

**Exhibit 6.21: Principals' Years of Experience**

Students' Results based on Principals' Reports

Country	Percent of Students by Principals' Years of Experience as a Principal				Average Years of Experience as a Principal
	20 Years or More	At Least 10 but Less than 20 Years	At Least 5 but Less than 10 Years	Less than 5 Years	
Albania	10 (2.7)	19 (3.2)	43 (4.3)	28 (4.1)	8 (0.6)
Armenia	25 (4.0)	24 (4.1)	27 (3.5)	24 (3.7)	12 (0.8)
Australia	11 (2.2)	32 (3.0)	21 (3.9)	36 (3.9)	9 (0.5)
Austria	5 (1.5)	39 (3.3)	36 (3.7)	20 (2.9)	10 (0.4)
Azerbaijan	23 (3.2)	26 (3.2)	20 (3.3)	31 (3.7)	13 (0.8)
Bahrain	7 (1.3)	23 (2.1)	30 (2.6)	40 (2.7)	8 (0.4)
Belgium (Flemish)	12 (2.9)	34 (4.7)	26 (4.0)	28 (4.5)	10 (0.7)
Bosnia and Herzegovina	1 (1.0)	12 (2.5)	29 (4.2)	57 (4.2)	5 (0.3)
Bulgaria	30 (3.7)	31 (3.7)	17 (3.3)	22 (3.4)	14 (0.8)
Canada	6 (2.2)	31 (2.2)	30 (2.7)	33 (2.2)	8 (0.5)
Chile	15 (3.0)	25 (3.7)	21 (3.3)	39 (4.4)	10 (0.8)
Chinese Taipei	7 (2.1)	47 (4.3)	32 (4.0)	14 (2.9)	11 (0.5)
Croatia	8 (2.6)	28 (4.0)	25 (3.7)	38 (4.1)	8 (0.6)
Cyprus	5 (1.9)	12 (3.1)	73 (3.9)	10 (2.6)	9 (0.6)
Czech Republic	21 (3.4)	33 (3.8)	26 (3.9)	21 (3.8)	12 (0.7)
Denmark	13 (3.4)	23 (3.8)	27 (4.5)	38 (4.6)	9 (0.7)
England	10 (3.1)	36 (5.6)	32 (5.3)	22 (5.1)	10 (0.7)
Finland	24 (3.6)	35 (3.2)	20 (3.2)	21 (3.1)	13 (0.7)
France	25 (4.1)	31 (3.6)	23 (3.4)	22 (3.5)	12 (0.8)
Georgia	15 (3.2)	35 (4.1)	33 (4.1)	17 (3.4)	11 (0.7)
Germany	9 (2.0)	34 (3.7)	25 (3.1)	32 (3.8)	9 (0.6)
Hong Kong SAR	15 (2.9)	33 (4.6)	22 (3.3)	31 (4.3)	11 (0.7)
Hungary	11 (2.5)	33 (4.1)	25 (3.7)	32 (4.5)	9 (0.6)
Iran, Islamic Rep. of	16 (2.2)	37 (3.8)	27 (3.6)	20 (3.1)	11 (0.5)
Ireland	20 (3.6)	24 (3.9)	24 (3.8)	32 (4.2)	11 (0.8)
Italy	14 (3.1)	31 (3.8)	42 (3.8)	14 (3.3)	10 (0.6)
Japan	0 (0.0)	8 (2.3)	33 (4.0)	59 (3.9)	4 (0.2)
Kazakhstan	8 (2.3)	39 (4.2)	30 (3.7)	24 (3.6)	10 (0.6)
Korea, Rep. of	31 (3.9)	0 (0.5)	21 (3.4)	47 (4.3)	14 (1.3)
Kosovo	3 (2.1)	30 (3.8)	33 (4.3)	34 (4.6)	8 (0.6)
Kuwait	9 (1.9)	20 (3.6)	27 (3.8)	43 (4.3)	8 (0.5)
Latvia	37 (3.5)	31 (3.5)	10 (2.4)	22 (3.4)	15 (0.7)
Lithuania	33 (3.8)	31 (3.6)	13 (2.9)	24 (3.5)	14 (0.7)
Malta	7 (0.2)	35 (0.4)	30 (0.4)	29 (0.4)	9 (0.1)
Montenegro	6 (0.5)	24 (0.4)	26 (0.5)	44 (0.4)	7 (0.1)
Morocco	8 (2.1)	44 (4.0)	18 (2.8)	29 (3.4)	10 (0.5)
Netherlands	18 (4.2)	34 (5.8)	19 (5.5)	28 (6.0)	11 (1.0)
New Zealand	23 (3.0)	38 (4.2)	18 (3.1)	21 (3.5)	13 (0.7)
North Macedonia	2 (1.3)	7 (2.3)	20 (3.6)	71 (4.0)	4 (0.4)
Northern Ireland	14 (3.3)	31 (4.0)	29 (5.0)	27 (4.4)	10 (0.8)
Norway (5)	8 (2.4)	26 (4.2)	28 (4.7)	38 (4.8)	8 (0.5)
Oman	20 (2.7)	28 (3.4)	18 (2.7)	35 (3.1)	11 (0.7)
Pakistan	11 (4.1)	12 (2.8)	37 (5.9)	39 (6.6)	8 (1.1)
Philippines	7 (2.3)	35 (3.7)	30 (3.9)	27 (3.8)	9 (0.5)
Poland	18 (3.0)	37 (4.4)	20 (3.5)	25 (4.2)	12 (0.8)
Portugal	17 (3.0)	41 (3.9)	19 (3.2)	22 (3.0)	12 (0.6)
Qatar	12 (2.6)	28 (4.3)	30 (3.4)	29 (3.8)	10 (0.6)
Russian Federation	26 (3.4)	32 (4.1)	25 (3.4)	17 (3.2)	13 (0.8)
Saudi Arabia	6 (1.6)	34 (2.8)	26 (2.8)	34 (3.5)	9 (0.5)
Serbia	1 (0.7)	31 (3.9)	32 (4.3)	36 (4.5)	8 (0.4)
Singapore	4 (0.0)	43 (0.0)	36 (0.0)	18 (0.0)	10 (0.0)
Slovak Republic	12 (2.5)	36 (4.2)	25 (3.9)	27 (4.1)	10 (0.6)
South Africa (5)	14 (2.3)	23 (3.4)	31 (3.6)	32 (3.4)	9 (0.6)
Spain	5 (1.6)	23 (2.7)	34 (3.5)	39 (3.6)	7 (0.4)
Sweden	5 (2.4)	31 (4.9)	25 (4.2)	38 (4.6)	8 (0.6)
Turkey (5)	7 (2.1)	15 (2.3)	28 (3.5)	49 (4.1)	7 (0.5)
United Arab Emirates	15 (1.1)	31 (1.6)	24 (1.6)	30 (2.0)	10 (0.3)
United States	5 (1.4)	28 (2.9)	32 (2.9)	35 (3.2)	8 (0.4)
<b>International Average</b>	<b>13 (0.4)</b>	<b>29 (0.5)</b>	<b>27 (0.5)</b>	<b>31 (0.5)</b>	<b>10 (0.1)</b>
<b>Benchmarking Participants</b>					
Ontario, Canada	8 (4.2)	27 (3.8)	30 (4.9)	36 (3.9)	8 (0.9)
Quebec, Canada	4 (1.9)	36 (4.4)	32 (4.3)	27 (4.3)	9 (0.5)
Moscow City, Russian Fed.	15 (3.1)	29 (4.1)	21 (3.1)	35 (4.1)	11 (0.8)
Madrid, Spain	5 (1.9)	31 (3.8)	31 (4.3)	33 (4.4)	8 (0.5)
Abu Dhabi, UAE	14 (1.7)	33 (1.5)	20 (1.2)	33 (1.6)	10 (0.3)
Dubai, UAE	6 (0.2)	29 (0.3)	33 (0.4)	31 (0.2)	8 (0.0)

( ) Standard errors appear in parentheses. Because of rounding some results may appear inconsistent.

An "r" indicates data are available for at least 70% but less than 85% of the students. An "s" indicates data are available for at least 50% but less than 70% of the students.

**Exhibit 6.22: Principals' Years of Experience**

Students' Results based on Principals' Reports

Country	Percent of Students by Principals' Years of Experience as a Principal				Average Years of Experience as a Principal
	20 Years or More	At Least 10 but Less than 20 Years	At Least 5 but Less than 10 Years	Less than 5 Years	
Australia	8 (1.9)	35 (4.5)	30 (4.1)	27 (3.2)	9 (0.5)
Bahrain	6 (0.2)	13 (0.2)	41 (0.2)	39 (0.2)	7 (0.0)
Chile	13 (2.9)	21 (3.5)	25 (3.5)	40 (4.4)	9 (0.9)
Chinese Taipei	5 (1.6)	36 (3.0)	35 (3.5)	23 (2.9)	9 (0.5)
Cyprus r	11 (0.4)	9 (0.3)	37 (0.5)	43 (0.5)	8 (0.1)
Egypt	3 (0.8)	15 (3.1)	26 (3.5)	56 (3.9)	6 (0.4)
England s	4 (2.0)	29 (4.9)	41 (5.6)	26 (4.8)	8 (0.6)
Finland	21 (3.5)	35 (3.9)	23 (3.6)	21 (3.3)	12 (0.8)
France r	6 (2.2)	23 (3.9)	34 (4.6)	37 (4.0)	7 (0.5)
Georgia	18 (3.7)	38 (4.0)	29 (4.3)	15 (3.3)	12 (0.8)
Hong Kong SAR	6 (1.6)	28 (4.4)	32 (4.3)	35 (4.3)	8 (0.5)
Hungary	13 (2.9)	39 (4.2)	22 (3.8)	26 (4.0)	10 (0.6)
Iran, Islamic Rep. of	19 (3.0)	28 (3.1)	26 (3.0)	27 (3.4)	11 (0.6)
Ireland	4 (1.5)	37 (3.9)	31 (4.1)	29 (3.5)	8 (0.5)
Israel	8 (2.2)	33 (3.8)	25 (3.8)	34 (4.0)	9 (0.7)
Italy	11 (2.8)	33 (3.9)	41 (3.7)	15 (3.0)	10 (0.6)
Japan	0 (0.0)	7 (2.1)	39 (4.2)	54 (4.4)	5 (0.2)
Jordan	6 (1.7)	39 (4.2)	31 (4.0)	24 (3.2)	9 (0.5)
Kazakhstan	7 (2.1)	40 (4.2)	26 (3.5)	27 (3.7)	9 (0.6)
Korea, Rep. of	23 (3.3)	1 (0.8)	17 (3.1)	59 (3.8)	11 (1.1)
Kuwait	11 (2.9)	19 (3.1)	22 (3.2)	48 (3.1)	8 (0.7)
Lebanon	19 (3.6)	32 (3.8)	24 (3.2)	24 (3.6)	12 (0.8)
Lithuania	32 (4.4)	34 (4.2)	9 (2.5)	24 (3.9)	15 (0.9)
Malaysia	5 (1.6)	15 (2.9)	21 (3.9)	60 (4.4)	6 (0.5)
Morocco	4 (1.2)	32 (3.1)	33 (3.3)	32 (3.4)	8 (0.4)
New Zealand	7 (2.6)	32 (4.8)	23 (4.0)	38 (5.0)	8 (0.6)
Norway (9) r	5 (2.3)	19 (3.6)	35 (4.9)	40 (5.0)	7 (0.5)
Oman	27 (2.9)	25 (3.5)	18 (2.7)	30 (3.2)	12 (0.6)
Portugal	16 (3.2)	38 (3.9)	19 (3.5)	27 (4.2)	11 (0.8)
Qatar	13 (2.0)	35 (4.0)	25 (2.7)	27 (2.9)	10 (0.5)
Romania	14 (2.9)	27 (3.4)	32 (3.3)	26 (3.9)	10 (0.7)
Russian Federation	19 (2.6)	31 (3.5)	27 (3.0)	22 (2.5)	12 (0.6)
Saudi Arabia	11 (2.7)	21 (3.0)	26 (3.5)	43 (3.3)	8 (0.6)
Singapore	5 (0.0)	39 (0.0)	31 (0.0)	24 (0.0)	9 (0.0)
South Africa (9)	14 (2.2)	27 (2.8)	22 (3.0)	36 (3.1)	9 (0.5)
Sweden	5 (1.7)	38 (3.8)	26 (3.9)	31 (3.5)	8 (0.4)
Turkey	7 (2.1)	15 (2.3)	29 (3.3)	48 (3.6)	7 (0.5)
United Arab Emirates r	19 (1.5)	33 (1.1)	17 (1.6)	31 (1.7)	11 (0.4)
United States	4 (1.4)	27 (2.7)	29 (3.4)	39 (3.4)	7 (0.4)
<b>International Average</b>	<b>11 (0.4)</b>	<b>28 (0.6)</b>	<b>28 (0.6)</b>	<b>34 (0.6)</b>	<b>9 (0.1)</b>
<b>Benchmarking Participants</b>					
Ontario, Canada r	4 (1.8)	33 (5.0)	21 (4.9)	42 (5.6)	8 (0.6)
Quebec, Canada	4 (2.2)	35 (5.0)	20 (3.7)	41 (5.6)	8 (0.7)
Moscow City, Russian Fed.	15 (3.0)	28 (3.8)	22 (3.4)	36 (4.2)	11 (0.7)
Gauteng, RSA (9)	10 (2.9)	26 (4.0)	22 (3.8)	42 (4.0)	8 (0.7)
Western Cape, RSA (9)	14 (2.5)	32 (4.2)	18 (3.3)	36 (4.5)	9 (0.6)
Abu Dhabi, UAE r	21 (1.7)	33 (1.6)	15 (1.8)	31 (2.2)	11 (0.3)
Dubai, UAE r	8 (0.2)	37 (0.5)	25 (0.6)	30 (0.4)	9 (0.0)

( ) Standard errors appear in parentheses. Because of rounding some results may appear inconsistent.

An "r" indicates data are available for at least 70% but less than 85% of the students. An "s" indicates data are available for at least 50% but less than 70% of the students.

