

# LEADERSHIP MATTERS

BENCHMARKING WOMEN IN  
BUSINESS LEADERSHIP  
IN THE PACIFIC



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# Global Literature

- Companies with more women in leadership have improved performance, productivity and profitability.
- Globally, the number of women in senior management and board positions is slowly increasing.
- Yet, few women reach the highest levels of business leadership such as CEO or board chair.
- Factors determining the likelihood of a business having women in leadership include:
  - Social norms and culture
  - Proportion of women in the workforce
  - Inclusive workplace culture and policies
  - Targets and quotas
- Investors are increasingly pushing companies to increase diversity in their leadership ranks.

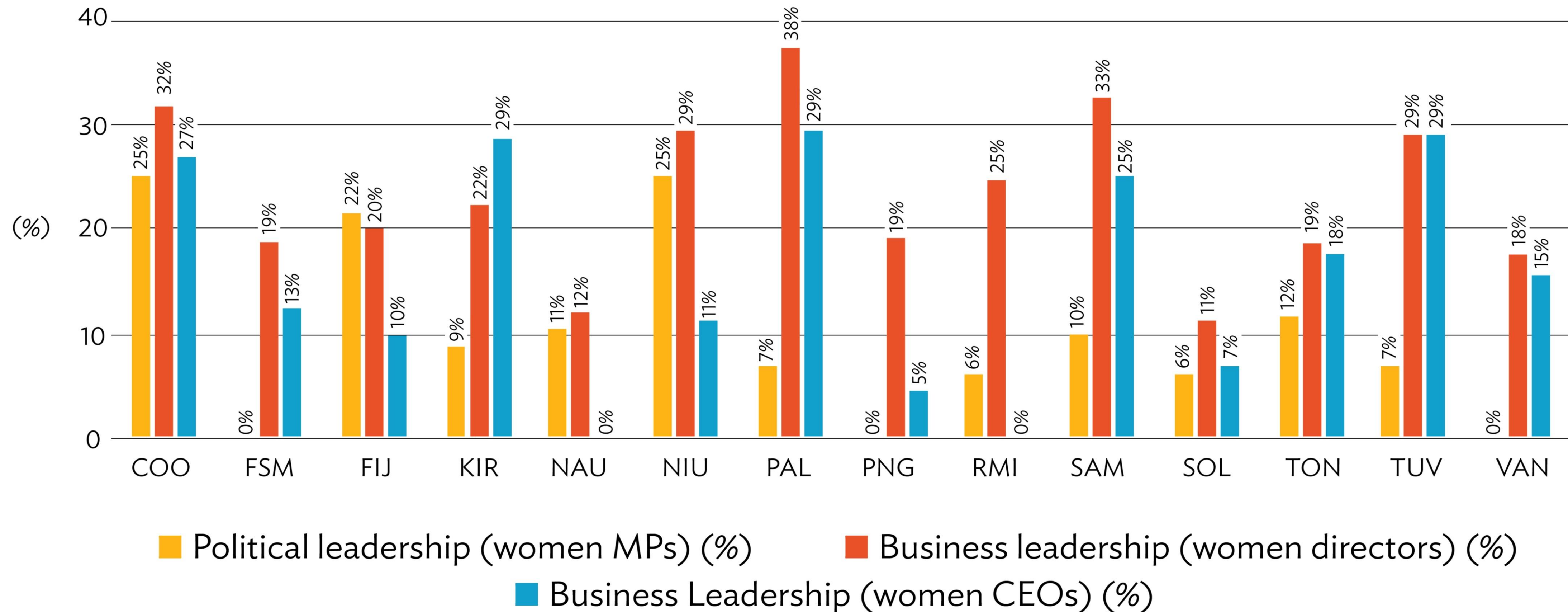
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# Study overview

- The study measures women's representation in senior management and on boards across 14 Pacific island countries.
- The sample includes five organisation categories - publicly listed companies, industry associations, regional private sector organisations, other private sector entities and state-owned enterprises .
- Data was collected for 274 organisations.
- 12 case studies on successful approaches to increasing women's representation in business.

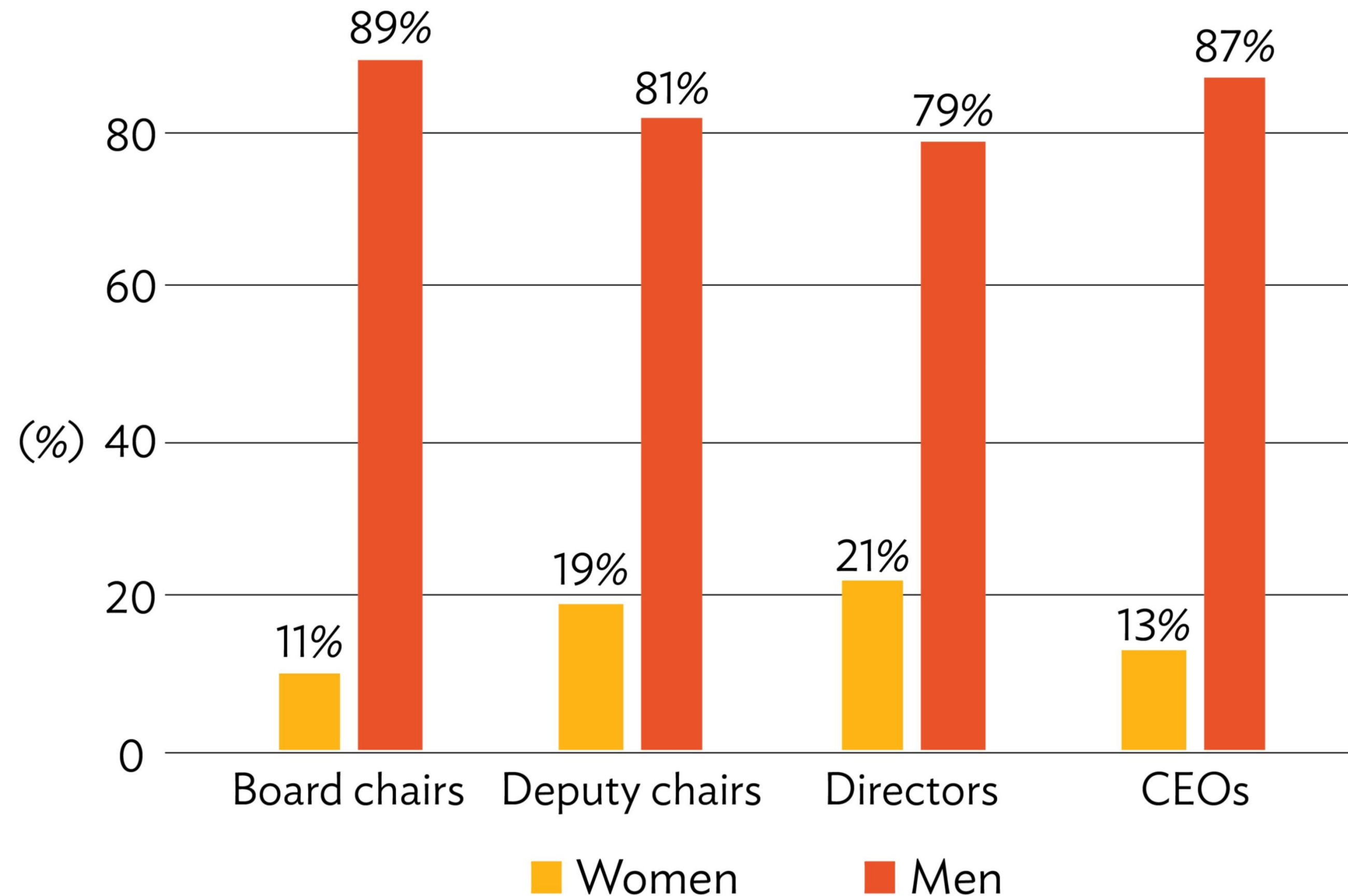


# Political vs business leadership in the Pacific



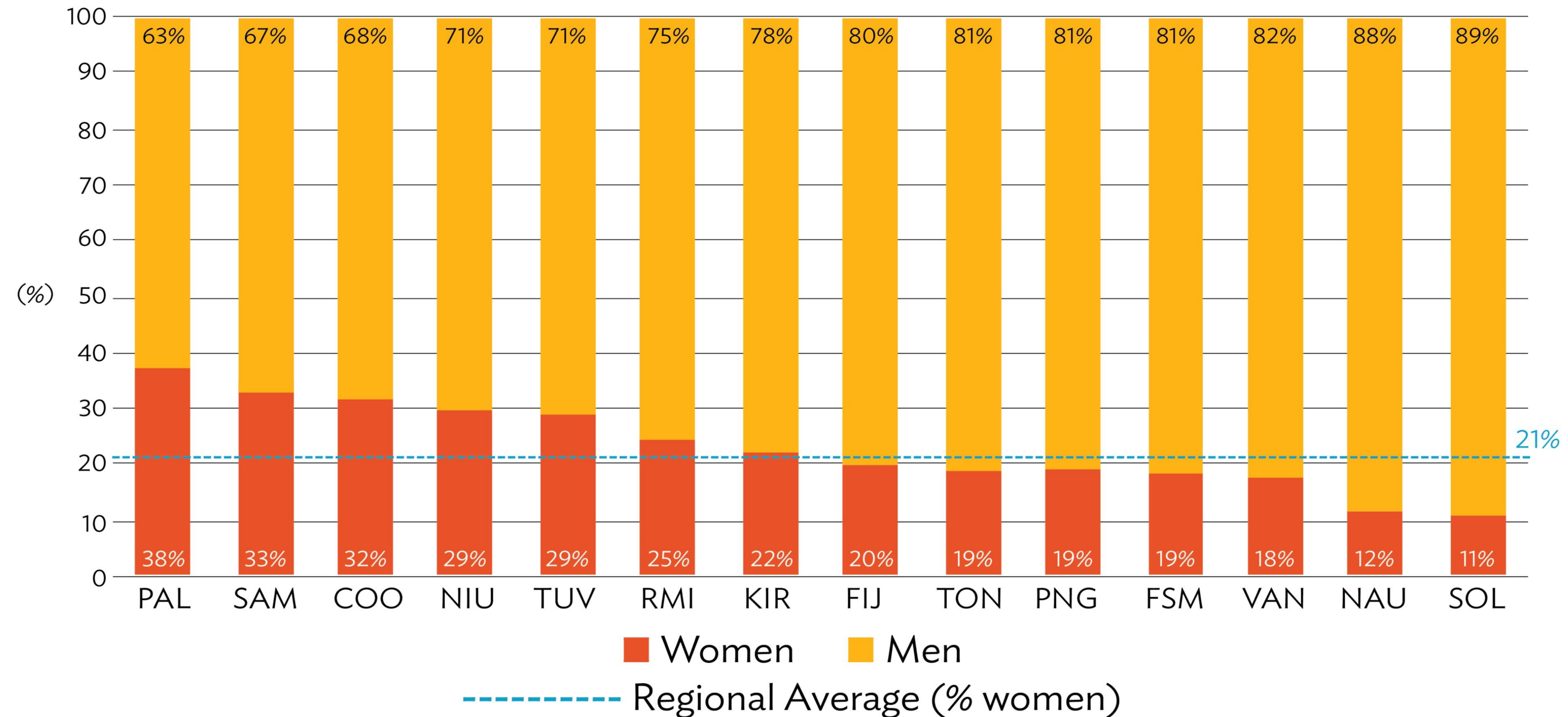
Source: Political Leadership: Pacific Women in Politics (pacwip), Business Leadership: PSDI Leadership Matters dataset.

# Regional findings



Source: PSDI Leadership Matters dataset. Sample size: n=232, 72, 1430, and 224

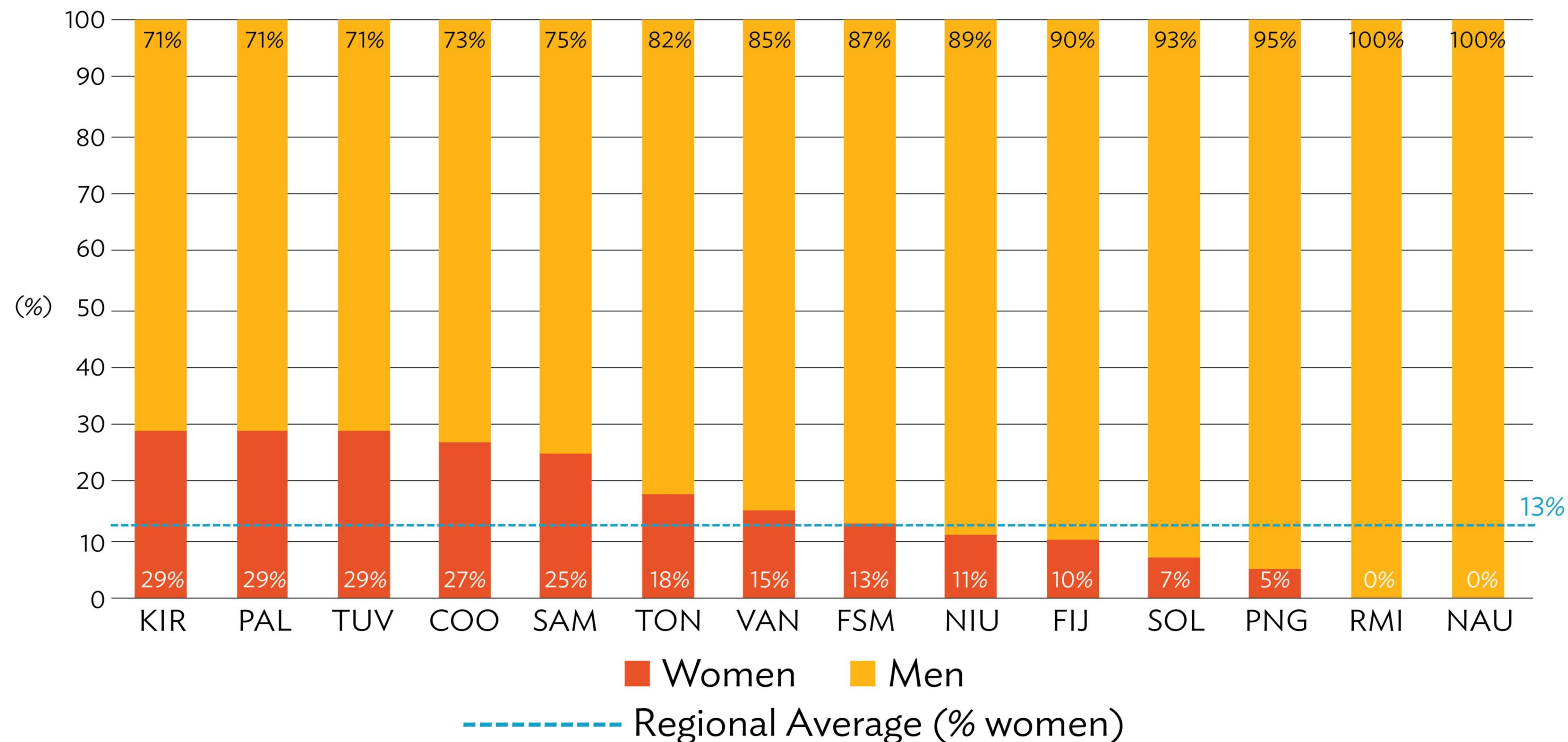
# Board seats – by country



Source: PSDI Leadership Matters dataset. Sample size: n = 24, 122, 74, 17, 31, 105, 18, 282, 52, 284, 43, 85, 42, 172. Note: the regional average includes eight boards of regional organizations.

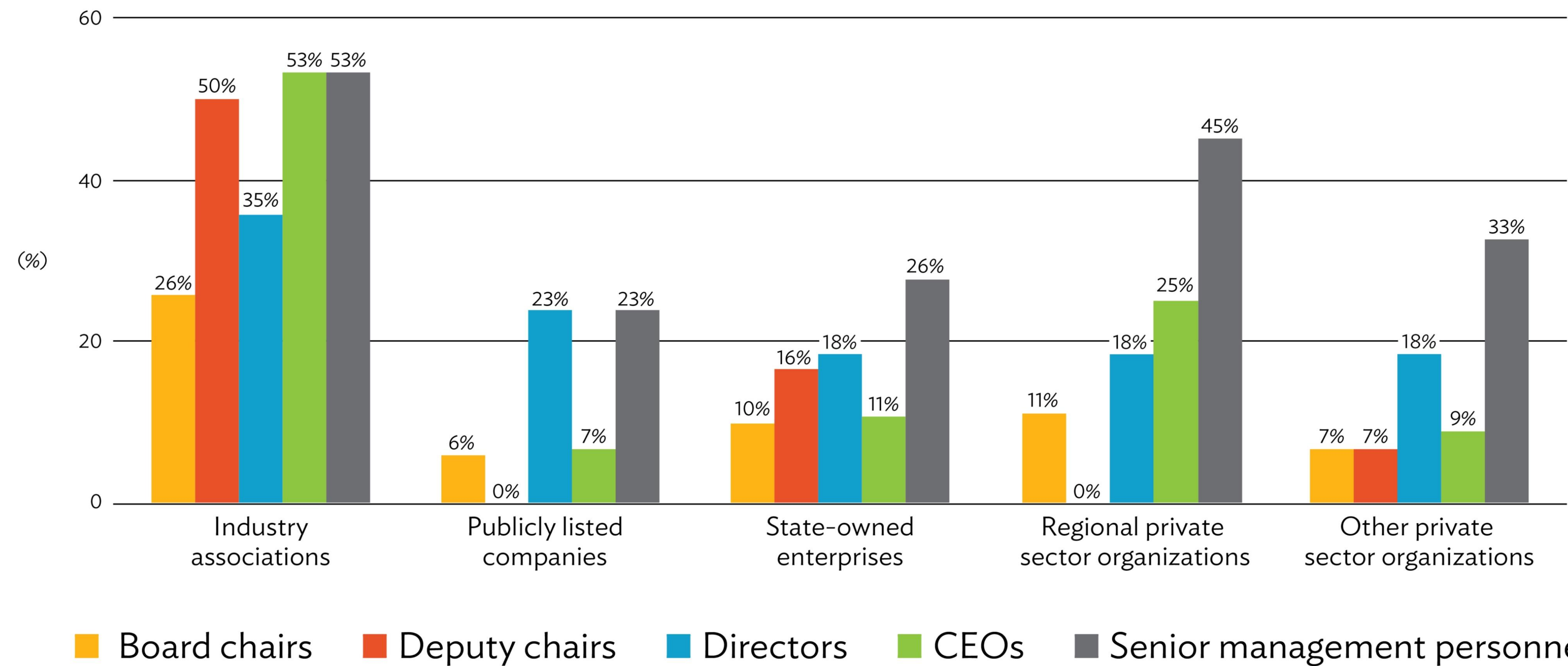


# CEOs – by country



Source: PSDI Leadership Matters dataset. Sample size: n = 7, 7, 7, 11, 20, 17, 13, 8, 9, 42, 15, 44, 12, 2.

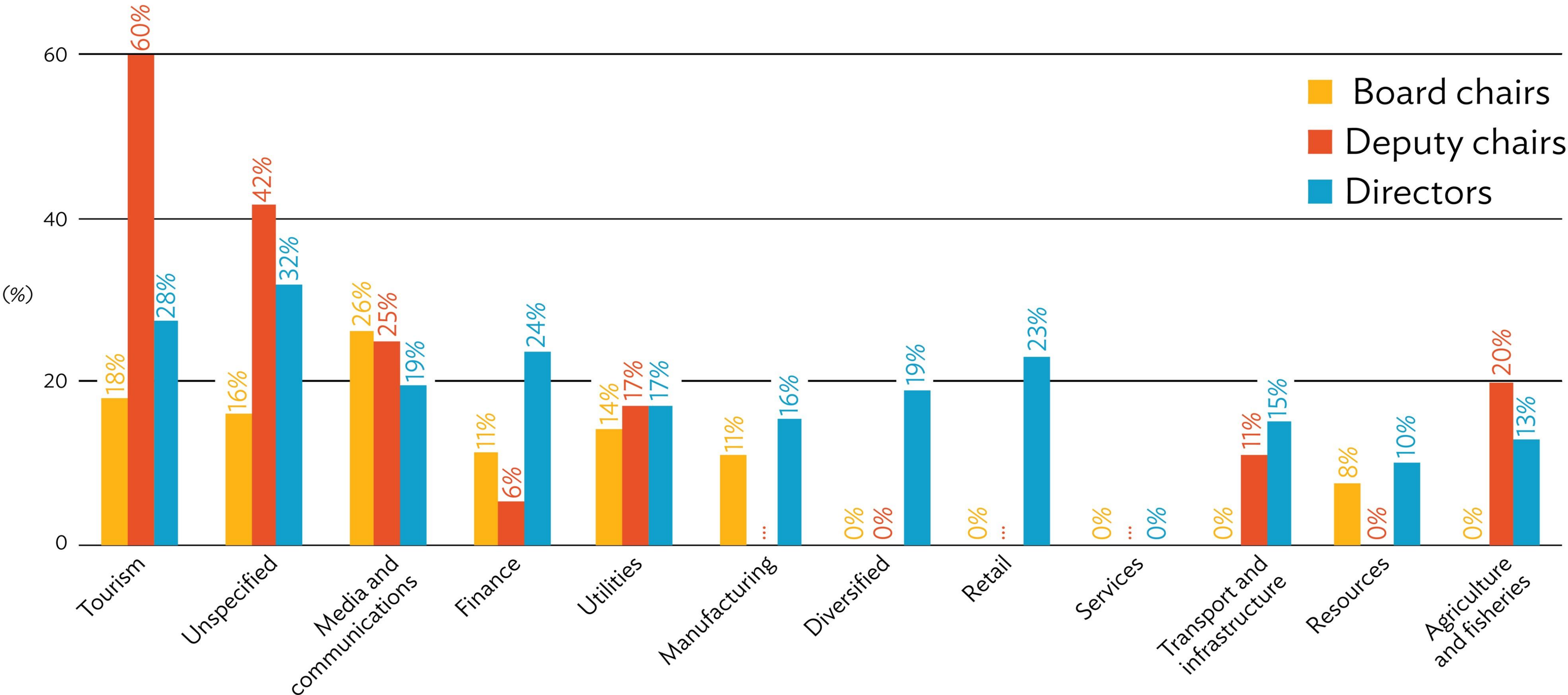
# Women's leadership by organisation type



Source: PSDI Leadership Matters dataset. Sample size: Board chairs: n = 27, 31, 107, 9, 59. Deputy chairs: n=14, 1, 37, 5, 15. Directors: n = 188, 179, 627, 65, 371. CEOs: n = 15, 28, 118, 8, 55. Senior management personnel: n = 34, 142, 514, 20, 356.

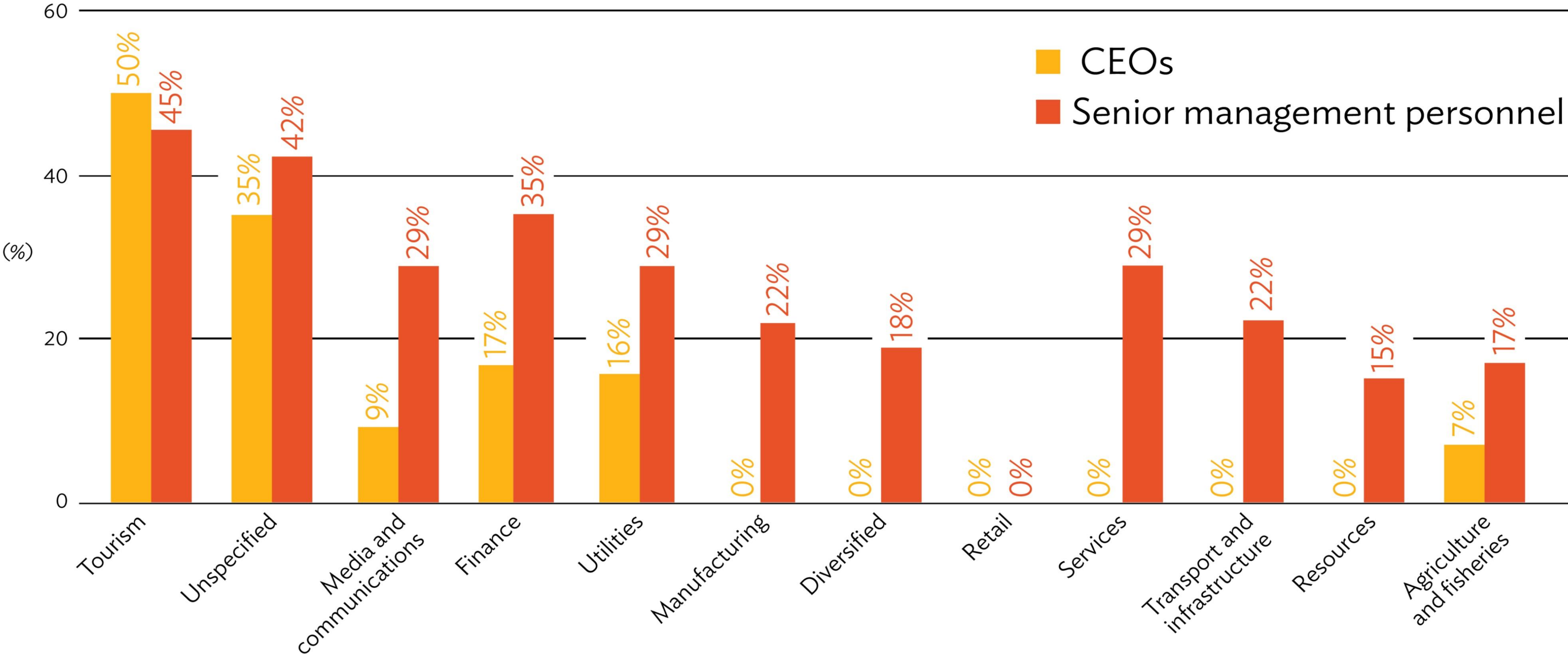


# Women's leadership by sector (boards)



Source: PSDI Leadership Matters dataset. Sample size: Board chairs: n = 11, 31, 19, 61, 28, 9, 12, 2, 1, 29, 13, 16. Deputy chairs: n = 5, 12, 4, 18, 12, 0, 2, 0, 0, 9, 5, 5. Directors: n = 80, 201, 118, 377, 174, 64, 68, 13, 10, 165, 68, 92.

# Women's leadership by sector (management)



Source: PSDI Leadership Matters dataset. Sample size: CEOs: n = 6, 23, 22, 66, 32, 9, 9, 2, 2, 30, 9, 14. Senior management: n = 31, 65, 98, 377, 103, 32, 45, 2, 7, 197, 39, 60

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# Key findings

- Women remain under-represented in business leadership in the Pacific, but there are pockets of progress.
- Increasing in women's leadership requires commitment and resourcing.
- The lack of reliable data on women's representation makes it difficult to track progress over time and develop policy/programming responses.



[www.adbpsdi.org](http://www.adbpsdi.org)

The full report can be accessed at:  
[www.bit.ly/PSDILeadershipMatters](http://www.bit.ly/PSDILeadershipMatters)