



*Changing Role of Women in
Family Business:
Implications for their career
trajectories*

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“Historically family business configurations have always focused on the male founder and his male heirs. Mothers, wives, daughters and female in-laws have only been represented on family trees, but without job titles and salaries next to their names”

(Lyman et al., 1991).

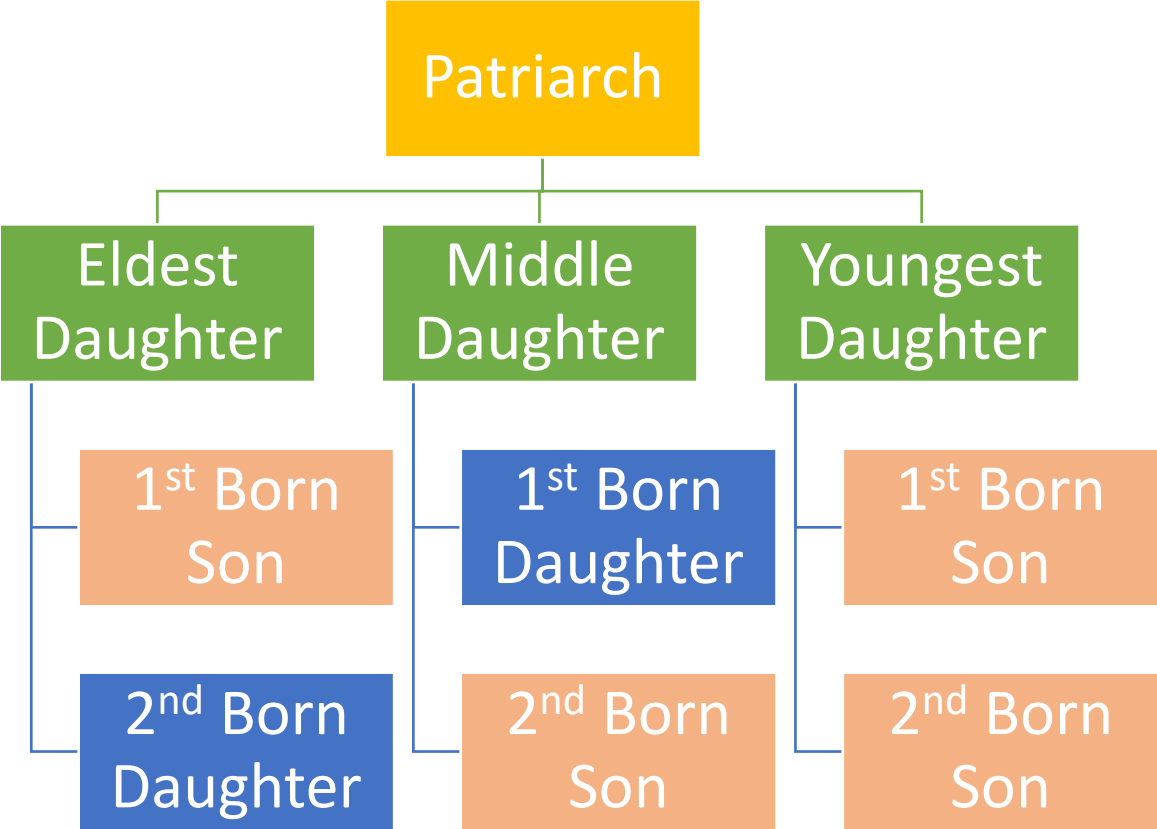


“Family businesses have the potential to be especially productive environments for women. However, as carriers of family culture and processes that may contain gender bias, they can also be the last bastion of resistance to cultural change”

(Hollander & Bukowitz, 1990).



Growing up in a Business Family - Childhood Aspirations vs Reality

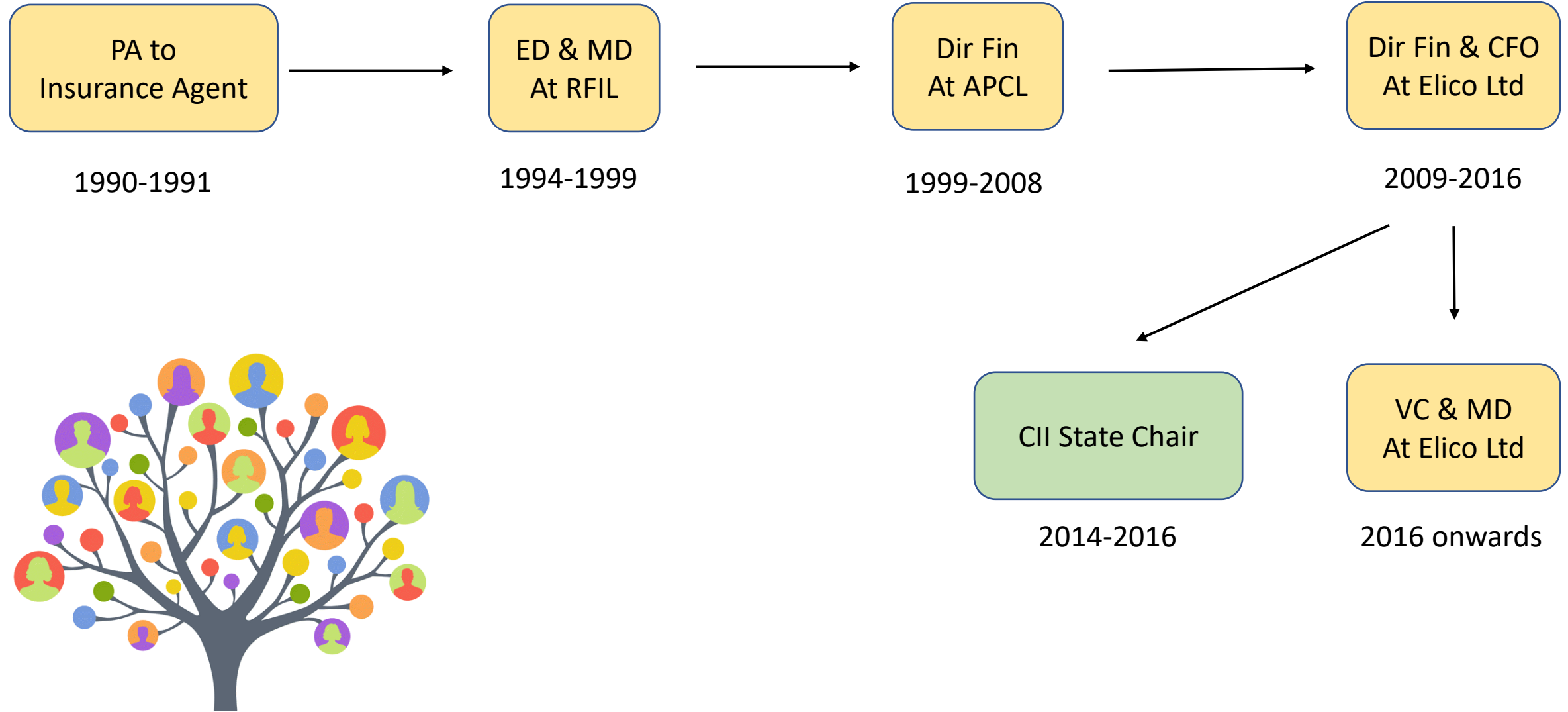


What I wanted



What my family wanted

Professional Journey – Challenges and Opportunities



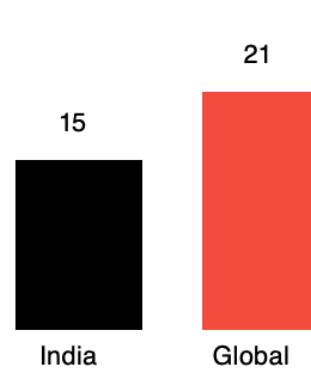
Women and family businesses

Women only average 15% of the board in Indian family businesses, lower than the global figure of 21%. For 25% of family businesses (36% globally) there is no female representation on the board. It is in only 4% of family businesses in India (16% globally) that more than half the board comprises women.

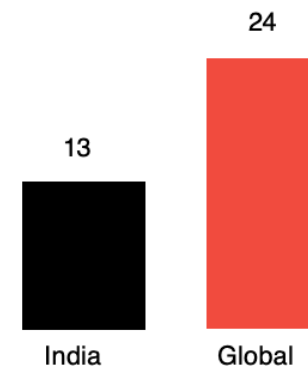
Presence of women in family businesses (%)

The Indian Context

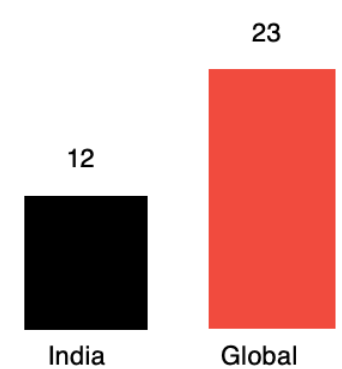
Average % of people on the board who are women



Average % of people on the management team who are women



Average % of next gen working in the business who are women



Q: i Approximately what proportion of people on the board are women?

ii. Approximately what proportion of people on the management team are women?

iii. Approximately what proportion of next gen family members working in the business are women?

Base: All respondents/all with next gen working in the business answering (2018: India=106/77, Global=2,940/1,896)



India also lags behind the rest of the world when it comes to the presence of women on the management team, with comparative average percentages being 13% and 24% respectively. In fact, in 27% of the family businesses in India (19% globally), there is no women representation on the management team.

When it comes to the next gen and women, the picture is similar: in India, 12% of the next gen working in the business are women, as against 23% globally. In 58% of the family businesses in India which have the next gen working in the business, there are no women. It is in only 12% of Indian family businesses (25% globally) that more than half the next gen are women.

The role of women in Indian business houses has evolved over the years. Traditionally, women were more engaged in the company's philanthropic or community upliftment activities. Recently, however, the number of women engaged in the core businesses/offshoots has gone up. The presence of independent women directors on the board has also gone up. Businesses are appreciating how the diversity of skills, viewpoints and opinions adds to healthier growth of the company. Still, as is visible, there is significant room for catch-up.



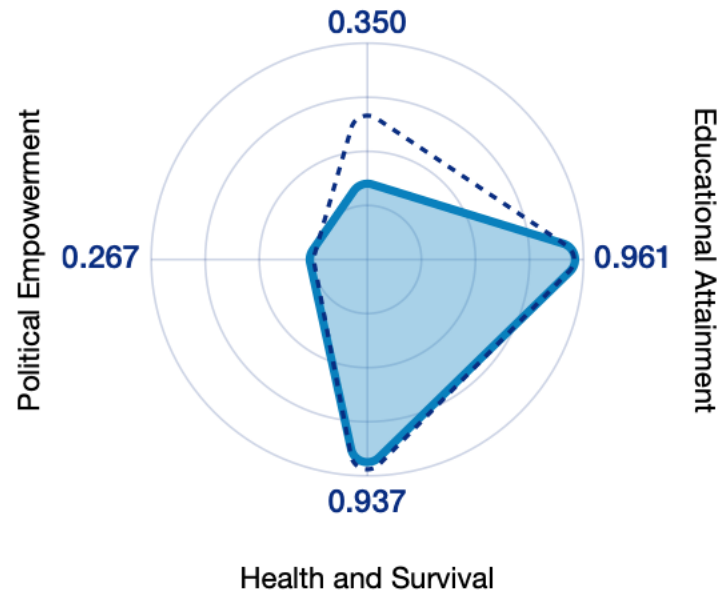
INDIA'S REPORT CARD

Index/sub-index	2022 (146 countries)		2021 (156 countries)	
	Rank	Score	Rank	Score
Global Gender Gap Index	135	0.629	140	0.625
Political empowerment	48	0.267	51	0.276
Economic participation & opportunity	143	0.350	151	0.326
Educational attainment	107	0.961	114	0.962
Health and survival	146	0.937	155	0.937

Global Gender Gap Index 2022 Edition

■ India score ⋮ average score

Economic Participation and Opportunity



Overview

Index and Subindex

Index and Subindex	2022		▼ 2021	
	Score	Rank	Score	Rank
Global Gender Gap Index	0.629	135th	0.625	140th
Economic Participation and Opportunity	0.350	143rd	0.326	151st
Educational Attainment	0.961	107th	0.962	114th
Health and Survival	0.937	146th	0.937	155th
Political Empowerment	0.267	48th	0.276	51st



Global Gender Gap Index Indicators

2022

Indicator	Rank	Score*	Compare with Global average	Gap F-M	◆ Female vs ◆ Male	Min Max
Economic Participation and Opportunity	143rd	0.350		-	Min - Max	-
Labour-force participation rate %	140th	0.274		-50.86	19.23 ◆ 70.09	0-100
Wage equality for similar work 1-7 (best)	122nd	0.506		-	-	-
Estimated earned income int'l \$ 1,000	140th	0.215		-7.77k	2.13k ◆ 9.90k	0-150k
Legislators, senior officials and managers %	123rd	0.214		-64.71	17.64 ◆ 82.35	0-100
Professional and technical workers %	118th	0.490		-34.23	32.87 ◆ 67.10	0-100
Educational Attainment	107th	0.961		-	-	-
Literacy rate %	121st	0.799		-	-	-
Enrolment in primary education %	1st	1.000		2.22	93.57 ◆ 95.79	0-100
Enrolment in secondary education %	79th	0.995		-0.38	75.28 ◆ 75.66	0-200
Enrolment in tertiary education %	1st	1.000		3.50	27.80 ◆ 31.29	0-200
Health and Survival	146th	0.937		-	-	-
Sex ratio at birth** %	142nd	0.908		-	-	-
Healthy life expectancy** years	137th	1.002		-	-	-
Political Empowerment	48th	0.267		-	-	-
Women in parliament %	118th	0.175		-70.20	14.90 ◆ 85.10	0-100
Women in ministerial positions %	126th	0.100		-81.82	9.09 ◆ 90.91	0-100
Years with female/male head of state (last 50)	8th	0.423		-20.26	14.87 ◆ 35.13	0-50



Roles in Family Business

- Shareholder
- Employee (Full-time/part-time)
- Consultant
- Management
- Board Member

Roles played by Women in Family Business as described in Research Literature


- Invisible - Mediator, Advisor
- Anchor
- Professional
- Entrepreneur



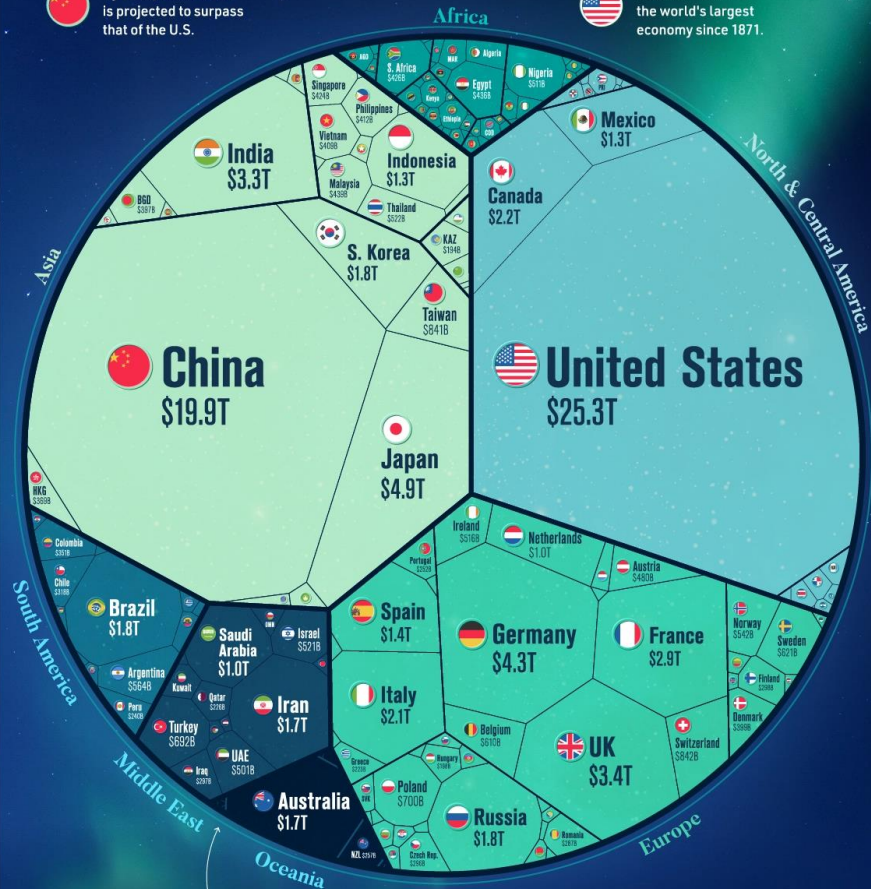
The \$100 Trillion World Economy


GLOBAL GDP 2022


Despite conflict and looming stagflation, the global economy will hit an impressive new milestone, reaching **\$104 trillion**, according to the latest IMF projections for end of year.

 By 2030, **China's GDP** is projected to surpass that of the U.S.

 **The U.S.** has been the world's largest economy since 1871.



 Many of the world's smallest economies are located in the Oceania region, such as **Tuvalu** with a GDP of \$66 million.

 **Ireland** is expected to be the fastest growing economy in the Eurozone, with a 5.2% increase this year.

*2022 data was not available for a handful of countries, including Ukraine and Pakistan. For full data notes and detailed version of this visualization, visit visualcapitalist.com/100-trillion-global-economy/

Source: IMF (April 2022)

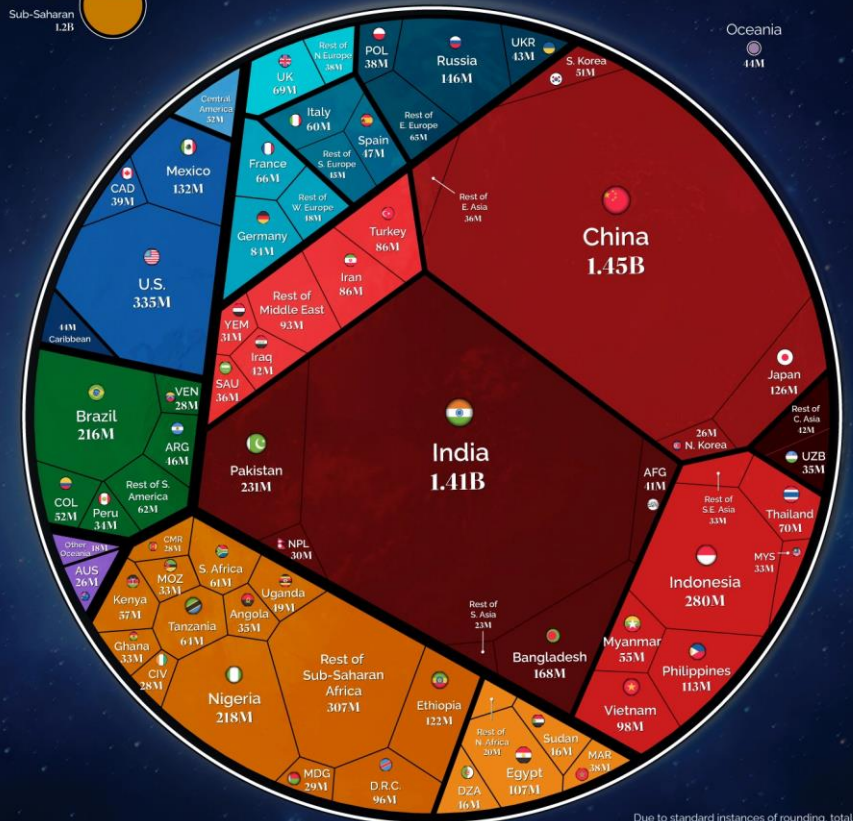


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World's Population at 8 BILLION PEOPLE

Around November 2022, the world will reach a pivotal milestone—8 billion global population. What is the distribution of this population, by region and country?



Due to standard instances of rounding, totals may not add up perfectly to regional sums.

Source: UN Population Division, 2022.



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"Empowering women to participate equally in the global economy could add US\$28 Trillion in GDP growth by 2025."

[World Economic Forum Annual Meeting](#)

- Their participation in the economy would stimulate wider benefits
- Studies of economies as varied as Bangladesh, Brazil, Canada, Ethiopia, and the United Kingdom, suggest that women generally devote more of the household budget to education, health, and nutrition than men
- Societies with greater gender equality not only offer better socioeconomic opportunities for women, but also tend to grow faster and more equitably
- There are gains in poverty reduction, environmental sustainability, consumer choice, innovation and decision-making on a wider set of issues



THANK YOU!