



# **Women at Executive Level in Mauritius**

September 2003

# Foreword

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**PricewaterhouseCoopers (PwC)** is keen to play a role in thought leadership in Mauritius. In the past, we have published documents aimed at providing objective data on various aspects of economic life or business in Mauritius. Our last publication was a “**Directors’ Survey**” which reported on some characteristics of Boards of listed companies, namely age and qualifications of Directors.

With this present report, we want to focus on **women’s growing role at senior level of business and public administration in Mauritius**. Over the past 30 years, the Mauritian economy has been substantially transformed from a mono-crop economy, based on sugar production, to a much more diversified structure comprising rapidly growing sectors in export-oriented manufacturing, tourism, financial services and now ICT services. This has been achieved with the active participation of the women of Mauritius. At the same time, this transformation has opened wide-ranging opportunities for women. The country is thus slowly but surely moving towards greater equal opportunity circumstances.

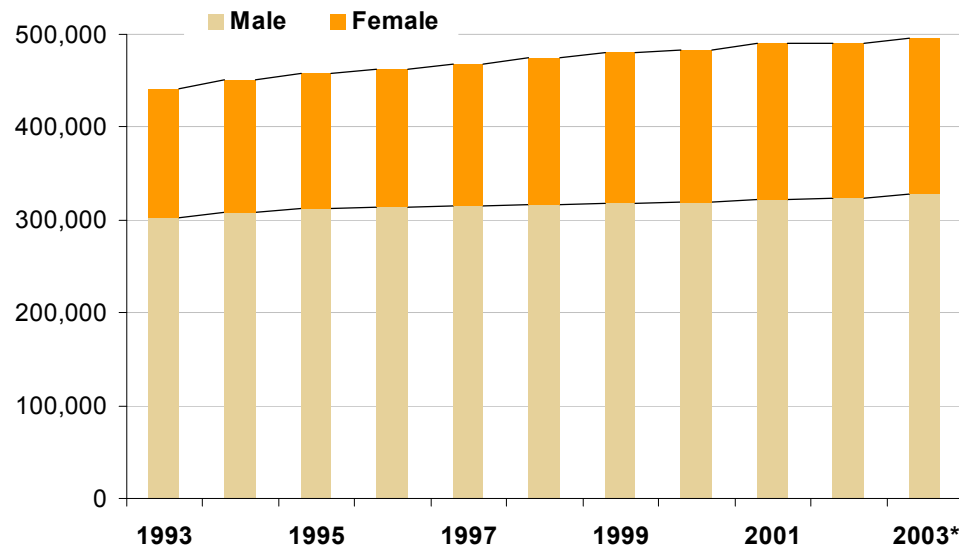
The current PwC document offers an overview of women’s participation at senior level of both Public and Private sector organisations. It represents an additional effort to disseminate corporate data in Mauritius.

PricewaterhouseCoopers  
September 2003

# Introduction

- In 2003, the **female labour participation rate is estimated at 34%**. From 1993 to 2003, there has been a 21% increase in female employment while male participation increased by 8%, which explains the upward trend of women's share in the labour market.

**EMPLOYMENT**

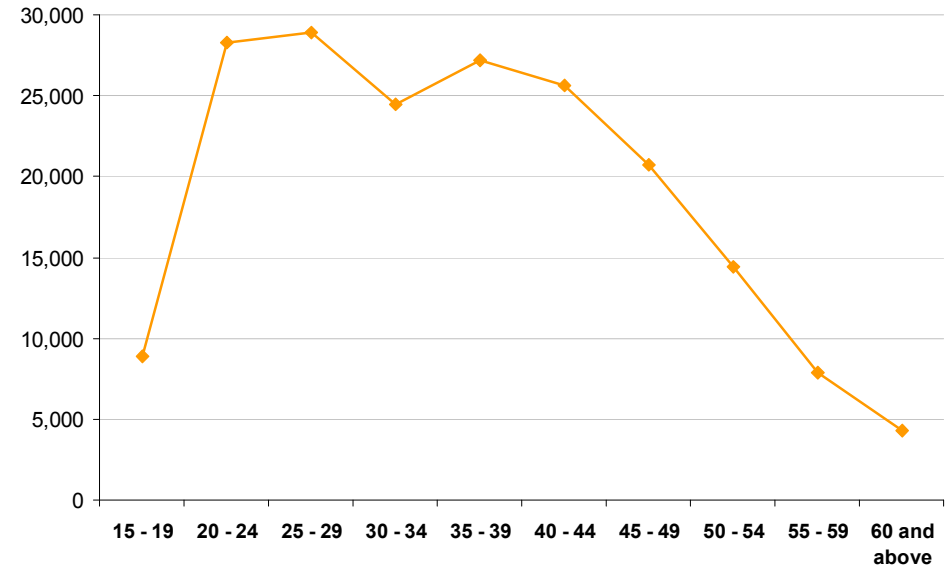


\*: CSO Forecast  
Source: CSO – Economic Indicators

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- As in many traditional societies, for the year 2003, labour force of Mauritian women by age registered **the traditional M-shaped curve** indicating that many female workers leave the labour market when they give birth, care for their children and return to the labour market when the pressure is off.

**FEMALE LABOUR FORCE BY AGE - YEAR 2003**

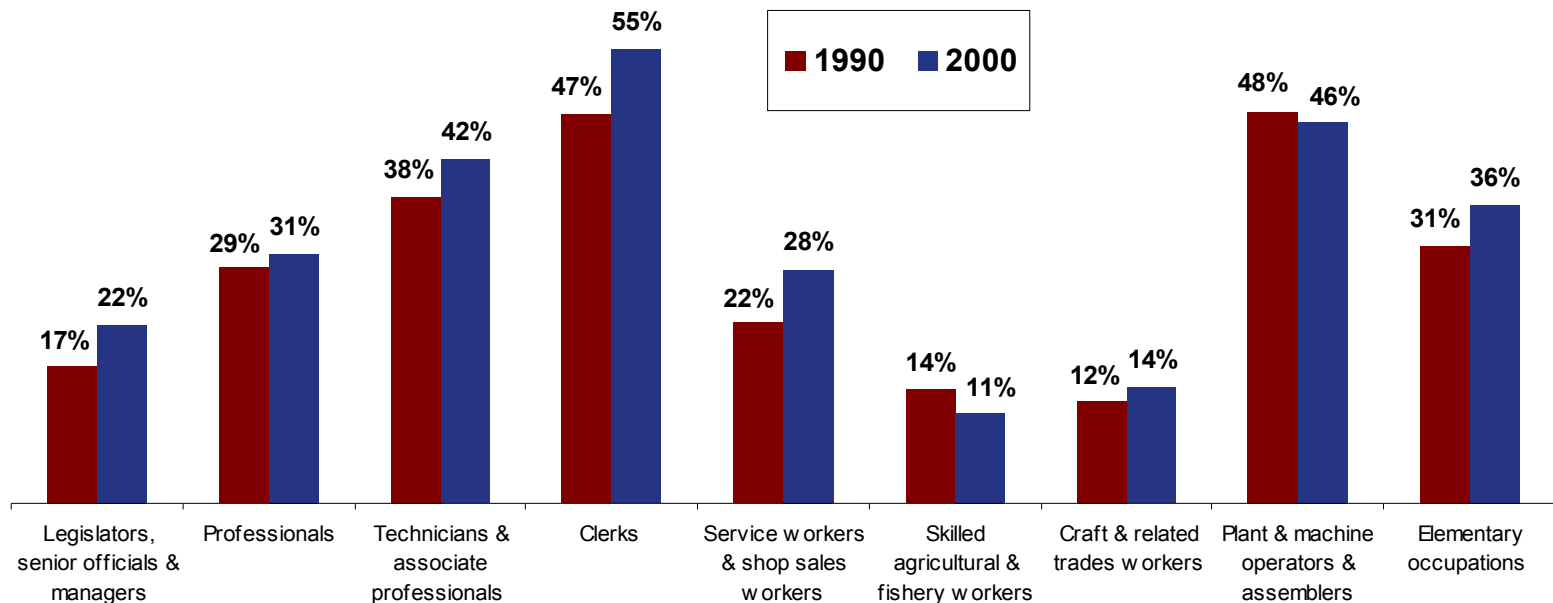


Source: CSO – Economic Indicators

## Introduction

- However, despite the increased number of working women, **women’s occupational distribution has not changed significantly during the past ten years**. According to the Population Census in 2000, **78% of Mauritians in the Legislators, Senior Officials & Managers category were men**. While women have increased their share in the Legislators, Senior Officials & Managerial professions by 5% between 1990 and 2000, the largest proportion of women occupied professions at the level of Clerks (55%) and Plant & Machine Operators (46%). In fact, these statistics actually demonstrate that women dominate the clerical and factory occupations which are often equated with “women’s work”.

### OCCUPATIONAL DISTRIBUTION OF WOMEN



Source: CSO – Population Census

## Methodology and Scope of the Study

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According to figures published by the Central Statistical Office, in 2000, 22% of working women occupy positions as Legislators, Senior Officials & Managers (*refer to page 4*). However, no figure is available as to the number of Women at Top Executive level in Mauritius. To shed more light on this, PricewaterhouseCoopers has undertaken a **Study among Top Executive Women in the main Private Sector and Public Sector organizations in Mauritius**.

The study was carried out from the 15<sup>th</sup> June to the 15<sup>th</sup> July 2003.

- For the **public sector**, information on Senior Staff Members at governmental level as well as at the level of parastatal organisations was collected. These include:
  - Permanent Secretaries
  - Principal Assistant Secretaries
  - Assistant Secretaries
  - Heads of Sections (e.g. commissioners, controllers, ...)
  - Directors/Managers

The information collected has been analysed in terms of ministry.

- For the **private sector**, two distinct approaches were adopted:
  1. The **Top 100 Companies** (*classification as per The Top One Hundred Companies, 2003 Edition, published by Business Magazine*) were surveyed and the number of women occupying the organisational positions listed below were recorded:
    - Chief Executive
    - Managing Director
    - General Manager
    - Senior Management Team Members

Regarding large Mauritian Groups, data on the main companies comprising these groups were also gathered.

2. **Sector wise analysis:** Given that sector wise analysis is not relevant among the Top 100 companies (*small number of enterprises in some sectors*), the base of the survey was extended and information was collected among the main companies in the major sectors of the Mauritian economy. This survey was based on lists of companies from sectoral organisations (AHRIM, EPZDA, MSPA, AMM, ...).

## Methodology and Scope of the Study

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Additionally a **Qualitative Survey** was carried out among **Top Executive Women in the main Private Sector and Public Sector organizations in Mauritius**. The aim of this survey was to assess the perceptions, values and role identities of women at the workplace and within the family.

The study was carried out from the 25<sup>th</sup> August to the 5<sup>th</sup> September 2003.

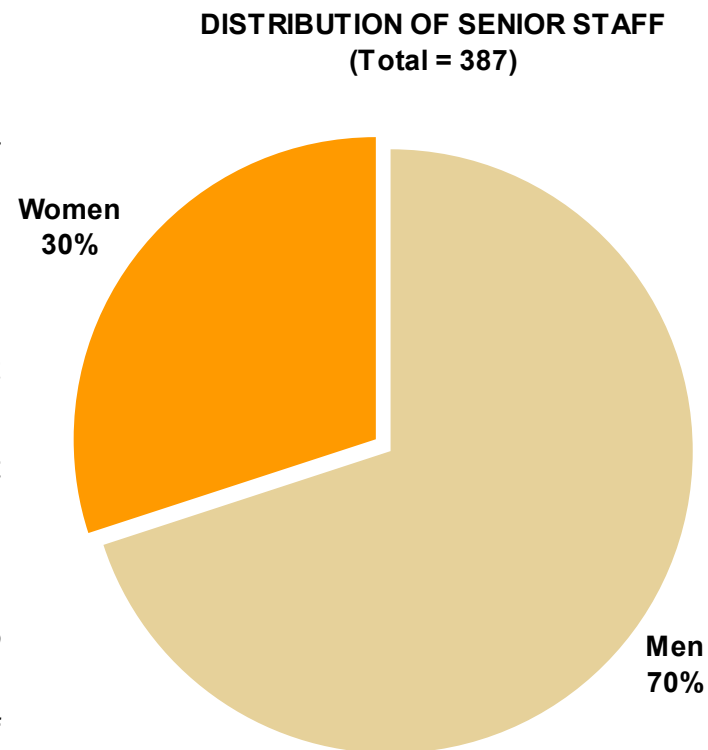
28 Women Executives were interviewed with the help of a semi-structured questionnaire (*Note: Small base of interviewees used for a Qualitative Study*). These women were equally distributed among the Private and the Public Sector. The women, in the Private Sector, held jobs in a wide-range of industries including retail, finance, tourism, manufacturing, textiles and constructions.



## Findings – Senior Staff Women in the Public Sector

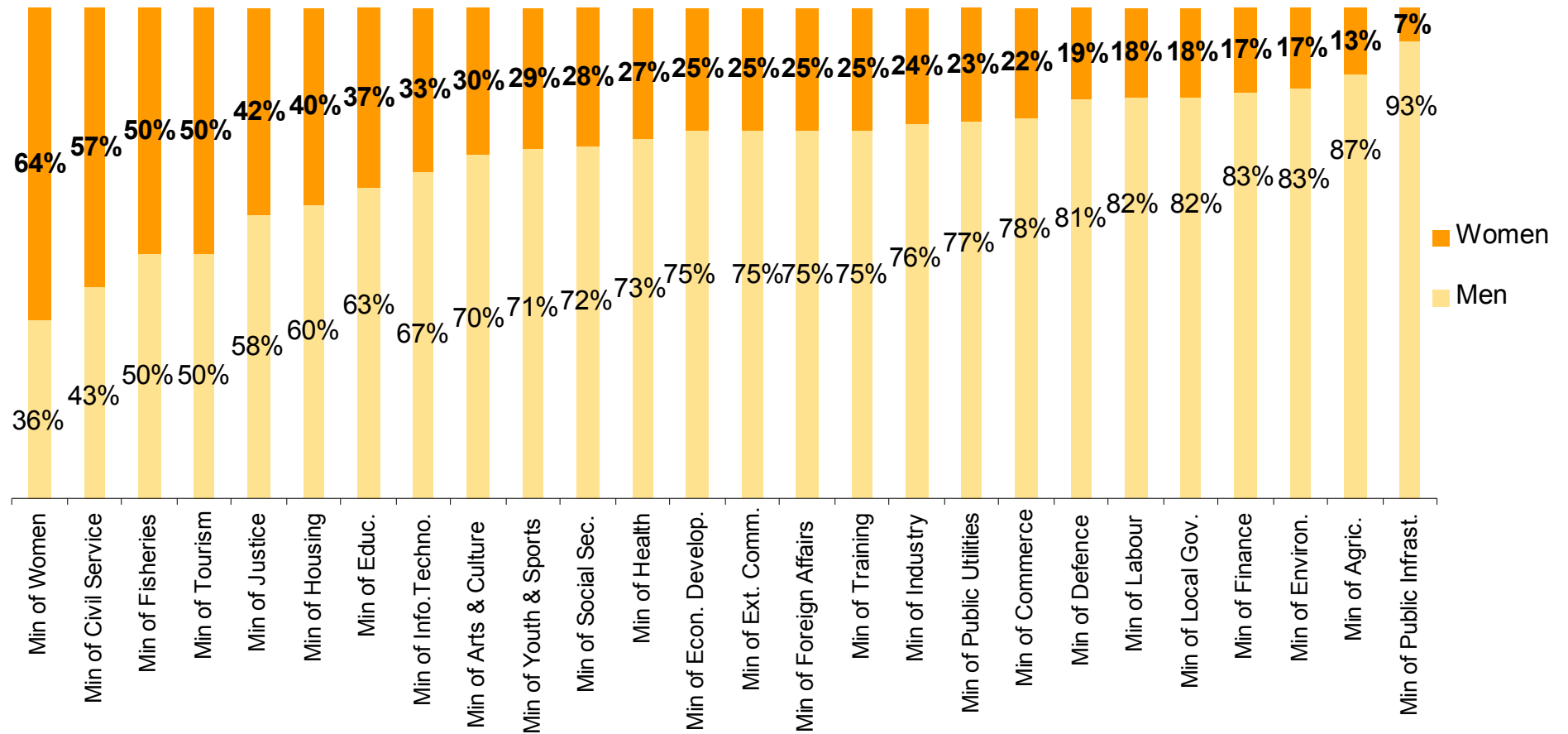
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- All 26 Ministries as well as a large number of parastatal bodies were surveyed. Information was gathered on 387 Senior Staff Members.
- With **30% of Senior Staff**, women fare quite well in the Public Sector where they are **firmly established** at senior level.
- As per figures published by the Central Statistical Office, in 2002 some 68,000 civil servants were employed (both Central and Local Government) among which **26% were women**. Our study shows that 30% of Public Sector Executives are women, thus demonstrating more equal opportunity for men and women to reach the highest positions.
- This 30% of women Senior Staff of the Public Sector are, however, **unequally distributed among the different Ministries** (refer to graph on page 8):
  - 50% or more of Senior Staff are women in the Ministry of Women (64%), Ministry of Fisheries (57%), Ministry of Civil Service (50%) and Ministry of Tourism (50%).
  - Women Senior Staff are, however, far more scarce (*less than 15%*) in some specific ministries such as the Ministry of Public Infrastructure (7%) and the Ministry of Agriculture (13%).



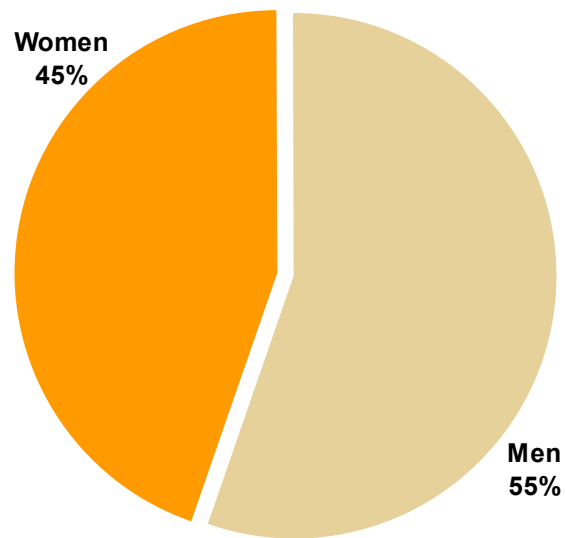
# Findings – Senior Staff Women in the Public Sector

SENIOR STAFF BY MINISTRY

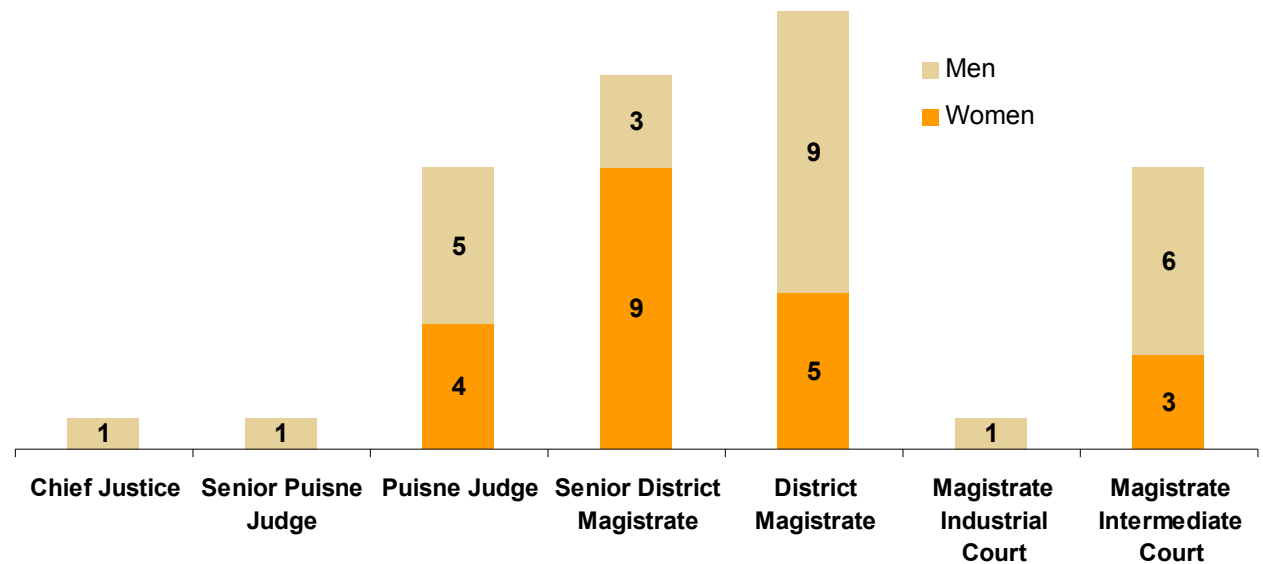


## Findings – Senior Staff Women in the Public Sector

**DISTRIBUTION OF SENIOR STAFF**  
(Total = 387)



- It is most interesting to note that the **45% of Senior Staff in the Judiciary** in Mauritius are now women:
  - With 9 women out of 12 Senior District Magistrates
  - With 5 women out of 14 District Magistrates
  - With 4 women out of 9 Puisne Judges

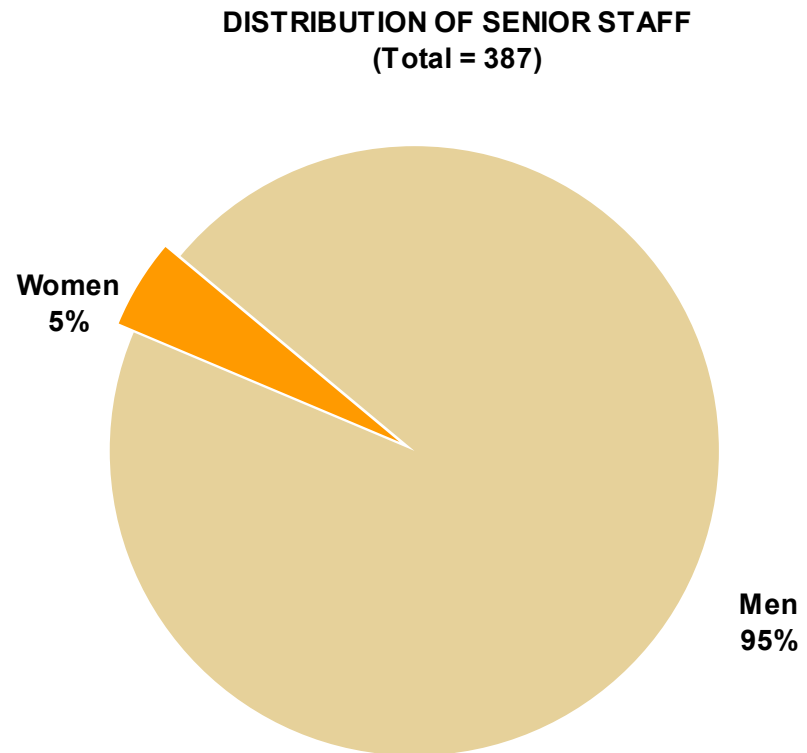


*Note: Data on the above was collected from the 15<sup>th</sup> June to the 15<sup>th</sup> July 2003.*

## Findings – Executive Women in the Top 100 Companies

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- The Top 100 Companies (*including the main companies comprising the large Mauritian groups*) were surveyed. In total, data on 366 Executives were collected.
- With **only 5% of posts** occupied by women, the **scarcity of women executives among the Top 100 Companies** is clearly evident.
- When Public Sector organizations are compared to the Top 100 Companies, women participation at executive level is **6 times higher in the Public Sector compared to the Private Sector Top 100 Companies**.



## Findings – Executive Women in Major Sectors of the Economy

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- To enable a sector-wise analysis, data on a total of 630 persons occupying top organisational positions in the major industry groups of the Mauritian Economy were recorded. The following sectors of activity were surveyed :
  - Textile
  - Manufacturing (other than textile)
  - Construction
  - Leisure and Tourism
  - Agriculture (sugar)
  - Banking and Insurance
- Once again we recorded a **low participation rate of women at Executive Level** (*refer to page 12*):
  - The **Textile Sector employs the highest proportion of women executives (12%)**.
  - **8%** of executive positions are occupied by women in the **Banking & Insurance Sector** .
  - We note a very **low participation of women** at a senior level in the **Construction Sector (2%)** and **no women executives** are recorded in **Agriculture**.

## Findings – Executive Women in Major Sectors of the Economy

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### EXECUTIVES IN MAJOR SECTORS

