



### 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**.

*Image courtesy of Ambro at FreeDigitalPhotos*



HRVATSKA UDRUGA POSLODAVACA  
CROATIAN EMPLOYERS' ASSOCIATION



BUSINESS CONFEDERATION OF MACEDONIA  
БИЗНИС КОНФЕДЕРАЦИЈА НА МАКЕДОНИЈА



Co-funded by the PROGRESS Programme of the European Union.

The contents of this publication are the sole responsibility of project partners and can in no way be taken to reflect the views of the European Commission.



IN NUMBERS: Women representation in responding companies

	Bulgaria	Croatia	Macedonia	Slovenia
<b>Number of responses</b>	21	54	44	76
<b>Average % of women in workforce</b>	61.15	42.33	38.16	37.05
<b>Women in TMTs</b>				
0-25%	9	16	18	26
26-50%	6	21	15	37
51-75%	1	8	8	7
76-100%	5	9	3	6
<b>Women on boards</b>				
0-25%	9	17	25	46
26-50%	7	18	14	18
51-75%	1	7	4	2
76-100%	4	12	1	10
<b>% female Chief Executive Officers</b>	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](http://www.gema-project.eu)**