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Gender Mainstreaming and Mentoring in APEC Anti-Corruption Agencies

APEC Anti-Corruption Working Group

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Contents

1. Introduction

A person's gender influences their experience of daily life and access to resources.[1] Gender mainstreaming aims to take these experiences into account. The Framework for Integration of Women in APEC defines gender mainstreaming as "women and men having equitable access to, and benefit from society's resources, opportunities and rewards and equal participation in influencing what is valued and in shaping the directions and decisions" and "incorporating gender perspectives into the goals, priorities, policies, decisions, practices, activities (including projects) and resource allocation as well as participation at all levels."[2]

It is important to remember that gender mainstreaming in itself is not the goal but a tool to achieve gender equality.[3] Gender mainstreaming should be understood as a process of "transformation of unequal social and institutional structures in to equal and just structures for both men and women". The International Labour Organization argues that "mainstreaming is not about adding a 'woman's component' or even a 'gender equality component' into an existing activity."[4] It goes beyond increasing women's participation; it means bringing the experience, knowledge, and interests of women and men to bear".

It has become a common practise to apply a multiple-track strategy for gender mainstreaming (Figure 1). A multiple-track strategy is more likely to achieving gender equality and women's empowerment through gradual, sustained societal change at all levels of society. Accordingly, gender-targeted or

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[1] See World Health Organization. (n.d.). Gender and health. Retrieved from https://www.who.int/health-topics/gender#tab=tab_1

While sex and gender are used synonymously, gender is a much broader concept. 'Sex' refers to the biological characteristics that define men and women. This includes male and female differences in chromosomes, anatomy, hormones, reproductive systems, and other physiological components. Thus, that what defines the sex of a person will essentially stay the same between different human societies. 'Gender' on the other hand refers to a social construct. This includes the roles, behaviours, activities, and attributes that are seen as appropriate for men and women in any given society. What is appropriate behaviour for a woman in one society may not be so in another. Thus, what defines a person's gender, may vary greatly from society to society. These roles also change over time. In other words, "sex is an ascribed status because a person is born with it, but gender is an achieved status because it must be learned (Lindsey 2010, 4)".

We acknowledge that this definition of gender does not account for non-binary people or intersectionality. Opposed to the simple binary of gender, feminine and masculine, people identities may be on a spectrum of gender of which not all are exclusively feminine or masculine. See Bergman, S. B & Barker, M-J. (2017). Genderqueer and Non-Binary Genders. New York City: Palgrave Macmillan. p. 43. We refere to people who are on this spectrum and do not identify with the bianary of gender as gender diverse.

In this paper, the word female is used when refereeing to women. While this is a simplification of the gender concept it increases the readability and also reflect the current availability of data.

Additionally, all people are affected by other aspects of their identity such as age, class, race, ethnicity, and religion. These can create overlapping and interdependent systems of discrimination or disadvantages (Cooper 2016). Unfortunately, the current study cannot take account of the gender spectrum or intersectionality. The relatively low number of respondents and the main method of study do not allow for such nuance. See Cooper, Brittney (2015). "Intersectionality". In Disch, Lisa; Hawkesworth, Mary (eds.). The Oxford Handbook of Feminist Theory. doi:10.1093/oxfordhb/9780199328581.013.20.

[2] APEC. (1999). Framework for Integration of Women in APEC. Retrieved from https://www.apec.org/Publications/1999/12/Framework-for-Integration-of-Women-in-APEC-1999, p. 6

[3] UN (1997). Report of the Economic and Social Council for 1997. Retrieved from http://digitallibrary.un.org/record/271316, p. 24

[4] International Labour Organisation. (n.d.). Definition of Gender Mainstreaming. Retrieved March 30, 2021, from https://www.ilo.org/public/english/bureau/gender/newsite2002/about/defin.htm

focused initiatives are paired with gender efforts incorporated through the comprehensive general work.[5]

For example, the UN Food and Agriculture Organization (FAO) recommends that gender equality in agricultural programmes uses a multi-track strategy. Gender-integrated actions include strengthening rural institutions and increasing their gender awareness. The gender integrated approach also supports the making of gender-responsive agricultural policy decisions. However, the FAO also suggests gender-targeted interventions. Such interventions could promote women smallholders' rights and empowerment. Such targeted actions reduce discrimination against women under the law. It increases women's access to land, technology, markets and credit.[6]
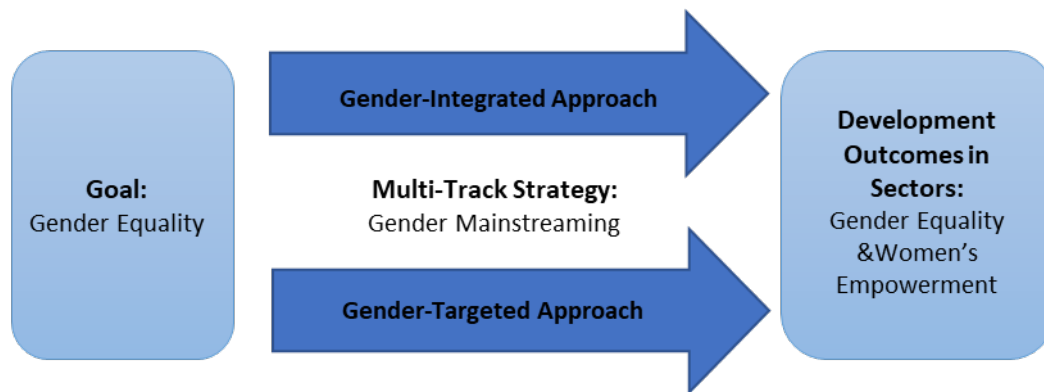

Figure 1. Gender mainstreaming multi-track strategies (adapted from UN Women 2014)[7]

It is thought that gender mainstreaming is relevant to anti-corruption agencies, due to the purported gendered impacts of corruption. However, to date, we do not know enough about how corruption affects women and men differently and more research into this issue is needed.[8] The proposed impacts include:

- Women are likely more impacted by corruption because they are more likely to be poor.

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[5] Moser, C. and Moser A. (2005). "Gender Mainstreaming Since Beijing: A Review of Success and Limitations in International Institutions." Gender and Development 13(2): 11-22.

[6] FAO. (2011). Women in agriculture: Closing the gender gap for development. FAO. P. 61-62. Retrieved from http://www.fao.org/publications/sofa/2010-11/en/

[7] UN Women. (2014). Gender Mainstreaming In Development Programming. Retrieved from https://www.unwomen.org/en/digital-library/publications/2015/02/gender-mainstreaming-issues P. 17.

[8] Transparency International. (2010). Working Paper 02/2010: Corruption and Gender in Service Delivery: The Unequal Impacts (Working Paper No. 2/2010; Working Paper 02/2010). P. 5. Transparency International. Retrieved from https://www.transparency.org/en/publications/working-paper-02-2010-corruption-and-gender-in-service-delivery-the-unequal

United Nations Office on Drugs and Crime. (2020). Gender and corruption: The time is now. P. 44. Retrieved from https://blogs.worldbank.org/governance/gender-and-corruption-time-now

Boehm, F., & Sierra, E. (2015). P. 4. The gendered impact of corruption: Who suffers more? men or women? Retrieved from https://www.cmi.no/publications/5610-the-gendered-impact-of-corruption

Bockelie, J., Blanes, N., Cisneros, C., Kharya, A., Lecomte, C., Danaé Léger, Marsick, C., Neveu, T., García, A. P. N. L., Rodriguez, J. O., Romain, L., Fuente, M. R. D. L., Sim, B., Suvina Singal, Vainqueur, J., Wable, L., & Tari, T. (2017). Gender and corruption: A toolkit to address the "add women and stir" myth. OECD. Retrieved from https://www.allianceforintegrity.org/wAssets/docs/publications/archiv-2015/2017-OECD-Global-Anti-Corruption-and-Integrity-Forum.pdf

- Women do the vast majority of unpaid care and domestic work, consequently they are also more likely to come into contact with public services that are prone to corruption, such as the public health or school system.[9]
- They are often in less empowered positions in society, which makes women further vulnerable.
- It has also been noted that women are most likely to be targeted by corruption with sex as a currency, which is a form of gender-based violence.[10]

APEC's work on gender mainstreaming is based on a view that corruption affects women differently and possibly more than men. In 2020, the Anti-Corruption and Transparency Working Group (ACTWG) and the Policy Partnership on Women and the Economy (PPWE) have published a report entitled *Bridging the Gender Gap: Gender Mainstreaming and Women Empowerment as a Game Changer in Anti-Corruption Initiatives*. In that report they put forward eight recommendations to integrate gender mainstreaming into anti-corruption initiatives.[11] These recommendations represent a gender integrated approach.

This paper will argue that the gender integrated approach could be complemented by a gender targeted approach. Specifically, it will propose that APEC anti-corruption agencies be encouraged to implement mentoring programmes for their female employees. Mentoring is a process that

[9] Transparency International. (2007). Gender and Corruption: Understanding and Undoing the Linkages (Working Paper No. 3/2007). Transparency International. Retrieved from https://www.transparency.org/en/publications/working-paper-03-2007-gender-and-corruption-understanding-and-undoing-the-l
Transparency International. (2010). Working Paper 02/2010: Corruption and Gender in Service Delivery: The… (Working Paper No. 2/2010; Working Paper 02/2010). Transparency International. Retrieved from https://www.transparency.org/en/publications/working-paper-02-2010-corruption-and-gender-in-service-delivery-the-unequal

[10] United Nations Office on Drugs and Crime. (2020). Gender and corruption: The time is now. P. 54. Retrieved from https://blogs.worldbank.org/governance/gender-and-corruption-time-now

[11] This was part of a Malaysia-led APEC- Funded Project (ACT 01 2019).
APEC. (2020). Bridging the Gender Gap: Gender Mainstreaming and Women Empowerment as a Game Changer in Anti-Corruption Initiatives. Retrieved from https://www.apec.org/Publications/2020/11/Bridging-the-Gender-Gap
The eight recommendations are:
1. Member economies are encouraged to introduce gender mainstreaming principles in their anti-corruption policies, plans, programmes and activities
2. Member economies are encouraged to review anti-corruption legislation or regulation as they relate to sex as the currency of a bribe
3. Member economies are encouraged to establish partnerships or collaborate with women-led organizations in preventing and fighting corruption
4. Member economies are invited to consider that existing and new complaint mechanisms to report corruption are gender-sensitive
5. Member economies are encouraged to collect Sex Disaggregated Data (SDD) for strategizing anti-corruption and related policies and plans
6. Member economies are invited to pursue policies on promoting women's participation in decision–making positions in public and private sectors, in support of research that correlates gender diversity with reduced corruption
7. Member economies are invited to consider training anti-corruption officers, as applicable, on gender responsiveness and gender sensitivity
8. Member economies are encouraged to consider Gender Responsive Budgeting as a potential means of promoting gender equality in anti-corruption initiatives

"support[s] people to learn and develop more effectively than they would alone".[12] An experienced mentor transfers knowledge to a less experienced mentee (person being mentored) often in an informal setting of regular meetings during a sustained period of time.

This suggestion is based on the results from a questionnaire carried out amongst employees of anti-corruption agencies in APEC economies. This research is an output of the New Zealand-led APEC funded project ACT 01 2020 – *Symposium to Develop Gender Sensitivity Training and Guide – To Enhance Gender Mainstreaming and Women's Empowerment in Fighting Corruption*. These results suggest that women employees perceive that there is a lack of mentoring opportunities available to them. This paper reports on the survey results.

2. Method

The main tool for data collection for this study was a self-administered questionnaire. No prior knowledge was required of respondents, as questions were aimed at understanding their daily experiences of working at anti-corruption agencies. The questionnaire consisted of five sections:[13]
- Section 1: Demographics
- Section 2: Perceived Subtle Gender Bias Index
- Section 3: Experience of Anti-corruption Work
- Section 4: Gender Mainstreaming
- Section 5: Wrap-up

The survey was distributed via the APEC Secretariat with a request to forward it to a minimum of five employees at each agency. It was indicated that it would be preferred if respondents were female, but this was not made a prerequisite. As the questionnaire was in English, respondents were limited to employees who had a good command of the language.[14]

A total of 94 responses were received between December 2020 and January 2021.[15] Of the 21 APEC member economies, 16 took part in the survey, as shown in Table 1. There were 93 (98.9 %) female and 1 (1.1 %) gender diverse respondents. There were no male respondents. The survey participants came from different levels of their agencies with 3 (3.2 %) being in leadership roles, 12 (12.8%) managers, 25 (26.6%) team leaders and 54 (57.4%) team members.

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[12] Csalagovits, Z., & Duban, E. (2019). Guide for developing a mentoring programme on women's access to justice for legal professionals. P. 7. Retrieved from https://rm.coe.int/guide-for-developing-a-mentoring-programme-on-women-s-access-to-justic/16809c8291

[13] Please refer to Appendix 2 for the full questionnaire.

[14] The language barrier was one of the greatest limitations of this study. We were limited to respondents who have a considerable capability to understand English. However, it was beyond the scope of this study to commission a translation for the questionnaire into the APEC member economies languages. A further limitation is that some of the concepts covered in this questionnaire may not be understood in the same way in the various member economies. There is a cultural barrier on top of the language barrier.
Further, some of the concepts covered in this survey not always translate well.

[15] A sample size of 93 respondents my appear low, however, given the size of anti-corruption agencies this sample size is adequate. Assuming that each anti-corruption agency has approximately 100 employees either as a separate agency or as employees who fulfil an anti-corruption function within a larger agency. This means the total population size is around 2100 employees. Given a confidence level of 95% and a confidence interval of 10% the needed sample size is 92 respondents.
That almost all respondents are female means that this study reflects the perceptionzs of female employees at anti-corruption agencies only. This is seen as appropriate given the topic of research.

Table 1. Participating APEC member economies

Participating economies			
• Australia	• Hong Kong, China	• Malaysia	• Singapore
• Canada	• Indonesia	• Mexico	• Chinese Taipei
• Chile	• Japan	• New Zealand	• Thailand
• People's Republic of China	• Republic of Korea	• Papua New Guinea	• Viet Nam

Data analysis

To analyse the data, economies were divided into three groups in accordance with Hofstede's (1980) cultural dimensions theory. This gives the economies anonymity, as results cannot be traced back to the participating economies.

Hofstede's cultural dimensions theory defined six dimensions and is used to understand differences in cultures across economies.[16] While the theory has largely been used in a business context it has also found application in Debski et. al. who aimed at establishing the influence of culture on the relationship between women's political participation and corruption.[17] The six dimensions used by Hofstede are:[18]

1. Power Distance Index
2. Collectivism vs. Individualism
3. Uncertainty Avoidance Index
4. Femininity vs. Masculinity
5. Short-Term vs. Long-Term Orientation
6. Restraint vs. Indulgence

This study applies only two dimensions to group the APEC economies: Power Distance Index and Femininity vs. Masculinity. These two dimensions have the greatest impact on gender issues within organisations. Debski et. al. have applied the same two dimensions in their research.[19]

The power distance index shows the prevalence with which inequality and the uneven distribution of power are tolerated in a culture. Accordingly, the high-power distance index indicates that a culture accepts inequity and power differences, encourages bureaucracy, and shows high respect for rank and authority. While a lower score on the power distance index indicates that a culture favours flat organisational structures and feature decentralized decision-making responsibility, participative style of management and places emphasis on power distribution.[20]

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[16] Hofstede, G. (1980). Culture and Organizations. International Studies of Management & Organization, 10(4), 15–41. https://doi.org/10.1080/00208825.1980.11656300

[17] Debski, J., Jetter, M., Mösle, S., & Stadelmann, D. (2016). Gender and Corruption: The Neglected Role of Culture (Working Paper No. 2016–05). CREMA Working Paper. Retrieved from https://www.econstor.eu/handle/10419/214589

[18] Hofstede, G. (2011). Dimensionalizing Cultures: The Hofstede Model in Context. Online Readings in Psychology and Culture, 2(1). P. 8 https://doi.org/10.9707/2307-0919.1014

[19] Debski, J., Jetter, M., Mösle, S., & Stadelmann, D. (2016). Gender and Corruption: The Neglected Role of Culture (Working Paper No. 2016–05). CREMA Working Paper. Retrieved from https://www.econstor.eu/handle/10419/214589

[20] Hofstede, G. (2011). Dimensionalizing Cultures: The Hofstede Model in Context. Online Readings in Psychology and Culture, 2(1). P. 9. https://doi.org/10.9707/2307-0919.1014

The masculinity vs. femininity dimension indicates a culture's preference for attributes traditionally ascribed to men or women. A highly masculine culture has distinct gender roles, is assertive, and concentrates on material achievements and wealth-building. A highly feminine culture, on the other hand, is characterised by fluid gender roles, modesty, nurturing, and is concerned with quality of life.[21]

Using these two dimensions, the APEC member economies can be divided into three groups:[22]
1. High power distance – low masculinity
2. High power distance – high masculinity
3. Low power distance – high masculinity

There are no APEC economies with low power distance and low masculinity. Which economy falls into which group is shown in Figure 2. Two of the APEC economies have not been categorised by Hofstede: Brunei Darussalam and Papua New Guinea. Brunei Darussalam did not participate in the survey. For the purposes of this study, Papua New Guinea has been categorised as a high-power distance – high masculinity culture.
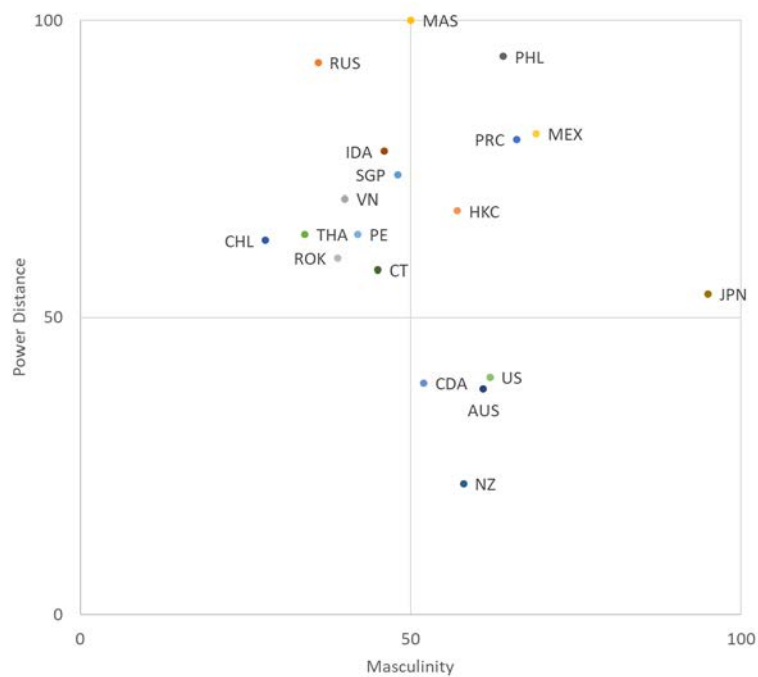

Figure 2. APEC economies grouped according to Hofstede's cultural dimensions.
Note: Papua New Guinea is not shown on this graph as no data was available from Hofstede. For the purpose of this study Papua New Guinea has been categorised as a high-power distance – high masculinity culture.

3. Results and discussion

The results from the survey will be discussed in the following sections. The discussion focuses on two parts of the survey in particular:
• Representation of women in anti-corruption agencies
• Perceived subtle gender bias

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[21] Hofstede, G. (2011). Dimensionalizing Cultures: The Hofstede Model in Context. Online Readings in Psychology and Culture, 2(1). P. 12. https://doi.org/10.9707/2307-0919.1014
[22] This was derived from Compare countries. (n.d.). Hofstede Insights. Retrieved April 6, 2021, from https://www.hofstede-insights.com/product/compare-countries/

Not all data collected is discussed in this paper, as some of it has been deemed not relevant to the main argument. However, that unused data has been included in the appendixes for future reference, if required.

3.1. Representation of women in anti-corruption agencies

Overall, according to the survey, there is a high percentage of women in the respondents' teams.[23] The median percentage of female members in a team is 71.4%. There is considerable variation between the percentage of women in respondents' teams. The percentage ranges from as low as 10 percent to as high as 100 percent. A quarter of respondents work in a team with up to 50 percent women. The second quarter of teams has between 50.0 and 71.4 percent women. The third quarter ranges between 71.4% and 90.0% female staff. Finally, the fourth quarter of respondents work in teams with 90.0 and 100.0 % women. This means that 25% of all respondents work in teams that are predominantly female. This is a remarkably high representation of women.
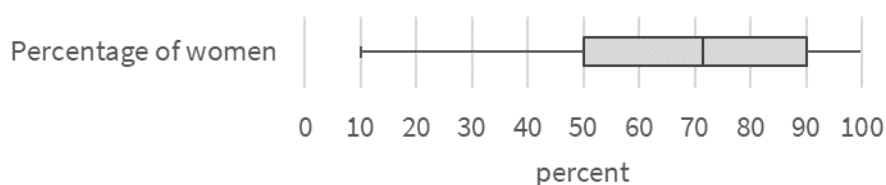

Figure 3. Percentage of women in teams

There appears to be a relationship between an economy's culture and the number of female team members. Where there is an increase in power distance and masculinity there is a corresponding decrease in the percentage of female team members. Economies with a low power distance and high masculinity have a median percentage of 83.3% of women in teams. This is compared to 77.8 % in high power distance and low masculinity economies and 66.7% in high power distance and high masculinity economies.

Table 2. Median percentage of women in APEC anti-corruption agencies (weighted)[24].

		N	Median
Culture	High power distance – low masculinity	46	77.8
	High power distance – high masculinity	29	66.7
	Low power distance – high masculinity	19	83.3
Total		94	71.4

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[23] The percentage of women was calculated based on two questions in the questionnaire:
1. How many people are part of your team (including the team leader)?
2. How many people in your team (including the team leader and yourself) are women?
These questions clearly referred to the respondents workplace in anti-corruption agencies.

[24] All results in this survey are weighted in accordance with the responding economies. This was done because not all economies had the same number of respondents. For example, 5 people from economy A answered the questionnaire compared to 10 people from economy B. Without weighing this would mean that economy B's answers would have a much higher influence on the results. By weighting the results, we ensure that all participating economies exercise the same influence.

The data suggests that there is gender segregation in Anti-Corruption Agencies

The high percentage of women in teams reported by the respondents appears to contradict the findings of a stocktake undertaken by APEC in 2020.[25] The APEC survey was conducted by Chuah and will hereafter be referred to as Chuah's study. It indicated that 13 of the economies had an average proportion of 41.9 % female staff.[26] This is significantly lower than the average of 70.4%female team members reported by the respondents of this study.[27] This is a difference of 28.5 percentage points. In other words, the percentage of women in respondent's teams is 68.12% higher than the average representation of women in APEC anti-corruption agencies, according to the results of Chuah's study.

It needs to be noted here that the methods used by Chuah and the current study varied greatly. Chuah's study enquired from each of the anti-corruption agency in APEC economies what their percentage of female employees is. This means each agency could report their overall representation of women including all employs from the head or the organisation to the janitor. Chuah then calculated the average representation of women in anti-corruption in APEC based on the number provided. The current study on the other hand received responses from 94 employees at anti-corruption agencies in 16 APEC economies. It calculated the percentage of women by team rather than by agency. Consequently, the average percentage of women reported by Chuah refers to the total representation reported by agencies as an organisation. The current study on the other hand has measured the percentage of women on teams as experience by respondents.

This difference suggests that anti-corruption agencies in APEC, have a high level of gender segregation. This means that some teams have a high number of women while others are largely male. This is not uncommon. Many economies have an occupational gender segregation. Women often work in professions traditionally associated with them, such as teachers, nurses and administration. Men, on the other hand, tend to choose occupations that are seen as masculine, such as engineers and police.[28] This study has not found a clear segregation according to work responsibilities. Administrative work within anti-corruption agencies were the only exception. This area of work is predominantly female. Segregation can also happen in accordance with seniority. The higher up in the organisational hierarchy the fewer positions are held by women.[29] In this study, there is no clear evidence that would support such a conclusion. The percentage of women remained high even at the leadership level. Thus, the gender segregation in anti-corruption agencies do not appear to follow a clear division of labour or suggest a glass ceiling.

The gender segregation observed in this study is confirmed by respondents. A team member at an anti-corruption agency noted:

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[25] Chuah, C. M. (2020). Bridging the Gender Gap: Gender Mainstreaming and Women Empowerment as a Game Changer in Anti-Corruption Initiatives. APEC. Retrieved from https://www.apec.org/Publications/2020/11/Bridging-the-Gender-Gap

[26] The thirteen economies were Australia, Canada, Chile, Hong Kong, China, Indonesia, Korea, Malaysia, New Zealand, Peru, The Republic of the Philippines, Russia, Chinese Taipei, and Thailand.

[27] The average of 70.4 percent is slightly lower than the median of 71.4 percent reported above. However, in this instance the average is used as to allow comparison to the previous study.

[28] Das, S., & Kotikula, A. (2019). Gender-based Employment segregation: Understanding Causes and policy interventions. World Bank Group. Retrieved from http://documents1.worldbank.org/curated/en/483621554129720460/pdf/Gender-Based-Employment-Segregation-Understanding-Causes-and-Policy-Interventions.pdf

[29] Rhode, D. L. (2017). Women and Leadership. Oxford University Press.

> I hope that you may not have a wrong idea of sex ratio based from my department. I work for International Relations, whose members are mostly female 5 out of 7. The Agency has about 500 employees and about 35% are female.

A team leader also weighs in on gender segregation:
> Gender segregation, in my view, is more cultural than formal, and it manifests itself in a tacit way, since objective terms, leadership positions and promotions are not defined on gender, but in practice, are mostly exercised by men, either because this is the institutional decision or because of a voluntary tendency for women to withdraw from a promotion or position, in the search of adequately complement their work and family role, the latter being the one that culturally falls mainly on them.

It is not uncommon for respondents to have a female team leader

Of the 94 respondents, 51.3% said they had a female team leader. This is compared to 42.0% and 6.6% who have a male or gender diverse team leader, respectively. This can be considered as a relatively equal distribution of team leadership positions between women and men.

While there are numerous female team leaders in anti-corruption agencies, respondents do report biases when they are in such a position:
> My agency often having a dangerous task to executed. The dangerousness could be come from a corruptor fight back, the nature condition of a crime scene (far from city, in the middle of forest or mountain), many workload with a limited time, etc. All of those obstacles make people think that men are more appropriate for my position than women.

Respondents have also observed that women tend to be better represented in middle management but fewer at leadership level. As one team member noted:
> Our Chairperson (appointed by the President) is female but most of high-ranking officials (Director general and higher) are male (9 out of 10) but the sex ratio in middle management group is about the same of whole employees. And as a kind of pan-governmental human resource policy, we try to promote more women into high-ranking positions.

This is a common pattern not only in law enforcement but most organisations. Women can advance to a certain level. After this level women rarely hold positions. This is often referred to the glass ceiling.[30]

3.2. Perceived Subtle Gender Bias

Perceived subtle gender biases are the way people perceive subtle experiences that are linked to their gender identity. It can also be understood as microaggressions and implicit bias. They are often not overt and unintentional. Biased acts can be committed by well-meaning individuals. These acts can be verbal or nonverbal, visual or environmental.[31] For example, if women enter an office that only

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[30] Cotter, D. A., Hermsen, J. M., Ovadia, S., & Vanneman, R. (2001). The Glass Ceiling Effect. Social Forces, 80(2), 655–681. https://doi.org/10.1353/sof.2001.0091

[31] Rowe, M. P. (1990). Barriers to equality: The power of subtle discrimination to maintain unequal opportunity. Employee Responsibilities & Rights Journal, 3, 153–163. doi:10.1007/BF01388340
Russell, K. (1998). The color of crime. New York, NY: University Press.

showcases photos of men who were past heads of their organisation, then this is a form of environmental gender bias.

Subtle gender biases are hard to identify, difficult to prevent and can be harmful.[32] Take for example the above illustration where women enter a room and see only photos of male leaders. It is likely that neither the women nor those who unwittingly impart the bias by displaying the photos will recognise it as an environmental gender bias. Since there is no awareness of this bias, prevention of it occurring is unlikely. Yet the photos send a clear message to women when they enter the room. A message that tells them women do not get to the top of this institution. Subtle gender biases are dangerous because they may lead to other negative psychological effects. One of these effects is that women feel their gender identity does not correspond with their professions. This has been noted by a team leader:

> Females often feel they have to take on male characteristics in which they have to be overly dominant or aggressive and work at an increased capacity to gain recognition.

The same respondent also observed how well-intentioned actions can have a negative impact on career progression for women. She says:

> My strongest concern though is that females are not generally given equal opportunities within law enforcement due to gender bias preventing them to compete on an equal basis at promotional rounds, often because females are placed in supporting roles and not case leadership roles, sometimes this is done with good intention to alleviate competing stresses on females and family obligations.

Respondents have a moderate Perceived Subtle Gender Bias

Women working in APEC anti-corruption agencies perceive a moderate perceived subtle gender bias. Respondents were asked 21 questions, the answers to which were scored on a scale from 21 to 126. Whereby a score of 21 would indicate no subtle gender bias. A score of 126 would indicate a very high gender bias. The median score of all respondents was 59.0. This is a moderate score, indicating that while there is no strong bias improvement is still possible.

The median Perceived Subtle Gender Bias Index varies between the three cultural groups according to Hofstede described above. The highest median (69) was found amongst those APEC members who are part of the high-power distance and high masculinity cultural group. This is followed by the high-power distance and low masculinity cultural group that has a median of 60 on the subtle gender bias index. Finally, the low power distance and high masculinity cultural group have the lowest score of 58. All of these median values sit firmly in the moderate range of the subtle gender bias index.

Despite the different median values, the minimum scores of the three cultural groups do not differ significantly. The lowest score varies between 30 and 34. This means that some respondents from all cultural groups report a low subtle gender bias. For the two cultural groups with a high-power distance, this bias applies to about 25 percent of respondents. Only the cultural group with low power

Solorzano, D., Ceja, M., & Yosso, T. (2000). Critical race theory, racial microaggressions, and campus racial climate: The experiences of African American college students. Journal of Negro Education, 69, 60–73. Retrieved from https://www.jstor.org/stable/2696265

Sue, D. W., Bucceri, J., Lin, A. I., Nadal, K. L., & Torino, G. C. (2007). Racial microaggressions and the Asian American experience. Cultural Diversity & Ethnic Minority Psychology, 13, 72–81. doi:10.1037/1948-1985.S.188

[32] Rowe, M. P. (1990). Barriers to equality: The power of subtle discrimination to maintain unequal opportunity. Employee Responsibilities & Rights Journal, 3, 153–163. doi:10.1007/BF01388340

distance and high masculinity has a significantly higher proportion of respondents who perceive a low subtle gender bias.

The maximum is also similar across the groups and lies between 95 and 97. The highest score of each cultural group indicated that only a few respondents can be said to perceive a high subtle gender bias. All these respondents are from the high-power distance and high masculinity cultural group.
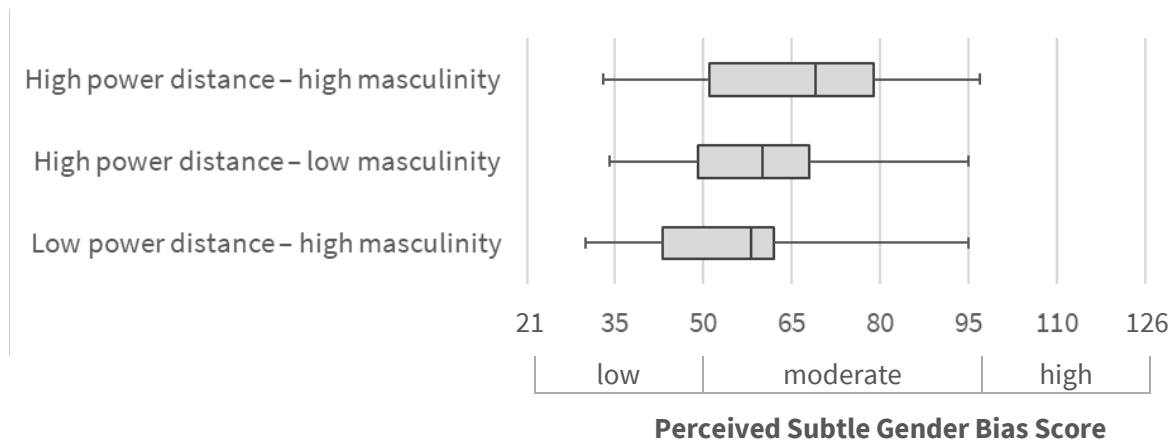

Figure 4. Perceived Subtle Gender Bias by culture (adjusted for social desirability bias)[33]

Respondents of childbearing age perceive a higher subtle gender bias

When considering the subtle gender bias index in relation to the age of respondents, those aged 30 to 39 years reported experiencing more bias than the other age groups. The median score of this group is 61. Respondents aged 40 to 49 also have an increased score of 56. This is compared to 51 for the 18 to 29 year-olds and 48 for the 50 to 59 year-olds. This is likely because women aged 30 to 39 are in their prime reproductive years. They often have young children and need to balance work and family life. Thus, it is logical that they will experience a subtle gender bias more than a younger woman who has not had children or an older woman whose children are more grown up.

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[33] Respondents from some of the economies showed a clear social desirability bias. For example, there were two economies who had an almost perfect score of 21 point over a significant number of respondents. That suggestds, they answered in accordance what they thought is socially acceptable rather than what they experience. This is a common phenomenon that can have significant impact on data collected in self reporting surveys. In the calculation of the median perceived subtle gender bias three economies have been excluded. They have been included in any other analysis of the data.
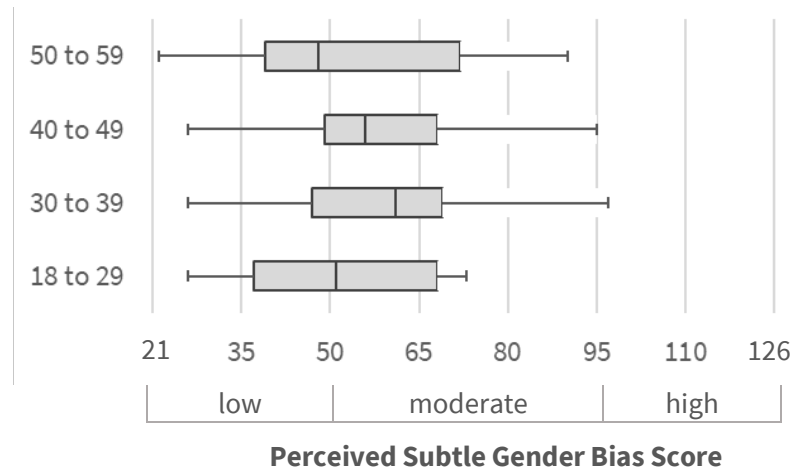
Figure 5. Perceived Subtle Gender Bias by age of respondents

In fact, two out of five respondents (41.1%) find it difficult to balance work with family responsibilities. This is further confirmed by a team member from a justice sector agency:

> In my agency and other agencies in my economy, it is difficult for women who have children to keep her position because of too long over-time work.
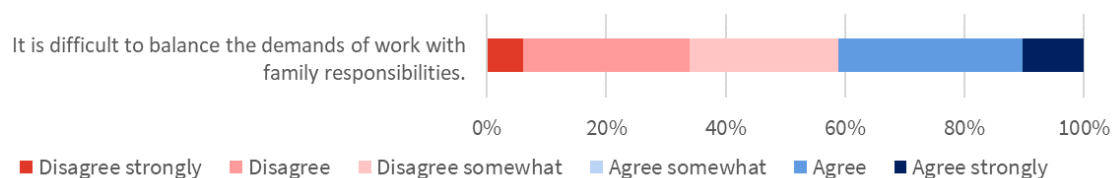

Figure 6. Perceived difficulty in balancing work with family responsibilities

Comments from a female team leader in a justice sector agency provide an insight into the kind of biases primary caregivers can face in the workplace:

> In my view, catering for flexible hours for women with children is unfair on single female workers and male workers, (who are serious about their work and contribution to their economy and organisation) who make time to be at work and attend to matters. There should be no exceptions made.

The respondent expresses a clear bias against women with children in her comment. The respondent implies that because mothers may use flexible working hours to fulfil their care duties they are not dedicated to their work. Such attitudes can be harmful to mothers and their progression in the workplace. This bias may have been caused by flexible working policies that exclusively apply to mothers. Using flexible working policies for mothers exclusively (while well meaning) can reinforce the stereotype that women are the sole care givers. Extending flexible working situations to all employees allows them to contribute to care work. It can also help to counteract the misperception that using flexible working arrangements equates to not being committed to one's job. This equating flexible and part-time work with a lack of commitment to work is commonly observed in law enforcement agencies. It can hinder women, especially mothers, from achieving the same level as male counterparts.[34]

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[34] Charlesworth, S., & Whittenbury, K. (2007). 'Part-time and Part-committed'?: The Challenges of Part-time Work in Policing. Journal of Industrial Relations, 49(1), 1–15. https://doi.org/DOI: 10.1177/0022185607072237

The Perceived Subtle Gender Bias decreases with an increase in female team members

The perceived subtle gender bias is linked to the percentage of women in a team. Those women who work in teams that are predominantly female perceive a lower bias. However, the negative correlation is weak, $r = -.204$, $p < .001$. This means that while there is a relationship between the number of women in a team and subtle gender bias, it does not fully account for the reason as to why it occurs. For example, simply having more women in a team will not necessarily resolve the issue.

Putting the aforementioned negative correlation into context, the high percentage of women in respondents' teams could explain the relatively low subtle gender bias discussed above. As respondents work in teams with many women, they perceive little bias at work. Had respondents been working in teams with more male representation the subtle gender bias results could have been different.
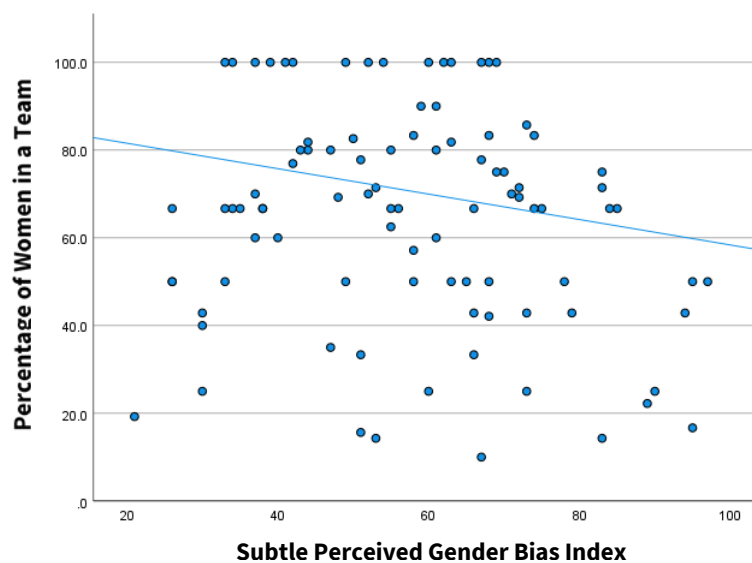

Figure 7. Relationship between percentage of women in teams and subtle gender bias

The Subtle Perceived Gender Bias compared to the Gender Social Norms Index align

To put the results of the Subtle Perceived Gender Bias Index into context it is useful to compare it to the results of the Gender Social Norms Index. In 2020, the Gender Social Norms Index measured how social beliefs obstruct gender equality in areas like politics, work, and education. The index is derived from seven indicators of the World Values Survey.[35] The World Values Survey is regularly carried out with respondents from 75 economies and territories regarding their values, beliefs and attitudes. The Gender Social Norms Index uses seven indices from the World Values Survey.[36]

The analysis of the Gender Social Norms Index showed that only a low percentage of respondents had no bias against women. Indeed only 13.9% of women and 9.4% of men showed no bias towards any of the indicator included in the Gender Social Norms Index. However, a significant number of respondents showed bias in only one or two indicators. When adding respondents who had no bias or

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[35] United Nations Development Programme. (2020). Tackling Social Norms: A Game Changer for Gender Inequalities (GSNI | Human Development Reports). Retrieved from http://hdr.undp.org/en/GSNI
[36] WVS Database. (n.d.). Retrieved April 7, 2021, from https://www.worldvaluessurvey.org/wvs.jsp
Of the 21 APEC economies 19 take part in the WVS. Only Papua New Guinea and Brunei Darussalam do not take part in the survey.

showed bias in no more than two indicators that resulted in 57.9% of women and 44.6% of men. This means that a high proportion of people have low bias towards women. .[37]

The results of the of the Perceived Subtle Gender Bias and Gender Social Norms Index in this study correspond with each other. Both show that gender bias exists. They equally show that extreme cases of such bias are not prevalent. Further, the Gender Social Norms Index shows that women tend to be less biased than men. This further explains why respondents in the current study experience only moderate bias while working in largely female teams.
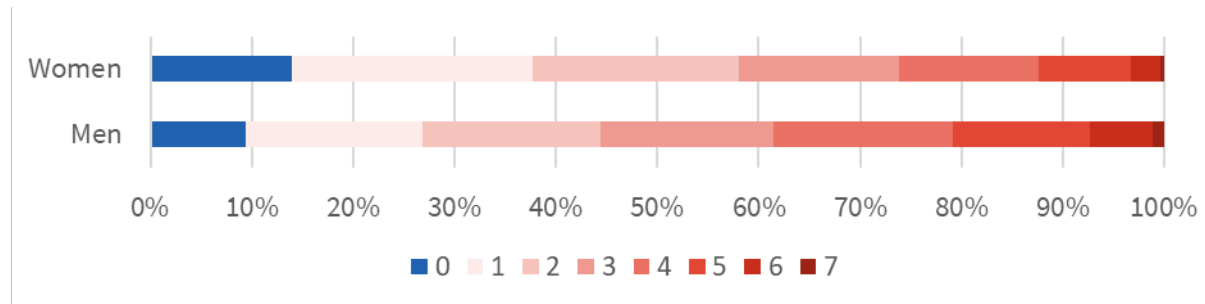

Figure 8. Percent of respondents responding with biases towards gender equality and women's empowerment by indicator (adapted from UNDP)

3.3. Perceived gender inequality and mentoring

The 21 statements of the Perceived Subtle Gender Bias Index were grouped into the following four categories:

- Perceived gender inequalities. This covers instances of clear discrimination. One example is where women are interrupted more often than men when speaking.
- Collegiality. This focuses on workplace culture and the support respondents are receiving from colleagues.
- A third category explored if respondents received mentoring.
- The fourth category involved respondents rating statements pertaining to organisational support for gender equality.

Figure 9 shows high disagreement (61.6%) with statements in the perceived gender inequality category. However, the statements in this category were phrased in a negative way. This means agreement with statements does in fact reflect a high gender bias. This category will be discussed in more detail below.

The category of mentoring also shows a high rate of disagreement with 43.6% of respondents strongly disagreeing, disagreeing or somewhat disagreeing with the statements. This is comparable to the 38.4% of respondents who agreed to the statements of the perceived gender inequality category. This category will be discussed in more detail below.

The statement in the categories covering collegiality and organisational support received a high level of agreement. On average, as few as 8.6% of respondents strongly disagreed, disagreed or somewhat disagreed with the statements made with regards to collegiality. Close to half of the respondents (46.8 %) agreed with the statements. Disagreement with statements focusing on organisational support was higher, with 23.8% of respondents either strongly disagreeing, disagreeing or somewhat disagreeing.

[37] United Nations Development Programme. (2020). Tackling Social Norms: A Game Changer for Gender Inequalities (GSNI | Human Development Reports). Retrieved from http://hdr.undp.org/en/GSNI

However, the results from both categories suggest that respondents feel supported by both their colleagues and organisations. For more details on these categories, see Appendix 2.
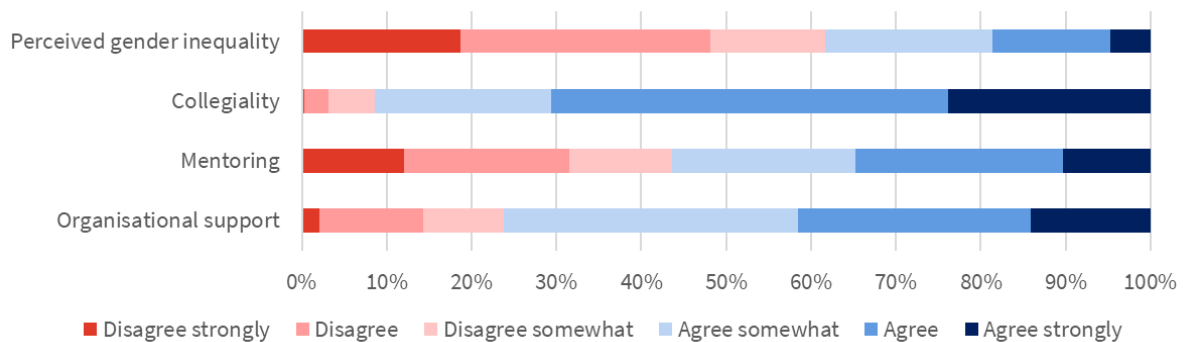

Figure 9. Agreement with questions of the four categories in the Perceived Subtle Gender Bias Index
Note: The questions for perceived gender inequality where framed in a negative way. The remaining categories were phrased in a positive framing. Thus, disagreement with perceived gender inequality related question implies a lack of bias. Disagreement with the remaining three categories implies a gender bias.

Respondents perceived gender inequality, but training on gender issues to counter this is often in place

When considering the category of perceived gender inequality, two statements stood out as having a high rate of agreement. These statements were:
- People see ambitiousness differently for men and women. (49.3% agreement)
- Some people are not comfortable being subordinate to a woman. (50.7% agreement)
- Some of my male colleagues are only superficially supportive of women's struggles with inequality. (45.0% agreement)

The statements regarding ambition in women and being comfortable as a subordinate to a woman speaks to the perception of acceptance of female leadership. About half of the respondents agreed with these two statements. This indicates that respondents do not only perceive gender inequality in general but especially when it comes to women's leadership. This perception can impact on women's potential for promotion.[38]

A significant number of respondents indicated that some of their male colleagues are only superficially supportive of women's struggles with inequality. This is perhaps best expressed by a team leader who said:

> My agency only complies with the minimum requirements regarding the gender perspective and does not go further to ensure true equality between genders. Needless to say that lip service to gender equality will not be enough to achieve this goal.

Conversely, a significant portion of APEC economies already offer training on gender issues that could help address these perceived gender inequalities. Chuah found that 64.7% of APEC anti-corruption

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[38] Growe, R., & Montgomery, P. (2000). Women and the leadership paradigm: Bridging the gender gap. National Forum Journal, 17E.

agencies have gender sensitivity training.[39] For example, in Canada, all employees at the Department of Justice must undergo mandatory training called Gender Based Analysis Plus. Another example is South Korea where public organisations are required to provide employees with four hours of training annually. The training also covers a wide range of issues beyond genders sensitivity training including sexual harassment, sexual violence, domestic violence and commercial sex.[40] While the existence of training on gender issues is laudable, to date there is insufficient evidence to determine its effectiveness.[41] This applies to the specific cases mentioned here as well as to training on gender issues more broadly.
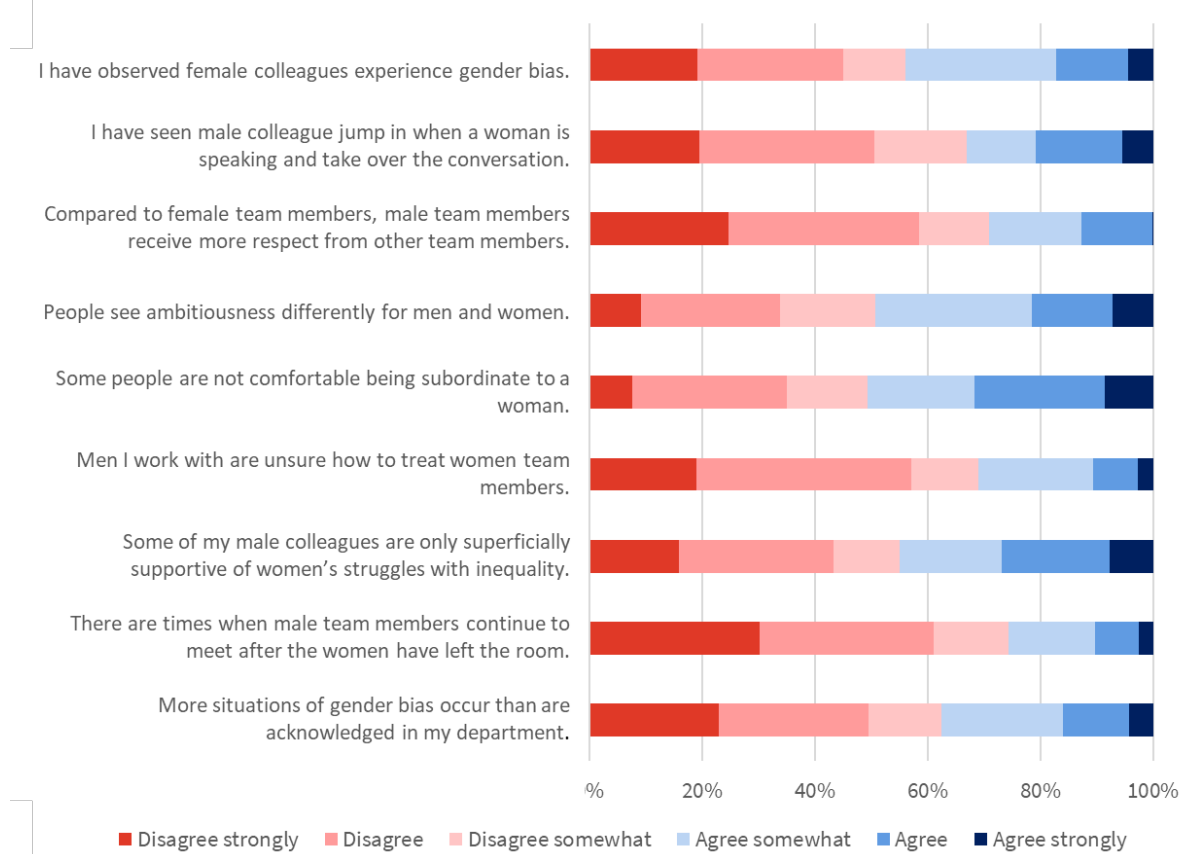

Figure 10. Agreement with statements regarding perceived gender inequality

Mentoring is a form of support

Mentoring can play an important role in a person's career development. As opposed to training, mentoring is not about instruction in specific skills and knowledge. It is also not a one-way communication in which a teacher shares their knowledge with a relatively passive student. Mentoring

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[39] Chuah, C. M. (2020). Bridging the Gender Gap: Gender Mainstreaming and Women Empowerment as a Game Changer in Anti-Corruption Initiatives. APEC. Retrieved from https://www.apec.org/Publications/2020/11/Bridging-the-Gender-Gap, p. 27

[40] Chuah, C. M. (2020). Bridging the Gender Gap: Gender Mainstreaming and Women Empowerment as a Game Changer in Anti-Corruption Initiatives. APEC. Retrieved from https://www.apec.org/Publications/2020/11/Bridging-the-Gender-Gap, p. 27

[41] Lindsay, S., Rezai, M., Kolne, K., & Osten, V. (2019). Outcomes of gender-sensitivity educational interventions for healthcare providers: A systematic review. Health Education Journal, 78(8), 958–976. https://doi.org/10.1177/0017896919859908

is a relationship between an experienced and less experienced person. Often, they are in the same field of work or in the same agency. It is a relationship that develops over an extended period of time. One of the benefits of mentoring is that it helps mentees to identify their career goals and how to achieve them. It also increases the mentees confidence and supports the establishment of valuable connections. Effective mentoring can lead to career success.[42]

Mentoring was included as an aspect of the Perceived Subtle Gender Bias Index because it is a form of support that women often lack access to.[43] When developing the index, the researchers conducted interviews with women to identify how gender biases were expressed and what support they received in their agencies. Mentoring was frequently mentioned as something they lacked opportunities for. Thus, it was integrated in the tool.

Few respondents receive formal mentoring

A high number (74.5%) of respondents engage in informal mentoring from colleagues. There is, however, some difference between the cultural groups and the prevalence of informal mentoring. Respondents from high power distance – low masculinity economies and low power distance – high masculinity economies receive informal mentoring at a comparable level of 78.3% and 78.9%, respectively. On the other hand, respondents from high power distance – high masculinity economies (65.5 %) are less likely to receive informal mentoring.

Formal mentoring arrangements (43.6 %) are far less common amongst the respondents. There are also marked differences between the three cultural groups. The highest percentage who received formal one-on-one mentoring are from high power distance – low masculinity economies (52.1 %). This is followed by the economies in the high-power distance – high masculinity cultural group with 37.9%. Respondents from low power distance – high masculinity economies (31.6 %) are least likely to receive formal mentoring.

Mentoring by someone in a senior leadership position follows a similar pattern as formal mentoring. About half (51.0%) of the respondents receive mentoring from a person in a senior leadership position. High power distance – low masculinity economies (65.2%) have the highest number of respondents who receive such mentoring. At 44.8%, significantly fewer respondents are mentored in high power distance – high masculinity economies. Yet, the percentage of respondents who receive mentoring by a person in a senior leadership position in low power distance – high masculinity economies (26.3 %) is the lowest.

The reasons for the significantly lower prevalence of informal mentoring or mentoring by a person in a senior leadership position in low power distance – high masculinity economies is unclear. However, it is possible that this is caused by different interpretations of mentoring in the different cultural

[42] Bozionelos, N., Bozionelos, G., Kostopoulos, K., & Polychroniou, P. (2011). How providing mentoring relates to career success and organizational commitment: A study in the general managerial population. Career Development International, 16(5), 446–468. https://doi.org/10.1108/13620431111167760

[43] Tran, N., Hayes, R. B., Ho, I. K., Crawford, S. L., Chen, J., Ockene, J. K., Bond, M., Rayman, P., Dean, B., Smith, S., Thorndyke, L., Frankin, P., Plummer, D., & Pbert, L. (2019). Perceived Subtle Gender Bias Index: Development and Validation for Use in Academia. Psychology of Women Quarterly, 43(4), 509–525. https://doi.org/10.1177/0361684319877199

groups. Another possible explanation could be found in patron client relationships [44]that are widespread in many APEC economies that fall into the high-power distance – low masculinity economies and high-power distance – high masculinity economies groups. Such relationships could potentially be a form of mentoring.
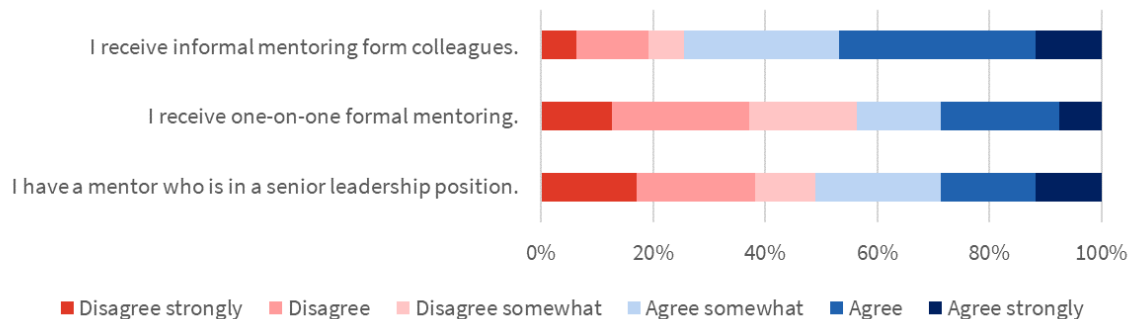

Figure 11. Agreement with statements regarding mentoring

Mentoring is the least common gender mainstreaming measure established

Very few agencies have formal mentoring programmes in place specifically for women. Only 16.3% of respondents stated that there were such programmes available in their agencies. There is a discrepancy between this percentage and the proportion of respondents who claimed that they receive mentoring (discussed above) and those who say their agencies have mentoring programmes in place specifically for women. This discrepancy is likely explained by the fact that not all mentoring is gender specific in nature. Thus, respondents may be engaging in mentoring that is accessible to all employees.

Mentoring has been specifically identified by respondents as an area that would improve gender equality within their agency. A team leader noted that:

> All in all, I feel like the organisation I am working for is making an effort to bridge these [Gender] divides however there is a still long way to go, which could be assisted through education in the workforce, gender specific opportunities/ training and mentoring to help females excel within the workplace.

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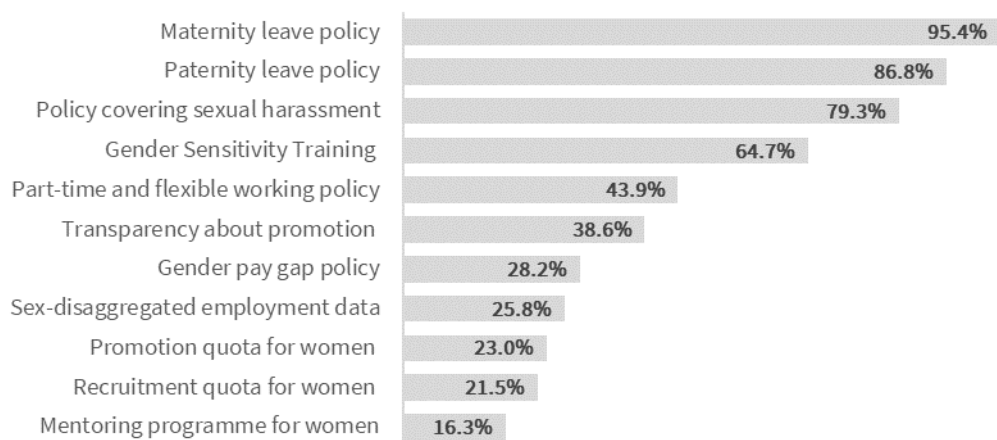
[44] Patron client relationships are mutual arrangement between a person that has authority, social status, wealth, or some other personal resource (patron) and another who benefits from their support or influence (client).

While this study and respondents focused on mentoring as a way to empower women, it is also important to recognise the limitations of this approach too. Research shows, having a mentor increased men's chances of promotion two years later, but had no effect on women. One reason for this was that mentors for women were less senior than those for men, and thus lacked the clout to advocate for them.[45] Thus, it has been pointed out that sponsoring may be more efficient in increasing women's chances for promotion. Sponsoring means that a person in power used it to promote and advocate for a person. Women are less likely to have such a sponsor.[46] If women's advancement in the organisation is the main goals of any programme, then a sponsoring programme may be more suitable. This needs to be a consideration when implementing a mentoring or sponsoring programme for women.

4. Conclusion

This study conducted a questionnaire survey with APEC economies' anti-corruption agencies. It aimed to identify the current state of gender mainstreaming within these agencies. In particular, it sought to ascertain female representation in teams, measure any subtle perceived gender bias, and ask questions about women's experiences at work.

The results suggest that there is gender segregation within anti-corruption agencies. The study found a high median representation (71.4%) of women in teams within anti-corruption agencies. This was well over the average number of women in anti-corruption agencies overall (41.9% on average). This discrepancy suggests that there is segregation by gender. Meaning that some teams have a high number of women working in them while others are largely male. The data did not allow for identifying if this segregation was along the lines of certain occupations or the seniority levels of respondents. This point would benefit from further investigation, however, it is beyond the scope of this study.

The survey found that over all there is a moderate perceived subtle gender bias in APEC anti-corruption agencies. The majority of respondents perceive only some bias against them. This bias is expressed in perceived gender inequality and mentoring opportunities. The perceived gender bias also depends on the percentage of women in a team. Where there is an increased number of women working in a team, the perceived subtle gender bias decreases. Given this relationship, the positive results of this survey need to be carefully considered. Typically, it would be expected that anti-corruption agencies overall would have a higher perceived subtle gender bias.

Respondents saw the greatest gender inequalities in areas relating to women achieving leadership positions. About half (49.3%) of the respondents thought that people perceive ambitiousness differently for men and women. Similarly, a large number of respondents (50.7%) believe that some people are not comfortable being subordinate to a woman. This indicates that women still face challenges when aiming for advancement or when in leadership positions. However, many APEC anti-

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[45] Ibarra, H. (2019, August 19). A Lack of Sponsorship Is Keeping Women from Advancing into Leadership. Harvard Business Review. https://hbr.org/2019/08/a-lack-of-sponsorship-is-keeping-women-from-advancing-into-leadership

[46] Ibarra, H., Carter, N. M., & Silva, C. (2010, September 1). Why Men Still Get More Promotions Than Women. Harvard Business Review. https://hbr.org/2010/09/why-men-still-get-more-promotions-than-women

corruption agencies have gender sensitivity training in place. This should, over time, help to address biases against women in leadership roles.

Furthermore, women also struggle to balance work and personal responsibilities. A significant number or respondents indicated that they found it difficult to fulfil work duties and still manage family obligations. Some respondents went as far as saying that it is not feasible for mothers to work in their agencies. Accordingly, some women of childbearing age who are most likely to have caregiving duties, perceive a higher subtle gender bias than other age groups. On the other hand, a substantial percentage of anti-corruption agencies have flexible working and other policies in place that should help to balance work and home life and encourage a more gender-equal share of care responsibilities.

The questionnaire results also show that respondents often do not yet receive opportunities to be formally mentored. Previous research had identified mentoring as an important means of supporting women in their careers. However, women often lack access to gender-specific mentoring programmes. Similarly, the respondents in this study rarely take part in formal mentoring. According to the survey, few of anti-corruption agencies in APEC offer such programmes for women specifically. This has been highlighted by the comments from some respondents who thought that mentoring would be of great benefit to them. Mentoring programmes for women in APEC anti-corruption agencies could be an effective gender targeted approach to gender mainstreaming.

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Appendix 1: Background

Across its fora and sub-fora, APEC has been working to advance women's economic integration in the region. In 2011, the San Francisco Declaration on Women and the Economy urged economies to take concrete actions to empower women, by enhancing their access to: capital and assets; markets; skills and capacity building; leadership opportunities, voice and agency; and access to innovation and technology. Despite these efforts, women continue to face disproportionately high barriers to economic and professional advancement.

In 2019, APEC host economy Chile included 'Women, SMEs and Inclusive Growth' as one of its APEC-related priorities. This resulted in the 'La Serena Roadmap for Women and Inclusive Growth (2019-2030)' which aims to ensure greater integration and empowerment of women in the Asia-Pacific region. While the La Serena Roadmap does not mention this explicitly, corruption is likely to have a greater impact on women's economic wellbeing when compared to men.

To address the above issue, Malaysia hosted a 'Symposium on Gender Mainstreaming and Women Empowerment to Fight Corruption' during SOM1 in February 2020. The objective of the Symposium was to strengthen women's engagement through gender mainstreaming in economic, political and social spheres. The project identified linkages between gender and corruption, how different genders experience corruption and how this knowledge can be used to fight corruption. A set of recommendations for APEC economies were developed for endorsement by the Anti-Corruption Transparency Working Group (ACTWG) during 2020.

These recommendations focus on empowering women in the fight against corruption. However, most of these recommendations are outward facing. This means that they strengthen the empowerment of women who come into contact with anti-corruption organisations, mainly as victims of corruption. They do not further the position of women within the organisations.

In 2021, New Zealand aims to continue the focus on empowering women in the fight against corruption. This will be done through the 'Symposium to Develop Gender Sensitivity Training and Guide – To Enhance Gender Mainstreaming and Women's Empowerment in Fighting Corruption' project. The project is jointly funded by APEC and New Zealand. It will produce a training guide for gender mainstreaming within anti-corruption agencies. This will be disseminated as an APEC publication. Gender mainstreaming is an approach that aims to support the development of an organisation's structure, policies, processes and procedures so that they take into consideration the specific needs and concerns of both women and men. We hope that the training guide will be used by ACTWG members to further the work they are doing in relation to gender equity within anti-corruption agencies.

For the guide to be relevant for all member economies, New Zealand conducted research to gain a clearer understanding of the current status of gender mainstreaming and work experiences in anti-corruption agencies across APEC member economies. This publication reports on that research.

Appendix 2: Questionnaire

The first section covered demographic questions about respondents and their positions within their agencies. This information was important to analyse the remaining sections of the survey. Data from this section was also used to calculate the representation of women in teams. This shows how gender diverse the teams in anti-corruption agencies are. The percentage of female employees reported publicly by an agency often masks segregation of women and men into different functions within an organisation.

The second section aimed to uncover any gender bias that might be present in anti-corruption agencies. Several scales measuring perceptions of gender bias and sexism were considered for use with this part of the survey. Scales that were considered included:
- The Perceived Chilly Climate Scale measures college students' perceptions of sexism in the classroom[47]
- The Perceived Subtle Gender Bias Index assesses gender bias and equality in the workplace[48]
- The Ambivalent Sexism Inventory measures women's daily experiences with hostile and benevolent sexism in the workplace[49]

However, the Perceived Subtle Gender Bias Index was chosen as the most applicable for this study. The focus on subtle gender bias, as opposed to overt gender bias, allows the Index to identify biases of which the respondents themselves may not be aware of. It will also reduce the risk of respondents portraying themselves as unbiased. We have adopted all questions from the Perceived Subtle Gender Bias Index and only changed the wording were necessary.[50]

The second section consists of 21 questions on a 6-point Likert-scale. Each respondent's answers were added resulting in a score on an index from 21 to 126. The higher a respondent scores on this index the greater the gender bias that respondent perceives at their place of work.

The third section focuses on the daily experiences of anti-corruption staff and was based on issues that have been identified as significant barriers to women in law enforcement.[51] A 6-point Likert-scale was used for this section and the results will be analysed using descriptive statistics.

The fourth section asked respondents if a number of gender mainstreaming measures and policies are present in their agencies. This included internal human resources measures as well as work-related measures. For this section, respondents were given a multi-choice response of yes, no or unsure which were analysed using descriptive statistics.

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[47] Morris, L. K., & Daniel, L. G. (2008). Perceptions of a Chilly Climate: Differences in Traditional and Non-traditional Majors for Women. Research in Higher Education, 49(3), 256–273. https://doi.org/10.1007/s11162-007-9078-z

[48] Tran, N., Hayes, R. B., Ho, I. K., Crawford, S. L., Chen, J., Ockene, J. K., Bond, M., Rayman, P., Dean, B., Smith, S., Thorndyke, L., Frankin, P., Plummer, D., & Pbert, L. (2019). Perceived Subtle Gender Bias Index: Development and Validation for Use in Academia. Psychology of Women Quarterly, 43(4), 509–525. https://doi.org/10.1177/0361684319877199

[49] Salomon, K., Bosson, J. K., El-Hout, M., Kiebel, E., Kuchynka, S. L., & Shepard, S. L. (2020). The Experiences with Ambivalent Sexism Inventory (EASI). Basic and Applied Social Psychology, 42(4), 235–253. https://doi.org/10.1080/01973533.2020.1747467

[50] As the index was designed for the use in universities, we had to change faculty member to team member.

[51] For example: INTERPOL. (2020). Women in Law Enforcement in the ASEAN Region. Retrieved from https://asiapacific.unwomen.org/en/digital-library/publications/2020/08/women-in-law-enforcement-in-the-asean-region

The final section allowed respondents to freely add any comments they wanted to include. This was added to give participants an opportunity to provide any insights that may not have been possible for them to express within the framework of a questionnaire.

The following is the questionnaire used for the survey in this study. Not all results have been reported in this paper. Any results that were not reported in the paper are included in the Appendixes.

APEC Gender Mainstreaming

As part of the Anti-Corruption Working Group's (ACTWG) activities in 2021 and to advance the La Serena Roadmap for Women and Inclusive Growth, New Zealand is seeking to produce a training guide for gender mainstreaming in anti-corruption agencies. Gender mainstreaming is an approach that aims to support the development of an organisation's structure, policies, processes and procedures so that they take into consideration the specific needs and concerns of both women and men. We anticipate that such a training guide will be used by the ACTWG member economies to further the work they are doing in relation to gender equity within their agencies. In order for the guide to be relevant to all member economies, we are now seeking, via this questionnaire, to gain a clearer understanding of the current status of gender mainstreaming and work experiences in anti-corruption agencies across the various economies.

This questionnaire consists of five sections comprising:
- Section 1: Demographics
- Section 2: Gender Bias
- Section 3: Experience of Anti-corruption work
- Section 4: Gender Mainstreaming
- Section 5: Wrap-up

All information and data obtained from completed questionnaires will remain anonymous. Collected information will only be referenced internally by the SFO to help inform the development of a research paper and gender mainstreaming training guide which will be published by APEC at the end of 2021. When reporting the results of this survey, no individuals, economies or agencies will be identified. Please refrain from providing any information that may personally identify yourself or the agency you work for in response to the questionnaire. The provision of information in response to the questionnaire is voluntary. Information and data received by the SFO will be held on a secure storage platform with access restricted to SFO staff involved in the development of the research paper and training guide.

Section 1: Demographics

This section will ask you for some information about you and your position within the anti-corruption agency where you work.
Please choose or fill in the answer that best describes you.

1. What is your gender?   ☐ Male   ☐ Female   ☐ Gender diverse

2. What is your age?

☐ Under 18	☐ 50 to 59
☐ 18 to 29	☐ 60 to 69
☐ 30 to 39	☐ 70 to 79
☐ 40 to 49	☐ Over 80

3. Which economy do you work within?

_____

4. Which best describes your agency?

☐ Auditor	☐ Law enforcement
☐ Justice	☐ Other: _____

5. What best describes your current working arrangements?   ☐ Full-time   ☐ Part-time

6. How many hours do your work week?

_____

7. In October 2019, did your workplace have flexible work hours in place. For example, were you able to work some hours at home and some at the office?   ☐ Yes   ☐ No

8. Look at the graphic below. Which best describes your position?

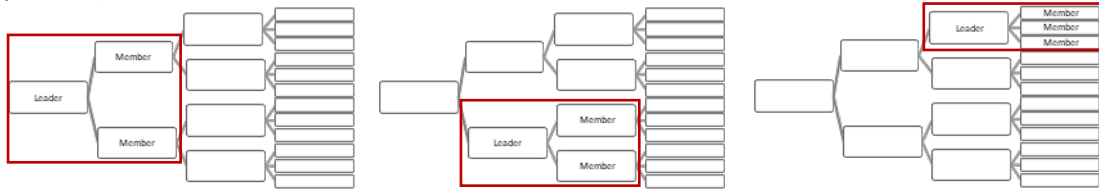|	
☐ Leadership level	☐ Team leader
☐ Management level	☐ Team member
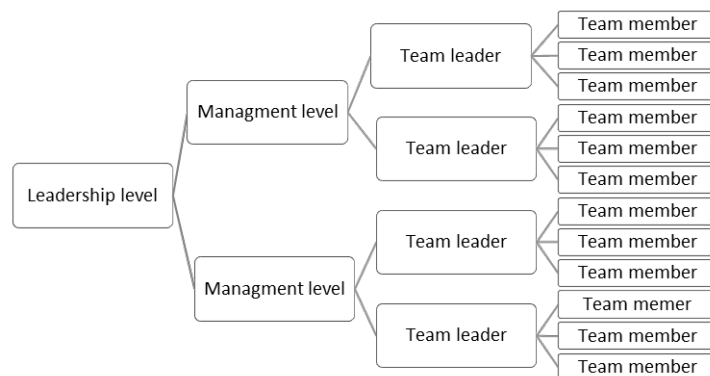
9. Look at the graphic below showing what is.
   How many people are part of your team (including the team leader)?
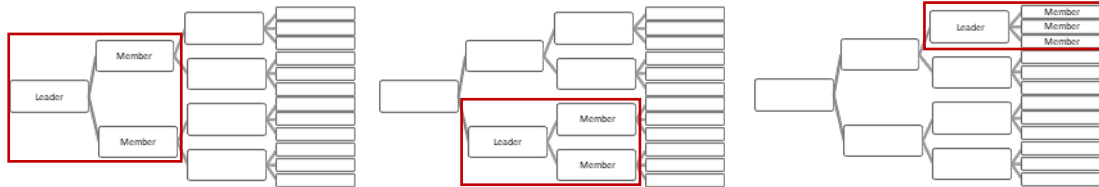
   _____
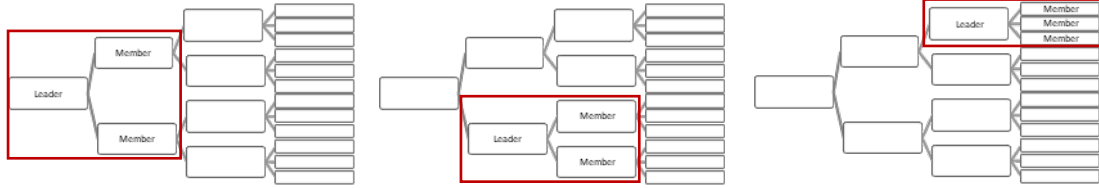
10. Look at the graphic below showing what is.
    How many members of your team (including the team leader and yourself) are women?

    _____

11. Look at the graphic below showing what is.
    What is the gender of your team leader?

    ☐ Male   ☐ Female   ☐ Gender diverse

12. Which best describes your work responsibilities?

    ☐ Administration   ☐ Legal
    ☐ Management   ☐ Investigation
    ☐ Policy   ☐ Forensic Accounting
    ☐ Prevention   ☐ Other: _____

13. Does your role involve high risk scenarios which could put your physical well-being in danger? (For example, executing search warrants.) If yes, how often would this occur?

    ☐ Never
    ☐ Rarely (up to 5 times a year)
    ☐ Occasionally (6-11 times a year)
    ☐ Regularly (at least once a month)
    ☐ Often (at least once a week)

Section 2: Gender Bias

This section will ask questions about gender bias at your workplace. Gender bias is a behaviour that treats people differently because of their gender. Most often, gender bias is the act of favouring men over women.
Please indicate how much you agree or disagree with each of the following statements, or how true it is about you. Please do not spend too much time thinking about your answer. Your first/immediate response is usually the most accurate.

	Disagree Strongly	Disagree	Disagree Somewhat	Agree Somewhat	Agree	Agree Strongly
14. Perceived gender inequality						
I have observed female colleagues experience gender bias.						
I have seen male colleague jump in when a woman is speaking and take over the conversation.						
Compared to female team members, male team members receive more respect from other team members.						
People see ambitiousness differently for men and women (i.e. "strong mindedness" vs. "bossy")						
Some people are not comfortable being subordinate to a woman.						
Men I work with are unsure how to treat women team members.						
Some of my male colleagues are only superficially supportive of women's struggles with inequality.						
There are times when male team members continue to meet after the women have left the room.						
More situations of gender bias occur than are acknowledged in my department.						
15. Collegiality						
I receive positive feedback about my abilities from colleagues.						
I have a collegial work environment.						
I have a good relationship with most of my co-workers.						
My ideas are valued within my workplace.						
Many people in my workplace are supportive of my work.						
Team members in my workplace make sure everyone feels valued.						
16. Mentoring						
I receive informal mentoring form colleagues.						
I receive one-on-one formal mentoring.						
I have a mentor who is in a senior leadership position.						
17. Organisational support						
My agency is aware to women's staff's professional needs for success.						
My agency provides supports for balancing work and family demands						
I work in an agency were policies emphasis equality.						

Section 3: Experience of Anti-corruption work

This section will ask questions about your experience in an anti-corruption agency.
Please indicate how much you agree with each of the following statements, or how true it is about you. Please do not spend too much time thinking about your answer. Your first/immediate response is usually the most accurate.

	Disagree Strongly	Disagree	Disagree Somewhat	o Somewhat	Agree	Agree Strongly
18. Recruitment and training						
The training needed for a position in my agency is easier for men to complete than it is for women.						
You need the right connection to get a job in this agency.						
I have not been able to take training opportunities or apply for training because of my family responsibilities.						
I have had training on gender issues (e.g. on how women and men can be affected differently by the same things).						
19. Deployment						
Women and men have the same capacity and capability to fulfil the duties of my agency.						
Some of the duties carried out by agency staff are too dangerous for women to do.						
There are some work duties that are better suited to women than men.						
It is difficult to balance the demands of work with family responsibilities.						
20. Promotion and leadership						
Promotion in my agency is based on seniority more than skills.						
To become part of the leadership team at my agency, it is important to take part in socialising activities outside work hours (e.g. drinking with co-workers and superiors, playing golf).						
For women to be promoted they have to perform significantly better than men.						
Women are as capable as men to be leaders at my agency.						
21. Infrastructure, facilities and equipment						
There are different dress codes for women and men.						
The existing dress code is inconvenient and not suited to my work-related responsibilities.						
The protective equipment provided by the agency is suitable and fits me well.						
My agency provides facilities for women such as bathrooms, changing rooms, sleeping quarters and space for breast feeding /pumping.						
22. Law enforcement culture						
A person who works part-time or flexible hours is not committed to their job.						
I have been told that my gender is not compatible with my position.						
Sometimes my co-workers make jokes or comments that make me feel uncomfortable or embarrassed.						

I have seen people in my agency using informal means of communication (such as WhatsApp, WeChat, etc.) to send inappropriate content or messages.						
23. Job satisfaction						
I feel strongly affiliated with my team.						
I sometimes think about searching for work at other agencies.						
Female co-workers are more likely to move to other agencies than male co-workers.						
Overall, I am satisfied with my job.						

Section 4: Gender Mainstreaming

This section will ask questions about gender mainstreaming in your agency.
Please indicate if your agency has any of the following policies (yes or no) or if you are unsure.

	Yes	No	Not sure
24. Human Resources			
Quota for the recruitment of women into the agency			
Part-time and flexible working policy			
Maternity leave policy			
Paternity leave policy			
Gender pay gap policy			
Policy covering sexual harassment (standalone policy or forms part of other workplace policies)			
Mentoring programme specifically for women			
Quota for the promotion of women into leadership			
Transparency about promotion decisions			
Collection of sex-disaggregated employment data			
25. Programme related			
Training/capacity development for gender issues			
Gender analysis for strategic planning			
Collection and analysis of sex-disaggregated data			
Gender-responsive monitoring and evaluation			
Gender-responsive budgeting and tracking of resources			
Gender-sensitive communications (e.g. the agency's publications include images of women and men)			
Gender specific programming (e.g. programmes tailored to women)			

Section 5: Further Comments

26. If there is anything else you would like to let us know about regarding gender mainstreaming in your agency, please do so here.

Appendix 3: Further survey results

Respondents had differing duties within their agencies

Table 3. Area of duties of respondents

Area of duty	No.	%
Administration	19	20.2
Forensic Accounting	1	1.1
International cooperation	7	7.4
Investigation	19	20.2
Legal	14	14.9
Management	10	10.6
Policy	12	12.8
Prevention	2	2.1
Other	6	6.4

Respondents agencies come from different sectors

Table 4. Respondents' agencies sector

Sector of agency	No.	%
Auditor	2	2.1
Anti-Corruption	7	7.4
Justice	21	22.3
Law Enforcement	53	56.4
Other	11	11.7

Table 5. Median percentage of women in APEC anti-corruption agencies (weighted in accordance with economies).

		N	Median
Culture	High power distance – low masculinity	46	77.8
	High power distance – high masculinity	29	66.7
	Low power distance – high masculinity	19	83.3
Agencies sector	Auditor	2	50.0
	Justice	21	66.7
	Law Enforcement	53	80.0
	Anti-Corruption	7	71.4
Level of position	Leadership	3	67.9
	Management	12	66.7
	Team leader	25	66.7
	Team member	54	77.8
Work responsibilities	Administration	19	77.8
	Forensic Accounting	1	100.0
	Investigation	19	66.7
	Legal	14	66.7
	Management	10	69.2
	Policy	12	50.0
	International cooperation	7	80.0
	Prevention	2	100.0
Physical Danger	Never	60	77.8
	Rarely (up to 5 times a year)	18	71.4
	Occasionally (6-11 times a year)	11	57.1
	Regularly (at least once a month)	5	66.7
	Often (at least once a week)	0	-
Total		94	71.4

Table 6. Gender of respondents' team leaders in percent (weighted in accordance with economies).

		N	Female	Male	Gender Diverse
Culture	High power distance – low masculinity	46	64.9	31.8	3.3
	High power distance – high masculinity	29	27.2	57.3	15.5
	Low power distance – high masculinity	19	51.6	47.5	0.8
Agencies sector	Auditor	2	100.0	0.0	0.0
	Justice	21	58.5	33.3	8.2
	Law Enforcement	53	46.6	45.6	7.8
	Anti-Corruption	7	59.7	40.3	0.0
Level of position	Leadership level	3	50.0	0.0	50.0
	Management level	12	0.0	83.3	16.7
	Team leader	25	56.0	33.1	10.9
	Team member	54	60.3	37.7	2.0
Work responsibilities	Administration	19	61.1	36.4	2.5
	Forensic Accounting	1	100.0	0.0	0.0
	Investigation	19	40.0	50.4	9.6
	Legal	14	54.0	32.2	13.8
	Management	10	13.7	75.2	11.1
	Policy	12	35.3	52.9	11.8
	International cooperation	7	89.1	10.9	0.0
	Prevention	2	64.7	35.3	0.0
Physical Danger	Never	60	53.0	39.3	7.7
	Rarely (up to 5 times a year)	18	51.7	45.7	2.6
	Occasionally (6-11 times a year)	11	43.6	47.4	9.0
	Regularly (at least once a month)	5	35.0	65.0	0.0
	Often (at least once a week)	0	-	-	-
Total		94	51.3	42.0	6.6

Respondents who are management level perceive the lowest subtle gender bias
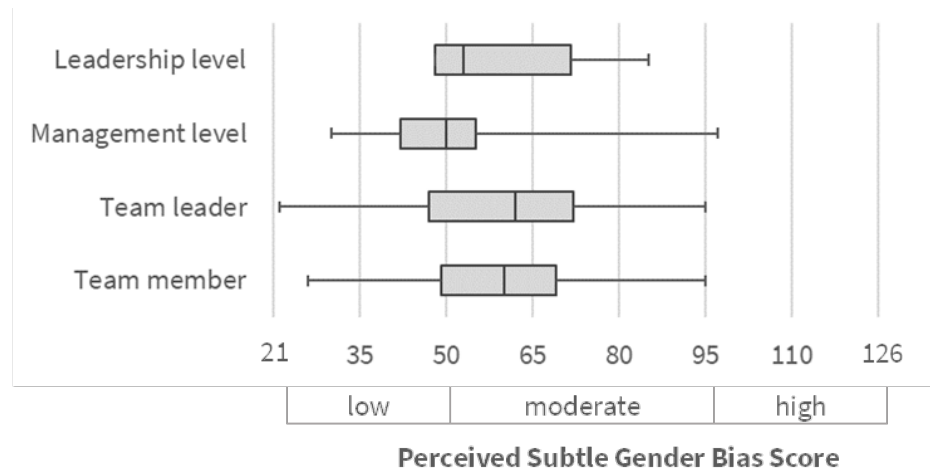

Figure 13. Perceived Subtle Gender Bias by level of position

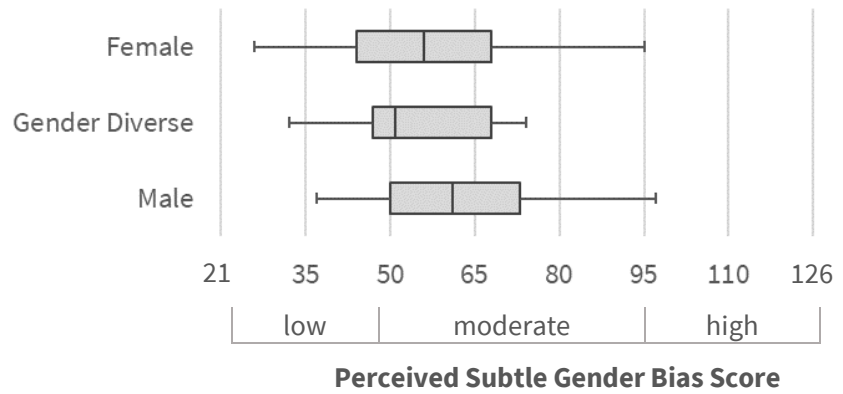**The subtle gender bias is lower in teams with gender diverse team leaders**

Figure 14. Perceived Subtle Gender Bias by gender of team leader

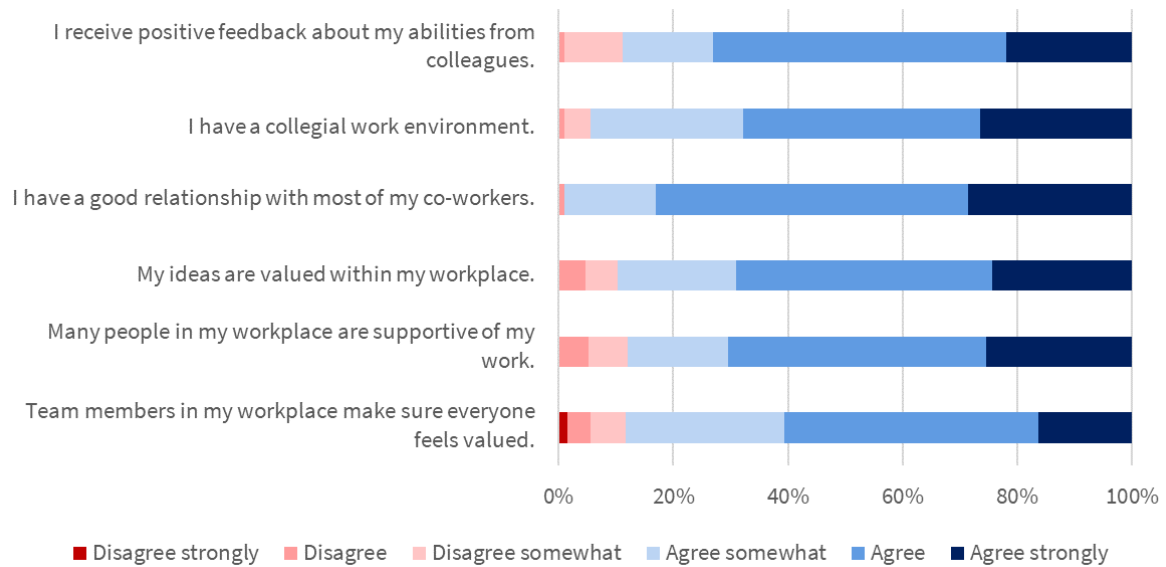**Respondents experience collegiality at their workplace**

Figure 15. Agreement with statements regarding collegiality
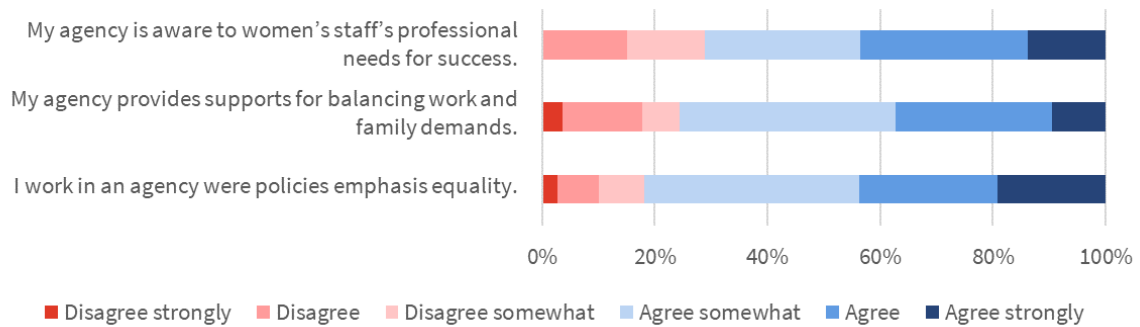
There is organisational support for respondents and their needs

Figure 16. Agreement with statements regarding organisational support

A large proportion of respondents (36.5 %) have had training on gender issues
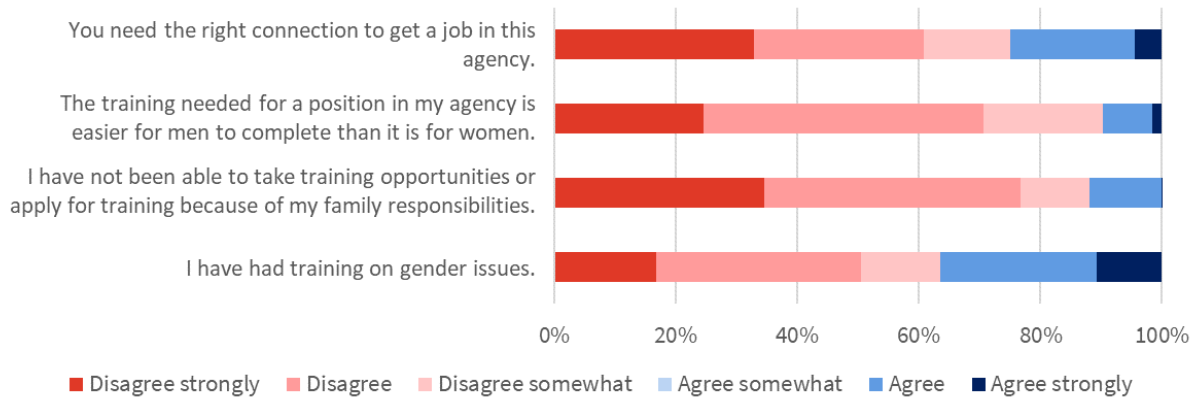
Figure 17. Agreement with statements regarding recruitment and training

35.9 percent of respondents think that some work duties are better suited to women than men
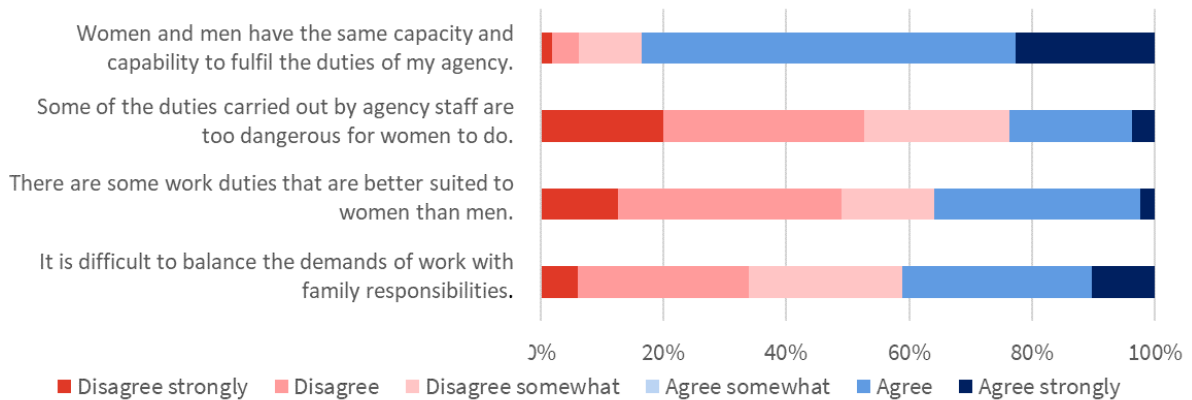
Figure 18. Agreement with statements regarding deployment

The believe that women have to perform better than me to be promoted is common amongst respondents
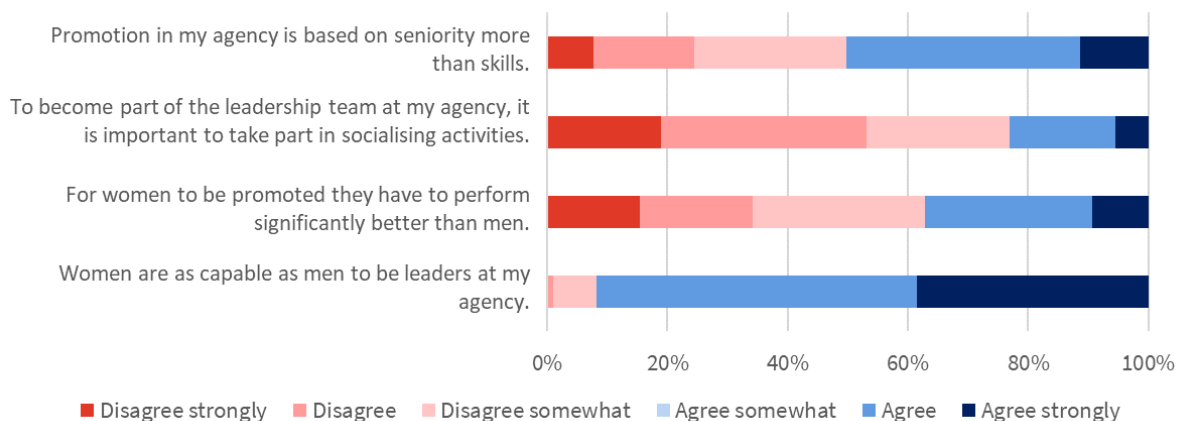

Figure 19. Agreement with statements regarding promotion

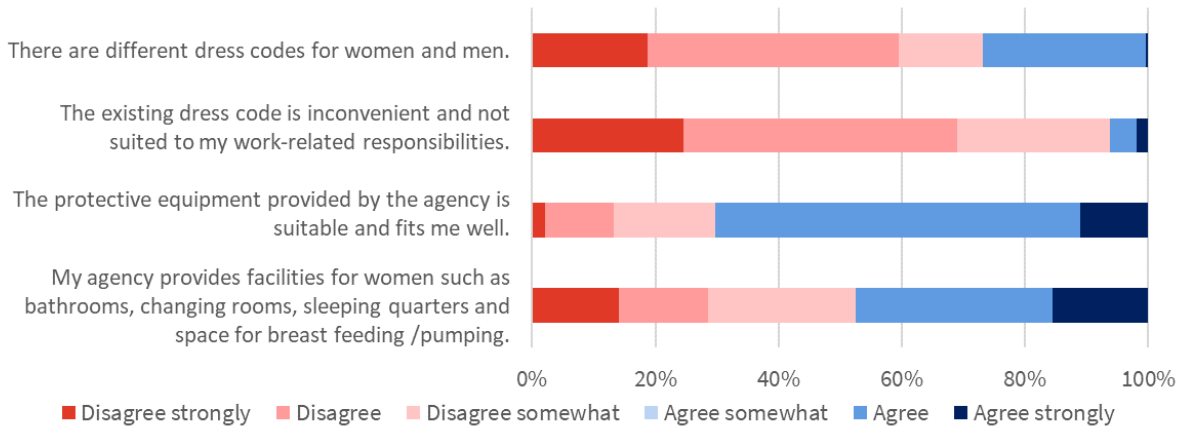**There is some limitation to the infrastructure or equipment provided for women (37.2 %)**

Figure 20. Agreement with statements regarding infrastructure and equipment

About a third of respondents (30.1 %) of respondents have experienced comments or jokes that made them feel uncomfortable
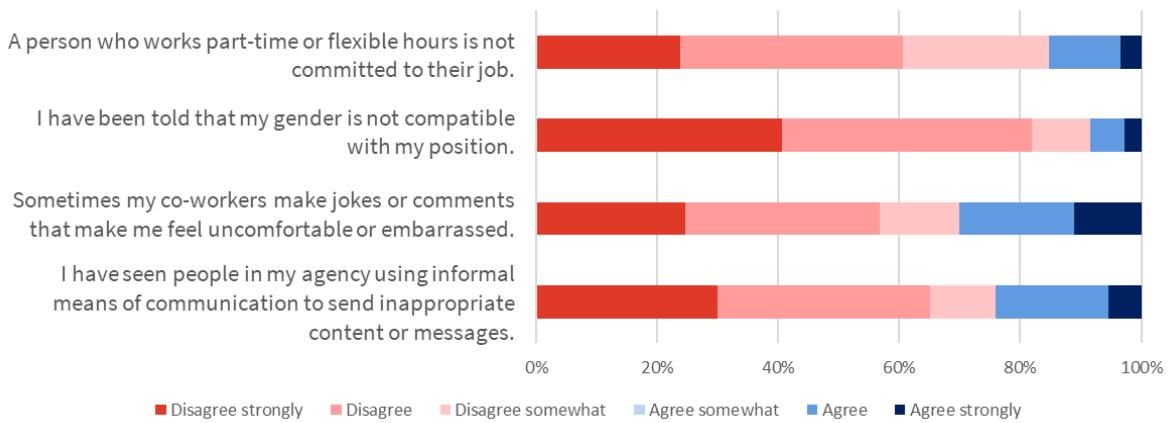

Figure 21. Agreement with statements regarding work culture

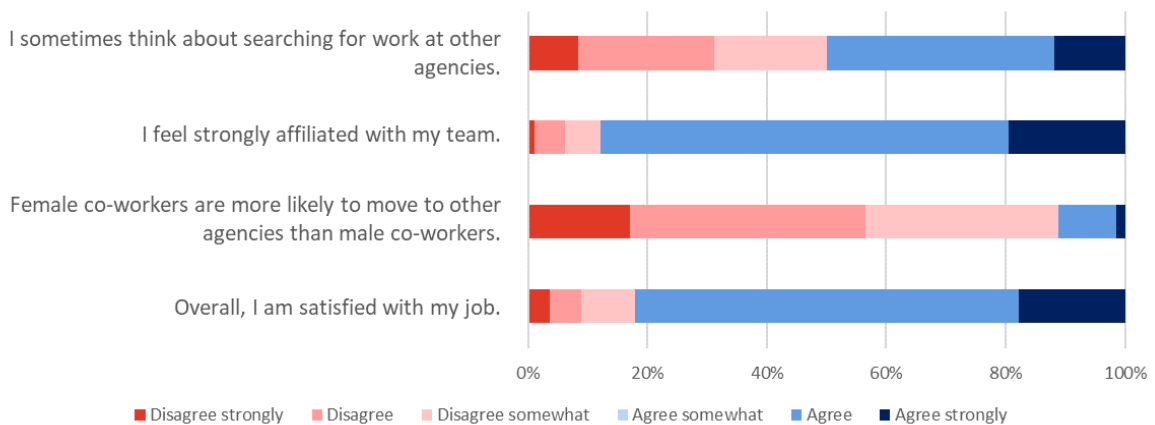**Respondents report that they are highly satisfied with their jobs**

Figure 22. Agreement with statements regarding job satisfaction