



Project
funded by the
EUROPEAN UNION

EBSOMED

ENHANCING BUSINESS SUPPORT ORGANISATIONS

PERIODICAL SURVEY



Project funded by the
EUROPEAN UNION

The EBSOMED project is led by BUSINESSMED within a consortium of six partners.

BUSINESSMED

Union of Mediterranean Confederations of Enterprises



EUROCHAMBRES



ASSOCIATION DES CHAMBRES DE COMMERCE ET D'INDUSTRIE DE LA MEDITERRANEE
ASSOCIATION OF THE MEDITERRANEAN CHAMBERS OF COMMERCE AND INDUSTRY
جمعية غرف التجارة والصناعة للبحر الابيض المتوسط



Deutsch-Arabische
Industrie- und Handelskammer
German-Arab
Chamber of Industry and Commerce
الغرفة الألمانية العربية للصناعة والتجارة

Gender Mainstreaming and Women Empowerment

1. EBSOMED project objectives

Strengthen the economy by integrating high-potential women into decision making positions, at the board level and at the private sector level.

Specific Objectives

- Identification of existing initiatives and companies adopting strategies of gender diversity and access of women in decision-making positions in the target countries
- An inventory and analysis of the existing obstacles that hinder the development and promotion of women in the private sector in the target countries
- Identification of strategic engagement and policies of leading countries implementing institutional solutions to attain gender equality in leadership positions
- Facilitate cross country comparison, synergies and general conclusions. Proposition of a model for promoting Gender Equity in Private companies
- Scenarios and recommendations to innovative interventions and practices, replication and scaling up of best practices for gender equality.

2. The Context

Environmental Context of the Problem

None of us will see gender parity in our lifetimes, and nor likely will many of our children. That's the sobering finding of the Global Gender Gap Report 2020, which reveals that gender parity will not be attained for 99.5 years.

Over the past 14 years the Global Gender Gap Index has served as a compass to track progress on relative gaps between women and men on : Economic Participation and Opportunity, Educational Attainment, Health and Survival, and Political Empowerment and benchmarks 153 countries, this year.

The 2020 report's findings concerning the sub Economic index specifies that the number of women in senior roles within the Economic Participation and Opportunity dimension has also increased. Globally, 36% of senior private sector's managers and public sector's officials are women (about 2% higher than the figure reported last year). Despite this progress, the gap to close on this aspect remains substantial as only a handful of countries are approaching parity.

Figure 1: The state of the gender gaps

Percentage of the gender gap closed to date, 2020

	Global	Malta	Turkey	Algeria	Tunisia
The Global Gender Gap Index	69%	Ranked 90 69.3%	Ranked 130 63.5%	Ranked 132 63.4%	Ranked 124 64.4%
Health and Survival subindex	97%	Ranked 116 96.9%	Ranked 64 97.6%	Ranked 140 96.2%	Ranked 107 97.1%
Educational Attainment subindex	96%	Ranked 1 100%	Ranked 113 96.1%	Ranked 109 96.6%	Ranked 106 97%
Economic Participation and Opportunity subindex	58%	Ranked 106 62.1%	Ranked 136 47.8%	Ranked 138 46.1%	Ranked 142 43.4%

Political Empowerment subindex	25%	Ranked 78 18.4%	Ranked 109 12.4%	Ranked 99 14.5%	Ranked 67 20.1%
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The Problem Audit within the region

Increasing the participation of women on corporate boards inspires heated debate around the world, with some countries even adopting legislation to enforce their presence. Research has shown that the inclusion of female directors has a direct and positive impact on a company's profits and risk management

It is quite obvious that there is a **need for a strong regional alliance for WoB** in the region, as discussions in all partner countries showed that there is still major societal resistance against WoB, because of the traditional role of women. Therefore, the most important task for the WoB-working committee is the networking within the four partner organisations (Algeria/Turkey/Tunisia and Malta) to use the knowhow already existing in the associations and as well the exchange of experiences in the countries with their different priorities and different stages of progress regarding certain activities. Hence, the knowledge management and transfer - especially of "informal knowledge" like the soft skills needed on male-dominated boards - as well as the exchange of scientific studies as well as best practices to support the argumentation for WoB are of utmost importance.

The main focus for the exchange on regional level are the following:

- Political Level:

It is of utmost importance to share other experiences with drafting certain **policies** and a **quota law** for 30% female board members in private companies as an example for best practice in the region.

- Transparency:

All partner organisations are working on the establishment of an **observatory of WoB**. It is highly recommended that all partners seek the cooperation with research institutions and academia in general in their countries in this regard.

- Visibility:

Create a female talent pool for women to be prepared for board positions. As well as introducing successful women and organisations working on WoB, to be present as best practice and role model.

Study Objective:

In order to monitor the actual situation and the development of the number of women on boards, it is crucial to conduct a survey and to do research in order to have an overview on the number of women in leadership positions, decision making positions and within boards.

It is also important to identify the criteria and specificity of companies where women are leading and to identify the profiles of these women.

3. The Research Design

There are several approaches used in this research method design. The purpose of this section is to design the methodology of the research approach through mixed types of research techniques.

In this section, the general of the research is explained in detail. It includes two main parts. The first part gives a highlight about the qualitative design. The second part discusses the quantitative and descriptive research we adopted to run the WoB study.

The purpose of this section is to indicate how the research will be conducted throughout the study period.

Qualitative Research:

Our qualitative research method is designed to help reveal the behaviour and perception of our target audience with reference to gender mainstreaming and women empowering in businesses' context. Through this approach, we aim to generate an in-depth and interpreted understanding of women in businesses' world, by learning about women's social and material circumstances, their experiences, perspectives, and histories.

The following are the qualitative research methods we decided to adopt in our research:

1. **One-on-One Interview:** Conducting in-depth interviews is one of the most common qualitative research methods. It is a personal interview that is carried out with one or more company representatives at a time. This is purely a conversational method that invites opportunities to get details in depth from the representative about their perception on Women on Board topic and about the current conduct of the subject in their respective companies. One of the advantages of this method provides a great opportunity to gather precise data about what people believe and what their motivations are.
2. **Record Keeping:** via this method, we will make use of the already existing reliable documents and similar source of information (stock exchange publications, publicly listed companies announcements..etc.) as the data source, in addition to the survey that will be conducted in the quantitative research.

Quantitative (Descriptive) Research (How, What, Who)

The study on Women on Board subject will be cross-sectional (involving data collection at a single point in time, providing a 'snapshot' of the specific situation.)

The focus indicators will include: Demographic, Psychographic, Behavioral, and Geographic.

Geographically:

- Region, Country, City

Company Demographic:

- Sector of Activity (Public, Private, Non-Profit, Other)
- Industry
- First layer of Decision Making
- Second and Third (if any) layer of Decision Making
- Committees if any
- Size of the company (in terms of number of employees)
- Turnover
- Capital

Company Psychographic:

- Corporate Governance (Inclusiveness and Equity: Maternity leave, Harassment policy, Working hours Flexibility || Participation: Freedom of expression, women in business quota || Accountability: Reporting system, Policies)

(<https://www.governancepro.com/news>)

- Absolute share of women in leadership (Senior Management, Executives, Committees)
- Share of women on boards (top layer: Conseil d'Administration)
- Share of women at executive level
- Share of women in senior management
- Public Relations Efforts

Behavioral:

- Duality

4. Data Collection

During our study we will focus on understanding the relationship between company indicators (Independent variables) and women-leadership specificities; In terms of share and governance.

The study will be an In-field experiment in which the independent variables are manipulated, and measurements of the dependent variable are made on test units in their natural setting.

We will focus on understanding the **ASSOCIATION** between women on board and the following 3 company indicators:

- Capital
- Size
- Turnover
- ROI

→ This association will allow us to understand the general relationship between these variables, which will allow us to conclude a trend between these variables.

We will also study the **CORRELATION** between the share of women in leadership and the following 3 company indicators:

- Governance: Inclusiveness & Equity
- Governance: Participation
- Governance: Accountability
- Duality
- Turnover

→ This correlation will allow us to understand the linear relationship between these variables, measure it, and confirm a positive or a negative relationship.

We will, also, extract **DESCRIPTIVE** data (Demographic & Geographic) in order to provide the trends that exist in relation to the size, revenue, and location of the company.

The Research & Scaling

The research instrument will be a questionnaire, the method will be via emailing, and the approach will be a survey.

For the sampling plan, we will target a sample size of 150 companies per country, chosen randomly by our partners in their respective countries, and the sampling unit will be private companies in: Tunisia, Turkey, Algeria and Malta.

For the survey we will focus our sections and questions around the following scales:

- Continuous scale (Interval & Ratio Scales): We will mostly focus on a 5-points likert scale for better and more specific measurement.
- Categorical scale (Nominal & Ordinal scales): Mostly for the demographic and psychographic questions do describe the overall context of the companies.

Data Analysis

Cleaning the data will be the first step of our data analysis process; making sure the data is reliable, valid, not repetitive by conduction:

- A reliability test; this will help us construct reliable measurement scales, improve existing scales, and evaluate the reliability of scales already in use.
- A validity test; which is the type of validity that is achieved when a measurement measures what it is intended to measure.

- Once the data is clean and we have confirmed that it's reliable and can help us confirm our assumptions and conclude our objectives, we will move to data analysis using SPSS.
- As mentioned above we will use SPSS as a data analysis software to understand relationships between our variables:
- Correlations to draw a specific and linear conclusion about the relationship between our independent and dependent variables.
- Association to draw a descriptive conclusion about the sample.

EBSOMED COMMITTEE - Main questions to be clarified

- Objectives of the report and its priorities
- Company targets and definitions of applicable criteria (depending on the requirements of

different countries but also allowing a certain comparability)

- Forms of the report and presentation of the data (short and long version, forms of presentation)
- Procedures / setting up of data collection
- Potential partners (if applicable, to be defined for each country)
- Definition of partner missions / contributions ("Who does what?" During the different

Phases)

- Framework for launching the report (preparation of a PR campaign / demonstration during the presentation)

Introduction

A growing number of studies show that a gender-diverse board can have a positive impact on company performance. More specifically, studies have found that gender diversity in the boardroom is associated with positive effects on key performance indicators—profitability, innovation, growth—along with enhanced internal controls, stronger organizational structures, and higher employee retention rates and engagement levels.

The overall gap between male and female labor force participation, although narrowing, remains stark: Only 49 percent of women participate in the labor force globally, compared to 76 percent of men.⁸ Eliminating such gaps to achieve full

gender parity throughout the workforce and at the top could increase GDP by \$12 trillion globally and \$0.6 trillion in the MENA region alone by 2025, according to a 2015 McKinsey study.

Based on this evidence, and in order to put in place the right action plans, it is important to assess the gaps at board level and decision-making positions between male and female. Our survey has been drawn to evaluate and assess four basic pillars that will illustrate the figure and the environment of the companies in the private sector in which women are evolved.

The topics of the survey

1/ Company Demographic

2/ Company psychographic: Corporate Governance

3/ Company psychographic: Leadership framework

4/ Company psychographic: Culture within the company

Definitions

Managerial positions are defined according to the International Standard Classification of Occupations (ISCO-08), which is managed by the International Labour Organisation (ILO). Managers plan, direct, coordinate and evaluate the overall activities of enterprises, governments and other organizations, or of organizational units within them, and formulate and review their policies, laws, rules and regulations. The source of data is LFS.

Board members cover all members of the highest decision-making body in each company (i.e. chairperson, non-executive directors, senior executives and employee representatives, where present). The highest decision-making body is usually termed the supervisory board (in case of a two-tier governance system) or the board of directors (in a unitary system).

Executives refer to senior executives in the two highest decision-making bodies of the largest nationally registered companies listed on the national stock exchange. The two highest decision-making bodies are usually referred to as the supervisory board and the management board (in case of a two-tier governance system) and the board of directors and executive/management committee (in a unitary system). The source of data on female executives is the **European Institute for Gender Equality (EIGE)**. Data cover all persons occupying specified positions in the organisational units covered.

Publicly listed companies mean that the shares of the company are traded on the stock exchange. The largest companies are taken to be the members of the primary blue-chip index, which is an index maintained by the stock exchange and covers the largest companies by market capitalisation and/or market trades. Only companies which are registered in the country concerned are counted. The source of data on female board members in the largest publicly owned companies is the European Institute for Gender Equality (EIGE). Data cover all persons occupying specified positions in the organisational units covered.

Sample of the study

The study aims to cover a sample of 150 to 180 companies from private sector for Tunisia, Algeria, Malta. The data will be collected through an online survey of companies, an analysis of publicly available information. Additional information can be gathered through interviews with male and female board directors and executives.

Study Objective:

In order to monitor the actual situation and the development of the number of women on boards, It is crucial to conduct a survey and to do research in order to have an overview on the number of women in leadership positions, decision making positions and within boards.

It is also important to identify the criteria and specificity of companies where women are leading and to identify the profiles of these women.

Name of the Company:

Country:

- Tunisia
- Algeria
- Turkey
- Malte
- Other

1/ Company Demographics:

- **The sector of Activity:**
 - Public
 - Private
 - Non-For-Profit
 - Other

- **Industry**
 - Banking
 - Agriculture
 - Forestry
 - Fishing
 - Hunting
 - Mining
 - Utilities
 - Construction
 - Computer and Electronics Manufacturing
 - Wholesale
 - Retail
 - Transportation and Warehousing
 - Publishing
 - Software
 - Telecommunications
 - Broadcasting
 - Information Services and Data Processing
 - Finance and Insurance
 - College, University, and Adult Education
 - Real Estate, Rental, and Leasing
 - Legal Services
 - Health Care and Social Assistance
 - Arts, Entertainment, and Recreation
 - Government and Public Administration
 - Hotel and Food Services
 - Scientific or Technical Services
 - Other Industry

- **The first layer of Decision Making**
 - Number of Female chairs
 - Total number of chairs

- **Second and Third (if any) layer of Decision Making**
 - Number of female managers at the executive level, if any
 - Total number of executive managers

- Committees if any (Audit/Quality/R&D/Ethics...)
 - Number of female employees in the committees if any
 - Total number of employees in the committees

- Size of the company (in terms of number of employees)
 - Number of Employees
 - 0 - 10
 - 10 - 50
 - 50 - 250
 - 250 - 1000
 - 1000 - 5000
 - + 5000

 - Total Revenue (in USD)
 - < \$10,000
 - \$10,000 - \$24,999
 - \$25,000 - \$49,999
 - \$50,000 - \$99,999
 - \$100,000 - \$199,999
 - \$200,000 - \$399,999
 - \$500,000 - \$599,999
 - \$600,000 - \$999,999
 - \$1 million - \$2.5 million
 - \$2.5 million - \$5 million
 - \$5 million - \$10 million
 - \$10 million - \$20 million
 - \$20 million - \$30 million
 - \$30 million - \$50 million
 - > \$50 million
 - Not sure
 - Other

 - Annual Employee Turnover (in %of total employment)
 - 0 - 2%
 - 3%- 5%
 - 6%- 10%
 - 11%- 15%
 - + 15%

 - Percentage of ANNUAL Female new recruits



- 0 - 15%
- 16 - 25%
- 26 - 35%
- 36 - 45%
- + 46%

2/Company Psychographic:

○ Company psychographic: Corporate Governance

○ Inclusiveness and Equity

- Maternity leave
 - 0-2 months
 - 2-6 months
 - 6-9 months
 - +9 months

- Diversity & Inclusiveness policy

- Yes
- No

- Working hours Flexibility

- Yes
- No

○ Participation

- Freedom of expression tools, events

- Speak-up events
- 360-degree feedback
- Ethics committee
- Other...

- Women in business quota

- Yes, how much?
- No

○ Accountability

- Reporting system

- Yes
- No

Please state any other policy or process in your company that supports gender Equity

.....

- Company psychographic: Leadership framework

(Processes to develop the employees' leadership within the company to reach more senior positions)

- Leadership training programs:

- Yes
 - NO

If Yes, can you state some examples:.....

- Leadership assessment:

- Yes
 - NO

- Decentralization of decision making to have more employees in leadership positions:

- Yes
 - NO

If Yes, can you state some examples:

- Performance management:

- Yes
 - NO

- What's the percentage of women involved in this framework?

...

- Company psychographic: Culture within the company

- Duality

- The chairman is the CEO of the company
 - The chairman is different from the CEO

- Type of Business

- Family business
 - Privately held company
 - Publicly listed company

- Year of establishment of the company

- Which of the following best describes your role in your company?
 - Chairman
 - C-Suite (CEO, CFO, CTO, CMO, CISO...)
 - Upper Management
 - Middle Management
 - Junior Management
 - Staff
- Are you open to a one to one interview?
 - Yes
 - No

Main References

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- Women on Board in Lebanon : IFC Report 2019
- Global Gender Gap Report 2020

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