



# **Participation of Women in Managerial and Decision-making Fields in the Islamic Republic of Iran**

**The High Council for Human Rights  
of The Islamic Republic of Iran  
(April 2024)**

*In the Name of God, the Most  
Compassionate, the Most Merciful*

**Participation of Women in Managerial  
and Decision-making Fields in the Islamic  
Republic of Iran**

**Special Committee Investigating the 2022 Unrests  
April 2024**

Improving the status and position of women in the administrative system and the fields of management and decision-making is one of the important indicators of human rights in evaluating the protection and promotion of women's rights. After the Islamic Revolution of Iran, with the increase of awareness and the expansion of higher education for women and the improvement of their capabilities, women's participation in political and social participation has undergone a wide transformation and development, so that political involvement and participation in decision-making positions are both a right and a duty that has been identified for them.

In addition to addressing this issue in the constitution, upstream documents, and the general policies of the system, the Supreme Leader of the Islamic Revolution has repeatedly emphasized the importance of women's presence in society and the social responsibilities and role-playing of this important segment of society. Among other things, in the recent meeting of the Supreme Leader with different classes of women (27 December 2023), in this regard, he said "The presence of women in various managerial, political, social and cultural jobs has no restrictions, and the criterion is Meritocracy." In ministerial or parliamentary positions, if an experienced and efficient woman is better and more worthy, according to Islam, there is no limit for her to hold office.

This report deals with the presence of women in managerial and decision-making fields in the Islamic Republic of Iran.

## Laws and regulations to support women's participation in managerial and decision-making fields

Table No. (1) shows the support of women's participation in managerial and decision-making fields in the laws and regulations of the Islamic Republic of Iran.

**Table No. 1: Supporting women's participation in managerial and decision-making fields in the laws and regulations of the Islamic Republic of Iran**

| Laws and Regulations                                                                                   | Contents and Provisions                                                                                                                                                                                                                                                                                                                                                                                                                                                   |
|--------------------------------------------------------------------------------------------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <b>The Constitution</b>                                                                                | <ul style="list-style-type: none"> <li>• All people of the nation, both men and women, are equally under the protection of the law and enjoy all human, political, economic, social, and cultural rights (Principle 20)</li> <li>• The government's obligation to guarantee women's rights in all aspects and create favorable conditions for the development of a woman's personality and the restoration of her material and spiritual rights (Principle 21)</li> </ul> |
| <b>The General Policies of the Administrative System</b><br>(announced by the Supreme Leader, in 2010) | <ul style="list-style-type: none"> <li>• The 2<sup>nd</sup> clause: justice-oriented in recruiting, continuity of service, and promotion of human resources</li> <li>• The 3<sup>rd</sup> clause: Avoiding biased and unprofessional attitudes in the selection of human resources</li> <li>• The 4<sup>th</sup> clause: Knowledge orientation and meritocracy based on Islamic ethics in the appointment and promotion of managers</li> </ul>                            |

|                                                                                                                     |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                      |
|---------------------------------------------------------------------------------------------------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <p><b>Charter of Women's Rights and Responsibilities in the Islamic Republic of Iran</b><br/>(Approved in 2004)</p> | <ul style="list-style-type: none"> <li>• Clause 46: Upholding the Shariah and legal rights of women in all fields</li> <li>• Clause 49: The right of women to participate in policy-making, legislation, management, implementation and supervision</li> <li>• Clause 82: The right of women to participate in policy-making and decision-making and educational and scientific administrations and active presence in domestic and international cultural and scientific forums</li> <li>• Clause 109: The right of women to participate in economic policies and to create and manage economic organizations and be members of them</li> <li>• Clause 115: The right to establish parties and other political organizations and to work in them</li> <li>• Clause 116: The right to participate in elections and to be elected in various assemblies or councils</li> <li>• Clause 119: The right to active and effective presence in regional and international assemblies</li> <li>• Clause 130: The right to benefit from training and holding police jobs</li> <li>• Clause 135: The right of women to hold legal and judicial jobs</li> </ul> |
| <p><b>Civil Service Management Law</b><br/>(Approved in 2016)</p>                                                   | <ul style="list-style-type: none"> <li>• The employees of the executive bodies have the same rights regarding the use of facilities and privileges and appointment to organizational jobs if they have the necessary qualifications, and the executive bodies are obliged to protect the rights of their employees in the cases mentioned in the law (Article 89)</li> </ul>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                         |

|                                                                                                              |                                                                                                                                                                                                                                                                                                                                                                               |
|--------------------------------------------------------------------------------------------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <b>Vision document of the Islamic Republic of Iran on the horizon of the year 2025</b><br>(Approved in 2003) | <ul style="list-style-type: none"> <li>• Realization of equal opportunities and eradication of discrimination until 2025</li> </ul>                                                                                                                                                                                                                                           |
| <b>Instructions of the Supreme Administrative Council</b><br>(Approved in 2016)                              | <ul style="list-style-type: none"> <li>• The need to increase 30% of female managers in managerial positions</li> </ul>                                                                                                                                                                                                                                                       |
| <b>Citizenship Rights Charter (2015)</b>                                                                     | <ul style="list-style-type: none"> <li>• The right of active and influential participation of women in policy-making, legislation, management, implementation, and supervision and to enjoy equal social opportunities (Article 11)</li> <li>• Women's right to have suitable job opportunities and equal rights and benefits with men for equal work (Article 83)</li> </ul> |

### **The status of women's employment in the administrative system of the Islamic Republic of Iran**

According to the statistical yearbook of the country's administrative system, the total number of official, contract, fixed-term, and labor employees of the country's executive bodies at the end of 2022 is 2,246,397, of which 1,247,559 are men, equal to 56%, and 998,838 are equal to 44%. percentage are women.

Table number (2) shows these statistics and graph number (1) shows the comparison of the gender ratio of employees in the

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country’s administrative system until the end of 2022. Based on this, in Iran’s administrative system, gender justice is evident in the recruitment and use of labor.

**Table No. 2: Statistics of administrative system employees by gender at the end of 2022**

| Gender | Number  | Percentage |
|--------|---------|------------|
| male   | 1247559 | 56         |
| female | 998838  | 44         |
| Total  | 2246397 | 100        |

**Chart No. 1: Comparing the gender ratio of employees in the country’s administrative system until the end of 2022**

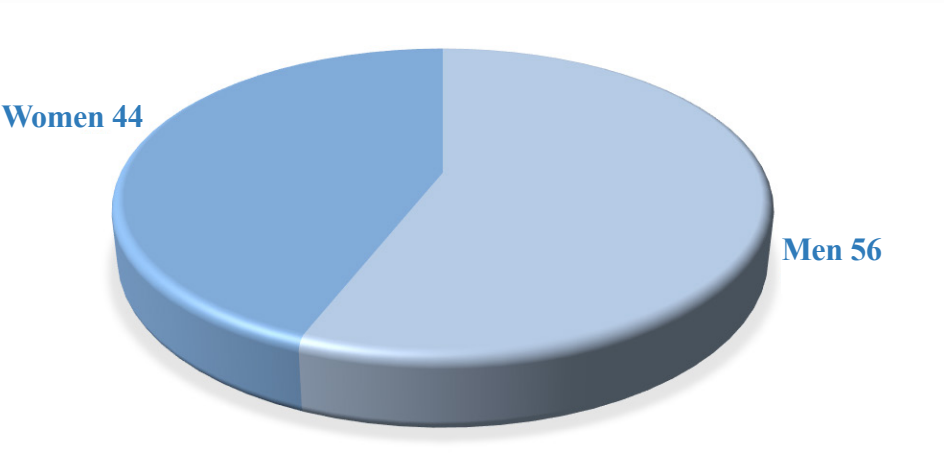
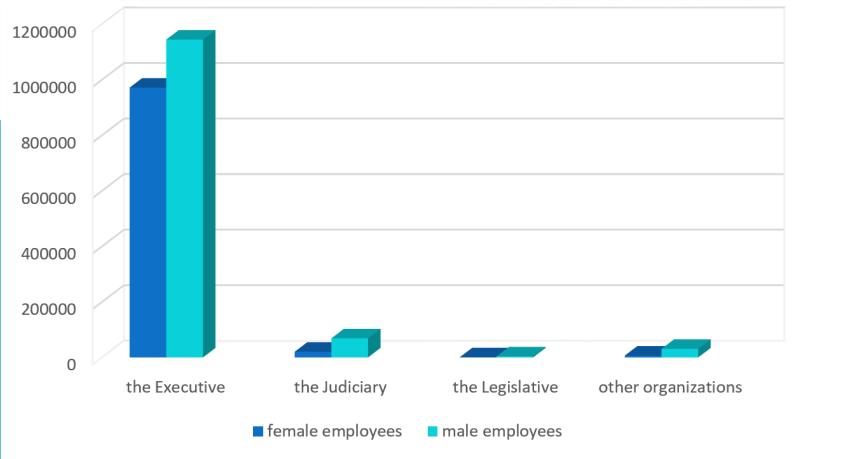


Table number (3) also shows the statistics of employees of the country’s administrative system by executive body and gender until the end of 2022, and chart number (2) shows the comparison of the gender ratio of employees in the administrative system by type of organization.

**Table No. (3): Statistics of administrative system employees by executive branch and gender at the end of 2022**

| Organization    | Female | Male    | Total   | Employees (%) | Female Employees (%) |
|-----------------|--------|---------|---------|---------------|----------------------|
| The Executive   | 971193 | 1144269 | 2115642 | 94.17         | 45.90                |
| The Judiciary   | 20497  | 68668   | 89165   | 3.96          | 22.98                |
| the Legislative | 561    | 3652    | 4213    | 0.18          | 13.31                |
| Other bodies    | 6587   | 30970   | 37557   | 1.67          | 17.81                |
| Total           | 998838 | 1247559 | 2246397 | 100           | 100                  |

**Chart No. (2): Comparing the gender ratio of employees in the administrative system by type of organization**



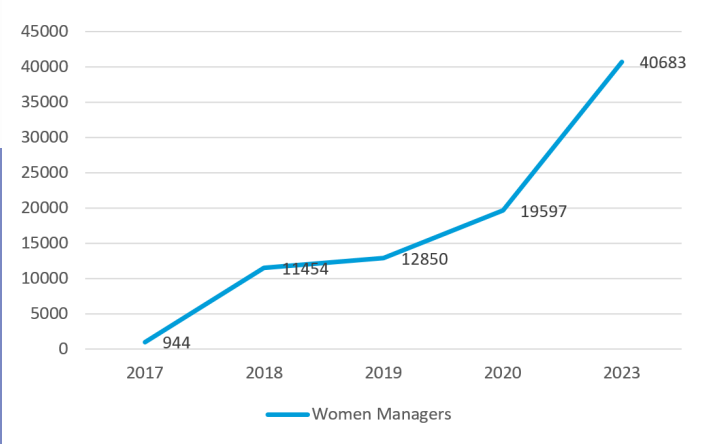
The status of employing women in managerial and decision-making levels

Table number (4) shows the number of female managers in different years and chart number (3) also shows the growth trend of the appointment of women in management positions in the country in recent years. Based on this, the appointment of women in managerial positions in 2023 compared to 2020 has grown more than twice, from 19,597 people in 2020 to 40683 people in 2023.

Table No. (4): The number of female managers in different years

| Year | Women Managers |
|------|----------------|
| 2017 | 9444           |
| 2018 | 11454          |
| 2019 | 12850          |
| 2020 | 19597          |
| 2023 | 40683          |

Chart No. (3): The growth trend of the appointment of women in management positions in the country in recent years



## Evaluation of women's participation in the Islamic Republic of Iran at different management levels

In this report, the participation of women in the Islamic Republic of Iran at different management levels has been evaluated in the following areas:

1. Political Affairs
2. Scientific, cultural, and social affairs
3. welfare and health affairs
4. economic and infrastructure affairs
5. Legal and judicial affairs

The reviewed management levels include political managers and professional managers as follows:

A) Political managers: Based on Article 71 of the Civil Service Law, political management positions are known as positions and are as follows:

- the heads of the three powers;
- First Vice President and members of the Guardian Council;
- Ministers, representatives of the Parliament, and vice presidents;
- Governors and ambassadors;
- Deputy Ministers.

B) Professional managers (field, operational, headquarters) include senior, middle, and basic managers. Based on the provisions of Clause 1 of directive No. 579095 dated 21 June 2016 of the Supreme Administrative Council, professional managers, include four general groups:

**1) Senior managers:** those managers who are responsible for policy-making, macro planning, directing, and supervising the performance of the organization in the headquarters units.

**2) Middle managers:** refers to those managers who are in charge of coordinating, and creating communication between high levels or senior managers in headquarters units, such as the director general and their deputies, deputies of organizations, government institutions and independent centers, and equal managerial positions.

**3) Basic managers:** refers to those managers who are responsible for the implementation of policies, and organizational plans in headquarters units, such as heads of departments, heads of groups, and managerial positions of the same level.

**4) Operational managers:** include the managers of those operational or executive units and executive bodies such as schools, hospitals, stadiums, museums, technical and professional centers, and centers for the disabled who are in charge of producing, supplying, and providing the main and final services of the organization.

In this report, Deputy Ministers, Deputy of Organizations, Advisors to Ministers, Advisors to Vice Presidents, Advisors to Heads of Organizations and their equivalents as senior managers; General Managers and Deputy Directors, Heads of Centers, Affairs and their equivalents as middle managers; and all heads of departments and their deputies, responsible experts and all their peers were counted in the group of basic managers.

It should be noted that the statistics presented in this report do not include law enforcement, defense, security, intelligence, some banking and insurance departments, and female school principals (who are more than 32 thousand people).

### 1) Management of women in institutions related to political affairs

In this section, the status of women managers at different management levels in the following institutions as institutions related to political affairs has been examined:

- Parliament
- vice president for parliamentary Affairs
- Ministry of Interior
- Ministry of Foreign Affairs

Table No. (5) shows the number of female managers at different management levels in the institutions related to political affairs until January 2023.

**Table No. (5): The number of female managers at different management levels in institutions related to political affairs until January 2023**

| Managerial Levels                        |                    |                 |                 |                                            | Number of female managers |
|------------------------------------------|--------------------|-----------------|-----------------|--------------------------------------------|---------------------------|
| Organization                             | Political managers | Senior managers | Middle managers | field and operational managers and experts |                           |
| The Parliament <sup>1</sup>              | 16                 | -               | -               | -                                          | 16                        |
| Vice President for Parliamentary Affairs | -                  | 1               | 3               | 7                                          | 11                        |
| Ministry of Foreign Affairs              | 2                  | 1               | 3               | 20                                         | 26                        |
| Ministry of Interior                     | -                  | -               | 187             | 216                                        | 402                       |
| <b>Total</b>                             | <b>18</b>          | <b>2</b>        | <b>193</b>      | <b>243</b>                                 | <b>455</b>                |

1. includes only the representatives

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The status of women’s appointment at management levels in governorates and other provincial organizations and institutions

Among the cases of women’s presence in the power structure and political participation, we can mention their appointment as governors, mayors, district governors, general managers of women’s affairs in governorates, etc.

Table No. (6) shows the number of women in management levels in the posts of governorates and other provincial organizations and institutions by province until November 2023, and Table No. (7) shows the number of women in management levels in the Ministry of Interior and governorates all over the country until November 2023. Based on this, a total of 7,511 women have been appointed at managerial levels.

**Table No. (6): The number of women at managerial levels in positions under the governorates and other organizations and institutions by provinces until November 2023**

| Provinces       | Positions Under Governorates    |                          |          |                    |                   |                        |               | Other Organizations | Total |
|-----------------|---------------------------------|--------------------------|----------|--------------------|-------------------|------------------------|---------------|---------------------|-------|
|                 | Director General and Equivalent | Deputy DG and Equivalent | Governor | Deputy to Governor | District Governor | Head of the Department | Senior Expert |                     |       |
| East Azerbaijan | 2                               | 2                        | -        | -                  | -                 | 7                      | 6             | 3                   | 19    |
| West Azerbaijan | 1                               | 2                        | -        | 1                  | 2                 | 3                      | 4             | 453                 | 466   |
| Ardabil         | 1                               | 3                        | -        | 1                  | -                 | -                      | -             | 44                  | 49    |
| Esfahan         | 1                               | 2                        | -        | -                  | 1                 | 1                      | 1             | 600                 | 606   |
| Alborz          | 1                               | 2                        | -        | -                  | 1                 | 5                      | 6             | 289                 | 304   |

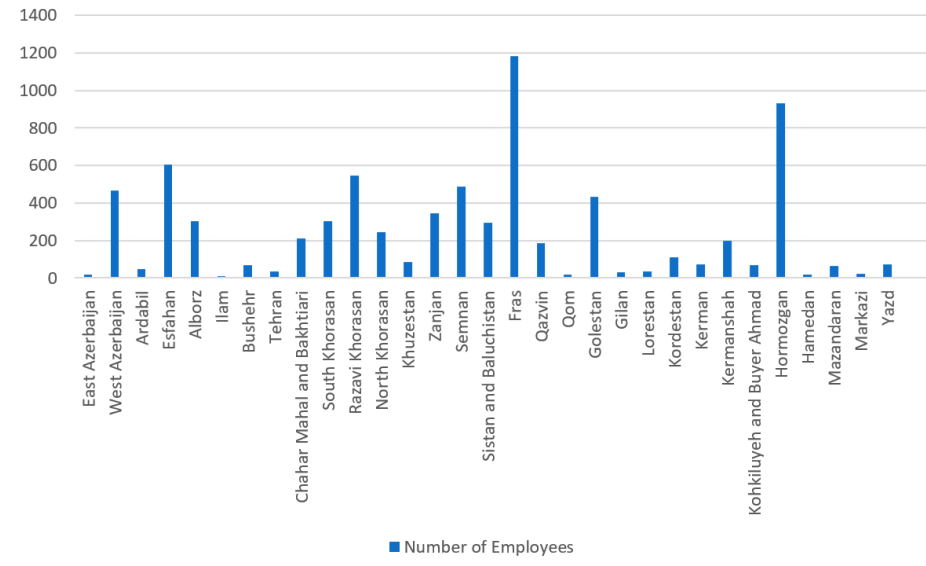
|                            |           |            |          |           |           |           |           |             |             |
|----------------------------|-----------|------------|----------|-----------|-----------|-----------|-----------|-------------|-------------|
| Ilam                       | 1         | -          | -        | -         | 1         | -         | -         | 7           | 9           |
| Bushehr                    | 2         | 4          | -        | -         | 5         | -         | -         | 57          | 68          |
| Tehran                     | 2         | 3          | -        | -         | -         | -         | -         | 28          | 33          |
| Chahar Mahal and Bakhtiari | 1         | 6          | -        | 1         | 1         | 5         | -         | 195         | 209         |
| South Khorasan             | 3         | 3          | -        | -         | 1         | 4         | 6         | 286         | 303         |
| Razavi Khorasan            | 1         | 2          | -        | -         | -         | 5         | -         | 537         | 545         |
| North Khorasan             | 3         | 2          | -        | 2         | -         | 5         | -         | 232         | 244         |
| Khuzestan                  | 2         | 6          | -        | -         | -         | -         | -         | 78          | 86          |
| Zanjan                     | 1         | 4          | -        | -         | -         | 5         | -         | 336         | 346         |
| Semnan                     | 2         | 9          | -        | 2         | -         | 4         | -         | 470         | 487         |
| Sistan and Baluchistan     | 3         | 5          | 1        | 3         | 3         | -         | -         | 278         | 293         |
| Fras                       | 1         | 3          | -        | -         | 2         | 2         | -         | 1173        | 1181        |
| Qazvin                     | 2         | 4          | -        | -         | -         | 5         | -         | 173         | 184         |
| Qom                        | 1         | 2          | -        | -         | -         | -         | -         | 14          | 17          |
| Golestan                   | 2         | 4          | 1        | 1         | 1         | 4         | 7         | 414         | 435         |
| Gilan                      | 2         | 5          | -        | 1         | 1         | -         | -         | 20          | 29          |
| Lorestan                   | 1         | 4          | -        | -         | 1         | -         | -         | 31          | 37          |
| Kordestan                  | 1         | 3          | -        | -         | -         | 4         | 5         | 95          | 109         |
| Kerman                     | 1         | 8          | -        | -         | -         | -         | -         | 64          | 73          |
| Kermanshah                 | -         | 3          | -        | -         | 1         | -         | -         | 196         | 200         |
| Kohkiluyeh and Buyer Ahmad | 1         | 3          | -        | 2         | -         | 1         | 1         | 62          | 70          |
| Hormozgan                  | 2         | 15         | -        | -         | 2         | 12        | 8         | 891         | 930         |
| Hamedan                    | 1         | 3          | -        | -         | 1         | -         | -         | 14          | 19          |
| Mazandaran                 | -         | 5          | -        | 2         | 1         | -         | -         | 57          | 65          |
| Markazi                    | 1         | 5          | -        | -         | -         | -         | -         | 17          | 23          |
| Yazd                       | 1         | 1          | -        | -         | 2         | 1         | -         | 68          | 73          |
| <b>Total</b>               | <b>44</b> | <b>122</b> | <b>2</b> | <b>16</b> | <b>27</b> | <b>73</b> | <b>44</b> | <b>7182</b> | <b>7511</b> |

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|                                                                                                                                             |
|---------------------------------------------------------------------------------------------------------------------------------------------|
| able No. (7): Number of women in managerial positions in the Ministry of Interior and governorates all over the country until November 2023 |
|---------------------------------------------------------------------------------------------------------------------------------------------|

| Title                                      | DG | Deputy DG | Governor | Deputy Governor | District Governor | Head of the Department | Senior Expert | Total |
|--------------------------------------------|----|-----------|----------|-----------------|-------------------|------------------------|---------------|-------|
| Women Managers in Provincial Governorates  | 44 | 122       | 2        | 16              | 27                | 73                     | 44            | 328   |
| Women Managers in the Ministry of Interior | 2  | 16        | -        | -               | -                 | 40                     | 16            | 74    |
| Total                                      | 46 | 138       | 2        | 16              | 27                | 113                    | 60            | 402   |

Chart No. (5): Number of appointments of women in management levels in the provinces of the country



The above chart shows that most appointments of women in management positions are related to the provinces of Fars with 1181 managers, Hormozgan with 930 managers, and Isfahan with 606 female managers.

## **2) Management of women in institutions related to scientific, cultural, and social affairs**

In this section, the situation of women managers at different management levels in institutions related to scientific, cultural, and social affairs has been investigated:

- Islamic Propagation Organization
- Islamic Republic of Iran Broadcasting
- The National Library and Archives of Iran
- Secretariat of the Supreme Council of the Cultural Revolution
- Islamic Culture and Communication Organization
- Ministry of Education
- Ministry of Culture and Islamic Guidance
- Cultural Heritage, Handcrafts and Tourism Organization
- Ministry of Sport and Youth
- Vice President for Women and Family Affairs of the President
- Literacy Movement Organization
- Iran Technical & Vocational Training Organization
- Martyr Foundation and Veterans Affairs
- Iran's Red Crescent Society
- Imam Khomeini Relief Foundation
- Municipality of Tehran
- Organization of Municipalities and Villages of Iran
- National Organization for Civil Registration

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- Vice- Presidency for Scientific and Technological and National Elites Foundation
- Ministry of Science, Research and Technology

Table No. (8) shows the number of female managers at different management levels in institutions related to scientific, cultural, and social affairs until January 2023. The number chart (5) also compares female managers in institutions related to scientific, cultural, and social affairs with the total number of managers.<sup>1</sup>

**Table No. (8): The number of female managers at different management levels in institutions related to scientific, cultural, and social affairs until January 2023**

| Organization                                                  | Managerial Levels  |                 |                 |                                            | Number of Female managers | Total |
|---------------------------------------------------------------|--------------------|-----------------|-----------------|--------------------------------------------|---------------------------|-------|
|                                                               | Political Managers | Senior Managers | Middle Managers | Field and operational managers and experts |                           |       |
| Islamic Propagation Organization                              | -                  | -               | -               | 3                                          | 3                         | 674   |
| Islamic Republic of Iran Broadcasting                         | -                  | -               | 134             | 12                                         | 146                       | -     |
| The National Library and Archives of Iran                     | -                  | 2               | 18              | 102                                        | 122                       | 288   |
| Secretariat of the Supreme Council of the Cultural Revolution | -                  | 2               | 10              | 6                                          | 18                        | 90    |
| Islamic Culture and Communication Organization                | -                  | 2               | 2               | 19                                         | 23                        | 225   |

1. It should be noted that in all the charts comparing female managers with the total number of managers, only those institutions that announced the statistics of their total number of managers are shown.

|                                                                                  |          |           |            |             |                   |          |
|----------------------------------------------------------------------------------|----------|-----------|------------|-------------|-------------------|----------|
| Ministry of Education <sup>1</sup>                                               | -        | 3         | 60         | 388         | 451               | 4099     |
| Ministry of Culture and Islamic Guidance                                         | -        | -         | 26         | 224         | 250               | 1006     |
| Cultural Heritage, Handcrafts and Tourism Organization                           | 1        | -         | 15         | 56          | 72                | 223      |
| Ministry of Sport and Youth                                                      | -        | 1         | 41         | 228         | 270               | 1360     |
| Vice President for Women and Family Affairs of the President                     | 2        | -         | 9          | 8           | 19                | 19       |
| Literacy Movement Organization                                                   | -        | -         | 1          | 7           | 8                 | 31       |
| Iran Technical & Vocational Training Organization                                | -        | -         | 20         | 168         | 188               | 886      |
| Martyr Foundation and Veterans Affairs                                           | -        | -         | 13         | 103         | 115               | 1183     |
| Iran's Red Crescent Society                                                      | -        | 9         | 42         | 397         | 448               | 2640     |
| Imam Khomeini Relief Foundation                                                  | -        | -         | 14         | 198         | 212               | -        |
| Municipality of Tehran                                                           | -        | -         | -          | -           | 938 <sup>2</sup>  | -        |
| Organization of Municipalities and Villages of Iran                              | -        | -         | -          | -           | 2632 <sup>3</sup> | -        |
| National Organization for Civil Registration                                     | -        | -         | 17         | 361         | 378               | 2468     |
| Vice- Presidency for Scientific and Technological and National Elites Foundation | -        | 2         | 26         | 2           | 30                | 139      |
| Ministry of Science, Research and Technology                                     | -        | -         | 11         | 125         | 136               | -        |
| <b>Total</b>                                                                     | <b>3</b> | <b>21</b> | <b>459</b> | <b>2407</b> | <b>6189</b>       | <b>-</b> |

1. There are 480,000 women working in different fields in the Ministry of Education, of which 32,000 are working in different management levels of schools. This statistic is not included in the total managerial statistics of women.

2. Of these, 80 are appointed directors and 858 other directors are elective and non-appointed, that is, they were chosen by the votes of the board members.

3. This statistic does not include all the provinces of the country and only relates to the number of female managers in the municipalities and villages of 20 provinces of the country, including the provinces of East Azarbaijan, Ardabil, Isfahan Municipality, Alborz, Ilam, Bushehr, Chaharmahal and Bakhtiari. North Khorasan, Zanzan, Sistan and Baluchistan, Qazvin, Qom, Kurdistan, Kerman, Kermanshah, Kohgiluyeh and Boyer Ahmad, Golestan, Gilan, Lorestan, Hamedan and Hormozgan, as well as the information of female managers in Isfahan Metropolitan Municipality.

3) Management of women in institutions related to welfare and health

In this section, the status of female managers at different management levels in institutions related to welfare and health has been investigated:

- Social Security Organization
- Ministry of Health and Medical Education
- Ministry of Cooperatives, Labour, and Social Welfare
- Iranian Blood Transfusion Organization
- The State Welfare Organization
- Iran Veterinary Organization
- Environmental Protection Organization

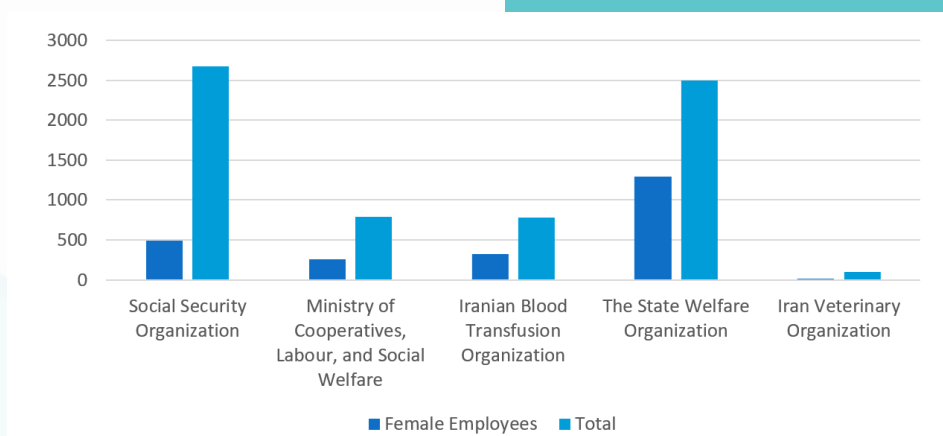
Table No. (9) shows the number of female managers at different management levels in institutions related to welfare and health until January 2023. Chart No. (5) also shows the comparison of female managers in institutions related to welfare and health with the total number of managers.

**Table No. (9): The number of female managers at different management levels in institutions related to welfare and health affairs until January 2023**

| Organization                             | Managerial Levels  |                 |                 |                                            | Number of Female managers | Total |
|------------------------------------------|--------------------|-----------------|-----------------|--------------------------------------------|---------------------------|-------|
|                                          | Political Managers | Senior Managers | Middle Managers | Field and operational managers and experts |                           |       |
| Social Security Organization             | -                  | 6               | 15              | 471                                        | 492                       | 2676  |
| Ministry of Health and Medical Education | -                  | 1               | 647             | 12883                                      | 13531                     | -     |

|                                                      |          |           |            |              |              |          |
|------------------------------------------------------|----------|-----------|------------|--------------|--------------|----------|
| Ministry of Cooperatives, Labour, and Social Welfare | -        | -         | 53         | 203          | 256          | 792      |
| Iranian Blood Transfusion Organization               | -        | -         | 22         | 395          | 322          | 776      |
| The State Welfare Organization                       | -        | -         | 26         | 1263         | 1289         | 2499     |
| Iran Veterinary Organization                         | -        | -         | 2          | 15           | 17           | 101      |
| Environmental Protection Organization                | -        | 3         | 20         | 353          | 376          | -        |
| <b>Total</b>                                         | <b>-</b> | <b>10</b> | <b>785</b> | <b>15583</b> | <b>16283</b> | <b>-</b> |

**Chart No. (5): Comparison of the number of female managers with the total number of managers in institutions related to welfare and health affairs**



#### **4) Management of women in institutions related to economic and infrastructure affairs**

In this section, the status of women managers at different management levels in institutions related to economic and infrastructure affairs has been examined:

- Planning and Budget Organization
- National Standard Organization of Iran
- Mostazafan Foundation
- Central Bank of Islamic Republic of Iran
- Ministry of Economic Affairs and Finance
- Ministry of Industry, Mine and Trade
- Ministry of Petroleum
- Ministry of Energy
- Ministry of Roads, and Urban Development
- Agricultural Bank
- National Productivity Organization
- Statistical Center of Iran
- Supreme Audit Court
- Atomic Energy Organization of Iran
- Ministry of Communications and Information Technology
- Post Bank
- Ministry of Agriculture
- Vice Presidency for Executive Affairs
- Administrative and Recruitment Organization

Table No. (10) shows the number of female managers at different management levels in institutions related to economic and infrastructure affairs until January 2023. Chart No. (6) also compares the number of female managers in institutions relevant

to economic and infrastructural affairs with the total number of managers.

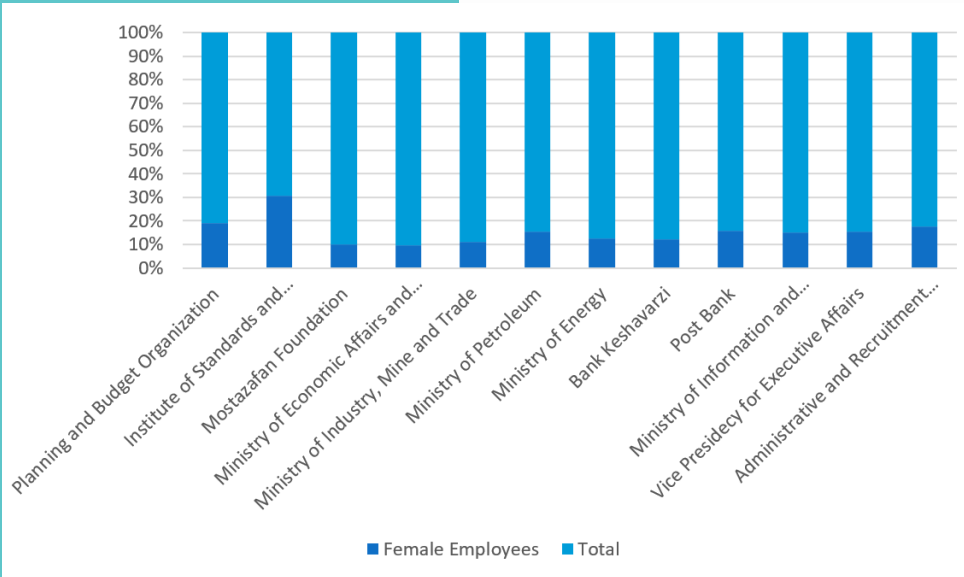
**Table No. (10): Number of female managers at different management levels in institutions related to economic and infrastructure affairs until January 2023**

| Organization                                           | Management Level   |                 |                 |                                            | Number of Female Managers | Total |
|--------------------------------------------------------|--------------------|-----------------|-----------------|--------------------------------------------|---------------------------|-------|
|                                                        | Political Managers | Senior Managers | Middle Managers | Field and operational managers and experts |                           |       |
| Planning and Budget Organization                       | -                  | -               | 16              | 71                                         | 87                        | 367   |
| Institute of Standards and Industrial Research of Iran | -                  | -               | 12              | 39                                         | 51                        | 116   |
| Mostazafan Foundation                                  | -                  | 2               | 390             | 28                                         | 420                       | 3835  |
| Central Bank of the Islamic Republic of Iran           | -                  | 1               | 4               | 124                                        | 129                       | -     |
| Ministry of Economic Affairs and Finance               | -                  | 3               | 60              | 657                                        | 720                       | 6668  |
| Ministry of Industry, Mine and Trade                   | -                  | -               | 26              | 119                                        | 145                       | 1155  |
| Ministry of Petroleum                                  | -                  | 13              | 214             | 684                                        | 911                       | 10103 |
| Ministry of Energy                                     | 1                  | 35              | -               | 1378                                       | 1414                      | 9908  |
| Iran Ministry of Roads & Urban Development             | 1                  | 2               | 46              | 600                                        | 649                       | -     |
| Bank Keshavarzi                                        | -                  | 1               | 18              | 834                                        | 853                       | 6077  |
| National Productivity Organization                     | -                  | 1               | -               | 6                                          | 7                         | -     |
| Statistical Centre of Iran                             | -                  | 1               | 10              | 32                                         | 43                        | -     |
| Supreme Audit Court                                    | -                  | -               | 40              | 238                                        | 278                       | -     |
| Atomic Energy Organization of Iran                     | -                  | 7               | 98              | 698                                        | 803                       | -     |

# Participation of Women in Managerial and Decision-making Fields in the Islamic Republic of Iran 23

|                                                               |   |    |      |       |       |       |
|---------------------------------------------------------------|---|----|------|-------|-------|-------|
| Ministry of Information and Communications Technology of Iran | - | 1  | 112  | 474   | 587   | -     |
| Post Bank                                                     | - | -  | 18   | 228   | 246   | 1295  |
| Ministry of Information and Communications Technology of Iran | - | 1  | 102  | 3690  | 3793  | 21435 |
| Vice Presidency for Executive Affairs                         | - | 7  | 30   | 81    | 118   | 639   |
| Administrative and Recruitment Organization                   | - | -  | 10   | 21    | 31    | 145   |
| Total                                                         | 2 | 75 | 1206 | 10002 | 11285 | -     |

**Chart No. (6): Comparing the ratio of female managers to total managers in institutions related to economic and infrastructure affairs**



## **5) Management of women in institutions related to legal and judicial affairs**

In this section, the status of female managers at different management levels in institutions related to legal and judicial affairs has been examined:

- Judiciary and courts throughout the country
- Ministry of Justice
- Administrative Justice Court
- General Inspection Organization Of Iran
- Real Estate Registration Organization of Iran
- Prisons Organization
- Legal Medicine Organization
- Judiciary Organization of the Armed Forces
- The Headquarters for Combating Goods and Currency Smuggling
- Drugs Control Headquarters

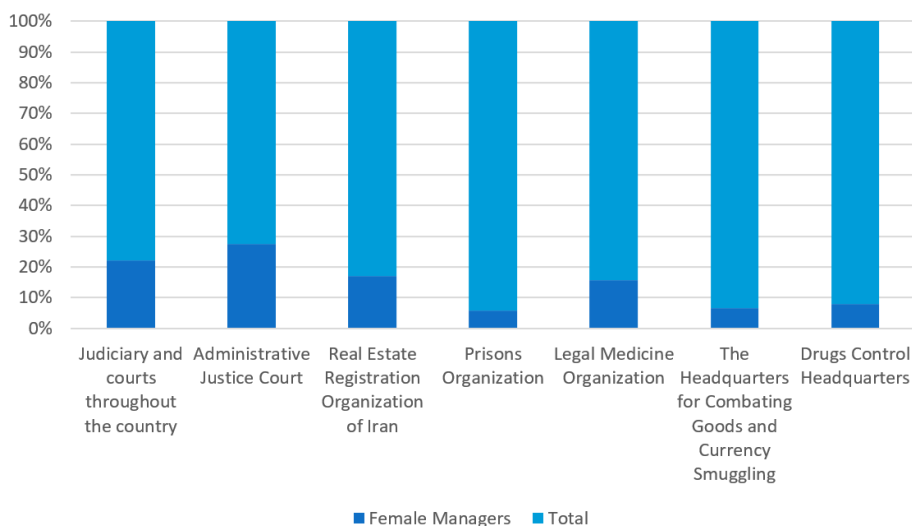
Table No. (11) shows the number of female managers at different management levels in institutions related to legal and judicial affairs until January 2023. Chart No. (7) also shows the comparison of female managers in the institutions related to legal and judicial affairs with the total number of managers.

**Participation of Women in Managerial and Decision-making Fields in the Islamic Republic of Iran** 25

**Table No. (11): The number of female managers at different management levels in legal and judicial affairs institutions until January 2023**

| Organization                                                | Managerial Levels  |                 |                 |                                            | Number of Female managers | Total |
|-------------------------------------------------------------|--------------------|-----------------|-----------------|--------------------------------------------|---------------------------|-------|
|                                                             | Political Managers | Senior Managers | Middle Managers | field and operational managers and experts |                           |       |
| Judiciary and courts throughout the country                 | -                  | -               | -               | -                                          | 5404                      | 18979 |
| Ministry of Justice                                         | -                  | -               | 6               | 8                                          | 14                        | -     |
| Administrative Justice Court                                | -                  | -               | 4               | 100                                        | 107                       | 281   |
| General Inspection Organization Of Iran                     | -                  | -               | -               | 12                                         | 12                        | -     |
| Real Estate Registration Organization of Iran               | -                  | -               | 13              | 620                                        | 633                       | 3086  |
| Prisons Organization                                        | -                  | -               | 1               | 184                                        | 185                       | 3029  |
| Legal Medicine Organization                                 | -                  | -               | 8               | 75                                         | 83                        | 443   |
| Judiciary Organization of the Armed Forces                  | -                  | -               | -               | 15                                         | 15                        | -     |
| The Headquarters for Combating Goods and Currency Smuggling | -                  | -               | -               | 9                                          | 9                         | 130   |
| Drugs Control Headquarters                                  | -                  | -               | 2               | 7                                          | 9                         | 106   |
|                                                             | -                  | -               | 34              | 1030                                       | 6471                      | 26054 |

**Chart No. (7): Comparing the ratio of female managers to total managers in legal and judicial affairs-related institutions**



It should be noted that currently 1006 women are working as judges and 13 of them have been appointed as deputy prosecutors. Table No. (12) shows the statistics of female judges and their respective organizational positions.

**Table No. (12): Statistics of female judges and relevant organizational positions**

| Organizational position                             | Number |
|-----------------------------------------------------|--------|
| Deputy Prosecutor                                   | 13     |
| Assistant Prosecutors and advisers of family courts | 897    |
| Civil Judges                                        | 96     |
| Total                                               | 1006   |

Overview of female managers in the Islamic Republic of Iran

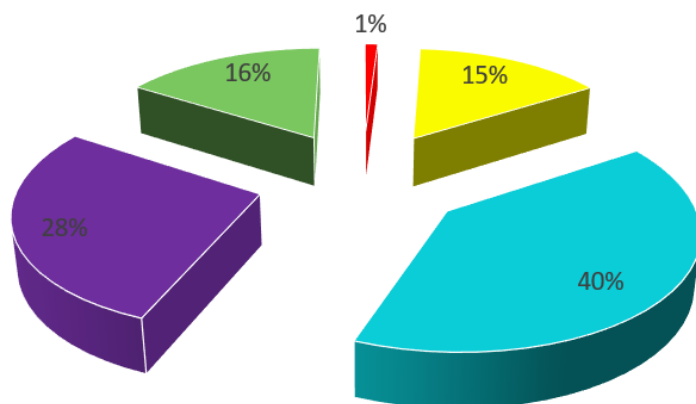
Table number (13) shows the status of female managers at different management levels in the country’s executive bodies.

Table No. (13): Status of female managers at different management levels in the country’s executive bodies

| Organization                                                    | Managerial Levels  |                 |                 |                                            | Number of Female managers |
|-----------------------------------------------------------------|--------------------|-----------------|-----------------|--------------------------------------------|---------------------------|
|                                                                 | Political Managers | Senior Managers | Middle Managers | field and operational managers and experts |                           |
| Institutions related to political affairs                       | 18                 | 2               | 193             | 243                                        | 455                       |
| Institutions related to scientific, cultural and social affairs | 3                  | 21              | 459             | 2407                                       | 6189                      |
| Institutions related to welfare and health                      | -                  | 10              | 785             | 15583                                      | 16283                     |
| Institutions related to economic and infrastructure affairs     | 2                  | 75              | 1206            | 10002                                      | 11285                     |
| Institutions related to legal and judicial affairs              | -                  | -               | 34              | 1030                                       | 6471                      |
| Total                                                           | 23                 | 108             | 2677            | 29265                                      | 40683                     |

Chart No. (8) also shows the distribution of the percentage of female managers in the executive bodies of the country. Based on this, the highest percentage of female managers appointed in the country, i.e. 40%, are in institutions related to welfare and health, and the lowest percentage of female managers appointed is in institutions related to political affairs.

**Chart No. (8): Distribution of the percentage of female managers in executive bodies**



- Institutions related to political affairs
- Institutions related to scientific, cultural and social affairs
- Institutions related to welfare and health
- Institutions related to economic and infrastructure affairs
- Institutions related to legal and judicial affairs

**Some women managers in the Islamic Republic of Iran**

**Sakine Sadat Pad**

Assistant to the President in  
pursuit of social rights and  
freedoms



**Ensieh Khazali**

Vice President for Women  
and Family Affairs



**Elham Azad<sup>1</sup>**

Representative of Nayin, Khor  
and Biyabank constituencies in  
the Parliament



**Sarah Falahi**

Representative of Ilam, Ivan,  
and Cherdavel constituencies  
in the Parliament



1. In the first phase of the elections of the 12th round of the Parliament which was held on March 1, 2024, 245 people were elected and the elections of 21 constituencies were extended to the second round to appoint 45 more representatives. Among the 245 representatives who were admitted to the 12th round of the Parliament, 11 women have been able to get the necessary votes to attend in Baharestan, which are elected by 9 provinces. Out of these 11 female representatives, 4 (Sara Fallahi, Fatemeh Mohammad Beigi, Fatemeh Maqsoudi and Elham Azad) are representatives of the 11th round, who once again entered the House of the Nation. It should be mentioned that the 11th Parliament had 16 female representatives. In the second round of the elections, which will be held in May 2024, 90 candidates will compete for 45 seats in the 12th parliament, 7 of whom are women.

Maryam Abdollahi  
Representative of Mianeh  
constituency in the  
Parliament



Zahra Khodadi  
Representative of Malekan  
and Leilan constituency in  
the Parliament



Fatemeh Mohammad  
Beigi, the representative of  
Qazvin Constituency in the  
Parliament



Shahin Jahangiri  
Representative of Urmia  
Constituency in the  
Parliament

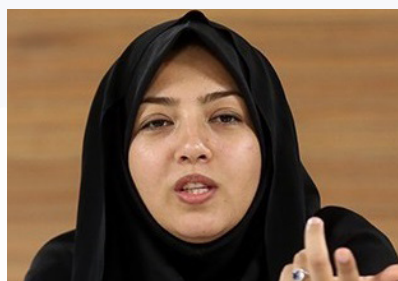


Fatemeh Maqsoodi  
Representative of Borujerd  
Constituency in the  
Parliament

Alie Zamani Kiasari  
Representative of Sari and  
Mian Dorud constituency in  
the Parliament



Zahra Saidi Mobarakeh  
Representative of Mubarak  
Constituency in the  
Parliament



Behshid Barkhordar<sup>1</sup>  
Representative of Zoroastrian  
Constituency in Tehran  
Province in the Parliament



Fatemeh Jarareh  
Representative of Bandar Abbas,  
Qeshm, Abu Musi, Haji Abad  
and Khamer constituency in the  
Parliament



1. Behshid Barkhordar is the first female representative of Zoroastrian minority from Tehran constituency. This is despite the fact that in none of the periods, a female representative from religious minorities has been present in the parliament.

Afsaneh Nadipur  
Ambassador of the Islamic  
Republic of Iran in Denmark



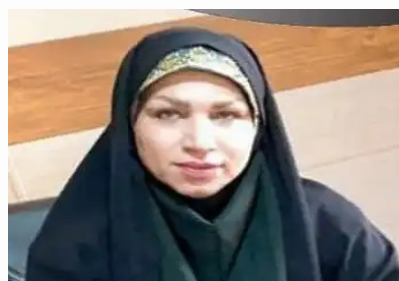
Maryam Kargar Najafi  
Deputy Minister for of  
Research and Human  
Resources, Ministry of Energy



Fereshteh Tork  
Governor of Kurdkoy city,  
Golestan province



Golnesa Mobaraki  
Governor of Lashar city  
in Sistan and Baluchistan  
province



Marzia Afkham  
Advisor to the Minister of Foreign  
Affairs and Director General of  
Women and Human Rights of the  
Ministry of Foreign Affairs

## Participation of Women in Managerial and Decision-making Fields in the Islamic Republic of Iran 33

Zahra Ahmadi

Director General of National  
Divisions of the Ministry of  
Interior



Zeinab Akhtari

Director General of Women  
and Family Affairs, Ministry  
of Interior



Zahra Nazem Bokaei

Dean of Al-Zahra University



Elham Yavari

Head of the National  
Organization for the  
Development of Brilliant  
Talents



Fatemeh Zarean Bani Asadi  
Advisor to the Minister of  
Agricultural Jihad and Head of  
Public Relations and Information  
Center

Mona Abrofarakh  
Director General of Cellulose,  
Printing and Stationery  
Industries, Ministry of Industry,  
Mining and Trade



Leila Moradi  
Director General of the  
Business Environment Office  
of the Ministry of Industry,  
Mining and Trade



Gulnar Nasrollahi  
Advisor to the Minister of  
Industry, Mining and Trade  
in textile, clothing, leather  
and shoe industries



Katayon Nematpour  
Director General of the Health,  
Safety, Environment and  
Energy Office of the Ministry of  
Industry, Mines and Trade



Tahira Rezapour  
Head of the Human Resources  
and Organizational Center  
of the Ministry of Industry,  
Mining and Trade

Maryam Sotvan  
CEO of Khorasan Power  
Generation Company



Maryam Kazemipour  
Deputy Minister for Women's  
Sports Development, Ministry  
of Sports and Youth



Mohanna Mohammadi  
Movahed  
Mayor of Beris in Sistan and  
Baluchistan province



Tayebeh Ahmad Piri  
The mayor of Abad city in  
Bushehr province



Zeinab Azarkhosh  
The mayor of Titkan in  
Lorestan province

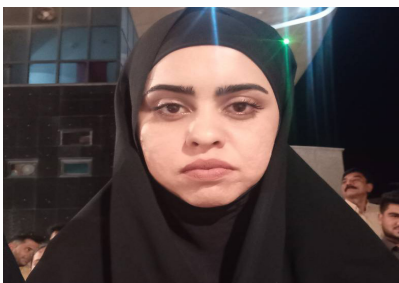
Sediqueh Yazdani  
Head of Saadabad municipality  
in Bushehr province



Zahra Zeinli  
The mayor of Sheshdeh in  
Fars province



Arezoo Ismail Zehi  
Mayor of Sarjanganl in Sistan  
and Baluchistan province



Leila Mokari  
The mayor of Firoraq city in  
West Azarbaijan province



Zahra Ghasemi Najafabadi  
Mayor of Safi Abad in  
Khuzestan province

