



**Asia-Pacific
Economic Cooperation**

**Individual Action Plan for the Enhancement
of the Ratio of Women's Representation in
Leadership: Midterm Review Study and
Public-Private Dialogue**

**Hue City, Viet Nam
28 September 2017**

APEC Policy Partnership on Women and the Economy

October 2017

APEC Project: PPWE 01/2016

Project Overseer

APEC Division

Economic Affairs Bureau

Ministry of Foreign Affairs (MOFA)

2-2-1 Kasumigaseki, Chiyoda Ku, Tokyo 100-8919, Japan

Tel: (81-3) 5501-8340

Fax: (81-3) 5501-8342

Produced by

Gender Action Platform (GAP)

Email: gap@genderactionplatform.org

Website: <http://www.genderactionplatform.org/p/english.html>

For

Asia-Pacific Economic Cooperation Secretariat

35 Heng Mui Keng Terrace

Singapore 119616

Tel: (65) 68919 600

Fax: (65) 68919 690

Email: info@apec.org

Website: www.apec.org

© 2017 APEC Secretariat

APEC#217-PP-01.4

Contents

Executive Summary	4
Background.....	11
1. Methodology	11
(1) Data Collection – Questionnaire Survey and Interviews	11
(2) Analytical Framework for Data Tabulation.....	13
2. Findings	14
(1) Question 1: Ratio	14
(2) Question 2: Voluntary Goals.....	20
(3) Question 3: Brief Action Plan.....	24
3. Conclusions.....	30
4. The Public-Private Dialogue.....	31
Appendix 1: Template for the IAP.....	40
Appendix 2: Scores by APEC Economies	41
Appendix 3: List of Interviewees.....	54

Executive Summary

Background

In the Asia-Pacific Economic Cooperation (APEC) 2014 Women in the Economy Forum (WEF) Statement, all APEC economies are encouraged to work toward defining and establishing measurable and aspirational voluntary goals by each economy, including the goals related to women's representation in leadership and decision-making roles and positions in both public and private sectors, which economies could work toward achieving by the end of 2020.

Recognizing that increasing the participation of women in economic activities will serve as a catalyst to promote economic growth, in the beginning of 2015, Japan has launched the project "Individual Action Plan for the enhancement of the ratio of women's representation in leadership", which encourages APEC economies to promote women's participation in the economy particularly focusing on leadership, decision making, and management, while taking into account the individual economic and social circumstances of each economy. In this project, each member economy is asked to fill in and submit a template, the IAP (see Appendix 1), consisting of the current ratio of women's representation in leadership in the public and private sector, as well as their voluntary goals and brief plan of action toward by the end of 2020. They are encouraged to submit an update of the data on an annual basis to the Japan APEC Team and the APEC Secretariat up to 2020.

The objectives of the project are: 1) to develop a mechanism for voluntary goals of women's representation in leadership; 2) to report the progress to Policy Partnership on Women and the Economy (PPWE), WEF and APEC Ministers and Leaders in 2017 and 2021; and 3) to enhance women's participation in the economy focusing on leadership, decision-making and management through objectives 1) and 2).

1. Methodology

(1) Data Collection

The major set of data was collected in the form of a questionnaire survey (IAP) containing three questions asking all APEC economies to respond in 2015, 2016 and 2017. The questions were:

Q.1 The ratio of women's representation in leadership in both public and private sectors;

Q.2 Voluntary goals of women's representation in leadership in public and private sectors toward by the end of 2020; and

Q.3 Concrete examples of implementation to achieve voluntary goals

Supplementary data were collected through interviews in four economies, namely, Canada; Indonesia; New Zealand; and Chinese Taipei in 2017. The criteria for selecting the four economies were: (a) the average level of women's representation in leadership was either 'high' or 'middle high'; and (b) its IAP contained strategic and/or constructive elements.

(2) Analytical Framework

The questionnaire data had the following characteristics: 1) small sample size (17 in 2015, 7 in 2016, 14

in 2017); 2) open-ended, non-structured questionnaire format; 3) the level of leadership positions were not controlled, and the number of positions reported by economies varied considerably; and 4) the reported leadership positions were each economy's indicators and definitions of women's leadership.

Based on the data characteristics, it was appropriate to use an inductive approach to extract key factors from varied descriptions of actions by economies in order to develop a mechanism to achieve time-bound voluntary goals. To this end, the following key enabling factors were identified and variables were specified to tabulate and classify the raw data.

On Question 1: Ratio of Women's Representation

<i>Key Factors</i>	<i>Variables</i>
The level of representation	Raw figure in % 30% and above ----- High 20 ~ 29% ----- Middle-High 10 ~ 19% ----- Middle-Low Below 10% ----- Low
Change in the ratio (2015 ~ 2017)	Up; Down; No change
Characteristics of enabling factors for enhancement	Legal framework; Social norms; Economic conditions; External impact; Demography; Other

On Question 2: Voluntary Goals

<i>Key Factors</i>	<i>Variables</i>
Target level of numerical goals	The type of sectors/field: Political; Economic; Administrative; Social; Other Specificities of goals: Target specific; Methodology specific; Ideal-oriented
Key concepts in each economy's action plans	Frequency of terms/expressions used in the description of goals

On Question 3: Concrete Examples of Implementation

<i>Key Factors</i>	<i>Variables</i>
Existing patterns of collaboration between public and private sectors	Type of action plans: Political; Economic; Administrative; Social; Other
	Government-Civil society collaboration: Yes; No
	Type of partners: Business enterprises; NPOs/NGOs; Other
	Change in the type of partners over time (2015 ~ 2017): More business enterprises; More NPOs/NGOs; No change

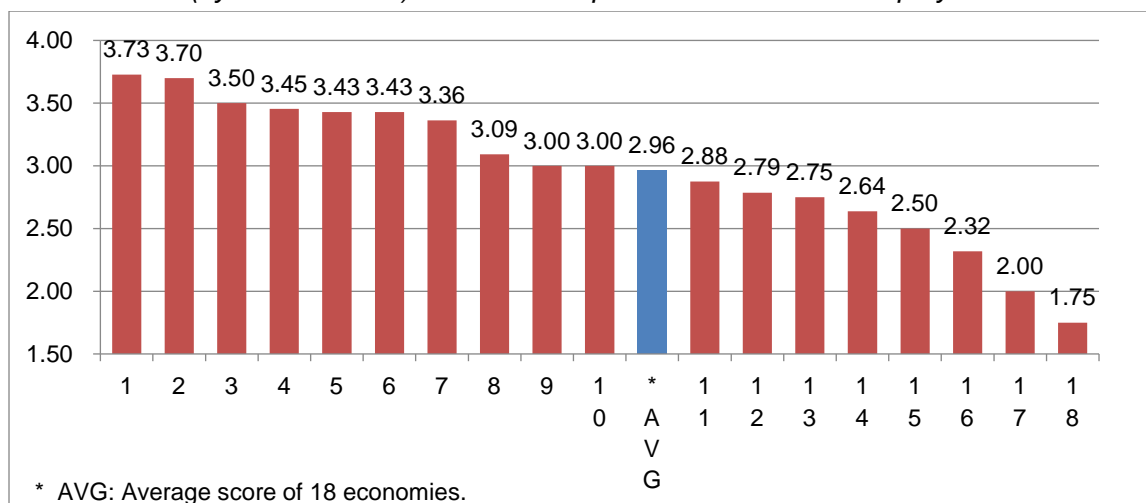
2. Findings

(1) Question 1: Ratio

Enumeration of IAP data was done in order to capture a birds-eye landscape of APEC economies on the research questions, and also for each economy to review its plans and implementations. Figure1 shows

the result of the tabulation on the comprehensive ratio of women’s representation in leadership in both the public and private sectors in APEC economies. The scoring method was as footnoted. The range of scores spreads from 1.75 to 3.73, the possible maximum score being 4.00. Ten economies out of 18, which were eligible for the present analysis were above the average (the mean) score (2.96).

Figure 1: Total scores (by levels of ratio) of women’s representation in leadership by APEC economies



* "Total score" includes the ratios of both "Public" and "Private."

* "Score" is calculated by the following steps:

- 1) Scoring is based on the response of the latest year.
- 2) Each ratio is classified into four levels: "High/H" (30% and above); "Middle-High/MH" (20~29%), "Middle-Low/ML" (10~19%), "Low/L" (below 10%).
- 3) Scores from four to one are assigned to each level: H=4, MH=3, ML=2, L=1.
- 4) The sum of total score in each level is divided by the total number of leadership positions.

When we look at the distribution of levels of women’s positions in leadership by sectors, the raw number of leadership positions occupied by women in the public sector is about five times more than in the private sector, and there is a higher percentage of women’s representation in the high-level positions in the public sector than in the private sector. We also find a trend that there is a higher concentration of high-ranked positions among the high-ranked economies than among the middle- and low-ranked economies. This may be a reflection of each economy’s indicators and definitions of leadership positions. It is clear that the public sector is ahead of the private sector in the ratio of women’s representation in leadership among APEC economies.

The number of the leadership positions reported by economies varies from 22 to two, the sum total being 178. In terms of the proportion of the position levels within an economy, the maximum percentage of high-ranked positions is 82% and the minimum is 0%, while the maximum percentage of low-ranked positions is 63% and the minimum is 0%. The average proportion of the position levels among APEC economies are 40% of high-ranked positions, 25% of middle-high, 22% of middle-low and 13% of low-ranked positions. The pattern of the proportion of the position levels in the public sector is similar to that of the economy while the pattern in the private sector is not. The pattern is affected by the number of positions reported in the IAP response (the number of positions in the public sector is 147 while it is 31 in the private sector).

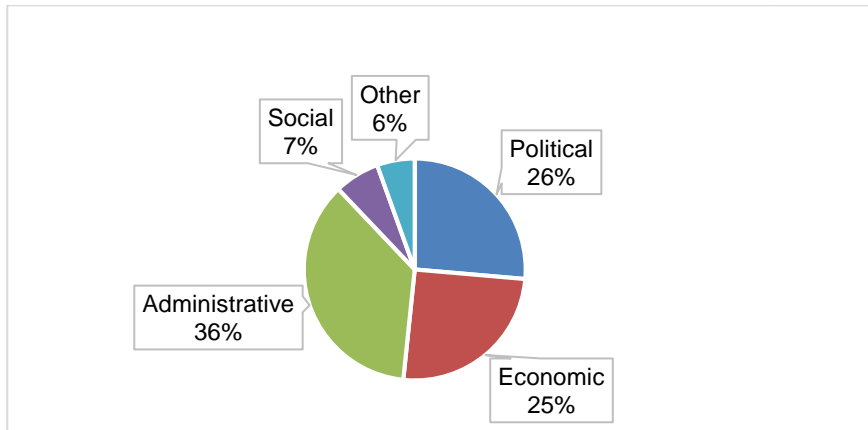
Change in the average ratios between year 2015 and 2017 took place in 13 economies with increase in 10 economies and decrease in three economies. Three economies marked the most significant upward change during the three years. Significant progress was observed in specific areas including federal

cabinets and CEOs, between 2015 and 2017 in four economies.

(2) Question 2: Voluntary Goals

Goals for promoting women's leadership are set forth both in the public and private sectors. They can be broadly categorized as targeted fields into four types: Legislative; Administrative; Judicial; Economic; and Social. Figure 2 shows the distribution of targeted fields. Most of the goals are embedded in domestic policy frameworks, though some make reference to international commitments and instruments.

Figure 2: Type of Goals of Women's Representation in Leadership toward by the end of 2020 (n=91)*



* Since some goals are classified into more than one type, they are counted more than once. "n=91" is the sum of the number of goals classified into four types.

* The response of the latest year is calculated.

Specificity of Goals

Target-specific: [examples]

- The Business Council to have 50% of member organizations' senior roles filled by women within a decade
- Percentage of female entrepreneurs to reach 35% and above by 2020

Methodology-specific: [examples]

- Make use of case studies of successful women to inspire other women to take the next step in their careers with confidence
- Help agencies strategically recruit, hire, develop and retain talented women to ensure that workforce is representative of the general population

Ideal-oriented: [examples]

- Facilitate greater awareness of the benefits of gender-balanced business
- Aspire to 30% over 2014~2019 government goal to achieve gender balance, with the longer term goal being gender balance on boards

Key Concepts of Voluntary Goals

- Increase **general participation of women**
- Increase **representation of women in leadership/decision-making positions**
- Achieve **equality in the workplace and in working conditions**
- Establish **laws and voluntary or compulsory regulations**
- Transform **norms and practices**

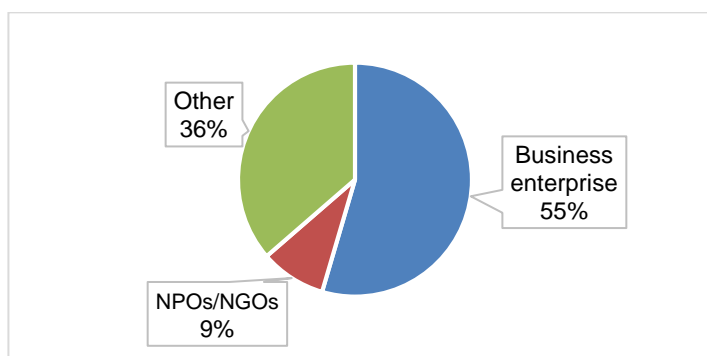
(3) Question 3: Brief Action Plan

Member economies have reported on a wide range of activities they intend to implement to achieve their voluntary goals. Some economies employ existing government action plans and strategies for gender equality as a framework, while others launch new policies and programs focusing on women's leadership goals.

Types of Partners

Many economies recognize the importance of engaging various stakeholders within the government and in the private sector and civil society.

Figure 3: Type of Partnership of Women's Representation in Leadership toward by the end of 2020 (n=10)



The calculation is based on the response of the latest year.

Types of Partnership

- Partnership with business entities and individual chairs of listed companies
- Baseline study, leadership developing programs, promoting dialogue mechanisms with civil society, financial support to women's capacity building, etc.
- Partnership with civil society actors
- Support linking women's organizations, labor unions' leadership training, activation of professional bodies and institutions for nominating candidates for leadership, strengthen capacities of women parliamentarians/politicians on gender equality and empowerment of women, collaborate with community including religious organizations to build their capacities, etc.
- Partnership between government, business, and civil society actors
- Establish a diversity action committee to increase representation of women on corporate boards, engage financial institutions and commissions to increase women board members towards better governance, active engagements by stock exchanges with establishing governance codes, etc.

Examples of Programs and Activities under the IAP

- Establish legal frameworks and mandatory/voluntary regulations
- Develop institutional mechanisms to promote women's leadership
- Facilitate nomination/appointment of women in leadership positions
- Build capacities of women and organizations
- Transform social norms and practices

3. Conclusions

(1) Inclusion of women in leadership roles and positions is a shared agenda among APEC economies. The IAP is based on the recognition that the ratio of women's representation in leadership is catalytic to promote economic growth.

(2) Findings from the IAP show that the average ratios of women in leadership among member economies are varied from more than 30% to less than 10%, and the extent of women's representation in leadership does not seem to correlate with the level of economic development, while the public sector is more advanced than the private sector on the whole.

(3) "Diversity" is used as a strategic concept to promote women's representation in leadership in those areas where men are normatively the primary gender, and also where the demographic composition is highly diverse. This was exemplified by some APEC economies such as Australia; Canada; New Zealand; and the United States, in their action plans. Women's representation in corporate boards, the cabinet, and central and local assemblies where a nominative system is applied, can be promoted to be on par with men. Although "diversity" is not synonymous with "gender equality," it is a realistic entry point to transform the existing value and system of governance. In economies such as Australia; Malaysia; New Zealand; Singapore; and Chinese Taipei, representation of women in senior positions and governance roles is included as an indicator to measure the level of "diversity" in the corporate governance rules and evaluation processes.

(4) Invisible in the topic of IAP research is the issue of women's empowerment in order for women to be able to participate in decision-making. Action plans by some economies focus on capacity building of women through formal education, formal and informal job trainings which are essential to women's economic independence, and political education particularly for women to understand that politics is not men's business but their own, so that they could engage in political dialogue in the community both as voters and as representatives. Some economies encourage women's entry into non-traditional fields such as Science, Technology, Engineering and Mathematics (STEM) to broaden the scope and the range of women's participation and decision-making. Gaps exist between urban and rural environment, between older and younger generations of women, but the impact of unconscious gender bias is common to all women.

(5) Majority of government's partners are business enterprises, including stock-exchanges that are in a strategic position to set a policy framework for companies to promote gender diversity in boards and business associations that are capable of developing talent pools of women for governance roles.

(6) Top political leadership can play a critical role in promoting gender mainstreaming in legislation, policies, budgets, and institutional mechanisms. Women's NGOs with expertise can operate as effective partners to translate such commitments into action, for example, by drafting legislations, promoting advocacy and capacity building, and reaching out to grass-roots women.

(7) Empowerment of women and gender mainstreaming of policies and institutional mechanism are necessary conditions to each other and for not only promoting economic growth but for achieving the Sustainable Development Goals (SDGs), a global agreement toward a normative transformation.

4. The Public-Private Dialogue

As such, an official side event of the 2017 WEF: “**Public-Private Dialogue: *Individual Action Plan for the Enhancement of the Ratio of Women’s Representation in Leadership: How Do We Make It a Reality?***” was held on 28 September 2017, at Hue City, Viet Nam. It aimed to examine further: 1) How to create an enabling environment for advancing women’s leadership in the public and private sectors; and 2) How to transform social norms and practices.

The PPD invited policy-makers, experts and practitioners from public and private sectors and non-governmental organizations (NGOs) in APEC economies to share knowledge, experiences, and methodologies for addressing obstacles to advance women’s leadership. The importance of taking a two-fold approach of “gender mainstreaming of policies and institutional mechanisms’ and ‘women’s empowerment’ was pointed out in the discussion as a critical process for promoting women’s leadership. It concluded with the recommendation that further research and analysis on the strategies and measures taken by APEC economies in ‘gender mainstreaming’ and ‘women’s empowerment’ and how they impact the ratio of women in leadership and decision-making positions be done.

The PPD enjoyed approximately 50 attendants from 12 member economies, namely from Australia; Canada; Chile; Indonesia; Japan; Malaysia; New Zealand; The Philippines; Chinese Taipei; Thailand; the United States; and Viet Nam, and a few representatives from the UN Women offices.

Background

In the Asia-Pacific Economic Cooperation (APEC) 2014 Women in the Economy Forum (WEF) Statement, all APEC economies are encouraged to work toward defining and establishing measurable and aspirational voluntary goals by each economy, including the goals related to women's representation in leadership and decision making roles and positions in both public and private sectors, which economies could work toward achieving by the end of 2020.

Recognizing that increasing the participation of women in economic activities will serve as a catalyst to promote economic growth, in the beginning of 2015, Japan has launched the project "Individual Action Plan for the enhancement of the ratio of women's representation in leadership", which encourages APEC economies to promote women's participation in the economy particularly focusing on leadership, decision making, and management, while taking into account the individual economic and social circumstances of each economy. In this project, each economy is asked to fill in and submit a template, the IAP (see Appendix 1), consisting of the current ratio of women's representation in leadership in both the public and private sector, as well as their voluntary goals and brief plan of action toward by the end of 2020. They are encouraged to submit an update of the data on an annual basis to the Japan APEC Team and the APEC Secretariat up to 2020.

The objectives of the project are: 1) to develop a mechanism for measurable and aspirational voluntary goals of women's representation in leadership, which economies could work toward by the end of 2020 by setting a voluntary target based on their indicators and definitions; 2) to report the progress to Policy Partnership on Women and the Economy (PPWE), WEF and APEC Ministers and Leaders in 2017 and 2021; and 3) to enhance women's participation in the economy particularly focusing on leadership, decision-making, and management through these exercises.

1. Methodology

(1) Data Collection – Questionnaire Survey and Interviews

For the IAP, each economy has been asked to send information on three questions to the Japan APEC Team and the APEC Secretariat by filling in the designated template each year (Appendix 1).

Question 1 is "Ratio of women's representation in leadership in both the public and private sectors (based on each economy's indicators and definitions, or equivalent to P-5 and above of the United Nations (UN))."

Question 2 is "Voluntary goals of women's representation in leadership in public and private sectors toward by the end of 2020 (% , total target of increasing the share of women in leadership positions which are based on each economy's indicators and definitions, or equivalent to P-5 and above of the UN)."

Question 3 is "A brief plan of action of how your economy plans to achieve your voluntary goals."

The assessment of progress in the ratio of women's representation in leadership in both the public and private sectors in each economy is based on their indicators and definitions, or equivalent to P-5 and above in the UN system, in the time frame from 2015 to 2020.

After the preliminary compilation of the questionnaire survey, four economies were selected for interviews on further clarification and elaboration of their IAP, which should contribute to enhancing the

degree of women's representation in leadership. They were selected on the basis of the rationale that their experiences would provide specific examples for both quantitative as well as qualitative conditions in promoting women's representation. More specifically, such conditions are 1) the average of all ratios of women's representation in leadership is high/middle-high and 2) the IAP contains strategic/constructive elements. Geographic balance was also taken for consideration. Thus selected were New Zealand; Canada; Chinese Taipei; and Indonesia, in the order of IAP scores explained later. Characteristics of the four economies as reported in the questionnaire are as follows (characteristics indicators are in accordance with the analytical framework explained later):

New Zealand

- 36.6% average ratio reported in 2017
- Steady progress between 2015 and 2017 (+2.6%)
- Ideal-oriented and methodology-specific goals
- Presentation of role models, provision of self-assessment tools, promotion of women's advancement in non-traditional areas, introduction of UN Women's Women Empowerment Principles (WEPs), diversity listing rule for New Zealand Stock Exchange listed companies, establishment of the Superdiversity Centre for Law, Policy and Business.

Canada

- 34.6% average ratio reported in 2017
- Marks remarkable progress between 2015 and 2017 (+7.6%)
- Target-specific (time-bound and numerical) goals
- Achieved gender-balanced cabinet in 2015
- Plans to launch a government initiative for attaining gender-balanced boards
- Plans to change selection process for governor-in-council appointments in 2017 to achieve gender parity and reflect Canada's diverse population

Chinese Taipei

- 26.0% average ratio reported in 2017
- Marks progress, particularly in the private sector
- Target-specific goals and methodology-specific goals
- Politically-driven
- Targeted initiatives: increase of women's representation at ministerial level and senior management in the executive branch, publicly-owned enterprises, and labor unions; requiring Taiwan Stock Exchange (TWSE) and Taipei Exchange (GTSM) to include gender balance in Best Practices Principles for Listed Companies.

Indonesia

- 23.6% average ratio reported in 2017
- All targets are numerical and time-bound, and methodology-oriented
- Remarkable progress in women's representation in boards (5% in 2015 to 36% in 2017) while women's representation decreases in parliament (18% in 2015 to 14% in 2017)
- Women's representation remains low at the local level (6.6 %) indicating urban-rural gap
- Collaboration with community organizations, including religious organizations

Interviews took place in the period of 21 June 2017 to 2 August 2017, engaging individuals in government institutions, the business sector, academia, and non-government organizations (NGOs) familiar with the topic relevant to this research.

(2) Analytical Framework for Data Tabulation

As stated at the beginning of this section, the objectives of the project are three-fold: 1) to develop a mechanism for voluntary goals of women's representation in leadership; 2) to report the progress to PPWE, WEF and APEC Ministers and Leaders in 2017 and 2021; and 3) to enhance women's participation in the economy focusing on leadership, decision making, and management through objectives 1) and 2). The present report is an interim review study in reference to the first objective to meet the second objective. The questionnaire data were collected before any analytical framework was developed. Therefore, we developed a framework with concepts and variables to classify the elements contained in the data, which would lead to finding positive and negative factors for enhancing women's representation in leadership.

Although the size of the sample (the number of economies) is too small for quantitative computation and there are so many variables contained in each questions, it is still meaningful to apply a quantitative method in order to see the overall trends of ongoing efforts to enhance the ratio of women's representation in leadership by APEC economies. Besides the numerical figures such as percentages, a great deal of information was provided orally to describe variant actors engaging in a variety of action plans. Therefore, we also applied a qualitative approach to capture the specifics of policy trends. When a questionnaire is not structured such as this IAP, the present inductive approach is useful in extracting key factors from varied descriptions of actions taken by economies to develop a mechanism for time-bound voluntary goals.

Question 1: the ratio of women's representation in leadership in both public and private sectors.

Here, women's representation in leadership is based on each economy's indicators and definitions, or the UN definition. Because of the variation in the range of the positions reported by the economies, all leadership positions reported are counted, identifying definitions/indicators of each economy by describing each position. The level of representation is classified as: High (over 30%), Middle-High (20~29%), Middle-Low (10~19%), and Low (less than 10%).

Raw percentage figures of every position are to be used to classify economies by the level of women's representation in leadership (2015) to locate APEC economies' takeoff points. Where data are available, changes from 2015 to 2017 in their patterns of the enhancement of the ratio of women's representation are to be identified. Change in the ratio over time (if data available): Up, Down, No change.

To find successful role models, characteristics of the factors contributing to representational enhancement among the progressive economies are to be identified: Legal framework, Social norms, Economic conditions, External impact, Demography, Other (specify).

Question 2: voluntary goals of women's representation in leadership in public and private sectors toward by the end of 2020 (% , total target of increasing the share of women in leadership positions). To infer the level of commitment of each economy for measurable achievement, goals in terms of the level of numerical goals and the type of sectors/field are to be classified. Type of goals: Political, Economic, Administrative, Social, Other (specify); Specificity of goals: Target specific, Methodology specific, Ideal-oriented.

To identify key concepts in each economy's action plan, frequently used verbal expressions/terms are to be classified. The major concepts in the description of goals are to be identified.

Question 3: concrete examples of implementation to achieve voluntary goals. To find existing patterns of collaboration between public and private sectors, the type of concrete actions planned are to

be identified. Type of action plan: Political, Economic, Administrative, Social, Other (specify); Government-Civil Society Collaboration: Yes, No; Type of Partners: Business enterprises, NPOs/NGOs, Other (specify); Change in the type of partners over time (2015~2017) (if data available): More business enterprises, More NPOs/NGOs, No change

2. Findings

(1) Question 1: Ratio

The IAP questionnaire survey was conducted in 2015, 2016 and 2017. In 2015, seventeen economies responded to the survey, seven in 2016 and fourteen in 2017. Six economies responded every year, seven economies responded twice while six economies responded once.¹

Table 2-1: Number of economies that responded

	2015	2016	2017
Number of economies that responded	17	7	14

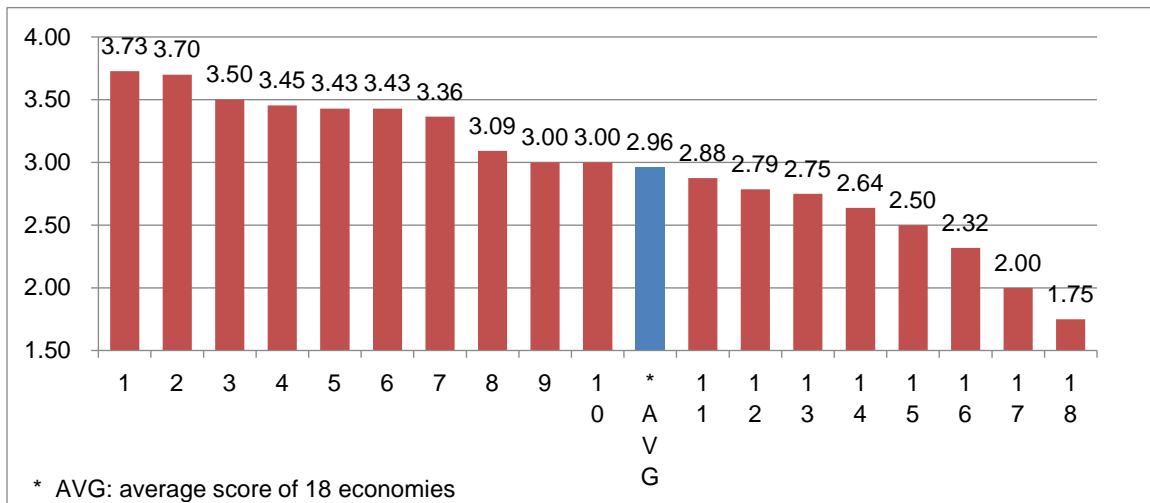
The first question is about the ratio of women’s representation in leadership in both public and private sectors. The style of reporting varied with a combination of raw figures and narrative descriptions. Some economies reported relatively lower leadership positions than others, which might be a reflection of more diverse indicators and definitions of leadership positions in those economies.

Figure 2-1 shows the result of the tabulation on the comprehensive ratio of women’s representation in leadership in both the public and private sectors in APEC economies. The scoring method was as footnoted. The range of scores spreads from 1.75 to 3.73, the possible maximum score being 4.00. Ten economies out of 18, which were eligible for the present analysis, were above the average (the mean) score (2.96).

¹

<https://www.apec.org/Groups/SOM-Steering-Committee-on-Economic-and-Technical-Cooperation/Working-Groups/Policy-Partnership-on-Women-and-the-Economy/PPWE-IAPs.aspx>

Figure 2-1: Total scores (by levels of ratio) of women’s representation in leadership by APEC economies



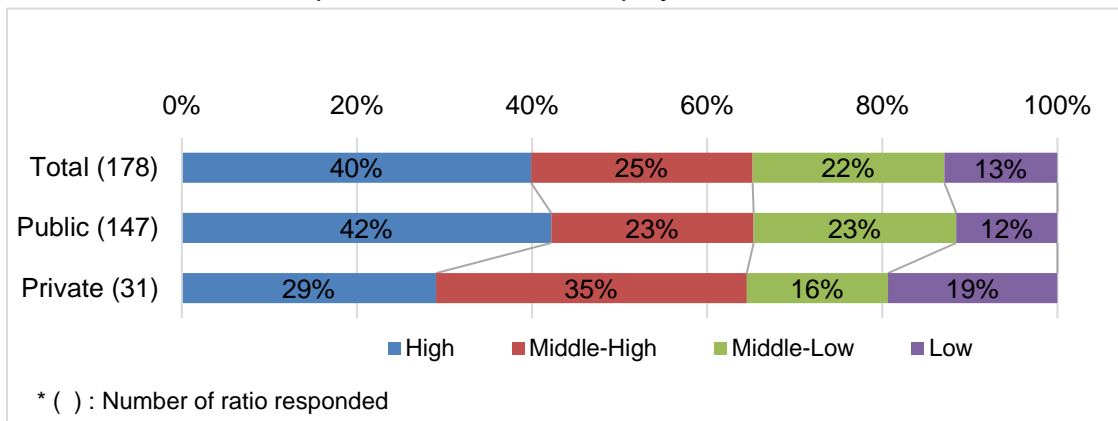
* "Total score" includes the ratios of both "Public" and "Private."

* "Score" is calculated by the following steps:

- 1) Scoring is based on the response of the latest year.
- 2) Each ratio is classified into four levels: "High/H" (30% and above); "Middle-High/MH" (20~29%), "Middle-Low/ML" (10~19%), "Low/L" (below 10%).
- 3) Scores from four to one are assigned to each level: H=4, MH=3, ML=2, L=1.
- 4) The sum of total score in each level is divided by the total number of leadership positions.

The distribution of levels of women’s representation of leadership by sectors is shown in Figure 2-2. We find that there are women in leadership positions about five times more in the public sector than in the private sector in number, and there is a higher percentage of women’s representation in the high-level leadership positions in the public sector than in the private sector. When we look into the details of the distribution of the leadership positions (Table 2-2), we find a trend that there is a higher concentration of high-ranked positions among the high-ranking economies than among the middle- and low-ranking economies. We notice that there is a considerable number of middle- and low-ranking leadership positions occupied by women among middle- and low-ranking economies. This trend may be a reflection of each economy’s indicators and definitions. It is obvious that the public sector is ahead of the private sector in the ratio of women’s representation in leadership among APEC economies.

Figure 2-2: Levels of women's representation in leadership by sectors



* "Total" includes the ratios of both "Public" and "Private."

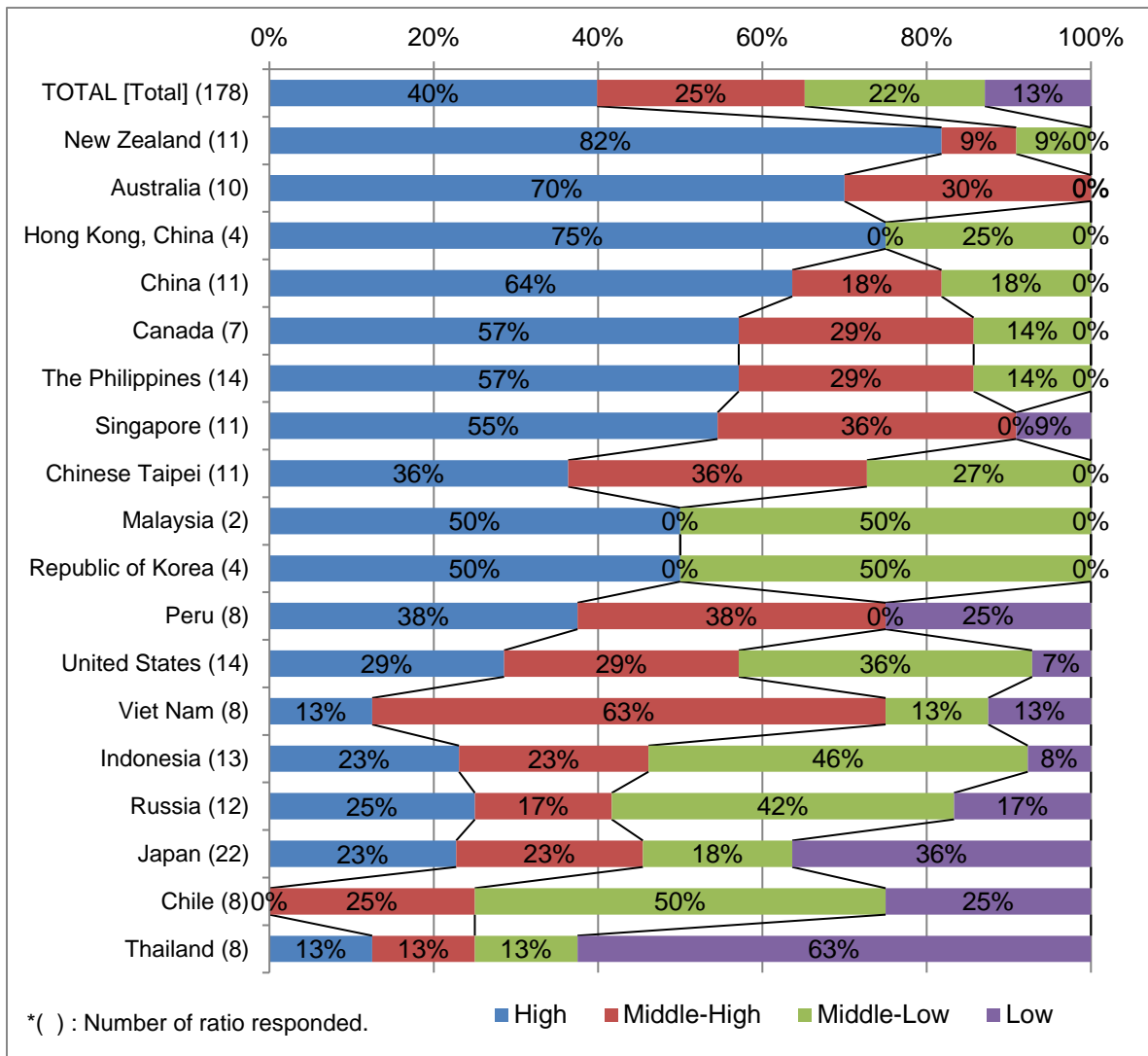
Table2-2: Levels of women's representation in leadership by APEC economies by scores

	Total						Public						Private					
	H (4)	MH (3)	ML (2)	L (1)	S	(N)	H (4)	MH (3)	ML (2)	L (1)	S	(N)	H (4)	MH (3)	ML (2)	L (1)	S	(N)
New Zealand	9	1	1	0	3.73	(11)	9	1	0	0	3.90	(10)	0	0	1	0	2.00	(1)
Australia	7	3	0	0	3.70	(10)	7	2	0	0	3.78	(9)	0	1	0	0	3.00	(1)
Hong Kong, China	3	0	1	0	3.50	(4)	3	0	1	0	3.50	(4)	0	0	0	0	0.00	(0)
China	7	2	2	0	3.45	(11)	7	2	2	0	3.45	(11)	0	0	0	0	0.00	(0)
Canada	4	2	1	0	3.43	(7)	4	1	1	0	3.50	(6)	0	1	0	0	3.00	(1)
The Philippines	8	4	2	0	3.43	(14)	7	4	2	0	3.38	(13)	1	0	0	0	4.00	(1)
Singapore	6	4	0	1	3.36	(11)	5	3	0	0	3.63	(8)	1	1	0	1	2.67	(3)
Chinese Taipei	4	4	3	0	3.09	(11)	2	1	1	0	3.25	(4)	2	3	2	0	3.00	(7)
Malaysia	1	0	1	0	3.00	(2)	1	0	0	0	4.00	(1)	0	0	1	0	2.00	(1)
Republic of Korea	2	0	2	0	3.00	(4)	2	0	2	0	3.00	(4)	0	0	0	0	0.00	(0)
Peru	3	3	0	2	2.88	(8)	3	3	0	2	2.88	(8)	0	0	0	0	0.00	(0)
United States	4	4	5	1	2.79	(14)	3	1	4	1	2.67	(9)	1	3	1	0	3.00	(5)
Viet Nam	1	5	1	1	2.75	(8)	1	4	1	1	2.71	(7)	0	1	0	0	3.00	(1)
Indonesia	3	3	6	1	2.62	(13)	1	3	6	1	2.36	(11)	2	0	0	0	4.00	(2)
Russia	3	2	5	2	2.50	(12)	2	1	5	2	2.30	(10)	1	1	0	0	3.50	(2)
Japan	5	5	4	8	2.32	(22)	5	5	4	5	2.53	(19)	0	0	0	3	1.00	(3)
Chile	0	2	4	2	2.00	(8)	0	2	4	0	2.33	(6)	0	0	0	2	1.00	(2)
Thailand	1	1	1	5	1.75	(8)	0	1	1	5	1.43	(7)	1	0	0	0	4.00	(1)

* "H"=High, "MH"=Mid High, "ML"=Mid Low, "L"=Low, "S"=Score.

Figure 2-3 shows the pattern of varied levels of women's representation in leadership by each economy. We can visually see the trend discussed above on the correlation between the higher ratio of high-ranking positions and the economies' total ranking. We can recognize more vividly the gradation from the higher levels to the lower levels as ranking goes down. Also, we find quite a large proportion of leadership positions on the middle levels (both M-H and M-L) in the lower-ranking economies. Data are not available whether it means that those women occupying the middle-level positions are the future candidates for high-level leaders or it means a reflection of a normative leadership image of the society. The number of the positions reported is outstanding for Japan while it is very small for Hong Kong, China; Republic of Korea; and Malaysia.

Figure 2-3: Levels of women's representation in leadership (Total) by APEC economies by scores



Figures 2-4 and 2-5 show patterns of the public sector and the private sector respectively. As we recognized in Figure 2-2 and Table 2-2, we find that the pattern in the public sector is strongly reflected in the overall pattern of an economy. More specifically, among APEC members, the public sector is leading the ratio enhancement of women's representation in leadership, at least in women's occupation of leadership positions. Nevertheless, we find that some economies, such as The Philippines; Singapore; Chinese Taipei; the United States; Indonesia; Russia; and Thailand show high to middle-high ratio of women's representation in the private sector. We should however bear in mind here the limitation of the tabulation due to the nature of the data.

Figure 2-4: Levels of women's representation in leadership (Public Sector) by scores

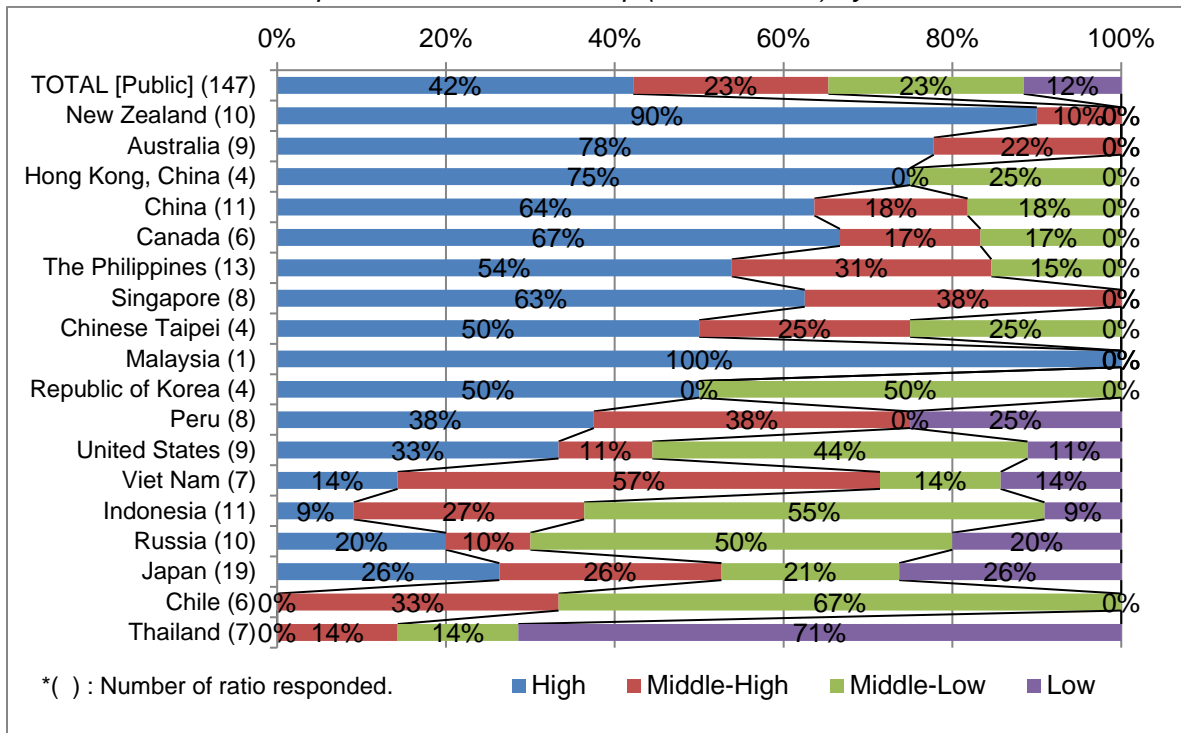
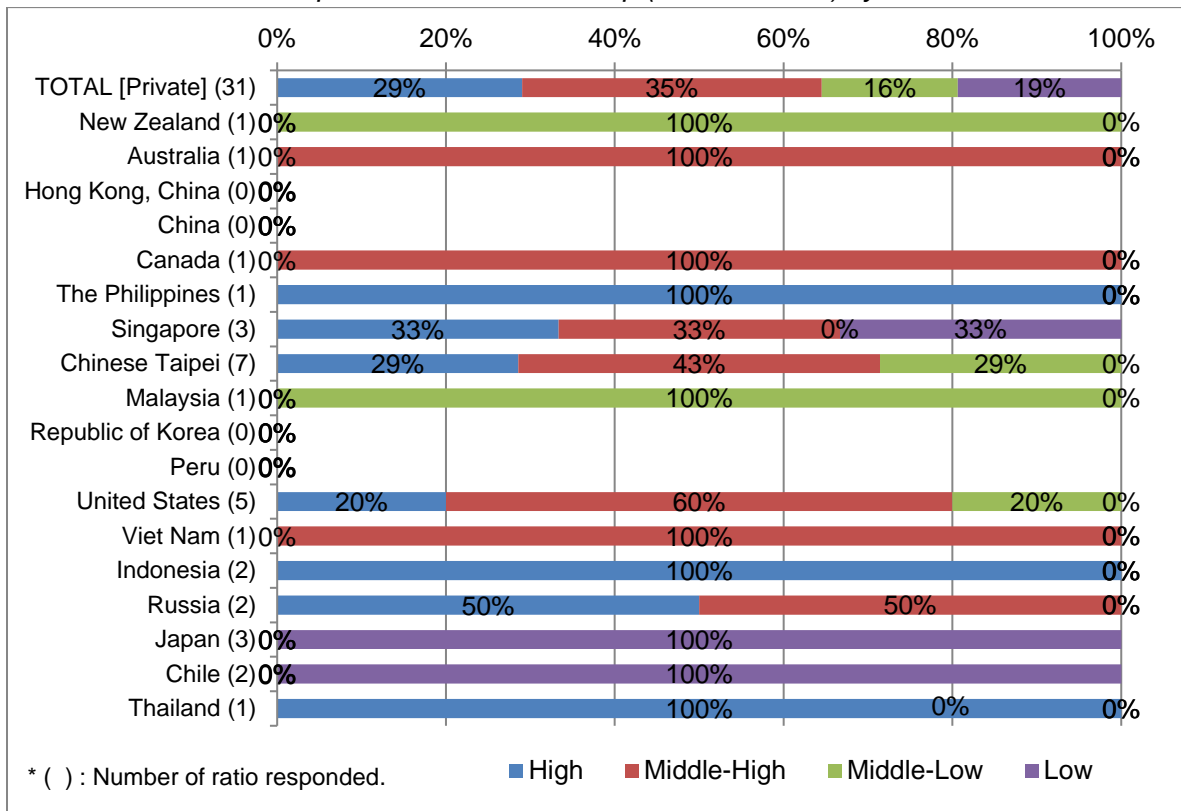
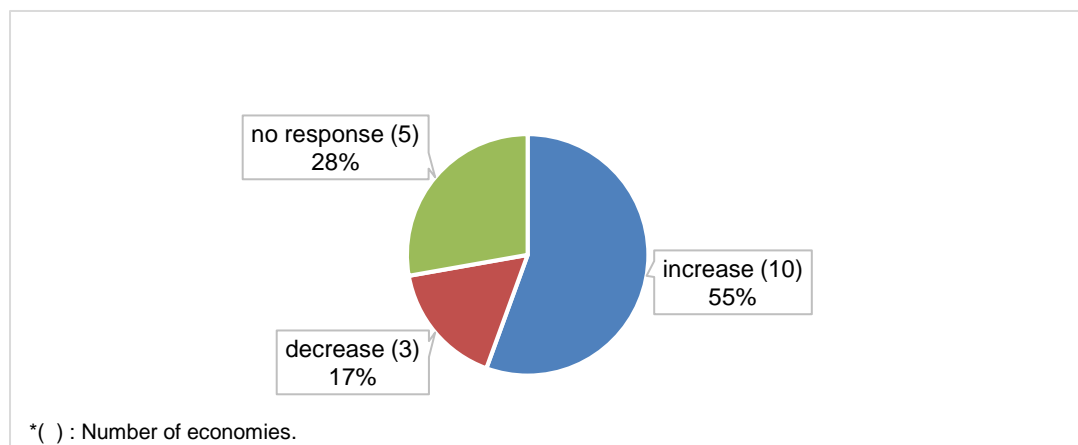


Figure 2-5: Levels of women's representation in leadership (Private Sector) by scores



The change in the average ratios between 2015 and 2017 is shown in Figure 2-6. In ten economies, the average ratio increased while it decreased in three economies. The score of maximum change was 7.6 while the minimum was -2.3.

Figure 2-6: Change in average ratio of each economy between 2015 and 2017



The following three economies marked the most significant change in the three years.

Canada +7.6%

A significant upward change was observed in 2016 and 2017, after the change in the political administration and leadership. The current administration aims for 'gender-balance' in political, administrative, and economic spheres and it took the lead by appointing a gender-balanced (50% female and 50% male) cabinet in 2015.

Republic of Korea +4.8%

The ratio of female school principals and vice-principals leaped from 29.4% in 2015 to 36.9% in 2017. The Republic of Korea has the Female Representation Enhancement Initiative in the Public Sector (2013-2017) as a policy framework to increase women in decision-making positions, but here specific activities targeted for school principals and vice-principals are not mentioned.

The Philippines +3.1%

Significant changes are seen in the proportion of female public prosecutors in the 1st and 2nd level court from 34% in 2015 to 40% in 2017, and 2nd level positions in central government from 58.7% in 2015 to 66.3% in 2017. Civil Service Commission plays a key role by developing and implementing gender-responsive human resources and organizational development policies/programs

There is not enough information, however, to draw logical conclusions that the high ratio has been achieved as a result of any specific policies or activities reported in the IAP.

Significant Progress in Specific Areas from 2015 to 2017

Canada Federal Cabinet from 30% (2015) to 50% (2017)

It is a reflection of the new Prime Minister's political commitment to achieving gender equality and diversity.

Indonesia Chief Executive Officers (CEO) from 5% (2015) to 30% (2017)

There is no mention in the IAP report of any targeted activities for increasing the percentage of women in the CEO positions.

Peru Judges in high courts from 9% (2015) to 27.1% (2017) and prosecutors from 43.9% (2015) to 54.0%(2017).

There is no mention in the IAP report of any targeted activities for increase in the percentage of women in the judiciary.

Russia Member in the Upper House from 8.4% (2015) to 17.1% (2017)

There is no mention in the IAP report of any targeted activities for increase in the percentage of women in the parliament.

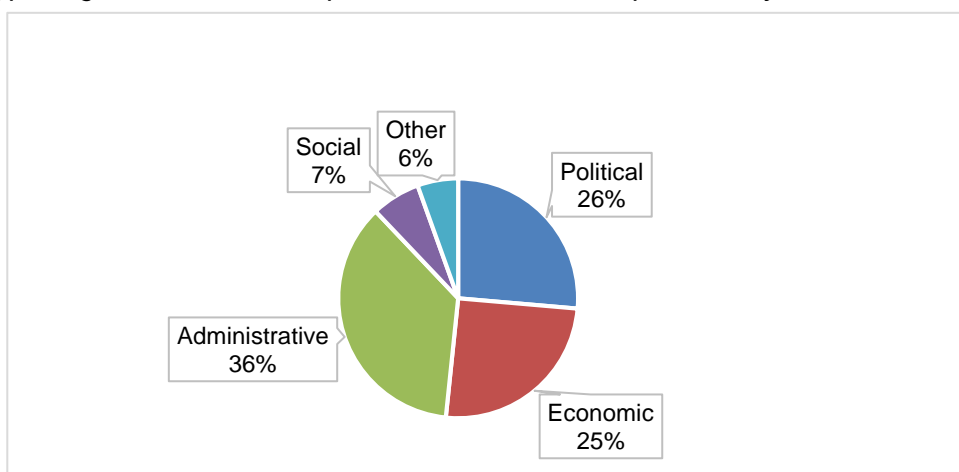
(2) Question 2: Voluntary Goals

Types of goals

Goals for promoting women’s leadership are set forth for various fields in the public and private sectors. They can be broadly categorized into four types in terms of targeted fields: Legislative, Administrative, Judicial, Economic, and Social.

- ✓ **Legislative** bodies: central and local legislative bodies (e.g., parliament, diet), election candidates, decision-making positions in political parties
- ✓ **Administrative** bodies: civil service, government boards
- ✓ **Judicial** bodies: Judges, prosecutors
- ✓ **Economic** entities: CEOs, business associations, labor unions
- ✓ **Social**: School principals, community leaders

Figure 2-7: Type of goals of women’s representation in leadership toward by the end of 2020 (n=91)*



* Since some goals are classified into more than one type, they are counted more than once. “n=91” is the sum of the number of goals classified into four types.

* The response of the latest year is calculated.

Some goals make reference to international commitments and instruments such as the Convention on the Elimination of All Forms of Discrimination against Women (CEDAW), G20, and UN’s WEPs whereas most of the goals are embedded in domestic policy frameworks, such as government action plans and strategies for gender equality, some of which are backed by a strong political commitment by top leaders, as well as legal frameworks and voluntary regulations.

Specificity of Goals

Specificity of the reported voluntary goals can be characterized as follows:

Target-specific: numerical, time-bound, areas/groups (i.e., percentage, number, timeline, target group)

- ✓ The Business Council of Australia to have 50% of member organizations' senior roles filled by women within a decade (Australia)
- ✓ Percentage of female entrepreneurs to reach 35% and above by 2020 (Thailand)

Methodology-specific: measures, methodologies (i.e., policies, legal frameworks, rules, research, concrete activities)

- ✓ Make use of case studies of successful women to inspire other women to take the next step in their careers with confidence (New Zealand)
- ✓ Help agencies strategically recruit, hire, develop and retain talented women to ensure that the Federal workforce is representative of the general population (United States)

Ideal-oriented: ideals, concepts (i.e., introduction of long-term vision)

- ✓ Facilitates greater awareness of the benefits of gender-balanced business (Singapore)
- ✓ Aspire to 30% over five years (2014-2019) as the economy's goal to achieve gender balance, with the longer term goal being gender balanced on boards (New Zealand)

Table2-3: Type and specificity of voluntary goals by APEC economies (%) in alphabetical order

		Type of goals					(N)	Specificity of goals			
		Political	Economic	Administrative	Social	Other		Target specific	Methodology specific	Ideal-oriented	(N)
Australia	2015	33%	50%	17%	0%	0%	(6)	100%	0%	0%	(1)
	2017	33%	33%	33%	0%	0%	(3)	100%	0%	0%	(1)
Canada	2015	0%	100%	0%	0%	0%	(1)	100%	0%	0%	(1)
	2016	0%	100%	0%	0%	0%	(1)	100%	0%	0%	(1)
	2017	0%	100%	0%	0%	0%	(1)	100%	0%	0%	(1)
Chile	2015	50%	50%	0%	0%	0%	(2)	50%	50%	0%	(2)
China	2016	43%	14%	43%	0%	0%	(7)	100%	0%	0%	(1)
Hong Kong, China	2015	33%	33%	0%	33%	0%	(3)	100%	0%	0%	(1)
	2017	33%	33%	0%	33%	0%	(3)	100%	0%	0%	(1)
Indonesia	2015	22%	33%	11%	22%	11%	(9)	100%	0%	0%	(1)
	2017	29%	29%	14%	0%	29%	(7)	100%	0%	0%	(1)
Japan	2015	33%	7%	53%	0%	7%	(15)	100%	0%	0%	(1)
	2016	18%	14%	64%	0%	5%	(22)	100%	0%	0%	(1)
	2017	19%	14%	62%	0%	5%	(21)	100%	0%	0%	(1)
Republic of Korea	2015	0%	0%	75%	25%	0%	(4)	100%	0%	0%	(1)
	2016	20%	0%	60%	20%	0%	(5)	100%	0%	0%	(1)
	2017	20%	0%	60%	20%	0%	(5)	100%	0%	0%	(1)
Malaysia	2015	0%	0%	0%	0%	0%	(0)	100%	0%	0%	(1)
	2017	0%	0%	0%	0%	0%	(0)	0%	0%	0%	(0)
New Zealand	2015	25%	25%	25%	25%	0%	(4)	0%	50%	50%	(2)
	2017	25%	25%	25%	25%	0%	(4)	0%	50%	50%	(2)
Peru	2015	50%	0%	50%	0%	0%	(2)	50%	50%	0%	(2)
	2017	0%	0%	0%	0%	0%	(0)	50%	50%	0%	(2)
The Philippines	2015	40%	20%	40%	0%	0%	(5)	50%	0%	50%	(2)
	2017	40%	20%	40%	0%	0%	(5)	50%	0%	50%	(2)
Russia	2015	0%	0%	0%	0%	0%	(0)	0%	0%	0%	(0)
	2017	0%	0%	0%	0%	0%	(0)	0%	0%	0%	(0)
Singapore	2015	15%	31%	31%	8%	15%	(13)	33%	33%	33%	(3)
	2016	18%	36%	36%	9%	0%	(11)	33%	33%	33%	(3)
	2017	15%	31%	31%	8%	15%	(13)	33%	33%	33%	(3)
Chinese Taipei	2015	14%	57%	14%	14%	0%	(7)	50%	50%	0%	(2)
	2016	14%	57%	14%	14%	0%	(7)	50%	50%	0%	(2)
	2017	14%	57%	14%	14%	0%	(7)	50%	50%	0%	(2)
Thailand	2015	50%	0%	50%	0%	0%	(2)	50%	0%	50%	(2)
United States	2015	0%	100%	0%	0%	0%	(2)	0%	50%	50%	(2)
Viet Nam	2015	40%	20%	30%	10%	0%	(10)	100%	0%	0%	(1)

Key Concepts of the Voluntary Goals

Key concepts of the reported voluntary goals can be classified broadly into five categories as follows:

1. Increase **general participation of women** across the board in political, administrative, economic, and social spheres (i.e., labor force, civil service, business organizations, Science, Technology, Engineering and Mathematics (STEM) fields, and entrepreneurship)
 - ✓ Achieving the G20 commitment to reduce the women's labor force participation gap by 2% by 2050 (Australia)
 - ✓ Achieve 30% over five years (2014-2019) as the economy's goal to achieve gender balance across board, with the longer term being gender balance on boards (Canada)
 - ✓ Central government public employees through the recruitment examination to reach more than 30% every fiscal year (Japan)
 - ✓ Ensure the opportunity of women on equal terms with men and without any discrimination to represent government at the international level and to participate in the work of international organizations (The Philippines)
 - ✓ Close gender gaps in STEM fields. National Aeronautics and Space Administration (NASA) to promote women in leadership positions by using internal benchmarks (United States)

2. Increase **representation of women in leadership/decision-making positions** (i.e., central and local legislative bodies, government boards, CEOs)
 - ✓ The Australian Institute of Company Directors launched a voluntary target of women holding 30% of ASX200 board positions by the end of 2018
 - ✓ 40% representation of women on boards of public companies by the end of the government of President Bachelet in 2018 (Chile)
 - ✓ At least one woman in every local government body above the community level (China)
 - ✓ One-third of directors and supervisors positions in labor unions in 2017 (Chinese Taipei)
 - ✓ 37.3% of school principals and vice-principals (raised from 33% in 2015) (Republic of Korea)
 - ✓ Supports a nomination service to facilitate the appointment of women to state sector boards and committees (New Zealand)
 - ✓ Double the proportion of women in Parliament, sub-district administrative organizations and executive positions in the civil service (Thailand)

3. Achieve **equality in the workplace and in working conditions** (i.e., pay-gap, workforce diversity)
 - ✓ Increase the number of public and private organizations certified by the Mexican Standards for Labor Equality and Non-discrimination by 10% (Mexico)
 - ✓ Close the wage gap in the federal government (United States)

4. Establish **laws and voluntary or compulsory regulations** (i.e., quota law, affirmative action, corporate governance code)
 - ✓ Adopt the draft law of establishing a gender parity criteria in the parliamentary electoral system – no single gender to exceed 60% (Chile) (adopted in 2016 and is mandatory for the 2017 parliamentary election)
 - ✓ The Malaysian Code of Corporate Governance requires government-linked companies, publicly listed companies, statutory bodies, and financial institutions to have at least 30% women in decision-making positions. (Malaysia)
 - ✓ Adoption of the Alteration Bill by 2017. 50% of central level public institutions and 50% of regional governments set quotas for female representation in decision-making positions (Peru)
 - ✓ Gender balance bill to be filed in Congress (The Philippines)

5. Transform **norms and practices** to promote women's leadership (e.g., research, awareness-raising, mentoring, training)
 - ✓ Change the way leadership is defined (New Zealand)

- ✓ Form a Diversity Task Force, conduct research, and draw recommendations. (2012, Singapore)
- ✓ Address the under-lying root-causes collectively and systematically in a multi-stakeholder approach, starting with awareness raising of the benefits of gender-balanced businesses. (Singapore)
- ✓ Promote women's participation and leadership in education and occupations in STEM fields, in collaboration with the Department of Energy and NASA. (United States)

Australia and Indonesia made upward revisions on their goals during the reporting period. For example, gender diversity target for the Australian Government Boards of 2015, which aimed for at least 40% of positions to be held by women, 40% by men, and the remaining 20% by either gender, was upgraded in 2017 to 50% women and men. Indonesia updated the 2015 target of 10 % of CEOs by 2020 to 50% in 2017 as the 2015 target was achieved in 2016.

(3) Question 3: Brief Action Plan

Types of Action Plans

Member economies have reported on a wide range of activities they intend to implement to achieve their voluntary goals. Some economies employ existing action plans and strategies for gender equality as a framework, while others launch new policies and programs focusing on women's leadership goals.

Examples of existing action plans and strategies:

- ✓ China National Program for Women's Development 2011-2020 (China)
- ✓ Gender Equality Policy Guidelines of 2011 (Chinese Taipei)
- ✓ The Fourth Basic Plan for Gender Equality (Japan)
- ✓ The National Action Plan for Gender Equality 2012-2017, the Operation Plan 2015, and the Annual Strategic Plan 2013-2016 of the Ministry of Women and Vulnerable Populations (Peru)
- ✓ 2014-2016 Gender and Development Agenda adopted by the Philippine Civil Commission (2017, The Philippines)
- ✓ Strategy for Safe Family Policy until 2025 (2015, Russia)
- ✓ National Strategy on Gender Equality 2011-2020 and the National Program on Gender Equality 2011-2015, which includes a project to facilitate women's representation in management and leadership positions (2015, Viet Nam)

Table 2-4: Type of concrete action plans by APEC economies (%) in alphabetical order

		Type of Action Plan					
		Political	Economic	Administrative	Social	Other	(N)
Australia	2015	0%	50%	0%	50%	0%	(2)
	2017	13%	25%	13%	38%	13%	(8)
Canada	2015	0%	100%	0%	0%	0%	(2)
	2016	0%	100%	0%	0%	0%	(2)
	2017	33%	22%	11%	33%	0%	(9)
Chile	2015	0%	0%	0%	0%	0%	(0)
China	2016	30%	17%	30%	22%	0%	(23)
Hong Kong, China	2015	33%	33%	0%	33%	0%	(3)
	2017	33%	33%	0%	33%	0%	(3)
Indonesia	2015	25%	8%	42%	17%	8%	(12)
	2017	29%	7%	43%	14%	7%	(14)
Japan	2015	100%	0%	0%	0%	0%	(1)
	2016	100%	0%	0%	0%	0%	(1)
	2017	100%	0%	0%	0%	0%	(1)
Republic of Korea	2015	30%	20%	30%	20%	0%	(10)
	2016	30%	20%	30%	20%	0%	(10)
	2017	25%	25%	25%	0%	25%	(4)
Malaysia	2015	0%	40%	0%	60%	0%	(5)
	2017	0%	0%	0%	0%	0%	(0)
New Zealand	2015	11%	44%	22%	22%	0%	(9)
	2017	13%	44%	25%	19%	0%	(16)
Peru	2015	30%	20%	20%	20%	10%	(10)
	2017	0%	0%	0%	0%	0%	(0)
The Philippines	2015	50%	0%	50%	0%	0%	(2)
	2017	50%	0%	50%	0%	0%	(2)
Russia	2015	0%	50%	0%	38%	13%	(8)
	2017	0%	50%	0%	40%	10%	(10)
Singapore	2015	0%	33%	33%	33%	0%	(6)
	2016	0%	38%	25%	38%	0%	(8)
	2017	0%	0%	0%	0%	0%	(0)
Chinese Taipei	2015	20%	60%	20%	0%	0%	(5)
	2016	20%	60%	20%	0%	0%	(5)
	2017	29%	43%	29%	0%	0%	(7)
Thailand	2015	60%	0%	0%	30%	10%	(10)
The United States	2015	0%	38%	29%	33%	0%	(24)
Viet Nam	2015	0%	0%	0%	0%	0%	(0)

Examples of government policies and strategies focusing on women's leadership:

- ✓ Australian Public Service Gender Equality Strategy, which requires every agency to set targets for gender equality in leadership positions (2016, Australia)
- ✓ Government initiative to attain gender-balanced boards (New Zealand)
- ✓ The Second Framework Plan for the Promotion of Economic Activities of Career-interrupted Women (2015-2019) and the Second Female Representation Enhancement Initiative (to be drafted in 2016, Republic of Korea)

- ✓ Action Plan to promote Mexican Standards for Labor Equality and Non-discrimination in coordination between Ministry of Labor, National Institute for Women, and the National Council to Prevent Discrimination (2017-2018, Mexico)
- ✓ Direction of Promotion and Development of the Economic Autonomy of Women (Peru)
- ✓ Women’s EDGE Plan for 2013-2016, which aims to promote meaningful representation and participation in elective positions and other decision-making bodies (2015, The Philippines)
- ✓ GAP Policy 2015 adopted by the Commission on Election to institutionalize gender mainstreaming within the work of the Commission (2017, The Philippines)

As for the private sector, it has been observed that “**corporate governance code/index**,” “**guidelines**,” and “**reporting requirements**” developed by financial supervisory agencies and/or the stock-change constitute the policy frameworks for promoting gender diversity in companies’ policies and practices. They play a key role in introducing and mainstreaming new norms and practices in the economy.

Types of Partners

Many economies recognize the importance of engaging various stakeholders within the government and in the private sector and civil society.

- ✓ Government: Civil service commissions, federal ministers/cabinet, line ministries (e.g., women, children, labor/employment, social development, energy), regional/local government, publicly-owned enterprises, financial institutions, international organizations
- ✓ Private Sector: Stock exchanges, business/professional associations, consulting firms, chairs of individual companies
- ✓ Civil Society; NGOs, women’s federations, labor unions, research/training institutions, advocacy organizations, non-profit groups, community groups, religious groups, male champions, media.

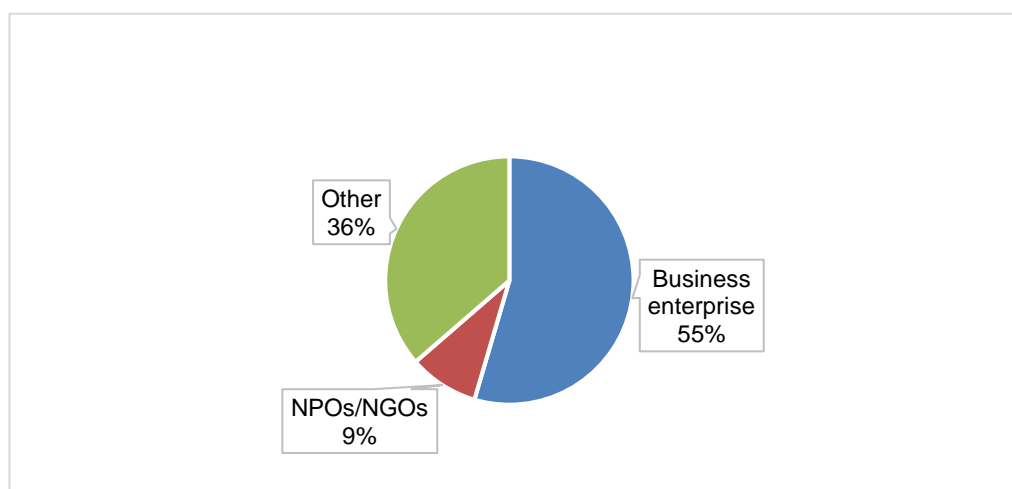
Table 2-5: Partnership in concrete action plans by APEC economies (%) in alphabetical order

		Government-Civil Society Collaboration			Type of partners			
		Yes	No	(N)	Business enterprise	NPOs/ NGOs	Other	(N)
Australia	2015	100%	0%	(1)	50%	50%	0%	(2)
	2017	100%	0%	(1)	50%	50%	0%	(2)
Canada	2015	100%	0%	(1)	50%	0%	50%	(2)
	2016	100%	0%	(1)	50%	0%	50%	(2)
	2017	100%	0%	(1)	0%	100%	0%	(1)
Chile	2015	0%	0%	(0)	0%	0%	0%	(0)
China	2016	0%	100%	(1)	0%	0%	0%	(0)
Hong Kong, China	2015	0%	0%	(0)	0%	0%	0%	(0)
	2017	0%	0%	(0)	0%	0%	0%	(0)
Indonesia	2015	100%	0%	(1)	0%	0%	100%	(1)
	2017	100%	0%	(1)	0%	0%	100%	(1)
Japan	2015	100%	0%	(1)	0%	0%	100%	(1)
	2016	0%	0%	(0)	0%	0%	0%	(0)
	2017	0%	0%	(0)	0%	0%	0%	(0)
Republic of Korea	2015	0%	0%	(0)	0%	0%	0%	(0)
	2016	0%	0%	(0)	0%	0%	0%	(0)
	2017	100%	0%	(1)	0%	0%	0%	(0)
Malaysia	2015	100%	0%	(1)	100%	0%	0%	(1)
	2017	100%	0%	(1)	100%	0%	0%	(1)

New Zealand	2015	100%	0%	(1)	100%	0%	0%	(1)
	2017	100%	0%	(1)	100%	0%	0%	(1)
Peru	2015	100%	0%	(1)	0%	0%	100%	(1)
	2017	100%	0%	(1)	100%	0%	0%	(1)
The Philippines	2015	100%	0%	(1)	0%	0%	100%	(1)
	2017	0%	0%	(0)	0%	0%	0%	(0)
Russia	2015	0%	100%	(1)	0%	0%	0%	(0)
	2017	0%	0%	(0)	0%	0%	0%	(0)
Singapore	2015	100%	0%	(1)	100%	0%	0%	(1)
	2016	100%	0%	(1)	100%	0%	0%	(1)
	2017	100%	0%	(1)	100%	0%	0%	(1)
Chinese Taipei	2015	100%	0%	(1)	100%	0%	0%	(1)
	2016	100%	0%	(1)	100%	0%	0%	(1)
	2017	100%	0%	(1)	100%	0%	0%	(1)
Thailand	2015	100%	0%	(1)	0%	0%	100%	(1)
United States	2015	100%	0%	(1)	0%	0%	100%	(1)
Viet Nam	2015	0%	100%	(1)	0%	0%	0%	(0)

Figure 2-8 shows that the major partners in the efforts of advancing women’s leadership in the economy are business enterprises and associations.

Figure 2-8: Type of partnership of women’s representation in leadership toward by the end of 2020 (n=10)



The calculation is based on the response of the latest year.

Partnership with business enterprises/associations

- ✓ Baseline study on female representation in the boards conducted by a consulting firm, building on which activities in awareness-raising, capacity building, media campaigns and networking initiatives were launched (2015, Malaysia)
- ✓ Government provided funding to implement leadership development programs with Australian Institute of Company Directors and Australian Sports Commission. It also works with Mines and Metals Association to provide e-mentoring (2015, 2017, Australia)
- ✓ Federal Ministers and the Advisory Council to work with individual chairs of FP 500 companies, business associations and advocacy organizations to promote women’s representation on boards

(2015, Canada)

- ✓ Launch a campaign for the adoption of the Alternation Bill and promote dialogue mechanisms with civil society (2015, Peru)
- ✓ Strengthen capacities of women's groups to lead in transformative politics at local and grass-roots levels (2015, The Philippines)
- ✓ Financial support has been given to activities at the local level to build capacities of women and campaign for greater participation of women in local politics. Involve educational institutions to encourage young generations to promote participation of women in politics (2015, Thailand)
- ✓ Mobilize Muslim women politicians as mentors for graduates of the Leadership Academy for Muslim Women (2015, Thailand)

Partnership with Civil Society Actors

- ✓ Invest in a pan-Canadian network of women leaders and equality-seeking organizations to promote collaborative actions (2017, Canada)
- ✓ Invite women's federations in the formulation of women-related regulations and public policies and pass along the options and demands of women (2016, China)
- ✓ Provide training courses for labor unions to improve leadership skills of women and to increase motivation. (2015, Chinese Taipei)
- ✓ Encourage professional bodies and institutions responsible for nominating or recommending candidates for participation in the Advisory and Statutory Bodies to nominate and recommend more women (2015, Hong Kong, China)
- ✓ Strengthen capacities of women Parliament Caucus and Women in Politics Caucus on gender equality and empowerment of women. Collaborate with community organizations, including religious organizations, to build their capacities. (2015, Indonesia)

Partnership between people, private and public sectors

- ✓ Establishment of a Diversity Action Committee (2014), under the auspices of Singapore Exchange Limited, comprising senior stakeholders from public, private and people sectors to increase representation of women on corporate boards by implementing the recommendations outlined by the Diversity Task Force that was established in 2012. It is reported that in 2015 companies improved gender diversity at the top decision-making body (2016, Singapore)

Engagement of Financial Supervisory Agencies and Stock Exchanges

- ✓ The Australian Stock Exchange to launch voluntary gender diversity guidelines, requiring disclosure of achievements and percentages of women in senior management and wider company roles (2015, Australia)
- ✓ The Financial Supervisory Commission to require Taiwan Stock Exchange and Gre Tai Securities Market to include gender balance in Best Practice Principles for Listed Companies. Encourage listed companies to increase board diversity through mechanisms such as the Corporate Governance Evaluation and Corporate Governance Index. (2015, Chinese Taipei)
- ✓ The New Zealand Stock Exchange introduced a diversity-listing rule for listed companies. The rule requires companies to provide a breakdown of the gender composition of their directors and officers in the annual reports with comparative figures for the prior balance date, and encourages the adoption and implementation of a diversity policy (2015). The New Zealand Stock Exchange recommended listed companies to be required to have diversity policies and that they are required to report on a 'comply or explain' basis (2017, New Zealand).

- ✓ The Monetary Authority of Singapore strengthens the Code of Corporate Governance, requiring listed companies to disclose diversity policies (including gender), self-set measurable objectives, and progress made in achieving the objectives. Companies are expected to implement diversity policies straight away and disclose it in their annual reports (2017, Singapore)

Examples of Programs and Activities under the IAP

Establish legal frameworks and mandatory/voluntary regulations

- ✓ Inclusion of flexibility provisions in job advertisement (Australia)
- ✓ The stock exchange's launch of voluntary gender diversity guidelines, requiring to disclose percentage of women in senior management (Australia)
- ✓ Amend federal corporate governance framework laws to increase women's representation on corporate boards and in senior management (Canada)
- ✓ Enact and improve laws, regulations, and policies to promote women's participation in decision-making and leadership (China)
- ✓ The Financial Supervisory Commission to require businesses to include gender balance in Best Practice Principles for Listed Companies (Chinese Taipei)
- ✓ Revise the Gender Equality Act to the legal legitimacy of female representation quotas for government committees and higher-ranking government positions and to require private corporations to disclose data on female board membership (Republic of Korea)
- ✓ Push for the passage of enabling law for women's local representation pursuant to the 1991 Local Governance Code (The Philippines)
- ✓ Labor legislation to protect the rights of persons with family duties, subsidies and benefits (Russia)
- ✓ The Monetary Authority of Singapore to strengthen the Code of Corporate Governance Code, requiring listed companies to disclose their diversity policy, self-set measurable objectives and progress made in achieving their objectives (Singapore)

Develop institutional mechanisms to promote women's leadership

- ✓ Improve personnel and civil servant management systems (China)
- ✓ Improve the democratic management system for enterprises or public institutions (China)
- ✓ Restructure the Ministry of Women's Empowerment and Child Protection to have more authority (Indonesia)
- ✓ The New Zealand Stock Exchange's introduction of a diversity listing rule for listed companies to provide a breakdown of the gender composition of the directors and officers and to have a diversity policy on a 'comply or explain' basis (New Zealand)
- ✓ Federal government programs to promote gender equality (United States)

Facilitate nomination/appointment of women in leadership positions

- ✓ Change the selection process for governor-in-council appointments to achieve gender parity and reflect Canada's diversity (Canada)
- ✓ Consider the possibility of setting a female personnel database in public governance field (Chinese Taipei)
- ✓ Encourage professional bodies and institutions responsible for nominating or recommending candidates for participation in the government and advisory and statutory bodies to nominate/recommend more women (Hong Kong, China)

Build capacities of women and organizations

- ✓ Program to prepare women for board roles (Australia, New Zealand)
- ✓ Democratic leadership projects (Canada)

- ✓ Programs to eliminate barriers to decision-making in the economy and to promote education and training (Chile)
- ✓ Provide training courses for labor unions to improve leadership skills. Advocate for policy goals and raise awareness. (Chinese Taipei)
- ✓ Increase political knowledge and capacities of potential women to run for the general election and simultaneously the local head election in 2017, 2018, and 2019 (Indonesia)
- ✓ Leadership Academy for Muslim Women, launched by the United Nations Development Programme, to develop skills and to participate in internships with local Muslim female politicians. (Thailand)
- ✓ Academy for Promising Women, a capacity building programs for female managers and professionals. It also expands the women talent-pool database for government committees and high-level positions in public and private institutions (Republic of Korea)

Transform social norms and practices

- ✓ Provision of training on unconscious gender biases (Canada, New Zealand)
- ✓ Financial Supervisory Commission to hold seminars and symposiums to promote benefit of broad gender balance (Chinese Taipei)
- ✓ The government to approach political and economic circles to seek understanding of the promotion of effective positive action measures, and to encourage positive initiatives (Japan)
- ✓ Launching of the 30 Percent Club, which brings together a group of business leaders who are committed to bringing more women on boards (Malaysia)
- ✓ Certification by the Mexican Standards for Labor Equality and Non-discrimination to improve brand positions using the Labor Equality and Non-discrimination Seal (Mexico)
- ✓ Establishment of the Superdiversity Center for Law, Policy, and Business, which compiles a stock-take of key statistics, analyses, studies and surveys to help government and business organizations (New Zealand)

3. Conclusions

1. Inclusion of women in leadership roles and positions is a shared agenda among APEC economies. The IAP is based on the recognition that the ratio of women's representation in leadership is catalytic to promote economic growth.
2. Findings from the IAP show that the average ratios of women in leadership among member economies are varied from more than 30% to less than 10%, and the extent of women's representation in leadership does not seem to correlate with the level of economic development, while the public sector is more advanced than the private sector on the whole.
3. "Diversity" is used as a strategic concept to promote women's representation in leadership in those areas where men are normatively the primary gender, and also where the demographic composition is highly diverse. This was exemplified by some APEC economies such as Australia, Canada, New Zealand and the United States in their action plans. Women's representation in corporate boards, the cabinet, and central and local assemblies where a nominative system is applied, can be promoted to be on par with men. Although "diversity" is not synonymous with "gender equality," it is a realistic entry point to transform the existing value and system of governance. In economies such as Australia; Malaysia; New Zealand; Singapore, and Chinese Taipei, representation of women in senior positions and governance roles is included as an indicator to measure the level of "diversity" in the corporate governance rules and evaluation processes.

4. Invisible in the topic of IAP research is the issue of women's empowerment in order for women to be able to participate in decision-making. Action plans by some economies focus on capacity building of women through formal education, formal and informal job trainings which are essential for women's economic independence, and political education particularly for women to understand that politics is not men's business but their own, so that they could engage in political dialogue in the community both as voters and as representatives. Some economies encourage women's entry into non-traditional fields such as STEM fields to broaden the scope and the range of women's participation and decision-making. Gaps exist between urban and rural environment, between older and younger generations of women, but the impact of unconscious gender bias is common to all women.
5. Majority of government's partners are business enterprises, including stock-exchanges that are in a strategic position to set a policy framework for companies to promote gender diversity in boards and business associations that are capable of developing talent pools of women for governance roles.
6. Top political leadership can play a critical role in promoting gender mainstreaming in legislation, policies, budgets, and institutional mechanisms. Women's NGOs with expertise can operate as effective partners to translate such commitments into action, for example, by drafting legislations, promoting advocacy and capacity building, and reaching out to grass-roots women.
7. Empowerment of women and gender mainstreaming of policies and institutional mechanism are necessary conditions to each other and for not only promoting economic growth but for achieving the Sustainable Development Goals (SDGs), a global agreement toward a normative transformation.

4. The Public-Private Dialogue

Drawing on the findings and the conclusions above, it was suggested that the Public-Private Dialogue (PPD) be held to examine the following two points from a gender perspective:

- 1) How to create an enabling environment for advancing women's leadership in the public and private sectors; and
- 2) How to transform social norms and practices.

As such, an official side event of the 2017 WEF: "**Public-Private Dialogue: Individual Action Plan for the Enhancement of the Ratio of Women's Representation in Leadership: How Do We Make It a Reality?**" was held on 28 September 2017, at Hue City, Viet Nam. The PPD invited policy-makers, experts and practitioners from public and private sectors and non-governmental organizations in APEC economies to share knowledge, experiences, and methodologies for addressing obstacles to advance women's leadership. It enjoyed approximately 50 attendants from 12 member economies, namely from Australia; Canada; Chile; Indonesia; Japan; Malaysia; New Zealand; The Philippines; Chinese Taipei; Thailand; the United States; and Viet Nam, and a few representatives from the UN Women offices.

The objectives of the PPD were:

1. To present and discuss main findings of the Mid-term Review Study of the Project PPWE 01 2016;

2. To share ongoing efforts and concrete methodologies that may be contributing to the creation of an enabling institutional and business environment for women's leadership, and the transformation of social norms and practices; and
3. To build a knowledge-based network among policy-makers, experts, and practitioners in the public and private sectors from APEC economies for promoting women's leadership toward 2020.

Opening Session

Main findings of the Mid-term Review Study were presented by Ms Yoriko Meguro of Gender Action Platform.

Three experts, Ms Aurora Javate-de Dios from The Philippines, Ms Rita Chhabra from the United States, and Ms Helen Potiki from New Zealand were invited to comment on the Study. Points made by the speakers include:

- ✓ The Study provides a panorama of diverse institutional initiatives of public and private sectors in promoting economic empowerment. The categorization of leadership is particularly appreciated;
- ✓ The Study can be utilized as a monitoring tool to track the progress of advancing women's leadership among APEC economies, as well as for CEDAW and the SDGs;
- ✓ Attention should be paid on 'change factors' rather than on 'rankings'. It helps each economy to see where it stands and what needs to be done for making further progress in the next phase.
- ✓ The Study articulates the need for addressing the issue of care work, especially changes of mind-sets and flexible work arrangements, to best manage women's career and life.
- ✓ Closing the gender pay gap and introducing flexible working arrangements are not only fair but have been proved to be effective strategies to promote advancement and retention of women in the private sector.
- ✓ Women's leadership in the economy is inextricably linked to the issue of social inclusion and social issues. It results not only in increased economic empowerment of women but also in increased social inclusion of women.

Session 1: Creating an Enabling Environment for Women's Leadership

Three presentations were made.

Ms Miwa Kato from UN Women presented on the SDGs as a new global policy framework and how promoting women's leadership in both public and private sectors is not only a significant part of SDG5 but crucial to achieving the SDGs. She emphasized the need to address women's excessive burden of care, and to include men in the actions. She also shared new toolkits published by the UN High Level Panel on Women's Economic Empowerment, e.g. "How to Change Business Culture and Practice."²

Ms Laura Albornoz, Director of CODELCO, a major public corporation in the mining industry in Chile, shared a wide variety of compelling data that shows how gender diversity in boards can bring good business outcomes. She also spoke about a new regulation for mining companies to add information on diversity and gender wage gap in their annual reports.

Ms Melissa Cranfield from the Government of Australia introduced key initiatives that contributed to the Government achieving its 2015 gender diversity target for government board positions, e.g.) "BoardLinks," a data base which hosts CVs of "board-ready" women nominated by leading business figures.³ Complementary reporting to the cabinet and general public has also been enforced to further achieve 50/50, and partnership with Price Waterhouse Coopers (PwC) Australia's "PwC On Board Program" supports the Government to broaden its knowledge and networks.

² <https://www.empowerwomen.org/en/resources/documents/2016/11/business-culture-and-practice?lang=en>

³ <https://www.boardlinks.gov.au>

Session 2: Transforming Norms and Practices

Ms Rita Chhabra from Catalyst USA spoke on the 'unconscious bias' as a barrier against women's leadership and the importance to interrupt it in the various stages of 'recruitment', 'advancement' and 'accountability'. She introduced examples of using un-biased and gender-balanced language in job-postings, blind CV review process, 'sponsorship' as a way of going beyond 'mentoring' and influencing corporate decisions about promotion, and providing specific feedback equally to women and men.

Ms Le Thi Kim of ManpowerGroup, Viet Nam, pointed out that women are playing multiple roles of care work and income generation in the household but male-dominated culture and gender bias continue to cause job segregation, particularly in the growing fields such as STEM, automobiles and construction. Solutions that her company provides include training, provision of childcare, housing and healthcare services for women, and proactive recruitment measures.

Ms Monthip Sriratana, President of the Asia-Pacific Council, International Council of Women in Thailand, highlighted the importance of women's presence and full participation in decision-making at policy-level. She pointed out that the issues of violence against women, patriarchy, and lack of access to financial resources are the root causes of the gender gap in leadership and decision-making. She added a number of recommended actions such as support allied groups and individuals, strengthen accountability mechanisms, train and mentor women, and train religious and community leaders.

Closing Session

Ms Yoriko Meguro of Gender Action Platform summarized the discussion and ways forward (see pages 33 -37). Main points include:

The concepts of 'women's representation' and 'leadership' need to be revisited. These terms need to be understood in the context of power relations between men and women.

- ✓ Men have retained power over women in decision-making by producing, owning, controlling and reproducing properties valued in societies. As such, women are designated to play domestic, reproductive, and care roles.
- ✓ Breaking the 'gendered power relationship' by addressing gender-based job segregation, ensuring equal pay for work of equal value, and forming a critical mass of women in decision-making positions should be considered as critical steps for promoting women's leadership. This is the process of achieving gender equality and it requires social transformation.

Gender equality can be achieved through a two-fold approach of "gender mainstreaming of policies and institutional mechanisms" and 'women's empowerment'.

- ✓ Gender mainstreaming includes measures such as clear leadership, clear output/outcome, gender components in policies and programs, gender expertise, capacity building, and so on.
- ✓ Women's empowerment includes formal and informal education (e.g., STEM fields), training, mentoring, and political participation.

It is recommended that further research and analysis be done on the strategies and measures taken by APEC economies in 'gender mainstreaming' and 'women's empowerment' and how they impact the ratio of women in leadership and decision-making positions.

Public-Private Dialogue
*Individual Action Plan for the Enhancement of
the Ratio of Women's Representation in Leadership:
Women's Leadership: How Do We Make It a Reality?*

Closing Session
**Women's Representation and Leadership:
How Do We Make It a Reality**

Yoriko Meguro
Chair
Gender Action Platform
9.28.2017

What do we mean by the key terms in our discussion at Public-Private Dialogue?

Women's Representation

- ◆ Commonly used concept in political discussions
- ◆ "Do women represent women?" discussed in political studies
- ◆ Gender norm defines both political and economic life sectors as the male domain
- ◆ Women can enter the male domain by invitation only



Why does it matter, now?

What do we mean by the key terms in our discussion at Public-Private Dialogue?

Leadership

- ◆ Multi-dimensional, analytical concept on power relations
- ◆ Different types of leadership for different types of settings:
 - structural, e.g. governments/ organizations/ groups
 - situational, e.g. normative/non-normative
- ◆ Different dimensions of power in different power relations: control/influence



What do we mean by “women’s representation in leadership”?

Are women *truly* invited to the male economic domain?

The goal of women’s global movement led by UN:

- ◆ ‘Equality, Development and Peace’ in the 1970s~80s
- ◆ ‘Gender Equality, Development and Peace’ in the 1980s~90s
- ◆ ‘Gender Equality’ is a goal by itself and also the means to Development and Peace’ since 2000

Are women *truly* invited to the male economic domain?

Evolutionary strategies/approaches:

- ◆ Raising women's status based on basic human rights
→ women's specific/practical needs (Women and Development Approach in Development Aid)
- ◆ Women's empowerment & gender mainstreaming for gender equality by changing the power relationship of women and men (Gender and Development Approach based on women's strategic needs to change gender relations since early 1990s)
- ◆ 'Gender equal society is good for all' as a proposition
→ evidence-based consciousness raising of male leaders since 2000

5

Global tailwind – an External impact

- ◆ The Global Gender Gap Index by World Economic Forum since 2006, a blend of women's utility approach for economic development has been a great impact world-wide
- ◆ IMF's top leader, Christine Lagarde's message, 'women's economic activity is her human rights as well as it contributes to the economy,' activated Japan's leaders' policy shift

6

Resources for men to remain as the gate-keeper

Men have retained power over women in decision-making by producing, owning, controlling and reproducing properties valued in societies:

- ◆ Social structure – allocation of positions and roles fundamentally by age and sex; legal systems; governance mechanisms
- ◆ Culture – social norms including ‘traditions,’ particularly gender norms
- ◆ Demography – demographic composition, life course patterns of both sexes
- ◆ External factors – international standards globally agreed, e.g., Japan

7

Resources for men to remain as the gate-keeper

Men’s power over women in decision-making is rooted in the system of men’s domination of production, which has been the resource for maintaining living in the family system:

- ◆ Fixed gender roles which designate women to domestic, reproductive labor, paid & unpaid
- ◆ Normative ‘work gender’ is men; normative ‘domestic care-work gender’ is women

8

To break the gendered power relationship

- ◆ Women's participation in economic activities become normative without gender segregation in all sectors of work
- ◆ Specific to job segregation, gates for women must be open for vertical and horizontal mobility (gender-stereotyping of jobs and occupations exist even today)
- ◆ Equal pay for work of equal value
- ◆ A critical mass of women in decision-making positions (not just 'leadership')

9

Methodology to achieve gender equality

Gender-mainstreaming policies and institutional mechanisms

- ✓ Clear leadership (high position personnel/commitment/network)
- ✓ Output/outcome clear
- ✓ Policy/project screening
- ✓ Gender components
- ✓ Gender expertise acknowledged and rewarded
- ✓ Work arrangement/environment
- ✓ Staff empowerment
- ✓ Training/capacity-building

Women's empowerment

- ✓ Formal and informal education (e.g., STEM)
- ✓ Training
- ✓ Mentoring
- ✓ Political participation (awareness to action)

10

FINAL AGENDA

Public-Private Dialogue: *Individual Action Plan for the Enhancement of the Ratio of Women's Representation in Leadership: How Do We Make It a Reality?*

28 September 2017

Saloon 10, Indochine Palace Hotel

Hue, Viet Nam

Objectives:

1. To present and discuss main findings of the Research Project PPWE 01 2016.
2. To share ongoing efforts and concrete methodologies that may be contributing to the creation of an enabling institutional and business environment for women's leadership, and the transformation of social norms and practices; and
3. To build a knowledge-based network among policy-makers, experts, and practitioners in the public and private sectors from APEC economies for promoting women's leadership toward 2020.

Program:

Time	Content
10.00 - 10.30	Registration
10:30 - 10:40 10:40 - 11:10	Opening Remarks: Hoang Thi Thu Huyen, 2017 PPWE Chair, Deputy Director of Gender Equality Department, Ministry of Labour, Invalid and Social Affairs of Viet Nam
11:10 – 12:00	Keynote Presentation <i>By Yoriko Meguro, Gender Action Platform</i> - <i>Findings of the Research Project PPWE 01 2016: Individual Action Plan for Enhancement of the Ratio of Women's Representation in Leadership (Mid-term Review Study and Public-Private Dialogue)</i> Commentary <i>Speaker 1:</i> Aurora Javate-de Dios, Professor, Miriam College, The Philippines <i>Speaker 2:</i> Rita Chhabra, Regional Director, Northeast, US, Catalyst Inc., USA <i>Speaker 3:</i> Helen Potiki, Policy Director, Ministry of Women, New Zealand
12:00 – 14:00	Lunch break
14:00 – 15:00	Session 1: Creating an Environment for Women's Leadership Moderator: Renge Jibu, Researcher, Showa Women's University Presentations: 1. Sustainable Development Goals (SDGs): A new framework for promoting women's leadership in APEC economies (Miwa Kato, UN Women Asia Pacific Regional Director) 2. Impact of top female leadership (Laura Albornoz, Director of Codelco and Academic of the Department of Private Law of Faculty of Law, University of Chile) 3. Integrating gender equality in corporate boards (Melissa Cranfield, Acting First Assistant Secretary, Office for Women, Department of the Prime Minister and Cabinet, Australia)
15:00 – 15:10	Coffee break
15.10 - 16.10	Session 2: Transforming Norms and Practices Moderator: Asako Osaki, Gender Action Platform Presentations: 1. Interrupt Unconscious Gender Bias (Rita Chhabra, Regional Director, Northeast, US, Catalyst Inc., USA) 2. Women at work- balancing tradition and modernity (Le Thi Kim, Country HR Manager, ManpowerGroup Viet Nam) 3. Enhancement of the Ratio of Women's Representative in Leadership (Monthip Sriratana, President, Asia Pacific Regional Council, International Council of Women, Thailand)
16.10 - 16.20	Break
16.20 - 17.00	Closing session - Summary of Discussion (by moderators) - Women's representation and leadership: How do we make it a reality? (Yoriko Meguro, Gender Action Platform) - Concluding Remarks: Junko Minami, Gender Equality Bureau, Cabinet Office, Japan

Appendix 1: Template for the IAP

Economy: _____

<p>Ratio of women's representation in leadership* in both the public and private sectors (* based on each economy's indicators and definitions, or equivalent to P-5 and above of the UN; see https://careers.un.org/lbw/home.aspx?viewtype=SC)</p>	
<p>Voluntary goals of women's representation in leadership in public and private sectors toward by the end of 2020 (%; total target of increasing the share of women in leadership positions which are based on each economy's indicators and definitions, or equivalent to P-5 and above of the UN)</p>	
<p>Include a brief plan of action of how your economy plans to achieve your voluntary goals</p>	

✓ *The voluntary goals will be reviewed by each economy in the process of developing Interim report.*

Appendix 2: Scores by APEC Economies

"Score" is calculated by the following steps.

1. Scoring is based on the IAP response of the latest year.
2. Each ratio is classified into four levels. If the ratio is 30% and above, it is classified as "H (High)," between 20% and 29%, "MH (Middle-High)," between 10% and 19%, "ML (Middle-Low)," and below 10%, "L (Low)."
3. Scores from four to one are assigned to each level: H=4, MH=3, ML=2, Scores from L=1.
4. The sum of the total score in each level is divided by the total number of leadership positions.

* Numerical values as reported in IAP responses submitted in 2015, 2016 and 2017 respectively.

<https://www.apec.org/Groups/SOM-Steering-Committee-on-Economic-and-Technical-Cooperation/Working-Groups/Policy-Partnership-on-Women-and-the-Economy/PPWE-IAPs.aspx>

** "Change" is a difference in the average ratios between 2015 and 2017.

Australia

		(%)			
		2015	2017	Level	Change
Public	Positions within Parliament	30.5	32.9	H	+ 2.4
	Members in the Lower House	26.7	28.7	MH	+ 2.0
	Senators in the Upper House	38.2	41.3	H	+ 3.1
	Government board positions	39.7	40.5	H	+ 0.8
	Commonwealth ministry positions [Top leadership roles of the Public Service]		23.8	MH	
	Senior Executive Service level 3	33.3	39.8	H	+ 6.5
	Senior Executive Service level 2	36.5	38.1	H	+ 1.6
	Senior Executive Service level 1	41.6	44.9	H	+ 3.3
	Commonwealth Judges and Magistrates (positions on four federal courts [2017])	28.9	37.0	H	+ 8.1
	Private	Top 200 Australian Stock Exchange Boards	20.4	23.4	MH
Average		(32.9)	(35.0)		+ 2.2 difference

	Total	Public	Private
H (4)	7	7	0
MH (3)	3	2	1
ML (2)	0	0	0
L (1)	0	0	0
Point	3.70	3.78	3.00
Total number	(10)	(9)	(1)

Canada

(%)

		2015	2016	2017	Level	Change
Public	Federal Cabinet	30.0	50.0	50.0	H	+ 20.0
	Governor-in-Council appointed positions	31.0	31.0	34.0	H	+ 3.0
	Municipal councilors	25.0	16.0	28.0	MH	+ 3.0
	Mayor	16.0	16.0	18.0	ML	+ 2.0
	Supreme Court of Canada judges	38.0	44.4	44.4	H	+ 6.4
	Executive group of federal public service			46.4	H	
	All management positions described as Director level and above	35.4	45.3			
	All senior management positions (Director General and above)	22.9	23.9			
Private	Senior Officer positions at Financial Post 500 companies	18.0	18.0	21.6	MH	+ 3.6

Average (27.0) (30.6) (34.6) + 7.6 difference

	Total	Public	Private
H (4)	4	4	0
MH (3)	2	1	1
ML (2)	1	1	0
L (1)	0	0	0
Point	3.43	3.50	3.00
Total number	(7)	(6)	(1)

Chile

(%)

		2015	Level
Public	House of Representative	16.0	ML
	Senate	16.0	ML
	Regional Councilors	19.0	ML
	Councilors	25.0	MH
	Mayors	12.5	ML
	Directories of Public Companies	28.3	MH
Private	Professional Associations	6.0	L
	Boards of companies in the IPSA (Selective index stock price) of the Santiago Stock Exchange	5.4	L

Average (16.0)

	Total	Public	Private
H (4)	0	0	0
MH (3)	2	2	0
ML (2)	4	4	0
L (1)	2	0	2
Point	2.00	2.33	1.00
Total number	(8)	(6)	(2)

China

(%)

		2016	Level
Public	Deputies to the National People's Congress	23.4	MH
	CPPCC (Chinese People's Political Consultative Conference) National Committee members	17.8	ML
	Public Procurators	30.5	H
	Judges	30.5	H
	Public servants employed through recruitment	47.8	H
	Workers Congresses	29.3	MH
	Workers Congresses Boards of Directors	40.1	H
	Workers Congresses Boards of Supervisors	41.5	H
	Residents Committee Directors	41.5	H
	Villagers Committee Directors	12.3	ML
	Diplomats	30.7	H

Average (31.4)

	Total	Public	Private
H (4)	7	7	0
MH (3)	2	2	0
ML (2)	2	2	0
L (1)	0	0	0
Point	3.45	3.45	0.00
Total number	(11)	(11)	(0)

Hong Kong, China

(%)

		2015	2017	Level	Change
Public	Managers and Administrators	31.3	33.2	H	+ 1.9
	Directorate officers in civil service	33.7	34.1	H	+ 0.4
	Elected members of the Legislative Council	15.7	16.2	ML	+ 0.5
	Non-official members serving on public sector advisory and statutory bodies	32.3	31.7	H	- 0.6

Average (28.3) (28.8) + 0.6

Total Public Private

H (4)	3	3	0
MH (3)	0	0	0
ML (2)	1	1	0
L (1)	0	0	0

Point **3.50 3.50 0.00**

Total number (4) (4) (0)

Indonesia

(%)

		2015	2017	Level	Change
Public	Government Cabinet		19.1	ML	
	Representatives in Parliament	18.0	14.0	ML	- 4.0
	House of People's Representatives		17.3	ML	
	Provincial House of People's Representatives		16.4	ML	
	City/District House of People's Representatives		14.0	ML	
	Heads of local governments positions		6.6	L	
	Managers, professionals, technicians and administrators	44.8	46.0	H	+ 1.2
	Senators	25.0	25.7	MH	+ 0.7
	Holding structural positions in government institutions	29.6	31.3	H	+ 1.7
	Judges	25.0	23.9	MH	- 1.1
	General Election Commission		14.3	ML	
	Election Supervisory Agency		20.0	MH	
Private	Managers, professionals, technicians and administrators	44.8	46.0	H	+ 1.2
	CEOs	5.0	36.0	H	+ 31.0

Average (27.5) (23.6) - 3.8 difference

Total Public Private

H (4)	4	2	1
MH (3)	3	2	0
ML (2)	6	5	0
L (1)	1	1	0

Point **2.71 2.50 4.00**

Total number (14) (10) (1)

Japan

(%)

		2015	2016	2017	Level	Change
Public	Female candidates to be members of the House of Representatives	9.5	16.6	16.6	ML	+ 7.1
	Female candidates to be members of the House of Councilor	15.7	24.2	24.7	MH	+ 9.0
	Female public prosecutors	21.4	22.4	22.9	MH	+ 1.5
	Female central government employees through the recruitment examination	31.5	31.5	34.5	H	+ 3.0
	Female central government employees through the Level I recruitment examination (University graduate level) for central government civil service	34.3				
	Female central government employees through recruitment examination for comprehensive service of central government civil service		34.3	33.5	H	
	Government positions equivalent to or higher than director of central government regional organizations or assistant director of central government ministries and agencies	5.6				
	Government positions equivalent to or higher than director of central government ministries and agencies	3.3	3.5	4.1	L	+ 0.8
	Designated central government positions	2.8	3.0	3.5	L	+ 0.7
	Central government advisory councils and committees	35.4	36.7	37.2	H	+ 1.8
	Expert members in central government advisory councils and committees	22.4	24.8	27.7	MH	+ 5.3
	Local public employees through the recruitment examination	26.1				
	Local public employees through the recruitment examination for prefectural governments		31.9	34.4	H	
	Local public employees through the recruitment examination for prefectural civil service		26.7	29.0	MH	
	Positions equivalent to or higher than director of prefectural or city government office	7.2				
	Director of prefectural government office		8.5	9.2	L	
	Director general or deputy director of prefectural government office		4.9	5.5	L	
	Director of municipalities office: city, town, or village government [designated city 13.4]		14.5	15.6	ML	
	Director general or deputy director of municipalities office: city, town, or village government [designated city 7.9]		6.9	7.5	L	
	Prefectural government advisory councils and committees	30.3	30.6	31.2	H	+ 0.9
City, town, or village government advisory councils and committees	25.2	25.6	26.0	MH	+ 0.8	
Department director level or section manager level in independent administrative institution		13.5	14.1	ML		

	Women executives of independent administrative institution		10.5	13.1	ML	
Private	Positions equivalent to or higher than section manager level in private corporations	8.3	9.2	9.8	L	+ 1.5
	Department manager level in private corporations		6.0	6.2	L	
	Women executives in listed company		2.8	3.4	L	
Average		(18.6)	(17.7)	(18.6)		+ 0.0 difference

	Total	Public	Private
H (4)	5	5	0
MH (3)	5	5	0
ML (2)	4	4	0
L (1)	8	5	3
Point	2.32	2.53	1.00
Total number	(22)	(19)	(3)

Republic of Korea

(%)

		2015	2016	2017	Level	Change
Public	Government Committees	31.7	34.1	37.0	H	+ 5.3
	Public officers who are level 4 and above (Central government offices)	11.0	12.0	13.5	ML	+ 2.5
	Managerial positions in public agencies	12.7	14.8	16.8	ML	+ 4.1
	School principals and vice-principals	29.4	34.2	36.9	H	+ 7.5
Average		(21.2)	(23.8)	(26.1)		+ 4.8 difference

	Total	Public	Private
H (4)	2	2	0
MH (3)	0	0	0
ML (2)	2	2	0
L (1)	0	0	0
Point	3.00	3.00	0.00

Malaysia

(%)

		2015	2017	Level	Change
Public	Women holding decision making positions in the Public Sector	32.5	35.1	H	+ 2.6
Private	Women holding board positions in companies listed in Malaysia Stock Exchange	17.0	18.6	ML	+ 1.6
Average		(24.8)	(26.9)		+ 2.1

	Total	Public	Private
H (4)	1	1	0
MH (3)	0	0	0
ML (2)	1	0	1
L (1)	0	0	0
Point	3.00	4.00	2.00
Total number	(2)	(1)	(1)

Mexico

		2017
	Number of public and private organizations certified on the Mexican standards for Labor Equality and Non Discrimination	105

New Zealand

		(%)			
		2015	2017	Level	Change
Public	Parliament	31.0	34.0	H	+ 3.0
	Ministers of the Crown	33.3	37.0	H	+ 3.7
	Cabinet Ministers		38.0		
	Mayors elected in 2016 local body elections		21.0		
	Local government positions	30.3	30.3	H	0
	City councilors	33.0	33.0	H	0
	Community board members	37.0	37.0	H	0
	District councilors	31.0	31.0	H	0
	Regional councilors	27.0	27.0	MH	0
	Public sector board and committee positions	41.7	45.2	H	+ 3.5
	Top leadership roles of the New Zealand Public Sector	42.0			
	Public service positions overall		60.7	H	
	Senior leadership roles of public service		45.2	H	
Private	New Zealand Stock Exchange Board Positions	14.0	17.0	ML	+ 3.0
Average		(34.0)	(36.6)		+ 2.6 difference

	total	public	private
H (4)	9	9	0
MH (3)	1	1	0
ML (2)	1	0	1
L (1)	0	0	0
Point	3.73	3.90	2.00
Total number	(11)	(10)	(1)

Peru

(%)

		2015	2016	2017	Level	Change
Public	Representation in Congress	22.3	22.3	23.0	MH	+ 0.7
	Ministerial Cabinet		31.6			
	Government institutions (average percentage of women in decision making positions) [n : 2015=28, 2016=27, 2017=27]	36.2	34.6	34.2	H	- 1.9
	All women judges	39.5		41.5	H	+ 2.0
	All women prosecutors	43.9		54.0	H	+ 10.1
	Provincial mayors	5.6	2.6	2.6	L	- 3.1
	District mayors	5.3	2.9	3.0	L	- 2.3
	Regional councilors	28.1	23.0			
	Municipal councilors	29.2				
	Provincial councilors	25.2	26.1	26.0	MH	+ 0.8
	District councilors	30.0	29.3	29.3	MH	- 0.7
Private	[Women in leadership positions (decision-making positions within the company)]					
	Directors, managers and sub managers	29.0				
	Heads or supervisors (middle management)	40.0				
	Companies incorporate women in executive management positions		14.0			
	Women on Board of Directors of companies listed in the stock market		6.0			
	Women on Board of Directors of companies		8.1			
	Companies with women owners' partnership		29.0			

Average (27.9) (19.1) (26.7) - 1.2 difference

	Total	Public	Private
H (4)	3	3	0
MH (3)	3	3	0
ML (2)	0	0	0
L (1)	2	2	0
Point	2.88	2.88	0.00
Total number	(8)	(8)	(0)

The Philippines

(%)

		2015	2017	Level	Change
Public	[Proportion of female candidates to be members of the House of Representatives]				
	Congress	25.6	28.6	MH	+ 3.0
	Senate	33.3	25.0	MH	- 8.3
	[Proportion of female candidates to be members of the House of Councilors]				
	Board Member	18.5	19.8	ML	+ 1.3
	City/Municipal Councilors	20.3	21.4	MH	+ 1.1
	[Proportion of female public prosecutors]				
	Total public prosecutors	38.2	38.2	H	0
	Supreme Court	20.0	20.0	MH	0
	1st and 2nd level courts including Sharia	34.0	40.0	H	+ 6.0
	Proportion of female central government public employees through the level I recruitment examination (University graduate level) for central government civil service	56.7	56.7	H	0
	[Proportion of women in government positions equivalent to or higher than director of central government regional organizations or assistant director of central government ministries and agencies]				
	CES positions or 3rd level positions	41.2			
	CES positions or 3rd level positions	41.8			
	CES Officers (CESOs) positions in the third level CES positions		47.1	H	
	CES Eligible (CESEs) positions in the third level CES positions		46.3	H	
	Proportion of women in government positions equivalent to or higher than the director of the central government ministries and agencies	19.2	19.2	ML	0
	[Proportion of women in positions equivalent to designated central government positions]				
2nd level positions	58.7	66.3	H	+ 7.6	
3rd level positions	42.0				
CES positions (3rd level positions)	42.0	42.8	H	+ 0.8	
Private	Positions equivalent to or higher than section manager level in private	8.6			
	Proportion of businesses with women in senior management		39.0	H	

Average (33.3) (36.5) + 3.1 difference

Total Public Private

H (4)	8	7	1
MH (3)	4	4	0
ML (2)	2	2	0
L (1)	0	0	0

Point **3.43 3.38 4.00**

Total number (14) (13) (1)

Russia

(%)

		2015	2017	Level	Change
Public	Parliament	14.0	15.6	ML	+ 1.6
	Upper House	8.4	17.1	ML	+ 8.7
	Regional Parliament	12.3	12.3	ML	0
	Ministers	4.2	8.3	L	+ 4.1
	Deputy Ministers	12.1	11.9	ML	- 0.2
	Regional governments	62.5	62.5	H	0
	Heads of Regional governments	3.5	3.5	L	0
	Municipality	75.8	75.8	H	0
	Supreme Court	25.2	25.2	MH	0
	Constitutional Court	13.6	13.6	ML	0
Private	Business owned by women	28.0	28.0	MH	0
	Employers	34.0	34.0	H	0

Average (24.5) (25.7) + 1.2 difference

Total Public Private

H (4)	3	2	1
MH (3)	2	1	1
ML (2)	5	5	0
L (1)	2	2	0

Point **2.50 2.30 3.50**

Total number (12) (10) (2)

Singapore

(%)

		2015	2016	2017	Level	Change
Public	Women Members of Parliament	25.3	24.2	23.8	MH	- 1.5
	Women Permanent Secretaries in Civil Service	30.0	22.7	22.7	MH	- 7.3
	Women Deputy Secretaries in Civil Service	33.3	32.4	32.4	H	- 0.9
	Female Judges in Supreme Court	11.1	25.0	25.0	MH	+ 13.9
	Female Judicial Officers in Supreme Court ⁴	50.0	44.8	44.8	H	- 5.2
	Female Judicial Officers in State Courts ⁵	52.1	43.8	43.8	H	- 8.3
	Female Judicial Officers in Family Courts			69.2	H	
Private	Women Employers	30.0	28.3	28.3	MH	- 1.7
	Female Grassroots Leaders	43.4	44.1	44.6	H	+ 1.2
	Women holding Directorships on Boards of SGX-listed companies	8.3	9.5	9.7	L	+ 1.4

Average (36.7) (33.2) (36.5) - 0.3 difference

Total Public Private

H (4)	6	5	1
MH (3)	4	3	1

⁴ Judicial officers include the Registrar, Deputy Registrar, Senior Assistant Registrars and Assistant Registrars

⁵ Judicial Officers in the State Courts concurrently hold the appointments of District Judge and/or Magistrate, Coroner, Registrar/Deputy Registrar

ML (2)	0	0	0
L (1)	1	0	1
Point	3.36	3.63	2.67
Total number	(11)	(8)	(3)

Chinese Taipei

(%)

		2015	2016	2017	Level	Change
Public	Minister-level positions	19.6	19.6	15.8	ML	- 3.8
	Senior rank officers	30.2	31.3	32.3	H	+ 2.1
	Total number of women served as directors of publicly-owned enterprises	17.7	23.1	20.1	MH	+ 2.4
	Total number of women served as supervisors of publicly-owned enterprises	46.7	48.3	51.7	H	+ 5.1
Private	[Female members on board and supervisors in TWSE/GTSM listed companies]					
	On board in TWSE (Taiwan Stock Exchange) listed company	11.5	11.5	11.9	ML	+ 0.4
	On board in GTSM (Gre Tai Securities Market) listed company	12.3	12.4	13.1	ML	+ 0.9
	In position equivalent to supervisor in TWSE (Taiwan Stock Exchange) listed company	23.0	23.5	23.9	MH	+ 0.9
	In position equivalent to supervisor in GTSM (Gre Tai Securities Market) listed company	23.4	23.8	25.8	MH	+ 2.4
	Female owned enterprises	36.2	36.2	35.9	H	- 0.3
	[Directors and supervisors in labor unions]					
	In positions equivalent to Legislators, senior officials managers in both public and private sectors	25.4	25.4	25.4	MH	0
In positions equivalent to directors and supervisors in labor union at all levels	28.4	30.3	30.3	H	+ 1.9	

Average (24.9) (25.9) (26.0) + 1.1 difference

	Total	Public	Private
H (4)	4	2	2
MH (3)	4	1	3
ML (2)	3	1	2
L (1)	0	0	0
Point	3.09	3.25	3.00
Total number	(11)	(4)	(7)

Thailand

(%)

		2015	Level
Public	Member of Parliaments	15.0	ML
	Member of Cabinet (12.8 in 2011)	5.3	L

	All decision-making positions in local administration	6.4	L
	Executive positions at the central government administration (20.94 in 2003)	24.4	MH
	Provincial Governors	2.6	L
	Deputy Provincial Governors	4.8	L
	Judges in senior positions to the Supreme Court and Division Presidents	8.1	L
Private	Women entering the labor force	52.1	H

Average (14.9)

	Total	Public	Private
H (4)	1	0	1
MH (3)	1	1	0
ML (2)	1	1	0
L (1)	5	5	0
Point	1.75	1.43	4.00
Total number	(8)	(7)	(1)

United States

(%)

		Level
Public	Total Executive Branch Employment	43.5 H
	Supervisory and managerial positions in the executive branch	36.0 H
	Senior Executive Service (SES)	33.7 H
	[Women's representation in the military]	
	Active-duty force	14.5 ML
	Women Officers	16.6 ML
	Women Generals or Admirals	7.1 L
	[Women in Congress]	
	Congress (Total)	19.4 ML
	U.S. Senate	20.0 MH
U.S. House	19.3 ML	
Private	Women in management occupations	41.2 H
	Women CEOs	27.2 MH
	STEM field workers (48% of the U.S. workforce)	24.0 MH
	Engineering workforce (13%, 2001)	12.0 ML
	Computing workforce (27%, 2001)	26.0 MH

Average (24.3)

	Total	Public	Private
H (4)	4	3	1
MH (3)	4	1	3
ML (2)	5	4	1
L (1)	1	1	0

Point	2.79	2.67	3.00
Total number	(14)	(9)	(5)

Viet Nam

(%)

		2015	Level
Public	National Assembly Deputies Legislature XII	24.4	MH
	People's Councils at all levels	21.71	MH
	Provincial/City level	25.17	MH
	District/Town level	24.62	MH
	Politburo	12.5	ML
	Deputy Secretaries of city/provincial party committee	9.8	L
	Ministries, ministerial-level agencies, government agencies have representation in the key leadership positions	50.0	H
Private	Female company director and female entrepreneurs	24.8	MH

Average (24.1)

	Total	Public	Private
H (4)	1	1	0
MH (3)	5	4	1
ML (2)	1	1	0
L (1)	1	1	0
Point	2.75	2.71	3.00
Total number	(8)	(7)	(1)

Appendix 3: List of Interviewees

New Zealand

Date	Title	Organization
June 21	Chair	Superdiversity Centre for Law, Policy, and Business
	Principal Policy Analyst	Ministry of Women's Affairs
	Policy Analyst	
	Senior Policy Analyst	
	Principal Policy Analyst	
	Policy Officer	Ministry of Foreign Affairs and Trade
	Manager Membership, Marketing and Communications	Institute of Directors (NGO)
June 22	National President	New Zealand Federation of Business & Professional Women (NGO)
	General Council and Head of Policy	New Zealand Stock Exchange Limited, Auckland
	Policy Advisor	New Zealand Stock Exchange Limited, Wellington

Chinese Taipei

Date	Title	Organization
July 11	Director of Policy	Awakening Foundation (NGO)
	Researcher	Foundation for Women's Rights Promotion and Development
July 12	Assistant Director, Securities and Futures Bureau	Financial Supervisory Commission
	Section Chief, Securities and Futures Bureau	
	Vice President, Corporate Governance Department	Taiwan Stock Exchange
	Corporate Governance Department	
	Section Chief (and three team members)	Gender Equality Committee, Executive Yuan

Indonesia

Date	Title	Organization
July 20	Director, Gender Equality for Economics	Ministry of Women's Empowerment and Child Protection
	Staff, Directorate, Gender Equality for Economics	
	Lecturer	Department of Political Science University of Indonesia
	Executive Director	Pusat Pengembangan Sumberdaya Wanita (PPSW)(NGO)
	Management Trainee and Employer Branding Manager	DANONE Indonesia
	Senior External Communication Officer	

Canada

Date	Title	Organization
August 1	Vice President, Innovation and Skills	Business Council of Canada
	Vice President, North America	
	Director General	Global Affairs Canada (North Asia and Oceania Bureau)
	Senior Trade Commissioner	
	Policy Advisor	

August 2	Senior Policy Analyst	Status of Women Canada, Policy and External Relations
	Policy Analyst	
	Immediate Past Chair	Equal Voice (NGO)
	National Spokesperson	
	Manager, Entrepreneurship Policy Small Business Branch	Innovation, Science and Economic Development Canada
	Director	
	Senior Policy Analyst, Marketplace Framework Policy Branch	
	Director (Acting), Appointments and Systems	Privy Council Office
	Director, Compensation and Leadership Development	