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**EBSOMED**  
ENHANCING BUSINESS SUPPORT ORGANISATIONS

# PERIODICAL SURVEY



**EBSOMED Employers  
thematic  
committees**

**Gender mainstreaming  
&  
women empowerment**

Volume 2



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



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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 المتوسط



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

**Gender Mainstreaming and Women Empowerment**  
**THE SECOND PERIODICAL SURVEY**  
**JULY 2021**

**PROJECT OBJECTIVES**

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

**STUDY METHODOLOGY**

In order to monitor the actual situation and the development of the number of women on boards, It is crucial to conduct a **Quantitative survey and Qualitative researches** at global, regional, and country level, in order to have an overview on the number of women on Board and decision making positions.

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

**Qualitative Research based on**

- ➔ Record keeping of other studies or reports administrated globally, regionally or at country level.
- ➔ One-to-one interviews
- ➔ Countries concerned : Turkey/ Egypt/Lebanon

**Quantitative Research based on**

- ➔ 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.
- ➔ Sample of the study : 150-180 responses (public and private sector ) by country
- ➔ Countries concerned: Tunisia/Algeria/Malte/Lebanon/Turkey

## Introduction

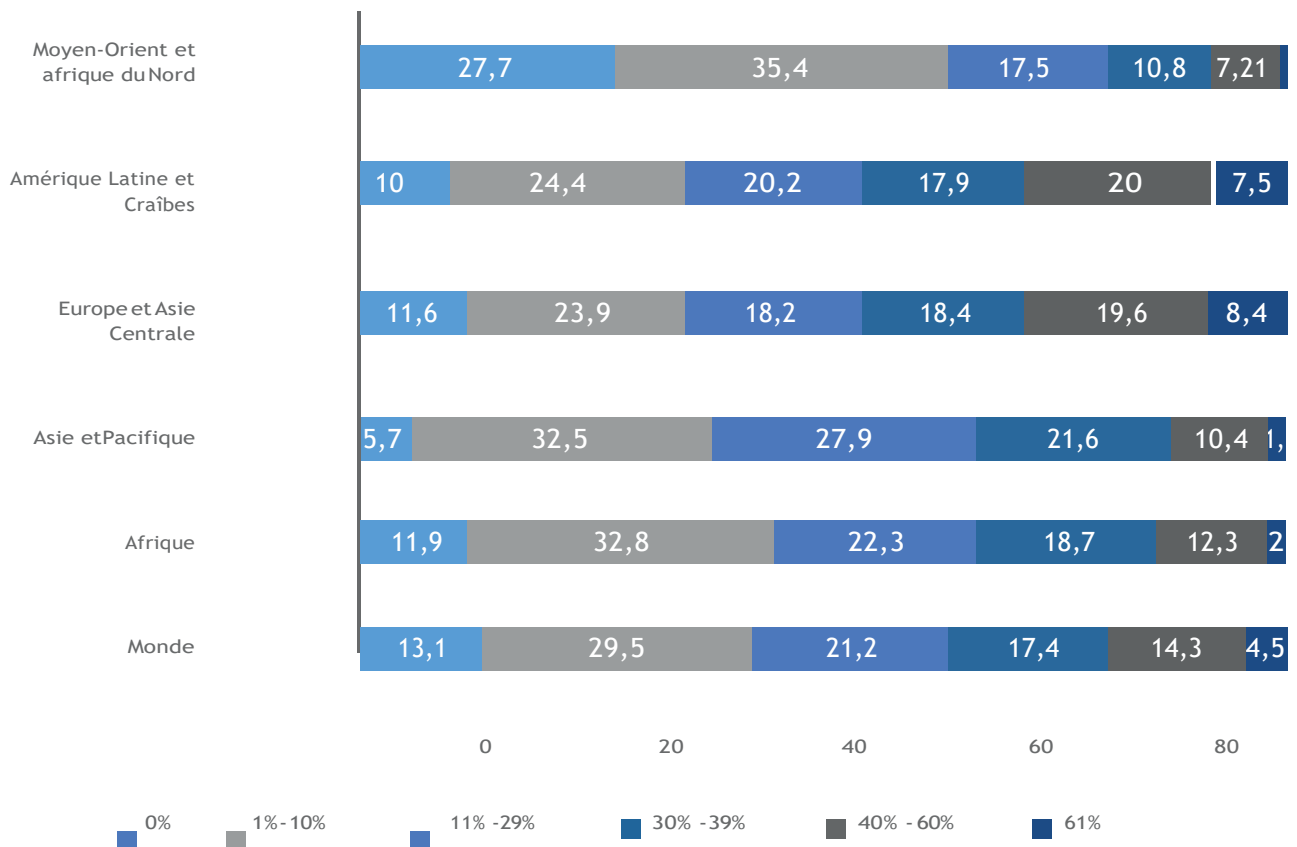
In recent decades, we have seen that the percentage of women in the global labour force has increased,

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.

The proportion of women on the board of directors, results worldwide and by region.

Source: ILO Business Survey, 2019.



### 1. Quantitative research YTD: results of the survey

Year to date, and despite all the efforts done to push the survey and to obtain results, we have received in total 58 results: 21 from Tunisia and 36 from Turkey and 1 from France.

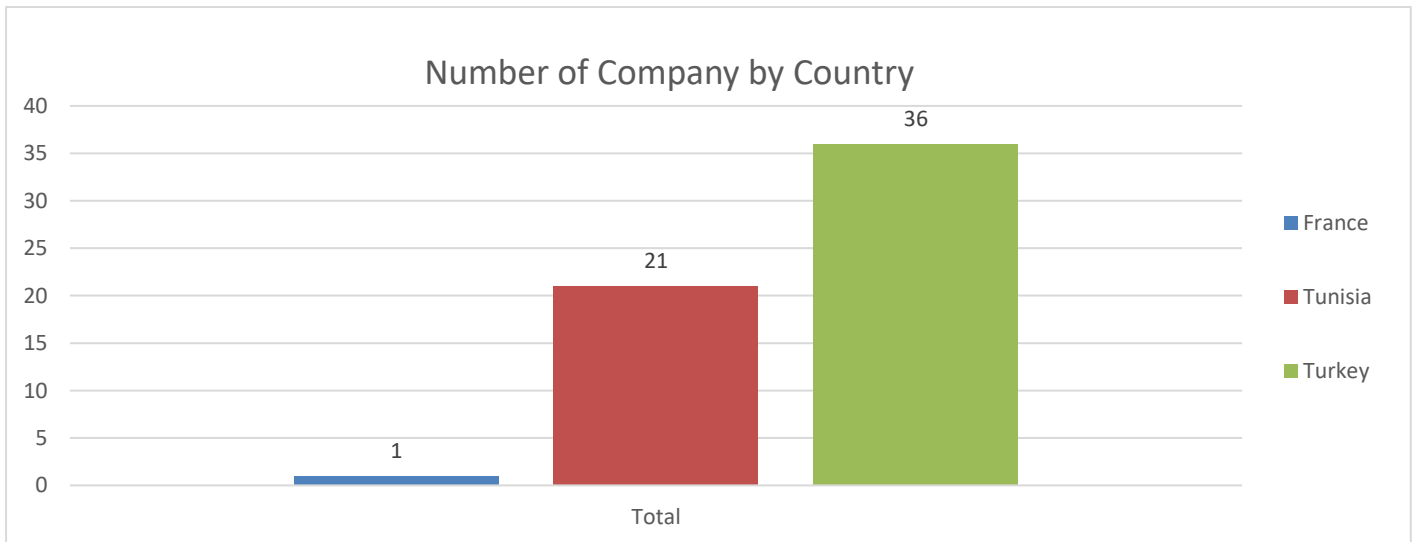
The member of the commission from Algeria, and Malte did not respond to any of our inquiries and that is why we did not reach any response from these two countries.

For Egypt, they have already established their own WOB observatory from 2018 for the Egyptian Exchange (EGX) listed companies and the results will be based on the Women on Boards Monitoring Report 2020/2019

For Tunisia, the results also will be reinforced by the report of the ITA (Institut Tunisien des Administrateurs) following the administration of a survey within the Tunisian exchange listed companies.

For Turkey, the results will also be reinforced by the different G20 reports.

#### Summary of the survey results



## 1/ Company Demographics:

The results illustrated below (Tab1) are not too different from the global or the regional figures.

At the board level, the percentage of women is 14,24% and 31,25%at managerial level. So even if we notice a better representation at managerial level, the access of women to board chairs is still low .

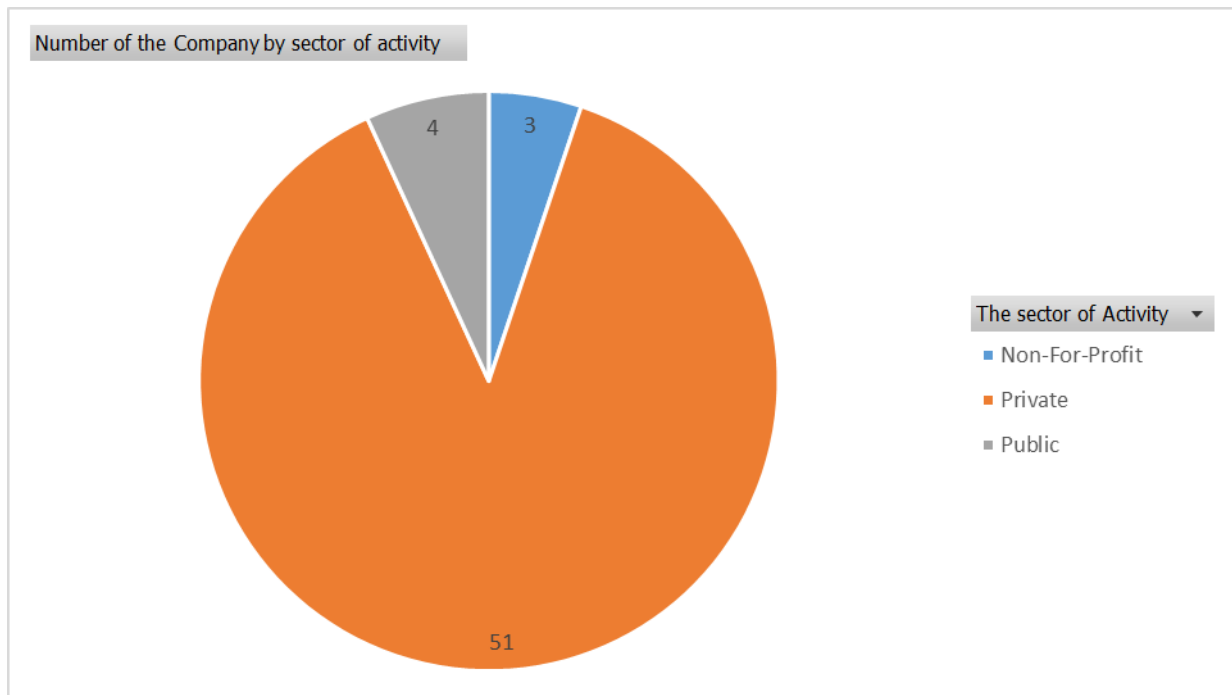
Total number of chairs in the first layer of decision-making positions	Total number of female chairs	% Of female representation
<b>955</b>	<b>136</b>	<b>14,24%</b>
Total number of chairs in the second and third layer of decision-making positions	Total number of female chairs	% Of female representation
<b>755</b>	<b>236</b>	<b>31,25%</b>
Total number of employees in the different committees	Total number of female employees	% Of female representation
<b>5163</b>	<b>984</b>	<b>19,05%</b>

### 1.1 Representation of WOB by sector

87%of the sample of companies that have participated in the survey belong to private sector.

We ca observe despite the small number of public and non-profit companies that have participated and which is not very representative, the percentage of women on board is 36%and 39%at the managerial level.

In the private sector the representation of women on board decreases to 12,8%



## 1.2 Representation of WOB by industry

A selection of companies based on service sector or industrialised sector, shows that 47% of WOB are present in the service industries, and only 11% in industrial sectors or production sectors.

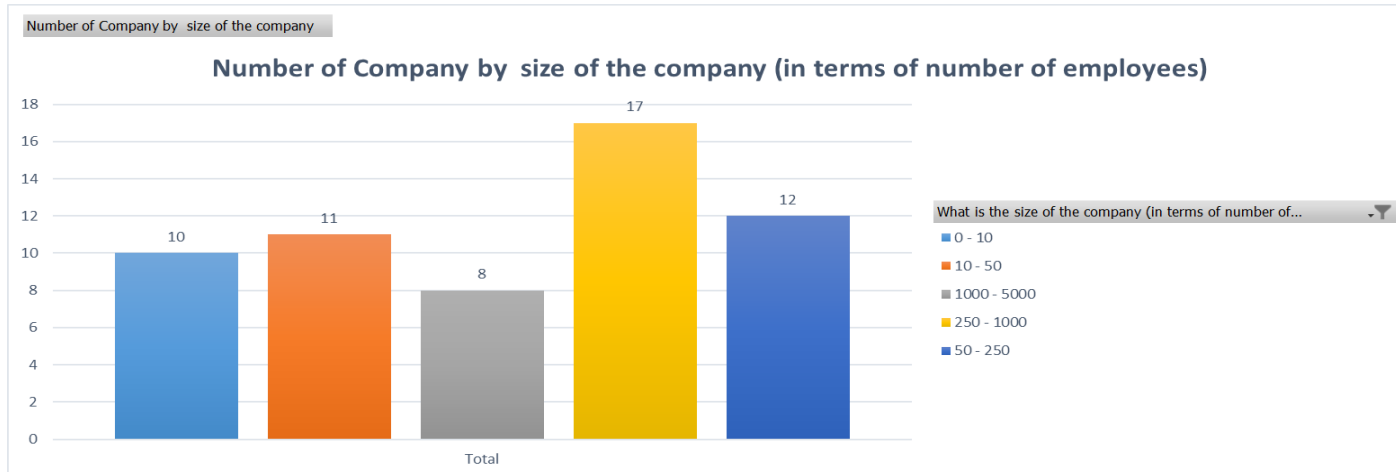
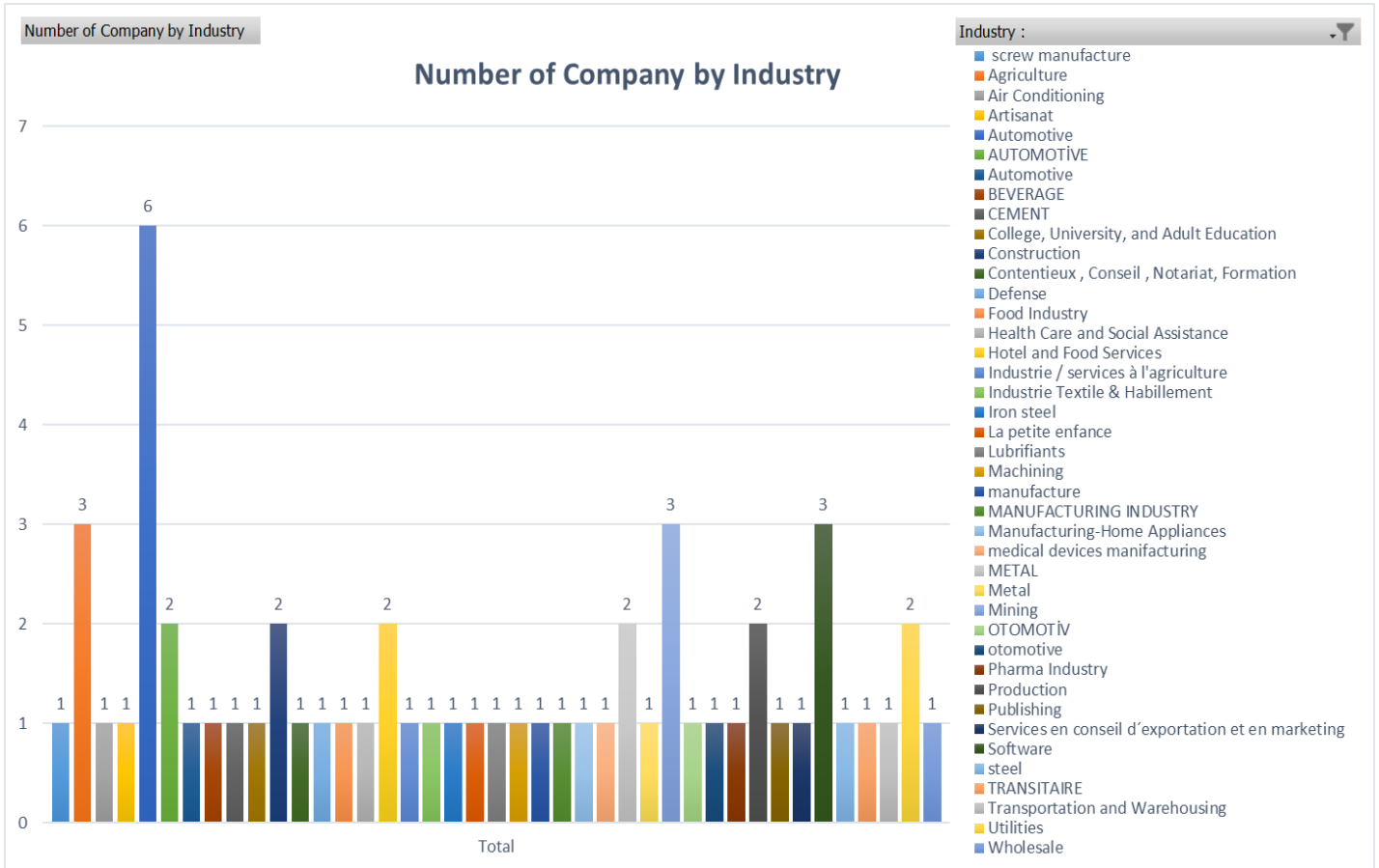
At the second layer, 50% of women are present at managerial level, in the service sectors, and only 28% in the industrial sectors.

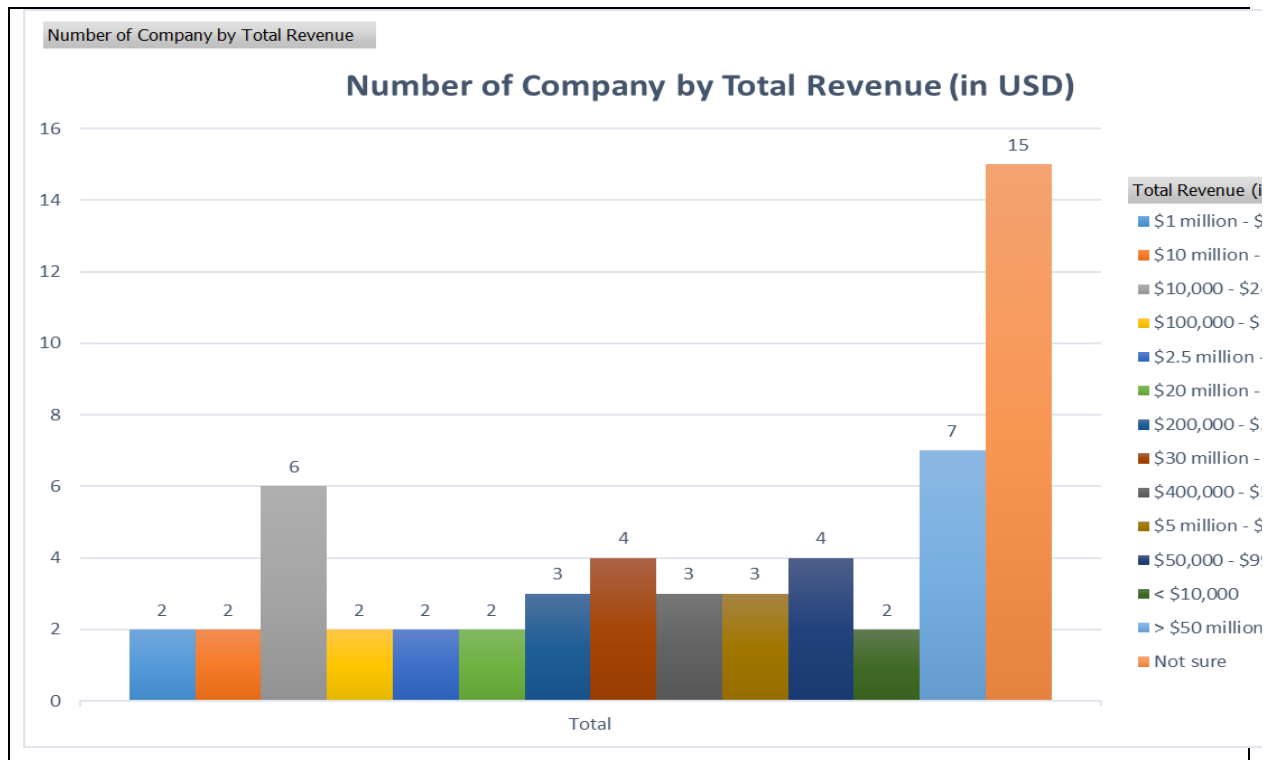
This shows that there are still some obstacles for women to develop and reach board chairs in different industrialised companies.

## 1.3 Representation of WOB by size & total revenue of the company

We notice that the percentage of WOB decreases with the size and revenue of the company. Despite a representation of 26,9% of women at managerial level, only 8,5% of them reach board chairs in the large companies.

For small and medium companies, the percentage women are more represented at board level 28,7%

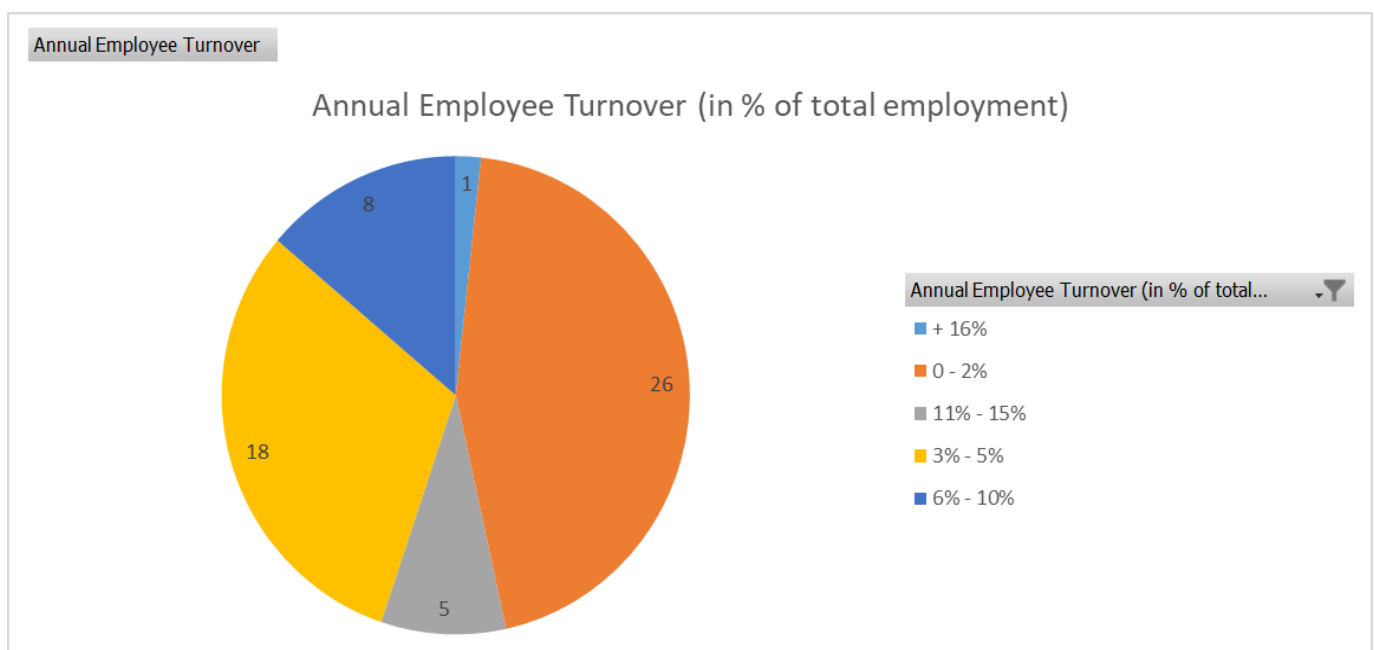




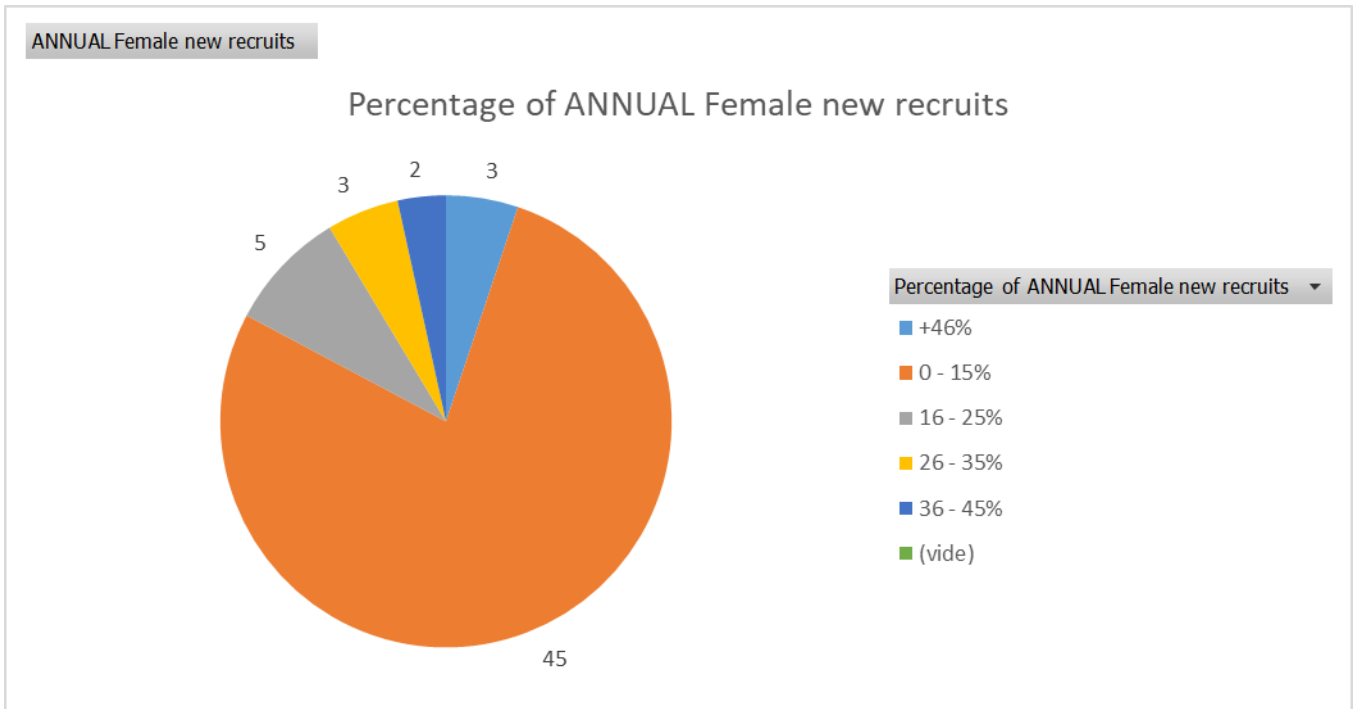
#### 1.4 Recruitment strategies

We notice that the female recruitment percentage increases with the turnover percentage. For companies that have a turnover more than 10% their female recruitment percentage is 15%

For the sample of companies surveyed, the average of female recruitment is 12% which is far from the 50% target.





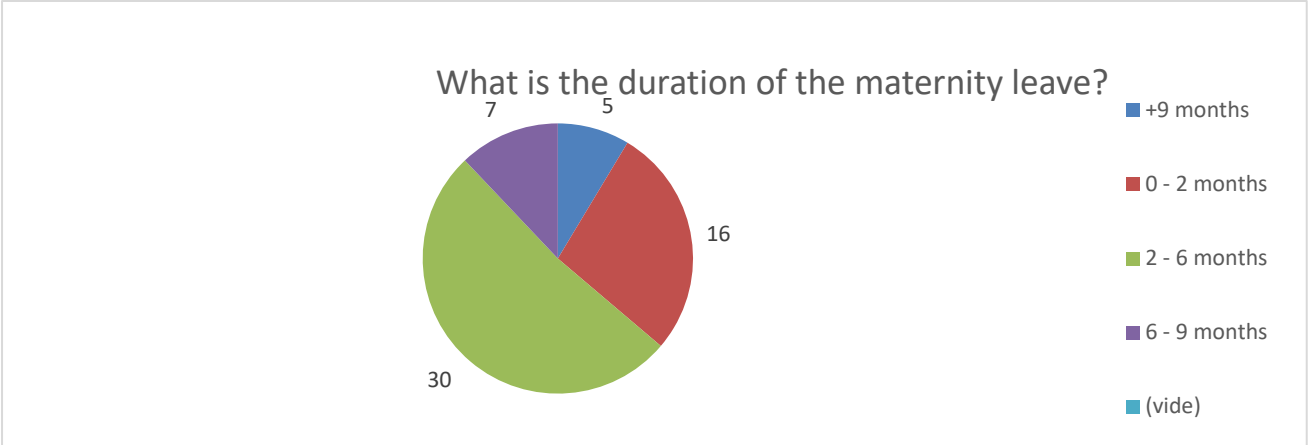


## 2/Company Psychographic:

### 2.1 What is the duration of maternity leave?

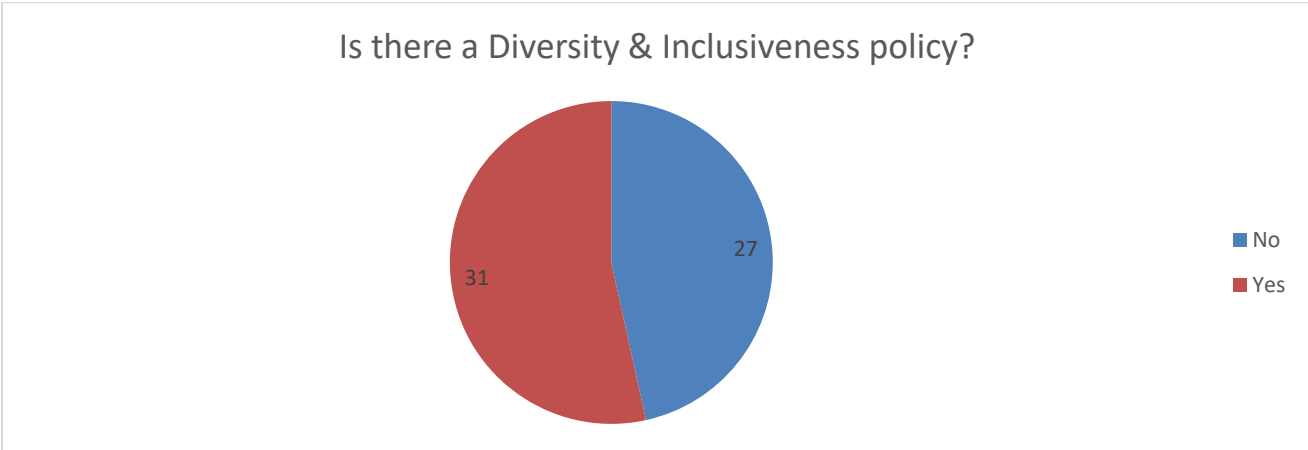
The figure below shows that 79% of the companies have less than 6 months of maternity leave. The data also shows that only large companies offer more than 6 months. Of course, having paid maternity leave is one of the most important elements for women's career development. Nevertheless, a future of work with inclusive maternity, paternity and parental leave systems providing paid family and care leave for both women and men is vital to securing women's access to and progress in the labour market.

A growing number of countries have increased their maternity leave schemes, and some have taken steps to cover women working in the informal economy. Maternity, paternity, and parental leave policies are also an integral component in advancing women's positions in the labour markets.



### 2.2 Is there a diversity & inclusiveness policy?

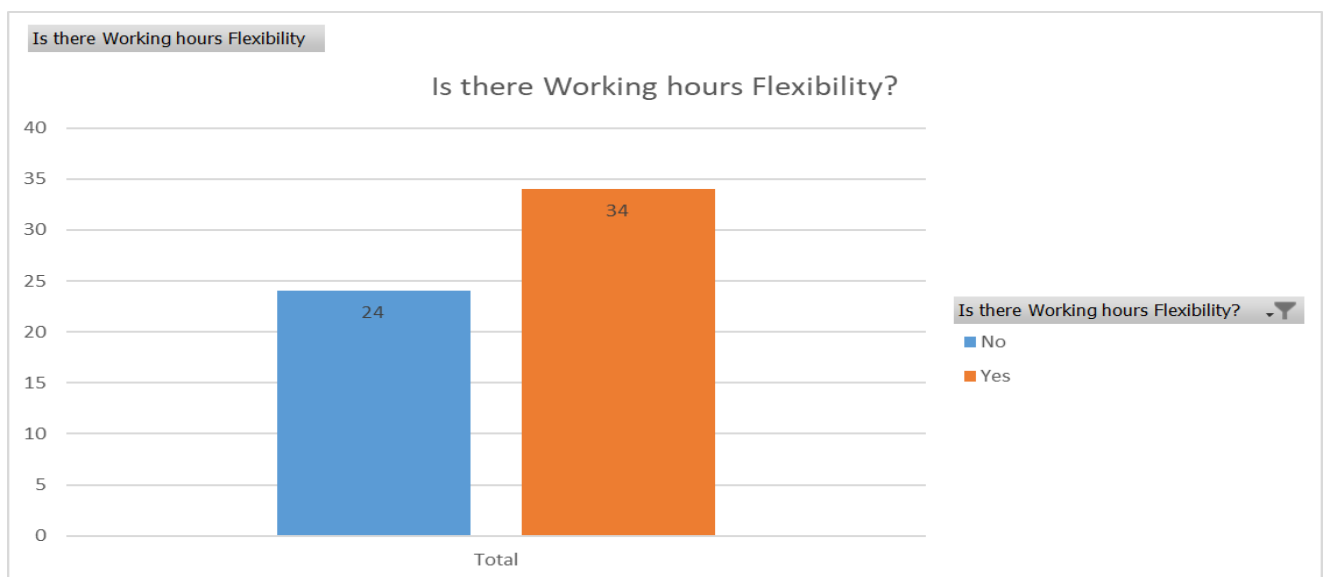
The figure below shows that 46% of the companies do not have policies to implement, develop and sustain diversity within their work environment. In order to ensure a work environment free from discrimination, violence, and harassment, that offers equal opportunities for everyone, including employment, remuneration, career advancement, D&I policies and workplace agreements are very important vehicles to guarantee a future of work with gender equality. Most of these companies are medium and large companies with more 50 employees.



### 2.3 Is there working hours flexibility?

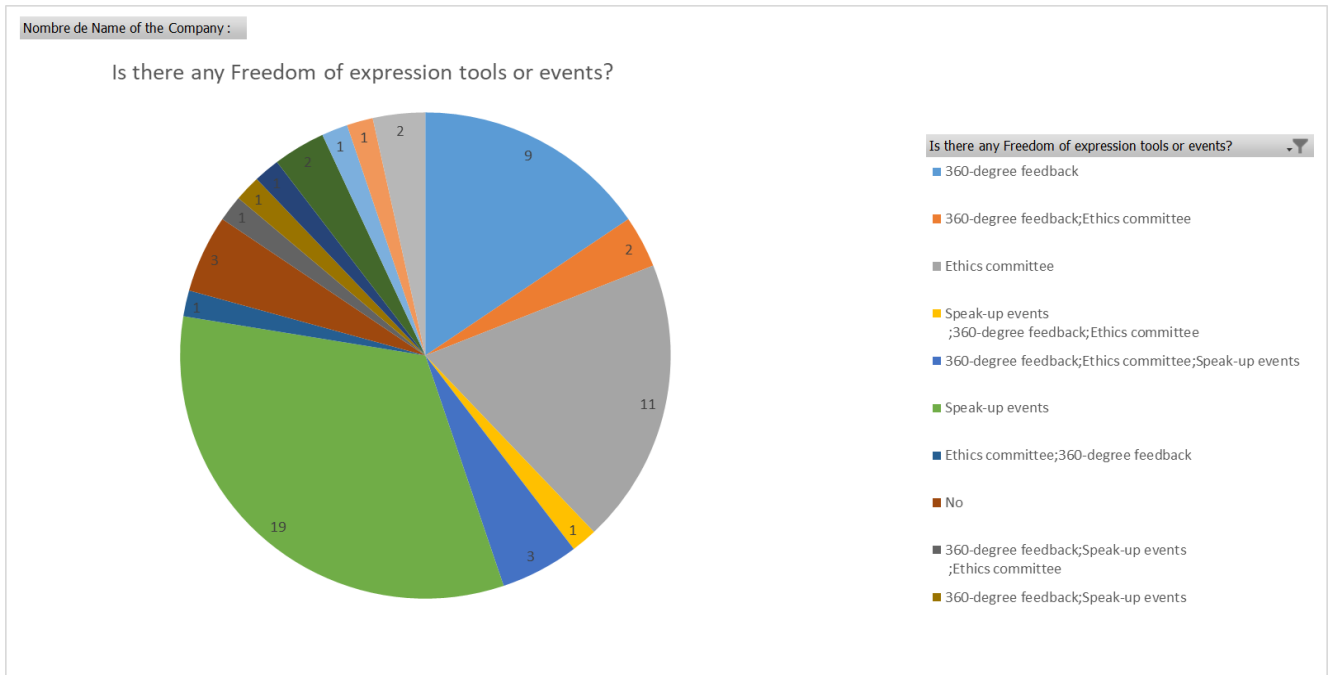
The figure below shows that despite COVID 19 impact on the culture of work and home-based work, there still some efforts to do to convince companies to insure flexibility in working hours. Still 42% of the surveyed companies do not have working hours flexibility policies in place. We can observe that small companies with less than 10 workers has more work flexibility than other medium or large companies. This is explained by the fact that these policies are also accompanied by technological structure and tools to allow the work continuity.

A future of work with time to care is one of the essential elements required to enable the redistribution of responsibilities, greater time sovereignty is needed to allow workers to exercise more choice and control over their working hours. This would be particularly beneficial for workers with family responsibilities, especially women as they are still mainly the first responsible for family care. working remotely can help workers balance work and family responsibilities, if of course the part of unpaid family work is also balanced between men and women.



### 2.4 Is there any freedom of expression tools or events?

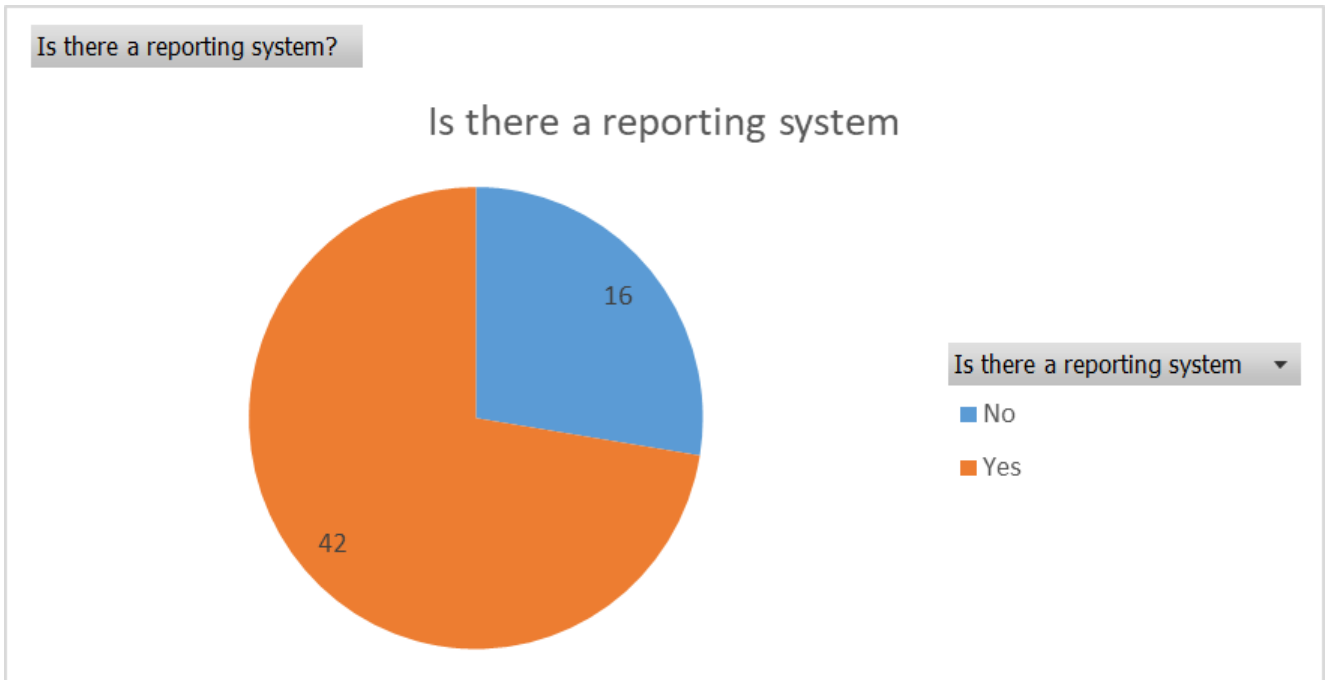
The figure below shows that 95% of the companies have expression tools which are essentially 360° feedback, speak up events and ethics committee. Violence and harassment in the world of work have a detrimental impact on women's participation in employment and the quality of their work. It impacts women in the fields and in the boardrooms, in every country and sector, public and private, formal, and informal. That's why new apps and secure social networks are emerging to help victims report and address sexual & moral harassment.



## 2.5 Is there a woman in business quota?

The figure below shows that 65% of companies do not have quotas for female recruitment or women on boards, to enhance gender equality. Choices about laws and policies are key to determining whether the future of work will promote and ensure gender equality, or if it will further entrench inequalities. A better future for women at work is possible, but only with an ecosystem of reinforcing measures and commitment to gender equality.





## 2.6 Leadership development and performance management

Given that women surpass men in educational level in many countries, they represent a formidable talent pool and an underutilized resource in an era of skills shortages. Investing more in recruiting and advancing women can be justified through a cost-benefit analysis. That's why companies invest in leadership and managerial skills for their employees to develop them.

As illustrated in the figures below, 68% of the surveyed companies have leadership training plans and 62% of them have an assessment leadership framework.

Training and development actions are reinforced by decentralised decision-making structures to reinforce leadership.

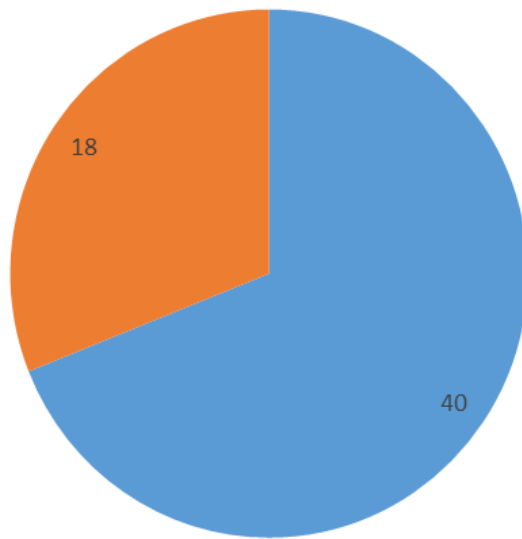
And that's why 79% of our surveyed companies confirm having decentralised decision-making management style.

To give equal chances to man and women to manage their career development, the career management system has to be based not only on leadership assessment, but also on performance management.

As illustrated in the figure below, 75% of surveyed companies have a performance management system.

Is there a leadership training plan

Is there a leadership training plan



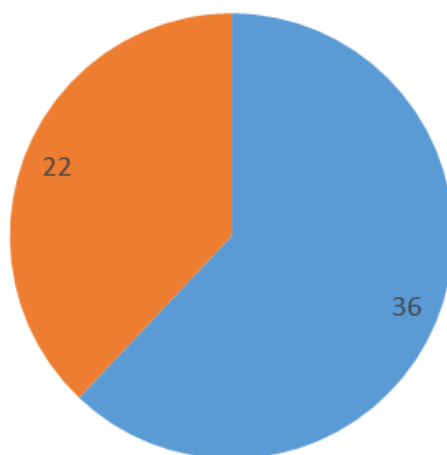
Is there a leadership training plan: ▾

■ No

■ Yes

Is there a leadership assesesment framework?

Is there a leadership assesesment framework?



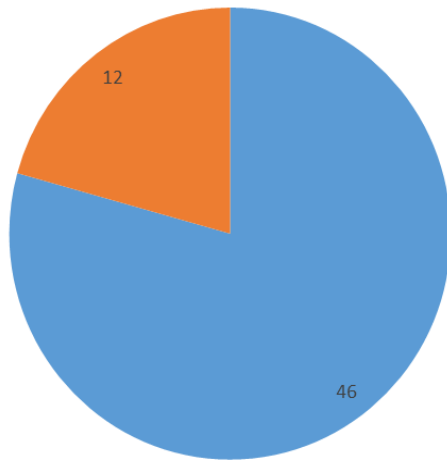
Is there a leadership assesesment... ▾

■ No

■ Yes

Is there any decentralization of decision making to have more employees in leadership positions

Is there any decentralization of decision making to have more employees in leadership positions

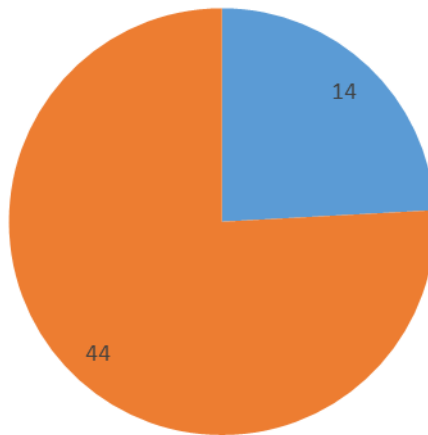


Is there any decentralization of decision making to...

- No
- Yes

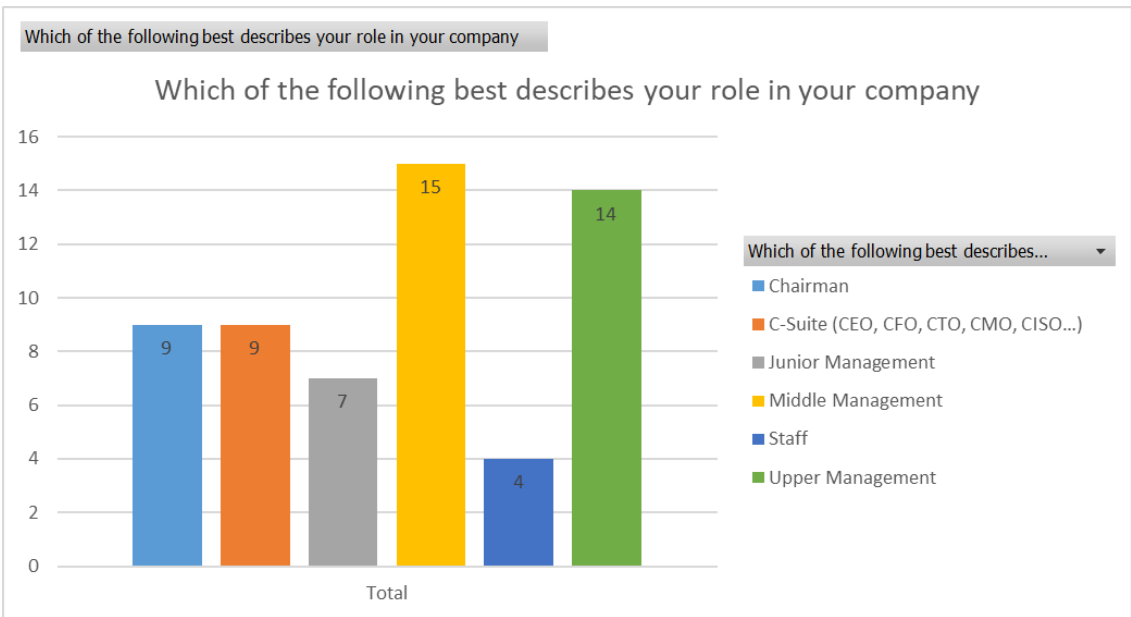
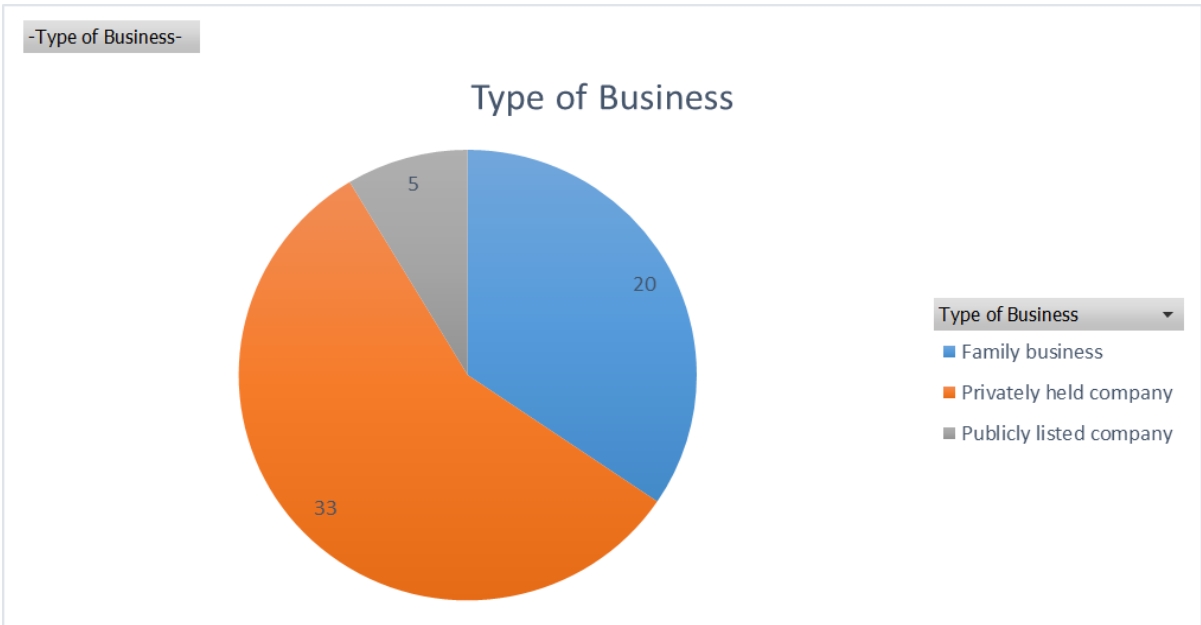
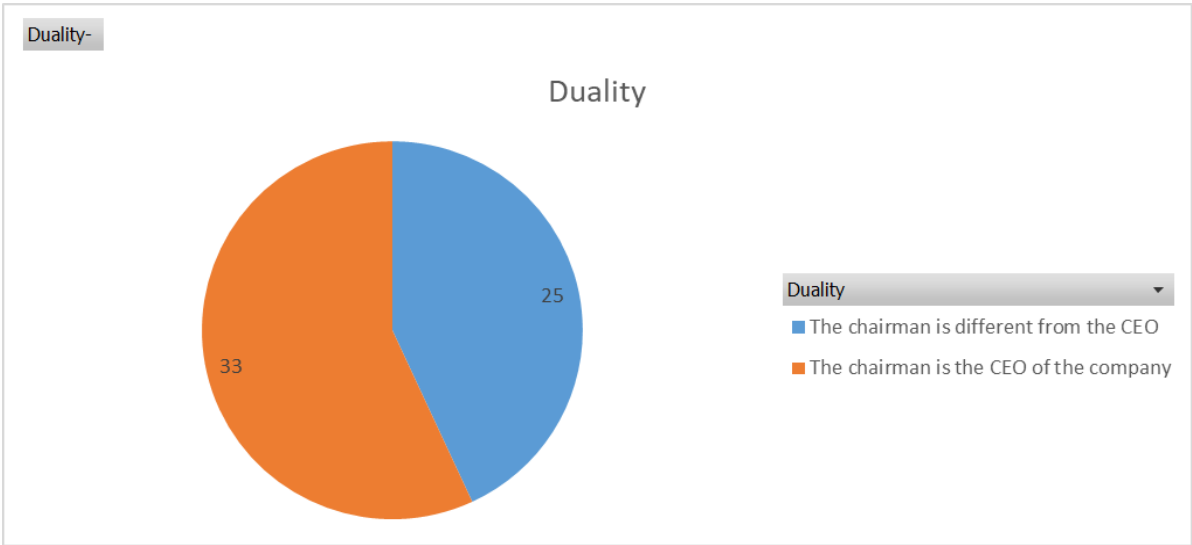
Is there a performance management

Is there a performance management



Is there a performance management :

- No
- Yes





## 2. Qualitative research

### A. EGYPT

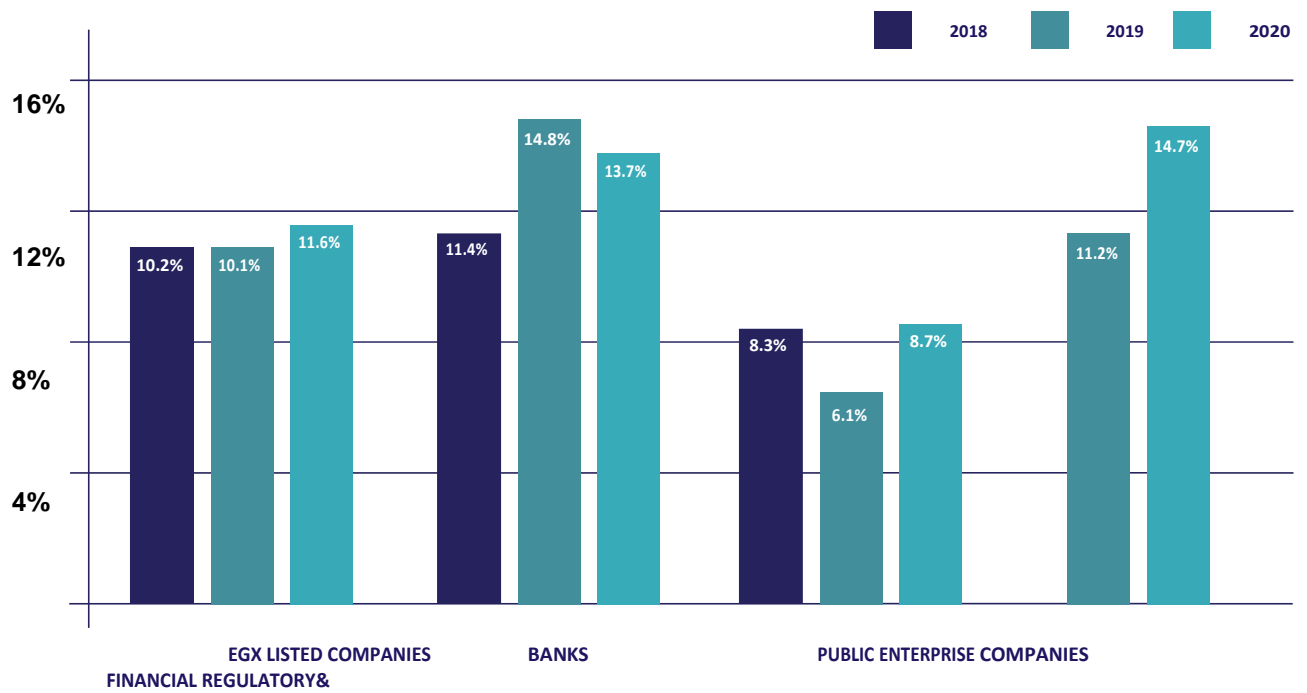
According to the Women on Boards Monitoring Report which contains the analysed data of the Egyptian Exchange (EGX) listed companies, the banking sector, public enterprise companies, and the Financial Regulatory Authority (FRA) companies, the women on boards indicator have significantly improved from 10 percent in 2019 to 13 percent in 2020, reflecting an improvement towards achieving Egypt's vision 2030

#### KEY TAKEAWAYS 2020

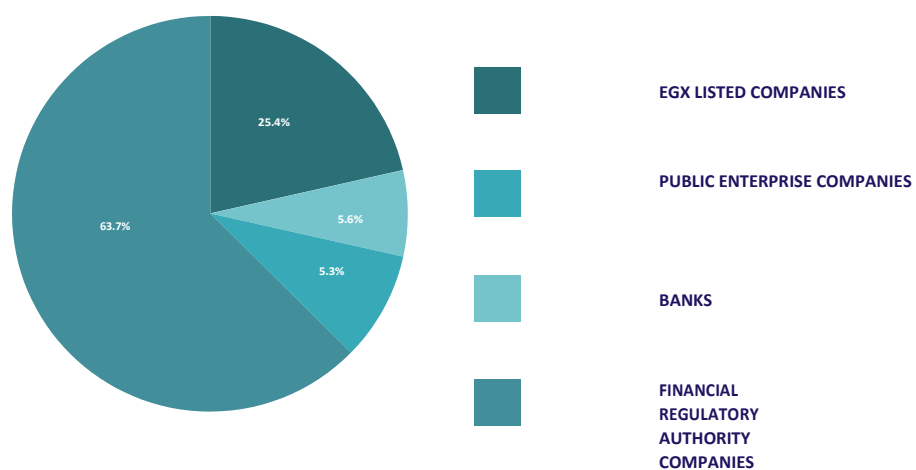
<p style="text-align: center;"><b>13%</b> 2020 WOMEN ON BOARDS INDICATOR</p>	<p>The 2020 Women on Boards Indicator is <b>13%</b> marking a positive growth rate of 30% <del>compared to 10%</del> <b>in 2019</b>.</p>
<p style="text-align: center;"><b>714</b> TOTAL NUMBER OF WOMEN ON BOARDS OF COMPANIES AND BANKS</p>	<p>The total number of women on boards of <del>companies and banks</del> <b>in 2020 is 714</b>, marking a growth rate of 23.5% compared to 578 women in 2019.</p>
<p style="text-align: center;"><b>945</b> WOMEN TOTAL GAP OF WOMEN ON BOARDS UNTIL 2030</p>	<p>The total gap to reach the 2030 strategy target is <b>945 women</b>. 320 women in EGX listed companies, 50 women <del>in</del> banks, 95 women in public enterprise companies and 480 women in FRA companies <b>are needed to join boards until 2030</b>.</p>
<p style="text-align: center;"><b>+95</b> WOMEN ANNUALLY TO REACH 2030 STRATEGY TARGET</p>	<p><i>Annual gap of 95 women need to be placed on boards annually to reach 2030 strategy target. 32 women <del>in</del> EGX listed companies, 5 women in banks, 10 women in public enterprise companies and 48 women in FRA companies need to be added annually to the boards.</i></p>

#### PERCENTAGE OF WOMEN ON BOARDS BY CATEGORY (2018-2020)

The chart below summarizes female representation on boards from 2018 to 2020. It indicates a positive inclining trend across EGX listed companies, public enterprise companies and FRA companies. \*2 The banking sector indicator witnessed a slight decrease in 2020 following a positive pattern in previous years.



## DISTRIBUTION OF WOMEN ON BOARDS BY CATEGORY 2020



As per the 2020 distribution of women on boards above, almost two thirds of the total number of women were on the boards of FRA companies representing 63.7%. The percentage of women on boards of EGX listed companies, banks and public enterprise companies marked 25.4%, 5.6% and 5.3% respectively.

#### WOMEN ON BOARDS (WOB) INDICATOR (2019-2020)

The overall outlook indicated an enhanced 2020 WoB indicator, realizing a positive growth rate of 30% in only one year. This is attributed to the overall aggregate improved performance of female representation on boards.

	2019	2020	Rate of Change (2019-2020)	30% Positive Growth Rate
Women on Boards Indicator	10%	13%	30%	

#### FEMALE REPRESENTATION ACCORDING TO THE NUMBER OF WOMEN ON BOARDS BY CATEGORY 2020

The table below demonstrates the female representation indicators according to the number of women on boards and the percentage of the 30% or more women on boards, by category.

2020	THE EGYPTIAN EXCHANGE	THE BANKING SECTOR	THE PUBLIC ENTERPRISE SECTOR	THE FINANCIAL REGULATORY AUTHORITY *7
Percentage of Women on Boards	11.6%	13.7%	8.7%	14.7%
Zero Women on Boards	42.7%	20.6%	71.9%	47.5%
One Woman on Board	34.7%	47.1%	23.7%	34.5%
Two Women on Boards	16.7%	26.5%	3.5%	12.5%
3 or More Women on Boards	5.9%	5.9%	0.9%	5.7%
30% or More Women on Boards	8.4%	9%	16.6%	18.7%

## B. TUNISIA

In Tunisia, although women exceed men to succeed in their university studies, even if the pool of

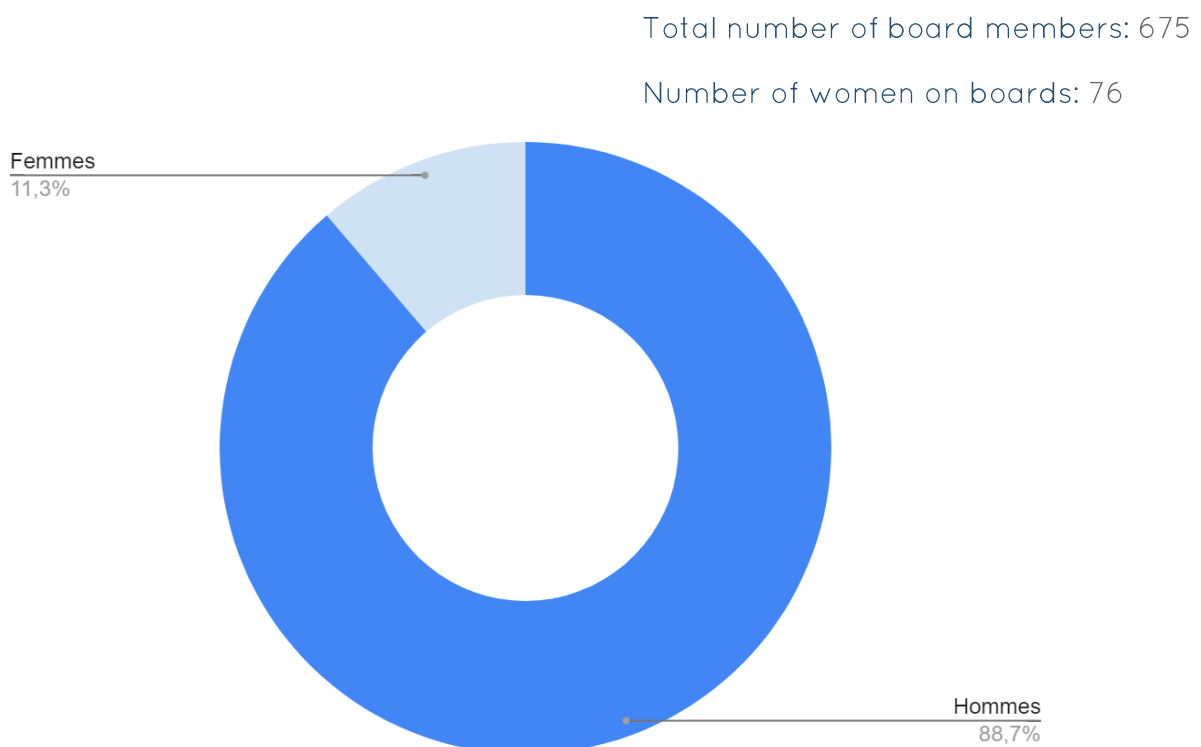
Female talents is growing and even if number of females in leadership positions is growing, whether in public or private sector, they remain largely under-represented in decision-making positions and in governance bodies, and more specifically, the Board of Directors.

To study the composition of the Board of Directors of Private Sector Enterprises, the sample was based on

Listed companies on the Tunis Stock Exchange (BVMT). At the end of May 2021, which includes 79 companies in all sectors. These companies have 675 board members, 76 of whom are women which represents 11,3%

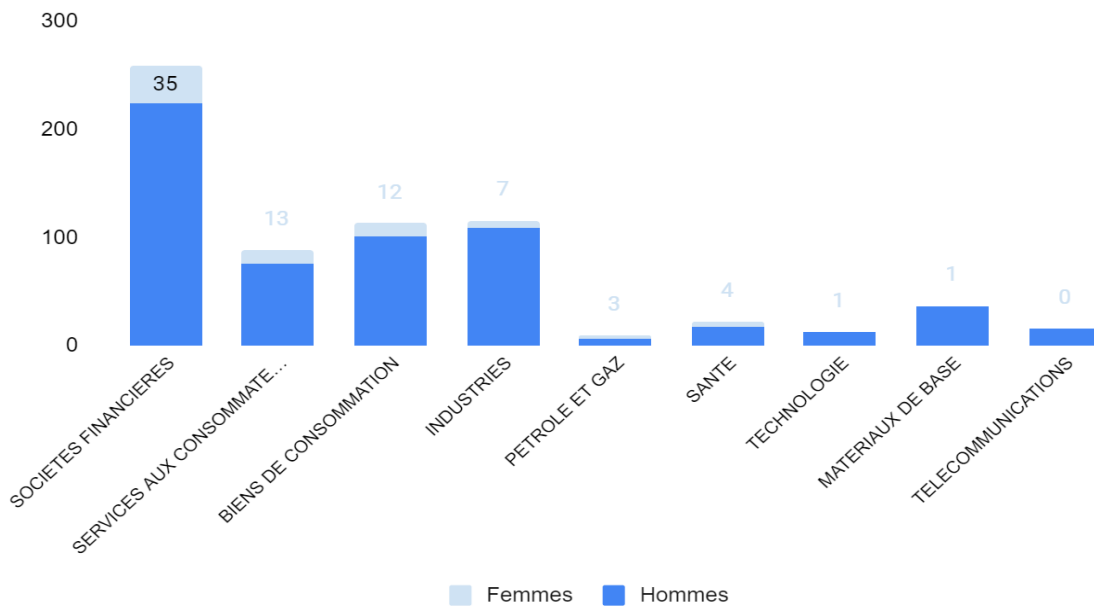
The financial sector, including banking, insurance, and leasing, is the sector with the most women directors, 35 women on board which represents a rate of 46.1%

According to the Proportion of women on board of directors of listed companies in Tunisia



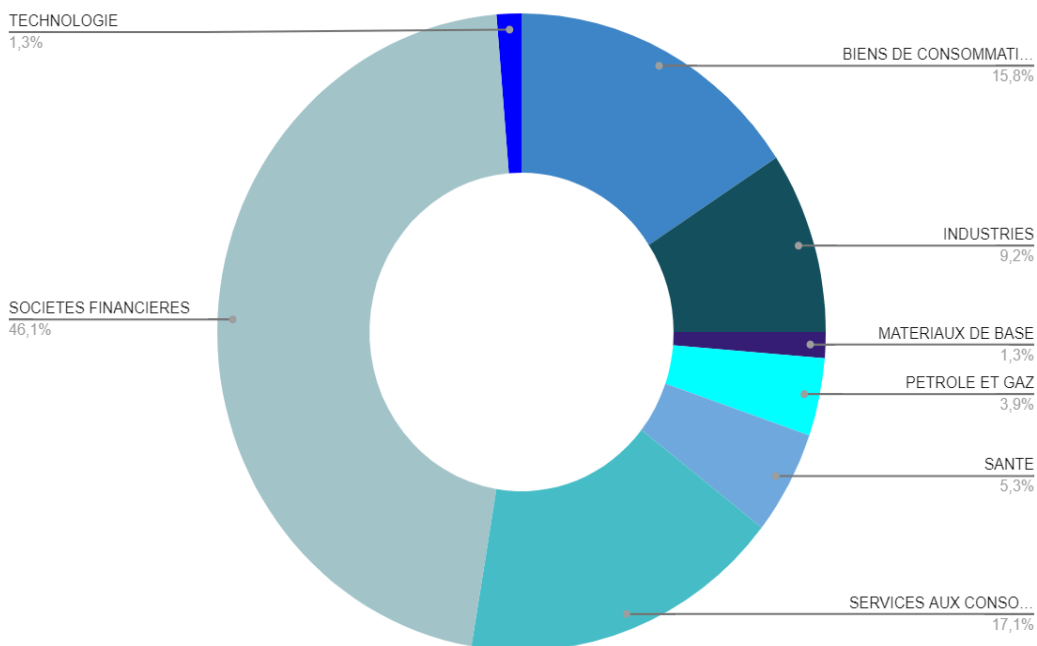
Source : ITA Report June 2021

## Number of women on boards by sector in listed companies in Tunisia



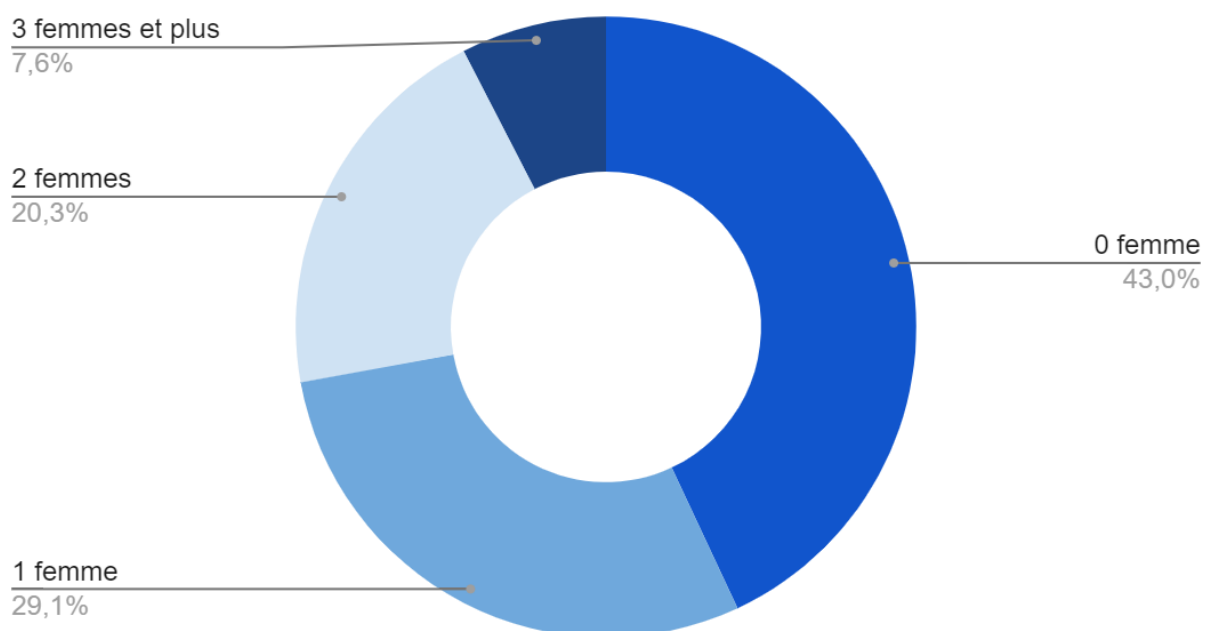
Source : ITA Report June 2021

## Proportion of women on boards in listed companies by sector in Tunisia



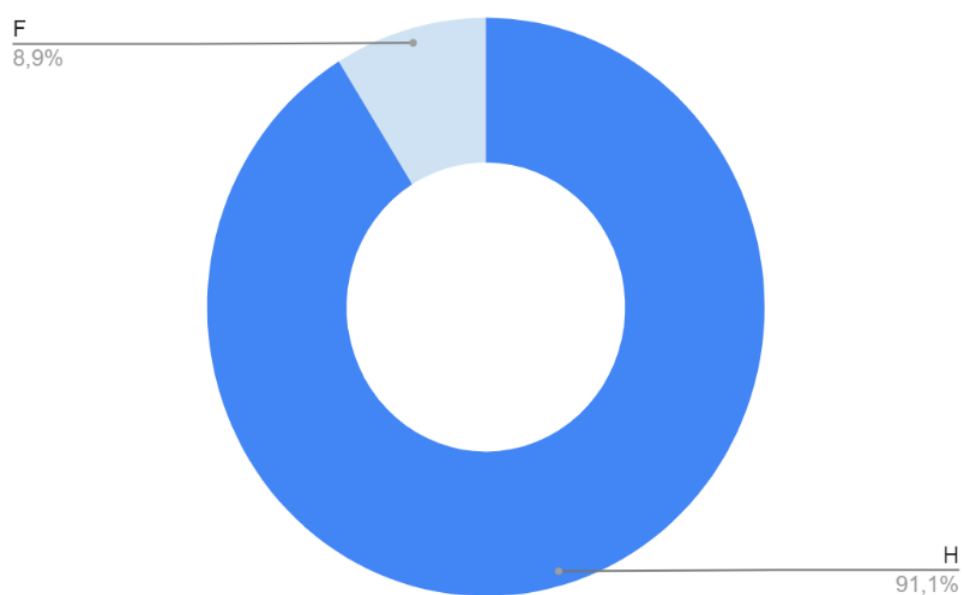
Source: Tunis Stock Exchange Survey, 2021

## Distribution of companies by number of women on boards of companies listed in Tunisia



Source: Tunis Stock Exchange Survey, 2021

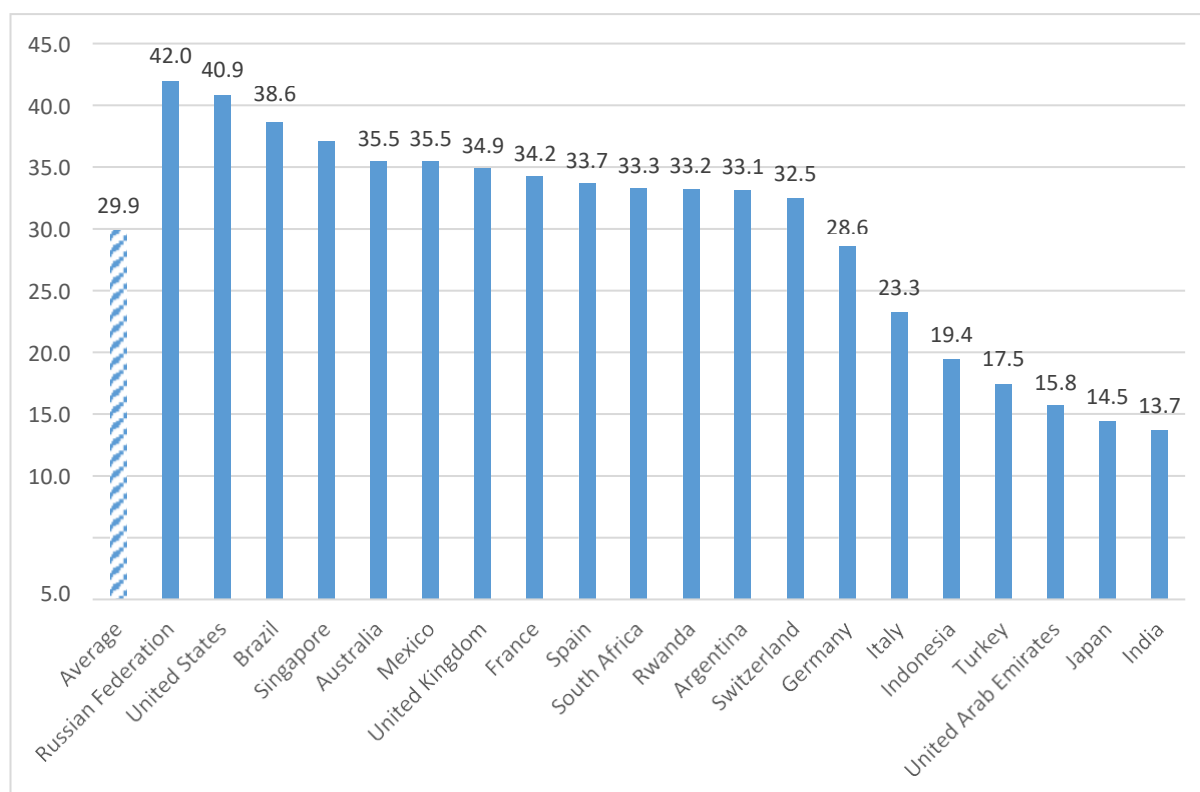
## Proportion of women Chair of the board of directors in listed companies in Tunisia



Source: Tunis Stock Exchange Survey, 2021.

### C. TURKEY

According to stock-taking report prepared for the EMPOWER alliance under the 2020 Saudi Arabian Presidency of the G20, in October 2020, the share of women in managerial positions for Turkey is 17,5%



Source: ILOSTAT

Most of G20 countries made progress in increasing the share of women in managerial positions, some even by a double-digit change over time. In other countries, however, the share of women in managerial positions decreased by up to 11 per cent. For the case of Turkey, the percentage of the decrease is -7%

Table 1: Trends in the proportion of women in senior and middle management positions

Country	2011	2012	2013	2014	2015	2016	2017	2018	2019	2020	Change over time
Turkey	18.8	13.0	14.3	16.6	15.5	14.4	16.7	17.3	16.3	17.5	-7%



#### D. Algeria

1-According to data provided by the Ministry of the Interior in 2018, 24.21%of senior positions at the central government level were held by women. This percentage was only 5%at the local level.

In 2021, women occupy 14%of executive positions (5 women out of the 36 positions in government)

2-Algeria has almost achieved parity within the judicial sector, with 44.82%of judges

3-only 8.36%of decision-making and management positions in government, large companies and institutions were held by women in 2018

### 3. STATISTICAL ANALYSIS OF WOMEN ON BOARDS BY COUNTRY WITH RELATIVE YEAR

The following table compares the percentage of female representation per board per country, taking in consideration the year of the availability of the data.

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

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.

## Main References

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- [Women in managerial and leadership positions in the G20 Data availability and preliminary findings Stock-taking report prepared for the EMPOWER alliance under the 2020 Saudi Arabian Presidency of the G20](#)
- [Rapport enquête de la BVMT 2021](#)
- [SEVE report July 2021](#)
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- ILO, [Gender equality in the world of work: Towards a transformative and measurable agenda for more equal societies](#)
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- ILO ACT/EMP [Women in Business and Management: The business case for change](#)
- ILO [Empowering Women at Work: Company policies and practices for gender equality](#)
- IOE-ILO ACT/EMP [compilation of good practices](#) of employer organizations and partner enterprises on gender equality ([Appendix I](#), [Appendix II](#) and [key takeaways](#) from the survey).
- ILO, [Care work and care jobs for the future of decent work](#)
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- ILO, [Decent working time: Balancing workers' needs with business requirements](#)
- ILO ACT/EMP [Understanding the gender pay gap \[pdf 1232KB\]](#)
- ILO, OECD, UN-WOMEN, [Equal Pay International Coalition](#)
- ILO, OECD, UN-WOMEN [Equal Pay legal database](#) (110 countries)

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