Do countries with different cultural, social and religious backgrounds behave the same way concerning women's representation on corporate boards?

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Abstract

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1. Introduction

'Is a legislated 40% quota the answer for the U.S.? I wouldn't object - though others will, and vociferously. But there are other solutions as well. Women directors say that once there are three of them on a board, there is a positive change in the dynamics and potential for future women to be appointed. Getting more women to CEO positions also works.'

2. Theoretical background

'The increasing public visibility of women from particular social classes also meant that they became symbols for multiple imaginings of the West.'

'The preoccupation with presenting a modern face to the West resonated with the Orientalist perceptions of the empire, emphasizing polygamous marriages, harems, and ignorant women. Becoming Western, required dismantling these images. In identifying Turkey as a Western nation-state, the new nationalist elite were creating its Orient from its own recent past.'

2.1. The outlook of women on boards in Turkey

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2.2. The Outlook of Women on Boards in Spain

'Should have an adequate diversity of knowledge, gender and experience to perform its tasks efficiently, objectively and in an independent manner.'

'Neglecting the potential business talent of 51% of the population – women-cannot be an economically rational conduct for our country's leading corporate names. This is amply borne out by the experience of the last few decades that have seen women occupying a growing place in the business world. However, more effort is required for this presence to extend into the senior executive and directorship spheres. With this in mind, the Code calls on listed companies with few women on their boards to actively seek out female candidates whenever a board vacancy needs to be filled, especially for independent directorships'

'When women directors are few or non-existent, the board should state the reasons for this situation and the measures taken to correct it; in particular, the Nomination Committee should take steps to ensure that: a. The process of filling board vacancies has no implicit bias against women candidates; b. The company makes a conscious effort to include women with the target profile among the candidates for board places'.

'Companies obliged to present unabridged financial statements of income will endeavour to include a sufficient number of women on their boards of directors to reach a balanced presence of women and men within eight years of the entry into effect of this Act.'

3. Research Methodology and Hypotheses

‘There are no differences between the percentage of women on boards in a country with a Catholic tradition (Spain) and another with Muslim religious tradition (Turkey).’

3.1. Analysis and Findings

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3.1.1. Are there mean differences in the percentage of women directors between the two countries?

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N					t		F
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p	p	p					

3.1.2. Chairwoman or chairman?

4. General Discussion

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