

WOMEN IN BOARDS &
SENIOR POSITIONS
in
COMPANIES
OPERATING
IN ALBANIA

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ACRONYMS

CEDAW	Convention on the Elimination of all forms of Discrimination Against Women
CEO	Chief Executive Officer
EB	Executive Board
EC	European Commission
EEC	European Economic Community
EP	European Pact
EU	European Union
GEI	Gender Equality Index
GGGI	Global Gender Gap Index
HDPC	The Human Development Promotion Centre
HS	Head of State
LM	Labor Market
LF	Labor Force
LFS	LF Survey
LSMS	Leaving Standard Measurement Survey
MBA	Master in Business Administration
MDG	Millennium Development Goals
MEDTET	Ministry of Economic Development Trade, Entrepreneurship and Tourism
MP	Member of Parliament
MS	Member State
NPC	National Program Coordinator
NGO	Non Governmental Organization
NSDI	National Strategy for Development and Integration
OHI	Organizational Health Index
PA	Public Administration
SDG	Sustainable Development Goals
SE	Strategy for Equality
SP	Strategic Plan
SM	Senior Management
UK	United Kingdom
UN	United Nations
UN Women	UN Entity for Gender Equality and the Empowerment of Women
USA	United States of America
WCH	Women's Charter

EXECUTIVE SUMMARY

The research study “Women in board and senior position in companies operating in Albania” presents findings, insights and concrete recommendations for immediate actions to change women representation in decision - making and top managerial positions in corporate level in Albania. Although nowadays, Albania, by introducing successfully the gender quota system, is going forward regarding women’s representation in political decision making, it is under represented by women in economic decision making and top managerial positions in companies operating in the country. The research study shows that women are found mostly in all positions where intensive and systematic work is required while men mostly comprises boards where important decisions related to the company are taken. This is not something new, but it is an indicator that probably harm the companies themselves by not bringing women voice in decision-making, although women possess skills and sometimes knew the sectors better.

The study comprises four parts. The first part presents a thoroughly literature review on gender equality in international and national level, including international and national strategies and legislation for gender equality particularly focused on women economic decision making, global status of women and the current situation of women in Albania including important aspects such as women education, participation in labor market and women representation in political and economic decision making. The literature review continues with an analysis of the debate around the gender quota system introduced to push forward the gender balance in decision - making and its success level. Then literature review presents the international debate and measures of the European countries for more women in boardrooms and in business management. The second part of the research study presents the survey on women’s representation in board and senior position in companies operating in Albania, including the methodology and the findings. The third part of the research study includes conclusions. The fourth part presents insights and recommendations addressed to main stakeholders such as Albanian Parliament, the Albanian Government, Municipalities, companies that are operating in Albania, related alliances and networks, civil society organizations and women activists, which might take concrete initiatives and actions for more women’s in boardrooms and managerial positions.

Key findings

- Women have managed to be indispensable/difficult to be replaced for the businesses at the senior management level. 40.2% of the senior positions in the companies are assigned to women across the sectors and this is dedicated to their professionalism, determination and performance.
- Women are not in the same level of presence in the decision-making positions. Only 27.9% of Board members are women and this is less than five years ago (30.3%).
- 43.3% of the businesses have no any women in their boardrooms, while only 0.7% of the businesses, which have a Board, do not have any men in the board that proves that enough boards can easily function without a women, but can not exist without a men.
- There are 31.5% of businesses with women in the position of CEO and this is slightly higher than 5 years ago (28.9%).
- About 8 years experience in average is needed for women to reach top-level positions and most of top managerial positions are filled up with motivating staff internally. There is a very low frequency of staff changes in the top positions.
- “Commitment to family responsibility” seems to be the highest difficulty for women to make career.
- Women chose the hard way for career advancement that is performance, determination, good interpersonal skills, work attitude and upgrade education credentials. Mentoring by others and support from networks/alliances it is not yet a practice for women career advancement.
- There are a number of public institutions, agencies, directorates, authorities and other bodies under the responsibility of the Ministries or the Parliament that have supervisory Boards or Councils. Considering the information collected from administrative sources about the women representation among the appointed members it results that the figure is around 30%, while there are a number of boards/councils without any women membership.
- One third of board members in public companies under the administration of the central government are women, while 13.2 % are women in CEO positions.
- Public companies under municipal administration comprise only 17.7% women as board members, while only 4.1% are women in the position of CEO or administrator. No women appear in boards of 42 such companies out of 76 of them.

- Referring to the commercial banks, non-bank financial institutions and insurance companies as sectors with a large dominance of women employment at all levels, the figures indicate as the following: (i) there is a very low women representation in the boards of the commercial banks, only 13.2% in average, 5 of them have only one women in the boardroom, while 8 commercial banks out of 16 banks are without any women as a board member; (ii) there is a slightly better situation in the non-bank financial institutions with 23.6% women in the boards, but 5 out of 13 companies are without any women in the boardroom, and (iii) insurance companies have only 12 % women in boardrooms whilst 7 out of 12 companies are without any women in the board.

INTRODUCTION

Rationale and Objectives of the Research Study

Gender diversity is an important source of competitive advantage for companies, and, as such, it has been increasingly addressed through concrete strategies and measures introduced and implemented at the global and European level. The concern has been that women continue to be under-represented on boards and in senior management in Albanian companies despite making immense progress in education and employment. Therefore, the Ministry of Economic Development Trade, Entrepreneurship and Tourism (MEDTET) assisted by the UN Women in Albania have drafted the Action Plan on Women Entrepreneurship 2014-2020.

The document foresees policy and program interventions in support of women entrepreneurs in Albania and their representation in senior managerial positions in companies. In pursuit of these efforts, recognizing the fact that Albania lacks a comprehensive study on the link between gender diversity in company boards and corporate social responsibility, UN Women in Albania and MEDTET decided to conduct a national study to examine the state of gender diversity on boards and in senior management positions, with the aim of providing key recommendations.

The specific objectives of this study are to examine the state of gender diversity on boards and in senior management of Albanian companies, to better understand their practices as well as their views on the topic of women's representation in senior positions and to formulate recommendations on needed policies, practices and legal measures for key stakeholder groups in the country, such as Government and regulators, companies and boards, industries and academia.

LITERATURE REVIEW

The pursuit of gender equality, women's rights and women's empowerment are recognized by the United Nations (UN) as a very important challenge of the twenty-first century, considered to be a prerequisite and a driver for sustainable development, poverty eradication, peace and security, and human rights. Gender equality and women's rights are key to addressing the unfinished business of the Millennium Development Goals (MDGs) and accelerating global development beyond 2015. Gender equality matters in its own right, and as a prerequisite for social and economic development of families and societies, and a driver of economic growth¹. Efforts should continue post the 2015 framework and should retain a strong, stand-alone goal on gender equality and women's empowerment including gender-specific targets and indicators in the other goals.

A holistic view of gender inequalities addressing girls' completion of a quality education, women's economic empowerment, universal access to sexual and reproductive health and rights, ending violence against women and girls, women's voice, leadership and influence, women's participation in peace and security, women's contributions to environmental sustainability is necessary to confront the discriminatory social norms and practices that underlie gender inequality, such as early marriage or tolerance of violence against women. Furthermore, targets and indicators on gender equality act as a powerful stimulus for action. When girls and women are visible in data collection and reporting, governments and donors invest more in gender equality. There is an urgent need for ongoing investment in statistical capacity building and monitoring to improve the measurement of gender equality indicators and the collection of data disaggregated by sex².

Several UN strategic documents support the goal of gender equality and women's empowerment. The Beijing Platform for Action, the Convention on the Elimination of All Forms of Discrimination against Women (CEDAW), the Istanbul Convention, the UN Millennium Declaration, Post-2015 agenda and the Sustainable Development Goals (SDG) and other applicable UN instruments and resolutions that support, address and contribute to gender equality and the empowerment of women represent a solid framework for the work of UN system entities in general and, in particular, of UN Women.

1 OECD, 2015. [Post 2015 agenda](#)

2 OECD, 2015. [Post 2015 agenda](#)

The UN Women Strategic Plan 2014-2017 recognized that Women's participation in the workforce has remained stagnant since 2010 at 51.1 % compared to 77.1 % for men. In some countries, the gender pay gap is as high as 40 %. Women continue to dominate in informal and vulnerable employment and remain underrepresented in political decision making at all levels. Also, globally, women hold only 21 percent of Senior Management (SM) positions³. Considering the situation, the pace of advancement on gender equality agenda and in order to fasten the improvements, the SP have laid down the priorities up to 2017 focusing on 6 main priorities. One such priority is that "Women lead and participate in decision making at all levels".

The equal treatment of men and women has also been a fundamental tenet of the European Union (EU) since its inception. Therefore, the principle of gender equality is central to all its activities. Over the past decades, policymakers at EU level and in Member States (MSs) have prepared strategies, formulated goals, set targets, drafted legislation and embarked on initiatives to advance GE. To this end, several Treaties have been signed and adopted so as to guarantee the principles of GE, such as the Treaty of Rome⁴, the Treaty of Amsterdam⁵, the EU's Charter of Fundamental Rights⁶, The Treaty of the EU⁷, the Treaty on the Functioning of the EU⁸ and the Women's Charter (WCH)⁹.

Gender equality was in the focus of several strategies and actions of the EU during the past two decades. However, the matter on gender diversity in economic leadership positions was brought at the fore of the policy debate in September 2010 with the adoption of the strategy for equality between women and men 2010-2015. Equality in decision-making is one of the six priority issues¹⁰ identified by the European Council in this strategy. On March 2011 was launched the "Women on Board Pledge for Europe", a call on publicly listed companies in Europe to sign a voluntary commitment to

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- 3 UN-Women Strategic Plan, 2014-2017, *Making this the Century for Women and Gender Equality*, June 2013.
 - 4 The Treaty of Rome was signed by the six founding countries of the European Economic Community (EEC) in 1957. The MS committed to the right of equal pay for equal work for men and women.
 - 5 Treaty of Amsterdam (1997) stipulated that the promotion of equality between women and men was one of the EU's fundamental tasks.
 - 6 The Charter of Fundamental Rights of the EU (2000) states that equality between men and women must be ensured in all areas, including employment, work and pay.
 - 7 The Treaty of the EU (2009) commits MS to non-discrimination and equality between women and men.
 - 8 The Treaty on the Functioning of the EU provides that the Union will aim to eliminate inequalities and promote equality between men and women.
 - 9 Women's Charter (WCH) was adopted in March 2010, in which the EUC renewed its commitment to gender equality and to strengthening the gender perspective in all its policies.
 - 10 Equal economic independence, equal pay for equal work and work of equal value, equality in decision-making, dignity, integrity and an end to gender-based violence, gender equality in external actions, horizontal issues.

increase women's presence on their corporate board by 30% in 2015 and 40% by 2020 by means of actively recruiting qualified women to replace outgoing men members. Since then, several member states such as France, Netherlands, Italy, Belgium enacted legislation measures to improve gender balance in companies boards. In 2013 The EP voted in favor of a proposed law on mandatory quotas, but it still does not have sufficient support from national parliaments to become EU Law. The work for drafting a new EU strategy on gender equality post 2015 is ongoing. This strategy is very important considering the impact of the global economic crisis and the resulting austerity measures in various MSs as well as increased disaffection with the EU, which add impetus to the need of the EU to improve the economic and social wellbeing of its citizens, including gender equality.

For this to happen, the participation of women in the labor market is crucially important. Over the last two decades, the EU has experienced a significant improvement in women's LM participation. Since the 1990s the lion's share of employment' improvements has been contributed to women highlights the growing role of women in LM. However, there is still significant potential for further action since the gender employment gap, i.e. the difference between the employment rate of men and the employment rate of women, is greater than 10 percentage points in half of EU Member States¹¹.

Currently, the Europe 2020 Strategy has set a target of 75 per cent overall employment rates for the working age population between 20 and 64 years of age with particular attention to the LM participation of older women, single parents, women with a disability, migrant women and women from ethnic minorities¹². In order to achieve this target, it is necessary that female labor force participation and employment continue to rise in the coming years.

The worldwide interest on women's representation in SM levels has grown significantly in the past ten years, as an important aspect of gender equality. Numerous research studies at country, regional and global level have focused on situational analysis of the representation of women in company boards and in the senior management levels employing a variety of methodologies, which take into account different definitions regarding boards, high level management positions, etc. and focus on different segments of the business world, which is organized based on domestic commercial laws and corporate governance rules. As such, in most cases, it is difficult and even impossible to use the findings for cross-country comparisons. However, these studies highlight the same concern around the world: women are still underrepresented and they face real barriers to advancement.

11 Neujobs policy brief No.16, Women on the European labor market, June 2014.

12 European parliamentary research service, Women's Labor Market Participation In Europe, 2015.

As a matter of fact, in 2000, the USA was the only country that monitored regularly the proportion of women in top corporate boards. Currently, at least twelve countries are regularly reviewing the gender composition on the top management levels. The reason behind is most probably linked to the positive role that the engagement of women may have in the development of the companies themselves.

However, it is a common understanding that the involvement of women in SM positions represents several advantages. Corporate boards perform better when they include the best people who come from a range of perspectives and backgrounds. Board appointments must always be made on merit, with the best-qualified person getting the job. But, given the long record of women achieving the highest qualifications of women on boards, relative to their male counterparts, has raised questions about whether board recruitment is in practice based on skills, experience and performance¹³. Several studies and reports have made efforts to provide evidence and conclusions on the correlation between the representation of women in top positions and the effectiveness of the companies in the market. Thus, the review of 100 companies against Organizational Health Index (OHI) found that companies with 3 or more women in top positions (on Executive Committee or board) scored higher than their peers¹⁴. Another research shows that companies with the most gender diverse management teams had 17% -age-point higher stock price growth between 2005 and 2007 compared to the industry average and their average operating profit was almost double the industry average between 2003 and 2005¹⁵. Research has shown that companies with more women in their boards outperform their rivals with a 42% higher return in sales, 66% higher return on invested capital and 53% higher return on equity¹⁶. Also, studies have shown that where governance is weak, female directors can exercise strong oversight and have a “positive, value – relevant impact” on the company. A gender balanced Board is more likely to pay attention to managing and controlling risk¹⁷.

Gender diversity remains an important source of competitive advantage for companies. Women are doing just as well as men, if not better in some areas. This is the main conclusion of the study regarding companies listed on the Singapore Exchange¹⁸. Another study found that businesses with a greater proportion of women on their Boards outperformed rivals in terms of returns on invested capital (66% higher), returns on equity (53% higher) and sales

13 CBE, Women on Boards, February 2011.

14 JoannaBarsh and LareinaYee, Unlocking the full potential of women in US economy, 2011.

15 “Womenmatter: gender diversity, a corporate performance driver”, 2007 and “Womenat the top of corporations:makingithappen”, 2010.

16 The bottom line: corporate performance and women’srepresentation on boards, 2007.

17 EuropeanCommission, Women in economicdecisionmaking in EU, progress report, 2015.

18 DTF, Gender Diversity on Boards – a business imperative, April 2014.

(42% higher)¹⁹. The positive influence of women is thought to extend into management and strategy. For instance, mixed gender boards are thought to show better attention to audit and risk oversight and control²⁰. Furthermore, a recent study by the University of Leeds in the United Kingdom (UK) found that having at least one female board member reduced that business's chances of folding by 20%, and having more than one reduced the odds even further²¹.

In addition, successive crises on the performance of American corporates have focused increased attention on the Board of Directors as a unique institution with power to effect changes. Those scrutinizing corporate boards see an obvious feature: they are predominately composed of men. In 2011, women occupied just 16% of Fortune 500 board seats. That percentage is far below the percentage of women in the LF, enrolled in higher education, and graduating with advanced degrees. This leaves untapped an important source of expertise and insight. If society wants women in the workforce, then it needs to provide working women with the opportunity to succeed at the highest levels possible. Therefore, the conclusion is that without a serious commitment to bringing more women into boards, US corporations would find themselves falling behind international competitors that are getting the most out of an expanding pool of talented women by opening more opportunities to them for success and advancement²².

Despite the numerous studies that have found a positive relationship between women in Boards and the performance of those companies, there are many other economists who believe that the opposite is true. Some economists argue that the relationship between women's presence in boards and the company's profits is so methodologically complex that a definitive explanation may never be found²³. But beyond any rationale, fostering gender diversity on boards and top positions is premised on the need of businesses to create a "bigger map of the world" by broadening their horizons and opening themselves up to a new way of thinking. Gender is one strand of diversity, in particular when it comes to the need to equalize power and opportunities between men and women in terms of promoting social justice.

Women representation in Boards and top management positions in the

19 Grant Thornton, *women in senior management: setting the stage for growth*, 2013.

20 Ruth Sealy and Susan Vinnicombe, "The Female FTSE Board Report 2012: Milestone or Millstone?" (Cranfield University, 2012).

21 "Mind the Gap: Half of Asia's Boards Have No Women, a Risky Position for Governance and Growth," by Alicia Yi (2011).

22 CED, *Fulfilling the promise: how more women on corporate boards would make America and American corporates more competitive*, 2012.

23 Barnali Choudhury, "New Rationales for Women on Boards," *Oxford Journal of Legal Studies*, 34, no. 1, 2014, pp. 1-32, and Barnali Choudhury, "Women on Boards: Lessons for Germany," *European Business Law Review*, forthcoming 2015.

companies is not clearly articulated in the Albanian women rights agenda, although Europe is pushing it for more than one decade. However, the good advancement during the last decades regarding gender equality agenda with relation to fundamental women's rights, women economic empowerment and women political representation have created a good ground to introduce a new challenge namely women representation in decision making in the companies.

Currently, apart from some sporadic efforts made, there is a total lack of information regarding the level of women participation of on Boards and senior management in businesses in Albania. This study is a serious effort to provide data and to analyze the barriers of women representation in the top management in the business world and to provide the necessary arguments for future actions. The data could be used as a benchmark for further studies in the coming years.

The representation of women in boards and senior positions of companies is an end result, which may not be achieved in isolation of other factors. It is necessary to also understand and have a clear picture of women's position in education and the labor market. There has been significant improvement of women's education world-wide.

The number of female tertiary students rose more than sevenfold, from 10.8 million to 80.9 million overtaking men²⁴. In return, participation of educated women in the labor market has increased markedly. Nonetheless, women and girls throughout the world continue to have lower participation rates in the labor market. Educational achievement is necessary to insure increased participation of women in the labor market, which in turn is necessary for women's participation in company boards and senior positions. Although women's participation in the labor market has a notable trend with developed economies since 1950s with an increase of women's participation in the LF, from around 48% to 66%. However, this level of participation has not been reflected in women's self-employment or their business ownership where there are significant gaps with men²⁵.

Likewise, in Albania, women's high level of education does not match their position in the labor market. In this respect, if women's participation in the labor market is inhibited for reasons other than education, it is reasonable to expect the same in terms of their representation in company boards and senior positions. Although in Albania, the number of university graduates is on the rise every year, and women have higher rates of tertiary education at around 35% for men to 65% for women²⁶, women often graduate in fields that lock them in the public sector such as education, health and welfare,

24 The World Bank, *World Development Report: Gender Equality and Development*, 2012.

25 Marlow S., Hart M., *Women in Enterprise: a Different Perspective*, RBS Group, 2014.

26 INSTAT, *Men and Women in Albania*, 2015.

humanities, social sciences, business administration and law.

Although education provides a very good opportunity for women to participate in the labor market and to participate in decision-making at all levels and sectors of life, reality shows an entirely different picture. LM data indicate that compared to men, women have had consistently lower LF participation rates and employment rates for all age groups (see Table 2.1). Thus, the LF participation rate for 30-64 year olds in 2014 was 72.3% out of which 84.5% were men and only 61.2% women. The same is true for 15-64 year olds where the gap in participation rate between men and women is 20.9 percentage points.

In fact data shows that about half of employment for women is concentrated 30% as professionals and 20% as service workers. The large concentration of women under the category “professional” is mainly related to the fact that the majority of education and health-care workers are women. Men, comprise a higher percentage as legislators and managers. Besides education and participation in the labor market, as well as structure of occupations for men and women, their participation in decision-making is also important. Women’s position as decision-makers may bring forth positive initiatives and legislation that encourage and promote women’s participation in company boards and senior positions.

There is also a clear gap between male and female employment rates, which, compared to 2007, in 2014 is almost at the same level. Thus, while the male employment rate in 2014 for the group age 30-64 years old was 72.7%, the employment rate for women of the same group age was 53.6% or 19.1% points less. The same remains true for the other group ages. Thus the employment rate gap for the group age 15-64 years old is 14.6% points in favor of men. Nevertheless, it is positive that the employment gap between men and women has been steadily narrowed over the period 2007-2014.

As noted earlier, participation in decision-making is also very important for women’s advancement. Apart from the good progress being made on the advancement of women in political decision-making over the last two decades and the higher awareness of society on the importance of female representation in decision-making, there are only modest increases in female leadership in politics. While some women have reached to the zenith of political power, less than 19% of legislators in the world today are women²⁷.

Thus, considering the most recent figures regarding women political representation around the world it can be noted that, as of January 2015, 41 out of 138 countries had achieved or surpassed the 30 percent critical mass of women representation in parliament. Thirty out of 94 countries, had 30%

27 <http://www.ipu.org/wmn-e/world.htm>.

or more women in ministerial positions, 15.8% of the National Parliaments had a women Speaker, 7.3% of the countries had the Government headed by a women and 6.6% of the countries had a women as Head of the State²⁸. Talking in absolute terms, in 2015, 11 countries have Women Presidents; there are 8 women Prime Ministers and the number of women MPs varies significantly across countries²⁹. It is evident that the major number of countries are far behind regarding the women representation status in politics and very few women are leaders of the national governments or elected as Heads of States.

Considering the EU-28 developments it can be concluded that good progress has been made on bringing more women in decision-making. Thus, in January 2015, there are 28.6% women ministers in average in the national governments of EU countries, but big disparities are noticed among member states where 7 countries are with more than 40% presence of women ministers in their national governments' cabinets and another 7 countries are with less than 20% women in their Governments. Nordic countries remain the most advanced ones. Also, as per January 2015, in average there are 25.2% of MPs women in the parliaments of EU countries. 9 countries have less than 20% of women in their parliaments and 10 countries are with over 30% of women representation in the parliaments. Again Nordic countries are more advanced. The Heads of States/Heads of Governments are women in 7 out of 28 EU countries, while 9 Parliaments have a women Speaker. The European Parliament figures indicate that in May 2014, 37% of MEPs were women.

Over last decade, figures indicate that there is progress regarding women's representation in political decision-making and in the highest levels of governance and public administration. Legally speaking, the Albanian legislation requires a representation of at least 30% of the least represented gender in all government and political bodies. This includes all decision-making posts in the public administration, in the judiciary, police force and peacekeeping missions, in high political posts and electoral processes.

A larger number of women have been appointed in the higher ranks of public officials after the 2013 general elections. This includes 7 women in the cabinet out of 19 ministers' total and appointing the first ever woman as the Minister of Defense. The presence of 7 women or 30 % in the cabinet was praised as a steppingstone in Albania's efforts to empower women in the political sphere. Albania ranks in the 14th place in a list of 94 countries regarding the share of women representation in the national Government.

However, overall women still remain underrepresented in public office. The latest figures and facts from Albanian public institutions clearly indicate that

28 The Inter-Parliamentary Union (IPU), 2015.

29 Center for Women and Democracy, June 2015 Publication.

women are underrepresented in the system of education, judiciary, and diplomatic mission.

Women in the justice system comprise 17 % of the General Prosecutor system, 15 % are women prosecutors at the Court's of Appeal, 18 % are women prosecutors at the Court of Serious Crimes and 31% are women Prosecutors at the Court of First Instance (INSTAT, 2015). There are 2 women Members of Supreme Court out of 6. In general women in the justice system represent 37 %. On the other hand, there are 58 % women currently studying at the School of Magistrates³⁰.

Women in diplomatic missions represent 24 % ambassadors and 59 % first secretaries. We have no women in senior positions in the State Police. In general, we have only 13 % women in leadership positions in this sector³¹.

While there are the same agreed terms and definitions used regarding the women representation in the political decision making such as women member of parliaments, women ministers in the national governments, women Head of the Government, Head of the State and Speaker of the Parliament there are not agreed terms and definitions regarding the women representation in the business world. There are different languages and methodologies used by different reports, which in certain cases makes impossible country-to-country data comparisons. Figures and analysis are provided regarding CEOs positions, board members, top jobs, senior positions, managerial positions etc., for private companies or for publicly listed companies, defined based on the national legislation for commercial companies, which can vary from country to country. However, they are important to understand the trends and developments on women representation in the high levels of management in the businesses' world.

At present, women hold 19% of board roles and 24% of senior management roles. The figures of women's participation in Boards differ from country to country (see Table 1.1). The number of businesses employing women as CEOs has increased from 9 to 14%³².

30 INSTAT, 2015.

31 INSTAT, 2015.

32 International Business Report, 2013.

Table 1: Women on Company Boards

Percentage of Women representation in boards					
Top Ten countries			Bottom ten countries		
1'	China (mainland)	51	10'	Spain	21
2'	Poland	48	9'	Island	21
3'	Latvia	43	8'	US	20
4'	Estonia	40	7'	UK	19
5'	Lithuania	40	6'	India	19
6'	Philippines	37	5'	Argentina	18
7'	Georgia	37	4'	Switzerland	14
8'	Thailand	36	3'	Netherlands	11
9'	Vietnam	33	2'	UAE	11
10'	Botswana	32	1'	Japan	7

Recent studies also show that, globally, only 11% of the board directorships of 4,332 companies were held by women³³. Figures differ from one country to another (see Table 1.2).

Table 2: Directorships held by Women

Country	%
Norway	40.9
Sweden	27.0
Finland	26.8
United Kingdom	19.0
France	18.3
USA	17.0
EU	16.6
Australia	16.6
Germany	14.1
Canada	13.1
Indonesia	11.6
Thailand	9.7
Hong Kong	9.4
New Zealand	9.1
China	9.0
Malaysia	8.7
Singapore	7.9
Japan	2.0

33 GMI Ratings (a major international corporate governance ratings firm), March 2013.

In 2015, about 37% of the managerial positions in the USA were held by women compared to 33% in 2012³⁴, and 32% of senior management positions compared to 28% in 2012. However, a survey of 60 companies indicates that in the USA women are underrepresented at every level of the corporate pipeline with disparity being greatest in senior leadership.

The International Business Report 2015³⁵, which brings data from more than 10,000 companies in 35 economies, found that the proportion of senior roles held by women has barely changed over the past decade, increasing from 19% in 2004 to 22% today, and never reaching more than 24% over the intervening period. Slightly more encouragingly figures refer to the fact that the proportion of businesses with no women in their leadership teams has dropped from 38% to 32%. This figure drops to 26% for the most dynamic businesses in the survey, which is an argument in favor of the benefit leadership diversity brings.

On average, 21.2% of board members of the largest publicly listed companies in the EU are women. This marks a significant increase from 11.9% in 2010 when EC first put the issue of women in leadership positions high on the political agenda³⁶. However, the situation with women in CEO positions in these companies is pessimistic, just 3.6% of the largest listed companies in Europe have a women CEO.

Referring to the top jobs in the companies, there has been progress across the European Union, where there are 26% of top jobs held by women compared to 17% in 2004. Eastern Europe has performed even better with 35% of senior roles held by women, and only 16% of businesses do not have women in their leadership teams³⁷. Referring to women representation in the largest publicly listed companies in the EU, the data collected by the European Council in October 2013 shows a rather pessimistic picture: women account only for 3% of CEOs and an average of 18% of top-level board members.

The proportion of senior roles held by women varies enormously by industry. Women tend to be over-represented in service industries such as education, healthcare and hospitality, while the leadership teams of more traditional, primary industries such as manufacturing, transport, construction and real estate, mining and quarrying are overwhelmingly made up of men. Thus, close to half of business leaders in education, social services as well as healthcare are women. 33% of senior management roles in hospitality are held by women and 27% in food and beverages. The lowest presence

34 Mc Kinsey & Company, *Women in the workplace*, 2015.

35 Grant Thornton, *International Business Report 2015, Women in Business: the path to leadership*, 2015.

36 European Commission, *Gender Balance on Corporate Boards*, April 2015.

37 Grant Thornton, *International Business Report 2015, Women in Business: the path to leadership*, 2015.

of women in senior management roles is in sectors such as electricity, gas, water supply utilities (20%), clean tech (20%), technology, manufacturing and transport sectors (19%), construction (18%) and mining and quarrying (12%)³⁸.

Industries such as technology and clean tech are light anomalies in that they are associated with young, dynamic people where you might expect traditional barriers to female advancement to be lower. The proportion of top technology jobs held by women stands at just 15% in Europe. This is largely explained by the continuing under representation of women on computer science courses: from 2000 to 2011, the proportion of undergraduates in the US dropped from 28 to 18%³⁹. In addition, according to another study⁴⁰, women at all levels, including executives, are more likely to leave tech intensive industries for a variety of reasons, including lack of role models. According to a Catalyst's research, a disproportionate percentage - 73% - of women say they feel like an outsider in the tech space.

Regardless of the achieved progress, several studies point out that the pace is very slow. As noted by the European Council, at the current rate of progress it will take over 20 years to achieve parity in national parliaments and over 20 years to achieve gender balance on company boards. Also, if one reflects on which groups of women are under-represented in decision-making bodies, the picture looks even gloomier⁴¹.

In the country level, a specific Canadian study⁴² explores the progress of women in senior management positions over the last 22 years. The analysis is based on Statistics Canada data on LF participation rates and representation rates in senior leadership roles for both men and women over the 22-year period from 1987 to 2009⁴³. The results show that in 2009, women made up almost 48 per cent of the Canadian LF. Yet only 0.32 per cent held senior management positions compared to 0.64 per cent of all men employed. Since 1987, men have consistently been two to three times more likely than women to hold senior management positions, while between 1987 and 2009, the proportion of women in middle management rose by about 4 per cent. At that rate, it will take approximately 151 years before the proportion of men and women at the management level is equal.

In fact, research into corporate boards is abundant, but the focus is largely on those who already hold a seat around the boardroom table. What

38 Grant Thornton, *International Business Report 2015, Women in business: the path to leadership*.

39 McKinsey quarterly, *Fostering women leaders: a fitness test for your top team*, 2015.

40 Workforce, *women in management: Ceilings believing*, 2015.

41 European Commission, *Visions for Gender Equality*, September 2015.

42 The Conference Board of Canada, *Women in senior management – Where are they?*, August 2011.

43 Statistics Canada defines senior management as executives above the director level, excluding presidents and chief executive officers.

has been lacking is a more rigorous understanding of the myriad, yet often opaque, individual paths to the boardroom⁴⁴. Also, the figures on political representation of women and their representation status in the high management positions indicate that internationally, the agenda on women empowerment in politics is more ahead than the agenda on women empowerment in top management positions in the businesses world. Another important finding is that, despite the progress made, the pace of change on gender equality issues has been slow and the goals set may take generations to be achieved.

In order to improve gender equality, some countries have gone as far as taking legislative action and imposing mandatory quotas, while some others have taken the path of moral suasion and introduced voluntary measures. For the latter countries, the common practice is to enhance their corporate governance codes to require companies to disclose their gender diversity policy, and/or set targets for companies⁴⁵. Nordic countries were the first to introduce political quotas. The Norwegian Socialist Party took the lead in 1975 and introduced a 40% minimum target for representation of both sexes on electoral lists, and other parties in Norway, as well as a Denmark and Sweden, soon followed this example. Female representation has historically been high in these countries, thus the initial increase has not been sparked by quotas. In fact, quotas were introduced in these countries only once female representation in parliament had already reached approximately 25%, serving as a tool to consolidate further the strong representation of women. Of 44 countries in which women's representation in the national parliament was at over 30% on June 2015, 37 employ quota systems in one form or another⁴⁶. 111 out of 189 countries employ one or more forms of quota available and the ways quota are set, implemented and enforced varies greatly, with each country setting up whatever system suits its requirements best.

Gender quotas have only recently arrived in the business world. The most widely known example of corporate board quotas is in Norway, where a 40% gender quota for public limited, state-owned and inter-municipality companies was introduced, in December 2003, or around 30 years after the political gender quotas were initially used. The quota gave companies a grace period until 2008 to reach the target. Female representation had increased only gradually before 2003, but then jumped year by year, and finally reached the 40% target in 2008.

44 Brown S., Kelan E., Humbert AL., *Opening the Black Box of Board Appointments*, ESRC 2014.

45 The section on quotas is widely based in the evidence and findings provided in the Review: Rohini Pande and Deanna Ford, *Gender Quotas and Female Leadership*, 2011 commissioned by the World Bank.

46 International Parliamentary Union assessed 3 July 2015.

Table 3: Gender initiatives in some countries

Countries	Year Implemented	Gender Diversity initiative	Target Year
Norway	2003	40% gender quota	2008
Spain	2007	40% gender quota	2015
Iceland	2010	40% gender quota	2013
Netherlands	2011	30% gender quota	2016
France	2011	20% gender quota	2014
		40% gender quota	2017
Italy	2011	20% gender quota	2012
		33% gender quota	2015
Belgium	2011	33% gender quota	2017
Denmark	2012	Companies set own targets	2013
EU	2013	40% gender quota	Draft law
Australia	2010	Code-companies to disclose policy	2011
	2011	30% target	2016
Malaysia	2011	30% target	2016
	2012	Code-companies to disclose policy	2012
United Kingdom	2011	25% target	2015
	2012	Code-companies to disclose policy	2014
Hong Kong	2013	Code-companies to disclose policy	2013

The Norwegian gender quota has become an example for other countries that strive to increase female representation on corporate boards. Legislated board quotas have since been introduced in Spain (2007), and France, Iceland, and the Netherlands (2010). However, compliance with the targets remains low. Quotas for public limited companies are also being discussed in Belgium, Canada and Italy, where laws are pending albeit at different stages of the ratification process.

There has been use of voluntary gender quotas in the corporate sector. Calls for such commitment have been made repeatedly but few companies have responded.

Some countries have quotas for state-owned enterprises, including Israel, South Africa, Denmark, Finland, Iceland, Ireland and Switzerland. In addition, the local governments of Quebec, Berlin and Nuremberg have introduced quotas for provincial and municipal companies. Female board representation has increased in all three locations, but has not yet reached target levels.

Some of the most important initiatives taken by countries are summarized at Table 3 and more specifically in the Annex 1. Gender quota seems to be the most frequent initiative and 40% the most optimistic quota defined as of 2003.

Nevertheless, the EU has been much more aggressive than the USA in introducing policies to address the remaining gender inequality in LM outcomes. Quotas for women in business have gained traction in Europe. In November 2013, the European Parliament voted in favor of a proposed draft law that would require 40% female board members in about 5,000 listed companies in the EU by 2020.

The use of corporate quotas has led to a clear increase in female representation on boards in Norway. However, there were companies that changed their behavior after the legislation on gender quotas had been passed – more firms chose to become private instead of public limited firms. In addition, more Norwegian firms chose to register in the U.K. rather than in Norway. However, it is yet to be proven empirically that these moves may be directly attributed to the quota law, and the evidence to this effect remains quite suggestive.

Also, gender quotas intended to give more women an opportunity to serve as leaders can also be at least partly circumvented by corporations allowing directors to serve on multiple boards. Seierstad and Opsahl (2010) used descriptive statistical analysis to show how the quota law in Norway is associated with an increase in women serving on multiple boards. While the percentage of women on each board increased, this is not necessarily reflected in a proportional increase in the number of female leaders. It appears that women who are experienced with board membership were often selected to serve on boards of additional companies.

There is mixed evidence on whether companies replace male directors with female directors or if they increase the overall size of the board in order to reach the target.

Within the corporate sphere, there is no causal evidence on the impact of quotas on participation, but some studies suggest that there is a positive relationship between board diversity and the participation of women in other high-level positions in a company. Matsa and Miller (2011) builds on this work using data from large corporations in the U.S. to show how an increase in female presence on boards of directors may lead to an increase in women among top executives at a business. Specifically, the study finds a positive association between the female numbers of board of directors in the previous year with the female numbers among of top executives in the current year, which suggests causality. This literature gives support for top-down policies such as board quotas in order to increase female participation in higher ranks of the labor force, but more research is needed to corroborate this evidence.

Causal evidence on the impact of corporate board quotas is presented in two recent academic papers. Matsa and Miller (2011) evaluate a panel of Scandinavian companies over 10 years and provide causal evidence that corporate gender quotas led to a short-term loss of profits, largely driven by increased spending on labor. The increase in labor spending signifies that companies under the quota may not necessarily be worse performing, but they may be driven by a different corporate strategy because of the increased gender diversity of the board. This agrees with the evidence presented by Adams and Funk (2009) and others that female managers may be more stakeholder-oriented than men and care more about workers at the lower end of the wage distribution.

Ahern and Dittmar's (2010) study also finds that the corporate gender quota in Norway had a negative impact on firm value in the short term. More research is needed on the long-term effects of corporate gender quotas, in addition to research in a larger variety of contexts once the board quota target deadlines are reached in other countries.

However, despite businesses' main lobbying argument against the policy being that they would not be able to find a sufficient number of qualified women to serve on boards, the women appointed to the boards after the reform looked, if anything, more qualified than the (very few) women that were serving before. The pay gap with male counterparts on boards narrowed from about 38 percent to about 30 percent. Moreover, female board members post-reform were actually better educated than the pre-reform cohort and had a Master's degree in Business Administration (MBA) on par with the male board members.

The research on the Norwegian experience suggests that this particular policy should not be viewed as a magic bullet and there is no quick fix to the problem of inequality between women and men in decision-making. By going beyond just requiring that women and men are equally represented in decision making via quotas, which is a goal in itself, the perspectives develop and strengthen the democratic principles that underpins gender quotas by asking which men and which women. If candidate selection were to be based on these perspectives, the potential of identifying multiple inequalities would improve and the pursuit of a more democratic inclusive society would be enhanced.

There is information regarding women empowerment in Albania. Thus, the percentage of women owners/administrators of enterprises in 2014 is 28.5 %⁴⁷. The percentage of women owners/administrators in small enterprises (1-4 employees) is significantly higher than in other categories. From 2005 to 2014 the percentage of women owners/administrators has increased in all categories, with the highest increase for enterprises with 1-4 employees,

47 INSTAT 2015.

approximately 6 %. During 2014, of 17,377 newly created enterprises, 31 % of them were owned and/or managed by women and 69 % by men⁴⁸.

However, no information exists on the participation of women on Boards and senior management position in private companies in Albania. There is a total lack of studies in this field⁴⁹. As such, women representation in Boards and top management positions in the companies is not clearly articulated in the Albanian women rights agenda, although Europe is pushing it for more than one decade. However, the good advancement regarding gender equality agenda during the last decades with relation to fundamental women' rights, women economic empowerment and women political representation have created a good ground to introduce a new challenge in women' agenda in Albania namely women representation in decision making in the companies. This study is the first serious effort to provide data on women in top positions in the companies and barriers for them to advance in career.

Women' rights and the gender equality agenda have been important during the past 25 years of Albania's transition. In 1990, a small number of Non Governmental Organizations (NGOs) founded a movement on women rights issues in Tirana.

Under a fragile Albanian democracy, women's organizations unified their actions around a number of issues that were seen as fundamental rights such as gender-based violence, initiated in 1993 and intensified after the Fourth World Conference on Women held in Beijing in 1995, by addressing all the 12 critical areas of concern that were raised in this global milestone conference.

The representation of women in political decision-making processes was one of the most important battles carried on by the women movement in Albania. After many years of advocacy actions and communication with political parties, gender quotas were introduced, and, as a result, the political gender balance has been improved. At present, there is a supportive political and governmental environment in Albania to promote women in senior levels in politics, Public Administration, high positions in the government as well as at all other public service levels.

The achievements on women's rights and on increasing women's representation in political decision making, high levels of government and public administration have naturally opened the path towards intensifying actions regarding women's entrepreneurship and women's representation in boards and senior managerial positions in private and public companies.

48 INSTAT, 2014.

49 The only publication on this topic is a report by Deloitte Albania, which aims to generate an adequate context for debates and panel discussions regarding the barriers that women need to overcome in the business environment to achieve higher functions on the hierarchical scale.

This has been clearly reflected in the 2014 GGGI that ranked Albania 83rd with a score of 0.687 out of 142 countries, thus moving up 25 places (it was no 108 in 2013)⁵⁰.

The participation of women in decision-making and the economic empowerment of women/girls have attracted considerable attention over the last decade. Several policy documents are already adopted settling concrete goals and objectives, and a number of actions are in the course of implementation. The Albanian legislation is trying to offer a legal environment that is inductive of women's empowerment including:

The National Strategy for Development and Integration (NSDI) 2014-2020 recognizes the increase of the number of women MPs, the substantial number of women in Ministerial positions, women and girls in specialist and middle management positions in the public administration. It also sets clear objectives regarding the application of the 30% quota of women representation in political decision making and senior level positions in public administration, in the education system, in the justice system, and at all levels of the economy, including the private sector and civil society;

A higher rate of female participation in decision-making is one out of the four strategic priorities of the National Strategy on Gender Equality, Reduction of Gender-Based Violence and Domestic Violence 2011-2015. This priority focuses mainly on the participation of women in political decision-making and electoral processes (quota 30%), senior decision-making in public administration (quota 30%), representation in the police force and peacekeeping missions (30%). However, the action plan for the implementation of the strategy provides for the monitoring of women's representation at all levels of the economy, including private sector and civil society. The strategy set a number of outcomes to be achieved by 2015 such as female participation in the labor force to be increased by 21% (from 44% to 65%), reduction of unemployment to 10% (for females from 16% to 10% and for men from 12% to 10%) and the increase of women's participation in the private sector by 30%;

The 2013-2020 Business and Investment Development Strategy pays special attention to the increase of the number of companies led by women, a diagnosis of the situation and barriers faced by women-led businesses and their needs in the development of their businesses.. A specific and detailed Action Plan on Women's Entrepreneurship 2014-2020 is adopted as an integral part of the strategy. Regarding the empowerment of women, the aim is that, by 2020, (a) the number of active enterprises run by women increases to 30%, and (b) the number of self-employed women reaches 35%;

50 Global Gender Gap Index, 2014.

The Employment and Skills Strategy 2014-2020 is envisaged to specifically contribute to women's economic empowerment and to reducing the gender gaps in accessing productive assets and markets. However, there is a lack of concrete targets regarding the representation of women in senior positions in companies.

THE RESEARCH STUDY

THE METHODOLOGY

The study is carried out based on a methodology that combines different quantitative and qualitative instruments. The methodology included the following main instruments:

1. Desk research focused on a wide spectrum of information and findings from international and national literature;
2. Survey of 566 active companies extracted from the INSTAT business register;
3. In depth qualitative interviews with the managers of 21 companies.
4. Gender related information derived from administrative sources regarding the top management of the publicly owned companies, commercial banks, non-banks financial entities, unions of savings and loans associations and insurance companies.

DESCRIPTION OF INSTRUMENTS

The desk review provided comprehensive information both at the international and national level about the education status, employment and labor market participation of men and women in the international and national context, current status and advancement level regarding gender representation in political decision making, in boards and senior managerial positions in the business world, implemented instruments and measures to improve the situation of gender representation and diversity in boards and senior positions. The literature used during the desk review covered a wide range of information sources such as international and national related strategic documents and action plans, inputs from studies and reports regarding the current situation and the best practices and reforms in different countries, the way they are motivated and achieved results in promoting women empowerment in decision-making and in the most senior executive bodies of the companies.

The survey was based on a sample of 589 businesses representative of all 921 businesses in Albania with more than 50 employees. 566 businesses from the sample were found active at the moment of interview. Companies were extracted from the INSTAT business register, as the most

comprehensive single source of up-to-date information on enterprises in Albania. The sample represents all regions of Albania and covers all branches of economic activity with a few exceptions that were considered irrelevant for the purposes of this study such as agriculture and fishing businesses, businesses relating to public administration institutions, and entities of other legal forms such as NGOs, courts, international organizations, etc. Geographically, it has used three standard regions (areas) as reporting domains as defined by INSTAT and approved by EC for compilation of regional data in Albania.

The sample size of the survey is designed based on three main dimensions: (i) explicit stratification by region and within regions going down to municipality; (ii) implicit stratification by branch of economic activity; (iii) stratification by size of the enterprise.

THE QUESTIONNAIRE

The questionnaire was designed to meet the specific objectives of the survey (see Annex 1) and consisted in four parts:

- v. General Information on businesses such as their profile, main economic trends, information about Administrators, Boards and Senior Management and their respective profile;
- vi. Existing obstacles for the representation of women in Boards and in Senior Management;
- vii. Recruitment including ways women became members of the boards or management positions, ways the companies used to fill up management positions for board members and senior management staff, etc.;
- viii. Policies, strategies and ways to achieve more gender balance in boards and management positions.

The field work for this survey was undertaken by trained interviewers between beginning of November and end of December 2015. The contacted businesses responded appropriately and in time. Businesses that refused to provide information were replaced alongside other companies with the same characteristics. It transpires that in most companies, the time required to fill out the information related to the profile of the administrator, board member and manager is long, due to lack of systemized information by the human resources department/specialist.

In addition to the survey, in-depth interviews were conducted in 21 companies representing different sectors. The objective of the interviews was to penetrate beyond numbers and figures to personal opinions and perceptions about the existing situation, issues dominating gender environment in the companies, feelings and rationale on how to achieve more gender balance in senior management positions and on boards in the future. Some guiding questions were identified for this purpose (see Annex 2)

Gender related information in financial institutions and publicly owned companies. During the data processing and analysis it was recognized that there was a limited number of public owned companies, financial and insurance companies in the sample, which questioned the statistical significance of the figures. Knowing that the information regarding the top management structure is registered in the supervisory institutions that license and supervise their activity such as the Bank of Albania, the National Center for Registration of the Financial Supervisory Authority, it was considered to gather such information and present the current situation regarding women representation. This information will complement the survey results.

THE SAMPLE

The target population for sample selection purposes is the active businesses with at least 50 employees in the last two years, registered at the INSTAT's business register. The rationale of sample selection criteria was linked with the fact that targeted businesses be chosen at a size that could allow meaningful analysis for the women carrier situation and barriers. As such, the micro and small size businesses were excluded and the focus was placed on large businesses.

Sampling was conducted based on three main dimensions - namely by region, branch of economic activity and company size. The sample consisted of 600 businesses distributed over different regions of the country, out of which 566 businesses were found still active. After statistical adjustments and corrections, the population of businesses to be used for sampling or as it is called the FRAME, was 990 active businesses. The following statistical tables refer to this population of businesses, which shortly is called FRAME to distinguish it from the SAMPLE or the businesses to be interviewed.

No exceptions were imposed in the Sample regarding the legal form of the companies. Almost all Albanian companies are registered under 2 forms, respectively Joint Stock Companies and Limited Liability Companies (which by the law have elected bodies and appointed management bodies). Other forms of the companies are either inexistent or very limited in number. However, each legal form has been analyzed from the corporate governance viewpoint as an input for the questionnaire.

Regardless the criteria to have in the sample only businesses with more than 50 employees, the information from the field work indicated that there is a small group of the businesses part of the sample having less than 50 employees at the moment of interview. However, since they fall in the edge of the employment criteria used for sample selection, it was decided that their information be included in the statistics.

CHARACTERISTICS OF THE SAMPLE

Manufacturing and construction- dominant sectors in the FRAME

The data indicate that sectors with the largest number of the businesses are Manufacturing (37.6%) and Construction (13.4%). However, there are certain businesses under the “Financial, Insurance and Real Estate”, “Information and communication”, “Professional, scientific and technical” sector, that appear with a relatively low presence in the sample. As explained in the methodology, additional information is gathered with this regard, which will be further presented.

Table 9: Number of businesses by Economic Sector

Economic Sector	Sample		Frame	
	Firms	%	Firms	%
Mining and quarrying	23	4.1	33	3.3
Manufacturing	183	32.3	372	37.6
Electricity, gas, water, sewerage, waste...	40	7.1	50	5.1
Construction	69	12.2	133	13.4
Wholesale and retail trade, repair...	51	9.0	87	8.8
Transportation and storage	27	4.8	40	4.0
Accommodation and food service	25	4.4	29	2.9
Information and communication	23	4.1	32	3.2
Financial, insurance and RE activities	22	3.9	36	3.7
Professional, scientific and technical	14	2.5	19	1.9
Administrative and support service	58	10.2	107	10.8
Education & Health	20	3.5	34	3.4
Art, Sport & Other services activities	11	1.9	18	1.8
Total	566	100.0	990	100.0

The most populated region is the Central Region of Albania (Tirana and Elbasan prefectures), which have more than half of the total businesses (57.2%) followed by the Northern Region (20.8%). The Prefecture of Durres, which is part of the Northern Region and the second largest economy in Albania, is the reason why North is more populated with businesses compared to the Southern region.

Table 10: Number of businesses by Regions

Region	Sample		Frame	
	Firms	%	Firms	%
North	118	20.8	238	24.0
Center (TR+EL)	350	61.8	566	57.2
South	98	17.3	186	18.8
Total	566	100.0	990	100.0

The survey results indicate that across regions, certain economic sectors are more dominant compared to others. Thus, mining sector is more dominant in the Northern Region, no sector is specifically dominant in the Southern Region, while more than 90% of the businesses falling under Accommodation and Food Services, ICT, Financial and Insurances Services are based in the Central Region (Tirana based). This might be explained with the fact that the population of the Central Region is 40% of the total Albanian population, the major administrative bodies are located in the capital city, which has also the best human resources.

Table 11: Companies in the Frame, by Economic Sector and Region

Economic Sector	No. of Firms				% by row			
	North	Center	South	Total	North	Center	South	Total
Mining and quarrying	16	8	9	33	49.8	23.5	26.7	100.0
Manufacturing	126	150	96	372	34.0	40.3	25.7	100.0
Electricity, gas, water, sewerage, waste...	9	22	19	50	18.1	44.3	37.6	100.0
Construction	21	95	17	133	15.9	71.2	13.0	100.0
Wholesale and retail trade, repair...	16	62	9	87	18.9	71.2	9.9	100.0
Transportation and storage	14	21	5	40	35.1	52.2	12.7	100.0

Economic Sector	No. of Firms				% by row			
	North	Center	South	Total	North	Center	South	Total
Accommodation and food service	1	27	1	29	4.1	91.7	4.1	100.0
Information and communication	1	29	2	32	3.1	91.2	5.7	100.0
Financial, insurance and RE activities	1	35		36	2.8	97.2	0.0	100.0
Professional, scientific and technical	2	15	3	19	8.2	77.6	14.2	100.0
Administrative and support service	24	67	16	107	22.4	62.9	14.7	100.0
Education & Health	5	22	8	34	13.4	63.4	23.1	100.0
Art, Sport & Other services activities	1	15	2	18	6.6	80.1	13.2	100.0
Total	238	566	186	990	24.0	57.2	18.8	100.0

FINDINGS ON ALBANIAN WOMEN'S STATUS IN MANAGERIAL POSITIONS

Analyzing the information about the sectorial distribution of the businesses according to their ownership, it results that most of the foreign owned businesses in the Frame operate in the “Manufacturing sector” (50.1%), followed by the “Administrative and support service” or mostly Call Centers (12.4%) and Financial, Insurance and RE activities (6.5%).

*Table 15:
Distribution of
companies in
the Frame by
Ownership and
Economic Sector*

Economic Sector	Ownership		
	100% Albanian owned	Joint venture	Foreign company branch
Mining and quarrying	3.5%		3.9%
Manufacturing	32.1%	53.3%	50.1%
Electricity, gas, water, sewerage, waste...	6.6%		1.8%

Economic Sector	Ownership		
	100% Albanian owned	Joint venture	Foreign company branch
Construction	17.8%	2.2%	2.9%
Wholesale and retail trade, repair...	9.6%	5.8%	6.9%
Transportation and storage	4.9%		2.6%
Accommodation and food service	3.5%		2.1%
Information and communication	3.4%	1.4%	3.3%
Financial, insurance and RE activities	1.7%	14.0%	6.5%
Professional, scientific and technical	2.1%		1.9%
Administrative and support service	9.9%	14.2%	12.4%
Education & Health	2.9%	7.2%	4.0%
Art, Sport & Other services activities	2.0%	1.7%	1.4%
Total	100.0%	100.0%	100.0%

The regional distribution of the businesses follow the same pattern regardless their ownership status. Thus, in the Frame, the regional distribution of the local branches of the foreign companies is quite similar with that of the Albanian owned businesses.

*Table 16:
Distribution of companies in the Frame, by Ownership and Region*

Ownership	North	Center	South	Total
100% Albanian-owned	23.5%	57.9%	18.6%	100.0%
Joint venture	23.3%	51.8%	24.9%	100.0%
Foreign company branch	25.9%	56.6%	17.4%	100.0%
Total	24.0%	57.2%	18.8%	100.0%

GENDER DIMENSION

While the Female employees comprise 46.4% of the total number of the employees in the Frame, only four economic sectors led by “Manufacturing” (67.7%) have a female employment majority. The female-dominated

employment in manufacturing is linked with garment and shoe industry organized in “façon”. Textile companies and also shoes production factories are big employers. Actually, most of the companies operate in the form of “Façon” meaning that they serve as producing companies for export as branches of mother companies located in advanced European countries. The number of people employed in these businesses, is high due to specific manual and “woman” work processes⁵¹ such as sewing and other related processes.

The Education, Health and Financial Services have also a strong presence of women with above 60% of the total number of employees. Art, Sport & Other services activities has a striking low percentage of women with only 12.3%. That is because sports, betting and some other cultural activities are almost male kind of monopolies in Albanian mentality.

*Table 17:
Statistics
on Female
employees in
the Frame, by
Economic Sector*

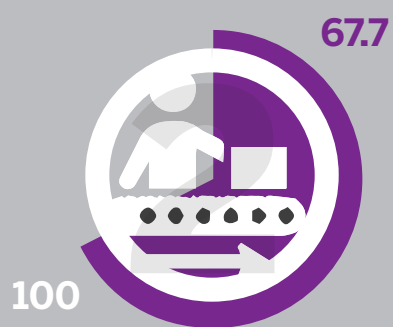
Economic Sector	Firms employing females		Number of females			
	Number	% in Sector	Average (incl. 0)	Max	Sum	% in Sector
Mining and quarrying	30	89.7	23	215	673	8.5
Manufacturing	372	100.0	145	1,200	42,185	67.7
Electricity, gas, water, sewerage, waste...	49	98.0	114	2,693	4,978	33.8
Construction	127	95.8	14	180	1,638	13.5
Wholesale and retail trade, repair...	87	100.0	38	276	2,793	32.1
Transportation and storage	38	95.8	86	1,552	2,591	26.7
Accommodation and food service	29	100.0	67	212	1,913	53.1
Information and communication	31	96.9	67	553	1,803	37.8
Financial, insurance and RE activities	36	100.0	191	580	6,215	61.2

51 ETF, Sector skills analysis in Albania, 2012.

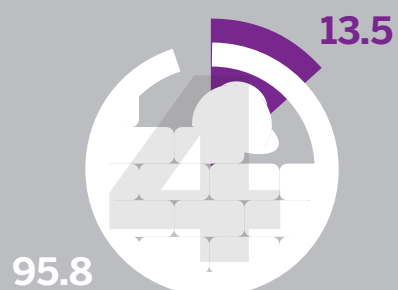
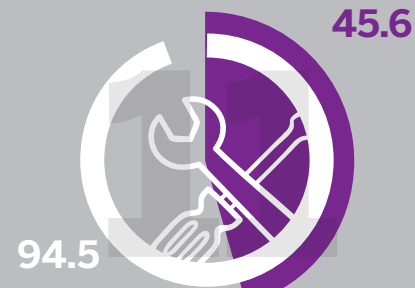
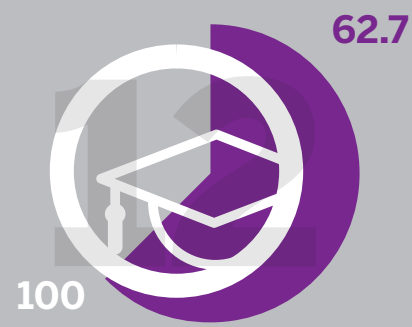
Table 17: Statistics on Female employees in the Frame, by Economic Sector



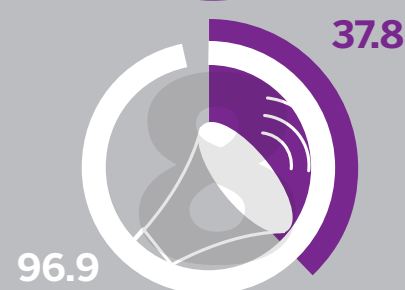
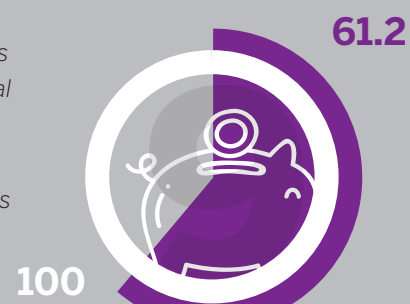
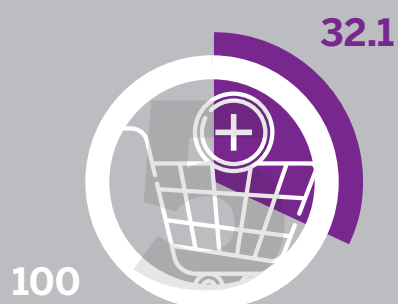
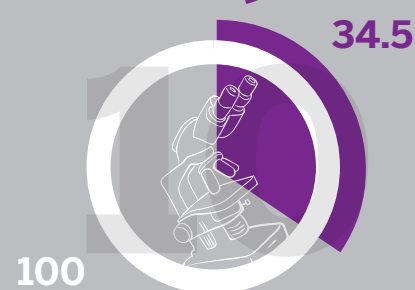
Firms employing females in % by Sector



Number of females in % by Sector



1. Mining and quarrying
2. Manufacturing
3. Electricity, gas, water, sewerage, waste...
4. Construction
5. Wholesale and retail trade, repair...
6. Transportation and storage
7. Accommodation and food service
8. Information and communication
9. Financial, insurance and RE activities
10. Professional, scientific and technical
11. Administrative and support service
12. Education & Health
13. Art, Sport & Other services activities



Economic Sector	Firms employing females		Number of females			
	Number	% in Sector	Average (incl. 0)	Max	Sum	% in Sector
Professional, scientific and technical	19	100.0	28	100	535	34.5
Administrative and support service	101	94.5	145	1,950	10,265	45.6
Education & Health	34	100.0	83	310	2,668	62.7
Art, Sport & Other services activities	18	100.0	50	200	1,041	12.3
Total	971	98.1	98	2,693	79,296	46.4

The data indicate that the size of the company have almost no influence in the percentage of employed females.

As explained above, the businesses under the subgroup “declined” have been undergoing very recently a shrinking process of its economic activity, which is reflected in the reduction of the number of employees. The survey results show that this subcategory has a significant lower share of women employees (just 27.7%), but this is related mainly with the men dominated activity they run such as construction, transport, energy, water rather than to any preference to deploy the females from the company.

*Table 18:
Statistics
on Female
employees in the
Frame, by Size
group*

Size	Firms employing females		Number of females			
	Number	% in Size group	Average (incl. 0)	Max	Sum	% in Size group
Declined[10-49]*	92	94.5	7	24	656	27.7
Medium[50-79]	291	98.8	23	71	7,929	43.8
Large[80-249]	424	98.0	68	230	29,415	51.3
V.Large[250+]	165	99.3	291	2,693	41,297	44.5
Total	971	98.1	98	2,693	79,296	46.4

The statistics for the Female employees by Region, uncover the interesting fact that in Northern Albania the women represent the dominating workforce in the large manufacturing businesses, while men dominate the workforce in the Medium size businesses. That division is most notable in the Prefecture of Shkodra where women are counted for the 69.4% of the number of employees in the Frame.

*Table 19:
Statistics
on Female
employees in
the Frame, by
Region*

Region	Firms employing females		Number of females			
	Number	% in Region	Average (incl. 0)	Max	Sum	% in Region
North	232	97.4	106	1,900	19,017	60.6
Durres only						64.7
Shkoder only						69.4
Center (TR+EL)	555	98.0	99	2,693	45,162	41.5
South	185	99.5	83	714	15,117	49.6
Total	971	98.1	98	2,693	79,296	46.4

When it comes to the total employment figures, companies with foreign participation in the ownership have a higher women employment compared to businesses with Albanian ownership. In fact, it results that this is a size and branch related effect and very little ownership related. Foreign companies are relatively more present in the “large size” group of companies, which have a higher demand for female employment (call centers and garment & shoe industry).

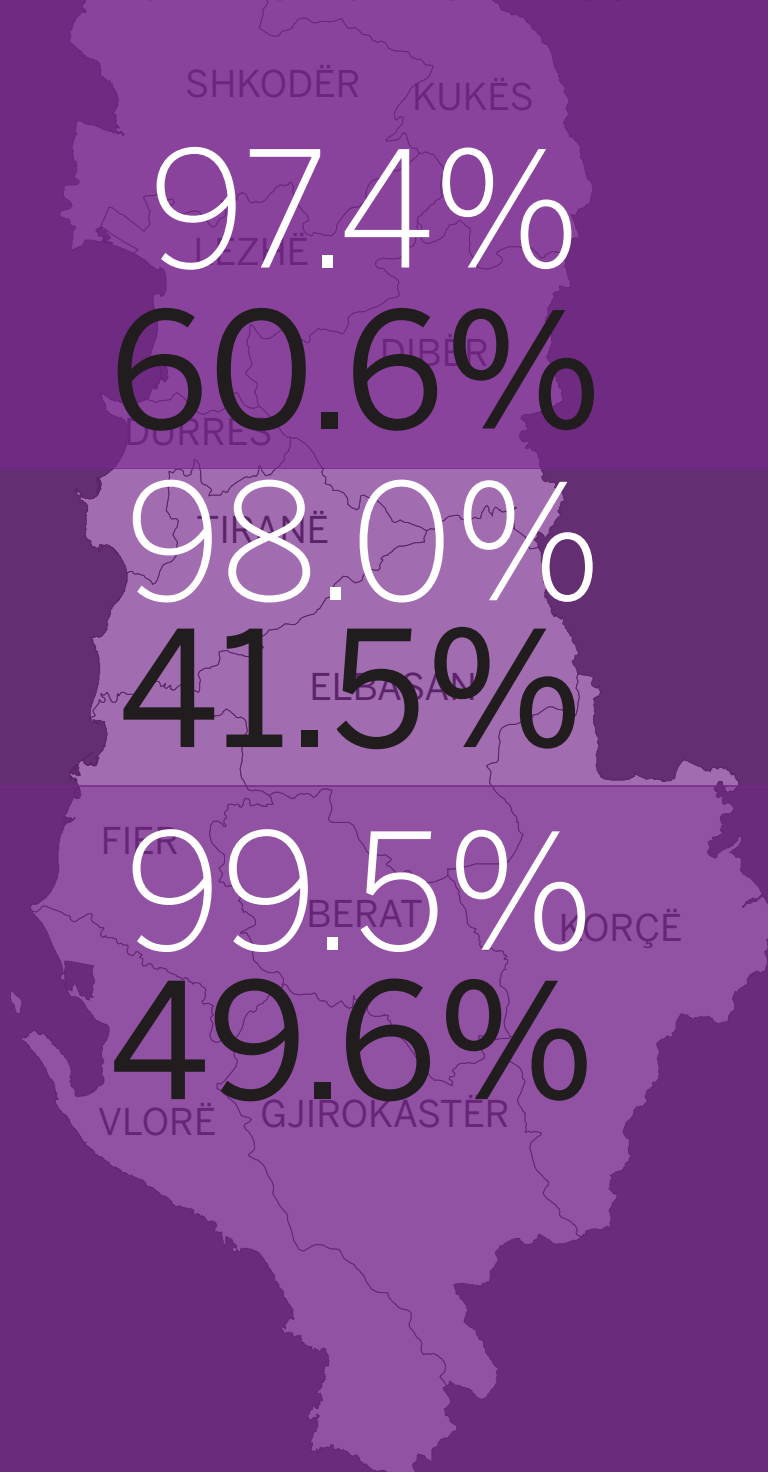
*Table 20:
Statistics
on Female
employees in
the Frame, by
Ownership*

Ownership	Companies employing females		Number of females			
	No.	% in group	Average (incl. 0)	Max	Sum	% in group
100% Albanian-owned	686	97.6	73	2,693	44,196	40.0
Joint venture	69	100.0	153	714	8,898	70.8
Foreign company branch	216	99.2	163	1,950	26,202	54.9
Total	971	98.1	98	2,693	79,296	46.4

Table 19: Statistics on Female employees in the Frame, by Region

Firms employing females

Number of females



North

Center

South

OPTIMISTIC PERSPECTIVE OF BUSINESSES

The survey results indicate that in general the business of medium to very large size, which is the target population of the survey, in the last 12 months, has growing trends. Near half of the businesses (48.9%) have increased their turnover, and the same positive trend is with regard to the number of employees (48.3%).

Table 21: The trend of main economic indicators in the last 12 months

Economic indicators	FRAME			
	Increasing	Decreasing	Unchanged	Total
Annual Turnover	484	184	322	990
Number of Workers	478	165	347	990
Total of Investment	393	166	431	990
Annual Turnover	48.9%	18.5%	32.5%	100.0%
Number of Workers	48.3%	16.6%	35.0%	100.0%
Total of Investment	39.7%	16.8%	43.5%	100.0%

The perspective of businesses follows a very similar pattern for the three regions. While tendencies are positive in all regions the increasing trend results stronger for the businesses in Southern region.

Table 22: The trend of main economic indicators for the businesses in the Frame, in the last 12 months, by Region

Economic indicators	North			Center			South		
	Incr.	Decr.	Unchanged	Incr.	Decr.	Unchanged	Incr.	Decr.	Unchanged
Turnover	51%	12%	37%	45%	21%	34%	56%	20%	24%
No. of Workers	49%	16%	36%	44%	19%	36%	59%	10%	30%
Total Invest.	39%	23%	37%	37%	16%	47%	50%	11%	39%

WOMEN REPRESENTATION IN BUSINESSES' DECISION-MAKING

The piloting phase of the questionnaire evidenced the fact that the companies do use different definitions about the Board, CEO and Senior management. The Board, in some companies, is a body composed by the

owners of the company. This is typical for very large mother companies running different activities and each activity is directly administered by one of the owners. The main owner is the administrator of the mother holding company. The Board of Directors is functioning in many companies and is composed by the Directors of the Departments. As such, it has a management function rather than a supervisory function. Other companies do have Boards in the classical role of supervision, detached from the direct management of the company. Also, it is noticed that no Board structure exists in the businesses organized on family basis. It was decided that for the purposes of this survey, only Boards that have a clear supervisory role for the company and approve important decisions for their activity be considered.

Chief Executive Officer (CEO) is the General Director of the company. Such position is named differently in different companies such as CEO, General Director, Executive Director, Administrator etc. Senior managers for the purposes of this survey are considered managers of the first management line such as Directors of the Departments of Finance, Sales, Human Resources, Production etc.

The Board exists only in 58% of the businesses

In total, 58.0% of the businesses in the Frame have a Board as part of their management structure. As it was mentioned in the methodology, the results indicate a strong correlation between the size of the businesses and the presence of the Board. Thus 72.5% of the businesses under “Very large” subgroup do have a Board. There appears to be a substantial difference between the percentages of the business with a Board located in Northern region (42.1%) compared to the other two regions, respectively 62.7% and 64.2%.

*Table 23:
Percentage of
the businesses in
the Frame that
have Board of
Directors by Size
and Region*

Regions and Size Groups	Businesses		Total
	with Board	without Board	
North	42.1%	57.9%	100.0%
Center (TR+EL)	62.7%	37.3%	100.0%
South	64.2%	35.8%	100.0%
Declined [10-49]*	36.2%	63.8%	100.0%
Medium [50-79]	49.1%	50.9%	100.0%
Large [80-249]	63.5%	36.5%	100.0%
V. Large [250+]	72.5%	27.5%	100.0%
Total	58.0%	42.0%	100.0%

Table 23: Percentage of the businesses in the Frame that have Board of Directors by Size and Region

Businesses
with Board



42.1%

Businesses
without Board



57.9%

62.7%

37.3%

64.2%

35.8%



North

Center

South

The businesses were asked about the number of women they had in the position of a Board member and Chief Executive Officer (CEO)/Administrator five years ago and the number of women in such positions at the moment of interview. It results that 64% of the businesses didn't have any women engaged as a board member. Regarding the position of CEO/administrator the situation was even worst, with only 27.5% of the businesses managed or co managed by women. Among the companies declaring to have had women as Board members, 20.8% had just one. Thus, it can be concluded that five years ago the top management of the medium and large size companies was highly dominated by men.

*Table 24:
Number of the
women CEO/
Board Members
five years ago*

Number of Women 5 years ago	In the Board		CEO/ Administrator (s)	
	Firms	%	Firms	%
0	634	64.0	718	72.5
1	206	20.8	212	21.4
2	82	8.3	46	4.6
3	39	4.0	13	1.4
4	11	1.1	1	0.1
5	18	1.8		
>5				
Total	990	100.0	990	100.0

These results indicate that currently in the FRAME companies 27.4% of the Board members and 31.5% of CEO/administrators are women. It can be noticed that currently there are less women members of the Boards than five years ago (30.3% vs. 27.4%) and there is a slight increase of the companies with a CEO Women (28.9% vs. 31.5%).

It results that there are 40.2% women in senior positions of the companies. In order to have a clearer view, the cases when there is not at all a women presence in board and CEO where identified. It results that the number of companies without a women member in their boards is 43.3% of those companies that have a board and has increased compared with 5 years ago (37.9%). The number of companies without CEO women is 65.7% and has decreased compared to five years ago (72.4%). If we check the situation regarding men, the figures are to the opposite extreme, only 0.7% of the businesses that have a board do not have men as a board member. It seems that Boards cannot exist without men.

Table 24: Number of the women CEO/ Board Members five years ago


Number of Women 5 years ago	In the Board	CEO/ Administrator (s)
		
0	64.0%	72.5%
1	20.8%	21.4%
2	8.3%	4.6%
3	4.0%	1.4%
4	1.1%	0.1%
5	1.8%	-
>5	-	-

Table 26:
Companies without any women CEO/ Board Member

	In the Board		CEO/ Administrator (s)		Board or CEO/ Administrator	
	Then	Now	Then	Now	Then	Now
Number of businesses with no women	218	249	348	651	521	478
% of businesses with no Woman	37.9% ^{*)}	43.3% ^{*)}	72.4%	65.7%	52.6%	48.3%
% of businesses with no Man	0.7% ^{*)}	0.3% ^{*)}	23.2%	30.6%	5.9%	3.4%

^{*)} Percentage is calculated over the number of businesses that have BoD

Considering the women representation in the three levels, Board membership, CEO/administrator position and senior management positions, it can be noted that the higher the management position is, less women are present. Thus, the lowest share corresponds to the percentage of women representation in the Board (27.4%), followed by the share of CEO women in the companies (31.5%) and ending up with 40.2% women in senior management positions. This coincides with the belief of all interviewed CEOs during the in depth interview process that men are raised with the mentality of ordering and deciding, while women with the mentality of being ordered and doing the work.

Table 27:
Comparison Man-Women in the directing positions in the Frame

Gender	In the BoD		CEO/ Administrator (s)		Senior managers	
	Number		Number		Number	
Women	562	27.4	395	31.5	1,454	40.2
Man	1492	72.6	859	68.5	2,161	59.8
Total	2,054	100.0	1,254	100.0	3,615	100.0

The majority of women in CEO/administrators position are in businesses operating in “Financial, insurance and RE activities” sector (48.1%), “education & health” sector (45.9%), “Transportation and storage “ sector (43.4%) and “Information and Communication” (42.0%). While very few women held CEO/ administrator position in “Construction” sector (17.0%), “mining and quarrying” sector (11.0%) and “Electricity, gas, water, sewage, waste” sector (8.4%).

Table 27: Comparison Man-Women in the directing positions in the Frame



In the Board

27.4%



72.6%

CEO/
Administrator (s)

31.5%



68.5%

Senior managers

40.2%



59.8%

The gender industry perspective seems to be less influential regarding the senior management positions (first management line). For instance a large presence of women senior managers positions is noticed not only in the preferred sectors by women mentioned above, but also in “Construction” sector (36.3%), “manufacturing” sector (54.1%) and “Electricity, gas, water, sewage, waste” sector (31.6%) etc. The results indicate that women presence in Board is low and it is not highly correlated with the businesses’ sector of activity.

These figures point out that, in Albania, like in the other countries: (i) there is a clear gender industry perspective when it comes to women in CEO positions that is generated not only by traditional and mentality factors, but also by gender education preferences; (ii) there is not a gender related perspective across the industries for Board members’ positions; and (iii) senior management women are equally present in every industry with much little sector variations.

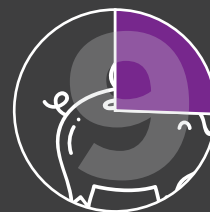
*Table 28:
Number and
percentage
of Women
in directing
positions in
the Frame, by
Sector, sorted by
percentage of
women CEO*

Sectors	In the BoD		CEO/ Admini- strator (s)		Senior managers	
	No.	%	No.	▼ %	No.	%
Financial, insurance and RE activities	38	31.7	30	48.1	144	40.6
Education & Health	43	33.0	31	45.9	65	63.1
Transportation and storage	21	23.7	21	43.4	63	40.4
Information and communication	25	30.6	19	42.0	67	52.5
Manufacturing	218	28.2	160	35.8	538	54.1
Accommodation and food service	14	26.3	16	34.4	53	54.6
Professional, scientific and technical	14	28.5	7	31.9	14	28.0
Wholesale and retail trade, repair...	29	19.3	31	30.6	112	33.4
Administrative and support service	50	25.6	38	30.4	148	25.1
Construction	59	28.5	27	17.0	114	36.3
Art, Sport & Other services activities	16	39.8	4	16.9	15	19.9
Mining and quarrying	7	20.3	4	11.0	24	22.5
Electricity, gas, water, sewerage, waste...	27	21.3	5	8.4	97	31.6
Total	562	27.4	395	31.5	1454	40.2

Table 28: Number and percentage of Women in directing positions in the Frame, by Sector, sorted by percentage of women CEO

In the BoD

1. Mining and quarrying
2. Manufacturing
3. Electricity, gas, water, sewerage, waste...
4. Construction
5. Wholesale and retail trade, repair...
6. Transportation and storage
7. Accommodation and food service
8. Information and communication
9. Financial, insurance and RE activities
10. Professional, scientific and technical
11. Administrative and support service
12. Education & Health
13. Art, Sport & Other services activities



CEO/ Administrator (s)



Senior managers



Considering the regional distribution, it results that there are more women in Boards and CEO/administrator position in the businesses operating in the Southern region, 33.4% and 41.8% respectively, rather than in other regions, while the in the North there is a large presence of women in the senior positions. This is related to the large presence of manufacturing (fason) sector in Durres and Shkoder, where it is known that this kind of industry is very often administrated and managed by women at all levels.

*Table 29:
Number and percentage of Women in directing positions in the Frame, by Region and Size*

Regions and Size	In the BoD		CEO/ Administrator (s)		Senior managers	
	No.	%	No.	%	No.	%
North	86	25.3	51	19.2	342	54.4
Center (TR+EL)	317	25.6	241	32.6	914	38.5
South	159	33.4	102	41.4	198	32.5
Declined [10-49]*	14	12.7	16	13.9	59	47.5
Medium [50-79]	120	24.4	95	27.2	283	51.1
Large [80-249]	304	29.8	200	35.6	626	39.2
V. Large [250+]	124	28.5	84	36.6	487	36.3
Total	562	27.4	395	31.5	1454	40.2

No differences are identified between the ownership status of the businesses and the level of women representation in the Boards, CEO/administrators and Senior Positions. Foreign owned companies seem to have more women in the senior management.

*Table 30:
Number and percentage of Women in the directing positions in the Frame, by Ownership*

Ownership	In the BoD		CEO/ Administrator (s)		Senior managers	
	No.	%	No.	%	No.	%
100% Albanian-owned	423	28.9	279	31.9	865	38.3
Foreign branches & Joint ventures	139	23.6	116	30.5	589	43.5
Total	562	27.4	395	31.5	1454	40.2

Considering as important the women representation in the public owned companies, additional information was gathered regarding the women

representation in the Board and CEO/administrator position. It results that there are 125 public owned companies under the administration of central Government institutions such as the Ministry of Economy, the Ministry of Energy and the Ministry of Defense, the Albanian Electrical Cooperation and under the administration of the Municipalities and Communes registered in the National Center of Registration. More than half of the companies are under the administration of communes and municipalities, in many cases co administered by more than two administration units. The data show that around one third of board members in companies under the administration of the central government are women, while the women CEO are much less (13.2% in average). The situation seem problematic in the companies under the Municipalities and Communes administration where only 17.7% of the Board members are women and only 4.1% of CEO/administrator are women. The situation seem even more problematic mentioning that in 42 companies out of 76, there is no any women in the capacity of a board member. Overall there are 25.6% of the companies having only one woman as a Board member.

Table 31: Women representation in the Public owned companies

Public Institution	No. of companies	In the BoD		CEO/ Administrator (s)	
		Female %	Males %	Females %	Males %
Ministry of Finance	4	37.5	62.5	25.0	75.0
Ministry of Defense	1	33.3	66.7	-	100.0
Ministry of Economy and Ministry of Energy	46	35.0	65.0	13.1	86.9
Electrical Cooperation	2	33.3	66.7	-	100.0
Municipalities & communes	72	17.7	82.2	4.1	95.8
Total	125	24.1	75.8	8.0	92.0

Information was taken on women representation in the supervisory boards and CEO/administration level in a number of institutions and companies such as commercial banks, non bank financial institutions, Unions of the associations of savings and loans and insurance companies. Such companies are mostly linked with bank and finance, which is a subject with more female graduates and female employees.

The data indicate that the commercial banks have a very low women representation in the boards (13.2%) and moreover 8 out of 16 banks are without any women as a board member and in 5 other banks there is only one.

The non-bank financial institutions have a slightly better situation with 23.6% women in the boards, but 5 out of 13 without any women in the board. Insurance companies have also a very low representation of women (12%) and 7 out of 12 companies are without any women present as a board member.

Table 32: Women representation in non – bank financial institutions

Institution	No. of companies	In the BoD		CEO/administrator (s) Females %
		Total members	Females %	
Banks	16	83	13.2	12.5
Non bank financial institutions with Boards	13	55	23.6	30.0
Associations of savings and loans	233	883	18.7	20.8
Unions of associations of loans and credits	2	16	25.0	100.0
Insurance companies	12	41	12.0	16.0

THE PROFILE OF WOMEN IN DECISION-MAKING AND HIGH MANAGEMENT

The profile of women in decision-making and high management is done based on age, work experience, education, marital status and number of children, and previous experience abroad. The average age of women in Boards, CEO position and other senior management positions is within the range 38.3-41.5 years old. This also coincides with the population age with the highest labor force participation rate and employment rate. This age group also belongs to the generation of those graduated after 1990, whose experience belongs to a market economy system. The oldest managers seem to be mostly those in the public owned companies.

On average women have around 8 years of work experience in the current companies, which proves that for a women after 8 years of experience in average there is time to reach high management positions. Also, becoming a CEO administrator needs a longer working experience (17.1 years) than becoming a senior manager (13.2 years).

Table 33:
Descriptive analysis for the Age of female managers in the Frame (in years)

Position	Mean	Std. Dev.	Min	Max	Q1	Q2 (median)	Q3
Board Member	41.5	9.7	24	80	35	40	50
CEO/Administrator	41.5	8.5	28	78	35	40	49
Senior Manager	38.3	9.0	21	69	31	37	45

Table 34:
Descriptive analysis for total years of experience of female managers in the Frame

Position	Mean	Std. Dev.	Min	Max	Q1	Q2 (median)	Q3
Board Member	16.3	9.2	1	60	10	15	23
CEO/Administrator	17.1	8.2	3	50	10	15	21
Senior Manager	13.2	8.5	1	46	7	15	21

Table 35:
Descriptive analysis for the years of work in the current company of female managers in the Frame

Position	Mean	Std. Dev.	Min	Max	Q1	Q2 (median)	Q3
Board Member	7.9	6.2	1	28	3	7	10
CEO/Administrator	8.7	6.7	1	25	4	7	12
Senior Manager	7.9	6.2	1	27	3	7	10

The results indicate a low frequency of changing the management position in the company at all three levels, while in the case of CEO and senior management position it may indicate that there has been motivation from inside the company to grow in career. The in depth interviews provided evidence that usually women stay longer in a certain job position compared to men. The reason is mainly related to the high salaries big companies pay to the managers compared to the rest of the market. In addition, there are other attractions such as the standard of working culture, communication as well as packages of additional benefits big companies provide to their managers. The companies confess that the frequency of changing the job for those employed in the second line of management is higher, but this is more characteristic of men rather than women. Men have a higher tendency to change the job due to their explorative and risk taking nature as well as better job offers they have.

*Table 36:
Descriptive
analysis for
the years in
current or
similar position
of female
managers in the
Frame*

Position	Mean	Std. Dev.	Min	Max	Q1	Q2 (median)	Q3
Board Member	7.8	6.0	1	28	4	6	10
CEO/Administrator	7.4	5.7	1	25	3	6	10
Senior Manager	6.7	5.2	0	30	3	5	10

The large majority of the women engaged in Boards and senior management positions are with university and post university degree, which is an indication that companies rely in good level of knowledge and professionalism. However, it results that 12.9% of the women working as CEO are with secondary education, which could be related to the administrators that are also owners of their businesses or administrators of public owned companies. The share of women with a post university degree varies from 16.8% to 17.1%. During the in depth interviews the respondents confessed that women are more active in their efforts to continue post graduation studies and to attend trainings in order to increase their knowledge level.

*Table 37:
Education
level of female
managers in the
Frame*

Sectors	Elementary		Secondary		University		Post University	
	No.	%	No.	%	No.	%	No.	%
Board Member	1	0.2	38	6.8	427	76.0	96	17.1
CEO/Administrator	1	0.3	51	12.9	267	67.6	76	19.1
Senior Manager	2	0.2	144	9.9	1,063	73.1	245	16.8

One fourth of women engaged at all levels of decision-making and senior management are without children, while the age of women is between 30-50 years old. Also, another more than 25% of them are with one child and the women in the senior management are less willing to have children than CEOs. This might be explained with their plans for further career advancement.

*Table 38:
Number of
children
of female
managers in the
Frame*

Position	0	1	2	3	4	5	Total
Board Member	23.2%	27.3%	44.1%	5.3%	0.2%		100.0%
CEO/Administrator	24.9%	15.4%	49.9%	7.1%	2.4%	0.2%	100.0%
Senior Manager	25.5%	32.0%	38.0%	4.4%	0.1%		100.0%

On third of the women senior managers are not married and one fourth of them are without children and CEOs are more unmarried and have zero or less children that women in higher levels. The in depth interviews also provided evidence of increased difficulties of women in management to cope with the work and home burden during the pregnancy and after. It results that, regardless the friendly environment for women in companies, the practices of flexible working hours, doing work in home conditions, providing extra support for every born child, and creating care services for children close or in the company's premises are rarely found. The most advanced large companies have started to think about having kindergarten services for children of employees, but the main problem is space, which was not planned at the moment the premises were built. It seems that women in senior management positions are relatively more reluctant to get married and to have children compared to the higher levels of management.

*Table 39: Marital
status of female
managers in the
Frame*

Sectors	Single		Married		Divorced		Cohabitant		Others	
	No.	%	No.	%	%	%	No.	%	No.	%
Board Member	78	13.9	453	80.7	11	1.9	20	3.5	-	
CEO/Administrator	75	18.9	297	75.1	9	2.3	9	2.3	5	1.3
Senior Manager	434	29.8	972	66.9	24	1.6	21	1.5	3	.2

A considerable number of board members and CEO are with previous career abroad, which indicates that qualified women have returned in Albania and are employed in very good management positions in Albania, but that also the market positions these women well valuing their acquired education abroad.

Table 38: Number of children of female managers in the Frame




	In the Board 	CEO/ Administrator (s) 	Senior managers 
0	23.20%	24.90%	25.50%
1	27.30%	15.40%	32.00%
2	44.10%	49.90%	38.00%
3	5.30%	7.10%	4.40%
4	0.20%	2.40%	0.10%
5		0.20%	

Table 39: Marital status of female managers in the Frame



*Table 40:
Questions
related to
the working
experiences
of female
managers
in the Frame*

Sectors	Has the following a line position with profit or direct client responsibility?		Has the following ever had a professional career abroad?		Answers	
	Yes	No	Yes	No	Number	%
Board Member	43.4%	56.6%	15.2%	84.8%	562	100.0%
CEO/Administrator	58.3%	41.7%	20.4%	79.6%	395	100.0%
Senior Manager	54.0%	46.0%	9.4%	90.6%	1,454	100.0%

Disaggregated by ownership, it results that women CEOs and senior managers with a professional experience abroad are more in the foreign owned companies than in the companies with Albanian owners.

*Table 41:
Number of
women in top
positions in
businesses
according to
their ownership*

Number of Women	In the BoD		CEO/ Administrator (s)		Senior managers	
	Yes	No	Yes	No	Yes	No
100% Albanian-owned	13.6%	86.4%	14.9%	85.1%	7.0%	93.0%
Joint venture	13.3%	86.7%	31.1%	68.9%	17.0%	83.0%
Foreign company branch	22.5%	77.5%	34.9%	65.1%	12.1%	87.9%
Total	15.2%	84.8%	20.4%	79.6%	9.4%	90.6%

BARRIERS TO GENDER DIVERSITY

No real identified barrier for women to be on Boards

Businesses were asked about potential difficulties that could become barriers for women to be members of the Board. 53.3% of the businesses in the Frame, point out that there is not a single potential difficulty that can be a barrier for woman advancement in the boards.

Table 42: Level of the potential difficulties as real barrier for women advancement in Boards, in the Frame

	Possible difficulties (Board of Directors)	Percentages of Frequencies (valid %)				Descriptive		
		Not at all [1]	A little [2]	Average [3]	A lot [4]	Mean	Median	Mode
1	Stereotyping and prejudgments of women's roles & abilities	59.4	22.7	15.2	2.7	1.6	1	1
2	Inhospitable environment in the current Boards in terms of gender	71.0	18.4	8.2	2.4	1.4	1	1
3	Lack of desire of Head of the Board/ owners to assume high level of responsibility for women	57.7	24.8	14.6	2.9	1.6	1	1
4	Unfavorable Board selection procedures (direct appointments rather than selection)	56.3	23.5	12.7	7.5	1.7	1	1
5	Difficulties working with colleagues	71.2	18.3	8.4	2.1	1.4	1	1
6	Lack of connections/ alliances that support career advancement	57.3	27.6	10.5	4.5	1.6	1	1

The analysis of the level of potential difficulties in relation to the ownership and size of the businesses show no particular patterns, while there is some influence of the region on the level of difficulty. As assessed by the respondents in the Northern region, although the level of difficulties is evaluated in average, as "a little" it seems a higher sensitivity than in the Central and Southern Region particularly regarding stereotyping and prejudgment, lack of connections and unfavorable procedures for Board selection (appointment vs competition).

Table 43: Level of the potential difficulties as real barrier for women advancement in Boards, in the Frame, by Region

	Possible difficulties (Board of Directors)	Mean by the Region			
		North	Central	South	Total
1	Stereotyping and prejudgments of women’s roles & abilities	2.0	1.5	1.6	1.6
2	Inhospitable environment in the current Boards in terms of gender	1.9	1.3	1.3	1.4
3	Lack of desire of Head of the Board/owners to assume high level of responsibility for women	2.0	1.5	1.4	1.6
4	Unfavorable Board selection procedures (direct appointments rather than selection)	2.3	1.5	1.5	1.7
5	Difficulties working with colleagues	1.9	1.2	1.3	1.4
6	Lack of connections/alliances that support career advancement	2.1	1.4	1.6	1.6

Commitment to family – a barrier for women to advance in management

While asked about potential difficulties for women advancement in senior management positions, generally speaking the level of difficulty is a little bit higher than in the case of becoming a Board Member, but still under the category “A little”. However, there are 46.1% of the businesses in the frame that estimate “Commitment to family responsibility” being as “Average” or “A lot” difficult.

Table 44: Level of the potential difficulties as real barrier for women advancement in senior management levels, in the Frame

	Possible difficulties (Senior management level)	Percentages of Frequencies (valid %)				Descriptive		
		Not at all [1]	A little [2]	Average [3]	A lot [4]	Mean	Median	Mode
1	Commitment to family responsibility	22.6	31.3	31.1	15.0	2.4	2	2
2	Stereotyping and prejudgments of women’s roles and abilities	46.4	28.8	22.8	2.0	1.8	2	1

Possible difficulties (Senior management level)	Percentages of Frequencies (valid %)				Descriptive		
	Not at all [1]	A little [2]	Average [3]	A lot [4]	Mean	Median	Mode
3 Unfriendly environment in the companies in terms of gender	69.3	21.1	8.8	0.9	1.4	1	1
4 Lack of desire of Administrator to assume high level of responsibility for women	58.2	26.7	13.4	1.7	1.6	1	1
5 Lack of significant general or line management experience	52.1	27.1	15.4	5.4	1.7	1	1
6 Difficulties working with colleagues	70.7	21.1	6.9	1.3	1.4	1	1
7 Difficulties in managing high pressure situations	43.3	27.1	17.6	12.0	2.0	2	1
8 Harassing work environment	81.3	13.9	3.9	0.9	1.2	1	1
9 Lack of self-determination/initiative to advance in high levels	62.0	29.0	8.3	0.7	1.5	1	1

By analyzing the data in relation to the size and ownership of the businesses it results that there is no any difference like in the case of Boards. The level of difficulty is influenced by the location of the business. In the Northern region, while the level of difficulties is still in average considered as “a little”, it is more difficult than in the Central and Southern Region.

In particular the difference with the Center region is notable regarding the “Difficulties in managing high pressure situations” (2.7 in average for the North vs 1.7 in average for Center) and “Commitment to family responsibility” (3.0 in average for the North vs 2.2 in average for Center).

Table 45: Level of the potential difficulties as real barrier for women advancement in senior management levels, in the Frame, by Region

	Possible difficulties (Senior management level)	Mean by the Region			
		North	Central	South	Total
1	Commitment to family responsibility	3.0	2.2	2.2	2.4
2	Stereotyping and prejudgments of women's roles and abilities	2.3	1.6	1.8	1.8
3	Unfriendly environment in the companies in terms of gender	1.8	1.3	1.3	1.4
4	Lack of desire of Administrator to assume high level of responsibility for women	2.0	1.4	1.6	1.6
5	Lack of significant general or line management experience	2.1	1.5	2.1	1.7
6	Difficulties working with colleagues	1.8	1.2	1.4	1.4
7	Difficulties in managing high pressure situations	2.7	1.7	2.0	2.0
8	Harassing work environment	1.4	1.2	1.2	1.2
9	Lack of self-determination/initiative to advance in high levels	1.8	1.3	1.5	1.5

The respondents think that when we talk about the kind and the level of difficulties for women to advance, they apply all the same for both women advancement to senior management and to middle management positions. However, 19.7% of the respondents have answered "Mostly No" and have listed as the main reasons the fact that for the middle level of management there is presumed a lower level of responsibility and there is a lower level of competition by both genders.

Table 46: Answers to the question whether the same barriers exist for the middle level management women?

Economic Sector	Frame	
	Firms	%
Yes, all of them	487	49.2
Mostly Yes than No	220	22.3
Mostly No	195	19.7
Don't know	97	8.8
Total	990	100.0

Women equally ambitious and skillful as men for career advancement

The businesses were asked about some general barriers for women including their willingness to take higher level jobs, skills, confidence, and family commitments. The results indicate clearly that there is confidence on women skills and recognition of their willingness for career advancement, while half of the businesses agree that the business community is dominated by men who do not have confidence in women and regard women's commitment to family responsibilities as barriers to career advancement.

*Table 47:
Answers to the
question whether
general barriers
exist for women
to make career*

	General barriers for women's career	Percentages of Frequencies			
		Agree	Dis-agree	DK	Total
1	Women are less willing than men to fight to make a career for themselves	10.4	81.7	7.9	100.0
2	Women do not have always the necessary skills to fill positions of responsibilities	13.2	76.2	10.6	100.0
3	Business community dominated by men who do not have sufficient confidence in women	48.4	33.3	18.3	100.0
4	Women have less freedom because of their family responsibility	50.9	26.9	22.2	100.0

Overall, there are 75% men and 25% females respondents to the interview. Comparing their answers regarding the specific possible difficulties for women to be in the position of Board member or senior management, tell that both genders have expressed almost the same opinion.

However, when asked about the general barriers for women to make career, there is a notable difference in the answers provided. On one side men tend to disagree on the barrier that a men dominated business community with insufficient confidence in women could be for women to make career, while on the other side they emphasize more the barriers linked to the women themselves such as women level of skills, women limited freedom due to family responsibility and their willingness to fight to make career.

Table 48: Answers to the question whether general barriers exist for women to make career

	General barriers for women's career	Agree		Disagree	
		Women	Man	Women	Man
1	Women are less willing than men to fight to make a career for themselves	7.6%	17.5%		
2	Women do not have always the necessary skills to fill positions of responsibilities	10.1%	21.2%		
3	Business community dominated by men who do not have sufficient confidence in women			28.1%	46.8%
4	Women have less freedom because of their family responsibility	46.7%	61.6%		

Low frequency of job change

It is estimated that 15.9% of businesses representatives in the Frame know at least one story of a woman that have voluntarily interrupted her career at the top management. The main reasons for such interruption is mentioned the need to spend more time with children as well as sufficient household incomes. From the in depth interviews the companies mentioned that in many cases they prefer to have more women in their top management teams because women are believed to perform better than men. They are more rationale in problem solving and more productive. The women are less corrupted, systematic in their job, and more sincere and responsible. That is why women largely are employed always in departments such as economy and finance that need systematic work, sincerity and loyalty. However, they know that women have family burden, pregnancy time and child care responsibilities that might affect their position in the job. That is why during the recruitment process companies are careful to keep a reasonable gender balance.

Table 49: Answers to the question whether the interviewee knew any decision for voluntary interruption of the career from the woman(s) at the top management

Do you know any decision?	Frame	
	Count	%
Yes	157	15.9
No	833	84.1
Total	990	100.0

*Table 50:
Reasons behind
the known
decision for
voluntary
interruption of
the career from
the woman(s)
at the top
management*

Reasons	Main reason		All reasons	
	Count	%	Count	%
Need more time for children	84	59.7	131	93.2
Need for higher salary	34	24.2	83	58.9
Lack of job satisfaction	13	9.2	67	47.2
Sufficient household incomes	6	3.9	75	53.2
Need more time for other family members	3	2.4	46	32.5
Feeling of being "stuck in a rut" professionally	1	0.7	27	19.1
Harassing/unfriendly working environment	0	0.0	3	2.1
Total answers	141	100.0	141	100.0

Theoretically, all agree that women should have the same chances to make career as men. Such confession was made also by all respondents during the in depth interviews. The survey results indicate that the vast majority (71.9%) sees this as based on merit rather than a women rights aspect of equality. Thus 71.9% of the surveyed businesses think that women should have the same chances in the management of companies because "They are as qualified as men".

*Table 51:
Answers to
the question
whether to give
to the women the
same chances
as men in the
management of
the companies*

Do you know any decision?	Frame	
	Firms	%
Yes	960	97.0
No	30	3.0
Total	990	100.0

*Table 52:
Reasons why
to the women
should be
given the same
chances as
men in the
management of
the companies
(sorted by the
main reason)*

Reasons	Main reason		All reasons	
	Count	▼ %	Count	%
They are as qualified as men	690	71.9	810	84.4
Because women and men should be equal	138	14.4	564	58.7
Because they are more loyal to the companies	62	6.5	488	50.8
Because they are complementary to men in the way company is run	39	4.1	367	38.2

Reasons	Main reason		All reasons	
	Count	▼ %	Count	%
Because it will ensure a better overall productivity of the company	20	2.1	431	44.9
Because they will manage better the risk faced by the companies	11	1.1	198	20.6
Total answers	957	100.0	141	100.0

RECRUITMENT

Women advancement rely on their performance and affirmation

The methods used by businesses to fill their vacancies are very different and vary from announcements in the newspapers, to promotion of the existing workers. The results below indicate that “Announcement in the newspapers, job portals, company’s website” (34.0%) is the main method used by businesses for filling up the vacancies followed by “Promoting other existing staff in the company” (29.8%). The motivation of applications from inside the company was mentioned as a preferred method of recruitment also during the in depth interviews. As they told, the vacancy is first announced inside the company and if a candidate is ready to take the position it is directly assigned. Otherwise, the vacancy is published for external applicants through the company website or newspapers. The head hunting companies are a source to get candidates. However, the companies admit that for very high management positions there are high difficulties to find appropriate professional candidates.

Also, the companies have mentioned that there are fewer women than men who prefer to become managers of the first line in the company. This is linked with the fact that the management positions need more sacrifices in terms of availability to work with late hours, travel, work under pressure, face the patriarchal mentality of their families etc.

*Table 53:
Frequency of
methods used
by business in
the Frame to fill
the vacancies for
senior level*

Methods to use for filling vacancies	1 st choice		2 nd choice		All choices	
	Firms	▼ %	Firms	%	Firms	%
Announcements in newspaper, Job portals, Company's Website etc.	337	34.0	183	18.5	520	52.5
Promoting other existing staff in the company	295	29.8	277	28.0	572	57.8
Personal contacts and relationships	164	16.5	186	18.8	350	35.3
Get candidates from head hunter /recruitment companies	122	12.3	209	21.1	331	33.4
Acquaintances, relatives and friends	47	4.8	113	11.4	160	16.2
Assisted from state institution (coded from Others)	13	1.3	7	0.7	20	2.0
Total	990	100.0	990	100.0	990	100.0

Businesses were asked to provide their opinion about the ways women use to advance in high positions. The answers indicate that women chose the hard way for career advancement that is performance, determination, good interpersonal skills, work attitude and upgrade education credentials. Since the respondents are either CEOs or very high executives in the companies, the ways they perceive are important for women who aspire career to build their strategies around them.

*Table 54: The
main individual
ways used
by women to
advance in
boards and
senior levels,
sorted by
frequencies*

Factors/ways	Frame	
	Firms	▼ %
Good Interpersonal (communication) skills	730	73.7
Determination	691	69.8
Performance	620	62.7
Good work attitude	565	57.0
Upgrade educational credentials for more professionalism	429	43.3
Favorable internal policy/circumstances regarding women	200	20.2

Factors/ways	Frame	
	Firms	▼ %
Establish good relations with high management/owners	127	12.8
Initiate and keep discussions with managers about career aspirations	78	7.9
Use connections/alliances that support career advancement	74	7.5
Total	990	100.0

The owners and CEO lead the recruitment process

The results for the persons/group who leads recruitment of the Board members and recruitment of the senior management are the same. Owners of the companies are the ones that lead the recruitment for around 45% of the businesses in the Frame, followed by CEOs with around 31% of the businesses.

Table 55: Who leads the recruitment of Board members Senior Management

Recruiter	Board members		Senior Management	
	Firms	%	Firms	%
The owner	446	45.0	452	45.6%
Head of the board/ the board members	140	14.1	142	14.3%
CEO	311	31.4	311	31.4%
HR office (coded from Others)	36	3.6	16	1.6%
Non applicable/ Not defined	58	5.8	70	7.0%
Total	990	100.0	990	100.0

POLICIES AND STRATEGIES TO ADVANCE GENDER DIVERSITY

Awareness of businesses better than quota

Businesses were asked about the best ways to achieve more balanced representation of men and women in the boards and 62.2% rely on awareness of the companies in order to make them use self regulation and settle targets for this purpose. Very few respondents (13.2%) trust on legal

measures such as quota enforcement. The same remains true for more balanced representation in the top management of the companies.

Table 56: The best way to achieve more balanced representation of men and women in companies' boards

Alternatives	Frame	
	Firms	%
Awareness of the companies so that they use self regulation for setting their own targets	615	62.2
Building legal measures (enforcing quota)	131	13.2
No need to achieve a more balanced representation of & women in companies' boards	176	17.8
Don't know	67	6.8
Total	990	100.0

Table 57: The best way to achieve more balanced representation of men and women in companies' top management

Alternatives	Frame	
	Firms	%
Awareness of the companies so that they use self regulation for setting their own targets	524	52.9
Building legal measures	150	15.1
Provision of flexible work hours for women with children	78	7.9
Provision of kindergarten service inside the company	17	1.7
No need to achieve a more balanced representation of & women in companies' boards	139	14.0
Don't know	82	8.2
Total	990	100.0

Awareness for private companies, quota instrument for the public companies

Businesses were asked about a potential realistic target to achieve more balanced representation of men and women on the boards. Most of the businesses are in favor of either “not less than 30%” women representation on Boards” and “not less than 40%” of women representation. Under such conditions a quota of 30% would be targeted voluntarily by private companies, while there is needed that the Government in the central and local level to bring equality in the decision making of public owned companies and aim to appoint more women as CEOs of these companies. This option fit also with the favored potential sanction in case the company fails to comply which is “annulment of the nomination of board members of the over presented gender”.

Table 58: What would it be a good but also realistic target to achieve more balanced representation of men and women on boards

Alternatives	Frame	
	Firms	%
Not less than 1 women	183	18.5
Not less than 20%	164	16.6
Not less than 30%	245	24.7
Not less than 40%	259	26.2
Don't know	139	14.1
Total	990	100.0

Table 59: The most effective sanctions for the companies that would not comply with such legislation

Alternatives	Frame	
	Firms	%
Monetary fine	136	13.8
Annulment of the nomination of board members of the over presented gender	411	41.5
No sanction at all	257	26.0
Don't know	186	18.8
Total	990	100.0

CONCLUSIONS

WIDESPREAD COMMITMENT

Gender equality, women's rights and empowerment are recognized as very important challenges of the twenty-first century due to the fundamental importance of women in the sustainable development of each country in the world. Considering the existing problems related to women education, employment and women representation in decision-making, the pace of advancement on gender equality agenda and in order to fasten the improvements several strategic documents and treaties are adopted by UN and EU. As a result, there are clear achievements globally so far in terms of women rights, women education and women participation in LM that has created the ground for greater opportunities regarding career advancement and representation.

The fast progress achieved in the women's education particularly in the tertiary level, was not reflected in the same level in women' participation in the labor market and employment as well as in decision-making. It is widely recognized that power in political, administrative and companies' decision making still lies in men's hands. Referring to the business world, there is a convergence of opinions that gender diversity on Boards and Top Management positions needs to be further improved.

As results, there is a great potential for further action on gender equality. Gender diversity is increasingly recognized as essential to robust decision-making, which leads to better business performance and sustainability. The figures indicate that the situation has progressed for better, but at a slow pace. In order to improve gender equality and women's participation in decision-making 4 decades ago legislative actions were taken such as imposing mandatory quotas. The first to be used were political quotas and 3 decades after, the gender quotas arrived also to the businesses world. Currently 111 out of 189 countries employ one or more quota for political representation, while there are many countries that have introduced quota for women representation in the Boards of state owned companies and provincial and municipal companies.

GOOD PROGRESS OF GENDER EQUALITY IN ALBANIA

Women' rights and the gender equality agenda have been important during the past 25 years of Albania's transition. Under a fragile Albanian democracy, women's organizations have unified their actions and monumental achievements were made on pushing forward the women' rights agenda

and ensuring fundamental rights for women. Also, the representation of women in political decision making has been improved as a direct result of introducing gender political quota and increased awareness, while there is a supportive political and governmental environment to promote women in senior levels of public administration, high positions in the government and at all public service level.

Despite better performance of girls than men in secondary, tertiary and post graduation studies, women participation in the LM is lower compared to men. Overall, there is a very good progress in terms of policy, strategy, institutional and legal measures harmonized with the UN and EU recommendations and there is a very good level of commitment of the all-political parties with regards to the overall women representation.

The political representation has improved in the national and local level, but it has not passed the critical mass of 30% for the National Parliament and local Units. There are 37% women Ministers in the Cabinet and good advancement is made on women representation in the top executive levels of public administration. Currently, there are 45% women at the level of General Directors.

There are a number of public institutions, agencies, directorates, authorities and other bodies under the responsibility of the Ministries or the Parliament that have supervisory Boards or Councils. Considering the information collected from administrative sources about the women representation among the appointed members it results that the figure is around 30%, while there are a number of boards/councils without any women membership.

WOMEN PRESENCE IN THE BOARDS, CEO AND SENIOR POSITIONS

The businesses surveyed are those with more than 50 employees and the results are generalized for the full population of companies. This businesses' population results to be largely dominated by "manufacturing" and "construction" sectors, highly concentrated in the Central Region of Albania, dominated by large and very large size businesses, relying almost fully in full time employment, 46.4% in average is female employment. 2/3rd are with 100% Albanian ownership and a bit less than 1/3rd is with foreign ownership operating mostly in "manufacture" and "administrative and support services". There is a very low presence of public companies and joint ventures.

27,4% of Board members is women and this is less than 5 years ago (30.3%). The results indicate that there are 43.3% of the businesses with a Board that do not have any women in their boardroom. In the extreme contrary, 0.7% of the businesses, which have a board, do not have any men in the board that proves the practice that boards can easily function without women, but cannot exist without men.

There are 31.5% of businesses with a women in the position of CEO/ administrator and this is higher than 5 years ago (28.9%). 40.2% of the senior positions in the companies are assigned to women. Considering the women representation at the three levels it can be concluded that higher the position, less women are present. This coincides with the commonly expressed opinion that men decide and order and women do the real management work.

VERY FEW WOMEN IN DECISION MAKING IN PUBLIC, MUNICIPAL AND BIG FINANCIAL INSTITUTIONS

There are 125 public owned companies under the administration of central Government institutions such as the Ministry of Economy, the Ministry of Energy and the Ministry of Defense, the Albanian Electrical Cooperation and under the administration of the Municipalities and Communes. Around one third of board members in companies under the administration of the central government are women, while the women CEO are much less (13.2% in average). The situation seem problematic in the companies under the Municipalities and Communes administration where only 17.7% of the Board members are women and only 4.1% of CEO/administrator are women. The situation seem even more problematic mentioning that in 42 companies out of 76, there is no any women in the board. Overall, 25.6% of the companies have only one woman as a Board member.

The commercial banks have as well a very low women representation in the boards (13.2%) and 8 out of 16 banks are without any women as a board member and in 5 others there is only one women in the boardroom.

The non-bank financial institutions have a slightly better situation with 23.6% women in the boards, but 5 out of 13 companies are without any women in the boardroom. Insurance companies have also a very low representation of women (12%) and 7 out of 12 companies are without any women in the board.

WOMEN SENIOR MANAGERS PRESENT ACROSS THE INDUSTRIES

The gender industry perspective seems to be influential while considering the female employment (more present in the “education and health”, “financial, insurance and RE”, “manufacturing” (due to fason activities), but it seems less influential for the senior management positions. A large presence of women senior managers positions is noticed not only in the above mentioned sectors, but also in “Construction” (36.3%), “Electricity, gas, water, sewage, waste” (31.6%) etc. These figures prove that, in Albania, like in the other countries: (i) there is a clear gender industry perspective

when it comes to female employment and women in CEO positions that is generated by mentality factors and gender education preferences; (ii) there is not a gender related perspective across the industries for Board members' positions; and (iii) senior management women are equally present in every industry with little sector variations.

THE PROFILE OF WOMEN IN DECISION-MAKING AND HIGH MANAGEMENT

Women board members, CEOs/administrators and senior managers belong to the group age 30-50 years and a large majority of them hold a university degree. Around 1/5th of CEO women have a post university degree. Their working experience is double the working experience in the current position and after 8 years of working experience in average women can reach high levels of management. The frequency of job changes is low for the three management levels, while men have higher tendency to change the job due to their explorative and risk taking nature. It is estimated that 15.9% of businesses know at least one story of a woman that have voluntary interrupted her career at the top management. The need to spend more time with children and sufficient household incomes are the main reasons mentioned. The in depth interviews noticed that in many cases CEOs prefer to have more women in their top management teams because women are believed to perform better than men. They are more rationale in problem solving and more productive. The women are less corrupted, systematic in their job, and more sincere and responsible. That is why women often are employed in departments of economy and finance that need systematic work, sincerity and loyalty. However, they know that women have family burden, pregnancy time and child care responsibilities that might affect their position in the job. That is why during the recruitment process companies are careful to keep a reasonable gender balance.

WOMEN MANAGERS, RELUCTANT TO GET MARRIED AND HAVE CHILDREN

Women in senior management positions are relatively more reluctant to get married and to have children compared to those in CEO/administrator position and board members. One third of women in senior management are not married and one fourth of them have no children. The in depth interviews provided evidence of sacrifices women in high management should do and increased difficulties to cope with the work and home burden especially during the pregnancy and after. It results that, regardless the friendly environment for women managers in companies, the practices of flexible working hours, doing work in home conditions, providing extra support for every born child, and creating care services for children close or in the company's premises are almost inexistent. The main barrier for women to be assigned to a high management role is linked with the fear that

they could become mothers without possibility to work with long hour for the company.

WOMEN BARRIERS FOR CAREER ADVANCE

There is a general opinion that no real barriers for women to be on the Boards. The Northern Region seems to be a little bit more sensitive regarding difficulties linked with stereotyping and prejudgment, lack of connections and unfavorable procedures for board selection for women to get the board membership. The barriers seem to be higher for women to have a top management position and “commitment to family responsibility” is the biggest barrier. An additional assessed barrier for the companies in the North is “difficulties in managing pleasure situations”.

The businesses think that women are equally ambitious and skillful as men for career advancement. Half of the businesses agree that it is the business community dominated by men who do not have confidence in women and women commitment to family responsibilities as real barriers to make career. Theoretically, all agree that women should have the same chances to make career as men. The survey results indicate that the vast majority (71.9%) sees this as deserved based on merit rather than a simply women rights aspect.

WOMEN ADVANCEMENT RELY ON THEIR PERFORMANCE AND AFFIRMATION

The methods used by businesses to fill their vacancies are very different. “Announcement in the newspapers, job portals, company’s website” (34.0%) is the main method used by businesses for filling up the vacancies followed by “Promoting other existing staff in the company” (29.8%). The companies admit that for very high management positions there are high difficulties to find appropriate professional candidates and there are fewer women than men who prefer to become managers of the first line in the company. Women chose the hard way for career advancement that is performance, determination, good interpersonal skills, work attitude and upgrade education credentials.

AWARENESS RAISE FOR PRIVATE BUSINESSES BETTER THAN QUOTA

Businesses were asked about the best ways to achieve more balanced representation of men and women in the boards and 62.2% rely on awareness of the companies in order to make them use self regulation and settle targets for this purpose. Very few respondents (13.2%) trust on legal measures such as quota enforcement. The same remains true for

CONCLUSIONS

more balanced representation in the top management of the companies. However, while mentioning the public companies they agree that quota could be an effective instrument. Most of the businesses are in favor of either “not less than 30%” women representation on Boards” and “not less than 40%” of women representation. This option fit also with the favored potential sanction in case the company fails to comply which is “annulment of the nomination of board members of the over presented gender”.

INSIGHTS AND RECOMMENDATIONS

The literature review and the findings of the research study conclude that the labour market in Albania does not promote gender equality. The data clearly shows that although more women than men graduate from the universities, or that mostly women are included in all levels of operations within a company only a few reach top decision making positions.

In order to change the mindset and the trends in women representation in boardrooms in Albania, a number of measures are suggested for consideration at different levels of responsibility, including consistency in various initiatives, even incorporating enterprise-led actions in this context. The responsibilities for more women in management positions are shared in central and local level of governance of Albania, in legislative level and of course with the international and national companies that operates in Albania. The research study gives power to the civil society organizations especially women's rights ones to find ways to advocate for the respect of women's rights and promotion of gender equality in all working and management tiers of companies operating in Albania.

While we face a reality where women's representation in boards and CEO position in the companies operating in Albania is somehow low and in more than 40 % inexistent immediately the thinking goes to quota system. Quota system has proven track to bring benefits for boosting Albanian women representation in politics and decision making in central and local level in Albania. For long period the European countries, Canada and USA raised discussion about women's representation in boards and management position. Some European countries opted for self-regulation in order to improve gender balance on company's boards; however, efforts at self-regulation have failed to deliver significant improvements. Thus many European Countries changed their legislation by putting binding quotas aiming to see more women in boardrooms.

Having into consideration the Albanian women's status and the research study conclusions the following recommendations are presented to different stakeholders for further actions regarding more women representation in boardrooms and managerial positions.

RECOMMENDATIONS FOR THE GOVERNMENT OF ALBANIA AND THE MUNICIPALITIES

- Revise the Corporate Governance Code of Albania and any by laws that regulate the corporate governance for the companies operating in Albania ensuring a broad and transparent discussion with the involvement of all interest groups. The Corporate Governance Code should serve as a benchmark for good corporate governance and corporate control on Albanian market. The Code must meet the most modern international and European standards, the OECD principles⁵² and Albanian commitment for gender equality. The Code should clearly define the management tiers of the large companies operating in Albania.
- Decide a special requirement in this Code for having more women in boardrooms. The suggested scenario could be that each board reach and maintain a percentage of at least 20% of women within a period of five years and at least 40% of women representation within a period of six years for large private companies.
- Re assess the Labor Code in terms of the possibility it creates to facilitate the position of women with children particularly regarding the flexibility of working hours, working from distance etc. and propose changes where appropriate.
- Decide a balanced gender representation in the Boards of the public owned companies. The same initiative should be advocated to the municipalities' owned companies. The Alliance of Women Councilors at the Municipality of Tirana and other Municipalities as well as the Women Councilors in local administration units should lead and monitor the implementation of this initiative. The Board members should be appointed on the basis of professionalism and merit.
- Introduce the data collection on women representation in the Boards and CEO positions as part of the business survey implemented by INSTAT and all other relevant INSTAT statistical instruments for data collection.
- Companies should disclose each year the proportion of women on the board and women in Senior Executive positions. Keep gender based record at the National Center for Registration regarding the board membership of the publicly owned companies.

52 OECD (2015), *G20/OECD Principles of Corporate Governance*, OECD Publishing, Paris. <http://dx.doi.org/10.1787/9789264236882-en>

RECOMMENDATIONS FOR THE COMPANIES OPERATING IN ALBANIA

- The women representation agenda in the top management of the companies should be disseminated and advocated to the Chamber of Commerce and the businesses associations in Albania. Initiatives that create facilities for managerial women such as flexible working hours and working places, child care facilities and/or compensation packages should be encouraged, promoted and disseminated.
- The companies should be encouraged to undertake voluntary measures to ensure a balanced representation of women and men in top management and decision-making bodies. A minimum 40% representation of women on governing and supervisory boards⁵³ should be aimed. Especially advocacy should start with the commercial banks, insurance companies, loans and savings unions and other similar activities knowing that these activities are highly dominated by female employment at all levels.

RECOMMENDATIONS FOR THE WOMEN' RIGHTS ORGANIZATIONS IN ALBANIA AND INTERNATIONAL DONORS

- The Women's organizations should lobby for more women representation in the boards and CEO level of the public owned companies, the Boards/councils appointed by the government and parliament as well as in boards of the private large companies.
- Monitor periodically the status of women representation in the boards and top management levels in the large private companies, the status of women representation in the public and municipal owned companies and in the boards/councils appointed by the Parliament and the Government.
- An initiative "Women On Board" could be a good promoter to put in balance the gender representation.

RECOMMENDATIONS FOR ACADEMIA

- There are no studies that penetrate deeper on the companies' development and gender relation to it. Despite the need for studies that monitor the progress of numbers, it is important to run studies that identify more what is behind the numbers, stories, cases that can create a good ground for enriching the instruments to facilitate

53 Parliamentary Assembly, Council of Europe, Resolution 1825 (2011) 'More women in economic and social decision-making bodies.' Available at: <http://assembly.coe.int/Main.asp?link=/Documents/AdoptedText/ta11/ERES1825.htm>.

the women representation in high managerial and decision making positions in every segment.

- Future studies on women representation on top jobs at every level, along with the women situation and potential barriers should provide the same information about the men in order to have the possibility to make comparisons.

ANNEXES

ANNEX 1:

SHARE OF WOMEN IN BOARDS AND NATIONAL MEASURES IN PLACE

Member state	Share of women on boards	Quotas in Place	Other national measures on place
Austria	17.8 %	Yes: only state-owned companies (35 % for supervisory boards by 2018).	Self-regulation: The Corporate Governance Code of 2009 recommends representation of both genders in appointments to supervisory boards.
Belgium	23.4 %	Yes: 33% for executives and non- executives in state-owned and listed companies-by 2017 and by 2019 (including listed SMEs).	Self-regulation: The Corporate Governance Code of 2009 recommends that the composition of a board is determined on the basis of gender diversity.
Bulgaria	17.6 %	No	No
Croatia	20.3 %	No	No
Cyprus	8.4 %	No	No
Czech Republic	11.6%	No	No
Denmark	25.8 %	No	Boards in state-owned companies should 'as far as possible' have an equal gender balance; a man and a woman nominated for every vacancy (executives and non-executives). From 2013 - obligation to all companies (listed and non- listed) to self-regulate and set their own targets. A company can be fined if it hasn't set any target figures or hasn't submitted any reporting.
Estonia	8.0 %	No	No

Member state	Share of women on boards	Quotas in Place	Other national measures on place
Finland	29.5%	No	State-owned companies are required to have an 'equitable proportion of women and men'. The Corporate Governance Code for listed companies contains recommendation that 'boards shall consist of both sexes'.
France	32.8 %	Yes: from 2011 - 40 % by 2017. Applicable to non-executive directors in large listed and non-listed companies.	The AFEP-MEDEF Corporate Code: recommendation containing same quotas as in the Law of 2011, applicable to all board members.
Germany	25.4 %	Yes: from 2016 - 30 % for supervisory boards of the listed companies that are submitted to parity co-determination (the roughly 110 biggest listed companies).	Other companies that are either listed or fall under parity co-determination have to set individual quantitative objectives of women on boards with regard to non-executive and executive board members and senior managers below board level and deadlines to achieve them.
Greece	10.3 %	Yes, 33 % - only companies fully Applicable to all board positions (executives and non-executives).	Soft positive action measures in public sector. or partially owned by the State.
Hungary	11.1 %	No	Soft positive action measures in public sector.
Ireland	13.2 %	No	A policy target of 40 % female participation on all state boards and committees. Soft positive action measures in public sector employment.
Italy	25.8 %	Yes: 33 % by 2015 for listed companies and state-owned companies. Applicable to management boards and supervisory boards (i.e. executives and non-executives).	Yes

Member state	Share of women on boards	Quotas in Place	Other national measures on place
Latvia	32.3 %	No	Soft positive action measures in the public sector.
Lithuania	16.3 %	No	No
Luxembourg	11.1 %	No	Soft positive action measures. The Corporate Code of 2009 recommends the board to have an appropriate representation of both genders. The rule is applicable to all board members.
Malta	2.5%	No	No
Netherlands	23.8 %	Target of 30 % in the executive boards and supervisory boards of large companies - “comply or explain” mechanism, no sanctions. Measure to expire in 2016.	Self-regulation: diversity clauses in the Dutch Corporate Governance Code of 2009, applicable to both executives and non-executives. Voluntary Charter with targets for more women in management.
Poland	17.6 %	No	The executive ordinance of Minister of State Treasury obliges state-owned companies to ‘choose adequately prepared members of supervisory boards, taking into account the balanced participation of women and men’. The Code of good practices attached to that ordinance establishes a target of 30% for 2015 and a priority rule for equally qualified women. No sanctions are envisaged.
Portugal	10.7 %	No	A government resolution of 2015 encourages listed companies to attain 30 % of the under- represented sex at their administrative bodies by 2018.
Romania	11.3 %	No	Soft positive action measures in public sector employment.
Slovakia	13.6 %	No	No

Member state	Share of women on boards	Quotas in Place	Other national measures on place
Slovenia	22.2 %	No	Regulation on state-owned companies: A principle of 40% representation of each sex applies to the nomination or appointment of government representatives to management and supervisory boards of state-owned enterprises (executives and non-executives). No sanctions apply if the principle is not respected.
Spain	16.8 %	Yes: 40 % (both executives and non-executives) by 2015 (but no sanctions, thus rather a recommendation by nature) in state-owned companies with 250 or more employees. New possible models under discussion.	Soft positive action measures in public sector employment.
Sweden	29.4 %	No	Self-regulation: The Corporate Governance Code of 2004 has a voluntary goal of parity for listed companies – “comply or explain” mechanism.
United Kingdom	25.9 %	No	Self-regulation – from 2012 on the basis of principles of UK Corporate Governance Code (following the Lord Davies’ recommendation). The recommended target for listed companies in FTSE 100: 25%, by 2015 is applicable to all board members. FTSE 350 companies recommended setting their own aspirational targets to be achieved by 2013 and 2015.

ANNEX 2: THE QUESTIONNAIRE

Q.
Code

Company Name _____ Tel: _____
Location _____ Region: _____

Q. Code

Gender of the interviewee: Female 1 Male 2

SECTION A GENERAL INFORMATION

- A1. Describe with few words, which is the main activity/ economic sector your company operates?

- A2. When did the activity of your company started (specify the year)? _____

- A3. Which is the status of your enterprise in terms of ownership:

100% Albanian owned	A joint venture	100% foreign ownership	A branch of a foreign company
1	2	3	

- A4. Is the ownership of the company 100% private? If No, please give the percentage of the state-owned shares.

YES NO ► if No, the % of state _____

- A5. How many people are employed in your company including the part-time employees? (at the moment of the interview) _____

A6. How many of them are female employees?

A7. How many of them are part-time employees?

A8. How many of them are women part-time employees?

A9. What is the total number of shareholders in your company at this moment? _____

A10. How many of them are female shareholders?

A11. How many of them are juridical person shareholders (companies, government etc.)?

Which has been the economic trend in your enterprise in the last 2 years, by these indicators?

	Increasing	Decreasing	Unchanged
A12. Annual Turnover	1	2	3
A13. No. of Workers	1	2	3
A14. Total Investments	1	2	3

A15. Does your company have a Management Board?

YES NO

- Please fill the table below. For the women in the senior management, fill also the position in the first column.

	Function/position	No. Women	Age	Education:	Total working experience (years)	No. of years in the company	No. of years in this or similar position	Marital status:	No. of Children	Line position with profit or direct client responsibility	Have the following ever had a professional career abroad?
				Elementary Secondary University Post University				Single Married Divorced Cohabiting Other			
A16	Administrator (s) / CEO										
A17	Female 1			E S U PU				S M D O C		Yes	No
A18	Female 2			E S U PU				S M D O C		Yes	No
A19	Board member										
A20	Female 1			E S U PU				S M D O C		Yes	No
A21	Female 2			E S U PU				S M D O C		Yes	No
A22	Female 3			E S U PU				S M D O C		Yes	No
A23	Female 4			E S U PU				S M D O C		Yes	No
A24	Female 5			E S U PU				S M D O C		Yes	No
A25	Senior management										
A26	F1.			E S U PU				S M D O C		Yes	No
A27	F2.			E S U PU				S M D O C		Yes	No
A28	F3.			E S U PU				S M D O C		Yes	No
A29	F4.			E S U PU				S M D O C		Yes	No
A30	F5.			E S U PU				S M D O C		Yes	No
A31	F6.			E S U PU				S M D O C		Yes	No
A32	F7.			E S U PU				S M D O C		Yes	No
A33	F8.			E S U PU				S M D O C		Yes	No
A34	F9.			E S U PU				S M D O C		Yes	No
A35	F10.			E S U PU				S M D O C		Yes	No

A.36 Number of women in Board 5 years ago? _____

A37. Number of women as administrator/CEO 5 years ago? _____

SECTION B BARRIERS TO GENDER DIVERSITY

B1. According to your experience, valuate at what level each of the following potential difficulties is a real barrier for women advancement in boards of directors?

Possible difficulties	Not at all	A little	Average	A lot
1 Stereotyping and prejudgments of women's roles and abilities	1	2	3	
2 Inhospitable environment in the current Boards in terms of gender	1	2	3	4
3 Lack of desire of Head of the Board/owners to assume high level of responsibility for women	1	2	3	
4 Unfavorable Board selection procedures (direct appointments rather than selection)	1	2	3	4
5 Difficulties working with colleagues	1	2	3	4
6 Lack of connections/alliances that support career advancement	1	2	3	4
7 Others _____	1	2	3	
8 Don't know	1	2	3	4

B2. According to your experience, valuate at what level each of the following potential difficulties is a real barrier for women advancement in senior management levels?

Possible difficulties	Not at all	A little	Average	A lot
1 Commitment to family responsibility	1	2	3	
2 Stereotyping and prejudgments of women's roles and abilities	1	2	3	4
3 Unfriendly environment in the companies in terms of gender	1	2	3	
4 Lack of desire of Administrator to assume high level of responsibility for women	1	2	3	4
5 Lack of significant general or line management experience	1	2	3	
6 Difficulties working with colleagues	1	2	3	4
7 Difficulties in managing high pressure situations	1	2	3	

8	Harassing work environment	1	2	3	4
9	Lack of self-determination/initiative to advance in high levels	1	2	3	
10	Others _____	1	2	3	4
11	Don't know	1	2	3	4

B3. Do the same barriers exist for the middle level management women? Why yes, why no in very few words?

Yes, all of them	1		
Mostly Yes than No	2		
Mostly No	3	Why No _____	
Don't know	4		

B4. What do you think about the following statement related to general barriers for women to make career?

	Agree	Disagree	DK
Women are less willing than men to fight to make a career for themselves	1	2	
Women do not have always the necessary skills to fill positions of responsibilities	1	2	9
Business community dominated by men who do not have sufficient confidence in women	1	2	
Women have less freedom because of their family responsibility	1	2	9

B5. Do you know about any decision for voluntary interruption of the career from the woman(s) at the top management?

YES	<input type="checkbox"/>	if YES explain why below	NO	<input type="checkbox"/>	If NO, avoid the Question below
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B6. If your answer above is Yes, please explain why by selecting the top three reason below for such decision according to the importance (First = The most significant) you give to them:

Reasons for YES	FIRST	SECOND	THIRD
Need more time for children	1	1	
Sufficient household incomes	2	2	2
Need for higher salary	3	3	

Lack of satisfaction from the job	4	4	4
Feeling of being "stuck in a rut" professionally	6	6	
Harassing/unfriendly working environment	7	7	7
Decide to leave the country and work abroad	8	8	
Other(explain)_____	9	9	9

B7. Should women be given the same chances as men in the management of the companies?

YES
 ▶ if YES explain why below

NO If NO, avoid the question below

B8. If your answer above is Yes, please explain why by selecting the top three reason below according to the importance (First = The most significant) you give to them:

Reasons for YES	FIRST	SECOND	THIRD
They are as qualified as men	1	1	
Because women and men should be equal	2	2	2
Because they are complementary to men in the way the company is run	4	4	
Because it will ensure a better overall productivity of the company	5	5	5
Because they will manage better the risk faced by the companies	6	6	
Because they are more loyal to the companies	7	7	7
Others (explain)_____	8	8	8

SECTION C RECRUITMENT

C1. According to your experience, which are the main individual factors/ways used by women to advance in boards and senior levels? (choose more than one)

Determination	1
Good work attitude	2
Performance	3
Favorable internal policy/circumstances regarding women	4

Good Interpersonal (communication) skills	5
Establish good relations with high management/owners	6
Use connections/alliances that support career advancement	7
Initiate and keep discussions with managers about career aspirations	8
Upgrade educational credentials for more professionalism	9
Others (please explain)_____	10

C2. How vacancies for senior level are usually filled up in your business [please choose 2 most used methods]

	First	Second
Announcements in newspaper, Job portals, Company's Website etc.	1	
Get candidates from head hunter /recruitment companies	2	2
Personal contacts and relationships	3	3
Acquaintances, relatives and friends	4	4
Promoting other existing staff in the company	5	
Other, specify _____	6	6

C3. Who leads the recruitment of Board members?

The owner	1
Head of the board/ the board members	2
CEO	3
Others, specify _____	4

C4. Who leads the recruitment of the senior management?

The owner	1
Head of the board/ the board members	2
CEO	3
Others, specify _____	4

SECTION D: POLICIES AND STRATEGIES TO ADVANCE GENDER DIVERSITY

D1. What is in your view the best way to achieve more balanced representation of men and women in companies' boards?

Awareness of the companies so that they use self regulation for setting their own targets	1
Building legal measures (enforcing quota)	2
There is no need to achieve a more balanced representation of men and women in companies' boards	3
Others_____	4
Don't know	5

D1. What is in your view the best way to achieve more balanced representation of men and women in companies' top management?

Awareness of the companies so that they use self regulation for setting their own targets	1
Building legal measures	2
Provision of flexible work hours for women with children	4
Provision of kindergarten service inside the company	5
There is no need to achieve a more balanced representation of men and women in companies' top management	6
Others_____	7
Don't know	8

D2. Some countries have already taken legal measures to ensure a more balanced representation of men and women in companies' boards. Are you in favor or opposed to legislation on this matter under the condition that qualification is taken into account without favoring on either gender?

Total in favor	1
Total opposed	2
I am totally indifferent	3
Don't know	4

D.3 In case of legislation providing a more balanced representation of men and women on boards what would it be a good but also realistic target?

Not less than 1 women	1
Not less than 20%	2
Not less than 30%	3
Not less than 40%	4
Don't know	5

D4. . What would be the most effective sanctions for the companies that would not comply with such legislation?

Monetary fine	1
Annulment of the nomination of board members of the over presented gender	2
No sanction at all	3
Don't know	4

SECTION E: OTHERS

E1. Status of company's economic activity

Active	1
Activity has not started yet	2
Passive	3
Closed	4

E2. Answer's indicator:

Answered by completed the questionnaire	1
Refusal	2
Could not be contacted	3