

AUGUST 2024



LEADERSHIP MATTERS 2024

BENCHMARKING WOMEN IN BUSINESS LEADERSHIP IN THE PACIFIC



PAPUA NEW GUINEA

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Published 2024.

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This publication was prepared by PSDI Economic Empowerment of Women Specialist, Sarah Boxall, Women in Business Leadership Specialist, Belinda Lucas, and PSDI Economic Empowerment of Women Analysts, Madeleine D'Arcy and Atenasi Ata, with support from PSDI's communications team, Erin Harris and Niamh Reid.

The authors are grateful for the assistance in data collection by Calista Hamadi and Kayleen Sapak of the PNG Business Coalition for Women as well as support for data collection, analysis and review provided by PSDI PNG Country Coordinator, Ange Kuselley.

The views expressed in this publication are those of the authors and do not necessarily reflect the views and policies of the Asian Development Bank, or its Board of Governors, or the governments they represent, or the governments of Australia and New Zealand.

Currencies: In this report, K = Papua New Guinea Guinea and \$ = US dollar unless otherwise stated.

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ABBREVIATIONS

ADB	—	Asian Development Bank
CEDAW	—	Convention on the Elimination of All Forms of Discrimination against Women
CEO	—	Chief Executive Officer
DFAT	—	Department of Foreign Affairs and Trade (Australia)
GDP	—	Gross Domestic Product
IFC	—	International Finance Corporation
IMF	—	International Monetary Fund
PNG	—	Papua New Guinea
PSDI	—	Private Sector Development Initiative
SOE	—	State-Owned Enterprise
UNFPA	—	United Nations Population Fund
US	—	United States

INTRODUCTION

Leadership Matters: Benchmarking Women in Business Leadership in the Pacific, first published in 2021, offers an in-depth analysis of the progress and challenges in elevating women to leadership roles within business across the 14 Pacific developing member countries of the Asian Development Bank (ADB). The 2024 edition expands upon the baseline established in 2021 to track advancements in women's positions as board directors, board chairs, and chief executive officers in the Pacific. Set against a backdrop of global gender disparities, the regional 2024 report highlights key changes since the first edition and integrates insights from both men and women business leaders on the evolving influences impacting women in business leadership in the Pacific.

This Papua New Guinea (PNG) country profile expands on the analysis provided in the regional report to offer additional insight into the state of women's business leadership in PNG. It draws on responses to the Leadership Matters survey and a number of key informant interviews conducted with men and women business leaders to offer additional analysis on the conceptualization of women's leadership in PNG (chapter 2).

The Leadership Matters study uses a comprehensive, mixed-method approach to evaluate women's leadership in business across the Pacific. Data were collected through a desk-based review of publicly available information on the composition of boards and senior management across 397 organizations in 14 countries, spanning various sectors and organization types, including industry associations, publicly listed companies, state-owned enterprises (SOEs), private non-listed companies, and branch offices of regional or international companies. The study includes insights from 285 Pacific women leaders who participated in the Leadership Matters survey conducted for this report, and 54 business leaders (men and women) with whom the authors held in-depth interviews. This methodology not only grounds the report's findings but also provides deeper insights into the factors facilitating and challenging the progression of women in leadership roles, thereby enhancing the nuanced understanding of these dynamics in the Pacific.

The 2024 report finds that the proportion of women in business leadership in PNG is steadily increasing in most leadership positions, but still lags the Pacific regional averages. According to the report, the average proportion of women directors in the Pacific rose from 21% in 2021 to 26% in 2024, just above the 2023 global average of 23%. During the same period, the

average proportion of women chief executive officers (CEO) in the Pacific rose from 13% to 20%, well above the global average of 6%. Despite remaining below regional averages for women's representation, the proportion of women directors in PNG grew from 19% to 23% and the proportion of women CEOs grew from 5% to 9%. There was also an encouraging increase in women's representation on state-owned enterprise boards from 6% to 18%.

The results for all 14 countries in the study, plus information about the study's methodology and limitations, is available in the full report, *Leadership Matters 2024: Benchmarking Women in Business Leadership in the Pacific*, available at www.pacificpsdi.org.

1. PAPUA NEW GUINEA

i. Economic Context

Papua New Guinea (PNG) is the largest economy in the Pacific. Its population is estimated at 10.2 million (Asian Development Bank [ADB] n.d.) with about 80% residing in rural areas, a majority of whom make their living from subsistence production and cash crops (Government of Australia, Department of Foreign Affairs and Trade [DFAT] 2022). The population is expected to grow, reaching 14.2 million by 2050 and 19.8 million by 2100 (World Population Review n.d.).

The economy is primarily driven by the agriculture, forestry, and fishing sectors, which employ the majority of the labor force (Government of Australia, DFAT 2022). However, the capital-intensive minerals and energy extraction sector, including gold, copper, oil, and natural gas, contributes significantly to export earnings and gross domestic product (GDP) (Government of Australia, DFAT 2022). There is considerable scope to grow tourism in PNG. However, the country's strengths, including good international connectivity and unique natural beauty, are matched by major challenges, particularly unreliable infrastructure and a perception that PNG is unsafe for travelers (Pacific Private Sector Development Initiative [PSDI] 2021b).

Poverty remains a significant challenge, with an estimated 37.5% of the population living below the poverty line, especially in rural areas (ADB 2021). Vulnerable groups such as rural women, children, and people living with disabilities are particularly affected by poverty, insecurity, and violence.

PNG also grapples with a "youth bulge," with 50% of the population under the age of 25 years (World Population Review n.d.). High youth unemployment is fueled by a small private sector, limited formal business opportunities, and a decline in the extractive resource sectors, which is heavily relied on to generate government revenue streams and create employment (Government of the United States [US], Department of State 2023).

PNG's economy has largely recovered from the impacts of the COVID-19 pandemic but shipping costs, fuel fluctuations, and food insecurity are still major concerns (Government of the US, Department of State 2023). However, growth slowed to an estimated 2.0% in 2023 on lower resource output, while business impediments, including foreign exchange restrictions, frequent Air Niugini flight cancellations, and power and water supply disruptions, stifled non-resource economic activity (ADB 2024). Several favorable developments, including the reopening of the Porgera gold mine, a boost in cocoa and copra

oil production, continued government spending in construction, upcoming new additions to Air Niugini's fleet, and a new airport in Lae, should all generate positive economic outcomes (ADB 2024). However, the civil unrest of January 2024 and ongoing challenges such as power supply disruption cloud the outlook (ADB 2024).

Climate change exacerbates PNG's vulnerability to various natural hazards such as droughts, floods, earthquakes, volcanic activity, tsunamis, and sea-level rise, posing risks to both livelihoods and infrastructure (World Bank n.d.).

To address economic challenges, the government initiated a macroeconomic reform agenda, supported by an International Monetary Fund (IMF) program approved in March 2023 (ADB 2023). Among other goals, the reforms are intended to create the fiscal space needed to meet critical social demands (ADB 2023). The first review report by the IMF in December 2023 indicated that the government was fulfilling all criteria set for the end of June 2023 and making progress on its structural goals (ADB 2024).

ii. Women's Economic Participation

In PNG, gender disparities persist in labor force participation and entrepreneurship. Despite nearly equal labor force participation rates between men (53.1%) and women (50.6%) (United Nations Population Fund [UNFPA] PNG 2022), substantial differences exist in employment sectors. Men are almost twice as likely to secure formal wage jobs, while women are three times more prevalent in the informal sector. This trend has remained consistent since 2010, following a 10-year period of steady decline in labor force participation rates for both genders (World Bank n.d.b). A large portion of employed women, about 84%, are engaged in vulnerable forms of employment, such as own-account or contributing family work, which offer less predictable earnings and lower productivity. Only 25% of about 49,500 small to medium-sized enterprises are owned by women (ADB 2018a), predominantly operating in the informal sector (Human Rights Council 2021).

The formal private sector job market remains limited, creating challenges for both men and women, with fewer than 10,000 formal sector jobs created annually and a skills mismatch between available job opportunities and the labor force. Occupational segregation is evident, with women primarily working in services and being underrepresented in the industry sector, particularly in manufacturing, construction, and mining, where they often hold lower-skilled positions. Additionally,

legal barriers, such as restrictions on certain types of work deemed physically arduous or involving nighttime hours, further limit women's access to well-paid industries like mining and manufacturing, with PNG being one of the few countries in the Pacific region to have such discriminatory clauses in its laws.

Because of COVID-19 disruptions, the 2021 National Population and Housing Census was deferred to 2024 (PNG National Statistics Office 2021). As such, updated data on women's participation by industry are expected in the next 2 years.

i. Enabling Environment for Gender Equality

Although PNG's Constitution guarantees equality of rights, privileges, obligations, and duties irrespective of sex (Government of PNG 2016), significant barriers to gender equality persist (UNFPA PNG 2024). Traditional cultural norms often confer power and authority to men, leading to disparities in decision-making and resource control, with women frequently denied basic rights (UNFPA PNG 2024). Women and girls also have substantially less access to health care and education (UNFPA PNG 2024).

PNG has developed legislation and policy to support gender equality and ratified the Convention on the Elimination of All Forms of Discrimination against Women (CEDAW) in 1995. Under the Medium-Term Development Plan IV, 2023–2027, the government aims to increase opportunities for women and girls in education, employment, and business. The strategies for women's empowerment include increasing women's access to economic opportunities and awareness of their rights; increasing awareness of population management that incorporates gender issues throughout the country; supporting and strengthening the Meri Seif Haus (women's safe house) initiative; promoting women's access to education opportunities; and promoting women in leadership and business. An investment projection of K148.7 million is needed to deliver the priorities by 2027 (Government of PNG 2023).

On 1 December 2022, the 11th Parliament established the Permanent Parliamentary Committee on Gender Equality and Women's Empowerment, which was designed to take over the work of the former Special Parliamentary Committee on Gender-Based Violence and to broaden its efforts to improve the lives of women and girls across PNG. The committee has the power to hold public hearings and make reports back to the National Parliament. The committee held its first public hearings during the 11th Parliament from 24 to 26 May 2023. Among its recommendations to Parliament was that consideration be given to creating a separate ministry for women and youth, with proper funding and qualified staff, and

that the government immediately commence the process of developing a national gender equality and women's policy to replace the National Women's and Gender Equality Policy, 2011–2015 (PNG Parliamentary Committee on Gender Equality and Women's Empowerment 2023).

The government has committed to reducing the prevalence of gender-based violence, which is pervasive in PNG, with high prevalence rates of intimate partner violence and non-partner sexual violence as well as violence resulting from accusations of sorcery. The economic impact of gender-based violence is substantial, with significant productivity losses. The International Finance Corporation (IFC) estimates that companies lose nearly 10 working days per worker annually because of absenteeism, presenteeism (when workers come to work despite being physically, mentally, or emotionally unwell), and time spent supporting colleagues to respond to family and sexual violence; gender-based violence-related work absenteeism alone amounted to an estimated 0.5% of PNG's 2020 GDP (IFC 2021). Initiatives like the Family Protection Act 2013 and the National Strategy to Prevent and Respond to Gender-Based Violence, 2016–2025 aim to address this issue, but challenges such as lack of support, funding, and coordination hinder their effectiveness. There is also no comprehensive legislation to address workplace sexual harassment for public and private sector workers. Despite underreporting, evidence suggests that women continue to experience high levels of sexual harassment in the workplace and in educational establishments in PNG (Organisation for Economic Co-operation and Development 2016).

In 2023, the Constitutional and Law Reform Commission commenced a review of this legislation (Libitino 2023). The National Public Service Gender Orders (4th Edition) provides for 12 weeks of paid maternity leave for public sector employees. Maternity leave for those in the private sector is generally without pay. Limited access to early childhood education further hampers women's ability to balance household responsibilities with employment, particularly in urban areas where affordable early education centers are scarce (World Bank 2023).

In 2023, the Permanent Parliamentary Committee on Gender Equality and Women's Empowerment highlighted the economic benefits of addressing gender inequality, recommending reforms to the Employment Act, strengthened enforcement of existing legislation, and expanded programs to support women's employment. Similar recommendations were made in a special World Bank report in 2023 focusing on accelerating gender equality in economic opportunity, emphasizing the need for concerted efforts to unlock PNG's economic potential by

empowering women (World Bank 2023). Legislation regarding gender equality in Papua New Guinea is outlined in Table 1.

i. Women in Business Leadership

The sample size for women’s business leadership in PNG has grown substantially from 50 organizations in 2021 to 95 in 2024, comprised of 10 industry associations, 23 private non-listed companies, 12 publicly listed companies, 14 state-owned enterprises (SOEs) and 36 branch offices, providing a more comprehensive understanding of women’s representation in the private sector in PNG. This increase is mainly because of the inclusion of branch offices, which constitute over a third of the expanded sample.

The findings show that, despite similar levels of workforce participation in PNG, women are underrepresented in

business leadership—consistent with women’s lower levels of participation in the formal economy. However, the extent of women’s underrepresentation is not as profound as in politics.

Women are underrepresented on boards in PNG.

The data reveal a clear underrepresentation of women on boards in PNG. A quarter of PNG’s boards have no women directors, and only 7% have achieved gender parity or greater (Table 2). Most boards in the sample (69%) have fewer than 30% women directors, indicating prevalent low representation. While there has been some improvement in gender diversity from 2021 to 2024, such as a decrease in the number of boards with no women directors, progress appears incremental rather than transformative.

Table 1 Legislation Regarding Gender Equality in Papua New Guinea

Enabling Legislation	In Place	Relevant Act
Does the law prohibit discrimination in employment based on gender?	✓	Employment Act 1978, Sec. 97
Is there legislation on sexual harassment in employment?	✗	No applicable provisions could be located
Are there criminal penalties for sexual harassment in employment?	✗	No applicable provisions could be located
Are there civil penalties for sexual harassment in employment?	✗	No applicable provisions could be located
Does the law mandate equal remuneration for work of equal value?	✗	No applicable provisions could be located
Is there legislation specifically addressing domestic violence?	✓	Family Protection Act 2013, Secs. 5 and 6; Family Protection (Amendment) Act 2022
Is paid maternity leave available?	✓ (12 weeks for public sector employees)	Public Services (Management) Act 1995, National Public Service General Orders (4th Edition)
Does the government administer 100% of maternity leave benefits?	✗	No applicable provisions could be located
Is there paid paternity leave available?	✗	No applicable provisions could be located
Is dismissal of pregnant workers prohibited?	✗	No applicable provisions could be located

Source: World Bank. Women, Business and the Law. Papua New Guinea. <https://wbl.worldbank.org/en/data/exploreconomies/papua-new-guinea/2023> (accessed 1 May 2024).

Table 2 Board Composition in Papua New Guinea

Composition	2024 (n = 55)	2021 (n = 45)
Boards with no women directors	25%	44%
Boards with more than 0% and fewer than 30% women directors	44%	29%
Boards with at least 30% and fewer than 50% women directors	24%	18%
Boards with gender parity or greater	7%	9%

n = number (sample size).

Sources: Pacific Private Sector Development Initiative, Leadership Matters 2024 dataset (for 2024 data); and Pacific Private Sector Development Initiative. 2021. *Leadership Matters: Benchmarking Women in Business Leadership* (for 2021 data).

Table 3 Women’s Representation in Board and Senior Executive Positions in Papua New Guinea

Leadership Role	2024 (women)		2021 (women)	2021–2024
	PNG	Regional Average	PNG	PNG (change)
Board Chairs	7% (n = 57)	12%	4% (n = 46)	↑
Deputy Chairs	9% (n = 32)	18%	18% (n = 11)	↓
Directors	23% (n = 372)	26%	19% (n = 284)	↑
Chief Executive Officers	9% (n = 92)	20%	5% (n = 44)	↑

n = number (sample size), PNG = Papua New Guinea.
 Sources: Pacific Private Sector Development Initiative, Leadership Matters 2024 dataset (for 2024 data); and Pacific Private Sector Development Initiative. 2021. *Leadership Matters: Benchmarking Women in Business Leadership* (for 2021 data).

Table 4 Women’s Representation in Leadership in Papua New Guinea by Organization Type

Leadership Role	Industry Associations	Private Non-Listed Companies	State-Owned Enterprises	Branch Offices	Publicly Listed Companies
Board Chairs	30% (n = 10)	4% (n = 23)	0% (n = 13)	...	0% (n = 11)
Directors	28% (n = 95)	19% (n = 123)	18% (n = 80)	...	31% (n = 74)
Chief Executive Officers	25% (n = 8)	4% (n = 23)	0% (n = 13)	14% (n = 36)	0% (n = 12)

... = not available, n = number (sample size).
 Source: Pacific Private Sector Development Initiative, Leadership Matters 2024 dataset.

Women’s representation on boards and in senior executive positions in PNG remains lower than regional averages.

Women are particularly underrepresented in board chair positions; the country has only 7% of board chairs occupied by women, which falls below the regional average of 12% (Table 3). Women’s representation is also limited among chief executive officer (CEO) roles, where only 9% are held by women, well below the regional average of 20%.

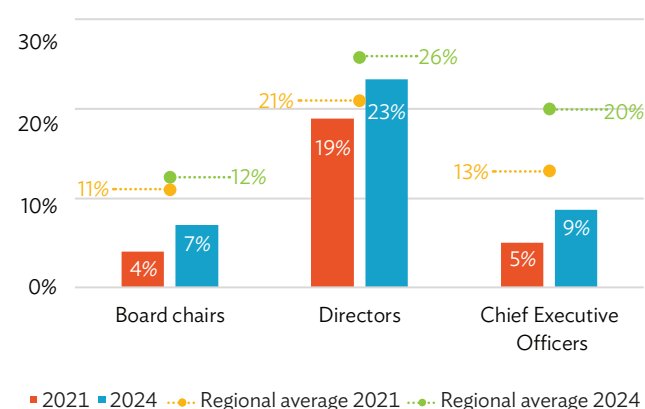
Despite being below regional averages, women’s representation on boards and in senior executive positions is increasing in PNG.

From 2021 to 2024, there has been an uplift of women’s representation as board chairs, directors, and CEOs in PNG (Figure 1).

Gender gaps persist in board leadership in every organization type.

Analysis of women’s representation by organization type highlights stubborn gaps in women’s representation, particularly as board chairs and CEOs of publicly listed companies and SOEs (Table 4). Only four women hold board chair roles, three

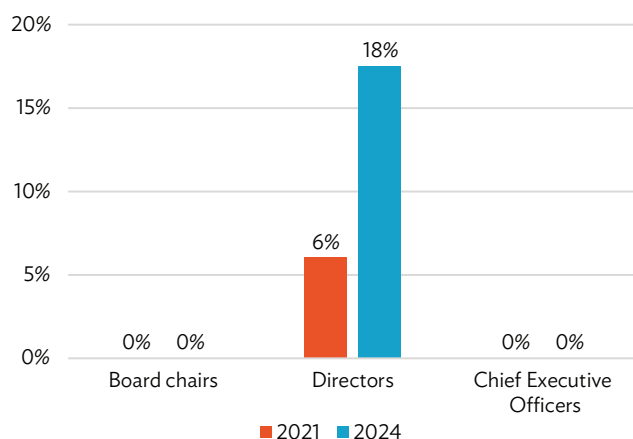
Figure 1 Women’s Representation in Board and Senior Executive Positions in Papua New Guinea, 2021 and 2024



Sources: Pacific Private Sector Development Initiative, Leadership Matters 2024 dataset (for 2024 data); and Pacific Private Sector Development Initiative. 2021. *Leadership Matters: Benchmarking Women in Business Leadership* (for 2021 data).

at the helm of industry associations, while one leads a private non-listed company. No boards of publicly listed companies or SOEs are chaired by a woman in PNG.

Figure 2 Women’s Representation in State-Owned Enterprise Leadership in Papua New Guinea, 2021 and 2024



Sources: Pacific Private Sector Development Initiative, Leadership Matters 2024 dataset (for 2024 data); and Pacific Private Sector Development Initiative. 2021. *Leadership Matters: Benchmarking Women in Business Leadership* (for 2021 data).

Of the eight women CEOs, five oversee branch offices, two lead industry associations and one leads a private non-listed company. Similar to the findings for board chairs, there are no women CEOs in PNG’s publicly listed companies or SOEs.

There is a positive trajectory toward greater representation of women on SOE boards in PNG.

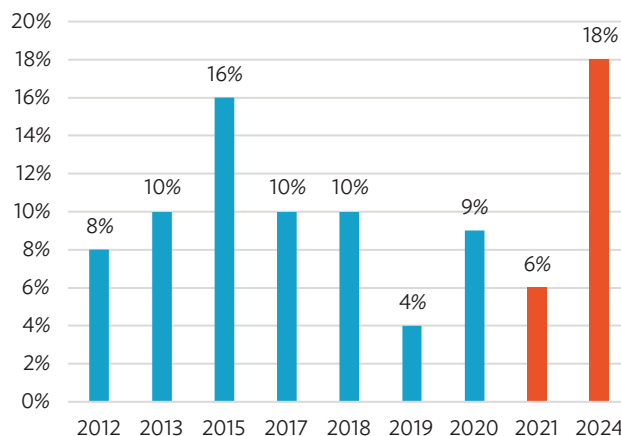
Unlike other Pacific countries where a high proportion of board roles are with SOEs, in PNG SOEs represent just one-fifth of director positions. Women have historically been underrepresented on SOE boards in PNG, consistent with trends across the Pacific. However, there has been an encouraging increase in women’s representation on SOE boards in PNG from 6% in the 2021 sample to 18% in 2024 (Figure 2).

The proportion of women on SOE boards in PNG has remained stubbornly low since 2012 (Figure 3). A small peak of 16% women SOE directors in 2015 was not maintained. However, current efforts to increase women’s participation in SOE governance in PNG may produce sustainable results.

While there has been some progress in increasing the proportion of women holding director roles, there are still no women serving as board chairs or CEOs of SOEs.

Consistent with the 2021 sample, all board chair and CEO positions in PNG’s SOEs are held by men. Publicly listed

Figure 3 Women Directors on State-Owned Enterprise Boards in Papua New Guinea, 2012-2024



Sources: Pacific Private Sector Development Initiative, Leadership Matters 2024 dataset (for 2024 data); Pacific Private Sector Development Initiative. 2021. *Leadership Matters: Benchmarking Women in Business Leadership* (for 2021 data); and Pacific Private Sector Development Initiative (for 2012–2020 data).

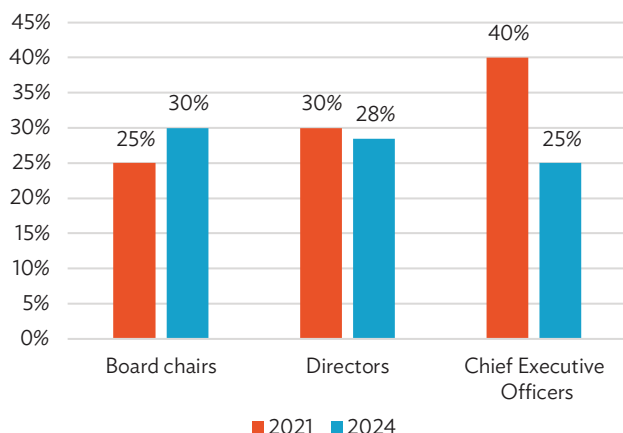
companies are the only other entity type in PNG to have no women represented in either role. The trend of male dominance in board leadership roles is expected to persist, as evidenced by the fact that the position of deputy chair, often seen as a stepping stone to board chair positions, is also exclusively held by men in PNG.

Women are better represented in industry associations than other organization types.

Overall, the data show that there is stronger representation of women in industry associations than other organization types at all levels of leadership, with 30% women board chairs, 28% women directors, and 25% women CEOs. These rates are higher than for other entity types despite the decrease in women’s representation as directors and CEOs. Notably, two industry associations have a woman in both the board chair and CEO positions. These organizations are the only two in the PNG sample with women in both leadership roles. The representation of women on the boards of industry associations has remained relatively stable from 2021 to 2024 but there has been a decrease in the representation of women as CEOs (Figure 4).

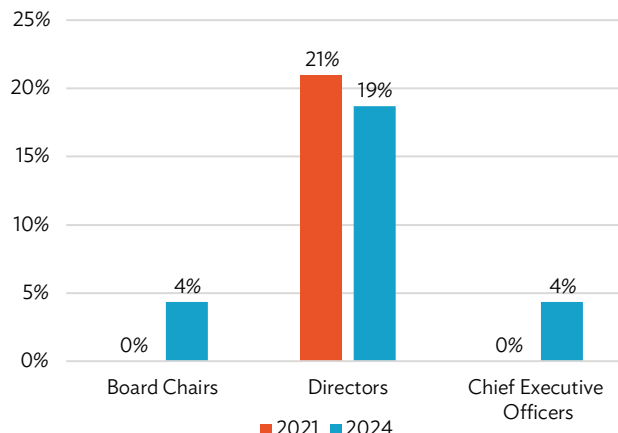
Women hold director positions in private non-listed companies but have limited representation in other leadership roles.

Figure 4 Women’s Representation in Industry Associations in Papua New Guinea, 2021 and 2024



Sources: Pacific Private Sector Development Initiative, Leadership Matters 2024 dataset (for 2024 data); and Pacific Private Sector Development Initiative, 2021. *Leadership Matters: Benchmarking Women in Business Leadership* (for 2021 data).

Figure 5 Women’s Representation in Private Non-listed Companies in Papua New Guinea, 2021 and 2024



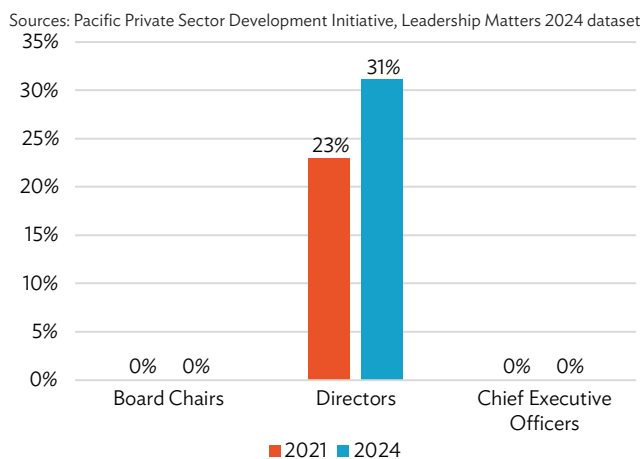
Sources: Pacific Private Sector Development Initiative, Leadership Matters 2024 dataset (for 2024 data); and Pacific Private Sector Development Initiative, 2021. *Leadership Matters: Benchmarking Women in Business Leadership* (for 2021 data).

Private non-listed companies offer the largest number of director opportunities of all organization types in the PNG sample, constituting 123 out of a total of 372 director roles (33%). Women hold 19% of director roles in private non-listed companies in PNG, a slight decrease from 21% in the 2021 sample (Figure 5). This places these companies behind industry associations and publicly listed companies for women’s representation as directors. There has been a slight increase in women’s representation as board chairs in private non-listed companies from 0% in 2021 to 4% in 2024, but this reflects the appointment of just one woman. Similarly, women’s representation as CEOs in private non-listed companies has risen from 0% in 2021 to 5% in 2024. Again, this reflects the appointment of one woman as CEO.

There are no women board chairs or CEOs in PNG’s publicly listed companies.

There are no women serving as board chairs or CEOs of publicly listed companies in PNG. This remains unchanged from the 2021 sample and is a concerning trend. There has been, however, an uplift in the proportion of women directors from 23% in 2021 to 31% in 2024 (Figure 6). The representation of women as directors of publicly listed companies is second only to industry associations.

Figure 6 Women’s Representation in Publicly Listed Companies in Papua New Guinea, 2021 and 2024



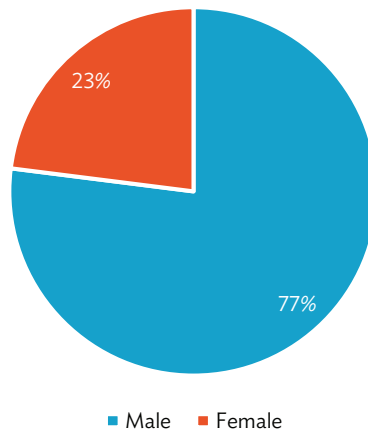
(for 2024 data); and Pacific Private Sector Development Initiative, 2021. *Leadership Matters: Benchmarking Women in Business Leadership* (for 2021 data).

Men are more likely than women to hold multiple directorships in PNG.

Analysis of board data across all organization types identified 417 named director positions, comprising 324 individuals. Almost 18% of these individuals held more than one director role in the sample, and men comprised 77% of those holding multiple directorships (Figure 7).

Further analysis shows that of those holding multiple directorships, 15 individuals held three or more director roles within the Leadership Matters sample. Again, the vast majority (93%) of these individuals were men with only one woman holding three or more director roles. In most cases, shared board structures including those between parent and subsidiary companies accounted for the multiple directorships. A smaller number of multiple directorships were individuals that held director roles on a private non-listed or listed company and an associated industry association.

Figure 7 Individuals Holding Multiple Directorships, Papua New Guinea, 2024



Sources: Pacific Private Sector Development Initiative, Leadership Matters 2024 dataset.

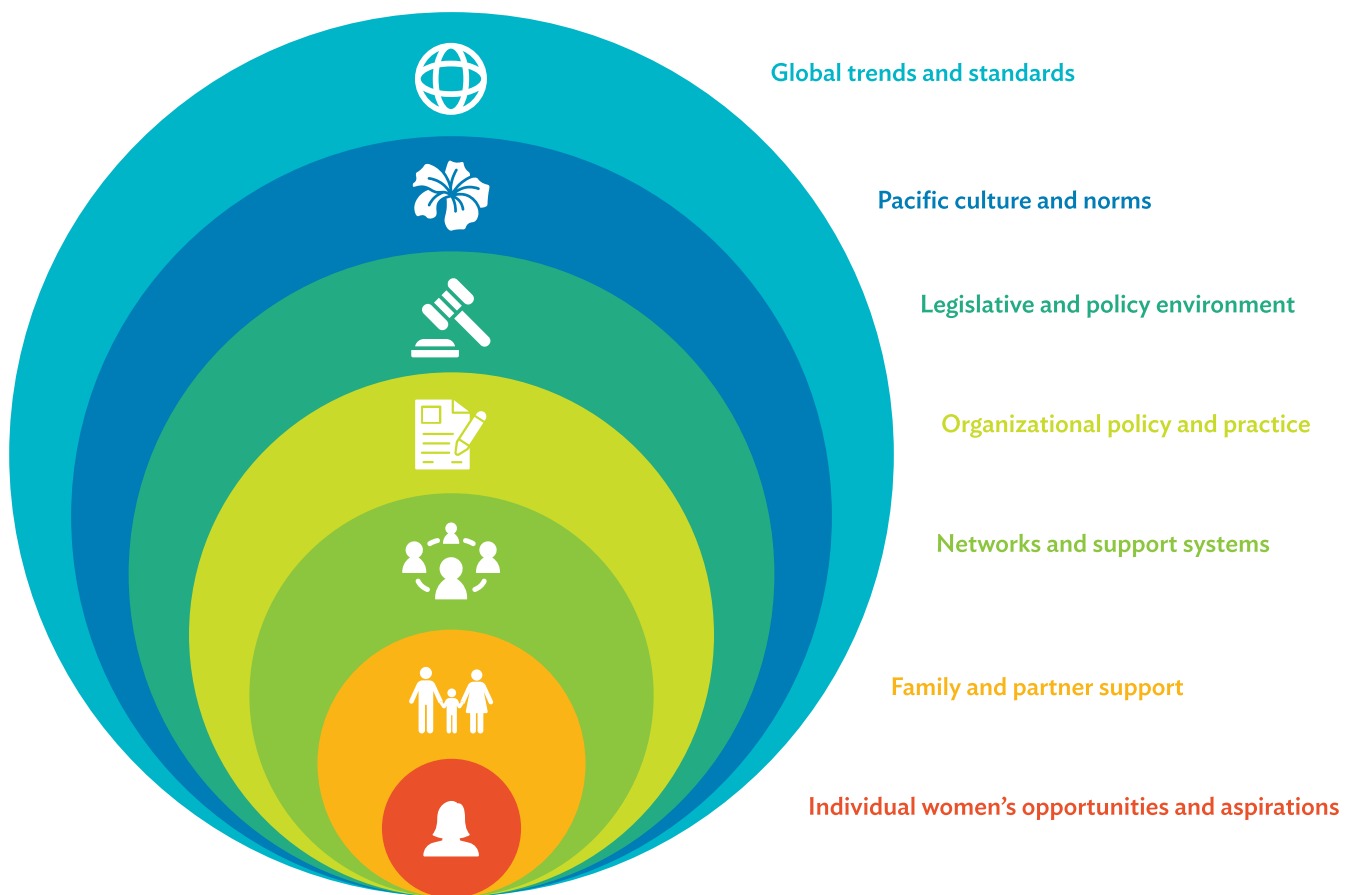
2. CONCEPTUALIZING WOMEN'S LEADERSHIP IN PAPUA NEW GUINEA

To understand women's leadership opportunities in Papua New Guinea (PNG), it is crucial to delve into the influences that shape these prospects. This section presents a conceptualization and analysis of the diverse factors that act as barriers or enablers for women in leadership roles. Figure 8 outlines the interconnected spheres of influence, starting from an individual woman's personal aspirations and agency, through societal norms and organizational policies, to the impact of global trends and standards. Dissecting these influences with a PNG lens can establish a more nuanced understanding of how women's leadership opportunities are both shaped and constrained.

Analysis of the influences and constraints to women's leadership aspiration and opportunities in PNG was developed by drawing on survey responses from 66 women business leaders and 15 in-depth interviews with men and women business leaders in PNG. Insights from respondents are summarized against key themes below.

Most women experience gender-related barriers to their leadership progression. Survey respondents were asked to identify any challenges (if any) they had faced in advancing to

Figure 8 Influences on Pacific Women's Leadership



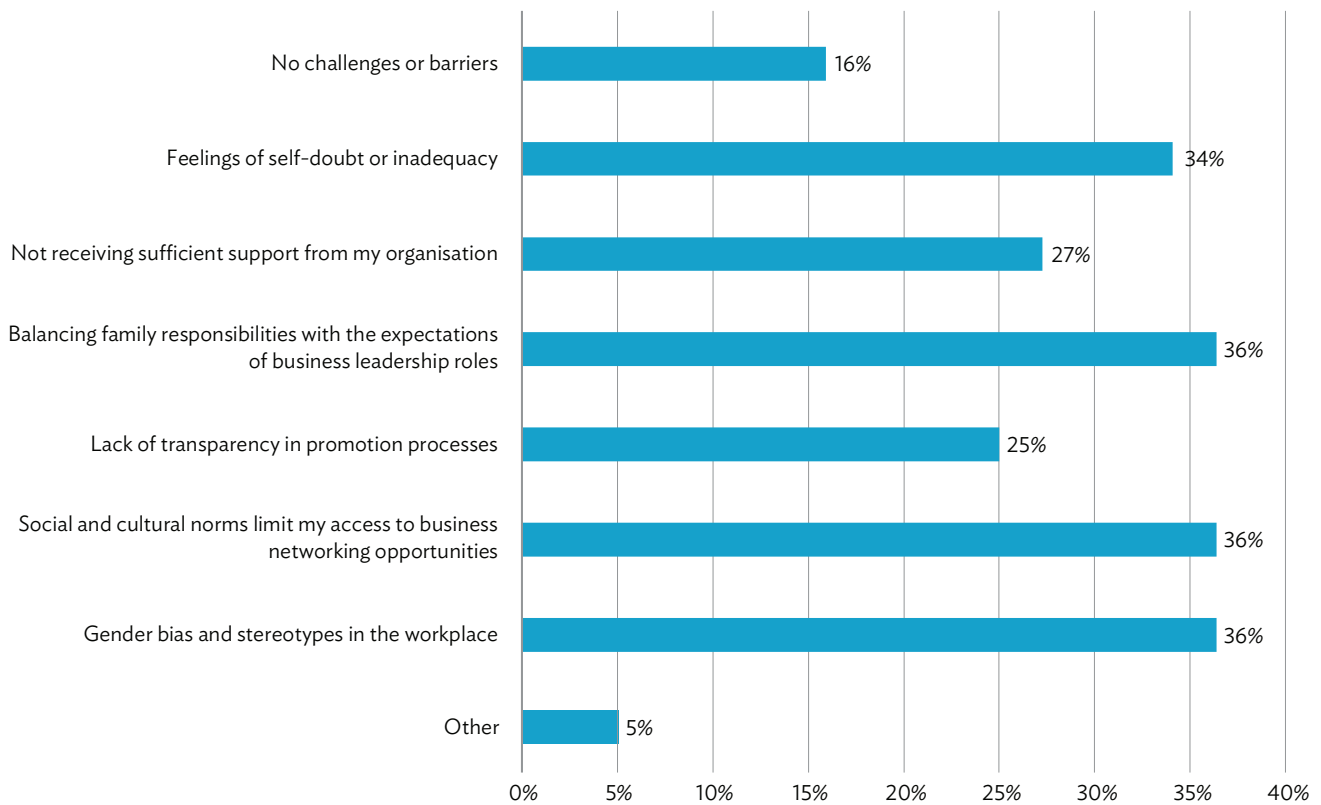
Source: Pacific Private Sector Development Initiative.

a leadership role in business. Only 16% of women reported experiencing no challenges or barriers to their professional career due to gender-related factors. Among the balance however, more than a third reported grappling with feelings of self-doubt or inadequacy that hinder their progression to business leadership roles. Similarly, around one in three women encountered gender bias and stereotypes in the workplace (36%), faced limitations accessing business networking

opportunities due to social and cultural norms (36%), and struggled with balancing family responsibilities alongside career expectations (36%). One in four women also cited insufficient organizational support (27%) and lack of transparency in promotion processes (25%) as additional barriers to their advancement (Figure 9).

Figure 9 Challenges or Barriers to Women’s Leadership

Leadership Matters Survey Question: What challenges or barriers (if any) have you faced in advancing to business leadership roles due to your gender? (Please select all that apply).



Source: Pacific Private Sector Development Initiative, Leadership Matters 2024 survey.

i. Global Trends and Standards



The private sector in PNG is comprised of a combination of international, regional, and local businesses, with international companies well represented. The influence of international and regional companies and their role in promoting women's representation in the PNG private sector is evident—60% of women business leaders who completed the survey worked for a regional or international business.

The influence of global standards for diversity in leadership within international companies was highlighted by several respondents as being a key factor in increasing the representation of women in leadership roles. Mentorship, training programs, and organizational commitments to gender diversity—such as workplace policies including flexible work and maternity leave provisions—were cited as key contributors to leadership opportunities for women in international companies.

“Private sector companies are more globally aligned in terms of equality and equity. Some of them have very good mentoring programs tailored especially for women.”

Female interviewee

Other respondents noted the influence of international businesses in supporting opportunities for women's leadership but emphasized the need for national companies to also adopt and role model these practices.

“It's easy for them to dismiss Total or Exxon because they're foreign companies. It's much harder to dismiss BSP or Steamships because they're homegrown. So, I think they play a very important role in showing what's possible. I think it's more important that big corporates, Papua New Guinean corporates, showcase what we want tomorrow's PNG to be like.”

Male interviewee

ii. Culture and Norms



Culture informs all aspects of life in PNG and plays a significant role in defining the roles of both men and women. Culture and social norms vary significantly across PNG with both matrilineal and patrilineal societies. Culture was consistently identified as both a barrier and an enabler for women's leadership aspirations in PNG by both men and women business leaders.

"All Pacific countries have different cultures and values. From where I come from, which is Papua New Guinea, we have this culture where men are superior to everything. Even though women get the same education as men, they are still treated as [if] they are not valuable to be sitting in the same table to have discussions and make decisions."

Female Leadership Matters survey respondent

While no one standard for social norms exists in the Pacific, in general, women continue to be "associated with the domestic realm, impacting heavily on their participation in public leadership" (McLeod 2008). Regardless of the type of work they perform, Pacific women struggle with the "double burden" of balancing work with family commitments (McLeod 2015). Professional women across the Pacific face the challenge of balancing work and family responsibilities, often feeling pressure to overcompensate for their roles outside the home (McLeod 2015). As noted by one survey respondent: "Cultural factors normalize men as leaders and women as care giver that may influence women leadership opportunities in organizations."

Many respondents noted some aspects of culture that supported women's leadership in PNG.

"We do have matrilineal lines in PNG, many of our islands and areas are matrilineal. So there is a concept that's quite deeply ingrained within PNG and more broadly within Polynesia and the Pacific Islands of a matrilineal society. That doesn't exist in many other parts of the world. And so that means that women are seen as natural leaders."

Male interviewee

Others noted that social norms around roles for men and women were changing in PNG, especially for younger women. Respondents noted greater acceptance of women's

leadership capabilities and more opportunities for girls and young women to pursue qualifications and enter the workforce.

"As a developing country, PNG is at a point now where we're beginning to see the value and the importance of diversity. We're all aware that we come from a society that men are the heads of the family and the table and everything else, the boardroom and whatever. There is the shift and it is a generational thing. It is going to take time. We must admit that. And again, it takes champions to bring this change about. It takes human beings to bring the change about."

Female interviewee

"From my observation, recently we are seeing males being supportive towards their daughters, sisters, and mothers mainly because of the awareness on gender equality, leadership programs within organizations and the exposure of more training of women in male dominated fields. These traditional support systems that required women to stay at home and provide the household tasks are also evolving and being modernized...It's starting to have a ripple effect and a positive transformation in our communities."

Female interviewee

iii. Legislative and Policy Environment



As noted in Table 1 (page 4), the enabling environment for gender equality and women's empowerment in PNG lacks legislation in key areas including sexual harassment, prohibiting dismissal of pregnant workers and equal remuneration. These gaps in legislation and policy were identified as major barriers to women's leadership aspirations.

"It is important to identify and address the broken rungs in the private sector, beginning with those foundational barriers in policy (parental leave, right to return to work, flexible work arrangements, domestic & family violence, childcare) and the access to resources and infrastructure that enable women to succeed (affordable quality education, safety & security). The private sector must continue to hold each other to a high standard of best practice, as well as help to guide our public sector partners along, especially in relation to policy and legislation."

Female interviewee

Others noted important legislation that had been passed in PNG to support women's participation in the workforce after having children.

"A good example was here in Papua New Guinea, we were very fortunate that many, many years ago that the government, probably influenced by donors and development agencies, but certainly the government understood the need for better health practices for women and childbirth and for breastfeeding. And so they've had legislation in place for women to have time off to express milk or to have a place to go to which is safe and where they can breastfeed their children and so forth."

Male interviewee

The policy environment for gender equality includes public sector-wide and organization specific gender equality policies. However, the lack of a dedicated ministry for women or updated national gender equality policy makes it difficult to drive policy reform consistently across all sectors.

iv. Organizational Policy and Practice



Across PNG and the Pacific, fostering gender diversity and inclusion has become increasingly important for organizations to thrive and remain competitive within a limited labor market. Organizational policies and practices designed to attract, retain, and support women in the workplace are central to achieving this goal.

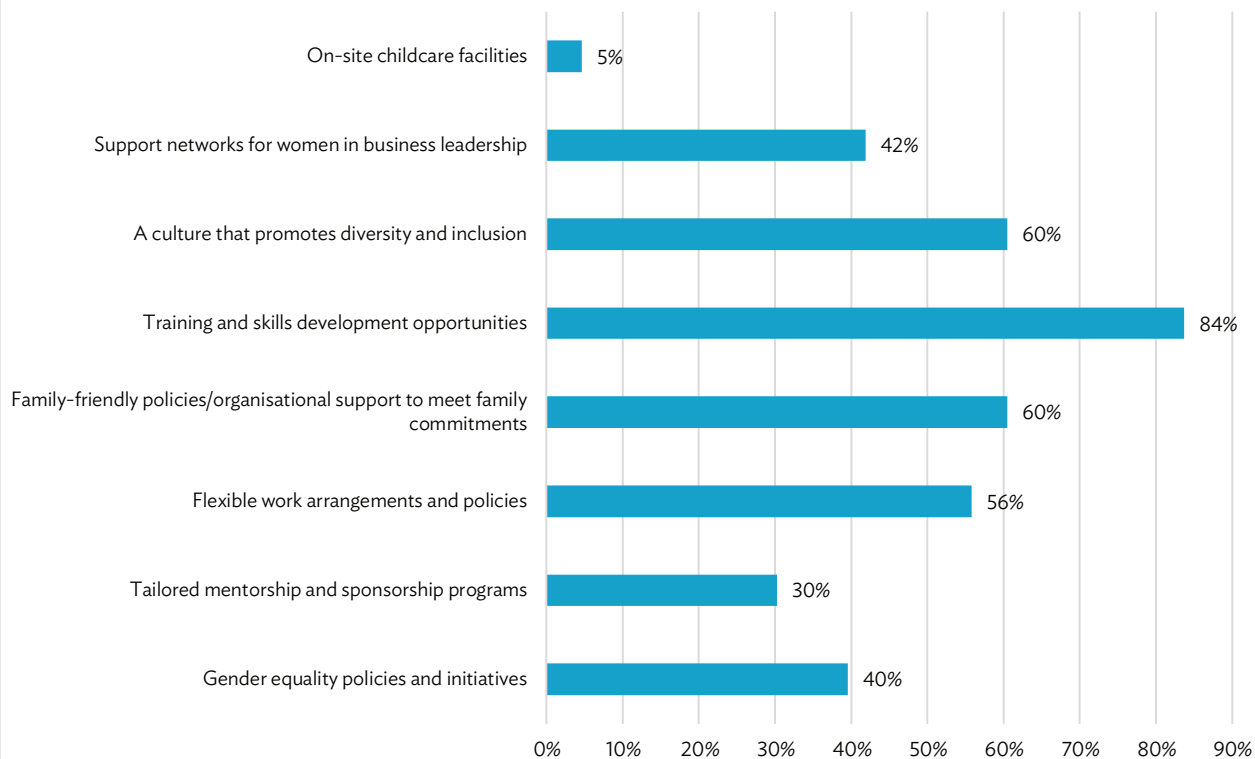
According to survey respondents, workplaces in PNG's private sector offer various initiatives supporting women's career development. The most prevalent organizational initiatives include training and skills development

opportunities (84%), family-friendly policies to accommodate family commitments (60%), promotion of diversity and inclusion (60%), and flexible work arrangements (56%). However, access to on-site childcare facilities remains limited, with only 5% of respondents reporting their availability (Figure 10).

Key informant interviews also identified a broad range of policies and strategies to attract and retain women in the workforce, with commentary on the business imperative

Figure 10 Organizational Initiatives to Support Women

Leadership Matters Survey Question: Have you experienced and benefitted from any of the following organizational initiatives? (Select all that apply).



Source: Pacific Private Sector Development Initiative, Leadership Matters 2024 survey.

for diversity (Table 5). These strategies reflected a deep understanding of the unique needs of women in PNG, showcasing how businesses can respond effectively with targeted initiatives. Examples included the creation of women-only gyms, school pick-up bus services, counselling for domestic violence survivors, and safe transportation options for women commuting to and from work.

“All these initiatives that we do gives us a bit of a stronger employee value proposition, places us as a stronger employer within the market. And so when we’re competing for talent, particularly in areas where the pool is a little bit shallower, we have an advantage to attract people because we know the non-monetary benefits are, you know, quite expensive. We know that all of these things in terms of our culture are really, really important. And we know that it’s not always money that drives people to roles. We know that organizational culture is a big factor in how people decide where to work.”

Female interviewee

a. Sexual Harassment

Studies confirm that workplace sexual harassment is pervasive in the Pacific region, with internal mechanisms often deemed inadequate for addressing such issues (McLeod 2015). In a 2023 survey of employed women in Port Moresby, 71% of respondents reported experiencing discrimination and harassment at work (Mambon and Poka 2023). Educational attainment seems to offer some protection, as individuals with university degrees were 11% less likely to report experiencing workplace harassment. Furthermore, women who have held or currently hold leadership roles demonstrate significantly lower odds of encountering harassment, with a 182% decrease in likelihood compared to those without leadership opportunities.

The interviews suggest a growing trend in the development and implementation of organizational policies to combat workplace sexual harassment and discrimination. The issue of workplace safety and organizational responses was a particular focus for businesses in PNG.

Table 5 Women-Friendly Organizational Policy and Practices in Papua New Guinea

Category	Initiatives/Examples
Policy	<ul style="list-style-type: none"> • Gender Equality and/or Diversity • Sexual Harassment • Domestic Violence • Remuneration and/or Equal Pay • Whistleblower • Breastfeeding • Positive Discrimination
Education and Training	<ul style="list-style-type: none"> • Women’s leadership programs • Short courses • Directorship training and/or exposure • Scholarships • Unconscious bias and gender stereotypes awareness training • Participation in national, regional, and international workshops and conferences
Mentoring, coaching, and networks	<ul style="list-style-type: none"> • One-on-one coaching • Mentoring programs (national and international) • Organizational or sector-specific women’s networks
Leave	<ul style="list-style-type: none"> • Maternity and paternity leave • Compassionate leave to care for sick children and/or attend funerals • Generous sick leave provisions • Domestic violence leave
Women’s Health and Safety in the Workplace	<ul style="list-style-type: none"> • Safe transportation to and/or from work • Menstrual health facilities • Family planning clinics • Medical and/or health insurance • On-site gym with women only sessions • Counseling and/or employee assistance programs

Source: Pacific Private Sector Development Initiative, Leadership Matters key informant interviews.

“I guess we’ve had issues over the years where there’s been sexual harassment or things like that in the workplace. And whereas, previously certain things were just, okay, slap on the wrist, don’t do that again, I have a zero tolerance. We had an incident early on and we sacked someone who was very senior on the spot. And so that sort of sent a message that this is not tolerated. So, we tried to build that across the whole workforce to say this is, you know, everyone’s equal.”

Male interviewee

b. Flexible work arrangements

Global studies have shown that the move towards increased workplace flexibility in response to the COVID-19 pandemic has had positive benefits for both men and women, with flexibility rated as a “top three” employee benefit for men and women (McKinsey 2023). Women report that flexibility has decreased fatigue and provides more focused time to get their work done (McKinsey 2023). Despite the trend towards flexible and hybrid work, one study has shown that 97% of women believe that requesting flexible work arrangements could adversely impact their chances of promotion (Deloitte 2023).

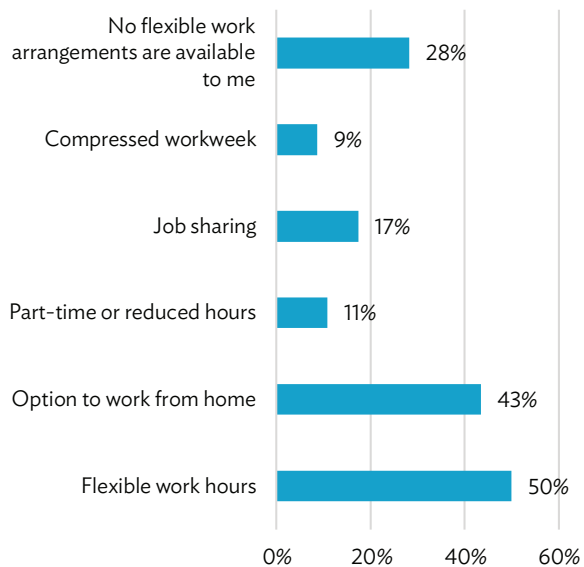
The Leadership Matters survey explored the availability of flexible work and the benefits and impact in the PNG context. Figure 11 shows that many women in PNG have access to flexible work arrangements.

Of the survey respondents, 65% reported having access to flexibility in their work schedules or locations. This helps them better manage personal and family responsibilities while maintaining their professional roles. Specifically, 50% indicated that their current organization offers flexible work hours, and 43% reported the option to work from home. However, arrangements deviating from the traditional full-time, standard workweek model, such as job sharing, part-time or reduced hours, and compressed workweeks, are less available. Only 17% reported job sharing, 11% had access to part-time or reduced hours, and 9% could utilize compressed workweeks. While many respondents had more than one option available, 28% were not able to access any flexible work arrangements.

According to survey respondents, women overwhelmingly believe that flexible work arrangements have a positive impact on women’s career opportunities and choices, with

Figure 11 Access to Flexible Work Arrangements

Leadership Matters Survey Question: Does your current organization offer any of the following flexible work arrangements that help you manage your personal and family responsibilities? (Select all that apply).



Source: Pacific Private Sector Development Initiative, Leadership Matters 2024 survey.

72% expressing this view, while only 8% perceive a negative impact, and 20% report no discernible impact (Figure 12).

c. Family and sexual violence

The prevalence of family and sexual violence in PNG has a significant impact on businesses with an estimated loss of almost 10 days of work per employee each year, equating to a financial impact of K7.3 million (IFC 2021). In response, businesses have put in place a wide range of strategies to provide support to employees experiencing violence and to create safe and respectful workplaces, including access to domestic and family violence leave, counselling services, codes of conduct and staff training programs on respect and gender equality.

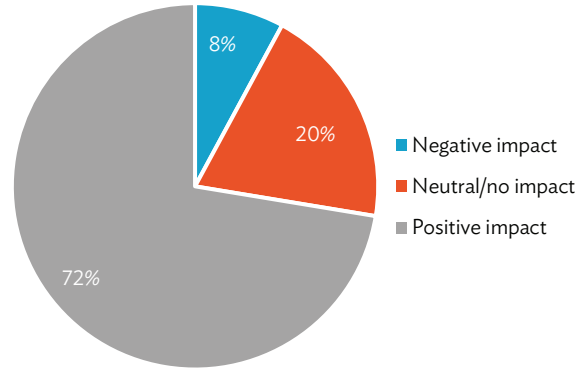
“I know it’s not entirely tied to women leadership, but there is a component that we think is very important, is a key matter. And this is around domestic violence and also gender violence within the families.... That could be another obstacle for women to develop as well.And so when the home unit is disrupted and there is domestic violence, it plays such a big obstacle in the development of women to other roles. It impacts their performance.”

Female interviewee

The Leadership Matters survey explored the extent to which women felt their contributions were valued compared to those of other managers, mostly men. The majority of respondents (61%) felt that their contributions to discussions and decision-making at work are consistently valued the same as those of other managers. However, 24% believed that their contributions are only sometimes valued equally, while 15% did not feel that their contributions are valued the same as other managers (Figure 13).

Figure 12 Impact of Flexible Work Arrangements

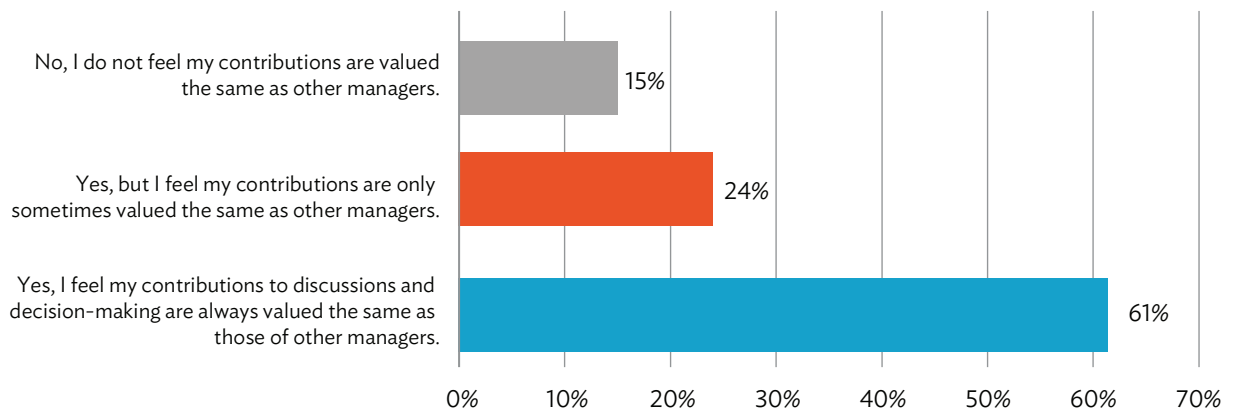
Leadership Matters Survey Question: In your opinion, what impact do flexible work arrangements have on career opportunities and choices for women?



Source: Pacific Private Sector Development Initiative, Leadership Matters 2024 survey.

Figure 13 Perception of the Value of Contributions to Discussions and Decision-Making

Leadership Matters Survey Question: Based on your experience, do you feel that your contributions to discussions and decision-making are valued the same as those of other managers?



Source: Pacific Private Sector Development Initiative, Leadership Matters 2024 survey.

v. Networks and Support Systems



Literature on the role of networks, mentors, and sponsorship in the Pacific argues that mentoring plays a pivotal role in women's leadership trajectories. However, questions persist regarding the optimal alignment between mentors and mentees concerning gender, socio-economic status, education, and cultural backgrounds (Howard et al 2020). In the Pacific, the role of networks is complex and multifaceted. Howard (2019) highlights the elusive nature of effective networks and how power can manifest through less apparent channels. The success of women leaders hinges not only on their individual agency but also on the presence of supportive environments and women's access to resources, networks, and opportunities.

"PNG is such a, it's a relationship driven market. So, it's who you know. So, because of that, there's also pressure on you to build relationships with other people, build some sort of a brand in the market and some sort of a reputation in the market. And so there's a lot of time that you need to give up to actually do that because your eight to five time in your job is just simply not enough because of the nature of doing business in PNG...And it's really around whether someone is prepared to do that or not."

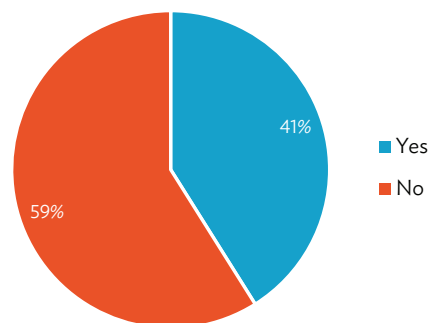
Female interviewee

a. Professional Networks

The Leadership Matters survey confirmed that women in PNG are actively participating in professional networks. Four out of ten (41%) respondents have actively participated in professional networks (Figure 14), such as Chambers of Commerce or Women's Business Networks, and 45% reported that sponsors have helped them advance their careers (Figure 15). Interestingly, 1 in 2 women who participate in professional networks also reported having been supported by a sponsor, whereas only 1 in 3 women who have not participated in professional networks reported the support of a sponsor. This suggests that women who are proactive in seeking career advancement may be more likely to take multiple actions, such as seeking out sponsors and participating in professional networks. Of the women in the 50+ category, none reported participating in professional networks and only two report having had a sponsor.

Figure 14 Participation in Professional Networks

Leadership Matters Survey Question: Have you actively participated in professional networks (e.g., industry based or professional) that have helped your career advancement? (Examples include Chambers of Commerce, Women's Business Networks, Institutes of Accountants etc).



Source: Pacific Private Sector Development Initiative, Leadership Matters 2024 survey.

The value of networks in the PNG context was confirmed through key informant interviews with respondents identifying a number of professional women's networks operating in PNG, such as the Business and Professional Women's Network and industry-specific networks in key sectors such as mining, energy, and banking.

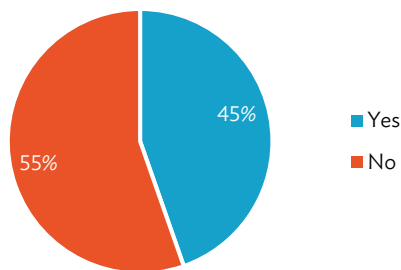
"We started one [a network], women who are interested in advancing opportunities for other women in the organization to come together, to work together, to build a network for themselves, to advocate for themselves, to us, to the leadership team, to provide opportunities for development, for engagement and then involvement in the broader community."

Female interviewee

Many respondents also identified the specific challenges that women face in establishing and maintaining networks, mostly due to domestic responsibilities.

Figure 15 Sponsors and Career Advancement

Leadership Matters Survey Question: A sponsor is like a career helper or supporter. They are usually more experienced and have a higher-ranking job with power and decision making ability. They don't just support your career; they actively help you move up by recommending you for important opportunities, such as job promotions. They vouch for your skills and push your career forward. Have sponsors helped you advance in your career?



Source: Pacific Private Sector Development Initiative, Leadership Matters 2024 survey.

“The other thing also I’ve noticed for women as well is just the work, home life, like the whole balance of home and work as well. Quite often there are things like I would invite women to come to say, for instance, a networking event and they will kind of say, yes, yes, I’ll be there in that very last minute, just cancel and say, sorry, I can’t come. And so there’s always pressures at home, I suppose, that impedes on women being able to network or expand their networks outside of the 9 to 5.”

Female interviewee

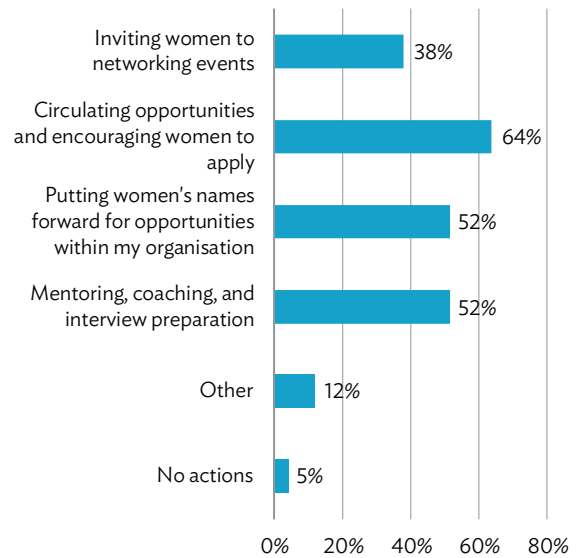
b. Mentors and sponsors

Having a mentor or a sponsor was also identified as critical to career success in PNG, especially for women. Almost half (45%) of survey respondents acknowledged the role of sponsors and/or mentors in advancing their career (Figure 15).

“Sponsorship is really important. In PNG, we [women] are not very good advocates for ourselves. It’s really difficult for us to advocate for ourselves, to celebrate ourselves and our achievements because, you know, we’re taught to be humble and to be, you know, just to be the quiet achiever and to

Figure 16 Actions Taken to Support Other Women

Leadership Matters Survey Question: What actions (if any) have you taken to support other women to advance into leadership roles? (Please select all that apply).



Source: Pacific Private Sector Development Initiative, Leadership Matters 2024 survey.

get things done in the background. And so the role of a sponsor is to make sure that you are celebrating these people by recognizing that it’s not easy for us to shout from the rooftops about ourselves, even though we get a lot of stuff done. And a sponsor’s role is to make sure that that is visible to the senior leadership team and that is celebrated as well, as well as recognized in terms of ongoing opportunity.”

Female interviewee

The Leadership Matters survey also asked respondents whether they had acted as a mentor or sponsor and what actions they had taken. The vast majority (92%) of respondents identified as sponsors and/or mentors for others, indicating a widespread willingness to support and guide fellow professionals in their career development. Many women noted the need to support the next generation of women leaders in PNG.

“Not being afraid to reach out to others around you because chances are if they don't provide you the opportunity, they can refer you to someone. I do a lot of that because I know that younger women don't feel in a position to ask. So, for those of us that have gone up a bit more, I think we also have a duty of care to bring ones below us up as well so that we have more women in that decision making level.”

Female interviewee

Figure 16 outlines that three most popular actions taken to support other women: (i) mentoring, coaching, and interview preparation (52%), (ii) putting women's names forward for opportunities within the organization (52%), and (iii) circulating opportunities and encouraging women to apply (64%). Other actions identified by women through interviews included providing references, acting as a sounding board, sharing opportunities, and providing career advice and feedback.

While the vast majority of women indicated they were supportive of other women, both men and women noted that this support was not universal among all women. This observation was more prevalent among younger Papua New Guinean women.

“Many of us younger women are yet to feel openly to mentored by more senior women. There are some that are willing to share their knowledge and experiences while others are reluctant to.”

Female Leadership Matters survey respondent

The phenomenon of women not supporting other women was most common in PNG, with many survey and interview respondents identifying this as a barrier to women's career aspirations.

“I find that it is usually my male colleagues who are the greatest women champions. In my experience, women tend to be threatened by other women and a quite hesitant to promote other younger women for more senior roles.”

Female Leadership Matters survey respondent

Participants in both the Leadership Matters survey and key informant interviews noted that both men and women acted as mentors and sponsors. However, due to the prevalence of men in leadership positions in PNG, men were more likely to be in positions of power and influence that enabled them to act as sponsors. Many women acknowledged the critical role that men played in their

vi. Family and Partner Support



Supportive environments, including family and partner support, were seen as critical to supporting women's leadership aspirations. A study on women's leadership in the Pacific found that "when women advance in their careers it is firstly because they have a supportive father and if they are married, a supportive husband" (Masta et al 2023). The Leadership Matters survey and interview findings confirmed the vital role of family support in managing both family care responsibilities and work commitments.

"In PNG, we come from very strong families, our foundations are our families. Without family support, we don't thrive and that is nature. I believe in PNG because of how we are structured culturally, we depend on our families. I wouldn't be where I am without my family's support. In order for women to progress, we need our family's support."

Female interviewee

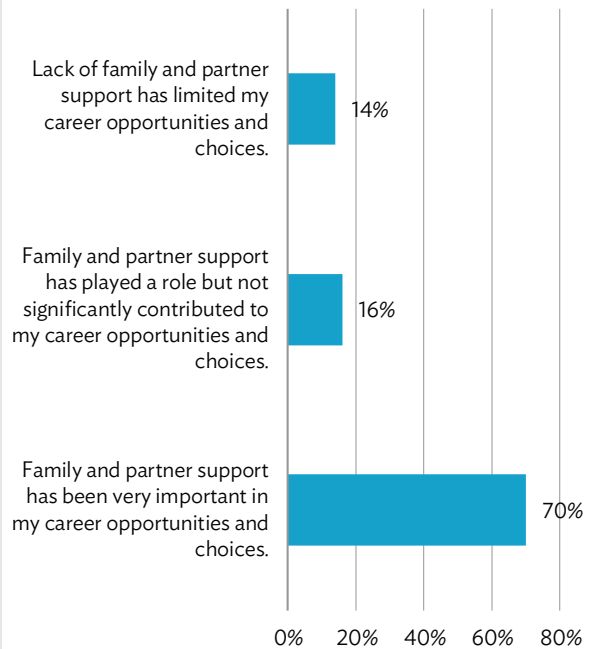
The survey findings underscore the vital role of family support in managing both family caring responsibilities and work commitments. Seventy percent of respondents emphasize the significance of family support in shaping their career opportunities and choices, and the majority of respondents (82%) rely on family support to balance caring responsibilities (Figure 17).

Of the respondents, 14% cited lack of family support as a hindrance to their career progression. Similar themes emerged during interviews, with interviewees observing that women's career aspirations and opportunities began to be shaped during childhood.

"Unfortunately, I think the weight of family expectations holds people back rather than promotes them. In my humble experience, women who've done really well have a fairly unique situation at home where the father and the mother are both incredibly supportive and they've gone out of their way to encourage their daughter to knock down beliefs. They've consciously gone against the cultural biases and unfortunately that's still rare. So, I think there's some wonderful examples of individuals, and I can think of my senior leadership team, who will all say that their father was their inspiration because he broke the mould. He didn't

Figure 17 Family and Partner Support

Leadership Matters Survey Question: To what extent has family and partner support contributed to your career opportunities and choices?



Source: Pacific Private Sector Development Initiative, Leadership Matters 2024 survey.

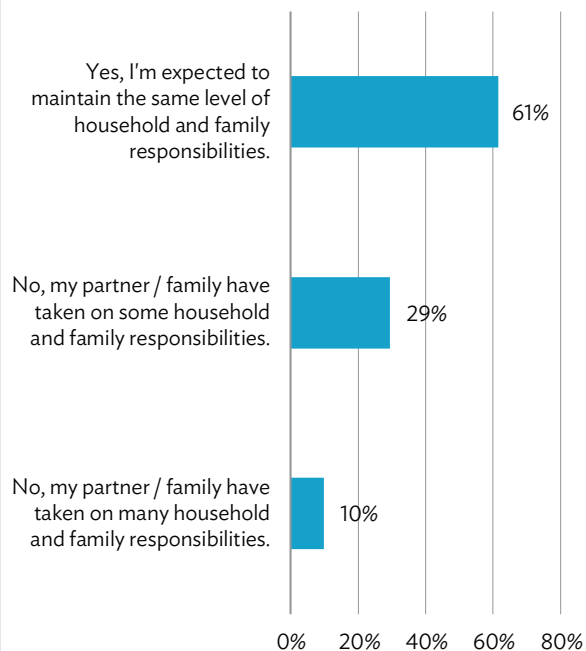
require them, he didn't require them to get married, didn't require them to do this. He encouraged them to pursue their dreams. And we need more of that."

Female interviewee

As women advance in their careers in PNG, their domestic workload tends to remain unchanged, with more than half (61%) expected to maintain the same level of household and family responsibilities. Conversely, 29% reported that their partner or family have taken on some household and family responsibilities, while a smaller proportion (10%) stated that their partner or family have taken

Figure 18 Level of Household and Family Responsibilities

Leadership Matters Survey Question: As you've taken on more work responsibilities, have you still been expected to maintain the same level of household and family responsibilities?



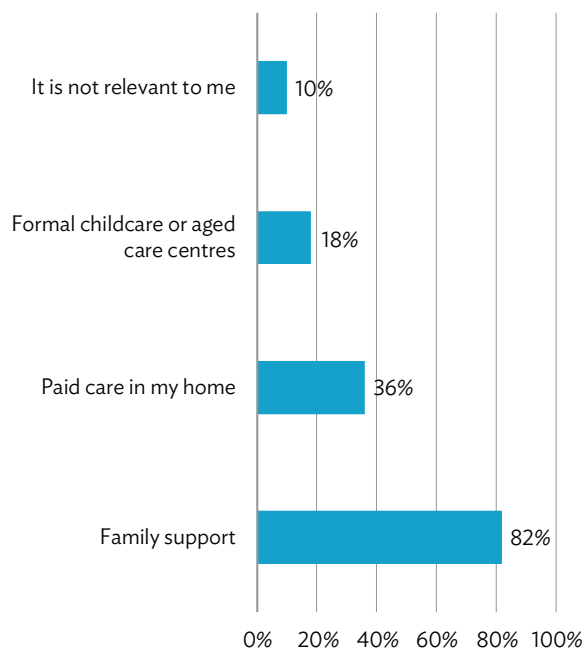
Source: Pacific Private Sector Development Initiative, Leadership Matters 2024 survey.

on many household and family responsibilities (Figure 18). These findings suggest that for a significant portion of respondents, the burden of household and family responsibilities has not decreased despite increased work commitments.

Caring for children and the elderly remains the responsibility of women in most cases. A 2024 study on childcare in PNG found that 86% of parents rely on family members for childcare and that lack of access to childcare has a

Figure 19 Management of Caring Responsibilities

Leadership Matters Survey Question: How have you managed family caring responsibilities with work responsibilities?



Source: Pacific Private Sector Development Initiative, Leadership Matters 2024 survey.

significant impact on work productivity (IFC 2024). The Leadership Matters survey had similar findings, with 82% of respondents relying on family support to manage caring responsibilities, 36% of women also using paid care in their homes, and a smaller percentage (18%) utilizing formal childcare or aged care centers (Figure 19).

vii. Individual Women's Opportunities and Aspirations



Education, confidence, and ambition collectively play pivotal roles in shaping women's leadership opportunities and aspirations. Education is a foundational pillar, equipping women with the knowledge, skills, and credentials necessary to navigate complex professional landscapes and assume leadership roles. Likewise, confidence helps empower women to overcome barriers, assert themselves, and pursue ambitious career paths with resilience and determination. Ambition, on the other hand, can drive women to seek out opportunities for growth and advancement. Together, these factors can empower women to break through barriers, challenge traditional norms, and thrive in leadership roles.

a. Education

Education plays a significant role in shaping women's leadership opportunities in the Pacific. Higher education, especially obtained overseas, is often perceived as being correlated with formal leadership capabilities (Jackson et al 2022). The survey findings suggest a strong correlation between education level and leadership opportunities in PNG, with 80% of Leadership Matters survey respondents holding a post-secondary qualification (diploma, bachelor's degree, postgraduate certificate, or master's degree) (Figure 20).

b. Perceptions of confidence and ambition

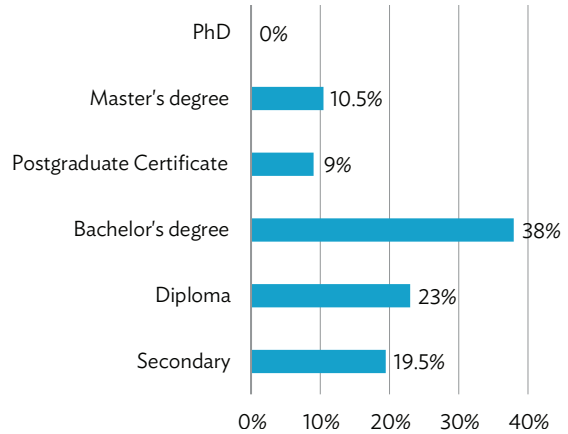
"I think a lot of women feel that they're not capable...we have to do a lot more in terms of not being afraid to put ourselves out for the opportunity to be placed in those positions of leadership."

Female interviewee

The scarcity of women in leadership positions is frequently attributed to factors like women's perceived lack of confidence and ambition, rather than systemic barriers or biases. Likewise, when women fall short of their career aspirations, it's often attributed to a supposed lack of self-confidence. However, it's crucial to recognize that the notion of confidence and its expression are deeply influenced by gender norms where women are socialized to be humble.

Figure 20 Highest Level of Education

Leadership Matters Survey Question: What is your highest level of education?



Source: Pacific Private Sector Development Initiative, Leadership Matters 2024 survey.

Just over 30% of survey respondents reported experiencing feelings of self-doubt or inadequacy and identified this as a key barrier to advancing into a leadership position. Feelings of self-doubt or inadequacy often translate into women not putting themselves forward for roles, even when they are qualified.

"To give you a practical example, we have really struggled to get Papua New Guinean female qualified candidates. And that's part of its history of all the things that we've talked about. But it's also because the candidates that we're interviewing don't have confidence in themselves. And they're incredibly intelligent, incredibly capable ladies. They don't have the confidence in themselves to be able to hold their own in what is still a male dominated board environment."

Female interviewee

While notions of confidence, or lack thereof, may be a constraint to women's leadership, survey responses revealed a high level of ambition and a strong desire for career advancement and leadership roles among women in

the PNG. 38% of respondents had been promoted in the last two years, and 85% aspire to be promoted within the next two years. Among those who harbor aspirations for promotion are 38% of those recently promoted, indicating a persistent determination among many to continue climbing the career ladder.

The data also show a strong desire to join boards, with 80% of those not yet on a board expressing their board ambitions. This suggests a strong inclination among women towards influential leadership roles.

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LEADERSHIP MATTERS 2024

BENCHMARKING WOMEN IN BUSINESS LEADERSHIP IN THE PACIFIC

PAPUA NEW GUINEA

Leadership Matters 2024: Benchmarking Women in Business Leadership in the Pacific is the second edition of the *Leadership Matters* series, which collects and analyzes data on women's representation on boards and in senior management in the 14 Pacific developing member countries of the Asian Development Bank (ADB). The 2024 regional report builds on the foundational data of the 2021 report, offering fresh insights from an expanded dataset and new surveys and interviews with women and men business leaders across the Pacific.

This Papua New Guinea (PNG) country profile expands on the analysis provided in the regional report to offer further insight into women's business leadership in PNG, drawing on additional survey and interview responses from men and women business leaders in PNG.

About the Pacific Private Sector Development Initiative (PSDI)

PSDI is an ADB technical assistance program undertaken in partnership with the Government of Australia and the Government of New Zealand. PSDI supports ADB's 14 Pacific developing member countries to improve the enabling environment for business and to support inclusive, private-sector led economic growth. The support of the Australian and New Zealand governments and ADB has enabled PSDI to operate in the region for more than 15 years and assist with more than 300 reforms.

Pacific Private Sector Development Initiative
Asian Development Bank
Pacific Liaison and Coordination Office
Level 20, 45 Clarence St, Sydney 2000 Australia

Ph: +61 2 8270 9444
Fax: +61 2 8270 9445

 /adbpsdi

 Pacific Private Sector Development Initiative (Asian Development Bank)

www.pacificpsdi.org
info@pacificpsdi.org