

McKinsey  
& Company

# The Future of Women at Work

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21 May 2019 | Chefsache

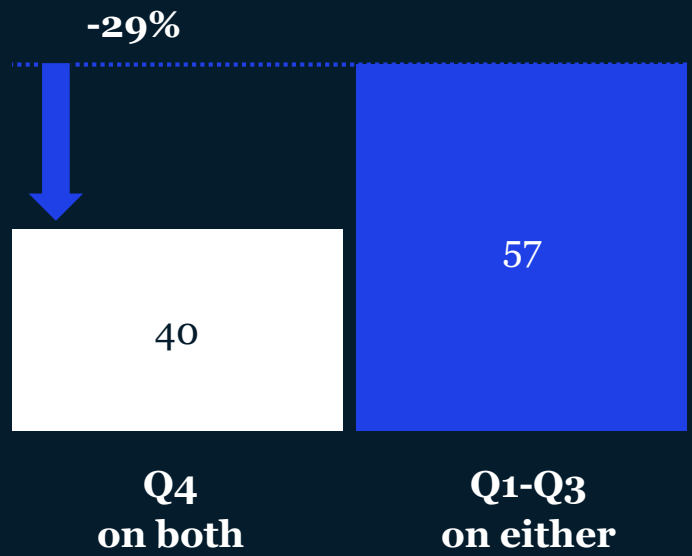
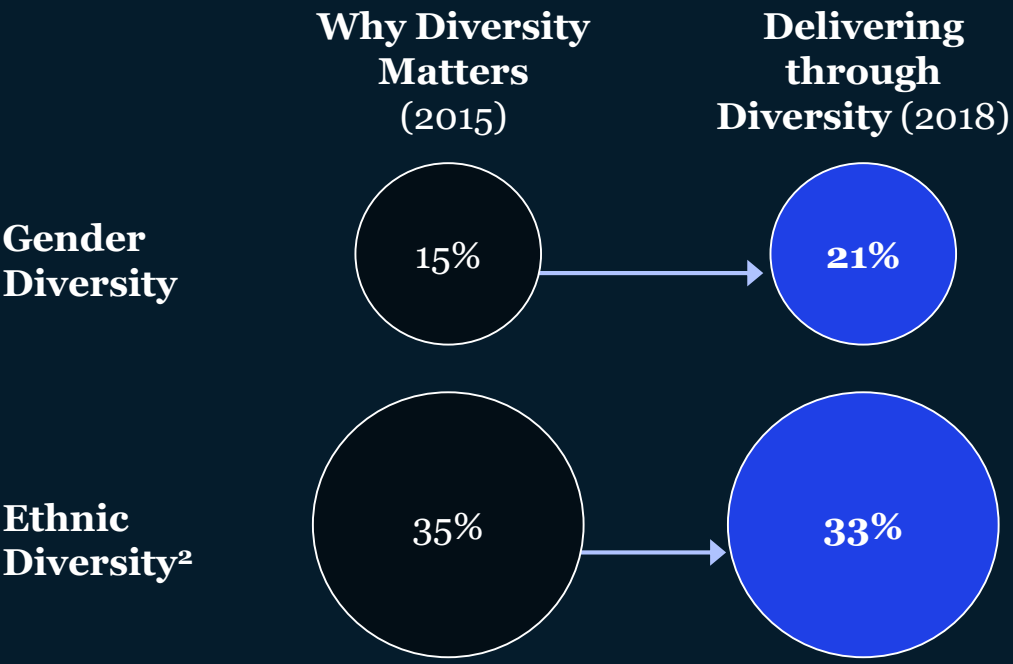


# Increased gender diversity leads to stronger financial performance

The link between profitability and diversity on executive teams continues to be statistically significant<sup>1</sup>  
%



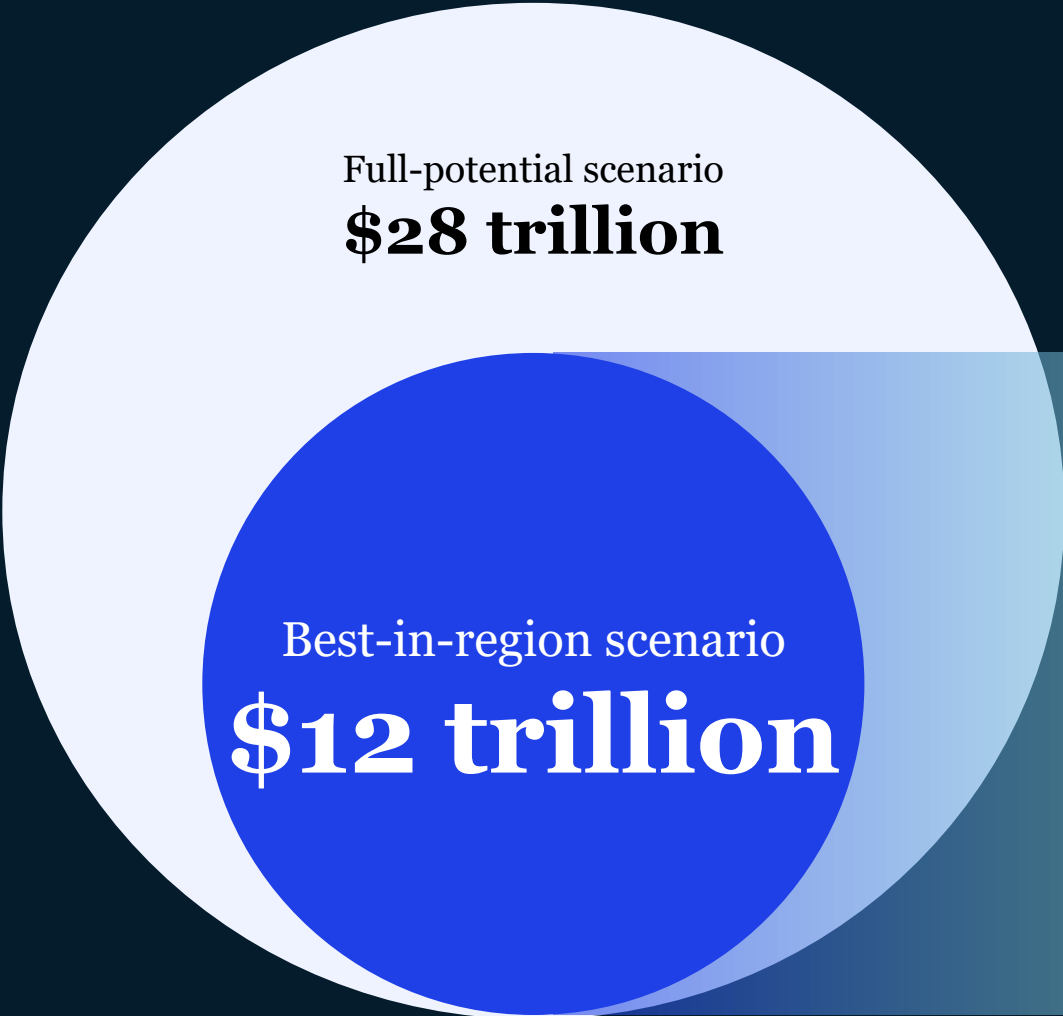
... and so does the penalty for the least diverse companies<sup>3</sup>  
%



1 Average EBIT margin, 2011-15; 2 Varies by geography, but in most cases includes all non-white ethnicities. In the US, we also include Hispanic/Latino of any race. In Singapore, we include only people of Malaysian decent; 3 Executive gender diversity analysed for 991 companies in all regions. Executive team ethnic diversity data analysed for 589 companies all regions except Australia. France, Germany, India, Japan and Nigeria ;

# Bridging the gender gap alone could increase global GDP by trillions of dollars

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Full-potential scenario  
**\$28 trillion**

Best-in-region scenario  
**\$12 trillion**

**11% increase in global GDP**

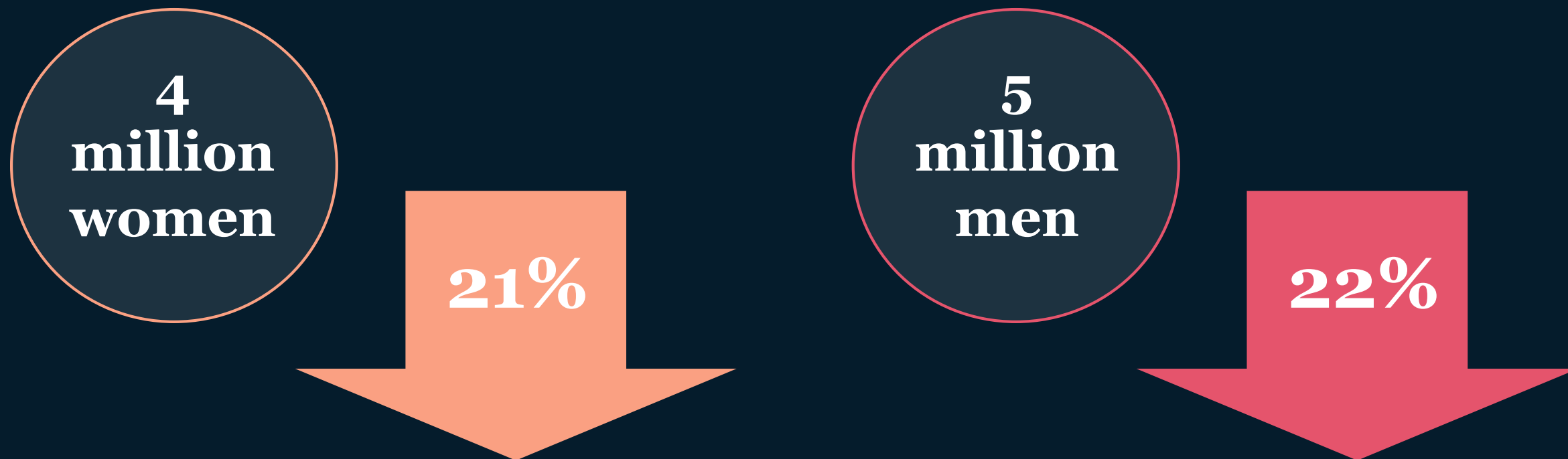
**10 ppt increase in female  
labour force participation**

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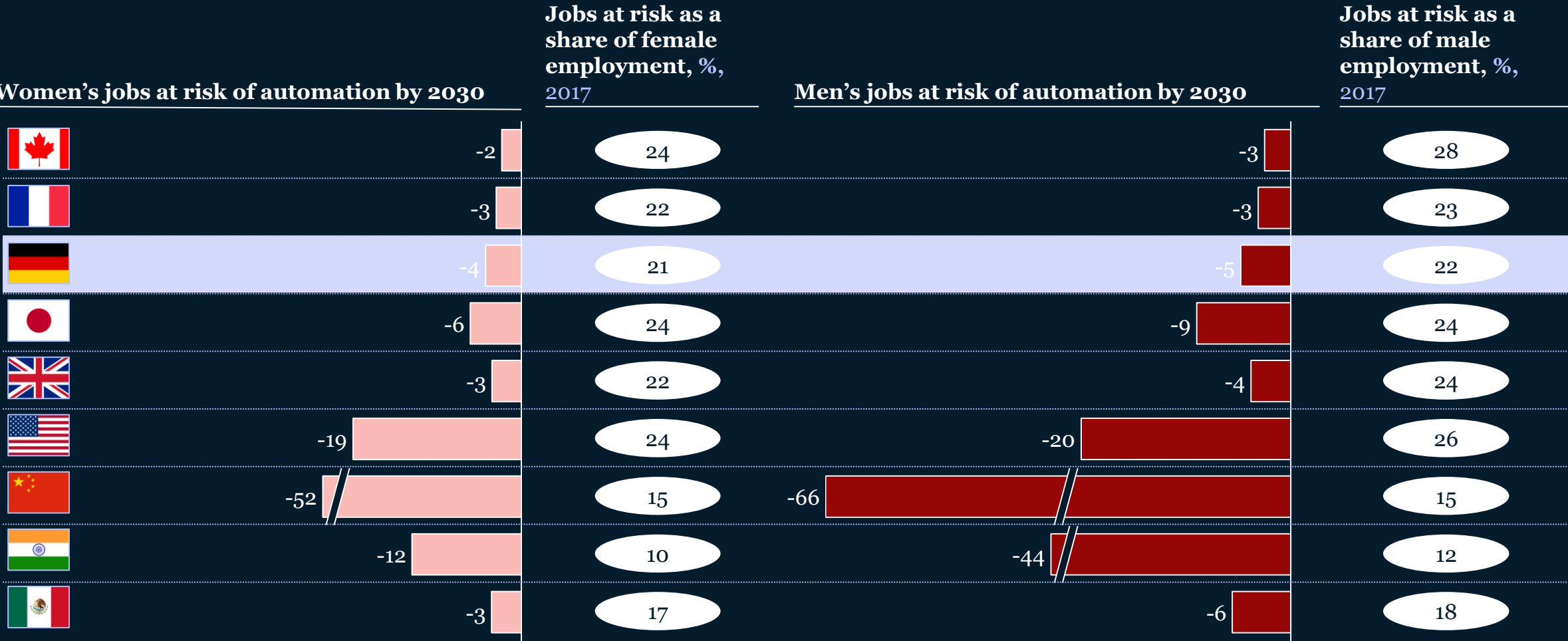
**But the world of work is  
changing rapidly.**

# Disruption due to automation is similar for men and women

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# Disruption risk is lower and equivalent across genders in Germany



# Sector displacement is very different between men and women

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## Jobs at risk due to automation

**Clerical work**

**Services**

**Sales**

**Professional**



**Machine operation**

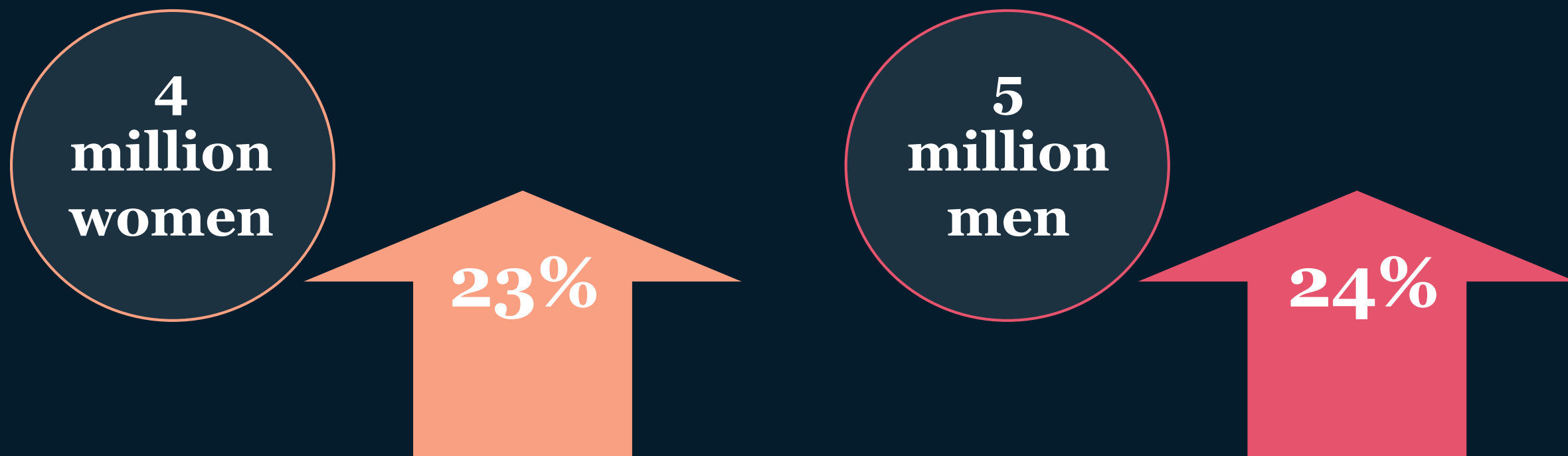
**Craftsmen**

**Professional**

**Services**

# Opportunities will be created for both men and women

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# However, women are at risk of being left behind

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Challenge Opportunity



## Professional, Scientific and Technical (PST)

At 15% of all tech roles, women continue to lag behind men



## Advanced manufacturing

At 25%, women are also unrepresented



## Healthcare

Over 20% of employed women in Germany work in healthcare

# Organisations can play a role in helping employees navigate these transitions

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Support to re-skill



Increased flexibility  
and mobility



Enhanced  
engagement with  
technology

**This will be  
especially  
important for  
women and  
dual career  
families**



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**Thank you**

