



GEMA research shows gender imbalance in decision-making teams in companies in SEE countries

GEMA partner University of Wolverhampton (UK), namely Silke Machold, PhD and Wen Wang, PGD **concluded a research in companies** located in the South/East European (SEE) countries, specifically Bulgaria, Croatia, Macedonia and Slovenia.

The report is underpinned by a **comprehensive evidence** base drawn from published data, a **survey** of companies in the four SEE countries, **interviews** with business leaders, senior political figures, academics and advocacy groups as well as series of **case studies** of companies that have made progress in achieving gender balance.

Report shows gender imbalance



Gender imbalance in the highest decision-making teams in companies is not only a social but also an economic concern. Our data, and that from elsewhere, show that **improving gender balance in boards and top management** teams improves board dynamics and leads to better governance, strengthens stakeholder relations and CSR, and **ultimately reflects in improved company performance**. Promoting gender balance is therefore as much a matter for **competitiveness of**

companies as it is for **social justice**.

Statistics from the SEE countries research

Our survey results show under-representation of women on boards of directors. 35% of responding companies had male-only boards (13% female-only boards). **Only 19%** of responding companies would currently **meet the European Commission's recommendation** to have **at least 40%** representation of **each gender on their boards**. As far as top management teams are concerned, the data show more gender diversity at this level of decision-making team. **14%** of responding companies had **male-only top management team - TMTs** (11% female-only TMTs), and **35% had a female CEO**.

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IN NUMBERS: Women representation in responding companies

	Bulgaria	Croatia	Macedonia	Slovenia
Number of responses	21	54	44	76
Average % of women in workforce	61.15	42.33	38.16	37.05
Women in TMTs				
0-25%	9	16	18	26
26-50%	6	21	15	37
51-75%	1	8	8	7
76-100%	5	9	3	6
Women on boards				
0-25%	9	17	25	46
26-50%	7	18	14	18
51-75%	1	7	4	2
76-100%	4	12	1	10
% female Chief Executive Officers	57.1	60.4	20.5	21.1

Reasons for gender imbalance

The **barriers** that exist are complex and **multi-faceted**, ranging from deeply ingrained social norms, to individuals' attitudes and behaviours, to gender-biased organisational cultures and practices. Based on the evidence from surveys, interviews and good practice case studies, we put forward **five recommendations** for how companies can improve gender balance in their top decision-making teams. Recommendations will be presented in 5 e-newsletters in coming months and you are welcome to invite your business partners to subscribe.

**READ more about barriers to achieving gender balance in OCTOBER`S
E-NEWSLETTER. Subscribe on www.gema-project.eu**