



lb BUSINESSWOMEN'S
ASSOCIATION
OF SOUTH AFRICA

BWA SOUTH AFRICAN WOMEN IN LEADERSHIP CENSUS 2011

In partnership with Nedbank and the dti

BWA South African Women in Leadership Census 2011





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Executive Summary



Verification overview



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Final verification obtained: 91.74%

2008: 11 weeks

2009: 10 weeks

2010: 7 weeks

2011: 11 weeks

Date	Percentage Verified	Total Verified	Population
2004	72.8	265	364
2005	80.7	300	372
2006	84.0	288	343
2007	89.3	284	318
2008	91.9	308	335
2009	94.5	359	380
2010	91.3	306	335
2011	91.7	311	339

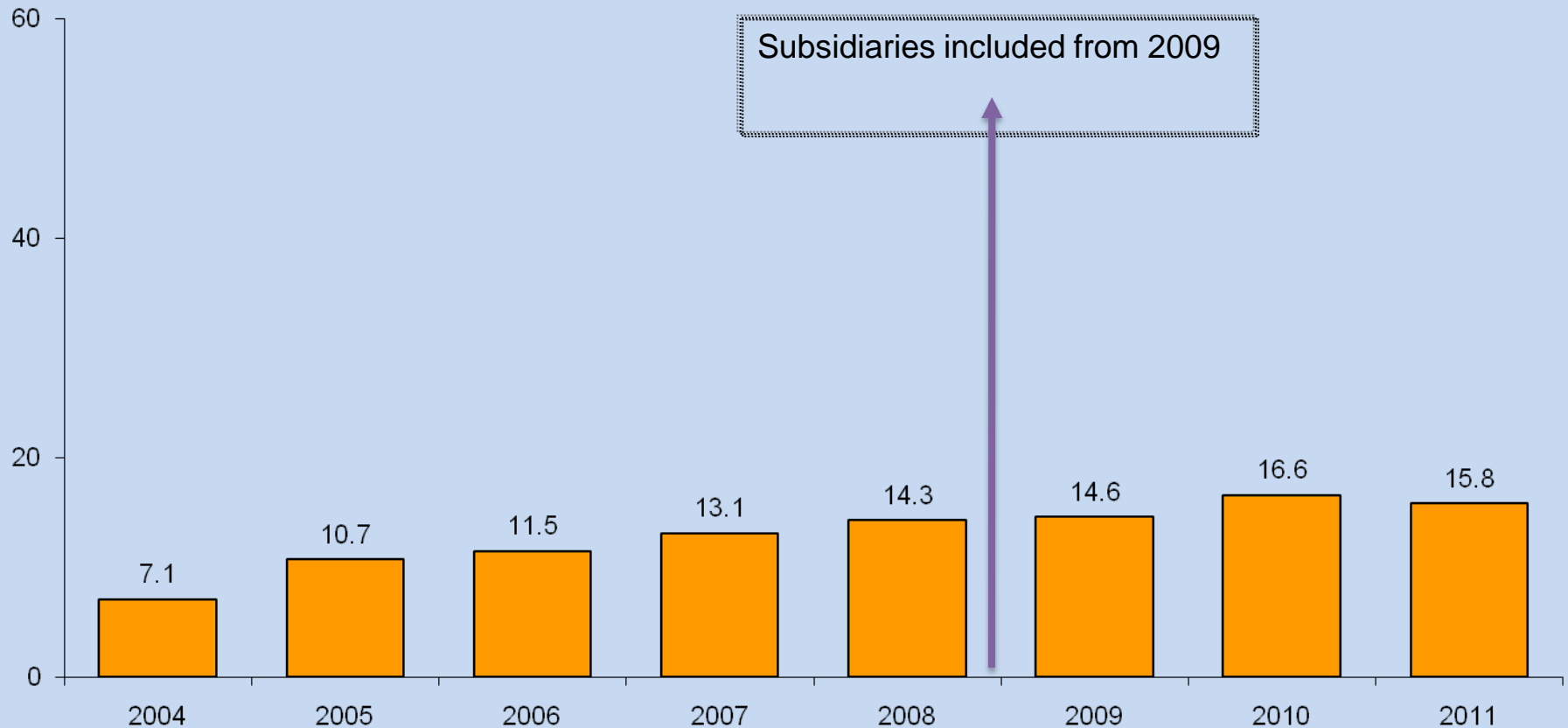
Director results



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- Percentages: yearly overview of female directors
2004 - 2011

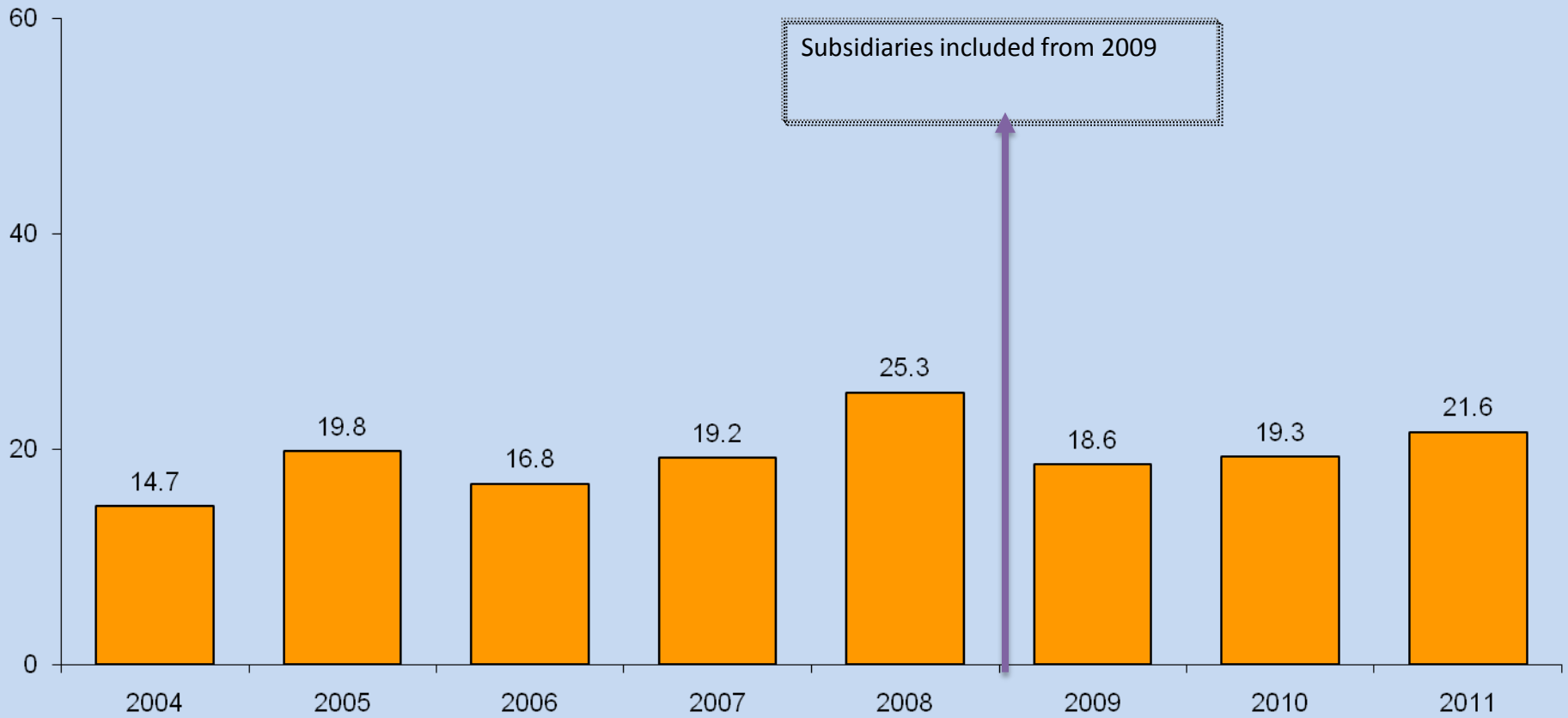


Executive Manager Results



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- Percentages: yearly overview of female executive managers since 2004





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Research Overview





Process Overview

- On-line system
 - The current database is merged with the previous year's
 - Previous year's data is kept so only necessary changes need to be made by respondents
 - Newly listed companies are included with desk research conducted to obtain available information
- Obtaining verification
 - Company data changes are made through:
 - Respondents logging on and making the changes themselves
 - Rate cards are sent back for manual completion
 - Telephonic completion
 - All companies receive rate cards with the latest information we have for a specific company
 - Those companies who did not verify had their director information updated via desk research (for listed entity only)

Methodology: JSE/SOE



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Sample

- The 2011 Census data obtained from the JSE as of 30 September 2010
- Total sample size for 2011: 339 (2010: 335 companies)
 - JSE-listed companies: 319
 - Alternate Exchange companies: 63
 - Main board companies: 257
 - State-Owned Enterprises (SOEs): 20
- Director Results
 - Data refers to entire population
 - Subsidiary director information is included
- Executive Manager Results
 - Data refers to only those companies that verified their information (Population = 311)
 - Subsidiary executive manager detail is included in the figures as a combined total

Methodology: Government



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- Government data provided by the Department of Labour as of 30 September 2010
 - Included in the report since 2008
- Data is reported on, by looking at the various salary levels
- The salary level of relevance to this study is level 13 – 16 (senior management levels)
 - However the levels 6 – 12 are of interest as this forms the pool of future, potential leaders

Salary Level	Definition
Levels 1 - 2	Lower skilled
Levels 3 - 5	Skilled
Levels 6 - 8	Highly skilled production
Levels 9 - 12	Highly skilled supervision
Levels 13 - 16	Senior management
Other	Includes salary levels which are 'unknown'
Defence (SANDF)	Do not use the same payroll and are therefore counted separately, unless otherwise specified



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Key Findings



Key Findings



Top Performing Companies

- The company has 25% or more of director positions and 25% or more of executive manager positions are held by women
 - 2004: 10 companies
 - 2005: 17 companies
 - 2006: 21 companies
 - 2007: 31 companies
 - 2008: 58 companies
 - 2009: 46 companies
 - 2010: 41 companies
 - 2011: 37 companies

Worst Performing Companies

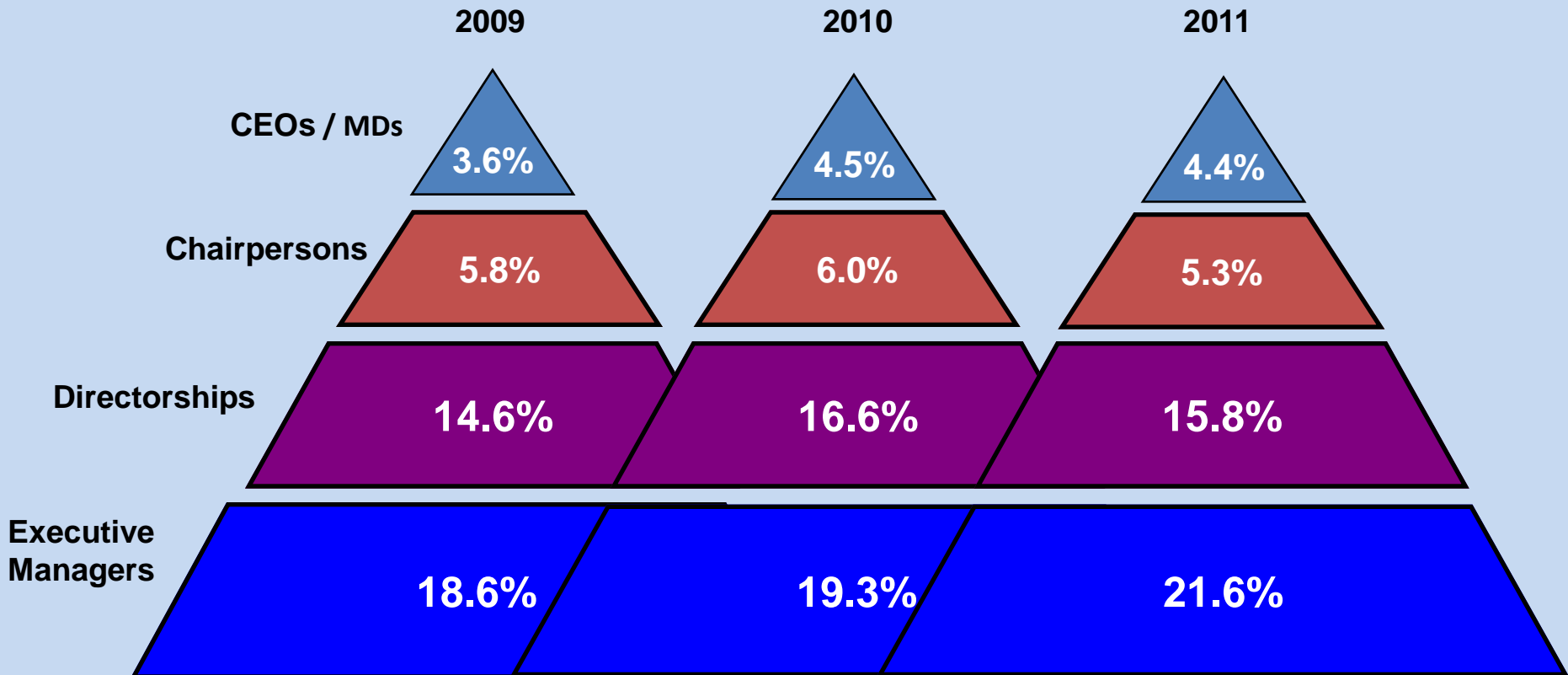
- The company has 0% females within their director positions and executive manager positions
 - 2010: 26 companies
 - 2011: 27 companies

- The list includes verified and unverified companies.
- Executive manager details are based on previous information provided for those companies that did not verify



Census Trend Pyramids

Number of women in JSE-listed companies and SOEs as a percentage of all positions



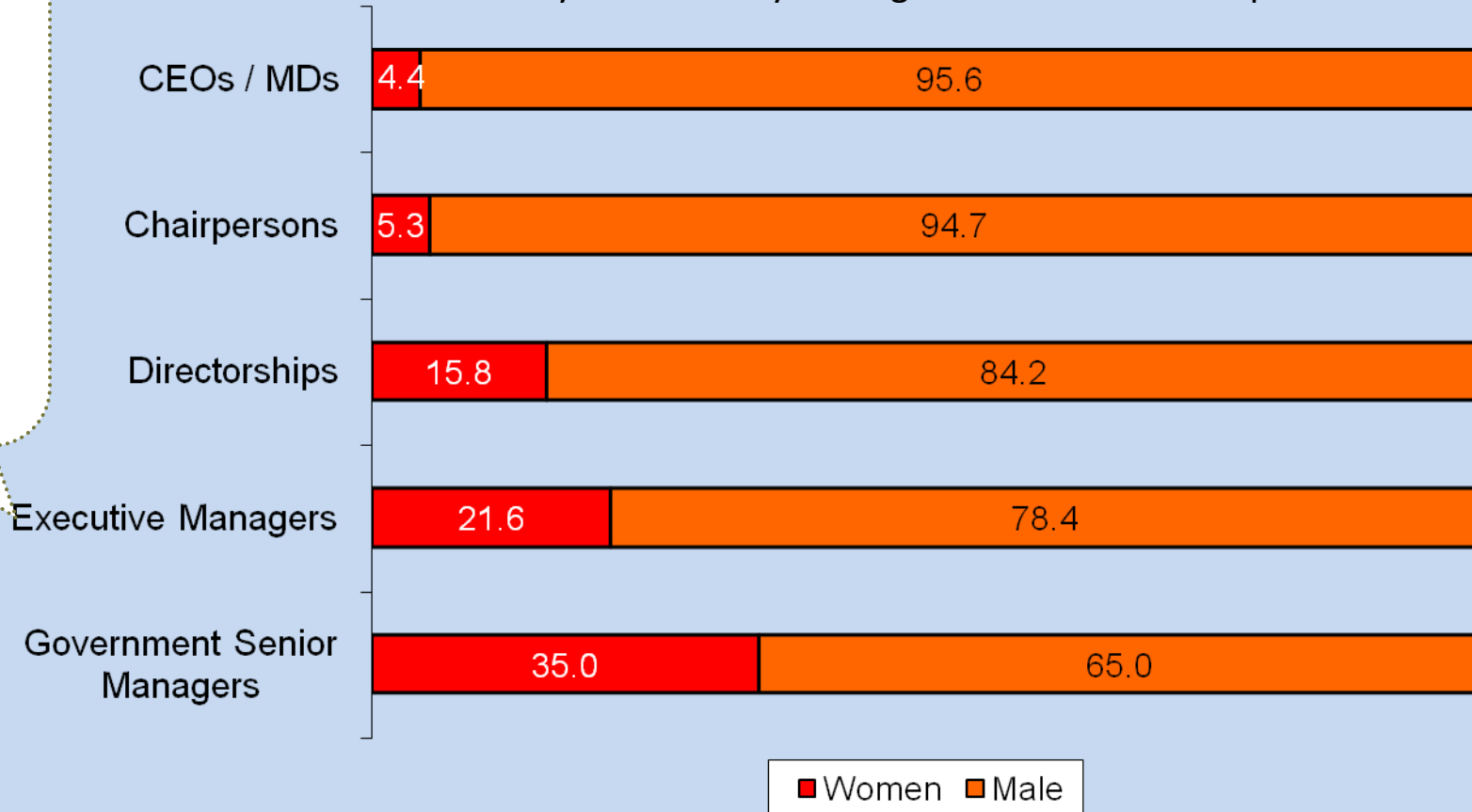
Results for CEOs and Chairpersons do not include subsidiaries. Directorships and Executive Managers include subsidiaries



Women Workforce Representation

The direct comparison of men versus women in the upper echelon of the workforce portrays a stark reality. Women are clearly in a minority amongst their male counterparts.

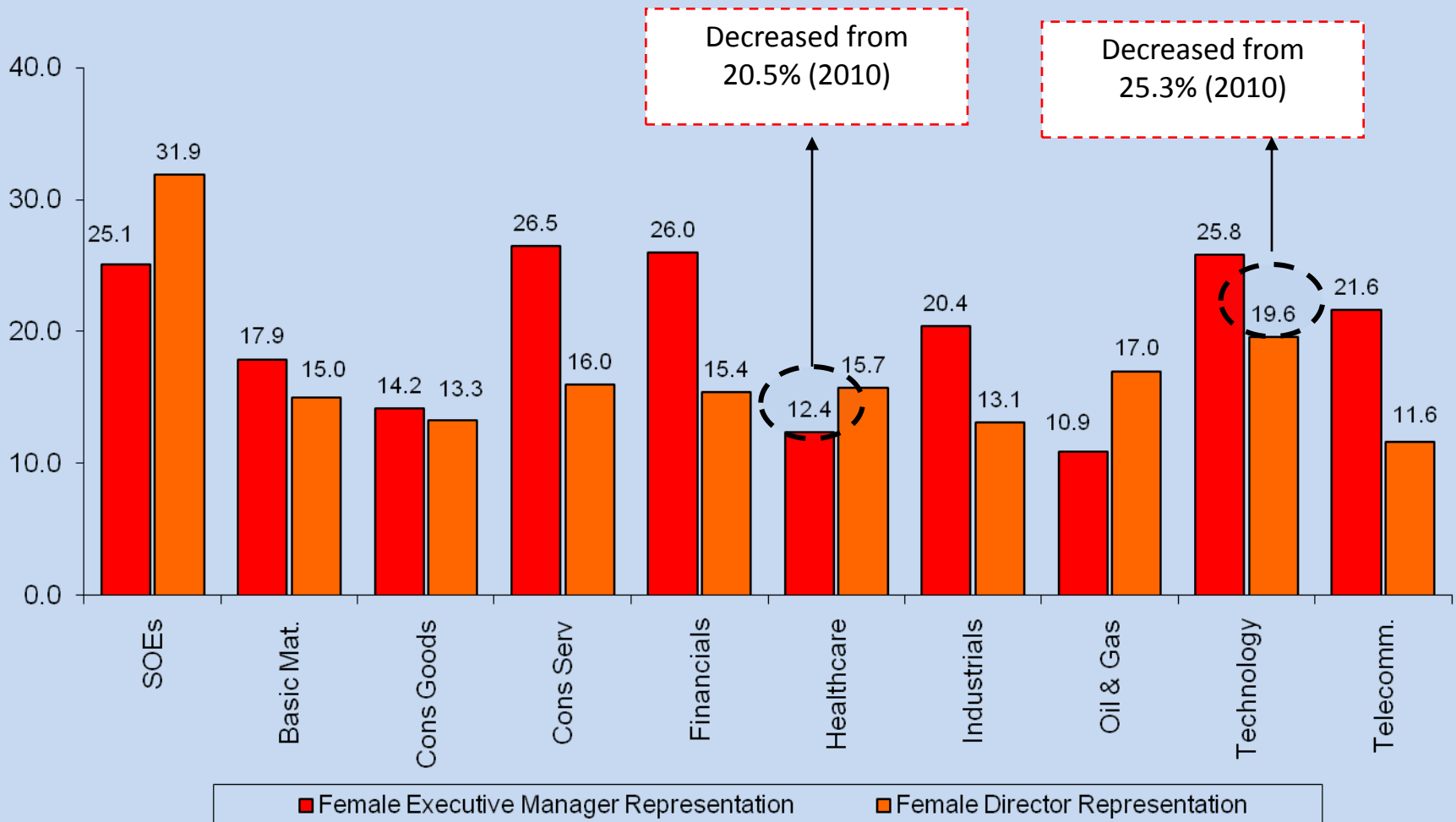
- Absolute numbers: 1461 (a significant drop since the 2010's 2827 women)
- Based on verified companies only. This year saw a large corporation not verify their numbers which resulted in such a high drop.



Executive Managers results on verified companies only



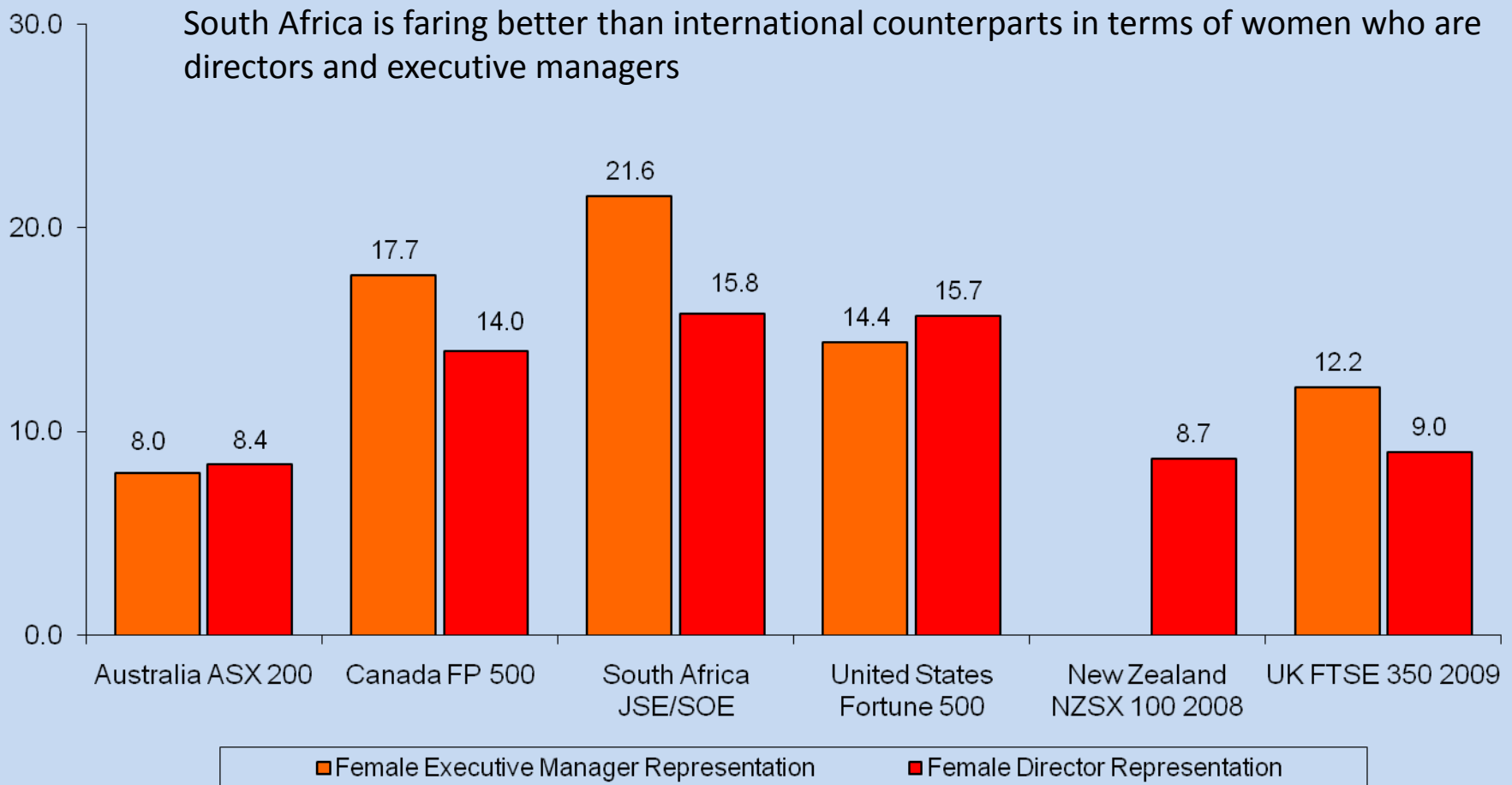
Industry comparison of women directors and executive managers representivity



Includes all data, whether verified or not



Comparison of South Africa with international counterparts





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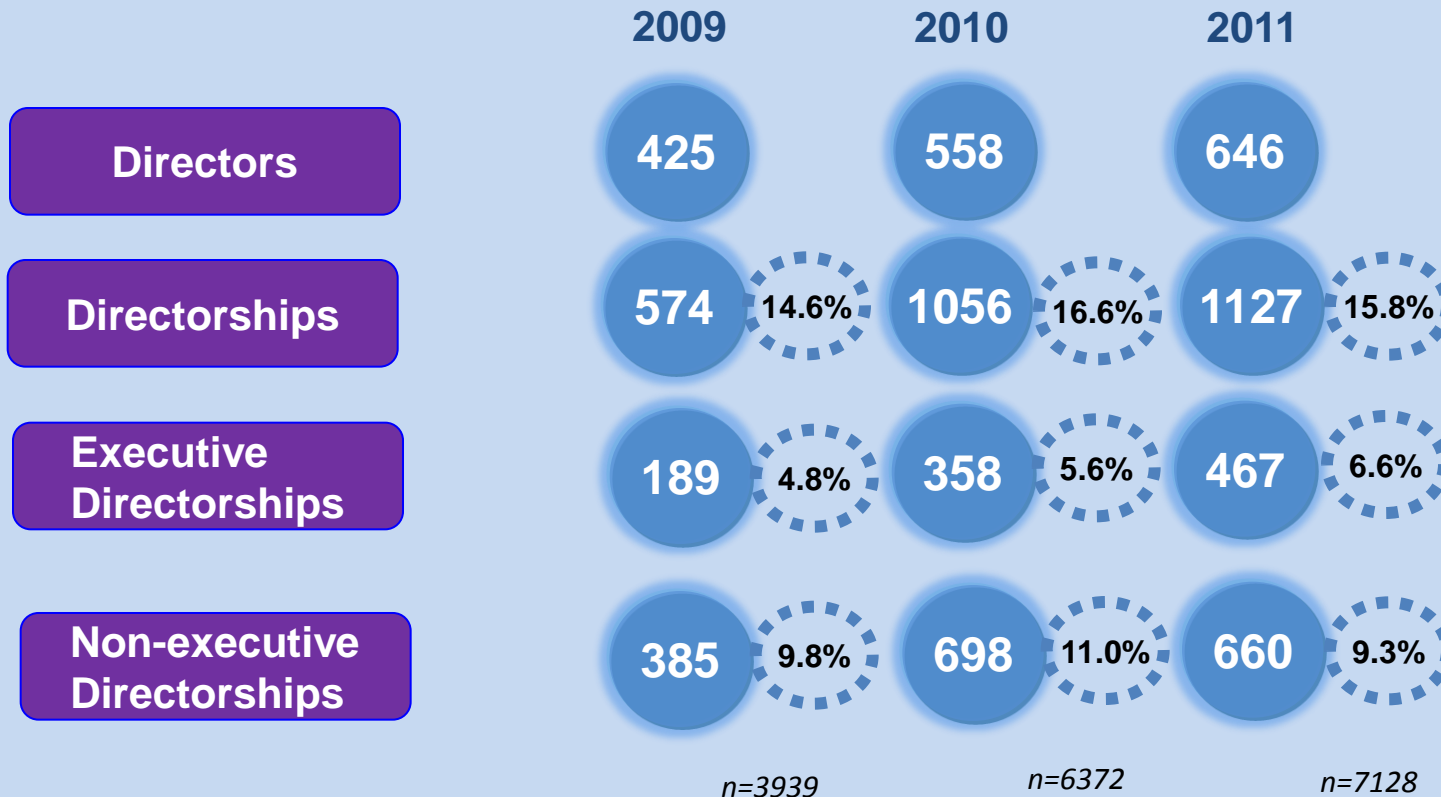
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Director Results





Women directors and directorship positions



*Subsidiaries included since the 2009 Census
n= Total directorships for each year*

Director Results: Key Findings



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Director information pertains to all companies in the Census

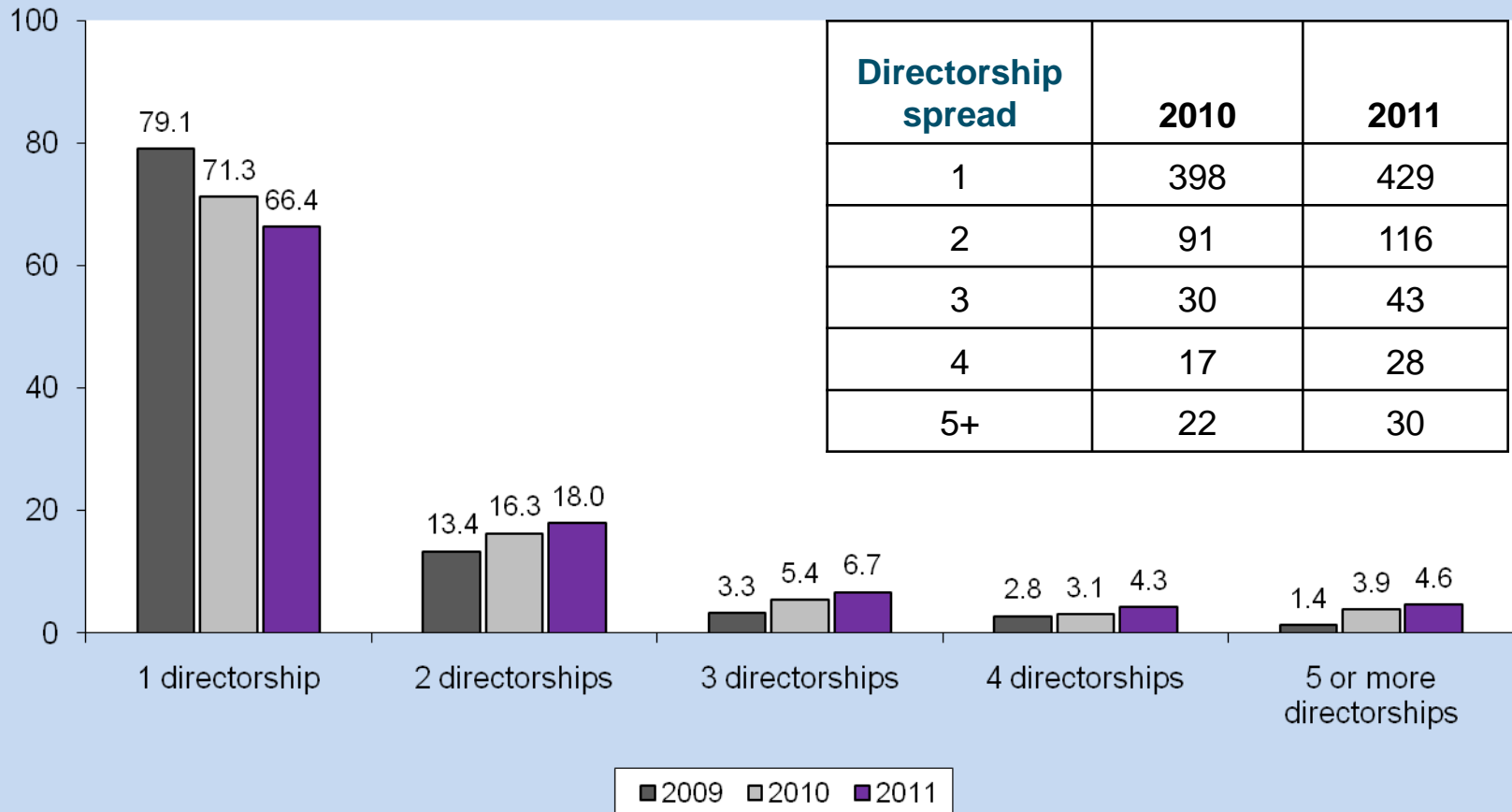
Key trends:

- Companies with 25% or more board seats occupied by women directors
 - 2007: 51 companies
 - 2008: 62 companies
 - 2009: 71 companies
 - 2010: 70 companies
 - 2011: 70 companies
- Largest 25 JSE-listed companies by market capitalisation
 - Only two of the largest companies have 25% or more director positions held by women



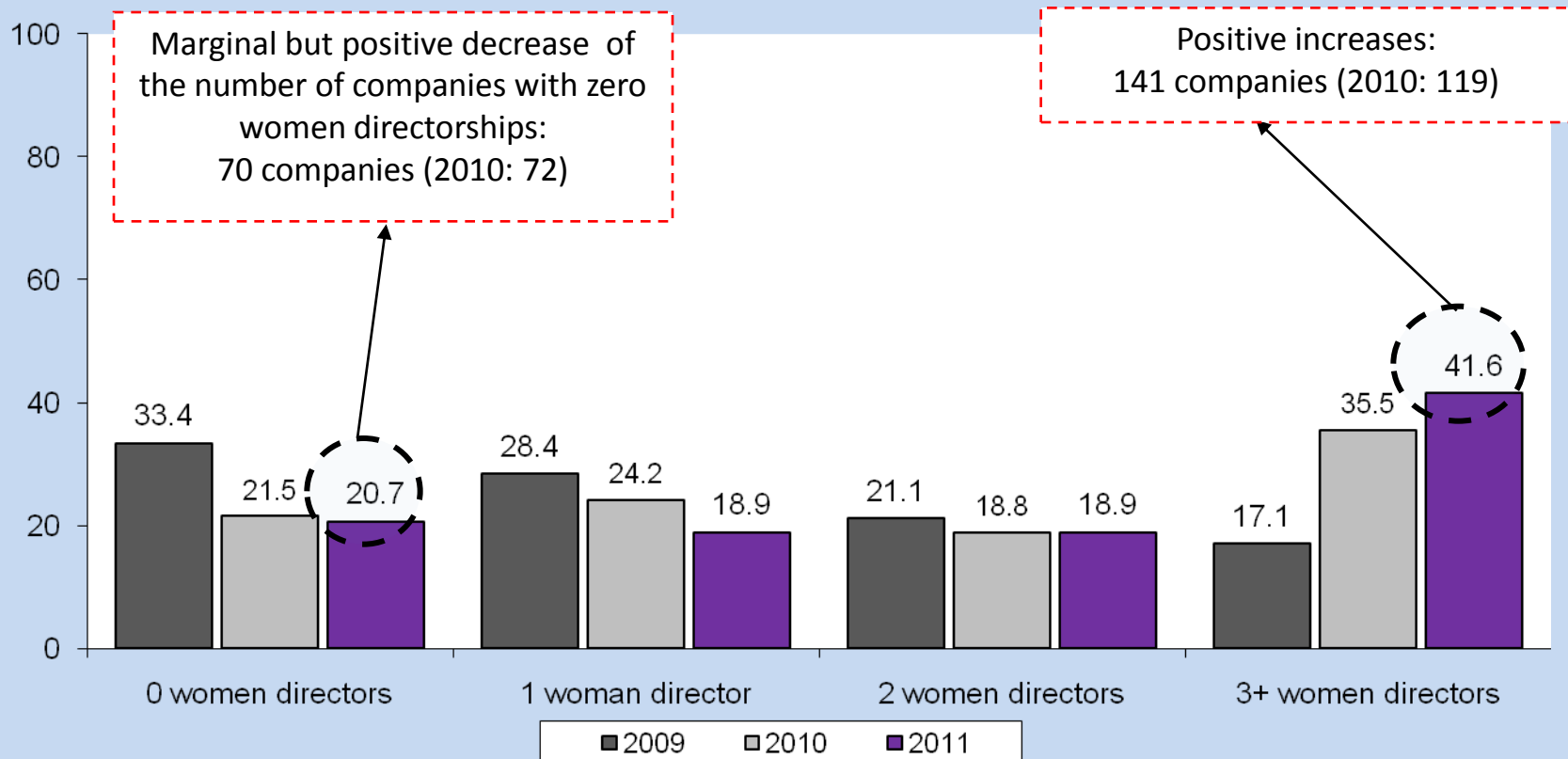
Spread of directorships among women directors

The actual numbers indicate an increase of female directorship positions from 1 through to 5 or more.





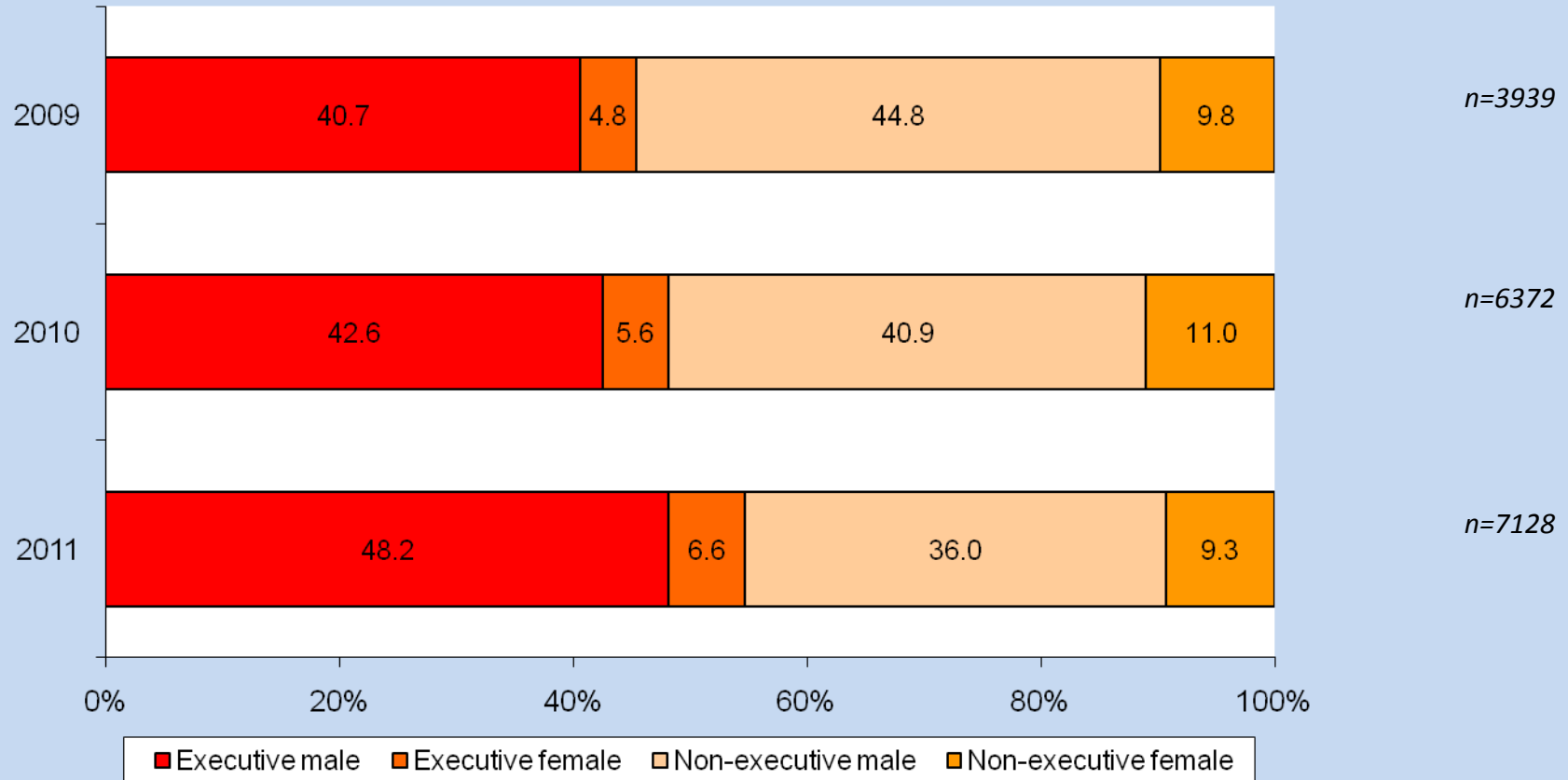
Percentage of companies with women directors





Executive and non-executive directorships

This graph highlights the small pool of women in director positions, as compared to their male counterparts

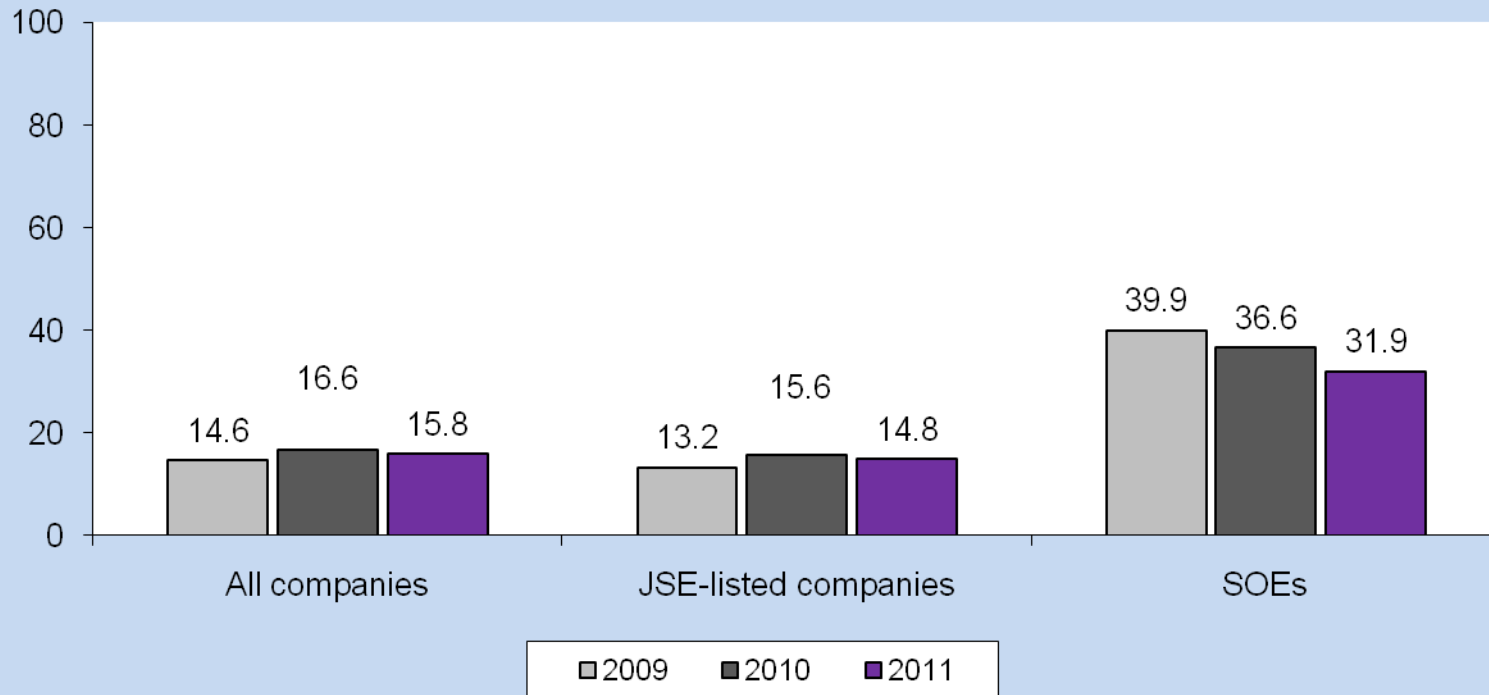


n=7128; Percentages include subsidiaries



Percentage of directorships held by women

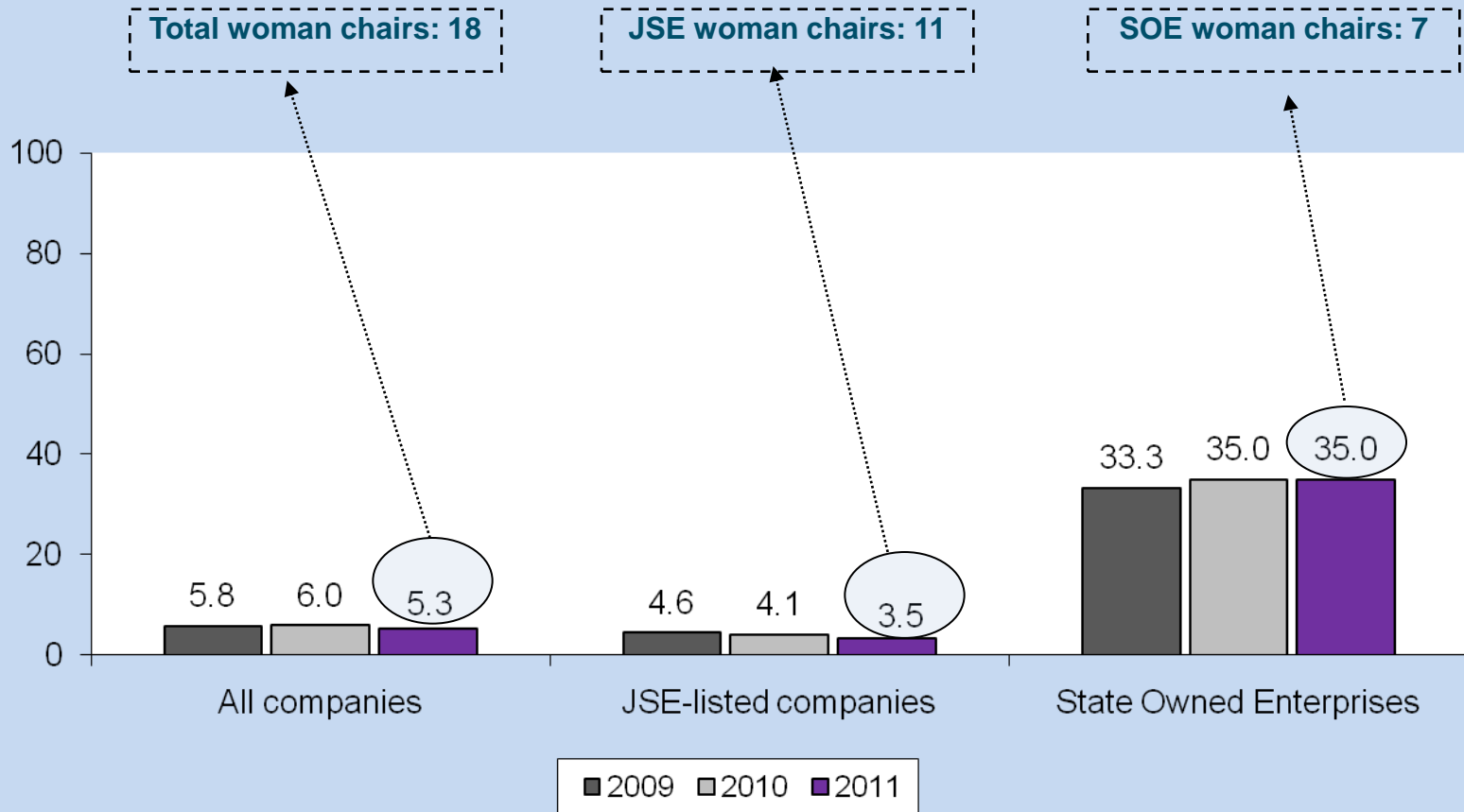
The percentage of directorships held by women has increased marginally for JSE-listed entities with SOEs showing a decrease since 2009



Results for 'All Companies' based on all directorships (n=7128). SOEs based on the 426 directorships (female: 136) and JSE-listed companies based on 6702 directorships (female: 991)



Women chairs of boards



Results for 'All Companies' based on all chairs (n=339). 'SOEs' based on the 20 companies and 'JSE-listed companies' based on 319 companies

Women directors by race

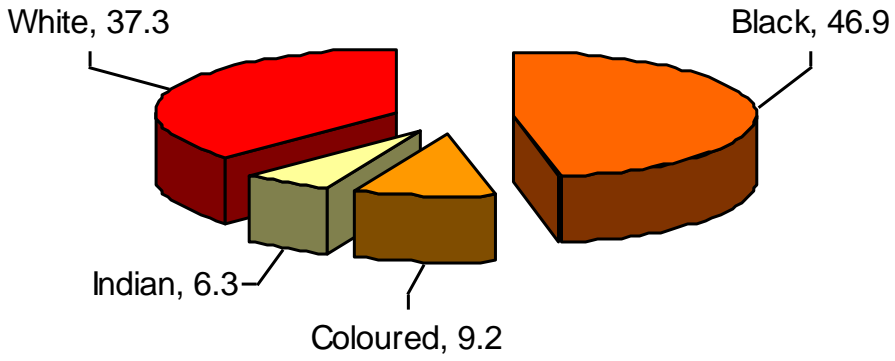


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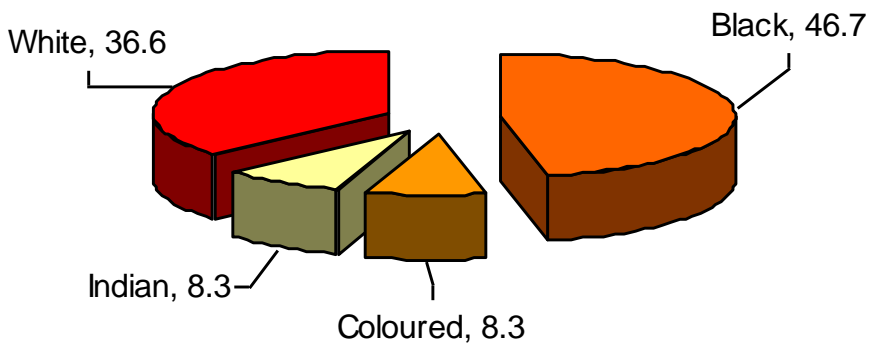
Absolute number of women directors by race

	2009	2010	2011
Black	312	495	526
Coloured	36	97	94
Indian	29	66	93
White	196	394	412

2010



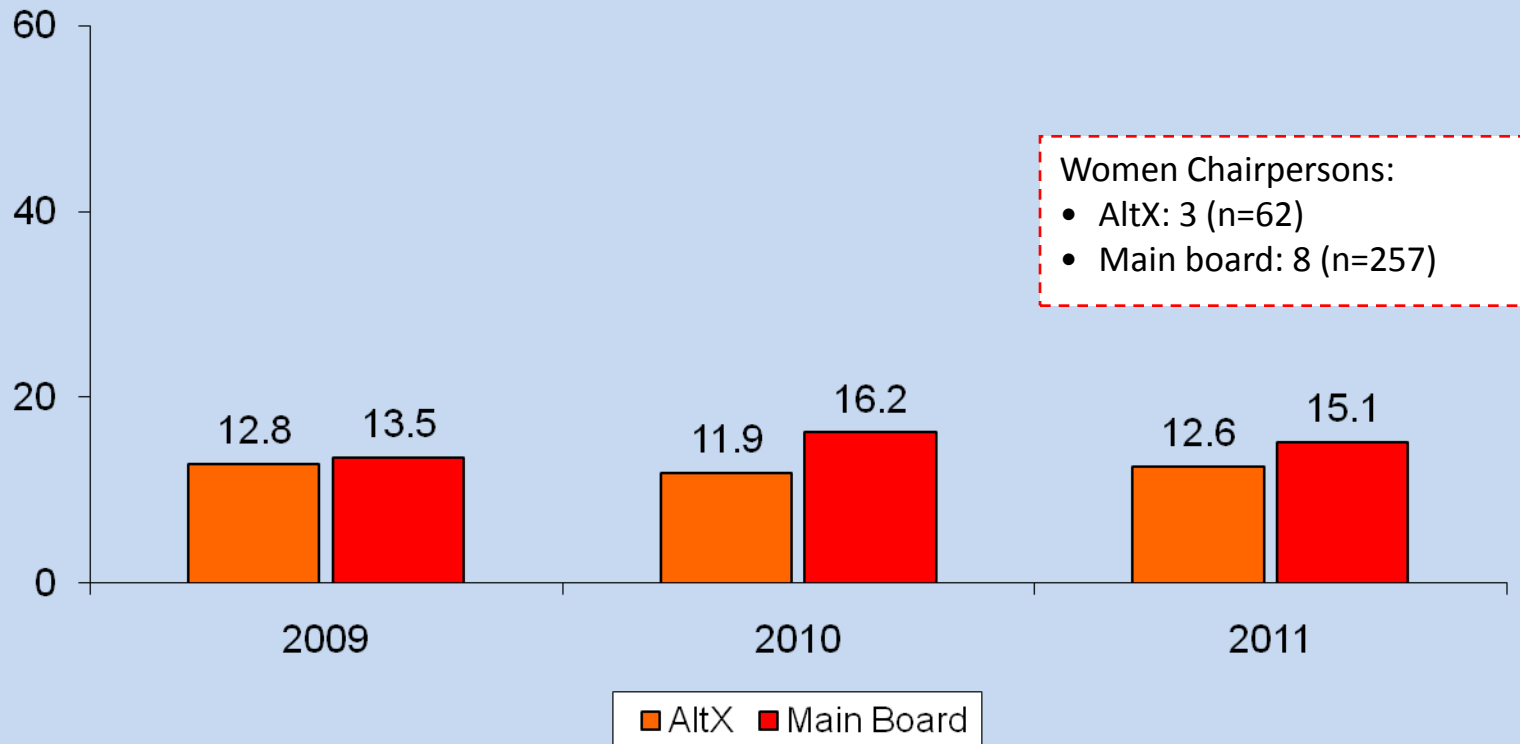
2011





Alternate Exchange (AltX) vs. Main Board companies

Included since 2009 to compare smaller listed entities (AltX) with Main board JSE companies. Considering the smaller number of AltX companies (62) in comparison to Main Board (257), AltX is progressing well.





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Executive Management Results



Women Executive Managers

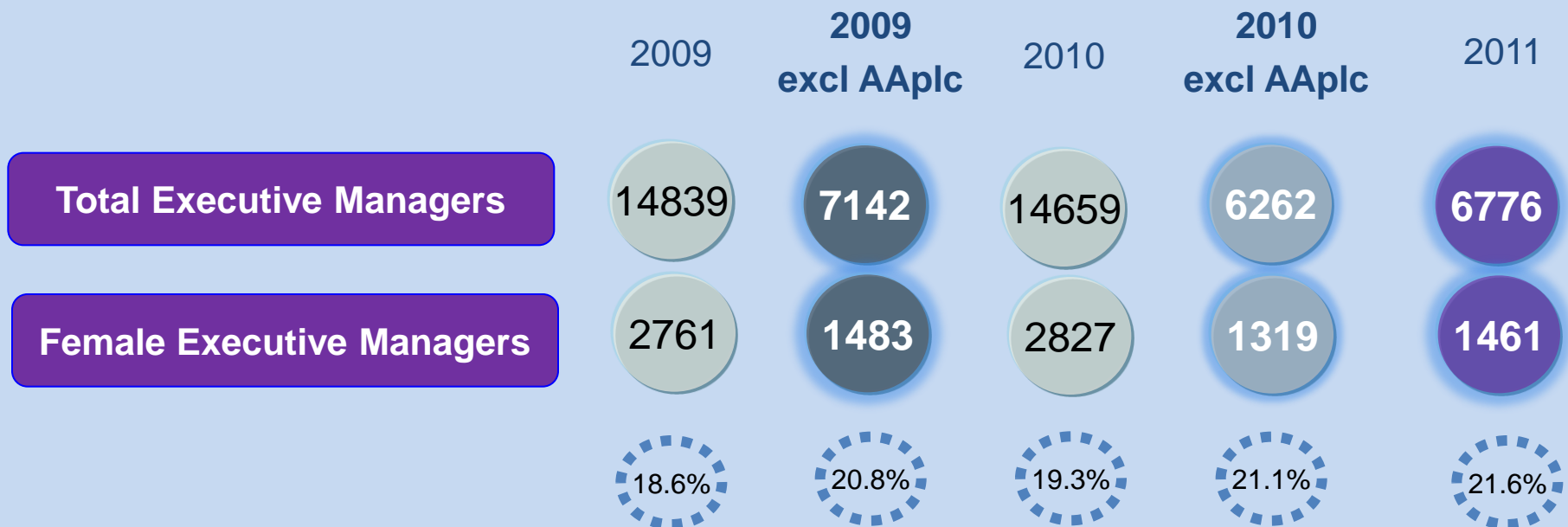


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Executive Management data refers to only those 311 companies that verified their information

- Subsidiary inclusion in 2009 increased absolute numbers
- This year one of the biggest company's did not verify their information
–therefore absolute numbers decreased significantly





Key findings: Executive management

- South African companies with 25% or more women executive managers
 - 2008: 82 companies
 - 2009: 112 companies
 - 2010: 109 companies
 - 2011: 108 companies
- Top 25 companies by market capitalisation
 - Only three of the largest companies have 25% or more of their executive managers as women (2010: 2)
- Women executive managers by industry
 - All percentages are less than 30% showing all industries have a long way to go. Figures remain similar to 2009 & 2010
 - Industrials and Health Care industries show decreases since 2010

Women CEOs / MDs



CEO figures are based on JSE / SOE companies only. No subsidiary CEOs are included

- 2009: 13 women CEOs
- 2010: 15 women CEOs
- 2011: 15 women CEOs

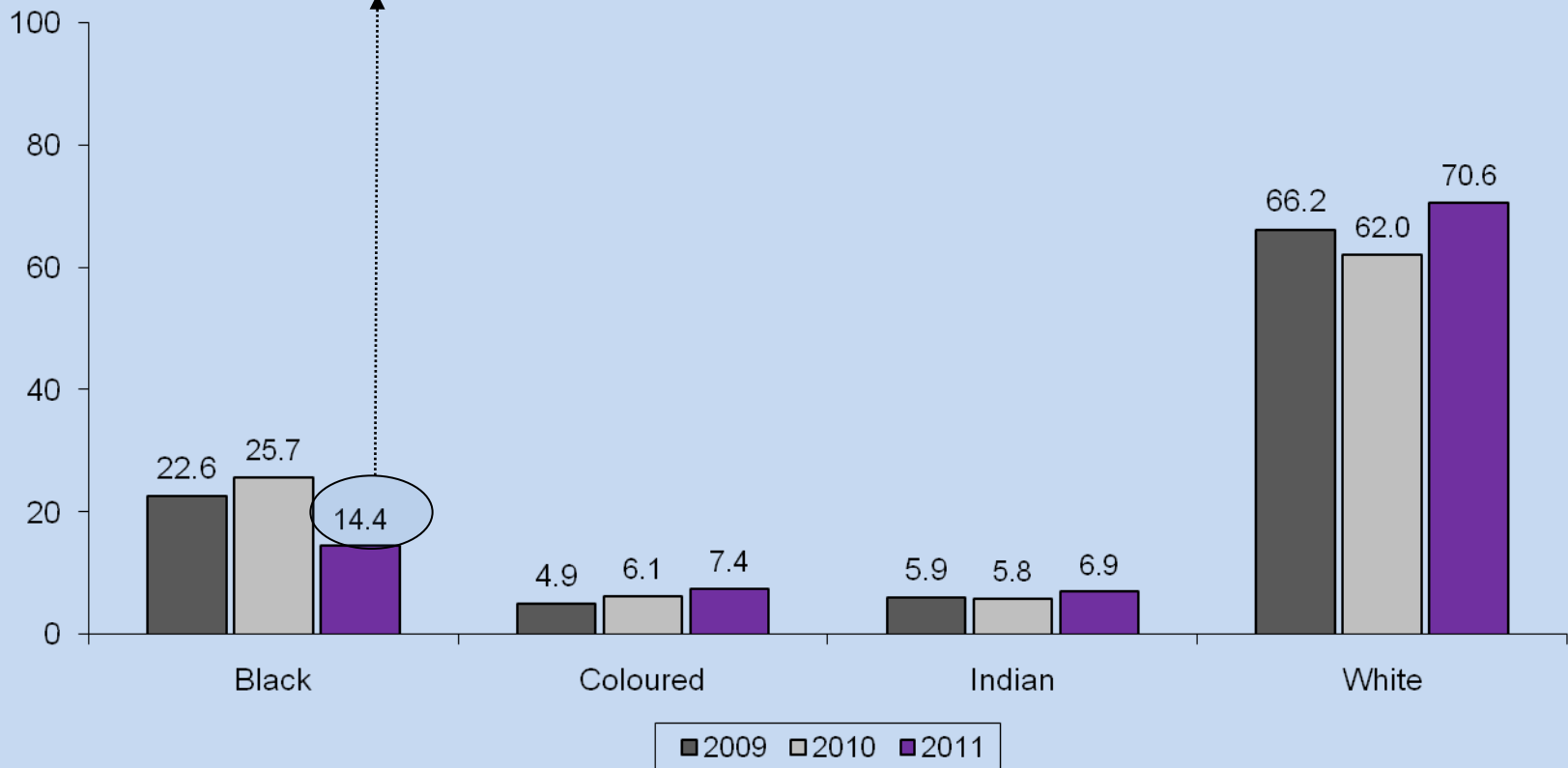


The all-company percentage is based on the total sample of CEOs (n=339); SOEs n=20; JSE-listed n=319
CEO information is based on the entire data sample, whether verified or not.



Women Executive Managers by race (1)

Results appear lower however AAPlc not verifying their information (and therefore have been excluded from the executive management results) is the reason for such a drop in percentage. Review the following slide.

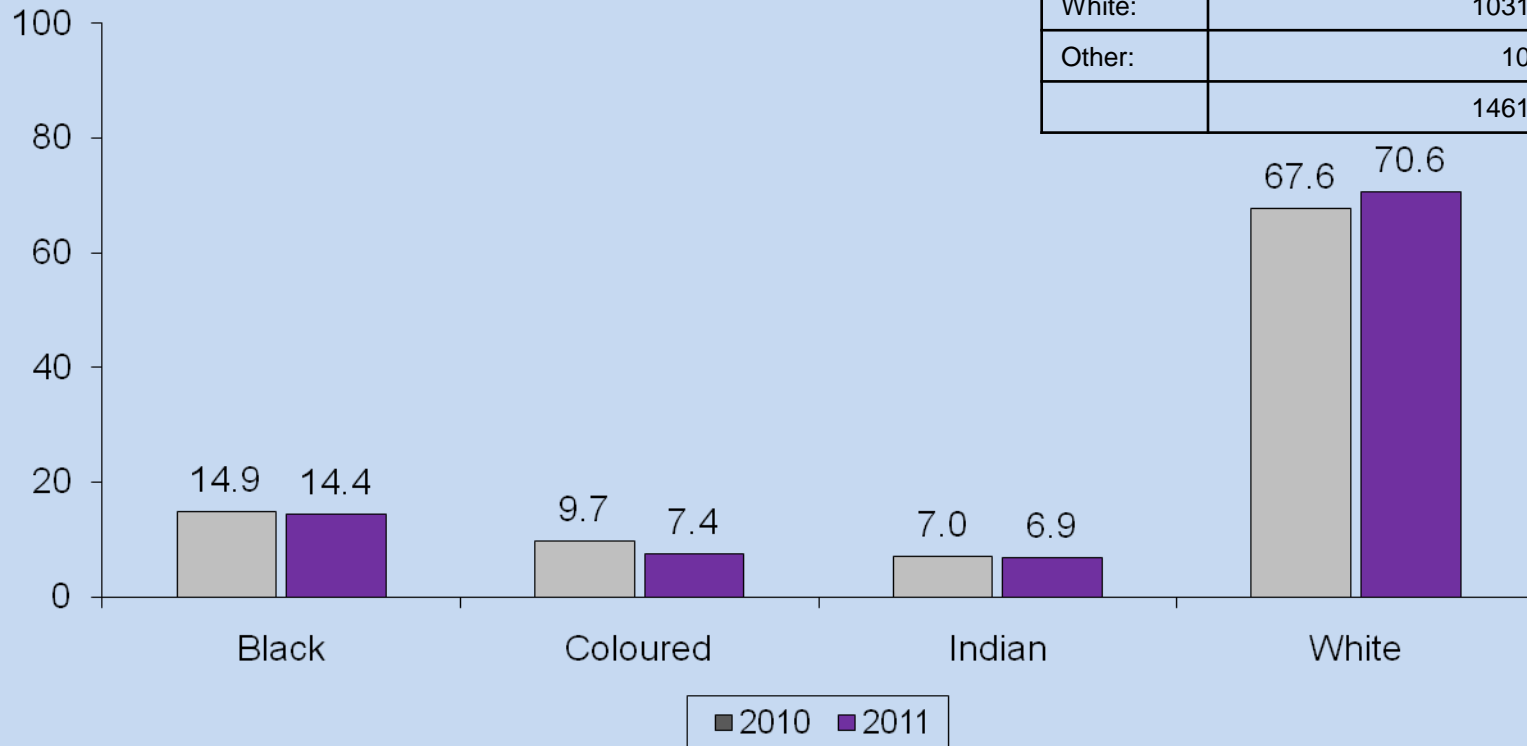




Women Executive Managers by race (2)

Results for both year's exclude Anglo American plc

2011 absolute numbers:		
	Executive Managers	Directors
Black:	211	526
Coloured:	108	94
Indian:	101	93
White:	1031	412
Other:	10	2
	1461	1127



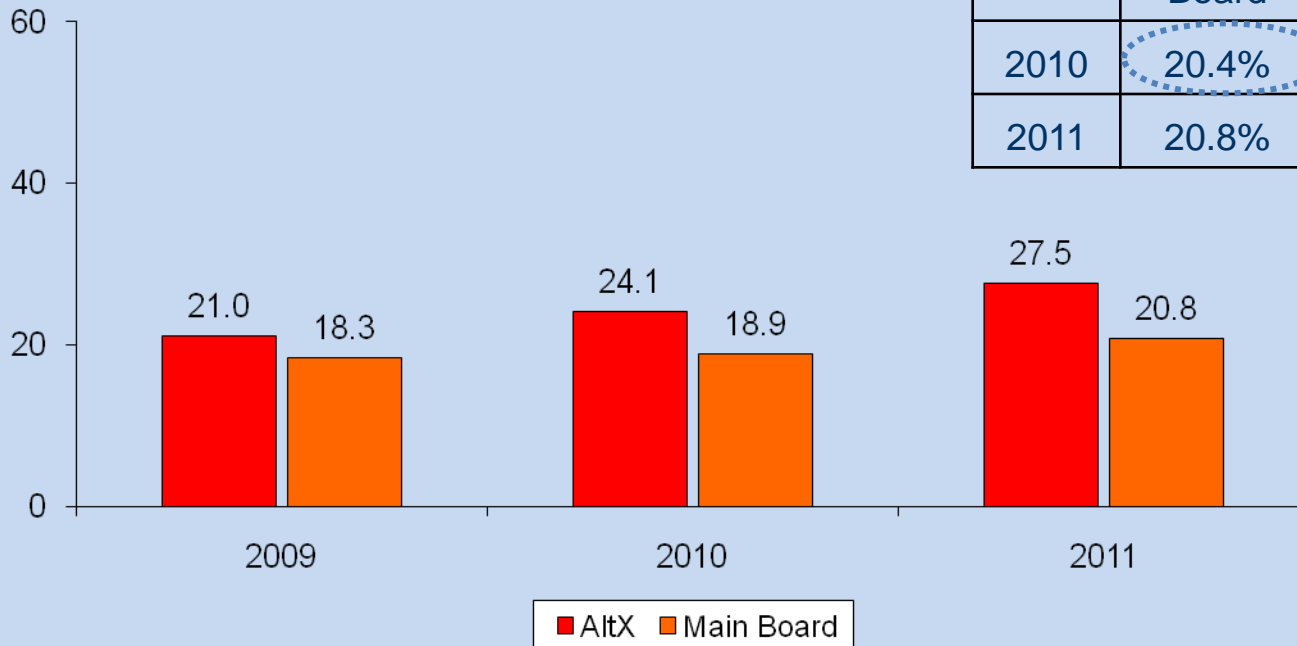


AltX vs. Main board listed companies

- Included since 2009: Alternate Exchange (AltX) smaller listed entities
 - There is a higher percentage of women executive managers in AltX companies then on Main board companies
 - Number of companies:
 - 2010: AltX = 62; Main board = 224
 - 2011: AltX = 57; Main board = 236

Percentages excluding AAPlc:

	Main Board	AltX
2010	20.4%	24.1%
2011	20.8%	27.5%





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Government Results





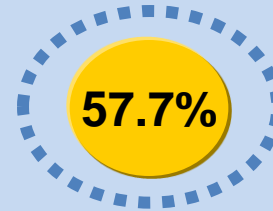
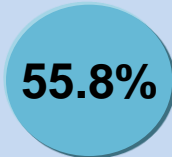
Percentage of women in Government

Higher number of women as compared to male, across the board with slightly higher percentages for women with SANDF excluded.

**Figures
includes SANDF**

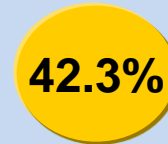
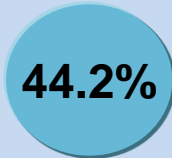
**Figures excludes
SANDF**

Women in Govt

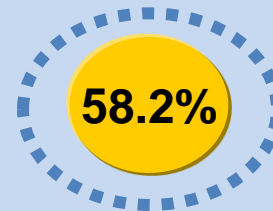
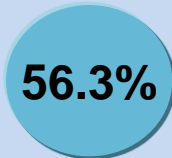


2010

Men in Govt

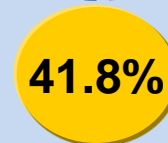
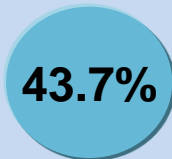


Women in Govt



2011

Men in Govt

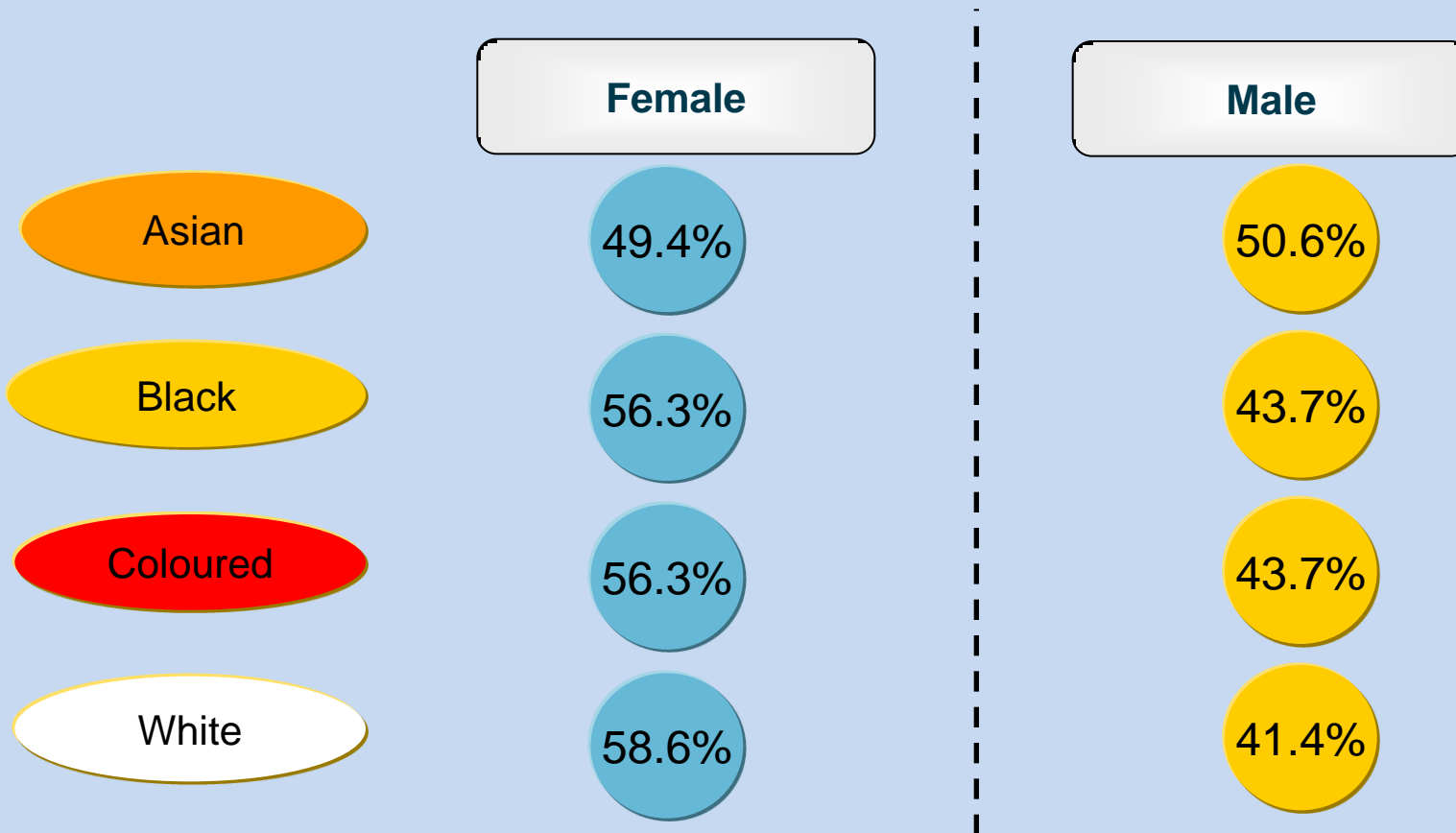


Results based on all women in Government i.e. all salary levels



All Government departments by race

Higher number of women as compared to male, except the Asian race group.

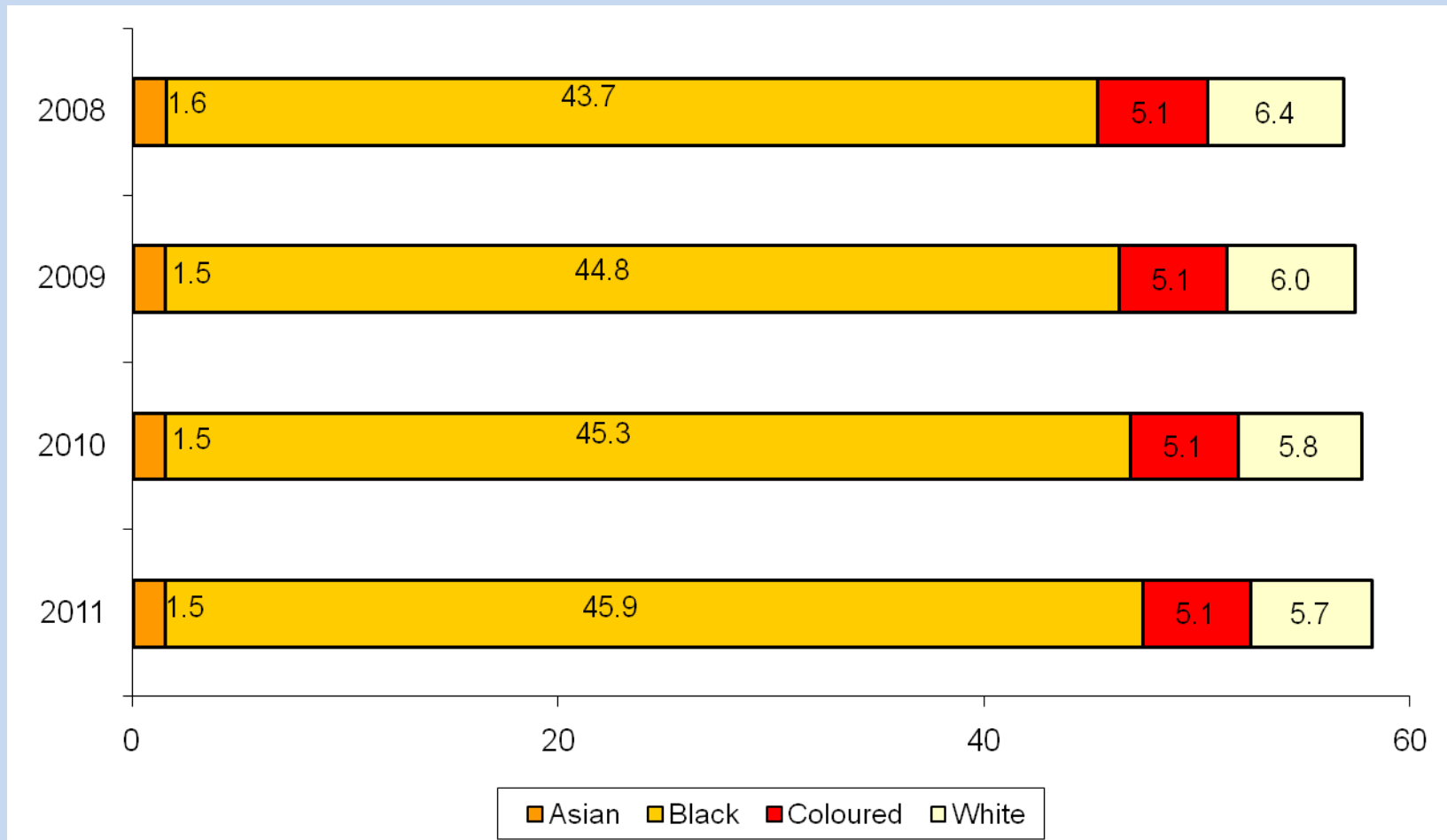


Results based on all women and men in Government; SANDF included

All Government departments by race



Looking at the figures across the year's, there has been little change across all race groups

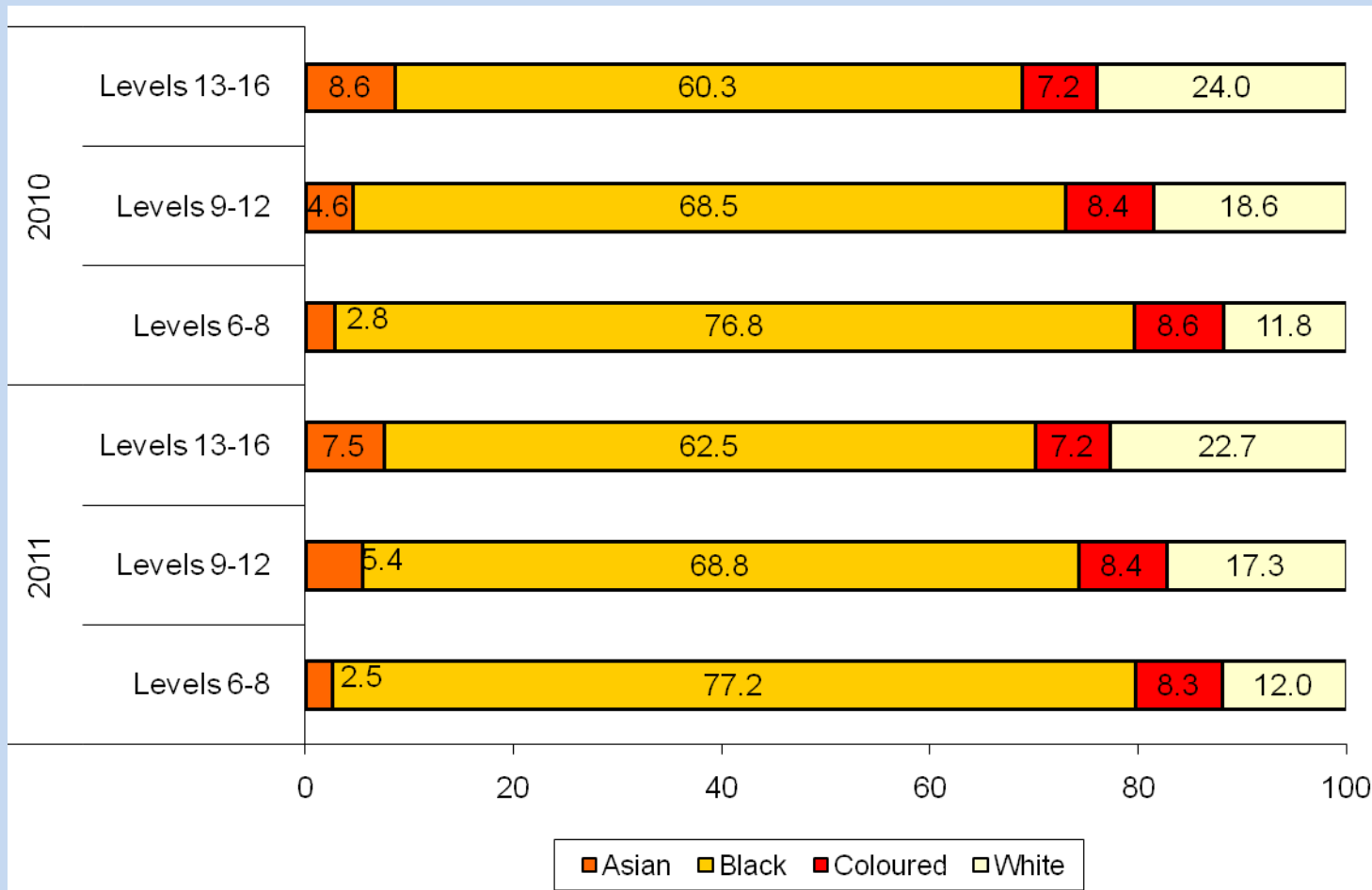


Results based on all women in Government; SANDF excluded



Women, in each salary level, split into racial groups

Numbers remained fairly constant since the inception reporting year. With the Black race group making up the majority of all women, in each salary level

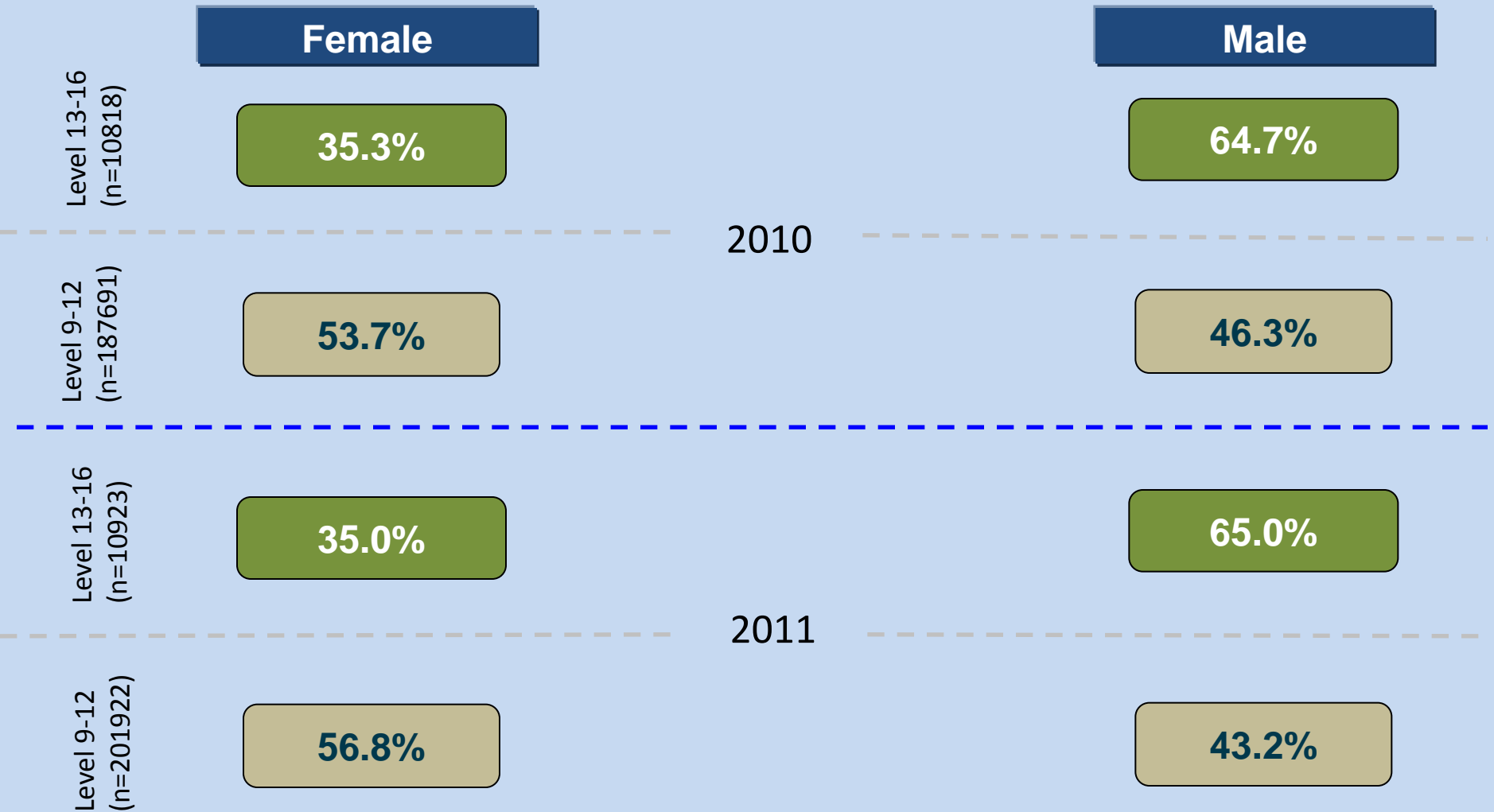


Levels 13-16 figures:
Asian: 288
Black: 2388
Coloured: 274
White: 868

n=3818



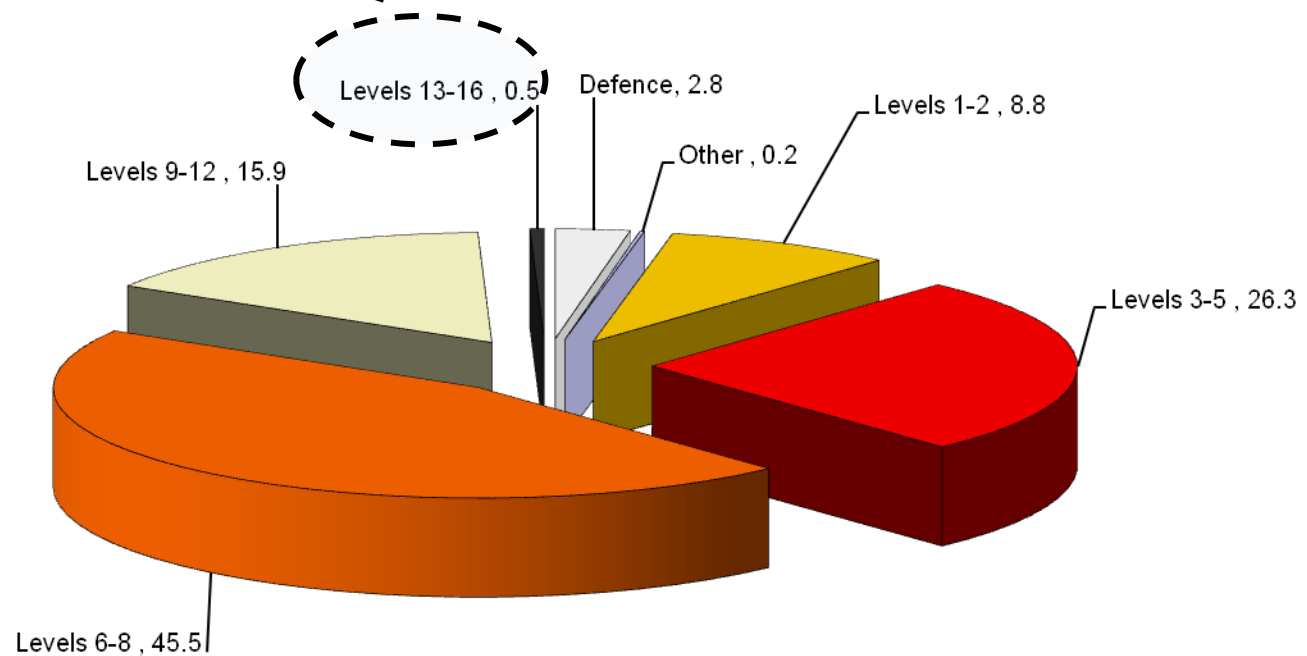
Percentages, according to salary level





Spread of women, across all salary levels

This percent continues to remain constant for the last three reporting periods, even though one would think to see continued strides, by Govt, to increase the number of women in leadership





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Appendix



Appendix: Definitions



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Definitions for the purposes of this Census

- Director
 - A person who sits on the board of directors of either the main JSE-listed company, the SOEs or the subsidiaries
- Subsidiary
 - A company that operates in South Africa and is owned (70% or more) by the main JSE-listed company
- Subsidiary Company Directorship Positions
 - The number of active directorship positions on the boards of Subsidiaries of the main JSE-listed company. Note that one person may hold more than one subsidiary director position in the group
- Executive Managers
 - A person responsible for overseeing the whole organisation and typically engage in more strategic and conceptual matters, with less attention to day-to-day detail. They report to the Board of Directors and may attend Board meetings but only to provide information not because they are actually Board members