



LYGIŲ GALIMYBIŲ
KONTROLIERIAUS TARNYBA



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Overview of Gender Balance of Lithuanian Companies Listed on Stock Exchanges

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„Closing the Gender Gap in Economic
Decision-Making in Lithuania

“ (Nr. JUST/2012/PROG/AG/4118/GE)

Financed by the Social Inclusion and Social
Protection programme (PROGRESS) and
implemented by Social Security and Labour
Ministry with partners

Research problem

Sharp disbalance:

- **62, 7% of university new graduates are women;**
- **in master level - 66, 5%,**
- **in doctoral level - 58, 9%),**

BUT they are outnumbered by men in leadership positions in the corporate sector in LT (2014):

16% women of executive directors on the listed companies Boards

20% women of non-executive directors

- **37% Lithuanians likely to think that gender stereotypes are most widespread at work (Eurobarometr, 2014).**
- **Women have overcome a lot of listed companies cultural barriers**
- **Not transparent boards member assignment practice, thus the highest levels manager labor market can not function optimally.**

AIM

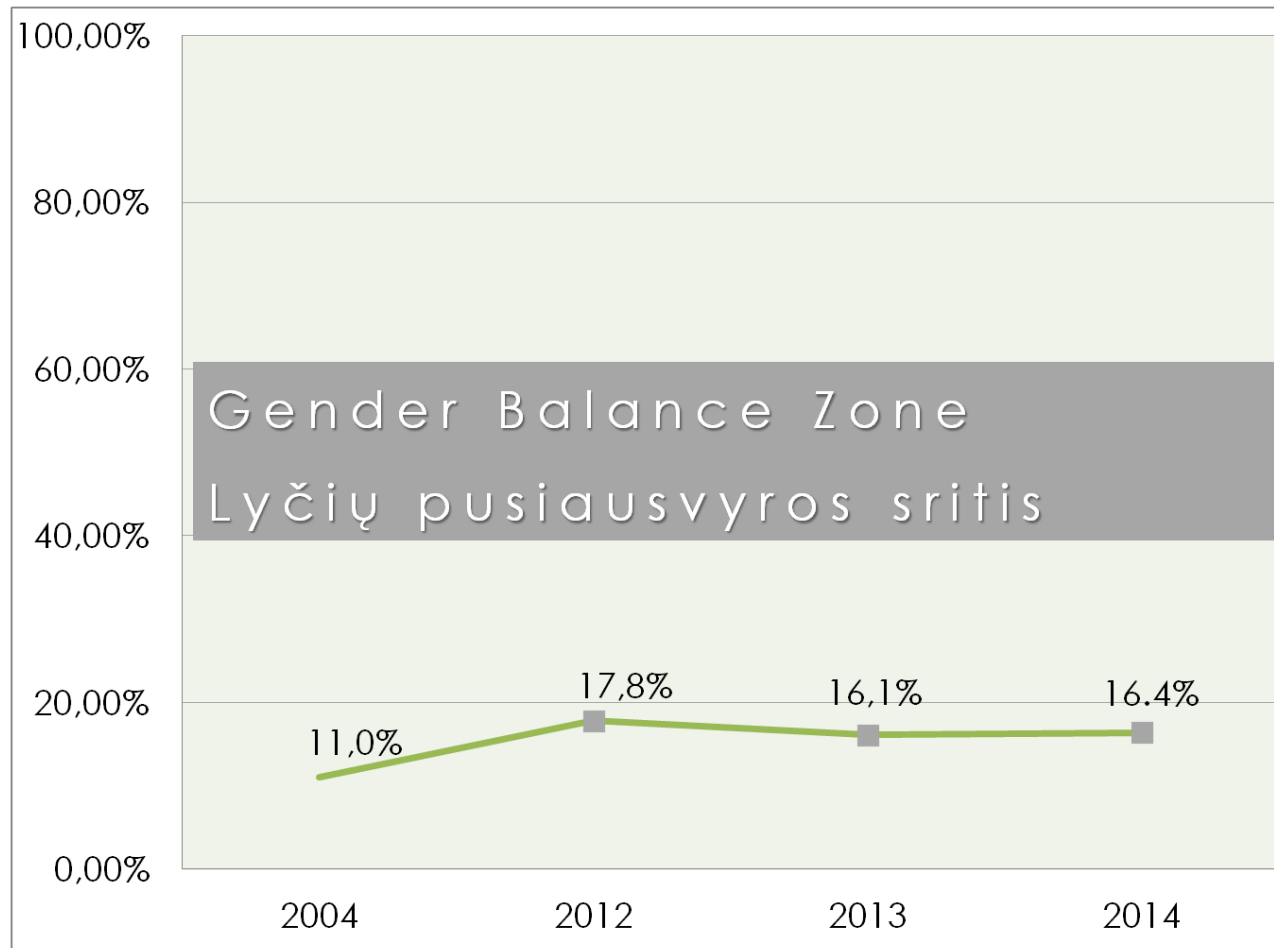
**From gender equality perspective to
analyse business leadership on the
Boards of listed companies in LT**

Empirical research

- Analysis of public data on executive and non-executive corporate boards composition (companies & NASDAQ OMX Vilnius websites)
- Semi-structured interview with 12 executives (8 women, 4 men) from listed companies

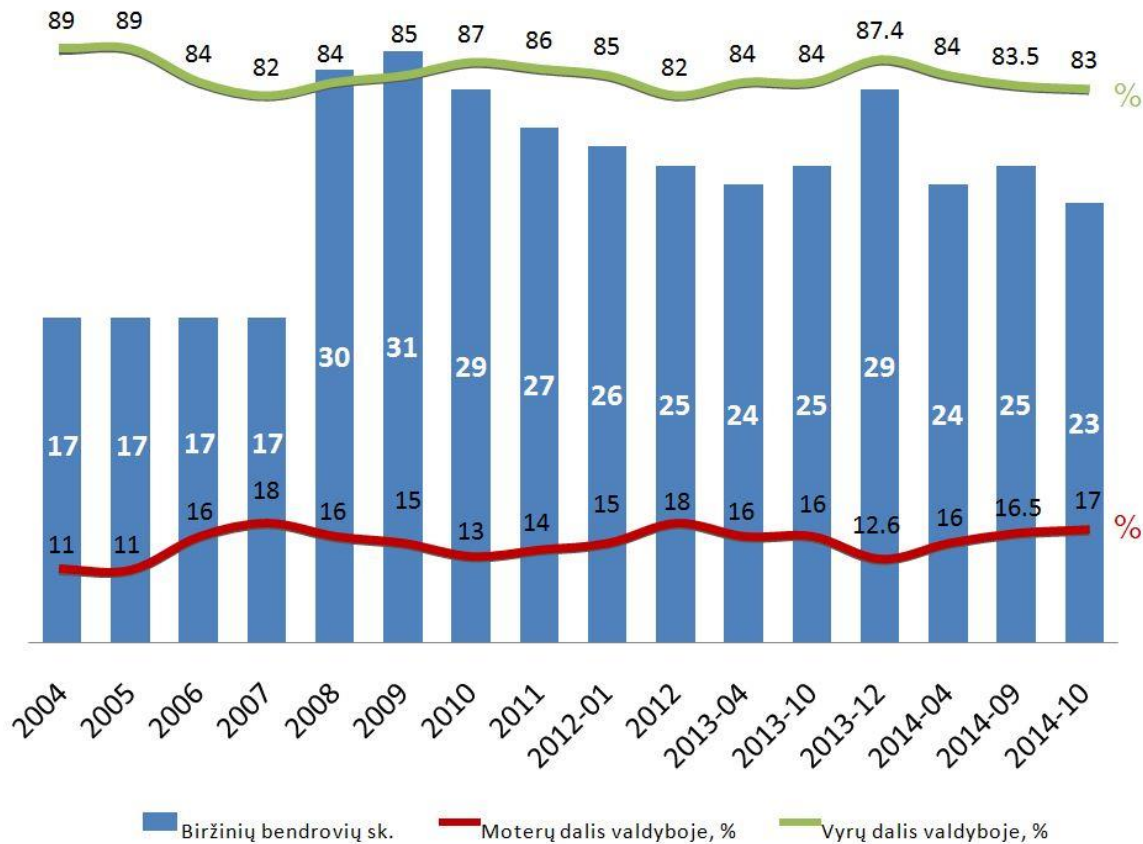
- Average time of one interview – 1,5 h
- Interviews conducted on March-April-May, 2015
- Summative time of all interviews – 15 hours

Change in share of women on the boards of listed companies in LT (2004-2014)



Change in share of women on the boards of listed companies in LT

Lietuvos akcinės biržinės bendrovės ir jų valdybų sudėtis pagal lytį



Share of women and men (executives) on the Boards of listed companies LT

From 12/2013 to 09/2014 the share of women on boards (executives) in Lithuania increased:

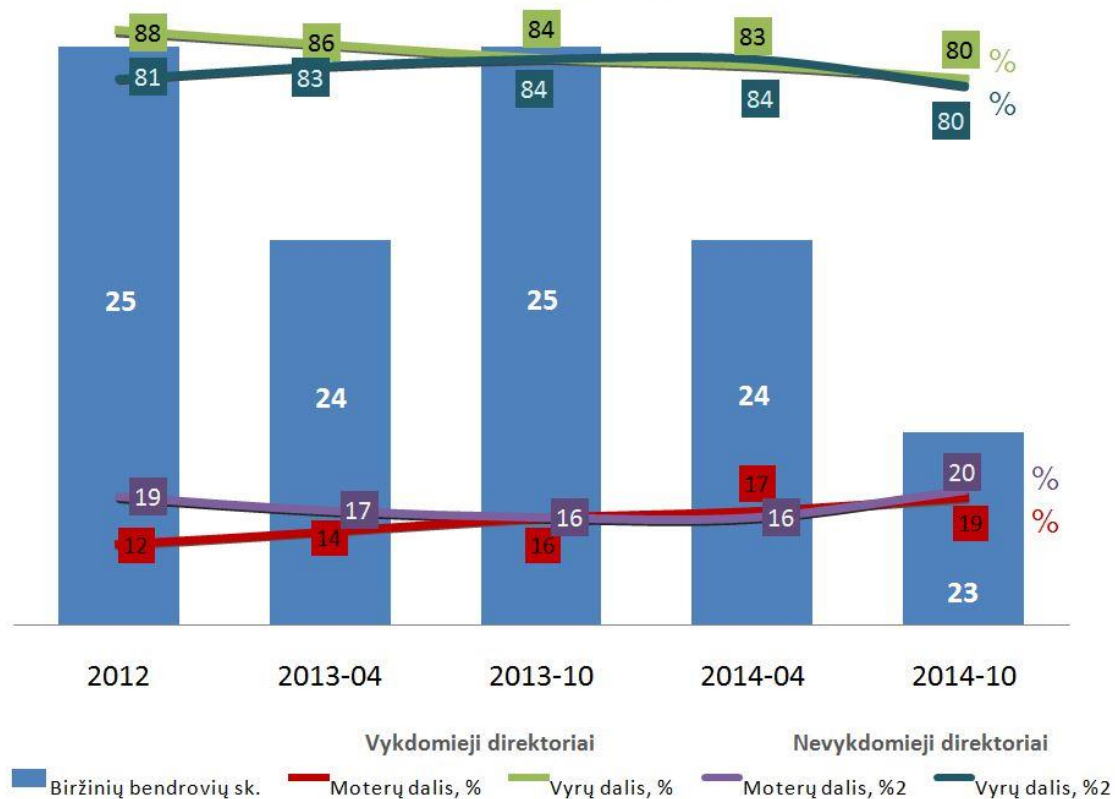
- from 13,7% to 16,5%**
- Increase in 2, 8 %.**

This improvement took place in country by taken primarily public debate on the issue.

There is anyone women CEO (Chief Executive Officer) in the listed companies in LT.

Executive and non-executives

Vykdomieji ir nevykdomieji direktoriai Lietuvos biržinėse akcinėse bendrovėse



Share of non-executives directors (Supervisory board members) of listed companies in LT

- **The share of women on Supervisory Boards (non-executives directors) of listed companies' in LT decreased from 22,4% to 16,3% (from 12/2013 to 09/2014)**
- **Decrease in 10, 15 % (!)**
- **Women share in Administration structures of Listed Companies - 21,4% (2014/10)**
- **In 2012 13 listed companies have had Supervisory Boards, while in 2014 they were functioning just in 10 listed companies.**

Response to Draft on Gender balance Directive

- In Lithuanian stock companies to whom the Directive might be applied women in service and administration bodies accounted for 27.12% (October, 2014)
- **Lithuanian stock company management formation culture is in the early stages of development:** *profesionalių valdybos narių bendruomenės Lietuvoje nėra. Valdybos nariams nėra aiškios jų pareigos, funkcijos ir rolė. Valdybos yra pasyvios, šios pareigos yra suprantamos kaip simbolinės, skirtos tik tvirtinti sandorius, jeigu bendrovėje yra keli akcininkai, tuomet ir informacijai surinkti, tačiau ne vadovauti bendrovei.*
- **30 years**

Approach & Method (1)

Successful Women's Career Development approach or *High Flyers* model (White, Cox, Cooper, 1992)

Women executives as successful senior-level business leaders (Burke & Mattis, 2000; Burke & Leblanc, 2006)

Approach & Method (2)

Quantative questionnaire-based study:

- childhood,
- education,
- personality & motivation,
- work history,
- power & politics,
- family- personnel life

How they became executives?

- **Were proposed by other board members**
- **Offered by shareholders**
- **Received certain information about the foreseen call.**

Company owner uses the right of his candidacy raising

WHO became executives:

Company structural unit managers;

Most frequently the unit that at the time are strategically very important;

The candidacy of a Board member is decided not only his personal qualities or competences but also his/her position.

Executives' core competence model

- Financial excellence (contracting, budgeting)
- Leading management
- Strategy & Planning competence
- Knowledge of (macro)economics & business environment
- Sector competencies - experience with the sector in which the CO operates
- Reputation
- General competencies
- Character competencies (inspire, motivation, self-esteem)
- Integrity of all competencies

Factors that encourage to participate

- Authority of a person who is suggesting to candidate,
- Work experience,
- Competence,
- Personal qualities,
- Trust and recognition shown by others,
- Fitting certain criteria,
- Opness to novelties and challenges,
- Thirst for knowledge,
- Need to change,
- Culture of the company,
- Comprheension of your input to the company and society as whole

Factors that determine success in an election

- competencies,
- Results of one's work at the company,
- Personal qualities that allow to work successfully at a company,
- One's value to the company.

Family and personal life

- In the opinion of men it is quite successfully accomplishable, however it requires merit. Other think that a wife is the one who does it.
- Women admit: a considerable amount of merit is required, that is why working in the Board is better when children are older and require less attention.
- Some think that they can put aside leading positions while children are small.

Family and personal life

- More women than men and more older individuals claim giving birth to children have put their careers on hold for longer or shorter periods.
- Some have returned to work rather quickly.
- Women's professional career has suffered more.
- Older men claim differently that in this case their family suffered.

Fundamental reasons for low participation of women in the Boards

- Gender bias and stereotyping;
- Voter bias towards women participation;
- Lack of women's interest to be elected;
- Problems and hardship that rise from balancing work and life;
- Women's priority towards family and children;
- Requirements do not meet women's competence, qualities, experience;
- Seeing no reason participate in Boards;
- Employer's bias towards women - inability to concentrate towards work because of children and managing family matters.

- Stereotypical attitudes of women participation in economic decision making are influencing women as well.
- Negating the gender features;

Thank you for your attention!

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