International Labour Organization

Leading the ESG agenda

Global and regional insights for Employer and Business Membership Organizations

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We are particularly grateful to the EBMOs that give of their time and contributed to the survey. Their real-world perspectives offer meaningful insights that can inform and inspire peers across regions.

We would like to acknowledge our colleagues at the International Labour Organization (ILO) Bureau for Employers' Activities (ACT/EMP) for their valuable support throughout the development of the survey and the preparation and review of this report and to Eleonora Gonnelli, consultant for ILO ACT/EMP for her support in rolling out the survey and drafting.

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▶ Key findings

EBMOs are starting to “walk the talk”

- While most Employer and Business Membership Organizations (EBMOs) lack an Environmental, Social, and Governance (ESG) strategy, they are increasingly working to develop one.
- EBMOs’ internal efforts to conduct ESG initiatives vary significantly by region. Employee health and wellness programmes are common in all regions except Europe and Central Asia. Similarly, waste reduction and recycling initiatives are consistently practiced across EBMOs globally although at a lower rate in Africa.

EBMOs are already offering ESG-related services and realizing benefits

- More than half of EBMOs offer ESG services or activities to members and non-members to improve their business practices and performance.
- Medium and large enterprises are the main users of ESG services
- Over half of EBMOs globally noted that the manufacturing sector is the primary user of ESG services. Beyond manufacturing, there is significant variation in demand from the different sectors across regions.
- Over half of EBMOs worldwide report improved member engagement since they started offering ESG services.

Change has happened and is happening

- Eight out of ten EBMOs worldwide report that demand for ESG services has risen in the past 5 years.
- Four out of five EBMOs expect demand for ESG services to grow in the next 1 to 3 years.
- In the regions where demand has not increased significantly or somewhat over the past five years, the majority of EBMOs expect this to change soon.
- The top two reasons why EBMO members utilize ESG services are regulatory compliance and enhancing their corporate reputation.
- Increased awareness of ESG regulations and initiatives is the most frequently reported benefit by members using EBMOs’ ESG services

More can be done by EBMOs to capitalize on the opportunity

- Nearly 40 per cent of EBMOs worldwide reported that the main challenge in implementing ESG initiatives for their members is a lack of resources.
- Given that the lack of resources was one of the key constraints for EBMOs in implementing ESG services, funding models and sustainability over time are of critical importance.

Why does ESG matter for EBMOs?

Employer and Business Membership Organizations (EBMOs) are uniquely positioned to drive ESG (Environmental, Social, and Governance) initiatives, leveraging their cross-sectoral reach, technical expertise, and policy influence. By championing ESG, EBMOs can enhance their visibility and credibility, attract new members, and provide valuable services such as ESG training and advisory. This leadership not only benefits the organizations themselves but also empowers their members to improve performance, access sustainable finance, and navigate evolving regulatory landscapes. Furthermore, EBMOs play a critical role in preparing businesses for stricter ESG regulations by offering compliance support and advocating for coherent policies. Their involvement ensures that companies, especially small and medium-sized enterprises (SMEs), remain competitive and resilient in global markets.

Between November 2024 and March 2025, the ILO Bureau for Employers' Activities (ACT/EMP) conducted a global survey among EBMOs. This survey aimed to gather insights on the services and activities that EBMOs offer in relation to Environmental, Social, and Governance (ESG) issues, identify who uses these services, and assess the benefits they bring to both EBMOs and their members. The survey was conducted online and gathered responses from 90 EBMOs in 65 countries across five regions: Africa, Arab States, Asia and the Pacific, Europe and Central Asia, and Latin America and the Caribbean. The regional distribution of respondents EBMOs was as follows: Latin America and the Caribbean (35 per cent), Africa (32 per cent), Asia and the Pacific (14 per cent), Europe and Central Asia (12 per cent), and the Arab States (7 per cent). An equal share of women and men responded to the survey.[1,2]

This report outlines key findings and insights at both global and regional level. In this report, ESG serves as a framework for evaluating an organization's business practices and performance regarding various sustainability and governance issues. Additionally, ESG provides a method for assessing business risks and opportunities in these areas. Furthermore, it enables companies to address and report and/or communicate on their environmental, social, and governance practices.

1 Please see Annex 1 for a more detailed breakdown of survey respondents.

2 Please see Annex 1 for a more detailed breakdown of survey respondents.

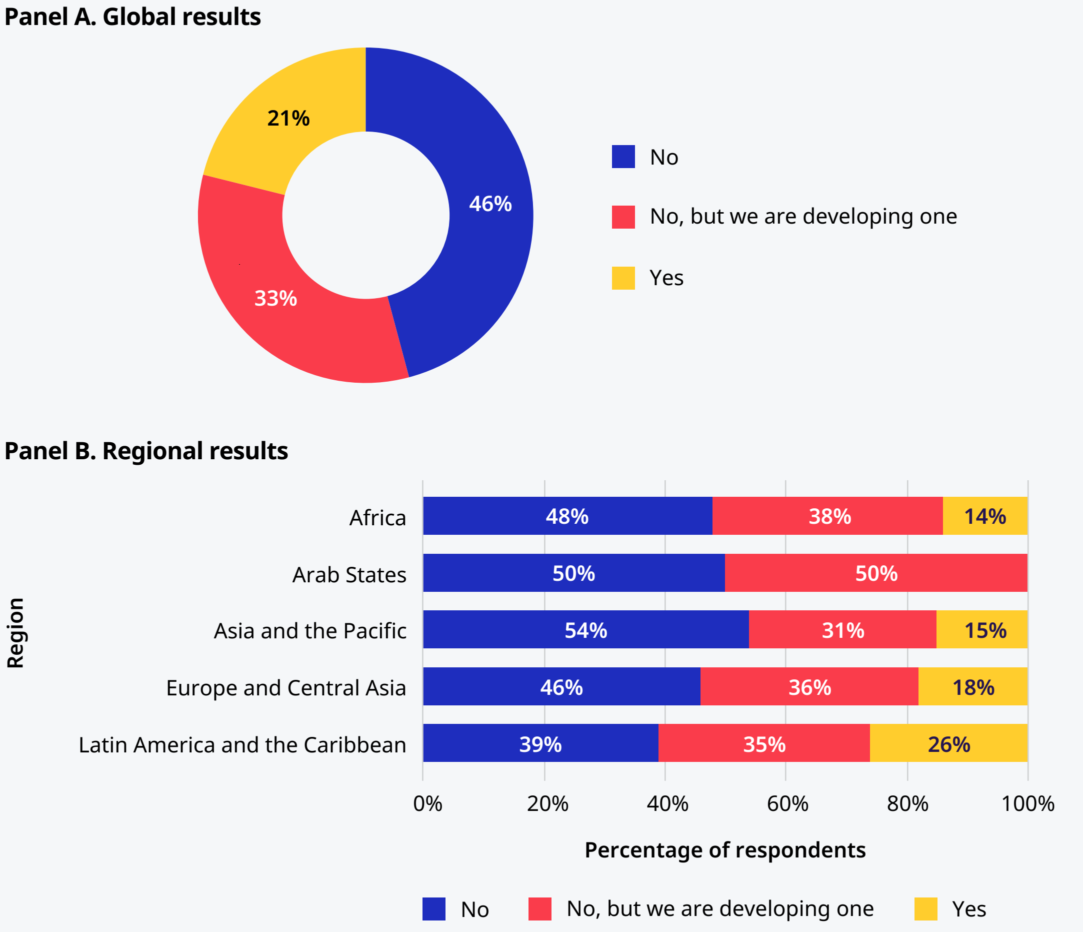
Leading by example: How are EBMOs integrating ESG into their operations?

To assess how EBMOs are approaching ESG within their own operations, the survey asked about practices that EBMOs have implemented internally. The questions covered whether EBMOs had a dedicated ESG strategy, specific ESG initiatives, and an ESG risk and opportunity assessment.

ESG is growing in importance for EBMOs globally

While most EBMOs lack an ESG strategy, they are increasingly working to develop one. Among the EBMOs surveyed, 1 in 5 reported having an ESG strategy, while 3 in 10 did not have one yet but were in the process of developing one. The highest percentages of EBMOs with an ESG strategy or those actively developing one were found in Latin America and the Caribbean (61 per cent) and Europe and Central Asia (54 per cent), reflecting a growing recognition of the importance of ESG among EBMOs.

Figure 1. "Does your organization have a dedicated ESG strategy?"



Source: ILO global EBMO survey on ESG services, 2025.

Efforts made by EBMOs vary significantly by region

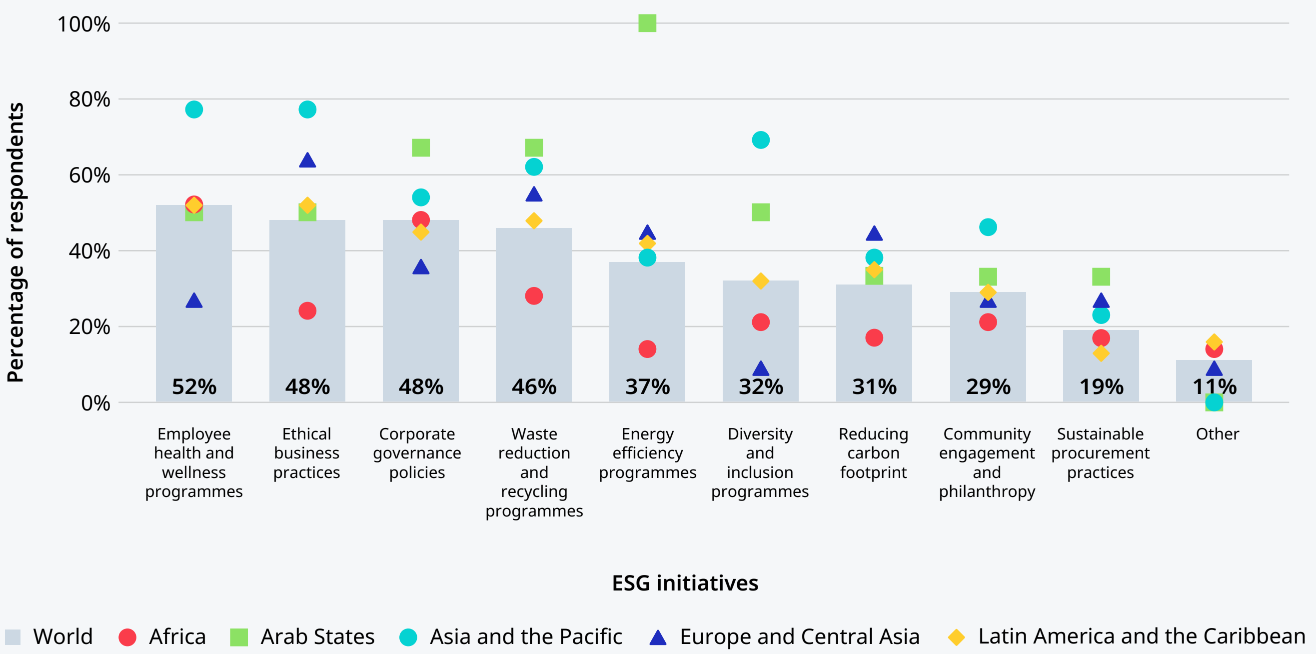
The survey asked what ESG initiatives were being carried out internally. The top five initiatives across all survey respondents are:

- Employee health and wellness (52 per cent)
- Ethical business practices (48 per cent)
- Corporate governance policies (48 per cent)
- Waste reduction and recycling (46 per cent)
- Energy efficiency (37 per cent)

The results revealed that EBMOs' internal efforts to conduct ESG initiatives vary significantly by region. However, employee health and wellness programmes were widely implemented across all regions, with the exception of Europe and Central Asia (27 per cent). Similarly, waste reduction and recycling initiatives are consistently practiced across EBMOs globally although at a lower rate in Africa (28 per cent).

EBMOs surveyed in the Arab States reported strong engagement in energy efficiency programmes, and a majority (67 per cent) have corporate governance policies, a higher proportion than in other regions. Approximately two-thirds of EBMOs in Asia and the Pacific and 1 out of 2 EBMOs in the Arab States have established diversity and inclusion programmes. Initiatives promoting ethical business practices were more common among EBMOs in Europe and Central Asia (64 per cent) and Latin America and the Caribbean (52 per cent).

Figure 2. "Which of the following ESG initiatives does your organization implement internally? Select all that apply."



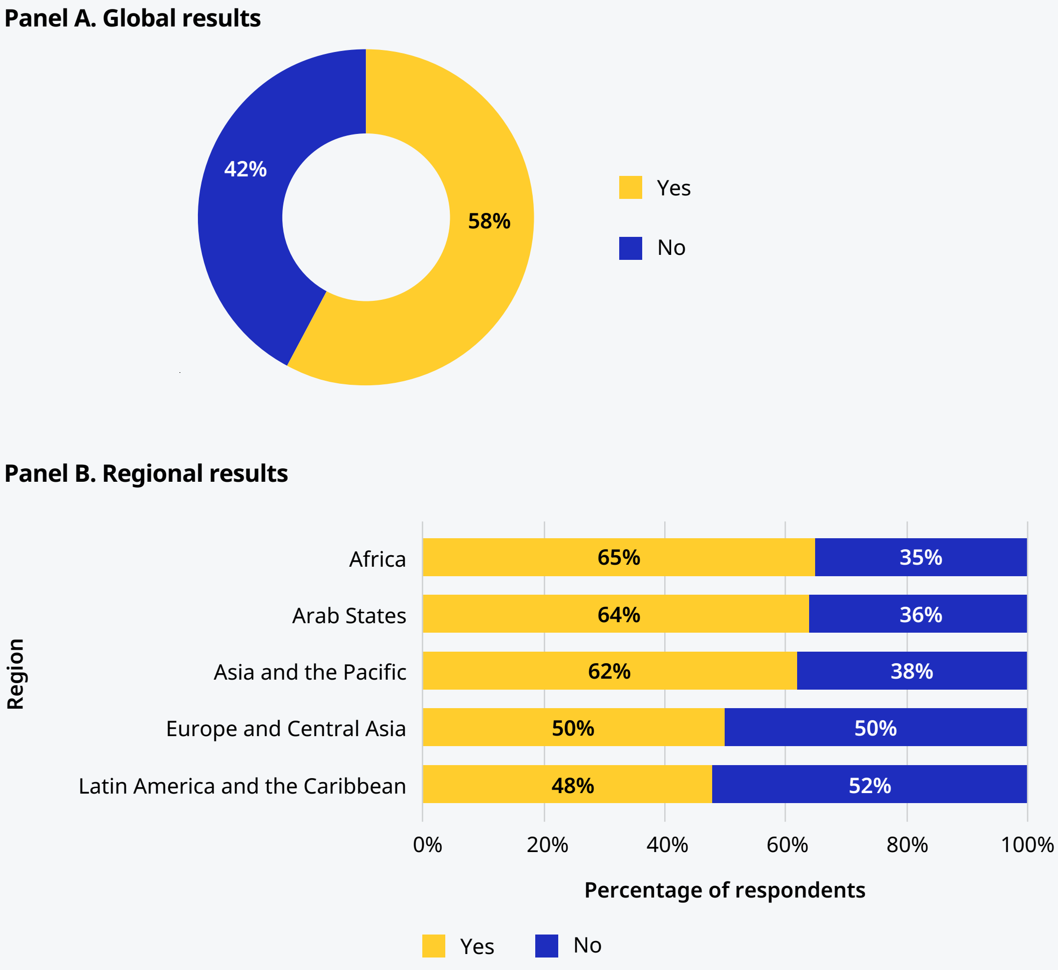
Source: ILO global EBMO survey on ESG services, 2025.

Demonstrating leadership: How EBMOs are guiding members on ESG priorities?

More than half of EBMOs offer ESG services or activities to members and non-members to improve their business practices and performance.

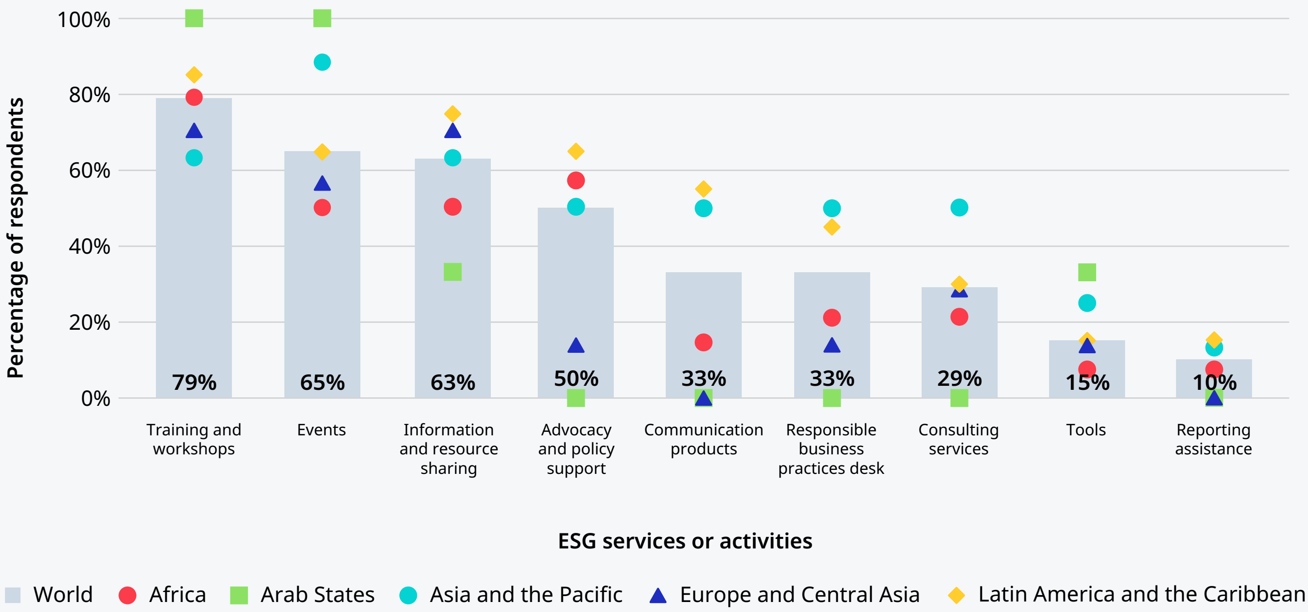
Approximately six out of ten EBMOs in Asia and the Pacific, Europe and Central Asia, and Latin America and the Caribbean offer some form of ESG-related services to their members, while around half of the EBMOs in Africa and the Arab States provide ESG similar services or activities.

Figure 3. "Does your organization offer services or activities specifically related to ESG?"



Source: ILO global EBMO survey on ESG services, 2025.

Figure 4. "Please specify which of the following ESG services/activities your organization offers. Select all that apply."



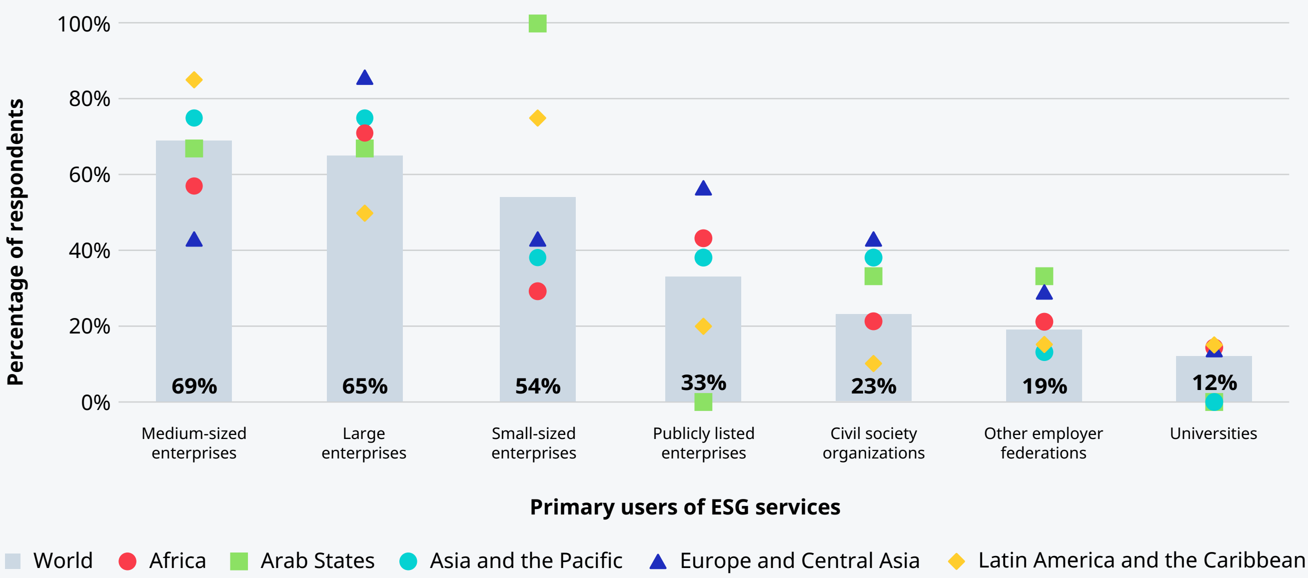
Source: ILO global EBMO survey on ESG services, 2025.
Note: This figure excludes ESG services or activities that account for less than 10 per cent of EBMOs globally, including certification programmes and other associated services and activities.

At least two-thirds of EBMOs provide training, workshops and events, and information-sharing activities to support ESG efforts among businesses in their respective countries. Other ESG events and initiatives offered by EBMOs include advocacy and policy support (50 per cent), the development or distribution of communication materials (33 per cent), and a desk or focal point to access information on responsible business practices (33 per cent).

A comparatively low percentage of EBMOs offer hands-on assistance to enterprises through consulting services (29 per cent), ESG tools (15 per cent), and ESG reporting support (10 per cent). This potentially represents an opportunity for EBMOs to grow their ESG services with an additional revenue stream. Recent statistics indicate that the global ESG and sustainability advisory market was valued at approximately USD 44,000 million and projected to almost double to USD 76,000 million by 2033.[i] These types of services are commonly offered by the accounting firms termed the Big Four, notably Deloitte, EY, KPMG and PwC. However, with the growing body of related regulations, including in emerging markets, the demand for these services is growing as companies prioritize ESG, particularly in the area of reporting, and navigate the growing body of related regulations.[ii]

Latin America and the Caribbean account for the largest share of EBMOs consistently providing members with various ESG services and activities, including training and workshops, information and resource sharing, advocacy and policy support, and communication products. The two most common services EBMOs offer in Europe and Central Asia are training and workshops (71 per cent) and information and resource sharing (71 per cent). In Asia and the Pacific, 9 out of 10 EBMOs organize events focused on ESG topics, and half offer consulting services, develop and distribute communication products, and maintain a responsible business practices desk. Advocacy and policy support for ESG issues are relatively common among African EBMOs, with approximately 6 out of 10 EBMOs involved in these efforts.

Figure 5. "Who are the primary users of your ESG services? Select all that apply."



Source: ILO global EBMO survey on ESG services, 2025.
Note: Small enterprises have 0 to 50 employees, medium enterprises have 51 to 250 employees, and large enterprises employ over 250 people.

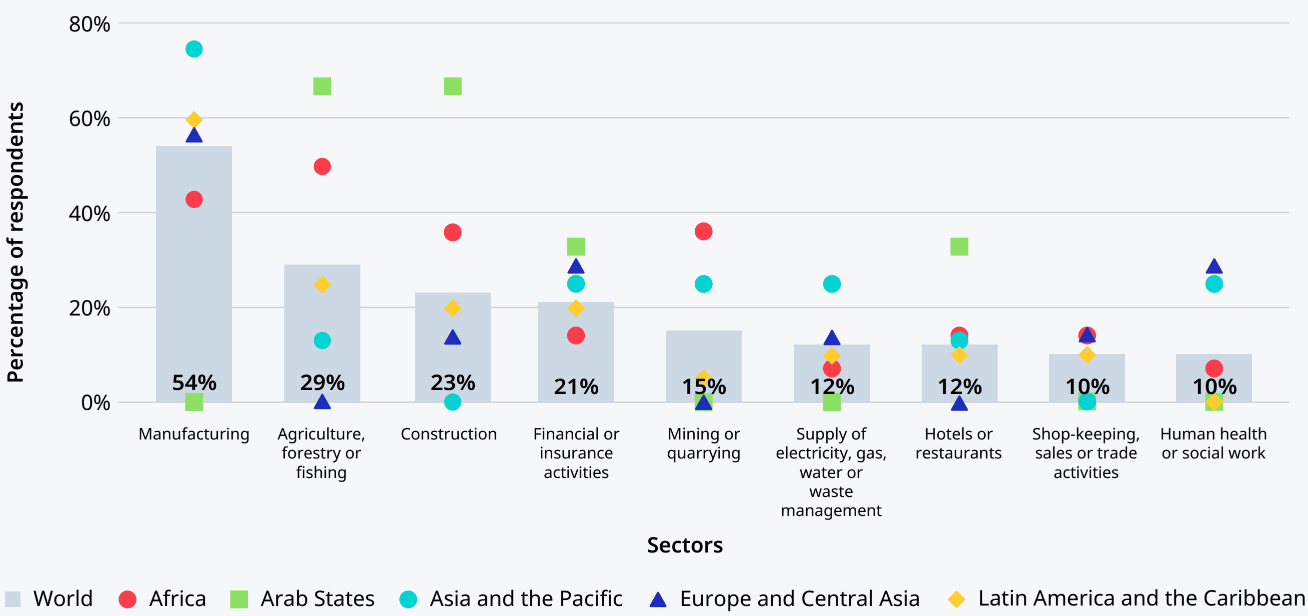
Medium and large enterprises are the main users of ESG services, with approximately 70 per cent of EBMOs worldwide reporting this. Other users include small enterprises (54 per cent), publicly listed companies (33 per cent), civil society organizations (23 per cent), other employer federations (19 per cent), and universities (12 per cent).

ESG users at the regional level may vary based on the composition of EBMOs' membership and the importance of ESG issues among companies of different sizes. **Most EBMOs offer ESG services to large companies across all regions.** It is likely that this trend stems from large enterprises having more dedicated personnel on ESG or related sustainability initiatives, regulatory pressure from governments or investor pressure. However, the market for supporting SMEs should not be overlooked. For example, most EBMOs in Latin America and the Caribbean (85 per cent) and Asia and the Pacific (75 per cent) offer ESG services and activities to medium enterprises. Similarly, 8 out of 10 EBMOs in Latin America and the Caribbean provide services to small enterprises, a relatively high share compared to EBMOs in other regions.

There is a significant difference in demand for ESG services across sectors

Manufacturing companies are the primary users of ESG services, as noted by over half of EBMOs globally. Since manufacturing transforms raw materials into more processed products, it requires energy and water, and often generates waste and/or pollution. Therefore, this sector has a substantial environmental footprint, and demand for ESG services may also be driven by the need to achieve greater resource efficiencies, such as reducing energy and water consumption. Furthermore, factors like ESG compliance requirements from business partners and regulatory pressure to minimize environmental and social impacts could also increase their focus on ESG issues. Other sectors that show the most interest in the ESG services provided by EBMOs globally include agriculture, forestry, and fishing (29 per cent), construction (23 per cent), and financial or insurance activities (21 per cent).

▶ **Figure 6. "What sectors are most interested in your ESG services? Select a maximum of three options."**



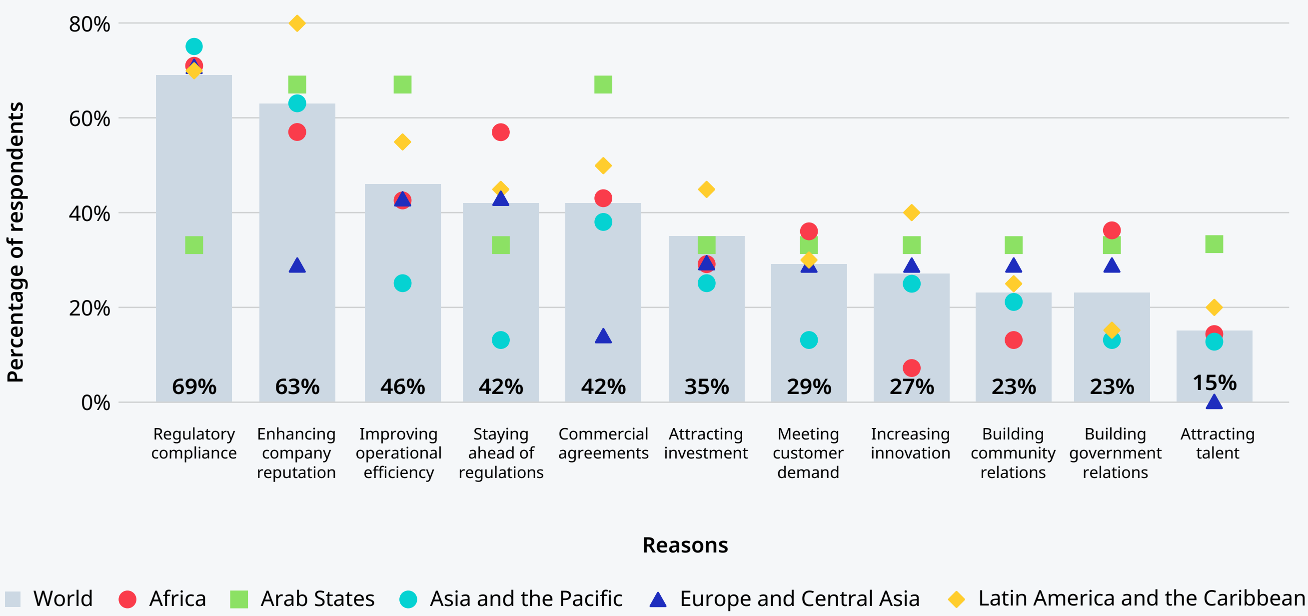
Source: ILO global EBMO survey on ESG services, 2025.
Note: This figure excludes sectors that account for less than 10 per cent of global responses. These sectors include administrative and support services, real estate, transportation and storage, education, professional, scientific, or technical activities, and arts, entertainment, or recreation.

At the regional level, manufacturing companies account for the largest share of firms interested in ESG services in Asia and the Pacific (75 per cent), Latin America and the Caribbean (60 per cent), and Europe and Central Asia (57 per cent). In Africa, the two sectors most keen on engaging in ESG initiatives are agriculture, forestry, and fishing (50 per cent), followed by mining and quarrying (36 per cent). Similarly, two-thirds of EBMOs in the Arab States reported strong interest in ESG services from companies in agriculture, forestry, fishing, and construction. It is important to note that sector-specific demand for ESG services is also closely linked to the relative size of these sectors within each region.

The top two reasons EBMO members utilize ESG services are regulatory compliance and enhancing their company reputation, as reported by approximately two-thirds of EBMOs worldwide. The emphasis on regulatory compliance stems largely from the recent surge in ESG-related regulations. The European Union has been at the forefront with the Corporate Sustainability Due Diligence Directive (CSDDD) and the Corporate Sustainability Reporting Directive (CSRD). Additionally, the IFRS Sustainability Disclosure Standards are being implemented in over 15 jurisdictions and adopted in more.[iii] Beyond these, numerous other regulations exist worldwide.[iv] Other key motivations for adopting ESG services include improving operational efficiency and staying ahead of regulations and commercial agreements that may require ESG reporting, as noted by nearly half of the surveyed EBMOs.

Interestingly, only a quarter of EBMOs in Asia and the Pacific indicated that their members use ESG services to enhance operational efficiency, notably lower than the figures from EBMOs in other regions. While this may not be a key motivator for companies in the region, this may also be due to limited awareness of the business case for ESG. Therefore, raising awareness and framing ESG as a means to save costs and generate greater efficiencies may offer a strategic entry point for EBMOs in the Asia-Pacific region.

Figure 7. "What are the most common reasons members utilize your ESG services? Select all that apply."



Source: ILO global EBMO survey on ESG services, 2025.
Note: Other reasons, which accounted for 6 per cent of global responses, are excluded from this figure.

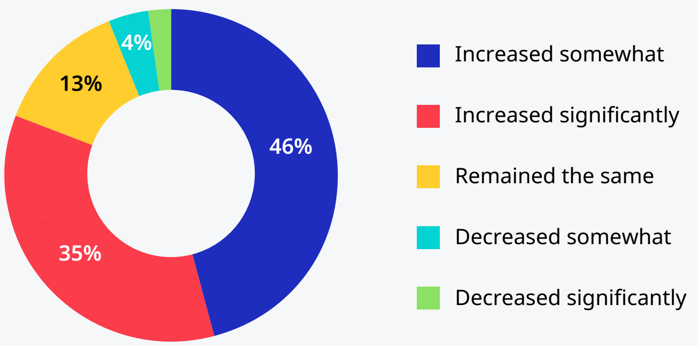
More than half of African EBMOs believed their members use ESG services to stay ahead of regulations, representing the highest percentage among the five regions surveyed. African markets are increasingly subject to ESG-related reporting requirements and legal frameworks. For example, in Nigeria and Tanzania ESG reporting is mandatory for certain listed companies.[v] South Africa has also been a regional frontrunner, having adopted an integrated reporting framework that combines sustainability and financial disclosures. "At present, about 30 countries in Africa either require or permit the use of IFRS financial reporting standards for their companies. This can be correlated to the spike in foreign direct investment that Africa has seen over the last two decades."[vi] Therefore, these developments suggest that regulatory compliance is one of the key motivating factors for companies in Africa to seek ESG-related support.

ESG demand has hit some regions already, while others expect significant growth in the short- to medium-term.

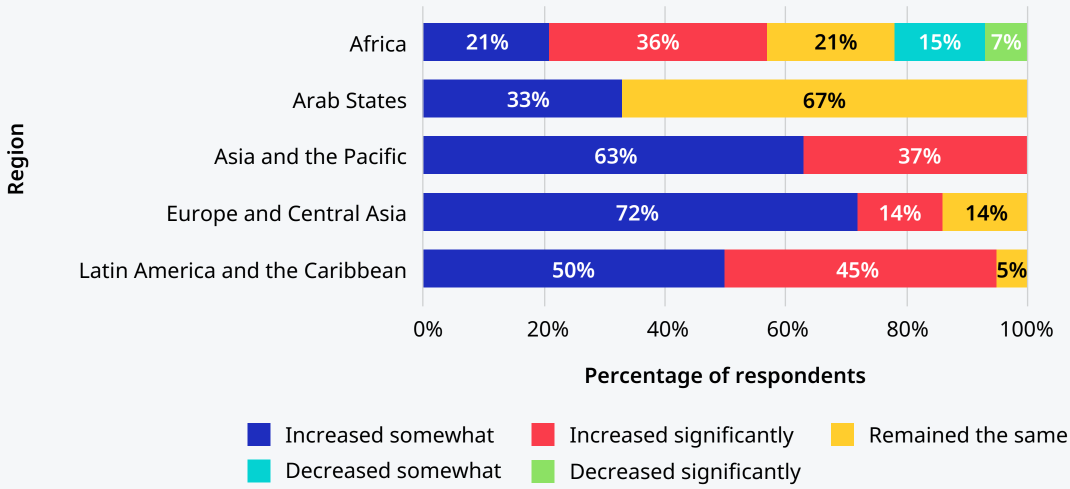
Eight out of 10 EBMOs worldwide report that demand for ESG services has risen in the past 5 years. Among EBMOs already offering ESG services, nearly half observed a moderate rise in demand, while about one-third reported a significant increase over this period. This trend aligns with the surge in ESG-related regulations, with regulatory compliance emerging as the most common driver of demand. **Of equal importance is that over 80 per cent of EBMOs expect a growing demand for ESG services in the next 1 to 3 years.** Around half of EBMOs anticipate a significant increase in demand for ESG services, while 30 per cent predict moderate demand growth. EBMOs across all regions broadly agree that the need for ESG services will rise, reflecting a global shift toward more sustainable and responsible business practices. At the regional level, it is interesting to note that in regions where demand was comparatively lower over the past 5 years, a significant increase is anticipated in the next 1 to 3 years (see figure 10). For example, while just over half of EBMOs surveyed in Africa (57 per cent) reported an increase in demand over the past 5 years, 72 per cent expect an increase in the next 1 to 3 years. Similarly, in the Arab States, only one third (33 per cent) perceived an increase in demand, yet all respondents (100 per cent) believe that this will change in the future and increase. Similarly, in the regions that have already experienced an increase in demand for ESG services – such as all EBMOs in Asia and the Pacific (100 per cent), the majority in Europe and Central Asia (86 per cent), and Latin America and the Caribbean (95 per cent) – over 70 per cent anticipate further increases in demand over the next 1-3 years. **Therefore, given both the upward trend over the past five years and the expected growth in the short to medium term, expanding the availability of ESG services is clearly in the interest of EBMOs across all regions.**

▶ **Figure 8. "How has the demand for your ESG services changed over the last 5 years?"**

Panel A. Global results



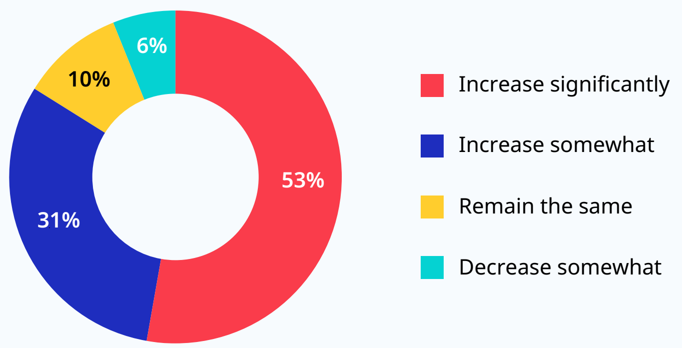
Panel B. Regional results



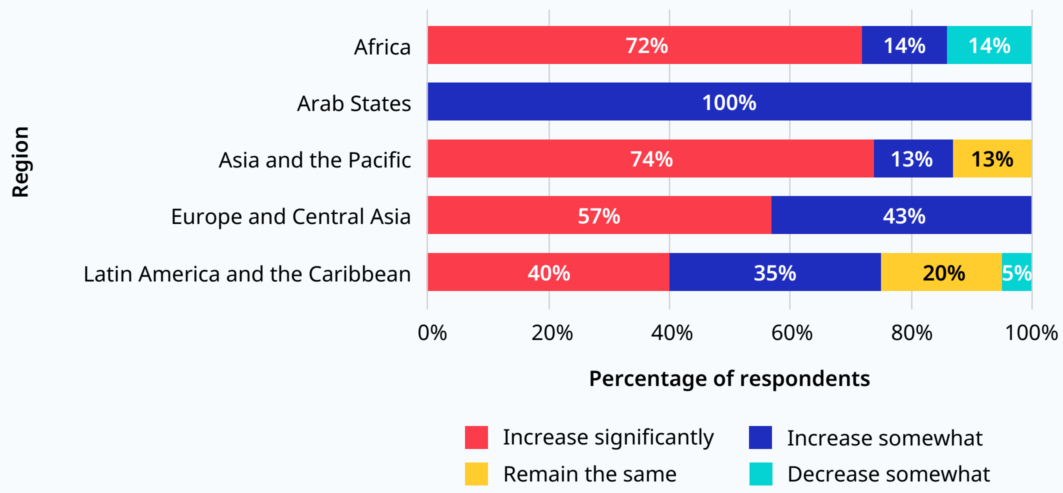
Source: ILO global EBMO survey on ESG services, 2025.

Figure 9. "How do you expect the demand for ESG services to change in the next 1-3 years?"

Panel A. Global results

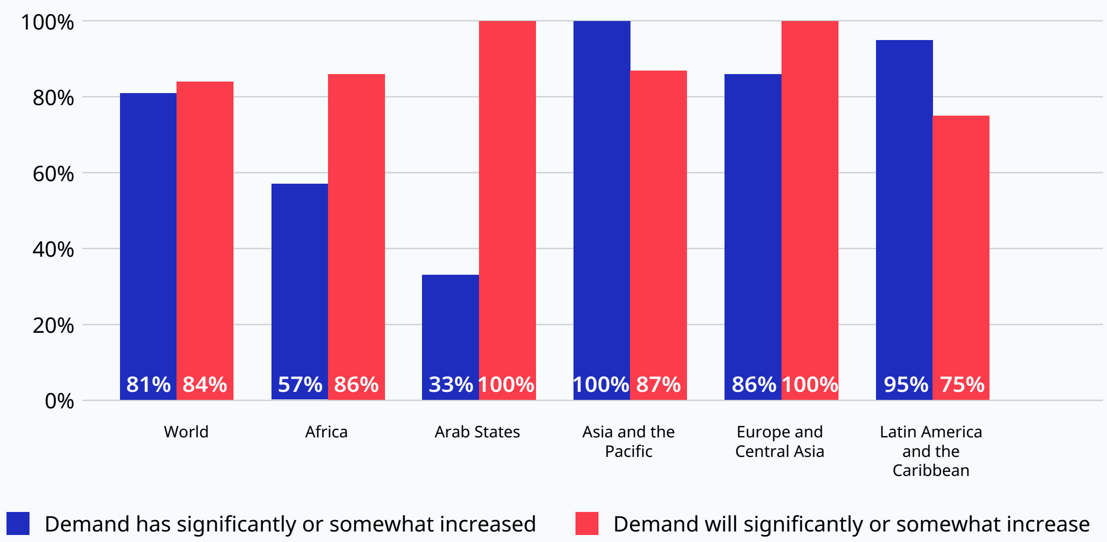


Panel B. Regional results



Source: ILO global EBMO survey on ESG services, 2025.

Figure 10. A significant or somewhat of an increase combined from figures 8 and 9



Source: ILO global EBMO survey on ESG services, 2025.

▶ Challenges and opportunites for EBMOs and their members

Despite the clear opportunity, EBMOs face challenges in implementing ESG initiatives for the members and realizing benefits

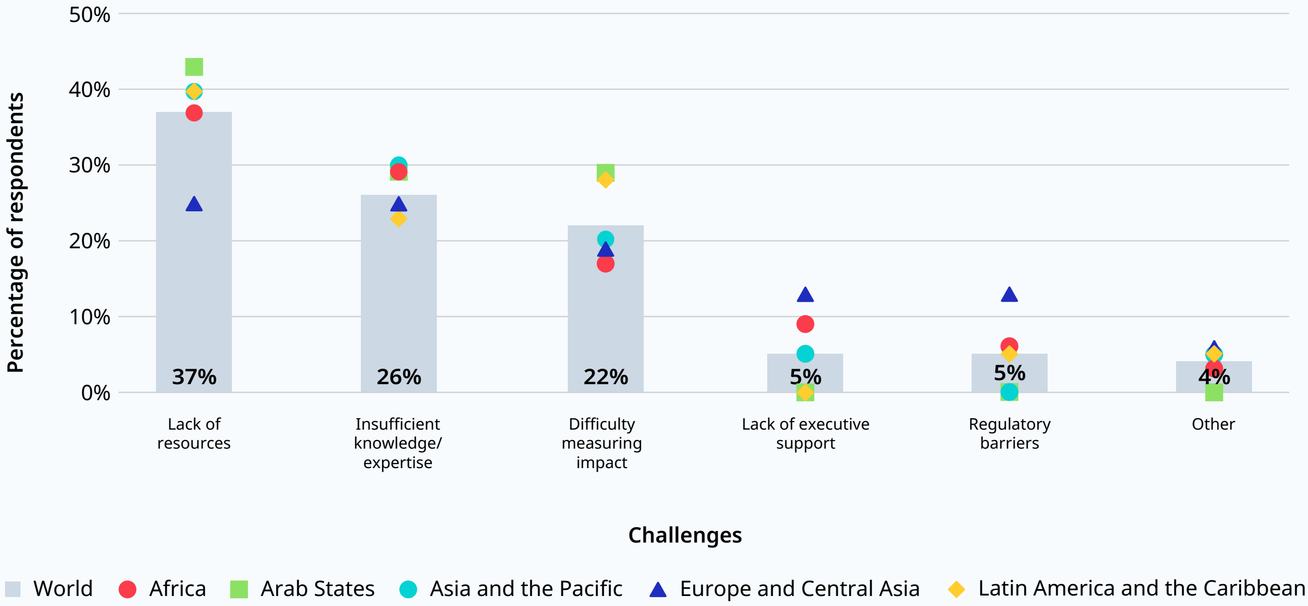
Nearly 40 per cent of EBMOs worldwide reported that the main challenge in implementing ESG initiatives for their members is a lack of resources. Furthermore, about a quarter of EBMOs noted that they face insufficient knowledge and expertise, as well as difficulties in measuring the impact of ESG initiatives, as key obstacles. These challenges were consistently reported across regions, indicating that EBMOs face similar barriers in supporting their members' ESG implementation.

Approximately 40 per cent of EBMOs offering ESG services do not charge their members for these services. The modalities for providing ESG services vary, with EBMOs reporting the following funding arrangements:

- Free for members, fully funded by the organization (42 per cent)
- Free for members, funded by a donor or public programme (37 per cent)
- Free for members, co-funded by the organization, and a donor or public programme (37 per cent)
- Cost-sharing between the organization and the member (33 per cent)
- Fully paid by the member receiving the service (27 per cent)
- Fee-based services paid by members (17 per cent)

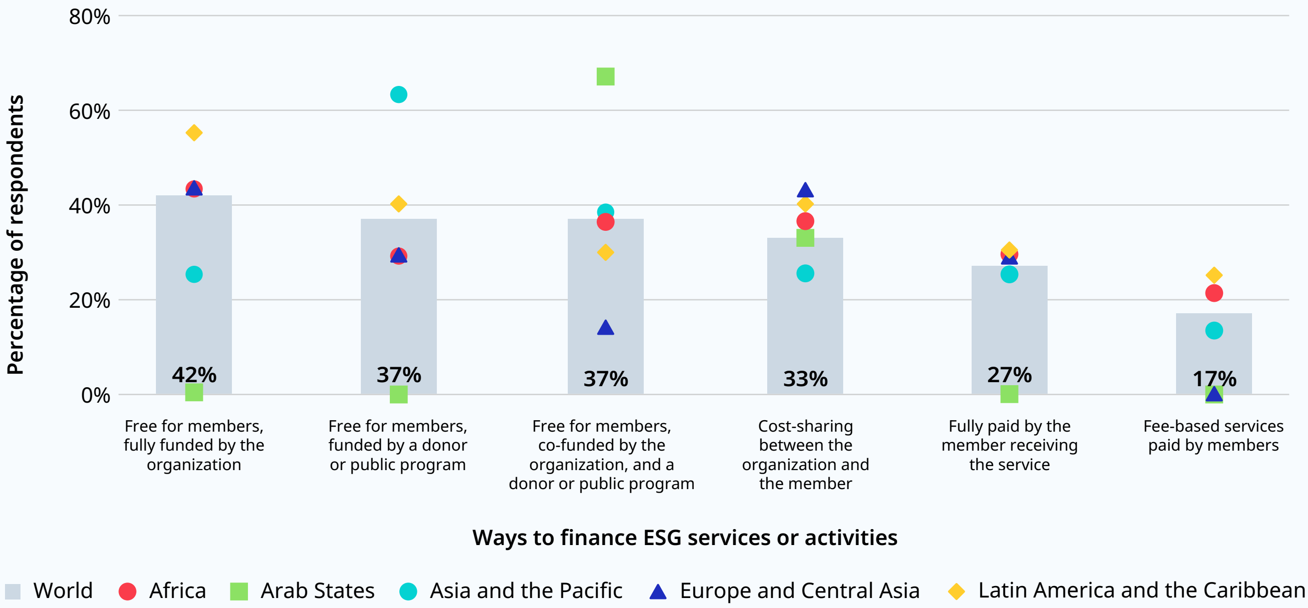
More than half of EBMOs in Latin America and the Caribbean reported that they fully fund the free ESG services offered to their members. Additionally, approximately two-thirds of EBMOs in Asia, the Pacific, and the Arab States reported receiving support from donors or public programmes – either through full external funding or co-financing arrangements. **Given that lack of resources was one of the key constraints for EBMOs in implementing ESG services, identifying sustainable funding models is essential to ensuring the continued availability and impact of these services.**

Figure 11. "What challenges does your organization face in implementing ESG initiatives for members? Select all that apply."



Source: ILO global EBMO survey on ESG services, 2025.

Figure 12. "How does your organization finance the ESG services/activities offered to members? Select all that apply."



Source: ILO global EBMO survey on ESG services, 2025.

EBMO members are already realizing important benefits from EBMO efforts, but there is more to be done to move beyond awareness raising

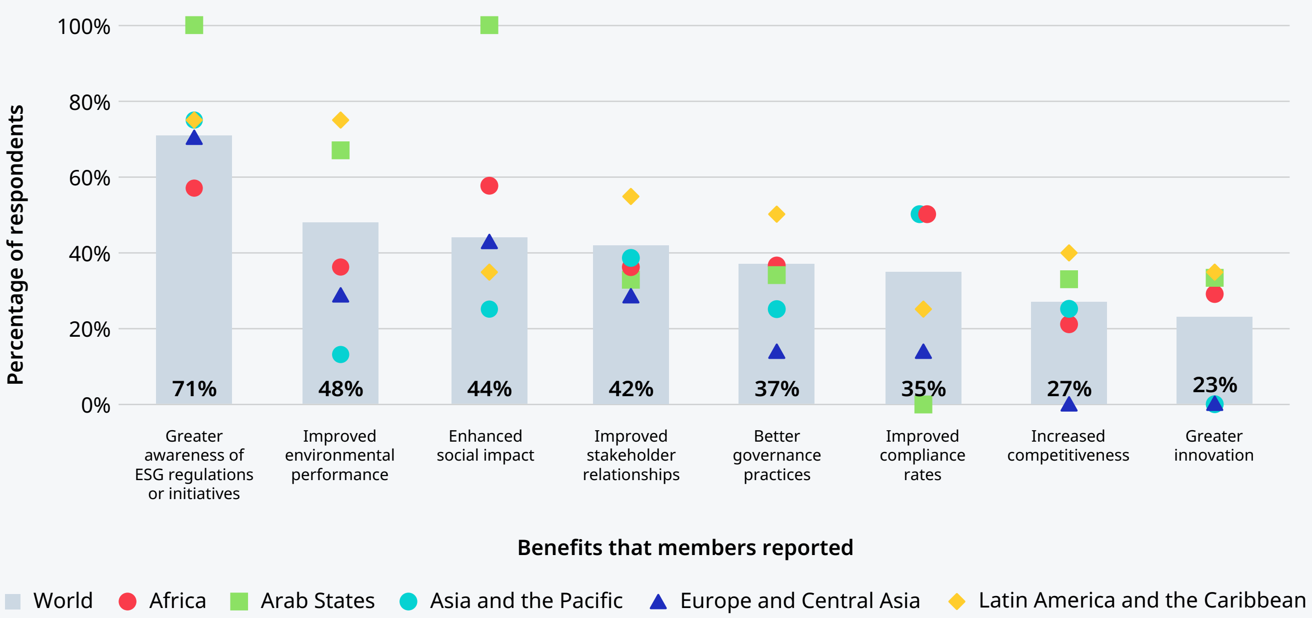
EBMOs offering ESG services aim to meet current business needs by helping companies identify and manage risks, thereby enhancing long-term sustainability and delivering tangible benefits to their members. **According to 7 out of 10 EBMOs globally, the most frequently reported benefit for members using ESG services is increased awareness of ESG regulations and initiatives.** This is followed by improved environmental performance (48 per cent) and enhanced social impact (44 per cent). Other reported benefits of using ESG services include better stakeholder relationships (42 per cent), improved governance practices (37 per cent), and increased compliance rates (35 per cent).

Key insights at the regional level include:

- Across all regions, the most widely recognized benefit of ESG services is heightened awareness of ESG regulations and initiatives.
- Improved environmental performance from ESG services is reported less frequently among members in Africa (36 per cent), Europe and Central Asia (29 per cent), and Asia and the Pacific (13 per cent) than in other regions, even though environmental improvements often lead to cost savings.
- A relatively low percentage of members in Latin America and the Caribbean (35 per cent) and Asia and the Pacific (25 per cent) reported enhanced social impact compared to members in other regions.

While awareness raising is an important first step for EBMOs for generating demand and interest among their members, it is essential that EBMOs support their members in achieving measurable improvements in environmental and social performance. These improvements are where the true value of ESG lies – in building business resilience and fostering long-term value creation.

Figure 13. "What benefits have your members reported as a result of utilizing your ESG services? Select all that apply."



Source: ILO global EBMO survey on ESG services, 2025.
Note: This figure excludes benefits accounting for under 20 per cent globally. These benefits include access to new markets and financial savings.

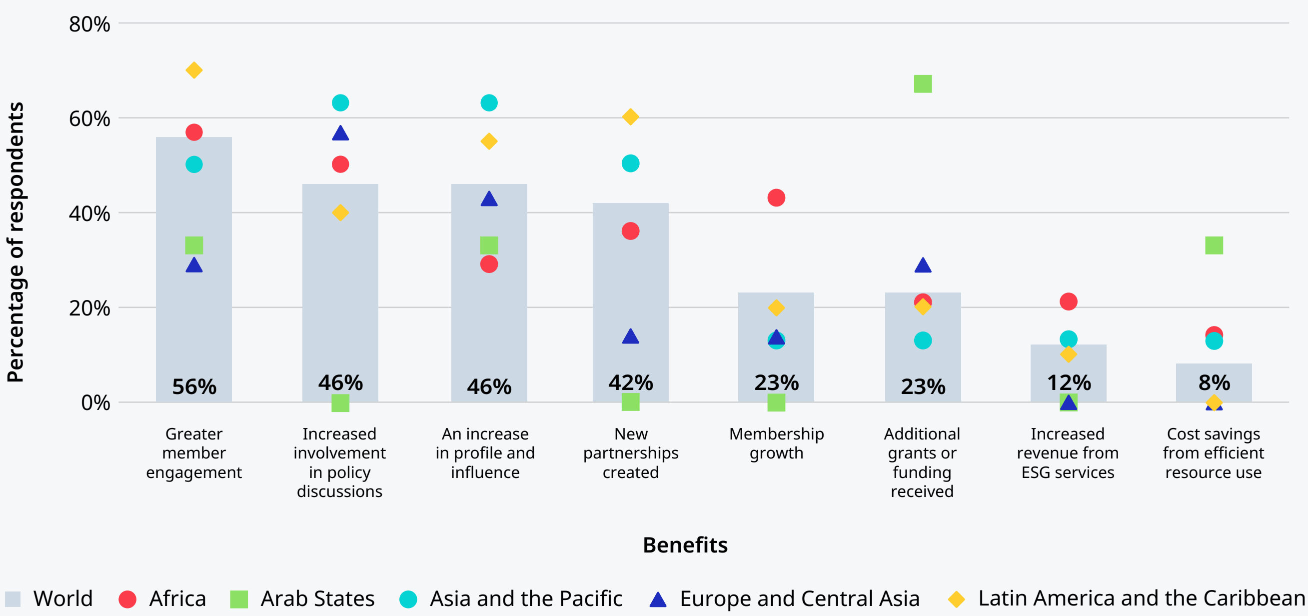
EBMOs themselves are also realizing important benefits though their ESG service offering

Over half of EBMOs worldwide have reported improved member engagement since introducing ESG services. Other notable benefits that EBMOs have seen from providing ESG services include increased participation in policy discussions (46 per cent), enhanced visibility and influence (46 per cent), and the establishment of new partnerships (42 per cent). Furthermore, a quarter of EBMOs reported growth in their membership and an increase in grants or funding since launching their ESG services.

Key regional findings on the benefits that EBMOs have experienced since offering ESG services include:

- A majority of EBMOs in Latin America and the Caribbean (70 per cent), Africa (57 per cent), and Asia and the Pacific (50 per cent) reported enhanced membership engagement.
- A significant percentage of EBMOs in Asia and the Pacific (63 per cent), Europe and Central Asia (57 per cent), and Africa (50 per cent) have become more actively involved in policy discussions.
- Policy influence has notably increased for EBMOs in Asia and the Pacific (63 per cent) and Latin America and the Caribbean (55 per cent).
- A significant share of EBMOs has formed new partnerships in Latin America and the Caribbean (60 per cent) and Asia and the Pacific (50 per cent).

Figure 14. "What benefits has your organization gained from offering ESG services? Select all that apply."



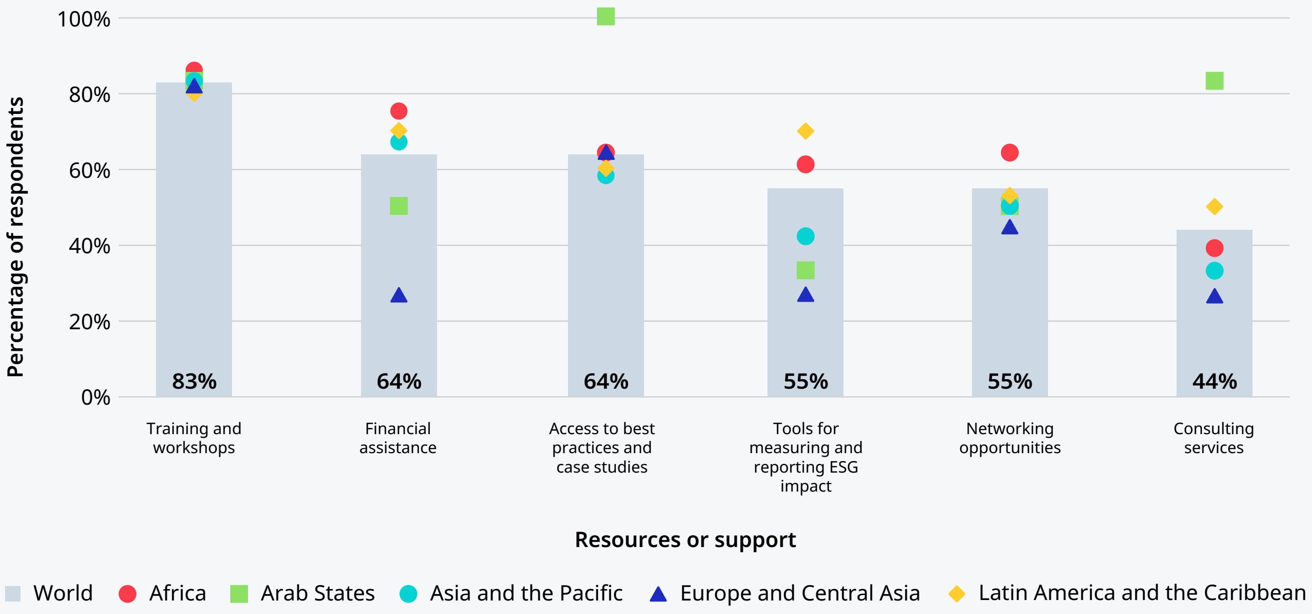
Source: ILO global EBMO survey on ESG services, 2025.
Note: Other benefits that account for 4 per cent globally are not included in the figure above.

EBMOs need support to capitalize on the ESG-opportunity

Eight out of ten EBMOs report a need for training and workshops to enhance their ESG services. About two-thirds of EBMOs have also indicated the necessity for financial support, along with access to best practices and case studies to advance their ESG initiatives with members. Additional assistance that EBMOs report needing includes tools for measuring and reporting ESG impact (55 per cent), networking opportunities (55 per cent), and consulting services (44 per cent).

Across all regions, at least 80 per cent of EBMOs require training and workshops to enhance their ESG offerings. Additionally, financial support is essential for the majority of EBMOs globally, with the exception of Europe and Central Asia, where only 27 per cent cite it as a priority. Access to best practices and case studies is recognized as beneficial by EBMOs in every region.

▶ **Figure 15. "What resources or support would be most helpful for your organization to advance the ESG services that you provide to members? Select all that apply."**



Source: ILO global EBMO survey on ESG services, 2025.
Note: Other resources or support that account for 3 per cent globally are not included in the figure above.

Looking ahead

EBMOs need to lead by example.

More needs to be done to support EBMOs in leading by example. Integrating ESG into EBMOs own operations is an important way to gain first-hand experience with the implementation challenges and opportunities that ESG-related practices bring. However, the survey demonstrated that most EBMOs lack an ESG strategy and only roughly half of the surveyed EBMOs take steps to evaluate their operations and monitor performance in various areas, including employee health and wellness, ethical business practices, and corporate governance policies.

ESG services are in demand. EBMOs need to capitalize on this demand in a way that generates revenue.

The overwhelming perception among the EBMOs surveyed globally is that demand for ESG services has grown significantly and will continue to grow. Moreover, EBMOs are already experiencing important benefits from incorporating ESG into their service offerings, including increased member engagement, enhanced policy influence, and new partnerships. Yet, more reliable funding models are needed to help EBMOs overcome resource constraints and better capitalize on the opportunity that ESG presents for EBMOs. While nearly 60 per cent of the EBMOs surveyed offer some form of ESG service, there is considerable potential for more organizations to expand into higher-value ESG offerings, such as providing advisory services to members or sustainability reporting assistance, as with the increase in related regulations, the demand for ESG advisory will grow among companies of different sizes and sectors.

EBMO members need to realize more tangible benefits from ESG services

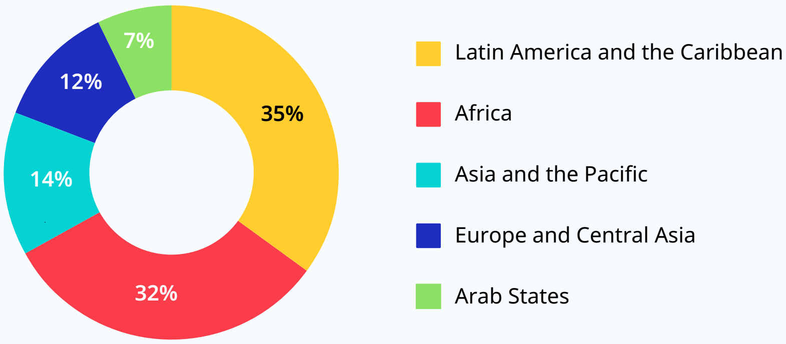
The business case for ESG is clear, including in terms of resource efficiency and benefits on the bottom line. Yet, the most reported benefit from the services offered by EBMOs is greater awareness. Less than half of EBMOs indicated that their members have experienced measurable improvements in social or environmental performance. To address this gap, EBMOs need to deepen their expertise and broaden their service offering to ensure member companies fully realize all the tangible benefits that ESG has to offer and can measure the return on investment over time.

A role for the ILO

Training, access to tools and resources, and financial support are the most requested forms of assistance for EBMOs seeking to enhance their ESG service provision across all regions except Europe and Central Asia. Through the ILO LEADER programme, several tools and resources, including a comprehensive training package and case studies, have been developed to enable scalable adoption of ESG services by EBMOs. Expanding these resources alongside advising EBMOs on achieving financial sustainability for their ESG offerings will be crucial to enabling more EBMOs to seize the growing ESG opportunity.

Appendix: Survey demographics

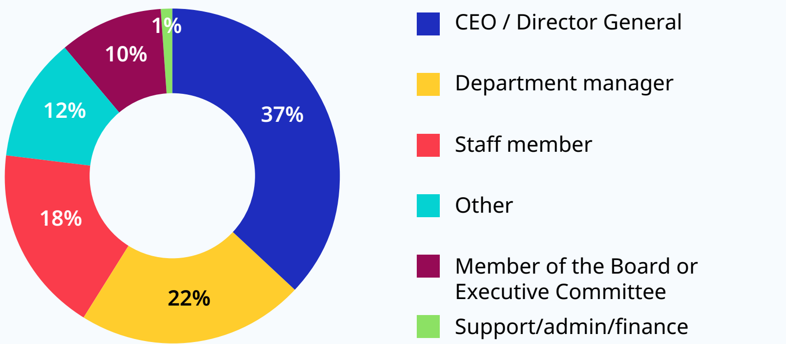
Figure 1A. Surveyed EBMOs by region



Source: ILO global EBMO survey on ESG services, 2025.

Most survey respondents held senior management positions, including Chief Executive Officer (CEO) or Director General (37 per cent) and department managers (22 per cent). Nearly a quarter were board or executive committee members (12 per cent) or held other roles (11 per cent) within their EBMOs.

Figure 2A. Role of respondents



Source: ILO global EBMO survey on ESG services, 2025.

There was a relatively even gender distribution of respondents in senior management positions, with an almost equal share of women (52 per cent) and men (48 per cent) CEOs or general directors, and women (44 per cent) and men (56 per cent) board members. The distribution of survey respondents working as department managers, staff members, or other positions was also fairly gender balanced.

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