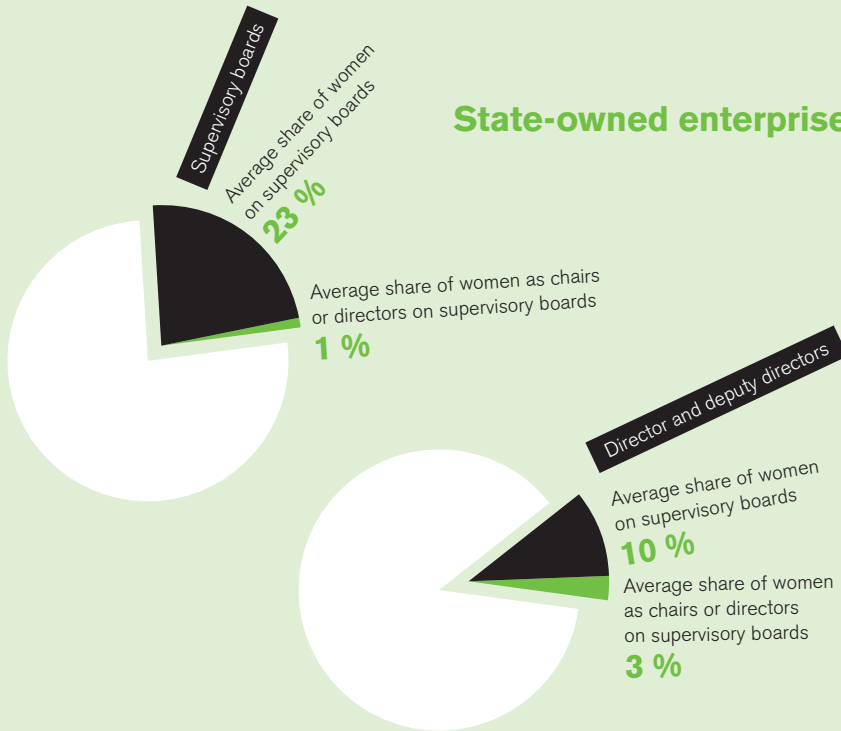


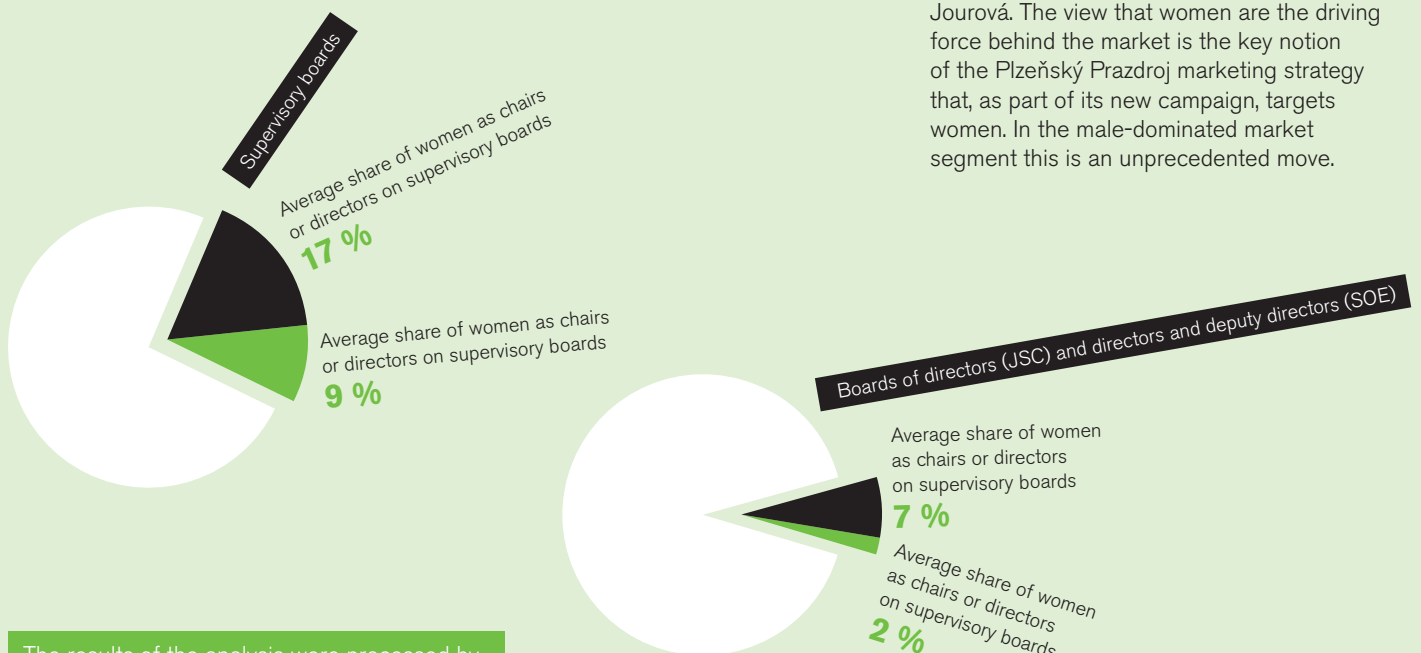
# How do women leaders view the issue of female representation at top management level? And what is the reality?

Ice has been broken and over the last 10 years the private sector has seen far more women making it to the positions of top managers, directors and board members. However, in enterprises owned or controlled by the state women in managerial roles are still a rare occurrence.

## State-owned enterprises



## Companies (JSC and Ltd.) with stocks owned in part by the state and state-owned enterprises (SOE)



As the most recent survey concerned with the representation of women on boards of strategic companies in the Czech Republic has revealed, of all EU members states only Malta is behind the CR. The analysis was commissioned by the Business for Society and the Open Society at the Economics Institute of the Academy of Sciences of the CR as part of a long-term project entitled "Diversity 2013+ – Getting women on board" and, according to the authors, the results are not surprising. We asked European Commissioner Věra Jourová why she thinks there is such an immense difference between state and commercial organisations in their approach to the issue: "Because decisions are taken by men. Moreover, the business model is not ideal for state-owned enterprises and the market pressure is not so high, says Jourová.

### Business vs. state

Companies that are opposed to mandatory quotas for women in executive roles perhaps do not realize that women are those who look after the household budget. "For example, women better sense an approaching crisis when they are in leadership positions. It has been measured that they are apt to feel that 'something is in the air'. Also, there are 70 % of women among consumers, continues Jourová. The view that women are the driving force behind the market is the key notion of the Plzeňský Prazdroj marketing strategy that, as part of its new campaign, targets women. In the male-dominated market segment this is an unprecedented move.

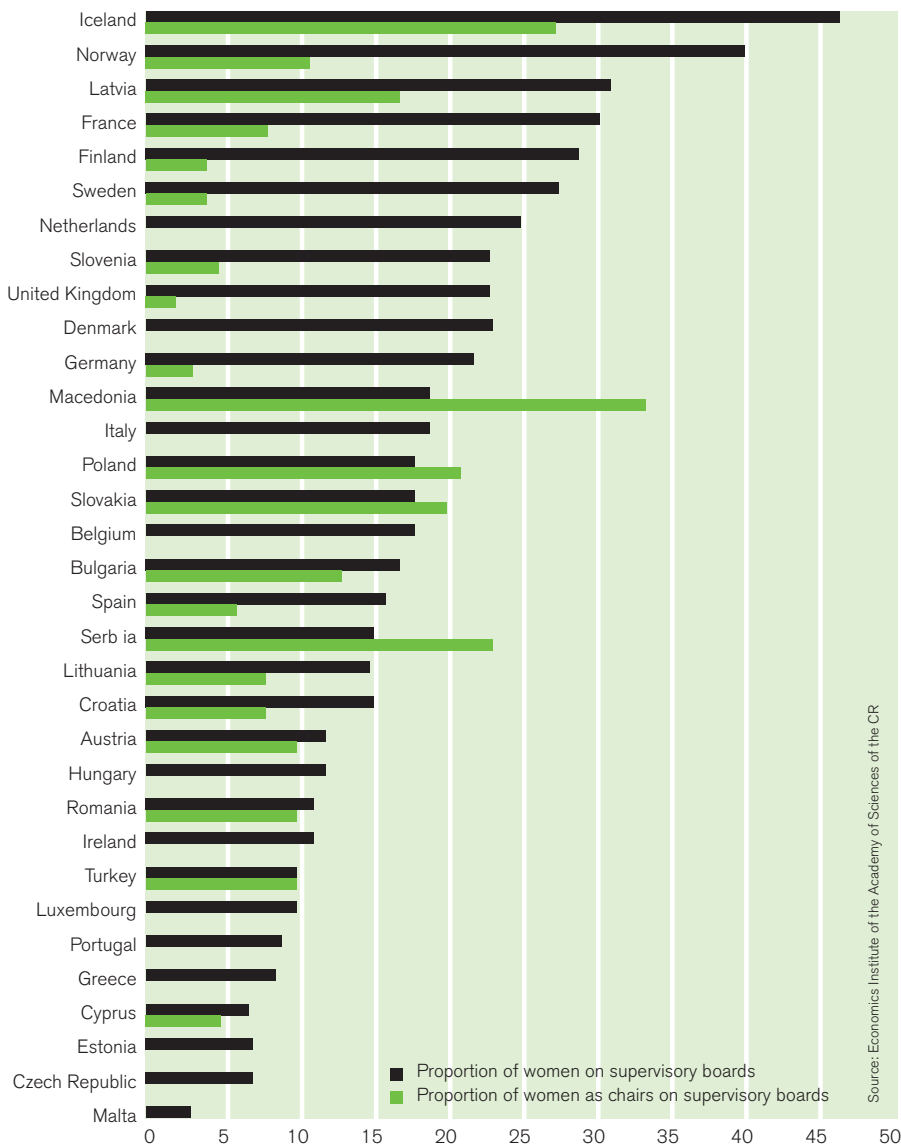
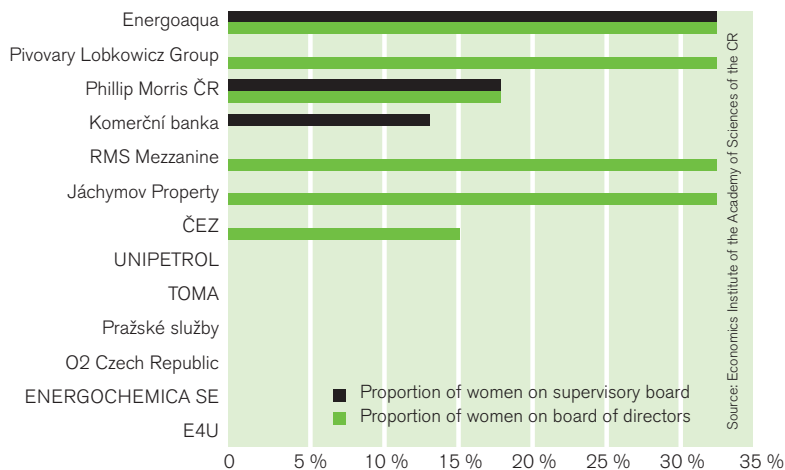
The results of the analysis were processed by the non-governmental organisation Business for Society as part of the Diverzita+ project.

## Composition of supervisory boards and boards of directors 13 Czech companies listed on Prague Stock Exchange

The company's marketing manager, Grant McKenzie, explains this revolutionary decision: "There are no conservative consumers. There are only conservative entrepreneurs. There is a widespread idea in this country that everyone loves beer. But this is not true. Beer has always been marketed predominantly to men who constitute only half of the population. Therefore we want to market beer brands more to women who increasingly have more of a say in decisions on family purchases."

### Marketing is not the whole picture

In Hestego JSC they think there are enough competent women who just have to be given a chance. Women make up nearly 50 % of the company management and, overall, there are 20% female employees. Interestingly, Hestego is an engineering company where one would expect women to form a striking minority. Manager Monika Šimánková explains that it was initially a male leader who gave a woman a chance to take up a managerial role and since then gender diversity has been thriving in the company. "His first experience was positive and, gradually, the number of women in senior positions has grown. And we no longer see this as an issue. We just select a suitable candidate regardless of whether male or female," she continued. Managers of engineering companies complain that there are not enough women in the labour market with the appropriate qualifications. "We do not face this problem. It's not true they are not there. It's more likely that we do not see their potential. In this company the first managerial jobs were taken by experienced women leaders. This has paved the way for our own female employees to be brought up to these positions," Šimánková added.



## Composition of supervisory boards of companies in the EU and selected European countries