

EMPOWERDEX

Economic Empowerment Rating Agency



MIND THE GAP

*The Gender Gap in the South African
Workplace*

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1. INTRODUCTION

On 23 July 2005, the Economist published a Special Report on Women in Business entitled: *The Conundrum of the Glass Ceiling*. The report highlighted the severe lack of women at the highest levels in business in all countries across the globe – both developing and developed countries alike. The report also pointed out that although multinationals seem to be growing ever more conscious of the need for diversity, progress with respect to gender transformation has been “glacially slow” and, hence, the “glass ceiling phenomenon is proving peculiarly persistent”¹. As this South African study will demonstrate, the composition of South African boardrooms is no different. In comparison, however, the South African government has made real inroads into gender transformation within the public sector.

Since South Africa's first democratic elections, the ruling party has taken steps to ensure increasing levels of women representation at the highest levels of government. In 1994, two women were appointed to Cabinet positions. By the end of former president Nelson Mandela's term in 1999, this number had increased to four. President Thabo Mbeki, in turn, doubled this representation, bringing the total number of female Cabinet Ministers to eight. Today, eleven of President Mbeki's 28 Cabinet Ministers are women, not to mention the recent South Africa's very first female Deputy President.

The face of black economic empowerment has also changed to reflect an emphasis on the empowerment of black women. In fact, the dti's Codes of Good Practice include specific indicators within the Generic Scorecard, dedicated to the measurement of women representation at shareholder and top management level.

Over the years, there have been some studies conducted in South Africa which have sought to measure the representation of women in positions of power in government and business. There has, however, been no analysis of the effective economic influence of women in these positions, nor has there been any detailed evaluation of remuneration relative to men in the same positions.

¹ *The Economist*, The Conundrum of the Glass Ceiling' *Special Report on Women in Business*, July 23, 2005

This report highlights and compares women representation at the most senior levels in national and provincial government, state-owned entities and JSE-listed entities, to emphasise the lack of women representation in certain areas. In addition, the study highlights earnings discrepancies between women and their male counterparts in South Africa, relative to gender earnings discrepancies in eleven global countries, as reported by the International Labour Organisation.

2. SAMPLE & METHODOLOGY

The determination of the most economically influential women in South Africa was carried out through an analysis of women in positions in both the public and private sectors. Public sector analysis comprised the analysis of women in government and state-owned entities (SOE's), whilst private sector representation comprised an analysis of women directors in JSE-listed companies.

Within government, the economic influence of women was measured through the assessment of women at national government level in their capacity as ministers, deputy ministers or director generals as well as at provincial level in their capacity as premiers. Women's influence in business within SOE's and listed corporates was measured by evaluating women at director level, including non-executive and executive director positions.

The indicator used to determine the most economically influential women in the country was that of effective economic interest measured through the Rand-value of the budget under effective control of the individual, in the case of government positions. In the case of state-owned entities and JSE-listed entities, turnover of enterprises in which women directors exercise control was used as the indicator to determine effective economic influence.

GOVERNMENT	WEIGHTING	INDICATOR
Deputy President	50%	National Expenditure
Minister	100%	Departmental Budget
Deputy Minister	50%	Departmental Budget
Director-General	50%	Departmental Budget
Premiers	100%	Provincial Budget

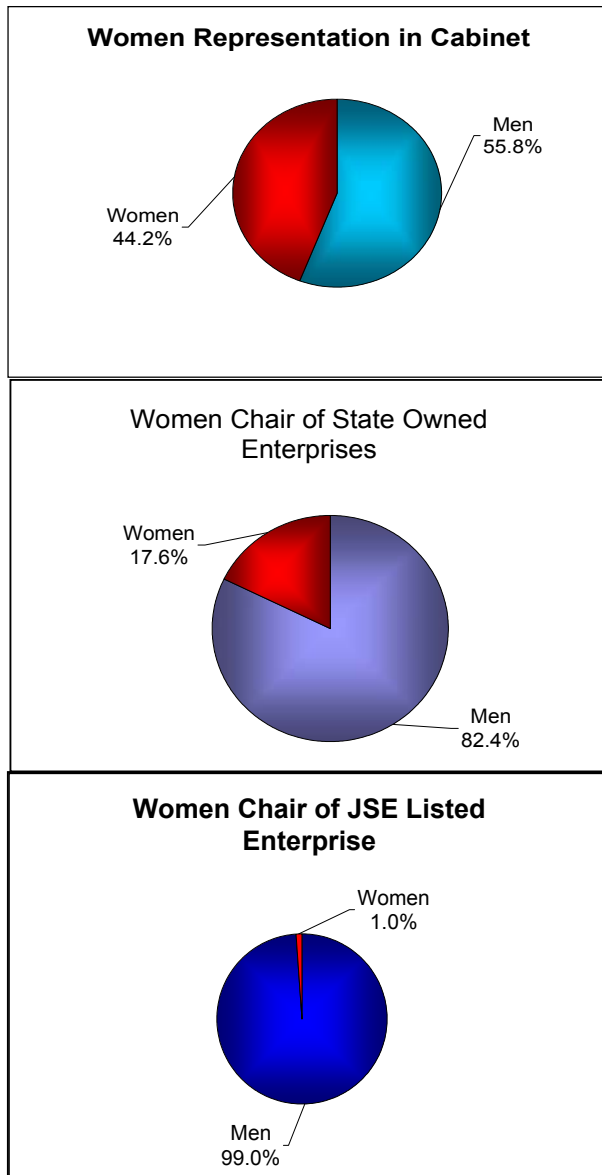
SOE / PRIVATE SECTOR	WEIGHTING	INDICATOR
Chairperson	100%	Revenue/Turnover
Deputy Chairperson	100%	Revenue/Turnover
CEO	100%	Revenue/Turnover
Executive Directors	10%	Revenue/Turnover
Non-Executive Directors	5%	Revenue/Turnover

3. GENDER EQUITY IN THE WORKPLACE

3.1. WOMEN REPRESENTATION

3.1.1. Representation at the Top

According to Statistics South Africa's Census 2001, women make up 52.18% of the South African population. Of the areas assessed, women representation in Cabinet most closely reflects the South African population in terms of gender split. 44.2% of all Cabinet positions are currently held by women (including both women Ministers and Deputy Ministers).



In the light of the above, it is clear that President Mbeki is delivering on gender transformation in South Africa, beginning at the most senior level of government.

President Mbeki's recent appointment of the former Minister of Minerals & Energy, Phumzile Mlambo-Ngcuka, as the new Deputy President, bears testimony to this transformation agenda. The Deputy President ranks as the most economically influential woman in South Africa, according to this study. The active role she will no doubt play in the economy if further confirmed through her new responsibility for delivering strong economic growth.

Remaining within the public sector, women chair 17,6% of state-owned entities, illustrating the fact that gender equity at the highest level within SOE's falls far short of that of government.

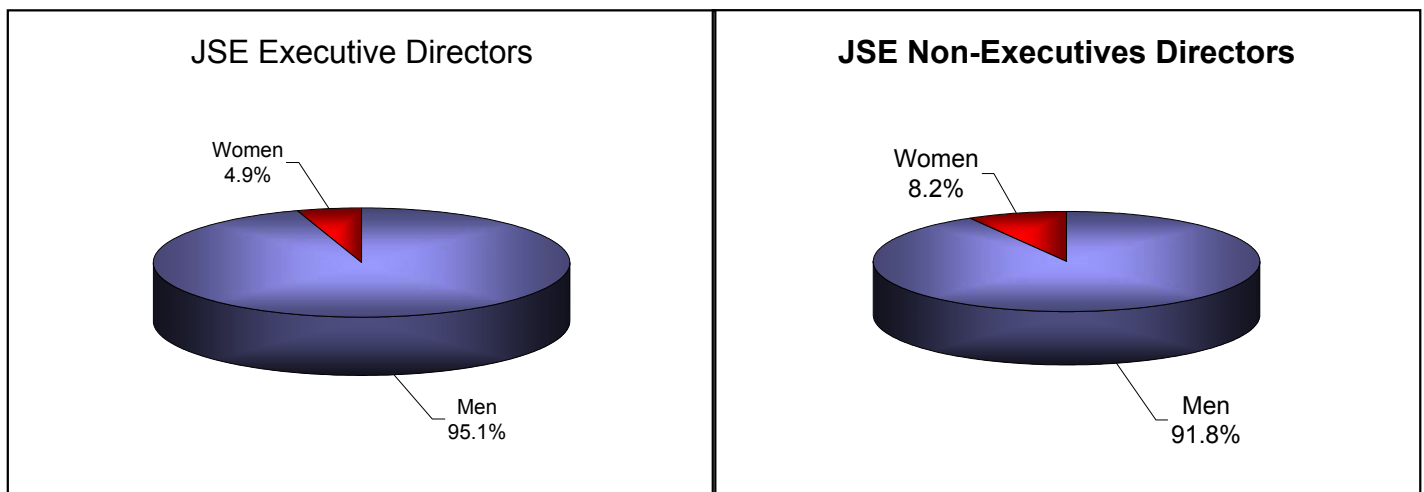
Nonetheless, it is the head of an SOE who follows on the heels of the Deputy President as the second most economically influential woman in South Africa: Maria Ramos's position as CEO of the state's R60 billion transport giant, Transnet, has secured her this position.

Although women representation in government at the top level far outperforms that of SOE's, the latter is still streets ahead of the private sector. The percentage of women in chair positions on the JSE amounts to a mere 1% after rounding, and can be traced to the positions of two women alone, namely: Elizabeth Bradley (chairperson of Wesco Investments) and Carol Scott (chairperson of Tourvest). The recent resignation of Dawn Morole as the chairperson of Kumba, removes another key player from this short-list. In spite of the latter, these findings illustrates the fact that the private sector has not shown any real signs of transformation in terms of gender.

3.1.2. Representation at Board Level on the JSE

Currently, only 4.9% of executive director positions on the JSE are held by women. Women are, however, somewhat better represented in their capacity as non-executive directors, with 8.2% of non-executive positions being held by women.

These results are slightly lower than the 10.2% women board representation estimated by the Business Women's Association (BWA) in September 2004.

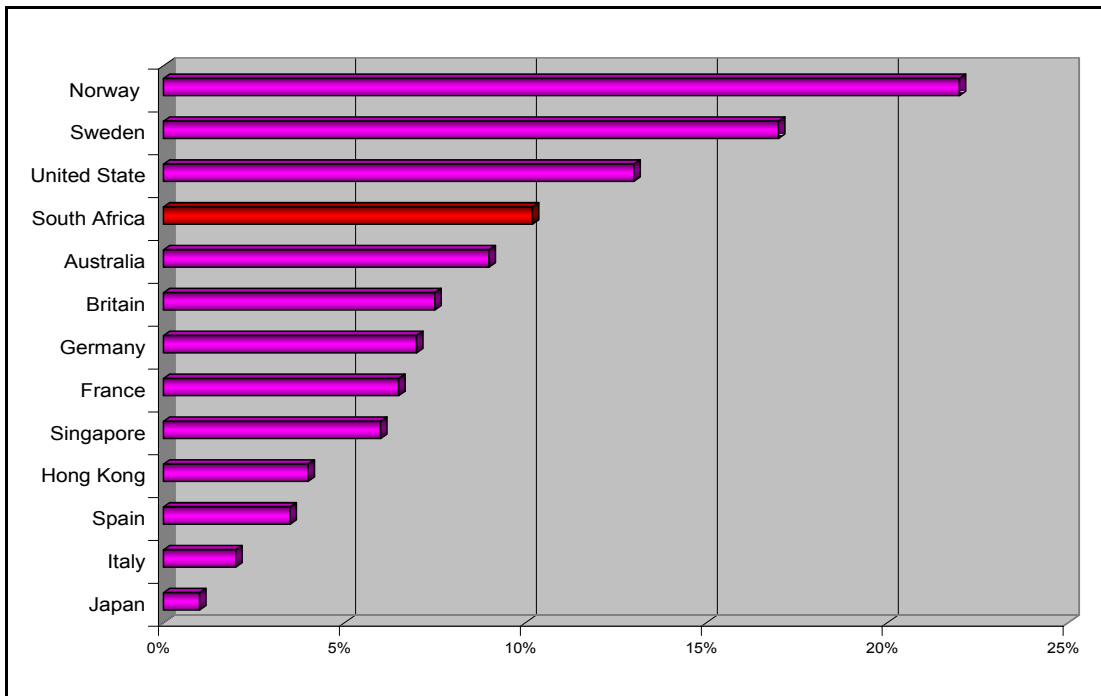


3.1.3 International Comparison

A recent Economist report² showed that women board representation is generally low in all countries. Even in the most progressive Scandinavian countries such as Norway and Sweden, women hold between 15% and 20% of all directorship positions. In this regard, South Africa's women board representation correlate with the current levels observed in the United State and in Australia, although the pay gap between women and men (see section 3.2) is wider than most of the represented countries.

Two clear emerging trends that emerge are that European, especially Scandinavian, countries, show significantly more progress in mitigating the gender gap, whilst the Asian economic houses show the least progress, both in terms of the representation of women at the top and in terms of the pay gap between men and women.

Based on an international comparison, the 44% representation at the top levels of South African government, and the 17% achieved by the state owned entities are both very significant achievements.

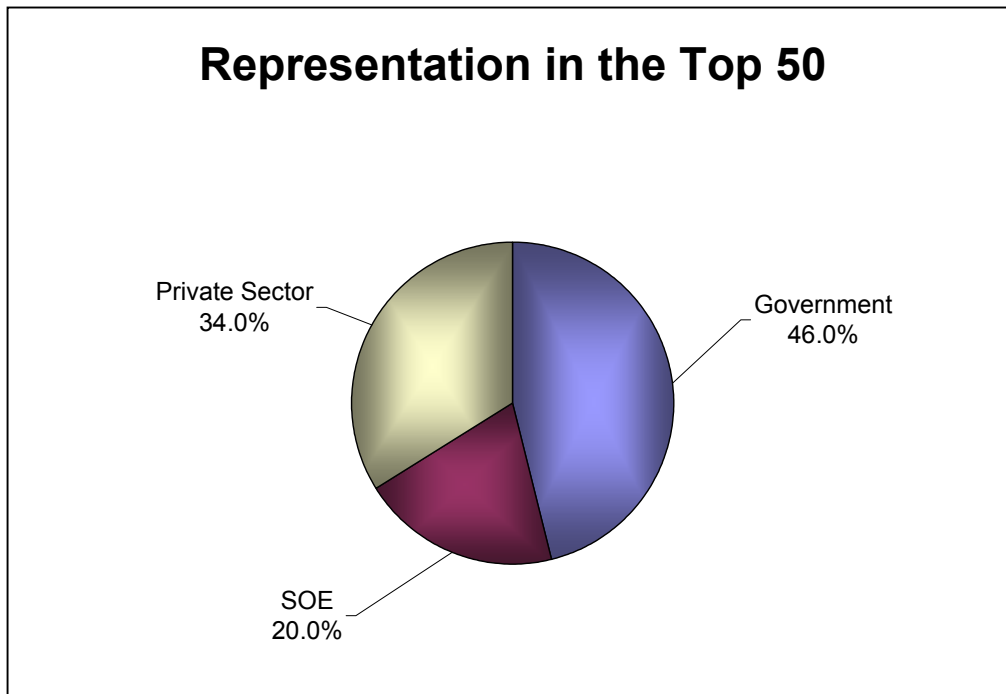


² *The Economist*, 'The Conundrum of the Glass Ceiling' *Special Report on Women in Business*, July 23, 2005

3.1.4 Public/ Private Sector Split

In terms of the Top 50 Most Economically Influential Women in South Africa, as assessed and evaluated through this study, nearly half of the top 50 are from government (46%), whilst 34% are involved in the private sector through listed companies and 20% work for SOE's. This split was determined by placing the individual in the category of government, SOE or private sector, according to her most influential position.

Although women representation on JSE boards is virtually negligible in relation to their male counterparts, the private sector overtakes state-owned entities in the top 50 rankings owing to comparative economic influence measured through company turnover. It should, however, be noted, that six of the Top 50 Most Economically Influential Women in South Africa sit on the boards of either one or more of both state-owned entities as well as JSE-listed entities.



3.2. THE GENDER PAY GAP

3.2.1 International Trends

The gender pay gap, which refers to the average difference in earnings between men and women, seems to occur across continents in both developed and developing countries alike. Although the breadth of this gap varies from one country to the next, it is unwaveringly consistent in one respect – in every country which has reported on the gender pay gap in recent years, women earn less than men. And not only do women earn less than men, but in the best international case scenario which occurs in Sweden, women earn 8,4% less than their male peers. In Japan, women are the worst off in relation to their male colleagues, earning 33,3% less than them.

According to the International Labour Organisation's sample of eleven countries, in general, the gender pay gap is less pronounced in Europe and most pronounced in Asia. After Sweden, Germany and Norway have gender pay gaps of 12,8% and 13,4% respectively. In somewhat of a correlation, out of a sample of twelve countries, Norway and Sweden also feature as the countries with the highest percentage of female directors, with women representation on boards of approximately 21% and 17% respectively.³ Although in third place in terms of women directorship representation, the United States lags behind Sweden at approximately 13%. In the latter instance, there seems to be no correlation between women representation and the gender pay gap – at 28%, the United States has one of the most pronounced gender pay gaps of the 13-country sample, aside from the three Asian countries (Singapore, Georgia and Japan). In 1995, the Glass Ceiling Commission reported a gender pay gap of 32%. A full ten years on, the gap has narrowed by a mere 4%, bringing it to 28%.⁴

In comparison, the gender pay gap in South Africa, across government and business, is 24,6%, putting this country at the less transformed end of the scale, with Paraguay, at 19,1%, being the median. Botswana, on the other hand, has a relatively narrow gender pay gap of only 16,6%, just ahead of that of the UK, reported to be 18,9%.

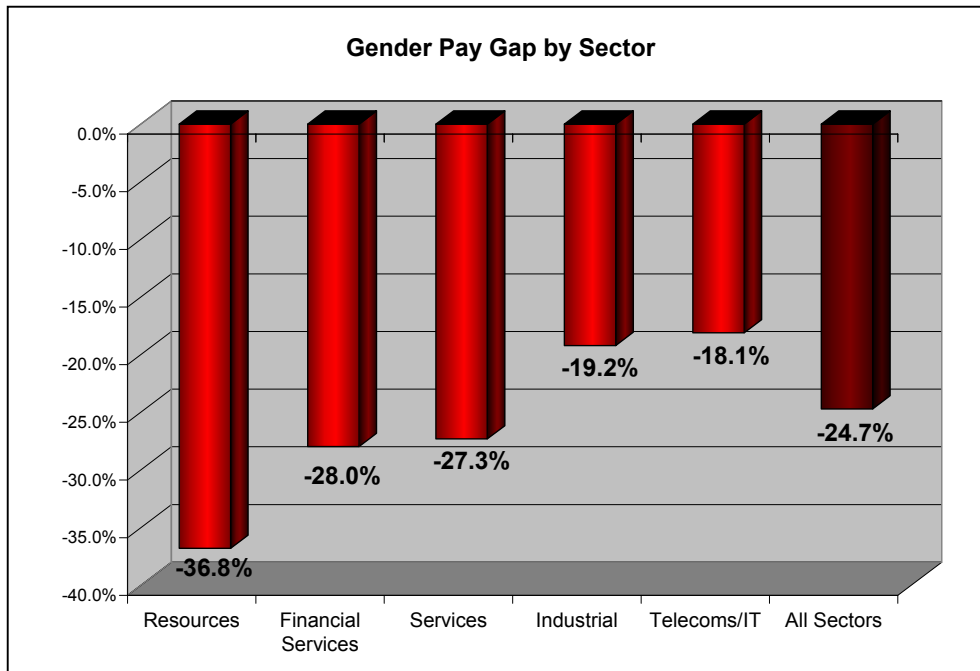
³ Ethical Investment Research Survey in *The Economist*, 'The Conundrum of the Glass Ceiling' *Special Report on Women in Business*, July 23, 2005

⁴ *The Economist*, 'The Conundrum of the Glass Ceiling' *Special Report on Women in Business*, July 23, 2005

Country	Continent	Women/Men Average Pay Ratio	Gender Pay Gap	Source
Sweden	Europe	91.6%	-8.4%	ILO
Germany	Europe	87.2%	-12.8%	ILO
Norway	Europe	86.6%	-13.4%	ILO
Botswana	Africa	83.4%	-16.6%	ILO
UK	Europe	81.1%	-18.9%	ILO
Columbia	South America	80.9%	-19.1%	ILO
Paraguay	South America	80.9%	-19.1%	ILO
New Zealand	Oceania	80.2%	-19.8%	ILO
South Africa	Africa	75.4%	-24.6%	Findings in this report
USA	North America	72.0%	-28.0%	Economist, 23 July 2005
Singapore	Asia	71.0%	-29.0%	ILO
Georgia	Asia	69.3%	-30.7%	ILO
Japan	Asia	66.7%	-33.3%	ILO

3.2.2 Gender Pay Gap by Sector

In South Africa, based on the sample used in this study, the gender pay gap is least pronounced within the IT and Telecommunications sector, at 18.1% and most pronounced in the resources sector, at 36.8%. The industrial sector follows closely on the heels of IT and telecommunications as the sector in which the gender pay gap is the second least pronounced, at 19.2%. Gender-based earnings discrepancies in the financial services and services sectors, at 28% and 27.3% respectively are somewhat higher than the overall average across sectors of 24.7%.

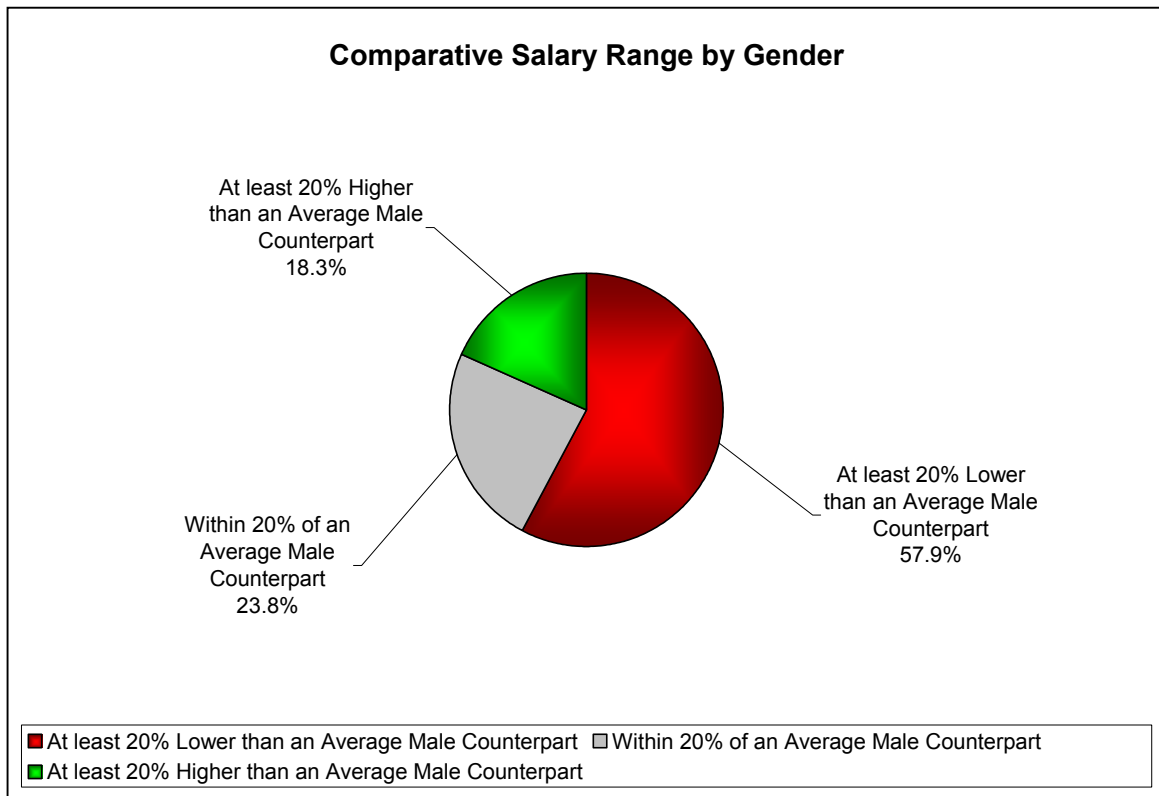


3.2.3 Comparative Salary Range By Gender

Overall Comparison

Based on the sample used in this study, for every woman who earns an average of 20% more than her average male counterpart in a similar position, three women earn at least 20% less than their average male counterparts.

As reflected in the diagramme below, 18,3% of women earn an average of at least 20% more than the their average male counterparts, 23,8% earn within a 20% range of their average male counterparts, whilst 57,9% earn at least 20% less than the average man in the same position.



One of the most significant causes of this, as identified by a study on the gender pay gap in Great Britain, is the time lost by women in caring for either children or elderly at home. These choices tend to derail the career path of successful professional women as they no longer meet the requirements as set out in the male-dominated business environment. In addition, the difficulty faced by women in re-entering the workplace at the same level at

which they left, after a period of absence owing to family responsibility, further exacerbates levels of unequal pay based on gender lines.

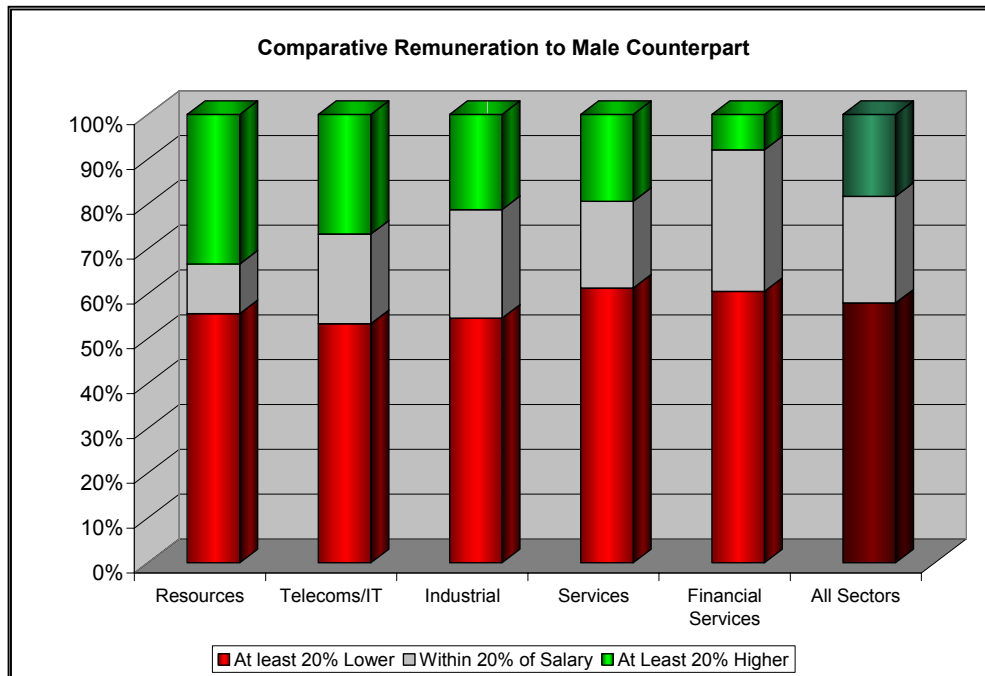
Sector Comparison

By dividing the women directors in individual sectors based on their comparative salary ranges to their male counterparts, the difficulty women face in shattering the glass ceiling, becomes apparent.

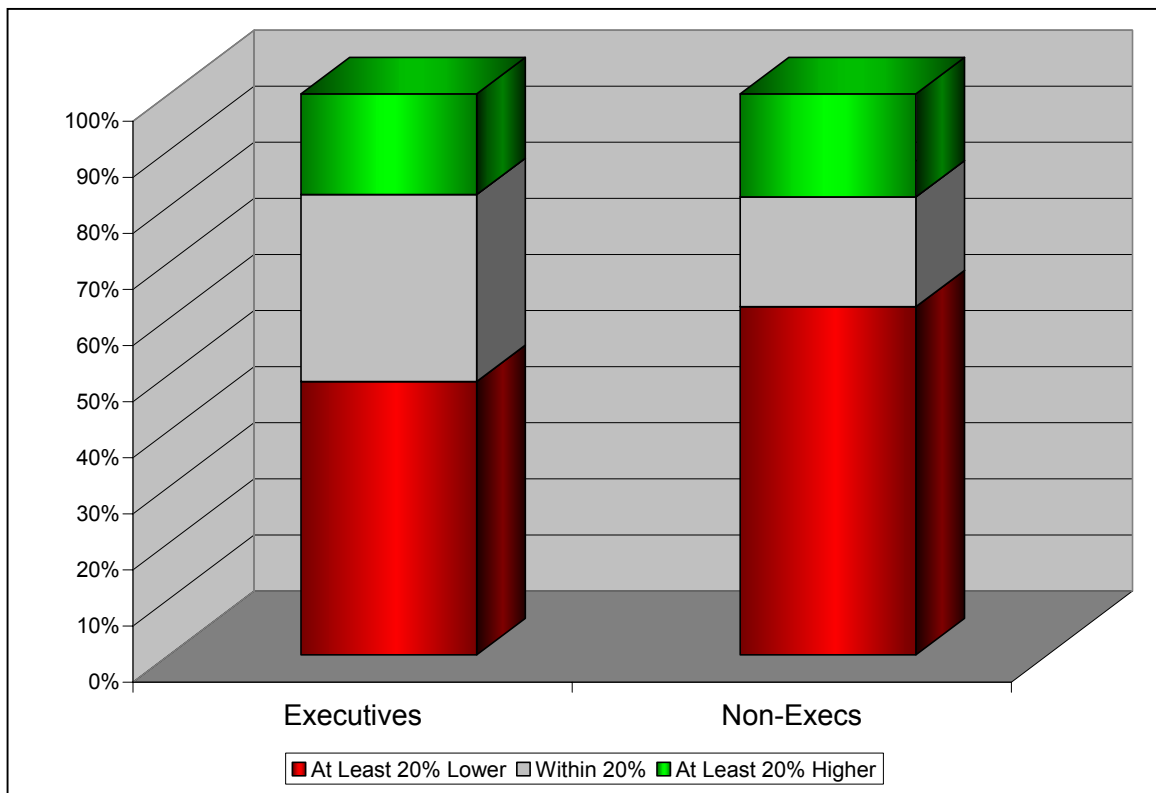
Key Industry Sectors	At least 20% Lower	Within 20% of Salary	At Least 20% Higher
Telecoms/IT	53.3%	20.0%	26.7%
Industrial	54.5%	24.2%	21.2%
Resources	55.6%	11.1%	33.3%
Financial Services	60.5%	31.6%	7.9%
Services	61.3%	19.4%	19.4%
All Sectors	57.9%	23.8%	18.3%

The findings confirms that sector which generally reward long working hours and extensive traveling, such as financial services, the glass ceiling seems to be the most apparent, where less than 8% of women directors earns at least 20% more than their male counterparts.

The flexibility enjoyed by the IT and technology sectors indicate the possibility that women are able to work their way into the top echelon, this is also illustrated by some of the success achieved by international IT giants in achieving higher women representation at the top.



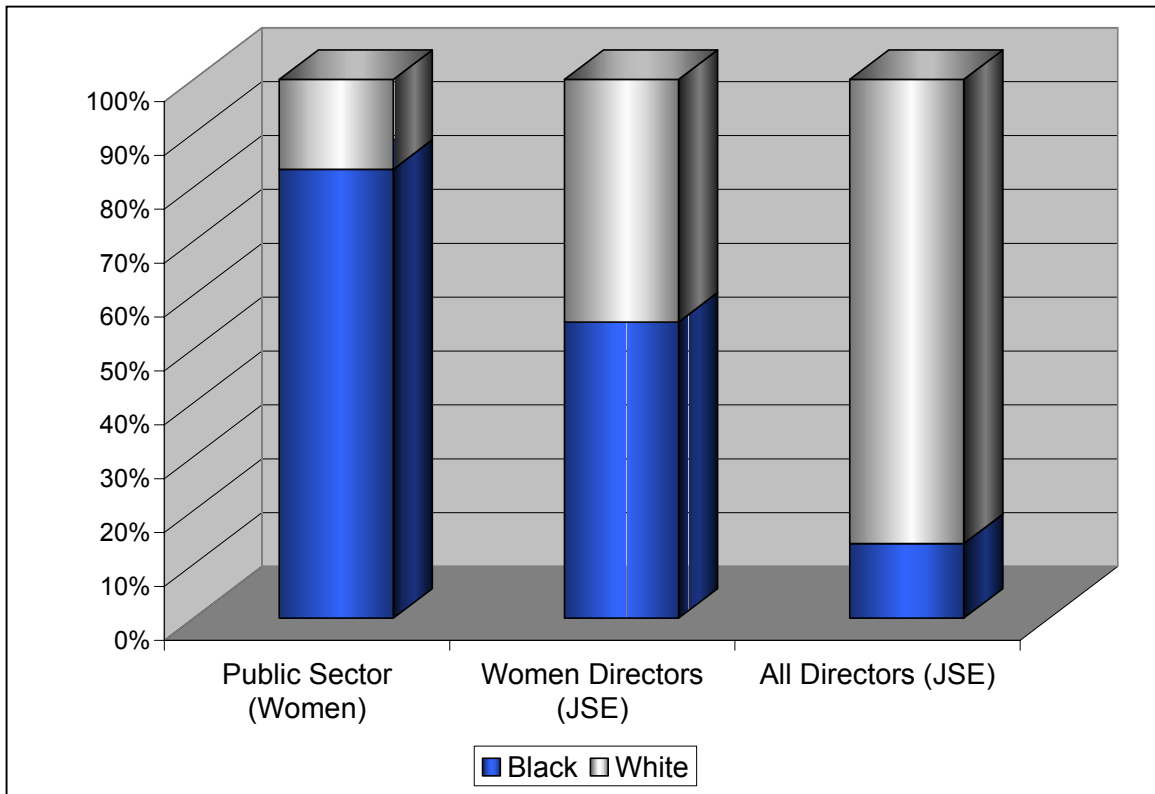
The diagramme below shows the comparative gender earnings ranges of executives and non-executives serving of the boards of JSE. 17,9% of women in executive director positions earn at least 20% more than their male counterparts, whilst 18,4% of women in non-executive director positions earn at least 20% more than men. A greater percentage of women in executive director positions earn within a 20% range of their male counterparts (33.3%), than female non-executive directors in the same category – only 19.5% of female non-executives earn within a 20% range of their male professional peers. The vast majority of women in non-executive positions earn at least 20% less than their male counterparts, whilst less than 40% of women in executive positions fall into the latter category.



3.3 GENDER EQUALITY AND TRANSFORMATION

Code 200 on Management in the revised Codes of Good Practice, sets a 25% target for black women representation at board level, within the next ten years. Currently, total women representation on the JSE (including both black and white women) is 4.9% and 8.2% for executive and non-executive director positions, respectively. Furthermore, of the total women representation on the JSE, including both executive and non-executive directorships, black women make up only slightly more than half of that representation, at 55%, indicating the combined racial and gender transformation of directorships on the JSE needs to be accelerated if the dti's targets are to be met.

With 83% of total women representation in senior national and provincial posts, comprising black females, the public sector proves that it is the driver behind the empowerment of black women, as reflected in diagramme 7 below.



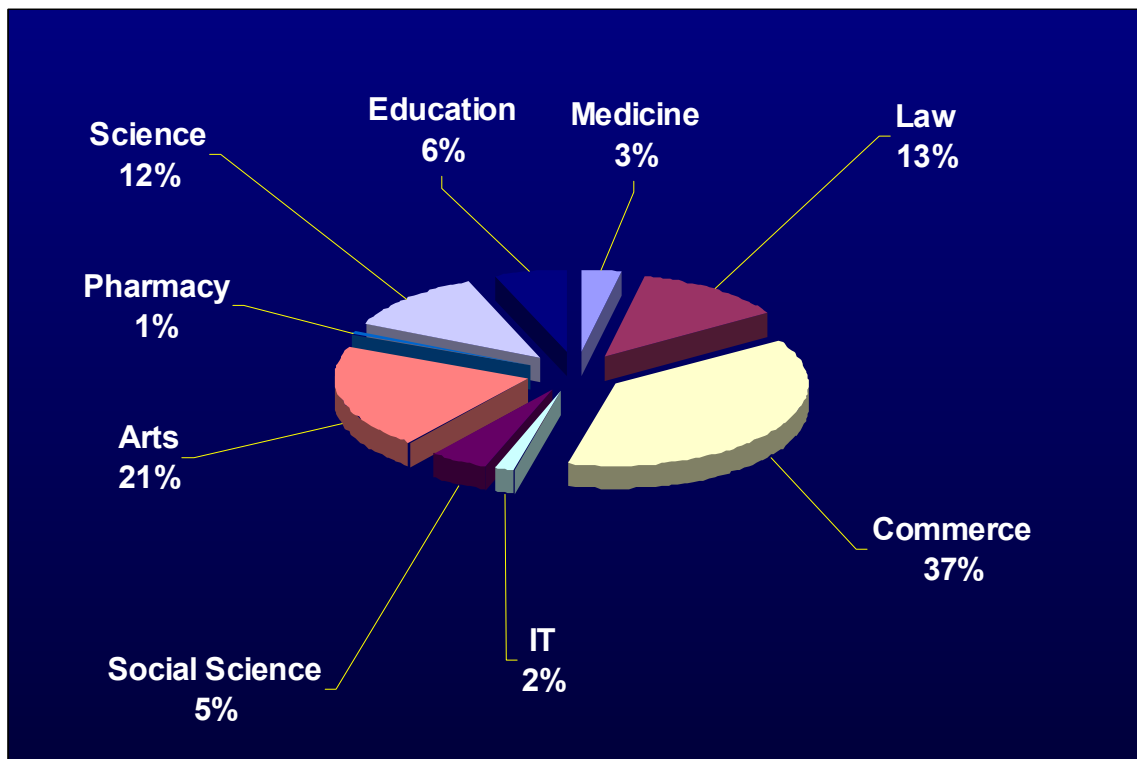
4. EDUCATION & REPRESENTATION

Tertiary educational backgrounds of women directors on the JSE are largely dominated by degrees in commerce. These account for 37% of degrees and diplomas held by female directors in the private sector.

Arts degrees make up 21% of the educational backgrounds of female directors, whilst law and science follow at 13% and 12% respectively.

Although IT does not seem to be a popular choice for tertiary study amongst the top women in business, it remains the sector with the smallest gender pay gap in South Africa.

AREAS OF TERTIARY STUDY BY WOMEN JSE DIRECTORS



5. RANKING OF TOP WOMEN IN BUSINESS AND GOVERNMENT

5.1 The Top 50 Most Economically Influential Women in South Africa

The top 20 positions within the ranking of the most economically influential women in business and government in South Africa, are almost entirely dominated by women in government: 80% of the top 20 places are occupied by Ministers, Premiers, Deputy Ministers, one Director General, and, of course the Deputy President, who ranks as the most economically influential woman in the country with a budget of nearly R186 billion under her control.

The remaining 20% of the top 20 positions is dominated by chairs of state-owned entities. Maria Ramos, in her capacity as CEO of Transnet, whose effective economic influence (at R47 billion) is far less than that of the Deputy President, is ranked second in this survey. In addition to Ms. Ramos, Badirileng Morangwa and Wendy Luhabe, chairs of the South African Post Office and the IDC respectively, make up the balance of SOE representation in the top 20.

The private sector has little representation within the top 20, apart from Maria Ramos's position as a non-executive director of Sanlam and Fran du Plessis, whose multiple directorships of Sanlam, Naspers, the IDC and KWV, put her in twelfth position.

Of the private sector companies whose female directors feature amongst the Top 50 Most Economically Influential Women in SA, companies which appear to be most transformed in terms of gender are Sanlam, Telkom and Bidvest, with five, four and three women directors who fall within the top 50, respectively. In the same vein, state-owned entities which appear to be similarly transformed are Transnet and Eskom. Five of the most economically influential women in South Africa are directors of Transnet, whilst Eskom boasts four directors within the top 50.

In keeping with emerging black empowerment trends, more black women are slowly finding their way to public and private sector boardrooms. Soon after the completion of these rankings, Nolitha Fakude was appointed as an executive director at Sasol. In

addition, with the announcement of the Old Mutual/Mutual and Federal/ Nedbank BEE deal, the appointment of Gloria Serobe as Nedbank director is no doubt imminent.

THE TOP 50 MOST ECONOMICALLY INFLUENTIAL WOMEN IN THE SOUTH AFRICAN ECONOMY

Ranking	Name	Leadership Positions	Effective Economic Influence (R '000)
1	Phumzile Mlambo-Ngcuka	Deputy President of South Africa	R 185,959,981
2	Maria Ramos	CEO (Transnet), Non-Executive Director (Sanlam)	R 47,173,550
3	Zisiwe Balindlela	Premier of Eastern Cape	R 31,149,000
4	Edna Molewa	Premier of North West Province	R 15,240,000
5	Beatrice Marshoff	Premier of Free States	R 12,544,000
6	Susan Shabangu	Deputy Minister of Safety and Securities	R 12,286,452
7	Naledi Pandor	Minister of Education	R 11,405,095
8	Manto Tshababala-Msimang	Minister of Health	R 8,818,400
9	L Msengana-Ndela	Deputy Minister of the Department of Local Government and Provincial Affairs	R 6,568,691
10	Nomatyala Hangana	Director General of the Department of Local Government and Provincial Affairs	R 6,568,691
11	Stella Sigcau	Minister of Public Works	R 5,513,909
12	Fran Du Plessis	Non-Executive Director (Sanlam Limited, Naspers Limited, IDC, KWV)	R 4,929,750
13	Lindiwe Sisulu	Minister of Housing	R 4,826,781
14	Brigitte Mabandla	Minister of Justice and Constitutional Affairs	R 4,467,155
15	Elizabeth Peters	Premier of Northern Cape	R 4,429,000
16	N Madlala-Routledge	Deputy Minister of Health	R 4,409,200
17	Cheryl Gillwald	Deputy Minister of Correctional Services	R 4,228,746
18	Badirileng Morongwa	Chairperson (SA Post Office)	R 4,020,000
19	Wendy Luhabe	Chairperson (IDC)	R 3,960,000
20	BP Sonjica	Minister of Water Affairs and Forestry	R 3,823,112
21	Carmen Maynard	Non-Executive Director (Sanlam Limited, TCTA)	R 3,613,600
22	Manana Bakane-Tuoane	Non-Executive Director (Sanlam Limited)	R 3,536,550
23	Rejoice Simelane	Non-Executive Director (Sanlam Limited)	R 3,536,550
24	Thoko Didiza	Minister of Agriculture and Land Affairs	R 3,481,273
25	Wrenelle Stander	Director General of the Department of Transport	R 3,384,586
26	Muriel Dube	Executive Director (Bidvest Limited), Non Executive Director (Enviroserv Limited)	R 3,158,072
27	Lillian Boyle	Executive Director (Bidvest Limited)	R 3,144,700
28	Irene Charnley	Executive Director (MTN Group)	R 2,899,400
29	Susan-Louise Botha	Executive Director (MTN Group)	R 2,899,400
30	Nomazizi Mtshotshisa	Non-Executive Director (Telkom, Mvelaphada Resources)	R 2,813,800
31	KC Ramon	Executive Director (Johnnic Holdings), Non-Executive Director (Transnet, Johnnic Communications)	R 2,811,100
32	Sindi Zilwa	Non-Executive Director (Eskom, Discovery, Primedia, Woolworths)	R 2,609,065
33	Nkosazana Zuma	Minister of Foreign Affairs	R 2,546,649
34	Wendy Lucas-Bull	Non-Executive Director (Eskom, Aveng)	R 2,482,400
35	Kgomotso Moroka	Non-Executive Director (Standard Bank, Edgars)	R 2,439,800
36	Mpumi Nxumalo	Director General of Housing	R 2,413,391
37	Nosiviwe Mapisa-Nqakula	Minister of Home Affairs	R 2,377,615
38	Elizabeth Bradley	Chairperson (Wesco Investments), Non-Executive Director (Anglogold, Metair, Standard Bank, Sasol, Tongaat-Hulett)	R 2,302,575
39	Jean Benjamin	Deputy Minister of the Department of Social Development	R 2,299,288
40	Thenjiwe Chikane	Non-Executive Director (Telkom, Datacentrix)	R 2,200,725
41	MA Moses	Non-Executive Director (Transnet)	R 2,181,850
42	NBP Gcaba	Non-Executive Director (Transnet)	R 2,181,850
43	NNA Matyumaza	Non-Executive Director (Transnet)	R 2,181,850
44	Albertinah Ngwezi	Non-Executive Director (Telkom)	R 2,155,850
45	TN Mosomi	Non-Executive Director (Eskom)	R 2,149,200
46	V Rawjee	Non-Executive Director (Eskom)	R 2,149,200
47	L Dlamini	Non-Executive Director (SA Nuclear Energy Corp)	R 2,098,550
48	Leila Patel	Non-Executive Director (Liberty Group, Liberty Holdings)	R 2,055,400
49	Lindiwe Hendriks	Minister of Minerals and Energy	R 1,945,143
50	Danisa Baloyi	Non-Executive Director (Denel, Absa, Metrofile, the Don Group, Setpoint)	R 1,813,237

5.2 The Top 50 Most Economically Influential Women on the JSE

The top five positions of the most economically influential women on the JSE are entirely dominated by Sanlam directors. Once again, Fran du Plessis's three directorships in addition to her directorship at Sanlam, afford her the title of the most economically influential woman on the JSE, with an effective economic influence of R4,7 billion. In joint second place are fellow Sanlam directors Carmen Maynard, Manana Bakane-Tuoane, Maria Ramos and Rejoice Simelane.

The extent of directorships at Sanlam which fall within the top rankings as well as the diversity of the services sector, means that this sector largely dominates the top 20 positions in terms of the most influential women on the JSE. After services, the sector which features most extensively in the top 20 is the IT and telecommunications sector through directorships at MTN (two); Telkom (three) and Datacentrix, Altron, Altech and Bytes (one per company).

Women representation within the services sector at the top level on the JSE, does not, however, seem to have influenced the gender pay gap within that sector, which stands at 27,3% (in other words, women in services earn 27,3% less, on average, than their male counterparts), making it greater than the overall pay gap across sectors of 24,7%.

The above is not true for the telecommunications and IT sector. The gender pay gap in this sector is 18,1%, making it the smallest pay gap in South Africa along gender lines and well below the cross-sectoral pay gap of 24,7%. Perhaps there is somewhat of a correlation between the number of directorship positions held by women on the JSE and sectoral gender pay gaps, after all.

TOP 50 MOST INFLUENTIAL WOMEN ON THE JSE

Ranking	Full Name	Position	Effective Economic Influence (R '000)
1	Fran Du Plessis	Non-Executive Director (Sanlam Limited, Naspers Limited, IDC, KVV)	R 4,731,750
2	Carmen Maynard	Non-Executive Director (Sanlam Limited)	R 3,536,550
2	Manana Bakane-Tuoane	Non-Executive Director (Sanlam Limited)	R 3,536,550
2	Maria Ramos	Non-Executive Director (Sanlam Limited)	R 3,536,550
2	Rejoice Simelane	Non-Executive Director (Sanlam Limited)	R 3,536,550
6	Muriel Dube	Executive Director (Bidvest Limited), Non Executive Director (Enviroserv Limited)	R 3,158,072
7	Lillian Boyle	Executive Director (Bidvest Limited)	R 3,144,700
8	Irene Charnley	Executive Director (MTN Group)	R 2,899,400
9	Susan-Louise Botha	Executive Director (MTN Group)	R 2,899,400
10	Nomazizi Mtshotshisa	Non-Executive Director (Telkom, Mvelaphada Resources)	R 2,813,800
11	Kgomotso Moroka	Non-Executive Director (Standard Bank, Edgars)	R 2,439,800
12	Elizabeth Bradley	Chairperson (Wesco Investments), Non-Executive Director (Anglogold, Metair, Standard Bank, Sasol, Tongaat-Hulett)	R 2,302,575
13	Thenjiwe Chikane	Non-Executive Director (Telkom, Datacentrix)	R 2,200,725
14	Albertinah Ngwezi	Non-Executive Director (Telkom)	R 2,155,850
15	Leila Patel	Non-Executive Director (Liberty Group, Liberty Holdings)	R 2,055,400
16	Mamphele Ramphele	Non-Executive Director (Standard Bank)	R 1,760,300
17	Diane Radley	Non-Executive Director (Altron, Altech, Bytes)	R 1,643,495
18	Constance Nkosi	Non-Executive Director (Pick n' Pay, Primeserv)	R 1,617,452
19	Bernadette Moffat	Non-Executive Director (Bidvest)	R 1,572,350
20	Gill Marcus	Non-Executive Director (Bidvest)	R 1,572,350
21	Rachel Kunene	Non-Executive Director (Bidvest)	R 1,572,350
22	Danisa Baloyi	Non-Executive Director (Absa, Metrofile, the Don Group, Setpoint)	R 1,369,017
23	Nthobi Angel	Non-Executive Director (Absa)	R 1,356,600
24	Jennifer Preller	Non-Executive Director (Remgro)	R 1,282,555
25	Sonja Sebotsa	Non-Executive Director (FirstRand, Paracon, Adcorp)	R 1,220,883
26	Carol Scott	Chairperson (Tourvest), Executive Director (Imperial Group)	R 1,220,740
27	Gugu Moloi	Non-Executive Director (FirstRand)	R 1,120,600
28	Nolulama Gwagwa	Non-Executive Director (FirstRand)	R 1,120,600
29	Louise Tager	Non-Executive Director (Barloworld)	R 939,600
30	Namane Magau	Non-Executive Director (Santam, Murray & Robert)	R 907,950
31	Hixonia Nyasulu	Non-Executive Director (AECI, Tongaat Hulett, Nedcor)	R 728,304
32	N De Lisi	Non-Executive Director (SAB Miller)	R 727,150
33	Dawn Mokhobo	Non-Executive Director (Massmart)	R 696,460
34	Zohra Ebrahim	Non-Executive Director (Edcon)	R 679,500
35	E Botha	Non-Executive Director (Naspers)	R 657,950
36	KC Ramon	Executive Director (Johnnic Holdings), Non-Executive Director (Transnet, Johnnic Communications)	R 629,250
37	Cathie Markus	Executive Director (Impala Platinum)	R 618,840
38	Felicia Mabuza Suttle	Non-Executive Director (Altron)	R 610,300
39	Khanya Kweyama	Non-Executive Director (Altron)	R 610,300
40	Imogen Mkhize	Non-Executive Director (Murray&Roberts, Datacentrix)	R 466,075
41	Mpho Nkeli	Executive Director (Alexander Forbes)	R 462,500
42	Sindi Zilwa	Non-Executive Director (Eskom, Discovery, Primedia, Woolworths)	R 459,865
43	G Zannoni	Chairperson (Ceramics)	R 451,138
44	Bulelwa Ndamase	Non-Executive Director (Metropolitan)	R 387,700
45	Fatima Jakoet	Non-Executive Director (Metropolitan)	R 387,700
46	S Mabaso	Non-Executive Director (Metropolitan)	R 387,700
47	Santie Botha	Non-Executive Director (Tigerbrand)	R 373,000
48	Ursula Johnson	Non-Executive Director (Tigerbrand)	R 373,000
49	Philani Vilakazi	Non-Executive Director (Mutual & Federal)	R 368,000
50	Ramani Naidoo	Non-Executive Director (Altech, ABIL)	R 343,800

5.3 The Most Active Women Directors in South Africa

The most active women directors in the country are determined in terms of the number of directorships held.

Most Active Women Directors				
Ranking	Name	Effective Economic Influence	No. of Positions	Positions
1	Elizabeth Bradley	R 3,780,016.67	6	Chairperson (Wesco Investments), Non-Executive Director (Anglogold, Metair, Standard Bank, Sasol, Tongaat-Hulett)
2	Danisa Baloyi	R 3,170,134.67	5	Non-Executive Director (Denel, Absa, Metrofile, the Don Group, Setpoint)
3	Fran Du Plessis	R 4,929,750.00	4	Non-Executive Director (Sanlam, IDC, KWV, Naspers)
4	Sindi Zilwa	R 4,348,441.17	4	Non-Executive Director (Eskom, Discovery, Primedia, Woolworths)
5	Sonja Sebotsa	R 2,369,804.92	4	Non-Executive Director (FirstRand, SA Post Office, Paracon, Adcorp)
6	Kandimathie Christine Ramon	R 4,826,033.33	3	Executive Director (Johnnic Holdings), Non-Executive Director (Transnet, Johnnic Communications)
7	Diane Radley	R 3,146,025.00	3	Non-Executive Director (Altron, Altech, Bytes)
8	Hixonia Nyasulu	R 1,213,840.17	3	Non-Executive Director (AECI, Tongaat Hulett, Nedcor)

6. CONCLUSION

International statistics demonstrate the very long road ahead before gender equity is truly reached. The South African government, however, has come a long way in a relatively short space of time. The rest of the South African public sector, has more or less followed suit, albeit to a lesser extent. Corporate South African within the private sector, however, has about as far to go in terms of women representation, as a country like Japan, which has both negligible levels of women representation at director level as well as the most pronounced reported gender pay gap in the world. All in all, the private sector would be well advised to sit up and take note of the situation and to integrate gender transformation into black economic empowerment fast-tracking programmes, as a business imperative. In this vein, the US-based research house, Catalyst, which specialises in gender research "found a strong correlation between the number of women in top executive positions and financial performance among *Fortune 500* companies between 1996 and 2000".⁵

In her speech at the Pan-African Centre for Gender Peace and Development Conference in Senegal in May of this year, Dr Nkosazana Dlamini Zuma responded to resistance – often by women – to gender quota systems since Resistance to fast-tracking, targeted empowerment, affirmative action etcetera often elicits cries of "tokenism" or "reverse racism" or "reverse chauvinism". Dr Zuma responded that quotas "have the effect of focusing people's minds on finding capable women rather than the tendency to focus only on men. In other words, what the quotas do is to say to society – look for appropriately qualified women and you shall find them"⁶ A second argument in favour of gender empowerment through the setting of measurable targets is the fact that, nearly twelve years into South Africa's democracy and nearly ten years since the promulgation of the Employment Equity Act, the top echelons of the private sector remain entirely male dominated (4.9% of executive JSE directors and women, whilst 8.2% of non-executives are women), proving that intervention is indeed required.

Focusing attention on the abysmal lack of women in top positions on the JSE through charters, Codes and other mechanisms should force corporate South Africa to 'find'

⁵ The *Economist*, 23rd July 2005

⁶ <http://www.dfa.gov.za/docs/speeches/2005/dzum0503.htm>



suitable female candidates at the top level, at least in the short term. In the medium term, the search for such candidates should lead to an investigation into the reasons behind this lack of female representation. Such investigation is now occurring amongst multinationals such as IBM and KPMG and in some developed countries, such as the United States, the UK and Norway⁷. International research has shown that activities such as long work hours and perceived “masculine” activities such as drinking after work, watching rugby or playing golf with clients are activities which women may be less inclined to participate in or simply cannot take part in owing to family and domestic responsibilities, but which often form an integral part of climbing the corporate ladder. In line with these findings, some multinationals are striving to adapt their cultures to better include women, especially at the top levels.⁸

No doubt, the awarding of specific recognition for the empowerment of black women in BEE legislation will encourage South African corporates to report on and therefore review and hopefully improve, their gender equity status quo. It remains to be seen, however, whether the culture of the “old boys clubs” will indeed transform so that women representation in the private sector more closely resembles that of government within the second decade of our democracy.

⁷ *The Economist*, 23rd July 2005

⁸ *ibid*