


GENDER DIVERSITY ON CORPORATE BOARDS IN NIGERIA

A SURVEY BY DCSL

About this Publication


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Vision

To be the preferred corporate services provider in Nigeria



Mission

The pursuit of excellence in service delivery



Value

- Integrity
- Professionalism
- Team Work
- Accountability
- Respect for Self and Others

What we do:

- ▶ Board Evaluation and Governance
- ▶ External Quality Assessment of the Internal Audit Function
- ▶ Setting up and Hosting Whistleblowing Infrastructure
- ▶ Codification of Charters, Policies and Terms of Reference
- ▶ Immigration Support

- ▶ Training
- ▶ Business Advisory & Regulatory Compliance
- ▶ Company Secretarial
- ▶ Executive Selection
- ▶ Business Recovery & Insolvency
- ▶ Company Set Up

GENDER DIVERSITY SURVEY - INTRODUCTION

- Many countries continue to take deliberate steps (including setting quotas and requiring public disclosure) to address the underrepresentation of women on corporate boards. The Nigerian Code of Corporate Governance mandates the Board of Directors to approve a policy that promotes diversity in its membership and establish measurable objectives for achieving diversity in gender and other areas.
- The survey undertaken by DCSL in 2016 covered a three-year period (2013-2015) to track the level and growth of female representation on the Boards of companies quoted on the Nigerian Stock Exchange, indicated that female representation on Boards of companies in the Manufacturing Sector increased from 8% in 2013 to 12% in 2014 and remained at 12% in 2015. In the Conglomerates, from a nil position in 2013, 1 female Director was appointed in 2014 with no change in 2015. In the Oil & Gas Sector, female representation was at 15% in 2013 and declined to 10% in 2014 but increased to 14% in 2015
- There was an increase in female representation on Boards of companies in the Publishing Sector from 19% in 2013 and 2014 to 22% in 2015. In the General Services Sector, female representation rose from a nil position in 2013 to 12% in 2014 and remained at this level in 2015.
- In the Banking Sector, female representation on boards rose from 19% in 2013 to 21% in 2014 and 25% in 2015. This is below the 30% that the Banks have committed to under the Sustainable Banking Principles. Female representation on boards of non-bank financial services companies rose from 14% in 2013 to 15% in 2014 and 17% in 2015. Female representation on boards of companies in the Insurance Sector remained at 15% in 2013 and 2014 and slightly increased to 16% in 2015. Total number of female Directors on boards of companies in the Information Technology Sector rose from 6% in 2013 to 7% in 2014 and 10% in 2015
- This Survey was undertaken to ascertain the level and growth of female representation on the Boards of companies quoted on the Nigerian Exchange Limited over a five-year period - 2016 -2020 in the major sectors of the Nigerian economy- viz:
 - Manufacturing
 - Conglomerates
 - Oil & Gas
 - General Services
 - Banking
 - Insurance
 - Financial Services
 - Publishing; and
 - Information technology

A list of the surveyed companies is in the Appendix to this Report

GENDER DIVERSITY ON BOARDS - MANUFACTURING SECTOR

	2016		2017		2018		2019		2020		5-year Average	
	No.	%	No.	%	No.	%	No.	%	No.	%	No.	%
Female Directors	1	3%	1	3%	5	14%	3	9%	7	16%	17	9%
Male Directors	32	97%	32	97%	31	86%	32	91%	36	84%	163	91%
Total Number of Directors	33	100%	33	100%	36	100%	35	100%	43	100%	180	100%

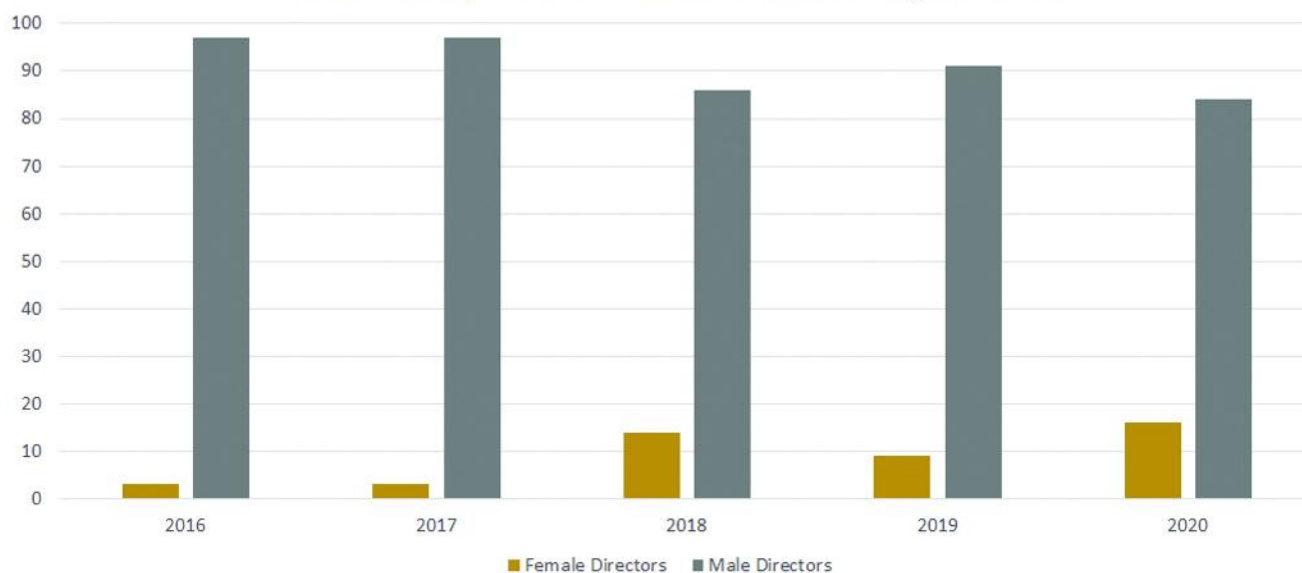


Female representation on Boards of companies in the Manufacturing Sector increased steadily from 13% in 2016 to 16% in 2018 and 25% in 2020

GENDER DIVERSITY ON BOARDS - CONGLOMERATES

	2016		2017		2018		2019		2020		5-year Average	
	No.	%	No.	%	No.	%	No.	%	No.	%	No.	%
Female Directors	1	3%	1	3%	5	14%	3	9%	7	16%	17	9%
Male Directors	32	97%	32	97%	31	86%	32	91%	36	84%	163	91%
Total Number of Directors	33	100%	33	100%	36	100%	35	100%	43	100%	180	100%

% of Gender Representation on the Boards of Conglomerates

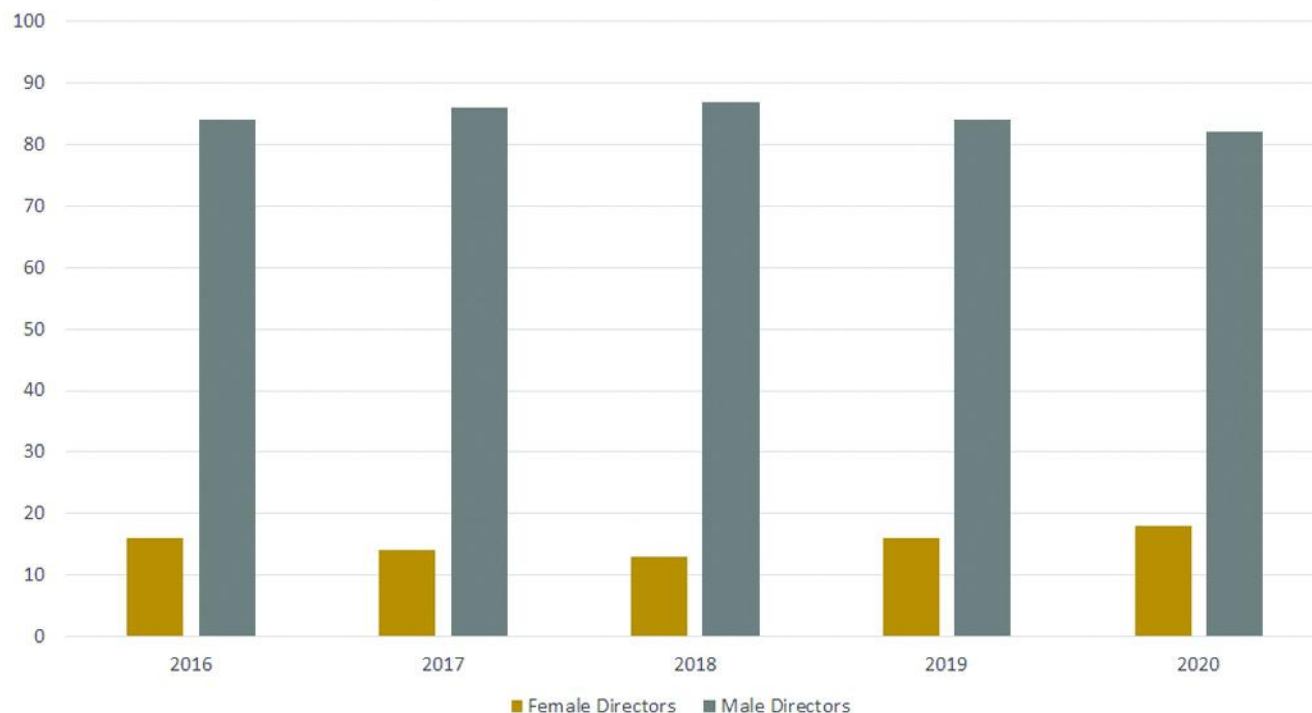


Female representation on Boards of companies in the Conglomerates Sector increased from 3% in 2016 to 16% in 2020.

GENDER DIVERSITY ON BOARDS - OIL AND GAS SECTOR

	2016		2017		2018		2019		2020		5-year Average	
	No.	%	No.	%	No.	%	No.	%	No.	%	No.	%
Female Directors	11	16%	11	14%	10	13%	11	16%	12	18%	11	15%
Male Directors	56	84%	69	86%	68	87%	56	84%	53	82%	60	85%
Total Number of Directors	67	100%	80	100%	78	100%	67	100%	65	100%	71	100%

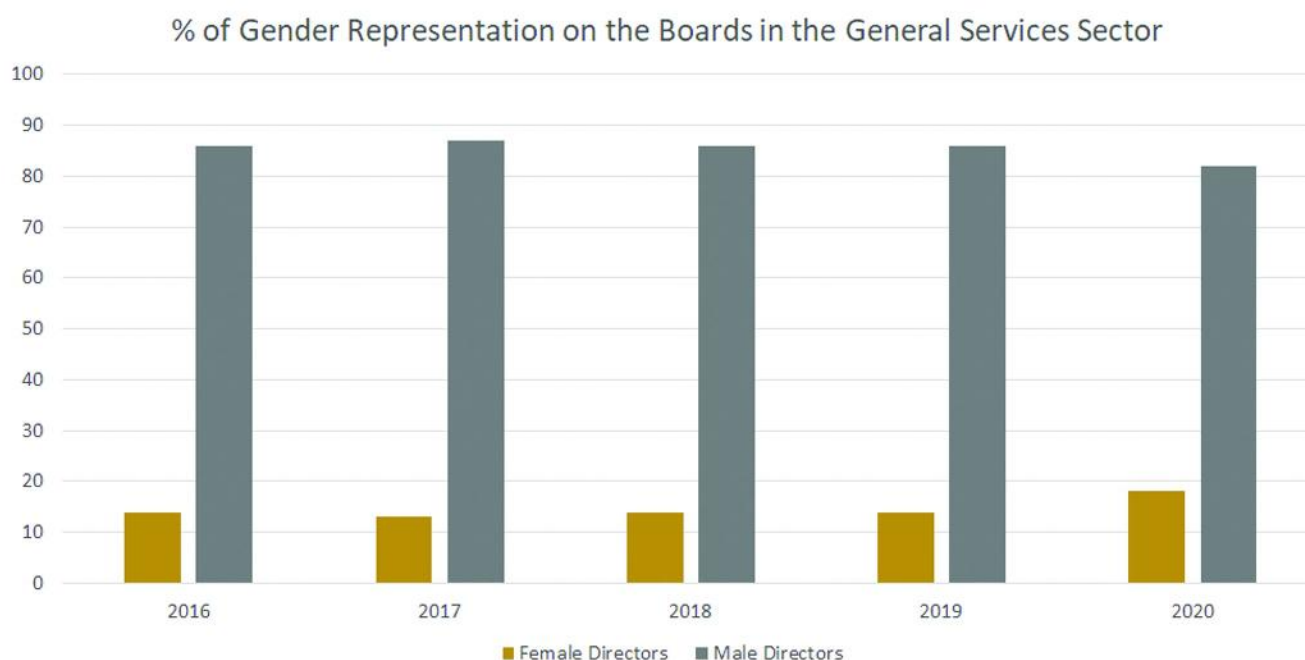
% of Gender Representation on the Boards in the Oil and Gas Sector



Female representation in this sector experienced a decline from 16% in 2016 to 13% in 2018 before increasing to 16% and 18% respectively in 2019 and 2020.

GENDER DIVERSITY ON BOARDS - GENERAL SERVICES SECTOR

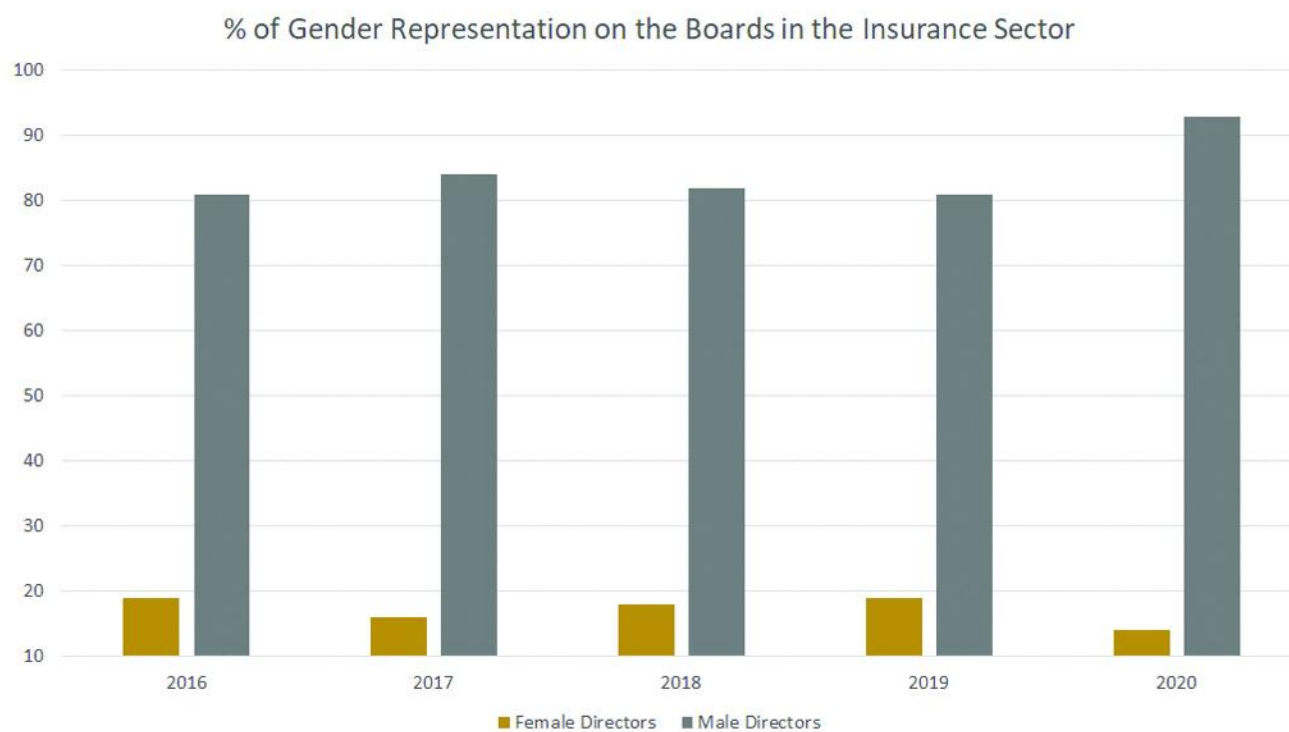
	2016		2017		2018		2019		2020		5-year Average	
	No.	%	No.	%	No.	%	No.	%	No.	%	No.	%
Female Directors	17	14%	16	13%	20	14%	16	14%	19	18%	88	15%
Male Directors	103	86%	105	87%	120	86%	101	86%	85	82%	514	85%
Total Number of Directors	120	100%	121	100%	140	100%	117	100%	104	100%	602	100%



Female representation in this sector remained relatively stable at 14% between 2016 to 2019 but increased to 18% in 2020.

GENDER DIVERSITY ON BOARDS - INSURANCE SECTOR

	2016		2017		2018		2019		2020		5-year Average	
	No.	%	No.	%	No.	%	No.	%	No.	%	No.	%
Female Directors	33	19%	28	16%	30	18%	28	19%	21	14%	28	18%
Male Directors	138	81%	142	84%	135	82%	120	81%	93	86%	127	82%
Total Number of Directors	171	100%	170	100%	165	100%	148	100%	114	100%	155	100%

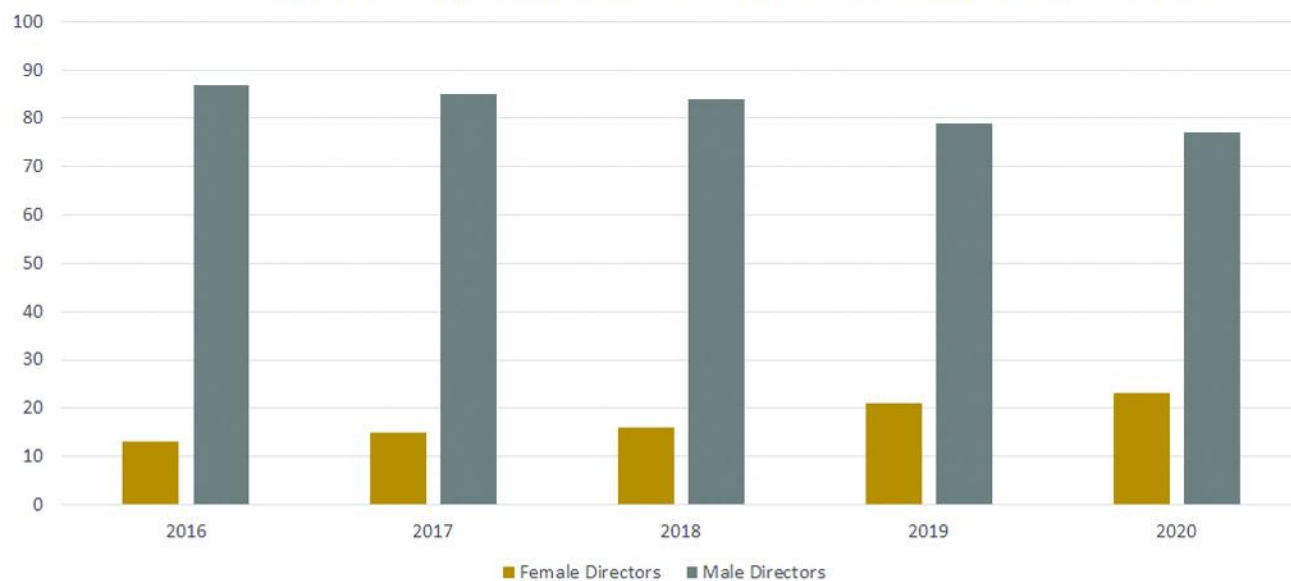


Female representation in this sector declined from 19% in 2016 to 14% in 2020.

GENDER DIVERSITY ON BOARDS - FINANCIAL SERVICES SECTOR

	2016		2017		2018		2019		2020		5-year Average	
	No.	%	No.	%	No.	%	No.	%	No.	%	No.	%
Female Directors	9	13%	11	15%	13	16%	16	21%	21	23%	14	18%
Male Directors	59	87%	62	85%	67	84%	61	79%	70	77%	64	82%
Total Number of Directors	68	100%	73	100%	80	100%	77	100%	91	100%	78	100%

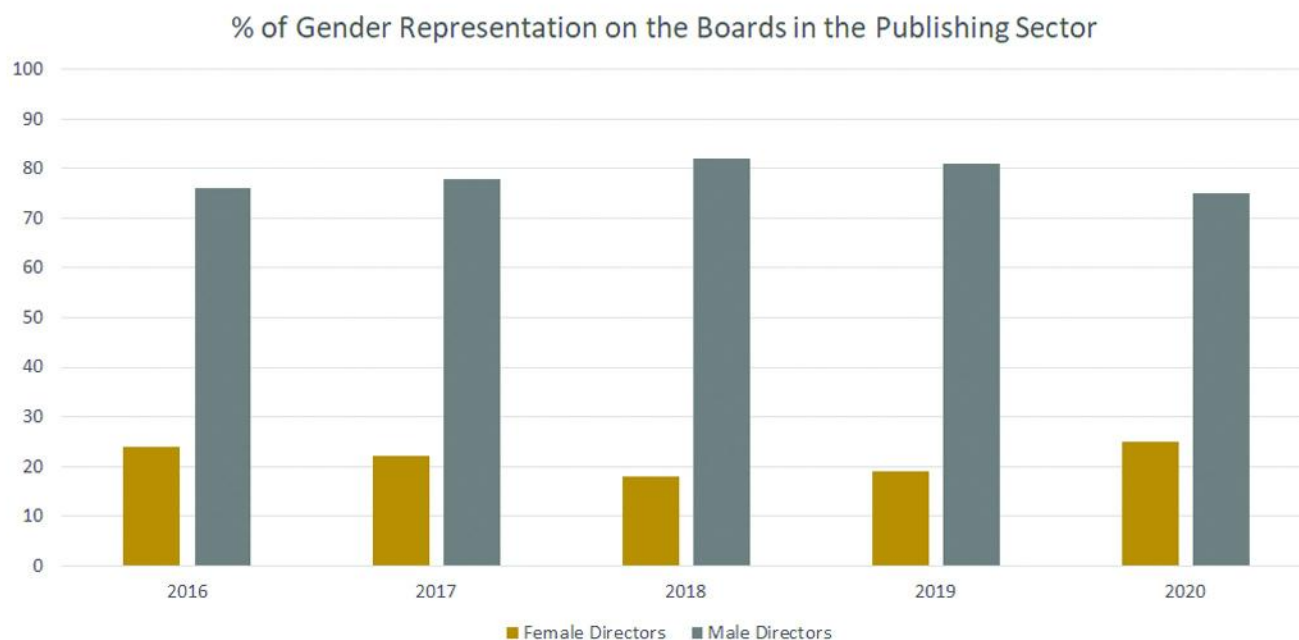
% of Gender Representation on the Boards in the Financial Services Sector



Female representation in this sector increased from 13% in 2016 to 23% in 2020

GENDER DIVERSITY ON BOARDS - PUBLISHING SECTOR

	2016		2017		2018		2019		2020		5-year Average	
	No.	%	No.	%	No.	%	No.	%	No.	%	No.	%
Female Directors	4	24%	4	22%	5	18%	5	19%	6	25%	24	21%
Male Directors	13	76%	14	78%	23	82%	22	81%	18	75%	90	79%
Total Number of Directors	17	100%	18	100%	28	100%	27	100%	24	100%	114	100%

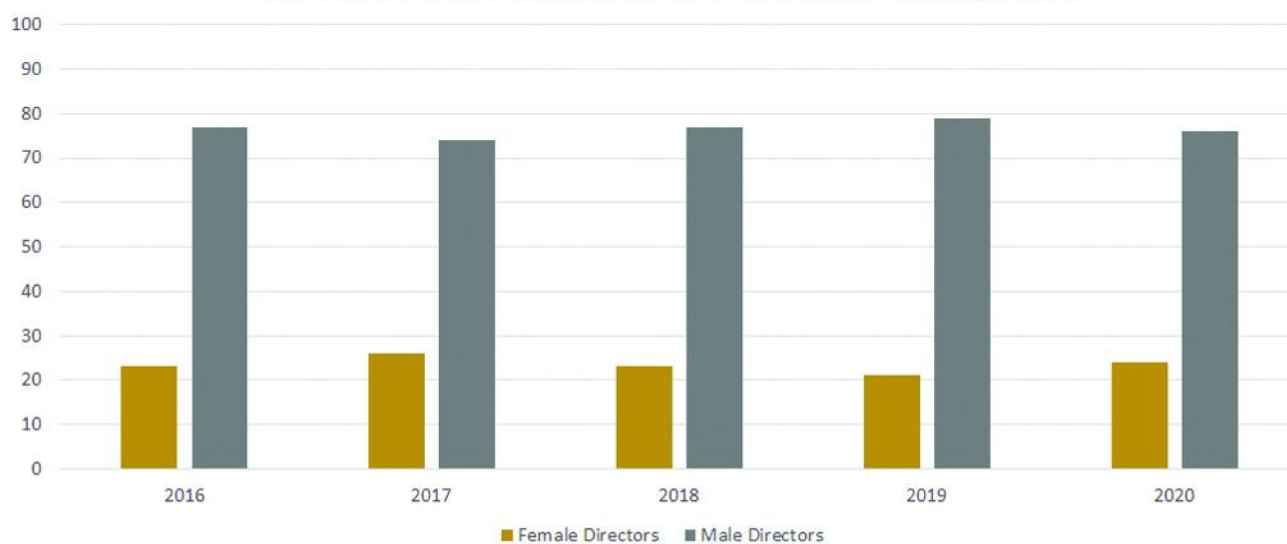


Female representation on Boards of companies in the publishing sector declined from 24% in 2016 to 18% in 2018 but increased from 19% in 2019 to 25% in 2020.

GENDER DIVERSITY ON BOARDS - BANKING SECTOR

	2016		2017		2018		2019		2020		5-year Average	
	No.	%	No.	%	No.	%	No.	%	No.	%	No.	%
Female Directors	34	23%	36	26%	33	23%	28	21%	36	24%	167	24%
Male Directors	114	77%	101	74%	110	77%	103	79%	111	76%	539	76%
Total Number of Directors	148	100%	137	100%	143	100%	131	100%	147	100%	706	100%

% of Gender Representation on the Boards in the Banking Sector

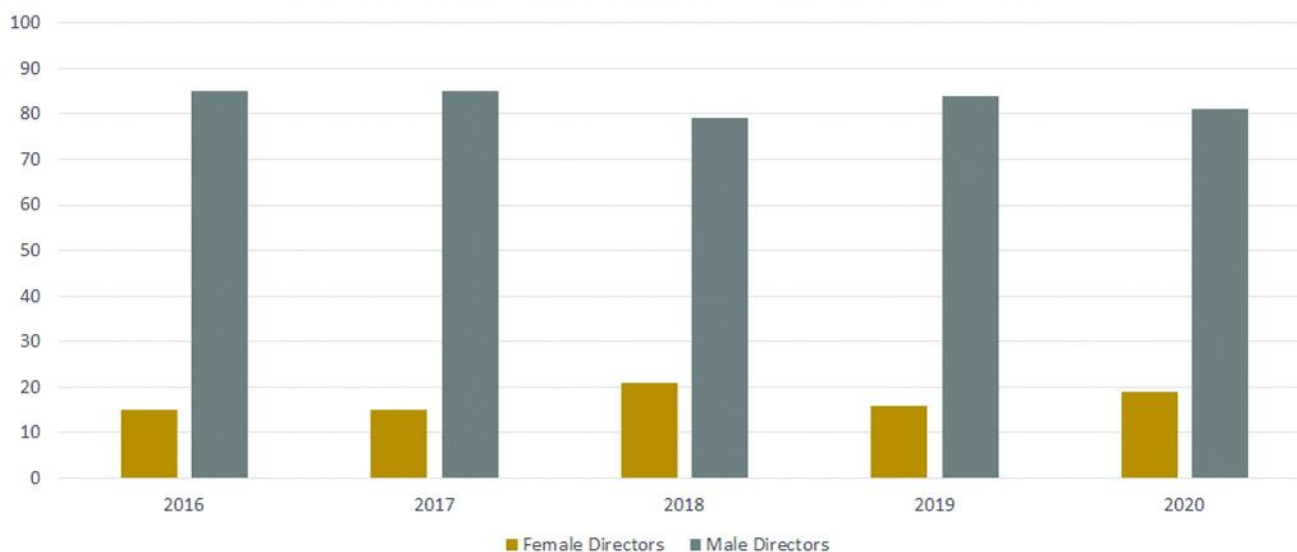


The percentage of female representation remained relatively stable between 2016 (23%) and 2020 (24%), with slight fluctuations recorded during the period

GENDER DIVERSITY ON BOARDS - ICT SECTOR

	2016		2017		2018		2019		2020		5-year Average	
	No.	%	No.	%	No.	%	No.	%	No.	%	No.	%
Female Directors	6	15%	6	15%	8	21%	6	16%	6	19%	32	17%
Male Directors	35	85%	34	85%	30	79%	31	84%	26	81%	156	83%
Total Number of Directors	41	100%	40	100%	38	100%	37	100%	32	100%	188	100%

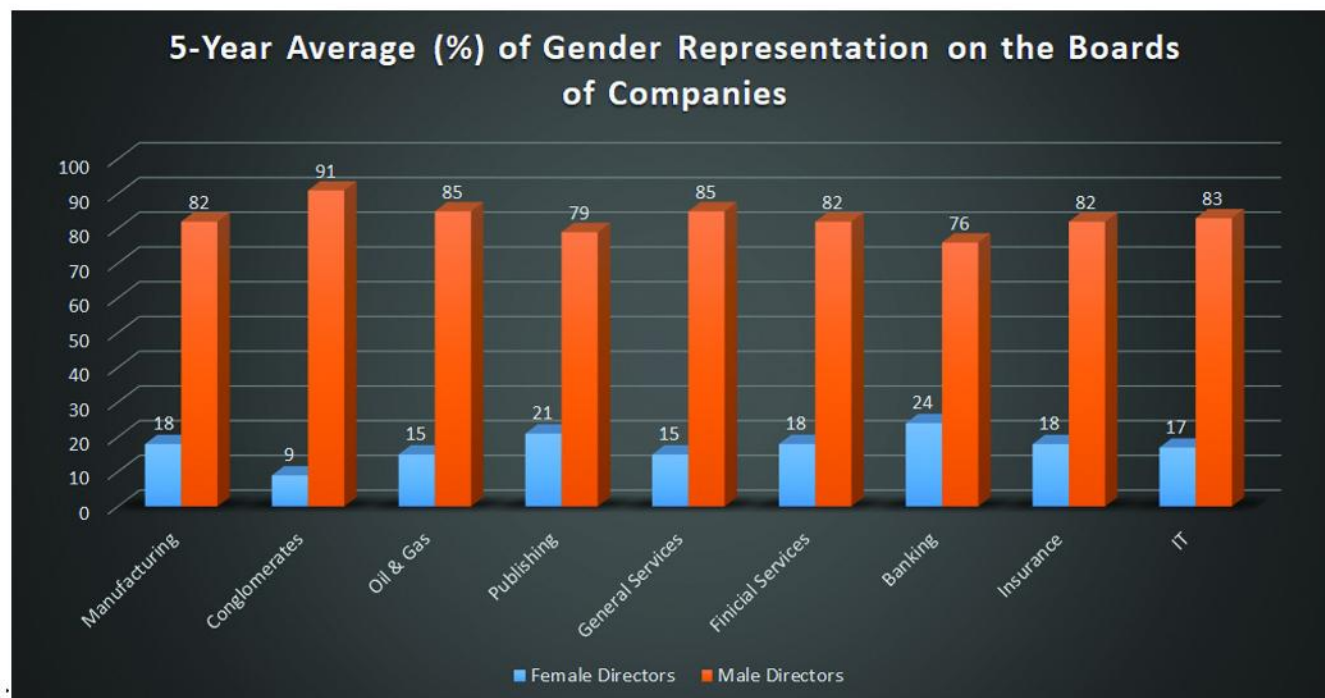
% of Gender Representation on the Boards in the ICT Sector



Female representation on Boards of companies in the ICT sector rose from 15% in 2016 to 19% in 2020.

GENDER DIVERSITY ON BOARDS - SUMMARY OF FINDINGS

Total No. of Directors (2016-2020) 5 Year Average (%)					
S/N	SECTOR	FEMALE	MALE	FEMALE	MALE
1.	Manufacturing	26	122	18%	82%
2.	Conglomerates	17	163	9%	91%
3.	Oil & Gas	11	60	15%	85%
4.	Publishing	24	90	21%	79%
5.	General Services	88	514	15%	85%
6.	Financial Services	14	64	18%	82%
7.	Banking	167	539	24%	76%
8.	Insurance	28	127	18%	82%
9.	IT Sector	32	156	17%	83%
	Total	407	1,835	18%	82%



GENDER DIVERSITY ON BOARDS - SUMMARY OF FINDINGS

- We collated data from 101 of the companies listed on the Nigerian Exchange Limited between 2016 and 2020. The analysis shows that of the 2242 Directors on the Boards of the 101 companies surveyed over a 5-year period, female directors comprise only 17%.
- It is quite disconcerting that female representation on Boards in Nigeria remain far below the 30% goal set by the World Economic Forum as a foundation to more gender equal boards.
- The Banking sector is yet to meet the 30% target set by the Central Bank of Nigeria's Sustainable Banking Principles that Nigeria Banks committed to, with average female representation at 24% over the 5-year period.

CONCLUSION

- According to "Diligent Insights" there are any number of reasons private and public organizations should seek greater gender diversity in the boardroom, including women's abilities and backgrounds, pressure from investors and regulations
- Goldman Sachs' CEO David Solomon announced in January 2020, "Starting on July 1st, in the US and Europe, we're not going to take any company public unless there's at least one diverse board candidate, with a focus on women," adding "... the performance of IPOs where there's been a woman on the board in the US is significantly better than the performance of IPOs where there hasn't been a woman on the board in the long run, this I think is the best advice for companies that want to drive premium returns for their shareholders over time."
- A study recently published in the Harvard Business Review reinforces Solomon's views. The study's authors found that female board members helped balance the overconfidence of male CEOs, and the result was improved decision-making for the business. The report correlated CEOs' overconfidence to overestimation of returns and underestimation of risk, both of which can diminish shareholder value. Inclusion of women, they found, improved the quality of board deliberations, and different perspectives increased the information available for exploring and resolving complex issues. They also observed that female directors are more independent in their views since their backgrounds are devoid of "old boy network" connections

APPENDIX - LIST OF COMPANIES SURVEYED

MANUFACTURING

- CEMENT COMPANY OF NORTH NIGERIA PLC
- CUTIX PLC.
- DANGOTE CEMENT PLC
- FIRST ALUMINIUM NIGERIA PLC
- GREIF NIGERIA PLC
- LAFARGE AFRICA PLC (FORMERLY LAFARGE CEMENT WAPCO NIGERIA PLC)
- PAINTS AND COATINGS MANUFACTURES NIGERIA PLC
- PORTLAND PAINTS & PRODUCTS NIGERIA PLC
- PREMIER PAINTS PLC.
- ALUMINIUM EXTRUSION IND. PLC.
- B.O.C. GASES PLC.
- STUDIO PRESS (NIG) PLC.
- 7-UP BOTTLING COMP. PLC.
- CADBURY NIGERIA PLC.
- CHAMPION BREW. PLC
- DANGOTE FLOUR MILLS PLC
- DANGOTE SUGAR REFINERY PLC
- FLOUR MILLS NIG. PLC.
- GUINNESS NIGERIA PLC
- MEYER PLC.
- NEIMETH INTERNATIONAL PHARMACEUTICALS PLC

CONGLOMERATES SECTOR

- A.G. LEVENTIS NIGERIA PLC.
- CHELLARAMS PLC.
- JOHN HOLT PLC.
- S C O A NIGERIA PLC.
- TRANSNATIONAL CORPORATION
- U A C OF NIGERIA PLC

OIL & GAS SECTOR

- CONOIL PLC
- ETERNA PLC
- FORTE OIL PLC.
- JAPPAUL OIL & MARITIME SERVICES PLC
- MOBIL OIL NIG PLC.
- MRS OIL NIGERIA PLC.
- OANDO PLC

APPENDIX - LIST OF COMPANIES SURVEYED

OIL & GAS SECTOR

- RAK UNITY PETROLEUM COMPANY PLC.
- SEPLAT PETROLEUM DEVELOPMENT COMPANY PLC
- TOTAL NIGERIA PLC.

PUBLISHING SECTOR

- ACADEMY PRESS PLC.
- LEARN AFRICA PLC
- UNIVERSITY PRESS PLC.

INFORMATION TECHNOLOGY SECTOR

- CHAMS PLC
- COURTEVILLE BUSINESS SOLUTIONS PLC
- CWG PLC
- E-TRANZACT INTERNATIONAL PLC
- NCR (NIGERIA) PLC.
- TRIPPLE GEE AND COMPANY PLC.

GENERAL SERVICES SECTOR

- C & I LEASING PLC
- CAPITAL HOTEL PLC
- CAVERTON OFFSHORE SUPPORT GRP PLC
- INTERLINKED TECHNOLOGIES PLC
- NEWREST ASL PLC
- NIGERIAN AVIATION HANDLING COMPANY PLC
- R T BRISCOE PLC
- RED STAR EXPRESS PLC
- SECURE ELECTRONIC TECHNOLOGY PLC
- TANTALIZERS PLC
- TOURIST COMPANY OF NIGERIA PLC
- TRANS-NATIONWIDE EXPRESS PLC.
- THE INITIATES PLC
- TRANSCORP HOTELS PLC

APPENDIX - LIST OF COMPANIES SURVEYED

FINANCIAL SERVICES SECTOR

- AFRICA PRUDENTIAL REGISTRARS PLC
- ABBEY MORTGAGE BANK PLC
- FBN HOLDINGS PLC
- FCMB GROUP PLC.
- INFINITY TRUST MORTGAGE BANK PLC
- OMOLUABI SAVINGS AND LOANS PLC
- STANBIC IBTC HOLDINGS PLC
- ECOBANK TRANSNATIONAL INCORPORATED

BANKING SECTOR

- ACCESS BANK PLC.
- DIAMOND BANK PLC
- FIDELITY BANK PLC
- FORTIS MICROFINANCE BANK PLC
- GUARANTY TRUST BANK PLC.
- NPF MICROFINANCE BANK PLC
- SKYE BANK PLC
- STERLING BANK PLC.
- UNION BANK NIG.PLC.
- UNITED BANK FOR AFRICA PLC
- UNITY BANK PLC
- WEMA BANK PLC.
- ZENITH BANK PLC

INSURANCE SECTOR

- AFRICAN ALLIANCE INSURANCE COMPANY PLC
- AIICO INSURANCE PLC.
- AXA MANSARD INSURANCE PLC
- CONSOLIDATED HALLMARK INSURANCE PLC
- CONTINENTAL REINSURANCE PLC
- CORNERSTONE INSURANCE COMPANY PLC.
- CUSTODIAN AND ALLIED PLC
- EQUITY ASSURANCE PLC.
- GREAT NIGERIAN INSURANCE PLC
- GUINEA INSURANCE PLC.
- LASACO ASSURANCE PLC.
- LAW UNION AND ROCK INS. PLC.
- LINKAGE ASSURANCE PLC

APPENDIX - LIST OF COMPANIES SURVEYED

INSURANCE SECTOR

- MUTUAL BENEFITS ASSURANCE PLC.
- N.E.M INSURANCE CO (NIG) PLC.
- NIGER INSURANCE CO. PLC.
- PRESTIGE ASSURANCE CO. PLC.
- REGENCY ALLIANCE INSURANCE COMPANY PLC
- SOVEREIGN TRUST INSURANCE PLC
- STANDARD ALLIANCE INSURANCE PLC

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