

Exchange of good practices on gender equality

Women in economic decision making

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Women in economic decision making in Greece

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Women on Company Boards

The General Secretariat for Gender Equality has proclaimed the goal of “Substantive Gender Equality” as her main goal until 2013. For the best achievement of this goal, the GSGE has designed the “**National Programme for Substantive Gender Equality 2010-2013**.”

The **National Programme for Substantive Gender Equality 2010-2013** initiated by the GSGE has been in accordance with policy priorities of the “Strategy for Gender Equality 2010-2015” as reflected in the Commission Communication COM (2010) 491/2010.

One of our strategic goals is the support of women’s employment and their financial independence, while **two gender equality policies** of top priority include **Gender Mainstreaming in Public Policies** and **increase women’s participation in decision – making**

Institutional Framework

A. Legislation:

1. **Establishment of Quota for each sex during National Elections** Art.3 of **Law 3636/2008** on the Amendment of Law 3231/2004 on the “election of members of Parliament” stipulates that a minimum of a third of the candidates within political parties – nation wide, not per election region – must be of each sex

So for the proclamation of the electoral lists of independent parties, coalition of partner parties and independent parties, the number of parliamentary candidates, of each gender, should be at least equal to the 1/3 of the total number of candidates, respectively, throughout the territory.

Now a **Legislation Committee** that was set by GSGE the 2010, has proposed for an Amendment to this Law, suggesting that the quota equal to a least 1/3 of the members has to be defined per **election region** and not per nation-wide.

These legislative measures aimed to increase women’s participation in the **Hellenic Parliament** and research and technology agencies and committees.

Greek women’s participation percentage in the **European Parliament** in 2009 (**31,8%**) declined compared to **2004 (33,3%)**. It is attributed to the cutting down of Greek posts in the European Parliament (two less posts in 2009 comparing to 2004).

The participation rates (women and men) in National Parliament in Greece (in the 2009 elections) was: 17,3 % for women and 82,7% for men.

2. Articles 18 & 19 Law 3852/2010

The number of municipal council's candidates, municipal communities' candidates, local communities' candidates and regional councils' candidates of each gender, should be at least of the 1/3 of the total number of nominated members of the municipal council, or the municipal community council, or the local community council, or the regional council, defined separately for each municipal community and each municipal, or local community or regional council.

3. **Incorporation of the provision** of par. 1a, art. 6, **Law 2839/2000** (G.G./A/196/12-9-2000) to Law 3528/2007 on **gender quota** in the **public authorities, Public Entities and LGOs (local Government) councils that deal with Human Resources Issues**. In each public authority and Public Entities council that deal with Human Resources Issues, the number of members per sex, as defined by the service, must be equal to at least a third (1/3) of the members defined according to the current provisions.

The same provision vis-à-vis LGOs councils is incorporated into the "**Status Code of Municipality and Community Employees**" by the par. 5, art.7 (**Law 3584/2007**. G.G /A/143/28-6-2007).

This is typical binding and can be annulment of decisions taken, just in case that a person has legal interest to contest the above decisions
There in not sanctions in case of non – compliance.

4. Establishment of **minimum 1/3 quota for each sex for scientists' recruitment to national agencies and committees for Research and Technology** (art. 57, **Law 3658/2008**) Article 57 of Law 3653 (G.G. A/21-3-2008) on the "Institutional framework for research and other provisions" defines a participation quota of 1/3 minimum for each sex in the recruitment of scientists to national agencies and Research and Technology Committees. A requirement for the implementation of this quota is that the candidates must have all necessary qualifications for the respective posts.
5. Under the article 6* of the **Law 2839, year 2000, the quota of women on company boards of the public sector is ensured**, since in case the government, the public entities and the local and regional authorities appoint or nominate board members or members of administrative bodies of public and private entities, the number of members appointed or designated persons of each sex amounts to at least one third of all members appointed or nominated candidates.

***Article 6: "In each of the administrative councils of public services, public bodies and local authorities, the number of the members of each sex defined by the Administration amounts to a percentage equal to at least 1/3.**

According to the **Hellenic Ministry of Interior**, women's participation in responsible posts has been significantly increased. Women direct **General Directorates** at a percentage **of 48, 9%**. In addition, there has been significant increase in the

percentage of women that direct **Divisions and Departments** during last years-up from **45,7%** to **55,6%** respectively **of the nominated.**”

6. According to the provisions of the New **Law for the Administrative Reform of the Local and Regional Government (Law 3852 /2012)** , all Municipalities are obliged to include the “ **Social Policy and Gender Equality Policies**” **administrative Unit** , in their statutes of internal structure **until 31-12-2012**. This administrative unit allows the development of the various municipal policies and programs around a central point, which can act as a pole of coordination, information, awareness and networking.

In this context it ensures the development of actions for the social and political participation of women and their promotion in the decision-making centers. This includes cooperation with the competent elected women and men in order to provide information and awareness about women’s issues and to mobilize support for policies and actions to promote equality. Thus, the administrative unit “Exercise of Social Policy and Gender Equality Policies” has a dual role:

- Advisory to all the inhabitants of the Municipality, with emphasis on women.
- Coordinating in the interior of the Municipality (services and structures of the body) through the inclusion of gender mainstreaming in local policies.

B. Non – legislative measures that address the balanced representation of each gender in boards:

1. **Cooperation Protocol of the General Secretariat for Gender Equality and the Hellenic Network for Corporate Social Responsibility**

The General Secretariat for Gender Equality proceeded in February 2006, in cooperation with the **Hellenic Network for Corporate Social Responsibility**, to the signing of a **Memorandum of Understanding**, which was updated in March 2011, to a **Cooperation Protocol**, in a relevant conference, where good practices for the equality were presented by member companies of the network.

The main objectives are:

- a) the collaboration of the 2 parties to further inform, sensitize and mobilize Greek companies on equal opportunities policies and promote relevant good practices, and
- b) to develop a common set of actions on the same issue.

3 big listed companies already apply, on voluntary basis, quotas, from July 2011

A monitoring committee has been set up and annual reports will be deliverable.

The **Cooperation Protocol** provides **the institutionalization of the Equality Prize** in companies, as well as the **rewarding** of the Network members who apply gender equality policies.

Result of this collaboration was a **Declaration on the Right to be Different** of the Greek Corporate Social Responsibility Network, signed by its members, and referred to the objectives of “**the implementation of the principle of equality in all its forms and in every stage of personnel management, especially as concerns employment, education, promotion and professional development**”, as well the achievement of this goal, with **policies** that focus on “**the constant and wide communication of the results of the actions that prove the respect for diversity and equal opportunities between men and women**”.

25 private owned listed Companies have already signed the Declaration

2. Public Dialogue .Gender balance on boards of listed companies

In the framework of **Public Dialogue** The General Secretariat for Gender Equality, in August 2011, addressed a letter to the Hellenic Federation of Enterprises, Athens Chamber of Commerce & Industry, the Hellas Corporate Responsibility Network and the Institute of Women Managers and Entrepreneurs on the relevant initiative by Commissioner V. Redding asking for their commitment for the promotion of gender equality on corporate executive and supervisory boards.

3. European Charter for Gender Equality in Local Life (2011)

Adopted and adapted by Local and Regional Authorities, with GSGE initiative and was signed by the two members.

The European Charter for Gender Equality in Local Life is a Charter of Commitment of European Municipalities and Regions to make the most of opportunities and resources to promote gender equality for the benefit of all citizens.

The European Charter for Gender Equality is **addressed to the local and regional European authorities**, which are required to sign it, to undertake a formal public commitment to promoting the principle for gender equality and implement, within their territories, the commitments set out in this paper.

Among others, the undersigned authority undertakes to **promote and apply the principle of balanced gender representation in its own advisory bodies and decision-making bodies**, as well as in appointments to **external bodies**.

In addition, the undersigned authority undertakes to take all reasonable measures including **positive actions** for the right to dignity and safety in the workplace, including:

- Measures to ensure balanced representation of men and women at all levels, particularly to address any imbalance at senior management levels.
- Measures to tackle any job discrimination based on sex and to encourage employees to take on non-traditional employment.
- Procedures for consultation with employees and trade unions to ensure a balanced representation of men and women in any consultation of negotiation body.

The GSGE organizing a seminar entitled “**The city of equality**” on 7 and 8 November 2011 with the participation of **155 Mayors** and **13 Heads of Regions** who signed the “**European Charter for Gender Equality in Local Communities**”. It’s still early to have data on the implementation of actions undertaken.

Actions

In Greece the participation rates (women and men) in senior posts in enterprises, in 2008 are: 29,0% for women and 71% for men.

The participation rates (women and men) in Boards of Directors of the biggest listed companies, in 2009 are: 5,0% for women and 95,0% for men.

Quantitative evidence of women’s participation on company boards of the Hellenic Federation of Enterprises

It concerns the quantitative aspects of the “ **Diagnostic Study** on the number of women members of the boards of: a. enterprises, b. sectoral organizations and c. regional member-organizations of the Hellenic Federation of Enterprises”, prepared under the sub-project “Strengthening the participation of women in positions of responsibility in Business and Business Representatives”.

The study was conducted in 2011 by the Hellenic Federation of Enterprises funded by the **General Secretariat for Gender Equality and the ESF**, under the Operational Programme “Public Administration Reform 2007-2013”.

The disponible data are:

A. ENTERPRISES

In a samble of: 285 enterprises (48%)

FEMALE PRESIDENT OF THE BOARD: 138/285 enterprises (10%)

FEMALE VICE-PRESIDENT OF THE BOAD: 14/138 enterprises (17%)

1 WOMAN ON BOARD: 89/138 enterprises (64%)

2 WOMEN ON BOARD: 37/138 enterprises (27%)

3 WOMEN ON BOARD: 7/138 enterprises (5%)

4 WOMEN ON BOARD: 5/138 enterprises (4%)

ROUNDED PERCENTAGES OF WOMEN REPRESENTATION ON BOARDS:

0-10%: 10/138 enterprises (7%)

10-20%: 50/138 enterprises (36%)

20-25%: 21/138 enterprises (15%)

25-35 or 40%: 25/138 enterprises (18%)

40-45%: 15/138 enterprises (11%)

45 or 50-60%: 5/138 enterprises (4%)

60-70%: 11/138 enterprises 8%)

100%: 1/138 enterprises (1%)

B. 1) REGIONAL FEDERATIONS**SAMPLE:** 4 regional federations**WOMEN ON BOARD:** 2/4 regional federations (50%)**PERCENTAGE OF WOMEN REPRESENTATION ON BOARDS:** 3/25 (12%)-1 treasurer, 2 members and 1/22 (5%)-1 member.**2) SECTORAL FEDERATIONS****SAMPLE:** 19 sectoral federations**WOMEN ON BOARD:** 15/19 sectoral federations (79%)**ROUNDED PERCENTAGES OF WOMEN REPRESENTATION ON BOARDS:****0-10%:** 8 sectoral links**10-20%:** 7 sectoral federations**20-40%:** 2 sectoral federations**40-50%:** 2 sectoral federations

Gender Mainstreaming Actions

During the designing of actions on gender equality, in view of **the National Strategic reference Framework (NSRF) 2007-2013**, it was stressed that the systematic and substantive participation of women is a crucial parameter of good governance. Within the framework of the **Operational Program “Public Administration Reform” Axis III for Equality 2007-2013**, several projects have been stipulated to promote women in decision-making and in civil society, such as awareness-raising campaigns, development of information programs for elected and candidate women at national, regional and municipal level, as well as support of women's organizations and other NGOs, activated in the promotion of gender equality with a total **budget Of 70 mill. €**.

Promotion of women in decision-making and in civil society

1. Project: “Encouragement and awareness for the increase of women’s participation in positions of political responsibility”

The project was incorporated in the financial framework of NSRF and in 2010 the awareness campaign for the municipal and regional elections held on November 2010 to strengthen the participation of women in political decision-makers of local and regional government, has been completed. Specifically, the GSGE has developed the following actions:

- **Awareness campaign** with a theme: “Defy the stereotypes in this election, Vote for Women”
- Sending a letter to Secretary Generals and leaders of parliamentary political parties in order to include to the **selection criteria** for the heads of their combinations, the parameter of gender.

2. Project: “Encouragement and support of women’s participation in positions of political responsibility and representation at regional and local level”

The project was incorporated in the financial framework of NSRF and it is implemented by the beneficiary PETA SA in collaboration with the Central

Union of Municipalities and the Association of Regions. The project implemented the following actions:

3. Project: “Promotion and Support activities to Women at high Trade- Unionist Ranks in 2d and 3d degree Traded Unions”

These Trade- Unions are:

- A. Civil Servants Confederation and its members
- B. Greek General Confederation of Labor
- C. Hellenic Federation of Enterprises
- D. European Association of Craft, Small and Medium Sized Enterprises.

Each Project includes actions as the creation of a Equality Structure in the 3d degree Trade- Unions Main office, networking and transnationality, Awareness raising Campaign and promoting and reinforcing women’s membership and leadership in trade-union’s representative bodies.

4. Project: “Promotion of gender equality policies on business” (Operational Programme: Human Resources Development 2007-2013)

Indicative actions:

An elaboration of a Study essay on:

- **Equality indicators and good practices** to promote gender equality to enterprises in a European level.
- Establishment of a **Quality Label for gender equality** in companies that will certify the implementation equality practices in the workplace, and will be a tool of the institution of business excellence.
- **Framework for monitoring** (e.g. Every three years) and recertification for the maintenance of the Quality Label in companies, through measurable indicators, which will be identified by the study.

Transferability Issues

Norwegian Model:

It is unlikely that a **Mandatory Quotas Legislation**, with penalties in case of non-compliance, although it would be ideal, it could be transferred in the case of Greece.

Obstacles for Mandatory Quota Legislation:

- **Uncertain political environment** (last Sunday we had national elections, no Government yet).
- Except **the structural barriers** (social background, entrepreneurial culture, stereotypes, increasing female unemployment – almost 50% for 25-35 years, poverty, social exclusion, uprooting of social cohesion) the Fiscal Stability Policy , very restricting, almost forbidding, that make any political will for Gender Policy on **Women in Corporate boards** almost forbidding and set new priorities to Government and Companies policies.

all that would reverse any optimistic gender strategy on the topic.

It would be positive to consider the issue of **applying gender quotas to the state-owned listed companies.**

A **raising Awareness Campaign** front the **Government** and preferential treatment (public procurement and government contacts), for the companies that comply, would serve as a serious incentive for the companies to adopt such measures.

Danish Model:

The preparation of **Danish “Recommendations on Corporate Governance”**, addressed to the companies, it is considered an effective tool that would increase the female talent pool for managerial and top positions and ‘ld serve as a role model for other women to follow.

The **Danish Recommendations** is similar to the Greek model, more simple, most of its actions/decisions/provisions, are applied in Greece by the Hellenic Corporate Responsibility Network , but in limited way.

To the **Danish question: “Are voluntary measures sufficient for obtaining Gender Balance on supervisory boards?”**

Concerning this question, in my opinion non significant changes can be achieved by self-regulation. I can’ t see how the companies’ and big enterprises’ owners would accept by the means of good practices only, the necessity for more women in boards, on order to achieve better financial results, ignoring the stereotypes about women’s positions and managerial skills, that are still very strong.

We need a **systematic, coordinated awareness raising campaign** on the economic distribution of a “female Think Tank”, supported by effective tools, as:

1. **Legislative provision for the participation at least 30% for women candidates for the executive positions or the boards of the companies.**

Promotion of role-models of companies that make the best of women talent pool. The adoption of Action Plans by the companies, to promote Gender Balance at all levels, including at top levels, it would refer to setting measurable goals, as Gender neutral recruiting policies, reconciliation Family and Work measures, the transparency to the pay gap at work and awards for the companies that follow equality

2. The adoption of **Action Plans** by the **companies**, to promote Gender Balance at all levels, including at top levels, it would refer to setting measurable goals, as Gender neutral recruiting policies, reconciliation Family and Work measures, the transparency to the pay gap (in Greece the pay gap is 22,0%) at work and awards for the companies that follow equality strategy.

Annual reports that include **measurable objectives** (training, counselling for women to top positions) and monitoring of the implementation of positive actions undertaken, would be very useful.

3. **Key role for the recruiting high staff companies, in order to seek for at least 1/3 of women candidates.**

The cooperation with the Recruiting Companies, the Human Resources Managers and the Social Partners would create a gender culture to the companies, in our country, along with the media.

4. **Parallel training and mentoring of talented women , in order to increase the corporate women executives, in a substantial and not only symbolic way and economic incentives for the companies having gender Equality in the core of their entrepreneurial culture.**

5. **Recruitment of female personalities from Academic potential women talents' pool.**

I am aware that is not necessary to adopt a "positive discrimination", but to implement a systematic, intense strategy, in 5 years long term, in order to have measurable results.