



Association of Organisations of
Mediterranean Businesswomen



**"Promoting socio economic
women empowerment in the
euro-mediterranean region"**

PRESENTATION

AFAEMME ORGANISATION



THE ASSOCIATION OF ORGANISATIONS OF MEDITERRANEAN **BUSINESSWOMEN** (AFAEMME) IS A FEDERATION OF BUSINESSWOMEN ASSOCIATIONS WHICH WAS LAUNCHED IN 2002 IN BARCELONA (SPAIN) AND WHICH CURRENTLY COMPRISES 51 MEMBER ORGANISATIONS FROM 24 MEDITERRANEAN COUNTRIES.

ROLES

AFAEMME IS

**LARGEST FEDERATION
OF BUSINESSWOMEN
ASSOCIATIONS IN THE
MEDITERRANEAN AREA**

**A COORDINATOR OF
EUROPEAN AND
MEDITERRANEAN
BUSINESS AND GENDER
PROJECTS AND GROUND-
BREAKING RESEARCH**

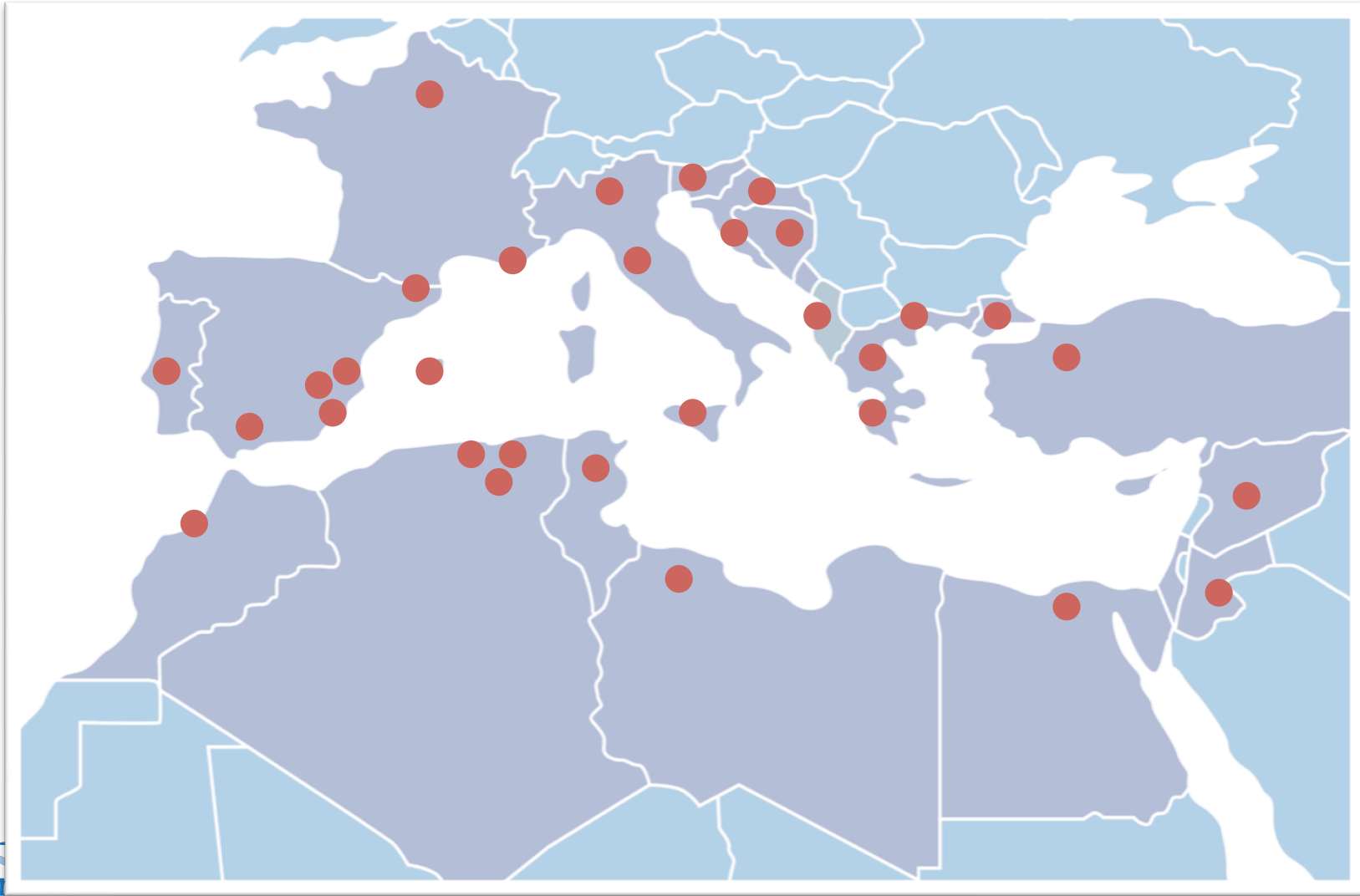


**A NETWORKING
PLATFORM FOR WOMEN
ENTREPRENEURS**

**EURO-MEDITERRANEAN
LOBBY ORGANISATION
WHICH ADVOCATES FOR A
BETTER ACCESS OF
WOMEN TO ECONOMIC
DECISION-MAKING
POSITIONS.**

MEMBERS

AFAEMME ORGANISATION



MEMBERS

AFAEMME ORGANISATION

ALBANIA: Professional & Business Women Association Albania (PBWA - SHGPA)

ALGERIA: *Association des Femmes Algériennes Chefs d'Entreprises (SEVE)* *Association Algérienne des Femmes Managers et Entrepreneurs (AME)*

Association des Femmes Cadres Algériennes (AFCARE)

BOSNIA- HERZEGOVINA: Association of Businesswomen of Bosnia and Herzegovina (ONE)

CROATIA: Croatian Association of Businesswomen (KRUG)

CYPRUS: Cyprus Federation of Business and Professional Women

EGYPT: Egyptian Business Women Association (EBWA)
Association for Women's Total Advancement & Development (AWTAD)

FRANCE: *Femmes Chefs d'Entreprises (FCE)*

GREECE: Greek Association of Women Entrepreneurs (SEGE)

ITALY: International Federation Business and Professional Women (FIDAPA) *CNA Impresa Donna Terziario Donna Confcommercio Women Entrepreneurship (APID)*

Young Women Entrepreneurs Association (YWEA)

Italian Women in the World (IWW)

Associazione Donne Imprenditrici e Dirigenti di Azienda (AIDDA)
Women at Work Italia (W@WITALIA)

JORDAN: Jordan Forum for Business & Professional Women (JFBPW)

LEBANON: Lebanese Business Women Association (LBWA)
Young Arab Women Entrepreneurs (YAWE)

LIBYA: Libyan Women Forum (LWF)

MALTA: Malta Association of Women in Business (MAWB) Foundation for Women Entrepreneurs

MONTENEGRO: Businesswomen Association Montenegro (Poslovna Zena)

MOROCCO: Association of Businesswomen of Morocco (AFEM)

PALESTINE: Palestinian Business and Professional Women Association (BPW-Ramallah)

PORTUGAL: Association of Businesswomen in Portugal (AMEP)

PRINCIPALITY OF MONACO: *Ass. Femmes Chefs d'Entreprise (AFCEMonaco)*

SLOVENIA: Association of Women Entrepreneurs - GIZ Podjetnost

SPAIN: ASSOCIATION OF BUSINESSWOMEN OF ALICANTE (AFYDE)
Federation of Businesswomen of Andalusia (FAME)

Association of Businesswomen of the Balearic Islands (ASEME)

Association of Businesswomen of Castellon (APMC)

Businesswomen Organization of Catalonia (ACEE)

Organisation of Business & Professional Women Murcia (OMEP)

Ass. for the Development of Businesswomen of Valencia (ADE)

SYRIA: Modernizing & Activating Women's Role in Economic Development (MAWRED)

TUNISIA: *Chambre Nationale des Femmes Chefs d'Entreprises (CNFCE)*

TURKEY: Women Entrepreneurs Association (KAGIDER)

Association of Businesswomen in ANTALYA (ANTIKAD)

Ankara Businesswomen Entrepreneurs & Enhancement Association (ANGIKAD)

Association of Business Women in Izmir (IZIKAD)

Kadin Economic Platform (KEP)

Producer Women Solidarity Association (YOZGAT)

UNITED KINGDOM: Arab International Women's Forum

OBJECTIVES

AFAEMME ORGANISATION

PROMOTE

THE PRINCIPLE OF **EQUAL OPPORTUNITIES** IN THE **LABOR MARKET**

IMPROVE

THE **SOCIOECONOMIC CONDITIONS** OF WOMEN BY **ELIMINATING GENDER DISCRIMINATION**

EXERCISE

INFLUENCE ON THE PUBLIC OPINION THROUGH **EVENTS, CAMPAIGNS** AND **LOBBYING** TO **AUTHORITIES** IN ORDER TO **STRENGTHEN THE LEGAL, SOCIAL AND ECONOMIC CONDITIONS** OF WOMEN

SUPPORT

THE **DEVELOPMENT** OF **RELATIONS** AMONG **WOMEN ENTREPRENEURS** OF THE **REGION** BY **PROMOTING BUSINESS AND TRAINING OPPORTUNITIES**

CONTRIBUTE

TO THE **ACCESS** OF **WOMEN** TO **DECISION-MAKING POSITIONS** IN THE **ECONOMY** BY **ENHANCING THEIR BUSINESS AND MANAGEMENT ABILITIES**







ACCELERATING BUSINESS GROWTH BY GENDER BALANCE IN DECISION-MAKING

THE PROJECT

SHE DECIDES, YOU SUCCEED



THE “**SHE DECIDES, YOU SUCCEED**” PROJECT BEGAN IN 2013, AS A RESULT OF THE SLOW INCORPORATION OF WOMEN INTO TOP MANAGEMENT AND LEADERSHIP POSITIONS IN THE EUROPEAN BUSINESS WORLD.

WITH THE OBJECTIVE OF **PROMOTING WOMEN’S ACCESS TO DECISION-MAKING POSITIONS**, WE HAVE ANALYZED THIS SITUATION AND **IDENTIFIED THE BENEFITS** THE PRIVATE SECTOR COULD ENJOY AS A RESULT OF A GREATER FEMALE PRESENCE IN POSITIONS OF ECONOMIC LEADERSHIP WITHIN COMPANIES.

THE ASSOCIATION OF ORGANIZATIONS OF MEDITERRANEAN BUSINESSWOMEN (**AFAEMME**) HAS HEADED THE PROGRAM THROUGH THE YEARS (2014- 2016) AND STRUCTURED IT AS **TWO PHASES**.



PHASE I

(SEP 2014 – AUGUST 2015)



VARIOUS EUROPEAN ORGANIZATIONS FOCUSED ON GENDER IN RELATION TO LEADERSHIP AND BUSINESS ANALYZED THE CURRENT SITUATION IN FIVE EUROPEAN COUNTRIES: SPAIN, ITALY, LATVIA, ROMANIA, AND THE UK.

- **THE CENTER FOR INCLUSIVE LEADERSHIP (CFIL)** STUDIED THE SITUATION OF WOMEN IN TOP MANAGEMENT, WHILE AFAEMME DID THE SAME FOR THOSE IN MIDDLE MANAGEMENT.

- **THE EUROPEAN WOMEN INVENTORS & INNOVATORS NETWORK OF BAWE (EUWIIN)** ANALYZED THE PRESENCE OF WOMEN IN INNOVATING COMPANIES.

- **THE EUROPEAN ASSOCIATION FOR WOMEN IN SCIENCE, ENGINEERING AND TECHNOLOGY (WITEC)** STUDIED FEMALE LEADERSHIP IN THE STEM SECTOR (SCIENCE, TECHNOLOGY, ENGINEERING, AND MATHEMATICS)



PHASE I

(SEP 2014 – AUGUST 2015)



THE RESULTS OF THIS ANALYSIS HAVE BEEN PRESENTED IN FOUR DIFFERENT GUIDES, ONE FOR EACH AREA OF STUDY.

THESE GUIDES EXPLAIN THE FOLLOWING FOR EACH OF THE FIVE COUNTRIES: **THE CURRENT STATE OF AFFAIRS, THE RELEVANT ASPECTS OF THE PRESENT LEGAL SYSTEM, THE EXISTING BARRIERS FOR WOMEN IN REGARDS TO ACCESSING LEADERSHIP POSITIONS, THE BENEFITS FOR COMPANIES IN HAVING WOMEN IN THESE POSITIONS, AND EXAMPLES OF CERTAIN BEST PRACTICES ADOPTED BY OTHER COMPANIES.**

TO COMPLETE THE PROCESS OF ANALYSIS AND STUDY, A TOOL KIT WAS CREATED WHICH CONTAINS THE PRINCIPAL CONCLUSIONS OF THE FOUR GUIDES AND A COMMUNICATION STRATEGY SO AS TO MOTIVATE COMPANIES TO INCREASE THE NUMBER OF WOMEN IN LEADERSHIP AND DECISION - MAKING POSITIONS.



PHASE I

RESULT GUIDES



"SHE DECIDES, YOU SUCCEED"

Innovative Women Business on Board of Innovative Companies

Accelerating business growth by gender balance in decision-making

Supported by the European Commission

"SHE DECIDES, YOU SUCCEED"

Women in Middle Management in Italy, Latvia, Romania, Spain and UK

Accelerating business growth by gender balance in decision-making

Supported by the PROGRESS Programme of the European Union

"SHE DECIDES, YOU SUCCEED"

Women in Top Management in Italy, Latvia, Romania, Spain and UK

Accelerating business growth by gender balance in decision-making

Supported by the PROGRESS Programme of the European Union

"SHE DECIDES, YOU SUCCEED"

Women in Science, Technology and engineering companies in Italy, Latvia, Romania, Spain and the UK

Accelerating business growth by gender balance in decision-making

Supported by the PROGRESS Programme of the European Union

PHASE II

(SEP 2015 – MARCH 2016)



THE COMPLEMENT TO THIS ANALYSIS OCCURRED IN A SECOND PHASE DURING WHICH THERE WAS DIRECT INTERACTION WITH BUSINESSES IN EACH OF THE FIVE COUNTRIES. THE PARTNERING BUSINESS ASSOCIATIONS IN EACH COUNTRY WERE AS FOLLOWS:

- ORGANIZACIÓN DE MUJERES EMPRESARIAS Y DE GERENCIA ACTIVA (OMEGA) IN SPAIN
- ASSOCIAZIONE IMPRENDITRICI E DONNE DIRIGENTE D'AZIENDA (AIDDA) IN ITALY
- WOMEN'S NGO'S COOPERATION NETWORK OF LATVIA IN LATVIA
- WOMEN' S ECONOMY (WE) IN THE UK
- FEMEI IN AFACERI (WOMEN IN BUSINESS) IN ROMANIA

THROUGH THE WORK OF **15 SUCCESSFUL BUSINESS WOMEN** (“**WOMEN LEADERS**” – **WL**), THE PROGRAM WAS ABLE TO RAISE THE AWARENESS OF 150 COMPANIES SURROUNDING THE SPECIFIC BENEFITS OF A GREATER PRESENCE OF WOMEN IN THE POSITIONS OF ECONOMIC DECISION- MAKING.

PHASE II

(SEP 2015 – MARCH 2016)



THESE 150 MEETINGS WITH PRIVATE COMPANIES FROM THE 5 EUROPEAN COUNTRIES, FROM 24 ECONOMIC SECTORS AND OF DIFFERENT SIZES AND CORPORATE STRUCTURES, HAVE POSITIVELY **AFFECTED APPROXIMATELY 19,477 EMPLOYEES**, BOTH WOMEN AND MEN.

WE CANNOT FORGET THAT THE INCREASE OF WOMEN IN LEADERSHIP POSITIONS **SIGNIFIES AN OPPORTUNITY TO IMPROVE THE COMPANY IN GENERAL AND BY CONSEQUENCE THE SITUATION OF ALL EMPLOYEES, GENDER NOT WITH STANDING.**

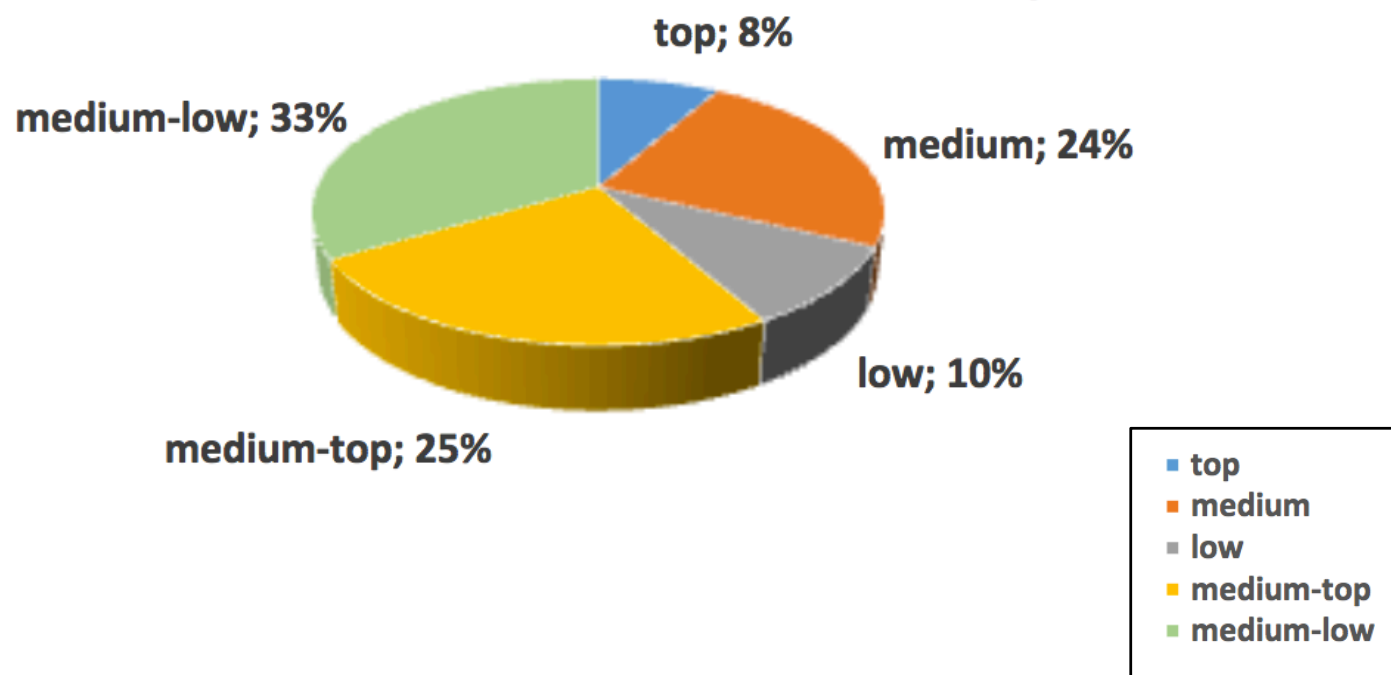


PHASE II

RESULT CONCLUSIONS



Women's Position in 150 Companies



PHASE II

(SEP 2015 – MARCH 2016)



THE RESULTS OF THESE MEETINGS WERE ILLUMINATING: DESPITE THE FACT THAT 44% OF THE COMPANIES PERSONNEL ARE WOMEN, THE NUMBER OF WOMEN DECREASES SYSTEMATICALLY WHEN ASCENDING THE DECISION - MAKING LADDER A 33% OF WOMEN HELD MIDDLE - LOW POSITIONS, 24% POSITIONS OF MIDDLE MANAGEMENT, AND ONLY 8% HELD DIRECTIVE POSITIONS AND LEADERSHIP ROLES. CLEARLY, THE ACTUAL SITUATION IS ONE STILL FAR FROM GENDER EQUALITY. FURTHERMORE, IT HAS BEEN OBSERVED THAT MEDIUM - SIZED COMPANIES HAVE A GREATER NUMBER OF WOMEN IN DECISION

- MAKING POSITIONS AND ARE ALSO MORE OPEN TO THE IDEA OF PROMOTING WOMEN UP THROUGH THE ORGANIZATION.

THE ANALYSIS OF THE COMPANIES ALSO INDICATED THAT OCCUPATIONAL SEGREGATION CONTINUES TO EXIST IN RELATION TO GENDER. SECTORS SUCH AS INDUSTRY, MECHANICAL ENGINEERING OR CONSTRUCTION CONTINUE TO BE COMPLETELY MALE

- DOMINATED, WHEREAS FEMALE PRESENCE IS HIGH IN SECTORS SUCH AS SALES (55 %), EDUCATION (70%), SERVICE INDUSTRY (55%), HEALTHCARE (60%), AND RETAIL (79%).

THUS THERE CONTINUES TO EXIST SECTORS WHICH ARE CONSIDERED TYPICALLY MALE OR TYPICALLY FEMALE, DESPITE THE FACT THAT THIS IS CHANGING IN THAT REGARD WITH, FOR EXAMPLE, A 49% OF WOMEN PRESENT IN ICT-SECTOR BUSINESSES.

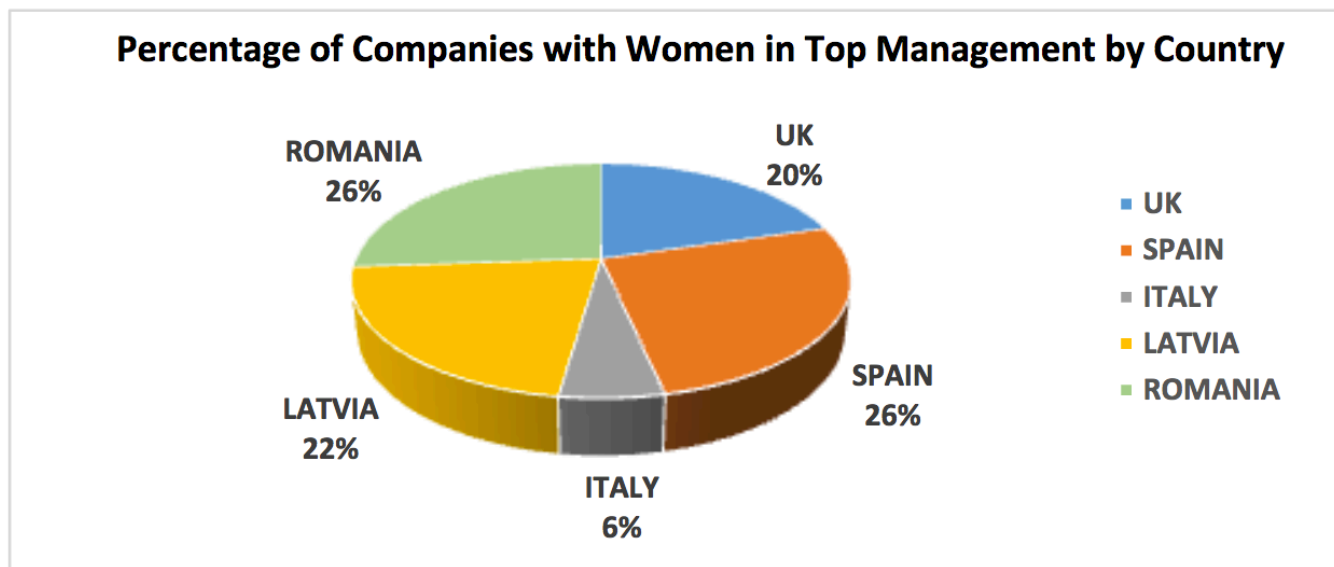
PHASE II

RESULT CONCLUSIONS



KEY FINDING 1:

THE NUMBER OF WOMEN DECREASES AS ONE ASCENDS THE DECISION - MAKING LADDER IN THE BUSINESS WORLD.



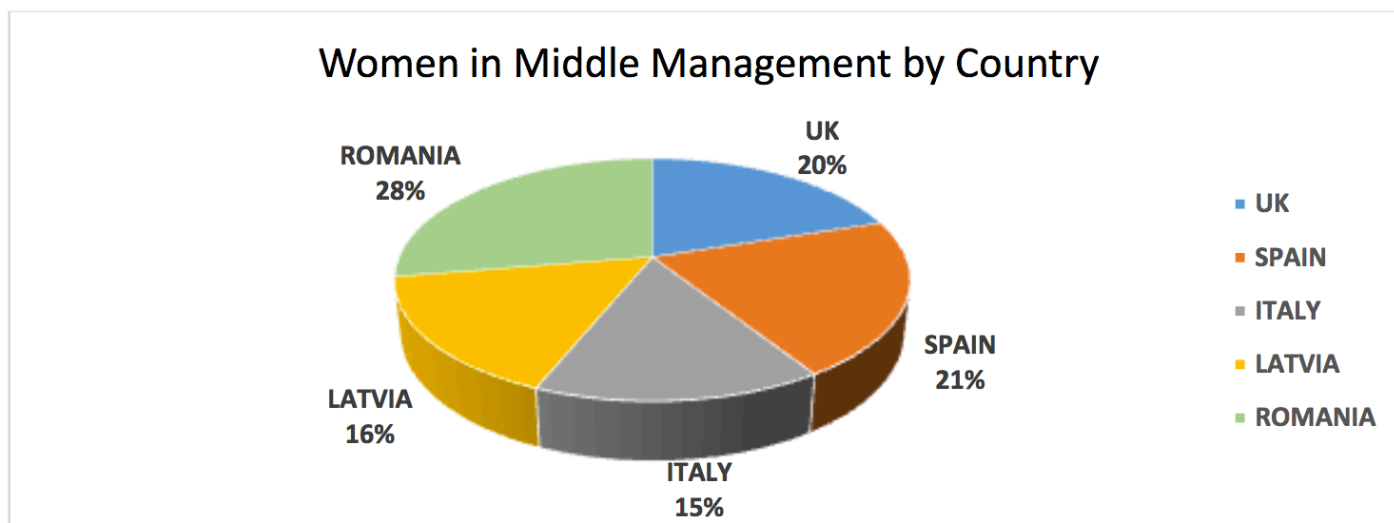
PHASE II

RESULT CONCLUSIONS



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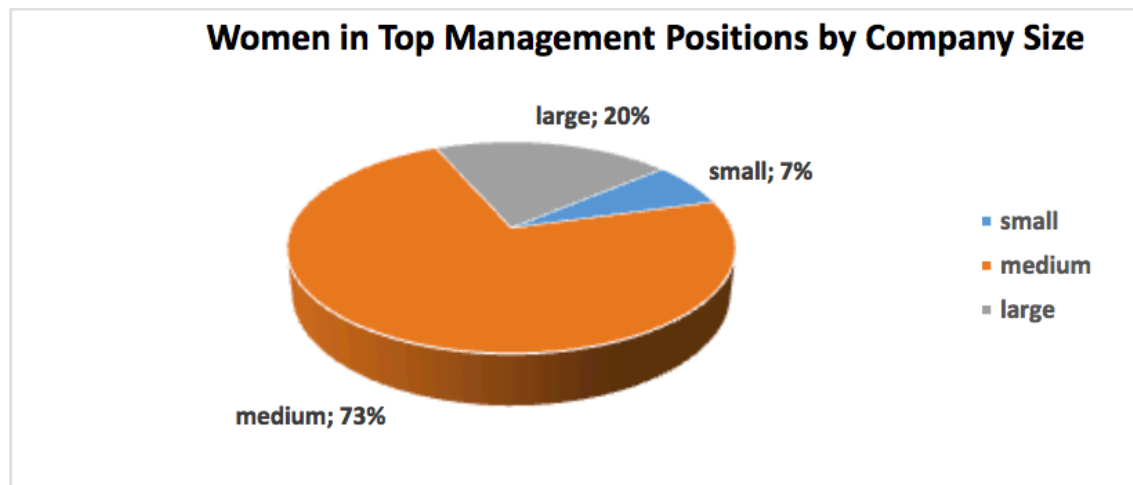
PHASE II

RESULTS



KEY FINDING 2:

THE SMES ARE THOSE THAT PRESENT GREATER GENDER EQUALITY IN THEIR STRUCTURE AND A GREATER INTEREST IN IMPROVING THE SITUATION OF WOMEN IN THE BUSINESS WORLD.



PHASE II

RESULTS



KEY FINDING 3 :

OCCUPATIONAL SEGREGATION EXISTS IN TERMS OF GENDER, BUT THERE IS A CLEAR INCREASE OF WOMEN IN THE ICT SECTOR.

BUSINESSES WITHIN THE ICT SECTOR ARE INCORPORATING MORE AND MORE WOMEN INTO THE MANAGEMENT POSITIONS OF THEIR ORGANIZATIONS. **OF THE 19 TECHNOLOGY AND INNOVATION COMPANIES INVOLVED IN THE PROJECT, 73.68% HAVE WOMEN IN TOP MANAGEMENT POSITIONS. IN FACT, 42.11% OF THE BUSINESSES HAVE ONE OR MORE WOMEN IN THEIR BOARD OF DIRECTORS, AND 36.84% ARE HEADED BY A FEMALE CEO OR GENERAL DIRECTOR.**

SPREADING THE INFORMATION SURROUNDING BENEFITS FOR COMPANIES WITH WOMEN IN TOP MANAGEMENT COULD CREATE A SPILLOVER EFFECT WITH NEW CORPORATE POLICY; THIS COULD LEAD TO BETTER GENDER EQUALITY IN COMPANIES.

MAIN OBSTACLES

RESULTS



FROM THE ANALYSIS OF THE SITUATION IN EACH OF THE INVOLVED COMPANIES, THE **“WOMEN LEADERS”** EXTRACTED THE FOLLOWING ADDITIONAL CONCLUSIONS:

- THERE IS A LACK OF STATISTICAL INFORMATION IN REGARDS TO THE GENDER COMPOSITION OF THE PERSONNEL OF COMPANIES.
- THERE IS A LACK OF INFORMATION ABOUT THE BENEFITS COMPANIES WOULD GAIN BY INCLUDING MORE WOMEN IN THEIR DECISION-MAKING POSITIONS.

CONCLUSIONS

RESULTS



IN SUM:

1. **THE NUMBER OF WOMEN DECLINES WHEN ASCENDING THE LADDER OF DECISION - MAKING IN BUSINESSES.**
2. **SMES (AND IN PARTICULAR MEDIUM-SIZED BUSINESSES) ARE THOSE WHICH PRESENT THE BEST GENDER EQUALITY IN THEIR STRUCTURE AS WELL AS THE GREATEST INTRINSIC DESIRE TO IMPROVE THE SITUATION OF PROFESSIONAL WOMEN.**
3. **ALTHOUGH OCCUPATION SEGREGATION IN REGARDS TO GENDER CONTINUES TO EXIST, THERE IS A CLEAR TREND OF AN INCREASE IN WOMEN IN THE ICT SECTOR.**
4. **THERE IS A LACK OF INFORMATION REGARDING THE GENDER COMPOSITION OF THE PERSONNEL IN COMPANIES.**
5. **INFORMATION IS LACKING IN REGARD TO THE BENEFITS AVAILABLE TO COMPANIES WHO HAVE A GREATER NUMBER OF WOMEN IN DECISION-MAKING POSITIONS**

SEVEN BENEFITS

OF HAVING MORE WOMAN IN YOUR TEAMS



<https://vimeo.com/139680957>



SEVEN BENEFITS

OF HAVING MORE WOMAN IN YOUR TEAMS



1. BETTER QUALITY OF DECISION-MAKING
2. IMPROVED CORPORATE GOVERNANCE
3. MIRRORING THE MARKET
4. INCREASED GROWTH RATE
5. ENHANCED PRODUCTIVITY
6. LESS RISK APPETITE
7. ENHANCED ETHICS AND REPUTATION





