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GUEST NAME: PROFESSOR INGRID WOOLARD – DEAN – FACULTY OF ECONOMIC AND MANAGEMENT SCIENCES – UNIVERSITY OF STELLENBOSCH

SPEAKER	TRANSCRIPTION
DR. MALKA	Hello, I'm Dr. Amaleya Goneos-Malka, welcome to 'Womanity – Women in Unity'. The show that celebrates prominent and ordinary African Women's milestone achievements in their struggles for liberation, self-emancipation, human rights, democracy, racism, socio-economic class division and gender based violence.
DR. MALKA	Joining us on the line today from Cape Town is Professor Ingrid Woolard who is the Dean of the Faculty of Economic and Management Sciences at Stellenbosch University and notably the first woman to hold this position. Welcome to the show Prof Woolard!
PROF WOOLARD	Thanks for inviting me.
DR. MALKA	Prof Woolard, to start with, as Dean of the Faculty of Economic and Management Sciences at Stellenbosch University, can you tell us more about some of the responsibilities that come with holding this role as well as some insight into the faculty itself?
PROF WOOLARD	Mmm, Thank you. So the way the university is arranged is we have about 150 departments across the whole university and then we try and group those into thematic areas, so for example there'll be a faculty of health sciences, a faculty of engineering, a faculty of science and so on. So I'm the dean of the Faculty of Economic and Management Sciences, so that means that I take responsibility for the more business oriented subjects, so accountancy, business management, economics, the business school. So in the faculty we have about 9000 students, which is an enormous number, it means we're bigger than universities such as Rhodes University or Forte Hare....
DR. MALKA	...and a couple of companies too....
PROF WOOLARD	...well that's right, no exactly, so 9000 students and 350 staff, so you can sort of think of me as being that intermediate layer of management; I sit between the senior executives and I sit above the heads of departments, so the deans like to joke that we're kind of the "ham in the sandwich" and we get squeezed from, you know, below and above. But in reality we, you know, we play quite an important role in terms of communicating up and down, such that the vision that the senior leadership sets is communicated downwards but then the reality of what it is to be in the classroom and as a researcher get's communicated upwards.
DR. MALKA	I think that's a wonderful insight; "the ham in the sandwich" I haven't heard that expression before. And in your role as Dean, what would you say is your greatest challenge?
PROF WOOLARD	So I think you know for me personally it's been quite difficult to step into a completely new role, I'm new to Stellenbosch University, I'm the first female dean, I think it's been an interesting time of me trying to understand a new culture, a very polite and very kind culture. In terms of the challenges that we're facing as a faculty, I think the biggest challenge that we're facing is that there are now an increasing number of new entrants into the educational market, so we're seeing a lot of private providers coming and saying actually you can do a BCOM or a diploma in accountancy through a private provider, you don't necessarily need to go to

	<p>an old traditional residential university and so we're really fighting for our space in terms of saying well actually, what we offer is something that's much broader than just this is what you need in order to pass your exams. So we think that the residential universities offer an incredible experience to students in terms of their overall development. It's not just about the content, it's not just about what's in the exam, but it's about this very rich experience of meeting other students, of participating in activities outside of the lecture theatre, but you know at the same time there's an economic argument here, it is expensive to send your kids to university as opposed to allowing them to study online or, you know, or at a new kind of college and so I think that's going to be the big thing that we need to address during my five year term, is how do we continue to hold that space.</p>
DR. MALKA	<p>Yes, I'm sure there'll be significant competition but also opportunity in that of being able to open other avenues supported by the school.</p>
PROF WOOLARD	<p>That's right, that's exactly right. So, you know, so we are moving into the online space, we are thinking about are there modalities in which we can enrich the offering and so it does keep us on our toes, which means we can't just stay the way we've always been and so my job in all of this is to motivate the staff to make sure that they continue to hold the vision and that they remain motivated and engaged because at the end of the day the, you know, the strength of the university is in the people that work here and we need to ensure that they understand their purpose and that they feel valued.</p>
DR. MALKA	<p>And looking at that parallel dynamic of not just students coming in to receive an education in a particular subject matter, but having a broader, more holistic development; how do you see the responsibilities of universities towards shaping the thinking of students because obviously they're going to be the country and the continent's future players?</p>
PROF WOOLARD	<p>No exactly so one of the things I that I always say to the students at the start of the year, so the new first year's coming in who are bright eyed and a little dazzled by all of this, I say to them look around this room and you will see people here that will go on to be the captains of industry, director generals, you know, central bankers; this is your network and just think about how exciting that is; that you are going to walk this journey in the next three, four, five years together with these people that are your network and that will go on to be the leaders both in the private sector and the public sector in this country. So...and I think...so the fact that we ask the students to take some ownership there and to think about the importance of this university journey, I think is an amazing thing, but then from our side we have a lot of responsibility to not just ensure that they get some content knowledge, but to ensure that they learn some of the attributes that they need in order to go out into the market place, especially if you think about how the world of work is completely changing. So we're not...we're no longer preparing students for a lifetime of being in, you know, one company for the next forty years, instead we're thinking about...we're trying to instil in them the ability to be creative, be entrepreneurial, self-manage, engage and think about a life-long learning such that they can be adaptable and able to function in a market that we don't really even understand and so I think that's the exciting part is thinking about those much broader attributes, sort of you know intercultural competences, self-awareness, emotional intelligence, teamwork.</p>
DR. MALKA	<p>Absolutely, I think our leadership attributes are certainly going to change if we're looking towards a sort of a 2030 mark and we...honestly I don't think we know what that trajectory is.</p>

<p>PROF WOOLARD</p>	<p>We don't and I think it's...I'm not even sure that it's that helpful to constantly be talking about, you know, can we try and prepare young people for the fourth industrial revolution; we're in this revolution. This is not something that is going to suddenly happen in the future, we're already in the state of quick and rapid change and we can't predict exactly what those jobs are going to look like, what we can do instead is say can we prepare people such that...students...such that they are able to adapt and learn and take on new responsibilities as they're created.</p>
<p>DR. MALKA</p>	<p>I mentioned in the introduction that you're the first woman to hold the position of dean in this faculty; how do you see that as a change and potentially as a challenge?</p>
<p>PROF WOOLARD</p>	<p>So on the one hand I tend to be a little uncomfortable with this idea of women in leadership and this idea that, you know, do women have a very different style, but I think I've increasingly come to realise that there are some more what one might think of as female attributes. So I have a very intuitive style, I listen quite carefully, I encourage people to voice their views, so I do think I've brought something slightly different into this space. At the same time it is challenging to be a woman in this space. So not only am I a woman but I am English speaking and I come from a...you know and I come from outside and so I think it has taken a little bit of time for people to sort of get a sense of just where, you know, how do they perceive me and can we work together.</p>
<p>DR. MALKA</p>	<p>The cultural dynamic is always so interesting; you've got a job and the...you know the outputs are generally always going to be the same, but the environment is incredibly important too. Now some of your research interests centre on the measurement of poverty, inequality, unemployment, social protection and fiscal policy. The first three areas that I spoke about are frequently mentioned as South Africa's most pressing challenges, so given that poverty, inequality and unemployment are really important elements in our society, can you tell us a little bit more about some of the significant collaborations or research projects you've been working on to address these areas?</p>
<p>PROF WOOLARD</p>	<p>So I was incredibly fortunate that I was...I just happened to be in the right place at the right time in 1994 and I had to opportunity to work on South Africa's very first Living Standards Survey that included households from across South Africa. So in 1994 we ran a big survey in conjunction with the World Bank and we really got a picture of what living standards looked like in 1994 and ever since then I've been in the world of doing ongoing data collection trying to map change and we have seen enormous changes in South Africa. If you look at...especially at the more...what we refer to as the non-income measures, so there's been...there've been tremendous strides of rolling out free water, increasing access to electricity, we've seen massive increases in average educational attainment, increased access to healthcare, increased life expectancy. So we have certainly seen progress in South Africa in many dimensions, but despite all of that, we have made no progress in terms of reducing inequality and so a lot of my more recent work has been looking particularly at trying to understand that; why is it that the inequality that we saw in 1994 has simply perpetuated itself over the last 25 years and a big part of that story turns out to be a labour market story and the fact that we simply...this economy has not created enough jobs and enough opportunities for people. So I've had an incredibly interesting time; I was at the writing of the White Paper on the Reconstruction and Development Programme back in 1994, I was involved in the Growth ASGI Accelerated Shared Growth Initiative, I've advised the</p>

	<p>National Planning Commission. So I've had an incredibly rich career of being able to participate in a great many processes, but I think, you know, at the same time looking back and saying well how much of this has actually worked and I do think we're at a moment in South Africa now where we're having to say well, okay, now we really do need to deliver.</p>
DR. MALKA	<p>You know we frequently hear about the unemployment statistics and they're always shocking but, as you said, our biggest impediment on the inequality issue is about the labour market; have you got any ideas on...doing the work that you've done, on what we can do to improve that space?</p>
PROF WOOLARD	<p>So I mean this economy has created some jobs; it's more about the distribution of those jobs that has been so problematic. So for example post 1994 we saw many, many women entering the labour market for the first time. There was clearly tremendous pent up demand and we saw a flood of women entering the labour market, which is an incredibly positive thing, but a lot of that labour market entry didn't then translate into employment for women so we now have, if you look at the broader definition of unemployment, about 41% of women in the labour market are actually not able to find work and that's....it's a story both about women, it's a story about young people and we do need...we need active intervention from the state in order to try and address those issues. We can't just sit back and say growth, you know, what we need is economic growth and economic growth will deliver. We really do need to see a very active state in terms of promoting both public employment programmes, but also of trying to improve the matching, so ensuring that young people and women that have skills are better able to find jobs in the labour market. I know that that's very high level, it doesn't necessarily...it's not going to address all of the issues. Certainly we need to create a macro environment which is more business friendly, which is you know, where it's easier to create jobs, right. So if we get to the point where it is easier to set up a business, it's easier to invest in South Africa; that will also have positive spinoffs. So I don't think it's complete doom and gloom; I do think there are things that can happen but it does require the public and the private sector to be cooperating in a much better way and for government departments themselves to be cooperating more extensively. We need the Department of Labour, the Treasury, the department of Trade and Industry, etc., to actually have a coherent job strategy.</p>
DR. MALKA	<p>Ja, it's an incredible responsibility that all players have to be on board because we all live in this country and we all have to participate and get the economy stimulated.</p>
PROF WOOLARD	<p>That's right and so just to add to that so something that I find deeply worrying is that we now have three million young people that we refer to as NEET Not Education Employment or Training. So three million young people that are not studying and not working. That's three million kids that are sitting at home, for all intents and purposes, with no clear strategy around what it is that they're going to do and that's a tremendous waste of human capital and it's depressing for those young people, it's a waste of resources from an economic perspective, but also in terms of being sort of rife for social instability, it's a huge concern and so I do think we...not only do we need a job strategy but we need a very clear signal as to what the state plans to do in terms of getting young people into education and into the labour market.</p>
DR. MALKA	<p>Yep, they have to be productive.</p>
PROF WOOLARD	<p>They have to be productive, exactly.</p>

DR. MALKA	<p>You mentioned 41% of women who are eligible for work are not actually working currently; one thing that has always struck me as a distinct inequality is equal pay for work of equal value and the Institute of Race Relations and various other entities like the Grant Thornton's, McKinsey's frequently put out surveys looking at pay disparity and I was always surprised to see that on average women earn 23% less than their male counterparts. They tend to work in low ranking positions and they're over-represented in the unskilled labour force. A year or so ago I was listening to, I think it was the BBC, and they were talking about women were starting to put "out of office" notices, you know, in December or in November and saying this was a point to reference that actually I've only been paid to work for 80% of the time or 75% of the time. But if you look at this, I mean being paid 23% less than men; in your opinion what types of interventions do we need to institute to change things?</p>
PROF WOOLARD	<p>So what's really astonishing about that statistic is that this is not a story about women having...holding less education than men. So, in South Africa significantly more women finish high school than men and 66% more women obtain an undergraduate degree than men. I mean it's an astounding statistic that so many more women than men are achieving higher levels of education and not only do they achieve higher levels of education but their results are better, so there's fascinating work that people like Nick are doing, trying...looking at these gender differences. So here you've got this accentuated story, right, that this is a story about even after looking at the fact there is...that women have more education and perform better in education than men do, there's still a 23% pay gap and so this is not particularly my area of work and I think it's something where we do need to understand much better what exactly...how do you unravel that story. So there seems to be multiple things that are going on, the one is what we call occupational crowding; so the fact that women are more...are over-represented in certain professions, particularly the caring professions. So women are more likely to be nurses, they're more likely to be caregivers, you know, looking after ill people, they're more likely to be working in early childhood development etc. So we do think that they're...so some of the story is about the occupations that are perceived as being more likely to be filled by...professions that are more likely to be filled by women. So that's part of the story is an occupational crowding story. Part of the story seems to be around networks, so the fact that men are more likely to have social networks which help them get into jobs but then also help them perhaps perform...well get promotions within that workplace and some of it of course is a pure gender discrimination story. We know that there are certain cases where men and women are paid differently for equal work and I think in a way that's the part of the puzzle that's the easiest to try and tackle. So what you see for example in the public sector is very clear...is a great deal of transparency around pay... around pay scales. So if you have...if that was carried over into the private sector where firms were required to report on the earnings that men and women, by occupational category, experience, etc., etc., that drives then, first of all, it drives activism in that it then gives you something concrete to work with but it also just I think highlights for the firm itself the need to go back and try and understand what exactly is going on and so I think, you know, the Commission for Employment Equity, the Employment Conditions Commission, both of those statutory bodies now do require firms to report and to try and get some kind of explanation and I think that will start to have effect, but it's a long time coming.</p>

DR. MALKA	And I think one of the other challenges in that is if you come into a position and you accept a salary at whatever grade you're being offered, that you will always end up being at a low base when you move up to the next position because invariably you'll be asked for your payslip from the previous role, so if you don't.....
PROF WOOLARD	...so it perpetuates....
DR. MALKA	...yes...
PROF WOOLARD	...yes....
DR. MALKA	...if you don't get it right at the beginning, at the onset....
PROF WOOLARD	...and there's some literature based on the fact that women don't negotiate and so women are much more likely when they receive a job offer to accept it at face value. So again, it's a cultural norm that one needs to challenge and you know we need to ensure that women understand that this is not how men behave under these circumstances; men will invariably go back and negotiate harder and as you say, if you don't do that at the get-go, with your very first position, then you'll always be at a disadvantage.
DR. MALKA	Lots of thought to ponder there on opportunities and learnings to take out.
DR. MALKA	Today we're talking to Professor Ingrid Woolard who is the Dean of the Faculty of Economic and Management Sciences at Stellenbosch University. We would love to receive your comments on Twitter:@WomanityTalk
DR. MALKA	Prof Woolard, we are rapidly approaching August when South Africa celebrates women's month which marks the years that women have struggled and reflects on the progress which women have achieved; in your opinion, which areas do you think we need to build on the most to benefit women in the future?
PROF WOOLARD	So in South Africa we certainly have one of the most progressive constitutions in the world and that obviously then sets an incredibly important benchmark for how we believe society should function, but despite a very progressive constitution and a raft of legislation, policies, programme interventions intended to support women's economic empowerment, we continue to see gender gaps in a range of areas and we've spoken about some of those, we've spoken about gaps in access to the labour market, gaps in terms of what women earn if they do succeed in getting jobs, one can think about the double burden that women experience through working a second shift in terms of doing much more unpaid labour than men do and so I think we're now at the point where we have excellent frameworks and policies that need to guide us, but what we need is a shift in thinking and so we do need activist women to now...to go out and say well actually how do we make this real? How do we ensure that it is the case that women know what it is that they're entitled to and really make use of what are our rights. We've also seen tremendous strides in terms of women's participation in the public sector and for me that's very interesting, that the public sector's managed to get many things right, where the private sector has lagged. So for example in parliament empowerment we now see that almost of half of the participants, half of the parliamentarians are women, so that's on the one hand, on the other hand you've got, in the private sector I saw a statistic the other day saying that out of the 40 top ranked companies on the Johannesburg Stock Exchange, not one is led by a woman. So with Maria Ramos having retired from ABSA we're now at the point where absolutely no women are in those leadership roles and so that begs a question of how is it that the public sector has got this so right, yet the private sector is lagging in such a way. And it's not just about economic disadvantage, I think we've spoken a lot

	today about the, you know, women in the labour market and in the workplace but there are many other avenues, if you think about for example that one in five women experiences physical violence.
DR. MALKA	This also speaks to, I would say, some of the affirmative action work that's done within the public sector. So looking at things almost from an ANC point of view that as a political party they are very strict in terms of saying we are 50/50; 50 men, 50 women, so I think by having them as a majority that potentially is why in the party structure, that's why we see good representation of women within the public space but also, which you mentioned earlier, you said the public sector have been very transparent in terms of their pay scales. So I think some of those factors are important and quota-ring. No-one really likes to think about things from a quota point of view but if women are not given the opportunity, how are they ever going to move ahead?
PROF WOOLARD	That's right and many countries in the world have done this. It's not as though we're this outlier where we're trying to do something completely, you know, completely strange but...and I do think that one has to acknowledge that if it doesn't happen organically, then perhaps there is a role for something, as you referred to it, as a...thinking about quotas. But there also needs to be buy-in right, I mean it also doesn't help that one simply legislates this and then firms behave in a particular way because they're now being forced to do so. I think there's huge room for companies to understand the value of diversity. Diversity on their boards, diversity in the workplace and so I do think there's a mind shift that needs to happen.
DR. MALKA	I think this is a topic we could talk about all day, but I am mindful of time, so moving towards more of a personal point of view; one question that I'd like to ask you is about your personal journey. Many of our guests have attained tremendous achievements in their lifetimes and everybody has something that is a little unique in terms of the factors that have driven them ahead. Some people speak about hard work others talk about perseverance; one person spoke about fear; what in your opinion have been some of the key drivers to your success?
PROF WOOLARD	So I think I should start by acknowledging my privilege, you know, the reality is that I grew up under an apartheid South Africa. I had enormous benefits from having, for example, an excellent education paid for by the state, I lived in a secure safe community and I think one mustn't negate that and so I do think that I was, you know, I benefitted both from the advantages that I had as a white person under apartheid but I...and I then actually also benefitted from affirmative action post apartheid and so I do reflect on that often and I don't think...and that's not saying that's something I need to, you know, apologise for but it's something that I need to recognise and so I think it's important to stop and think a bit about the fact that I did benefit, I was often, as I said earlier, I think I was at the right place at the right time. I had enormous opportunities because I joined the public sector in 1994 and it was this...there was tremendous time of change and opportunity and we were setting new agenda's and that created all sorts of spaces, so some of that was simply good fortune. It was...I did work hard, I was very...I was always open to accepting help from other people but some of it was also good luck and I think it's important to...that one keeps a handle on thinking about what, you know, why did I succeed and some of it came from within, some of it was just sheer luck.
DR. MALKA	Being at the right place at the right time, timing is everything. Going back a little bit further in your life, can you tell us about some of the pivotal moments when you were growing up?
PROF	Gosh so I had some very strong women in my life. I had a Dutch

WOOLARD	grandmother on my father's side who was this incredibly feisty, unbelievable woman who had been born in 1900 and obviously went to school at a time when it wasn't the expectation that women would go to university, so she had gone to a school where you...sort of did consumer....what we now call consumer studies, so embroidery and cooking, etc., but she was adamant that she wanted to go to university and so she taught herself Greek and Latin and learned all the....and taught herself all the things she needed in order to gain admittance into university. So she in fact went to university, you know, at a time when it was almost unheard of for women to do that and for me that was always...she was an incredible role model in that she also engaged in lifelong learning; she learned seven languages that she taught herself and she was quirky and she was different and one of the things that I learned from here is that we can't have it all, life is about trade-offs, we make choices about what it is we do at any time and so just a kind of silly example you know she would always cook the same seven things. So if it was Monday you got spaghetti bolognese, if it was Tuesday it was chicken stew or whatever, if it was Sunday you got bean soup and she decided that life was too short to think about anything as mundane as cooking. Now for me food is incredibly important and that wouldn't be the decision I would take, but I always thought it was interesting that she, you know, was so conscious and so deliberate about thinking about how she spends her time.
DR. MALKA	It reminds me of....
PROF WOOLARD	...yes....?
DR. MALKAthe, you know, Steve Jobs and Mark Zuckerberg, so black turtlenecks and grey T-shirt.
PROF WOOLARD	Exactly and I suspect that that has less of a painful outcome for their families than being fed, you know, spaghetti bolognese every Monday for your entire life, but at school as well I had these incredible roles models. We had an English teacher, Mary Johnson, and Mary was politically active but she knew that she was sailing too close to the wind if she actually spoke about politics in the, you know, the 1980's school classroom so instead she channelled a lot of that energy into conscientising us about feminist issues and so she had us reading Margaret Atwood and Germaine Greer and we would have these very robust discussions in class and I think for me that was very formative, you know, in terms of having this person who sort of deliberately took time and conveyed a particular message that was sort of quite challenging of the time.
DR. MALKA	But you need those igniters who stand out as outliers from the rest of the let's say the standard curve, to show what is possible, that you can go beyond and realise your ambitions and dreams.
PROF WOOLARD	Exactly so one, you know, you spoke earlier about pivotal moments and so for me a pivotal moment was one day in the same teacher's class, Miss Johnson, Mrs. Johnson and she turned to me quite bizzarley and said why don't you have maths anxiety and I thought what on earth is she talking about; my father was a mathematician, I grew up believing that I could do mathematics and...but it was sort of this challenge of saying but do you not recognise that there are so many women around you that do experience this and so on the one hand I took it as is she saying that because I am a woman I ought to exhibit this behaviour, or is she actually just challenging me to think about the fact that just because I have not experienced this I'm blind to it in my cohort and so it is interesting when somebody takes...it's almost they're honouring you by taking the time to point something out for you

	and I do think there are some...there are these moments where on reflection you go back and you say ah, that was actually an important moment for me.
DR. MALKA	And good teachers are so crucial.
PROF WOOLARD	Exactly.
DR. MALKA	Now lastly, as we close out our conversation today, could you please share a few words of inspiration or wisdom that you'd like to pass on to young ladies that are listening to us on the continent?
PROF WOOLARD	So I think for me the biggest lesson I've learned in the last while is that Superwoman isn't real. Superwoman is this myth that was created to raise our aspirations, which was useful, but at the same time this Superwoman myth makes us sometimes feel really guilty that we aren't perfect. So I...there was this book in the early 80's that Helen Gurly Brown wrote called "Having it All" and this idea was that we really could have it all if we simply embraced every opportunity and ran with it we could have everything we possibly would want, both on the home front and on the work front and I think for women of my age that's the lesson that we were' constantly being given as young feminists, that you need to...if you were offered an opportunity you have to take it. And then I was at talk last year with a fantastic young woman from Vodacom, 25 years old, and she said to the audience "this is absolute nonsense, you don't...you cannot have it all, life is all about choices, it's about these trade-offs and it's about deciding what is it that makes sense for you and I found that a really AHA moment of actually we don't do ourselves or other women a favour when we perpetuate this Superwoman myth that actually everything is possible. We can have everything but we can't have it all at the same time.
DR. MALKA	I think those are very practical words of advice and thank you so much for sharing your time with us on the show today.
PROF WOOLARD	No thank you so much for the invitation.
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