.5%	40.8%	41.3%	41.7%	42.1%	42.2%	42.5%	43.0%	43.1%	42.8%
	Leadership	30.5%	31.0%	31.5%	31.7%	32.3%	32.9%	33.5%	33.9%	34.0%	33.8%
Egypt	All	22.4%	23.0%	23.8%	24.5%	25.2%	25.6%	26.3%	26.9%	27.4%	27.7%
	Leadership	14.5%	14.8%	15.2%	15.5%	15.8%	16.2%	16.5%	16.8%	17.0%	17.2%
Estonia	All	49.1%	49.1%	49.3%	49.4%	49.2%	49.0%	48.8%	48.9%	48.8%	48.6%
	Leadership	31.9%	32.2%	32.3%	32.5%	32.5%	32.6%	32.8%	32.9%	32.9%	32.9%
Finland	All	57.5%	57.7%	57.8%	58.0%	58.0%	57.9%	57.9%	57.8%	57.6%	57.4%
	Leadership	42.1%	42.4%	42.9%	43.3%	43.5%	43.9%	44.1%	44.6%	44.7%	44.7%
France	All	44.6%	44.9%	45.1%	45.3%	45.6%	45.7%	46.0%	46.3%	46.3%	46.3%
	Leadership	28.9%	29.1%	29.3%	29.6%	30.0%	30.4%	30.8%	31.2%	31.3%	31.3%
Germany	All	34.7%	35.2%	35.6%	36.0%	36.3%	36.5%	36.9%	37.3%	37.4%	37.5%
	Leadership	18.8%	19.0%	19.2%	19.4%	19.7%	20.0%	20.3%	20.7%	20.9%	21.1%
Ghana	All	27.6%	28.0%	28.5%	29.1%	29.5%	29.9%	30.5%	31.1%	31.5%	31.4%
	Leadership	20.4%	21.1%	21.6%	22.4%	22.9%	23.6%	24.1%	24.5%	24.6%	24.7%
Greece	All	40.8%	41.2%	41.5%	41.9%	42.2%	42.3%	42.8%	43.1%	43.2%	43.1%
	Leadership	24.8%	25.0%	25.2%	25.4%	25.6%	25.8%	26.0%	26.2%	26.5%	26.6%
Guatemala	All	37.4%	37.8%	38.2%	38.6%	38.9%	39.0%	39.4%	39.8%	40.0%	40.0%
	Leadership	28.1%	28.5%	28.8%	29.1%	29.4%	30.0%	30.2%	30.4%	30.4%	30.6%
Hong Kong SAR	All	44.6%	44.9%	45.3%	45.7%	45.8%	45.7%	46.0%	46.0%	45.8%	45.5%
	Leadership	31.3%	31.7%	32.0%	32.5%	32.9%	33.1%	33.5%	33.6%	33.5%	33.5%
India	All	23.5%	24.0%	24.5%	25.1%	25.7%	26.0%	26.9%	27.5%	27.6%	27.7%
	Leadership	15.0%	15.2%	15.5%	15.8%	16.1%	16.5%	16.9%	17.3%	17.5%	17.6%
Ireland	All	42.8%	43.2%	43.5%	43.8%	44.0%	43.9%	44.2%	44.4%	44.4%	44.2%
	Leadership	27.8%	28.1%	28.5%	28.8%	29.1%	29.5%	30.0%	30.5%	30.7%	31.0%
Israel	All	34.8%	34.9%	34.9%	35.0%	35.1%	35.0%	35.1%	35.1%	35.2%	35.1%
	Leadership	24.2%	24.3%	24.5%	24.7%	24.8%	24.9%	25.2%	25.2%	25.2%	25.3%
Italy	All	44.8%	45.2%	45.6%	45.9%	46.2%	46.2%	46.5%	46.9%	46.9%	46.8%
	Leadership	29.1%	29.4%	29.7%	29.9%	30.1%	30.3%	30.5%	30.7%	30.9%	30.9%
Jamaica	All	54.4%	54.8%	55.1%	55.3%	55.8%	56.0%	56.2%	56.6%	56.6%	56.3%
	Leadership	37.0%	37.6%	38.2%	38.4%	39.2%	40.6%	41.1%	41.7%	41.9%	41.8%
Jordan	All	26.3%	26.9%	27.5%	28.3%	29.0%	29.3%	29.9%	30.5%	30.8%	30.9%
	Leadership	15.5%	16.0%	16.6%	17.0%	17.2%	17.4%	17.8%	17.9%	18.1%	18.1%
Kenya	All	36.1%	36.6%	36.9%	37.3%	37.8%	37.8%	38.4%	38.8%	39.1%	38.9%
	Leadership	25.5%	26.2%	26.8%	27.2%	27.7%	28.1%	28.6%	28.9%	29.3%	29.4%
Latvia	All	54.6%	54.6%	54.7%	54.7%	54.6%	54.5%	54.6%	54.6%	54.6%	54.5%

Appendix

Lithuania	Leadership	37.8%	37.8%	37.7%	37.9%	37.7%	37.6%	38.1%	38.3%	38.5%	38.5%
	All	48.2%	48.3%	48.3%	48.2%	48.1%	47.9%	48.1%	48.0%	48.1%	48.0%
Luxembourg	Leadership	31.1%	31.2%	31.6%	31.8%	32.1%	32.1%	32.4%	32.8%	33.2%	33.5%
	All	38.8%	39.0%	39.2%	39.4%	39.5%	39.4%	39.6%	40.0%	40.1%	40.0%
Malaysia	Leadership	22.7%	22.9%	23.3%	23.7%	24.3%	24.5%	25.0%	25.6%	25.6%	25.9%
	All	39.7%	40.0%	40.3%	40.5%	40.8%	40.9%	41.3%	41.4%	41.3%	41.1%
Maldives	Leadership	30.4%	30.5%	30.7%	31.0%	31.3%	31.7%	32.2%	32.4%	32.4%	32.4%
	All	20.3%	20.6%	20.8%	21.2%	21.7%	21.5%	21.6%	22.4%	22.7%	22.6%
Malta	Leadership	8.8%	9.2%	9.3%	9.3%	9.5%	9.8%	10.3%	10.1%	9.9%	10.2%
	All	39.9%	40.4%	40.9%	41.3%	41.6%	41.6%	41.8%	41.8%	41.7%	41.7%
Mauritius	Leadership	20.4%	21.0%	21.4%	21.6%	22.1%	22.5%	22.8%	23.2%	23.6%	24.0%
	All	41.8%	42.3%	42.6%	43.0%	43.4%	43.5%	44.0%	44.3%	44.4%	44.3%
Mexico	Leadership	24.4%	24.7%	24.9%	25.2%	25.2%	25.7%	26.0%	26.8%	27.1%	26.9%
	All	36.1%	36.5%	36.9%	37.3%	37.7%	37.9%	38.2%	38.5%	38.7%	38.6%
Morocco	Leadership	24.7%	25.2%	25.7%	26.3%	26.8%	27.3%	27.8%	28.0%	28.1%	28.1%
	All	27.9%	28.5%	29.0%	29.5%	30.0%	30.2%	30.9%	31.4%	31.7%	31.7%
Nepal	Leadership	20.6%	20.8%	21.1%	21.3%	21.4%	21.4%	21.9%	22.1%	22.4%	22.4%
	All	24.0%	24.2%	24.7%	25.1%	25.4%	25.3%	25.8%	26.2%	26.4%	26.2%
Netherlands	Leadership	16.6%	16.6%	16.8%	16.7%	16.8%	16.9%	17.0%	16.9%	17.0%	17.2%
	All	42.4%	42.7%	42.9%	43.2%	43.4%	43.5%	43.7%	43.9%	43.8%	43.7%
New Zealand	Leadership	27.5%	27.9%	28.1%	28.4%	28.6%	28.8%	29.0%	29.1%	29.1%	29.1%
	All	45.1%	45.4%	45.7%	46.1%	46.3%	46.4%	46.7%	46.9%	46.8%	46.7%
Norway	Leadership	30.9%	31.4%	31.9%	32.5%	32.9%	33.3%	33.9%	34.3%	34.3%	34.2%
	All	42.0%	42.2%	42.4%	42.6%	42.6%	42.7%	42.8%	42.8%	42.7%	42.5%
Pakistan	Leadership	25.4%	25.6%	25.9%	26.4%	26.7%	27.0%	27.4%	27.8%	28.0%	28.2%
	All	14.5%	14.9%	15.5%	16.1%	16.7%	17.2%	18.0%	18.7%	19.4%	19.8%
Panama	Leadership	9.3%	9.5%	9.8%	10.0%	10.3%	10.7%	11.0%	11.2%	11.5%	11.6%
	All	43.7%	43.9%	44.0%	44.0%	44.0%	44.0%	44.2%	44.4%	44.6%	44.5%
Peru	Leadership	30.7%	31.0%	31.4%	31.8%	32.0%	32.3%	32.6%	32.7%	32.8%	32.9%
	All	37.6%	38.1%	38.6%	39.0%	39.5%	39.6%	40.0%	40.5%	40.6%	40.5%
Philippines	Leadership	28.8%	29.3%	30.1%	30.6%	31.2%	32.2%	32.8%	33.1%	33.1%	33.0%
	All	50.3%	50.8%	51.2%	51.5%	51.8%	51.9%	52.0%	52.1%	52.0%	51.8%
Poland	Leadership	40.1%	40.5%	40.9%	41.4%	42.0%	43.0%	43.5%	43.8%	43.8%	43.6%
	All	45.3%	45.8%	46.2%	46.7%	47.1%	47.2%	47.6%	48.0%	48.1%	48.1%
Portugal	Leadership	28.8%	29.2%	29.6%	30.0%	30.3%	30.5%	30.8%	31.2%	31.4%	31.5%
	All	44.2%	44.6%	45.0%	45.3%	45.6%	45.7%	45.9%	46.2%	46.3%	46.2%
Puerto Rico	Leadership	26.4%	26.7%	27.3%	27.7%	28.3%	28.9%	29.3%	29.7%	29.9%	30.0%
	All	46.9%	47.0%	47.0%	47.2%	47.3%	47.5%	47.7%	47.9%	47.8%	47.8%
Qatar	Leadership	29.5%	29.7%	29.9%	30.3%	30.8%	31.3%	31.7%	32.0%	32.1%	32.0%
	All	21.6%	21.9%	22.3%	22.5%	22.8%	22.8%	22.9%	23.3%	23.3%	23.3%

Appendix

Romania	Leadership	17.8%	17.8%	18.0%	18.1%	18.4%	18.9%	19.1%	19.4%	19.1%	19.1%
	All	49.9%	50.0%	50.2%	50.2%	50.4%	50.5%	50.7%	50.9%	50.9%	50.9%
Saudi Arabia	Leadership	36.8%	37.1%	37.1%	37.2%	37.4%	37.6%	37.9%	38.1%	38.1%	38.1%
	All	12.5%	13.0%	13.7%	14.7%	15.6%	16.3%	17.4%	18.2%	18.5%	18.4%
Singapore	Leadership	9.0%	9.3%	9.7%	9.9%	10.1%	10.5%	10.7%	11.1%	11.3%	11.5%
	All	44.3%	44.5%	44.7%	44.9%	45.0%	45.0%	45.3%	45.3%	45.1%	44.9%
South Africa	Leadership	32.2%	32.3%	32.6%	32.9%	33.1%	33.1%	33.5%	33.9%	33.9%	33.9%
	All	44.5%	44.8%	45.0%	45.2%	45.4%	45.5%	45.8%	46.1%	46.2%	46.1%
Spain	Leadership	31.5%	31.8%	32.0%	32.2%	32.4%	32.7%	32.9%	33.1%	33.1%	33.1%
	All	43.1%	43.4%	43.8%	44.1%	44.4%	44.3%	44.6%	44.8%	44.8%	44.7%
Sweden	Leadership	27.2%	27.5%	27.7%	28.0%	28.2%	28.5%	28.8%	29.1%	29.2%	29.3%
	All	44.5%	44.8%	44.9%	45.0%	45.1%	45.1%	45.1%	45.2%	45.2%	45.0%
Switzerland	Leadership	25.8%	26.1%	26.3%	26.5%	26.7%	26.9%	27.0%	27.4%	27.4%	27.4%
	All	39.3%	39.6%	39.9%	40.1%	40.3%	40.4%	40.6%	40.9%	41.0%	40.9%
The Bahamas	Leadership	22.7%	23.0%	23.3%	23.6%	24.0%	24.4%	24.8%	25.1%	25.3%	25.4%
	All	50.9%	51.1%	51.4%	51.3%	51.4%	51.2%	51.0%	51.0%	51.0%	50.7%
Trinidad and Tobago	Leadership	34.5%	35.3%	35.7%	36.1%	36.7%	37.2%	37.1%	37.1%	37.1%	37.1%
	All	50.2%	50.4%	50.8%	50.9%	51.2%	51.3%	51.5%	51.8%	51.8%	51.6%
Tunisia	Leadership	34.9%	35.7%	36.4%	37.4%	38.0%	38.5%	39.1%	39.4%	39.6%	39.8%
	All	32.0%	32.7%	33.6%	34.6%	35.4%	36.0%	36.7%	37.4%	37.7%	37.7%
Türkiye	Leadership	22.5%	23.0%	23.3%	24.2%	24.6%	25.2%	25.7%	26.4%	26.8%	26.5%
	All	30.1%	30.5%	30.9%	31.4%	31.8%	31.9%	32.7%	33.2%	33.5%	33.5%
Ukraine	Leadership	19.9%	20.0%	20.2%	20.6%	20.8%	21.1%	21.5%	21.8%	22.0%	21.9%
	All	42.5%	42.7%	42.8%	43.1%	43.4%	43.5%	43.8%	43.6%	43.1%	43.3%
United Arab Emirates	Leadership	28.5%	29.0%	29.5%	29.9%	30.4%	30.7%	31.1%	31.2%	30.6%	30.7%
	All	27.7%	28.1%	28.2%	28.5%	28.6%	28.6%	28.9%	29.2%	29.3%	29.3%
United Kingdom	Leadership	18.5%	18.7%	18.9%	19.1%	19.4%	19.7%	20.1%	20.4%	20.7%	20.9%
	All	41.0%	41.4%	41.8%	42.1%	42.5%	42.5%	42.9%	43.2%	43.2%	43.2%
United States	Leadership	27.6%	28.0%	28.5%	28.8%	29.3%	29.7%	30.2%	30.6%	30.8%	30.9%
	All	46.9%	47.1%	47.3%	47.5%	47.6%	47.7%	47.8%	47.9%	47.9%	47.7%
Uruguay	Leadership	32.7%	32.9%	33.2%	33.5%	33.8%	34.1%	34.3%	34.6%	34.7%	34.7%
	All	47.1%	47.4%	47.7%	47.9%	48.1%	48.2%	48.3%	48.6%	48.8%	48.7%
Venezuela	Leadership	29.8%	30.2%	30.6%	31.2%	31.7%	32.6%	33.1%	33.5%	33.6%	33.5%
	All	41.7%	41.7%	41.6%	41.5%	41.3%	41.2%	41.3%	41.4%	41.3%	41.2%
	Leadership	27.0%	27.1%	27.0%	27.1%	27.2%	27.3%	27.5%	27.7%	27.7%	27.6%

Appendix

Table A.2. Share of women by seniority level, by country.

Country	Entry-Level Individual contributor	Experienced Individual contributor	Distinguished Individual contributor	Entry-Level Manager	Experienced Manager	Director	Vice President	C-Suite
Algeria	31.8%	25.1%	24.4%	17.1%	16.1%	20.1%	35.2%	16.5%
Argentina	50.8%	43.4%	40.5%	32.8%	26.0%	37.0%	35.0%	22.0%
Australia	52.4%	48.4%	31.8%	41.0%	36.4%	36.1%	38.8%	23.7%
Austria	44.5%	38.8%	37.1%	33.8%	35.5%	30.2%	18.9%	18.5%
Bahrain	35.6%	29.0%	26.7%	17.3%	18.3%	25.2%	21.5%	15.0%
Bangladesh	20.9%	15.9%	13.5%	11.9%	11.0%	12.6%	12.7%	9.9%
Barbados	58.0%	57.8%	43.3%	47.9%	46.1%	43.2%	43.4%	34.0%
Belgium	48.8%	40.0%	35.9%	31.2%	30.1%	32.9%	35.0%	20.5%
Bolivia	41.9%	36.3%	36.0%	27.9%	32.0%	30.0%	29.8%	21.2%
Brazil	48.1%	37.3%	38.0%	37.6%	34.0%	28.4%	22.5%	28.1%
Canada	51.4%	48.2%	33.0%	38.9%	38.6%	42.7%	35.4%	24.6%
Chile	46.1%	34.9%	39.6%	29.9%	31.5%	35.2%	49.1%	24.0%
Colombia	49.3%	42.5%	48.7%	37.6%	32.4%	38.8%	41.9%	29.2%
Costa Rica	46.9%	40.9%	36.8%	35.8%	35.0%	34.3%	40.9%	21.1%
Croatia	53.6%	49.2%	37.5%	38.6%	38.9%	45.9%	41.7%	28.4%
Cyprus	47.1%	45.9%	37.2%	36.0%	32.4%	34.6%	29.3%	20.5%
Czechia	49.0%	38.7%	39.3%	39.6%	38.0%	28.9%	26.8%	20.8%
Denmark	50.8%	42.7%	39.5%	38.7%	32.6%	38.0%	25.7%	18.0%
Dominican Republic	49.7%	44.6%	42.5%	34.4%	38.3%	39.6%	37.3%	26.4%
Ecuador	45.6%	40.8%	45.3%	30.0%	33.6%	33.4%	38.8%	25.6%
Egypt	25.7%	30.4%	33.1%	12.9%	16.8%	21.4%	23.0%	12.6%
Estonia	49.3%	51.6%	39.4%	42.3%	46.7%	44.2%	37.6%	27.5%
Finland	58.9%	59.8%	45.3%	50.6%	49.6%	49.5%	45.5%	38.4%
France	50.9%	40.4%	45.2%	36.7%	35.1%	36.1%	47.0%	24.4%
Germany	42.7%	35.4%	33.2%	33.6%	32.9%	27.8%	17.7%	17.6%
Ghana	39.6%	31.8%	24.7%	25.4%	24.3%	26.3%	25.9%	22.1%
Greece	50.3%	44.9%	34.9%	33.8%	29.3%	35.2%	31.7%	18.5%
Guatemala	43.1%	39.8%	35.8%	28.6%	34.8%	31.0%	34.4%	21.4%
Hong Kong SAR	51.0%	47.4%	38.3%	45.9%	40.9%	39.5%	40.2%	28.1%
India	35.2%	28.1%	23.2%	23.3%	20.8%	21.2%	20.6%	15.0%
Ireland	51.1%	45.8%	31.5%	44.5%	37.7%	34.5%	36.9%	20.5%
Israel	40.4%	36.2%	27.7%	31.4%	33.7%	34.3%	27.9%	20.4%
Italy	50.9%	43.2%	42.1%	36.0%	35.3%	34.4%	30.8%	26.5%
Jamaica	59.9%	58.5%	51.2%	47.5%	48.9%	45.7%	49.8%	34.9%
Jordan	30.0%	33.0%	41.5%	14.7%	18.7%	24.7%	22.0%	15.2%

Appendix

<i>Kenya</i>	45.8%	39.7%	26.9%	32.4%	30.1%	30.4%	35.8%	24.8%
<i>Latvia</i>	54.3%	57.2%	51.1%	45.2%	51.1%	51.2%	39.5%	31.9%
<i>Lithuania</i>	49.0%	49.8%	37.6%	47.4%	45.8%	44.2%	45.2%	26.8%
<i>Luxembourg</i>	45.0%	39.9%	37.4%	35.4%	34.4%	30.1%	31.2%	20.7%
<i>Malaysia</i>	44.4%	41.8%	38.2%	34.7%	36.8%	35.4%	39.0%	25.5%
<i>Malta</i>	49.4%	43.3%	34.0%	35.1%	35.9%	32.9%	32.4%	18.6%
<i>Mauritius</i>	51.9%	46.4%	34.8%	38.9%	31.6%	32.0%	32.2%	20.9%
<i>Mexico</i>	42.2%	35.8%	33.2%	27.9%	29.0%	31.2%	26.7%	22.4%
<i>Morocco</i>	34.6%	29.6%	35.6%	23.5%	21.8%	22.0%	33.8%	18.3%
<i>Nepal</i>	31.7%	27.1%	25.0%	18.7%	19.7%	20.8%	27.8%	16.1%
<i>Netherlands</i>	50.7%	40.3%	30.5%	37.9%	27.9%	26.7%	22.8%	18.6%
<i>New Zealand</i>	53.2%	49.5%	34.0%	41.6%	36.3%	35.3%	38.2%	23.7%
<i>Norway</i>	47.5%	40.6%	35.7%	46.6%	30.0%	35.9%	38.9%	20.9%
<i>Pakistan</i>	28.0%	19.8%	24.4%	13.7%	13.0%	14.1%	13.9%	9.9%
<i>Panama</i>	48.3%	42.8%	38.4%	35.5%	41.5%	36.5%	40.1%	22.3%
<i>Peru</i>	43.4%	37.8%	41.2%	27.7%	25.6%	30.6%	34.9%	25.6%
<i>Philippines</i>	55.1%	52.2%	50.0%	48.9%	45.7%	43.8%	44.0%	33.2%
<i>Poland</i>	53.1%	43.8%	42.2%	47.5%	41.0%	39.5%	34.0%	23.9%
<i>Portugal</i>	51.1%	42.2%	43.3%	39.6%	29.9%	34.8%	29.4%	26.9%
<i>Puerto Rico</i>	56.3%	47.3%	39.5%	46.8%	40.6%	43.2%	37.4%	25.4%
<i>Qatar</i>	32.1%	22.8%	23.3%	17.3%	14.3%	23.6%	21.2%	14.1%
<i>Romania</i>	54.5%	50.3%	54.0%	51.9%	42.5%	44.5%	38.9%	33.1%
<i>Saudi Arabia</i>	21.6%	18.0%	13.6%	11.3%	9.6%	12.5%	11.0%	7.8%
<i>Singapore</i>	52.6%	46.3%	39.8%	40.8%	42.1%	39.3%	38.0%	26.3%
<i>South Africa</i>	50.2%	48.4%	36.4%	41.7%	35.6%	35.2%	34.0%	25.2%
<i>Spain</i>	48.6%	42.9%	41.1%	34.6%	25.2%	33.0%	25.4%	24.6%
<i>Sweden</i>	50.7%	40.2%	45.5%	41.6%	36.7%	46.2%	28.8%	24.6%
<i>Switzerland</i>	47.0%	39.2%	33.5%	34.7%	35.6%	31.7%	24.5%	21.2%
<i>The Bahamas</i>	52.5%	54.5%	45.0%	35.6%	45.0%	44.0%	39.7%	29.8%
<i>Trinidad and Tobago</i>	55.3%	53.6%	43.2%	43.3%	45.5%	42.6%	44.6%	32.2%
<i>Tunisia</i>	41.1%	35.3%	34.9%	27.4%	25.8%	24.1%	45.3%	23.3%
<i>Türkiye</i>	36.7%	34.8%	28.4%	25.2%	23.1%	25.5%	28.7%	18.4%
<i>Ukraine</i>	47.6%	41.3%	40.5%	45.3%	49.0%	37.0%	35.5%	26.6%
<i>United Arab Emirates</i>	36.0%	29.5%	28.0%	21.1%	20.6%	27.7%	22.4%	16.3%
<i>United Kingdom</i>	51.4%	45.4%	30.2%	42.7%	37.4%	33.8%	34.9%	21.3%
<i>United States</i>	51.0%	50.2%	33.8%	40.0%	40.8%	46.8%	35.8%	28.5%

Appendix

Uruguay	53.3%	43.0%	41.7%	34.8%	21.7%	38.9%	33.2%	24.7%
Venezuela	44.6%	40.2%	39.3%	29.5%	28.9%	35.1%	30.2%	21.0%
Global Median	48.8%	41.3%	37.2%	35.5%	34.0%	34.5%	34.4%	22.4%

Table A.3. Representation drop between overall workforce and leadership by generation.

Country	Boomers (% drop)	Gen X (% drop)	Millennials (% drop)	Gen Z (% drop)
Algeria	-32%	-38%	-43%	-40%
Argentina	-77%	-59%	-38%	-22%
Australia	-40%	-32%	-22%	-19%
Austria	-52%	-66%	-65%	-72%
Bahrain	-41%	-27%	-23%	-11%
Bangladesh	-17%	-19%	-29%	-23%
Barbados	-42%	-38%	-25%	-15%
Belgium	-73%	-62%	-49%	-50%
Bolivia	-38%	-25%	-17%	-10%
Brazil	-48%	-38%	-35%	-29%
Canada	-49%	-38%	-30%	-23%
Chile	-35%	-20%	-16%	-8%
Colombia	-27%	-24%	-23%	-18%
Costa Rica	-43%	-25%	-12%	-3%
Croatia	-34%	-27%	-34%	-34%
Cyprus	-74%	-61%	-58%	-46%
Czechia	-77%	-62%	-52%	-57%
Denmark	-83%	-72%	-69%	-82%
Dominican Republic	-52%	-35%	-32%	-22%
Ecuador	-39%	-27%	-19%	-15%
Egypt	-34%	-45%	-45%	-44%
Estonia	-51%	-43%	-47%	-43%
Finland	-35%	-27%	-25%	-26%
France	-48%	-45%	-39%	-44%
Germany	-64%	-67%	-66%	-79%
Ghana	-6%	-10%	-22%	-22%
Greece	-38%	-52%	-49%	-58%
Guatemala	-34%	-30%	-20%	-15%
Hong Kong SAR	-45%	-30%	-22%	-26%
India	-33%	-34%	-41%	-48%
Ireland	-63%	-37%	-24%	-25%

Appendix

<i>Israel</i>	-53%	-34%	-36%	-23%
<i>Italy</i>	-35%	-42%	-46%	-46%
<i>Jamaica</i>	-31%	-41%	-26%	-23%
<i>Jordan</i>	-24%	-37%	-53%	-62%
<i>Kenya</i>	-23%	-14%	-27%	-33%
<i>Latvia</i>	-76%	-39%	-39%	-34%
<i>Lithuania</i>	-65%	-54%	-38%	-40%
<i>Luxembourg</i>	-59%	-55%	-37%	-41%
<i>Malaysia</i>	-26%	-21%	-20%	-13%
<i>Maldives</i>		-89%	-116%	-87%
<i>Malta</i>	-72%	-77%	-53%	-42%
<i>Mauritius</i>	-34%	-57%	-51%	-50%
<i>Mexico</i>	-54%	-41%	-26%	-14%
<i>Morocco</i>	-8%	-15%	-33%	-45%
<i>Nepal</i>		-22%	-44%	-64%
<i>Netherlands</i>	-52%	-49%	-41%	-51%
<i>New Zealand</i>	-45%	-34%	-22%	-22%
<i>Norway</i>	-62%	-47%	-38%	-46%
<i>Pakistan</i>	-31%	-38%	-52%	-56%
<i>Panama</i>	-38%	-38%	-26%	-12%
<i>Peru</i>	-37%	-24%	-14%	-9%
<i>Philippines</i>	-23%	-16%	-13%	-8%
<i>Poland</i>	-54%	-47%	-47%	-42%
<i>Portugal</i>	-74%	-58%	-44%	-32%
<i>Puerto Rico</i>	-59%	-53%	-37%	-18%
<i>Qatar</i>	-44%	-27%	-8%	-9%
<i>Romania</i>	-42%	-30%	-28%	-42%
<i>Saudi Arabia</i>	-37%	-27%	-34%	-43%
<i>Singapore</i>	-39%	-27%	-22%	-19%
<i>South Africa</i>	-38%	-34%	-31%	-33%
<i>Spain</i>	-49%	-47%	-43%	-47%
<i>Sweden</i>	-65%	-59%	-56%	-62%
<i>Switzerland</i>	-64%	-55%	-50%	-52%
<i>The Bahamas</i>	-51%	-39%	-28%	-18%
<i>Trinidad and Tobago</i>	-29%	-33%	-23%	-14%
<i>Tunisia</i>	-18%	-32%	-31%	-34%
<i>Türkiye</i>	-11%	-24%	-46%	-63%
<i>Ukraine</i>	-59%	-42%	-37%	-30%
<i>United Arab Emirates</i>	-44%	-40%	-27%	-29%
<i>United Kingdom</i>	-43%	-32%	-26%	-27%

Appendix

<i>United States</i>	-44%	-34%	-26%	-24%
<i>Uruguay</i>	-58%	-52%	-37%	-27%
<i>Venezuela</i>	-54%	-49%	-43%	-28%