What does it take for a woman to climb the leadership ladder in health?
Assessing Gender Equity in Health Leadership

Study designed to inform a) features of the mentorship programs for women in global health, and b) gender-transformative policies, by answering three key/primary questions.

What has worked for gender equity in health leadership in Pakistan?

What specific barriers disrupt career progress of women in health in Pakistan?

What is needed to improve gender equity in health leadership?
About the Research Team

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P2impact Data & Comms Team
A little bit about gender equity in health leadership in Pakistan

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**Health Situation**
- 5th most populous country globally
- More than 7% of world’s multidimensionally poor living here
- Maternal mortality ratio stands at 186 per 100,000 live births
- Second-highest newborn deaths globally

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**Health Workforce Situation**
- Lowest health workforce densities globally 1.4/1000 pop
- 8400 nurses & 13000 doctors produced annually, with >95% & >65% females respectively
- 40% of these women never enter the workforce.

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**Gender Equity Situation**
- Second lowest in gender parity
- Only 25% of women in paid labor vs. 85% of men
- Closing this gender gap can boost Pakistan’s GDP by 30%
- Of 152 district health managers in Pakistan, only 2 are women.
About the Rapid Assessment

- Developed as a digitized survey tool
- Circulated to database of women working in health of Pakistani origin
- Responses cleaned to remove duplications, errors
- Data organized and multiple responses coded
Who are these women?

Background and areas of work
85 women leaders participated in the survey

- 2% of respondents were 25-29 yrs old
- 22% of respondents were 30-39 yrs old
- Most respondents (34%) were 40-49 yrs old
- 28% of respondents were 50-59 yrs old
- 13% of respondents were >60 yrs old

41% women were 50 yrs & older
More than 1/4th had 25 yrs+ of work experience

27% have 16-25 yrs of experience
Women were asked to select as many disciplines as they worked in!

35% women identified with 2 or more disciplines

- Pharmaceutical testing: 1%
- NGO: 1%
- Hospital Administration: 1%
- Midwifery: 1%
- Gender & Inclusion: 1%
- Health Management: 2%
- Dental: 2%
- Allied Health: 4%
- Nursing: 6%
- Human Resource Management: 11%
- Health Financing: 15%
- Policy & Governance: 21%
- Public Health: 45%
- Medical: 55%

21% working in policy & governance
More than half work in medicine
1/3rd of the respondents are researchers

- NGOs & INGOs: 3%
- Policy & Advocacy: 9%
- Academia: 11%
- Technical Assistance: 11%
- Administration & Management: 17%
- Clinical Services: 27%
- Research: 35%

11% directly engaged with the academia

27% are providing clinical services
Almost half of the women leaders currently working in public sector

- Government, 42
- Private Sector, 27
- INGOs, 8
- NGOs, 8

33% of the women leading their own teams/ departments

- Senior Leadership level, 18
- Head of the Team/ Department, 28
- Mid-level Manager, 16
- Senior Manager, 16
- Entry Level Position/ Officer, 7
Access to Opportunities

Plotting Experiences through the Leadership Journeys of these 85 Heroines of Health
35% women said that they did NOT receive equal career advancement opportunities as men of their experience & qualification.

Of the 35% women who did NOT receive equal opportunities, 41% stated presence of ‘Boys Club’ as the main barrier.

- Boys club: 41%
- Limited career opportunities: 14%
- Glass ceiling: 7%
- Lack of mentorship: 7%
- Lack of support for child care: 3%
- Nepotism: 21%
- Lack of women friendly policies: 7%

*A boys’ club culture is one that is run and dominated by men to the detriment, exclusion, or abuse of women and minorities.*
Of the 55 women who did CONFRONT Gender-specific challenges, 67.3% stated presence of ‘gender-insensitive career advancement practices’ as the main challenge.

65% women leaders said that they faced gender-specific barriers in career progression.
Achieving work-life balance biggest barrier to career advancement for 49% of these women

- Hostile work environment: 11%
- Lack of family support: 12%
- Occupational safety hazards: 14%
- Lack of public transport/pick and drop facilities: 21%
- Lack of day care facilities: 29%
- Domestic responsibilities: 35%
- Inflexible work hours: 36%
- Lack of training opportunities: 39%
- Lack of mentorship: 45%
- Work-life imbalance: 49%

Almost 1/3rd of the respondents cite competing responsibilities of family, and not having day care facilities as a hurdle.

45% rendered lack of mentors as a barrier.
What does it take to make a women leader?

Enablers in these 85 leadership journeys
Mothers, Fathers, Husbands & Siblings – The Champion Makers

<table>
<thead>
<tr>
<th>Relationship</th>
<th>Support (%)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Mother</td>
<td>71%</td>
</tr>
<tr>
<td>Father</td>
<td>64%</td>
</tr>
<tr>
<td>Husband</td>
<td>51%</td>
</tr>
<tr>
<td>Sister</td>
<td>51%</td>
</tr>
<tr>
<td>Brother</td>
<td>51%</td>
</tr>
<tr>
<td>Mentors</td>
<td>46%</td>
</tr>
<tr>
<td>Friends</td>
<td>45%</td>
</tr>
<tr>
<td>Subordinates</td>
<td>40%</td>
</tr>
<tr>
<td>Colleagues/Peers</td>
<td>39%</td>
</tr>
<tr>
<td>Head/Supervisor</td>
<td>29%</td>
</tr>
<tr>
<td>Mother-in-law</td>
<td>27%</td>
</tr>
<tr>
<td>Father-in-law</td>
<td>25%</td>
</tr>
<tr>
<td>Neighbours</td>
<td>9%</td>
</tr>
</tbody>
</table>

When asked about the least supportive relations, 40% cited supervisor and 35% parents-in-law as the least supportive in anchoring their careers.
Training & Mentorship Opportunities - the biggest enabling factor in career progression

- Gender-sensitive recruitment policies: 28%
- Gender-sensitive workplace policies: 24%
- Flexibility in work hours: 31%
- Training opportunities: 40%
- Mentorship opportunities: 39%
- Pay parity: 31%
What do the Leaders recommend?

Policy suggestions to promote gender parity at the leadership level
Enabling Experiences at Workplace

3/4th women recommended gender-sensitive career advancement policies, mentorship programmes & training opportunities for women to promote parity at leadership level
59% respondents identify ‘conferences and seminars’ as the most important networking tool/platform

- Networking at Conferences/Seminars: 59%
- Leadership & Technical Trainings: 15%
- Gender sensitive work policies: 14%
- Peer support/women forums: 13%
- Mentorship initiatives: 12%
- Family support: 11%
- Virtual meetings/trainings: 10%
69% respondents say ‘Resilience & Hard work’ the success ingredient, while 44% say ‘family support’
Hard work, perseverance, commitment & attention to detail

A supportive mother who taught me to be fair in the most adverse circumstances and be able to take a stand for self

Good family support, mentorship and strong network of colleagues and friends

Support of men in my life my father, husband, brothers, sons and mentors who gave me confidence to excel

Being a risk taker and never ever getting afraid from taking risk.

Life-long learning, being interested in whatever you do and not wasting time on pleasing authority
87% respondents willing to Mentor

Of the 87% women willing to providing mentorship, 71% stated ‘technical and skill building’ as their preferred area, followed by ‘advising & counselling’ at 46%.