

The Status of Women in Leadership Across the Commonwealth

In Political and Civil Service,
State-owned Enterprises and
Private Sector Corporate Boards



The Commonwealth

BASELINE DATA REPORT

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and Private Sector Corporate Boards



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The Commonwealth Secretariat wishes to acknowledge contributions from the following: Commonwealth Government Ministries and High Commissions, Dr Shaheena Janjuha-Jivraj (Boardwalk), Dartá Jace, Tina Johnson, Sarah Kitakule, Kemi Ogunsanya, Chantelle Cummings and Hugh Gulland (Commonwealth Secretariat).

Data for this publication has been drawn from the following report:
Janjuha-Jivraj, S (2015) *Shifting Gears in Women's Leadership: Developing Baseline Data and Tracking Progress across the Commonwealth* (unpublished)

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Printed and published by the Commonwealth Secretariat.

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Introduction

The Commonwealth has made significant strides to increase women's participation in political leadership towards the target of 30 per cent. However, the same cannot be said for women on private sector corporate boards where figures remain low in many countries.

It is becoming increasingly recognised that board diversity leads to increased productivity, competitiveness and ethical performance as women leaders bring a complementary skillset and alternative ways of working into the boardroom.

This data report provides a brief snapshot of the position of women in leadership across the Commonwealth. Baseline data was collected on the following:

- No. of female cabinet ministers
- No. of female permanent/deputy permanent secretaries
- No. of females on state-owned enterprise boards
- No. of females on private sector corporate boards
- No. of females in private sector executive leadership positions (e.g. chief executives, chief operating officers)

Data was collected between 1 September 2014 and 20 February 2015. In some instances data was missing or unavailable and this has been indicated below each data table. Full data sets can also be viewed in the annexes.

The Commonwealth Secretariat urges all governments and monitoring bodies from the public and private sectors and civil society to work towards collectively capturing this data in the future to ensure a greater gender balance within government Heads of Department and on public and private sector corporate boards. This is essential to enhance the economic empowerment of women, leading to more sustainable and inclusive development and business practices for all and increased socio- economic development across the Commonwealth.

Introduction

Women in leadership has attracted significant attention globally in terms of both dialogue and initiatives. While focus has previously been on women's political leadership, women's corporate leadership has also taken front stage and increasing board diversity to ensure greater representation of women alongside men has been shown to improve business performance, investment and ethics.¹

The Commonwealth Plan of Action for Gender Equality (2005 – 2015)² stipulates a 30 per cent target for women in decision making in all sectors – political, public and private, recognising that organisations need to have at least 30 per cent of their entire leadership represented by women in order to benefit from gender diversity in their decision-making. This figure was put forward by the Beijing Platform for Action (1995)³ as the target endorsed by the United Nations Economic and Social Council to ensure greater female representation in power and decision-making. This critical mass is relevant for both political decision-making as well as strategic decisions within organisations and for creating more opportunities for entrepreneurship and the growth of women owned-businesses. For the purpose of this report, the 30 per cent benchmark has been adopted for women in all sectors. Women's power and decision-making in the political, public and private sectors is essential to achieving gender equality, and therefore these targets should be considered as an essential component of the sustainable development goals to ensure their success.

While significant progress has been made in political and civil service positions, there is still much to be done to enhance women's leadership within state-owned enterprises and in the private sector where women's representation remains below 20 per cent in many Commonwealth Countries. Attention has been drawn specifically to the dearth of women

on corporate boards by prominent female leaders such as Christine Lagarde, Managing Director of the IMF⁴ and Sheryl Sandberg Chief Operating Officer, Facebook, who has highlighted the need for more 'female friendly' and 'enabling' organisation cultures to support women into executive leadership positions.⁵

In order to effectively measure the impact of invested resources, baseline data are needed to clearly identify where progress is being made and, conversely, where the numbers of women are in decline or have reached a plateau. No one data source currently exists on the position of women's leadership across Commonwealth countries. Differences in classification across countries of how leaders are defined within the various sectors also presents its challenges. To overcome this, the Commonwealth Secretariat commissioned research to collect baseline data statistics on the status of women in leadership in the political, public and private sectors across the Commonwealth.

Women constitute half of the population globally; however, their economic participation across countries is variable and declines dramatically at the more senior levels of most organisations. The absence of women in senior leadership and their lack of political participation and representation restricts opportunities to create policies that will have a broader benefit for the whole of society through increased gender equality for men and women and in addition to women's increased economic participation. In terms of business, the female customer market continues to grow and current estimates predict the size of this to be larger than the Indian and Chinese customer markets combined,⁶ yet most businesses still do not have enough women in senior roles to inform key strategic decisions to exploit this market.

1 McKinsey 2007 and Franke 1997 as cited in Commonwealth Secretariat (2013) Gender differences in leadership styles and the impact within corporate boards.

2 Commonwealth Secretariat, 2005

3 Beijing Platform for Action (1995) at <http://www.un.org/womenwatch/daw/beijing/pdf/BDPfA%20E.pdf> (accessed 4 November 2015)

4 Speech by Christine Lagarde on the Economic Power of Women's Empowerment, Tokyo, September 12th 2014 as viewed at: <http://www.un.org/womenwatch/daw/beijing/pdf/BDPfA%20E.pdf> (accessed 4 November 2015)

5 Sandberg, S (2013) Lean in: Women, Work and the Will to Lead

6 Gender Differences in Leadership Styles and the Impact Within Corporate Boards, Silverstein and Sayre 2009b as cited in Commonwealth Secretariat 2013

Figure 1: Positions for which data has been collected

Political sector	Civil service	State-owned enterprises *	Private sector
<ul style="list-style-type: none"> Cabinet ministers Deputy cabinet ministers 	<ul style="list-style-type: none"> Permanent secretaries Deputy permanent secretaries Directors/heads of department 	<ul style="list-style-type: none"> Board members 	<ul style="list-style-type: none"> Board members Executive roles (C-suite)

* State-owned enterprises also refers to parastatals, government corporations and public sector organisations that are 100 per cent government owned.

The participation of women in senior decision-making roles has a strong correlation with improved performance of companies and the creation of policies that have a stronger focus on the economic and welfare needs of women.

Background to this report

In 2014 the Commonwealth Secretariat commissioned research on the status of women in leadership in the political, public and private sectors across the Commonwealth. This builds on the aspirations of ministers from the 10th Commonwealth Women's Affairs Ministers Meeting (10WAMM) and the 2013 Commonwealth Heads of Government Meeting (CHOGM) in Colombo, to support women's leadership and economic development and to realise gender equality and mainstreaming as enshrined in the Commonwealth Charter and institutional gender policy.

The research assignment had the following objectives:

- To generate, collate and synthesise baseline data on women in leadership positions in the civil service and in private and public sector corporations across the Commonwealth.
- To build scenarios on diversity on boards supported by case study development.
- To identify key challenges and recommend policy interventions for enhancing women's leadership across the Commonwealth.
- To support the creation of a Commonwealth-wide network for women in leadership.

This baseline data status report presents the statistics for women in leadership in political appointments, the civil service, state-owned enterprises (SOEs) and the private sector (see Figure 1).

In addition to the baseline data provided in this status report, a companion discussion paper entitled 'Strategies for Increased Participation of Women in Leadership across the Commonwealth' outlines practical recommendations that can be taken by government, international organisations, businesses, monitoring bodies and civil society to effect change. A collection of good practice case studies will be available in 2016.

Report format

The report is split into five sections covering the three main areas of government/ civil service, public sector corporations and private sector corporations.

Government/ civil service

1. Political appointments – Cabinet Ministers and Deputy Cabinet Ministers
2. Civil service – Permanent Secretaries and Deputy Permanent Secretaries
3. Civil service – Directors and Heads of Department

Public Sector corporations (SOE's)

4. State-owned enterprises –
Board members

Private Sector corporations (listed companies)

5. Private sector – Board members and
executive leadership positions

Each sector is further divided by region, with measurements for the number of women holding leadership positions in each sector, highlighting countries that have attained the 30 per cent benchmark.

Establishing a benchmark for continued data collection

As this report establishes a benchmark, there is a need to develop clear channels to collect, update and monitor this data going forwards. In order to continue to monitor progress, it is imperative that data are collected annually and are made available to all stakeholders including the Secretariat. Working together with the Secretariat, governments and public bodies such as equalities and public service commissions and institutes of corporate governance, together with the private sector and civil society, can create opportunities for all Commonwealth countries to enhance the success of the new global goals, particularly, goal five on gender equality, by ensuring that more women participate in senior leadership decision-making henceforth.

The following table (figure 2) highlights where countries have achieved the 30 per cent target for political and civil service positions according to the data provided during the data collection time period.

Research methodology

Data for each country were collected over a six-month period between September 2014 and February 2015 (notable exceptions were countries that did not have deputy permanent secretaries or deputy cabinet ministers). Key positions of senior leadership were identified for each sector to ensure comparability across countries.

The data were collected through different sources depending on the sector. Political data were collected from government websites. Data for the private sector were sourced directly from companies or company websites and verified through directories of listed companies. Data for the public sector were initially collected from websites; however, as many departments did not have up-to-date information available, data were also collected from government departments directly. In many cases this was mediated through the high commissioners based in the United Kingdom. As this information is not centrally held, there are gaps in the data and some countries were unable to submit their data within the timeframes for the report.

Private sector data collection

Data on women in leadership in the private sector identified women on the boards of listed companies along with women in executive or C-suite roles that include but are not limited to chief executive officers (CEOs), chief financial officers (CFOs) and chief information officers (CIOs). C-suite roles are defined as executives who have operational or functional roles within the company. Listed companies were identified through each country's securities exchange commission, which documents the details of each country's stock exchange. The data for the private sector were sourced directly from companies or company websites and information in their annual reports.

Some countries were considerably more transparent in their presentation of data than others, and national trends emerged on how information was presented across company websites. The variability among countries was not linked to regions but was likely to be the result of governance regulations (Annex 4) or national standards of good practice adopted by companies. In instances where company data proved problematic to collect, companies were contacted directly by telephone or email. Countries without a listed stock exchange were omitted from this section of the report as privately owned non-listed companies do not declare their executive leadership team. Furthermore, these companies fall beyond the remit of governance bodies that may be able to exert pressure on declaring transparency and leadership composition.

Figure 2: Countries that have achieved 30 per cent of women in leadership in political and civil service positions.

	30 per cent or more cabinet ministers	30 per cent or more permanent secretaries	30 per cent or more civil service directors/ heads of department
Africa	Ghana Kenya Rwanda South Africa Uganda United Republic of Tanzania	Mauritius Mozambique Seychelles	Botswana Lesotho Mauritius Mozambique Namibia Seychelles South Africa
Pacific	None	Kiribati	Australia Fiji Kiribati New Zealand Tonga
Europe	United Kingdom*	None	Cyprus United Kingdom
Caribbean and Americas	Canada Trinidad and Tobago*	Antigua and Barbuda The Bahamas Barbados Belize Canada Dominica Grenada Jamaica St Lucia St Kitts and Nevis St Vincent and The Grenadines Trinidad and Tobago	The Bahamas Barbados Belize Canada Dominica Guyana Jamaica St Kitts and Nevis St Lucia St Vincent and The Grenadines Trinidad and Tobago
Asia	None	Malaysia	Malaysia Singapore Sri Lanka

* Figure updated in November 2015 to reflect 2015 elections.

The data for the private sector was verified through directories of listed companies, Bloomberg datasets and the securities exchange website in each country. As the Commonwealth represents a broad cross-section of countries with diverse economies and population compositions, it was necessary to ensure data for the private sector were comparable. Within the Commonwealth, just over half of the countries have less than 100 listed companies on their stock exchange, while others have well over 100 companies. Most countries with large stock markets (i.e., more than 100 companies) have a list of the top 100 companies, and these were the companies identified for inclusion in the report. The notable exceptions are Cyprus with 102 listed companies and Nigeria with 101 listed companies, and both of these countries have their full set of listed companies included as the numbers were small enough to not compromise the quality of the overall data.

Public sector data collection

Public sector data were the most complex to source. The public sector data included in this report refer to enterprises that are 100 per cent government owned.⁷ In the first instance, government websites and online sources were accessed, followed by direct contact with various offices including offices for public sector administration and/or appointments, women's ministries and relevant offices of high commissioners in both the United Kingdom and Europe. Public sector organisations were also contacted directly to generate or confirm data where necessary.

It should be highlighted that board and executive leadership appointments were often not available on public websites, and in instances where data could be found they were often out of date. In such cases, the research team contacted the government departments directly through introductions from high commissioners. When a relevant individual in each country was identified, they were contacted to submit country data for women in these positions. In certain countries, it was necessary to recruit local individuals who

had better access to the required information. Where possible, any data collected and submitted by overseas and local agents was double-checked by the research team. A number of countries were unable to submit their data in time, and this report identifies these data gaps.

Challenges for data collection

The Commonwealth represents a very wide range of countries with varying economies, population composition and degrees of infrastructure for economic development. For example, just over half of the countries have less than 100 listed companies on their stock exchange, while others have well over 100. For regional analysis in this area, countries were divided according to the size of their stock market to create a more reliable comparison. There were similar challenges with the public sector as different countries have their own systems, creating a complex landscape. To generate data that could be reliably compared, the report has included all public sector organisations that are fully owned by the government.

Data limitations

The data were collected over a six-month period from September 2014 to February 2015. Gaps in data mean this report is incomplete in presenting the whole picture of women in leadership. The data collection process identified a large number of gaps in how data on women in leadership are recorded and transmitted. It has demonstrated how inaccessible data are on women in leadership in certain sectors across a number of countries. The scope and scale of the research meant that certain components of the data collection process took longer than others. The research team conducted a cross-check of existing data during December 2014 and updated information as necessary. The research presents a snapshot of women in leadership in a very dynamic environment. The data were valid as of 20 February 2015 but need to be applied in a timely manner in order to ensure their relevance.

⁷ These organisations have different titles depending on the country: state-owned enterprises, parastatals or government corporations.

Data analysis

The quantitative data were analysed by measuring the percentage of women holding senior leadership roles as a proportion of leadership positions available. This measurement demonstrates the presence of women in leadership roles and where they have managed to achieve the critical mass of 30 per cent. Throughout this report, the 30 per cent benchmark is used as the indicator of success as it demonstrates the critical mass of women required to achieve change in leadership. Although the gaps in the data created some challenges in the analysis, there were sufficient data in each region to ensure there was enough information to build a regional profile. The lack of data clearly demonstrated where information is not accessible and therefore obscures analysis on the progress of women in leadership. The baseline data in this report not only demonstrates the proportion of women in leadership but the transparency in data required to effectively measure progress.

Key findings

The baseline data illustrate wide discrepancies within the Commonwealth in terms of women across the different sectors. In the private sector, the presence of women on boards and at executive C-suite level is variable, with no direct correlation between the two areas. Among the countries with larger stock exchanges (i.e. at least 100 companies), the United Kingdom has the highest proportion of women on boards at 23 per cent and Singapore has the highest proportion of women in C-suite roles at 19 per cent.

Overall, there are higher rates of women in political and civil service positions than in other sectors, with far more countries reaching the 30 per cent benchmark for women holding cabinet or deputy cabinet positions. Women also have a much higher representation in civil service positions as permanent and deputy permanent secretaries, with 17 countries reaching or exceeding the 30 per cent critical mass benchmark. In Grenada, 86 per cent of permanent secretary roles are held by women and most Caribbean countries have over 50 per cent of permanent secretary positions held by women in contrast to other regions where this percentage is lower.

Approximately one third of SOEs have a good proportion of women on boards, with 13 countries having reached or exceeded the 30 per cent benchmark. The data for this section have notable gaps from a number of countries.

Women in leadership within the private sector and executive leadership remain comparatively low to other sectors with few countries attaining more than the 30 per cent benchmark.

Conclusion

The data findings demonstrate that, despite progress, there is still a need for a more uniform and comprehensive approach for more women to access leadership positions. Countries with strong gender equality policies that drive economic and social working and welfare conditions have significant representation of women in leadership across all levels.

Detailed recommendations for increasing women in leadership across all sectors have been identified and presented in a companion policy discussion paper on 'Strategies for Increased Participation of Women in Leadership across the Commonwealth'. Going forward attention should be focused on the actions and resources required to support the successful implementation of policies for women in leadership.

While targets for women in leadership provide a clear and focused goal, success requires legislation to ensure greater gender equality in working conditions as well as clear penalties if legislated targets are not met and the effective monitoring of implementation. The barriers to women being promoted into leadership and the creation of an enabling environment for success should also be considered and gender diversity champions are encouraged to build momentum around this area in order to influence sustainable change.

Baseline Data Statistics

Introduction to Baseline Data Statistics

The following section contains baseline data statistics on the positions of women in leadership across the commonwealth in the political, public and private sectors. All data was collected between September 2014 and February 2015.

The Secretariat recognises that several Commonwealth Countries have held elections during 2015 including the following: Belize, Canada, Guyana, Lesotho, Nigeria, Saint Kitts and Nevis, Singapore, Sri Lanka, Trinidad and Tobago, Tuvalu, United Kingdom, United Republic of Tanzania and Zambia. This may have resulted in subsequent changes to the political statistics contained within this report.

Progressive changes for women cabinet ministers in the following countries have been noted: Canada (50 per cent), Trinidad and Tobago (38 per cent) and the United Kingdom (32 per cent).

1. Political Appointments – Cabinet Ministers

The following tables show the numbers of female and male Cabinet Ministers and the percentage of women in these positions from across the five Commonwealth regions, including the number of male and female Deputy Cabinet Ministers from the Asia region. Countries that have achieved 30 per cent or more female Cabinet Ministers include: Canada, Ghana, Kenya, Rwanda,

South Africa, Uganda and United Republic of Tanzania. Data was collected from all 53 Commonwealth countries in this category. Following elections in 2015 the 30 per cent benchmark has also been reached for Trinidad and Tobago and United Kingdom. Canada has reached the 50 per cent benchmark.

1.a Africa region – total number of male: female cabinet ministers

Country	Total cabinet ministers	Male cabinet ministers	Female cabinet ministers	% female cabinet ministers
Botswana	24	19	5	21%
Cameroon	37	32	5	14%
Ghana	23	16	7	30%
Kenya	18	12	6	33%
Lesotho	23	18	5	22%
Malawi	18	15	3	17%
Mauritius	19	17	2	11%
Mozambique	25	19	6	24%
Namibia	23	18	5	22%
Nigeria	40	29	11	28%
Rwanda	31	20	11	35%
Seychelles	13	10	3	23%
Sierra Leone	29	27	2	7%
South Africa	35	20	15	43%
Swaziland	20	15	5	25%
Uganda	27	17	10	37%
United Republic of Tanzania	20	11	9	45%
Zambia	20	16	4	20%

1.b Pacific region – total number of male: female cabinet ministers

Country	Total cabinet ministers	Male cabinet ministers	Female cabinet ministers	% female cabinet ministers
Australia	19	18	1	5%
Fiji	20	16	4	20%
Kiribati	13	11	2	15%
Nauru	6	5	1	17%
New Zealand	20	15	5	25%
Papua New Guinea	33	32	1	3%
Samoa	15	14	1	7%
Solomon Islands	24	24	0	0%
Tonga	12	11	1	8%
Tuvalu	9	9	0	0%
Vanuatu	14	14	0	0%

1.c Europe region – total number of male: female cabinet ministers

Country	Total cabinet ministers	Male cabinet ministers	Female cabinet ministers	% of female cabinet ministers
Cyprus	11	10	1	9%
Malta	14	13	1	7%
United Kingdom*	21	16	5	24%

1.d Caribbean and Americas region – total number of male: female cabinet ministers

Country	Total cabinet ministers	Male cabinet ministers	Female cabinet ministers	% female cabinet ministers
Antigua and Barbuda	17	16	1	6%
The Bahamas	15	11	4	27%
Barbados	20	17	3	15%
Belize	20	18	2	10%
Canada*	39	27	12	31%
Dominica	15	13	2	13%
Grenada	14	10	4	29%
Guyana	20	15	5	25%
Jamaica	20	16	4	20%
St Kitts & Nevis	11	10	1	9%
St Lucia	13	11	2	15%
St Vincent and the Grenadines	9	8	1	11%
Trinidad and Tobago*	38	31	7	18%

* Figures have now changed following 2015 elections.

1.e Asia region – total number of male: female cabinet ministers

Country	Total cabinet ministers	Male cabinet ministers	Female cabinet ministers	% of female cabinet ministers
Bangladesh	30	28	2	7%
Brunei-Darussalam	14	14	0	0%
India	23	17	6	26%
Malaysia	36	34	2	6%
Maldives	15	13	2	13%
Pakistan	21	21	0	0%
Singapore	18	17	1	6%
Sri Lanka	67	65	2	3%

1.f Asia region – total number of male: female deputy ministers

Country	Total deputy ministers	Male deputy ministers	Female deputy ministers	% female deputy ministers
Bangladesh	18	16	2	11%
Brunei-Darussalam	8	7	1	13%
India	22	21	1	5%
Malaysia	27	21	6	22%
Maldives	48	41	7	15%
Pakistan	10	8	2	20%
Singapore	22	16	6	27%
Sri Lanka	40	39	1	3%

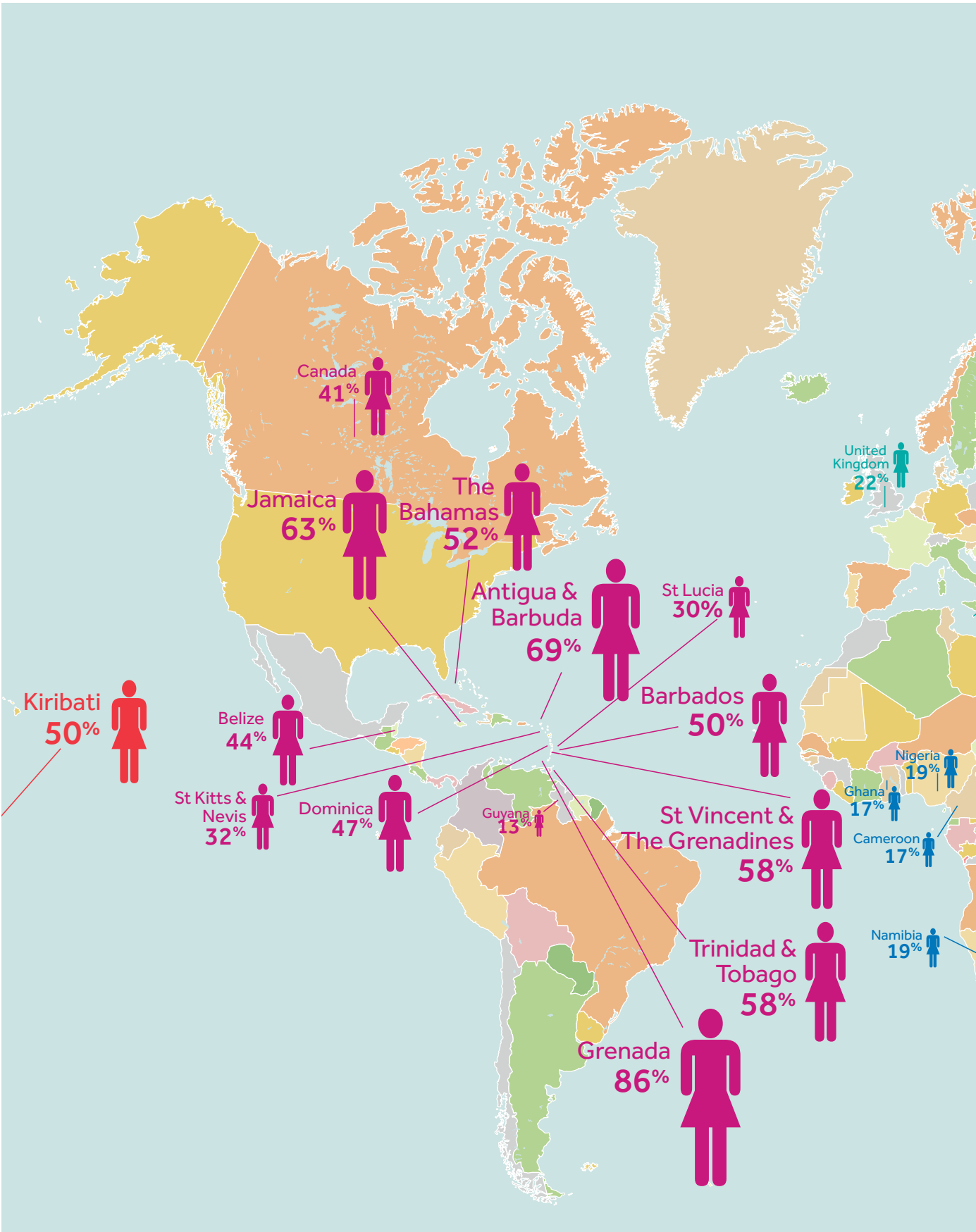
Deputy ministers have not been shown for other Commonwealth regions as data is missing or not applicable for many of the countries. The original data tables can be viewed in annex 1

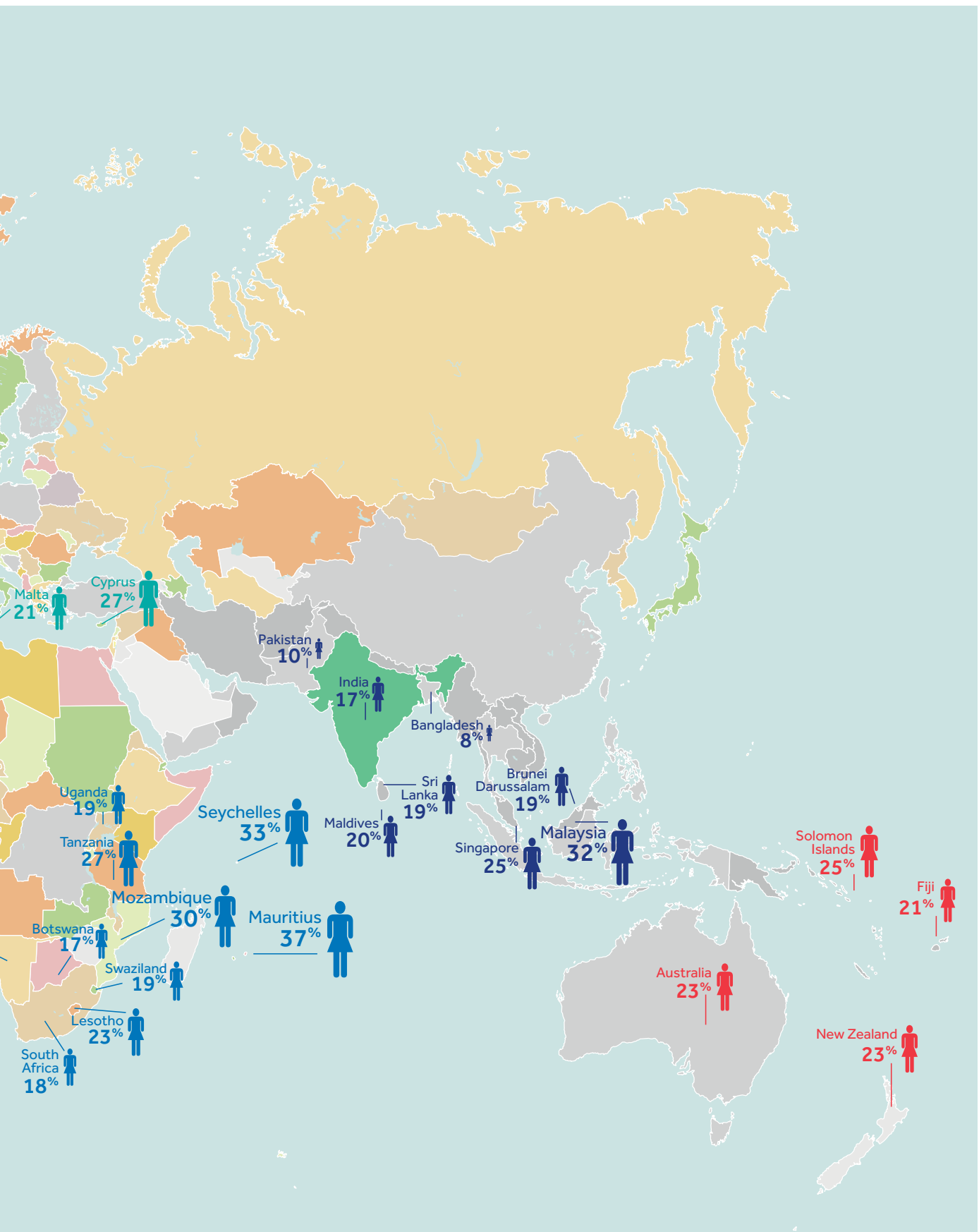
2. Civil Service – Permanent and Deputy Permanent Secretaries

The following map shows the percentage of female Permanent Secretaries across the Commonwealth. Countries that have attained 30 per cent or over include: Antigua and Barbuda, The Bahamas, Barbados, Belize, Canada, Dominica, Grenada, Jamaica, Kiribati, Malaysia, Mauritius, Mozambique, Saint Kitts and Nevis, Saint Lucia, Saint Vincent and the Grenadines

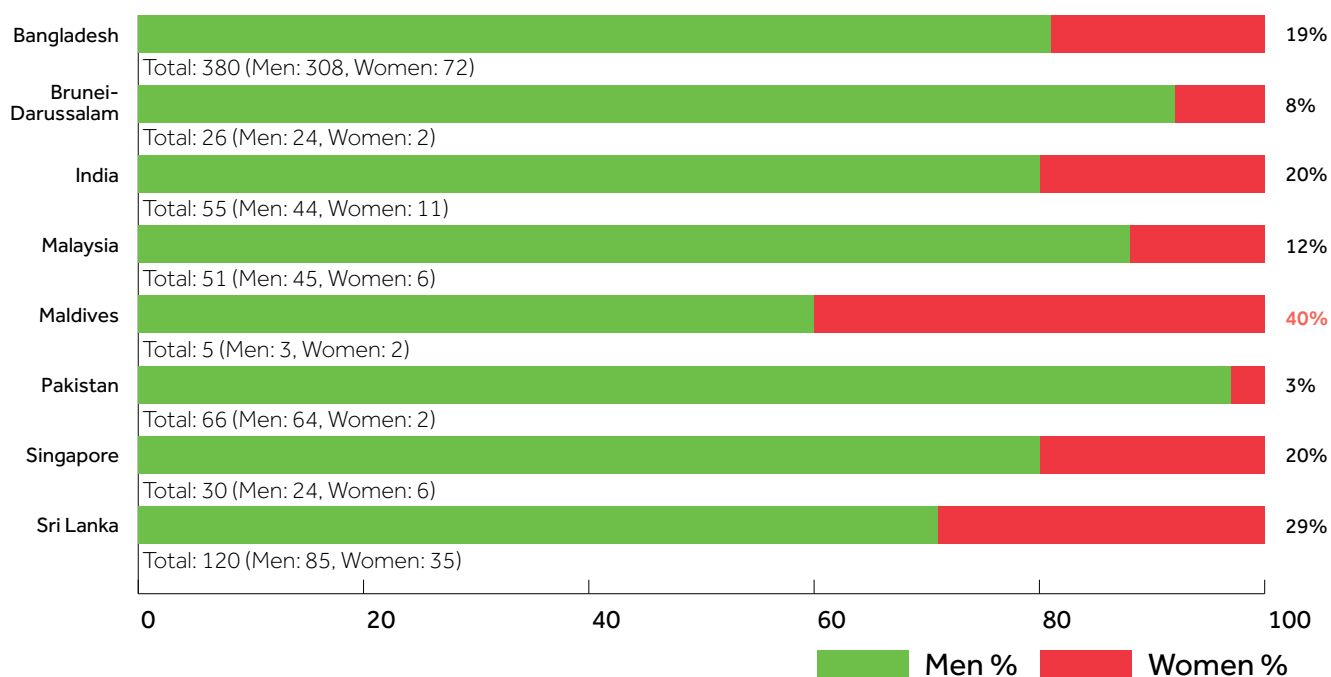
and Trinidad and Tobago with many countries in the Caribbean and the Americas region having achieved over 50 per cent. Data was collected for a total of 42 Commonwealth countries. Data was also collected on the number of Deputy Permanent Secretaries for the Asia region where the Maldives has achieved over 30 per cent.

2.a Where are the women? A map to show the percentage of female permanent secretaries in each region across the Commonwealth





2.b Asia region – total number of male: female deputy permanent secretaries



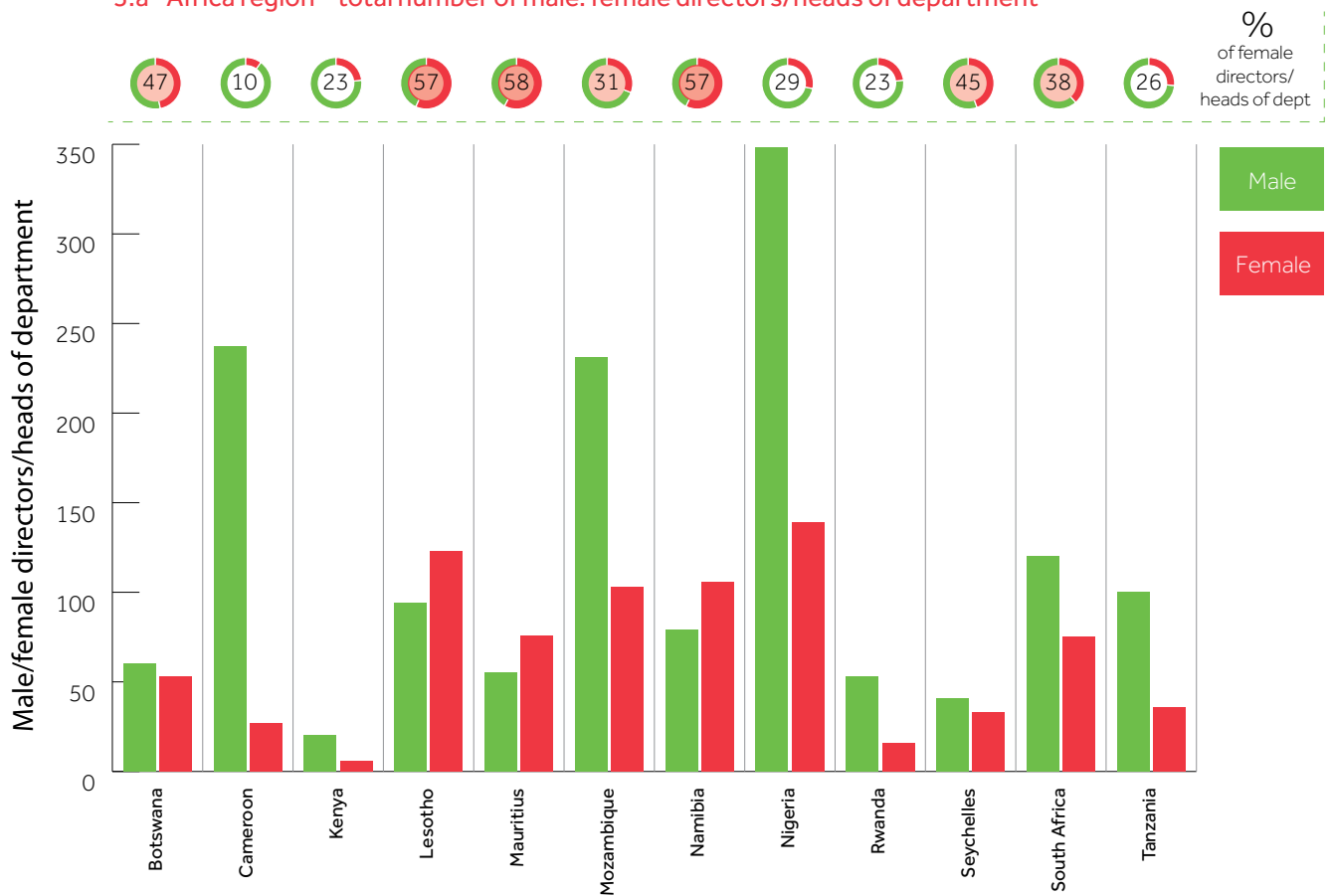
Deputy permanent secretaries have not been shown here for other Commonwealth regions as data is missing or not applicable for many countries. The original data tables can be viewed in annex 1.

3. Civil Service – Directors/ Heads of Department

The following data tables show the number of male and female Directors/ Heads of Department across the Commonwealth. Countries that have attained 30 per cent or more include: Australia, The Bahamas, Barbados, Belize, Botswana, Canada, Cyprus, Dominica, Fiji, Guyana, Lesotho, Malaysia,

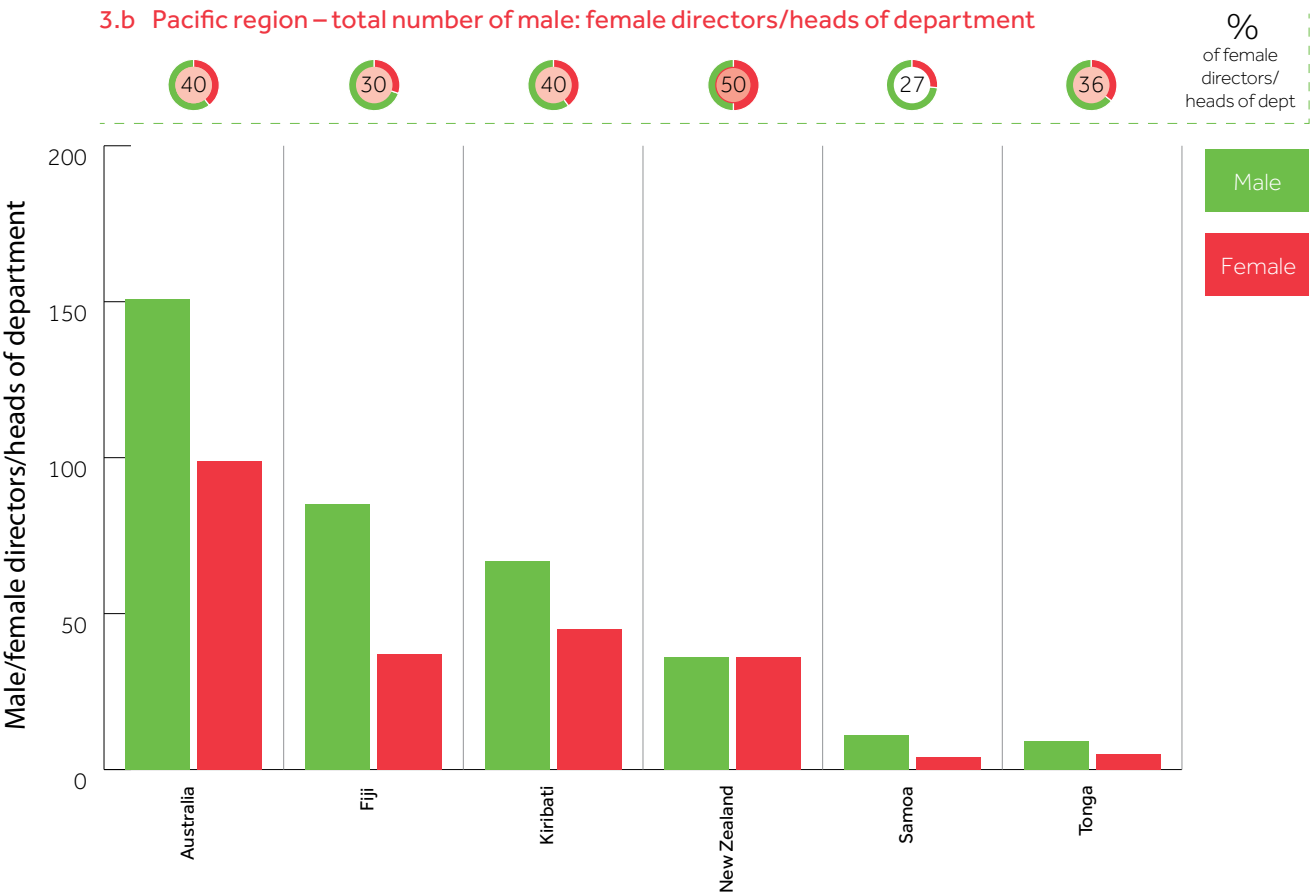
Mauritius, Mozambique, Namibia, Jamaica, New Zealand, Saint Kitts and Nevis, Saint Lucia, Saint Vincent and the Grenadines, Seychelles, Singapore, South Africa, Sri Lanka, Trinidad and Tobago, Tonga and the United Kingdom. Data was collected for a total of 48 Commonwealth countries.

3.a Africa region – total number of male: female directors/heads of department



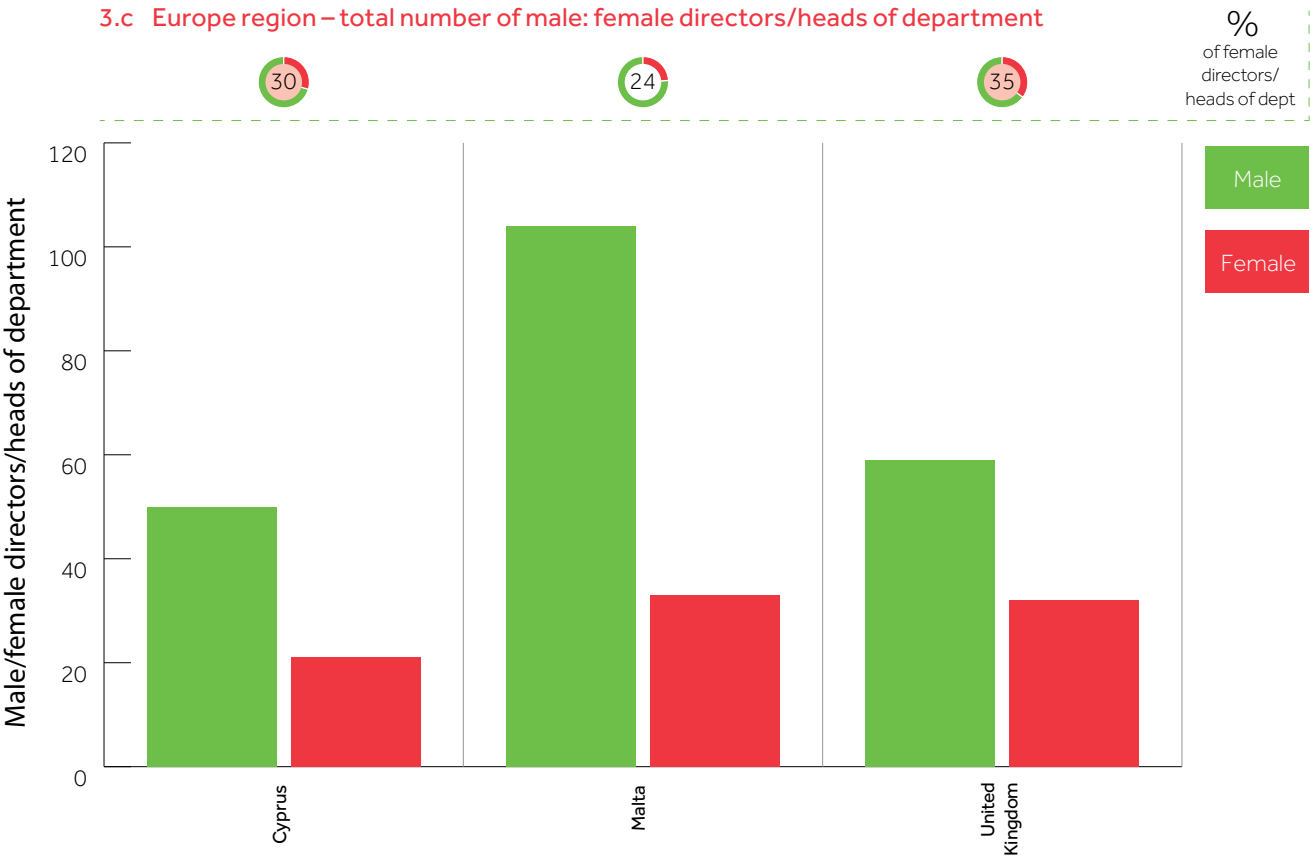
Data missing for: Ghana, Malawi, Sierra Leone, Swaziland, Uganda, Zambia

3.b Pacific region – total number of male: female directors/heads of department

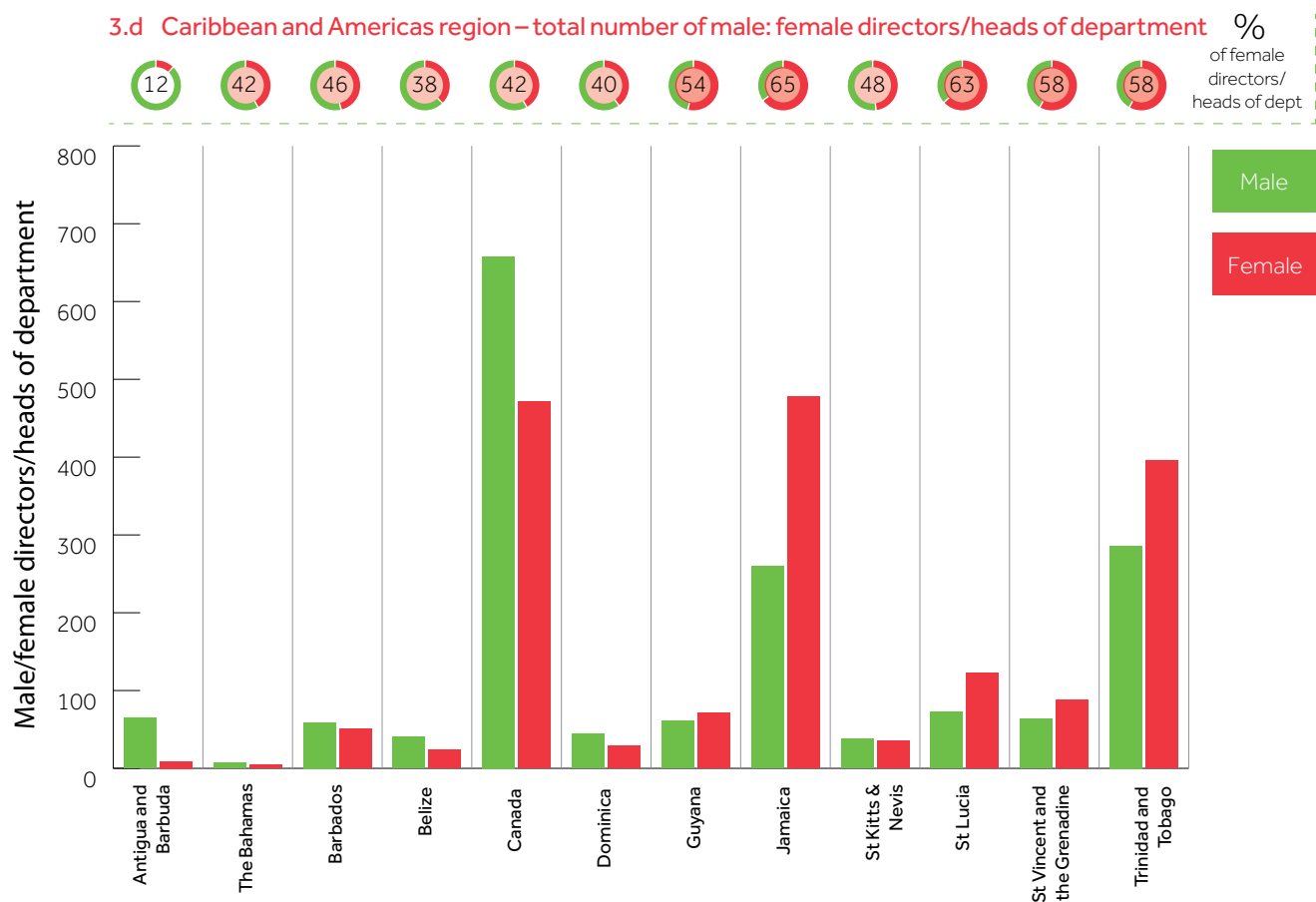


Data missing for: Nauru, Papua New Guinea, Solomon Islands, Tuvalu, and Vanuatu.

3.c Europe region – total number of male: female directors/heads of department

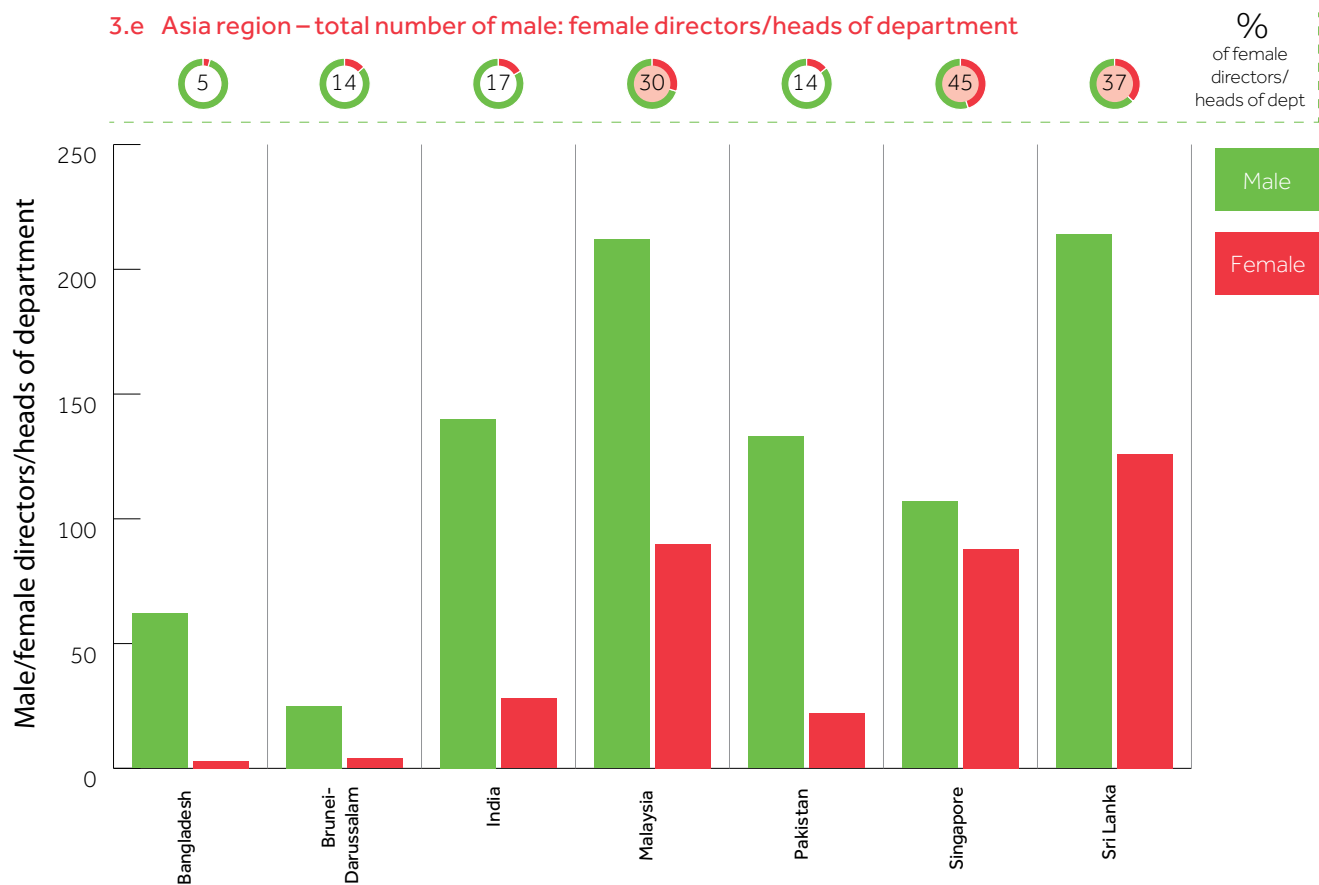


3.d Caribbean and Americas region – total number of male: female directors/heads of department



Data missing for: Grenada.

3.e Asia region – total number of male: female directors/heads of department



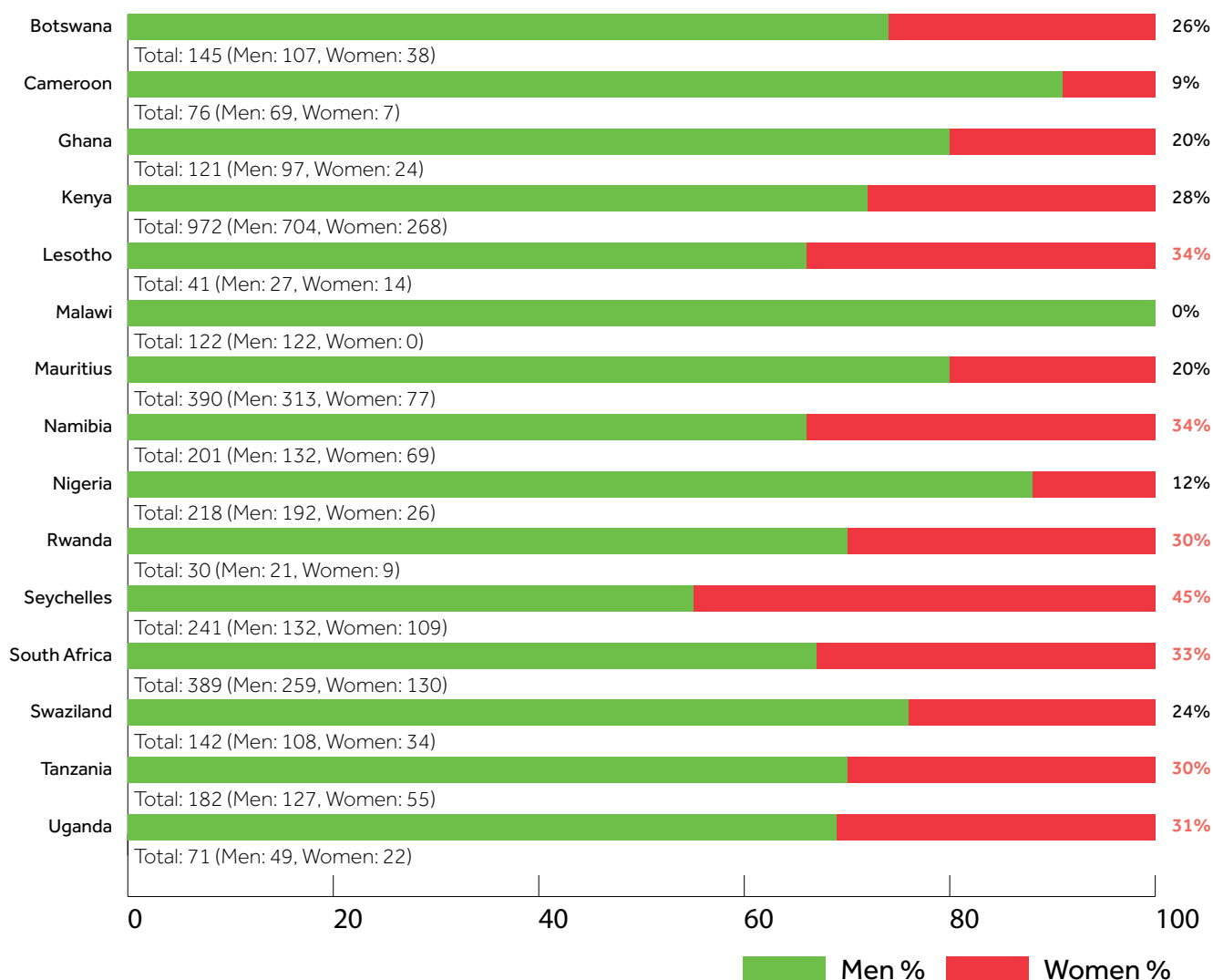
Data missing for Maldives

4. State-owned Enterprises

The following data tables show the number of female and male board members of State-owned Enterprises (SOEs) and the percentage of females on the board. Countries that have achieved 30 per cent or over include: Antigua and Barbuda, Australia, The Bahamas, Belize,

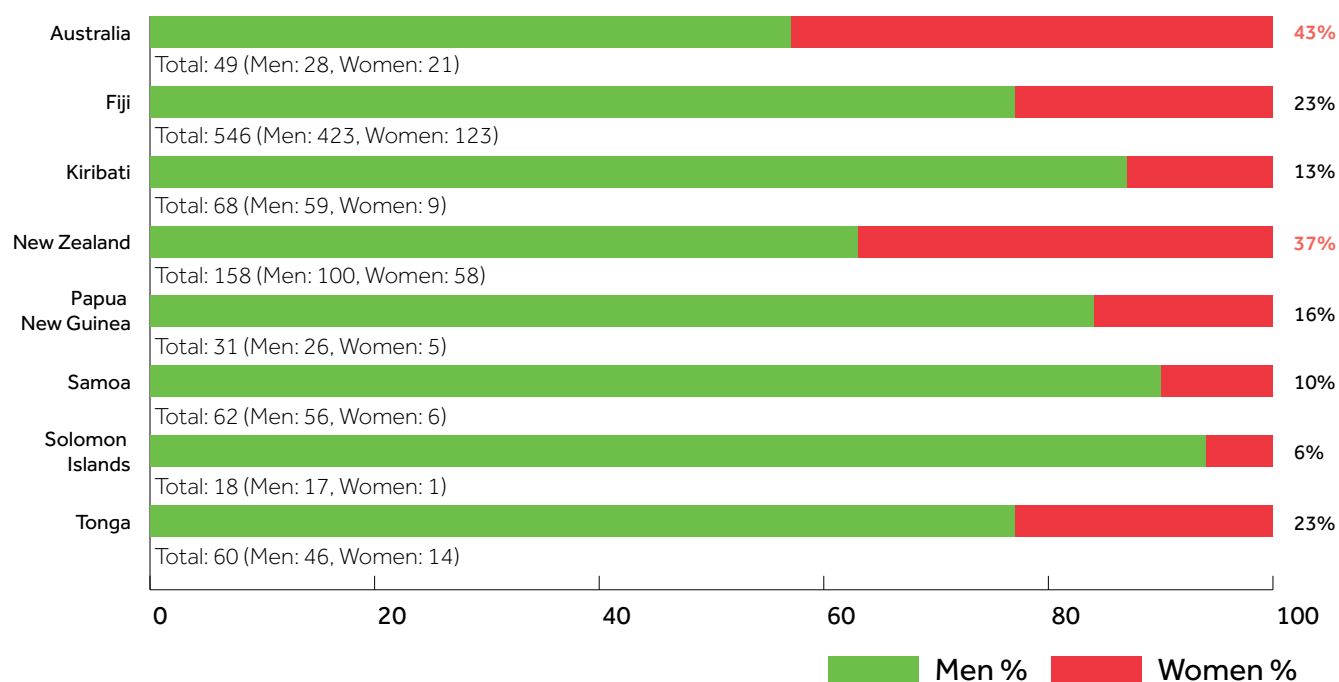
Dominica, Lesotho, Namibia, New Zealand, Rwanda, Seychelles, South Africa, Tanzania and Uganda with no country attaining more than 50 per cent. Data was collected for a total of 44 Commonwealth countries.

4.a Africa region – total number of male: female state-owned enterprise (SOE) board members



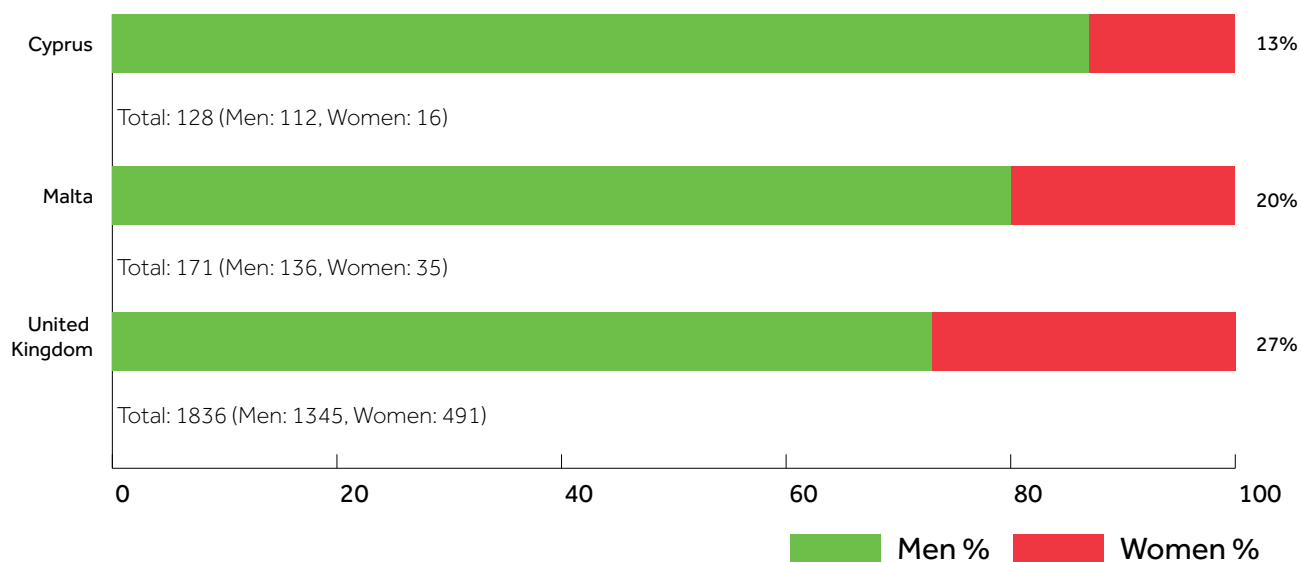
Data missing for: Malawi, Mozambique, Sierra Leone, and Zambia.

4.b Pacific region – total number of male: female state-owned enterprise (SOE) board members

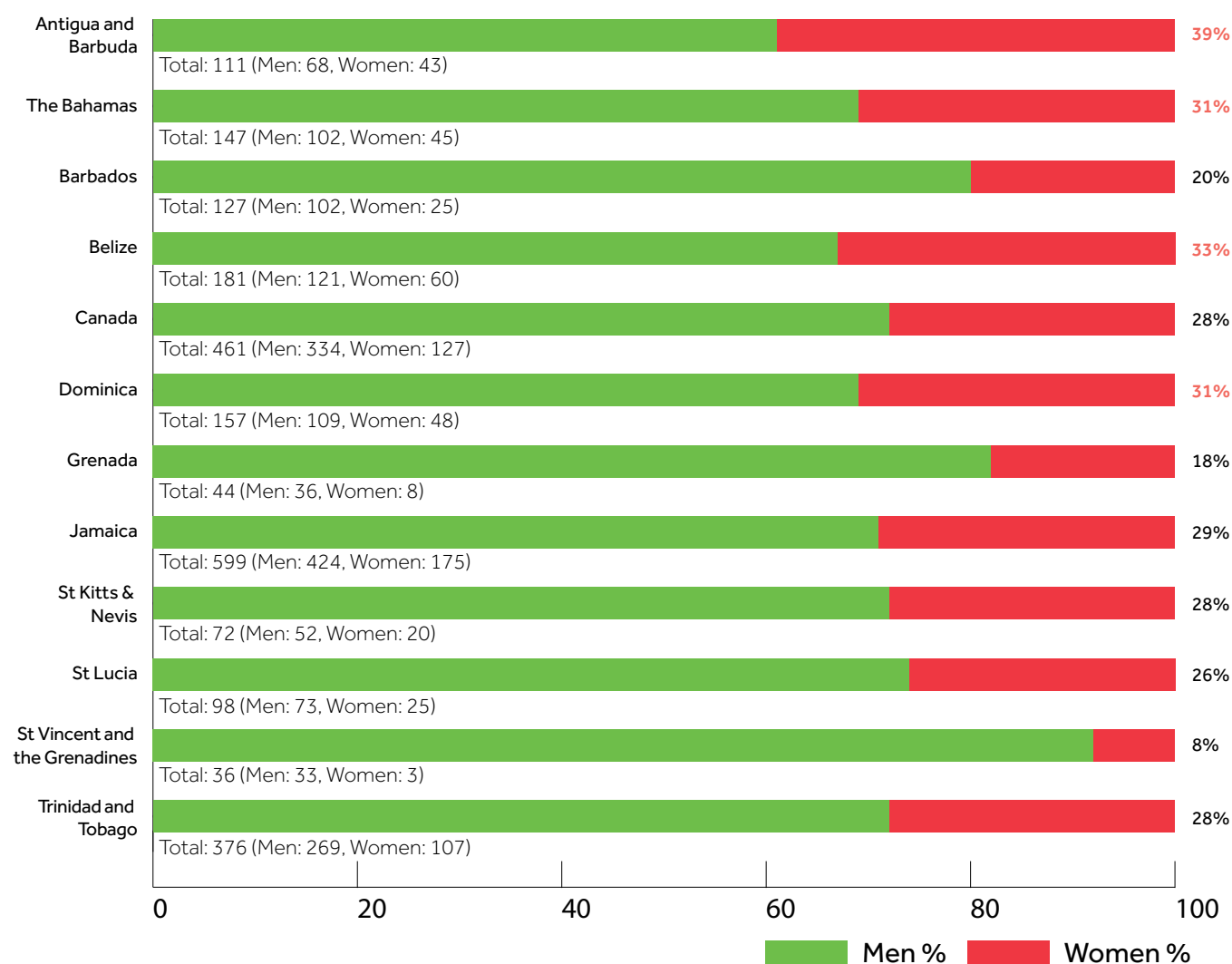


Data missing for Nauru, Tuvalu, and Vanuatu.

4.c Europe region – total number of male: female state-owned enterprise (SOE) board members

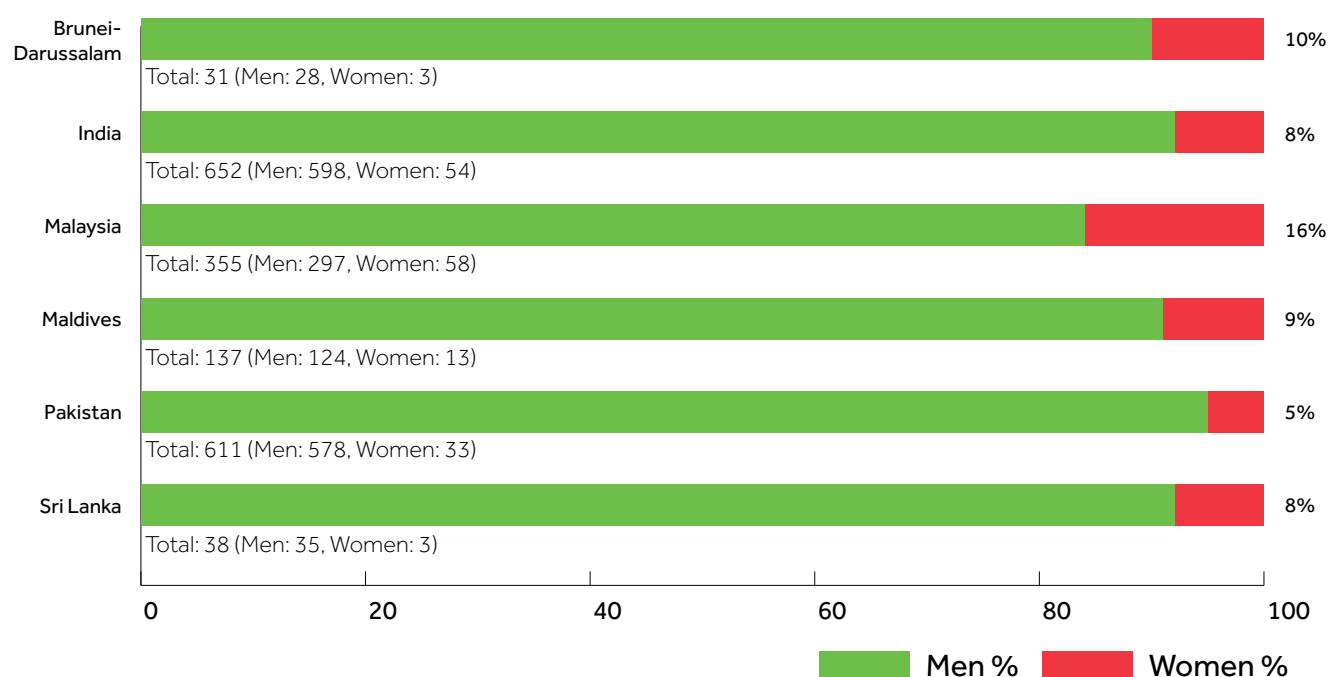


4.d Caribbean and Americas region – total number of male: female state-owned enterprise (SOE) board members



Data missing for Guyana

4.e Asia region – total number of male: female state-owned enterprise (SOE) board members



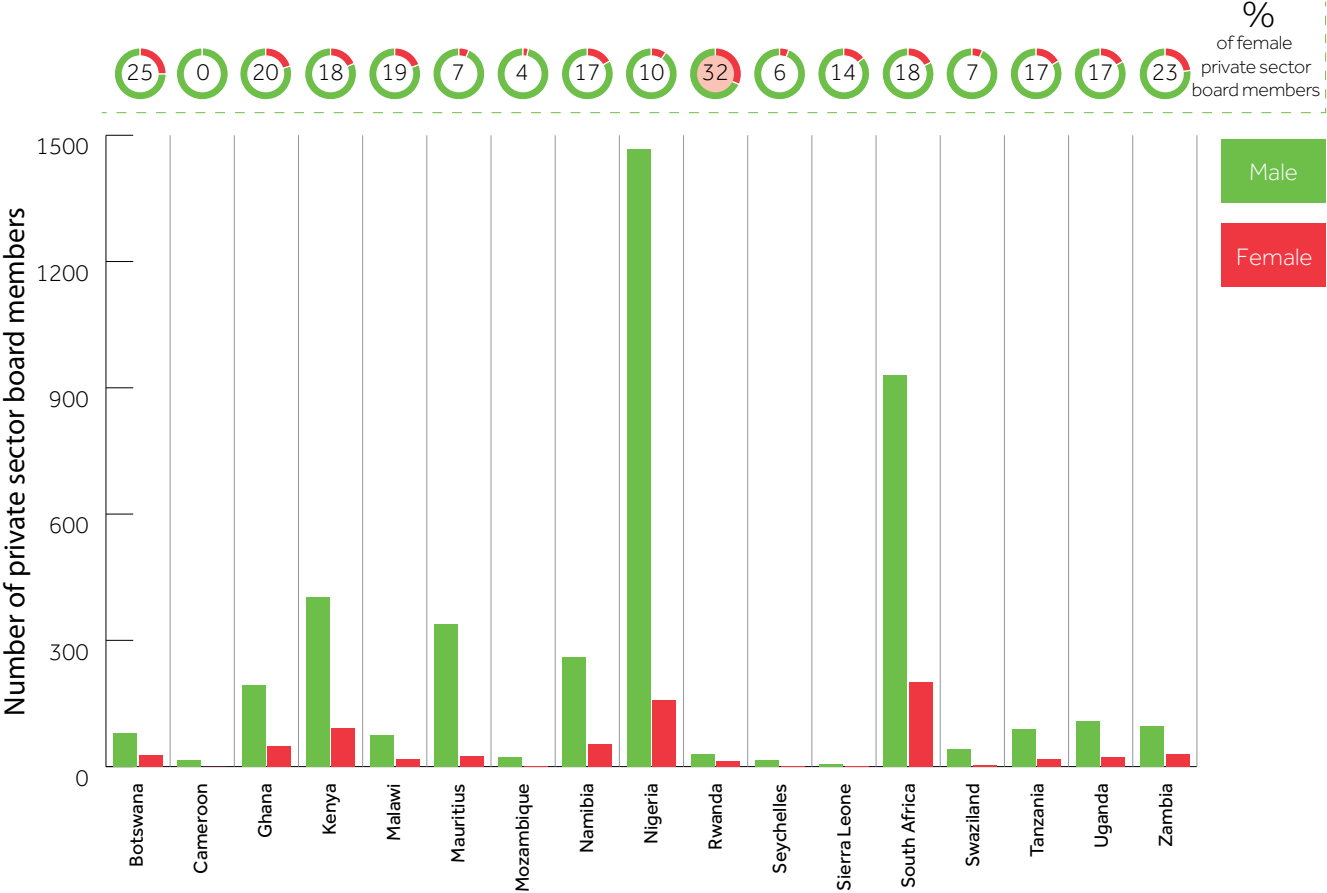
Data missing for Bangladesh. Data not applicable for Singapore.

5. Private Sector – Board Members and Executive Leadership Positions

The following data tables show the numbers of male and female private sector board members and those in executive leadership positions including the percentages of women at both levels. In terms of board membership, the following countries have achieved 30

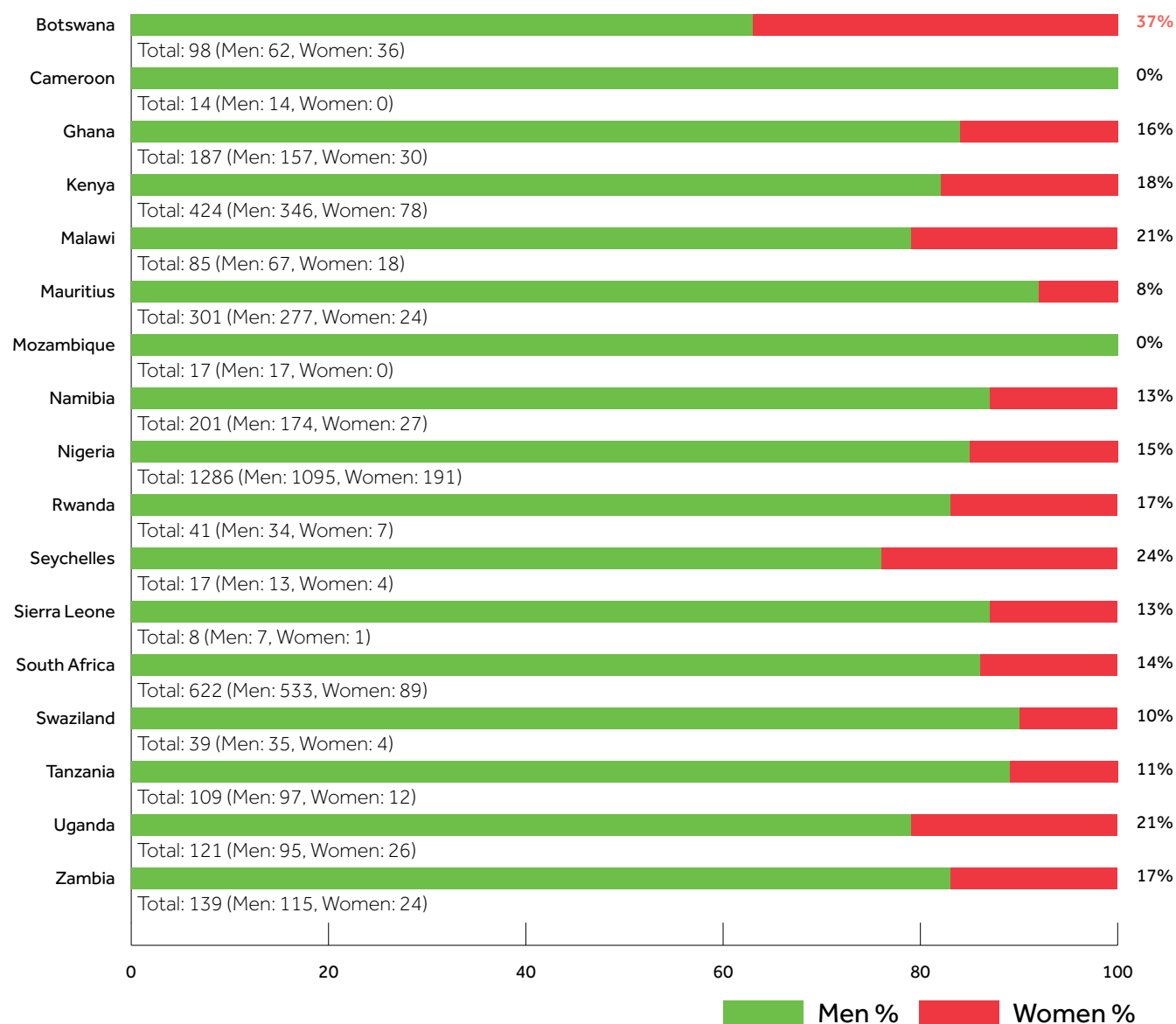
per cent or over: Barbados, Dominica and Rwanda. In terms of executive leadership the following countries have achieved 30 per cent or more: Dominica, Botswana, and Saint Lucia, with Dominica achieving 50 per cent.

5.a Africa region – total number of male: female private sector board members



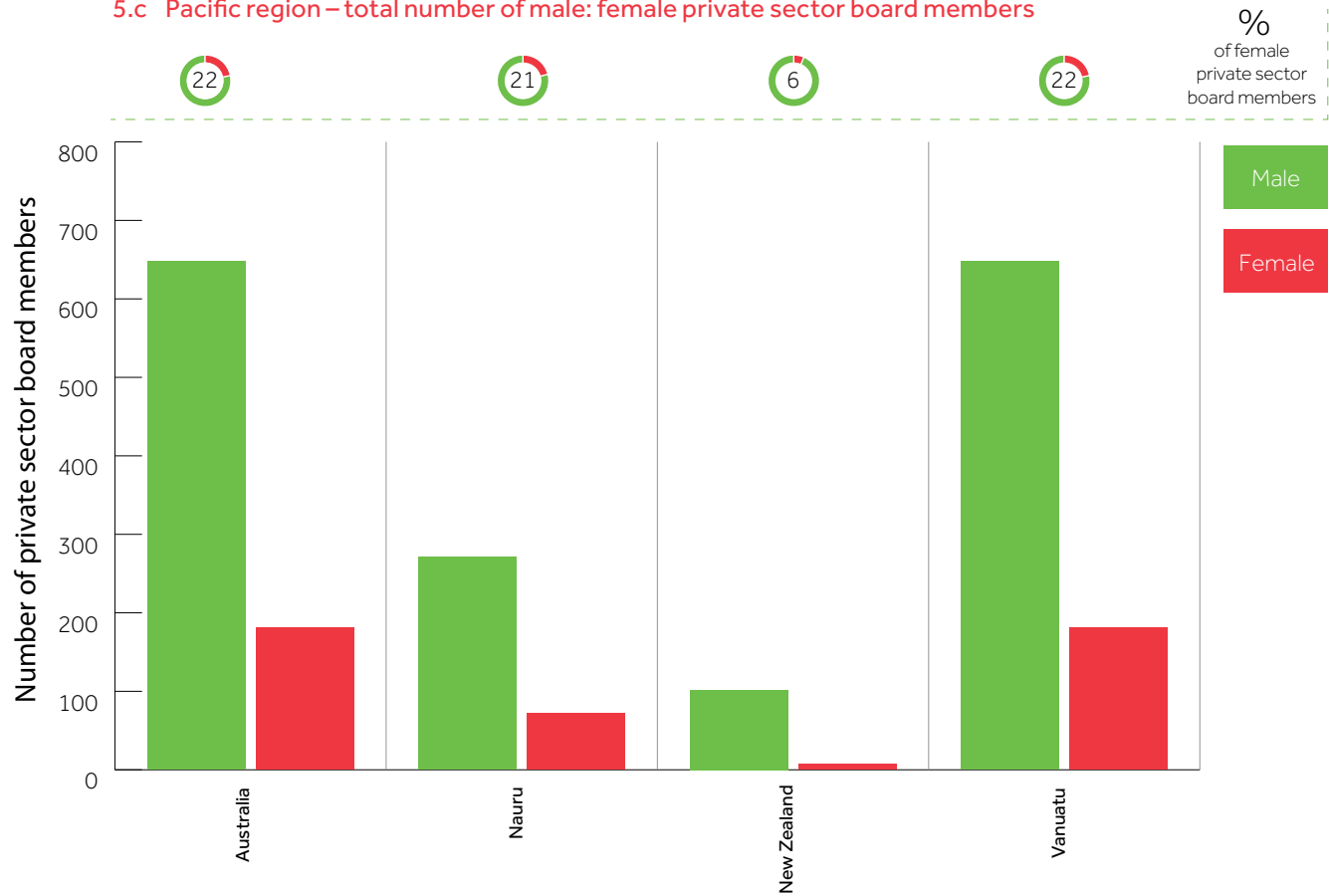
Data not applicable for Lesotho

5.b Africa region – total number of male: female private sector executive leadership positions



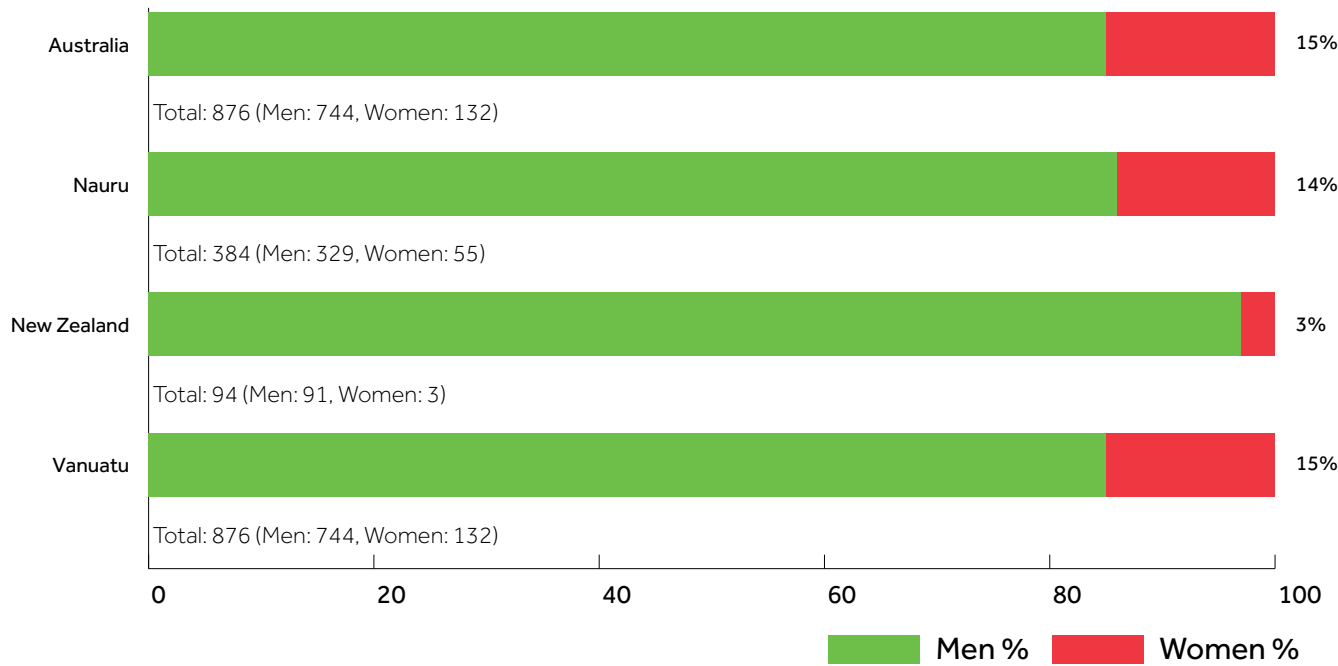
Data not applicable for Lesotho

5.c Pacific region – total number of male: female private sector board members



Data not applicable for Fiji, Kiribati, Papua New Guinea, Samoa, Solomon Islands, Tonga, Tuvalu.

5.d Pacific region – total number of male: female private sector executive leadership positions

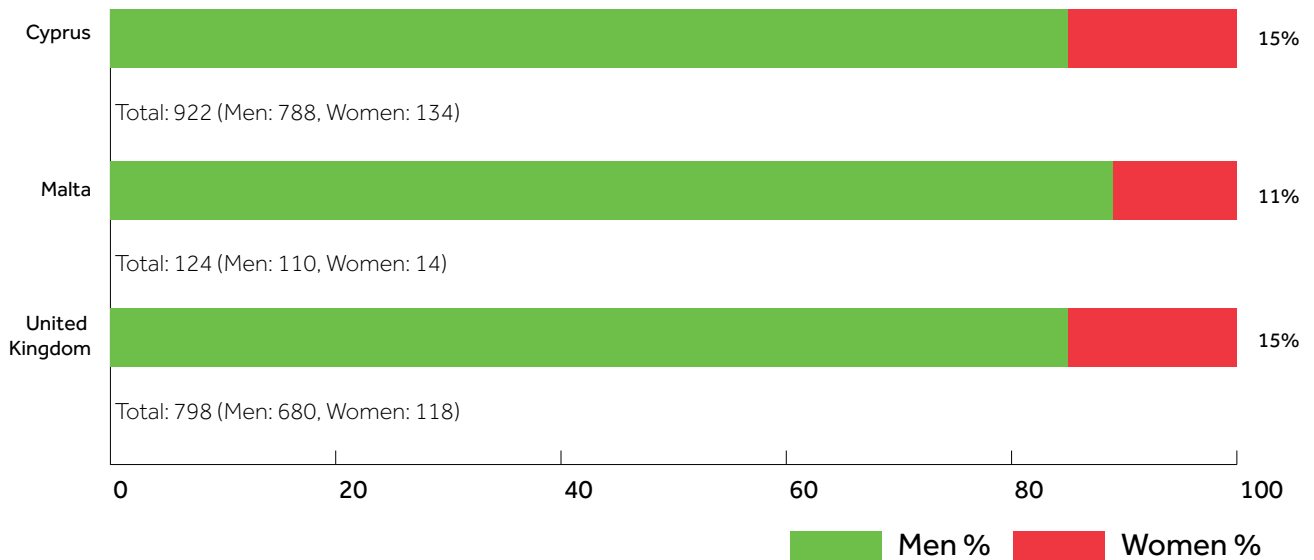


Data not applicable for Fiji, Kiribati, Papua New Guinea, Samoa, Solomon Islands, Tonga, Tuvalu.

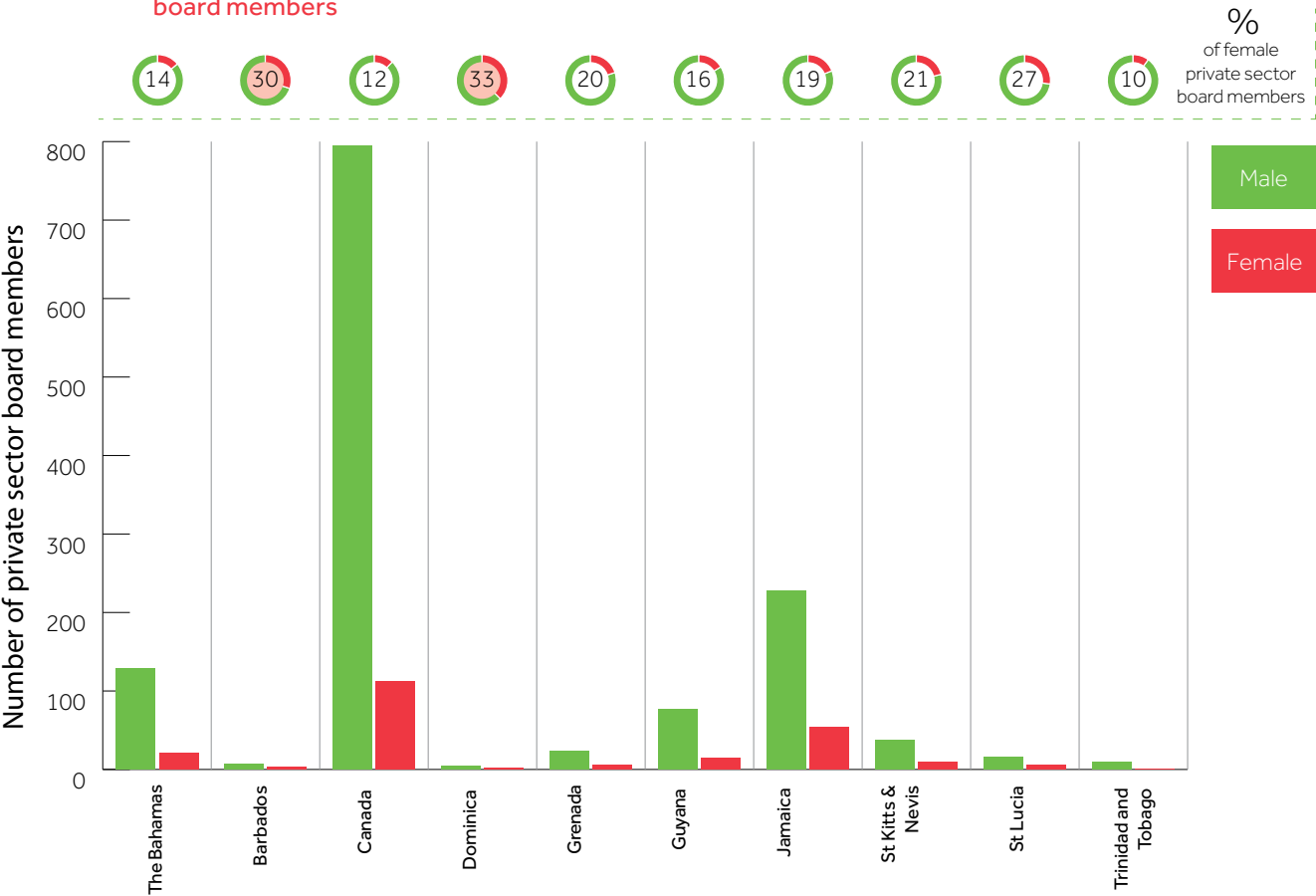
5.e Europe region – total number of male: female private sector board members



5.f Europe region – total number of male: female private sector executive leadership positions

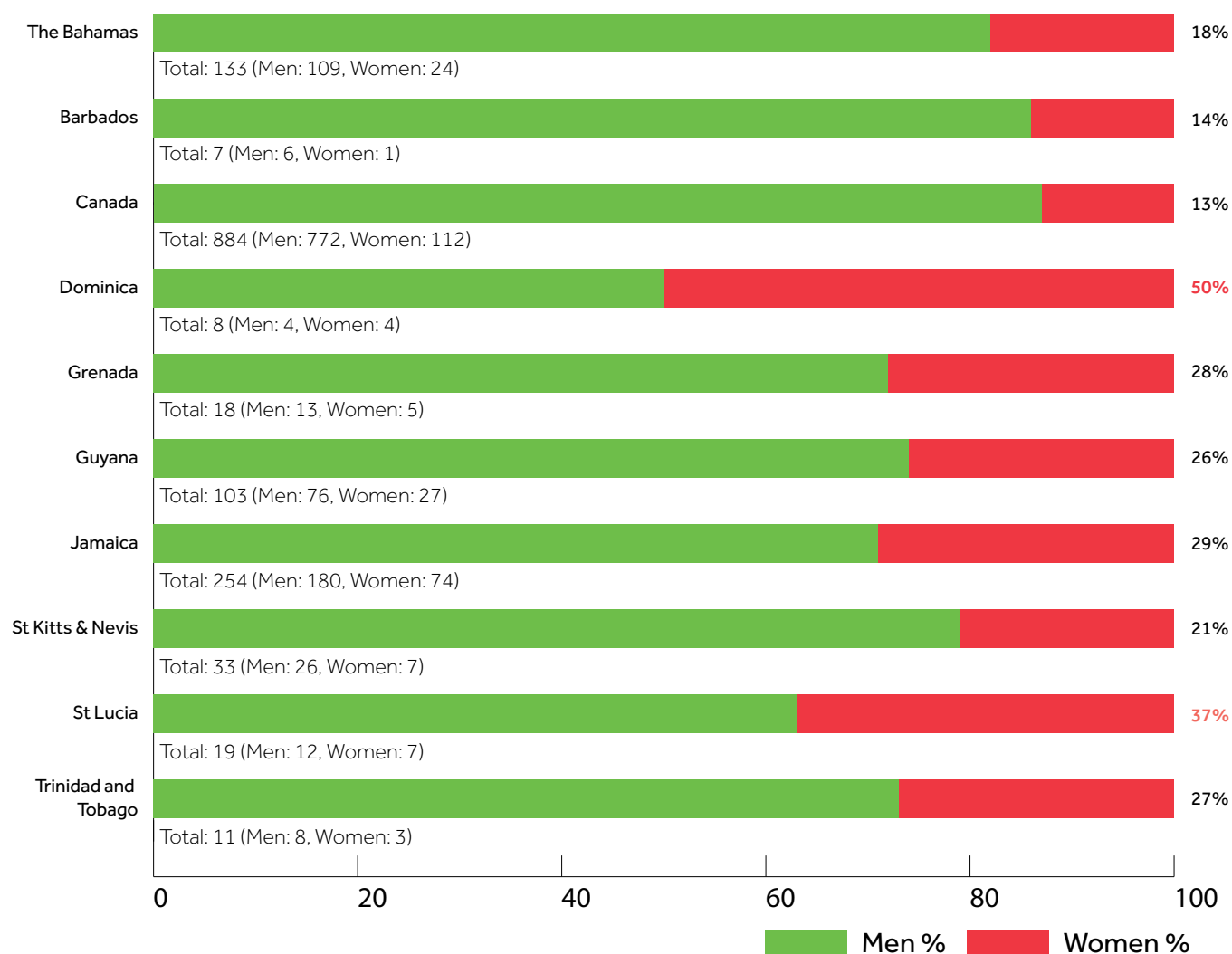


5.g Caribbean and Americas region – total number of male: female private sector board members



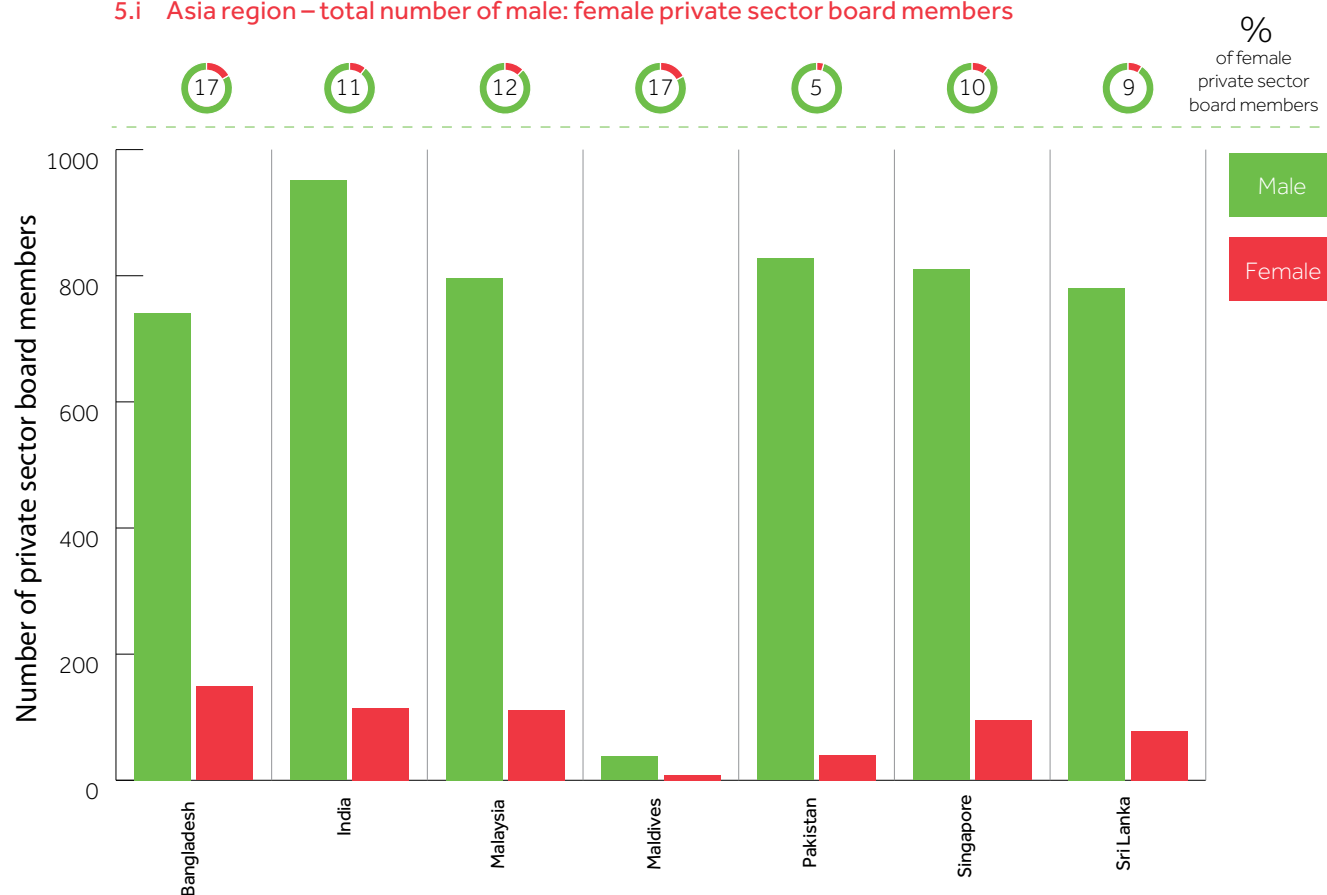
Data not applicable for Antigua and Barbuda, Belize, and St Vincent and the Grenadines.

5.h Caribbean and Americas region – total number of male: female private sector executive leadership



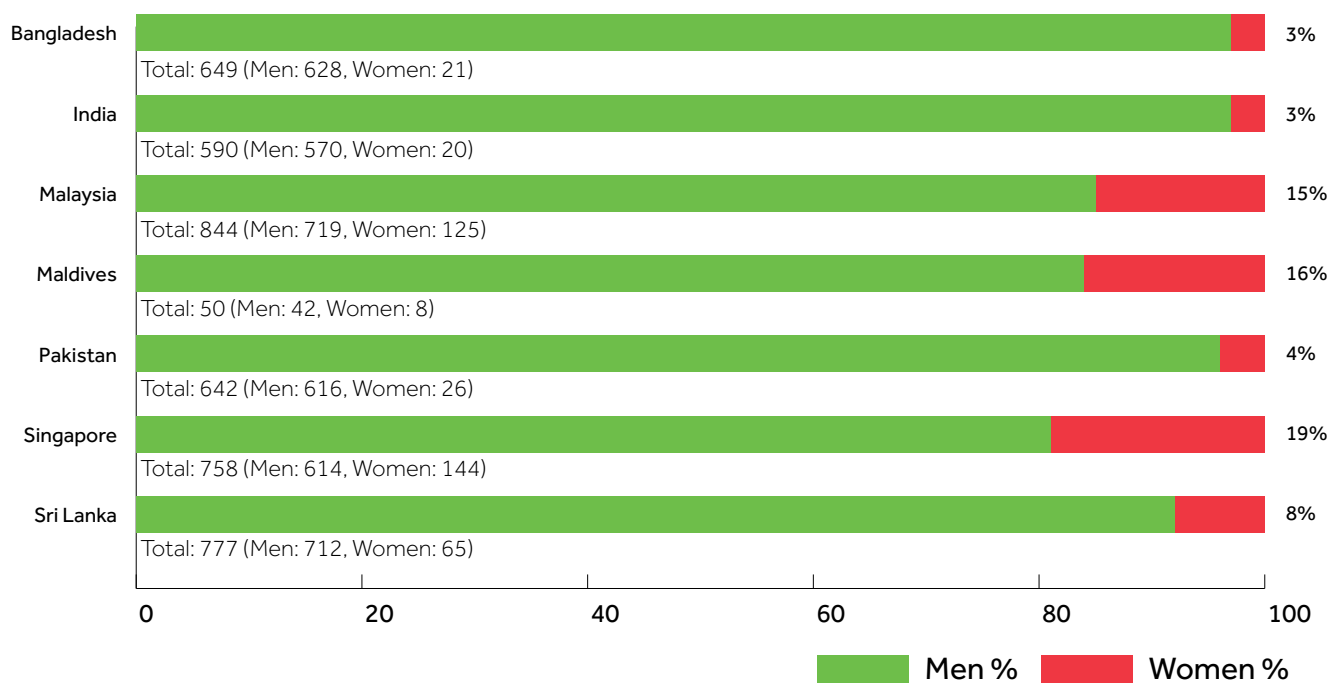
Data not applicable for Antigua & Barbuda, Belize, and St Vincent and the Grenadines.

5.i Asia region – total number of male: female private sector board members



Data not applicable for Brunei-Darussalam.

5.j Asia region – total number of male: female private sector executive leadership



Data not applicable for Brunei-Darussalam.

Annexes

Annex 1:

Political and Civil Service Data Tables

A1a Africa

Country	Total cabinet ministers	Women cabinet ministers	Total deputy ministers	Women deputy ministers	Total permanent secretaries	Women permanent secretaries	Total deputy permanent secretaries	Women deputy permanent secretaries	Total directors/ heads of departments	Women directors/ heads of departments
Botswana	24	5	n/a	n/a	18	3	32	16	113	53
Cameroon	37	5	n/a	n/a	35	6	n/a	n/a	264	27
Ghana	23	7	34	4	23	4	n/a	n/a	DM	DM
Kenya	18	6	n/a	n/a	n/a	n/a	n/a	n/a	26	6
Lesotho	23	5	7	4	26	6	9	5	217	123
Malawi	18	3	2	0	26	DM	DM	DM	DM	DM
Mauritius	19	2	1	0	35	13	69	26	131	76
Mozambique	25	6	14	3	20	6	n/a	n/a	334	103
Namibia	23	5	1	0	21	4	14	7	185	106
Nigeria	40	11	10	4	27	5	n/a	n/a	487	139
Rwanda	31	11	10	2	18	DM	n/a	n/a	69	16
Seychelles	13	3	n/a	n/a	9	3	n/a	n/a	74	33
Sierra Leone	29	2	26	5	DM	DM	DM	DM	DM	DM
South Africa	35	15	38	18	39	7	n/a	n/a	195	75
Swaziland	20	5	1	0	21	4	23	7	DM	DM
Uganda	27	10	38	10	26	5	n/a	n/a	DM	DM
United Republic of Tanzania	20	9	23	6	26	7	28	10	136	36
Zambia	20	4	37	7	DM	DM	DM	DM	DM	DM

Notes: Based on data made available to the research team. Data collected between 1 September 2014 and 20 February 2015.

DM = data were not submitted during the research period; n/a = not applicable.

A1b Asia

Country	Total cabinet ministers	Women cabinet ministers	Total deputy ministers	Women deputy ministers	Total permanent secretaries	Women permanent secretaries	Total deputy permanent secretaries	Women deputy permanent secretaries	Total directors/ heads of departments	Women directors/ heads of departments
Bangladesh	30	2	18	2	38	3	380	72	65	3
Brunei Darussalam	14	0	8	1	26	5	26	2	29	4
India	23	6	22	1	41	7	55	11	168	28
Malaysia	36	2	27	6	22	7	51	6	302	90
Maldives	15	2	48	7	15	3	5	2	DM	DM
Pakistan	21	0	10	2	30	3	66	2	155	22
Singapore	18	1	22	6	20	5	30	6	195	88
Sri Lanka	67	2	40	1	64	12	120	35	340	126

Notes: Based on data made available to the research team. Data collected between 1 September 2014 and 20 February 2015.
DM = data were not submitted during the research period

A1c Europe

Country	Total cabinet ministers	Women cabinet ministers	Total deputy ministers	Women deputy ministers	Total permanent secretaries	Women permanent secretaries	Total deputy permanent secretaries	Women deputy permanent secretaries	Total directors/ heads of departments	Women directors/ heads of departments
Cyprus	11	1	0	0	11	3	n/a	n/a	71	21
Malta	14	1	1	0	14	3	n/a	n/a	137	33
United Kingdom	21	5	n/a	n/a	37	8	n/a	n/a	91	32

Notes: Based on data made available to the research team. Data collected between 1 September 2014 and 20 February 2015.
n/a = not applicable

A1d The Pacific

Country	Total cabinet ministers	Women cabinet ministers	Total deputy ministers	Women deputy ministers	Total permanent secretaries	Women permanent secretaries	Total deputy permanent secretaries	Women deputy permanent secretaries	Total directors/heads of departments	Women directors/heads of departments
Australia	19	1	10	4	22	5	57	27	250	99
Fiji	20	4	n/a	n/a	24	5	30	4	122	37
Kiribati	13	2	n/a	n/a	14	7	14	9	112	45
Nauru	6	1	DM	DM	DM	DM	DM	DM	DM	DM
New Zealand	20	5	5	2	13	3	53	25	72	36
Papua New Guinea	33	1	n/a	n/a	DM	DM	DM	DM	DM	DM
Samoa	15	1	22	1	n/a	n/a	n/a	n/a	15	4
Solomon Islands	24	0	n/a	n/a	24	6	DM	DM	DM	DM
Tonga	12	1	n/a	n/a	n/a	n/a	n/a	n/a	14	5
Tuvalu	9	0	n/a	n/a	DM	DM	DM	DM	DM	DM
Vanuatu	14	0	n/a	n/a	DM	DM	DM	DM	DM	DM

Notes: Based on data made available to the research team. Data collected between 1 September 2014 and 20 February 2015.

DM = data were not submitted during the research period; n/a = not applicable

A1e Caribbean and Americas

Country	Total cabinet ministers	Women cabinet ministers	Total deputy ministers	Women deputy ministers	Total permanent secretaries	Women permanent secretaries	Total deputy permanent secretaries	Women deputy permanent secretaries	Total directors/heads of departments	Women directors/heads of departments
Antigua and Barbuda	17	1	n/a	n/a	16	11	n/a	n/a	74	9
The Bahamas	15	4	n/a	n/a	21	11	18	14	12	5
Barbados	20	3	n/a	n/a	24	12	23	17	110	51
Belize	20	2	n/a	n/a	16	7	n/a	n/a	64	24
Canada	39	12	n/a	n/a	29	12	n/a	n/a	1129	471
Dominica	15	2	n/a	n/a	15	7	n/a	n/a	73	29
Grenada	14	4	n/a	n/a	22	19	n/a	n/a	DM	DM
Guyana	20	5	n/a	n/a	15	2	n/a	n/a	132	71
Jamaica	20	4	n/a	n/a	16	10	n/a	n/a	738	478
St Kitts and Nevis	11	1	n/a	n/a	19	6	n/a	n/a	73	35
St Lucia	13	2	n/a	n/a	10	3	14	9	195	123
St Vincent and the Grenadines	9	1	n/a	n/a	12	7	n/a	n/a	151	88
Trinidad and Tobago	38	7	n/a	n/a	38	22	40	30	682	396

Notes: Based on data made available to the research team. Data collected between 1 September 2014 and 20 February 2015.

DM = data were not submitted during the research period; n/a = not applicable.

Annex 2:

Public Sector Data Tables (government corporations, parastatals and SOEs)

A2a Africa

Country	Total government corporations	Government corporations with women on board	Total board members	Women board members
Botswana	15	15	145	38
Cameroon	76	7	76	7
Ghana	13	12	121	24
Kenya	201	122	972	268
Lesotho	6	6	41	14
Malawi	17	DM	122	DM
Mauritius	45	32	390	77
Mozambique	DM	DM	DM	DM
Namibia	32	29	201	69
Nigeria	23	14	218	26
Rwanda	13	4	30	9
Seychelles	30	30	241	109
Sierra Leone	22	DM	DM	DM
South Africa	28	28	389	130
Swaziland	23	15	142	34
Uganda	15	9	71	22
United Republic of Tanzania	24	DM	182	55
Zambia	7	DM	DM	DM

Notes: Based on data made available to the research team. Data collected between 1 September 2014 and 20 February 2015.

DM = data were not submitted during the research period.

A2b Asia

Country	Total government corporations	Government corporations with women on board	Total board members	Women board members
Bangladesh	DM	DM	DM	DM
Brunei-Darussalam	8	3	31	3
India	78	36	652	54
Malaysia	44	33	355	58
Maldives	41	10	137	13
Pakistan	93	21	611	33
Singapore	n/a	n/a	n/a	n/a
Sri Lanka	19	5	38	3

Notes: Based on data made available to the research team. Data collected between 1 September 2014 and 20 February 2015.

DM = data were not submitted during the research period; n/a = not applicable.

A2c Europe

Country	Total government corporations	Government corporations with women on board	Total board members	Women board members
Cyprus	14	11	128	16
Malta	24	22	171	35
United Kingdom	182	160	1836	491

Notes: Based on data made available to the research team. Data collected between 1 September 2014 and 20 February 2015.

DM = data were not submitted during the research period; n/a = not applicable.

A2d The Pacific

Country	Total government corporations	Government corporations with women on board	Total board members	Women board members
Australia	7	7	49	21
Fiji	99	53	546	123
Kiribati	12	DM	68	9
Nauru	DM	DM	DM	DM
New Zealand	23	22	158	58
Papua New Guinea	10	4	31	5
Samoa	11	4	62	6
Solomon Islands	8	1	18	1
Tonga	14	8	60	14
Tuvalu	7	DM	DM	DM
Vanuatu	DM	DM	DM	DM

Notes: Based on data made available to the research team. Data collected between 1 September 2014 and 20 February 2015.

DM = data were not submitted during the research period; n/a = not applicable.

A2e Caribbean and Americas

Country	Total government corporations	Government corporations with women on board	Total board members	Women board members
Antigua and Barbuda	14	12	111	43
The Bahamas	20	16	147	45
Barbados	12	4	72	10
Belize	19	19	181	60
Canada	DM	DM	411	118
Dominica	19	14	157	48
Grenada	19	5	44	8
Guyana	DM	DM	DM	DM
Jamaica	67	62	599	175
St Kitts and Nevis	10	10	72	20
St Lucia	13	11	98	25
St Vincent and the Grenadines	4	2	36	3
Trinidad and Tobago	43	40	376	107

Notes: Based on data made available to the research team. Data collected between 1 September 2014 and 20 February 2015.

DM = data were not submitted during the research period; n/a = not applicable.

Annex 3

Private Sector Data Tables

A3a Africa

Country	Total number of listed companies (or top 100)	Number of companies with women on board	Total board members	Women board members	Total executive leadership	Women executive leadership
Botswana	22	14	107	27	98	36
Cameroon	3	0	16	0	14	0
Ghana	34	27	243	49	187	30
Kenya	61	42	493	91	424	78
Lesotho	n/a	n/a	n/a	n/a	n/a	n/a
Malawi	14	8	93	18	85	18
Mauritius	40	19	363	24	301	24
Mozambique	3	1	23	1	17	0
Namibia	32	22	314	53	201	27
Nigeria	183	101	1,626	158	1,286	191
Rwanda	5	5	44	14	41	7
Seychelles	4	1	17	1	17	4
Sierra Leone	1	1	7	1	8	1
South Africa	100	82	1,130	200	622	89
Swaziland	5	2	44	3	39	4
Uganda	14	10	129	22	121	26
United Republic of Tanzania	14	11	107	18	109	12
Zambia	19	17	126	29	139	24

Notes: Based on data made available to the research team. Data collected between 1 September 2014 and 20 February 2015.

n/a = not applicable.

A3b Asia

Country	Total number of listed companies (or top 100)	Number of companies with women on board	Total board members	Women board members	Total executive leadership	Women executive leadership
Bangladesh	100	67	890	149	649	21
Brunei Darussalam	n/a	n/a	n/a	n/a	n/a	n/a
India	100	83	1,066	115	590	20
Malaysia	100	66	907	111	844	125
Maldives	7	4	46	8	50	8
Pakistan	100	27	867	40	642	26
Singapore	100	72	905	95	758	144
Sri Lanka	100	55	859	78	777	65

Notes: Based on data made available to the research team. Data collected between 1 September 2014 and 20 February 2015.

n/a = not applicable.

A3c Europe

Country	Total number of listed companies (or top 100)	Number of companies with women on board	Total board members	Women board members	Total executive leadership	Women executive leadership
Cyprus	102	40	610	68	922	134
Malta	22	5	169	10	124	14
United Kingdom	100	100	1,121	254	798	118

Notes: Based on data made available to the research team. Data collected between 1 September 2014 and 20 February 2015.

A3d The Pacific

Country	Total number of listed companies (or top 100)	Number of companies with women on board	Total board members	Women board members	Total executive leadership	Women executive leadership
Australia	100	93	829	181	876	132
Fiji	n/a	n/a	n/a	n/a	n/a	n/a
Kiribati	n/a	n/a	n/a	n/a	n/a	n/a
Nauru	50	41	343	72	384	55
New Zealand	18	7	109	7	94	3
Papua New Guinea	n/a	n/a	n/a	n/a	n/a	n/a
Samoa	n/a	n/a	n/a	n/a	n/a	n/a
Solomon Islands	n/a	n/a	n/a	n/a	n/a	n/a
Tonga	n/a	n/a	n/a	n/a	n/a	n/a
Tuvalu	n/a	n/a	n/a	n/a	n/a	n/a
Vanuatu	100	93	829	181	876	132

Notes: Based on data made available to the research team. Data collected between 1 September 2014 and 20 February 2015.

n/a = not applicable.

A3e Caribbean and Americas

Country	Total number of listed companies (or top 100)	Number of companies with women on board	Total board members	Women board members	Total executive leadership	Women executive leadership
Antigua and Barbuda	n/a	n/a	n/a	n/a	n/a	n/a
The Bahamas	20	14	150	21	133	24
Barbados	1	1	10	3	7	1
Belize	n/a	n/a	n/a	n/a	n/a	n/a
Canada	100	55	907	112	884	112
Dominica	1	1	6	2	8	4
Grenada	3	2	30	6	18	5
Guyana	14	6	92	15	103	27
Jamaica	31	29	282	54	254	74
St Kitts and Nevis	5	5	47	10	33	7
St Lucia	2	2	22	6	19	7
St Vincent and the Grenadines	n/a	n/a	n/a	n/a	n/a	n/a
Trinidad and Tobago	1	1	10	1	11	3

Notes: Based on data made available to the research team. Data collected between 1 September 2014 and 20 February 2015.

n/a = not applicable.

Annex 4

Overview of legislation/ self-regulation in Commonwealth countries

	Legislation regarding quotas	Voluntary or self-regulation targets
Australia		<p>Companies listed on the Australian Securities Exchange are required to (Deloitte, 2013):</p> <ul style="list-style-type: none"> • Adopt and publicly disclose a diversity policy. • Establish measurable objectives for achieving gender diversity, and assess annually. • In each annual report, disclose the proportion of female employees in the whole organisation, in senior executive positions, and on the board. • Disclose the mix of skills and diversity the board is looking to achieve among members. <p>While compliance with the new recommendations is not mandatory, companies that choose not to comply must provide an explanation in each annual report as to why.</p>
Canada	<p>Proposed legislation: In March 2014, the Boards of Directors Modernization Act was introduced to the Canadian Senate. The Act received a second reading in the Senate in July and was referred to the Standing Senate Committee on Banking, Trade, and Commerce.</p> <p>The Act contains targets for boards of public companies, state-owned enterprises, and certain financial institutions to comprise at least 40% women and 40% men.</p>	<p>In 2014, the Ontario Securities Commission (OSC) drafted comply-or-explain rules requiring companies listed on the Toronto Stock Exchange (TSX) to disclose policies and targets for female directors.</p> <p>In June 2014, a federal advisory council of business leaders recommended a target level of 30% female board representation within five years, but rejected quotas.</p>
India	<p>In December 2012 Lok Sabha (lower house of the Parliament), passed the Companies Bill, which states that public companies must have at least one woman director (UN New Centre, 2012). Deadline extended to April 2015. Sanctions: fines for non-compliance (Catalyst, 2014b).</p>	

	Legislation regarding quotas	Voluntary or self-regulation targets
Kenya	N/A	Voluntary target 24% by 2017; spearheaded by Industry & Capital Markets Authority (Kenya Daily Mail, 2014).
Malawi	N/A	2011 Corporate Governance Code states the selection process for the appointment of new board members may also consider appropriate diversity of gender and/or social and economic background (Catalyst, 2014c).
Malaysia	June 2011 Cabinet approved female 30% quota policy for corporate companies in decision-making positions in the private sector (The Star, 2011). Women must comprise 30% of boards and senior management positions of these companies with more than 250 employees by 2016 (Credit Suisse 2012).	
New Zealand		<p>Diversity Listing Rule states companies are required:</p> <ul style="list-style-type: none"> • To disclose in annual reports the gender composition of board, senior management team and any subsidiary board; • To receive a statement from the board of the issuer providing evaluation of the issuer's performance with respect to its diversity policy (if applicable).
Nigeria	N/A	2011 Code of Corporate Governance (Securities & Exchange Commission) section 4(1) states: 'The Board . . . be composed in such a way as to ensure diversity of experience without compromising independence, compatibility, integrity and availability of members to attend meetings. The criteria for the selection of directors should be defined to reflect the existing Board's strengths and weaknesses, required skill and experience, its current age range, and gender composition (Nigerian Observatory on Corporate Governance, 2014).

	Legislation regarding quotas	Voluntary or self-regulation targets
Singapore		Board Agender from SCWO launched a register in 2011 to facilitate the advancement of more women into senior leadership roles and board positions. Creating 100 Board Agender champions from the corporate field.
South Africa	The Women Empowerment and Gender Equality Bill (2012), provision 11	'All entities must within their ambit of responsibilities develop measures to achieve at least 50 percent representation and meaningful participation of women in decision-making structures.'
United Kingdom		Government set voluntary targets of 25% to be reached by April 2015.

The Commonwealth Secretariat welcomes any additional data to be provided from Commonwealth countries where data is missing or has changed.

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