



ADVOCACY RESOURCE KIT
IN SUPPORT OF
THE CALL FOR QUOTAS FOR ADVANCING
WOMEN IN DECISION-MAKING

51% COALITION: WOMEN IN PARTNERSHIP FOR
DEVELOPMENT AND EMPOWERMENT

SUPPORTED BY UN WOMEN & FRIEDRICH EBERT STIFTUNG



INTRODUCTION

This advocacy Kit forms part of the output of a project “Quotas for Women’s Transformational Leadership and Participation in Jamaica” implemented by the Women’s Resource & Outreach Centre (WROC) in partnership with the 51% Coalition. This resource document also seeks to enhance and strengthen the capacity of the members of the Coalition as it continuously seeks to lobby for quotas for women in decision-making in Jamaica.

It is our hope that this tool will become a useful learning tool and reference point for a greater understanding of the value of gender quotas for women in leadership and across various sections including politics, public and private sector boards

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WHAT IS THE 51% COALITION?

The *51% Coalition: Women in Partnership for Development and Empowerment through Equity* was launched in November 2011 with a mandate to address issues related to the governance and composition of Boards, and recommend measures for their effectiveness. The *51% Coalition* (denoting the 51% proportion of women in the population) comprises 13 organisations along with individual members:

1. Association of Women's Organizations in Jamaica
2. Friedrich Ebert Stiftung-Jamaica Office
3. Institute for Gender & Development Studies –Mona
4. Institute for Gender & Development Studies –RCU
5. Jamaica Household Workers Union
6. Jamaica Network of Rural Women Producers
7. Jamaica Women's Political Caucus
8. PANOS Caribbean
9. Sistren Theatre Collective
10. Women Business Owners
11. Women's Resource and Outreach Centre
12. WMW-Jamaica
13. Young Women's Leadership Initiative

The specific mandate of the 51% Coalition is to:

- Promote gender equality on boards and in decision making as a means of ensuring that Jamaica has her best chance at national development
- Lobby for **quotas**, legal or voluntary on a platform-that no entity has less than 40% and no more than 60% of either sex for both public and private sector Boards;
- Undertake training to support women's effective participation on Boards, and in all areas of development;
- Monitor appointments to Boards and report on these;
- Build partnerships to improve accountability systems for Boards, and advocate for the adoption and implementation of best practices within "Corporate Governance Framework for Public Bodies in Jamaica".

The 51% Coalition formalizes many years of collaboration among women's organizations which have a long history of work around a wide range of development issues, using a Human Rights approach.

The advocacy platform of the 51% Coalition has emerged from research and activism by organizations such as the Women's Resource and Outreach Centre (WROC), the Institute for Gender and Development Studies (Mona Unit), the Friedrich Ebert Stiftung (FES), and the Jamaica Women's Political Caucus. The training programme of the 51% Coalition is founded on collaboration between the Women's Resource and Outreach Centre, the Private Sector Organization of Jamaica and Women Business Owners.

WHAT ARE THE ROLES AND FUNCTIONS OF A BOARD?

- ✚ To agree and promulgate the functions of the Board (Board Charter) and annually evaluate performance
- ✚ To set the institution's mission, vision and values
- ✚ To agree the strategic plan, operating plan and budget
- ✚ To approve policies that direct management and monitor management performance in achieving the objectives set in the operating plan and budget
- ✚ To review opportunities related to investments and divestments
- ✚ To appoint, mentor and evaluate senior management and ensure succession planning for senior management
- ✚ To ensure conformance with legislative requirements
- ✚ To ensure there are adequate resources to carry out the agreed programme of the organization.

In light of these functions, Board Directors should:

- ✚ Be objective and accept responsibility and accountability for decisions and actions
- ✚ Understand the business of the entity; be able to exercise good judgment.
- ✚ Have a strategic viewpoint
- ✚ Have professional integrity and honesty.
- ✚ Be competent to analyze and interpret information and data presented to the Board.
- ✚ Be committed and have time for the entity, one cannot be on multiple boards and be effective

Why advocate for gender equality in appointments to Public Sector Boards?

It matters how Board appointments are made. It is important to address the composition of Boards as part of a package of measures to transform governance, to promote accountability and root out corrupt practices in public affairs. Advocacy for gender equality on Public Board is based on the following:

- There is grave underrepresentation of women and youth in Board appointments, which means that our society is not benefiting from the knowledge, perspectives, skills, abilities and contributions of a significant sector of our population.
- The inclusion of women and youth could add tremendous value to the decision making process and influence positive development.
- Currently, appointments to Boards are not transparent.
- There is no agreed and known process for ensuring performance and accountability of Public Boards, as proposed in the “Corporate Governance Framework for Public Bodies in Jamaica”.
- There is concern that Public Boards can be influenced by the political directorate
- Women in public sector positions theoretically have power to influence the context in which productive enterprises and markets operate and to effect systemic changes that are beyond the remit of corporate boards, although this power has been significantly circumscribed during recent decades of market-oriented globalization.

Why advocate for gender equality on boards of privately listed companies?

- Women are the main decision-makers as consumers of goods and services; therefore they should have a voice in decision-making and policy-making.
- Women are shareholders in companies and hence hold the right to have their voices heard and their interests represented on boards
- Gender equality on Boards is acknowledged around the world as a best practice
- Women have already been contributing their expertise in the private sector and it is time to remove the ‘glass ceiling’ which prevents women from participating in decision making at the highest levels. On a positive note, several companies have taken steps to form more gender diverse Boards. These include Grace Kennedy, First Global Bank, JMMB Ltd, RJR Communications Group and NCB.

These many challenges, unless addressed, will prevent Boards from effectively fulfilling their role and function to their shareholders, who in the case of public sector are the Jamaican citizens.

UNDERSTANDING QUOTAS

Quotas for women seek to address structural gendered barriers and enhance women's participation in decision-making at all levels. Quotas constitute an affirmative action that seeks to correct the inequality in women's participation in decision-making.

Quotas lead to the inclusion of much-needed gender perspectives in national policy relating to poverty, unemployment, crime and violence, including gender-based violence and sexual abuse of children, HIV/AIDS, training and credit for business development, economic empowerment, corruption and declining living standards in rural areas.

Quotas are central to economic development and to recognizing "gender equality as smart economics" (World Bank 2012 World Development Report, WDR on Gender Equality and Development). The Report asserts, ***"just as investing in women and girls can create a positive development cycle, the opposite is also true: countries that fail to empower half their population will suffer from lower productivity, slower economic growth, and weaker development outcomes.*** The WDR recommends prioritizing attention to four areas including "Increasing women's voice and agency in the household and society".

Quotas in the Jamaican context: The National Policy on Gender Equality

Vision 2030 Jamaica's National Development Plan makes a national commitment to redress long-term systemic discrimination against women and overcome the limitations to the empowerment of women and men. Vision 2030 commits, ultimately, to creating a society that values gender balance, equality and equity.

The implementation of the **National Policy on Gender Equality** (NPGE) is crucial to the attainment of Jamaica's development goals and fulfillment of regional and international commitments towards gender equality and women's empowerment. According to the Convention on the Elimination of all Forms of Discrimination against Women (CEDAW), the adoption of TSMs to accelerate

equality between women and men is not to be considered discriminatory. In the National Policy on Gender Equality, the Government of Jamaica has outlined TSMs, such as legislated gender quotas, to address the lack of proportional representation of women in parliament. They have proposed a thirty percent (30%) minimum distribution of women among persons appointed to the Senate and the board of public bodies.

In recent times, TSMs have been applied to improve the matriculation of males in the educational system.

Implications of introducing quotas in Jamaica

- Jamaican women's knowledge, skills and expertise are chronically underutilized in both economic and political spheres. Increasing women's leadership will lead to benefits by improving efficiency, in addition to promoting gender equality, women's empowerment deepening democracy, and improving governance. Women tend to have skills that differ from those of the average male director, so having more women on a board increases the range of skills available to the board
- Gender quota legislation would hold the Jamaican government to gender equality commitments it has already made, and that appear unlikely to be realized in the absence of targeted affirmative action. **Vision 2030** gives an explicit commitment that governance structures will reflect gender equity in representation and decision-making (*Vision 2030 Gender Sector Plan*, July 2009/June 2010, p. 71).
- Women's voices and experiences are needed to oversee and direct policy to promote women's interests, including the rights of children and families.

Regional Perspectives

Although all CARICOM states have ratified CEDAW, only Guyana, Trinidad and Tobago and St. Lucia have legislation that prohibits discrimination on the basis of sex with regards to employment and the provision of goods and services. In Guyana and St. Lucia the legislation applies to the state and civil society. Guyana, through the legislation of gender quotas, women make up 30% of parliament.

In a 2010 study commissioned by the IDB comparing Jamaica and Barbados, it was found that males' earnings surpassed those of females' by between 14% and 27% of females' average wages in Barbados, and between 8% and 17% of females' average wages in Jamaica.

Overall, the region has made strides in achieving gender equality but there is still significant work to be done leading up to the 2015 deadline of the MDGs.

Quotas recommended by the United Nations

In March 2012, Michelle Bachelet, then head of the United Nations entity mandated to promote gender equality (UN Women) highlighted the role of quotas and noted that "Democracy grows stronger with the full and equal participation of women."

The Women in Politics 2012 Report, produced by UN Women in conjunction with the Inter-Parliamentary Union (IPU), mapped the progress of women's political participation around the world in the previous year. Quotas, the report reveals, had a positive effect on increasing women's involvement in politics. Out of the 59 countries that held elections that year, 17 had legislated quotas. In those countries, women gained 27 per cent of parliamentary seats compared to 16 per cent in countries without quotas.

The report shows that the number of elected women Heads of State has increased from eight in 2005 to 17 in 2012, with the number of women Government Ministers also increasing, from 14.2 per cent in 2005 to 16.7 per cent in 2012.

Scandinavian countries had the highest percentage of women Ministers at 48.4 per cent, followed by the Americas at 21.4 per cent and sub-Saharan Africa at 20.4 per cent.

However, the percentage of women parliamentarians globally stood at 19.5 per cent in 2012 – only a 0.5 per cent increase from the previous year– which means that less than one in five parliamentarians across the world are women.

QUOTAS ARE CONTROVERSIAL! ¹

The call for quotas may be controversial, but so was the demand in Jamaica for Maternity Leave made in 1977-1978, in the midst of an agreement with the International Monetary Fund. Despite this, women's organisations across Jamaica united and struggled relentlessly so that today thousands of women and their families, including men and boys, benefit from a law that was secured in 1979!

Arguments For Quotas

- ✦ Quotas for women promote the values of diversity, inclusiveness and social and gender equity.
- ✦ Women, who make up nearly 51% of the population, have the right as citizens to equal representation;
- ✦ Quotas for women compensate for actual barriers that prevent women from occupying their fair share of decision making positions in the public and private arenas.
- ✦ Women's experiences and knowledge are needed in political, business and all other areas of life.
- ✦ Increased women's participation allows Boards to access a greater and more diverse range of competencies and experiences than presently obtains. There are many Jamaican women who are qualified to participate in decision making at the Board level, but women's qualifications are often devalued or unrecognized in male-dominated political and corporate systems.
- ✦ Once some women are elected, they serve as role models for other women.
- ✦ Quotas can increase accountability and democratization by making the nomination process more transparent, with stated criteria for nomination.
- ✦ Legislated quotas engage political parties and Boards of companies to find suitable women candidates.
- ✦ Including more women on boards increases access to information about a firm's potential customer base. According to recent estimates, women control about 70 % of global consumer spending. More women on boards can therefore lead to

¹. See Quota Project-Global Database of Quotas for Women. <http://www.quotaproject.org/aboutQuotas.cfm>
See also Global Database of Quotas for Women- <http://www.quotaproject.org/uid/countryview.cfm?country=246>

market share gains through the creation of products and services more responsive to consumers' needs and preferences (European Commission, 2012).

- ✚ Including more women on Boards can improve governance procedures that impact Board performance positively, for example:
 - ✚ Research data show that 94% of boards with three or more women (compared to 58% of all-male boards), insist on conflict of interest guidelines².
 - ✚ 72% of Boards with two or more women conduct formal board performance evaluations, while only 49% of all-male boards do. If women are represented in the legislature, they can work to remove some of the structural barriers that prevent women from being elected.
 - ✚ In the political arena, the parties control nominations and it is not primarily the voters who decide who gets elected; therefore quotas for women in politics are not violations of voters' rights.

Arguments Against Quotas

- ✚ Quotas are against the principle of equal opportunity for all, since women are given preference over men.
- ✚ Quotas imply that persons are selected because of their gender, not because of their qualifications. (Note that this argument ignores the fact that only qualified persons are selected to fill quotas.)
- ✚ In the political sphere quotas are undemocratic, because voters should be able to decide who is elected.
- ✚ Many women do not want to get elected just because they are women.
- ✚ Introducing quotas creates significant conflicts within the institution
- ✚ Quotas violate the principles of liberal democracy.

².See The Private Sector Organisation of Jamaica, *Handbook and Tool Kit on Good Governance*, Vol. 2, 2009, p.28)

THE GLOBAL DIMENSION

There is a global trend towards the endorsement of gender quotas in political and economic decision-making structures, raising the question of gender parity as global governance aspiration. International and regional organizations which have endorsed the use of gender quotas include the UN, ILO, OECD, the European Union, the Council of Europe and the Organization of American States. (Academy of Global Governance)

Ninety countries have some quota mechanism for parliamentary representation. Sixteen countries, all in Africa and Asia, explicitly reserve parliamentary seats for women. In 2008, Rwanda became the first country with a majority of women in the legislature and has been widely recognized for the role of gender quotas. Even though Rwanda still faces many barriers to democratic governance and gender equality, the women-led legislature has made an impact. For example, the parliamentary women's caucus (the Forum des Femmes Rwandaises Parlementaires or FFRP) led a successful effort to pass ground-breaking legislation on gender-based violence in part by garnering support from their male colleagues. (Huffington Post, 2008)

In other countries there has been little change. For instance, in Finland 38.5 percent of newly elected members of parliament in 1991 were women, and by 2011, this share had increased marginally to 42.5 percent. (World Development Report, World Bank 2012)

The European Commission has called for the implementation of quotas on the boards of publicly-traded companies. The new regulations, if approved, would stipulate that women occupy 40 percent of the seats on the non-executive boards of Europe's roughly 5,000 publicly traded companies. In instances where candidates' professional qualifications are the same, women would also be given preference, should they be under-represented in that company. Companies that do not adhere to the rules could be sanctioned. (Spiegel Online International, 2012)

THE ECONOMIC CASE FOR GENDER EQUALITY

Dr. Brenda Wyss in addressing gender and economics notes that:

- 1) Increasing women's labour force participation raises Gross Domestic Product.
- 2) Increasing women's education increases the amount and quality of human capital and therefore increases GDP.
- 3) Greater female education and earnings improve child health and increase investment in children, contributing to future GDP growth.
- 4) Women's increased earnings improve the overall quality of life (better nutrition, access to better health care) of men and boys in families.
- 5) Non-discrimination in access to jobs permits the most efficient allocation of resources, raising productivity and output.
- 6) Women save larger shares of their incomes than men do. Because of this, raising women's incomes increases domestic savings available for investment, and contributes to national growth.
- 7) Individual firms can benefit from employing more women at all levels (including in senior management) and from increasing women's representation on their boards
- 8) Women are less prone to corruption and nepotism than men, so increasing women's public and private sector leadership improves governance. Better governance promotes economic growth.
- 9) Women are endowed with salient leadership traits which contribute to improved governance, and promote growth.

While these are compelling arguments to advance gender equality, Dr. Wyss cautioned that the arguments that link women on boards with *improved economic results* were not 100% conclusive. However, the broader benefits of gender equality justify the Coalition's advocacy campaign.

Source: Smart Economic and the Business Case for Gender Equality: Implications for Jamaican Quotas. Presentation by Dr. Brenda Wyss, March 14, 2013

The Business Case for Gender Equality & Quotas for Boards of Directors

- 1) Greater diversity increases the average quality of board directors by expanding the talent pool from which they are drawn.
- 2) Women tend to have skills that differ from those of the average male director, so having more women on a board increases the range of skills available to the board.
- 3) Women bring distinctive values and viewpoints to a board, raising the quality of board discussions and problem-solving and enhancing creativity and innovation.
- 4) Having women on a board improves the performance of male directors.
- 5) More women on boards improves board monitoring and board governance generally.
- 6) Including more women on a board increases access to information about a firm's potential customer base, linking with women's role as consumers for self and family.
- 7) Gender equality on a board is attractive to investors and customers.
- 8) Firms whose boards have more females also tend to employ more women managers, which may have efficiency as well as equity benefits for the firm.

Do firms perform better when they have more women directors?

- Evidence about the overall impact of board gender diversity on firm performance (e.g. profitability, stock price) is inconclusive.
- Most studies demonstrate correlation not causation.
- Correlational studies show mixed results; positive, negative, and no impacts of women board members on firm profits. For example, two studies of Norway's gender quota for boards of directors found negative associations between adding women and short-run firm performance.
- Gender quotas alone cannot effect the deep structural changes required to build a humane, prosperous and gender equitable economy. Quotas must be one economic reform strategy among many.

*Source: Smart Economic and the Business Case for Gender Equality: Implications for Jamaican Quotas.
Presentation by Dr. Brenda Wyss, March 14, 2013*

WHAT HAS THE 51% COALITION BEEN DOING?

1. **Following on the training of women by** the Women’s Resource & Outreach Centre (WROC), Women Business Owners (WBO), and Private Sector Organization of Jamaica (PSOJ), the 51% Coalition has trained 150 women in the fundamentals of board governance. This has been achieved with partnership support from Friedrich Ebert Stiftung.

✚ In addition, over 40 women from rural Jamaica were also sensitized on Quotas, the importance of gender diversity in respect of public boards. Training sessions also addressed the Public Bodies Management & Accountability Act and the ***Corporate Governance Framework for Public Bodies in Jamaica.***

2. ***Communications with the government***

✚ Formal letters sent to the Prime Minister, the Rt. Hon. Portia Simpson-Miller and other Ministers of Government, to present the Coalitions’ agenda for action.

✚ A list of 54 trained women, available to serve on boards, was sent to the Office of the Prime Minister and selected Government Ministries (***Local Government & Community Development; Industry, Investment and Commerce; Labour and Social Security; Health and Environment; Transport, Works & Housing***)

✚ Ongoing monitoring and analysis of the composition of Boards appointed to date

✚ Active engagement of leaders and stakeholders through representation of the women’s sector on the Social Partnership National Council

✚ Representatives of the Coalition Steering Committee met with the Prime Minister in January 2013 to seek support for the quotas campaign, to advocate for the urgent implementation of the National Policy on Gender Equality, and for concrete actions on outstanding recommendations to address violence against women.

3. ***Building and Strengthening the Coalition***

The group is committed to coalition-building through the full involvement of all members in activities. The Coalition is managed by a Steering Committee which meets monthly to plan strategic activities and monitor the progress and

effectiveness of its campaign for quotas. Activities also include Strategic Planning Retreats, and ongoing consultations to share information, experiences and perspectives on the value of gender equality in decision-making. Internal communication is being improved through the use of web-based activities.

The Coalition's activities are driven by a Secretariat based at the Women's Resource & Outreach Centre (WROC), with support from FES. In February 2013, the Coalition launched four Public Service Announcements, as part of its public education campaign. Media interviews, news releases and the use of social media have also been integrated to enable greater visibility and impact.

4. Strengthening partnerships with other organizations and individuals:

- ✚ Endorsement received from former PSOJ President, Joseph Matalon
- ✚ Through cooperation with the Jamaica Stock Exchange (JSE), the list of women recommended for public boards has been published on the JSE website. The JSE hosted an information session with women from partner organizations in the Coalition. Several Coalition members have since purchased shares in publicly listed companies, attended the respective Annual General Meetings and lobbied for greater representation of women on boards of these companies.
- ✚ Evaluation of the organization's operations and impact led to an expansion of the Coalition's membership to incorporate the broader women's sector. At the Coalition's first-year Anniversary activity held on November 22, 2012, representatives were selected to sit on the Social Partnership National Council.
- ✚ Through appearances on national radio and television, the Coalition has sensitized the public on quotas.
- ✚ The Coalition is represented on the Jamaica Civil Society Coalition (JCSC) and has delivered several presentations to youth, civic and educational organizations, and at public forums.



51% Coalition Steering
Committee Members
with FES Partner, 2012



51% Coalition Training
Event on the Role of
Corporate Boards, 2013



51% Coalition Steering
Committee Members
with Prime Minister
Portia Simpson-Miller, 2013

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Annex

**Supplementary Articles and Research on
Quotas and Increasing Women's Participation
on Boards and in Leadership
2013**

Update of Women on Boards

Research was commissioned under the “**Quotas for Women's Transformational Leadership and Participation in Jamaica**” led by WROC to update information related to women’s participation in decision making principally on Public Boards and on a sample of selected Private Sector Boards.

The composition of 115 Public Sector Boards was tabulated, reviewed and analysed. The following is the main information.

1. Sex composition : Summary of Findings

- Based on a review of the makeup of the 115 Boards and Commissions, a total of **391** women and **752** men were appointed, for a combined total of 1,143. **34%** of the total appointees were **women**;
- Of the 115 Boards reviewed, **25%** had female Chairpersons (28 women);
- **35%** of the Boards/Commissions had **20% or less female appointees** ; **17%** had between **21% to 30%** female appointees; **33%** had **31-50%** female appointees; and **15%** had **over 51%** of the Board membership being female (see details in Appendix III);
- In total, **85%** of the Boards reviewed had 50% or less female membership and less than 1 in 4 (24%) Boards had female Chairpersons.

Within the context of commitments made at and before the 4th World Conference on Women in Beijing, (Beijing Declaration and PLA (1995); the Commonwealth Gender Equality Programme; and other related commitments, these figures show that Jamaica is lagging behind its goal towards equality and equity in governance, exemplified by the formal participation of women in power and decision-making.

Ranking of Ministries in terms of appointment of women

The following is a summary of trends in appointments arising out of the data from the 115 Public Boards and Commissions, emphasizing the Boards with the least percentages and the Boards with the highest:

Significant Trends among Boards within the 20% or Less Female Appointments:

- I. The inequality in appointments is reflected in critical Ministries most significant of which are: Agriculture; Science, Technology Energy and Mining (MSTEM); Transport, Works and Housing (TWH) ;

- II. Agriculture holds the distinction of having all of its Department Boards reviewed falling within the 20% or less category, including the fact that no women (0%) have been appointed to several Commodity Boards - the Sugar Industry Authority, the Coconut Industry Board, and the Agro-Investment Corporation. **All are areas of critical importance to women's economic equality and to their sustainable livelihoods.** The Agro-Investment Corporation is currently a merger of 2 very important agencies – the Agricultural Development Corp. and the Agricultural Support Services and Productive Projects Fund Ltd. The Agro-Investment Corporation assists farmers with the whole process from product conception to business development, marketing and sales.
- III. The Ministry of Science, Technology, Energy and Mining (MSTEM), has no woman (0%) appointed to the critical energy related boards of Petrojam Limited and Petrojam Ethanol Company Limited. The Jamaica Bauxite Institute continues its male dominated trend with only 11% of appointees being female.
- IV. The Ministry of Transport, Works and Housing (TWH) needs singling out in the 20% or less category as key organizations such as the JUTC and the Montego Bay Metro Limited have 14% and 13% female appointments respectively. Given the critical importance of transportation in women's lives and weekly/monthly budget;
- V. The Road Maintenance Fund is even more significant in this category with a female board membership of 9%. Road infrastructure in the lives of women means access to livelihoods, markets, etc. The lived experiences of women from community groups dealing with road infrastructure issues would not only put a face to the problems, it would also have the potential of uncovering other variables that can be used in the planning and implementation process;
- VI. The Ministry of Finance and Planning is responsible for the Board appointments to the Financial Services Commission (17%), and to FINSAC (20%) while the Ministry of Investment, Industry and Commerce (MIIC) is responsible for the International Financial Services Centre (9%). These have oversight for critical components of the financial system in the country and by extension the economy and must include equal participation by women in their leadership. As the CARICOM 2000 Census points out, whether women are in households with a partner or single, they have the lion's share for the oversight of the household's 'economy' or financial health;
- VII. The Ministry of Land, Water, The Environment and Climate Change has responsibility arguably for some of the most critical areas within our development from an economic, social development and environment protection perspective. Yet,

on the Boards with oversight for Water, the Water Resources Authority (14%); Rural Water Supply Ltd. (11%) and the National Water Commission the largest service provider of water in the region (11%), women's under-representation and therefore valued input has been snubbed;

- VIII. It is significant that on the only Board reviewed under the Ministry of National Security, there are no female (0%) members on the Criminal Records Board (Rehabilitation of Offenders), yet women are more vulnerable to crime and violence in numerous ways, and are usually the primary care-givers of incarcerated family members.

Significant Trends Within the 51% or more category of women's membership

- I. It is important to acknowledge the fact that there are Boards reviewed, with female membership of 51% or more. Among these are:
- II. **Under the Ministry of Health** : The Southern Regional Authority (80%); The Maxfield Park Children's Home (77%); the Nursing Appeal Tribunal (67%) , *one male and 2 females with the male as chair*; the Nursing Council of Jamaica (93%); the Adoption Board (100%) and the Child Development Agency Advisory Board (86%). **Regrettably, these are all traditional, stereotypical areas where women's social reproduction role is over-represented.** In that context this begs the question as to whether this was the government's thinking. The inclusion of more male membership on these particular Boards potentially can be viewed as a key point in which the re-socialization of men in leadership positions could have been undertaken. This might also have led to a better understanding of the value of social reproduction and the need for the man's active involvement;
- III. The Ministry of Education's Early Childhood Commission (ECC) has 75% membership by females and a Female Chair. Again, this is also a traditional area of female involvement;
- IV. It is notable and laudable, that the under the Ministry of Finance, the National EXIM Bank has female membership of 60%. This bank can play a critical role in supporting small businesses and new ventures, including supporting women's livelihoods projects and growing the domestic economy;
- V. The Ministry of Land, Water, the Environment, and Climate Change, shows some attempt at gender equity with 57% of the Board of the Land Administration and Management Programme Fund (LAMP) membership being women. Given the fact that especially women in rural areas are not holders of titles and therefore owners of

land, it is hoped that the involvement of women at the Board level can work to change this inequity.

2. Comparison of Ten (10) Specific Private Sector Boards male : female membership, 2007: 2012

Name of Private Sector Organization	2007			2012		
	F Total	M		F Total	M	
Jamaica Money Market Brokers	2	9	11	3	8	11
First Jamaica Investments Ltd.	1	5	6	1	7	8
Radio Jamaica Ltd.	1	8	9	4	8	12
Jamaica Producers Group	0	9	9	2	10	12
Life of Jamaica/Sagicor	3	10	13	3	10	13
Supreme Ventures Ltd.	1	8	9	0	11	11
Carreras	0	9	9	1	8	9
Jamaica Broilers Ltd.	2	10	12	1	11	12
Carib Cement	1	7	8	1	7	8
Kingston Wharves	0	10	10	2	10	12
TOTALS	11	85	96	18	90	108
TOTAL % OF WOMEN & MEN ON 10 Private Sector Boards	11%	89%		17%	83%	

Comparative Analysis

In general, the governance structures of the 10 Private Sector Boards under review continue to reflect male domination in their leadership. Less than 20% of the total number of the board members is female. None has a female Chairperson. However overall, there has been a 6% change upwards in the number of women on the 10 private sector boards being reviewed for comparison between 2007 and 2012.

Because women consumers are major decision makers re purchasing, these Boards should be placed on a “Watch list”. In particular those Boards with few female members should be prioritized e.g. First Jamaica Investments Ltd, Jamaica Broilers Ltd and Caribbean Cement. The highest membership of women among the 10 boards in 2007 was 23% on the Life of Jamaica board. In 2012 it was 33% on the RJR board.

EXTRACTS from:

1. The Conference Board of Canada, Report May 2002

Women on Boards, Not Just the Right Thing... But the Bright Thing

Our research clearly shows that there are both symbolic and practical reasons to have women on boards. Symbolically, a signal is sent to all stakeholder groups, most of which are very diverse, indicating that their voices will be heard at the top and that their perspectives are important.

The main governance practices that are affected by the presence of women are those associated with more active and independent boards of directors. The strongest published studies have found these factors to be the elements of board governance that contribute to improved organizational performance, whether in sales growth, long-run return, or industry leadership.

The research therefore supports these conclusions:

- Diversity on boards, here represented by the presence of women on boards, does change the functioning style of the board in clear and consistent ways.
- “Diversity”—both the inner range of experiences and the outer visible self—is both an enabler and essential precursor of “board unity.”
- Board unity, activism and independence are elements of “good governance.”
- Good governance improves organizational performance over the long term, financially and non-financially.

Diversity is about enriching the leadership with different perspectives. Think of the competitive advantage an organization would gain by having leadership team members with five different frames of reference—structural, relational, social, conceptual, and systematic.

True diversity is inner diversity: the range of inward, invisible qualities of individuals. Divergence in views—leading to constructive debate behind the boardroom door—encourages diligence in decision-making. Diversity—inner diversity—makes for more active and independent, better boards.

When all board members are “cut from the same cloth,” the board can be an “old boys network”—contributing to ineffective boards, poor governance and spectacular failures in both corporate and public sectors over the past decade.

Boards with more women are more likely to use committees, particularly executive and strategic planning committees. These boards take a more active role in setting the strategic direction and weighing long-term priorities. Far from focusing on traditionally ‘soft’ areas, boards with more women surpass all-male boards in their attention to audit and risk oversight and control.

Boards with more women examine a wider range of management and organizational performance indicators. The board’s own performance in diversity is itself an indicator of organizational health; research suggests it is linked to bottom-line results.

Report on Business magazine reports that companies with all-male boards in 1995, ranked an average of 17th in their industry (in terms of profits) five years later, while those with two or more women on their boards finished an average of seven places higher, at 10th.

The results from *Financial Post 500* are more marked. All-male boards in 1995 ranked an average of 40th in their industry (by revenue) five years later—a very low rank. Those with two or more women on the board in 1995, ranked an average of 17th (in terms of revenues) in their industry in 2000.

These correlations do not necessarily show causality. It may be that industry leaders feel more comfortable in “risking” innovative governance practices, such as increasing diversity on boards. It is just as possible that increased diversity contributes to higher profits, revenues, and assets. Clearly, more research is needed on cause and effect, to gauge how women affect organizations.

The biggest difference shown by the research is the significantly increased use of non-financial performance measures by boards with more women. Boards with more women are also more likely to consider measures of innovation and of social and community responsibility.

This is the most incontrovertible evidence that the presence of women on boards has a noticeable effect on the functioning of the board, and that this effect has to do with broadening the focus of the board—from activities to results, from finances to strategy, from owners to all stakeholders.

The business case for women on boards is significantly bolstered by this conclusion: the factors that appear to be influenced by more women on boards are precisely those that have the most impact on corporate results.

Diversity means “capable of various forms.” Diversity, far from hindering unity, is a key ingredient in unity. By bringing distinct perspectives to the attention of the organization’s board and executive, diverse board members serve to create constructive dissent and to ensure due diligence.

Source: http://www.europeanpwn.net/files/women_on_boards_canada.pdf

2. World Development Report on Gender Equality & Development 2012

The **2012 World Development Report on Gender Equality and Development** finds that women's lives around the world have improved, but gaps remain in many areas. The Report focuses on four priority areas for policy going forward: (i) reducing female mortality and closing education gaps where they remain, (ii) improving access to economic opportunities for women (iii) increasing women's voice and agency in the household and in society and (iv) limiting gender inequality across generations.

Less voice and less power

Progress has been slowest in the domain of women's agency. Consider three aspects. First, women's ability to make decisions about earned income or family spending reflects their control over their own lives and their immediate environment. Second, trends in domestic violence capture asymmetric power relations between men and women. Third, patterns in political voice measure inclusiveness in decision making, exercise of leadership, and access to power.

Less likely to hold political office

The number of women holding parliamentary seats is low, and progress in the last 15 years has been slow. In 1995, women accounted for about 10 percent of members of the lower or single houses of national parliaments, and in 2009, 17 percent. In Africa and most of Asia, the number of female parliamentarians more than doubled. Also during the last 15 years, the number of countries with at least 30 percent women as parliamentarians rose from 5 to 23—including 7 from Sub-Saharan Africa as well as Argentina, Cuba, Finland, Iceland, the Netherlands, and Sweden. Rwanda's parliament has 56 percent women.

Responses to the World Values Surveys over several years point to a general positive evolution of views on gender equality in politics in the last decade. But people continue to view men as "better" political and economic leaders than women.

And men have better chances than women of winning an election with considerable variation across countries. Women have greater chances of prevailing over men in Africa. In Asia and high-income countries, women's chances drop considerably. Women are least likely to win elections in the Pacific Islands and Latin America and the Caribbean.

Quotas and reservations have helped expand female parliamentary representation. Ninety countries have some quota mechanism for parliamentary representation, whether in seat reservation, candidate quota legislation, or voluntary political party quotas. Sixteen countries, all in Africa and Asia, explicitly reserve parliamentary seats for women. In others, such as Finland, there has been little change. For instance, 38.5 percent of newly elected

members of parliament in Finland in 1991 were women, and by 2011, this share had increased marginally to 42.5 percent.

Women's participation in cabinets, regardless of the structure and size, has also lagged. The proportion of women among ministers was on average 17 percent in 1998. In 1998, women occupied more than 20 percent of ministerial posts in only 13 countries, but 63 countries 10 years later. In 2008, Chile, Finland, France, Grenada, Norway, South Africa, Spain, Sweden, and Switzerland had cabinets with more than 40 percent female ministers.

Source: <http://siteresources.worldbank.org/INTWDR2012/Resources/7778105-1299699968583/7786210-1315936222006/chapter-2.pdf>

3. *EU warns businesses: Put women on boards*

By **Matthew Knight** for CNN

February 11, 2011

London (CNN)

Women make up only 3% of CEOs of Fortune 500 companies and in Europe, only 12% of positions on boards are occupied by women, according to research by Russell Reynolds and the European Professional Women's Network.

The situation is improving -- the percentage of women who served on boards in Europe was only 8% in 2004 -- but their representation is still well below levels that some political leaders would like.

'In these difficult economic times, the case for getting more women on company boards has never been stronger' said EU Justice Commissioner Viviane Reding. "Gender equality in business is an important policy objective," Reding said.

Reding would like to see women occupy 30% of supervisory board positions by 2015, and 40% by 2020. If self-regulation fails, legislation on quotas may follow, she says.

Getting women in the boardroom makes economic sense, advocates of workforce gender equality say. Operating results of companies which have greater gender diversification are 56% higher, according to a study published last year by consultancy firm McKinsey.

A 2007 report published by Goldman Sachs said that closing the gender gap could boost U.S. gross domestic product by as much as 9%, and up to 13% in the euro zone.

In Reding's view, women might be more diligent, and more risk averse than men. "Women are much clearer than men: they talk less, have short and efficient meetings and they say what they will do and they do what they say," she said.

Reding said "In these economic we need to use all human capital available. We cannot afford to leave out 50% of our population."

"We need companies to explain to women why they need to come to the top and what a difference they are going to make. It's about confidence and self-belief and the recognition of the skills that a woman has got. A woman has to remind herself she's worked darned hard to get those skills. Take them as far as you can."

Source: <http://edition.cnn.com/2011/BUSINESS/02/11/women.boardroom/>

4. *Mc Kinsey & Company; Women Matter 2010*

Women at the top of corporations: Making it happen. United Kingdom

The 2008 Women Matter study demonstrated that some leadership behaviours, observed more frequently among women than men, have a positive impact on a company's organizational performance. Ultimately, this study highlighted that the complementarity and diversity of leadership styles make a difference on companies' performance.

Making gender diversity part of your strategy or your value is very critical. A company that does not have that in its DNA will certainly have difficulty achieving diversity at senior levels.” ~CEO of a global medical and healthcare company

CEO commitment and **women's individual development** are at the heart of an effective gender-diversity ecosystem. The Women Matter 2010 reveals a significant difference in effect between the gender diversity measures; the most effective measures are CEO commitment and women's development programs. In particular, the first three measures that come out as having more effect on women's representation at the top include:

1. Visible monitoring by the CEO and the executive team of the progress in gender-diversity programs;
2. Skill-building programs aimed specifically at women;
3. Encouragement or mandates for senior executives to mentor junior women

Five other measures are critical enablers for companies to achieve gender-diverse aspirations. Among the effective enablers, “Performance evaluation systems that neutralize the impact of parental leaves and/or flexible arrangements” comes out as very effective.

The commitment of the CEO is absolutely critical. It reflects the commitment of the company; it reflects the strategy of the company. The CEO must be present in the situations where people talk about gender equality and committed in forcing gender diversity in performance slates. Building a gender-diverse company, which supports the promotion of women at the highest levels, can only succeed with the support of top management.

As shown by the Women Matter 2010 survey, the individual development of women is at the heart of an effective gender-diverse ecosystem. These programs primarily focus on helping women overcome the barriers they face on their way to the top.

Companies that are leaders in gender diversity have implemented very effective training, coaching and mentoring programmes to help women become aware of their potential and manage their careers in a predominantly masculine environment. Setting up women's

networks also increases women's awareness of this important lever for career progression, while simultaneously raising the profile of women leaders in an organization. It is also an essential step to help young women identify with role models.

Achieving gender equality is mostly about building a workplace where each woman can develop and grow without encountering gender-specific barriers..

Source: http://www.mckinsey.com/features/women_matter

5. The Leadership Quarterly : Women's political leadership participation around the world: An institutional analysis (EXTRACTS)

Amanda Bullough a, K. Galen Kroeck b,1, William Newburry c,2,
Sumit K. Kundu d,3, Kevin B. Lowe e,4

There is a positive relationship between GDP per capita and women in political leadership. As the economy prospers, women become more involved in leadership. The flip side could also be argued; that as women become more involved in political leadership, the economy becomes more stimulated.

Cultural norms also play a huge role in the freedom and advancement of women. An open and liberal environment for women to advance into political leadership involves judgments made based on performance, merit, and individual accomplishments, rather than gender. These characteristics create an environment in which individuals are rewarded and positively recognized for their accomplishments and performance, rather than whether they are male or female.

Why do a few countries with more-developed institutions, like the United States, have fewer women in political leadership than less-developed countries, like Rwanda. Two major forces may be responsible. Firstly, women have decided to pursue leadership in other sectors, as entrepreneurs for example, and would rather choose careers in the private sector. Elder (2004) explained that while women in the US are successful at achieving political positions, they are choosing not to pursue them for reasons related to lack of political self-efficacy, family responsibilities, political gender role socialization, and, perhaps most importantly, the relatively few numbers of visible female politicians to look to as role models.

QUOTAS

Also, in order to get women more involved in politics and decision-making roles, many countries have instituted a quota system (Caul, 2001) to close the gender gap in political empowerment. Quotas are recognized as crucial mechanisms to functioning democratic systems so that half of society's population is present at decision-making tables regarding issues that affect them.

Quota fulfilments often come in the form of requiring political parties to nominate women to 30% of electable positions, for example, although mandates need to be put in place to ensure that women aren't only nominated for unwinnable seats, and their constituents still have to vote for them. Rwanda is now used as the example of a successful quota system to fast track gender balance in politics. Among the countries with the highest participation of women in political leadership, Cuba, Finland, and New Zealand are the only ones without a quota system (IDEA, 2010).

6. Push For Greater Gender Equality!

Published in the Jamaica Gleaner, September 30, 2012

This is a contribution submitted by the 51% Coalition, a women's rights lobby.

The Jamaica National Policy for Gender Equality (NPGE) was approved by the Government of Jamaica for International Women's Day 2011. The policy seeks to "reduce all forms of gendered discrimination and promote greater gender equality and social justice".

It is aligned to Vision 2030, whose motto, 'Jamaica, the place of choice to live, work, raise families, and do business', is one that we all can fully embrace.

The objectives of the NPGE are reflected in Vision 2030, which summons us to realise "a society marked by sustainable and humane development processes in which the rights of all persons are guaranteed and protected, and where men and women enjoy equal access to opportunities, resources and rewards, and where women are empowered to share equally in governance structures and decision-making at the micro and macro levels of society". (**Vision 2030 Gender Sector Plan**, p. 70)

Our nation's Independence held a promise of relations of justice and respect for all; it challenged us to build on the lessons of our legacy, rooted in a painful past of colonial exploitation benefiting the few.

National Independence in 1962 held a promise that we would confront the contradictions of our past and blend our courage, creativity, resourcefulness and generosity of spirit to craft a nation that could work for all of us.

Today, as we reflect on the past 50 years of Independence, we can list our many achievements even amid varied challenges - our confidence and domination in sports and culture; excellence in areas of education and training; the stability of our institutions and governance arrangements, among others. Sadly, however, we continue to suffer from our weaknesses and failures - the sluggishness in wealth creation over the many years;

- High levels of economic and social inequality.
- Continued weakening of the social fabric of family and community.
- A divisive political culture that continues to undermine efforts towards consensus around national actions.
- The hopelessness and vulnerability that engulf too many of the youth and elderly.
- The shallowness and staleness of our democracy and of a governance system that continues to exclude women and youth and our grass-roots community leadership in town and country from meaningful participation in leadership and decision-making.

DISCRIMINATION AGAINST WOMEN

The exclusion of women from meaningful participation in leadership and decision-making at all levels of our national life is one of the most shameful and wasteful aspects of our life and culture.

This is rooted in the gender system, that from the home, the school, the Church, the media, in popular culture, etc., shape the identity, behaviour, roles, responsibilities and expectations of women and men. The gender system teaches and influences us about what being a man or a woman means; how men and women should behave; and how men and women should relate to each other.

For example, being masculine is associated with being 'naturally' aggressive, rough, unemotional, born to rule, and being in control in the economy, politics and society. Being feminine means being submissive, subordinate, passive, emotional, born to be led.

These cultural ideas of what it means to be a man makes it difficult for men, in general, to accept and to adapt to gentle, caring, nurturing habits in their homes and families. They also make it challenging for women to step forward in leadership, for this is going against the norm, even by women ourselves.

This is part of why so many women too easily make the unsubstantiated claim that 'we are our own worst enemies', even though women comprise 51 per cent of the Jamaican population.

Some of the critical gender issues facing women, in particular, include:

- Women comprise 46.0 per cent of the labour force, yet are concentrated in the lowest-paying sectors of the economy. The unemployment rate for women stands at 16.8 per cent and 9.5 per cent for men.
- Women and children are the poorest and most vulnerable sector of the population. Female-headed households are larger and consume 17 per cent less than male-headed households. (**Jamaica Survey of Living Conditions (JSLC) 2009**)
- Regardless of social position, women continue to bear the brunt of domestic responsibilities, including the nurture and care of children and the elderly.
- In some 45.5 per cent of households, women are solely responsible and face great pressure on all sides.

Across all social groups, violence and various forms of abuse are part of the daily experience of many women and girls.

At the higher income levels, women, although having a comparable or higher level of education, earn less than their male counterparts and are scarcely represented on boards.

Women have lower levels of access to productive resources than men. For example, they occupy only 20 per cent of agricultural lands and continue to face more challenges with accessing credit.

The infection ratio for HIV/AIDS in the 10-19 age group is 1 male to 2.84 females; women are not sufficiently empowered to negotiate safe sex.

Some 35.3 per cent of rural households use only untreated water sources (JSLC, 2009), experience poor sanitation, and spend long hours and walk long distances to secure potable water.

Despite universal adult suffrage in 1944, women today account for only 13.3 per cent of the members of Parliament (MPs), 20 per cent of Cabinet ministers; 24 per cent of senators; 17 per cent of local government councillors; and 30.7 per cent of mayors.

Research by the Women's Resource and Outreach Centre, in collaboration with the Canadian International Development Agency, showed that while women have made significant strides in educational and professional development, they are only 16 per cent of members of private-sector boards and 33 per cent on public-sector boards.

Today, 50 years after Independence, the Constitution of Jamaica still does not stipulate that discrimination on the basis of sex is prohibited.

These issues are particularly challenging for women with disabilities and women who face other forms of exclusion, for example as persons living with HIV/AIDS.

Who best can lead the transformation of gender relations than us as women in collaboration with progressive men?

CHANGE IS COMING

In Jamaica, there is growing consensus that building a culture and practice of transformational leadership and increasing women's participation in governance are among the fundamental items for the national agenda to move our country forward.

Since launching in November 2011, the 51% Coalition has undertaken the following activities:

- Compiled a list of 54 women suitable for appointment to public boards which was later submitted to the prime minister and select ministers of government for consideration.
- Engaged in strategic partnerships with organisations and individuals as a means of sensitising leaders about the benefits to be derived from the diverse experiences of having both qualified men and women at the decision-making table.
- Hosted workshops and training sessions with women on effective leadership and corporate governance
- Engaged the media and other interest groups to increase public awareness of quotas and the mandate of the Coalition.
- Monitored the appointment of public boards which, to date; still have fewer than 25 per cent women.
- Facilitated training sessions with current female board directors and enabled opportunities for partnership, networking and mentoring.
- Encouraged women to invest in the Jamaica Stock Exchange as a means of building women's economic empowerment, while encouraging women to attend annual general meetings to lobby for issues of concern.

The 51% Coalition is committed to ensuring that the NPGE is effectively implemented and stands ready to partner with other organisations, men and women to encourage a more gendered approach to all aspects of public and private life. The Coalition will continue to raise awareness of gender equality and women's rights as fundamental indicators of good governance and sustainable development.

Email feedback to columns@gleanerjm.com. For further information, email 51percentcoalitionjm@gmail.com.

Source: <http://jamaica-gleaner.com/gleaner/20120930/focus/focus6.html>