

Losses along the corporate pipeline

Percentage women¹

	UNIVERSITY GRADUATES	ENTRY-LEVEL PROFESSIONALS	MID-TO-SENIOR MANAGEMENT	EXECUTIVE COMMITTEE	CEO	BOARD
CHINA	50	55	21	9	1	8
INDIA	42	29	9	3	<1	5
JAPAN	49	45	11	1	<1	2
SOUTH KOREA	48	40	6	2	<1	1
SINGAPORE	49	30	20	15	8	7
MALAYSIA	57	53	11	n/a	5	6
INDONESIA	57	47	20	n/a	5	6
AUSTRALIA	57	45	n/a	12	3	13
TAIWAN	49	44	18	9	1	8
HONG KONG	54	52	23	11	2	9

¹ Estimates

Source: McKinsey proprietary database, 2013; government publications; literature search