



FACT SHEET #2 GENDER MAINSTREAMING & WOMEN EMPOWERMENT



Introduction

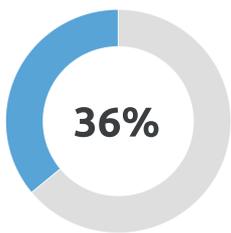
In recent decades, we have seen that the percentage of women in the global labour force has increased, although with a lot of disparity between the different regions of the world and within the regions themselves. We also have found that the presence of women in leadership positions and governance bodies is steadily increasing.

However, this growth remains disparate between regions. The Middle East North Africa zone has the lowest rates although some countries within this region are distinguished by a certain maturity of their female population.

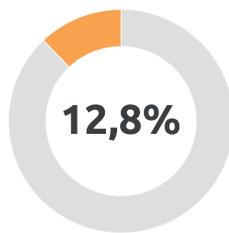
Key takeaways 2021 for the region

The online administrated survey has been launched in the 5 targeted countries, and even if the targeted number of answers has not been reached, the data collected has been reinforced with other quantitative researches administrated at country level or regional level.

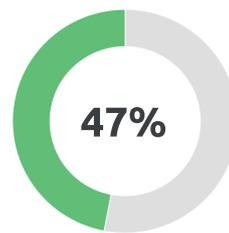
DEMOGRAPHIIC INDICATORS



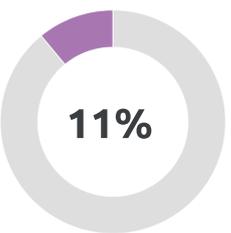
WOB indicator in Public & non-profit sector



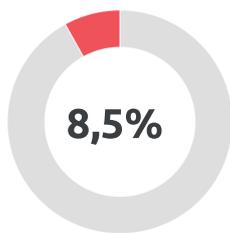
WOB indicator in Private Sector



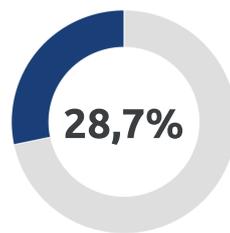
WOB indicator in the service sector



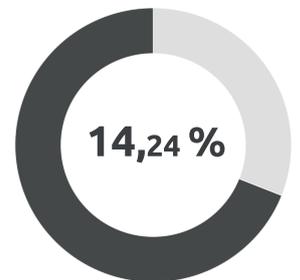
WOB indicator in the industrial sector



WOB indicator in large companies



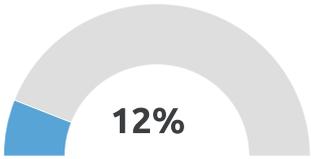
WOB indicator in S&M companies



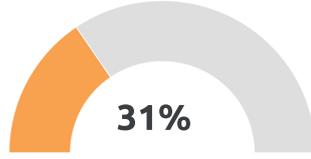
Women On Board (WOB) indicator in the region

Fact sheet developed by :

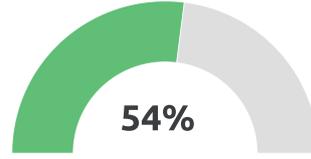
PSYCHOGRAPHIC INDICATORS : PROCESS & POLICIES



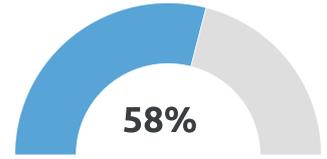
Percentage of female recruitments



Percentage of companies that have more than 6 Months of Maternity leave



Representation of companies that have D&I policies



Representation of companies that have flexible hours



The female recruitment percentage increases with the turnover percentage. For companies that have a turnover more than 10%, female recruitment percentage is 15%.

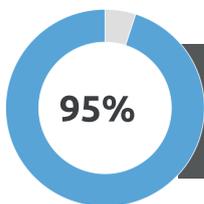


Larger companies are more willing to offer plus than 6 months of maternity leave

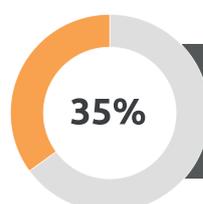


small companies with less than 10 workers have more flexibility than other medium or large companies

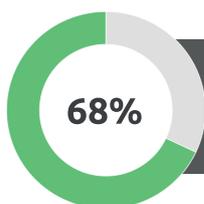
PSYCHOGRAPHIC INDICATORS : CULTURE & BEHAVIOUR



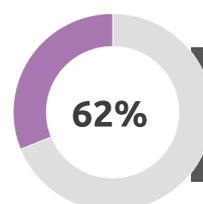
95% of the surveyed companies have expression tools such as speak up events and ethics committee



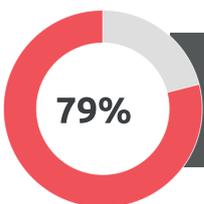
35% of the surveyed companies do have quotas for female recruitment or women on boards



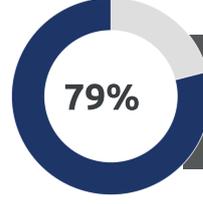
68% of the surveyed companies have leadership training plans



62% The main recommendations on regional level are the following



79% of the surveyed companies confirm having decentralised decision-making management style



79% of surveyed companies have a performance management system

WOB INDICATOR BY COUNTRY

The table is taking in consideration the year of the availability of the data.

We can first notice that data concerning WoB percentage representation is still missing, and Egypt is the only country that has implemented the WoB observatory which gives an automatic update of the targeted data.

Despite missing data, we can notice that the average WoB presence is around 13%, which is still under the target of 30% for most of represented countries.

	2018	2019	2020	2021	
	17,3%	16,3%	17,5%	NA	TURKEY
	NA	NA	NA	11,3%	TUNISIA
	10,2%	10,1%	13%	NA	EGYPT
	NA	14%	NA	NA	LEBANON
	8,36%	NA	NA	NA	ALGERIA
	9,6%	10,2%	9,9%	NA	MALTA



WOMEN ON BOARDS

GENERAL OUTLOOK AND RECOMMENDATIONS AT REGIONAL LEVEL

It is 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 partner organisations (Algeria/Turkey/Tunisia/Egypt/Lebanon 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 or WoB are of utmost importance.

THE MAIN RECOMMENDATIONS ON REGIONAL LEVEL ARE THE FOLLOWING



Instore the GDI (The Gender Diversity Index) aggregate at regional level

The availability of exact data, and especially the evolution of the results on these different indicators is crucial, to measure the efficiency of the different actions taken at country and at regional level.

- Work in cooperation with research institutions and academia in general in their countries.
- Establish partnerships with public or private institutions such as the stock exchange institutions or universities to facilitate the data collection and build an annual GDI.
- Analyse the Data to measure the mind set evolution and the cultural change management impact.
- Listed companies should be required to disclose each year the proportion of women on the board, women in senior executive positions and women in board committees.



Incentive measures to enhance good governance practices

Several good governance practices can be established by the different stakeholders of companies

- Build quotas within the listed companies for WoB of at least 30% to be reached in 2025
- Implementation of a code of good governance integrating gender diversity policies in the company in general, and gender diversity in governance bodies in a specific way
- Establishment of an observatory that will ensure quantitative and qualitative monitoring the evolution of the situation
- Implementation of a reporting system integrating indicators specific to gender diversity in boards of directors and other governance bodies.
- Building pools of skills by establishing training programmes for current and potential directors.



Create a fixed WoB Committee at regional level

This will lead to a better and more frequent networking and best practices exchange and can work on several axes such as:

- Carrying regional capacity building and awareness training activities for bigger visibility and networking opportunities for women in the region
- Organizing forums at regional level to boost networking for men and women
- Creating a database of women leaders to support the placement of women on company boards based on their expertise

GENDER MAINSTREAMING & WOMEN EMPOWERMENT COMMITTEE MEMBERS

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Vice-Presidents: **Chiraz Belkhiria (PAEB)** and **Ebru Ayadin (TISK)**

Members: **Doris Sammut Bonnici (MEA)**, **Nawel Azouza (CGEA)**

Expert: **Nedra Razgallah ben hamed**



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