

# Roadmap to 50x50 Power and Parity in Women's Leadership





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Photo courtesy of: Women in Public Service Project  
Women In Public Service Project (WPSP) Director Gwen K. Young  
addresses the audience at the WPSP 5 year luncheon.



THE  
WOMEN  
IN PUBLIC  
SERVICE  
PROJECT

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## ABOUT THE GLOBAL WOMEN'S LEADERSHIP INITIATIVE

The Global Women's Leadership Initiative (GWLI) at the Wilson Center is a unique platform for promoting enduring balance and parity in leadership roles to transform systems and institutions, build lasting networks between current and emerging leaders, raise the profile of critical issues across all sectors, and advance inclusive policies and research.

The Global Women's Leadership Initiative is unique in that it is committed to a truly global partnership aimed at reaching equality in women's participation in leadership and decision-making positions across the world. The GWLI's network is distinguished by its unparalleled scope, reach, and substance. It currently engages an ever-growing assembly of stakeholders and leaders at the highest levels of decision making in all sectors dedicated to driving parity globally.

## ABOUT THE WOMEN IN PUBLIC SERVICE PROJECT

The Women in Public Service Project (WPSP) is the flagship program of the Global Women's Leadership Initiative at the Wilson Center. The WPSP accelerates global progress towards women's equal participation in policy and political leadership to create more dynamic and inclusive institutions that leverage the full potential of the world's population to change the way global solutions are forged. The WPSP is committed to a new global partnership aimed at reaching the ambitious goal of "50x50": women holding 50% of policy and political leadership positions - worldwide - by 2050.

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## ABOUT UNDP GEPA

United Nations Development Programme (UNDP) aims to increase women's participation and leadership in public institutions in line with the Sustainable Development Goals (SDGs) particularly SDG5 (gender equality) and SDG16 (peace, justice and strong institutions) through their work to ensure Gender Equality in Public Administration (GEPA). Specifically, UNDP works to support data collection, analysis, and research on women's under-representation in public administration; and supports countries to design and implement policies that will ultimately contribute to a future where boys and girls have equal opportunities that can influence their individual development and that of their communities and societies.



**WORLD LEADERS  
AND PARLIAMENTS:  
50-50 NOW!**



**WOMEN**

Photo courtesy of: UN Women/J Carrier

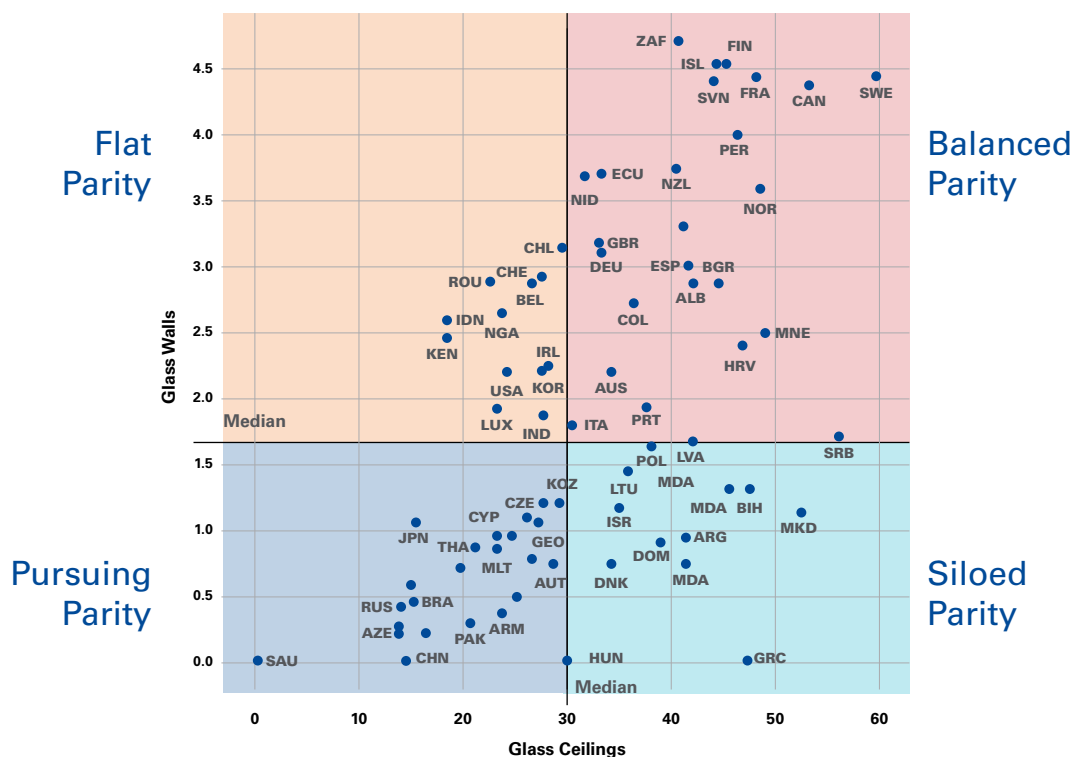
## EXECUTIVE SUMMARY

The **Roadmap to 50x50: Power and Parity in Women’s Leadership** report (50x50 Report) highlights the findings of the Global Women’s Leadership Initiative Index and leverages it to reveal barriers and opportunities for women’s leadership around the world. As such, the 50x50 Report is a critical tool to drive institutional and systemic change. The 50x50 Report illustrates a roadmap to balanced parity, looking at both glass ceilings (the number of women in leadership) and glass walls (women’s leadership across policy functions).

The Leadership Index provides a country-by-country snapshot of where women are in governments across the globe, how they got there and how much power they wield. Drawing from nearly 100 indicators across 75 countries and five sectors of government, the Leadership Index provides a framework, measures and reports on global progress towards achieving equal participation in public service leadership and highlights the tools to best advance those objectives. The Leadership Index is an iterative tool designed to grow over time.

By using nearly 100 indicators to measure the 3 P’s to Parity (Pathways, Positions, and Power), the Leadership Index resulted in scores that categorized countries into one of four distinct groups: Balanced Parity, Flat Parity, Siloed Parity and Pursuing Parity. The Balancing Leadership Chart shows where women are in government by looking at two dimensions: how high in leadership positions women have been able to rise (“glass ceilings”), and whether or not women are found in leadership across various types of functions (“glass walls”).

**The Balancing Leadership Chart**



- 1) Balanced Parity Countries:** women can be found in all types of positions at the highest levels and across policy functions. Balanced Parity countries include most Scandinavian countries, as well as Canada, France, Peru, Iceland, South Africa and Uruguay.
- 3) Flat Parity Countries:** women are lacking in the highest positions of leadership but are making gains across policy functions. Flat Parity countries include South Korea, the United States, India, and Romania.
- 2) Siloed Parity Countries:** women hold positions of leadership, but tend to remain in traditionally feminized functions (primarily social-cultural functions). Siloed Parity countries include Macedonia, Israel, Greece, the Philippines, and Argentina.
- 4) Pursuing Parity Countries:** women have the largest opportunities to rise to leadership and break through to new functions. Pursuing Parity countries include China, Saudi Arabia, Russia, Brazil, and Azerbaijan.

Each of these categories offers a unique set of insights about what works to get women into leadership and how we can reach gender parity in policy and political leadership.

## The Leadership Index Has Six Key Takeaways

### 1. Pathways: Education of all types matters

The Leadership Index confirms that all types of education are important for getting women into leadership positions worldwide: both formal and informal. For Balanced Parity countries, it is formal education that gets results for women's leadership. For the remainder of the countries, vocational skills and literacy matter more for women entering leadership positions than high levels of formal education.

### 2. Pathways: Part-time work opens paths for women's leadership

Part-time work arrangements enable more women to lead. The Leadership Index found that part-time work is correlated with leadership positions for women for all 75 countries in the Leadership Index supporting the premise that part-time work options do indeed facilitate women's passage to positions of leadership. This means women who work part-time can be on a solid trajectory towards leadership.

### 3. Positions: Public administration is the starting point

Drawing on brand new data provided by UNDP GEPA, the Leadership Index can assert that public administration is the sector of government closest to achieving 50x50. In fact, women hold 37.6% of decision-making positions in public administration.

**4. Power: Glass walls exist and breaking through them can help us reach the goal of 50x50**

Breaking through barriers to leadership across decision-making functions can help lead the way to full gender parity. The Leadership Index finds that, globally, women are twice as likely to lead in the more traditionally ‘feminized’ functions, namely socio-cultural ministries such as health, education, and family and youth, than any other type of function. As such, women are half as likely to serve in basic function positions such as defense or justice, infrastructure ministries such as energy, transport, or communications and even less likely to lead economy ministries such as trade or agriculture.

**5. Power: Public perception matters most**

Women are more likely to hold diverse leadership positions when the public feels women make good leaders. Public perception is the number one factor enabling women to attain and be able to wield power in leadership positions. Globally, public perception has the strongest relationship to women rising to leadership positions, statistically significant at 5%.

**6. Power: Women in power is linked to good governance**

Globally, the Leadership Index has identified that good governance is a strong predictor of where women can be found in leadership positions, supporting assertions that societies which benefit from good governance are ripe for getting more women in high-ranking leadership positions.<sup>i</sup> In fact, good governance is a better predictor of women in leadership positions for the countries represented in the Leadership Index than other factors.



*The Women in Public Service Project is pursuing the ambitious mission of “50 by 50”: women holding 50% of policy and political leadership positions – worldwide – by 2050.*



Photo courtesy of: UN Women

# PART I

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## ABOUT THE GLOBAL WOMEN'S LEADERSHIP INITIATIVE INDEX

The Women in Public Service Project (WPSP) is spearheading a global effort to build the evidence base for women's leadership through a data platform with key indicators on women's leadership from over 195 countries and territories. The Global Women's Leadership Initiative Index (The Leadership Index) is part of a global resource portal connecting stakeholders with the necessary tools to accelerate global progress towards women's equal participation in policy and political leadership, with the end goal "50x50": women holding 50% of policy and political leadership positions by 2050.

Specifically, the Leadership Index seeks to accelerate progress toward gender parity in policy and political leadership by:

- Establishing the evidence base for where women are in leadership around the world.
- Analyzing barriers and opportunities for women pursuing policy and political leadership positions and having a voice in key decision-making roles globally.
- Empowering stakeholders to understand what policy changes can affect parity scores overall in their countries.
- Identifying critical gaps in the data and accelerating efforts to fill these gaps.

## THE 3 P'S TO PARITY: PATHWAYS, POSITIONS, POWER

### **The Framework—the 3 Pillars to Parity**

The Leadership Index is designed to get a systems-level view of the state of women's leadership across government sectors and levels throughout the globe. The Leadership Index relies on a multi-faceted framework that addresses the ecosystem at large to capture the nuanced reality of parity in the public sector. To achieve this, publicly available data was used to measure three pillars ("3 P's") that enable women to realize parity in high-level government positions across sectors.

The 3 P's to Parity are Pathways, Positions and Power.



## Pillar One: Pathways

*How do women arrive to positions of power?*

The Pathways pillar examines the structural factors that either pave the route for women to attain positions of leadership or act as roadblocks women to reaching these positions. In particular, the Pathways pillar takes stock of the policies, practices, institutions, and dynamics that shape women's access to leadership positions. This pillar draws on indicators that measure three clusters: *skills attainment* (i.e. level of education and literacy rate), *access to labor markets* (i.e. employment rates, length of maternity leave, legislation on sexual harassment in the workplace and female share of seats in large publicly traded companies) and *access to the public sector* (i.e. quotas for women representatives in elections, the percentage of women candidates in major parties, and the presence of an equality clause in the constitution). Pathways helps us to understand and identify what obstacles present the most persistent barriers, and recognize the successful policies, skills and practices that enable women to attain leadership positions.

### Skills Attainment\*

#### Formal Skills:

- What is the male/female ratio of out of school children at the primary level?
- What is the male/female ratio of secondary and higher education attainment (at least a B.A.) for 25+?

#### Informal Skills:

- What is the male/female literacy rate?
- What is the percentage of females in vocational education?

\* Indicators include some of the above.



## Access to Labor Markets\*

### Participation:

- What is the employment rate for women?
- What is the employment rate for females in agriculture, industry and services sectors?

### Protection:

- Is there law mandating equal remuneration for work?
- Is there law mandating non-discrimination hiring practices?
- Is there legislation on sexual harassment in the workplace?

### Parental Benefits:

- What is the length of paid maternity and paternity leave?
- Does the government support/provide childcare services?

### Leadership and Entrepreneurship:

- What is the time required for females to start up a business?
- What are the start-up procedures required to register a business?

\* Indicators include some of the above.

## Access to Public Sector\*

### Rights:

- How many years has it been since women received voting rights?
- Does the constitution contain an equality clause?

### Quotas:

- What are the quotas for female representatives on candidate lists in national and local elections?
- Are there legal sanctions for non-compliance of quotas in lower and upper houses?

### Parties and Candidates:

- What is the percentage of female leaders and deputy leaders in major parties?
- What is the percentage of women candidates in parliamentary elections?

\* Indicators include some of the above.

## Pillar Two: Positions

*What types of positions do women hold across sectors and throughout levels of government?*

The Positions pillar measures the descriptive representation,<sup>ii</sup> in this case, the proportion of leaders who are women. The Leadership Index examines women's representation in the executive, legislative, judiciary, public administration, and national security branches across national and subnational levels. Importantly, national and subnational representation were weighted equally in the Leadership Index in an effort to get a more comprehensive picture of what women's leadership looks like in each country.

To address the fact that governments are organized differently at both global and local levels, making it difficult to create a consistent and comparable aggregate list of what positions qualify as leadership, the Leadership index adapted and utilized the European Commission's (EC) BEIS methodology<sup>iii</sup> as a guiding framework. The BEIS typology categorizes ministers and ministries by fields of actions—Basic functions, Economy, Infrastructure and Socio-cultural functions (BEIS).

The unique challenge of this pillar was identifying which positions qualified as leadership positions and which did not. To identify and quantify what constituted a position of leadership, we looked at two types of positions of leadership: positions with formal authority and positions that held membership in decision-making units.<sup>iv</sup> Positions having formal authority refer to positions that have decision-making power because of where they are situated within a hierarchical organization (i.e. number of women heads of state). Heads of state are at the top of the hierarchical government totem pole which, by the very nature of that rank, grant them formal authority. Positions with membership in decision-making units are considered leadership positions because the overall group to which they belong has access to a large number of resources and influence. In this vein, the Leadership Index classifies the percentage of women in the armed forces as such because the armed forces as an entity has considerable influence over directing national policies.

### Executive

- What is the number of women heads of state to date?
- What is the percentage of women in ministerial positions?

### Legislative

- What is the percentage of women in upper and lower houses of parliament?
- What is the percentage of women in state/regional assemblies?

### Judiciary

- What is the percentage of women Supreme Court justices?
- Is the chief justice a woman?

### Public Administration

- What is the percentage of women in civil service?
- What is the percentage of women in decision-making in the civil service?

### Security

- What is the percentage of women in the national police force?
- What is the percentage of women in the armed forces?
- What is the number of female defense ministers having served?



### Formal Powers\*

- Does the executive have veto powers?
- Is the party of a female executive in control of the legislative body?
- What is the average term length of a woman head of state?

### Governance\*

- How effective is the government?
- To what extent is the rule of law enforced?
- What is the likelihood of political instability and/or politically-motivated violence?
- To what extent is corruption under control?

\* Indicators include some of the above.

### Public Perception\*

What percentage of the population think that...

- Men make better political leaders than women?
- Men make better business executives than women do?
- University education is more important for males than females?
- When jobs are scarce, men have more right to a job than women?

### Glass Walls\*

- What is the percentage of women ministers heading: basic function ministries, economy ministries, infrastructure ministries and socio-cultural ministries?

## Pillar Three: Power

### *What power do women hold?*

It is not enough to achieve parity if women hold half of the positions but effectively hold less than half of the power. This pillar is designed to look at the challenges that women face once they have reached a level of leadership. If a single gender consistently holds positions that wield more power by having larger budgets, setting agendas or playing a role in creating or vetoing legislation, then we cannot say that gender parity is achieved.

By understanding the definition of power as the capacity to exert influence, the Power pillar measures the powers of women holding leadership positions across sectors of government.<sup>v</sup> The Power pillar examines the capacity to influence by utilizing indicators that measure formal powers, public perception, “glass walls” and governance. Formal powers measures the formal structures in place that define a powerful position. This includes legislative and veto power and the average term length of a female head of state. These measures of power are fundamental as they capture the reach of a woman’s decision-making power in a leadership position. However,

formal powers are meaningful only if other contextual factors such as public perception, glass walls and governance are also present.

Public perception is a key element to the Power pillar because it measures how the public views women as agents of power: does society give the same weight to both men and women's perspectives in the political sphere? Lack of public buy-in for women leaders impacts their ability to enact formal power effectively. The more society favors and supports women leaders, the greater their power in leadership positions.

The Power pillar also measures the extent of glass walls (women's representation across policy functions) as a determining factor of women's power in leadership positions cross-functionally. For instance: do women only have influence in traditionally feminized functions (including health and education ministries or women's cabinets) or do they have representation in a multitude of sectors, particularly those with large budgets and greater influence over policy? Women have more power in societies where they are not only able to participate in policy discussions across sector and function, but also where they have decision-making capacity. Power is defined as access to all branches of government and all functions: finance, defense, infrastructure as well as health and education which is measured by percentages of women heading each respective ministry.

The last component of the Power pillar is governance, which directly affects the extent of women's influence in leadership positions. Governance measures the degree to which systems allow a woman to exert power by analyzing indicators such as the effectiveness of the government, political stability and control over corruption. Where governance is strong, women's participation in politics and government is greater. The Sustainable Development Goals advocate for building accountable, effective and inclusive institutions for precisely this reason—to ensure justice, promote equality and to instill trust and faith in government.



Photo courtesy of: Concordia

The Honorable Jane Harman speaking at Concordia with IMF Director Christine Lagarde.



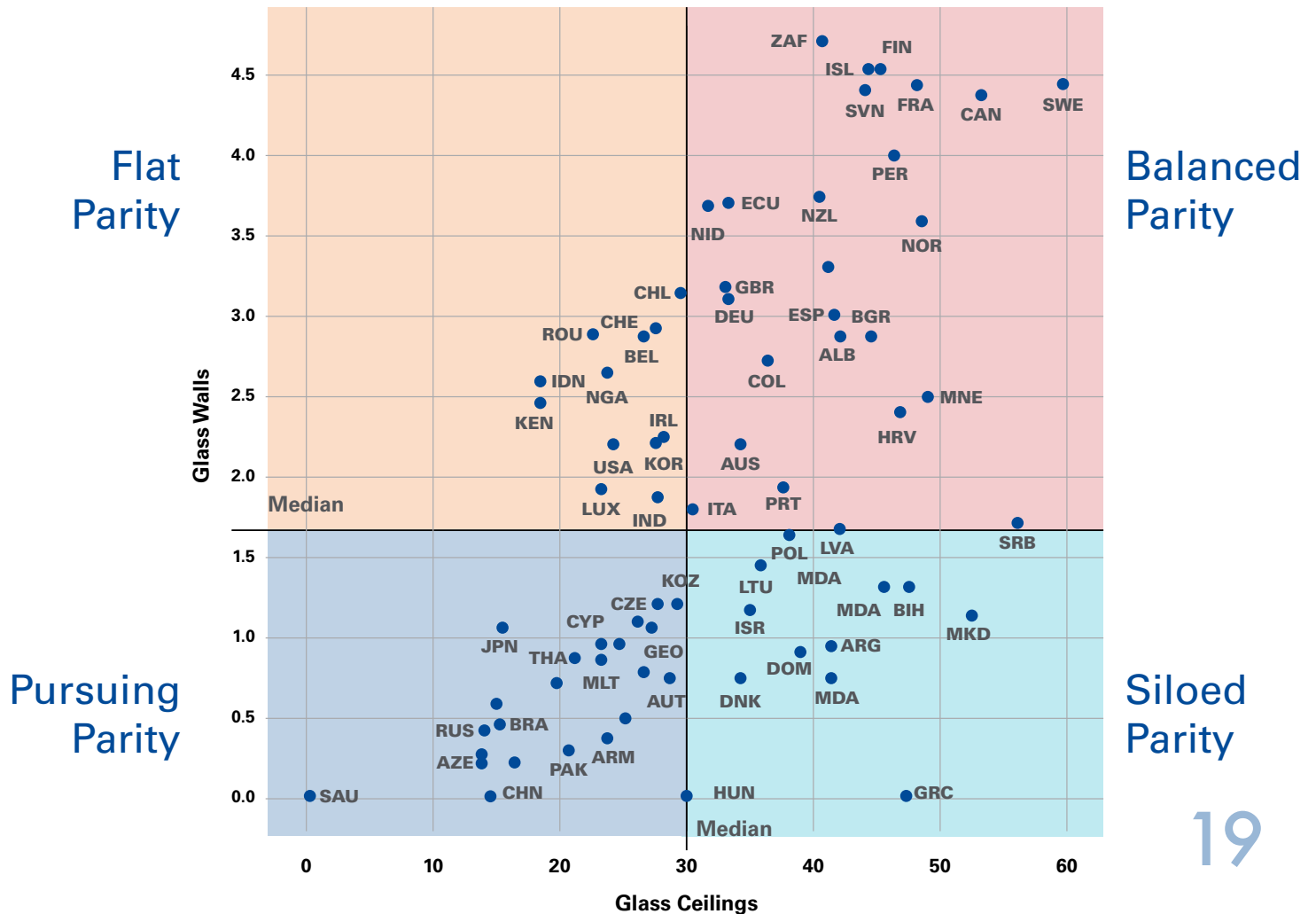
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# PART II

## AN INNOVATIVE VISION OF BALANCED LEADERSHIP

The Balancing Leadership chart gives us four distinct types of countries that answer the question of where women are in the public sector: Balanced Parity, Siloed Parity, Flat Parity and Pursuing Parity. In this chart, the “glass walls” score (which captures the breadth of leadership positions women hold across functions) spans the vertical axis and is laid out against the “glass ceilings” score (a measure for how many women are at the highest-ranking positions in leadership) shown along the horizontal axis.

### The Balancing Leadership Chart



**Balanced Parity** - *True parity means balancing both glass walls and glass ceilings.* Balanced countries are making remarkable and tangible progress towards the goal of gender parity. While none of these countries have attained total parity in the public sector, women serve in positions of leadership, and often break through sectors to serve in various capacities across functions from health to finance to defense. Scandinavian countries, for the most part, fall into this category. Canada, France, Peru, Iceland, South Africa and Uruguay are also Balanced countries.

**Flat Parity** – *Parity exists across sectors in low-level positions; women have broken through glass walls, but not glass ceilings.* Flat countries do not score well when it comes to women leaders: few women hold high positions of leadership. However, Flat countries do see the few leaders serve in various capacities across sectors and functions. Women are represented across sectors of government and functions and are not confined to traditionally feminized roles. However, women do not rise to leadership positions. Countries that fall into this group include South Korea, U.S.A., Kenya, India and Romania. Flat Parity countries should look to promoting policies that enable women to break through glass ceilings.

**Siloed Parity** – *Parity only exists in certain sectors; glass walls block representation across sectors and functions in high-ranking positions.* Siloed countries have their share of women in leadership; however, they are likely to be found in traditionally feminized sociocultural functions. Here, we are more likely to see women serving in capacities related to education, health, or families and less likely to see them breaking into other functions of government such as defense or finance that are traditionally held by men. Countries among this group include Macedonia, Israel, Greece, the Philippines and Argentina. Siloed Parity countries should identify ways to achieve representation across sectors and functions.

**Pursuing Parity** – *For some countries, the groundwork still needs to be laid.* Countries that are pursuing parity do not have many women leaders, nor are women able to move beyond more traditional functions and roles. These countries, which include China, Saudi Arabia, Russia, Brazil and Azerbaijan, present the greatest opportunities to improve gender balance in leadership.



Photo courtesy of: UN Women/Ryan Brown



# Balancing Leadership Categories

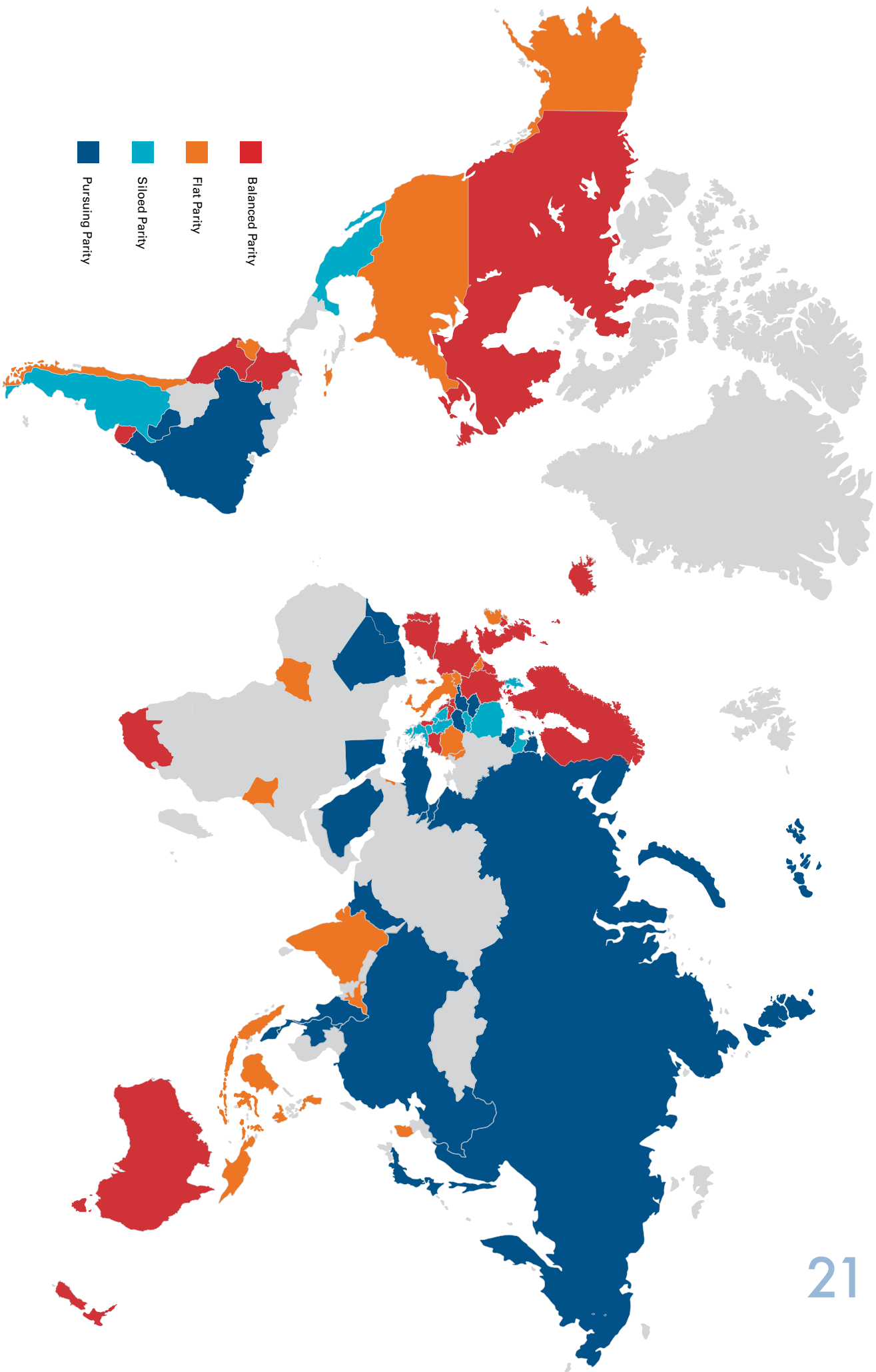




Photo courtesy of: USAID.gov

# PART III

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## THE TAKEAWAYS: GLOBAL INSIGHTS AND IMPLICATIONS FOR WOMEN, GOVERNMENTS AND ORGANIZATIONS

### How the 3 P's Enable Women's Passage to Parity

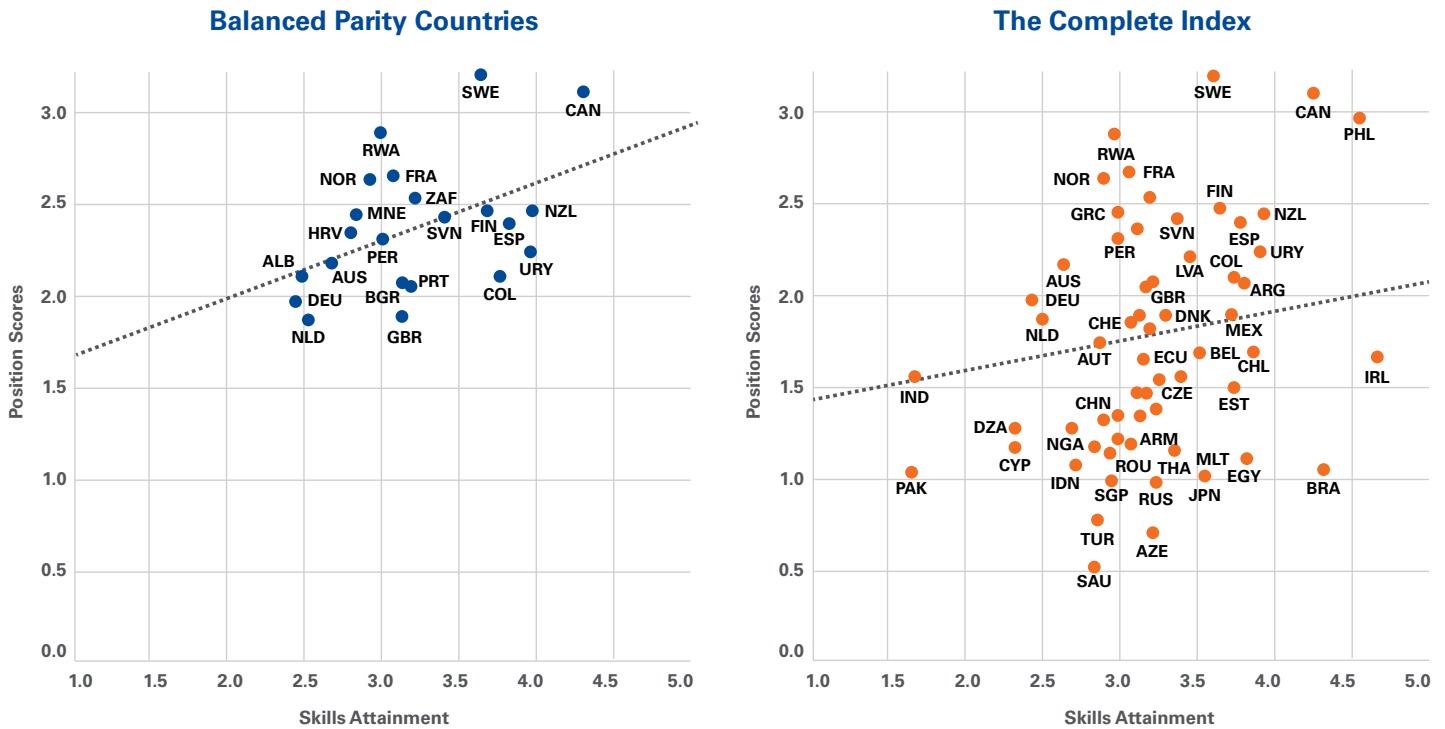
#### Pathways: Education matters to women's leadership

*Education is the most powerful weapon which you can use to change the world. — Nelson Mandela*

Investing in women's and girls' education has been utilized as a policy tool and a development approach aimed to give women a voice and role in decision-making in local and national governments. Investing in girls' and women's education has a direct effect on reducing poverty and leads to improved health outcomes for a woman and her family. Women who are educated join the local labor force and propel the local economic activity, leading to faster economic growth.<sup>vi</sup> As a vast body of evidence has demonstrated, closing the gender gap in education has far-reaching benefits to local communities and society at large.

The Leadership Index confirms that education matters for getting women into leadership positions worldwide. Interestingly, the type of education (formal vs. informal) is contextually specific. For Balanced Parity countries, when the skills attainment cluster was broken down into formal (high school, bachelor's, etc.) and informal skills (literacy and vocational skills), only formal education was strongly correlated with women attaining high-ranking leadership positions (see Figure 1). This confirms that it is indeed formal education that gets results for women's leadership in these countries. This conclusion did not hold true for the remainder of the countries in the Leadership Index – formal education does not lead to leadership positions for Siloed Parity, Flat Parity, and Pursuing Parity countries.

**FIGURE 1: SKILLS AND POSITIONS IN BALANCED PARITY COUNTRIES VS. SKILLS AND POSITIONS IN THE COMPLETE INDEX**



As such, the Leadership Index findings suggest that in certain policy environments, equality in educational attainment is a direct pathway to leadership while in others, it is less straightforward. In Saudi Arabia, for example, the Leadership Index has found that literacy rates for both women and men are similar (above 90%), but there are few women represented in positions of leadership and fewer women entering the workforce as compared to men, even though the gap in educational attainment between the two is quite low. Further exploration of the ecosystems of Balanced Parity countries can help us to understand the factors and conditions necessary for policies to take root and blossom to pave the route for women to arrive in high-level leadership positions. While education is a contributing factor to getting women into leadership positions, it depends on the presence of other supporting factors such as the context and/or policy environment in a country in order to move forward.

The Leadership Index found that once the skills attainment cluster was broken down into formal and informal education, there was a positive and significant relationship between informal skills and leadership positions. This suggests that vocational skills and literacy matter more for women entering

leadership positions than higher levels of education attainment. This discovery suggests that we may need to look more broadly at the type of skills that women need to move into positions of leadership. A recent study in Colombia concluded that vocational training for women led to larger net gains than those found in similar training programs in more developed countries.<sup>vii</sup> These findings suggest that a contextually-sensitive approach and a broader view of how education matters is instrumental in moving women forward in leadership positions.

The Leadership Index also found that women hold more leadership positions in countries where the gap in educational attainment between men and women is the smallest.<sup>viii</sup> This finding indicates that in countries where there is a large gap in educational attainment between men and women, women struggle to get into leadership positions. While perhaps the approach to increasing women's and girls' access to education should be context-specific and consider an array of educational programs, the need to close the education gap is clear. When women and girls do not have the same opportunity to learn as their male peers, be it basic literacy or advanced degrees, they are already less likely to rise to leadership in the public sector.

## Pathways: Part-time work opens paths for women's leadership

*While men and women alike are liberated by the balance that work flexibility affords, women appear to derive greater value from it. —Julie Sweet*

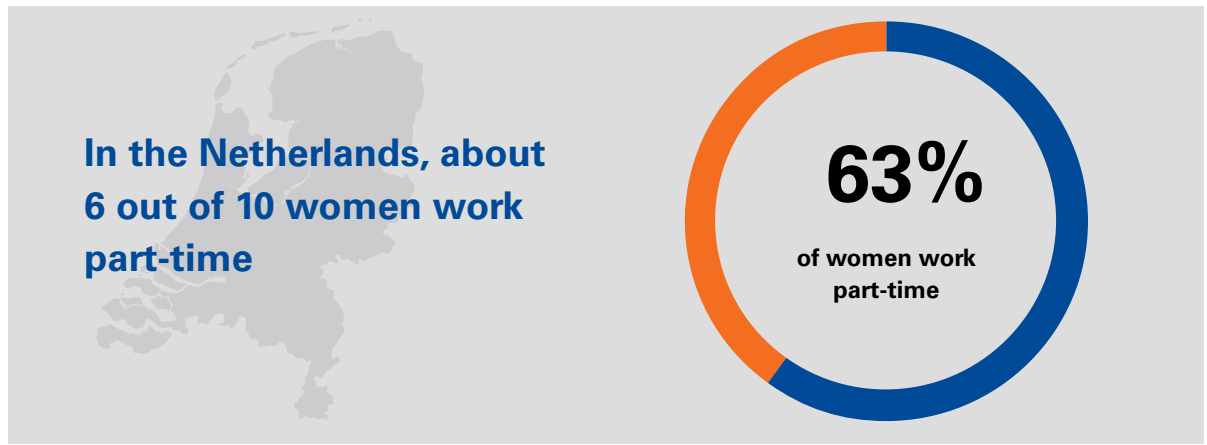
Encouraging part-time work for women has often been promoted to offer flexibility and work-life balance. Critics argue that part-time work may mean women do the same amount of work, but are paid less, offered fewer benefits, and are afforded fewer opportunities for a pay raise or promotion. In many contexts, part-time employees are generally frowned upon as workers of a 'lesser' position or status.

However, recent research has shown that women still take advantage of part-time work options when available because it benefits their long-term career goals despite the perceived disadvantages. One report found that many women who take advantage of part-time work options do so precisely because they are fully committed to having a fulfilling career – and not, as some believe, giving less time to work because other aspects of their lives take priority.<sup>ix</sup> It is also worth noting a study of women in the UK (a Balanced Parity country in the Leadership Index) found that women who have worked full time positions in their career, who then experience periods of part-time work or unemployment, revert back to full-time positions.<sup>x</sup>

The Leadership Index found that part-time work is correlated with leadership positions<sup>xi</sup> for women for all 75 countries in the Index, supporting the premise that part-time work does indeed facilitate women's rise to positions of leadership. This means women who work part-time can still be on a solid trajectory towards leadership. The Netherlands is a good example of a country that has experienced great success with women working part-time, and at the same time, has a critical mass of women represented in leadership positions in government. In fact, women make up 50 % of the workforce in the Netherlands, and 63% of Dutch women work part-time. Dutch women make up 36% of lower houses, 35% of the upper houses, 37.5% ministerial positions, and 40% of civil service.

## FIGURE 2: PART-TIME WORK

### Case Study—Netherlands



The impact of part-time work on leadership in government varies from country to country in the Balanced Parity category. The Leadership Index shows that countries doing well in terms of parity have a wide range of employment opportunities for women that all can potentially lead to a high-ranking leadership position. Although this relationship may not hold true for all countries in the Leadership Index, for most, keeping women in the workforce by re-conceptualizing the traditional 9-5 structure is a vital factor in moving women into leadership positions. The labor market can and should adjust to allow for part-time positions to be available to help women to thrive and remain active in the workforce; companies can make part-time work standard practice for both men and women. Strong leadership can foster a work culture that embraces different work options and makes these policies accessible and technologically feasible for all employees. Public and private institutions should take this finding and its implications into consideration when innovating ways to encourage gender parity in high-ranking leadership positions within their own organizations and set industry practice for other firms to follow.

### Women Rising to the Top in Siloed Parity Countries Offer a Unique Insight

Women in Siloed Parity countries are rising to high-ranking position of leadership even though the typical pathways to leadership (education, quotas, maternity/paternity leave) do NOT hold true for women in these countries. In fact, the Leadership Index found a negative relationship between women in the workforce and women in leadership positions in these countries meaning that the more women in the workforce, the fewer women in leadership positions; and the fewer women in the workforce, the more women in leadership positions.

## How do women reach positions of power without formal pathways?

This unique finding may be explained by elite capture – a phenomenon in which the elite of society control the resources that are intended for wider society. In these contexts, women are appointed to leadership positions precisely because they are socially well-connected (i.e. have family and friends in high places). Elite capture offers an alternative pathway for women in these contexts which, over time, may help change overall perceptions of women in leadership (as quotas have achieved in many places) that could lead to visible change in the number of women represented in government in these countries.

## Positions: Public administration is the starting point

*Arriving at one goal is the starting point to another. –John Dewey*

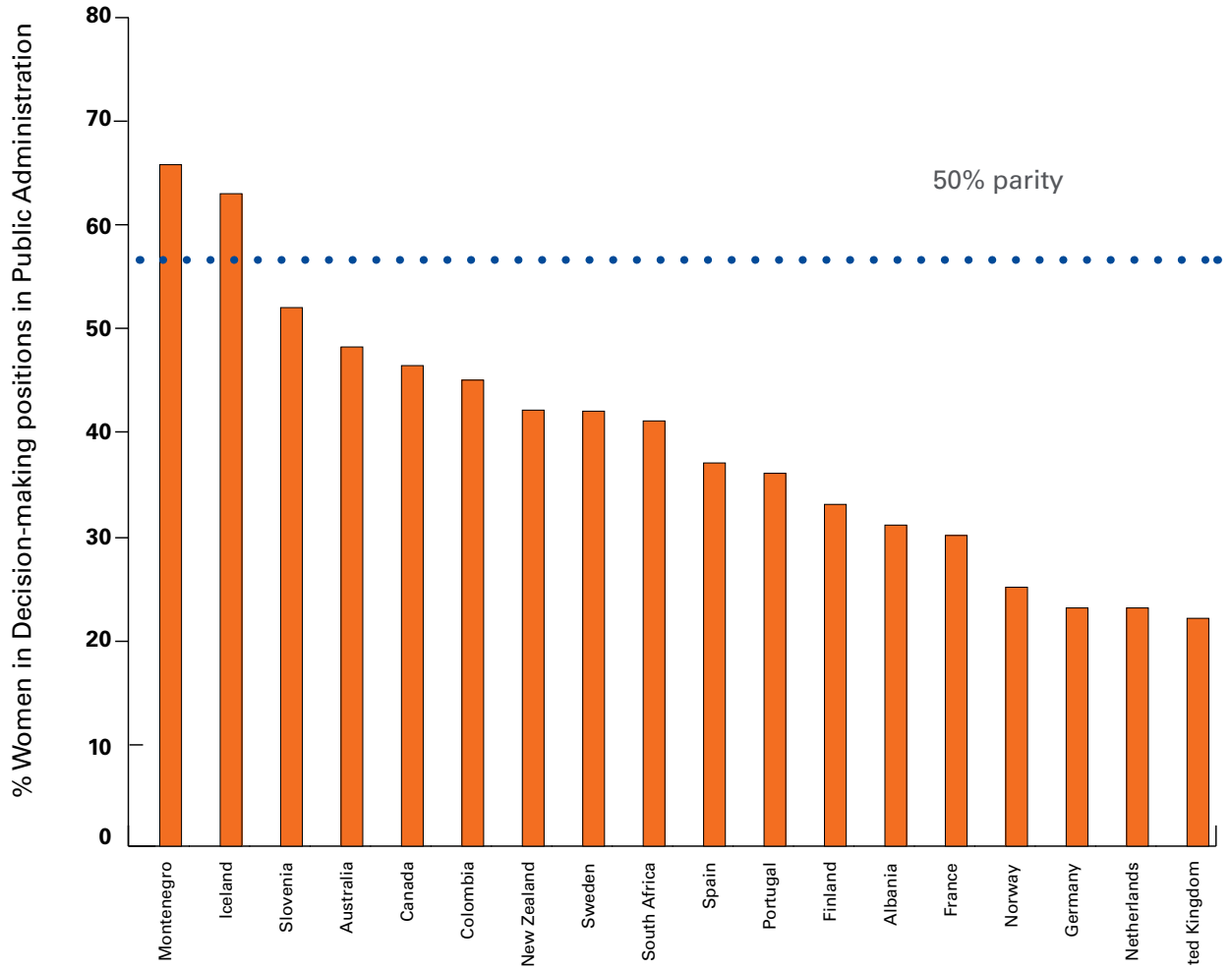
Drawing on new subnational and national data brand new data provided by UNDP GEPA, the Leadership Index asserts that women can achieve near-equal representation in public administration. This data is unique in that it overrides previous benchmarks of gender parity in government which have typically highlighted progress only in houses of parliament worldwide. The Leadership Index finds that while gender parity in parliaments is a close second (in 2018, 23.8% of parliaments are represented by women worldwide),<sup>xii</sup> it is public administration that is closest to achieving 50x50. In fact, in the full UNDP GEPA set, women make up 43.6% of the civil service globally, but only 29.6% of decision-making positions for a 14 point gap in leadership.

Of the Leadership Index country groupings, Balanced Parity countries and Flat Parity countries have the most representation in public administration. In fact, four of the Balanced Parity countries have achieved at least 50% representation in public administration positions and 50% of the decision-making positions: Iceland, Montenegro, Slovenia and Uruguay (refer to Figure 3). In Flat Parity countries, Nigeria and the USA are leading the group with the most women's representation in public administration, though neither have achieved parity in leadership in this sector. In the USA, 34.4% of decision making positions in public administration are held by women.

Even though Balanced and Flat Parity countries are forging ahead in public administration, Siloed and Pursuing Parity countries are not without their own triumphs. In Siloed Parity countries, five have achieved gender parity in both participation and leadership in public administration: Bosnia and Herzegovina, Dominican Republic, Moldova, Philippines and Poland. In Pursuing Parity countries, Thailand leads with women comprising 65.8% of public administration and 32.3% of decision-making positions.

Though public administration does not always carry the same inherent decision-making power as other branches of government, leadership positions in public administration do. Overall, data on public administration suggests that it may be the first sector to achieve 50x50; it is hoped that the momentum of the public administration sector will spur similar advances in gender parity in the other sectors.

FIGURE 3: PUBLIC ADMINISTRATION REPRESENTATION IN BALANCED COUNTRIES





## POSITIONS: DATA HIGHLIGHTS FROM THE LEADERSHIP INDEX

	Balanced	Flat	Siloed	Pursuing
<b>Executive</b>	<p>16 out of 23 Balanced Parity countries have had at least 1 female head of state.</p> <p>Five Balanced Parity countries have achieved gender balance in their cabinets: France, Sweden, Bulgaria, Canada and Slovenia.</p>	<p>Switzerland leads the executive branch among Flat Parity countries with five female heads of state to date. The United States trails behind with no female head of state.</p> <p>Chile leads with minister positions within the executive branch, with 34.8% of cabinet seats held by women.</p>	<p>Bosnia and Herzegovina lead Siloed Parity countries in this sector, followed by the Philippines. Bosnia and Herzegovina has had three female heads of state and women currently hold 22.2% of ministerial positions. The Philippines has had two female heads of state and 25% of ministerial positions held by women.</p> <p>This group scores fairly high here, with most of the countries above the median.</p>	<p>Lithuania leads the Pursuing Parity group with 1.88 out of 5 in the executive branch and Austria trails at 1.75 out of 5. Lithuania has had three female heads of state to date. However, the proportion of women mayors is holding Lithuania back in the executive branch: only 5% of mayors are women.</p> <p>Austria has had 1 female head of state to date and 23.2% of cabinet positions are held by women. Here, women make up 6% of mayors.</p>
<b>Legislative</b>	<p>Balanced Parity countries have most representation in the legislature, led by Rwanda and followed by Sweden and South Africa. However, both Sweden and South Africa have yet to reach the 50% mark of women representatives in the legislature.</p>	<p>Belgium and Ecuador lead the Flat Parity group in representation in lower houses of parliaments with 38% of seats held by women. In the upper house (when applicable), Belgium again takes the lead boasting parity with 50% of women in the upper house of parliament.</p>	<p>Of the Siloed Parity countries, Mexico (4.3 out of 5) and Argentina (3.7 of 5) score very high in this sector. Women make up 39.7% of seats in Mexico and 40.3% of seats in Argentina. Mexico has 100% of women' committee seats held by women.</p>	<p>Austria and Pakistan lead Pursuing Parity countries in the legislative branch. Women make up of 30.85% of the legislature in Austria, and 19.5% in Pakistan. In Austria, women also hold about one third (31%) of the seats in regional legislatures.</p>
<b>Judiciary</b>	<p>Leading the Balanced Parity countries, Bulgaria boasts a gender balanced core of professional judges, exceeding the 50% mark with women comprising 57.7% of their judges.</p>	<p>Flat Parity countries are weak in leadership in the judiciary, with only Ireland having some representation in this sector.</p>	<p>Serbia and Macedonia lead the Siloed Parity countries here, but there is a wide range. Serbia has 32.4% of professional judges that are women, and 40% of constitutional court justices. Macedonia has 44.4% of justices held by women, and 29.4% of professional judges are women.</p>	<p>Paraguay and Georgia lead Pursuing Parity countries for representation in the judiciary. In both countries, women make up one third of justices in the highest courts, but Paraguay has more professional judges who are women (11.7%) whereas only 6.4% of professional judges in Georgia are women.</p>
<b>Public Administration</b>	<p>Of the Balanced Parity countries, four have achieved at least 50% representation in public administration positions as well as 50% of the decision-making positions: Iceland, Montenegro, Slovenia and Uruguay.</p>	<p>Most women leaders in Flat Parity countries are found in public administration, with Nigeria and the United States leading the group. However, neither have achieved parity in leadership in this sector.</p> <p>According to UNDP, in the United States 37.6% of decision-making positions in public administration are held by women, 34.4% of decision making positions in public administration.</p>	<p>Of the Siloed Parity countries, five have achieved gender parity in both participation and leadership: Bosnia and Herzegovina, Dominican Republic, Moldova, Philippines, and Poland.</p>	<p>Thailand and Algeria lead Pursuing Parity countries here. In Thailand, women make up 65.8% of public administration and 32.3% of decision-making positions. In Algeria, women make up 30.3% of public administration positions (there is no data on women in public administration decision-making positions for Algeria).</p>
<b>Security</b>	<p>Among Balanced Parity countries, Norway and Sweden lead the way when it comes to having women serve as defense ministers (six in Norway and four in Sweden), but Uruguay leads the way in terms of women in their armed forces at 18%.</p>	<p>India is leading the Flat Parity group in the security sector, but only because they have had a total of two women defense ministers.</p>	<p>Among the Siloed Parity countries, the Philippines and Greece lead in representation in the security sector. Greece has 15.5% of their armed forces staffed by women, above the NATO average of 9.5%. The Philippines has had two women defense ministers.</p>	<p>Hungary and Lithuania lead the Pursuing Parity group in the security sector. Women make up 34.5% of police forces in Lithuania and they have had one woman serve as defense minister. In Hungary, women make up 20.2% of the armed forces, more than double the 9.5% average of NATO member states.</p>

## Power: Glass walls exist and breaking through glass walls can help us reach the goal of 50x50

*Gender parity is not just good for women - it's good for societies.*

—Angelica Fuentes

Breaking through barriers to leadership across policy functions can help achieve full gender parity. Uniquely, the Leadership Index measures not only the extent that women can reach high-ranking positions in government (glass ceilings), but also how women are represented in leadership across policy functions (glass walls). As much as glass ceilings need to be shattered, so do glass walls. Glass walls limit women's leadership to traditionally gendered socio-cultural functions. Using the representation of women in ministers across four policy functions (BEIS)<sup>xiii</sup> as a proxy, the Leadership Index sought to understand how glass walls function as barriers to women's leadership across sectors and through all levels of government. To achieve 50x50, women first need to break down glass walls to open up all functions to gender parity in decision-making before they can smash through those very same glass ceilings.

The Leadership Index finds that, globally, women are twice as likely to lead in the more traditionally 'feminized' functions, namely socio-cultural ministries such as health, education, and family and youth, than any other type of ministry. As such, women are half as likely to serve in basic function positions such as defense or justice, infrastructure ministries such as energy, transport, or communications and even less likely to lead economy ministries such as trade or agriculture. Basic function ministries usually work with larger budgets and represent a larger portion of the government than socio-cultural ministries, which presents even more reason to strive for gender parity across functions.

**Balanced Parity** countries represent some of the highest glass walls scores, with women represented as heads of every type of ministry. While women are in charge of many socio-cultural ministries in these countries, they also serve in key positions regarding the economy, infrastructure, and basic functions such as foreign affairs or defense.

**Flat Parity** countries boast relatively strong glass walls scores meaning that on the occasion that women are entering leadership positions, they are entering in various types of positions in different sectors and functions. Ecuador leads in basic functions with 50% of women cabinet members leading those ministries. Nigeria leads in the percentage of economy ministers with 40% of positions held by women. South Korea, Luxembourg, and Belgium have each achieved gender parity in infrastructure ministries. And, lastly, leading socio-cultural ministries, some of which are traditionally feminized, Belgium, Romania, Indonesia, Ecuador, Italy, and Chile all have 50% of minister seats of this type filled by women.

**Both Siloed Parity and Pursuing Parity** countries score weakly in glass walls scores with Serbia leading the way at 1.71 out of 5. Serbia has no women heading up economy ministers, and women hold 25% of the basic function minister seats. For Pursuing Parity countries, the average glass walls score is .62 out of 5. The Kyrgyz Republic and Czech Republic are tied for the highest glass walls score which is 1.19 out of 5.

Acknowledging both the existence and importance of glass walls can lead to increased representation of women leaders across sectors and functions of government. Both Balanced Parity and Flat Parity countries have demonstrated that it is possible for women to gain wider representation across sectors and functions. What can be learned from Balanced Parity countries is how to move women up the ranks once they can gain greater representation across all functions of government.

## GLASS WALLS: GLOBAL TRENDS

### Women make up on average:

- **18.6%** of Basic Function Ministers,
- **16.0%** of Economy Ministers,
- **18.0%** of Infrastructure ministers, and
- **37.7%** of Socio-Cultural ministers.

Women ministers are **twice as likely to lead socio-cultural ministries** such as health, education, and family and youth than any other type of ministry. They are **half as likely to serve in basic function positions** such as defense or justice and infrastructure ministries such as energy, transport, or communications and even less likely to lead economy ministries such as trade or agriculture.

## Power: Public perception matters most

*We don't see things as they are. We see them as we are. — Anaïs Nin*

Women are more likely to hold diverse leadership positions when the public feels women make good leaders. Public perception is the number one factor enabling women to attain leadership positions and be able to wield power in those positions. Globally, public perception has the strongest relationship to the positions score, statistically significant at 5%. Public perception showed a stronger relationship to the positions score than any of the Pathways variables (skills attainment, access to labor markets, access to the public sector) or the remaining Power variables (formal powers and governance).

Public perception is breaking both glass walls and glass ceilings. How people feel about women in public life seems to have a relationship with the kinds of leadership positions in which women serve. In places where the public feels women make good leaders in both public and private sectors and believes that women should have equal access to jobs and education, women are more likely to break glass walls and thus enter into a variety of government functions. Similarly, in places where the public does not necessarily think that women should have an equal role in life outside the home, women tend to serve in socio-cultural sectors of government: health, education or women's ministries. Slovenia presents an interesting case of a country that scores high in public perceptions of women

and has a very high positions score – meaning that a great number of women are in high-ranking leadership positions. In Slovenia, 72.8% of Slovenians disagree or strongly disagree with the statement that men make better political leaders than women do. In government, these perceptions are evidenced by numbers nearing or equally parity in several sectors; women represent 28% of basic functions ministers, 50% of economy ministers, and 50% of infrastructure ministers, and represent 75% of socio-cultural ministers.

Even though these numbers are very positive, there is still an opportunity for improvement in the ministries where women are underrepresented –the opportunity to break down glass walls. On average, women make up 19.6% of basic function ministers, 18.3% of economy ministers, and 21.4% of infrastructure ministers.

Balanced Parity countries also score highest in terms of public perception. The citizens they represent have accepted and embraced the notion that women should be leaders in all sectors, belong in the workplace, and have a right to education. Not only do people in Balanced Parity countries believe that women should be in leadership positions, the reality also reflects their perceptions: women can be found across sectors, functions and in high-ranking positions.

For Flat Parity countries, this is not always the case. In some countries, citizens believe women should be leaders and this belief is mirrored in the number of positions in which women are leaders. In others, citizens state that they believe women should be leaders, but very few women are found in leadership positions. There is no clear relationship found between public perception and the positions score for this group; in fact, this group spans a wide range.

Of the Flat Parity countries for which there is data, the U.S. had the highest public perceptions score. Most people in the U.S. said that they believe women make good leaders in both the private and public sector, believe girls have an equal right to education, and believe in women’s economic independence to some degree. However, these positive public perceptions do not appear to mean much in terms of leadership position since the U.S. scores below the median for the positions score among the countries in this group. Since positive perceptions typically pave the way for women become leaders, the divide between perceptions and reality found in U.S. data highlights an interesting gray area where citizens say one thing and act on another. On the flip side, India had the lowest public perceptions score in the Flat Parity countries group (1.5 out of a potential 5 points), yet India scores higher in positions than the U.S. (and interestingly, India has had two women heads of state while the U.S. has had none).<sup>xiv</sup>

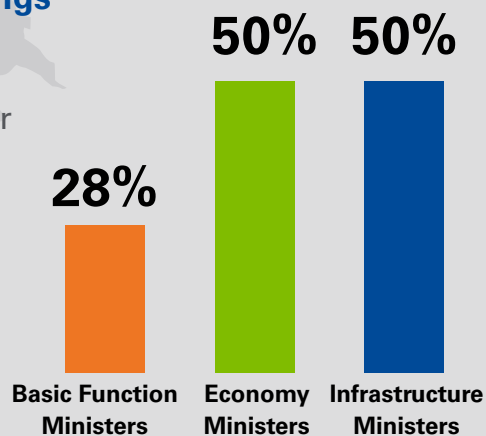
The Leadership Index indicates that public perception can have a huge impact, but it is not the only factor that matters in terms of leadership. This data suggests that attitudes do need to change in favor of women in leadership positions, but these changing perceptions needs to be accompanied by other viable pathways that help pave the way for women to arrive in leadership positions. The presence of women in government can change public perceptions. Countries such as Slovenia have demonstrated that cultural attitudes can shift and adapt to solidify the idea that women in power is the norm, thus facilitating women’s rise to power. For countries where women hold little power, more pathways are needed to lay the ground work for cultural attitudes to shift in favor of women taking control in political and public office.

## FIGURE 4: PERCEPTION MATTERS

### Case Study—Slovenia

#### Public perception can break glass ceilings and glass walls.

In Slovenia, 73% of Slovenians disagree or strongly disagree that men make better political leaders than women do. Here, women represent 28% of basic function ministers, 50% of economy ministers and 50% of infrastructure ministers.



### Power: Women in power is linked to good governance

*Gender equality is more than a goal in itself. It is a precondition for meeting the challenge of reducing poverty, promoting sustainable development and building good governance. —Kofi Annan*

There is a growing and legitimate body of evidence that when corporate boards include diverse members, the value of the firm increases, and corporate governance improves.<sup>xv</sup> This research has motivated investors all over the world to insist that board diversity improve to receive access to financing. Perhaps unsurprisingly, the Leadership Index has identified that when government institutions include more women in positions of leadership and across various functions, governance is strong. But what does that mean?

The working definition of governance is the ability to manage a country's affairs through political and administrative authority by which citizens and groups can employ mechanisms, processes and institutions to articulate their interests, exercise their legal rights and mediate their conflicts.<sup>xvi</sup> Good governance indicates that these institutions are functioning and accountable and that citizens feel that their participation is meaningful and legitimate. The Leadership Index measured good governance by including worldwide indicators such as effectiveness of government, political stability, and control over corruption.

When women participate in government, these systems are strengthened as societies become more equitable when high-level decision-making is more inclusive. In this way, the relationships between female representation in government and good governance is bi-directional. Women play a key role in ensuring good governance in a state while as the same time, good governance promotes women's participation in politics and government.

Globally, the Leadership Index has identified that good governance a strong predictor of where women can be found in leadership positions, supporting assertions that societies which benefit from good governance are ripe for getting more women in high-ranking leadership positions.<sup>xvii</sup> In fact, good governance was a better predictor of women in leadership positions for the countries represented in the Leadership Index than other factors such as part-time employment.

## FIGURE 5: GOOD GOVERNANCE

*The numbers reveal a relationship between women in power and governance: where there are more women in power, there is better governance, and where there is good governance, there are more women in power.*



Interestingly, when looking at the country groupings individually, good governance matters most to Flat Parity countries in getting women in leadership positions. For all other country groupings, other factors were better predictors of leadership than good governance. Since Flat Parity countries generally struggle to get women in high-ranking positions across sectors, it might be worth investigating how establishing good governance in these countries may also help break through 'glass walls.' What seems clear is that to boost the number of women in leadership positions in countries that share similarities with Flat Parity countries, establishing and ensuring good governance is in place may be the first step.



Photo courtesy of: Women in Public Service Project

Margot Wallström, Minister of Foreign Affairs of Sweden, meets with global women leaders at the Geneva Gender Champions reception (March 1, 2017)

Photo courtesy of: [obamawhitehouse.archives.gov](http://obamawhitehouse.archives.gov)





# PART IV

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## METHODOLOGY

The Leadership Index is a global index that measures national and subnational levels and looks at leadership across the five sectors of government: executive, legislative, judiciary, civil service and national security. It *does not* rank but rather allows for a comparison of countries over time to analyze the indicators that impact women's access to, participation in and power they hold as leaders across government sectors globally.

### How We Chose the First 75 Countries

The Leadership Index is a global index and, as such, hopes to span all countries throughout its lifetime. With this first iteration, 75 countries were selected - the 35 OECD countries plus 40 non-OECD countries chosen based on population, regional representation and data availability. The rationale behind including OECD countries in the Leadership Index was that there was a large amount of quality data readily available and easily accessible for this set of countries. As for the other 40 countries, by choosing countries with large populations, the aim was to capture as many women as possible in this first iteration while also choosing a representative sample of regional diversity.

### How We Calculated the Scores

The Leadership Index measured the 3 P's to Parity by equally weighting the three pillars: **Pathways**, **Positions**, and **Power**. Within each of the three pillars, indicators were organized into clusters and sub-clusters. Clusters are a statistical grouping of indicators that are normalized, scaled, and weighted to create standardized values that facilitate meaningful analysis of the index. They combine and capture information from several indicators to illuminate a particular aspect of women's leadership in the public sphere.

First, the indicators were scaled to normalize the various types of data for comparability and to determine relative high and low scores. The scores were scaled to values between 0 (worst) and 5 (best) using this normalization formula:

**Scaled value = 5 x (indicator value - minimum value/ maximum value - minimum value)**

**The maximum value for position indicators was set at 50% to reflect the 50% representation by 2050 goal of WPSP.** Maximum values and minimum values for all other indicators were set by the observed maximum of the data set (which included more countries than the 75 in this iteration of the index) or a normative maximum determined by social science reasoning. Any value higher than the maximum was capped.

Next, the scaled indicator values were then combined using a weighted arithmetic average to form clusters. Then, those cluster scores were combined with a weighted arithmetic average to form the Pillar scores. The overall index score is an average of the 3 Pillar scores, acknowledging that each of the 3 P's is of equal importance in the mission for parity. That average is then scaled by a factor of 20 to reach a final score between 0-100.

In a perfect world, a score of 100 would mean that not only has a country reached the goal of 50% of leadership positions held by women, but that structural barriers to the entry of those offices have been removed *and* that women wield the same power as their male colleagues once in office. It is a theoretical maximum that the Leadership Index strives for in representing a deeper and more nuanced interpretation of gender parity in the public sector.

## Limitations

One of the drawbacks in developing the Leadership Index was that some of the data needed to fully assess the state of women's public leadership was missing. To address these gaps in the data, first, extensive research was conducted, and data partnerships were forged and expanded. When missing data could not be located through those measures, rather than estimating or modeling missing data in cases where baseline measurements did not exist, the Leadership Index calculated scores by in-putting a null value for the missing point and then removing the weight of the missing indicator when calculating cluster scores. This was done on a country by country basis to make sure as much data could be included without penalizing countries who were missing data.

The only exception to the aforementioned strategy was in the approach to missing education data in which missing data was modeled using multiple imputation methods. This data was handled using a different tactic because education statistics are not always reported yearly, particularly in developed nations as they are assumed to be fairly static (e.g. once a country has achieved nearly 100% literacy, it tends to remain near 100%). Given that reliable baselines exist for these indicators and missing data could be modeled with relative accuracy, this decision to model missing data was made to ensure that the Skills Attainment cluster reflected the realities of education attainment.

# PART V

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## CONCLUDING THOUGHTS: FACILITATING THE TRANSITION TO POWER FOR WOMEN WORLDWIDE

The findings of the 50x50 Report provide a snapshot into some of the challenges that lie ahead, but they also highlight the complexity and variety of pathways that help women advance to leadership positions. Particularly, this exercise has shown that some of the tried and true policies that have worked well in increasing gender parity in leadership across the board are still effective namely quotas and paternity leave. The 50x50 Report reinforces that:

- **Quotas still matter.** All the Balanced Parity countries (except South Africa and Slovenia) have some type of quotas with legal sanctions for non-compliance. Quotas still appear to signal a genuine commitment to improving representation.
- **Paternity leave helps women break down glass walls and ceilings.** The Leadership Index data shows that paternity leave (and not maternity leave) is one pathway in Flat Parity countries that leads to wider representation in leadership positions across sectors, smashing glass walls. This finding complements other research that has shown that paternity leave is correlated with increased number of female board seats in corporate leadership positions<sup>xviii</sup> – helping to smash glass ceilings.

In addition, the Leadership Index has uncovered some interesting trends, barriers and opportunities for women's leadership that can lead to actionable recommendations along the road to 50x50.

- Understand that all education matters and that parity in government begins with parity in educational attainment. Girls' and women's **education still needs support** and attention around the world.
- Keep **part-time work options** available to women at all levels of leadership.
- Public administration is a sector flourishing with women in leadership. Understand how to leverage this success **to break down glass walls** to other sectors.
- **Set inclusive policies across sectors** to get women a foot in the door where they are not represented by a critical mass and then push them to smash the glass ceilings once they arrive.

By measuring the 3 P's to Parity, the Leadership Index framework is unique in that it provides a picture of where women are in public leadership positions around the world and how they got there. The Leadership Index is a holistic tool with the exceptional ability to measure global progress in achieving 50x50 while at the same time highlighting the key areas that may be used to inform policies to increase gender parity worldwide. The goal of increasing the percentage of 50% by 2050 is attainable; the evidence and insights that the Leadership Index offers will help make it reality.

Photo courtesy of: Women in Public Service Project

Women leaders from across sectors engage with the dialogue at the Breakthrough Barriers: Women in the Public Sphere conference in Geneva (March 3, 2017)



# APPENDIX

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## COUNTRY PARITY CATEGORIES

Country	Glass Ceilings	Glass Walls	Category
Albania	2.1	2.9	Balanced
Algeria	1.3	0.5	Pursuing
Argentina	2.1	0.9	Siloed
Armenia	1.2	0.4	Pursuing
Australia	2.2	2.2	Balanced
Austria	1.7	0.7	Pursuing
Azerbaijan	0.7	0.2	Pursuing
Belgium	1.7	2.9	Flat
Bosnia and Herzegovina	2.4	1.3	Siloed
Brazil	1.0	0.4	Pursuing
Bulgaria	2.1	3.0	Balanced
Canada	3.1	4.4	Balanced
Chile	1.7	3.1	Flat
China	1.3	0.0	Pursuing
Colombia	2.1	2.7	Balanced
Croatia	2.3	2.4	Balanced
Cyprus	1.2	1.0	Pursuing
Czech Republic	1.5	1.2	Pursuing
Denmark	1.9	0.7	Siloed
Dominican Republic	1.9	0.9	Siloed
Ecuador	1.7	3.7	Flat
Egypt, Arab Rep.	1.1	0.6	Pursuing
Estonia	1.5	1.1	Pursuing
Finland	2.5	4.5	Balanced
France	2.7	3.7	Balanced

Country	Glass Ceilings	Glass Walls	Category
Georgia	1.3	0.8	Pursuing
Germany	2.0	3.1	Balanced
Greece	2.4	0.0	Siloed
Hungary	1.6	0.0	Pursuing
Iceland	2.5	4.5	Balanced
India	1.5	1.9	Flat
Indonesia	1.2	2.6	Flat
Ireland	1.7	2.2	Flat
Israel	2.1	1.2	Siloed
Italy	1.8	1.8	Flat
Japan	1.0	1.0	Pursuing
Kenya	1.4	2.5	Flat
Korea, Rep.	1.7	2.2	Flat
Kyrgyz Republic	1.5	1.2	Pursuing
Latvia	2.2	1.7	Siloed
Lithuania	1.8	1.4	Pursuing
Luxembourg	1.3	1.9	Flat
Macedonia, FYR	2.6	1.1	Siloed
Malta	1.2	0.8	Pursuing
Mexico	1.9	1.0	Siloed
Moldova	2.1	0.7	Siloed
Montenegro	2.5	2.5	Balanced
Morocco	1.2	0.2	Pursuing
Netherlands	1.9	3.7	Balanced
New Zealand	2.5	3.6	Balanced
Nigeria	1.3	2.6	Flat
Norway	2.6	3.6	Balanced
Pakistan	1.0	0.3	Pursuing
Paraguay	1.4	1.0	Pursuing

Country	Glass Ceilings	Glass Walls	Category
Peru	2.3	4.0	Balanced
Philippines	3.0	1.1	Siloed
Poland	2.1	1.6	Siloed
Portugal	2.1	1.9	Balanced
Romania	1.1	2.9	Flat
Russian Federation	1.0	0.4	Pursuing
Rwanda	2.9	3.3	Balanced
Saudi Arabia	0.5	0.0	Pursuing
Serbia	2.8	1.7	Siloed
Singapore	1.0	0.7	Pursuing
Slovak Republic	2.4	1.3	Siloed
Slovenia	2.4	4.4	Balanced
South Africa	2.5	4.7	Balanced
Spain	2.4	3.0	Balanced
Sweden	3.2	4.0	Balanced
Switzerland	1.9	2.9	Flat
Thailand	1.2	0.9	Pursuing
Turkey	0.8	0.2	Pursuing
United Kingdom	1.9	3.2	Balanced
United States	1.5	2.2	Flat
Uruguay	2.2	2.9	Balanced

## COUNTRY INDEX SCORES

Country	Pathways	Positions	Power	Index Score
Albania	2.79	2.11	2.28	47.81
Algeria	2.72	1.26	0.94	32.82
Argentina	3.41	2.07	1.98	49.76
Armenia	2.91	1.19	1.25	35.65
Australia	2.61	2.17	3.12	52.67
Austria	2.79	1.74	2.02	43.59
Azerbaijan	2.79	0.70	0.93	29.46
Belgium	3.18	1.68	2.95	52.13
Bosnia and Herzegovina	2.55	2.38	1.85	45.16
Brazil	3.19	1.05	2.10	42.22
Bulgaria	3.00	2.06	2.82	52.51
Canada	3.13	3.10	4.00	68.23
Chile	2.86	1.68	3.40	52.93
China	2.50	1.33	1.27	33.93
Colombia	2.96	2.09	2.89	52.96
Croatia	2.75	2.34	2.23	48.85
Cyprus	2.31	1.16	1.99	36.40
Czech Republic	2.37	1.54	2.38	41.99
Denmark	2.55	1.89	2.22	44.39
Dominican Republic	3.30	1.95	1.20	43.03
Ecuador	3.17	1.66	2.96	51.94
Egypt, Arab Rep.	2.82	1.11	1.36	35.27
Estonia	2.88	1.49	2.57	46.27
Finland	3.04	2.47	4.47	66.53
France	2.78	2.66	3.35	58.67
Georgia	2.86	1.34	1.96	41.04
Germany	2.82	1.96	3.71	56.65
Greece	2.61	2.45	1.07	40.84
Hungary	2.65	1.56	1.62	38.86
Iceland	2.16	2.54	4.27	60.30
India	1.74	1.54	2.07	35.72
Indonesia	2.24	1.17	2.12	36.88
Ireland	3.57	1.66	3.15	55.91
Israel	2.51	2.06	1.92	43.23
Italy	2.79	1.81	2.44	46.99
Japan	2.61	1.01	2.26	39.24
Kenya	2.86	1.38	2.13	42.45



Country	Pathways	Positions	Power	Index Score
Korea, Rep.	2.93	1.66	2.78	49.11
Kyrgyz Republic	2.87	1.46	1.53	39.05
Latvia	2.79	2.21	2.65	50.98
Lithuania	2.74	1.79	2.37	46.00
Luxembourg	2.90	1.35	2.66	46.08
Macedonia, FYR	3.14	2.62	1.87	50.88
Malta	2.86	1.17	2.08	40.76
Mexico	2.81	1.89	2.15	45.67
Moldova	2.64	2.07	1.37	40.48
Montenegro	2.73	2.45	2.09	48.46
Morocco	2.67	1.21	1.29	34.51
Netherlands	2.76	1.87	3.77	55.98
New Zealand	2.93	2.45	3.65	60.25
Nigeria	1.81	1.27	1.97	33.65
Norway	3.41	2.63	3.92	66.46
Pakistan	2.05	1.04	1.06	27.61
Paraguay	3.10	1.36	1.12	37.24
Peru	3.10	2.31	3.24	57.69
Philippines	2.87	2.97	2.03	52.50
Poland	2.67	2.07	2.75	49.99
Portugal	2.85	2.06	2.80	51.37
Romania	2.77	1.14	2.55	43.09
Russian Federation	2.59	0.98	1.43	33.36
Rwanda	2.55	2.88	2.97	55.95
Saudi Arabia	1.50	0.51	1.31	22.14
Serbia	3.03	2.81	2.20	53.61
Singapore	2.60	0.99	2.09	37.84
Slovak Republic	3.04	2.37	2.36	51.82
Slovenia	3.13	2.42	3.83	62.53
South Africa	2.61	2.54	3.46	57.39
Spain	3.21	2.39	3.29	59.33
Sweden	3.49	3.19	3.78	69.79
Switzerland	2.60	1.86	3.12	50.49
Thailand	2.91	1.15	1.64	38.02
Turkey	2.63	0.77	1.71	34.08
United Kingdom	2.61	1.88	3.30	51.96
United States	2.61	1.48	3.19	48.52
Uruguay	3.43	2.23	3.04	57.94

## ENDNOTES

- i A positive, statistically significant relationship (at 5%) between governance scores and positions scores. However little of the variation in the positions scores can be explained by governance, only ~12%. (r2: 0.1197, p-value: .02)
- ii Derived from Pitkin's work on representation and its definitions, the notion of descriptive representation refers to the extent to which a representative resembles those being represented.
- iii European Institute for Gender Equality (2017). Women and men in decision-making: methodology. EIGE. Retrieved from <http://eige.europa.eu/about-eige/documents-registry/women-and-men-decision-making-methodology>.
- iv Adapted from Provan, K. G. (1980). Recognizing, measuring, and interpreting the potential/enacted power distinction in organizational research. *Academy of Management Review*, 5(4), 549-559
- v Adapted from Katz, D., & Kahn, R. L. (1966). *The social psychology of organizations*. New York: Wiley.
- vi UN Chronicle (2013). Education as the pathway towards gender equality. Retrieved from <https://unchronicle.un.org/article/education-pathway-towards-gender-equality>
- vii Attanasio, Orazio, Adriana Kugler, and Costas Meghir. "Subsidizing vocational training for disadvantaged youth in Colombia: Evidence from a randomized trial." *American Economic Journal: Applied Economics* 3, no. 3 (2011): 188-220.
- viii Looking at the formal skills sub-cluster for the full 75, there is a positive and statistically significant (at 5%) relationship between the gap in education attainment for bachelor's degrees and the positions score (r sq .083, p-value 0.011).
- ix Sanders, M., Zeng, J., Hellicar, M., & Fagg, K. (2015). The Power of Flexibility: A Key Enabler to Boost Gender Parity and Employee Engagement. Retrieved from <http://www.bain.com/publications/articles/the-power-of-flexibility>.
- x Gregory, M. (2005). Part-time work-a trap for womens careers? An analysis of the roles of heterogeneity and state dependence.
- xi There was a statistically significant (at 10%), positive relationship between women in part-time work and their positions score.
- xii Inter-Parliamentary Union (2018). Women in Parliament. Retrieved from <http://archive.ipu.org/wmn-e/world.htm>
- xiii European Institute for Gender Equality (2018). Women and Men in Decision Making. Retrieved from <http://eige.europa.eu/gender-statistics/dgs/browse/wmidm>
- xiv We were unable to ascertain a relationship between public perception and positions in Siloed Parity countries due to unavailability of data for many of those countries.
- xv Carter, D. A., Simkins, B. J., & Simpson, W. G. (2003). Corporate governance, board diversity, and firm value. *Financial review*, 38(1), 33-53.
- xvi Committee of Experts on Public Administration, Definition of basic concepts and terminologies in governance and public administration (E/C.16/2006/4) (New York, 2006)
- xvii A positive, statistically significant relationship (at 5%) between governance scores and positions scores. However little of the variation in the positions scores can be explained by governance, only ~12%. (r2: 0.1197, p-value: .02)
- xviii Noland, M., Moran, T., & Kotschwar, B. (2016). Is gender diversity profitable? Evidence from a global survey. Retrieved from <https://piie.com/system/files/documents/wp16-3.pdf>



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