DATA BRIEF
April 2017

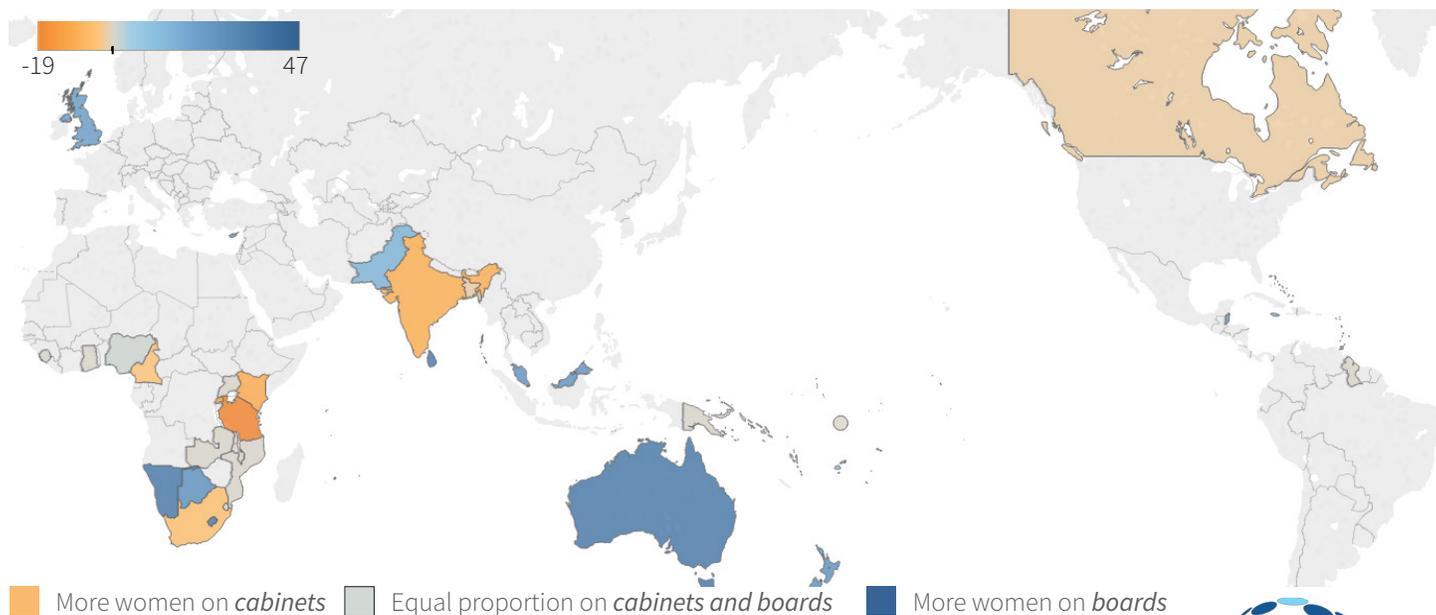## PUBLIC/PRIVATE LEADERSHIP PERSPECTIVES

*The Women in Public Service Project is pursuing the goal of **50x50: 50% representation of women in policy and political leadership by 2050.** This ambitious vision is only achievable through data-driven solutions and partnerships to understand the reality of women's leadership in government and to advocate for meaningful change.*

The World Economic Forum's 2016 Global Gender Gap Report[1] shows that the efforts to close the gaps for women in political participation lags severely while the economic opportunity gap has widened rather than closed. Despite both the normative and "good business" arguments that support efforts towards parity, women are still seeking to overcome barriers to leadership in both the public and private sectors.

Research published by Ernst and Young shows that across G20 countries, only four reached 30% of women in leadership positions in the public sector.[2] Similarly, the European Union reports that across Europe women make up only 21% of private sector boards.[3]

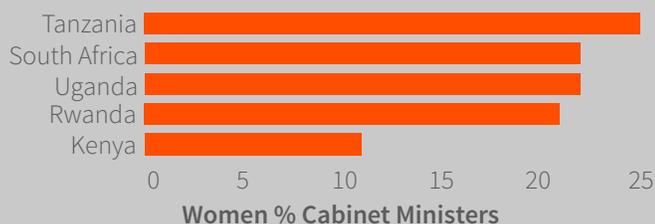**THE GAP BETWEEN WOMEN ON BOARDS AND WOMEN ON CABINETS**

-19   47

More women on *cabinets*   Equal proportion on *cabinets and boards*   More women on *boards*

Source: Boardwalk Leadership Commonwealth Data

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PUBLIC/PRIVATE LEADERSHIP IN THE COMMONWEALTH

Data collected from the Commonwealth challenges some of the traditional assumptions of European leadership in women's representation. Although there is no overlap in the top rankings, we can see that the majorit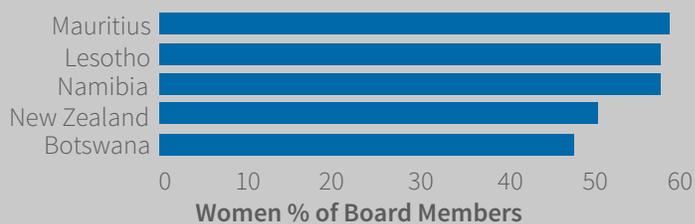y of the top countries for representation in leadership are African commonwealth nations. Indeed, Africa is leading the way among Commonwealth nations when it comes to women's leadership in some of the top decision-making positions in the public and private sectors.

Commonwealth Countries with Highest Representation in Cabinets*

Country	
Tanzania	(~25)
South Africa	(~22)
Uganda	(~22)
Rwanda	(~21)
Kenya	(~11)

Women % Cabinet Ministers

* Excluding Canada's 50/50 Cabinet

Commonwealth Countries with Highest Representation on Boards

Country	
Mauritius	(~58)
Lesotho	(~57)
Namibia	(~57)
New Zealand	(~50)
Botswana	(~47)

Women % of Board Members

It is no question that reaching gender parity in decision-making positions remains a challenge across the globe. By using the data to examine the full landscape of leadership and compare representation within sectors, we develop a more comprehensive understanding of both the barriers and opportunities for leadership each sector presents.

While measuring the proportion of women on cabinets and boards is limited, it gives us a different angle with which to understand the varied dimensions of gender parity in a country. Just because a country boasts high proportion of women in one sector does not seem to translate across to other sectors. From this data, there appears no clear trend between the gender gap in the private sector and the gender gap in the public sector. However, this data demonstrates that country-specific factors shape paths to leadership. We must ask the question: why is representation disproportionately facilitated in one particular sector in a given country?

In order to fully understand the factors driving women's leadership, we must identify the opportunities present in sectors that have achieved greater representation. Although there is no clear trend linking public and private leadership, there are most certainly lessons that can be learned from both.

Notes

*The data in this brief is courtesy of WPSP Data Partner **Boardwalk Leadership**. Boardwalk Leadership is a niche training and research consultancy with global reach, specializing in gender diversity and inclusion working across different sectors. Building on cutting-edge research combined with innovative and sustainable leadership training Boardwalk Leadership creates sustainable change.*

[1] World Economic Forum, "The Case for Gender Parity" (2016). http://reports.weforum.org/global-gender-gap-report-2016/the-case-for-gender-parity/

[2] Ernst and Young, "Worldwide Index of Women as Public Sector" (2014). http://www.ey.com/gl/en/industries/worldwidewomeninpublicsector---worldwide-index-of-women-as-public-sector-leaders

[3] European Commission, "Gender Balance on Corporate Boards: Europe is Cracking the Glass Ceiling" (2015). http://ec.europa.eu/justice/gender-equality/files/womenonboards/factsheet_women_on_boards_web_2015-10_en.pdf

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The Women in Public Service Project will accelerate 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.

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Explore the Data:
data.50x50movement.org

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