

# WOMEN REPRESENTATION AND ENGAGEMENT IN STATE-OWNED ENTERPRISES IN THE FEDERATION OF BOSNIA AND HERZEGOVINA

## The Gender Analysis Report

Sarajevo, 2021.

**Women Representation and Engagement in State-owned Enterprises in the Federation of Bosnia and Herzegovina**

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# ABBREVIATIONS

**B&H** – Bosnia and Herzegovina

**BSc, BA** – Bachelor of science, Bachelor of Business administration

**CEDAW** – Convention on the Elimination of All Forms of Discrimination Against Women

**CEO** – Chief executive officer

**COVID-19** – Coronavirus disease 2019

**EBRD** – European Bank for Reconstruction and Development

**ECA** – Europe and Central Asia

**FB&H** – Federation of Bosnia and Herzegovina

**FIA** – Financial and Information Agency

**FIGAP** – Program of financial mechanism for implementation of Gender action plan in Bosnia and Herzegovina

**GAF** – Gender Analysis Framework

**GAP** - Gender Action Plan

**GGI** – Gender Gap Index

**HR** –Human resources

**ILO** – International Labour Organization

**KM** – convertible mark

**MDG** – Millennium Development Goals

**MEASURE-BiH** – Monitoring and Evaluation Support Activity

**MSc** – Master of Science

**MSMEs** – Micro, Small, and Medium Enterprises

**NACE** – Nomenclature of economic activities

**NGO** – Non-governmental organization

**OECD** – Organization for Economic Co-operation and Development

**OSCE** – Organization for Security and Co-operation in Europe

**PhD** – Doctor of Philosophy

**RS** – Republic of Srpska

**SASE** – Sarajevo Stock Exchange

**SDG** –Sustainable Development Goals

**SoE** – State-owned enterprise

**SWOT** – Strengths, Weaknesses, Opportunities, and Threats

**UN** – United Nations

**USAID** –The United States Agency for International Development

**WB** - World bank



**1**

## **SUMMARY OF FINDINGS**





# 1. SUMMARY OF FINDINGS

Women in Bosnia and Herzegovina are facing many challenges and obstacles on their path to equality, and this struggle has been present for decades. Although women represent over 50% of the total population and 59% of students in tertiary education, the gender gap in unemployment remains resilient and the activity rate of women remains low. There is evident horizontal segregation in tertiary education and labor market, while at the same time upper echelon positions in politics and corporate world are mostly reserved for men. It appears that glass ceiling is too thick to be shattered.

## This research aims to:

- Quantify the representation of women on boards in state-owned enterprises (SoEs) in the Federation B&H;
- Examine the barriers to women's participation on boards and managerial positions;
- Highlight the opportunities to increase the number of women on boards in SoEs and
- Propose recommendations on how to achieve greater gender equality on boards, build pipeline of female business leaders, and promote gender equality practices in the labor market in FB&H.

The mixed-methods study was designed to include secondary data obtained through analysis of publicly available information, interviews, focus groups, and survey. In designing the study, Gender Analysis Framework (GAF) was utilized as a structure for organizing information about gender differences across different domains of social life. These four domains include:

- *access to assets* (e.g., income, information, knowledge, social networks),
- *beliefs and perceptions* (e.g., cultural belief systems or norms about what it means to be a man or woman in a specific context),
- *practices and participation* (e.g., the norms that influence men and women's behavior thereby structuring the activities they engage in, including gender roles and responsibilities),
- *institutions, laws, and policies* (e.g., information about men and women's formal and informal rights) and
- *power pervading these domains* (e.g., can an individual take advantage of opportunities, exercise rights, enter legal contracts, run for and hold office, etc.).

Such research design, conceptualized as concurrent triangulation, is well suited to assess complex interventions such as public reforms, as it is possible to combine standardized design, data collection and analysis with specific tools. Consequently, it can capture the complexities of the SoEs context, the changing nature of the policies, their intended outcomes and the processes of behavioral change that are taking place. The data was obtained on multiple levels within the social system, such as:



- **meta level data** on norms, structural and socio-cultural barriers to gender equality in social life,
- **macro level data** related to international and regional commitments (e.g., CEDAW, Beijing declaration) and national legislation (e.g., Law on Prohibition of Gender Discrimination, and Gender Equality Law),
- **meso level data** on relevant national and international institutions and CSOs and their role in gender equality policy making (e.g., Agency for Gender Equality, Gender Center in FB&H, OSCE) and
- **micro level data** at the individual level, collected through surveys and semi-structured interviews with women and men on managerial positions in SoEs.

## Findings from analysis of secondary data on women representation in SoEs

The study was conducted on a sample of 42 companies, with 38 companies being in majority ownership, and 4 companies in minority ownership of FB&H. We conducted a search for gender-focused published and unpublished studies and reports, and sex-disaggregated databases, including data from official web pages of companies, annual business reports, Sarajevo Stock Exchange, Službe novine FB&H, website of the Government of the Federation of B&H, financial reports, registers of business entities in B&H, Securities Commission of the Federation of B&H and other sources.

## Main findings from the analysis of the secondary data:

### Representation of women in management boards

- The number of companies with no women on management boards is 40.5%. Women are managing directors in only 12% of the total number of SoEs. Women on management boards that acquired some degree of higher education (I, II or III cycle), can be found in all sectors of economy in various disciplines. Economics and business as well as law and legal sciences appear to be two top fields of education among women. On average, women in management boards are 50 years old and they spent less time in their current positions than men.
- The data from 2010 to 2020 show that the proportion of women in management boards is increasing, but this percentage is still rather low and under 20%. Men's total of office from 2010 to 2020 is estimated to be 796 years, while women spent only 125 years. In other words, men spent 6.37 more time in management boards than women.

### Representation of women in supervisory boards

- Number of companies with no women on supervisory boards is 35.7%. Women are chairpersons in only 9% of the total number of SoEs. Women in supervisory boards that acquired some degree of higher education (I, II or III cycle), can be found in all sectors of economy with various disciplines. Economics and business as well as law and legal sciences appear to be two top fields of education among women in supervisory boards. On average, women in supervisory boards are 51 years old and they spent less time in their current positions than men.
- The data from 2010 to 2020 show that the proportion of women in supervisory boards is increasing, but this percentage is still rather low. Men's total terms of office from 2010 to 2020 is estimated to be 1099 years, while women spent only 195 years. In other words, men spent 6.63 more time in supervisory boards than women.

### Representation of women in audit boards

- The share of women in audit boards is much higher compared to that in the management and supervisory boards, but still only 19% of all women in audit boards are chairpersons. Only three companies (7.1%) have no women in audit boards. Audit boards seem to be attracting more women than men, as 60% of all members are women. The most common field of education among women in audit boards is economics/business, followed by law and legal sciences. These two fields appear to be the only fields of education of men and women in audit boards.
- To demonstrate the presence of women among middle-level managers (branches, departments and sectors), we collected the data from one large company owned by the Federation of Bosnia and Herzegovina. The company employs 346 managers at different levels and various locations. The representation of women at the department's level is the highest (40% of all managers of departments are women), but this percentage is decreasing as they move upwards management board, indicating a glass ceiling effect exists in this company.

## Findings from survey

We collected the data from 126 men and women in different managerial positions in SoEs. Most women participating in the study belong to the class J (Information and communication) and D (Electricity, gas, steam and air conditioning supply), according to NACE classification, and to large companies. Data collected from men and women imply that participants in the survey belong to all age groups and with various working experience. In the context of the education, most women have a degree in higher education with the background in economics and electrical engineering. Majority of men and women managers participating in survey are married with at least one child. Respondents in our sample hold various managerial positions, and are on various salary levels, while most of them are reporting to their supervisors, who are men. All men and women have international experience, but in the majority of cases, their education was acquired in Bosnia and Herzegovina.

### Main findings from the quantitative research:

- Results show that women and men perceive the support of senior management in advancement as a factor that is currently of the primary or secondary importance in advancing, followed by access to information on opportunities for advancement as the second most important factor. Significantly more women than men find that access to education and training is a factor of primary or secondary importance for advancing.
- Results indicate that both women and men perceive that a company culture that encourages advancement should be considered as an area of improvement in the future.
- Majority of women in the sample have access to the following organizational tangible and intangible resources for advancement: good reputation for advancement in the workplace, adequate knowledge and experience to advance, and support of higher levels of management for advancement in the workplace. Still, these resources are not available to all women.
- A high proportion of men and women agree that the role of a mentor is particularly important for advancement to higher positions.
- Top five barriers that women face in advancing to higher managerial positions are: few opportunities to advance to higher managerial positions (56%), difficulties in balancing family and business obligations (26%), higher levels of management prefer men in advancement (26%), unfavorable environment in the company (25%) and absence of mentoring (25%).
- During the COVID-19 pandemic, more women than men reported that they had more responsibilities in the family and household. More women than men felt more stressed than usual, felt less productive, more exhausted, had difficulties to reconcile family and business obligations or did not have enough time for themselves.
- The proportion of women that had to put their career on hold due to family and household responsibilities is higher compared to men (16.4% of women and 4.2% of men).

- Part time and flexible working conditions are found to be more important for dedication to promotion/advancement, but the proportion of men agreeing to this statement is larger than that of women. More than 50% of men and women believe that women and men have different leadership styles. Men also believe that women are less effective in leadership positions (16.7%) while 3.6% of women agree with this statement.
- Both men and women believe that women should first realize themselves as mothers, and only then dedicate themselves to careers. The percentage of women and men agreeing to this statement is 15.1% and 17.2%, respectively.
- Women believe that aggression is a distinctly masculine trait (69.2%), while caring (85.2%), compassion (85.2%), sensitivity to the emotions of others (79.6%), understanding (75%) and dedication (67.3%) are distinctly feminine traits. Men agree that aggression is a distinctly masculine trait (72.0%), with determination being the second (43.5%) and charisma the third (43.5%). The most common feminine traits in male managers' opinion are caring (68%) and sensitivity to the emotions of others (56%).
- Women believe that they do not have the same treatment as men when it comes to their performance at work (50% agreement to the statement), while 18.5% of men believe the same. The proportion of women that believe that they and their competencies were judged incorrectly because of their gender is 21.8%, compared to 3.8% of men.
- Other aspects of organizational culture in SoEs include stereotypes about women's professional abilities and commitment, climate in the company, paying attention to what women are saying during meetings, the level of preparation for the meetings by men and women, level of accomplishment in their work to advance to higher positions and presence of aggressiveness.
- A relatively low percentage of men and women believe that they have been discriminated against because of their gender throughout their career (5.4% of women and 4.3% of men). However, 27.3% of women have noticed that, throughout their career, ambitious women were hampered in their efforts to advance to higher positions, and 12.0% of men reported seeing such practices. No men have found that their gender has been a stumbling block to advancing to higher positions and promotions, compared to 18.9% of women. More than half of men and women experienced a positive attitude towards women who wanted to advance to higher positions in the companies they previously worked for (55.1% of women and 68.0% of men).
- Men and women are not fully familiar with the legislation on gender equality (47.4% of women and 47.9% of men claim they are familiar with the legislation on gender equality). Another worrying information is that only 41% of women and 31.3% of men stated that their companies have adopted internal procedures for protection against discrimination.
- The introduction of quotas is perceived as a positive measure to increase the number of women on boards, with 37.2% women and 25.0% men agreeing with the statement.

- A relatively high proportion of women and men indicated that their companies have predefined policies and regulations governing pregnancy leave, maternity leave, sick leave, access to trainings and educations, parental leave, childcare and care for elderly and sick family members.
- A significant proportion of women believe that defined policies and regulations do not exist regarding balancing between private life and career, mentoring and flexible working hours.
- Regarding the question whether women and men have equal status in a company regarding different policies, most men believe that the differences between men and women do not exist, while majority of women believe that the equal status in their companies exists when it comes to many predefined procedures. In the case of policies regulating pregnancy leave, maternity leave, recruitment and promotion, balancing between private life and career and sexual harassment the difference in opinions between men and women is more obvious.
- The percentage of women who agree that when women can choose work assignments, they have the same number of opportunities to choose as their male colleagues is 45.7%. The percentage of women that agree that they do not have the same number of opportunities for advancement as their male colleagues at the same managerial position, is 19.6%.

## Findings from interviews and expert focus groups

Semi-structured interviews were conducted with women acting as members of boards or women in managerial positions. In total, 14 semi-structured interviews were conducted with women acting as members of boards or women in managerial positions. The age range of participants in interviews is between 39 and 62 years. Three participants hold PhD, six participants hold MSc. and five hold BSc. /BA degree. Six women serve as CEOs, four as members of supervisory boards, two as heads of sectors and two as heads of the supervisory board. Terms of office range from 1 year to 10 years. For the purpose of conducting the semi-structured interviews, we have developed an interview protocol on a basis of a priori framework, which followed the structure of GAF. Each interview lasted approximately 60 minutes, was recorded, transcribed, validated for authenticity, coded, and analyzed using QDA Miner v.5. software for qualitative analysis.

In addition to interviews, there were 14 experts participating in two expert focus groups. Participants included representatives from CSOs, academy, politics, media, psychotherapy, and institutions participating in national, regional, and international discussions on issues of stereotypes, leadership, gender equality, human and women's rights and diversity. Participants in the third focus group included 10 female managers and female business owners from different areas of FB&H.

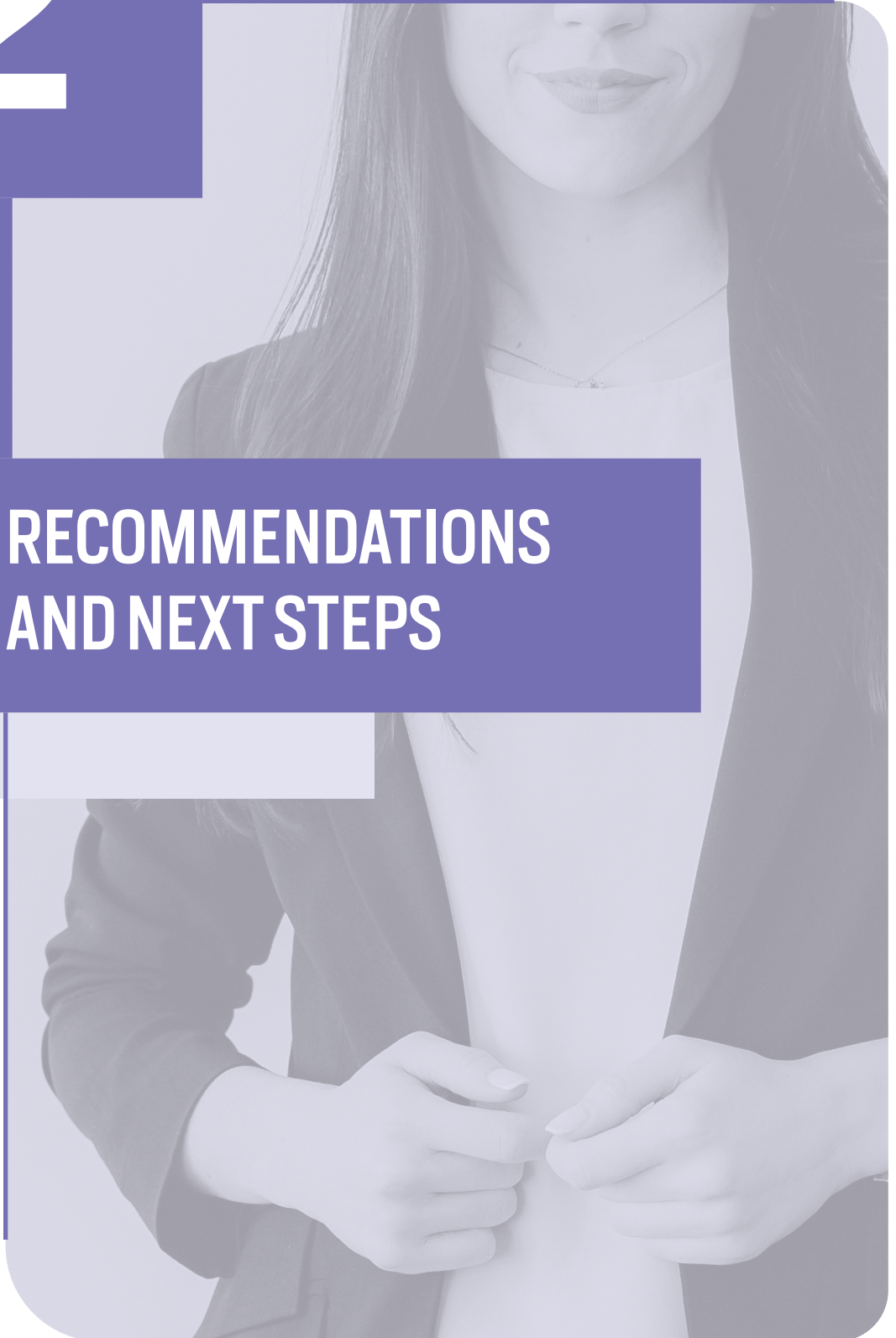
### Main findings from the qualitative research:

- Internal locus of control is an important individual trait, which in combination with knowledge and expertise and family support serves as a positive factor influencing women's advancement to higher positions.
- Lack of female solidarity and support, and gender stereotypes appear to be factors negatively impacting women's careers.
- Women leaders interviewed considered gender stereotypes as a difficult obstacle to advancement.
- Macho cultures exist in SoEs and such cultures may hamper the formal power of women on leading positions. Macho cultures create overly competitive and aggressive environments in organizations, placing men at the center of organizational decision-making.
- Politics appears to be an obstacle for many women getting on board. There is a prevailing praxis by dominant political parties to assign candidates for leadership positions in SoEs, and few women, as they are less represented in politics, find their way to top positions in SoEs.
- There are gender differences in leadership styles. Interviewees accentuated distinctively feminine leadership traits as a recipe for success.
- Glass ceiling exists in SoEs, as top positions are mainly perceived as „men's territory“.
- Mentoring has the utmost importance in career advancement according to interview participants. Without proper mentoring, chances for advancement are significantly reduced.
- The difficulties in balancing career and private life are a direct consequence of strict gender roles that prevail in B&H context.
- Women, regardless of their position or education background, experience violent behavior in their families, at the workplace and in other social contexts.
- Toxic masculinity that is being nurtured in a patriarchal society generates violence as a manifestation of such masculinity in families and workplace environments.
- Change in education can happen if curricula change and if society empowers teachers to come at the forefront of struggle for inclusive society and gender equality.
- Stereotypes about women in politics are often a factor negatively influencing women's participation in politics.
- Men are particularly important allies in achieving gender equality in the society and organizational context as well.

- To make any significant changes in SoEs in terms of performance and gender equality, there must come an end to practices of politicization of board positions in SoEs.
- Violence and gender discrimination are broad cultural issues, and not issues related to individuals.
- Although radical change is not happening any time soon, changes in attitudes within family context are visible, particularly with younger generations of men and women.

**2**

**RECOMMENDATIONS  
AND NEXT STEPS**







## 2. RECOMMENDATIONS AND NEXT STEPS

Women's roles in FB&H are changing. Working women are finding their place in the business world. However, there are many areas for improvement. In the family context, gendered expectations about traditional roles and responsibilities are being retraditionalized in the late 1990s, as differing patterns of patriarchal values and norms emerge, hampering women to succeed in their careers.

In this section, we provide specific recommendations to improve gender diversity on boards and managerial positions at SoEs in FB&H and grow a pipeline of qualified women with leadership potential to help close these gaps quickly.

These recommendations are based on:

- Analysis of publicly available secondary data on SoEs,
- Observations made during interviews with women in SoEs in FB&H,
- Observations made during focus groups with gender experts and female entrepreneurs from FB&H
- Analysis of survey data from men and women in SoEs in FB&H.

Recommendations have been categorized in line with Gender Analysis Framework domains including: Institutions, law and policies, Access to assets, Power, Beliefs and perceptions, and Practices and participation.

### Institutions, law and policies

The reforms that must be implemented in the areas of the rule of law, fundamental rights and good governance are still the most important issues for the Western Balkans, and the European Union will evaluate the progress of the countries on the road to accession precisely based on the achievements in these areas (COM, 2018: 65). These states must adopt the rule of law, fundamental rights and good governance in a more powerful and more convincing manner. According to the above mentioned in the presented legal and policy framework for ensuring gender equality in state owned enterprises, recommendations are as follows:

1. Rule of law and legal certainty are one of the most important prerequisites for improving the socio-economic environment, competitiveness and regional cooperation of Bosnia and Herzegovina.
2. Bosnia and Herzegovina must rigorously assess the impact of legislation in the making, including best practices and principles during the legislative process and covering the entire policy cycle which relies on evidence and transparent processes.
3. State owned enterprises need to increase compliance with all enacted laws and international binding instruments as well as with recommendations and best practices. Appointments to boards must be made on merit, demonstrated through fair and transparent criteria and procedures.

4. Strict implementation of the existing regulations on all level of government in Bosnia and Herzegovina. Legal frameworks need to become more coherent, and more effort needs to be directed towards proper implementation and practice.
5. Implementation of the Gender Equality Law of Bosnia and Herzegovina, specifically Article 20 which obliges state bodies at all levels of government, and local self-government bodies, including legislative, executive and judicial authorities, political parties, legal entities with public authority, legal entities owned or controlled by the state, entities, a canton, city or municipality or over whose work a public body exercises control, shall ensure and promote equal gender representation in governance, decision-making and representation. This requirement also applies to all authorized bodies which nominate representatives and delegations in the international organizations and bodies. Equal representation of the sexes exists in the case when one of the sexes is represented at least in the percentage of 40% in the bodies referred. Discrimination on the ground of sex shall pertain to a situation when there is no equal representation as referred above.

In addition to the above, according to the Gender Equality Law of Bosnia and Herzegovina Government bodies at the state and entity level, cantonal bodies and bodies of local government, legal entities with public authorities, legal entities majority owned by the state, within their competencies, are bound to take all appropriate and necessary measures to implement the provisions prescribed by this Law and the Gender Action Plan of Bosnia and Herzegovina.

## Access to resources

6. Encourage career development for high potential businesswomen through mentorship and sponsorship to address issues of poor representation of women on leadership positions and lack of opportunities.
7. Invest in company-wide diversity training and leadership training for women with focus on improving soft-skills, aiming to empower them to practice internal locus of control and self-confidence in the process of taking advantage of the opportunities in their working environments.

## Power

8. Develop and enforce higher standards of corporate governance to minimize politicization of leadership positions in SoEs and accentuate the importance of merit.
9. Promote company-wide gender diversity targets by introducing inclusive organizational policies that would likely work better than a legally binding quota.
10. Encourage public disclosure on company gender diversity in line with Gender Equality Law.

## Beliefs and perception

11. Educate children and youth about equality to reduce gender bias with an aim to address and eliminate gender stereotypes within educational system, improve critical thinking skills of boys and girls thereby empowering them to become agents of change.
12. Empower female leaders through training and networking to improve their knowledge and expertise.
13. Create a more conducive work environment for parents by introducing smart childcare to help balance career and family responsibilities.
14. Partner with both women and men as agents of change in organizations by building networks of allies for gender equality in the organizational context of SoEs.

## Practices and participation

15. Create inclusive organizational cultures in SoEs to promote gender equality on leadership positions by explicitly and symbolically fighting the existing macho cultures, challenging gender stereotypes, and introducing improved human resource (HR) practices to reduce implicit bias at the workplace.
16. Strongly promote visibility of women in leadership to address issues of poor representation of women on leadership positions by providing them with support and access to resources.



**3**

**METHODOLOGY  
AND DATA**





## 3. METHODOLOGY AND DATA

In this section, we start with the description of research and reporting methodology. Then, we provide detail description on data sources and data collection techniques. Finally, several limitations were identified.

### 3.1. Subject of analysis: State-owned enterprises owned by Federation of Bosnia and Herzegovina



550  
State-owned  
enterprises  
in Bosnia-  
Herzegovina



Unavailable  
Accurate, up-to-  
date, and publicly  
available datasets



11%  
Of total  
employment



10%  
Aggregate turnover



40%  
Higher salaries  
than in private  
sectors

**Figure 1.** Overview of State-Owned Enterprises in Bosnia and Herzegovina

Based on: Cegar, B., & Parodi, M. F. J. (2019). *State-owned enterprises in Bosnia and Herzegovina: Assessing performance and oversight*. International Monetary Fund.

State-Owned Enterprises in Bosnia and Herzegovina are mostly in poor financial shape and SOE sector does not contribute to the economy as it could<sup>1</sup>. In addition to that, the IMF working paper prepared by showed that<sup>2</sup>:

- SOE governance framework needs to foster transparency and improve accountability.
- Governments do not exercise their ownership function in line with WB/OECD guidelines.
- There are no accurate, up-to-date, and publicly available datasets about the SOE sector in Bosnia and Herzegovina.
- About 11% of total employment accounts in SOE sector (80,000 workers), but these enterprises only accounts for 10% of aggregate turnover.
- Average salaries are 40 percent higher than in private firms.
- SOEs have lower productivity than private firms.
- Because of higher salaries and lower productivity, SOEs distort labor markets.
- The SOE sector's return on equity (ROE) averaged -0.3% (negative returns)
- The SOE sector's average return on assets (ROA) -0.2% (indicating inefficiency).
- SOE cannot reduce debt levels without government support.

<sup>1</sup> Cegar, B., & Parodi, M. F. J. (2019). *State-owned enterprises in Bosnia and Herzegovina: Assessing performance and oversight*. International Monetary Fund.

<sup>2</sup> Ibidem



- The rationale for government ownership of SOE operational and financial objectives, and division of responsibilities for policy and ownership functions in the governments are not outlined on ownership policy documents.
- Decentralized approach to member selection of management and supervisory boards.
- Specialized units do not conduct financial and operational performance evaluations.
- Compliance with publication of audited financial performance statements of SOEs is weak and the entity governments do not produce aggregate SOE sector reports that are subsequently submitted to parliaments.

Report published by OECD indicated that Bosnia and Herzegovina is “less advanced in establishing a comprehensive approach to state ownership practices”<sup>3</sup>, with average scores for almost all dimensions (average score for SOE dimension, efficiency and governance, transparency and accountability and ensuring a level playing field) lower in B&H than in all other countries in South-East Europe (Albania, Kosovo, North Macedonia, Montenegro and Serbia). For the purpose of this research, we identified 42 state-owned enterprises (SoEs) by Federation of Bosnia and Herzegovina, of which 38 enterprises are owned with majority ownership by Federation of Bosnia and Herzegovina (FB&H). FB&H has minority ownership in four enterprises. These SoEs are further analyzed.

The majority of SOEs owned by FB&H belongs to manufacturing group (29%), followed by transportation and storage (14%), construction (12%) and information and communication (10%). Enterprises that belong to these four NACE sections (C, F, H and J) account for 65% of all state-owned enterprises by Federation of Bosnia and Herzegovina.

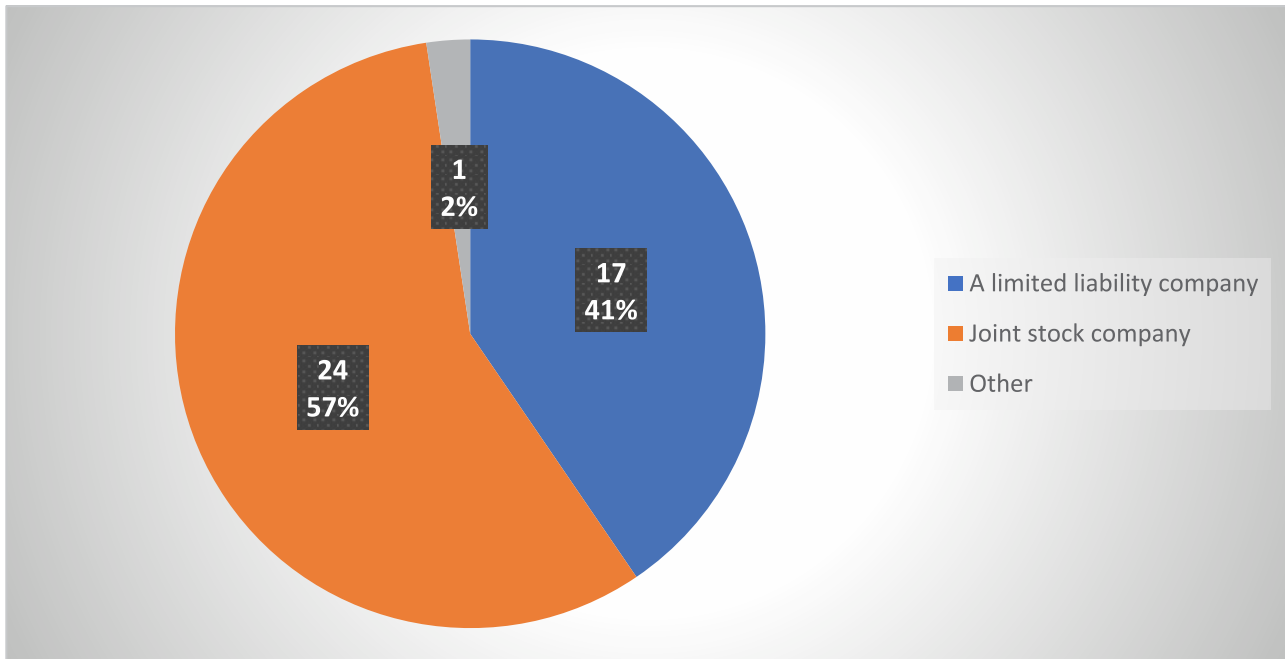
**Table 1.** SoEs by Federation of Bosnia and Herzegovina: Classification by NACE sections

Code	NACE description	Number	Percentage
A	Agriculture, forestry and fishing	1	2%
B	Mining and quarrying	1	2%
C	Manufacturing	13	31%
D	Electricity, gas, steam and air conditioning supply	2	5%
F	Construction	5	12%
G	Wholesale and retail trade; repair of motor vehicles and motorcycles	3	7%
H	Transporting and storage	6	14%
J	Information and communication	3	7%
K	Financial and insurance activities	3	7%
M	Professional, scientific, and technical activities	3	7%
R	Arts, entertainment, and recreation	2	5%
		42	100%

Source: Authors' own calculation

The most common legal form of SOEs owned by Federation of Bosnia and Herzegovina are a joint-stock company (57%), followed by a limited liability company (41%).

<sup>3</sup> OECD (2018), *Competitiveness in South East Europe: A Policy Outlook 2018*, Competitiveness and Private Sector Development, OECD Publishing, Paris. <http://dx.doi.org/10.1787/9789264298576-en>



**Figure 2.** A legal form of state-owned enterprises in Federation of Bosnia and Herzegovina

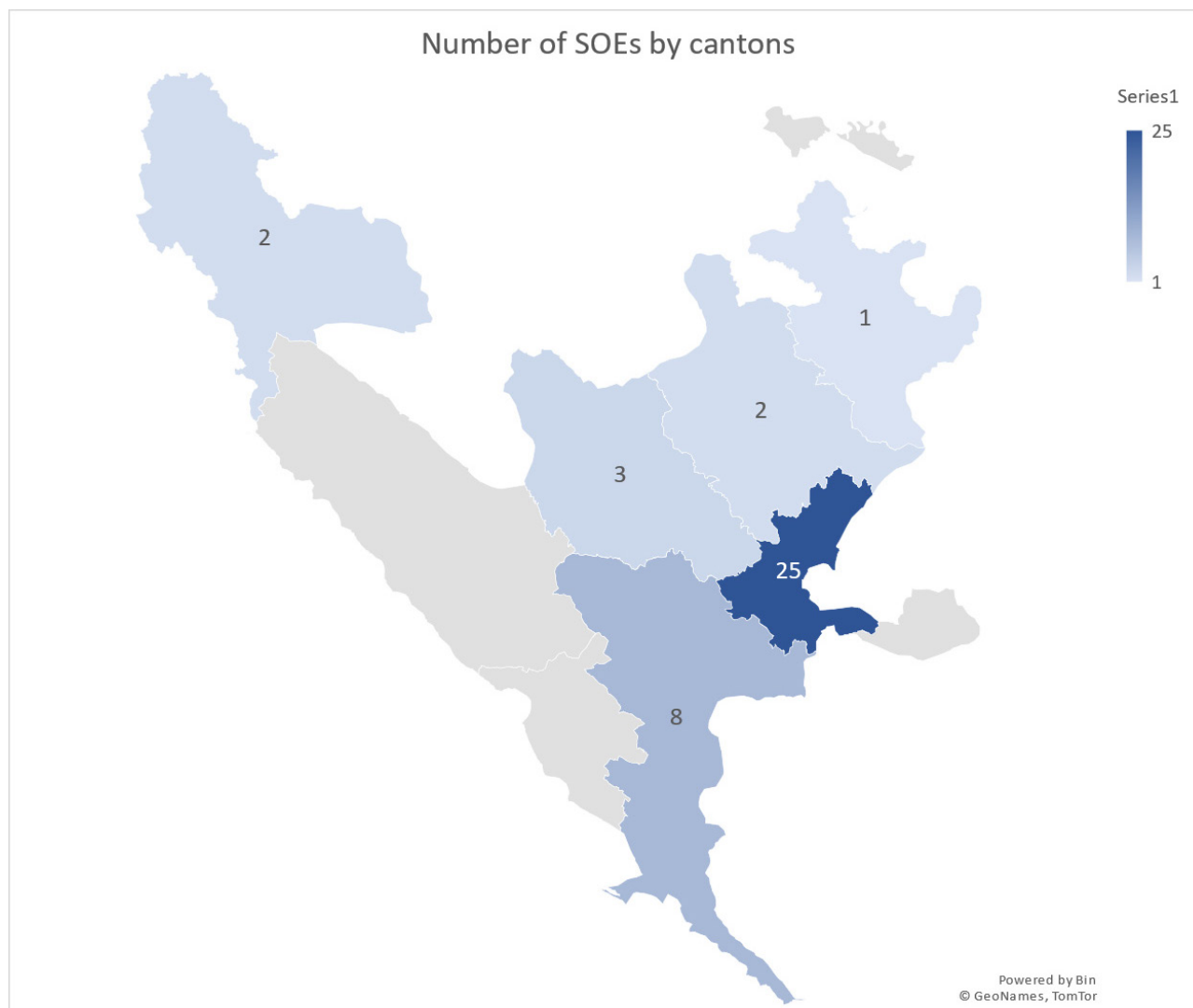
Source: Authors' own calculation

The largest percentage of SOEs come from Sarajevo Canton (59.5%), followed by Herzegovina-Neretva Canton (19.0%). These two cantons account for 78.5% of all SOEs owned by Federation of Bosnia and Herzegovina. Table 2 and Figure 1 show the details regarding number of SOES owned by FB&H.

**Table 2.** A number of SoEs by cantons

Canton	SoEs	%
Una-Sana Canton	2	4.8%
Bosnian-Podrinje Canton	1	2.4%
Central Bosnia Canton	3	7.1%
Sarajevo Canton	25	59.5%
Zenica-Doboj Canton	2	4.8%
Herzegovina-Neretva Canton	8	19.0%
Tuzla Canton	1	2.4%
<b>Total</b>	<b>42</b>	<b>100.0%</b>

Source: Author's own calculation



**Figure 3.** A number of SoEs by cantons

Source: Author's own calculation

Operating profit of state-owned enterprises in 2019 is shown in Table 3. The results vary, from profit of 144 million to the loss of 122 million.

Table 3. Operating profit of state-owned enterprises in 2019

State-owned enterprise	Operating profit
Autoceste Federacije Bosne i Hercegovine	144.990.913
Elektroprivreda BiH	61.750.949
Elektroprivreda HZ-HB	52.768.415
"BH Telecom" Sarajevo	50.526.674
Ceste Federacije BiH	47.452.261
Međunarodni aerodrom "SARAJEVO"	18.275.701
Pretis	12.092.591
Igman	6.241.887
UNIS "X"	4.498.209
Binas	3.688.759
Energopoetrol	3.383.734
Borac	3.219.372
Rudnici mrkog uglja Banovići	2.422.174
UNIS GROUP	2.334.388
Lutrija BiH	2.305.787
BH Pošta	1.160.488
BNT	849.855
Operator - Terminali Federacije	691.021
"Sarajevoputevi"	398.336
JP Nacionalni park Una	272.471
TZR Hadžići	195.362
"Filmski Centar Sarajevo"	36.544
"ENERGOINVEST-COMET"	0
Holding preduzeće Putevi BIH	-15.857
Zavod za saobraćaj Građevinskog fakulteta u Sarajevu	-48.649
BH šume	-132.689
Feroelektro	-165.253
Ceste Mostar	-372.364
Hrvatska pošta	-384.840
Zrak	-876.275
JP HT	-1.648.606
BH-Gas	-2.919.667
Željeznice FBiH	-3.781.904
Energoinvest	-7.818.842
Agrokomerc	-8.632.173
ArcelorMittal	-24.763.628
Aluminij	-102.707.076

### 3.2. Description of research and reporting methodology

We conceptualized research design as the concurrent triangulation that is well suited to assess complex interventions such as public reforms, as it is possible to combine standardized design, data collection and analysis with specific tools. Such a design can, consequently, capture the complexities of the SoEs context, the changing nature of the policies, their intended outcomes and the processes of behavioral change that are taking place. Such a design enabled us to assess data on multiple levels within the social system, such as:

- **meta level data** on norms, structural and socio-cultural barriers to gender equality in social life,
- **macro level data** that relates to international and regional commitments (e.g., CEDAW, Beijing declaration) and national legislation (e.g., Law on Prohibition of Gender Discrimination),
- **meso level data** on relevant national and international institutions and CSOs and their role in gender equality policy making (e.g., Agency for Gender Equality, Gender Center in FB&H, OSCE) and
- **micro level data** at the individual level, collected through surveys and semi-structured interviews with women and men in SoEs.

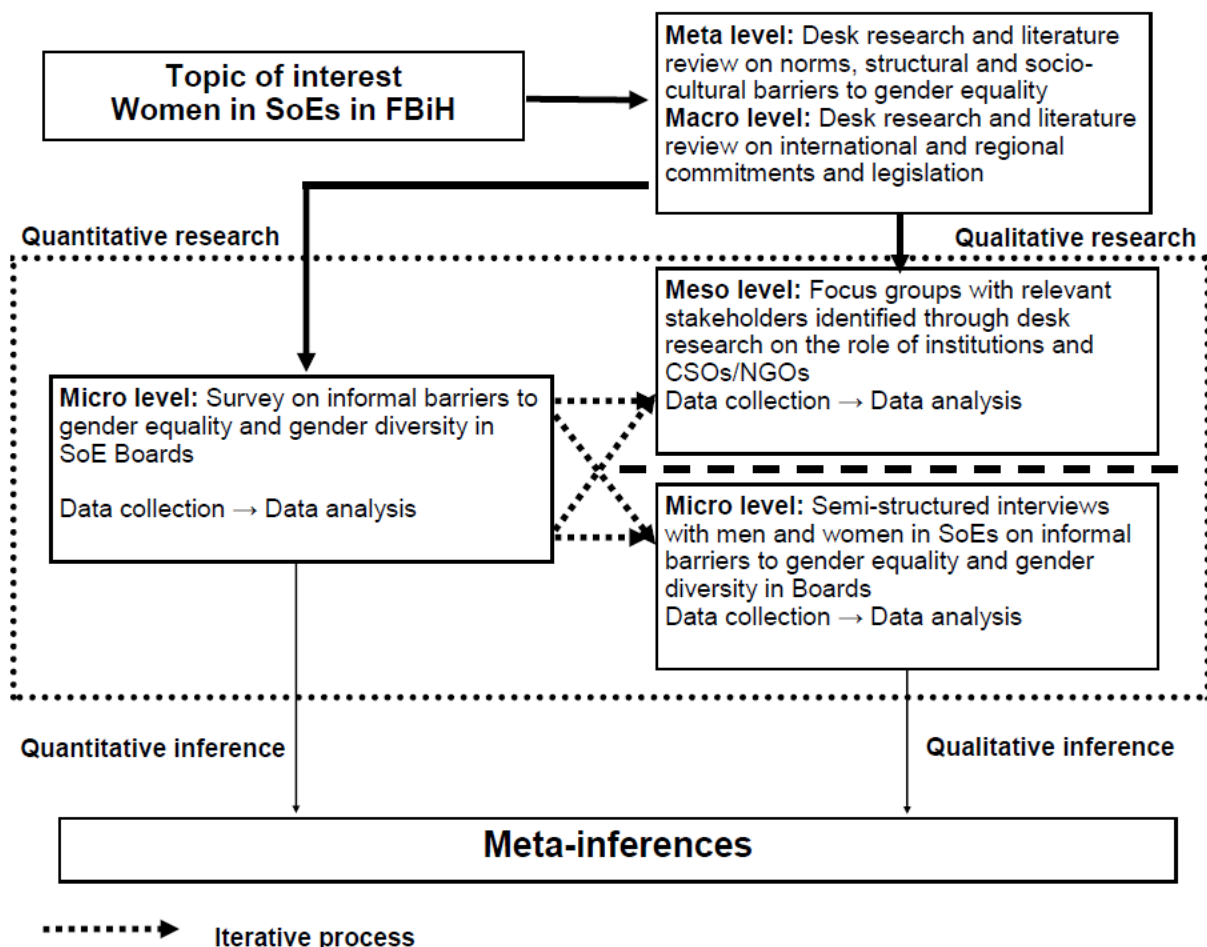


Figure 4. Proposed research design

Figure 4 depicts the proposed research design. In this mixed-method study, we combined three sets of results from quantitative and qualitative approaches to develop meta-inferences and gain a better understanding of formal and informal barriers to higher participation of women in managerial and governance structure of FB&H owned SoEs. Such meta-inferences go beyond the findings from separate quantitative and qualitative studies.

The results of the independent quantitative and qualitative analyses embedded in the concurrent mixed methods design provided evidence for overlapping and different aspects of knowledge on formal and informal barriers to promoting women on boards and managerial positions in SoEs.

The type of research design employed in this study is convergent design (one-phase design) that simultaneously encompasses quantitative and qualitative data collection, and analysis. The key assumption of this approach is that both qualitative and quantitative data provide different types of information. The purpose of the selected data collection methods is both descriptive (to portray an accurate profile of situations) and explanatory (to establish causal relationships between variables). The decision to go with the survey strategy allowed us to collect quantitative data which can be analyzed quantitatively using descriptive and inferential statistics.

### 3.3. Description on data sources and data collection techniques

In this section, we describe data sources and data collection techniques used in order to draw conclusions related to women representation and engagement in FB&H State-Owned Enterprises. First, we conducted a search for gender-focused published and unpublished studies and reports, and sex-disaggregated databases related to the objectives of this project. Then, we started collection of the primary data through qualitative and quantitative data collection techniques.

#### 3.3.1. Gender-differentiated structure of managers

The data on management boards, supervisory boards and audit boards were collected from various secondary sources presented in the Table 4.

**Table 4.** Data sources and data collected used for gender-differentiated structure of managers

Data Sources	Data collected
Official web pages of companies	
Annual Business Reports	
Sarajevo Stock Exchange (SASE)	Company's size and industry
Official Gazette of FB&H	Names
Website of the Government of the Federation of FB&H <a href="http://www.FB&amp;Hvlada.bartvusk.ba">http://www.FB&amp;Hvlada.bartvusk.ba</a>	Gender
Financial reports from FIA	Current position
Registers of business entities in Bosnia and Herzegovina ( <a href="https://bizreg.pravosudje.ba/">https://bizreg.pravosudje.ba/</a> )	Age (in years)
Securities Commission of the Federation of Bosnia and Herzegovina	Term of office (in years)
LinkedIn Profiles	Level of education
Business Portals (ekapija.ba, akta.ba, poslovenovine.ba)	Field of education
News articles from various relevant sources	

The most dominant data collection technique for the midlevel managerial positions (department managers) was a questionnaire, but also the data provided by the companies. The questionnaire was sent to all managers in companies owned by FB&H. The following data were collected:

*Table 5. Data collected by questionnaire*

Data Sources	Data collected
Questionnaire	Company's size and industry
	Gender
	Age
	Working experience (years)
	Level of education
	Field of education
	Marital status
	Number of children
	The current position in the firm
	Area/sector covered
	Term of office (in years)
	Current Salary
	Gender of the superior
	Number of male and female employees managed by respondent
	International experience (Yes/No)
	Education acquired outside of BiH (Yes/No)



### 3.3.2. Factors, trends and decision-making process

Data on the factors, trends and decision-making process were collected through multiple techniques. The first data collection technique was questionnaire. The primary aim of the questionnaire is to better understand the baseline situation. Semi-structured interviews, in which standardized questions were asked to all interviewees, and focus groups, where more participants were involved in the discussion were conducted. Semistructured interviews and focus groups are used to define leading examples and to better understand formal and informal barriers and challenges of women candidates, and the process of appointment decision making. We decided to use different techniques of primary data collections as an opportunity to develop a comprehensive and holistic understanding of the issue, as the use of multiple methods or data sources is an important strategy in social science research.

#### 3.3.2.1. Questionnaire

The questionnaire consists of the seven sections, as shown in Table 6.

**Table 6.** *The questionnaire*

No	Section	Description
1	Company-related data	<ul style="list-style-type: none"> <li>Company's size and industry</li> </ul>
2	Respondent-related data	<ul style="list-style-type: none"> <li>Demographics (gender, age, level of education, a field of education, marital status, working experience, salary, position in the firm)</li> <li>Ranking of factors for advancement in the company - current status and desirable status</li> </ul>
3	Access to resources	<ul style="list-style-type: none"> <li>Resources for advancement in the company that men and women have access to</li> <li>Barriers to promotion to higher managerial positions<sup>4</sup></li> <li>Stress and burnout during COVID crisis</li> </ul>
4	Practices and participation	<ul style="list-style-type: none"> <li>Gender roles and division of labour in the household</li> <li>Leadership roles<sup>5</sup></li> <li>Mobbing and violence in the workplace</li> </ul>

<sup>4</sup> Women in business and management – Gaining momentum, 2015. International Labor Organization.

<sup>5</sup> Scott, K. A., & Brown, D. J. (2006). Female first, leader second? Gender bias in the encoding of leadership behavior. *Organizational behavior and human decision processes*, 101(2), 230-242.

<sup>6</sup> Ibid.

<sup>7</sup> Tlaiss, H., & Kauser, S. (2010). Perceived organizational barriers to women's career advancement in Lebanon. *Gender in Management: An International Journal*.

<sup>8</sup> Derks, B., Van Laar, C., Ellemers, N., & De Groot, K. (2011). Gender-bias primes elicit queen-bee responses among senior policewomen. *Psychological science*, 22(10), 1243-1249.

<sup>9</sup> Ibid

<sup>10</sup> Tlaiss, H., & Kauser, S. (2010). Perceived organizational barriers to women's career advancement in Lebanon. *Gender in Management: An International Journal*.

- |   |                          |   |
|---|--------------------------|---|
| 5 | Beliefs and perceptions  | <ul style="list-style-type: none"> <li>• The social beliefs and perceptions that shape what it means to be a man or a woman<sup>6</sup></li> <li>• Organizational culture oriented toward gender equality<sup>7</sup></li> <li>• Prejudice and discrimination<sup>8</sup></li> <li>• Gender identification<sup>9</sup></li> </ul> |
| 6 | Laws, policies and rules | <ul style="list-style-type: none"> <li>• Familiarity with the legislation on gender equality</li> <li>• Internal procedures for protection against discrimination</li> <li>• Opinion on the introduction of quotas</li> <li>• Company policies<sup>10</sup></li> <li>• Tokenism<sup>11</sup></li> </ul>                           |
| 7 | Power                    | <ul style="list-style-type: none"> <li>• Organizational networks and interpersonal relationships<sup>12</sup></li> <li>• Persistence in business<sup>13</sup></li> <li>• Passion for work<sup>14</sup></li> <li>• Company's attitude towards talents</li> </ul>   |

In designing the questionnaire and in the process of organizing secondary data, we were guided by Gender Analysis Framework (GAF)<sup>15</sup> which provides a structure for organizing information about gender differences across different domains of social life. These four domains include:

- *access to resources* (e.g., income, information, knowledge, social networks),
- *beliefs and perceptions* (e.g., cultural belief systems or norms about what it means to be a man or woman in a specific context),
- *practices and participation* (e.g., the norms that influence men and women's behaviour thereby structuring the activities they engage in, including gender roles and responsibilities),
- *institutions, laws and policies* (e.g., information about men and women's formal and informal rights) and
- *power* pervading these domains (e.g., can an individual take advantage of opportunities, can exercise rights, enter legal contracts, run for and hold office, etc.).

The questionnaire was distributed online using the Lime Survey application.

<sup>11</sup> Stichman, A. J., Hassell, K. D., & Archbold, C. A. (2010). Strength in numbers? A test of Kanter's theory of tokenism. *Journal of Criminal Justice*, 38(4), 633-639.

<sup>12</sup> Tlaiss, H., & Kauser, S. (2010). Perceived organizational barriers to women's career advancement in Lebanon. *Gender in Management: An International Journal*.

<sup>13</sup> Gartner W. B., Gatewood E., & Shaver K. G. (1991): Reasons for starting a business: Not-so-simple answers to simple questions, in Hills G. E. & LaForge R. W. (eds.), *Research at the marketing-entrepreneurship interface* (pp. 90-101). Chicago: University of Illinois at Chicago

<sup>14</sup> Locke E. A. (1993): The traits of American business heroes, Working Paper, University of Maryland  
<https://gender.jhpiego.org/analysistoolkit/gender-analysis-framework/>

<sup>15</sup> <https://gender.jhpiego.org/analysistoolkit/gender-analysis-framework/>

### 3.3.2.2. Semi-structured interviews

In line with the concurrent triangulation design, the qualitative data were obtained simultaneously with quantitative data. First, to determine the sample for the semi-structured interviews, we conducted a reputational case sampling (Teddlie and Yu, 2007) using the key informant technique. In addition to the criteria for key informant selection which includes a role in the community, knowledge, willingness, communicability and impartiality, we have defined additional criteria for key informant selection in SoEs. These additional criteria included education level (e.g., MSc., PhD), work experience in the industry, work experience in SoEs as this input is relevant for illuminating the aspects of organizational culture in SoEs.

*Table 7. Profile of interview participants*

Code	Position	Age	Education level	Years in enterprise
JK1	Member of supervisory board	61	PhD	3
JK2	Head of department	45	Bsc.	3
JK3	CEO	n/a	MSc.	2,3
JK4	Member of supervisory board	40	PhD	4
JK5	CEO	56	BA	1
MS6	President of supervisory board	41	PhD	2
MS7	CEO	n/a	MSc.	2
MS8	CEO	62	BSc.	10
MS9	Member of supervisory board	n/a	BSc.	4
MS10	President of supervisory board	60	MSc.	2
MS11	CEO	44	MSc.	N/A
MS12	Head of department	n/a	BSc.	N/A
EK13	Member of supervisory board	39	MSc.	1
MS14	CEO	n/a	MSc.	8

Those men and women who are longer in SoEs are socialized into SoE’s culture, hence able to discuss the elements of organizational culture such as formal and informal norms, values, assumptions, rituals, myths, ceremonies, heroes and heroines that may empower women or hamper women’s prospects to boardrooms and managerial positions in SoEs. In such a way, through semi-structured interviews with key informants, it is possible to determine the elements of e.g., toxic masculine cultures, implicit bias, “queen bee” behaviours by leading women, stereotypes and auto stereotypes as informal barriers, and bottlenecks.

In total, 14 semi-structured interviews were conducted with women acting as members of boards or women in managerial positions, as illustrated in the table. The age range of participants in interviews is between 39 and 62 years. Three participants hold PhD, six participants hold MSc. and five hold BSc. /BA degree. Six women serve as CEOs, four as members of supervisory boards, two as heads of

sectors and two as heads of the supervisory board. Years in office range from 1 year to 10 years. For purpose of conducting the semi-structured interviews, we have developed an interview protocol on a basis of a priori framework, that followed the structure of GAF. Interview questions were categorized in different GAF domains (see Appendix: Interview Protocol). Considering the complexity of the epidemiological status in FB&H, all interviews were conducted by phone or using online platforms such as Zoom or Skype. Interviews were conducted from 8th – 12th February 2021. Each interview lasted approximately 60 minutes, was recorded, transcribed, validated for authenticity, coded, and analyzed using QDA Miner v.5. software for qualitative analysis.

### 3.3.2.3. Focus groups

Focus groups were used for studying processes that have a strong social element and where it is important to take into account diverse views and perspectives. As it is the case with key informant for semi-structured interviews, three focus groups were organized through the process of purposeful sampling that encompasses the selection of stakeholders participating in focus groups on a basis of desk review and identification of relevant stakeholder groups from four domains defined in GAF (access to resources; beliefs, and perceptions; practices and participation, and institutions, laws and policies). Three focus groups were taking place from 9 – 10th February 2021.

There were 14 experts participating in two expert focus groups. Participants included representatives from CSOs, academy, politics, media, psychotherapy, and institutions participating in national, regional, and international discussions on issues of stereotypes, leadership, gender equality, human and women's rights and diversity. Participants in the third focus groups included 10 women managers and women business owners from different areas of FB&H.

Considering the complexity of the epidemiological status in FB&H, all focus groups were conducted online, using Big Blue Button platform. Collected data from focus groups were transcribed, validated for authenticity, coded, and analyzed using qualitative data analysis software QDA Miner.

## 3.4. Limitations of the research

In this section, several limitations are presented.

The publicly available data are scarce, and for some companies, the official web site is not updated or non-existent. In some cases, the data on members of boards were not updated. This kind of limitations can influence the main conclusions regarding women representation and engagement in FB&H State-owned Enterprises. However, we compared our results with similar studies in Bosnia and Herzegovina and, even though some data were not available, this did not disrupt the reality that women representation and engagement in FB&H are rather low. Nevertheless, accurate records are necessary in order to monitor the progress in the future.

Our analysis of women representation and engagement in FB&H state-owned enterprises at the department's level were limited by the data that are not publicly available. We gain significant under-

standing of women at the departments level through questionnaire, but analysis of the most common managerial positions was limited because only three companies provided the data. Only one company shared full data which were used as a case study to demonstrate a corporate pipeline. This phenomenon is well known in the literature, and our results indicate a similar problem: women are represented more at lower managerial positions. Two other companies sent incomplete data (only women at managerial positions, which could not give us a real picture), and another company have less than 10 managerial positions. Since only one company provided the data of high quality, and since their managerial positions are distributed across Federation of Bosnia and Herzegovina, we analyzed the data as a case study. Perhaps different results could be obtained if all companies are considered, but this will not change the problem, but rather the size of problem.

Our results are derived from multiple sources, but we mostly used qualitative and quantitative primary instruments to collect primary data on women representation and engagement in FB&H state-owned enterprises. Both qualitative and quantitative studies have their limitations. Some companies have large number of managers and employees in general, whereas other have quite simple organizational structure. This could lead to identification of barriers presented mainly in companies with many managerial positions (over 100) and ignoring the problems women face in the companies with simpler organizational structure (less than 10). As such, our results from quantitative study might express opinion of the women from these large companies. However, in order to overcome these limitations, we decided to organize interviews and focus groups with women in all companies regardless of their size. Such approach allowed us to overcome this issue, as the results from qualitative research complement quantitative results. Qualitative study allowed us to better understand the context and barriers faced by women, but the results from qualitative study cannot be generalized on the population.

4

**GENDER ANALYSIS  
REPORT**





## 4. GENDER ANALYSIS REPORT

In this section, we present results organized in the following way. We start by presenting a gender-differentiated structure of managers at SoEs Boards (management boards, supervisory boards, audit boards) and midlevel managerial positions (department managers). Then, we present factors and trends, including the socioeconomic context of (not) having women in managerial positions and a description of the decision-making process.

### 4.1. Gender-differentiated structure of managers at SoEs Boards

#### MANAGEMENT BOARDS – ANALYSIS OF THE SITUATION IN 2021

We analyzed 42 companies that are owned by FB&H (38 majority ownership and four minority ownership). The data on seven companies (16.67%) were not available, as some companies are not active, or they do not provide publicly available information. The number of companies with no women in management boards are 17 (40.5%), there are 15 companies with one woman (35.7%), two companies with two women on management boards (4.8%) and only one company with more than three women in its management board (2.4%).

**Table 8.** Women representation in management boards

Management boards	Number of companies	%	Cumulative %
No women	17	40.5%	40.5%
One woman	15	35.7%	76.2%
Two women	2	4.8%	81.0%
More than three	1	2.4%	83.3%
Data not available	7	16.7%	100.0%
<b>Total</b>	<b>42</b>	<b>100.0%</b>	-



### REPRESENTATION OF WOMEN IN THE POSITION OF A MANAGING DIRECTOR IN MANAGEMENT BOARDS

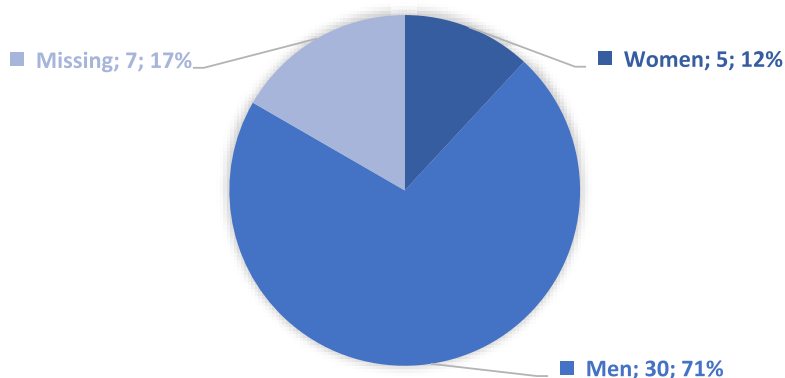


Figure 5. Representation of women in the position of a managing director in management boards

Five women are acting as a managing director, i.e., 12% of the companies have a woman as a managing director. Considering only the number of firms for which the data is available, women are acting as a managing director in 14.7% of companies, whereas men in 85.3%. As management boards can include a variety of functions, we grouped them into several distinctive fields. Men are more represented in most functions, except information systems and human resources. In all other areas, men are more represented. However, these two areas where women are more represented should be interpreted with caution, since only several persons in this position were identified.

Table 9. The most common men's and women's functions in management boards

Function	Men	Men %	Women	Women %	Total	Total %
Managing director	29	85%	5	15%	34	100%
Product/service development	6	86%	1	14%	7	100%
Marketing	4	80%	1	20%	5	100%
Information systems (IS)	0	0%	2	100%	2	100%
Human resources (HR)	1	25%	3	75%	4	100%
Accounting and finance	8	62%	5	38%	13	100%
Technical	9	100%	0	0%	9	100%
Operations	19	90%	2	10%	21	100%
Investment	3	100%	0	0%	3	100%
Legal and general affairs	5	56%	4	44%	9	100%
Risk	1	50%	1	50%	2	100%
Quality	1	100%	0	0%	1	100%
Incharge of a specific sector within a company	14	88%	2	13%	16	100%

Note: A member of management board can be included in more than one function in case their function combines different areas (such as Executive director of marketing and finance)

Overall, we identified 106 persons in management boards in the companies owned by the Federation of Bosnia and Herzegovina, with 20.8% representing women. We did not observe a significant difference in the percentage of men and women represented in different economic activities by NACE classification. Overall, men and women are represented in all sectors of the economy.

**Table 10.** Men and women representation in management boards by economic activity (NACE)

NACE code	Description	Men	% of male managers	Women	% of female managers	Total	% of total
A	Agriculture, forestry and fishing	3	4%	3	14%	6	6%
B	Mining and quarrying	4	5%	1	5%	5	5%
C	Manufacturing	22	26%	6	27%	28	26%
D	Electricity, gas, steam and air-conditioning supply	6	7%	1	5%	7	7%
F	Construction	6	7%	3	14%	9	8%
G	Wholesale and retail trade, repair of motor vehicles	4	5%	0	0%	4	4%
H	Transportation and storage	17	20%	2	9%	19	18%
J	Information and communication	9	11%	3	14%	12	11%
K	Financial and insurance activities	8	10%	2	9%	10	9%
M	Professional, scientific and technical activities	3	4%	1	5%	4	4%
R	Arts, entertainment and recreation	2	2%	0	0%	2	2%
	<b>Total</b>	<b>84</b>	<b>79%</b>	<b>22</b>	<b>21%</b>	<b>106</b>	<b>100%</b>

All members of management boards have higher education. It was not possible to obtain the level of education for 22 men (26.2% of all men) and four women (18.2% of all women). The proportion of women and men do not differ significantly when it comes to the III cycle, but more men than women have acquired II cycle of higher education.

**Table 11.** Level of education of men and women in management boards

Level of education	Men		Women		Total	
I cycle (B.Sc.)	40	48%	14	64%	54	51%
II cycle (M.Sc.)	18	21%	3	14%	21	20%
III cycle (Ph.D.)	4	5%	1	5%	5	5%
Missing	22	26%	4	18%	26	25%
<b>Total</b>	<b>84</b>	<b>100%</b>	<b>22</b>	<b>100%</b>	<b>106</b>	<b>100%</b>

Both men and women in management boards have studied different fields. The most common field of education of members of management boards are economics (29.2% of total) and law and legal sciences (10.4%), but a larger proportion of women than men have acquired a degree in the law and legal science. These two fields of education are the most common among men and women in management boards.

**Table 12.** Field of education of men and women in management boards

Education field	Men		Women		Total	
Academy of performing arts	0	0%	1	5%	1	1%
Civil engineering	4	5%	0	0%	4	4%
Economics	23	27%	8	36%	31	29%
Electrical engineering	4	5%	0	0%	4	4%
Electrical engineering, mechanical engineering and shipbuilding	1	1%	0	0%	1	1%
Forestry	2	2%	1	5%	3	3%
Horticulture	0	0%	1	5%	1	1%
Hospitality management	1	1%	0	0%	1	1%
Information technologies	0	0%	1	5%	1	1%
Law and legal sciences	6	7%	5	23%	11	10%
Mechanical engineering	5	6%	2	9%	7	7%
Metallurgical engineering	1	1%	0	0%	1	1%
Mining	4	5%	0	0%	4	4%
Tecnical sciences	3	4%	0	0%	3	3%
Telecommunications and networks	2	2%	0	0%	2	2%
Traffic and communication engineering	1	1%	0	0%	1	1%
Traffic engineering	1	1%	0	0%	1	1%
Transport and communication	4	5%	0	0%	4	4%
Missing	22	26%	3	14%	25	24%
<b>Total</b>	<b>84</b>	<b>100%</b>	<b>22</b>	<b>100%</b>	<b>106</b>	<b>100%</b>

In terms of the respondents' age, there is no significant difference between men and women, i.e., on average men are 50.27 years old, whereas women are 50.00 years old. However, in terms of working experience in the current position, men seem to be holding their positions longer than women (2.31 years for men compared to 1.74 years for women). Overall, 68 men have worked 157 years, whereas 17 women have worked 29.5 years in their current position of a managing director or member of the management board.

**Table 13.** Average age and terms of office in years (management boards)

Variable	Male			Female			Total		
	N	Average	Sum.	N	Average	Sum.	N	Average	Sum.
Age (years)	37	50.27	1860.0	12	50.00	600.0	49	50.20	2460.0
Term of office (years)	68	2.31	157.0	17	1.74	29.5	85	2.19	186.5

## MANAGEMENT BOARDS – ANALYSIS OF THE PAST 10 YEARS

In order to analyze the data for the purpose of understanding trends, we collected official information for the last 10 years, including name, gender, the beginning and the end of the term of office. Table 14 demonstrates the procedure on a small sample. For every full year a person was in the management board, one year was counted. Otherwise, the difference between the end and the start date was used. Overall, 496 persons in the management boards and 734 persons in the supervisory boards were analyzed.

**Table 14.** Example of the analysis procedure

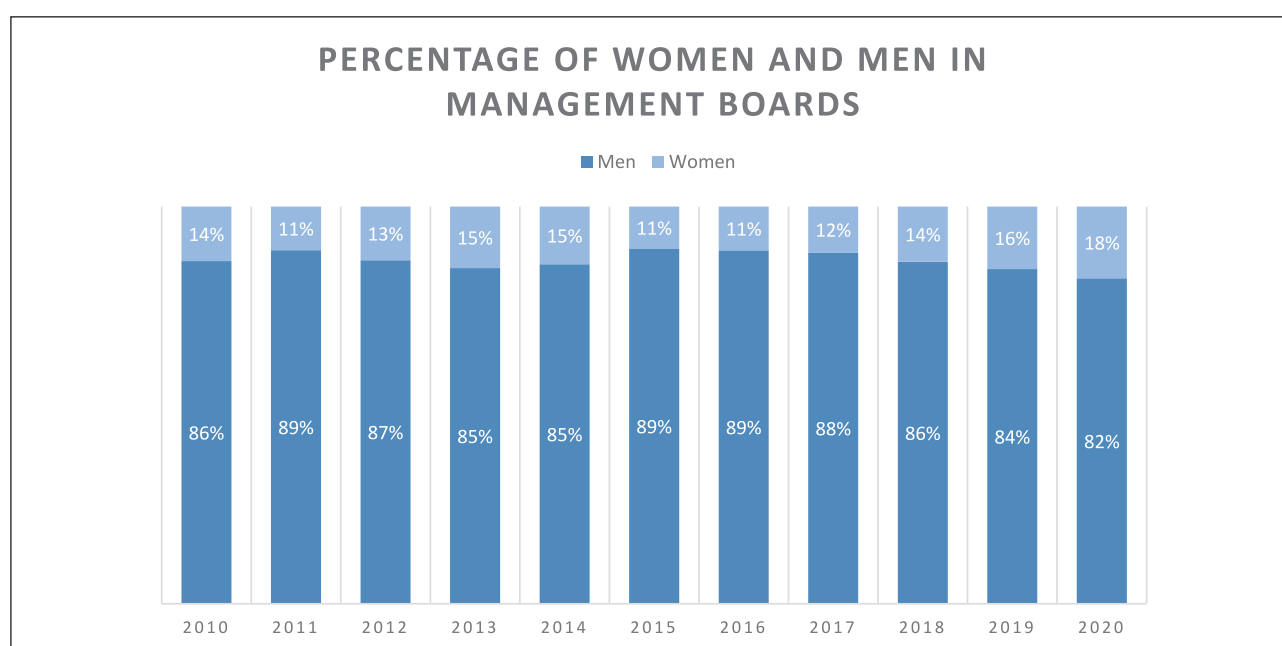
Name	Gender	Year of birth	Position (Managing or executive director)	Beginning of term of office	End of term of office	Years to account			
						2015.	2016.	2017.	2018.
Person 1	Male	1969	Managing Director	June 18, 2015	April 12, 2018	0,5	1,0	1,0	0,33
Person 2	Male	1960	Business Development	April 22, 2016	May 27, 2016		0,1		
Person 3	Male	N/A	Investments	April 22, 2016	May 27, 2016		0,1		
Person 4	Male	N/A	Information Technology	April 22, 2016	May 27, 2016		0,1		
Person 5	Male	1960	Business Development	May 27, 2016	April 12, 2018		0,6	1,0	0,33
Person 6	Female	1961	Legal Affairs	May 27, 2016	April 12, 2018		0,6	1,0	0,33
Person 7	Male	N/A	Technology and Service Development	May 27, 2016	April 12, 2018		0,6	1,0	0,33
Person 8	Female	N/A	Economic and Financial Affairs	May 27, 2016	April 12, 2018		0,6	1,0	0,33
Person 9	Male	N/A	Investments	May 27, 2016	April 12, 2018		0,6	1,0	0,33
Person 10	Male	N/A	Information Technology	May 27, 2016	April 12, 2018		0,6	1,0	0,33

Analyzing the last 10 years (from 2010 to 2020), we identified increasing trends in favor of women regarding participation in management boards. Nevertheless, the participation of women in management boards is less than 18%.

**Table 15.** Terms of office of men and women, in years, by gender

Year	2010.	2011.	2012.	2013.	2014.	2015.	2016.	2017.	2018.	2019.	2020.
Men	31.5	47.3	67.8	70.1	77.0	92.7	89.0	84.8	83.3	79.4	72.7
Women	5.0	5.8	10.6	12.8	13.1	10.9	11.0	11.1	13.4	14.8	16.0
Total	36.50	53.17	78.42	82.92	90.08	103.58	100.00	95.92	96.67	94.25	88.67

Note: The numbers represent the total number of years man and women spent on management boards for a particular year. The following companies were included in this analysis: Agrokomerc, JP Nacionalni park Una, UNIS Ginex, Binas, BNT, Borac, BH Telecom, BH-Gas, Energoinvest, JP Elektroprivreda BiH, JP Elektroprivreda HZ HB, Ceste, Ceste FB&H, Autoceste FB&H, Željeznice FB&H, Hrvatska pošta Mostar, JP Hrvatske telekomunikacije, RMU Banovići, Razvojna banka FB&H, Feroelektro, Aluminij, Energopetrol, Zrak, KTK Visoko, TZR Hadžići, Sarajevoputevi, Union Banka, Operator Terminali Federacije, Filmski Centar Sarajevo, Međunarodni aerodrom Sarajevo, BH Pošta, Igman, Lutrija BiH, Pretis, Unis group



**Figure 6.** The proportion of women and men in management boards

Note: The percentages were calculated based on the total number of years men and women spent as managing directors for a particular year

With respect only to the role of a managing director in the last 10 years (from 2010 to 2020), the results are encouraging, as more women were engaged as a managing director. In total, women spent 6.2 years in the position of a managing director in 2020, whereas men spent 27.7 years.

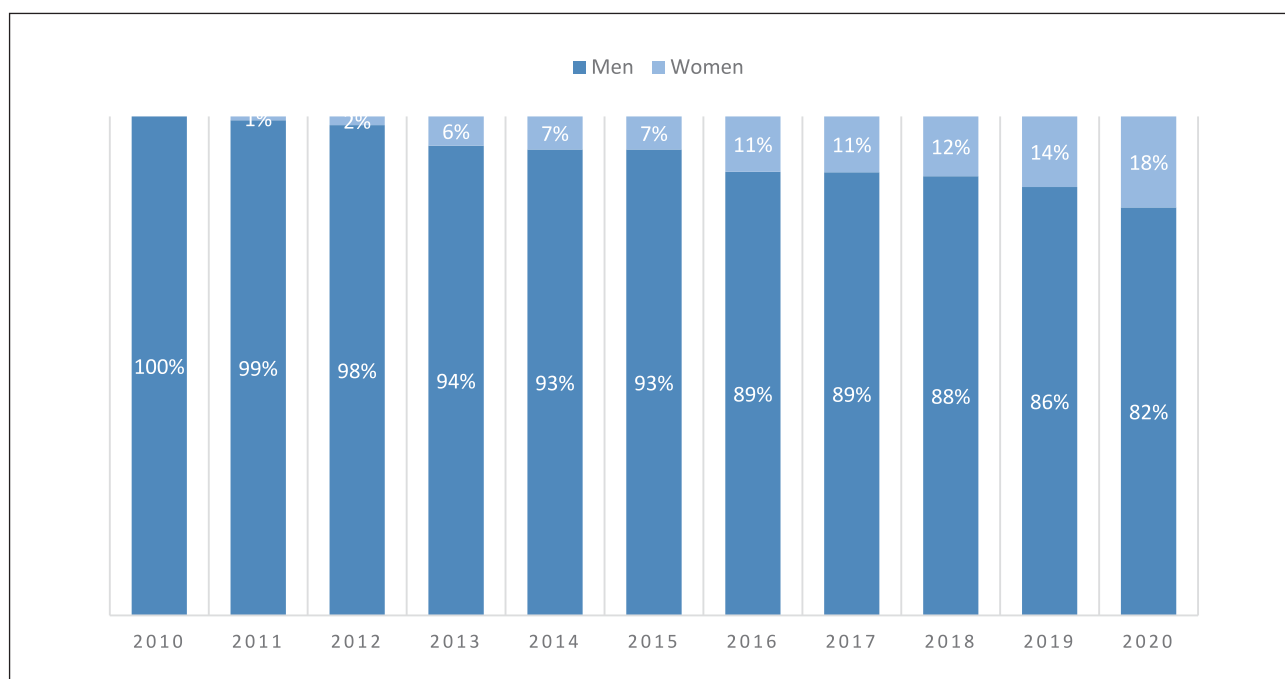
**Table 16.** The proportion of women and men in management boards in the position of a managing director

Managing director	2010.	2011.	2012.	2013.	2014.	2015.	2016.	2017.	2018.	2019.	2020.
Men	13.8	21.8	28.5	29.5	31.8	34.1	33.4	31.8	30.6	29.3	27.7
Women	0.0	0.2	0.5	1.8	2.2	2.4	4.2	4.0	4.2	4.8	6.2
Total	13.8	22.0	29.0	31.3	34.1	36.5	37.6	35.8	34.8	34.2	33.8

The numbers represent the total number of years man and women spent as managing directors for a particular year

The following companies were included in this analysis: Agrokomerc, JP Nacionalni park Una, UNIS Ginex, Binas, BNT, Borac, BH Telecom, BH-Gas, Energoinvest, JP Elektroprivreda BiH, JP Elektroprivreda HZ HB, Ceste, Ceste FB&H, Autoceste FB&H, Željeznice FB&H, Hrvatska pošta Mostar, JP Hrvatske telekomunikacije, RMU Banovići, Razvojna banka FB&H, Feroelektro, Aluminij, Energopetrol, Zrak, KTK Visoko, TZR Hadžići, Sarajevoputevi, Union Banka, Operator Terminali Federacije, Filmski Centar Sarajevo, Međunarodni aerodrom Sarajevo, BH Pošta, Igman, Lutrija BiH, Pretis, Unis group

The analysis of the proportion of women in management boards revealed that the participation of women in management boards in a position of a managing director is still rather low and that it varied over these ten years, starting with 0% in 2010, and increasing until 2020. In 2020, women accounted for 18% of the total terms of office.

**Figure 7.** The percentage of women and men in management boards in a position of a managing director

Note: The percentages were calculated based on the total number of years that men and women spent as managing directors for a particular year

Men's total terms of office from 2010 to 2020 is estimated to be 796 years, while women spent only 125 years. Men spent 6.37 more time in management boards than women



**Figure 8.** Total terms of the office of men and women, management boards, 2010-2020

## SUPERVISORY BOARDS – ANALYSIS OF THE SITUATION IN 2020

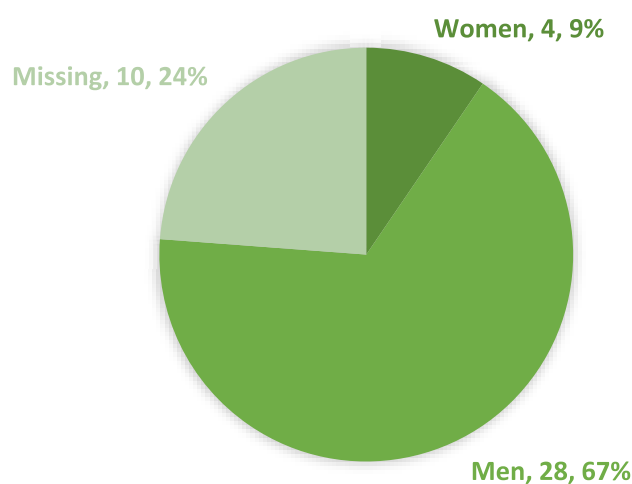
Again, we first analyzed 42 companies that are owned by FB&H. The data on ten companies (23.8%) were not available, as some companies are not active, or they do not provide publicly available information. The number of companies with no women in supervisory boards is 15 (35.7%), there are seven companies with one woman (16.7%), six companies with two women in supervisory boards (9.5%) and four companies with more than three women in its supervisory board (9.5%).

**Table 17.** Women’s representation in supervisory boards

Supervisory boards	Number of companies	%	Cumulative %
No women	15	35.7%	35.7%
One woman	7	16.7%	52.4%
Two women	6	14.3%	66.7%
More than three women	4	9.5%	76.2%
Data not available	10	23.8%	100.0%
<b>Total</b>	<b>42</b>	<b>100.0%</b>	<b>-</b>

Four women are acting as a chairperson, i.e., 9% of the companies have a woman as chairperson. Considering only the number of firms for which the data are available (i.e., not considering the companies for which the data are missing), women are acting as a chairperson in 12.5% companies, whereas men in 87.5%.

### REPRESENTATION OF WOMEN IN THE POSITION OF A CHAIRPERSON IN SUPERVISORY BOARDS



**Figure 9.** Representation of women in the position of a chairperson in supervisory boards

Supervisory boards typically have the following two roles: chairperson and member. In some cases, reports indicate vice president. However, since this information was rarely provided, these persons were considered as a member. As previously indicated, out of 32 companies for which the data were available, 12.5% of chairpersons are women. The higher proportion of women in supervisory boards is found in the position of a member (25% of total members).

**Table 18.** The most common men's and women's functions in supervisory boards

Function	Men		Women		Total	
<b>Chairperson</b>	28	88%	4	13%	32	100%
<b>Member</b>	85	75%	28	25%	113	100%

We identified 145 persons in supervisory boards in the companies owned by the Federation of Bosnia and Herzegovina, with 22% representing women. We did not observe a significant difference in the percentage of men and women in different sectors of the economy (NACE classification). Overall, men and women are present in all sectors of the economy, but it seems that men are mostly concentrated in manufacturing (C), whereas women are the most concentrated in transportation and storage (H).



**Table 19.** Men's and women's representation in supervisory boards by economic activity (NACE)

NACE code	Description	Men		Women		Total	%
B	Mining and quarrying	3	3%	0	0.0%	3	2.1%
C	Manufacturing	27	24%	5	16%	32	22%
D	Electricity, gas, steam and air-conditioning supply	12	11%	1	3%	13	9%
F	Construction	11	10%	1	3%	12	8%
G	Wholesale and retail trade, repair of motor vehicles and motorcycles	8	7%	2	6%	10	7%
H	Transportation and storage	21	19%	11	34%	32	22%
J	Information and communication	16	14%	4	13%	20	14%
K	Financial and insurance activities	4	4%	5	16%	9	6%
M	Professional, scientific and technical activities	8	7%	1	3%	9	6%
R	Arts, entertainment and recreation	3	3%	2	6%	5	3%
<b>Total</b>		<b>113</b>	<b>78%</b>	<b>32</b>	<b>22%</b>	<b>145</b>	<b>100%</b>

All members of supervisory boards have higher education. The level of education was not possible to obtain for 39 men (35% of all men) and 13 women (41% of all women). The proportions of women and men do not differ significantly when it comes to the level of education.

**Table 20.** Level of education of men and women in supervisory boards

Level of education	Male		Female		Total	
I cycle (B.Sc.)	43	38%	13	41%	56	39%
II cycle (M.Sc.)	11	10%	3	9%	14	10%
III cycle (Ph.D.)	20	18%	3	9%	23	16%
Missing	39	35%	13	41%	52	36%
<b>Total</b>	<b>113</b>	<b>100%</b>	<b>32</b>	<b>100%</b>	<b>145</b>	<b>100%</b>

The most common field of education among women in supervisory boards is economics and business (31.3%), followed by law and legal sciences (18.8%) and mechanical engineering (6.3%). The similar pattern can be observed for men.

**Table 21.** Field of education of men and women in supervisory boards

Education field	Men		Women		Total	
		%		%		%
Academy of performing arts	1	1%	0	0%	1	1%
Agriculture	1	1%	0	0%	1	1%
Architecture	1	1%	0	0%	1	1%
Cardiologist	1	1%	0	0%	1	1%
Chemistry	1	1%	0	0%	1	1%
Civil Engineering	3	3%	0	0%	3	2%
Economics	18	16%	11	34%	29	20%
Wlectrical engineering	7	6%	0	0%	7	5%
Engineering	1	1%	0	0%	1	1%
Geography	1	1%	0	0%	1	1%
Islamic Sciences	1	1%	0	0%	1	1%
Law and legal sciences	12	11%	6	19%	18	12%
Mechanical engineering	6	5%	2	6%	8	6%
Metallurgical Engineering	1	1%	0	0%	1	1%
Mining Engineering	2	2%	0	0%	2	1%
Pedagogy	1	1%	0	0%	1	1%
Political Science	1	1%	0	0%	1	1%
Sociological Sciences	1	1%	0	0%	1	1%
State security	1	1%	0	0%	1	1%
Tehcnical sciences	4	4%	0	0%	4	3%
Traffic and communication engineering	5	4%	0	0%	5	3%
Missing	43	38%	13	41%	56	39%
<b>Total</b>	<b>113</b>	<b>100%</b>	<b>32</b>	<b>100%</b>	<b>145</b>	<b>100%</b>

In terms of the respondents' age, men seem to be older, i.e., on average men in supervisory boards are 55.04 years old, whereas women are 51.00 years old. In terms of working experience in the current position, men seem to be holding their positions slightly longer than women (2.33 years for men compared to 2.00 years for women). Overall, 101 men have worked for 235.8 years, whereas 31 women have worked for 62.0 years in their current function as a chairperson or member of the supervisory board.

Table 22. Average age and terms of office in years

Variable	Male			Female			Total		
	N	Average	Sum	N	Average	Sum	N	Average	Sum
Age (years)	56	55.04	3082.0	10	51.00	510.0	66	54.42	3592.0
Term of office (years)	101	2.33	235.8	31	2.00	62.0	132	2.26	297.8

### SUPERVISORY BOARDS – ANALYSIS OF THE PAST 10 YEARS

Again, in order to analyze the data for the purpose of understanding trends, we collected official information for the last 10 years, including name, gender, the beginning and the end of the term of office. The table earlier in the text (Table 14) demonstrates the procedure. For every full year a person was in the supervisory board, one year was accounted for. Otherwise, the difference between the end and the start date was used. Overall, 496 persons in the management boards and 734 persons in the supervisory boards were analyzed.

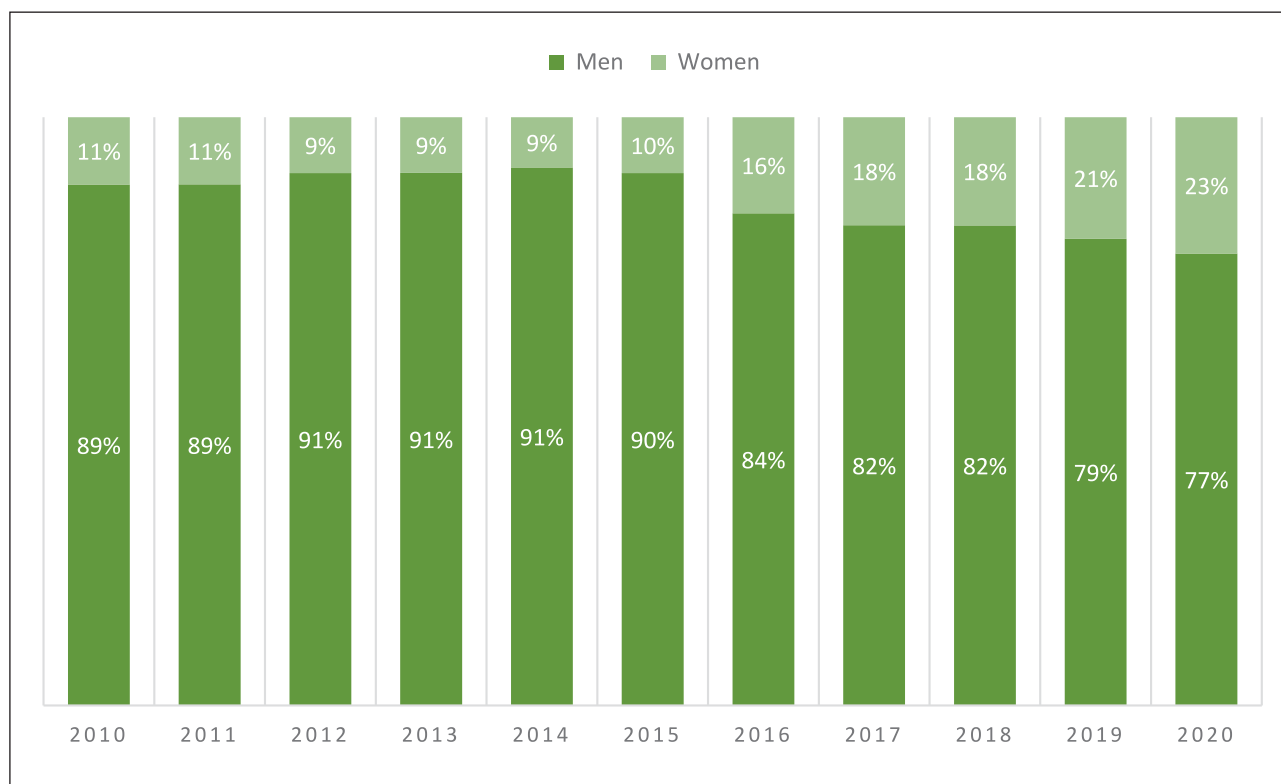


Figure 10. Percentage of women and men in supervisory boards

Analyzing the last 10 years (from 2010 to 2020), we identified some increasing trends in favor of women regarding participation in supervisory boards. Nevertheless, the participation of women in supervisory boards is less than 23%.

**Table 23.** Terms of office of men and women in years by gender – supervisory boards

	2010.	2011.	2012.	2013.	2014.	2015.	2016.	2017.	2018.	2019.	2020.
Men	46.50	68.58	88.92	90.17	111.42	118.25	113.17	117.75	116.08	114.42	114.17
Women	6.00	8.83	9.33	9.42	10.42	12.42	22.08	26.50	26.17	29.83	34.42
Total	52.50	77.42	98.25	99.58	121.83	130.67	135.25	144.25	142.25	144.25	148.58

The numbers represent the total number of years men and women spent in supervisory boards for a particular year. The following companies were included in this analysis: Agrokomerc, JP Nacionalni park Una, UNIS Ginex, Binas, BNT, Borac, BH Telecom, BH-Gas, Energoinvest, JP Elektroprivreda BiH, JP Elektroprivreda HZ HB, Ceste, Ceste FB&H, Autoceste FB&H, Željeznice FB&H, Hrvatska pošta Mostar, JP Hrvatske telekomunikacije, RMU Banovići, Razvojna banka FB&H, Feroelektro, Aluminijski zavod, Energopetrol, Zrak, KTK Visoko, TZR Hadžići, Sarajevoputevi, Union Banka, Operator Terminali Federacije, Filmski Centar Sarajevo, Međunarodni aerodrom Sarajevo, BH Pošta, Igman, Lutrija BiH, Pretis, Unis group

With respect only to chairpersons in the last 10 years (from 2010 to 2020), the results are encouraging, since more women are engaged as a chairwoman. In total, women spent 2.67 years in the position of a chairwoman in 2020, whereas men spent 17.33 years.

**Table 24.** Terms of office of chairmen and chairwomen in years by gender – supervisory boards

	2010.	2011.	2012.	2013.	2014.	2015.	2016.	2017.	2018.	2019.	2020.
Chairmen	7.08	6.92	7.17	7.50	11.25	12.92	18.42	19.08	17.33	18.00	17.33
Chairwomen	1.00	0.83	-	-	0.83	1.08	1.00	1.00	1.17	2.00	2.67
Total	8.08	7.75	7.17	7.50	12.08	14.00	19.42	20.08	18.50	20.00	20.00

The numbers represent the total number of years men and women spent as chairpersons for a particular year. The following companies were included in this analysis: Agrokomerc, JP Nacionalni park Una, UNIS Ginex, Binas, BNT, Borac, BH Telecom, BH-Gas, Energoinvest, JP Elektroprivreda BiH, JP Elektroprivreda HZ HB, Ceste, Ceste FB&H, Autoceste FB&H, Željeznice FB&H, Hrvatska pošta Mostar, JP Hrvatske telekomunikacije, RMU Banovići, Razvojna banka FB&H, Feroelektro, Aluminijski zavod, Energopetrol, Zrak, KTK Visoko, TZR Hadžići, Sarajevoputevi, Union Banka, Operator Terminali Federacije, Filmski Centar Sarajevo, Međunarodni aerodrom Sarajevo, BH Pošta, Igman, Lutrija BiH, Pretis, Unis group

The participation of women in supervisory boards in the position of a chairperson is still rather low and varied over these ten years, starting with 12% in 2010, varying (mostly decreasing) until 2017 and the increasing trend is evident after that. In 2020, women accounted for 13% of total terms of office.

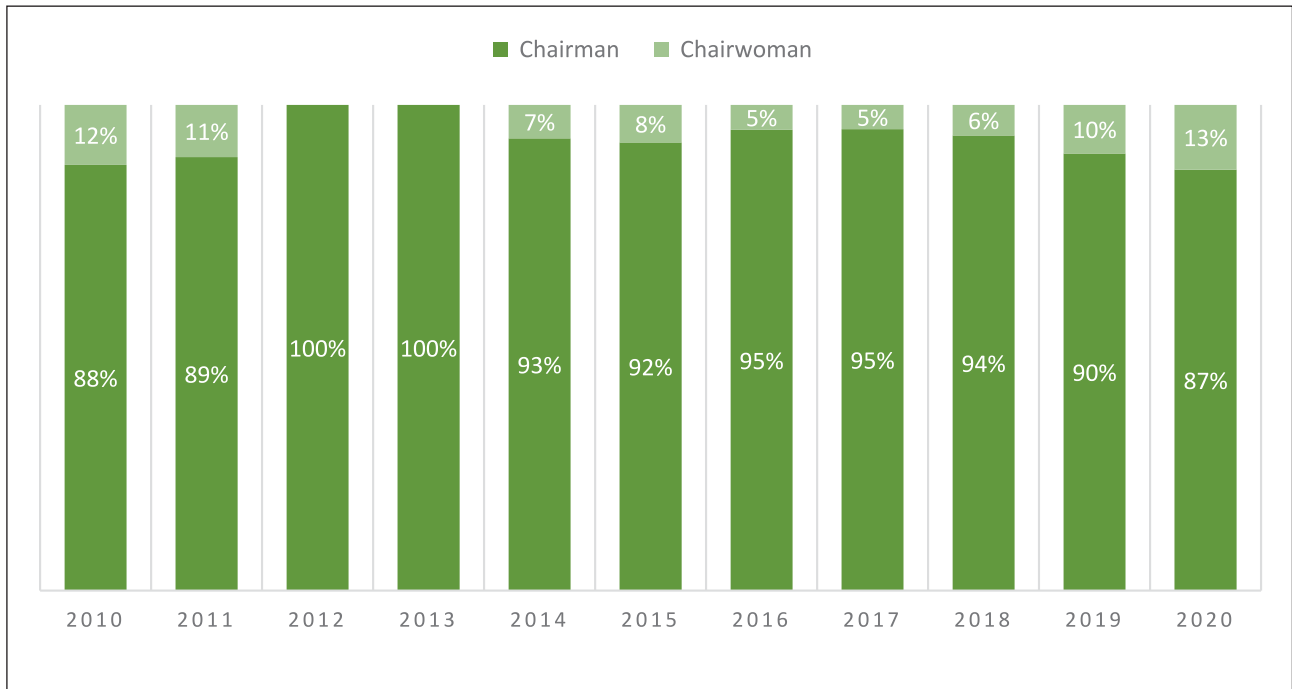


Figure 11. Percentage of women and men in supervisory boards in the position of chairperson

Men's total terms of office in supervisory boards from 2010 to 2020 is estimated to be 1099 years, while women spent only 195 years. Men spent 6.63 more time in supervisory boards than women.



Figure 12. Total terms of the office from 2010-2020 (supervisory boards)

## AUDIT BOARDS - ANALYSIS OF THE SITUATION IN 2020

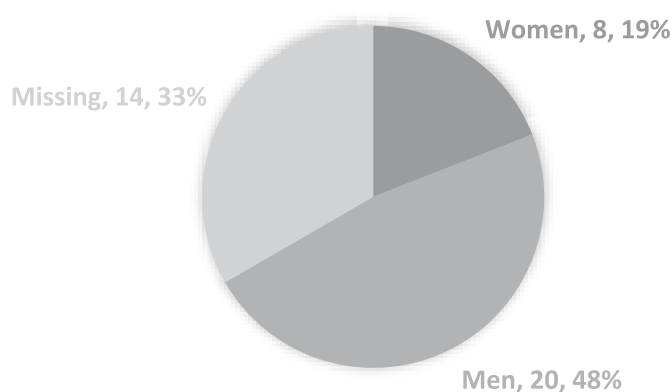
For the purpose of understanding engagement of women in audit boards, we also analyzed 42 companies that are owned by FB&H. Data on 14 companies (33.3%) were not available, as some companies are not active, or they do not provide publicly available information, or they do not have audit boards. The number of companies with no women in audit boards is 3 (7.1%), there are 12 companies with one woman (28.6%), eight companies with two women (19.0%) and five companies with more than three women in their respective supervisory boards (11.9%). Compared to management and supervisory boards, the proportions of women in audit boards are much more in favor of women.

*Table 25. Women representation in audit boards*

Audit boards	Number of companies	%	Cumulative %
No women	3	7.1%	7.1%
One woman	12	28.6%	35.7%
Two women	8	19.0%	54.8%
More than three women	5	11.9%	66.7%
Data not available	14	33.3%	100.0%
Total	42	100.0%	-

Eight women are acting as a chairperson, i.e., 19% of the companies have a woman as chairperson. Considering only the number of firms for which the data is available (i.e., not considering the companies for which the data is missing), women are acting as a chairperson of audit boards in 28.6% companies, whereas men in 71.4%.

### THE SHARE OF WOMEN AND MEN IN THE TOTAL NUMBER OF CHAIRPERSONS IN AUDIT BOARDS



**Table 26.** Share of women in the total number of chairpersons (audit boards)

Audit boards typically have the following two roles: chairperson and member. As previously indicated, out of 28 companies for which the data was available, 28.6% of chairpersons are women. Audit boards seem to be attracting more women than men, as 60% of all members are women.

**Table 27.** The most common men's and women's functions in audit boards

Function	Male	Female	Total
<b>Chairperson</b>	20	8	28
<b>Member</b>	23	35	58

We identified 86 persons in audit boards in the companies owned by the Federation of Bosnia and Herzegovina, 50% of them representing women. The representation of women is the highest in manufacturing (C) with 26% of all female members, and transportation and storage (26%).

**Table 28.** Men's and women's representation in audit boards by economic activity (NACE)

NACE code	Description	Male		Female		Total	%
B	Mining and quarrying	2	5%	1	2%	3	3,5%
C	Manufacturing	13	30%	11	26%	24	28%
D	Electricity, gas, steam and air-conditioning supply	2	5%	4	9%	6	7%
F	Construction	5	12%	4	9%	9	10%
G	Whole sale and retail trade, repair of motor vehicles and motorcycles	1	2%	2	5%	3	3%
H	Transportation and storage	4	9%	11	26%	15	17%
J	Information and communication	6	14%	3	7%	9	10%
K	Financial and insurance activities	5	12%	3	7%	8	9%
M	Professional, scientific and technical activities	3	7%	3	7%	6	7%
R	Arts, entertainment and recreation	2	5%	1	2%	3	3%
<b>Total</b>		<b>43</b>	<b>50%</b>	<b>43</b>	<b>50%</b>	<b>86</b>	<b>100%</b>

All members of audit boards have higher education. The level of education was not possible to obtain for 26 men (60% of all men) and 30 women (70% of all women). The proportions of women and men do not differ significantly when it comes to the level of education, but more men than women have the II cycle degree.

**Table 29.** Level of education of men and women in audit boards

Level of education	Male		Female		Total	
		%		%		%
I cycle (B.Sc.)	11	26%	9	21%	20	23%
II cycle (M.Sc.)	5	12%	3	7%	8	9%
III cycle (Ph.D.)	1	2%	1	2%	2	2%
Missing	26	60%	30	70%	56	65%
<b>Total</b>	<b>43</b>	<b>100%</b>	<b>43</b>	<b>100%</b>	<b>86</b>	<b>100%</b>

The most common field of education among women in audit boards is economics/business (26.2%), followed by law and legal sciences (2%). The similar pattern can be observed for men. Compared to field of education in the management and supervisory boards where variety of disciplines was identified, these two disciplines dominate in the audit boards.



**Table 30.** Field of education of men and women in audit boards

Education field	Men		Women		Total	
		%		%		%
Economics	13	30%	11	26%	24	28%
Law and legal sciences	3	7%	1	2%	4	5%
Missing	27	63%	31	72%	58	67%
<b>Total</b>	<b>43</b>	<b>100%</b>	<b>43</b>	<b>100%</b>	<b>86</b>	<b>100%</b>

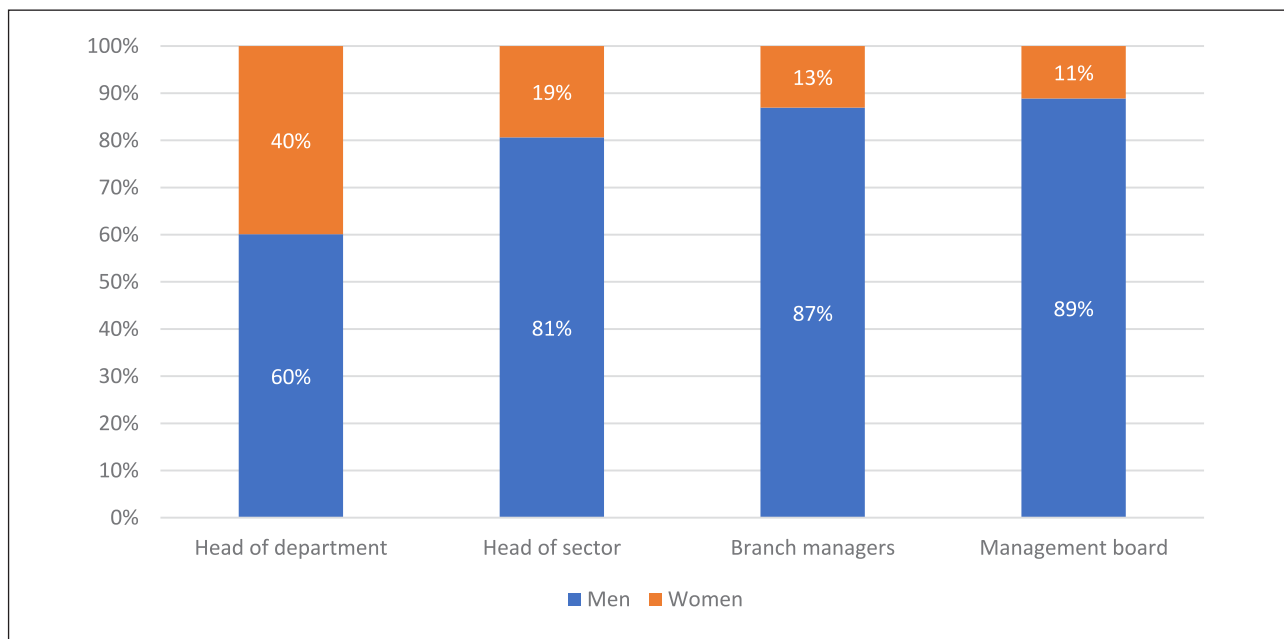
## ANALYSIS OF DEPARTMENTS – THE CASE STUDY

In order to demonstrate the presence of women among middle-level managers (branches, departments and sectors), we collected data from one large company owned by the Federation of Bosnia and Herzegovina. The company has different branches at several location of Bosnia and Herzegovina (Sarajevo, Mostar, Tuzla, Bihać, Zenica and Goražde) and employs 346 managers at different levels. The data were provided by the company, including name, gender, location and sector. Two companies provided the data as well. However, one company has a limited number of managerial positions (seven managerial positions), and the other provided only the list of positions where women are employed, and therefore the comparison was not possible.

**Table 31.** Number of men and women (case study)

Level	Men		Women		Total
Management board	8	88.9%	1	11.1%	9
Branch managers	80	87.0%	12	13.0%	92
Head of sector	50	80.6%	12	19.4%	62
Head of department	110	60.1%	73	39.9%	183
	248	71.7%	98	28.3%	346

The representation of women in the corporate pipeline is shown in Figure 13. As expected, the representation of the women at the department level is the highest (40% of all managers of departments are women), but this percentage is decreasing as we move upwards the management board.



**Figure 13.** Representation of women by level (case study)

We further analyzed women's representation at a branch, department and sector level by different locations. The pattern that has been discovered at the company's level is present also at the location level, with some exceptions. But these exceptions should be interpreted with caution, since not a large number of managers have been employed at these locations.

**Table 32.** Managerial positions at a branch, department and sector level

Location	Gender	Management board	Branch managers	Head of sector	Head of department	Total
Sarajevo	Men	8	7	19	23	57
	Women	1	7	5	20	33
Kakanj	Men	N/A	9	5	13	27
	Women	N/A	1	0	5	6
Tuzla	Men	N/A	28	8	23	59
	Women	N/A	0	3	16	19
Mostar	Men	N/A	7	8	22	37
	Women	N/A	1	2	17	20
Bihać	Men	N/A	11	6	13	30
	Women	N/A	1	1	8	10
Goražde*	Men	N/A	1	0	1	2
	Women	N/A	1	0	0	1
Zenica	Men	N/A	10	3	14	27
	Women	N/A	1	1	4	6
Travnik	Men	N/A	7	1	1	9
	Women	N/A	0	0	3	3

**Table 33.** Managerial positions at a branch, department and sector level, as percentage

Location	Gender	Management board	Branch managers	Head of sector	Head of department	Total
Sarajevo	Men	89%	50%	79%	53%	63%
	Women	11%	50%	21%	47%	37%
Kakanj	Men	N/A	90%	100%	72%	82%
	Women	N/A	10%	0%	28%	18%
Tuzla	Men	N/A	100%	73%	59%	76%
	Women	N/A	0%	27%	41%	24%
Mostar	Men	N/A	88%	80%	56%	65%
	Women	N/A	13%	20%	44%	35%
Bihać	Men	N/A	92%	86%	62%	75%
	Women	N/A	8%	14%	38%	25%
Goražde*	Men	N/A	50%		100%	67%
	Women	N/A	50%		0%	33%
Zenica	Men	N/A	91%	75%	78%	82%
	Women	N/A	9%	25%	22%	18%
Travnik	Men	N/A	100%	100%	25%	75%
	Women	N/A	0%	0%	75%	25%

Note: Based on the data from Table 32

## 4.2. Phase I: Quantitative research

In this section, we present the results we obtained through a questionnaire. We start by providing a description of the sample, and then we present the main findings.

### 4.2.1. Sample characteristics

We collected data from 126 men and women in different managerial positions. Majority of women belongs to the J: Information and Communication class (43.6%) and D: Production and Supply of Electricity, Gas, Steam and Air Conditioning (23.1%). These two sectors are prevailing among men too, but more men belong to D (50.0%) than J (27.1%). Having in mind the size of these two sectors in our economy, it was expected that most respondents would belong to them.

**Table 34.** Sample characteristics by NACE economic activity

NACE code	Men		Women		Total	
A: Agriculture, forestry and fishing	1	2.1%	0	0.0%	1	0.8%
C: Manufacturing industry	0	0.0%	5	6.4%	5	4.0%
D: Production and supply of electricity, gas, steam and air conditioning	24	50.0%	18	23.1%	42	33.3%
F: Construction	0	0.0%	2	2.6%	2	1.6%
J: Information and communication	13	27.1%	34	43.6%	47	37.3%
K: Financial and insurance activities	0	0.0%	3	3.8%	3	2.4%
M: Professional, scientific and technical activities	2	4.2%	7	9.0%	9	7.1%
S: Other service activities	7	14.6%	9	11.5%	16	12.7%
U: Activities of extraterritorial organizations and bodies	1	2.1%	0	0.0%	1	0.8%
<b>Total</b>	<b>48</b>	<b>100.0%</b>	<b>78</b>	<b>100.0%</b>	<b>126</b>	<b>100.0%</b>

Majority of the women and men belongs to the large companies (over 93% of respondents in both categories). Large enterprises offer a greater opportunity for advancement, compared to small and medium-sized enterprises. As such, understanding the advancement in large companies can provide a good overview of the barriers, socio-economic trends and the process of decision making. In addition, larger companies have more sectors and departments, and therefore more responses collected from large enterprises were expected.

**Table 35.** Sample characteristics by the size of the company

Company size	Men		Women		Total	
Small (10-49)	3	6.3%	1	1.3%	4	3.2%
Medium (50-250)	0	0.0%	4	5.1%	4	3.2%
Large (over 250 employees)	45	93.8%	73	93.6%	118	93.7%
<b>Total</b>	<b>48</b>	<b>100.0%</b>	<b>78</b>	<b>100.0%</b>	<b>126</b>	<b>100.0%</b>

The data were collected from men and women of all age groups. However, women are somewhat younger, i.e., 21.8% of all women are in the 30-39 age group, whereas 14.6% of all men belong to this group. No men or women belong to the age group 20-29.

**Table 36. Sample characteristics by age group**

Age	Men		Women		Total	
20-29	0	0.0%	0	0.0%	0	0.0%
30-39	7	14.6%	17	21.8%	24	19.0%
40-49	16	33.3%	24	30.8%	40	31.7%
50-59	18	37.5%	28	35.9%	46	36.5%
More than 60	7	14.6%	8	10.3%	15	11.9%
Missing	0	0.0%	1	1.3%	1	0.8%
Total	48	100.0%	78	100.0%	126	100.0%

Our sample consists of men and women with various working experience, measured in the number of years they have been employed. However, the most frequent working experience for women is between 10 and 19 years (37.2% of all women), and the same applies for men (33.3%).

**Table 37. Sample characteristics by working experience (in years)**

Work experience	Men		Women		Total	
0-9 years	3	6.3%	3	3.8%	6	4.8%
10-19 years	16	33.3%	29	37.2%	45	35.7%
20-29 years	15	31.3%	28	35.9%	43	34.1%
30-40 years	14	29.2%	17	21.8%	31	24.6%
Missing	0	0.0%	1	1.3%	1	0.8%
Total	48	100.0%	78	100.0%	126	100.0%

Women and men in managerial positions have education acquired from higher education institutions. Overall, both men and women have a degree of II cycle of education (master level), which accounts for 70.8% of all men and 79.5% of all women.

**Table 38. Sample characteristics by level of education**

Level of education	Men		Women		Total	
Vocational high school	0	0.0%	0	0.0%	0	0.0%
Technical high school	0	0.0%	2	2.6%	2	1.6%
High school	0	0.0%	0	0.0%	0	0.0%
Second high school	0	0.0%	0	0.0%	0	0.0%
Higher education (I cycle, B.Sc.)	11	22.9%	12	15.4%	23	18.3%
Higher education (II cycle, M.Sc.)	34	70.8%	62	79.5%	96	76.2%
Higher education (III cycle, Ph.D.)	3	6.3%	2	2.6%	5	4.0%
Missing	0	0.0%	0	0.0%	0	0.0%
Total	48	100.0%	78	100.0%	126	100.0%

**Table 39.** Sample characteristics by field of study

Faculty	Men		Women		Total	
Economics	7	14.6%	33	42.3%	40	31.7%
Political Science	0	0.0%	3	3.8%	3	2.4%
Criminology, Criminology and Security Studies	1	2.1%	0	0.0%	1	0.8%
Law	2	4.2%	6	7.7%	8	6.3%
Agriculture and Food	0	0.0%	2	2.6%	2	1.6%
Science	1	2.1%	2	2.6%	3	2.4%
Architecture	0	0.0%	1	1.3%	1	0.8%
Electrical Engineering	23	47.9%	16	20.5%	39	31.0%
Transport and Communications	6	12.5%	3	3.8%	9	7.1%
Civil Engineering	0	0.0%	3	3.8%	3	2.4%
Mechanical Engineering	6	12.5%	4	5.1%	10	7.9%
Academy of Music	1	2.1%	0	0.0%	1	0.8%
Other	1	2.1%	1	1.3%	2	1.6%
Missing	0	0.0%	4	5.1%	4	3.2%
<b>Total</b>	<b>48</b>	<b>100.0%</b>	<b>78</b>	<b>100.0%</b>	<b>126</b>	<b>100.0%</b>

The most common field of education of women is economics/business/management (42.3% of all women have acquired a degree in this field). The second most common field of education is electrical engineering (20.5%). The most common field of education for men is electrical engineering (47.9% of all men have acquired degree in this field). The second most common field of education of men is economics (14.6%).

Majority of men and women are married: 93.6% of all women are married and 89.3% of all men are married.

**Table 40.** Sample characteristics by marital status

Marital status	Men		Women		Total	
<b>Single</b>	1	2.1%	3	3.8%	4	3.2%
<b>Married</b>	43	89.6%	73	93.6%	116	92.1%
<b>Divorced</b>	2	4.2%	1	1.3%	3	2.4%
<b>Missing</b>	2	4.2%	1	1.3%	3	2.4%
<b>Total</b>	<b>48</b>	<b>100.0%</b>	<b>78</b>	<b>100.0%</b>	<b>126</b>	<b>100.0%</b>

Both men and women have at least one child. However, the majority of respondents have two children (54.2% of all men and 56.4% of all women). These results might indicate that both men and women have managed to find a way to balance working as a manager and raising children.

**Table 41.** Sample characteristics by the number of children

Number of children	Men		Women		Total	
0	3	6.3%	7	9.0%	10	7.9%
1	7	14.6%	20	25.6%	27	21.4%
2	26	54.2%	44	56.4%	70	55.6%
3	9	18.8%	5	6.4%	14	11.1%
More than 3	1	2.1%	1	1.3%	2	1.6%
Missing	2	4.2%	1	1.3%	3	2.4%
<b>Total</b>	<b>48</b>	<b>100.0%</b>	<b>78</b>	<b>100.0%</b>	<b>126</b>	<b>100.0%</b>

The most common managerial positions held by respondents are company/sector level manager (for men) and head of department (for women). These results are in line with the analysis of the secondary data, i.e., women are more represented at the department level than at higher managerial positions.

**Table 42.** Sample characteristics by current managerial position

Position	Men		Women		Total	
Top manager	9	18.8%	5	6.4%	14	11.1%
Company / sector level manager	21	43.8%	25	32.1%	46	36.5%
Head of department	14	29.2%	43	55.1%	57	45.2%
Other	4	8.3%	4	5.1%	8	6.3%
Missing	0	0.0%	1	1.3%	1	0.8%
<b>Total</b>	<b>48</b>	<b>100.0%</b>	<b>78</b>	<b>100.0%</b>	<b>126</b>	<b>100.0%</b>

Sample characteristics by the current managerial position are also presented in Table 43. Men are more represented in a higher position than women, with women being more represented in other categories. This category mostly contains managerial positions at the department level.

*Table 43. Sample characteristics by current managerial position – detailed analysis*

Which area / sector / department do you cover?	Men		Women		Total	
Board of directors - director/manager	6	12.5%	4	5.1%	10	7.9%
Board of directors - member	1	2.1%	1	1.3%	2	1.6%
Supervisory Board - president	0	0.0%	0	0.0%	0	0.0%
Supervisory Board - member	0	0.0%	1	1.3%	1	0.8%
HR department - director / manager	2	4.2%	4	5.1%	6	4.8%
Marketing department - director / manager	1	2.1%	6	7.7%	7	5.6%
Production / Operation - director / manager	16	33.3%	10	12.8%	26	20.6%
Other	20	41.7%	50	64.1%	70	55.6%
Missing	2	4.2%	2	2.6%	4	3.2%
<b>Total</b>	<b>48</b>	<b>100.0%</b>	<b>78</b>	<b>100.0%</b>	<b>126</b>	<b>100.0%</b>

Terms of office, defined as the length of time in years a person has served in a particular position, show that men have more working experience in the current position. These results can indicate the following: (a) women have only recently started to get managerial jobs, and as a result, their working experience is shorter in terms of the number of years a person serves in a particular position; (b) retention rate in managerial positions for women is rather low. Further investigation is needed to clarify the underlying reasons.

*Table 44. Sample characteristics by terms of office of the current managerial position*

How long have you been working in your current position?	Men		Women		Total	
Up to one year	0	0.0%	0	0.0%	0	0.0%
Two years	6	12.5%	6	7.7%	12	9.5%
Three years	0	0.0%	14	17.9%	14	11.1%
Four years	4	8.3%	9	11.5%	13	10.3%
More than four years	34	70.8%	46	59.0%	80	63.5%
Missing	4	8.3%	3	3.8%	7	5.6%
<b>Total</b>	<b>48</b>	<b>100.0%</b>	<b>78</b>	<b>100.0%</b>	<b>126</b>	<b>100.0%</b>

In terms of salaries, our sample consists of respondents that belong to various salary groups. However, the majority of women (33.3%) reported salary in the range from BAM 2,001 to 2,500 (33.3%), whereas men reported BAM 2,501-3,000 (25.0%). These results are in line with the existing findings in the literature that women do earn lower salaries.



Table 45. Sample characteristics by salary category

Salary	Men	Women	Total	%
Up to BAM 1,000	0	1	1	0.8%
BAM 1,001 - 1,500	0	8	8	6.3%
BAM 1,501 - 2,000	5	12	17	13.5%
BAM 2,001 - 2,500	9	26	35	27.8%
BAM 2,500 - 3,000	12	10	22	17.5%
BAM 3,000 - 3,500	6	6	12	9.5%
More than BAM 3,500	5	4	9	7.1%
Missing	11	11	22	17.5%
<b>Total</b>	<b>48</b>	<b>78</b>	<b>126</b>	<b>100.0%</b>

When a person needs to report to a higher position (superiors), men more frequently report to men (79.2%) and only 12.5% report to women. However, in comparison to men, women's superiors are women in more cases (30.8%). Eight respondents did not answer this question (6.3%).

Table 46. Sample characteristics by gender of the superiors

In case you have a person to whom you report directly, what gender is that person?	Men (respondents)	Women (respondents)	Total
Men (superiors)	38	50	88
Women (superiors)	6	24	30
No answer	4	4	8
<b>Total</b>	<b>48</b>	<b>78</b>	<b>126</b>

In total, respondents in this research manage 4,494 people at different levels. When in charge, women manage a sector or department where employees are both men and women (51% men and 49% women). However, when a man is in charge, majority of employees he manages are men (82%), the remaining ones being women (18%).

**Table 47.** Sample characteristics by the number of male and female subordinates

	Men		Women		Total	
How many male subordinates do you manage?	1966	82%	1060	51%	3026	67%
How many female subordinates do you manage?	429	18%	1039	49%	1468	33%
Total	2395	100%	2099	100%	4494	100%

Men and women at managerial positions have international working experience (over 70% for each group). Eight respondents did not provide an answer (6.3%). The larger proportion of women than man has international working experience.

**Table 48.** Sample characteristics by international experience

Do you have international work experience?	Men		Women		Total	
Yes	8	16.7%	18	23.1%	26	20.6%
No	36	75.0%	56	71.8%	92	73.0%
No answer	4	8.3%	4	5.1%	8	6.3%
Total	48	100.0%	78	100.0%	126	100.0%

Men and women at managerial positions mostly have not acquired a part of their education outside the borders of Bosnia and Herzegovina. Seven respondents did not provide an answer (5.6%). There is no significant difference between men and women in terms of education acquired outside Bosnia and Herzegovina.

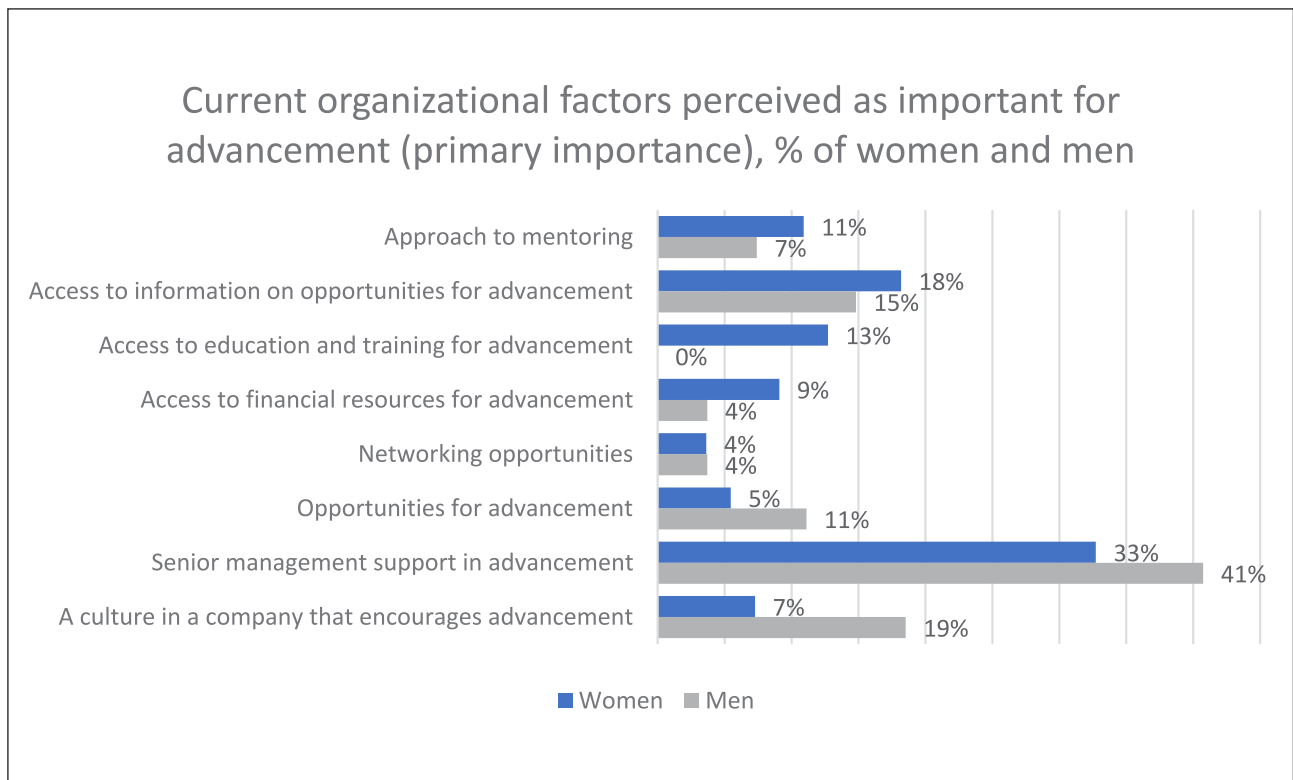
**Table 49.** Sample characteristics by education outside of Bosnia and Herzegovina

Have you acquired part of your education outside the borders of Bosnia and Herzegovina?	Men		Women		Total	
Yes	13	27.1%	15	27.1%	28	22.2%
No	30	62.5%	61	62.5%	91	72.2%
No answer	5	10.4%	2	10.4%	7	5.6%
Total	48	100.0%	78	100.0%	126	100.0%

### 4.2.2. Main findings

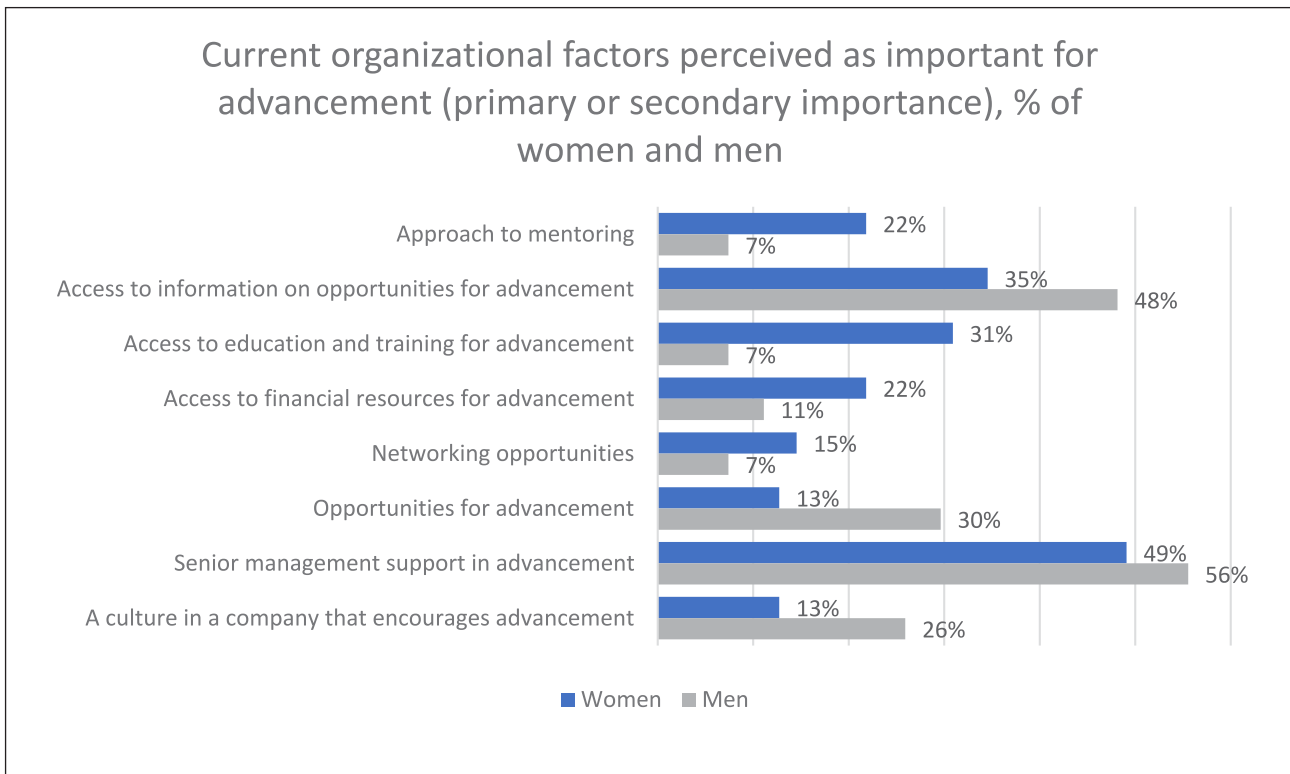
Respondents were asked to rank, in order of importance, the organizational factors that are important for the advancement in their company, where ranking 1 means the most important factor for advancing in the company, and rank 8ing means the least important.

Our results show that women and men find support of senior management in advancement as the factor that is currently of the primary or secondary importance in advancing (49.1% women and 55.6% men), whereas access to information on opportunities for advancement ranked the second (34.5% women and 48.1% men). Access to education and training for advancement was identified to be of either primary or secondary importance by 30.9% women, whereas only 8.5% men consider this to be the case.



**Figure 14.** Current organizational factors perceived as important for advancement (primary importance)

Note: Primary importance is calculated by dividing the number of respondents that ranked a factor as the first with the number of respondents that answered this question.



**Figure 15.** Current organizational factors perceived as important for advancement (primary or secondary importance combined)

*Note: When combined with secondary importance, we divided the sum of respondents who ranked a factor as the first and second with the number of respondents that answered this question. Therefore, the sum of the percentages reflects the proportion of the respondents that ranked a factor as either the first or the second, and the sum can go above 100%.*

Respondents were asked to rank in order of importance the organizational factors that should be important in their company in the future, where rank 1 means the most important factor to consider in the future, and the rank 8 means the least important. Our results show that women and men find that the culture in the company that encourages advancement should be considered as an area of improvement in the future. About 63% of women and 35% of men consider this to be of a primary importance, whereas 68% of women and 42% of man consider this to be of a primary or secondary importance.

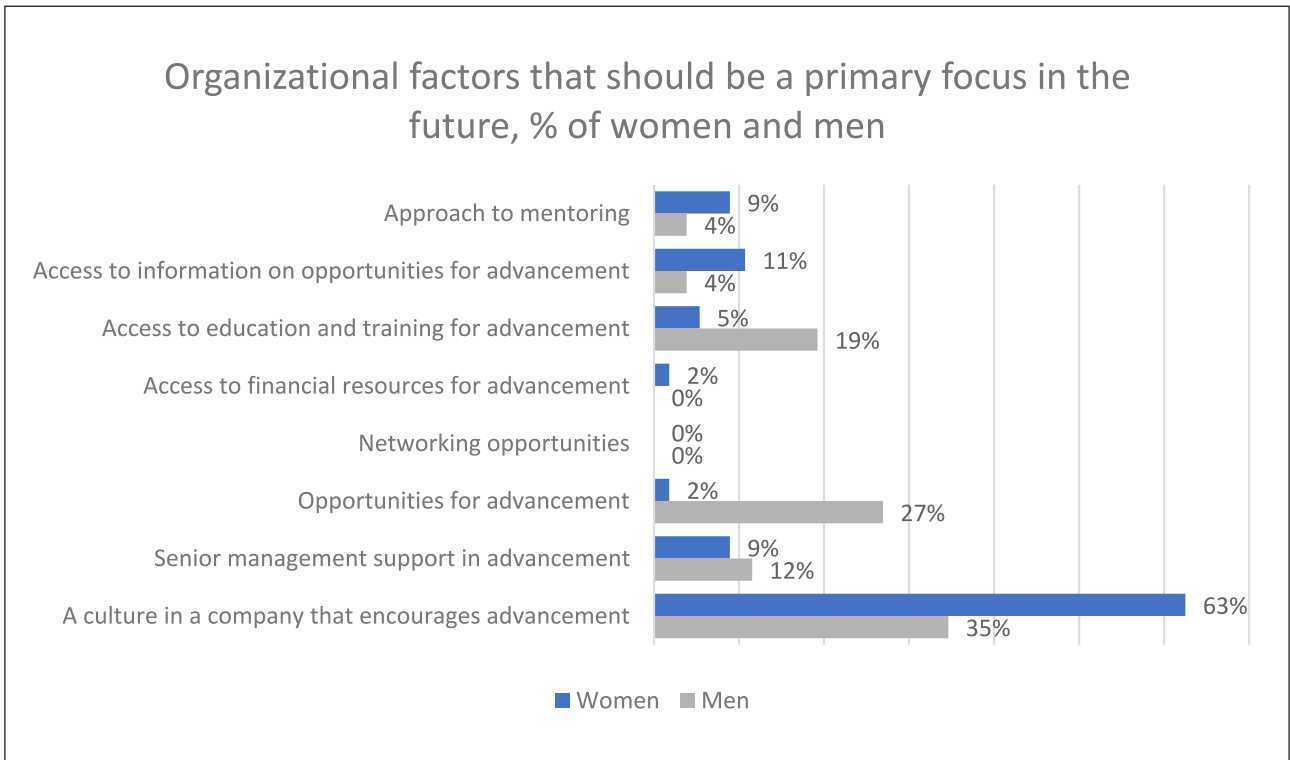


Figure 16. Organizational factors that should be a primary focus in the future, % of women and men

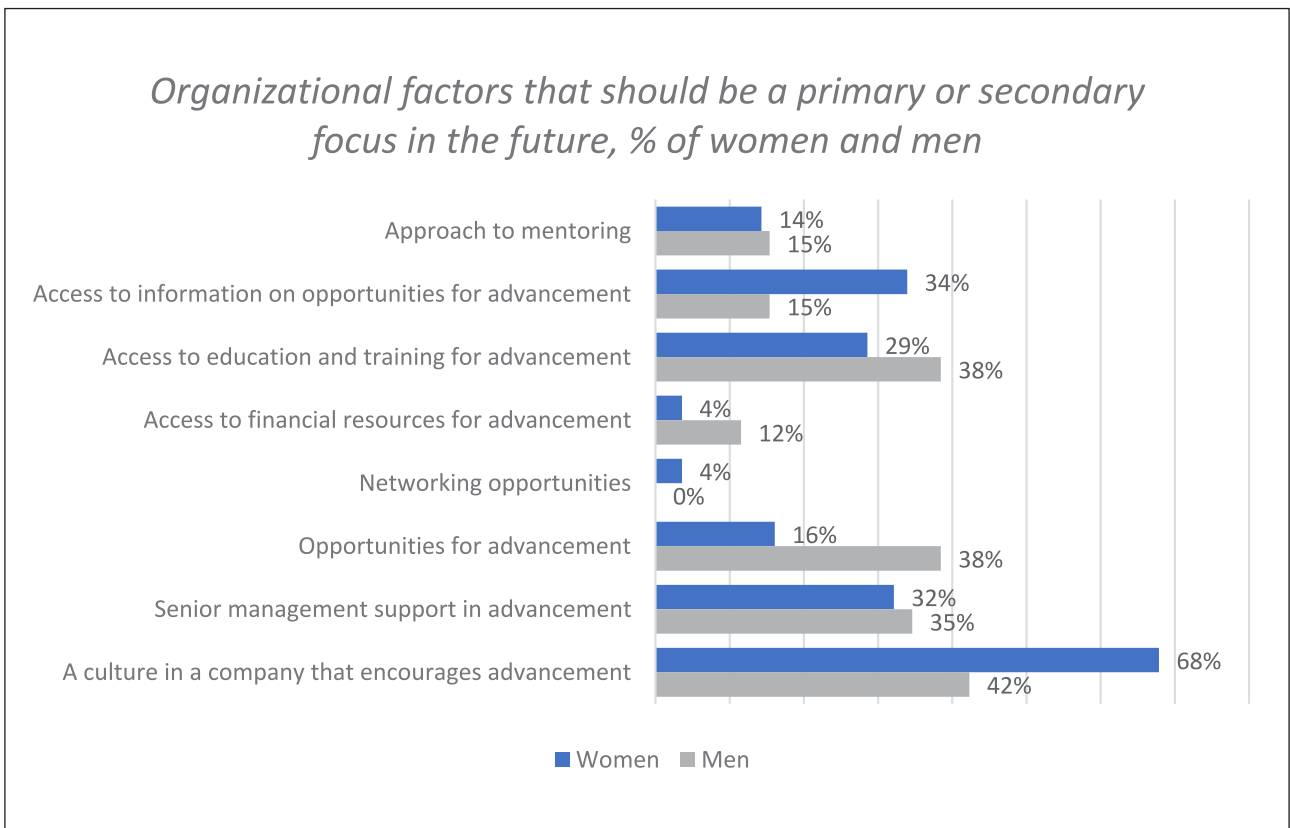
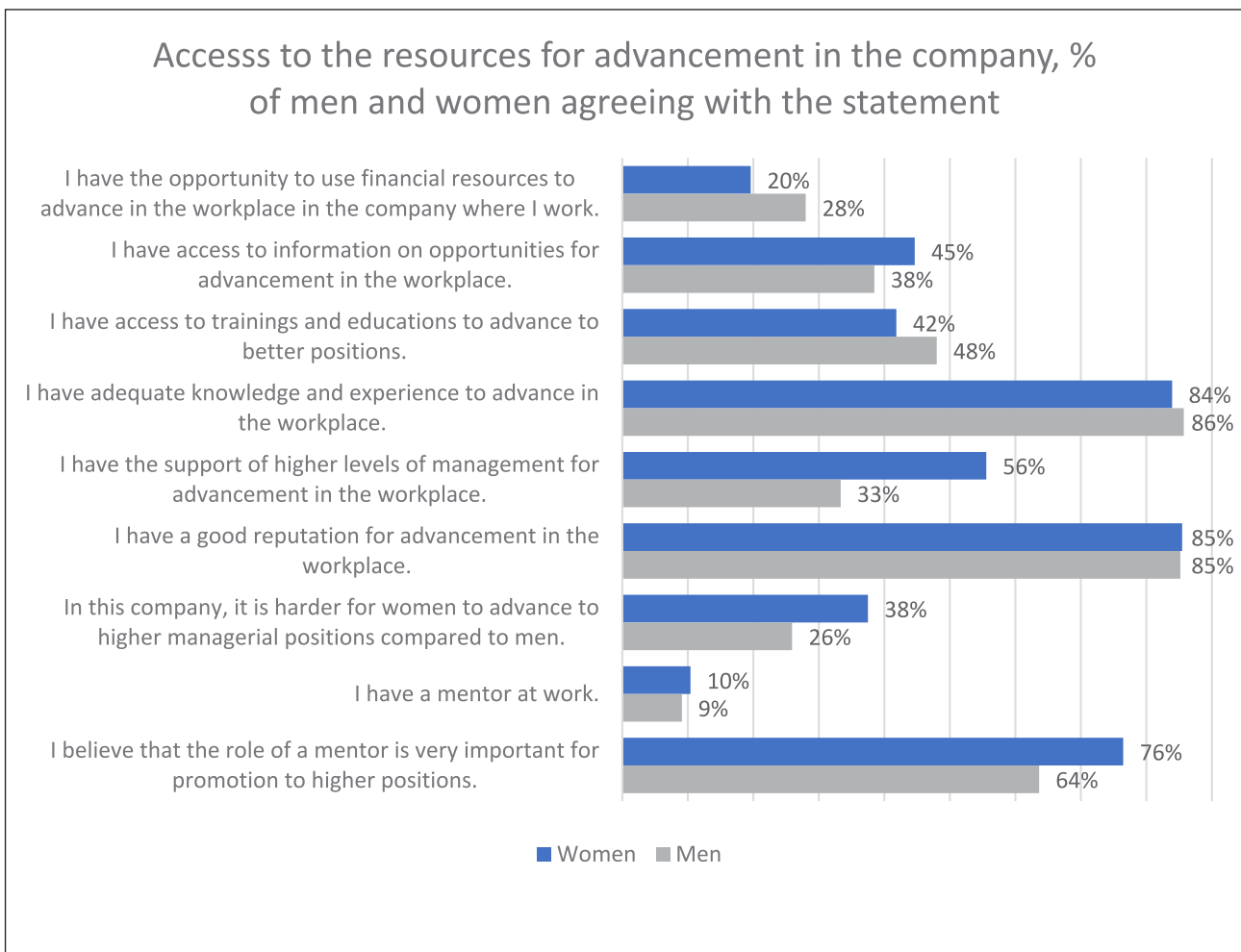


Figure 17. Organizational factors that should be a primary or secondary focus in the future, % of women and men

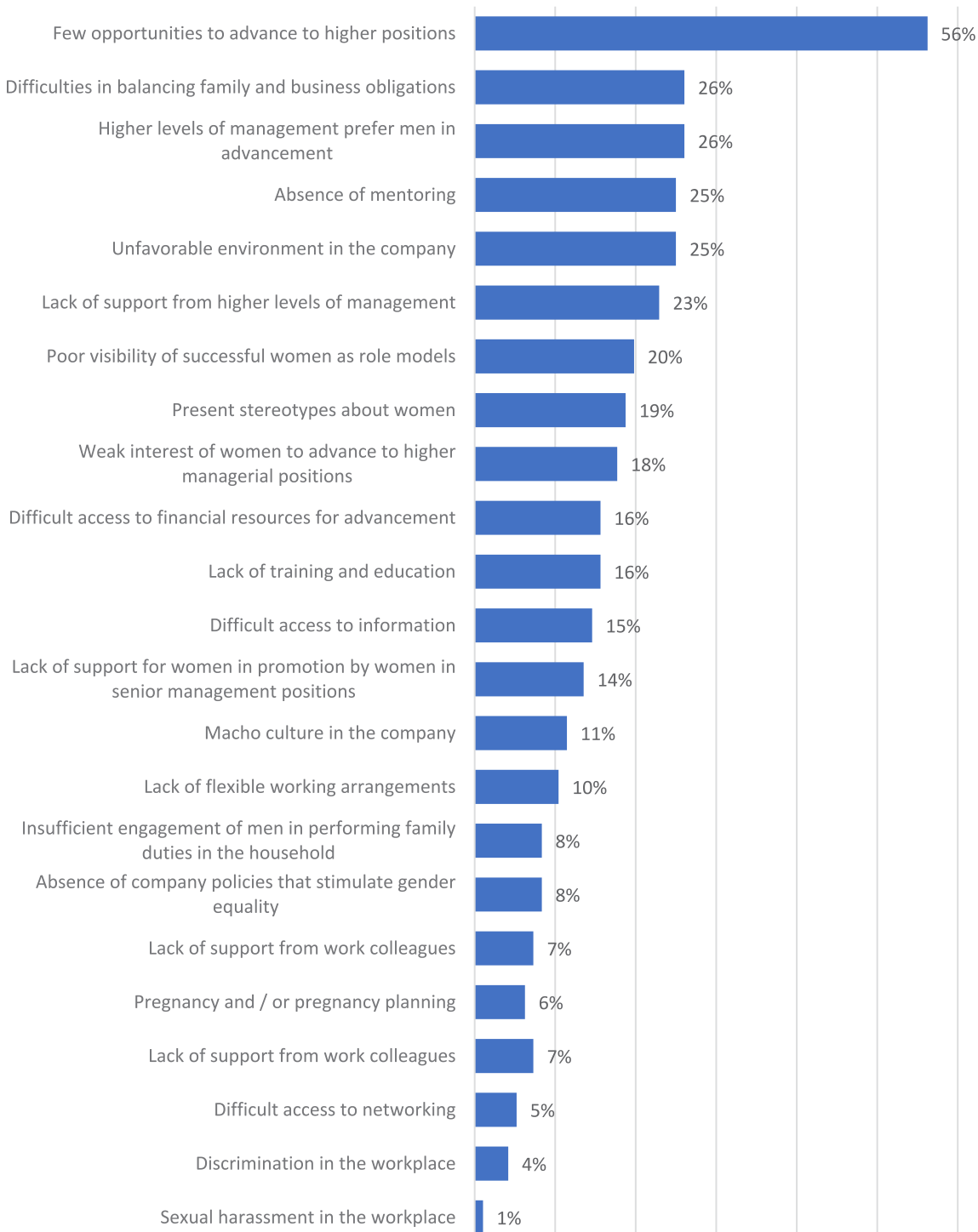
Majority of the women in the sample have access to the following organizational tangible and intangible resources for advancement: good reputation for advancement in the workplace (85%), adequate knowledge and experience to advance (84%) and support of higher levels of management for advancement in the workplace (56%). More men than women have opportunities to use financial resources to advance in the workplace (20% of women agree or strongly agree compared to 28% of men). A high proportion of men and women agree that the role of a mentor is very important for the promotion to higher positions (76% of women and 65% men).



**Figure 18.** Access to the resources for advancement in the company, % of men and women agreeing with the statement

The top five barriers that women faced in advancing to higher managerial positions are: few opportunities to advance to higher positions (56%), difficulties in balancing family and business obligations (26%), higher levels of management prefer men in advancement (26%), unfavorable environment in the company (25%) and absence of mentoring (25%). The full list of barriers is presented in Figure 19.

Barriers faced in advancing to higher managerial positions,  
% of women reporting a barrier



Note: Women could select more than one option.

Figure 19. What barriers have you faced in advancing to higher managerial positions?

A large share of men and women did not answer the question regarding work from home. About 40% men and 37% women did not answer this question. However, the results indicate that more women than men worked from home during the COVID-19 pandemic.

**Table 50.** *Work from home during COVID-19 pandemic*

During the pandemic, I worked from home.	Men		Women		Total	%
Yes	6	12.5%	25	32.1%	31	24.6%
No	23	47.9%	24	30.8%	47	37.3%
N/A	19	39.6%	29	37.2%	48	38.1%
Total	48	100.0%	78	100.0%	126	100%

During the COVID-19 pandemic, more women than men reported that they had more responsibilities in the family and household (45% of women and 28% of men agree with the statement). More women than men felt more stressed than usual (38% of women and 0% of men), but both men and women experienced difficulties in balancing between family obligations and business obligations (31% of women and 42% of men). The proportion of women that agree with the statement that, while working from home, they felt less productive, more exhausted, had difficulties to reconcile family and business obligations, or that they did not have enough time for themselves is higher than of men.



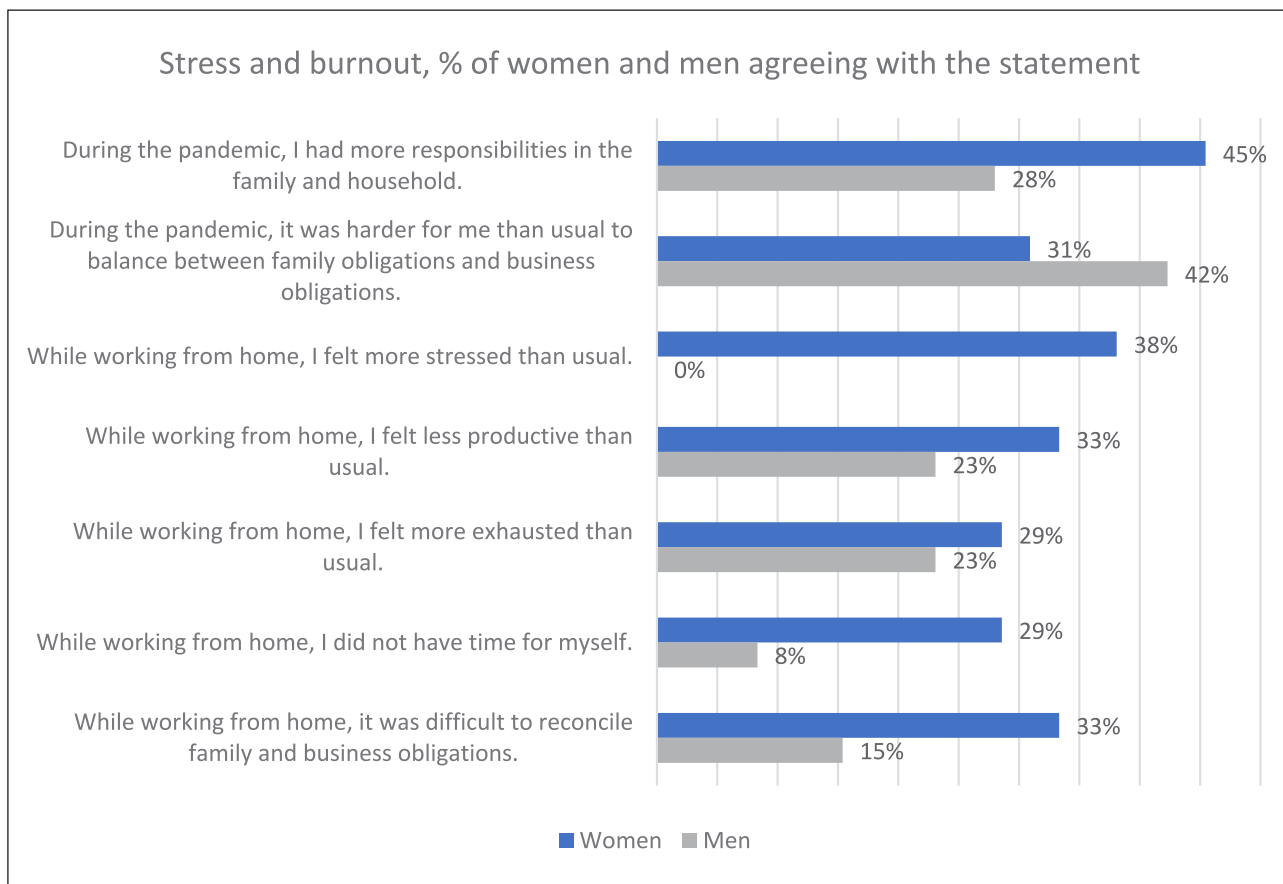
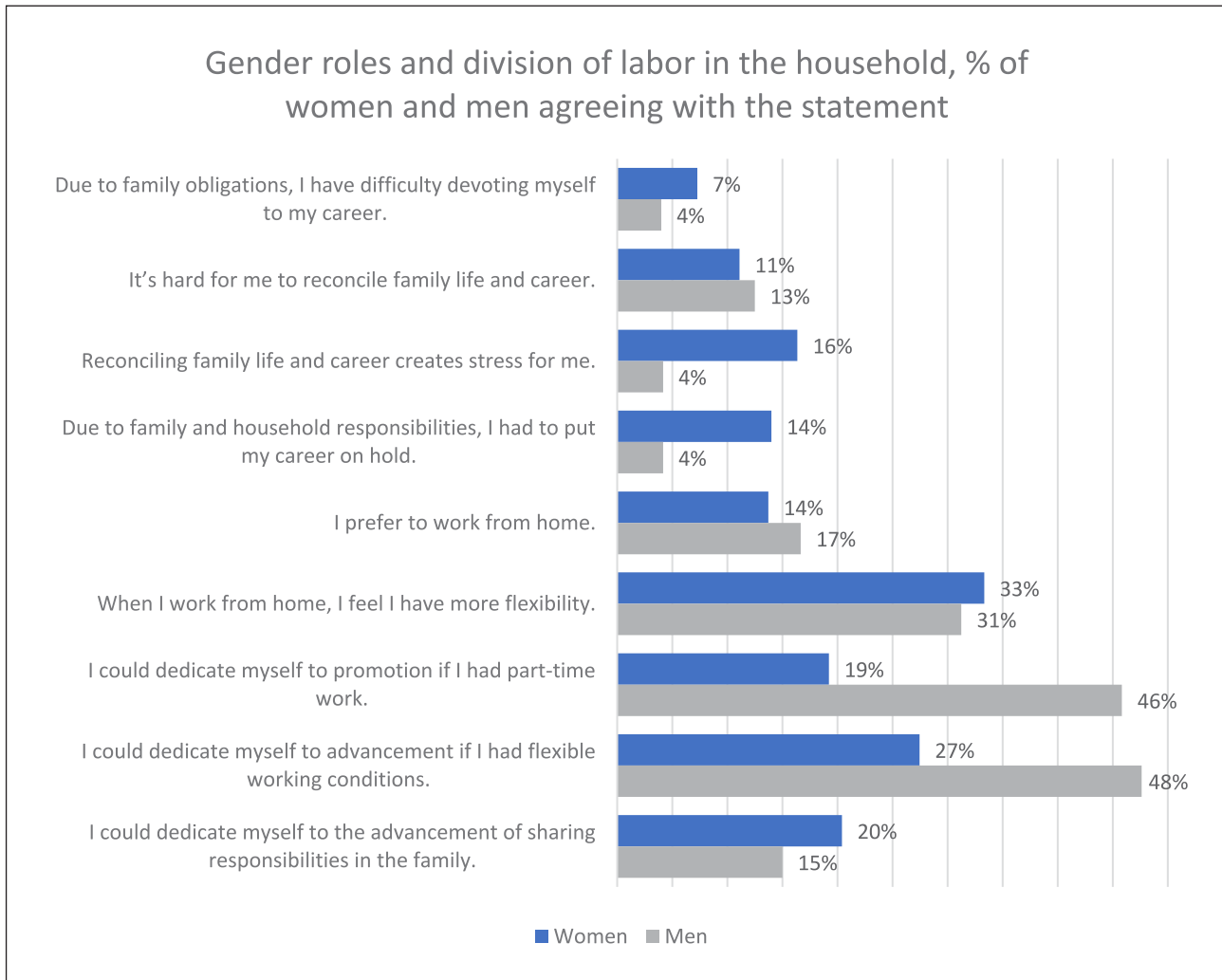


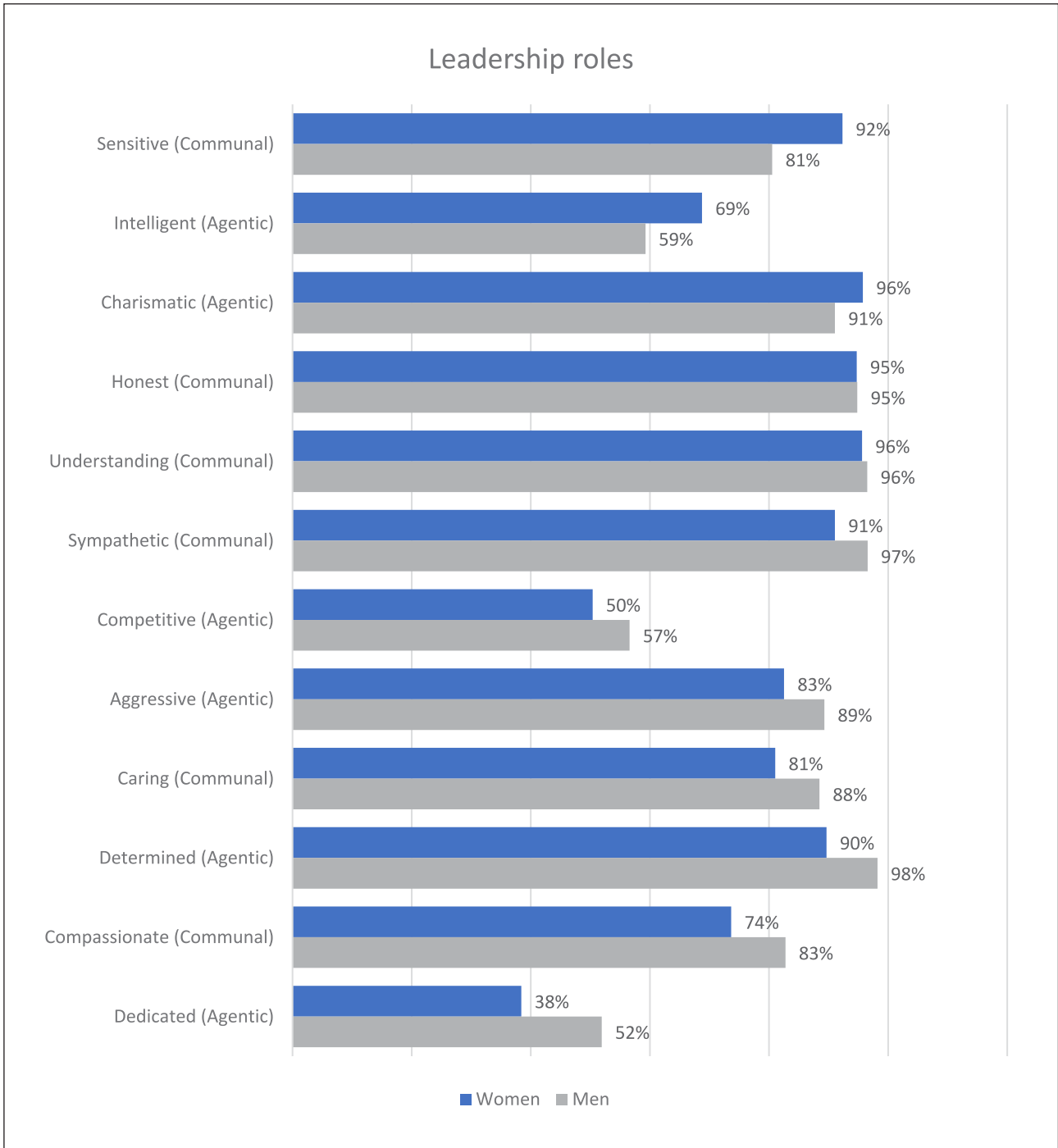
Figure 20. Stress and burnout during COVID-19 pandemic

Figure 21 reveals the percentage of agreement with several statements regarding gender roles and division of labor in the household. The proportion of women that reported having difficulties devoting themselves to their career because of family obligations is higher than that of men, although the percentage is below 10% for both categories. Significant difference can also be observed in the stress due to trying to reconcile family life and career (16.4% of women and 4.2% of men). The proportion of women that put their career on hold due to family and household responsibilities is higher than that of men (16.4% of women and 4.2% of men agree with the statement). Part time and flexible working conditions are found to be more important for dedication to promotion/advancement, but the proportion of men agreeing to this statement is larger than that of women (45.8% of men agree that they could dedicate themselves to promotion if they had part-time work and 47.6% of men agree that they could dedicate themselves to advancement if they had flexible working conditions; compared to 19.2% and 27.5% of women, respectively).



**Figure 21.** Gender roles and division of labor in the household

Figure 23 and Figure 22 identify the differences in the perception of different leadership roles. Women agree or completely agree that the following roles are important when leading people: charisma (96%), understanding (96%), honesty (95%), sensitiveness (92%) and sympathy (91%). Overall, other roles are evaluated as important, with only dedication (38%) and competitiveness (50%) being ranked the lowest. The largest difference between men and women is regarding sensitivity (92% of women and 81% of men agree), intelligence (69% of women and 59% of men) and charisma (96% of women and 91% of men). Men rated the following as more important management roles than women dedication (38% of women and 52% of men), compassion (74% of women and 83% of man), determination (90% of women and 98% of men). The difference in other roles is below 7% between men and women.



Note: Based on the data from Figure 23 (average scores for several dimensions)

**Figure 22.** Leadership roles by factors

### Leadership roles, % of men and women agreeing with the statement

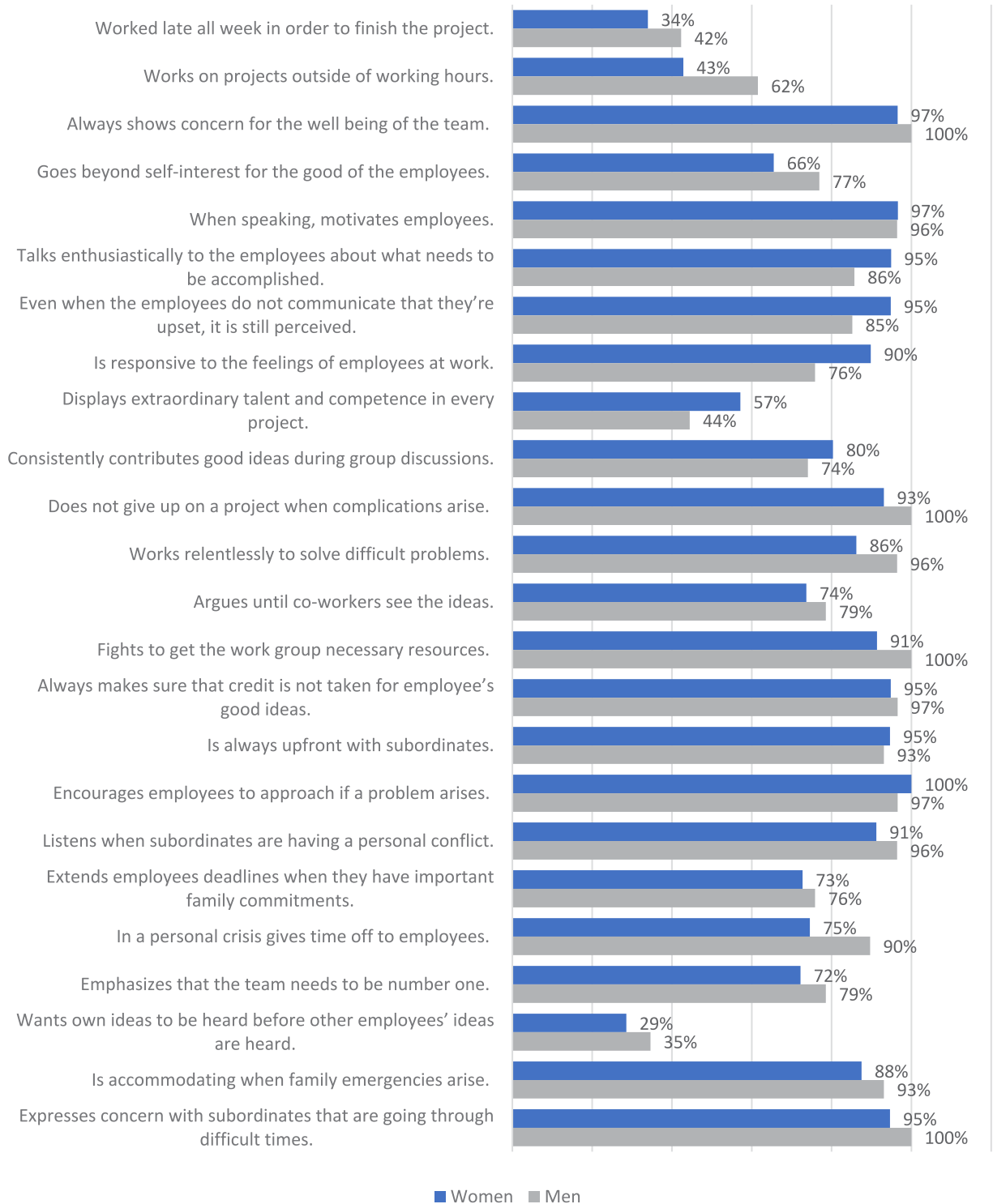


Figure 23. Leadership roles, overview of statements

More than 50% of men and women believe that women and men have different leadership styles. This belief is more predominant among women (63% of all women agree with the statement that women and men in managerial positions have different leadership styles, compared to 50% of men). Men also believe that women are less effective in leadership positions (16.7%) while 3.6% of women agree with this statement as well. Both men and women believe that women should first realize themselves as mothers, and only then dedicate themselves to careers. The percentage of women and men agreeing with this statement is 15.1% and 17.2%, respectively.

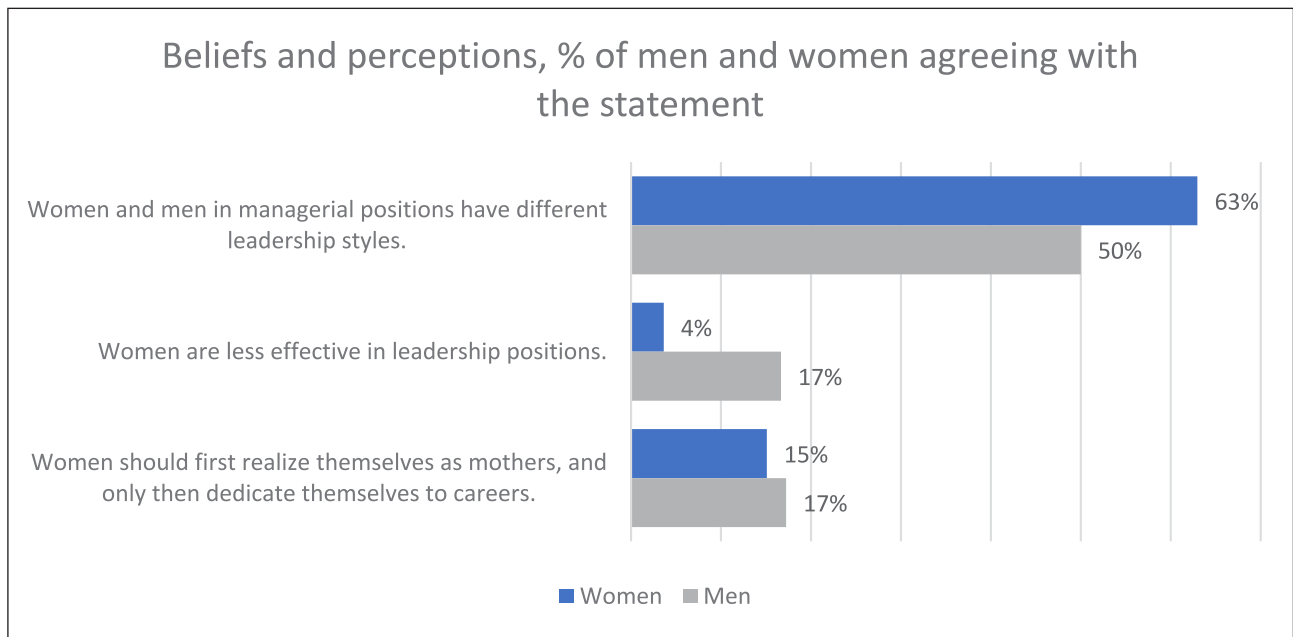


Figure 24. Beliefs and perceptions

Women believe that aggression is a distinctly masculine trait (69.2%), while caring (85.2%), compassion (85.2%), sensitivity to the emotions of others (79.6%), understanding (75%) and dedication (67.3%) are distinctly feminine traits. Men agree that aggression is distinctly masculine trait (72.0%), with determination being the second (43.5%) and charisma the third (43.5%). The most common feminine traits in the belief of male managers are caring (68%) and sensitivity to the emotions of others (56%).

**Table 51.** Traits of male and female managers

Traits	Attitude of women		Attitude of men		Attitude of women and men together	
	Male trait	Female trait	Male trait	Female trait	Male trait	Female trait
Dedication	4%	67%	16%	28%	8%	55%
Caring	2%	86%	4%	68%	2%	80%
Charisma	13%	29%	43%	22%	23%	27%
Sensitivity to the emotions of others	4%	80%	16%	56%	8%	72%
Intelligence	0%	29%	9%	14%	3%	24%
Determination	15%	36%	43%	17%	24%	30%
Aggression	69%	8%	72%	4%	70%	6%
Honesty	6%	51%	18%	23%	9%	43%
Understanding	2%	75%	8%	38%	4%	63%
Compassion	0%	85%	8%	46%	3%	73%
Competitiveness	16%	33%	14%	23%	15%	30%
Affection	14%	41%	14%	17%	33%	39%

The percentage of agreement with several statements regarding organizational culture oriented toward gender equality is presented in Figure 25. Women believe that they do not have the same treatment as men when it comes to their performance at work (50% agreement to the statement), while 18.5% of men believe the same. The proportion of women that believe that they and their competencies were judged incorrectly because of their gender is 21.8%, compared to 3.8% of men. A proportion of women and men that agree that negative perceptions and stereotypes that women's professional abilities in the company represent a barrier in women's career advancement is 18.9% and 15.4%, respectively. A total of 21.2% of women and 12.5% of men agrees with the statement that negative perceptions and stereotypes about women's commitment to their responsibilities at work represent a barrier to women's career advancement. A relatively low percentage of agreement (5.5% of women and 0.0% of men) was found regarding the statement that the climate in the company is characterized by negative attitudes towards women. A total of 17.0% of women and 11.5% of men agrees with the statement that men do not try to pay attention to what women say during meetings. Similarly, the proportion of women that believe that they need to be extremely well prepared for conversations with men to pay attention to what they are saying is 22. %, compared to 17.4% of men. In order to advance to higher position, 32.7% of women believe that women need to be more accomplished in their work in order to advance to higher position, compared to 12.0% of men that agree to this statement. Similar difference can be observed regarding aggressiveness in order to advance to higher positions: 36.5 women and 19.2% men agree that this statement is true.

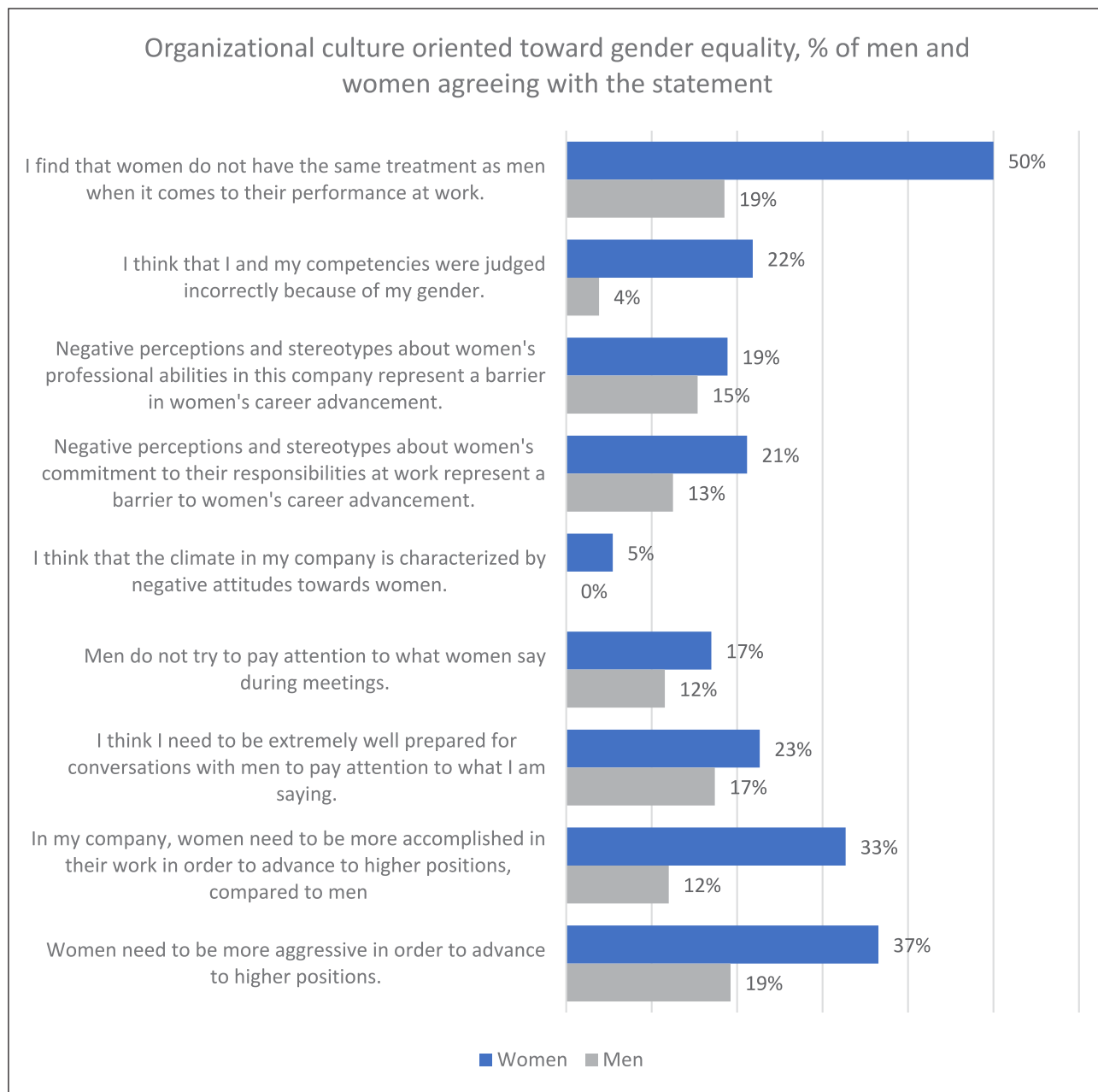
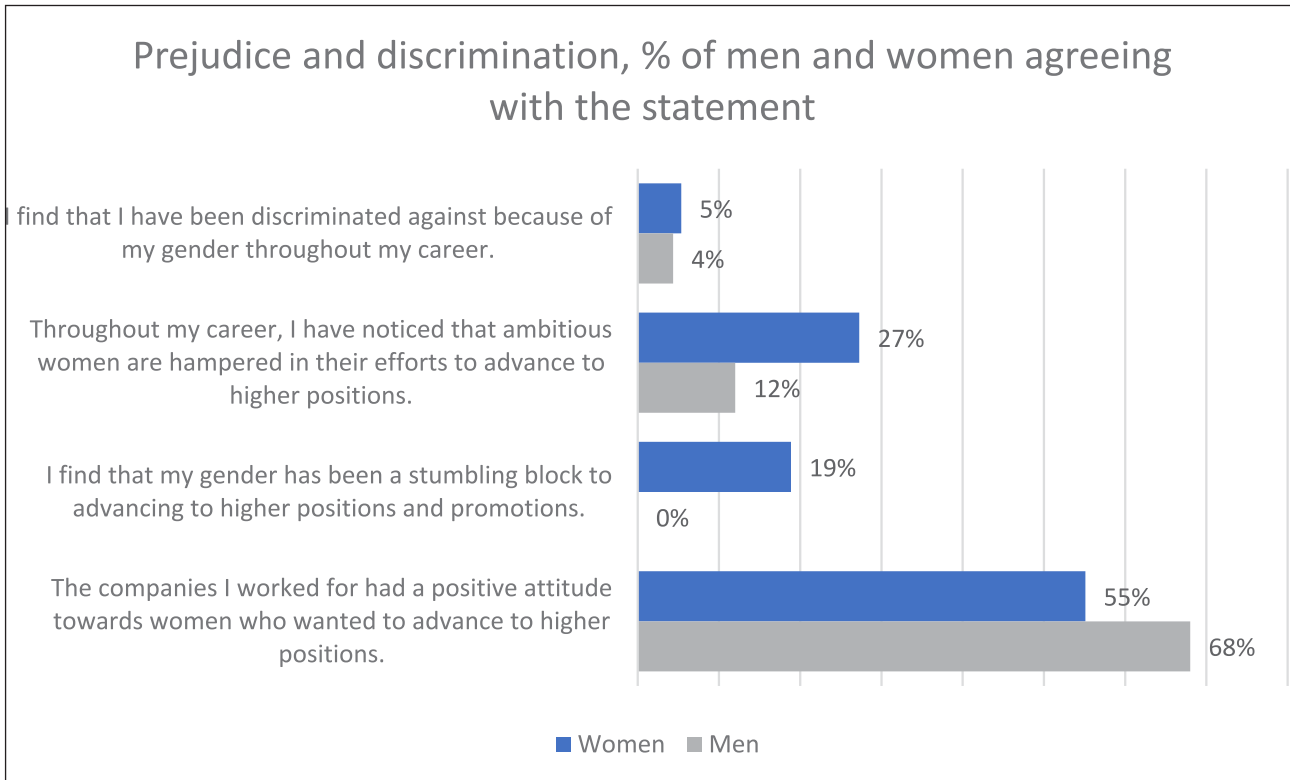


Figure 25. Organizational culture oriented toward gender equality

A relatively low percentage of men and women believe that they have been discriminated against because of their gender throughout their career (5.4% of women and 4.3% of men). However, 27.3% of women have noticed, throughout their career, that ambitious women are hampered in their efforts to advance to higher positions, and 12.0% of men observed this phenomenon. No man has found that their gender has been a stumbling block to advancing to higher positions and promotions, compared to 18.9% of women. More than half of men and women experienced a positive attitude towards women who wanted to advance to higher positions in the companies they worked for (55.1% of women and 68.0% of men).



**Figure 26.** *Prejudice and discrimination*

When women started working in the company, 18.9% of women felt a close connection with other women in the company, 14.0% felt that they belonged to a group of women in the company and 21.6% of women were able to identify with other women in the company. These percentages have increase due to the progress of time and organizational factors to 31.5% (a feeling of a close connection with other women in the company), 31.5% (a feeling of belonging to a group of women in the company) and 29.4% (ability to identify with other women in the company).



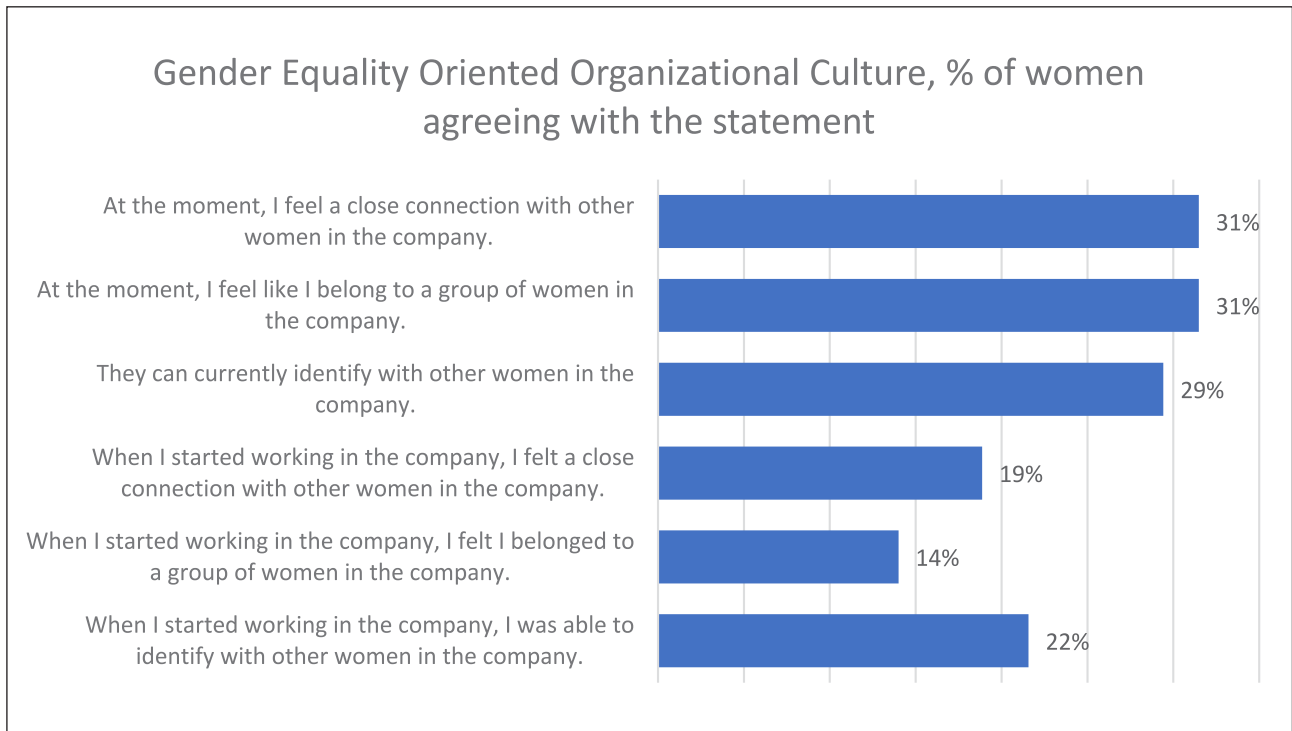
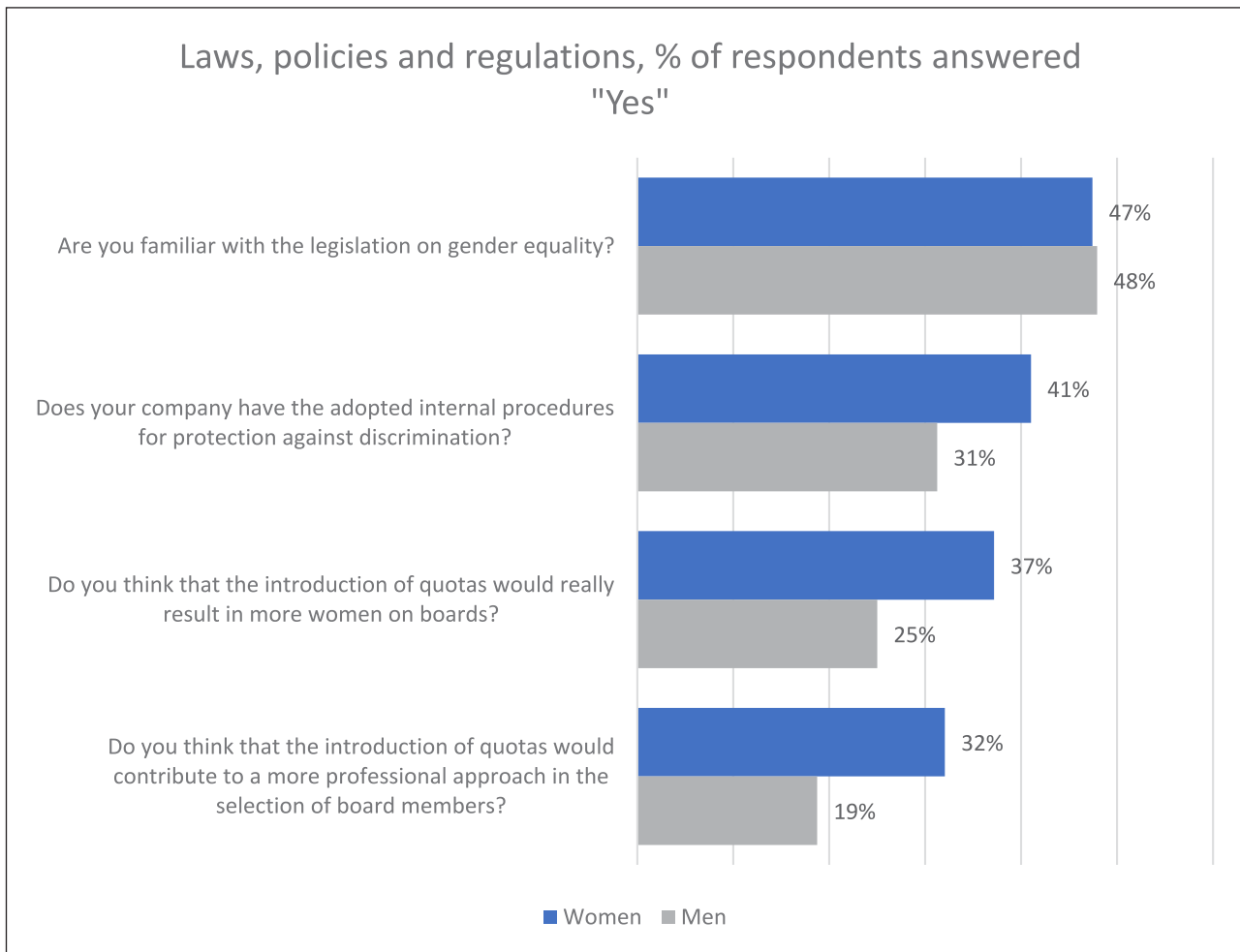


Figure 27. Gender Equality Oriented Organizational Culture (Women Only)

Men and women are not fully familiar with the legislation on gender equality (47.4% of women and 47.9% of men claim they are familiar with the legislation on gender equality). Another worrying information is that only 41% of women and 31.3% of men stated that their companies have adopted internal procedures for protection against discrimination. However, this could also indicate that respondents are not familiar with the internal procedures for protection against discrimination.

The introduction of quotas is perceived as a positive measure to increase the number of women on boards, 37.2% women and 25.0% men agree. In addition, 32.1% of women and 18.8% of men believe that the introduction of quotas would contribute to a more professional approach in the selection of board members.



**Figure 28.** Law, policies and regulations

A relatively high share of women and men indicated that their companies have defined policies and regulations governing pregnancy leave, maternity leave, sick leave, access to trainings and educations, parental leave, childcare and care for elderly and sick family members. The percentages of women that believe that defined policies and regulations exist regarding balancing between private life and career, mentoring and flexible working hours are 16.7%, 44.7% and 48.9%, respectively. On the other hand, the percentages of men that believe that defined policies and regulations exist regarding balancing between private life and career, mentoring and flexible working hours are 52.4%, 63.6%, and 66.7% respectively.

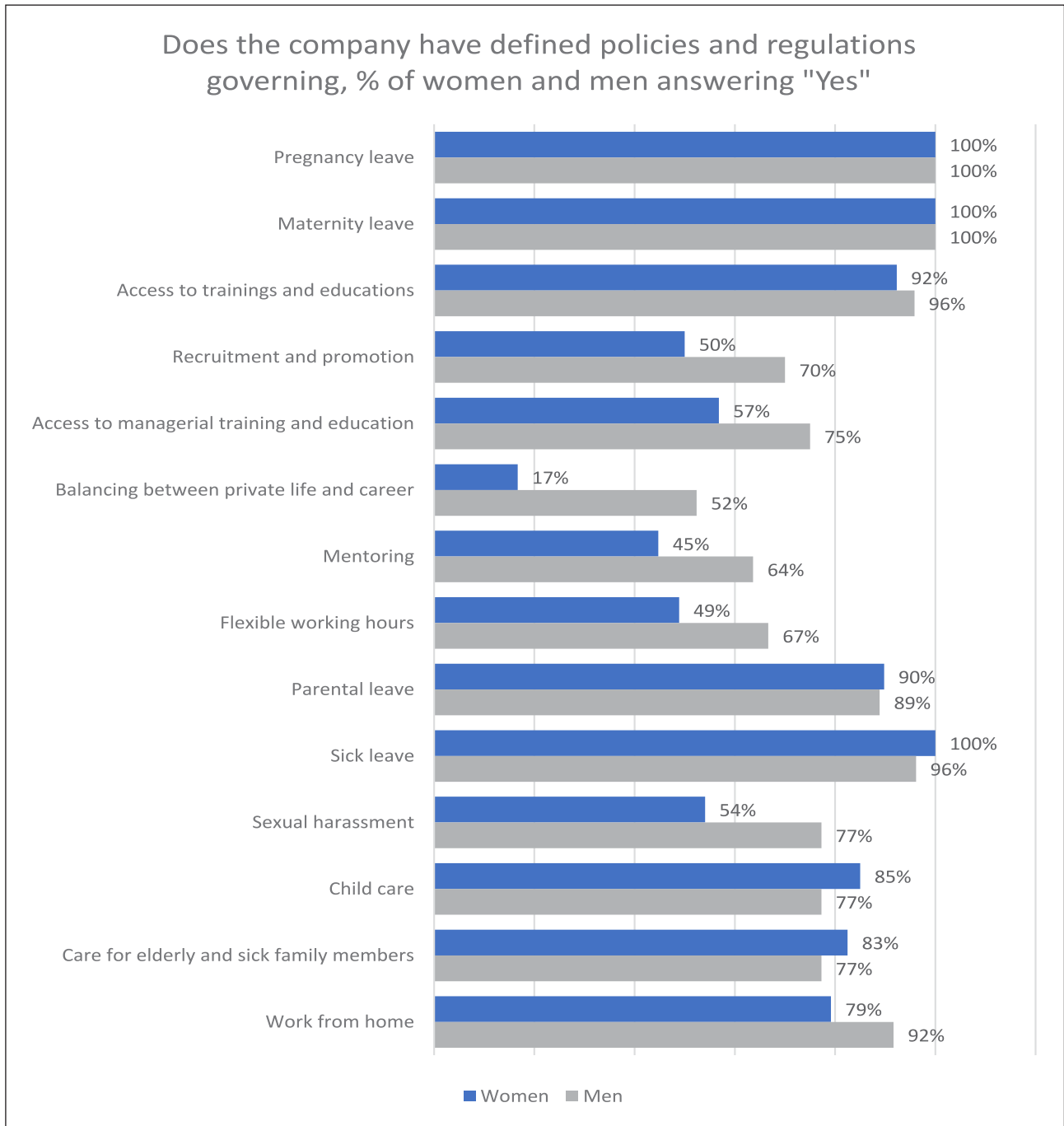
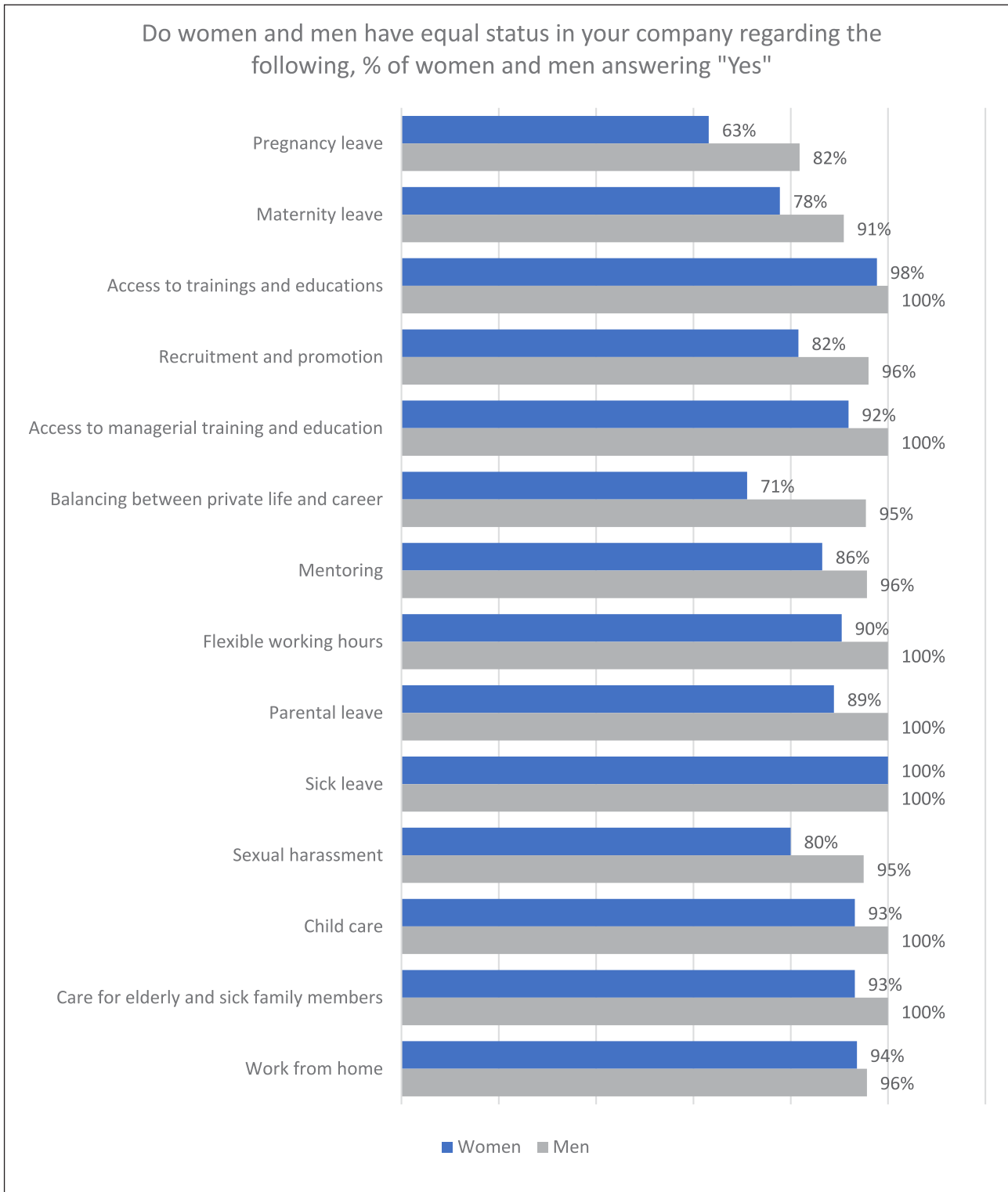


Figure 29. Policies and regulations in companies

When it comes to the question whether women and men have equal status in the company regarding different policies, most men believe that the difference between men and women does not exist. The highest difference is in the access to pregnancy leave, as 81.8% of men agree that they have the same status in a company. However, while majority of women believe that the equal status in their companies exists when it comes to many predefined procedures, in case of pregnancy leave, maternity leave, recruitment and promotion, balancing between private life and career and sexual harassment the di-

fference in opinion between men and women is more obvious. Figure 30 summarizes these statistics as a percentage of men and women who answered “yes” to the question whether women and men have equal status in their companies regarding these specific internal procedures.



**Figure 30.** The use of and access to policies and regulations

A higher proportion of women than men feel that they have been discriminated against in the promotion process because of their gender (8.0% of women and 0.0% of men), that women have fewer opportunities to advance than men (39.2% of women and 20.0% of men), and that women have fewer opportunities for professional development than men (38.0% of women and 14.08% of men). Women believe that they have fewer opportunities for professional development than expected (28.9%), compared to 12.0% of men who believe they have fewer opportunities for professional development than expected. A larger proportion of women (62.8%) than men (41.8%) claim that they have someone in the company to whom then can confide in case they face difficulties at work. A total of 49.0% of women, but also of 11.5% of men agrees with the statement that men enjoy more organizational support and trust than women. More men than women believe that men and women at the same managerial level are paid equally for the work they do (68.6% of women and 77.8% of men). The percentage of women that wish they had more support and trust in the workplace is 29.5%, which is lower than 33.3% of men. Similarly, more men than women believe they need support in the workplace to balance family life and business responsibilities (23.4% of women and 33.3% of men).

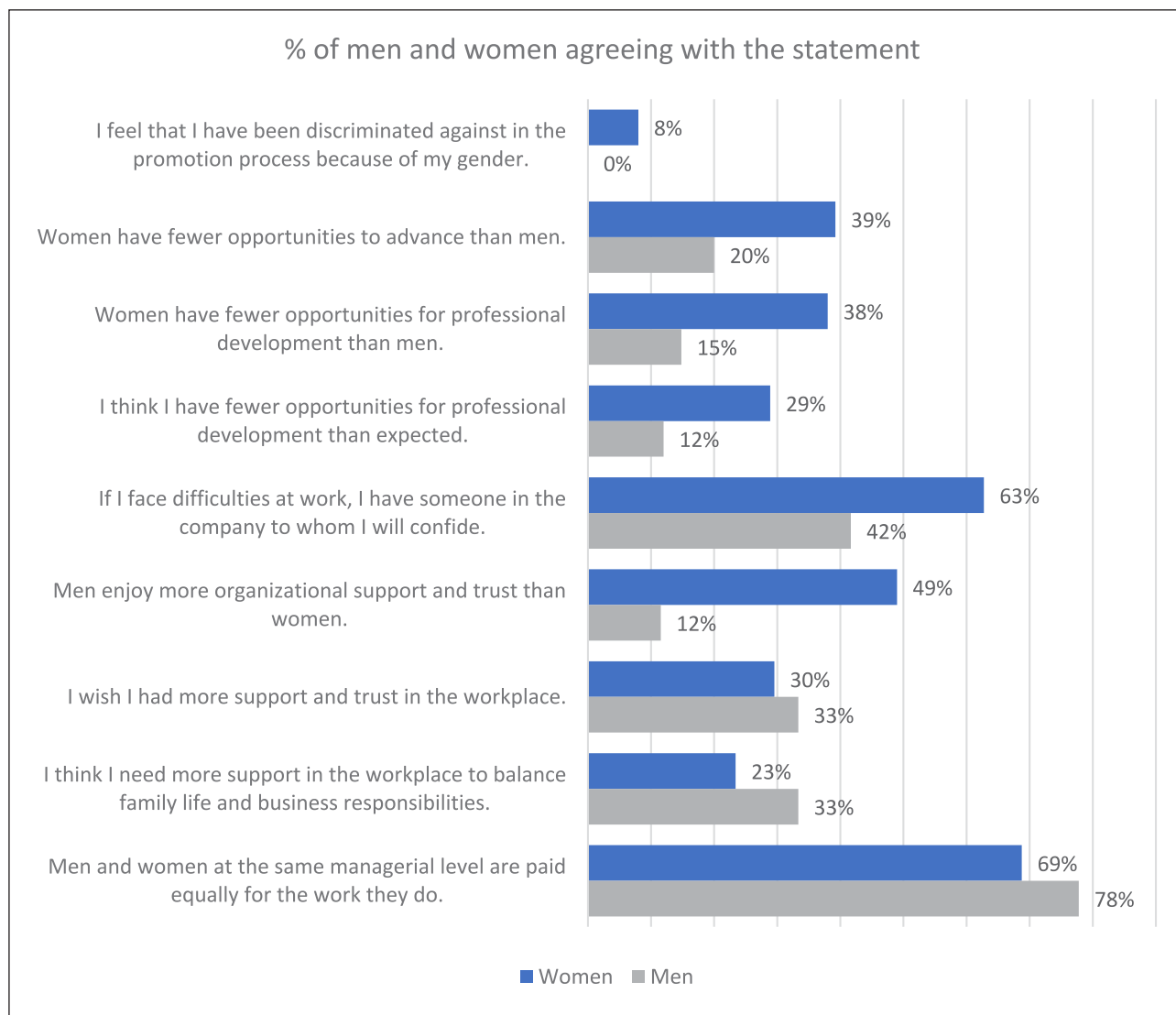


Figure 31. Possibilities for improvement regarding companies' policies

Women do not feel isolated at work, although 12.0% of women believe that their work in the workplace is not appreciated enough.

Regarding women's visibility, 57.4% of women agree with the statement that work colleagues praise them when they do something good, and 58.7% of women say that their superiors praise them when they do something well.

A relatively low percentage of women believe that their abilities are underestimated in their workplace because of their gender (4.1%) and that there are prejudices about women (6.4%).

The percentage of women that agrees that when women have the opportunity to choose work assignments, they have the same number of opportunities to choose as their male colleagues is 45.7%. The percentage of women that agree that they do not have the same number of opportunities for advancement as their male colleagues who are in the same position as they is 19.6%.

**Table 52.** *Tokenism, visibility, contrast and assimilation*

	I agree or completely agree, % of women
<b>Tokenism</b>	
I feel isolated at work.	0%
I feel that my work in the workplace is not appreciated enough.	12%
<b>Visibility</b>	
Work colleagues praise me when I do something well.	57%
My superiors praise me when I do something well.	59%
<b>Contrast</b>	
My abilities are underestimated in my workplace because of my gender.	4%
In my company, there are prejudices about women.	6%
<b>Assimilation</b>	
When we have the opportunity to choose work assignments, I have the same number of opportunities to choose as my male colleagues.	46%
I do not have the same number of opportunities for advancement as my male colleagues who are in the same position as me.	20%

Regarding interpersonal relationships, the women perceive them as rather favorable, with only a low percentage of women identifying the issues such as: male superiors are often uncomfortable working with women because of their gender (2.1%), male employees to whom women are superior are often uncomfortable working with them because of their gender (4.4%), women preferring working with women instead with men who are subordinate to them (2.2%) and 12.8% respondents experience discrimination based on their gender.

Regarding power, women believe that they have the formal power to reward and punish employees in the organization (23.8%), women use formal power to reward and punish employees in the organization (18.6%), women believe that they have formal power to make important decisions in the company (16.7%), women use formal power to make decisions in the company (12.5%), women feel they have the formal power to manage the resources and processes in an organization (23.1%) and women use formal power to manage the resources and processes in an organization (12.5%). These percentages are rather low, indicating that majority of women believes that do not have formal power in their companies.

**Table 53.** Organizational networks and interpersonal relationships (Question for women only)

Organizational networks and interpersonal relationships (Question for women only)	% of women that agree or completely agree
<b>Interpersonal relationships</b>	
I find that work colleagues (men) are uncomfortable working with me, because of my gender.	0%
My male superiors are often uncomfortable working with me, because of my gender.	2%
Male employees to whom I am superior are often uncomfortable working with me, because of my gender.	4%
I prefer to work with female colleagues instead of male colleagues.	0%
I prefer to work with superiors who are women.	0%
I prefer to work with women instead of men who are subordinate to me.	2%
In the workplace, I experienced discrimination based on my gender.	13%
<b>Power</b>	
I believe that I have the formal power to reward and punish employees in the organization.	24%
I use formal power to reward and punish employees in the organization.	19%
I believe that I have formal power to make important decisions in the company.	17%
I use formal power to make decisions in the company.	13%
I feel I have the formal power to manage the resources and processes in an organization.	23%
I use formal power to manage the resources and processes in the organization.	13%

Table 54 describes the last three additional research areas of this study: perseverance in work, passion for work and attitude towards the company. Overall, it can be observed that men and women demonstrate similar perseverance in work. Women show more passion for work than men in most dimensions, although the pattern is rather similar. The only dimension where men demonstrate more passionate about work is related to thinking about the job at all times (42.3% of men and 25.5% of women agree this to be the true). Women demonstrate higher attitude towards the company than men in most dimensions considered.

**Table 54.** Perseverance in work, passion for work and attitude towards the company

	% of women and men that agree or completely agree		
	Women	Men	Total
<b>Perseverance in work</b>			
I often persevere in performing tasks even when others want to give up.	87%	85%	86%
I work more than most people I know.	64%	63%	63%
It is not a problem for me to do demanding work over a long period of time.	89%	89%	89%
When something goes wrong, I immediately analyze the cause of the problem and take action.	89%	96%	92%
I insist on doing my job even when others are holding me back.	89%	88%	89%
<b>Passion for work</b>			
Most of my life satisfaction comes from being satisfied with my job.	49%	42%	46%
I think about my job at all times - both when I take a shower and when I drive - even when others are talking about things that have nothing to do with work.	26%	42%	32%
I often have to "force" myself to leave my job so that I can complete some other responsibilities.	26%	27%	26%
I achieve a lot in my job because I love doing what I do.	87%	67%	79%
Others say that I am intensely focused on my job.	77%	71%	75%
<b>Attitude towards the company</b>			
The company is continuously looking for talented employees.	23%	32%	26%
Equipment, money and material infrastructure are the basic capital of this company.	21%	35%	26%
Talented employees are the share capital of this company.	58%	65%	61%
A talented person in this company has a small advantage over other employees.	62%	64%	63%
A talented person in this company has a great advantage over other employees.	9%	8%	9%
In this company, there is a small number of talented employees.	19%	24%	21%



### 4.3. Phase II: Qualitative research – interviews

The main aim of qualitative analysis is to identify the informal barriers that women in leadership positions in SoEs encounter. In line with the concurrent triangulation design, the qualitative data were obtained simultaneously with quantitative data. First, to determine the sample for the semi-structured interviews, we conducted a reputational case sampling (*Teddlie and Yu, 2007*) using the key informant technique. In addition to the criteria for key informant selection which includes a role in the community, knowledge, willingness, communicability and impartiality, we have defined additional criteria for key informant selection in SoEs. These additional criteria included education level (e.g., MSc., PhD), work experience in the industry, work experience in SoE as this input is relevant for illuminating the aspects of organizational culture in SoEs.

**Table 55.** Profile of interview participants

Code	Position	Age	Education level	Years in office
JK1	Member of supervisory board	61	PhD	3
JK2	Head of sector	45	Bsc.	3
JK3	CEO	n/a	MSc.	2,3
JK4	Member of supervisory board	40	PhD	4
JK5	CEO	56	BA	1
MS6	Head of supervisory board	41	PhD	2
MS7	CEO	n/a	MSc.	2
MS8	CEO	62	BSc.	10
MS9	Member of supervisory board	n/a	BSc.	4
MS10	Head of supervisory Board	60	MSc.	2
MS11	CEO	44	MSc.	N/A
MS12	Head of sector	n/a	BSc.	N/A
EK13	Member of supervisory board	39	MSc.	1
MS14	CEO	n/a	MSc.	8

In total, 14 semi-structured interviews were conducted with women acting as members of boards or women in managerial positions, as illustrated in the table. The age range of participants in interviews is between 39 and 62 years. Three participants hold PhD, six participants hold MSc. and five hold BSc. /BA degree. Six women serve as CEOs, four as members of supervisory boards, two as heads of sectors and two as heads of the supervisory board. Years in office range from 1 year to 10 years. For purpose of conducting the semi-structured interviews, we have developed an interview protocol on a basis of a priori framework, that followed the structure of GAF. Interview questions were categorized in different GAF domains (see Appendix: Interview Protocol). Considering the complexity of the epidemiological status in FB&H, all interviews were conducted by phone or using online platforms such

as Zoom or Skype. Interviews were conducted from 8th – 12th February 2021. Each interview lasted approximately 60 minutes, was recorded, transcribed, validated for authenticity, coded, and analyzed using QDA Miner v.5. software for qualitative analysis.

Quantitative analysis was conducted in three steps. First, we coded all interview transcripts and analyzed frequencies of identified codes. Afterwards, in the second step of qualitative analysis we analyzed narratives categorized in main themes. As a priori framework was utilized for development of interview protocol, all codes were classified in four main domains of GAF: *Access to resources*, *Beliefs and perceptions*, *Practice and participation*, and *Power*, as illustrated in the table. The fifth domain of GAF, *Institutions, laws and policies* was elaborated in a detailed manner in the previous chapter.

**Table 56.** *Frequencies of codes from interviews*

Category	Code	Number of code frequencies	% of codes
Power (f=168) 33,5%	<b>Politization in SoEs</b>	<b>29</b>	<b>4.77%</b>
	Lack of competencies	3	0.49%
	Quotas	5	0.82%
	<b>Glass ceiling</b>	<b>20</b>	<b>3.29%</b>
	Double standards	8	1.32%
	Tokenism	11	1.81%
	<b>Gender differences in leadership</b>	<b>25</b>	<b>4.11%</b>
	<b>Macho cultures</b>	<b>38</b>	<b>6.25%</b>
	<b>Acquired competencies</b>	<b>31</b>	<b>5.10%</b>
	Attitude	8	1.32%
	<b>Results/performance</b>	<b>21</b>	<b>3.45%</b>
	Mobbing	1	0.16%
	Lack of opportunities	8	1.32%
	<b>Poor representation of women</b>	<b>21</b>	<b>3.45%</b>
Support of senior management	4	0.66%	
Lack of support	5	0.82%	
Access to resources (f=75) 14,9%	<b>Taking advantage of opportunities</b>	<b>28</b>	<b>4.61%</b>
	Support of male colleagues	2	0.33%
	Networking	3	0.49%
	Smart childcare	1	0.16%
	<b>Mentoring</b>	<b>16</b>	<b>2.63%</b>

	Horizontal segregation	3	0.49%
	Youth changing attitudes	9	1.48%
	Family influence	8	1.32%
	Gender equality	4	0.66%
	Need for change	8	1.32%
	<b>Gender stereotypes</b>	<b>24</b>	<b>3.95%</b>
	Implicit bias	6	0.99%
	<b>Knowledge and expertise</b>	<b>24</b>	<b>3.95%</b>
	Female solidarity	7	1.15%
Beliefs and perceptions (f=181) 36%	<b>Lack of female solidarity</b>	<b>25</b>	<b>4.11%</b>
	Lack of critical thinking	5	0.82%
	Humbleness	6	0.99%
	A culture of non-resentment	2	0.33%
	Unprofessionalism	3	0.49%
	<b>Internal locus of control</b>	<b>45</b>	<b>7.40%</b>
	Nationality	3	0.49%
	<b>Family support</b>	<b>18</b>	<b>2.96%</b>
	Team work	7	1.15%
	Cooperation with subordinates	8	1.32%
Practices and participation (f=79) 15,7%	Ideal of a woman	5	0.82%
	<b>Challenges achieving work-life balance</b>	<b>42</b>	<b>6.91%</b>
	Small percentage of women on decision making positions	10	1.64%
	<b>Strict gender roles</b>	<b>34</b>	<b>5.59%</b>
	<b>Lack of societal support</b>	<b>14</b>	<b>2.30%</b>

The total number of codes resulting from the coding process of all 14 interviews was 608 codes. The most dominant theme/GAF domain in the interviews is *Beliefs and perceptions*, with highest frequency of codes (f=181), followed by *Power* (f=168), *Practices and participation* (f=79), and *Access to resources* (f=75). This finding indicates that during interviews, women paid particular attention discussing beliefs and perceptions and issues related to power they exercise in their organizations.

## Super category „Beliefs and perceptions“

When discussing beliefs and perceptions, interviewees referred to internal locus of control as an important individual trait (f=45), knowledge and expertise (f=24) and family support (f=18) that serve as positive factors influencing women's advancement on higher positions. On the other hand, lack of female solidarity (f=25) and gender stereotypes (f=24) appear to be factors that negatively impact the women's careers from the perspective of interviewees.

*“In some way, all of it was determined by my attitude - my thinking that I should take everything into my own hands and therefore all will depend on me. I can do everything if I set my goal and if I go forward to reach it; I always think about potential obstacles and how to overcome them; therefore I never think about limitations for something to accomplish.”*

*“I think that women need to invest some more energy and organize themselves a little better and get out of the comfort zone. If you want to be a successful mother and wife and educate yourself, but also in the same time you want to be a leader and to be responsible in business and to have some activities which goes with it, then you have to be aware that it takes a lot of energy and you need to get out of your comfort zone.”*

Internal locus of control appears to be an important individual trait that has the potential to boost the self-esteem, self-confidence and self-discipline necessary to advance in careers. Apart from internal locus of control, knowledge and expertise play an important role in advancing in careers, as well as support by family members. The factor that hampers the advancement process is the lack of solidarity between women, whereby women do not empower other women, or they even stand on their career path as illustrated in the narrative:

*„In my promotion path I had more problems caused by women. Women really do not “accept” competition.“*

*“I was often surprised when I noticed some kind of disapproval and non-assistance of a woman to another woman. As if it comes from the attitude that if one woman did not succeed because she was not strong enough and supported enough, then she feels that another woman should also be stopped to be successful - she should not become an example that sometimes, despite difficulties, women can succeed.”*

Women leaders that we have interviewed discussed gender stereotypes as a difficult obstacle to advancement. They have reported their experiences with stereotyping:

*“It is either about her age, or her appearance, or her marital status. If a woman is divorced, then they will not say “she is divorced” but “she is a divorcee.”*

*„Women position is always considered in the sense: “She is a woman, she will have children, she will spend a lot of time with them.” What I felt was like I was always limited into their intellectual capacities, that I didn't have the intellectual capacities that a man had.“*

*“As if you as woman can’t manage the budget, that you don’t know what the background of this is, they probably think that you will spend time with your family. You know what the objections to sick leave are. ... You as a woman do not have the same intellectual abilities as a man, as if you are not capacitated to accomplish what a man can.”*

## Super category „Power“

Interviewees discussed power they exercise in the organizational context, commenting that macho cultures exist in SoEs and that such cultures may hamper the formal power of a women on a leading position. Macho cultures create overly competitive and aggressive environments in organizations, placing men at the center of organizational decision-making:

*“... men, especially in those earlier periods and earlier generations, had the exclusive attitude that men were born for leadership positions, that leadership positions belonged to men ...”*

Apart from macho cultures in SoEs in FB&H, politics appears to be an obstacle for many women to become members of boards. There is a prevailing praxis by dominant political parties to assign candidates for leadership positions in SoEs, and few women, as they are less represented in politics, find their way to top positions in SoEs.

*“You know very well that there must be a proposal from a political party and that it is known to whom and how this position belongs. Those positions are given as rewards, with no concern about the required knowledge, accomplishments or possible contributions to the company.”*

*“It’s all a matter of how much you can impose. The fact that I am not a member of any political party, and the fact that I am not in anyone’s favor - that cost me an awful lot. Maybe it would have been better for me if I had been, because who knows how far I would go, but to tell you the truth, I don’t regret it.”*

*“The fact is that we are in a public company and you know that all positions are mostly political. At least board members are set that way.”*

When discussing power in organizations, interviewed women agreed there are gender differences in leadership styles, accentuating distinctive feminine leadership traits as a recipe for success:

*“It is difficult to be a woman in a managerial position in B&H because there are certain ways of communication that are common among male colleagues when it comes to arranging jobs, solving problems, working hours, etc.”*

*“I think there is a difference because it simply comes from men’s and women’s perceptions of life. I think that women have those organizational skills, that they are more specific and, in most cases, they have a milder relationship and communication with their employees.”*

*“I think that women are much more specific and much more loyal, and that they are less prone to lies and deceptions and hoaxes. I think these are the main reasons why they are not more of them in our political life, but in managerial positions the situation is different. The characteristics that women naturally have are really needed there: they are more able to share opinions, to organize in a different way, to be in some way more specific. I think due to these characteristics women are even advantageous over men and that they can be very successful in managerial positions.”*

Women leaders that we have interviewed have encountered glass ceiling as an obstacle, as well, commenting that top positions are mainly men’s territory:

*„.... when you look at senior management at the top, there are mostly men ...”*

*“... Men simply do not want such a way of working as women do, they do not want them to come up, to disturb them and their beautiful world. If two / three women come by chance, it would all be well arranged according to procedures and men don’t like it. Most men like a little more relaxed solutions.”*

*„I am in the supervisory board of a bank in which we have more than 60% of women employees and this is the same situation in most of state-owned companies. There are women in management positions also, but there are, say, about 50%. There are equal to men there, while among the directors of the sector, ratio is 35% / 75%. When you look at who the directors are, who the presidents of the management board and the presidents of the supervisory boards are - they are mostly men.”*

## Super category „Access to resources“

During interviews, women in SoEs talked about how important it is to take advantage of the opportunities (f=28), as these opportunities do not come in abundance in Bosnian context:

*The positive thing is that we have equal access to education as men and this is very important for women – to be well educated and to have same starting position in employment.*

*I always enjoy in understanding the situation which I am in and I rather change circumstances instead of the overall environment.*

*In my whole career, I cannot recall when I was on a sick leave. I think I was not. It is our own will to behave like that. I do not accept excuses that a woman is a victim of her family and her work.*

*I was lucky to be born and raised in a family that took education seriously because education gives you opportunities to chose the profession. But, you have a lot of well educated and competent women that just don’t have the chance to prove their knowledge and capacities, and this happens either because management is not favoring them or because they don’t have family support or other types of support.*

Another barrier to career advancement related to access to resources is poor visibility and representation of women in leadership positions (f=21). Interviewees agreed that seeing is believing and that representation of women matters significantly in both organizational and societal context. Importance of mentoring was also frequently discussed topic during interviews (f=16). Women agree that mentoring has the utmost importance in career advancement and that without proper mentoring, chances for advancement are reduced significantly.

*Mentoring is very, very, very important. I consider myself lucky because I have always had great mentors. But this is a very important moment, to be recognized by your superior and your mentor. Unfortunately, we have a context in which mentors are not favoring women and in such circumstances chances for development are slim.*

*I will always try to get the best from women at my workplace, to give them opportunities without discriminating male colleagues. I do this mainly because I want to boost their awareness as a mentor.*

*If mentors are open to female talent and open-minded with regards of women's capacity for leadership positions, then it is really important to learn from those mentors.*

## Super category „Practices and participation“

Within this super category, frequently discussed topics are related to many challenges that women face in the process of achieving work-life balance (f=42), strict gender roles (f=34) that are assigned to women thereby primarily positioning them as carers, mothers and wives and, in a more general sense, the lack of societal support (f=14). Challenges in balancing work and private life seem to be an overwhelming topic for many women we have interviewed.

*Balancing career and family is difficult and requires extra efforts from women. If you get one thing right, the other thing must wait or suffer.*

*If there is no understanding and support in marriage, then everything collapses, no way. You can't have both ways at the same time.*

*This is the most difficult compromise that women have to make. It is very difficult to have all things covered at the same time. Often, either career or family lag behind and it is always at the expense of a woman. If she neglects her family, then she will be more successful in her career and if she is not successful in her career, then she will have more time for her family.*

*This is the difficult part for every woman who wants a career. Every career requires 100% devotion and then your private life suffers for it. When it's the other way around and when we are talking about men, well their family responsibilities are buffered by women. When a woman wants a career it is much more difficult to find a man who will be willing to buffer family responsibilities on her behalf.*

The difficulties in balancing career and private life are the direct consequence of strict gender roles that prevail in the Bosnian context. When asked why strict gender roles represent barriers to career advancement, women reported:

*Because. Because we are traditional society and according to traditional values women should be at home at 3 or 4 p.m. and prepare a meal, feed the kids.*

*A woman will have difficulties in B&H if she decides to aim for leadership positions, because everyone is questioning whether she will decide to have a child or not, and will she be at work or not because of that.*

## 4.4. Phase III: Focus groups

### Focus groups with gender experts

Focus groups with experts have been conducted with the aim of mapping informal barriers from the perspective of experts in different and multidisciplinary fields. Taking into consideration the complexity of the topic, the engagement of experts in multidisciplinary fields illuminated important aspects of social life that hamper women on their quest for leadership positions in business and politics.

### Theme „Violence“

This theme was an opening theme in both expert focus groups, as gender-based violence in B&H remains an issue not sufficiently present in the public discourse. Women, regardless of their position or education, experience violence in their families, at the workplace and in other social contexts. Focus group participants have outlined it in the following manner, relating violence to intersectionality, feminization of poverty and social exclusion of vulnerable groups:

*A society marked by violence, in my opinion, is something that intersects both gender and generation. We have just been very violent to each other since we were children.*

*In our country, social violence or violence in society is an important social problem. Today it has accumulated in poverty, so these negative aspects of poverty have shattered society, a society that is pretty much destroyed.*

*For all of us, freedom is expensive, especially for marginalized groups and minority groups, which include children with certain disabilities, people with diseases, the poor, children, women, single mothers and migrants.*

*Little is said about media violence against women. No one will teach you how to deal with the this emotionally.*



*Poverty in terms of inheritance right, poverty in terms of community status, but what is worrying in my opinion, apart from the fact that you said that more and more women are leaving non-compulsory education, there is a trend that more and more women are giving up „the positions of power“ because society forces them to choose between a career and what in society is called a good wife, mother or wife, and primarily these two roles are compared but they should not be placed against each other.*

An interesting point of view was presented by one participant who has elaborated the connection between toxic masculinity that is being nurtured in a patriarchal society and violence as a consequence of such masculinity:

*Thus, toxic masculinity is masculinity that puts aggression in the foreground and tries aggressive methods to solve all social problems as well as some subjective feelings it encounters. Toxic masculinity in the research I read proved harmful and cataclysmic not only for women who are the primary victims of its performance, because the most radical behavior of toxic masculinity is violence, sexual violence, rape, abuse, which we see flourishing and flourishing here and just recently we talk more about it in public.*

*I think that toxic masculinity is a part of everyday Balkan life and should be the subject of public debate and family debates. So, ultimately, we should develop it in our own families an enviable masculinity and some conscious male identity, which will not endanger their identity or feminize them, but make them equal members of society who will be sensitive to the suffering of their colleagues, partners who do not have this toxic mechanism management.*

Violence was also discussed from the prism of neoliberalism as something that is inherently rooted in patriarchal values:

*As long as the state allows the market to be regulated in this wildest, neoliberal way, it will always be harder for women than for men, because simply the whole capitalist idea is based both on exploitation of women and on misogyny that is part of capitalism - especially if that capitalism is in the form in which we can see it in Bosnia and Herzegovina.*

## Theme „Culture of inequality“

In relation to the discussion on violence, participants have argued that violence and gender discrimination are in fact cultural issues, and not issues related to particular individuals.

*I increasingly support the fact that this phenomenon, which is serious, is a cultural phenomenon. If all the elements of culture are used to prefer that same state, which we can call male-oriented, violent, very patriarchal, because if we don't call something cultural, it means that it is something related to an individual, and there are certain people who are part of that problem. These particular people are an imaginary enemy, which we cannot fight in the right way. There is no form of struggle, structure, etc. against the imagined enemy. I don't see a problem, why wouldn't we call things by their real names, and that is that this is really a cultural issue.*

## Theme „Progress and need for change“

Similar to the narratives presented in focus groups with entrepreneurs, this theme was also present in focus groups with experts. An expert for mental health and psychotherapist has argued that although radical change is not happening any time soon, changes in attitudes in family context are visible particularly with younger generations:

*Belief for a man is what a man should be and for a woman what she should be. Those patriarchal roles are very difficult to really change. What I have to say is that, although it is not to a large extent, there is little progress in working in practice with families, especially with women, who want to change their personal beliefs when they come to psychotherapy. They give themselves the opportunity to change that narrative, which is implanted to them, and not only to them, but also to their family patterns of behavior. In general, on the territory of B&H, and also in the wider Balkans, we have a narrative that a woman should behave like a man. Small changes are happening, and younger generations are making a difference.*

## Theme „Education“

As previous narrative referred to younger generations, experts followed through with discussions about education and how it influences gender equality matters in one society. Educational system in FB&H is very complex, where different cantons have different solutions in the domain of educational policy, textbooks, teaching practices and educational values. In that sense, participants have argued that teachers can be a part of the problem, but also a part of the solution in challenging the existing gender inequalities and strict gender roles:

*I need to go back to the topic education, since I am connected to education, how much the school should work to change these patterns. Not only do we have to work with students, but we also have to work with teachers to establish those beliefs. If we do not work systematically with teachers, then there is no change in students either. Because, if we look at the family, which is the first and basic cell that affects the child, that raises him/her, that implants him/her, the child grows up with these beliefs that his parents build in him/her.*

*Within the system, you have many teachers who share the value structures we have in society, including the phenomenon we are discussing today. As much as we hoped that such actor in education could impose some new values, some new questions opening up in the classrooms the truth is we have kicked out the reality out of classrooms. So, in no BH school (here is one dangerous generalization, don't blame me) were the topics of sexual harassment and violence addressed.*

*Reality is excommunicated from school, and we are dealing with something that is rigid in content that does not allow the teacher to raise topics that are important. On the other hand, it is questionable how many teachers want to raise these topics or have some counter-attitude as opposed to the ones we have today. There are solutions on the one hand and a problem on the other. What we have seen is that a huge number of teachers continue the values and opinions that relate not only to this topic, but also to what represents the circle from which we need to get out.*

*These are value struggles now, we are no longer talking about cognitive struggles, this is now a value struggle in education, some teachers and NGOs are not enough for this struggle, it needs the „whole village“ and I think this is a way to contribute.*

*I'm not sure that formal education provides that kind of qualification at all, and when I talk about solving the problems you mentioned, it's solving stereotypes through education, that is, re-producing stereotypes through education. I would say that I have not seen any proactive measure in the B&H education system that would proactively, consciously work on removing stereotypes.*

Change can happen if curricula change and if society empowers teachers to come at the forefront of the struggle for inclusive society and gender equality:

*When we introduced the course „Gender and Law“ and our University, some people did not even know what gender meant, from the fact that you now have the opportunity to deal with these issues primarily legally, sociologically, politically and academically. It also has its activist note, it is not only empowering women, but also men and getting acquainted with some legal framework that exists in our state governed by the rule of law, with the hope that when they graduate, they will be advocates or at least aware of the possibilities of our country.*

## Theme „Tokenism

During discussions, theme „Tokenism“ was mainly mentioned in relation to the political context. A participant actively engaged in politics commented:

*These patriarchal structures were what pushed them to the top so that they could be elected, and then they do practically nothing or very little, and some of them work on gender issues but a little bit.*

*We are always someone's. In support of this thesis, I will mention the last constitution of the Sarajevo Canton Government, when the list of potential ministers appeared in the media. It seems to me that these were for the post of Minister of Education, for one candidate it was written that she was the wife of a respectable gentleman, for another that she was someone's cousin, so women candidates themselves were always small figures, and it was known from the beginning whose women they were. We have never had a chance to see a minister who is said to be the husband of an influential woman, this has never been talked about. Women are somehow inclined to some forums, to some organizations, and then they themselves are somehow silent, and that actually suits both parties and leaders, because it is not too popular to talk too much about the representation of women in political parties. Somehow, I resent them in that part, women, who are in forums (of their political parties), are more involved in some humanitarian activities instead of actual political action.*

This narrative is depicting true challenges of being formally represented within political structures, but in fact not being truly empowered and engaged in the process of making important political decisions, regardless of legally binding quotas.

## Theme „Quotas“

*There was a noticeable divergence of opinions among experts about the introduction of legally-binding quotas in SoEs. They have argued that the issue of gender equality is very important, and it is not binary as male-female, as there are many variations in that regard. As participants have noted:*

*It would be ideal to observe an individual with his multiple identities in that public space, of course it is a utopian concept that we will not experience. The issue of political participation and quotas and some affirmative action is very important, but what can often happen in practice is the question: who do women actually represent? If a woman chooses to be represented politically, is she entitled? Or, say, does she represent a hetero patriarchal concept? Or she represents a genuine female question. You yourself know that in the waves of feminism, there were different efforts. A woman can also advocate for an abortion ban, so it can also be a genuine one.*

*I think that no matter how significant it is for a woman to be presented as a woman; it does not necessarily mean that it will lead us to women's politics.*

*We would never raise such a question - we do not ask for men's quotas. We have no guarantee that it will change something. This is shown to us by the experience of the judiciary (in B&H). In the judiciary, women are dominant, and we have statistics. Nothing has changed, patriarchal stereotypes are still dominant.*

*Whether popular or not, if women make up 50% of the population, then they should be equally represented in decision-making positions. For me, that is the only argument, which is a solid argument. Of course, they have other arguments about different ways of representing. However, my fundamental argument throughout the story when we talk about quotas is that if we make up 50% of the population, we should be equally represented in decision-making positions.*

*But often such measures produce the effect of dissatisfaction among those who unfortunately did not recognize themselves in these quotas. Because there is no basic understanding as to what the goal of such measures is since they are usually temporary... It seems to me that such measures are recognized (this is my experience), as a kind of giving privilege, giving undeserved advantage, although historically, of course, they have had a very good foundation.*

## Theme „Strict gender roles, stereotypes and unpaid work“

Previous studies about political representation of women in B&H have shown that stereotypes about women in politics are often factors that have negative influence on women's participation in politics:

*Perhaps politics is the cruelest area for a woman. Despite all the stereotypes: that a woman is the guardian of the family, that she is the pillar of the house, morals and politics are perceived as very dirty, corrupt, it is somehow difficult to understand that it is difficult for a woman to be in politics. In addition, women are expected to be successful in all areas, successful privately also. Then the overall perception (in society) is always related to question whose are we?*

COVID-19 pandemic has a female face. During the discussion with experts, we reflected on consequences of COVID-19 pandemic on the burden of care and increased unpaid work that got intensified as containment measures, aiming to stop the spreading of the virus, resulted in school and kindergarten closures. All of a sudden, care services from public sector made their way into the private sphere:

*I believe that every crisis that affects any society, will affect women first and women are those who are mainly engaged in coping with consequences of the pandemic. We can also remember when Sarajevo was left without water during the war, that this issue affected women the most, because it is women who are left alone with the problems of maintaining the household, which again implies a dozen more obligations. I think in this pandemic, in the business world, women felt a greater responsibility to find a solution to the issue of educating and raising children at home.*

*I think it is really especially important to always keep in mind what the consequences of the crisis are (whether it is a flood, a pandemic, an earthquake). It always requires extraordinary effort when we talk about the way we move forward to organize private life. And private life in a patriarchal society depends to a large extent on women, and of course in all these potential crises that happen and can happen, the burden is increased and it is on women - since they carry the household and care for family members - not only their immediate families but also extended families and family members who do not live with them.*

### Theme „Support from men“

The fight for gender equality is not only a female fight, as is outlined in expert focus groups. Men are very important allies in achieving gender equality in the society and organizational context as well. Participants have argued:

*We need gender-aware men, because we can't do it alone, because we don't have to. We have the most difficult task ahead of us, and that is to change the consciousness from the smallest age in our micro world - it is not right for a kindergarten teacher to tell a crying boy „You cry like a little girl“.*

*This awareness should be at different levels and often men could advocate this gender policy, I think we should not look at this issue binary, but holistically.*

## Theme „Politicization“

The issue of politicization of board positions in SoEs was previously discussed with interviewed women in SoEs. In that sense, experts have also emphasized the negative effects of politicization over merit:

*You cannot have the right numbers on supervisory and management boards, because it is about our public institutions being highly politicized. If you have a change of political government, every year or two, you have those changes of boards all the time. I testify to that, we work closely together, my colleague from Naša stranka and another representative. You don't have numbers or how many men are in positions because that's constantly changing. The moment our public institutions are depoliticized, when citizen experts start to get involved, then we will be able to have some statistics that can be relied on.*

*We are witnessing that women in almost all Eastern European countries are more educated and that they are significantly less represented in public companies. Obviously, education is not an important factor for appointment and promotion, but it is about certain other skills, such as certain connections, networking, certain nepotism, and most of all the political affiliation and political dominance of the ruling parties towards public owned enterprises. And again, we come to the conclusion that gender does not play a significant role.*

*If we go back to the issue of politicization of public-owned enterprises, then in fact those women who have acquired formal education, as well as all other informal skills related to leadership and management, would prefer (as you said at the beginning) to sacrifice various freedoms and more, to get to that position at all. I believe they would rather choose the private sector than the public enterprise sector, in the context of how much power they can have and how strong their actual position is - that could determine their management and behavior in those positions.*

## Focus group with women entrepreneurs

In addition to interviewing women on boards and managerial positions in SoEs, we conducted a focus group with women entrepreneurs from FB&H. The aim of this focus group was to illuminate informal barriers that businesswomen encounter on a daily basis and to make comparisons of their views on barriers with views of women in SoEs.

Ten women entrepreneurs or representatives from associations/NGOs working with women entrepreneurs participated in this focus group. The profile of participants is presented in the table.

*Table 57. Profile of focus group participants*

Participant	Capacity
<b>WE1</b>	President of Association of Business Women B&H
<b>WE2</b>	Entrepreneur from Vogošća
<b>WE3</b>	Entrepreneur from Bosanska Krupa
<b>WE4</b>	Entrepreneur from Bosanska Krupa
<b>WE5</b>	Entrepreneur from Sarajevo
<b>WE6</b>	Entrepreneur from Sarajevo
<b>WE7</b>	Representative of women entrepreneurs from Srebrenica
<b>WE8</b>	Representative from NGO working with women entrepreneurs
<b>WE9</b>	Entrepreneur from Zenica
<b>WE10</b>	Entrepreneur from Sarajevo

Focus group questions were categorized in different GAF domains. Considering the complexity of the epidemiological status in FB&H, this focus group was conducted by using online platform Big Blue Button on 10th February 2021. This focus group lasted 101 minutes, was recorded, transcribed, validated for authenticity, coded, and analyzed using QDA Miner v.5. software for qualitative analysis.

As it was the case with interviews, quantitative analysis was conducted in three steps. First, we coded focus group transcript and analyzed frequencies of identified codes. Afterwards, in the second step of qualitative analysis we analyzed narratives categorized in main themes. As a priori framework was utilized for development of interview protocol, all codes were classified in four main domains/super categories of GAF: access to resources, beliefs and perceptions, practice and participation, and power, as illustrated in the table. The fifth domain of GAF, institutions, laws and policies was elaborated in a detailed manner in the previous chapter.

The total number of codes resulting from the coding process of this focus group was 192 codes. The most dominant theme/GAF domain in the interviews is beliefs and perceptions, with highest frequency of codes ( $f=62$ ), followed by practices and participation ( $f=49$ ), power ( $f=48$ ), and access to resources ( $f=33$ ). This finding indicates that during interviews, women paid particular attention to discussing beliefs and perceptions and issues related to practices and participation, as illustrated in the table.

**Table 58.** Frequencies of codes from focus group with women entrepreneurs

Category	Code	Count	% Codes	
Power (f=48) 25%	<b>Politization</b>	7	3.65%	
	Lack of competencies	1	0.52%	
	Glass ceiling	1	0.52%	
	Results and double standards	3	1.56%	
	<b>Gender differences in leadership</b>	6	3.13%	
	<b>Macho cultures</b>	18	9.38%	
	<b>Adequacy of competencies</b>	6	3.13%	
	Attitude	3	1.56%	
	Results/performance	1	0.52%	
	Mobbing	2	1.04%	
	<b>Poor representation of women</b>	7	3.65%	
	Lack of support	6	3.13%	
	Access to resources (f=33) 17,18%	Taking advantage of opportunities	5	2.60%
Support from male colleagues		1	0.52%	
<b>Networking</b>		7	3.65%	
<b>Mentoring</b>		7	3.65%	
Youth changing attitudes		2	1.04%	
Family influence		4	2.08%	
Gender equality		2	1.04%	
<b>Need for change</b>		13	6.77%	
<b>Gender stereotypes</b>		13	6.77%	
Beliefs and perceptions (f= 62) 32,29%		Knowledge and expertise	1	0.52%
		Female solidarity	4	2.08%
		Lack of female solidarity	5	2.60%
		<b>Internal locus of control</b>	13	6.77%
	Family support	4	2.08%	
	Team work	1	0.52%	
	Challenges achieving work-life balance	4	2.08%	
	Practices and participation (f=49) 25,52%	<b>Small percentage of women on decision making positions</b>	11	5.73%
<b>Strict gender roles</b>		25	13.02%	
Lack of societal support		9	4.69%	



## Super category „Beliefs and perceptions“

Most dominant themes related to beliefs and perceptions discussed during the focus group were internal locus of control, gender stereotypes and the need for change. Interestingly, these three themes have the same number of frequencies, meaning women entrepreneurs find them equally important for their success in business. When compared to themes from this category in the example of women in SoE, the theme „Need for change“ is more often emphasized by women entrepreneurs, as they argue the necessity to change the mindset of people in FB&H:

*What I would like to emphasize is that B&H society have to accept, recognize, and adopt the specific leadership style that women have...*

*I think that this proving and that relationship - it is completely wrong tactic because we are, we already are, we just need to prove to ourselves, to encourage ourselves more, to prove to next generations and give them wings, give them an example how to open the door to a better and more competent world*

*In general, I think we need to launch a concept to give women the right place in the environment in which they find themselves.*

Comments on need for change are intertwined with thoughts and reflections about freedom and their need to own the reality in which they live in, indicating the importance of internal locus of control for women entrepreneurs:

*Every woman should decide for herself and do it by her personal choice without the pressure of the environment in which way and whether she will balance or specialize in a certain area.*

*I think sometimes there's a lot in the opportunities you have, but also in your struggle and willingness to change and look for some better opportunities.*

*Freedom as an alternative cost me my marriage and everything, but I just decided to be my own and that is my primary choice. Others do not dare to carry different epithets, they do not dare to go out of some focus, some environment in which they will be different. So, there are a lot of obstacles and it is really our responsibility to provide some opportunities to those who have not dare yet.*

Gender stereotypes are deeply engrained into the culture of B&H, and often such stereotypes are difficult to overcome. Women entrepreneurs spoke about their experiences with gender stereotyping, referring to patriarchal values and norms that are still very resilient, in spite of the progress made in socialism:

*Last time I said that we are the Balkans, that as women we are a marginal group, we still hear when mother gives birth to a female child, "It doesn't matter, the next time it will be male". Very often during some meetings, men often say "If you were my wife you wouldn't be here"...*

*Recently I experienced a very embarrassing comment from a man who is in business, very successful and he is considered as someone who supports a business woman - he commented to my husband that I (as his wife) somehow appear too much in the media and whether I need this.*

*Basically, I think that every each of us have encountered this on a daily basis - everyone is surprised when you open the hood and when you know where car fluids are going and what you need to refill. They are surprised when it comes to simple handling of technical equipment, e.g., projector...*

### Super category “Access to resources”

Although there are similarities in viewing informal barriers to women’s success in enterprises and SoEs (e.g., both groups emphasized macho cultures, internal locus of control, strict gender roles, poor representation of women), there are also differences in relation to informal barriers. For example, when discussing access to resources, women in SoEs underlined the importance of **mentoring and being proactive in taking the advantage of opportunities** in the corporate setting as these factors can positively influence their careers in SoEs. In contrast, women entrepreneurs, as they are coming from different circumstances, argued that **networking and mentoring** are crucial factors influencing success in their business endeavors. For women entrepreneurs, development of networks with other women entrepreneurs remains as one of the crucial success factors in their businesses:

*I would just mention that it encourages me that lately we can see a lot of initiatives related to the various mentoring programs that are offered to both women entrepreneurs and women who want to start their own business and the various networks that support this story. We don’t have to have support in our environment, but here you are, and as a group you could inspire and motivate me...*

*Last year, we launched together with the Mosaic Foundation, a project in which we tried to provide support to young women to go through these stages and to have different support, both mentoring and financial. We are now in the phase of raising funds to start our own business, so these are small steps in small communities like ours, very significant support for women who want to do business, to get creative because we are here and we can already talk oriented towards future.*

*I have to go back to issue of education. There are very few educations, congresses where women meet, get to know each other, have the opportunity to cooperate, and which are established only for that purpose.*

## Super category “Practices and participation”

*Within the super category „Practices and participation“, strict gender roles was the most discussed topic among women entrepreneurs, who commented that women in B&H live in a value system that ascribes women a marginal role in their own households and in society. Accordingly, strict gender roles are related to macho culture that is nurtured in society but in business as well:*

*We have gone through various obstacles, comments, and stigmatization due to the fact that we as women run the business, but perhaps we should be dealing with children.*

*Therefore, every woman who wants to be proactive, to act, “jumps out” from one framework of expected behavior, one basic task how a woman should act in society.*

*I have a female friend who is a manager, and she runs the company - when she comes back home her husband asks her why she didn't wash the doors.*

*The essence of this story is that we live in an environment in which women are treated, all the time, as someone without an opinion, without an attitude, as someone who is really destined only to have children and take care of the household*

*The machoism you mentioned, it is simply nurtured, just as someone nurture carnations in the garden, so it is within families, within some groups, within traditions and customs and we must be aware that it is really present - it is so simply for men, to them it is usual that they come and kick the door to open and to negotiate. Nobody will blame man for such a style, he is just like that, he is a man, and it is therefore understandable.*

*The machoism in our society is rewarded, while if you have a wife who is not, let say, a lady, who blinks nicely and sits and entertains the family by the piano, if she wants something different, she is a black sheep, and nobody likes that style of her.*

**5**

**REVIEW OF LEGAL  
POLICY AND REGULATION  
FRAMEWORK**





## 5. REVIEW OF LEGAL POLICY AND REGULATION FRAMEWORK

### Legal framework

#### International instruments

The Universal Declaration of Human Rights<sup>16</sup> as a fundamental UN document in the Article 2, prohibits discrimination on the basis of sex: *Everyone is entitled to all the rights and freedoms set forth in this Declaration, without distinction of any kind, such as race, colour, sex, language, religion, political or other opinion, national or social origin, property, birth or other status.*“

The International Covenant on Political and Civil rights<sup>17</sup> as a legally binding instrument in the Article 26. prescribes that all persons are equal before the law and are entitled without any discrimination to the equal protection of the law. In this respect, the law shall prohibit any discrimination and guarantee to all persons equal and effective protection against discrimination on any grounds such as race, colour, sex, language, religion, political or other opinion, national or social origin, property, birth or other status.

Pursuant to the Article 3 of the International Covenant on Economic, Social and Cultural Rights<sup>18</sup> the States Parties to the present Covenant undertake to ensure the equal right of men and women to the enjoyment of all economic, social and cultural rights set forth in the present Covenant. Furthermore, the Article 7 recognizes the right of everyone to the enjoyment of just and favourable conditions of work which ensure, in particular:

- a) Remuneration which provides all workers, as a minimum, with:
  - i. **Fair wages and equal remuneration for work of equal value without distinction of any kind, in particular women being guaranteed conditions of work not inferior to those enjoyed by men, with equal pay for equal work;**
  - ii. A decent living for themselves and their families in accordance with the provisions of the present Covenant;
- b) Safe and healthy working conditions;
- c) **Equal opportunity for everyone to be promoted in his employment to an appropriate higher level, subject to no considerations other than those of seniority and competence;**
- d) Rest, leisure and reasonable limitation of working hours and periodic holidays with pay, as well as remuneration for public holidays.

<sup>16</sup> The Universal Declaration of Human Rights (1948) <https://www.un.org/en/universal-declaration-human-rights/>

<sup>17</sup> International Covenant on Civil and Political Rights Adopted and opened for signature, ratification and accession by General Assembly resolution 2200A (XXI) of 16 December 1966 entry into force 23 March 1976, in accordance with Article 49 <https://www.ohchr.org/en/professionalinterest/pages/ccpr.aspx>

<sup>18</sup> International Covenant on Economic, Social and Cultural Rights Adopted and opened for signature, ratification and accession by General Assembly resolution 2200A (XXI) of 16 December 1966 entry into force 3 January 1976, in accordance with article 27. <https://www.ohchr.org/EN/ProfessionalInterest/Pages/CESCR.aspx>

The Convention on the Elimination of All Forms of Discrimination against Women (CEDAW)<sup>19</sup> represents first international bill of rights for women and as it is stated in the Preamble “*Recalling that discrimination against women violates the principles of equality of rights and respect for human dignity, is an obstacle to the participation of women, on equal terms with men, in the political, social, economic and cultural life of their countries, hampers the growth of the prosperity of society and the family and makes more difficult the full development of the potentialities of women in the service of their countries and of humanity*“. According to the Article 1 of the CEDAW “discrimination against women” shall mean any distinction, exclusion or restriction made on the basis of sex which has the effect or purpose of impairing or nullifying the recognition, enjoyment or exercise by women, irrespective of their marital status, on a basis of equality of men and women, of human rights and fundamental freedoms in the political, economic, social, cultural, civil or any other field.“ Furthermore, in Article 2 it is especially emphasized that “States Parties condemn discrimination against women in all its forms, agree to pursue by all appropriate means and without delay a policy of eliminating discrimination against women and, to this end, undertake:

- a) To embody the principle of the equality of men and women in their national constitutions or other appropriate legislation if not yet incorporated therein and to ensure, through law and other appropriate means, the practical realization of this principle;
- b) To adopt appropriate legislative and other measures, including sanctions where appropriate, prohibiting all discrimination against women;
- c) To establish legal protection of the rights of women on an equal basis with men and to ensure through competent national tribunals and other public institutions the effective protection of women against any act of discrimination;
- d) To refrain from engaging in any act or practice of discrimination against women and to ensure that public authorities and institutions shall act in conformity with this obligation;
- e) **To take all appropriate measures to eliminate discrimination against women by any person, organization or enterprise;**
- f) To take all appropriate measures, including legislation, to modify or abolish existing laws, regulations, customs and practices which constitute discrimination against women;
- g) To repeal all national penal provisions which constitute discrimination against women.”

In addition to the mentioned above Articles 3, 4 and 5 set out the state parties obligations with the aim of eliminating discrimination, the development and progress of women, and accelerating the achievement of equality between women and men. These obligations include, but are not limited to, the following:

- *States Parties shall take in all fields, in particular in the political, social, economic and cultural fields, all appropriate measures, including legislation, to ensure the full development and advancement of women, for the purpose of guaranteeing them the exercise and enjoyment of human rights and fundamental freedoms on a basis of equality with men.*
- *Adoption by States Parties of temporary special measures aimed at accelerating de facto equality between men and women shall not be considered discrimination as defined in the present Convention but shall in no way entail as a consequence the maintenance of unequal or separate standards;*

<sup>19</sup> Convention on the Elimination of All Forms of Discrimination against Women New York, 18 December 1979 <https://www.un.org/womenwatch/daw/cedaw/>

*these measures shall be discontinued when the objectives of equality of opportunity and treatment have been achieved.*

- *States Parties shall take all appropriate measures to modify the social and cultural patterns of conduct of men and women, with a view to achieving the elimination of prejudices and customary and all other practices which are based on the idea of the inferiority or the superiority of either of the sexes or on stereotyped roles for men and women.*

These documents, the International Covenant on Civil and Political Rights (1966) and the Optional Protocols (1966 and 1989), the International Covenant on Economic, Social and Cultural Rights (1966) and the Convention on the Elimination of All Forms of Discrimination against Women (1979) are of great importance to Bosnia and Herzegovina, not only as a UN member state, but because they are an integral part of the Constitution of Bosnia and Herzegovina, listed in Annex I (Additional Human Rights Agreements to be applied in Bosnia and Herzegovina)<sup>20</sup> and thus have constitutional force, i.e. direct application in legal system of Bosnia and Herzegovina

The Beijing Declaration and Platform for Action<sup>21</sup> were adopted in 1995 at the Fourth World Conference on Women. They highlight specific goals and actions that need to be taken, advocate for increased participation of women in public and other spheres of life, and introduce the so-called “gender mainstreaming” as a tool. We especially emphasize the goals of the Declaration that refers to:

13. Women’s empowerment and their full participation on the basis of equality in all spheres of society, including participation in the decision-making process and access to power, are fundamental for the achievement of equality, development and peace;

19. It is essential to design, implement and monitor, with the full participation of women, effective, efficient and mutually reinforcing gender-sensitive policies and programmes, including development policies and programmes, at all levels that will foster the empowerment and advancement of women;

24. Take all necessary measures to eliminate all forms of discrimination against women and the girl child and remove all obstacles to gender equality and the advancement and empowerment of women;

38. We hereby adopt and commit ourselves as Governments to implement the following Platform for Action, ensuring that a gender perspective is reflected in all our policies and programmes.

The Beijing Declaration Platform for Action identifies several key areas: women’s poverty, inequality in education and training, unequal access to health care, violence against women, the position of women in armed conflict, inequality in economic structures and policies and access to resources, inequality in power and decision-making processes, insufficient mechanisms to promote women’s progress at all levels, lack of respect and inadequate promotion and protection of women’s human rights, stereotyping of women and inequality in access to and participation in communication systems, gender inequalities in natural resource management and environmental protection and discrimination and violation of the rights of girls.

<sup>20</sup> Constitution of Bosnia and Herzegovina [http://www.ccbh.ba/public/down/USTAV\\_BOSNE\\_I\\_HERCEGOVINE\\_bos.pdf](http://www.ccbh.ba/public/down/USTAV_BOSNE_I_HERCEGOVINE_bos.pdf)

<sup>21</sup> Beijing Declaration and Platform for Action (1995) [https://www.un.org/en/events/pastevents/pdfs/Beijing\\_Declaration\\_and\\_Platform\\_for\\_Action.pdf](https://www.un.org/en/events/pastevents/pdfs/Beijing_Declaration_and_Platform_for_Action.pdf)



The Security Council adopted Resolution 1325 (2000)<sup>22</sup> on women and peace and security on 31 October 2000 reaffirming the important role of women in the prevention and resolution of conflicts and in peace-building, and stressing the importance of their equal participation and full involvement in all efforts for the maintenance and promotion of peace and security, and the need to increase their role in decision-making with regard to conflict prevention and resolution.

Sustainable Development Plan 2015-2030 (A/RES/70/1) was adopted by the United Nations General Assembly in 2015 (The 2030 Agenda for Sustainable Development).<sup>23</sup> The Sustainable Development Goals (SDGs) continue the mission of the earlier Millennium Development Goals (MDGs) and serve, among other things, to achieve “a world in which all women and girls enjoy full gender equality and in which all legal, social and economic obstacles to their empowerment have been removed.”

Out of 17 goals, SDG goal 5 directly refers to the position of women - „ Achieve gender equality and empower all women and girls“ – and implies the end of all forms of discrimination against all women and girls everywhere; Eliminate all forms of violence against all women and girls in the public and private spheres, including trafficking and sexual and other types of exploitation; Eliminate all harmful practices, such as child, early and forced marriage and female genital mutilation; Recognize and value unpaid care and domestic work through the provision of public services, infrastructure and social protection policies and the promotion of shared responsibility within the household and the family as nationally appropriate; **Ensure women’s full and effective participation and equal opportunities for leadership at all levels of decision-making in political, economic and public life**; Ensure universal access to sexual and reproductive health and reproductive rights as agreed in accordance with the Programme of Action of the International Conference on Population and Development and the Beijing Platform for Action and the outcome documents of their review conferences; **Undertake reforms to give women equal rights to economic resources, as well as the access to ownership and control over land and other forms of property, financial services, inheritance and natural resources, in accordance with national laws**; Enhance the use of enabling technology, in particular information and communications technology, to promote the empowerment of women; **Adopt and strengthen sound policies and enforceable legislation for the promotion of gender equality and the empowerment of all women and girls at all levels.**

UN-Women’s Strategic Plan 2018-2021<sup>24</sup> outlines the Entity’s strategic direction, objectives and approaches to support efforts to achieve gender equality and empower all women and girls by 2030. In the Preamble of the Strategic Plan UN-Women are requested to continue to play a central role in promoting gender equality and the empowerment of women and girls and in supporting Member States, upon their request, in coordinating the United Nations system and in mobilizing civil society, the private sector and other relevant stakeholders, at all levels, in support of the full, effective and accelerated implementation of the Beijing Declaration and Platform for Action and the gender responsive implementation of the 2030 Agenda. This Plan contributes to the implementation of the Sustainable Development Plan and other efforts to achieve gender equality, and for the purposes of this research

<sup>22</sup> Resolution 1325 (2000) Adopted by the Security Council at its 4213th meeting, on 31 October 2000 <https://documents-dds-ny.un.org/doc/UNDOC/GEN/N00/720/18/PDF/N0072018.pdf?OpenElement>

<sup>23</sup> The 2030 Agenda for Sustainable Development, <https://sdgs.un.org/2030agenda>

<sup>24</sup> United Nations Entity for Gender Equality and the Empowerment of Women (UN-Women) Strategic Plan 2018-2021 UNW/2017/6/Rev.1 <http://undocs.org/en/UNW/2017/6/Rev.1>

it is especially important to emphasize: (25) (i) support the strengthening of global norms and standards; (ii) promote more effective coordination, coherence and gender mainstreaming across the UN system in support of commitments for gender equality and women's empowerment; and (iii) support Member States, upon request, to translate global norms and standards into legislation, policies and development plans at the regional, national and local levels as part of its operational activities. It also enables the Entity to inform support for development of global norms and standards with country-level experiences.; (26) UN-Women supports global normative efforts to accelerate progress towards gender equality and women's empowerment and advocates for systematic integration of gender perspectives into sectoral norms and standards; (49) More women of all ages fully participate, lead and engage in political institutions and processes. This includes support for political decision-making bodies (including parliaments, local governments, political parties) and electoral management bodies to be inclusive, gender-balanced and gender-sensitive; women's networks; stereotypes that work against women's leadership are addressed, through the engagement of men and boys; and for young women, indigenous women and women with disabilities to reach decision making positions.

## Regional instruments

European Convention on Human Rights<sup>25</sup> adopted by the Council of Europe in 1950. prohibits discrimination on ground of sex stating in Article 14: "The enjoyment of the rights and freedoms set forth in this Convention shall be secured without discrimination on any ground such as sex, race, colour, language, religion, political or other opinion, national or social origin, association with a national minority, property, birth or other status."

Pursuant to Article II (2) of the Constitution of B&H the rights and freedoms set forth in the European Convention for the Protection of Human Rights and Fundamental Freedoms and its Protocols shall apply directly in Bosnia and Herzegovina. These shall have priority over all other law.<sup>26</sup>

It is necessary to emphasize Additional Protocol No. 12 to the Convention for the Protection of Human Rights and Fundamental Freedoms<sup>27</sup> from 2000. which provides a general prohibition of discrimination stipulating in Article 1: (1) The enjoyment of any right set forth by law shall be secured without discrimination on any ground such as sex, race, colour, language, religion, political or other opinion, national or social origin, association with a national minority, property, birth or other status. (2) No one shall be discriminated against by any public authority on any ground such as those mentioned in paragraph 1.

Recommendation CM/Rec (2007) 17<sup>28</sup> establishes standards for "self-assessment of achievements in achieving gender equality" and serves as an important document for planning the measures necessary to achieve real equality in the member states of the Council of Europe.

<sup>25</sup> European Convention on Human Rights [https://www.echr.coe.int/documents/convention\\_eng.pdf](https://www.echr.coe.int/documents/convention_eng.pdf)

<sup>26</sup> Ustav BiH [http://www.ccbh.ba/public/down/USTAV\\_BOSNE\\_I\\_HERCEGOVINE\\_bos.pdf](http://www.ccbh.ba/public/down/USTAV_BOSNE_I_HERCEGOVINE_bos.pdf)

<sup>27</sup> Protocol No. 12 to the Convention for the Protection of Human Rights and Fundamental Freedoms <https://www.coe.int/en/web/conventions/search-on-treaties/-/conventions/rms/0900001680080622>

<sup>28</sup> Recommendation CM/Rec(2007)17 of the Committee of Ministers to member states on gender equality standards and mechanisms CM/Rec 2007/17 [https://search.coe.int/cm/Pages/result\\_details.aspx?ObjectID=09000016805d4aa3](https://search.coe.int/cm/Pages/result_details.aspx?ObjectID=09000016805d4aa3)

## A. General standards

### 1. Gender equality as a principle of human rights and a government responsibility

1. Gender equality is a principle of human rights and women's human rights are an inalienable, integral and indivisible part of universal human rights. Gender equality is also a requirement for the achievement of social justice and a sine qua non of democracy.
2. Acceptance of these principles implies not only the elimination of all forms of discrimination, legal or otherwise, on the basis of sex, but also the fulfilment of a number of other requirements that must be seen as qualitative indicators of political will to achieve substantive gender equality or de facto equality.
3. Elements indicating states' political will and commitment to gender equality in this regard include the following:
  - i. that gender equality policies be devised and included in the overall framework of human rights protection and promotion, even if specific programmes and responsible institutions are required in particular areas;
  - ii. that no cultural tradition or social custom that negatively affects, in particular, women's and girls' full enjoyment of human rights or their human dignity be accepted or tolerated. The measures taken to eradicate these traditions or customs shall be complemented by appropriate measures aimed to meet the specific needs of the women concerned;
  - iii. that no social, economic or political circumstance be invoked to deny or not fulfil gender equality requirements or the enjoyment by women of their human rights;
  - iv. that the global nature and horizontal character of gender equality objectives be acknowledged and pursued through comprehensive action plans and programmes that encompass different areas and different levels of governance and that must be closely monitored and evaluated;
  - v. that adequate human and financial resources be allocated to programmes, projects and initiatives for the achievement of gender equality and women's empowerment and that gender budgeting be used in all programmes in all areas, as a necessary tool to guarantee that the principle of gender equality is respected in the distribution and allocation of resources;
  - vi. that sex-disaggregated data and statistics in all areas and regarding all policies and programmes be regularly gathered and analysed, as indispensable tools to monitor progress on the way to achieving substantive gender equality.

### 2. Gender equality as a concern and responsibility of society as a whole

4. Gender equality is not a women's issue but one that concerns men as well and affects society as a whole. Besides being a requirement of democracy and social justice, gender equality is also a public good, providing social, political and economic benefits to the individuals in society and to society as a whole.
5. Even if governments hold primary responsibility and are particularly accountable in the promotion of gender equality and women's empowerment, all other social actors, public and private, and all sectors of cultural, economic, social and political life are also responsible and must be involved in the pursuit and achievement of gender equality, as a common responsibility, and in the process of social and cultural change that it requires.

6. Elements indicating states' political will and commitment to gender equality in this regard include the following:
- i. regular assessment of the relative percentages of women and men in leading bodies at all levels of the organisation and functioning of society, including leading bodies of political and administrative institutions and of civil society organisations (political parties, social partners, youth organisations, academic institutions, private sector organisations, etc.); postojanje obveznih/dobrovoljnih planova o ravnopravnosti spolova u političkim i administrativnim institucijama, u organizacijama civilnoga društva i u organizacijama privatnoga sektora; prihvaćanje norma/smjernica za postizanje ravnopravnoga sudjelovanja žena i muškaraca u vodećim tijelima spomenutih institucija i organizacija; određivanje ciljeva i rokova provedbe tih planova;
  - ii. existence of mandatory/voluntary gender equality plans in political and administrative institutions and in civil society organisations, including private sector organisations, and the adoption of norms/guidelines to achieve balanced participation of women and men in their leading bodies, including targets and timeframes of implementation;
  - iii. existence of and support to research and policy-related analytical studies on women's participation at the different levels of these institutions and organisations, including at decision-making level, on obstacles/barriers which prevent women's access to decision-making and on effective strategies to promote that participation.

Council of Europe Convention on preventing and combating violence against women and domestic violence (2011)<sup>29</sup> In Article 4 – Fundamental rights, equality and non-discrimination, paragraph (1) stipulate that parties shall take the necessary legislative and other measures to promote and protect the right for everyone, particularly women, to live free from violence in both the public and the private sphere.

Namely, after a series of recommendations of the Council of Europe on the prohibition of discrimination based on sex and protection against violence, which aimed to set common goals and minimum common standards for member states, but did not have a legally binding effect, the Convention is the first legally binding act of the Council of Europe in areas of preventing and combating violence against women. By its nature, this act does not have to be directly applicable in the States Parties, but requires special adaptation of the legal and institutional frameworks of the States Parties for its successful implementation. On November 7, 2013, Bosnia and Herzegovina ratified the Convention. Bosnia and Herzegovina committed itself to take legislative and other measures to ensure the legal, institutional and organizational framework for the prevention of violence against women, protection of victims of violence and punishment of perpetrators of violence.<sup>30</sup>

In the Council Of Europe Gender Equality Strategy 2018-2023<sup>31</sup>, gender equality is defined in paragraph 2. of the Introduction as „ Gender equality entails equal rights for women and men, girls and boys, as well as the same visibility, empowerment, responsibility and participation, in all spheres of

<sup>29</sup> Council of Europe Convention on preventing and combating violence against women and domestic violence (2011) CETS No.210 <https://www.coe.int/en/web/conventions/full-list/-/conventions/treaty/210> (Konvencija Vijeća Evrope o prevenciji i borbi protiv nasilja nad ženama i nasilja u porodici (“Službeni glasnik BiH” broj 15/13))

<sup>30</sup> ARS BiH <https://arsbih.gov.ba/project/istanbulska-konvencija/>

<sup>31</sup> COUNCIL OF EUROPE GENDER EQUALITY STRATEGY 2018-2023 <https://rm.coe.int/strategy-en-2018-2023/16807b58eb>

public and private life. It also implies equal access to and distribution of resources between women and men.<sup>32</sup> In paragraph 35. The overall goal of the new Strategy is to achieve the effective realisation of gender equality and to empower women and men in the Council of Europe member States, by supporting the implementation of existing instruments and strengthening the Council of Europe acquis in the field of gender equality, under the guidance of the Gender Equality Commission (GEC). The focus for the period 2018-2023 will be on six strategic areas:

1. Prevent and combat gender stereotypes and sexism.
2. Prevent and combat violence against women and domestic violence.
3. Ensure the equal access of women to justice.
4. Achieve a balanced participation of women and men in political and public decision-making.
5. Protect the rights of migrant, refugee and asylum-seeking women and girls.
6. Achieve gender mainstreaming in all policies and measures<sup>33</sup>

Recommendation CM/Rec(2019)<sup>34</sup> in Appendix of the Guidelines for preventing and combating sexism states: measures for implementation defines sexism as any act, gesture, visual representation, spoken or written words, practice or behaviour based upon the idea that a person or a group of persons is inferior because of their sex, which occurs in the public or private sphere, whether online or offline, with the purpose or effect of: i. violating the inherent dignity or rights of a person or a group of persons; or ii. resulting in physical, sexual, psychological, or socio-economic harm or suffering to a person or a group of persons; or iii. creating an intimidating, hostile, degrading, humiliating or offensive environment; or iv. constituting a barrier to the autonomy and full realisation of human rights by a person or a group of persons; or v. maintaining and reinforcing gender stereotypes.

The Committee of Ministers recommends that the Member States take all necessary measures to prevent and combat sexism in all its forms, to monitor and report to the relevant Committees of the Council of Europe on progress, and to implement and disseminate the recommendation to relevant authorities and stakeholders.

## European Union

The goal of the Treaty of Amsterdam amending the Treaty on European Union (1997)<sup>35</sup> is to meet the preconditions in addressing issues such as globalization of the economy and its impact on employment, the fight against terrorism, international crime and drug trafficking, the environmental problem, and the challenges of the fifth round of enlargement. In addition, the Amsterdam Treaty requires Member States to promote gender equality, especially when it comes to labour market opportunities and treatment at work (Article 118).

<sup>32</sup> COUNCIL OF EUROPE GENDER EQUALITY STRATEGY 2018-2023, Str.5 <https://rm.coe.int/strategy-en-2018-2023/16807b58eb>

<sup>33</sup> COUNCIL OF EUROPE GENDER EQUALITY STRATEGY 2018-2023, Str.15 <https://rm.coe.int/strategy-en-2018-2023/16807b58eb>

<sup>34</sup> Recommendation CM/Rec(2019)1 of the Committee of Ministers to member States on preventing and combating sexism <https://rm.coe.int/168093b26a>

<sup>35</sup> Treaty of Amsterdam amending the Treaty on European Union, the Treaties establishing the European Communities and certain related acts OJ C 340, 10.11.1997 <https://eur-lex.europa.eu/legal-content/HR/TXT/?uri=CELEX:11997D/TXT>

Charter of Fundamental Rights of the European Union (2000)<sup>36</sup> was proclaimed on 7th December 2000, and was replaced by the Treaty of Lisbon<sup>37</sup> in 2009 from the date of its entry into force. Article 21. of the Charter prohibits discrimination based on any ground such as sex, race, colour, ethnic or social origin, genetic features, language, religion or belief, political or any other opinion, membership of a national minority, property, birth, disability, age or sexual orientation, and pursuant to Article 23: Equality between women and men must be ensured in all areas, including employment, work and pay. The principle of equality shall not prevent the maintenance or adoption of measures providing for specific advantages in favour of the under-represented sex.

Recommendations by the Commission to the European Parliament, the Council, the European Economic and Social Committee and the Committee of the Regions are contained in - A Union of Equality: Gender Equality Strategy 2020-2025.<sup>38</sup> This Gender Equality Strategy frames the European Commission's work on gender equality and sets out the policy objectives and key actions for the 2020-2025 period. It aims at achieving a gender equal Europe where gender-based violence, sex discrimination and structural inequality between women and men are a thing of the past. A Europe where women and men, girls and boys, in all their diversity, are equal. Where they are free to pursue their chosen path in life, where they have equal opportunities to thrive, and where they can equally participate in and lead our European society.

## National instruments

In Bosnia and Herzegovina, gender equality is regulated by the Constitution of Bosnia and Herzegovina and the constitutions of the entities, i.e. international conventions. Bosnia and Herzegovina, as a signatory to numerous conventions, has committed itself to taking all necessary measures to establish equal representation of women in all areas of life. Article II (4) of the Constitution of Bosnia and Herzegovina guarantees the enjoyment of rights and freedoms “to all persons in Bosnia and Herzegovina without discrimination on any grounds such as sex, race, color, language, religion, political or other opinion, national or social origin, affiliation with a national minority, property, birth or other status”<sup>39</sup>. In Section II (A), Article 2, paragraph 1 (d), the Constitution of the Federation of Bosnia and Herzegovina also prohibits discrimination on the grounds of sex,<sup>40</sup> and Article 10 of the Constitution of Republika Srpska guarantees equality and equality of all citizens regardless of differences, including gender differences.<sup>41</sup>

With the adoption of Gender Equality Law in Bosnia and Herzegovina (Official Gazette of B&H, 16/03, 102/09, consolidated text - 32/10), gender equality is guaranteed (Article 1). Yet women are

<sup>36</sup> Povelja o osnovnim pravima Evropske unije (2016/C 202/02) <https://eur-lex.europa.eu/legal-content/HR/TXT/PDF/?uri=CELEX:12016P/TXT&from=RO>

<sup>37</sup> Treaty of Lisbon amending the Treaty on European Union and the Treaty establishing the European Community, signed at Lisbon, 13 December 2007 OJ C 306, 17.12.2007 <https://eur-lex.europa.eu/legal-content/EN/TXT/?uri=celex%3A12007L%2FTXT>

<sup>38</sup> Communication from the Commission to the European Parliament, the Council, the European Economic and Social Committee and the Committee of the Regions - A Union of Equality: Gender Equality Strategy 2020-2025. COM/2020/152 final <https://eur-lex.europa.eu/legal-content/EN/TXT/HTML/?uri=CELEX:52020DC0152&from=HR>

<sup>39</sup> Ustav Bosne i Hercegovine, član II (4).

<sup>40</sup> Ustav Federacije Bosne i Hercegovina [http://www.FB&Hvlada.gov.ba/hrvatski/federacija/ustav\\_hr\\_stari.htm](http://www.FB&Hvlada.gov.ba/hrvatski/federacija/ustav_hr_stari.htm)

<sup>41</sup> Ustav Republike Srpske [https://www.narodnaskupstinars.net/sites/default/files/upload/dokumenti/ustav/lat/ustav\\_republike\\_srpske.pdf](https://www.narodnaskupstinars.net/sites/default/files/upload/dokumenti/ustav/lat/ustav_republike_srpske.pdf)

underrepresented in decision-making positions in a number of areas of life.<sup>42</sup> The phenomenon associated with the (un)success of women in the business environment is the phenomenon of “glass ceiling”.<sup>43</sup> This term was coined by Marilyn Moden in 1978 and 40 years later is used to describe an invisible barrier that prevents women and other marginalized groups from advancing to senior management positions due to existing stereotypes.<sup>44</sup> Furthermore, as stated in the ILO Report “Women in Business and Management: Business Case for Change” - to be successful in the global economy of today and tomorrow, smart companies will make gender diversity a key component of their business strategy.<sup>45</sup>

According to the Gender Equality Law of Bosnia and Herzegovina, in Article 9, item b) “gender equality means that males and females are equally present in all areas of public and private life, have equal status, equal opportunities to exercise all rights and equal benefits from the achieved results”. Furthermore, Article 20 (1) State bodies at all levels of government, and local self-government bodies, including legislative, executive and judicial authorities, political parties, legal entities with public authority, legal entities owned or controlled by the state, entities, a canton, city or municipality or over whose work a public body exercises control, shall ensure and promote equal gender representation in governance, decision-making and representation. This requirement also exists for all authorized bodies which nominate representatives and delegations in international organizations and bodies. (2) Equal representation of the sexes exists in the case when one of the sexes is represented at least in the percentage of 40% in the bodies referred to in paragraph (1) of this Article. (3) Discrimination on the ground of sex shall be considered a situation when there is no equal representation as referred in paragraph (2) Article 20.

In addition to the above, according to the Gender Equality Law of Bosnia and Herzegovina OBLIGATIONS OF COMPETENT AUTHORITIES as stipulated in Article 24 (1) Government bodies at the state and entity level, cantonal bodies and bodies of local government, legal entities with public authorities, legal entities majority owned by the state, within their competencies, are obliged to take all appropriate and necessary measures to implement the provisions prescribed by this Law and the Gender Action Plan of Bosnia and Herzegovina, including but not limited to: a) adoption of programs of measures to achieve equality gender in all areas and at all levels of government; b) adoption of new or amending existing laws and other regulations in order to harmonize with the provisions of this Law and international standards for gender equality; c) implementation of activities and measures of the Gender Action Plan of Bosnia and Herzegovina through regular work programs with the provision of budget funds; d) ensuring the collection, management, analysis and presentation of statistics disaggregated by sex; (2) An integral part of the program of measures for achieving gender equality in all areas includes, but is not limited to: a) analysis of the gender situation in a particular area; b) implementation of adopted state policies through action plans for gender equality; c) measures to eliminate perceived gender inequalities in a particular area. (3) Competent legislative, executive and administrative authorities of all levels of government in Bosnia and Herzegovina are obliged to esta-

<sup>42</sup> Narandžasti izvještaj 5 – Izvještaj o stanju ljudskih prava žena u BiH u periodu 2016-2019. Sarajevski otvoreni centar, 2019 [https://soc.ba/site/wp-content/uploads/2019/12/Narandz%CC%8Casti-izvjies%CC%8Ctaj-2016.-2019\\_BHS\\_web.pdf](https://soc.ba/site/wp-content/uploads/2019/12/Narandz%CC%8Casti-izvjies%CC%8Ctaj-2016.-2019_BHS_web.pdf)

<sup>43</sup> <https://www.ilo.org/infostories/en-GB/Stories/Employment/beyond-the-glass-ceiling#cracking>

<sup>44</sup> Zastupljenost žena u upravljačkim strukturama javnih preduzeća u vlasništvu Bosne i Hercegovine, Federacije Bosne i Hercegovine, Republike Srpske i Brčko Distrikta BiH, Human Rights Paper 54 <https://soc.ba/site/wp-content/uploads/2020/11/paper-54-final2.pdf>

<sup>45</sup> Women in business and management: the business case for change / International Labour Office. - Geneva: ILO, 2019. [https://www.ilo.org/wcmsp5/groups/public/---dgreports/---dcomm/---publ/documents/publication/wcms\\_700953.pdf](https://www.ilo.org/wcmsp5/groups/public/---dgreports/---dcomm/---publ/documents/publication/wcms_700953.pdf)

blish appropriate institutional mechanisms for gender equality in implementing the Gender Equality Law in Bosnia and Herzegovina, coordinate the implementation the Gender Action Plan of Bosnia and Herzegovina program goals and ensure the implementation of international standards in the field of gender equality. (4) Competent state, entity and cantonal authorities, as well as bodies of local government are obliged, in order to harmonize with the provisions of the Gender Equality Law in Bosnia and Herzegovina (according to paragraph 2 of this Article), to submit all regulations and other acts within their jurisdiction to the institutional mechanisms for gender equality before referring them to the legislative procedure.

This statement could be supported by the findings of the International Labor Organization research, which show that companies with a developed gender-inclusive culture have an 8.9% higher chance of achieving better work results, and a 26% higher chance of achieving better business success if equal conditions and chances for all are met.<sup>46</sup>

Law on Prohibition of Discrimination of Bosnia and Herzegovina in Article 2 specifically state (1) Discrimination, in terms of this Law, shall be any different treatment including any exclusion, limitation or preference based on real or perceived grounds towards any person or group of persons, their relatives, or persons otherwise associated with them, on the grounds of their race, skin colour, language, religion, ethnic affiliation, disability, age, national or social background, connection to a national minority, political or other persuasion, property, membership in trade union or any other association, education, social status and sex, sexual orientation, gender identity, sexual characteristics, as well as any other circumstance serving the purpose of or resulting in prevention or restriction of any individual from enjoyment or realization, on equal footing, of rights and freedoms in all areas of life. (2) Prohibition of discrimination shall apply to all public bodies, all natural and legal persons, in public and private sector, in all spheres, especially: employment, membership in professional organisations, education, training, housing, healthcare, social protection, goods and services designated for the public and public places, and conducting of economic activities and public services.<sup>47</sup>

## Institutional mechanisms for gender equality in Bosnia and Herzegovina

When it comes to institutional mechanisms for gender equality, the key role is played by the Agency for Gender Equality of Bosnia and Herzegovina as an organizational unit within the Ministry of Human Rights and Refugees of Bosnia and Herzegovina, as well as the Gender Center of the Federation of Bosnia and Herzegovina and the Gender Center - Center for Equality of the entity of Republika Srpska. They collectively operate on the level of executive branch with the bodies established within the offices of the Prime Minister/Mayor at the cantonal and municipal level, and within the legislative branch operate with: at the state level - Gender Equality Commission of the Parliamentary Assembly; at the entity level - The Commission for Gender Equality of the House of Representatives of the Parliament of the Federation of Bosnia and Herzegovina, and the Committee for Equal Opportunities of

<sup>46</sup> Women in business and management: the business case for change / International Labour Office. - Geneva:ILO, 2019. [https://www.ilo.org/wcmsp5/groups/public/---dgreports/---dcomm/---publ/documents/publication/wcms\\_700953.pdf](https://www.ilo.org/wcmsp5/groups/public/---dgreports/---dcomm/---publ/documents/publication/wcms_700953.pdf)

<sup>47</sup> Zakon o zabrani diskriminacije ("Službeni glasnik BiH", broj 59/09); Zakon o izmjenama i dopunama Zakona o zabrani diskriminacije ("Službeni glasnik BiH", broj 66/16)



the National Assembly of the Republika Srpska, while at the cantonal and municipal level there are cantonal and municipal commissions.

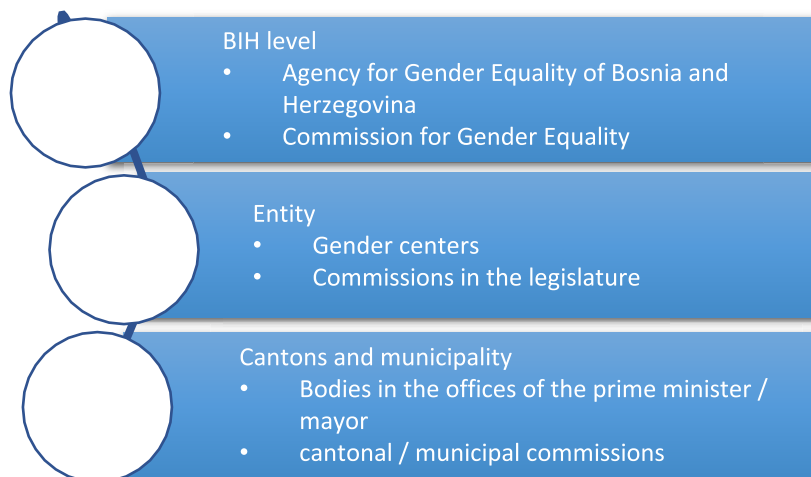


Figure 32. Scheme of institutional mechanisms for gender equality in Bosnia and Herzegovina<sup>48</sup>

## Gender Action Plan of Bosnia and Herzegovina

State obligation to draft the GAP of Bosnia and Herzegovina is established in national instruments, and represent international requirement, which Bosnia and Herzegovina has undertaken by ratifying conventions in the field of gender equality. The Council of Ministers of Bosnia and Herzegovina adopted the Decision on the adoption of the Gender Action Plan of Bosnia and Herzegovina for the period 2018-2022 (“Official Gazette of B&H”, No. 89/18).<sup>49</sup> GAP Bosnia and Herzegovina for the period from 2018 to 2022 as a strategic document contains goals, programs and measures for achieving gender equality in all areas of social life and work, in the public and private spheres. GAP Bosnia and Herzegovina sets three strategic goals: “1. by priority areas development, implementation and monitoring of programs of measures for the promotion of gender equality in government institutions; 2. building and strengthening systems, mechanisms and instruments for achieving gender equality; 3. establishing and strengthening cooperation and partnerships.”<sup>50</sup> Other natural partners in the implementation of the gender equality strategy include: ► parliaments; ► national governments; ► local and regional authorities and their associations; ► gender equality bodies; ► human rights institutions; ► professional networks (in particular in the fields of justice, journalism, education, health and social services); ► trade unions and employers’ associations; ► the media; ► the private sector.

<sup>48</sup> <https://arsbih.gov.ba/oblasti/institucionalni-mehanizmi-za-ravnopravnost-spolova/>

<sup>49</sup> Odluku o usvajanju Gender akcionog plana Bosne i Hercegovine za period 2018 - 2022. godina (“Službeni glasnik BiH”, broj 89/18)

<sup>50</sup> Gender akcioni plan Bosne i Hercegovine za period od 2018. do 2022. godine [https://www.gcFB&H.gov.ba/wp-content/uploads/2018/11/GAP-BiH-2018-2022\\_B.pdf](https://www.gcFB&H.gov.ba/wp-content/uploads/2018/11/GAP-BiH-2018-2022_B.pdf)

## Case law (examples)

*Kalanke v Freie Hansestadt Bremen, (Case C-450/93)*<sup>51</sup>

### Facts

*Eckhard Kalanke held a diploma in horticulture and landscape gardening. He had worked since 1973 as a horticultural employee in the Parks Department and acted as a permanent assistant to the Section Manager. He was shortlisted for promotion along with Ms Glissman, who held a similar post and similar qualifications. The Parks Department put Mr Kalanke forward for promotion, which was refused by the Staff Committee. The case was referred to arbitration with a finding in Mr Kalanke's favour. The Staff Committee then appealed to a conciliation committee which ruled that as the two candidates were equally qualified, priority should be given to Ms Glissman in accordance with the state law. Mr Kalanke appealed to the Arbeitsgericht (Labour Court), claiming he was better qualified and that the state law was incompatible with the German Basic Law and Civil Code. His appeal was dismissed and was also dismissed by the Landesarbeitsgericht (Regional Labour Court). The Federal Labour Court stayed proceedings and referred a number of questions to the European Court of Justice.*

3) Law National Law • Paragraph 4 of the Bremen Law on Equal Treatment for Men and Women in the Public Service, 20 November 1990 [(1) In the case of an appointment (including establishment as a civil servant or judge) which is not made for training purposes, women who have the same qualifications as men applying for the same post are to be given priority in sectors where they are under-represented. (2) In the case of an assignment to a position in higher pay, remuneration and salary bracket, women who have the same qualifications as men applying for the same post are to be given priority if they are under-represented...(5) There is under-representation if women do not make up at least half of the staff in the individual pay, remuneration and salary brackets in the relevant personnel group within a department]. European Community Law • Article 2(1) of Council Directive 76/207/EEC (Equal Treatment Directive) • Article 2(4) of Council Directive 76/207/EEC (Equal Treatment Directive) (which provides that the directive is to be without prejudice to measures taken to promote equal opportunity for men and women, in particular by removing existing inequalities which affect women's opportunities).

4) Legal questions referred to the ECJ - 1. Does Article 2(4) extend to statutory provisions such as those under the Bremen Law making positive discrimination obligatory? 2. If not, must Article 2(1) be taken to make it impermissible to apply statutory provisions such as those under the Bremen Law?

### Decision

*The ECJ held that Article 2(4) must be read restrictively. National rules such as those in the Bremen Law which guarantee women absolute and unconditional priority for appointment or promotion go beyond promoting equal opportunities and are outside the ambit of the exception in Article 2(4). It followed that Article 2(1) and 2(4) of the Directive preclude national rules such as the Bremen Law.*

<sup>51</sup> Reference Details Jurisdiction: European Court of Justice (ECJ), reference for a preliminary ruling from Germany Date of Decision: 17 October 1995  
Link to full case: <http://eur-lex.europa.eu/LexUriServ/LexUriServ.do?uri=CELEX:61993J0450:EN:HTML>

*Marschall v Land Nordrhein- Westfalen (Case C-409/95)*<sup>52</sup>

#### Facts

Hellmut Marschall was employed as a teacher at a comprehensive school. On 8 February 1994 Mr Marschall applied for a promotion, however, he was told by the District Authority that they intended to appoint a woman. Mr Marschall unsuccessfully complained to the District Authority, who stated that as there was an equally qualified female candidate and less women employed at that bracket than men, a female candidate would be offered the promotion. Mr Marschall brought proceedings against the District Authority in the local courts. At first instance it was held that as the female candidate and Mr Marschall were equally qualified, the outcome of the case would be dependent on the compatibility of the Equal Treatment Directive and paragraph 25(5) of the *Beamtenengesetz für das Land Nordrhein-Westfalen*, which states, “[W]here, in the sector of the authority responsible for promotion, there are fewer women than men in the particular higher grade post in the career bracket, women are to be given priority for promotion in the event of equal suitability, competence and professional performance, unless reasons specific to an individual [male] candidate tilt the balance in his favour.” The Court relying on the decision of the ECJ in *Kalanke v Freie Hansestadt Bremen* [1995] ECR I-3051 stated: “[T]hat it consider[ed] that the priority which the provision in question accords in principle to women seems to constitute discrimination within the meaning of Article 2(1) of the Directive and that such discrimination is not eliminated by the possibility of giving preference, exceptionally, to male candidates.” Further, the Court stated its belief that: “The basis for assessing candidates is unduly narrowed since only the numerical proportion of men to women at the level concerned is taken into account. Furthermore, the provision in question does not improve women’s ability to compete on the labour market and to pursue a career on an equal footing with men but prescribes a result, whereas Article 2(4) of the Directive allows only measures for promoting equality of opportunity.” The Court stayed proceedings and asked for a preliminary ruling from the ECJ. 3) Law National Law • *Beamtenengesetz für das Land Nordrhein-Westfalen* (Law on Civil Servants of the Land) European Community Law • Council Directive 76/207 - Equal Treatment Directive European Case Law • *Kalanke v Freie Hansestadt Bremen* [1995] ECR I-3051 4) Legal questions referred to ECJ - 1. Does Article 2(1) and (4) of Council Directive 76/207/EEC of 9 February 1976 on the implementation of the principle of equal treatment for men and women as regards access to employment, vocational training and promotion, and working conditions, preclude a rule of national law which provides that, in sectors of the public service in which fewer women than men are employed in the relevant higher grade post in a career bracket, women must be given priority where male and female candidates for promotion are equally qualified (in terms of suitability, competence and professional performance), unless reasons specific to an individual male candidate tilt the balance in his favour?

#### Decision

The ECJ held that a national rule which, in a case where there are fewer women than men at the level of the relevant post in a sector of the public service and both female and male candidates for the post are equally qualified in terms of their suitability, competence and professional performance, requires that priority be given to the promotion of female candidates unless reasons specific to an individual male candidate tilt the balance in his favour is not precluded by Article 2(1) and (4) of Council Directive 76/207/EEC of 9 February 1976 provided that: a. [I]n each individual case the rule provides for male candidates who are equally as qualified as the female candidates a guarantee that the candidatures will be the subject of an

<sup>52</sup> Reference Details Jurisdiction: European Court of Justice (ECJ), reference for a preliminary ruling from Germany Date of Decision: 11 November 1997 Link to full case: [http://eur-lex.europa.eu/smartapi/cgi/sga\\_doc?smartapi!celexplus!prod!CELEXnumdoc&lg=en&numdoc=695J0409](http://eur-lex.europa.eu/smartapi/cgi/sga_doc?smartapi!celexplus!prod!CELEXnumdoc&lg=en&numdoc=695J0409)

objective assessment which will take account of all criteria specific to the candidates and will override the priority accorded to female candidates where one or more of those criteria tilts the balance in favour of the male candidate, and b. [S]uch criteria are not such as to discriminate against the female candidates.

*Katarina Abrahamsson and Leif Anderson v Elisabet Fogelqvist (Case C-407/98)*<sup>53</sup>

**Facts:**

The University of Gotheburg announced a vacancy for the position of Professor of Hydrospheric Sciences on 3 June 1996. The announcement also stated that positive discrimination might be exercised (in accordance with Regulation 1995:936) to help aid the promotion sex equality. In total eight candidates applied for the post, including Ms Abrahamsson, Ms Destoni, Ms Fogelqvist and Mr Anderson. The selection board took two votes. The first time limiting their selection criteria to academic qualification, Mr Anderson came first with five votes and Ms Destouni second with three. A second vote was then taken, considering both scientific merit and the Regulation, here Ms Destouni came first with six votes and Mr Anderson second with two. The selection board then recommended to the University that Ms Destouni be offered the position (with Mr Anderson coming second and Ms Fogelqvist third). Ms Destouni withdrew her application, consequently the University referred the matter back to the selection board to decide on the matter in light of the University's drive for equality between men and women and Regulation 1995:936. The selection board refused to re-examine the case, as they had already considered the applications in light of the Regulation and issues of equality. Further the board was of the view that there was a significant difference in qualification between Mr Anderson and Ms Fogelqvist, and that interpretation of the Regulation had not been easy. On 18 November 1997 the University decided to appoint Ms Fogelqvist. Mr Anderson and Ms Abrahamsson appealed to the Överklagandenämnden, a specialised appeals committee dealing with appeals from certain decisions made by higher education authorities, against the decision. Mr Anderson appealed on the grounds that the decision was contrary to Article 3 of the Regulation and ECJ jurisprudence. Ms Abrahamsson, whilst recognizing the superior qualifications of Mr Anderson, contended that her qualifications were superior to that of Ms Fogelqvist. The appeals committee decided that Mr Anderson and Ms Fogelqvist were the most qualified candidates, with Mr Anderson being found upon enquiries to be clearly more competent in the scientific field than Ms Fogelqvist(...). Legal questions referred to ECJ - 1. Do Articles 2(1) and 2(4) of Council Directive 76/207/EEC of 9 February 1976 on the implementation of the principle of equal treatment for men and women as regards access to employment, vocational training and promotion, and working conditions preclude national legislation under which an applicant of the under-represented sex possessing sufficient qualifications for a public post is to be selected in priority over an applicant of the opposite sex who would otherwise have been selected ("positive special treatment") if there is a need for an applicant of the under-represented sex to be selected and under which positive special treatment is not to be applied only where the difference between the applicants' qualifications is so great that such treatment would be contrary to the requirement of objectivity in the making of appointments? 2. If the answer to Question 1 is in the affirmative, is positive special treatment impermissible in such a case even where application of the national legislation is restricted to appointments to either a number of posts limited in advance (as under Regulation 1995:936) or posts created as part of a special programme adopted by an individual university under which positive special treatment may be applied (as under Article 15a of Chapter 4 of Högskoleförordningen)? 3. If the answer to Question

<sup>53</sup> Reference Details Jurisdiction: European Court of Justice (ECJ), reference for a preliminary ruling from Sweden Date of Decision: 6 July 2000 Link to full case: <http://eur.lex.europa.eu/LexUriServ/LexUriServ.do?uri=CELEX:61998J0407:EN:HTML>

*2 means that treatment like positive special treatment is in some respect unlawful, can the rule, based on Swedish administrative practice and the second paragraph of Article 15 of Chapter 4 of Högskoleförordningen - approved by the Appeals Board - that an applicant belonging to the under-represented sex must be given priority over a fellow applicant of the opposite sex, provided that the applicants can be regarded as equal or nearly equal in terms of merit, be regarded as being in some respect contrary to Directive 76/207/EEC? 4. Does it make any difference in determining the questions set out above whether the legislation concerns lower-grade recruitment posts in an authority's sphere of activity or the highest posts in that sphere?*

*Decision*

*The ECJ held in respect of the questions submitted that Article 2(1) and (4) of Council Directive 76/207/EEC of 9 February 1976 on the implementation of the principle of equal treatment for men and women as regards access to employment, vocational training and promotion, and working conditions and Article 141(4) EC preclude national legislation under which a candidate for a public post who belongs to the under-represented sex and possesses sufficient qualifications for that post must be chosen in preference to a candidate of the opposite sex who would otherwise have been appointed, where this is necessary to secure the appointment of a candidate of the under-represented sex and where the difference between the respective merits of the candidates is not so great as to give rise to a breach of the requirement of objectivity in making appointments.”*

**6**

**REVIEW OF OTHER  
REPORTS AND RELEVANT  
RESEARCH**





## 6. REVIEW OF OTHER REPORTS AND RELEVANT RESEARCH

In this section, we present the results of review of other reports and research relevant to the subject of women on boards in SoEs. The section is organized in accordance with GAF which was utilized to classify findings from these studies into broad domains, including: societal beliefs and perceptions, practices and participation, and access to resources.

### 6.1. Beliefs and perceptions

#### Patriarchal social norms and gender roles in B&H

Post-socialist and post-conflict culture in Bosnia and Herzegovina is marked by patriarchal and predominantly masculine structures of governance and leadership. In this context, charismatic personality of masculine ethno-nationalist leaders prevails in the public discourse, whereby women mostly fit into existing masculine norms of leadership and have difficulties expressing their leadership style regardless of achievements and emancipation from the socialist era (1945 – 1990).<sup>54</sup> Dominant stereotypes that hamper women from active participation in the labor market and in politics are related to socially constructed gender roles that prescribe women their primary role in the private domain, holding them responsible for unpaid work in the household. In contrast, men are positioned as breadwinners, dominant in the public domain, and responsible for paid work outside the household.<sup>55</sup> Accordingly, gender regimes in B&H remain as patriarchal, with strict gender roles deeply internalized in everyday lives of women.<sup>56</sup>

Hence, unsatisfactory representation of women in leadership positions in B&H is a direct consequence of structural and socio-cultural barriers. Structural barriers are deeply rooted into the social fabric, manifesting themselves through patriarchal patterns of socialization, strict gender roles and social expectation of women that disempower them and hold them back from advancing in their careers.

In B&H, institutional norms are often designed to implicitly discourage women from pursuing careers in politics and business, where unpaid work, absence of flexible working arrangements and absence of adequate care services for children and elderly remain as barriers. Public life is organized around patriarchal norms, values, and lifestyles of men. In the labor market, women are perceived as „less desired workers,“ and „mothers of a nation“ with their primary responsibilities being tied to family and unpaid work. In context with abundant structural and socio-cultural barriers, women face variety of obstacles and stereotypes that men on leadership positions do not encounter. Such claims on gender stereotypes prevailing in Bosnian society can be supported by research findings from a study conducted in 2012

<sup>54</sup> Spahić-Šiljak, Z. (2019). *Bosanski labirint – Kultura, rod i liderstvo*. TPO Fondacija i Buybook Sarajevo.

<sup>55</sup> *Rodni jaz na tržištu rada*. Friedrich Ebert Stiftung 2020.

<sup>56</sup> Milinović, J. (2017). *Liderke izbliza – Prilog proučavanju liderstva žena u Bosni i Hercegovini*. Sarajevski otvoreni centar.



on a sample of 1684 men and 687 women ages 18 – 59, from 56 municipalities in B&H. Findings imply that attitudes towards gender equality are generally marked by stereotypes and beliefs related to the dominant social roles of men, and gender attitudes inclined to gender-based violence. 52% of men in a sample considers women's role primarily tied to household and child-bearing responsibilities, while 49% of men hold a belief that men should have the dominant role when making important decisions. Approximately 23% of men believe that, in certain situations, women should be physically punished for „inappropriate“ behavior. Measured by Gender-Equitable Men (GEM) scale consisting of collection of statements measuring attitudes of men towards gender norms, 23% of surveyed men hold explicitly negative attitudes towards gender equality, 41% of men hold moderate attitudes towards gender equality while 36% of men consider themselves as promoters of gender equality. Around 50% of surveyed men support the gender quotas that warrant the participation of women in the government, education, and leadership positions. However, majority of respondents hold homophobic attitudes<sup>57</sup> implying low tolerance towards those who do not fit into the existing patterns of patriarchal norms and values.

Another research on gender roles in B&H from the perspective of male and female leaders in politics and business has shown that most of respondents of both genders perceive women primarily as mothers, nurturers, and housewives. According to respondents' belief, it is only after they fulfill those social expectations, they should pursue careers. As respondents have emphasized, such social role of a woman is „naturally given“ role determined by her biological traits and it is not a socially constructed one. Similar attitudes were expressed by women participating in another study conducted in B&H and Kosovo, arguing that „main role of a woman is in her household and in the private domain where she exerts the role of a wise but quiet teacher that expresses the dominance in a way that does not challenge the social norms nor questions the male authority and position“<sup>58</sup>.

Desirable social image of a woman in Bosnian society depicts her as an educated person with a career, but such career should not be overdemanding, thereby leaving sufficient time for her to be engaged in family care and household. Such belief is tied to the process of „feminization of professions“, where female professions become those that, in majority of cases, extend female care roles from the private domain into the professions such as education, healthcare, and social services. Both male and female respondents in this research confirm that women are often being judged because of their success. If a woman exerts agency and assertiveness thereby overcoming obstacles in the leadership labyrinth, then her private life is being scrutinized – is she really a good mother and a wife; does she neglects her family; who is standing behind her career and whether it is possible for her to have everything covered at the same time.<sup>59</sup>

## Gender-based violence

Violence against women, as an example of violence resulting from the favored position of one sex in relation to the other, is one of the most widespread forms of violation of women's human rights in BiH. Gender analyses of the economy confirm that women are more often discriminated against than

<sup>57</sup> Dušanić, S. (2012). Muškarci i rodni odnosi u BiH. NVO Perpetuum Mobile – Centar za razvoj mladih i zajednice Banja Luka

<sup>58</sup> Spahić-Šiljak, Z. (2019). Bosanski labirint – Kultura, rod i liderstvo. TPO Fondacija i Buybook Sarajevo, p.129

<sup>59</sup> Spahić-Šiljak, Z. i Penava, S. (2019). Kulturološke percepcije liderstva. U Bosanski labirint – Kultura, rod i liderstvo. (Ed. Z. Spahić-Šiljak) TPO Fondacija i Buybook Sarajevo

men; less paid for the same type and complexity of work; overburdened with unpaid work at home; and are more limited in realizing their development opportunities and social security in the market, in politics and society.<sup>60</sup>

Women of Bosnia and Herzegovina who are victims of violence are exposed to further discrimination and additional victimization in areas of employment<sup>61</sup> - therefore violence against women is both a cause and consequence of female poverty and social exclusion.<sup>62</sup>

During 2018, Bosnia and Herzegovina submitted answers to the Questionnaire of the European Commission, a part of which were statistics related to gender-based violence and domestic violence. According to these data in the Federation of B&H, the Ministries of Interiors have reported that on average, in the last five years, there are approximately 1,500 cases of violence a year, and about 900 reports of crimes of this kind are submitted to prosecutors. Municipal courts in the FB&H annually issue an average about 350 convictions, and the most common sentences are suspensions and prison sentences. On average, about 350 victims of violence are accommodated in safe houses in the Federation of B&H every year, and an average of 1,200 calls are made to SOS hotline 1265.<sup>63</sup>

Research on reports of gender-based discrimination indicates that although few cases of gender-based discrimination (including mobbing and sexual harassment) have been reported at work, this does not mean that such discrimination is minor, but that the reasons for not reporting are complex and often very disturbing<sup>64</sup> Due to the small number of reported cases in the labor market, it is difficult to determine whether this is due to a lack of knowledge about discrimination or fear of the consequences that may arise if discrimination, i.e. violence, mobbing or sexual harassment is reported - or it is the combination of these two reasons.<sup>65</sup>

## The role of women in the media

Apart from its informative role, media can be observed as relevant factors of socialization and education in the society. Thus, it is not only important how media represent the world, but also what sort of identities and what cultural values and social relations they establish.<sup>66</sup> Education and socialization roles of the media have been in the spotlight in recent decades, as social media have completely changed the landscape for dissemination of information. Today, educational institutions and families are not the primary agents of socialization. Younger generations are becoming more independent throughout this process, thereby selecting the type of media content, and accessing it at their own convenience.<sup>67</sup>

<sup>60</sup> Gavrić S. & Ždralović A. (Eds.) (2019): Rodna ravnopravnost – teorija, pravo, politike; Sarajevski otvoreni centar Univerzitet u Sarajevu - Pravni fakultet, Sarajevo, Bosna i Hercegovina

<sup>61</sup> Idžaković F. et al. (2012): Analiza politika uključivanja žena žrtava nasilja u porodici; EU i „Udružene žene“, BiH

<sup>62</sup> Idžaković F. et al. (2012): Analiza politika uključivanja žena žrtava nasilja u porodici; EU i „Udružene žene“, BiH

<sup>63</sup> Petrić N. (2019): „Rodno zasnovano nasilje“ – poglavlje u Gavrić S. & Ždralović A. (Eds.) (2019): Rodna ravnopravnost – teorija, pravo, politike; Sarajevski otvoreni centar Univerzitet u Sarajevu - Pravni fakultet, Sarajevo, Bosna i Hercegovina

<sup>64</sup> Gačanica L. (2019): Rodno zasnovana diskriminacija u oblasti rada u BiH, : Helsinški parlament građana Banja Luka

<sup>65</sup> Idem.

<sup>66</sup> Isanović, A. (2007). Medijski diskurs kao muški domen : predstavljanje roda u dnevnim novinama u Bosni i Hercegovini, Hrvatskoj i Srbiji. U Stereotipizacija : predstavljanje žena u štampanim medijima u jugoistočnoj Evropi.; Sarajevo : MEDIACENTAR.

<sup>67</sup> Ždralović, A. (2019). Rodna socijalizacija: odgoj i obrazovanje. U S. Gavrić i A. Ždralović (Eds.) Rodna ravnopravnost: Teorija, pravo i politike – Uvod u rodne studije za student i studentice društvenih nauka u BiH. Sarajevski otvoreni centar i Pravni fakultet Univerziteta u Sarajevu

In Bosnian society, the processes of retraditionalization and repatriarchalization that started in the late 1990s are perpetuated through educational system, religious institutions, and the media.<sup>68</sup> Social stereotypes and sexist illustrations transmitted through mass media can undermine the role and the authority that women have in the society. Although media cannot be explicitly held accountable for shaping the identity of a woman in a particular society, they certainly do contribute to dissemination of information on existing identities and strict gender roles. In that sense, media can hamper achievements in gender equality, by intentionally or unintentionally participating in producing and disseminating existing gender stereotypes.<sup>69</sup> Similarities exist between women representation in the media and the way society treats women. Thus, media help in creating the vicious cycle of undermining the role of women in the society.<sup>70</sup> To substantiate such claims, previously conducted research illuminates a specific role of media in perpetuating gender stereotypes.<sup>71</sup> Quantitative content analysis of daily newspapers from Bosnia and Herzegovina, Croatia, and Serbia (B&H: Dnevni avaz, Oslobođenje, Glas Srpske, CRO: Jutarnji list, Večernji list, Slobodna Dalmacija and SER: Politika, Večernje novosti, and Blic) has shown that both on the front and on the inside pages, men appear almost five times more often than women. Results also show that men are quoted four to five times more often (directly and indirectly) than women. Men are also interviewed five times more often than women.

**Table 59.** Gender presence on inside and front pages

Presence	Gender			
	Men	Women	Others	Total
On inside pages	81.3%	17.6%	1.1%	100% N=29.921
On front pages	84.2%	15.8%	0.1%	100% N=1675

When gender groups positioning are compared in different thematic sections, findings indicate that men dominate all of them, though less so in the sections Culture/Art and Entertainment. Women have central roles more often in the articles that appear in the section Entertainment. Other gender groups are virtually non-existent.

<sup>68</sup> Buljubašić, B. (2019). Mediji kao agens rodne socijalizacije. U S. Gavrić i A. Ždralović (Eds.) Rodna ravnopravnost: Teorija, parvo i politike – Uvod u rodne studije za student i studentice društvenih nauka u BiH. Sarajevski otvoreni centar i Pravni fakultet Univerziteta u Sarajevu

<sup>69</sup> Ibid. p. 173

<sup>70</sup> Juka, S. i Primorac-Bilaver, I. (2013). Identitet žene – antropološka i medijska slika. Kultura komuniciranja – Znanstveno-stručni godišnjak. Filozofski fakultet Sveučilišta u Mostaru

<sup>71</sup> Isanović, A. (2007). Medijski diskurs kao muški domen : predstavljanje roda u dnevnim novinama u Bosni i Hercegovini, Hrvatskoj i Srbiji. U Stereotipizacija: predstavljanje žena u štampanim medijima u jugoistočnoj Evropi.; Sarajevo : MEDIACENTAR.

**Table 60.** Relation between gender of the person with a central role in the story and thematic section of the articles on the inside pages (N=8253)

Section	Gender					Total
	Man/ men	Woman/ women	Balanced (both genders)	Others (transsexuals, intersex, ...)	Other (organization, etc.)	
Current affairs/politics	85.1%	8.4%	4.4%	0.3%	1.8%	N=1351
World	83.5%	8.1%	4.9%	1.7%	1.8%	N=1303
Economy/business	84.3%	9.6%	3.2%	0.3%	2.6%	N=720
Crime news/accidents	80.2%	8.2%	8.1%	2.6%	0.9%	N=1712
Entertainment	46.6%	<b>37.6%</b>	13.7%	0.4%	1.7%	N=988
Culture/art	68.9%	<b>17.2%</b>	11.2%	0.2%	2.5%	N=1198
Sports	88.0%	9.0%	1.3%	0%	1.7%	N=981

The findings from study on media representation of women indicate that according to the newspapers included in the sample, women are allowed access to “traditionally” female areas of life, i.e., entertainment and culture/art, while the exposure in “important” or “serious” themes such as politics, and economy and business is reserved for men.

**Table 61.** Distribution of photos in different sections of newspapers in relation to gender (N=6174)

Section	Gender				Total
	Man/men	Woman/ women	Balanced (both genders)	Other	
Current affairs/politics	68.4%	7.9%	14.1%	9.6%	N=960
World	59.5%	7.5%	14.4%	18.6%	N=827
Economy/business	62.8%	3.2%	8.8%	25.2%	N=777
Crime news/accidents	51.5%	7.3%	7.7%	33.5%	N=822
Entertainment	37.0%	<b>33.5%</b>	24.7%	4.8%	N=1319
Culture/art	44.2%	<b>18.1%</b>	24.0%	13.7%	N=968
Sports	82.5%	11.9%	2,5%	3.1%	N=759

The analysis of photographs in different sections by gender has shown that men are more frequent in photos from all sections while the ratio is better in entertainment sections. Dominant forms and modes of representation still reflect, support, reconstruct and largely reconfirm existing stereotypes, identities, roles, and power relations in the realm of gender. Clearly, newspapers systematically reconstruct and reconfirm dominant gender stereotypes in these societies while ignoring gender issues as an important topic worthy of coverage. Similar findings have been reported in other studies.<sup>72, 73</sup>

<sup>72</sup> Majstorović, D. i Turjačanin, V. (2006). The representation of women in Bosnian-Herzegovinian dailies: Gender and ethnic separations in society. In N. Moranjak Bamburać, T. Jusić, A. Isanović (Eds.) *Stereotyping: Representation of women in print media in south east Europe*. Mediacentar Sarajevo.

<sup>73</sup> Kukić, D. i Jurčić, D. (). *Žene u medijima: Podjela društvene (ne)moći*. U *Kultura komuniciranja*

Recent research on women representation in the media conducted in 2019 implies that of 10 000 news reported from June to July 2019, in only 17% of all observed cases the focus was on women. As previous studies have shown, still in 2019 women were more frequently represented in entertainment, sports, and culture/art and in the news related to crime and violence.<sup>74</sup>

When analyzing the coverage of women in business, research has shown that the topics related to women in management do not draw the attention in the public discourse in B&H and that such topics are not considered as relevant for B&H society.<sup>75</sup> In politics, regardless of law-binding quotas, women are less visible in the media in contrast to their male colleagues. Center for Election Studies has analyzed the media representation of women in election campaigns for local elections in 2016. Findings show that media representation of female candidates in the elections was only 10%, in contrast to male candidates who were represented in the media 90% of the time allocated to local elections in 2016. Such findings illuminate the fact that women are neglected by the media and that they do not have equal access to the public through the channels of their political parties.<sup>76</sup> Similar findings have been reported in a baseline study on barriers to political participation of women in B&H.<sup>77</sup>

Evidently, media in B&H are either implicitly or explicitly promoting a concept of absence<sup>78</sup> that reproduces the subordinate role of women in traditional and patriarchal society. Although gender-sensitive language is to some extent present in the media, the gender discrimination persists as women are rarely considered relevant sources of information or relevant social agents that have the power to shape social events. In the media in B&H, women are usually depicted as entertainers, with particular focus on their bodily attributes and physical attractiveness.

## 6.2. Practices and participation

### Participation of women on the labor market

Federal Bureau for Statistics (2021) reported a registered unemployment rate to be 38.3% for total population, and 46.2% for women. Overall, there are 134,780 unemployed men and 188,198 unemployed women in the Federation of Bosnia and Herzegovina. In 2019, the difference between three most common measures of the population's activity by gender in FB&H was evident when we compared activity rate at the labor market, which was 29.3% for women and 49.7% for men; employment rate was also lower for women (23%) than for men (41.6%), while unemployment rate was higher for women (21.7%) than for men (16.3%).<sup>79</sup>

<sup>74</sup> <https://bhrt.ba/nedovoljna-zastupljenost-zena-u-vodecim-medijima-u-bih/>

<sup>75</sup> Penava, S. i Šehić, Dž. (2007).

<sup>76</sup> Centar za izborne studije (CIS) Učešće politički angažiranih žena u predizbornoj kampanji za lokalne izbore 2016 [https://cisbih.ba/app/uploads/2017/06/ucesece-zena-u-politici\\_02-12.pdf](https://cisbih.ba/app/uploads/2017/06/ucesece-zena-u-politici_02-12.pdf) (pristupljeno 17.11. 2020).

<sup>77</sup> Kadribašić, A. et al (2020). Polazna studija o barijerama političkom učešću žena u Bosni i Hercegovini. UN Women kancelarija u BiH i UNDP.

<sup>78</sup> The concept of absence implies that those who are displaced from the frame are therefore the invisible or unimportant. This concept is as significant as media presence, as it is telling more about how media contribute to specific power relations and beliefs in a particular society.

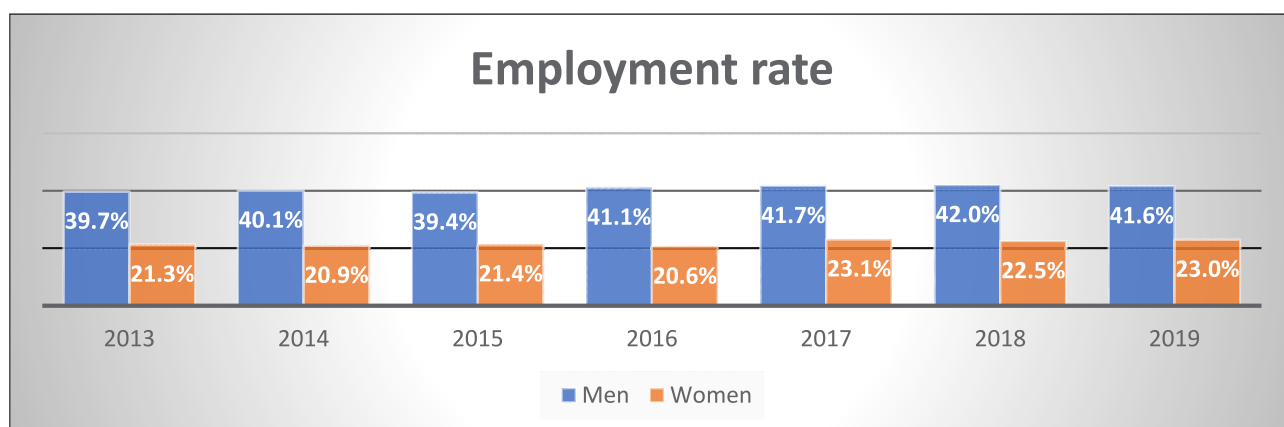
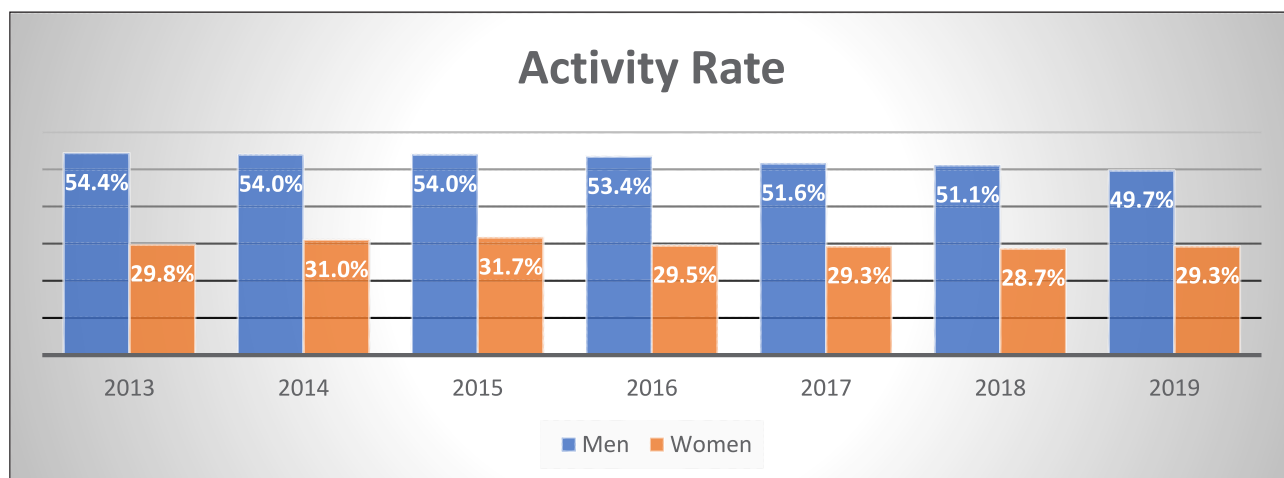
<sup>79</sup> Federalni zavod za statistiku (2020). Žene i muškarci u Federaciji Bosne i Hercegovine. Str. 57

	Active population	Person employed in legal entities	Person employed in trade and related activities	Registered unemployment
 Total	843.896	463.731	57.187	322.978
				38,3%
 Women	407.027	195.031	23.798	188.198
				46,2%

**Figure 33.** Labor force in Federation of Bosnia and Herzegovina by gender (November 2020)

Source: Federalni zavod za statistiku (2021). Saopćenje/Priopćenje: Zaposleni i nezaposleni, novembar/studen 2020.

If we observe the data from 2013 to 2019, the slight increase in female employment rate is evident (from 21.3% to 23.%). However, activity rate decreased (from 29.8% to 29.3%). Even with some positive trends, overall activity and employment rate are lower for female than men in Federation of Bosnia and Herzegovina.

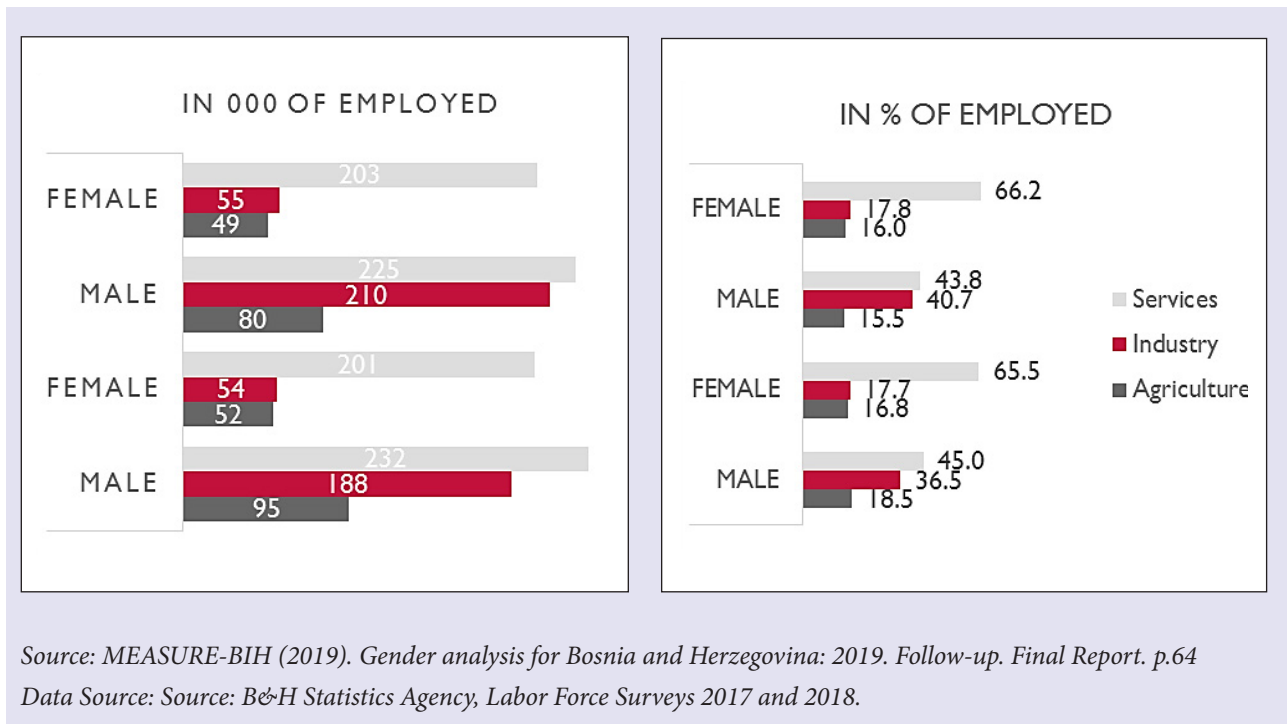


**Figure 34.** Activity rate and Employment Rate in Federation of Bosnia and Herzegovina by gender

Source: Federalni zavod za statistiku (2020). *Žene i muškarci u Federaciji Bosne i Hercegovine*.

## Exhibit 1. Employed by sections of economic activity in Bosnia and Herzegovina

„In absolute terms, fewer women continue to be employed in all sections of economic activity compared to men, with the largest gap in industry, which also increased significantly between 2015 and 2018. The trend of decreasing agricultural employment continued after 2015, but total employment in services also declined. Conversely, the number of men employed in industries increased by an estimated 22,000 between 2015 and 2018, while the change was negligible for women in industry. In relative terms, the services are the largest source of employment for men (43.8%) and women (66.2%), but there are still more men (225,000) in the services than women (203,000)“



One of the findings from MEASURE-BiH's (2019) report is that „Women's leadership in large enterprises is extremely low, while women tend to lead and own smaller enterprises“. The data presented from 2013 showed that women held top manager positions in 24.1% of companies of any size in B&H. However, the report also showed the decrease in the number of female top managers among larger enterprises (100+ employees) from 0.3% in 2009 to 6.1% in 2013.

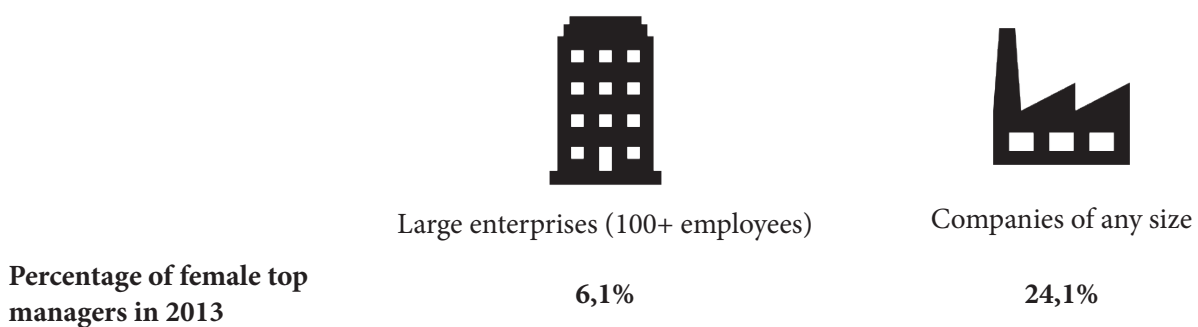


Figure 35. Percentage of female top managers in 2013.



## Exhibit 2. Ownership and management roles in the B&H micro, small, and medium-sized enterprises

“According to this World Bank research, among female-owned?micro, small, and medium-sized enterprises (MSMEs), most are in fact microenterprises, recently established (40 percent of those are less than 6 years old), most are sole-proprietorships (90 percent), located in the services sector (92 percent), and with lower value-added and level of assets compared to male-owned firms. 158 slightly more micro, small, and medium-sized enterprises (MSMEs) in B&H are female-managed (53%), but two thirds of MSMEs are male-owned (64%). This data was not available in 2016, when the previous Gender Analysis was conducted.”

### Ownership and management roles in the BiH MSMEs

Male-owned and female-managed (MOFA), 34%	Male-owned and female-managed (MOMA), 30%	Female-owned and female-managed (FOFA), 19%	Female-owned and male-managed (MOMA), 17%
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Source: MEASURE-BiH (2019). *Gender analysis for Bosnia and Herzegovina: 2019. Follow-up. Final Report.* p.68

Source: The World Bank Group, “Access to Finance for Micro, Small, and Medium-Sized Enterprises in Bosnia and Herzegovina with a Focus on Gender.” Washington: The World Bank Group, 2018.

## Unpaid work and the burden of care

One of the most evident barriers to equal participation of women on the labor market and public life is unpaid work. Women are overwhelmed by unpaid work and on average they weekly spend 13 hours more on unpaid work in the household in contrast to men.<sup>80</sup> In B&H, women are more frequently engaged in household (6.8%) in comparison to men (1.9%).<sup>81</sup> Retraditionalization of gender roles and resiliency of patriarchal norms in transitional and post-conflict era in B&H significantly limit women to successfully balance their careers and family responsibilities.<sup>82</sup> Research study from 2016<sup>83</sup> focused on investigating inequalities from the perspective on intersectionalities in B&H, illuminated that unpaid work, including care for children, family members with disabilities and elderly, remains as the main cause for underrepresentation of women in certain professions.

<sup>80</sup> Beijing +25: The Fifth Review of the Implementation of the Beijing Platform for Action in the EU Member States, <https://eige.europa.eu/publications/beijing-25-fifth-review-implementation-beijing-platform-action-eu-member-states> (pristupljeno 20. 10. 2020)

<sup>81</sup> *Anketa o radnoj snazi 2018.* Agencija za statistiku Bosne i Hercegovine, Sarajevo, 2019: [http://www.bhas.ba/tematskibilteni/LAB\\_00\\_2018\\_Y1\\_0\\_HR.pdf](http://www.bhas.ba/tematskibilteni/LAB_00_2018_Y1_0_HR.pdf) (pristupljeno 20. 11. 2020.)

<sup>82</sup> *Bosnia and Herzegovina: Gender Disparities in Endowments, Access to Economic Opportunities and Agency.* The World Bank, Agency for Statistics of Bosnia and Herzegovina, FB&H Institute for Statistics and RS Institute for Statistics, 2015, available at: <http://documents.worldbank.org/curated/en/754241467992483659/pdf/97640-ESW-P132666-and-P152786-Box385353B-PUBLIC-BiH-Gender-Disparities-in-Endowments.pdf> (pristupljeno 20. 11. 2020.)

<sup>83</sup> Malkić, A. and Hadžiristić, T. *Intersecting Inequalities in Social Protection in Bosnia and Herzegovina.* Analitika – Center for Social Research, 2016, available at: [https://www.analitika.ba/sites/default/files/inequality\\_eng\\_-\\_izvjestaj\\_3003.pdf](https://www.analitika.ba/sites/default/files/inequality_eng_-_izvjestaj_3003.pdf) (pristupljeno 20. 11. 2020.)

A recent research study „Women in Business “, as a part of a research project „100 largest in B&H“ investigated the current state of gender equality in 100 largest companies in B&H in 2018. The respondents were men and women in leadership positions (N=420) and men and women employees (N=222). The most frequently cited barrier to women’s advancement to higher positions was achieving the balance between career and family, regardless of women’s position (53.4%).<sup>84</sup> As a result of such difficulties in striking a balance between private and public domain, women either withdraw themselves from higher positions or they are not empowered to pursue higher positions with an assumption that they will be more frequently absent from work due to family responsibilities in comparison to men. These findings are supported by another study of perceptions of male and female leaders in politics and business in B&H.<sup>85</sup> Male leaders in the sample argued that women tend to choose professions that leave them with more time for family responsibilities. Male interviewees believe that even in those cases when women choose „demanding“ professions (e.g. engineering, medicine), the issue of full work engagement remains. During interviews, they have cited examples of women physicians or women engineers who chose specializations that do not require night shifts, frequent road trips and long hours. Household and family responsibilities remain as significant obstacles on women’s career paths that can be overridden only if women are supported by their partners and families.

COVID-19 pandemic, serving as a magnifying glass for social inequalities, has surfaced the unpaid work at the forefront of difficulties in women’s careers. During the pandemic, the unpaid work in the household became even more demanding as care services from other sectors (e.g., educational, social welfare and healthcare) migrated from public to private sphere. Governments on all levels in B&H imposed containment measures with an aim to stop the spreading of the virus. As a result, kindergartens and schools were closed thereby shifting responsibilities from schools and kindergartens to families, particularly to mothers.<sup>86</sup> A study on the effects of COVID-19 pandemic on human rights from gender perspective conducted by OSCE Mission in B&H<sup>87</sup> has shown that female managers and female entrepreneurs the Mission spoke to reported being overburdened with unpaid work at home, childcare, and supporting their offspring in online schooling. Balancing business obligations, unpaid household chores, and childcare had proven to be a great source of exhaustion, stress, and anxiety. More vulnerable to the greater burden of care were mothers of preschool children and children in lower grades of primary school. Childcare was particularly challenging for interviewees in FB&H in the first month of the pandemic, as persons younger than 18 in FB&H were prohibited from leaving their homes. In most cases, female managers and business owners reported having little or no time for themselves, experiencing increased levels of exhaustion and stress due to their children’s distance learning arrangements and short deadlines for homework assignments.

Challenges women face in the labor market, combined with the double burden, leaves them exposed to social exclusion in the post-COVID period, as government containment measures and measures for economic recovery are made without taking the needs of vulnerable groups of women into account. Apart from the economic hardship experienced by wide-ranging groups of women during the pandemic, the increased magnitude of housework and care at home was a substantial source of stress.

<sup>84</sup> <https://poslovnenovine.ba/2018/09/28/anketa-zene-u-bih-jednako-placene-ali-uz-mnogo-vise-truda/> (accessed 23/01/2021)

<sup>85</sup> Spahić-Šiljak, Z. i Penava, S. (2019). Kulturološke percepcije liderstva. U Bosanski labirint – Kultura, rod i liderstvo. (Ed. Z. Spahić-Šiljak) TPO Fondacija i Buybook Sarajevo

<sup>86</sup> Bašić, S. (2020). Pandemija COVID-19: Rodna perspektiva. Friedrich Ebert Stiftung.

<sup>87</sup> Odgovor na krizu uzrokovanu pandemijom COVID-19: Analiza iz perspektive ljudskih prava i rodne ravnopravnosti. 2020. OSCE

This stress combined with fear for the health of their loved ones contributed to difficulties for many in maintaining their mental health, resulting in feelings of anxiety accompanied by chronic psychological and physical exhaustion.

### Participation of women in leadership positions

Social institutions vary in their potential to break down traditional gender social roles. Breaking down of gender role stereotypes in one part of society could serve as a reference point to initiate social change in others. Seeing is believing, meaning that seeing more women in government or politics should increase the tendency of the observer (e.g. women in business) to aspire for equivalent roles in business.<sup>88</sup> In that sense, more women in political parties that assign board members in SoE could trigger more interest among women in SoE to persevere in their efforts to top positions. However, the participation of women on high positions in politics is far from satisfactory, despite invested efforts and achievements made since 2013, when Election Law was synchronized with Gender Equality Law and the gender quota was introduced. As a result of such synchronization and gender quota, in General election in 2014 there was an evident rise in percentage of women candidates for Representative House (40.9%) and Parliament of FB&H (43.6%). In 2018, on General elections 23.55% of women were elected in state and entity legislative bodies. Although we are witnessing a rising trend in representation of women in governance, the progress is slow and insufficient for substantial change in gender equality and women’s active participation in politics in B&H.

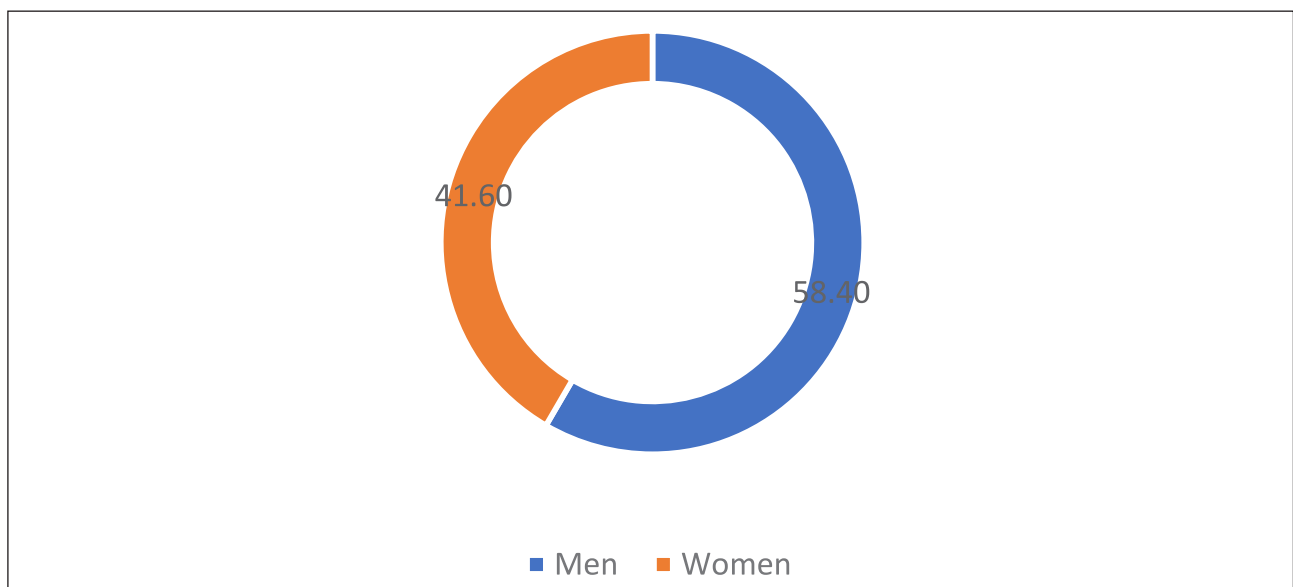
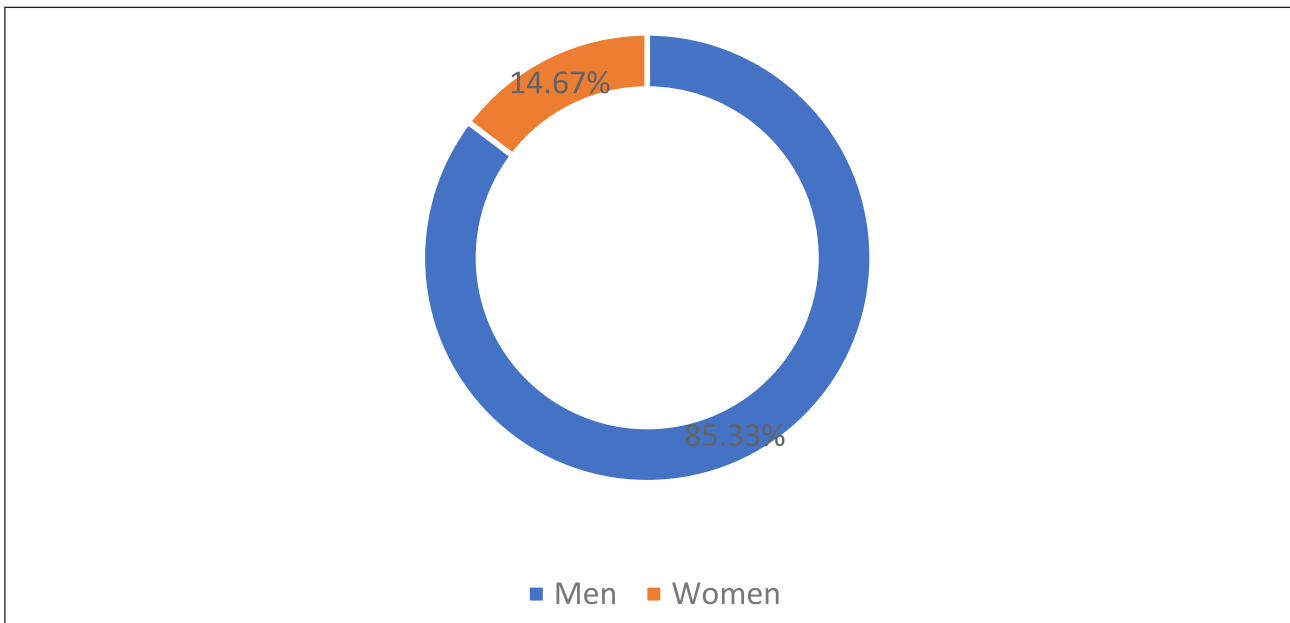


Figure 36. Percentage of women as candidates on election lists on general elections in 2018

<sup>88</sup> Chizema, A., Kamuriwo, D. S., & Shinozawa, Y. (2015). Women on corporate boards around the world: Triggers and barriers. *The Leadership Quarterly*, 26(6), 1051-1065.

It is evident that political parties in B&H fulfill the prescribed gender quota on a pro forma basis. However, substantial changes are far from sight. Political parties are still characterized by patriarchal structures and masculine norms of behavior. On general elections in 2018, women represented 41.60% of total number of candidates on election lists, while only 14.67% of women were nominated to leading positions by their parties on the election lists. 43% of women from FB&H were elected in the Representative House of Parliamentary Assembly B&H.



*Figure 37. Percentage of women leading their party's election lists in general elections in 2018*

According to data obtained from Central Election Commission B&H, in local elections in 2020 total number of candidates for main leadership positions (mayors) was 425 persons, of which only 29 women (or 6.8%). Considering the candidate lists for local elections, situation is more optimistic as 42.27% of women were nominated for municipal and city councils. However, the nomination of women in the election process does not necessarily reflect their true participation in politics. Regardless of the law-binding gender quota of minimum 40% participation of less represented gender, the breach of gender quota is evident on high leadership positions at the local level. When the percentage of women candidates for mayors is being compared for all election cycles from 2012 to 2020, a conclusion can be drawn that the number of women candidates for high leadership positions at the local level is not satisfactory as this percentage from 2012 to 2020 varies from 7.1%, and 6.8% respectively. In FB&H, the percentage of women elected as members of municipal or city councils remains low and under 20%, as illustrated in the graphic below.

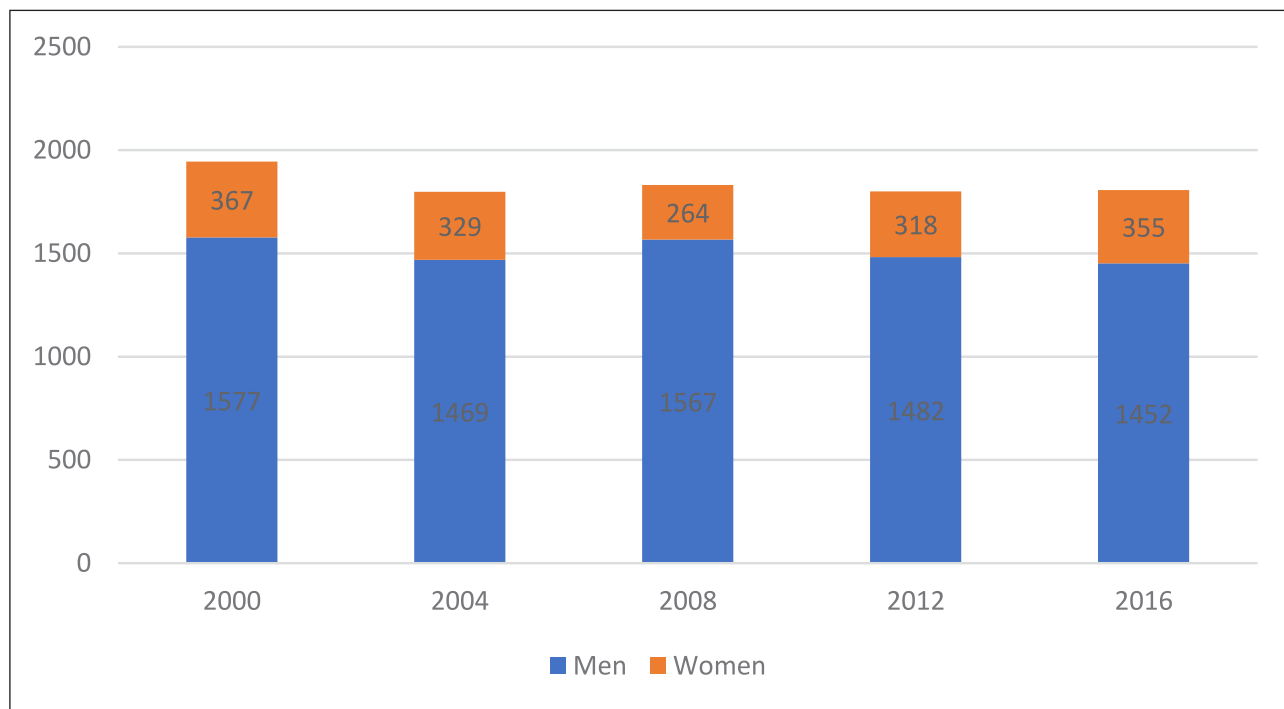


Figure 38. Elected members of municipal/city councils in FB&H by gender

There are many similarities for women in leadership positions in politics and in business. High leadership positions in SoEs in B&H are predominantly „boy’s clubs“ and political parties are responsible for appointment of board members. In that sense, it is important to incentivize political parties and encourage their leaders to empower more women in political leadership, in their own parties, in high governing structures and SoEs. Most ruling parties in B&H are of right or centrist orientation and are promoting conservative and patriarchal values. Within such patriarchal conservatism, the accent is being placed on biological role of a woman, while undermining her potential in the process of social and economic development of society.<sup>89</sup>

Research from 2018 focused on women in business in 100 largest companies in B&H reveals that women are usually concentrated on low-level and middle-level managerial positions, implying the persisting glass ceiling in Bosnian companies. As women are more represented on lower managerial positions, they do not have access to strategic decision-making. In addition, the percentage of women with tertiary education in these large companies is higher in contrast to their male counterparts, but regardless of their education women face difficulties while climbing the corporate ladder due to the glass ceiling. 79% of respondents have argued that women in business must work harder than men and over 74% of respondents believe that women face discrimination in the business context.<sup>90</sup>

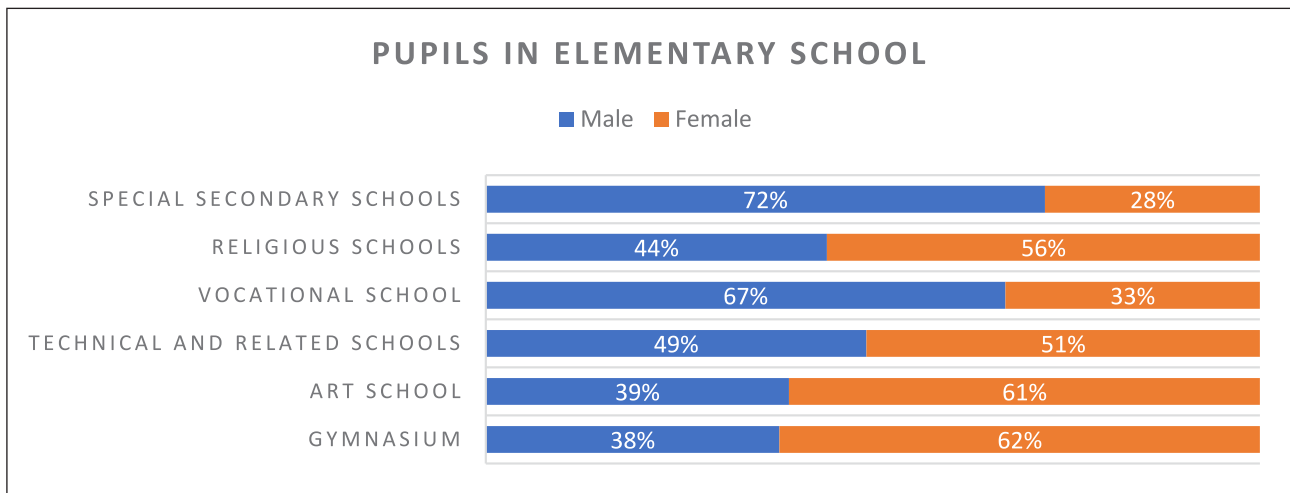
<sup>89</sup> Bošnjak, D. i ostali/e (2016). Jačanje uloge žena u javnom i političkom životu Bosne i Hercegovine. Policy paper. Udruženje Pravni institut u BiH. Izvještaj podržan od strane Ambasade SAD-a

<sup>90</sup> <https://poslovnenovine.ba/2018/09/28/anketa-zene-u-bih-jednako-placene-ali-uz-mnogo-vise-truda/>

## 6.3. Access to resources

### Access to education

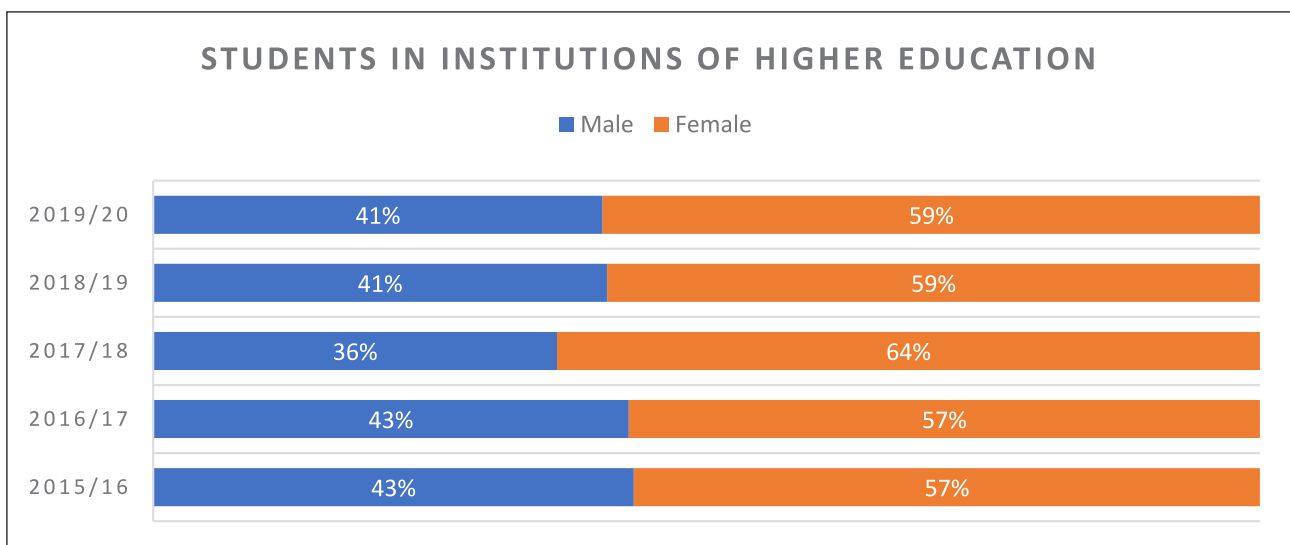
When we compare the data from the Federation of Bosnia and Herzegovina, among regular pupils who completed secondary school in 2019/20, female pupils represent more than 50% in religious schools (56%), technical and related schools (51%), art schools (61%) and gymnasiums (62%). Male pupils dominate only in vocational schools with 67% of total pupils who finished secondary school.



**Figure 39.** Pupils in elementary school in Federation of Bosnia and Herzegovina

Source: Federalni zavod za statistiku (2020). *Žene i muškarci u Federaciji Bosne i Hercegovine.*

Women are more involved in studies. When we compare the data from 2015 to 2019, female students represented almost 60% of all students enrolled in institutions of higher education.

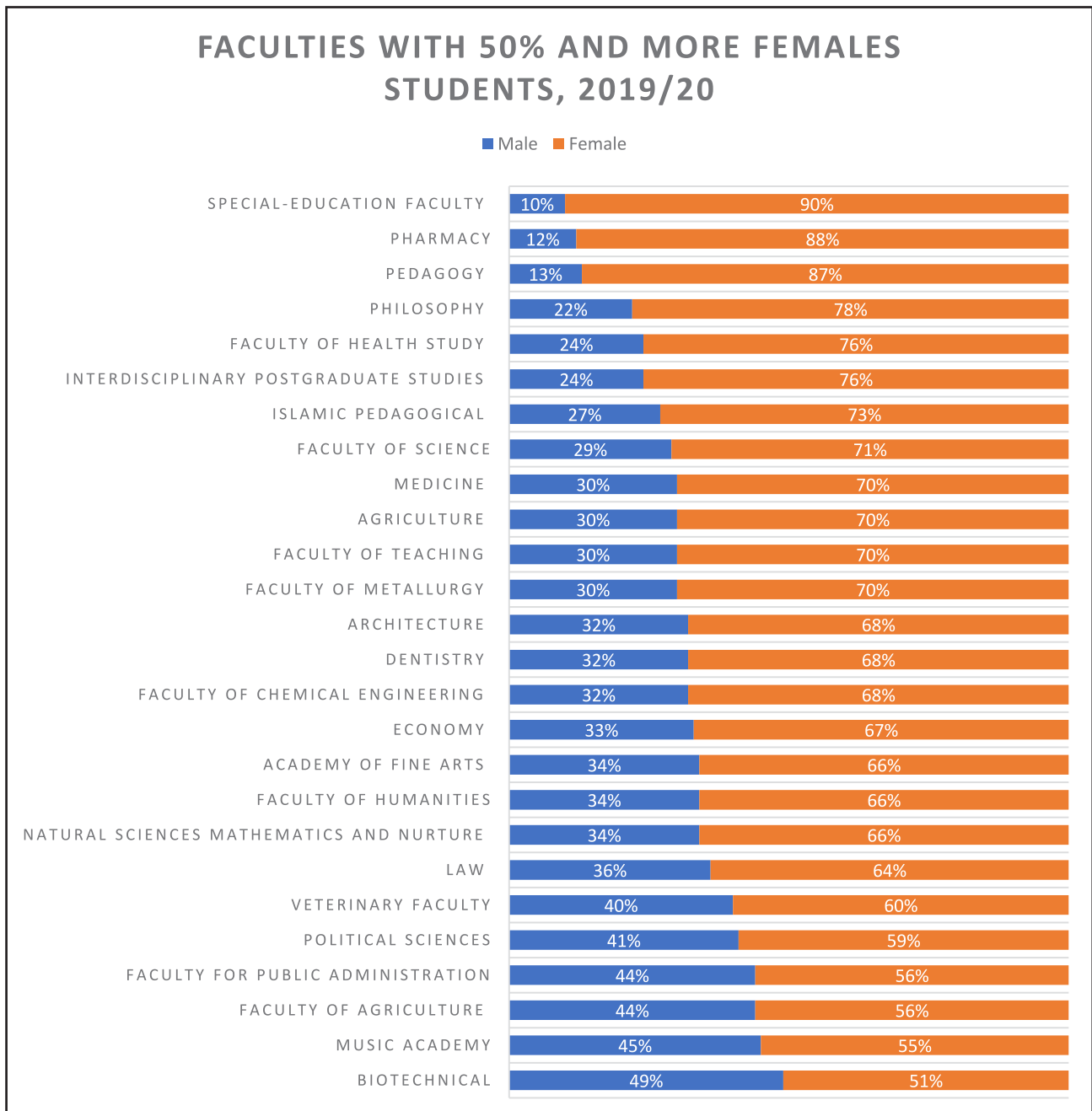


**Figure 40.** Students in institutions of higher education in Federation of Bosnia and Herzegovina

Source: Federalni zavod za statistiku (2020). *Žene i muškarci u Federaciji Bosne i Hercegovine.*

Faculties in the Federation of Bosnia and Herzegovina with 50% or more female students are shown in Figure 8. Special-education faculty, Faculty of pharmacy and Faculty of pedagogy is almost 90% represented by female students. Relative high proportion of female students in total number of students belong to Faculty of philosophy (78%), Faculty of Health Studies (76%), Interdisciplinary Postgraduate Studies (76%), Islamic Pedagogical Faculty (73%) and Faculty of Natural Sciences and Mathematics (71%).

Faculties with 50% or more male students in 2019/20 are (Federalni zavod za statistiku, 2020): Faculty of electrical engineering (57%), Faculty of Criminology, Criminology and Security Studies (54%), Faculty of sport and physical education (83%), Physical culture (75%), Faculty of Transport & Communications (55%), Faculty of Civil Engineering (52%), Faculty of Mechanical Engineering (65%), Faculty of Forestry (56%), Academy of Performing Arts (55%), Catholic Theological Faculty (72%), Franciscan theology (93%), Faculty of Islamic Studies (72%), International University (56%), International Burch University (52%), Faculty of Mining-Geology (60%), Academy of Dramatic Arts (60%), American University in B&H (66%), Studies for Agromediterranean Culture (53%), Faculty of information technologies (76%), Technical faculty (73%), Polytechnical faculty (51%).



**Figure 41.** Faculties with 50% and more female students in Federation of Bosnia and Herzegovina

Source: Federalni zavod za statistiku (2020). *Žene i muškarci u Federaciji Bosne i Hercegovine.*



## Economic inclusion and access to opportunities

The overall economic position of women in FB&H is rather difficult to precisely determine, mainly due to the lack of relevant data that would create this potrait - therefore the overall economic position of women in FB&H is mainly related to available data related to labor market participation and participation in paid jobs<sup>91</sup>, which have already been presented. However, it is important to additionally underline some conclusions related to the overall level of employment of women in B&H, and in this segment the conclusions can be projected to the level of FB&H<sup>92</sup> as the „gender gap in the participation of men and women in the labor force is recognized as the most important issue in the labor market“:<sup>93</sup>

- There is a significant gender difference in favor of men when it comes to the number of unpaid workers in the family;
- Among the unemployed population, gender differences exist in their employment history: there is a significant gender disparity between men and women who have never been employed;
- There is a higher unemployment of women who have never had a job compared to men; and it is far more pronounced among the poor segments;
- Male and female labor force show different distribution by sectors and occupational groups;
- Women continue to choose education and a career path that follows the accepted traditional roles of women in society;
- There are visible gender differences in the hourly rate in favor of men and these are noticeable in all levels of education, age groups, occupations and industries;
- When not only employees are taken into account, but all able-bodied men and women, the difference in salary increases to the detriment of women.

Gender (besides ethnicity) is recognized as the most common ground for work discrimination - although there is a solid body of legislation addressing discrimination and equality issues, implementation is still insufficient.<sup>94</sup>

Unable to present the overall economic position of women in FB&H in all segments, we will link to the data generated for B&H, as they can be very well illustrated by the GGI index for B&H in 2020<sup>95</sup>, where there is no significant shift in the overall economic position women in B&H in the past few years of monitoring, since economic indicators of inequality of women in B&H are the worst in comparison to educational opportunities, healthcare and political participation (Table 62).

<sup>91</sup> Institute for Statistics - FB&H (2020): Women and men in Federation of Bosnia and Herzegovina

<sup>92</sup> World Bank (2015): Bosna i Hercegovina: Rodne razlike u iskorištavanju prava i mogućnosti koje nudi društvo, pristupu ekonomskim mogućnostima i zastupanju; USAID (2016): Gender Analysis Report for Bosnia and Herzegovina

<sup>93</sup> USAID (2016): Gender Analysis Report for Bosnia and Herzegovina

<sup>94</sup> Ortlieb R et al. (2019): Diversity and equality in Bosnia and Herzegovina: Limits to legislation, public debate and workplace practices, Equality, Diversity and Inclusion: An International Journal 38(50)

<sup>95</sup> WEF (2020): Global Gender Gap Report 2020

**Table 62.** Global Gender Gap Index – Bosnia and Herzegovina – Comparison: 2018 – 2020 (WEF, 2018, 2020)

Bosnia and Herzegovina	2018 rank	2020 rank
Overall status	<b>62</b>	<b>69</b>
<i>Total number of countries participated</i>	149	153
<b>The observed segments</b>		
Economic inclusion and opportunities	<b>115</b>	<b>109</b>
Educational opportunities	94	108
Healthcare	1	68
Political participation	33	38

By presenting the data that are aggregated into the overall economic status of women in B&H (inclusion and opportunities), we get a more detailed picture of gender economic inequality of women in B&H (Table 63).

**Table 63.** Economic inclusion and opportunities – Bosnia and Herzegovina – GGI 2020 (WEF, 2020)

Bosnia and Herzegovina	2020 rank
<b><i>Total number of countries participated</i></b>	153
The observation segments	
Economic inclusion and opportunities	<b>109</b>
Labour force participation rate	113
Wage equality for similar work	94
Estimated earned income	106
Legislators, senior officials and managers	104

As the report<sup>96</sup> does not state and does not compare the pay grades of jobs performed by women and men in FB&H but generates data only for aggregate employment, in this section we can refer to the WB Report<sup>97</sup>, and the part Wage equality for similar work<sup>98</sup> in the way shown in Table 63, and conclude that the gender pay gap in B&H is the worst in Europe.<sup>99</sup>

<sup>96</sup> Institute for Statistics - FB&H (2020): Women and men in Federation of Bosnia and Herzegovina

<sup>97</sup> World Bank (2015): Bosna i Hercegovina: Rodne razlike u iskorištavanju prava i mogućnosti koje nudi društvo, pristupu ekonomskim mogućnostima i zastupanju

<sup>98</sup> WEF (2020): Global Gender Gap Report 2020

<sup>99</sup> Arslanagić- Kalajdžić et al. (2019): Women in Business – Žensko preduzetništvo: pregled stanja i preporuke za budućnost, Ekonomski fakultet u Sarajevu, Sarajevo, BiH

Women earn only 54% of what is paid to men<sup>100</sup>. An assessment of gender pay gaps in a World Bank report<sup>101</sup> states that “social values in B&H remain conservative, where most men and women show a traditional perception of gender roles”. The report states that post-war laws and institutional measures aimed at gender equality “have not been fully successful in creating different attitudes towards women and their traditional role in society”, stressing that patriarchal values and remnants of the communist order are major obstacles to women’s rights and their chances and possibilities. In this sense, the perception of the context of Bosnia and Herzegovina, which is recognized through its dual impact<sup>102</sup>, is noted as limiting for the business progress of women through the absence of the expected positive impact of the transition environment (both formal and informal), and the negative impact of the post-conflict environment.<sup>103</sup>

Although in legal terms, women have equal rights as men to own property, in practice, women own far smaller share of land and other property than men in B&H<sup>104</sup>. In FB&H women own 14 percent of dwellings, and 13 percent joint ownership dwellings<sup>105</sup>

Women in B&H face greater challenges in accessing loans, as the financial exclusion of women is still striking, with considerably fewer women having a bank account or formal savings than men. There is also a difference in the purpose of loans, with more women borrowing for education, health, and other immediate needs and men borrowing for business<sup>106</sup>.

**Table 64.** Access to finance – Bosnia and Herzegovina – GGI 2020 (WEF, 2020)

Bosnia and Herzegovina	2020
Access to finance	<b>0 – 1 (worst)</b>
Right to hold a bank account & get credit	0
Inheritance rights for daughters	0.25
Women’s access to land use, control & ownership	0.25
Women’s access to non-land assets use, control & ownership	0.25

Results from a study conducted in 2012 show that financial problems are at the core of challenges for women who are owners or co-owners of a company<sup>107</sup>. There are examples of gender sensitive financing in FB&H mostly for women owned business:

<sup>100</sup> Idem.

<sup>101</sup> World Bank (2015): Bosna i Hercegovina: Rodne razlike u iskorištavanju prava i mogućnosti koje nudi društvo, pristupu ekonomskim mogućnostima i zastupanju

<sup>102</sup> World Bank (2016): Bosnia and Herzegovina: two decades of peace and transition, Washington D. C. World Bank Group

<sup>103</sup> Šestić M. (2020): PhD thesis: The performance of women’s entrepreneurship in the context of transitional and post-conflict environments in Bosnia and Herzegovina, School of Economics and Business, University of Sarajevo

<sup>104</sup> USAID (2016): Gender Analysis Report for Bosnia and Herzegovina

<sup>105</sup> Idem.

<sup>106</sup> Idem.

<sup>107</sup> Šestić M. (2012): Master’s thesis: Marketing Problems in Women Entrepreneurship in Bosnia and Herzegovina: Estimates and possible ways to overcome, Faculty of Economics, University of Zenica

- through microcredit organization focused on lending to women entrepreneurs (e. g. MI-BOS-PO, initially by USAID and as of 2020 by EBRD<sup>108</sup> and
- again, by EBRD (aims to overcome the confirmed limitations of women's entrepreneurship by providing access to finance and knowledge necessary for business growth) in cooperation with a commercial bank in FB&H<sup>109</sup>.

If we are referring to the overall economic status of women in FB&H, it is necessary to point out the situation related to women's entrepreneurship, which is still mostly an underdeveloped sector in B&H, as men are much more often owners and managers of companies<sup>110</sup>.

**Table 65.** Work participation and leadership – Bosnia and Herzegovina – GGI 2020 (WEF, 2020)

Bosnia and Herzegovina – 2020			
Work participation and leadership	W %	M %	O
Gender pay gap	n/a	n/a	n/a
Advancement of women to leadership roles 1-7 (best)	-	-	3.79
Boards of listed companies, % board members	n/a	n/a	n/a
Firms with female majority ownership, % firms	9.30	90.70	0.10
Firms with female top managers, % firms	24.10	75.90	0.32

There are no consistent data only for the FB&H and in that sense we can refer only to the structure of employment and state that self-employment in the FB&H for women is very low and amounted to only 13.1% in 2019, while for men it is 17.3%<sup>111</sup> and is lower than the one registered in 2017, which was recorded with 13.5% for women and 18.5% for men<sup>112</sup>.

Still, another data can also be found in the Business Environment and Business Results Survey<sup>113</sup> according to which women own 27% of all businesses in B&H, or approximately 25%<sup>114</sup> which is below the European and Central Asian (ECA) average of 33% and again it is generated for the level of B&H. Although the local government and international organizations offer programs and financial resources to support women's entrepreneurship, they are not always implemented and used, and women entrepreneurs use them on a small scale in the FB&H as well<sup>115</sup>.

<sup>108</sup> (<https://www.ebrd.com/news/2020/more-funds-for-small-businesses-in-bosnia-and-herzegovina.html>),

<sup>109</sup> <https://www.ebrd.com/news/2020/raiffeisen-bank-bih-and-ebrd-to-support-women-in-business.html>

<sup>110</sup> WB (2015): Bosna i Hercegovina: Rodne razlike u iskorištavanju prava i mogućnosti koje nudi društvo, pristupu ekonomskim mogućnostima i zastupanju; Šestić M. (2020): PhD thesis: The performance of women's entrepreneurship in the context of transitional and post-conflict environments in Bosnia and Herzegovina, School of Economics and Business, University of Sarajevo

<sup>111</sup> Institute for Statistics - FB&H (2020): Women and men in Federation of Bosnia and Herzegovina

<sup>112</sup> Institute for Statistics - FB&H (2018): Women and men in Federation of Bosnia and Herzegovina

<sup>113</sup> Arslanagić- Kalajdžić et al. (2019): Women in Business – Žensko preduzetništvo: pregled stanja i preporuke za budućnost, Ekonomski fakultet u Sarajevu, Sarajevo, BiH

<sup>114</sup> Šestić M. (2020): PhD thesis: The performance of women's entrepreneurship in the context of transitional and post-conflict environments in Bosnia and Herzegovina, School of Economics and Business, University of Sarajevo

<sup>115</sup> WB (2015): Bosna i Hercegovina: Rodne razlike u iskorištavanju prava i mogućnosti koje nudi društvo, pristupu ekonomskim mogućnostima i zastupanju

Gender (in)equality is evident in entrepreneurship in level of BiH where female/male ratio for total entrepreneurial activity and entrepreneurial opportunity is unfavourable for female entrepreneurs in BiH. BiH is positioned at 46th place for the total entrepreneurial activity and 53rd place for entrepreneurial opportunity for women. A total of 54 countries were included in this GEM survey for female and male entrepreneurs' comparison<sup>116</sup>.

**Table 66.** Gender equality in entrepreneurship - Bosnia and Herzegovina – GEM 2017

Gender equality in entrepreneurship	
Total entrepreneurial activity male/female ratio	46/54
Entrepreneurial opportunity male/female ratio	53/54

Source: GEM Report 2017, Profile of Bosnia and Herzegovina

In this segment, it is necessary to point out a number of activities aimed for economic empowerment of women through the institutions of FB&H - e.g. Incentives for Women's Entrepreneurship - Implemented by the Federal Ministry of Development, Entrepreneurship and Crafts; through the allocation of grant funds under Project transfers, women are encouraged to self-employment (for better and easier involvement in entrepreneurial activities and job creation)<sup>117</sup> academically supported program activities (e.g. Women in Business, by School of Business and Economics Sarajevo as a partner), and the activities of business women's associations<sup>118</sup>, women professional organizations for networking (e.g. High Heels Club by Bisnode) most often supported by foreign national or international donors.

The economic power of women in the Federation of B&H is rather small (Gender Center FB&H). The consequence of the overall economic inequality of women leads to the so-called "feminization of poverty"<sup>119</sup> and it has multidimensional nature since it begins with the economic sphere and unequal access and distribution of resources (low income or consumption), but consequently spreads to the social, cultural and psychological spheres<sup>120</sup>.

The problem of identified economic inequalities of women in B&H in general, i.e. in FB&H, is accessed through systematic approaches through processes and economic empowerment within GAP, i.e. through the financial mechanism for the implementation of the B&H Gender Action Plan - FIGAP Program. The FIGAP program seeks to eliminate discrimination based on gender in work, employment and the labor market by ensuring equal opportunities for women in access to economic resources, through new macroeconomic and development strategies. FB&H Gender Center in this manner supports these activities in the Federation of B&H<sup>121</sup>.

<sup>116</sup> GEM World Report, 2016/17

<sup>117</sup> <https://www.fmrpo.gov.ba/javni-pozivi/poticaji/poticaj-entrepreneurship-women>

<sup>118</sup> OSCE Mission in BiH (2020): COVID-19 Crisis response: human rights and gender analysis

<sup>119</sup> Gavrić S. & Ždralović A. (Eds.) (2019): Rodna ravnopravnost – teorija, pravo, politike; Sarajevski otvoreni centar Univerzitet u Sarajevu - Pravni fakultet, Sarajevo, Bosna i Hercegovina

<sup>120</sup> Bašić S. i Miković M. (2012): RODNE (NE)JEDNAKOSTI NA TRŽIŠTU RADA U BiH - Ženska strana priče, Friedrich-Ebert-Stiftung (FES), Sarajevo, BiH

<sup>121</sup> <https://www.gcFB&H.gov.ba/oblasti/figap-program/>

Unequal gender access to resources was addressed with a number of initiatives that could enable more balanced access to resources<sup>122</sup> where, in addition to institutional mechanisms, gender responsive budgeting was recognized as one way to address this issue. In GAP B&H for the period 2018-2022, there are principles for defining the measures and activities of the institutions which have been determined, priority areas for actions that have been defined - one of them is work, employment and access to economic resources, and the obligations of line ministries / institutions and institutional mechanisms for gender equality that have been differentiated, as well as cooperation with other actors (international, non-governmental and other civil society organizations)<sup>123</sup>

The manner in which the implementation and institutionalization of the gender responsive budget initiative at the level of the authorities of the Federation of B&H<sup>124</sup> has been achieved can be presented through:

- Application of gender perspectives in FB&H budget policy (Article 38. of Law on Budgets in FB&H)),
- Gender perspective in Activity programs - annual operational plan,
- Development of gender responsive Activity programs; situation analysis, defining goals, developing indicators,
- Monitoring performance and reporting by including gender indicators.

Significant results of GRB were achieved at the FB&H entity level, thanks to the initiatives of the FB&H Gender Center in the field of labor, employment and access to resources, and it can be said that the Federation of B&H has been implementing the GRB process for last several years; budget equality is involved in the planning and implementation of budgets in the field of science, education, tourism and other sectors (Idem) on both cantonal and municipal levels. However, following the results published through statistical presentations of gender comparison<sup>125</sup>, at the level of BiH<sup>126</sup> a longer period of time will be needed to determine the actual effects of implemented ROB measures in terms of equal access to both the labor market and economic resources.

<sup>122</sup> Hadžiahmetović A. et al. (Eds.) (2013): Rodno odgovorno budžetiranje, University press, Sarajevo; Tielemans S. et al. (2018): Kvina, EUSR - Završni Izvještaj inicijative – Uključimo žene u promjene

<sup>123</sup> Gavrić S. & Ždralović A. (Eds.) (2019): Rodna ravnopravnost – teorija, pravo, politike; Sarajevski otvoreni centar Univerzitet u Sarajevu - Pravni fakultet, Sarajevo, Bosna i Hercegovina

<sup>124</sup> Idem.

<sup>125</sup> Babić-Svetlin K. (2009): Analiza situacije - Izvještaj o stanju ravnopravnosti spolova u Bosni i Hercegovini – studija; INSTITUTE FOR STATISTICS - FB&H (2018): WOMEN AND MEN IN FEDERATION OF BOSNIA AND HERZEGOVINA; INSTITUTE FOR STATISTICS - FB&H (2020): WOMEN AND MEN IN FEDERATION OF BOSNIA AND HERZEGOVINA

<sup>126</sup> WEF (2020): Global Gender Gap Report 2020





**7**

**SWOT ANALYSIS  
OF STATE-OWNED  
ENTERPRISES IN THE  
CONTEXT OF OVERCOMING  
MAJOR BARRIERS TO  
GENDER EQUALITY**





## 7. SWOT ANALYSIS OF STATE-OWNED ENTERPRISES IN THE CONTEXT OF OVERCOMING MAJOR BARRIERS TO GENDER EQUALITY

In this section, we provide SWOT analysis of major barriers to gender equality in SoEs. The inputs used for this SWOT are multiple, and they include: results from the analysis of secondary data, results obtained through qualitative and quantitative research, and other relevant sources presented in the literature review section. SWOT analysis typically considers two internal dimensions (strength and weaknesses) and two external dimensions (opportunities and threats). In this context, we considered state-owned enterprises as a subject of analysis, so all factors within SoEs are considered as either strength or weakness. All factors that are outside of control of SoEs are considered to be external, so either opportunity or threat.

Strength ("S")	Description
Women dominate in audit boards	The number of women participating in audit boards is higher than the number of men
Increasing trend of women participation in management and supervisory boards in SoEs	The data from 2010 to 2020 show that the proportion of women in management boards is increasing, but the representation of women in these boards is still rather low
Women in SoEs are well educated	The women currently engaged in SoEs are well educated (I, II and III cycle) and they have earned their degrees in various disciplines.
Women possess good reputation and adequate knowledge for managerial positions	Based on the self-assessment by women, majority of the women in our study reported good reputation for advancement in the workplace and adequate knowledge and experience to advance

Weaknesses (“W”)	Description
Low participation of women in management and supervisory boards	Large number of companies have no women in their management and supervisory boards. Women are also underrepresented as managing directors and chairpersons.
Women are underrepresented even at department’s level	The representation of the women at the department’s level is the highest, but still below 40% and as decreasing as they move upwards management board.
Culture in the company that encourage advancement	Our results indicate that women and men find that a culture in a company that encourages advancement should be considered in the future as an area for improvement.
Few opportunities to advance to higher positions	The percentage of women that agree that when women have the opportunity to choose work assignments, they have the same number of opportunities to choose as their male colleagues is 45.7%. The percentage of women that agree that they do not have the same number of opportunities for advancement as their male colleagues who are in the same position as they is 19.6%.
Difficulties in balancing family and business obligations	The number of women that put their careers on hold due to family and household responsibilities are higher than of men (16.4% of women and 4.2% of men). Both men and women believe that women should first realize themselves as mothers, and only then dedicate themselves to careers, the percentage of women and men agreeing to this statement being 15.1% and 17.2%, respectively
Higher levels of management prefer men in advancement	No men have found that their gender has been a stumbling block to advancing to higher positions and promotions, compared to 18.9% of women.
Absence of mentoring	Significant proportion of women believe that defined policies and regulations do not exist regarding mentoring.
Part time and flexible working conditions	Part time and flexible working conditions are found to be important for dedication to promotion/advancement.
Different perception of masculine and feminine traits	Women believe that aggression is distinctly masculine trait (69.2%). Men agree that aggression is distinctly masculine trait (72%). The most common feminine traits by belief of male managers are caring (68%) and sensitivity to the emotions of others (56%).
Unfamiliarity with the legislation on gender equality	Men and women are not fully familiar with the legislation on gender equality (47.4% of women and 47.9% of men claim they are familiar with the legislation on gender equality). Another worrying information is that only 41% of women and 31.3% of men stated that their companies have adopted internal procedures for protection against discrimination.

Opportunities (“O”)	Description
Quota introduction	The introduction of quotas is perceived as a positive measure to increase the number of women on boards, 37.2% women and 25% men agree.
Current legislation	Current legislation offers solid rules, but state-owned enterprises need to increase compliance with all enacted laws and international binding instruments as well with recommendations and best practices. Appointments to boards must be made on merit, demonstrated through fair and transparent criteria and procedures.
Younger generations exhibit egalitarian attitudes towards gender equality	Younger men and women exhibit positive attitudes towards gender equality and active participation of women in society
Sensitivity to gender issues	In recent years, sensitivity to gender issues has increased and tends to continue to increase
Active engagement of international institutions and non-governmental organizations	International institutions and non-governmental organizations focused on gender issues have intensified their efforts and activities in B&H society.

Threats (“T”)	Description
Social pressure on women	During the COVID-19 pandemic, more women than men reported that they had more responsibilities in the family and household. More women than men felt more stressed than usual, felt less productive, more exhausted, had difficulties to reconcile family and business obligations or did not have enough time for themselves.
The lack of strict implementation of existing regulations on all level of government	Strict implementation of existing regulations on all level of government in Bosnia and Herzegovina. Legal frameworks need to become more coherent, and more effort needs to be directed towards proper implementation and practice.
Resiliency of gender stereotypes and auto stereotypes	Gender stereotypes and auto stereotypes remain present and are direct consequence of patriarchal norms that prevail in B&H society.
Marginalization of gender issues	There is a tendency to leave gender issues out of the official agendas, as there are “more important” societal priorities.
Gender based violence	Gender based violence is a cause and a consequence of feminization of poverty and social exclusion of women.
The role of media	Media, perpetuating strict gender roles, not focused on promoting women in leadership positions in business and politics.
Retraditionalization of gender roles	The end of 1990s is marked with increased influence of right-wing political parties and accordingly gender roles are becoming retraditionalized.
Horizontal segregation in education and labour market	There is a tendency for women to choose fields of study and professions that follow the established traditional gender roles.
Economic exclusion and lack of economic opportunities	Women in FB&H have difficulties accessing resources necessary for economic emancipation. Consequently, the economic exclusion and feminization of poverty are evident.
Gender gap in labour market	In addition to lower economic activity rates compared to men, and higher women unemployment rates, women also face unfavourable labour market conditions and a gender pay gap.
Small percentage of active women in politics	Political parties in B&H, especially right-wing parties, do not empower the active engagement of talented women in high positions in party structures and at various levels of government.

8

CONCLUSION





## 8. CONCLUSION

In this section we summarize what measures can be taken to address relevant gender gaps/inequalities, and we summarize major formal and informal barriers to enable higher participation of women in managerial and governance structure of FB&H owned SoEs. Finally, we present limitations and adjustments of applied methodology and approach to sub-national SoEs.

The qualitative and quantitative data collected in this research reveal important findings on the representation and engagement of women in leadership positions in SoEs. The results revealed that from 2010 to 2020, progress has been made in terms of participation of women in management boards but remains under average in comparison to EU member states. Men spend 6.37 times more time in management boards in contrast to women. Data also show, that from 2010 to 2020 proportion of women in supervisory boards is increasing, but men still spend 6.63 more time in supervisory boards than women. Audit boards tend to attract more women than men, as 60% of audit board members are women. At the departmental level, a case study of a large SoE from the sample, with offices in all regions of FB&H implies that glass ceiling as a barrier remains resilient and difficult to overcome, as the representation of women managers at the departmental level is the highest (40%), but significantly decreases as women move upwards the corporate ladder.

The study also identified the major barriers in the process of advancing to higher managerial positions in SoEs, including few opportunities to advance to higher managerial positions, difficulties in balancing family and business obligations, senior management preferring men in advancement, unfavorable environment in the company, and absence of mentoring. The difficulties in balancing family and business obligations intensified during COVID-19 pandemic, as more women reported they had additional responsibilities in the household and supporting children in distance learning. Women reported they felt more stressed than usual, felt less productive, more exhausted, and not having enough time for themselves.

Important finding of this study is related to the presence of macho cultures characterized by stereotypes about women and unfavorable environment for advancement of women within SoEs in FB&H. In such macho cultures abundant with gender stereotypes and auto stereotypes, the mutual support of women is almost non-existent phenomenon, as interviewed women reported they often face backlash from other women in companies. In support to the findings related to macho cultures in SoEs, surveyed women reported lower levels of identification with other women in the company at the beginning of their careers in contrast to the level of identification later in their careers. This finding implies that mutual support of women is hampered in the organizational context which is characterized by a low level of identification particularly in early stages of socialization in organizational cultures. Consequently, these difficulties in socialization and identification may lead to fewer opportunities for women to build networks and support each other in their careers.

Surveyed and interviewed women agreed that women in SoEs do not have the same treatment as men when it comes to their performances, have fewer opportunities to choose their work assignments in contrast to their male counterparts, and that they have been judged incorrectly because of their



gender. Additionally, women reported that throughout their career they noticed that ambitious women have been purposefully hampered in their efforts to advance on the corporate ladder. Significant proportion of women believe that policies regulating the balance between private life and career, flexible working hours and mentoring do not exist in their companies. The absence of such policies complicates the process of advancement to leadership positions for talented women.

On the basis of findings from desk research and qualitative and quantitative study, we propose following recommendations categorized in line with GAF domains:

## Institutions, law and policies

The reforms that must be implemented in the areas of the rule of law, fundamental rights and good governance are still the most important issues for the Western Balkans, and the European Union will evaluate the progress of the countries on the road to accession precisely based on the achievements in these areas (COM, 2018: 65). These states must adopt the rule of law, fundamental rights and good governance in a more powerful and more convincing manner. According to the above mentioned in presented legal and policy framework to ensure gender equality in state owned enterprises recommendations are as follows:

1. Rule of law and legal certainty are one of the most important prerequisites to improve socio-economic environment, competitiveness and regional cooperation of Bosnia and Herzegovina.
2. Bosnia and Herzegovina must rigorously assess the impact of legislation in the making, including best practices and principles during the legislative process and covering the entire policy cycle which relies on evidence and transparent processes.
3. State owned enterprises need to increase compliance with all enacted laws and international binding instruments as well as with recommendations and best practices. Appointments to boards must be made on merit, demonstrated through fair and transparent criteria and procedures.
4. Strict implementation of existing regulations on all level of government in Bosnia and Herzegovina. Legal frameworks need to become more coherent, and more effort needs to be directed towards proper implementation and practice.
5. Gender Equality Law of Bosnia and Herzegovina implementation, specifically Article 20 which obliges state bodies at all levels of government, and local self-government bodies, including legislative, executive and judicial authorities, political parties, legal entities with public authority, legal entities owned or controlled by the state, entities, a canton, city or municipality or over whose work a public body exercises control, shall ensure and promote equal gender representation in governance, decision-making and representation. This requirement also exists for all authorized bodies which nominate representatives and delegations in international organizations and bodies.

Equal representation of the sexes exists in the case when one of the sexes is represented at least in the percentage of 40% in the bodies referred.

Discrimination on the ground of sex shall be considered a situation when there is no equal representation as referred above.

In addition to the above, according to the Gender Equality Law of Bosnia and Herzegovina Government bodies at the state and entity level, cantonal bodies and bodies of local government, legal entities with public authorities, legal entities majority owned by the state, within their competencies, are obliged to take all appropriate and necessary measures to implement the provisions prescribed by this Law and the Gender Action Plan of Bosnia and Herzegovina.

## Access to resources

6. Encourage career development for high potential businesswomen through mentorship and sponsorship to address issues of poor representation of women on leadership positions and lack of opportunities.
7. Invest in company-wide diversity training and leadership training for women with focus on improving soft-skills, aiming to empower them to practice internal locus of control and self-confidence in the process of taking advantage of the opportunities in their working environments.

## Power

8. Develop and enforce higher standards of corporate governance to minimize politicization of leadership positions in SoEs and accentuate the importance of merit.
9. Promote company-wide gender diversity targets by introducing inclusive organizational policies that would likely work better than a legally binding quota.
10. Encourage public disclosure on company gender diversity as in line with Gender Equality Law.

## Beliefs and perception

11. Educate children and youth about equality to reduce gender bias with an aim to address and eliminate gender stereotypes within educational system, improve critical thinking skills of boys and girls thereby empowering them to become agents of change.

12. Empower female leaders through training and networking to improve their knowledge and expertise.
13. Create a more conducive work environment for parents by introducing smart childcare to help balance career and family responsibilities.
14. Partner with both women and men as agents of change in organizations by building networks of allies for gender equality in the organizational context of SoEs.

## Practices and participation

15. Create inclusive organizational cultures in SoEs to promote gender equality on leadership positions by explicitly and symbolically fighting existing macho cultures, challenging gender stereotypes, and introducing improved human resource (HR) practices to reduce implicit bias at the workplace.
16. Strongly promote visibility of women in leadership to address issues of poor representation of women on leadership positions by providing them with support and access to resources.

Finally, we present limitations and adjustments of applied methodology and approach to sub-national SoEs.

First, we encourage owners of SoEs to establish a well and relevant measurement system. The system should be designed in a way that allows simple collection of all relevant data. A cross-sectional analysis is useful, but continuously monitoring the data will ensure that we are staying on the right tracks, making sure that women are represented in state-owned enterprises.

Second, SoEs owners should establish guidelines regarding reporting of women representation and engagement, and to make these reports publicly available on their pages. The standardized methodology should include frequency of reporting and the data to report.

Third, the importance of the topic is not understood by men nor women, so prior to conducting the research, it would be useful to organize workshops with managing directors, so that the right message is received and that the full participation of all managers is ensured in the research.

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Reference Details Jurisdiction: European Court of Justice (ECJ), reference for a preliminary ruling from Sweden Date of Decision: 6 July 2000 Link to full case: <http://eur-lex.europa.eu/LexUriServ/LexUriServ.do?uri=CELEX:61998J0407:EN:HTML>

Ustav BiH [http://www.ccbh.ba/public/down/USTAV\\_BOSNE\\_I\\_HERCEGOVINE\\_bos.pdf](http://www.ccbh.ba/public/down/USTAV_BOSNE_I_HERCEGOVINE_bos.pdf)

The Universal Declaration of Human Rights (1948) <https://www.un.org/en/universal-declaration-human-rights/>

Treaty of Amsterdam amending the Treaty on European Union, the Treaties establishing the European Communities and certain related acts OJ C 340, 10.11.1997 <https://eur-lex.europa.eu/legal-content/HR/TXT/?uri=CELEX:11997D/TXT>

Treaty of Lisbon amending the Treaty on European Union and the Treaty establishing the European Community, signed at Lisbon, 13 December 2007 OJ C 306, 17.12.2007 <https://eur-lex.europa.eu/legal-content/EN/TXT/?uri=celex%3A12007L%2FTXT>

Ustav Federacije Bosne i Hercegovina [http://www.FB&Hvlada.gov.ba/hrvatski/federacija/ustav\\_hr\\_stari.htm](http://www.FB&Hvlada.gov.ba/hrvatski/federacija/ustav_hr_stari.htm)

Ustav Republike Srpske [https://www.narodnaskupstinars.net/sites/default/files/upload/dokumenti/ustav/lat/ustav\\_republike\\_srpske.pdf](https://www.narodnaskupstinars.net/sites/default/files/upload/dokumenti/ustav/lat/ustav_republike_srpske.pdf)

Zakon o zabrani diskriminacije (“Službeni glasnik BiH”, broj 59/09); Zakon o izmjenama i dopunama Zakona o zabrani diskriminacije (“Službeni glasnik BiH”, broj 66/16)

# APPENDICES

## APPENDIX 1: QUESTIONS FOR INTERVIEWS WITH WOMEN MANAGERS

### Theme: ACCESS TO RESOURCES

Do women in the company have the same opportunities for advancement as men?

Do women have access to resources for advancement?

Do women have the support of the senior management levels in the process of acquiring higher positions?

What do You think - how important is the support of mentors and senior management?

### Theme: BELIEFS AND PERCEPTIONS

Is it difficult to be a woman on a leading position in BiH? Why?

How BiH society experiences a successful career-focused business woman?

What is Your ideal of a woman with successful career on a leadership position? Is it possible to achieve that ideal in Bosnia and Herzegovina context?

What is considered to be adequate behavior of women and men in Your company?

Is it more difficult for women to achieve leadership positions in the company? Why?

Do You think that women at higher/senior positions are, in some way, the outsiders in their environment?

Generally which factors positively and which negatively affect a woman's career?

### Theme: PRACTICE AND PARTICIPATION

Do women and men differ in their leadership styles?

Is she born a leader or does she become one?

How do women's household responsibilities and family care affect her career?

Is it difficult to balance between professional career and private life?

In Your opinion, do women provide enough support to other women in their career advancement in the company?

Is there so called „macho“ culture in BiH companies?

### Theme: POWER

In your experience, do men mind when they have a female boss at work?

In your experience, do women mind when they have a female boss at work?

To what extent are women represented at management positions in the company?

Has Your formal power as a leader ever been questioned because of Your gender?

## APPENDIX 2: SURVEY

Poštovani/poštovana,

u saradnji sa Vladom Federacije Bosne i Hercegovine, Ekonomski fakultet u Sarajevu provodi istraživanje o zastupljenosti žena na menadžerskim pozicijama u javnim preduzećima i neformalnim barijerama sa kojima se žene suočavaju prilikom napredovanja u karijeri.

Imajući u vidu Vašu ekspertizu i poziciju u preduzeću, smatramo da bi Vaše učešće bilo od izuzetnog značaja za ovo istraživanje. Kompletiranje anketnog upitnika bi trebalo oduzeti 10 – 15 minuta Vašeg vremena. Anketa je anonimna, a podaci će biti šifrirani i u potpunosti zaštićeni te korišteni isključivo u svrhu ovog istraživanja. Nakon prikupljanja podataka na terenu, studiozno će se pristupiti njihovoj kvantitativnoj analizi.

Ukoliko budete imali pitanja ili komentara vezanih za ovo istraživanje možete nas kontaktirati na sljedeće e-mail adrese: [jasna.kovacevic@efsa.unsa.ba](mailto:jasna.kovacevic@efsa.unsa.ba) i [ljljan.veselinovic@efsa.unsa.ba](mailto:ljljan.veselinovic@efsa.unsa.ba)

Zahvaljujemo se na Vašoj spremnosti da uzmete učešće.

Srdačan pozdrav.

### Q1. Koja je glavna djelatnost vašeg preduzeća/kompanije u kojoj poslujete? \*

Izaberite jedan od ponuđenih odgovora

Molimo vas da izaberete SAMO JEDAN od ponuđenih odgovora:

- A: Poljoprivreda, šumarstvo i ribolov
- B: Vađenje ruda i kamena
- C: Prerađivačka industrija
- D: Proizvodnja i opskrba električnom energijom, plinom, parom i klimatizacija
- E: Opskrba vodom, uklanjanje otpadnih voda, gospodarenje otpadom te djelatnosti sanacije okoliša
- F: Građevinarstvo
- G: Trgovina na veliko i na malo, popravak motornih vozila i motocikala
- H: Prijevoz i skladištenje
- I: Djelatnosti pružanja smještaja te pripreme i usluživanja hrane (hoteljerstvo i ugostiteljstvo)
- J: Informacije i komunikacije
- K: Financijske djelatnosti i djelatnosti osiguranja
- L: Poslovanje nekretninama
- M: Stručne, znanstvene i tehničke djelatnosti
- N: Administrativne i pomodne uslužne djelatnosti
- O: Javna uprava i obrana, obvezno socijalno osiguranje
- P: Obrazovanje
- Q: Djelatnosti zdravstvene zaštite i socijalne skrbi
- R: Umjetnost, zabava i rekreacija
- S: Ostale uslužne djelatnosti
- T :Djelatnosti kudanstava kao poslodavaca, djelatnosti kudanstava koja proizvode različita dobra i obavljaju različite usluge za vlastite potrebe
- U: Djelatnosti izvanteritorijalnih organizacija i tijela

### Q2. Veličina vašeg preduzeća/kompanije u kojoj radite. \*

Molimo vas da izaberete SAMO JEDAN od ponuđenih odgovora:

- Mikro (do 10)
- Malo (od 10 do 49)
- Srednje (od 50 do 250 zaposlenih)
- Veliko (preko 250 zaposlenih)

### Q3. Koliko starosnoj grupi pripadate? (vaša dob)

Molimo vas da izaberete SAMO JEDAN od ponuđenih odgovora:

- 20-29
- 30-39
- 40-49
- 50-59
- Više od 60

#### Q4. Koliko imate ukupno radnog iskustva? (u godinama)

Molimo vas da izaberete SAMO JEDAN od ponuđenih odgovora:

- 0-9 godina
- 10-19 godina
- 20-29 godina
- 30-40 godina

#### Q5. Vaš spol? \*

Molimo vas da izaberete SAMO JEDAN od ponuđenih odgovora:

- Ženski
- Muški

#### Q6. Vaš bračni status?

Molimo vas da izaberete SAMO JEDAN od ponuđenih odgovora:

- Sam/a
- Oženjen/udata
- Razvreden/a

#### Q7. Vaš trenutni nivo obrazovanja?

Molimo vas da izaberete SAMO JEDAN od ponuđenih odgovora:

- Srednja stručna škola
- Sretnja tehnička škola
- Gimnazija
- Druga srednja škola
- Visokoškolsko obrazovanje (I ciklus)
- Visokoškolsko obrazovanje (II ciklus/master/magistar)
- Visokoškolsko obrazovanje (III ciklus/doktor)

#### Q8. Koji fakultet ste završili?

*Na ovo pitanje su odgovor davali samo u slučaju da je u Q6 odabrana 'Visokoškolsko obrazovanje (I ciklus)', 'Visokoškolsko obrazovanje (II ciklus/master/magistar)' ili 'Visokoškolsko obrazovanje (III ciklus/doktor)'*

Molimo vas da izaberete SAMO JEDAN od ponuđenih odgovora:

- Ekonomski fakultet
- Fakultet političkih nauka
- Fakultet sporta i tjelesnog odgoja
- Fakultet za kriminalistiku, kriminologiju i sigurnosne studije
- Fakultet za upravu
- Institut za istraživanje zločina protiv čovječnosti i međunarodnog prava

- Pravni fakultet
- Univerzitet u Sarajevu
- Fakultet islamskih nauka
- Filozofski fakultet
- Institut za historiju
- Institut za jezik
- Katolički bogoslovni fakultet
- Orijentalni institut
- Pedagoški fakultet
- Fakultet zdravstvenih studija
- Farmaceutski fakultet
- Medicinski fakultet
- Stomatološki fakultet sa klinikama
- Veterinarski fakultet
- Institut za genetičko inženjerstvo i biotehnologiju
- Poljoprivredno-prehrambeni fakultet
- Prirodno-matematički fakultet
- Šumarski fakultet
- Arhitektonski fakultet
- Elektrotehnički fakultet
- Fakultet za saobraćaj i komunikacije
- Građevinski fakultet
- Mašinski fakultet
- Akademija likovnih umjetnosti
- Akademija scenskih umjetnosti
- Muzička akademija
- Ostalo

### Q9. Koliko djece imate?

Molimo vas da izaberete SAMO JEDAN od ponuđenih odgovora:

- 0
- 1
- 2
- 3
- Više od 3

Koliko imate djece da pohađaju:

	Predškolsku ustanovu	Niže razredi osnovne škole (od 1. do 4. razreda)	Više razredi osnovne škole (od 5. do 9. razreda)	Srednju školu	Fakultet
Broj djece					



### Q10. Vaša trenutna pozicija u firmi?

Molimo vas da izaberete SAMO JEDAN od ponuđenih odgovora:

- Top menadžer
- Rukovodilac na nivou firme/sektora
- Rukovodilac odjela
- Ostalo

### Q11. Koju oblast/sektor/odjel pokrivete?

Molimo vas da izaberete SAMO JEDAN od ponuđenih odgovora:

- Upravni odbor – direktor/ica
- Upravni odbor – član/ica
- Nadzorni odbor – predsjednik/predsjednica
- Nadzorni odbor – član/ica
- HR odjel – direktor(ica)/rukovodilac
- Marketing odjel – direktor(ica)/rukovodilac
- Proizvodnja/ Operacija – direktor(ica)/rukovodilac
- Ostalo

### Q12. Koliko dugo radite na trenutnoj poziciji?

Upišite vaš odgovor ovdje:

### Q13. Vaša trenutna plata?

Molimo vas da izaberete SAMO JEDAN od ponuđenih odgovora:

- do 1.000 KM
- od 1.001 do 1.500 KM
- Od 1.501 do 2.000 KM
- Od 2.001 do 2.500 KM
- Od 2.501 do 3.000 KM
- Od 3.001 do 3.500 KM
- Preko 3.500 KM

### Q14. U slučaju da imate osobu kojoj direktno odgovarate, kojeg spola je ta osoba?

Molimo vas da izaberete SAMO JEDAN od ponuđenih odgovora:

- Ženski
- Muški

**Q15. S koliko ljudi upravljate/rukovodite?**

Upišite vaš odgovor(e) ovdje:

- Muškog spola. \_\_\_\_\_
- Ženskog spola \_\_\_\_\_

**Q16. Da li imate međunarodno radno iskustvo?**

Molimo vas da izaberete SAMO JEDAN od ponuđenih odgovora:

- Da
- Ne

**Q17. Da li ste jedan dio svog obrazovanja stekli van granica Bosne i Hercegovina – molimo specificirajte**

Molimo vas da izaberete SAMO JEDAN od ponuđenih odgovora:

- Da
- Ne

**PRISTUP RESURSIMA****Q18. Ocijenite trenutnu važnost organizacijskih faktora koji su važni za napredovanje na radnom mjestu, na način da na prvo mjesto stavite onaj faktor kojem se pridaje najveća važnost u kompaniji, a faktor koji stavite na posljednje mjesto je najmanje važan. Ocjenjujete stanje kakvo jeste.**

Nakon ocjene trenutnog stanja, rangirajte željeno stanje tj. željeni poredak organizacijskih faktora važnih za napredovanje tj. ocjenjujete kako bi trebalo da bude po Vašem mišljenju.

Ocjena trenutnog stanja - na prvo mjesto stavite one faktore kojima se pridaje najveća važnost u kompaniji.

Unesite brojeve u kvadrate po redu koji želite od 1 do 8

- Pristup mentorstvu. [ ]
- Pristup informacijama o mogućnostima napredovanja [ ]
- Pristup edukacijama i treninzima za napredovanje [ ]
- Pristup finansijskim resursima za napredovanje [ ]
- Prilike za umrežavanje [ ]
- Prilike za napredovanje [ ]
- Podrška višeg menadžmenta u napredovanju [ ]
- Kultura u kompaniji koja podstiče napredovanje [ ]

## Q19. Sada rangirajte željeno stanje tj. željeni poredak organizacijskih faktora važnih za napredovanje tj. ocjenjujete kako bi trebalo da bude po Vašem mišljenju.

Željeno stanje

Unesite brojeve u kvadrate po redu koji želite od 1 do 8

- Pristup mentorstvu [ ]
- Pristup informacijama o mogućnostima napredovanja [ ]
- Pristup edukacijama i treninzima za napredovanje [ ]
- Pristup finansijskim resursima za napredovanje [ ]
- Prilike za umrežavanje [ ]
- Prilike za napredovanje [ ]
- Podrška višeg menadžmenta u napredovanju [ ]
- Kultura u kompaniji koja podstiče napredovanje [ ]

## Q20. Kakvim resursima za napredovanje u kompaniji imate pristup?

Odaberite odgovarajući odgovor za svaku stavku:

	<b>U potpunosti se ne slažem (1)</b>	<b>Ne slažem se (2)</b>	<b>Niti se slažem niti se ne slažem (3)</b>	<b>Slažem se (4)</b>	<b>U potpunosti se slažem (5)</b>
Imam mogućnost korištenja finansijskih resursa za napredovanje na radnom mjestu u kompaniji u kojoj radim.					
Imam pristup informacijama o prilikama za napredovanje na radnom mjestu.					
Imam pristup treninzima i edukacijama za napredovanje na bolje pozicije.					
Imam adekvatno znanje i iskustvo za napredovanje na radnom mjestu.					
Imam podršku viših nivoa menadžmenta za napredovanje na radnom mjestu.					
Imam dobru reputaciju za napredovanje na radnom mjestu.					
U ovoj kompaniji, ženama je teže napredovati ka višim menadžerskim pozicijama u odnosu na muškarce.					
Imam mentora/icu na radnom mjestu.					
Vjerujem da je za napredovanje na više pozicije uloga mentora/ice veoma važna.					

**Q21. Sa kojim barijerama u napredovanju na više menadžerske pozicije ste se suočili?  
Izaberite više ponuđenih odgovora, a ostavite komentar ukoliko želite – nije obavezno)**

Izaberite sve što vrijedi i dajte komentar:

- Poteškoće u balansiranju porodičnih i poslovnih obaveza
- Viši nivoi menadžmenta preferiraju muškarce u napredovanju
- Trudnoća i/ili planiranje trudnoće
- Nedovoljan angažman muškaraca u obavljanju porodičnih obaveza u domaćinstvu
- Prisutni stereotipi o ženama
- Otežan pristup finansijskim resursima za napredovanje
- Otežan pristup informacijama
- Otežan pristup umrežavanju (networking)
- Mali broj prilika za napredovanje na više pozicije
- Odsustvo mentorstva
- Odsustvo podrške viših nivoa menadžmenta
- Odsustvo podrške radnih kolegica
- Odsustvo podrške radnih kolega
- Odsustvo podrške ženama prilikom napredovanja i to od strane žena na visokim menadžerskim pozicijama
- Nepovoljan ambijent u kompaniji
- Mačo kultura u kompaniji
- Slaba vidljivost uspješnih žena kao uzora
- Odsustvo kompanijskih politika koje stimuliraju rodnu ravnopravnost
- Nedostatak treninga i edukacija
- Nedostatak fleksibilnih radnih aranžmana
- Diskriminacija na radnom mjestu
- Seksualno uznemiravanje na radnom mjestu
- Slab interes žena za napredovanje na više menadžerske pozicije

**Q22. Tokom pandemije, radio/la sam od kuće.**

Molimo vas da izaberete SAMO JEDAN od ponuđenih odgovora:

- Da
- Ne

### Q23. Stres tokom COVID-19 pandemije - Odaberite odgovarajući odgovor za svaku stavku:

	U potpunosti se ne slažem (1)	Ne slažem se (2)	Niti se slažem niti se ne slažem (3)	Slažem se (4)	U potpunosti se slažem (5)
Tokom pandemije, imao/la sam više obaveza u porodici i domaćinstvu.					
Tokom pandemije, bilo mi je teže nego inače balansirati između porodičnih obaveza i poslovnih obaveza.					
Tokom rada od kuće, osjećao/la sam više stresa nego inače.					
Tokom rada od kuće, osjećam da sam bio/la manje produktivna nego inače.					
Tokom rada od kuće, osjećao/la sam se iscrpljenije nego inače.					
Tokom rada od kuće, nisam imao/la vremena za sebe.					
Tokom rada od kuće, bilo je teško uskladiti porodične i poslovne obaveze.					

## PRAKSE I PARTICIPACIJA

### Q24. Rodne uloge i podjela rada u domaćinstvu - Odaberite odgovarajući odgovor za svaku stavku:

	U potpunosti se ne slažem (1)	Ne slažem se (2)	Niti se slažem niti se ne slažem (3)	Slažem se (4)	U potpunosti se slažem (5)
Zbog porodičnih obaveza imam poteškoća da se posvetim karijeri.					
Teško mi je uskladiti porodični život i karijeru.					
Usklađivanje porodičnog života i karijere mi stvara stres.					
Zbog porodice i obaveza u domaćinstvu, morao/la sam staviti karijeru na čekanje.					
Više preferiram raditi od kuće.					

Kada radim od kuće, osjećam da imam više fleksibilnosti.					
Mogao/la bih se posvetiti napredovanju da imam skraćeno radno vrijeme.					
Mogao/la bih se posvetiti napredovanju da imam fleksibilne radne uslove.					
Mogao/la bih se posvetiti napredovanju da u porodici dijelimo obaveze.					

### Q25. Leadership uloge - Odaberite odgovarajući odgovor za svaku stavku:

	<b>U potpunosti se ne slažem (1)</b>	<b>Ne slažem se (2)</b>	<b>Niti se slažem niti se ne slažem (3)</b>	<b>Slažem se (4)</b>	<b>U potpunosti se slažem (5)</b>
Često radim dokasno, kako bi završili projekat na vrijeme.					
Često radim na projektima (radnim zadacima) i van radnog vremena.					
Otvoreno pokazujem interes i brigu za blagostanje mog tima.					
Često zanemarujem vlastite interese, radi blagostanja/interesa mog tima/kolektiva.					
Kada razgovaramo, nastojim da motiviram svoje zaposlene.					
Trudim se da govorim na entuzijastičan način zaposlenima o onome što trebamo ostvariti.					
Mogu primijetiti da su zaposleni uzrujani ili da imaju problem, čak i kada o tome ne govore otvoreno.					
Obziran/na sam prema emocijama ljudi na radnom mjestu.					
Smatram se talentiranim/om i kompetentnim/om za svaki projekat.					
Konstantno doprinosim diskusijama sa dobrim idejama koje drugi prihvataju.					
Ne odustajem od nekog projekta ili radnog zadatka kada se pojave komplikacije i problemi.					

Neumorno radim na rješavanju teških problema.					
Raspravljam o nekoj ideji, sve dok kolege i kolegice ne uvide poentu te ideje.					
Borim se da obezbijedim potrebne resurse mom timu.					
Nikada ne uzimam zasluge za dobre ideje svojih zaposlenih.					
Uvijek sam iskren/a prema svojim podređenima.					
Ohrabrujem zaposlene da mi se obrate kada se pojavi problem.					
Pažljivo slušam kada zaposleni imaju lični konflikt.					
Često produžim rokove za realizaciju zadataka zaposlenima koji imaju važne porodične obaveze.					
Kada se zaposleni suočavaju sa ličnim problemima i krizama, dajem im slobodne dane.					
Svom timu uvijek naglašavam da treba biti najbolji.					
U komunikaciji sa zaposlenima, nastojim da najprije saslušaju moje ideje pa da onda iznesu svoje.					
Fleksibilan/na sam u zahtjevima prema zaposlenima kada imaju porodične probleme.					
Obziran/a sam prema zaposlenima koji prolaze kroz težak period.					

### Q26. Mobing na radnom mjestu – Odaberite odgovarajući odgovor za svaku stavku:

	U potpunosti se ne slažem (1)	Ne slažem se (2)	Niti se slažem niti se ne slažem (3)	Slažem se (4)	U potpunosti se slažem (5)
Bio/la sam žrtva mobinga na radnom mjestu.					
Tokom svoje karijere, bio/la sam izložena nasilnom ponašanju na radnom mjestu.					
Tokom svoje karijere, bio/la sam izložen/a seksualnom uznemiravanju.					
Tokom svoje karijere, bio/la sam izložen/a nemoralnim ponudama.					

## UVJERENJA I PERCEPCIJE

### Q27. Rodne razlike u leadership stilovima – Odaberite odgovarajući odgovor za svaku stavku:

	U potpunosti se ne slažem (1)	Ne slažem se (2)	Niti se slažem niti se ne slažem (3)	Slažem se (4)	U potpunosti se slažem (5)
Žene i muškarci na menadžerskim pozicijama imaju drugačije stilove vođenja.					
Žene su manje efikasne na liderskim pozicijama.					
Žene se najprije trebaju ostvariti kao majke, pa tek onda posvetiti karijeri.					



### Q28. Rodne razlike u leadership osobinama - Ocijenite sljedeće karakteristike na skali, pri čemu je ocjena 1 – izrazito muška osobina; 7 – izrazito ženska osobina:

Odaberite odgovarajući odgovor za svaku stavku:

	1 - izrazito muška osobina	2	3	4	5	6	7 – izrazito ženska osobina
Posvećenost							
Brižnost							
Harizmatičnost							
Osjetljivost na emocije drugih							
Inteligencija							
Odlučnost							
Agresivnost							
Iskrenost							
Razumijevanje							
Suosjećajnost							
Kompetitivnost							
Naklonost							

### Q29. Organizacijska kultura orijentirana na rodnu ravnopravnost

Odaberite odgovarajući odgovor za svaku stavku:

	U potpunosti se ne slažem (1)	Ne slažem se (2)	Niti se slažem niti se ne slažem (3)	Slažem se (4)	U potpunosti se slažem (5)
Smatram da žene nemaju jednak tretman kao muškarci kada su u pitanju njihove performanse na poslu.					
Smatram da se o meni i mojim kompetencijama nekorektno prosuđivalo zbog mog spola.					
Negativna percepcija i stereotipi o profesionalnim sposobnostima žena u ovoj kompaniji predstavljaju barijeru u karijernom napredovanju žena.					
Negativna percepcija i stereotipi o posvećenosti žena njihovim obavezama na poslu predstavljaju barijeru u karijernom napredovanju žena.					

Smatram da je klima u mojoj kompaniji karakteristična po negativnim stavovima prema ženama.					
Muškarci se ne trude da obraćaju pažnju na ono šta žene govore tokom sastanaka.					
Smatram da trebam biti izuzetno dobro pripremljen/a za razgovore sa muškarcima kako bi obratili pažnju na ono što govorim.					
U mojoj kompaniji, žene moraju biti u većoj mjeri ostvarene u svom poslu kako bi napredovale na više pozicije, u odnosu na muškarce					
Žene moraju biti u većoj mjeri agresivnije kako bi napredovale na više pozicije.					

### Q30. Predrasude i diskriminacija na radnom mjestu - Odaberite odgovarajući odgovor za svaku stavku:

Na ovo pitanje su odgovarale samo ispitanice.

	U potpunosti se ne slažem (1)	Ne slažem se (2)	Niti se slažem niti se ne slažem (3)	Slažem se (4)	U potpunosti se slažem (5)
Smatram da sam tokom svoje karijere bio/la diskriminiran/a zbog svog spola.					
Tokom svoje karijere sam primijetio/la da su ambiciozne žene sputavane u svojim naporima da napreduju na više pozicije.					
Smatram da je moj spol bio kamen spoticanja za napredovanje na više pozicije i povišice.					
Kompanije za koje sam radio/la su imale pozitivan stav prema ženama koje žele napredovati na više pozicije.					

### Q31. Rodna identifikacija – Odaberite odgovarajući odgovor za svaku stavku:

Na ovo pitanje su odgovarale samo ispitanice.

	U potpunosti se ne slažem (1)	Ne slažem se (2)	Niti se slažem niti se ne slažem (3)	Slažem se (4)	U potpunosti se slažem (5)
Trenutno, osjećam blisku povezanost sa drugim ženama u kompaniji.					
Trenutno, osjećam se da pripadam grupi žena u kompaniji.					
Trenutno se mogu identificirati sa drugim ženama u kompaniji.					
Kada sam počela raditi u kompaniji, osjećala sam blisku povezanost sa drugim ženama u kompaniji.					
Kada sam počela raditi u kompaniji, osjećala sam da pripadam grupi žena u kompaniji.					
Kada sam počela raditi u kompaniji, mogla sam se identificirati sa drugim ženama u kompaniji.					

## ZAKONI, POLITIKE I PRAVILNICI

### Q32. Da li ste upoznati sa zakonskom regulativom o rodnoj ravnopravnosti?

Molimo vas da izaberete SAMO JEDAN od ponuđenih odgovora:

- Da
- Ne

### Q33. Da li vaša kompanija ima usvojene interne procedure za zaštitu od diskriminacije?

Molimo vas da izaberete SAMO JEDAN od ponuđenih odgovora:

- Da
- Ne

### Q34. Smatrate li da bi uvođenje kvota zaista rezultiralo većim brojem žena u upravnim odborima?

Molimo vas da izaberete SAMO JEDAN od ponuđenih odgovora:

- Da
- Ne

### Q35. Smatrate li da bi uvođenje kvota doprinijelo profesionalnijem pristupu u izboru članova/ica upravnog odbora?

Molimo vas da izaberete SAMO JEDAN od ponuđenih odgovora:

- Da
- Ne

### Q36. Da li kompanija ima definirane politike i pravilnike koji reguliraju:

Odaberite odgovarajući odgovor za svaku stavku:

	Da	Ne
Trudničko odsustvo		
Porodiljsko odsustvo		
Pristup treninzima i edukacijama		
Regrutovanje i napredovanje		
Pristup menadžerskim treninzima i edukacijama		
Balansiranje između privatnog života i karijere		
Mentorstva		
Fleksibilno radno vrijeme		
Roditeljsko odsustvo		
Bolovanja		
Seksualno uznemiravanje		
Briga o djeci		
Briga za starije i bolesne članove/ice porodice		
Rad od kuće		

### Q37. Da li žene i muškarci imaju jednak status u Vašoj kompaniji kada su u pitanju? (da/ne)

Odaberite odgovarajući odgovor za svaku stavku:

	Da	Ne
Trudničko odsustvo		
Porodiljsko odsustvo		
Pristup treninzima i edukacijama		
Regrutovanje i napredovanje		
Pristup menadžerskim treninzima i edukacijama		
Balansiranje između privatnog života i karijere		
Mentorstva		
Fleksibilno radno vrijeme		
Roditeljsko odsustvo		
Bolovanja		

Seksualno uznemiravanje		
Briga o djeci		
Briga za starije i bolesne članove/ice porodice		
Rad od kuće		

### Q38. Politike u kompaniji - U mojoj kompaniji....

Odaberite odgovarajući odgovor za svaku stavku:

	<b>U potpunosti se ne slažem (1)</b>	<b>Ne slažem se (2)</b>	<b>Niti se slažem niti se ne slažem (3)</b>	<b>Slažem se (4)</b>	<b>U potpunosti se slažem (5)</b>
Smatram da sam bio/la diskriminiran/a u procesu napredovanja zbog mog spola.					
Žene imaju manje prilika za napredovanje za razliku od muškaraca.					
Žene imaju manje prilika za profesionalni razvoj za razliku od muškaraca.					
Smatram da imam manje prilika za profesionalni razvoj od očekivanog.					
Ukoliko se suočim sa poteškoćama na poslu, imam nekoga u kompaniji kome ću se povjeriti.					
Muškarci uživaju više organizacijske podrške i povjerenja u odnosu na žene.					
Volio/voljela bih da imam više podrške i povjerenja na radnom mjestu.					
Smatram da trebam više podrške na radnom mjestu kako bih balansirao/la porodični život i poslovne obaveze.					
Muškarci i žene na istom menadžerskom nivou jednako su plaćeni za posao koji obavljaju.					

### Q39. Tokenizam

*Na ovo pitanje su odgovarale samo ispitanice.*

Odaberite odgovarajući odgovor za svaku stavku:

	U potpunosti se ne slažem (1)	Ne slažem se (2)	Niti se slažem niti se ne slažem (3)	Slažem se (4)	U potpunosti se slažem (5)
Osjećam se izolirano na poslu.					
Osjećam da moj rad na radnom mjestu nije dovoljno cijenjen.					
Radne kolege i kolegice me pohvale kada nešto dobro uradim.					
Nadređeni me pohvale kada nešto dobro uradim.					
Moje sposobnosti su podcijenjene na mom radnom mjestu zbog mog spola.					
U mojoj kompaniji, postoje predrasude o ženama.					
Kada imamo priliku da biramo radne zadatke, imam isti broj prilika da biram kao i moje muške kolege.					
Nemam isti broj prilika za napredovanje kao što imaju muške kolege koji su na istoj poziciji kao i ja.					

## MOĆ

### Q40. Organizacijske mreže i interpersonalni odnosi

Na ovo pitanje su odgovarale samo ispitanice.

Odaberite odgovarajući odgovor za svaku stavku:

	U potpunosti se ne slažem (1)	Ne slažem se (2)	Niti se slažem niti se ne slažem (3)	Slažem se (4)	U potpunosti se slažem (5)
Smatram da je radnim kolegama (muškarcima) nelagodno raditi sa mnom, zbog mog spola.					
Mojim nadređenima koji su muškarci je često nelagodno raditi sa mnom, zbog mog spola.					
Muškim zaposlenicima kojima sam nadređena je često nelagodno raditi sa mnom, zbog mog spola.					
Preferiram surađivati sa kolegicama, umjesto sa kolegama.					
Preferiram surađivati sa nadređenima koji su žene.					
Preferiram surađivati sa ženama umjesto sa muškarcima koji su mi podređeni.					
Na radnom mjestu, iskusila sam diskriminaciju na osnovu mog spola.					
Smatram da imam formalnu moć da nagrađujem i kažnjavam zaposlene u organizaciji.					
Koristim formalnu moć da nagrađujem i kažnjavam zaposlene u organizaciji.					
Smatram da imam formalnu moć da donosim važne odluke u kompaniji.					
Koristim formalnu moć da donosim odluke u kompaniji.					
Smatram da imam formalnu moć da upravljam sredstvima i procesima u organizaciji.					
Koristim formalnu moć da upravljam sredstvima i procesima u organizaciji.					

### Q41. Istrajnost u poslu

Odaberite odgovarajući odgovor za svaku stavku:

	U potpunosti se ne slažem (1)	Ne slažem se (2)	Niti se slažem niti se ne slažem (3)	Slažem se (4)	U potpunosti se slažem (5)
Često istrajavam u izvršavanju zadataka čak i kada drugi žele da odustanu.					
Radim više od većine ljudi koje poznajem.					
Nije mi problem obavljati zahtjevan posao tokom dužeg vremenskog perioda.					
Kada nešto krene naopako, odmah analiziram koji je uzrok problema i preduzimam akciju.					
Istrajavam da radim svoj posao čak i onda kada me drugi u tome sputavaju.					

### Q42. Strast prema poslu

Odaberite odgovarajući odgovor za svaku stavku:

	U potpunosti se ne slažem (1)	Ne slažem se (2)	Niti se slažem niti se ne slažem (3)	Slažem se (4)	U potpunosti se slažem (5)
Većina mog životnog zadovoljstva proizilazi iz toga što sam zadovoljan/na svojim poslom.					
O svom poslu razmišljam u svakom trenutku – i kada se tuširam i kada vozim – čak i kada drugi pričaju o stvarima koje nemaju veze sa poslom.					
Često se moram „prisiliti“ da ostavim posao kako bih mogao/la završiti neke druge obaveze.					
Dosta toga postizem u svom poslu jer volim raditi to što radim.					
Drugi za mene kažu da sam intenzivno fokusiran/a na svoj posao.					



### Q43. Odnos kompanije prema kadrovima

Odaberite odgovarajući odgovor za svaku stavku:

	U potpunosti se ne slažem (1)	Ne slažem se (2)	Niti se slažem niti se ne slažem (3)	Slažem se (4)	U potpunosti se slažem (5)
Kompanija kontinuirano traži talentirane zaposlene.					
Oprema, novac i materijalna infrastruktura su osnovni kapital ove kompanije.					
Talentirani zaposleni su osnovni kapital ove kompanije.					
Talentirana osoba u ovoj kompaniji ima malu prednost u odnosu na druge zaposlene.					
Talentirana osoba u ovoj kompaniji ima veliku prednost u odnosu na druge zaposlene.					
U ovoj kompaniji, mali je broj talentiranih zaposlenika i zaposlenica.					

Hvala za popunavanje ove ankete.

