

Action funded by the  
Employment Service of  
Catalonia, by the Innovative  
Projects Program and co-  
financed by the European  
Social Fund



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# Presentation of the Study:

## *Promotion of Women in Decision-making Positions in the SMEs of Catalonia*



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# STATISTICS ON WOMEN AND SMEs IN SPAIN AND CATALUNYA\*

## PART-TIME EMPLOYMENT

- 80.4% of part-time workers were women (last quarter of 2007).
- For men, the first cause is " *Other reasons*"
- For women the main cause is " *care of minors or ill or handicapped adults or of the elderly*".
- In households with couples from 25 and 49 years old, the work distribution is the following:
  - 44.8% of these households both the man and the woman work full-time
  - 14.6% the man works full-time and the woman part-time
  - 0.7% the woman works full-time and the man part-time
  - 0.4% both work part-time.
- In the case when one partner does not work:
  - 32% of these households the man works full-time and the woman does not work
  - 3.1% are the woman who work full-time and the man does not work
  - 0.9% the woman works part-time and the man does not work
  - 0.5% the man works part-time and the woman does not work
- In 3.1% of the households neither partner works.

## WHEN CHILDREN COME

- According to the General Treasury of the Social Security in Spain the leaves of absence to take care of children are enjoyed almost exclusively by mothers, reaching in 2007 94.1% of the cases.

\*(Study "Women and Men in Spain in 2009", published by the National Statistical Institute of Spain, which compares data of the period between 2002 and 2008).

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## RESEARCH DEVELOPMENT

- The data was extracted from a survey answered by 40 Representatives of Catalan SME Associations.
- This report shows:
  - a brief description regarding the sector of activity, amount and participation of females in the labour force of the Catalan SMEs.
  - the situation regarding the diagnoses and policies of equality as well as their financing within companies.
  - an analysis of the questions directly related to the participation and promotion of women within companies to positions of decision-making as well as the obstacles that can explain their little representation. In this section, it was also the aim to identify which human resources policies can support the participation and promotion of women.
  - companies' opinions on their preferences regarding how to receive information on gender topics.



# RESULTS OF THE SURVEY FROM THE REPRESENTATIVES OF THE SMES IN CATALONIA



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# SUMMARY OF COLLECTED DATA

- **STEREOTYPES :**
  - 75% of the Companies do not agree that this is an obstacle in the promotion and participation of women in decision-making positions.
    - Of these, 48% consider that the lack of conciliation measures of family and personal life is one of the reasons of the absence of women in decision-making positions.
- **SKILLS:**
  - 78% is against the stereotype that dictates that men in decision-making positions have qualities that women lack.
- **WOMEN DO NOT WANT DECISION-MAKING POSITIONS:**
  - 50% think that the reason that few women participate in managerial positions is related to the conciliation of family and work life
  - Of the 50% that disagrees with this affirmation, 60% affirm that women themselves do not wish to occupy decision-making positions.
- **LACK OF PROMOTION OF WOMEN TO MANAGERIAL POSITIONS BY OTHER WOMEN:**
  - 48% are against this affirmation
  - 39% agree
  - 13% do not know or no answer.

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# SUMMARY OF COLLECTED DATA

- **RESPONSIBILITY OF FACILITATING AND PUTTING IN PRACTICE THE ELEMENTS FOR CONCILIATION**
  - 78% thinks that it is the responsibility of the Company.
- **INTRODUCTION OF CONCILIATION MEASURES IN SMEs**
  - 62% thinks that the introduction of measures in SMEs should be led or suggested by the **MANAGEMENT**
  - 19% thinks that the introduction of measures should be led by **WORKERS** who have presented a case under concrete circumstances
- **ATTRACTIVE MEASURES** for the participant companies, but that are not applied yet.
  - Social benefits
  - Care services
  - Personal and professional support and advice
  - Flexibility in working hours.
  - Flexibility in giving temporary leave and working area modifications.
- **OBSTACLES FOR THE APPLICATION OF GENDER POLICIES:**
  - The size of the company
  - The lack of information on the legal measures
  - The managers of the company do not consider them high-priority.

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# GENERAL ANALYSIS

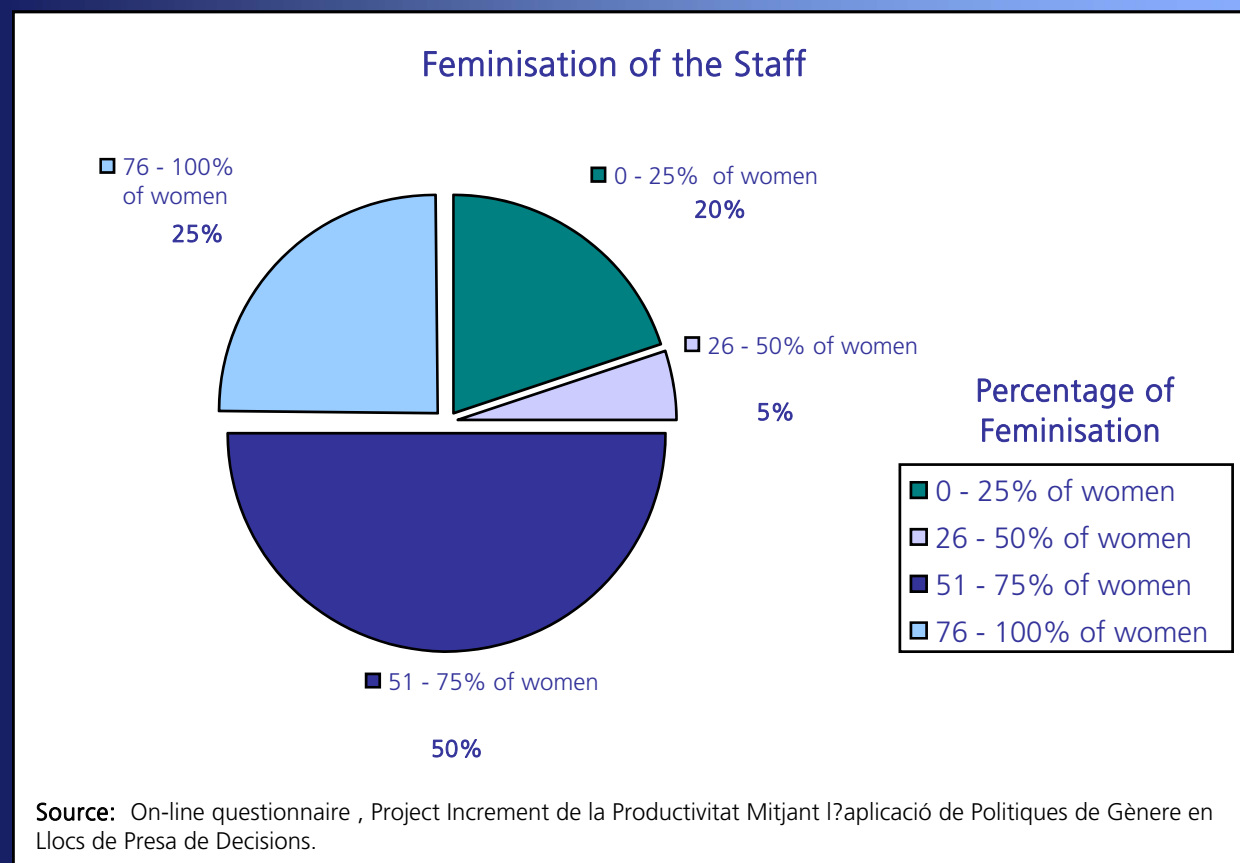
	In total or partial DISAGREEMENT	In total or partial AGREEMENT	Does not know / Does not answer
Gender stereotypes still exist, due to which there is not sufficient confidence in the ability of women to assume decision-making positions	47,82%	47,83%	4,35%
Women are not as ambitious as men, thus THEY are not motivated by certain SALARY stimuli	65,22%	30,43%	4,35%
Some decision-making positions demand certain abilities that are more frequent in men than in women, e.g. negotiation skills or competitiveness	78,26%	17,4%	4,35%
Women themselves do not wish to occupy decision-making positions because this would restrict the development of other areas of their personal and family life	47,83%	47,82%	4,35%
Problems to conciliate personal/family and labour life	34,78%	60,87%	4,35%
Lack of interest of women who already are managers to promote other women	47,82%	39,13%	13,04%

# FEMINISATION OF THE COMPANY

- The concept of feminisation of the staff refers to the number of women that work in a company, being understood that a company is feminised when 50% or more of its workers are women.

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# PLANS OF EQUALITY AND THEIR FINANCING

- On the implementation of the plans of equality in the participant companies:
  - 75% answered that no equality diagnosis nor equality plan has been done.
  - 25% already applied a plan,
  - 15% requested public aid for their preparation.

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## RESPONSIBILITY OF PUTTING INTO PRACTICE AND FACILITATING ELEMENTS FOR CONCILIATION

- Responsibility of the Company:
  - 78% agree
  - This answer is complemented with the opinions on the measures and benefits that the central and local governments must put into practice to facilitate the conciliation.
  - Thus it is believed that the existing public services to take care of dependent people and minors under 3 years of age are inadequate.

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# MATERNITY LEAVE

- 60.87% thinks that the measures are insufficient.

	In total or partial DISAGREEMENT	In total or partial AGREEMENT	Does not know / Does not answer
The existing public services are adequate to take care of dependent people	82,61%	8,7%	8.70%
The existing public services are adequate to take care of children in pre-school age	78,26%	13,05%	8.70%
Period of the maternity leave is adequate	47,83%	43,47%	8.70%
Aid of Social Security to cover maternity leave is adequate	60,87%	30,44%	8.70%

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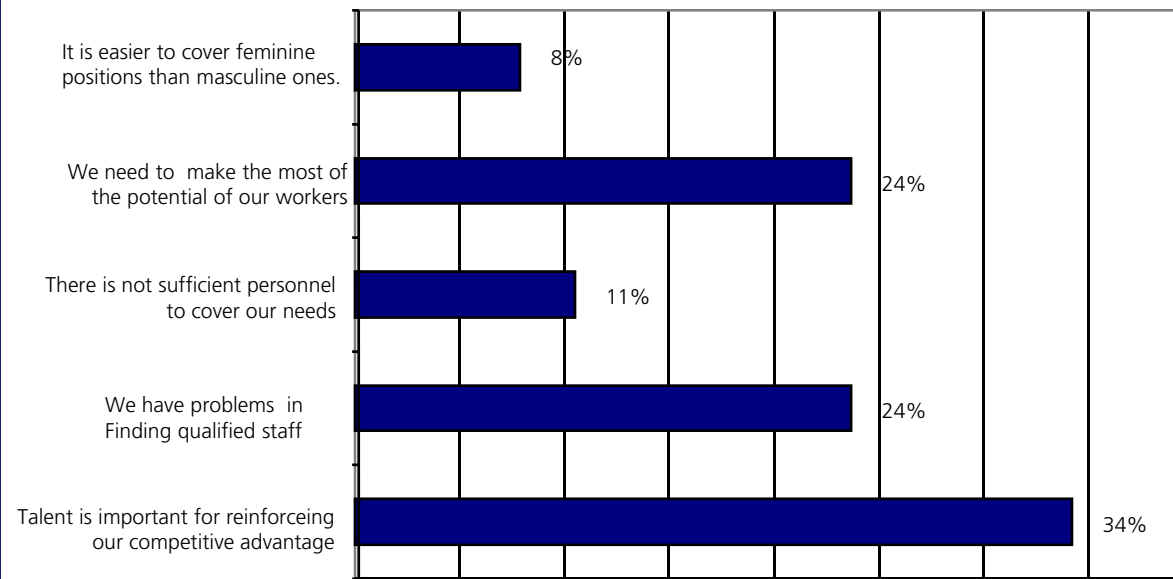
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# HUMAN RESOURCES SITUATION IN COMPANIES

- It is appraised that, in spite of the economic crisis, companies have difficulties to find qualified personnel.
- Very few companies cover women positions more easily than the men positions.

Opinions on the Situation of HH.RR: in Companies (multiple choice)



**Source:** On-line questionnaire , Project Increment de la Productivitat Mitjant l'aplicació de Politiques de Gènere en Llocs de Presa de Decisions.

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## IMPORTANCE OF THE EQUALITY AND CONCILIATION MEASURES ON THE PROMOTION OF WOMEN IN DECISION-MAKING POSITIONS

- 47.83% consider that the flexibility in the setting of holidays affects promotion.
- 39.13% think that it is the flexibility of working hours.
- The extension of statutory leaves has a smaller valuation.

	No importance	Some importance	Great importance	Does not know/ Does not answer
Flexibility of working hours	26.09%	26.09%	<b>39.13%</b>	8.70%
Extension of maternity leave, granting more time off than the statutory 16 weeks, without salary but guaranteeing the job	21.74%	<b>43.48%</b>	26.09%	8.70%
Extension of paternity leave, granting more time off than the statutory 15 calendar days, without salary	<b>34.78%</b>	<b>34.78%</b>	17.39%	13.04%
Flexibility in the setting of vacations, to be able to take days at the expense of vacations that are usually enjoyed in the summer months	26.09%	17.39%	<b>47.83%</b>	8.70%
To maintain work conditions of workers who take absence leaves superior to six months	13.04%	<b>34.78%</b>	<b>34.78%</b>	17.39%

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## THE SOCIAL BENEFITS

- It is generally thought that they are of great importance in the promotion of the women in decision-making positions
- **33%** think that they do not have any relevance, which can indicate that the positive effects on conciliation are unknown or that these are rarely applied by SMEs and that they are the result of collective negotiations of big companies.

	No importance	Some importance	Great importance	Does not know/ Does not answer
Medical insurance for spouse and/or children	<b>34.78%</b>	13.04%	<b>34.78%</b>	17.39%
Retirement plan	30.43%	13.04%	<b>39.13%</b>	17.39%
Life assurance	30.43%	13.04%	39.13%	17.39%
Company car	<b>34.78%</b>	26.09%	21.74%	17.39%
Reimbursement of the incurred costs of transport during non-working hours	<b>39.13%</b>	17.39%	21.74%	21.74%
Restaurant tickets	<b>39.13%</b>	26.09%	17.39%	17.39%
Other courses or other type of advice services	<b>39.13%</b>	13.04%	26.09%	21.74%

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## LEADERSHIP IN THE INTRODUCTION OF MEASURES TO OVERCOME OBSTACLES

- WHO MUST INTRODUCE THE MEASURES
  - 62% think that the introduction of the measures in SMEs should be led or suggested by **MANAGEMENT**
  - 19% by **WORKERS**.
  - 17% by Unions, Human Resources Departments or groups of workers representing different areas.
- IMPACT OF THE CONCILIATION MEASURES
  - The practice (almost 61%)
  - Improvement in performance and reduction of workers' stress (almost 74% in both cases)
  - Improvement in work satisfaction (almost 83%).
- ATTRACTIVE MEASURES NOT YET APPLIED
  - Social benefits
  - Care services
  - Personal and professional support and advice
  - Flexibility in the work place and in the working schedule.
  - Flexibility in leaves and work environment

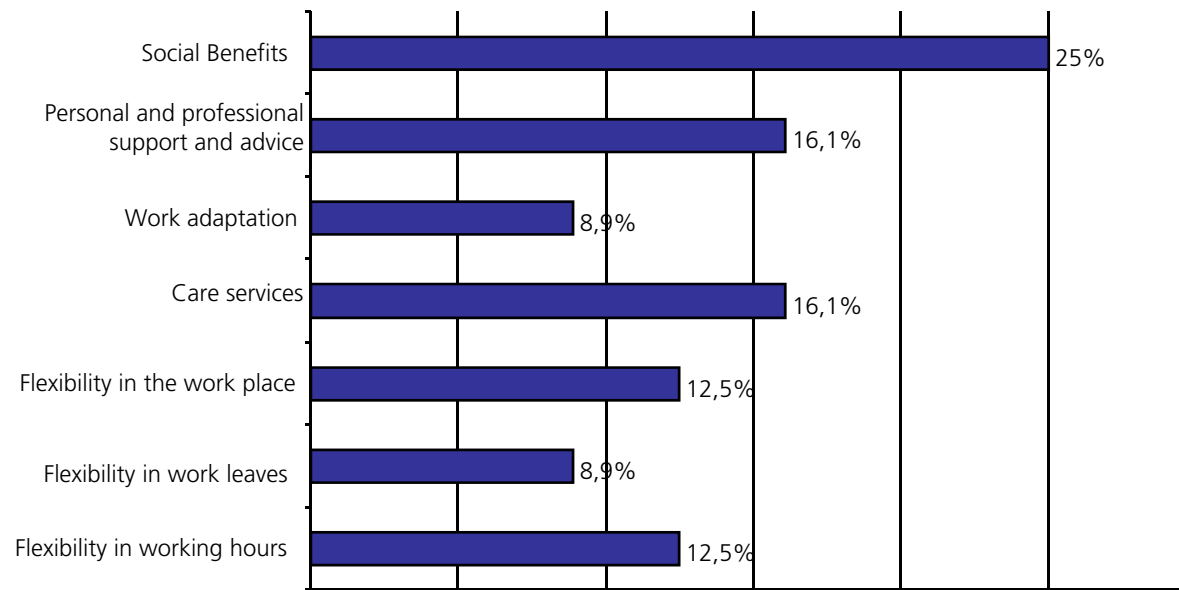
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## LEADERSHIP IN THE INTRODUCTION OF MEASURES AND OBSTACLES IN THEIR IMPLANTATION

- ATTRACTIVE MEASURES NOT YET APPLIED



**Source:** On-line questionnaire , Project Increment de la Productivitat Mitjant l'aplicació de Politiques de Gènere en Llocs de Presa de Decisions.

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## LEADERSHIP IN THE INTRODUCTION OF MEASURES AND OBSTACLES IN THEIR IMPLANTATION

- TOOLS FOR THE PROMOTION OF WOMEN TO DECISION-MAKING POSITIONS

	In total or partial DESAGREEMENT	In total or partial AGREEMENT	Does not know / Does not answer
Advice in which work and family/personal life are both taken into consideration	8.70%	0.00%	17.39%
Role as parents and education of children, courses or other type of advice services	13.04%	0.00%	17.39%
Work-family conflicts	8.70%	4.35%	8.70%
Time management	8.70%	8.70%	4.35%
Stress management	13.04%	8.70%	8.70%
Others	16.67%	0.00%	44.44%

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## CONCLUSIONS

- Gender equality management in SMEs, including conciliation measures, is one of the challenges that must be met in order to achieve greater productivity and competitiveness.
- Stereotypes and supposed differences in the management abilities of women and men seem to have a much smaller weight than the problems of conciliation of work and family life as obstacles to the promotion of women to decision-making positions in SMEs.
- The policies that facilitate conciliation of work and personal life occupy a strategic place within companies. Variable and flexible payment systems, management by objectives, individual consideration of the needs of each person, are necessary conditions for the attainment of personal commitment and the retention of talents.
- The volume and sector of activity of the company must be taken into account, as well as the group with which one works, in order to know its specific needs and therefore, the measures need to be taken, which must be realistic and specific.
- It was detected that there is little knowledge on the instruments, measures and public support available to introduce equality and conciliation measures in the SMEs.



Thank you for your attention.

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