



REPUBLIC OF SLOVENIA  
**MINISTRY OF LABOUR, FAMILY,  
SOCIAL AFFAIRS AND EQUAL OPPORTUNITIES**  
EQUAL OPPORTUNITIES DEPARTMENT



INCLUDE.ALL



I FEEL  
SLOVENIA



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# SITUATION in SLOVENIA

## Population

- Women: 50 %
- Men: 50 %

## Employment rate

- Women: 63 %
- Men: 71 %

## Diploma – tertiary education (30 – 34 y.o.)

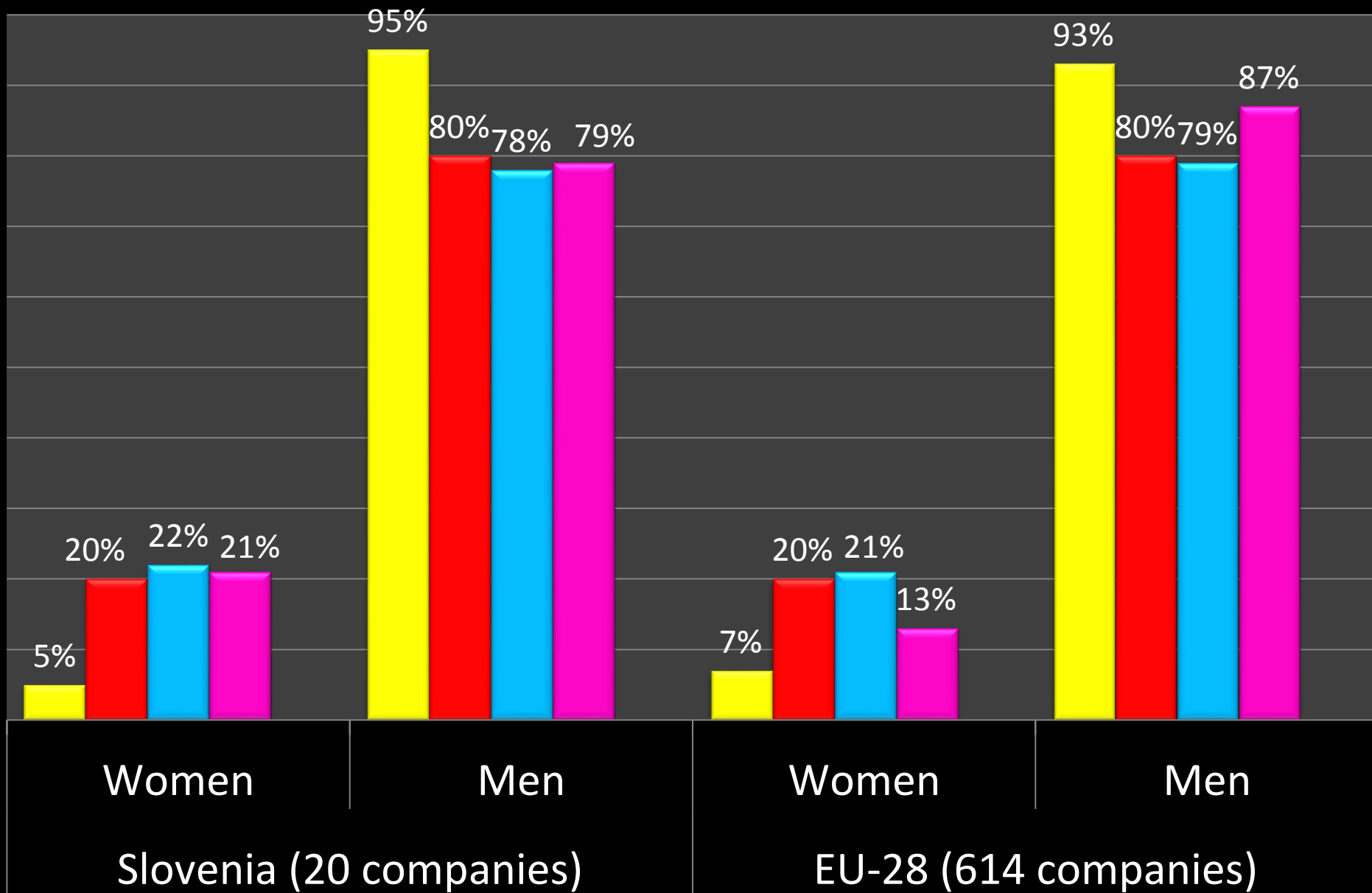
- Women: 53 %
- Men: 31 %

■ Board presidents

■ Board members

■ Non-executive directors

■ Executive directors



# **Research: Career paths of W/M managers**

**Faculty of Social Sciences, University of Ljubljana**

Leading researcher: Dr. Aleksandra Kanjuo Mrčela  
([aleksandra.kanjuo-mrcela@fdv.uni-lj.si](mailto:aleksandra.kanjuo-mrcela@fdv.uni-lj.si))

# Some of the main findings

Informal networks matter

Obstacles reported

Perception of the unbalanced participation  
and quotas: sex matters

## Sample

- 151 – 39 M, 112 W, average age: 45,67 y.o.

## Career path

- **No significant differences at the influence of personal characteristics**, success and business results, work experiences, skills in interpersonal reactions.
- **Significant difference: informal contacts** with co-workers influenced the advancement of women's careers more than men's.
- **As the most important person at their career promotion the majority of women** nominate their superior.
- **Care is greater obstacle for women than men.**
- **Men are significantly more satisfied with the reconciliation** of work and private life than women.

**Do you think you were ever exposed to more rigorous standards than persons of the other sex when other people evaluated your work?**

	<b>Men</b>	<b>Women</b>	<b>Total</b>
<b>No</b>	97,2%	38,9%	53,5%
<b>Yes</b>	<b>2,8%</b>	<b>61,1%</b>	46,5%
<b>Total</b>	36	108	144
<b>Pears. hi sq.</b>	36,928	Sig.	,000

62 % of respondents reported there is no special attention given to balanced participation of W and M in decision-making.

**Q: Why there are no measures?**

	Men	Women	Total
<b>It is not on the top management's priority list.</b>	24,2%	28,9%	<b>27,5%</b>
<b>There is no interest among employees.</b>	3,0%	5,3%	4,6%
<b>We are overloaded with other tasks.</b>		5,3%	3,7%
<b>It is not a problem that needs solutions.</b>	54,5%	47,4%	<b>49,5%</b>
<b>Total</b>	33	76	109
<b>Pears. hi sq.</b>	2,807	Sig.	,591 <sup>a</sup>



# **Research: Recruitment and nomination procedures**

**Equal Opportunities Department, MLFSA**

## Some of the main findings

Stereotypes strongly present

Non-transparent recruitment

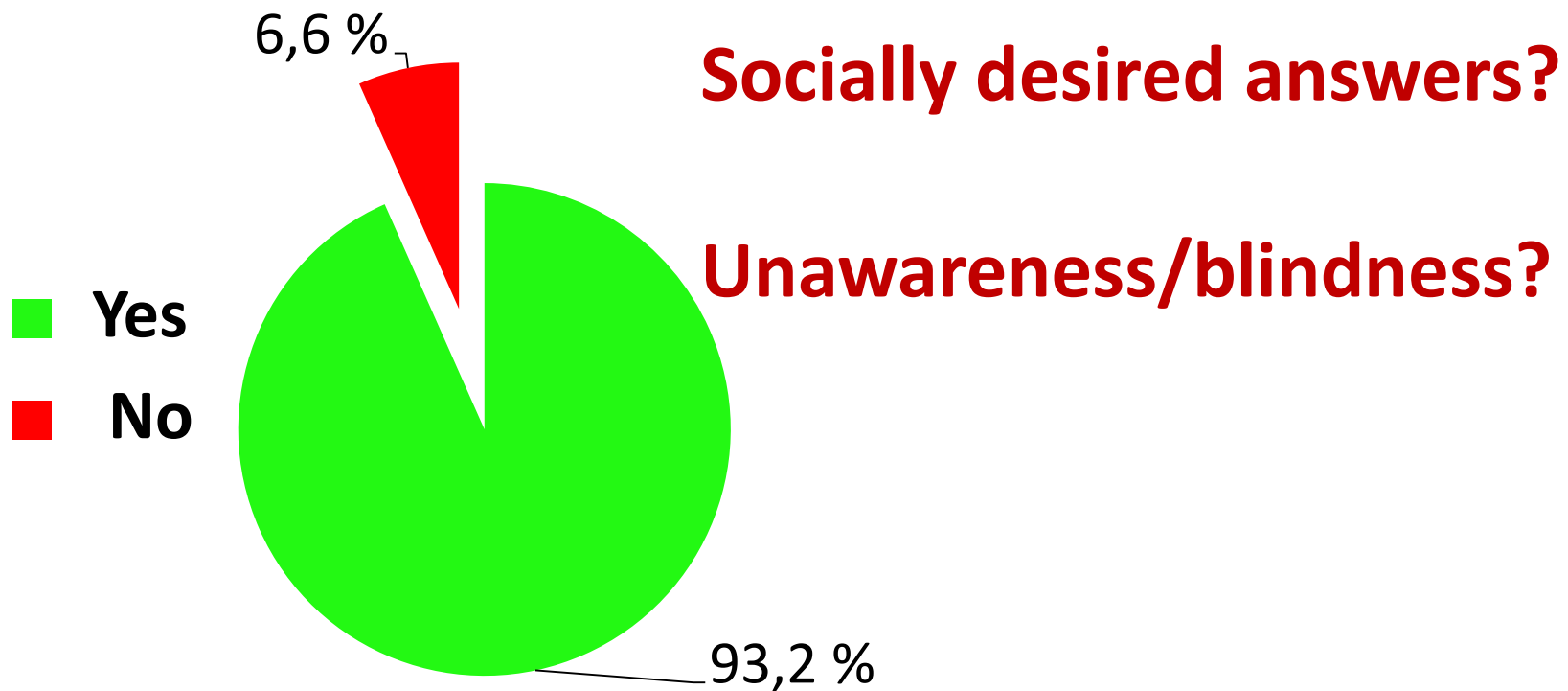
Poor awareness

# Sample

- 543 organizations - 21 % private sector, 16 % state administration, 10 % local communities, 50 % public institutions

Woman in the highest decision-making position in the organization	At any time in the history	At the time being
	No	No
Public limited companies	76,0%	92,0%
Limited liability companies	60,3%	79,4%
State administration	15,1%	34,9%
Public institutes	14,8%	38,4%

Transparency means clear, evident, public or unhidden action of an organization. **In general, would you say that recruitment procedures in your organization are transparent?**



# The Head of the Department X will be ...

## Maria

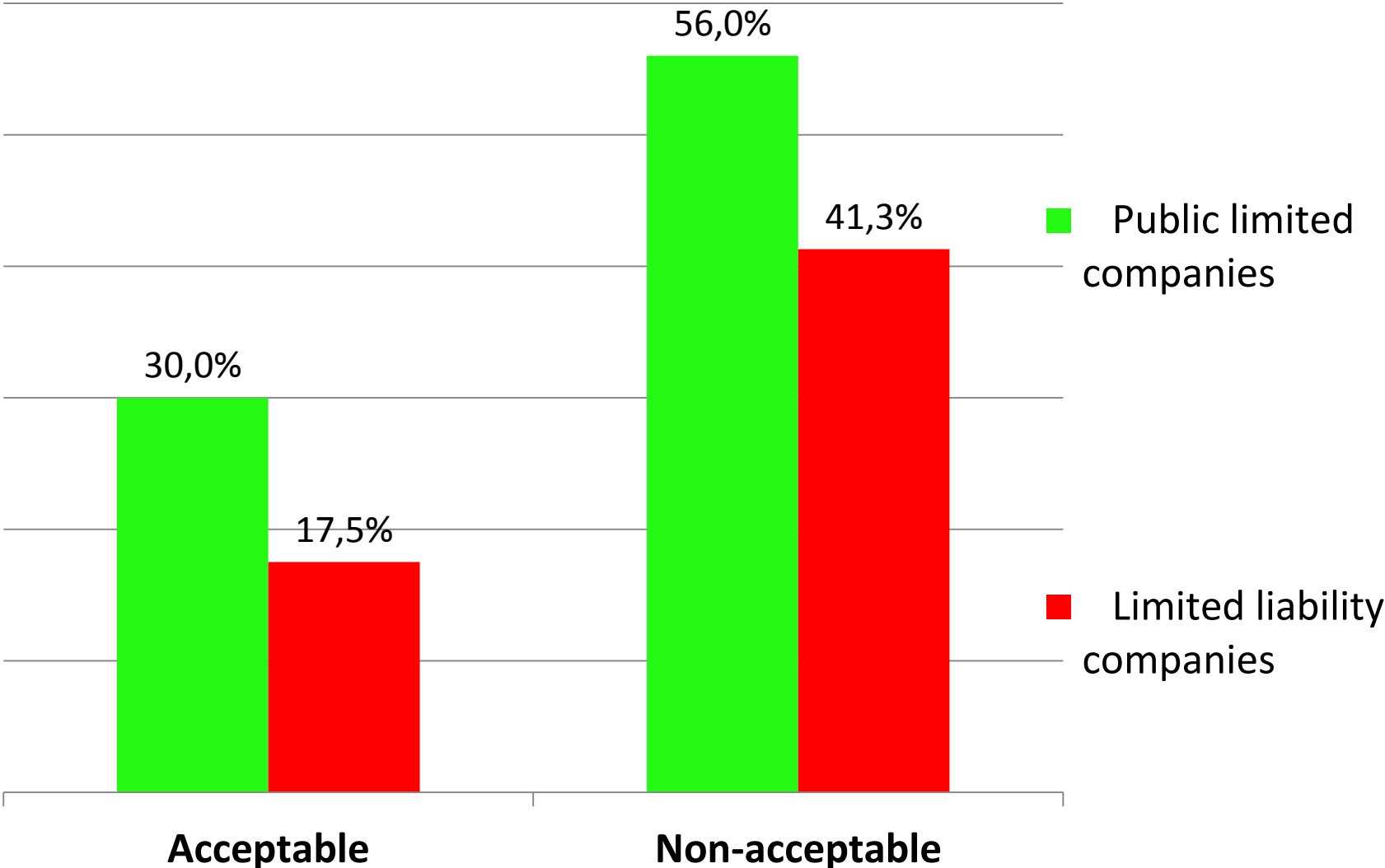
- M.Phil.
- Excellent work performance evaluation
- Test: above average (**better than** Marko)
- **Greater support of the team**
- Private life: 33 y.o., 3-y.o. child, wants more children, married
- **Ambitious**

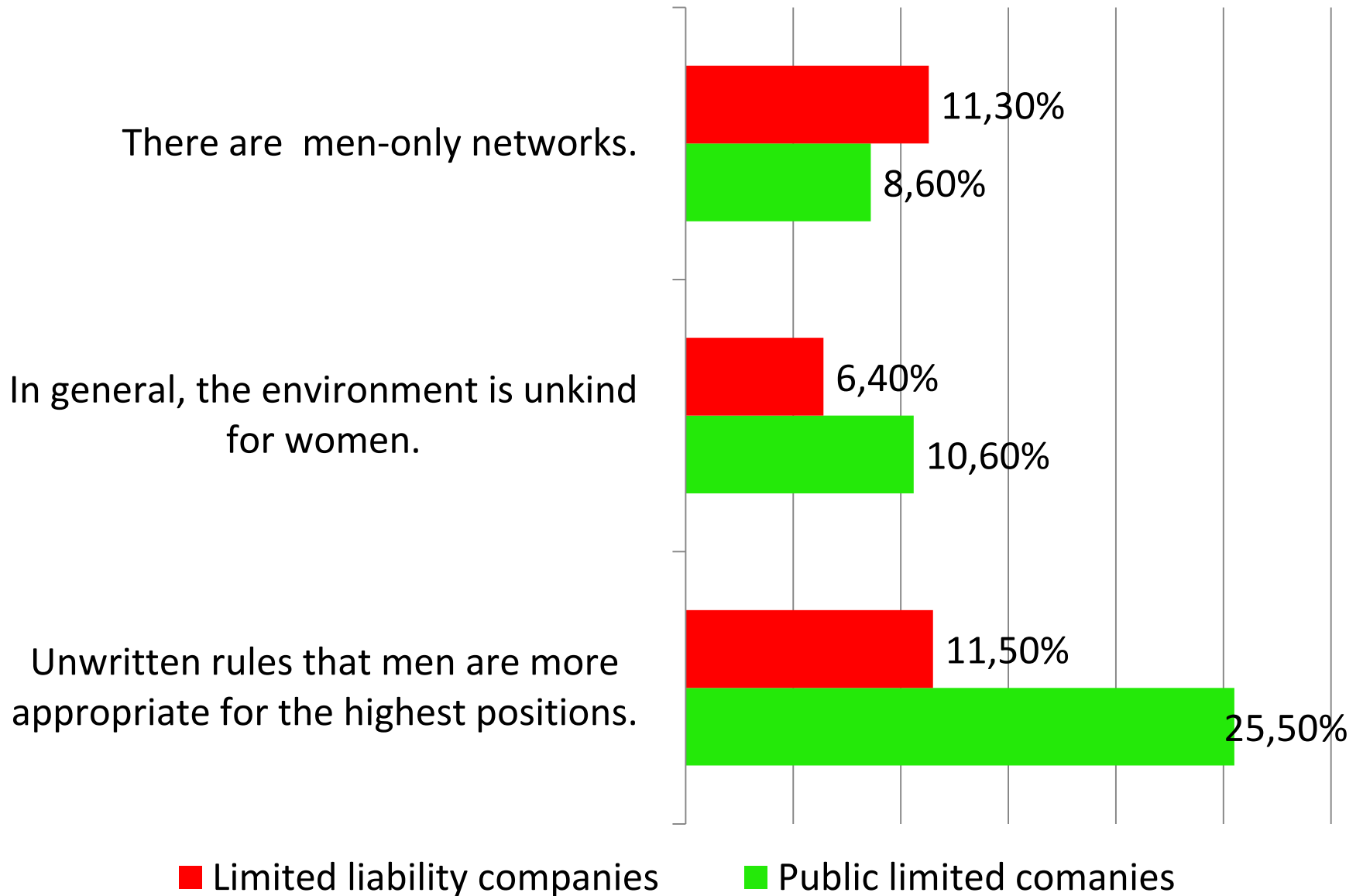
## Marc

- University degree
- Excellent work performance evaluation
- Test: above average (worse than Maria)
- Smaller support of the team
- Private life: 45 y.o., two adult children, married
- Sports

The Head of Office chooses Marc and supports the decision with the statement that Maria will not be so devoted to work as she will leave for her parental leave anyway.

# In general, people in your organization would consider such nomination as ...



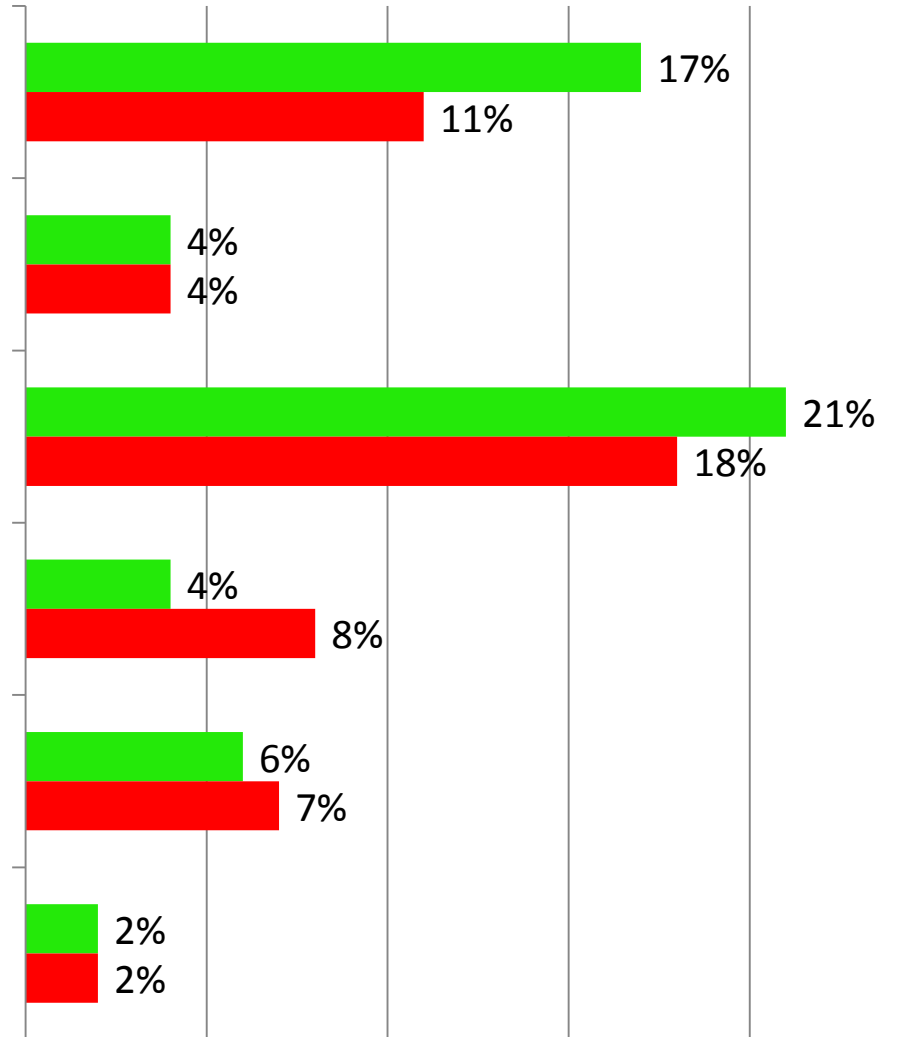


# How often is the following happening in your organization when recruiting middle management?

■ Public limited companies

■ Limited liability companies

The selection procedure is just a formality as the candidate is usually chosen in advance.



17%

11%

4%

4%

21%

18%

4%

8%

6%

7%

2%

2%

Required skills and other conditions are modified for the pre-selected candidate.

These posts are being occupied on the basis of the personal selection of the candidate's future superior.

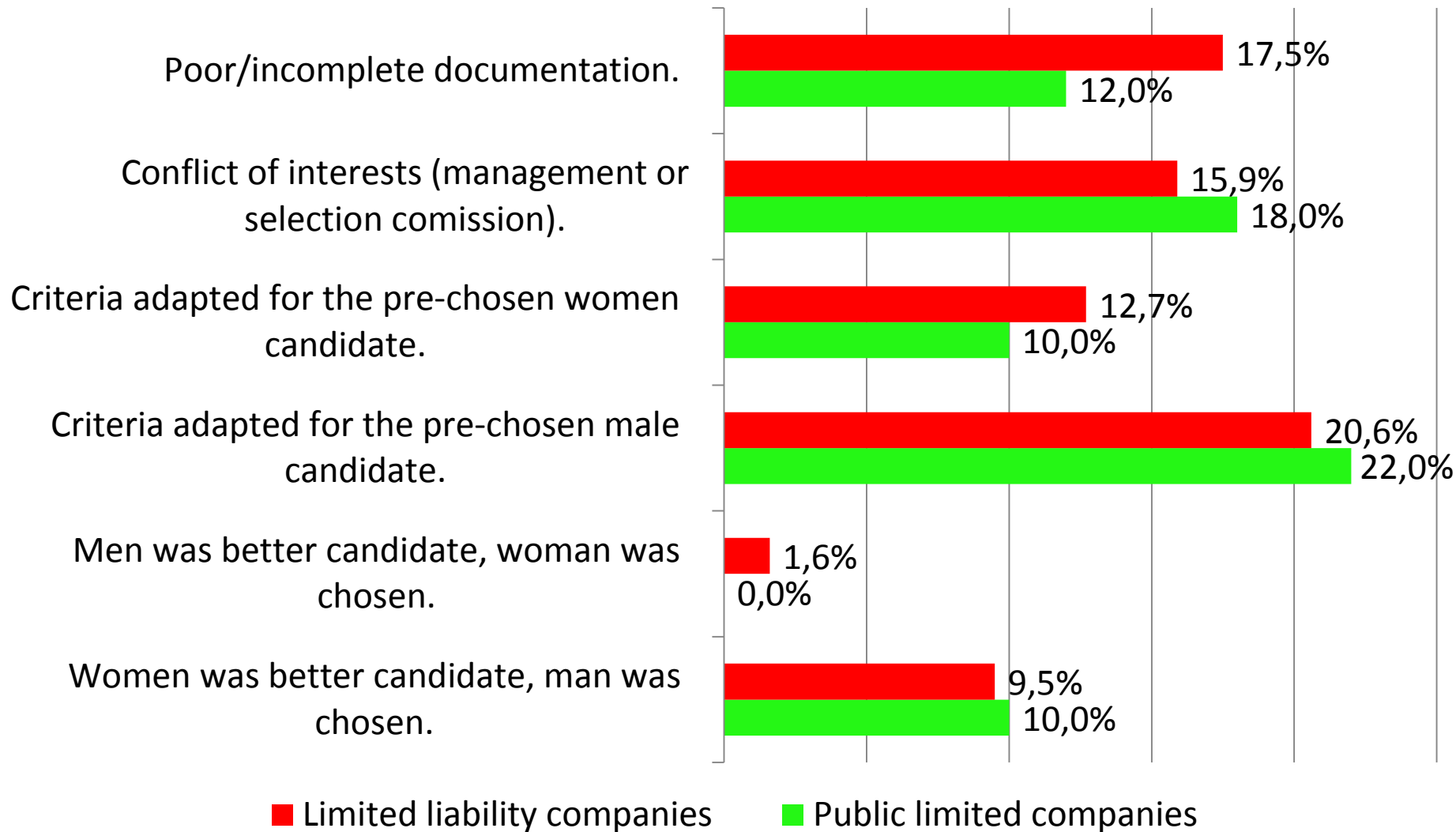
Formal or informal criteria are personalized for employees without care responsibilities.

Formal or informal criteria are personalized for men.

Formal or informal criteria are personalized for women.

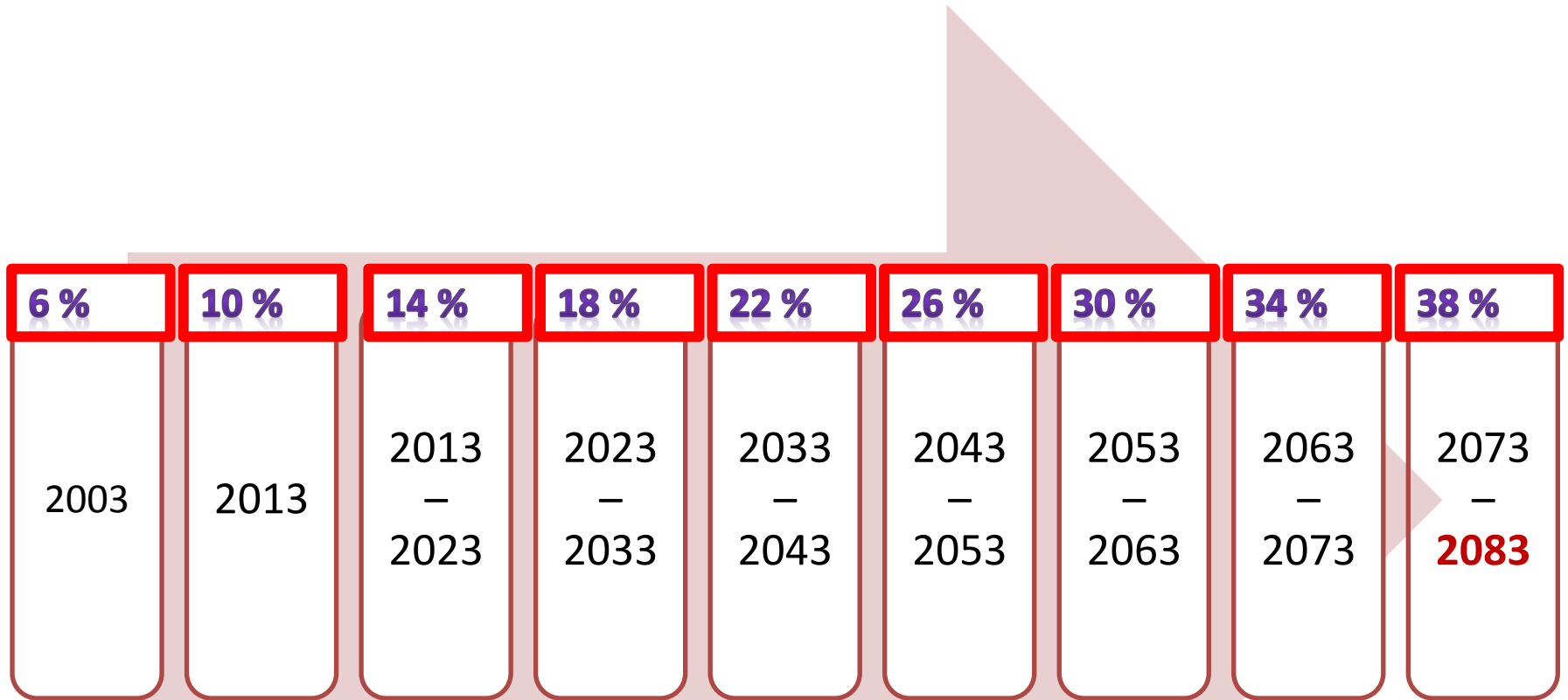


# Characteristics of the most questionable management recruitment/nomination procedure in past 5 years



**Normalization  
of discriminatory /  
non-transparent procedures?**

# "Natural" progression



Can we reach  
the undefined  
future  
sooner?



**I FEEL  
SLOVENIA**

**Invited.All**

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