



## Special Eurobarometer 376

# WOMEN IN DECISION-MAKING POSITIONS

## REPORT

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This survey has been requested by Directorate-General Justice and co-ordinated by Directorate-General for Communication (DG COMM "Research and Speechwriting" Unit).

[http://ec.europa.eu/public\\_opinion/index\\_en.htm](http://ec.europa.eu/public_opinion/index_en.htm)

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**Special Eurobarometer 376 / Wave EB76.1 – TNS Opinion & Social**

**Special Eurobarometer 376**

## **Women in decision-making positions**

Conducted by TNS Opinion & Social at the request of  
Directorate-General Justice

Survey co-ordinated by Directorate-General Communication

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## INTRODUCTION AND METHODOLOGY

Equality between women and men is one of the founding principles of the European Union. Since the 1970s, the European Commission has been actively promoting many measures to promote gender equality in various fields<sup>1</sup>.

The European Commission adopted a *Women's Charter* on 5 March 2010 and committed to strengthening gender equality in all its policies. As pointed out in the Women's Charter, 'gender balance in decision-making, in political and economic life and in the public and private sectors, will help Europe shape more effective policies, develop a gender-aware knowledge-based society, and create a stronger and more prosperous democracy'.

To achieve the objectives of the Women's Charter, an action plan was developed and adopted by the European Commission on 21 September 2010: the *Strategy for Equality between Women and Men* for the years 2010-2015. The Strategy covers the European Commission's programme in this area, setting out priorities in various fields: equal economic independence; equal pay for equal work and work for equal value; equality in decision-making; dignity, integrity and an end to gender-based violence, and gender equality in external actions beyond the EU.

Considerable progress has been achieved over recent decades in terms of gender equality. Nevertheless, the Strategy notes that gaps remain: as women are still under-represented in decision-making positions and concentrated in the lower-paid sectors of the labour market. Despite the fact that women make up nearly half the workforce and more than half of new university graduates in the EU, they are still under-represented in decision-making processes and positions, especially at the highest levels. This is true in most EU Member States.

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<sup>1</sup> For more information on gender equality in the EU, please see: <http://ec.europa.eu/justice/gender-equality>

Gender imbalance in decision-making positions is observed in various domains: politics, economics, science and research. However, the situation is worst in business management with much fewer women than men at all levels of business management. Many large companies still have no women on their boards and there are only few female executives. In 2010, one in three (34%) large companies in the EU and at least half of the companies surveyed in ten countries had men-only boards and another third (32%) of companies had just one female representative; in Europe's largest publicly quoted companies, on average, only one out of ten board members is a woman and so are only 3% of board chairpersons.<sup>2</sup>

The Commission Staff Working Document '*The Gender Balance in Business Leadership*' (the 8th Report on Progress on Equality between Women and Men, 2010) addresses the under-representation of women in management positions in companies. The European Commission wants to ensure that women's careers are not blocked by a "glass ceiling effect" and thus works together with the private sector, either through self-regulation or an EU initiative.

Governments have developed several instruments and supported various initiatives to persuade the corporate sector to improve women's career opportunities. These include campaigns, monitoring, mentoring schemes, networks, recommendations, corporate governance codes, voluntary charters, and legislation. The latter three may be used to improve gender balance particularly in the board room.

*Corporate governance codes* encourage companies to strive for gender equality on their boards, by making use of peer pressure within organisations and of the influence from stakeholders and media. Corporate governance codes may help increase the number of women on boards, as was observed in Finland and Sweden<sup>3</sup>. Other Member States with corporate governance codes regarding gender balance on company boards are Spain, the Netherlands, Belgium, Austria, Luxembourg, Germany, France, Denmark and the United Kingdom.

*Charters* can be signed voluntarily by companies; they set goals regarding the number of women within a set time and measure whether these objectives are achieved. Such charters were set out in the Netherlands and Denmark.

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<sup>2</sup> Source: European Commission Database on women and men in decision-making

<sup>3</sup> Report on Progress on Equality between Women and Men 2010; *The Gender Balance in Business Leadership*

On EU level, in March 2011, the Commission's Vice-President Reding encouraged publicly listed companies to sign the 'Women on the Board Pledge for Europe' and to develop self-regulatory initiatives to get more women into top jobs, with a view to reaching the target of 30% of women in boardrooms of listed companies by 2015 and 40% by 2020 <sup>4</sup>.

*Gender quotas set by legislation* for corporate boardrooms are already obligatory in some countries; they involve penalties (as in Norway) or the withholding of subsidies or state administration contracts (Spain) when the companies fail to reach the gender quota. All European countries with gender quota for state-owned companies met their targets for gender balance: Denmark, Norway, Finland and Iceland. Quota laws for public companies have already been adopted in Norway, Spain, Iceland and France or are under discussion in the Netherlands, Italy and Belgium.

This report addresses Europeans' opinions on issues associated with gender equality and focuses on gender balance in business leadership. A greater understanding of Europeans' opinions about women in leadership positions in companies could be of help to policymakers to develop gender balance policies that take into account the level of support such legislation would receive from EU citizens, at EU level as well as national level.

The outline of the report is as follows.

- ◆ General associations with gender equality
- ◆ Equal representation of women and men in positions of responsibility
- ◆ How to achieve gender balance on company boards
- ◆ Legislation for more balanced representation of women and men on company boards

This survey was conducted by TNS Opinion & Social at the request of the Directorate-General Justice. It was coordinated by the Directorate-General for Communication. It is the result of the special Eurobarometer 376 (EB76.1) held from 3 to 18 September 2011 (fieldwork) and involved 26,856 interviews in all 27 Member States.<sup>5</sup> The methodology used is that of the Standard Eurobarometer surveys of the Directorate-General for Communication ("Research and Speechwriting" Unit). A technical note explaining the methodology used in carrying out the interviews is annexed to this report.

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<sup>4</sup> [http://ec.europa.eu/commission\\_2010-2014/reding/womenpledge/index\\_en.htm](http://ec.europa.eu/commission_2010-2014/reding/womenpledge/index_en.htm)

<sup>5</sup> For precise details of the fieldwork dates in each country, please refer to the technical specifications.

*The Eurobarometer web site can be consulted at the following address:*

*[http://ec.europa.eu/public\\_opinion/index\\_en.htm](http://ec.europa.eu/public_opinion/index_en.htm)*

*We would like to take the opportunity to thank all the respondents across the continent who have given of their time to take part in this survey.*

*Without their active participation, this study would simply not have been possible.*

In this report, the countries are represented by their official abbreviations. The abbreviations used in this report correspond to:

#### ABREVIATIONS

EU27	European Union - 27 Member States
EU15	The fifteen Member States that were EU Members prior to the accession of ten candidate countries on 1 May 2004
NMS12	The twelve Member States that joined the European Union in the recent years (2004 and 2007)
BE	Belgium
BG	Bulgaria
CZ	Czech Republic
DK	Denmark
DE	Germany
EE	Estonia
IE	Ireland
EL	Greece
ES	Spain
FR	France
IT	Italy
CY	Republic of Cyprus
LV	Latvia
LT	Lithuania
LU	Luxembourg
HU	Hungary
MT	Malta
NL	The Netherlands
AT	Austria
PL	Poland
PT	Portugal
RO	Romania
SI	Slovenia
SK	Slovakia
FI	Finland
SE	Sweden
UK	United Kingdom

## MAIN FINDINGS

When asked about their thoughts on the under-representation of women in positions of responsibility in the EU, the majority of Europeans agree that:

- ◆ The business community is dominated by men who do not have sufficient confidence in women (76%)
- ◆ Women have less freedom because of their family responsibilities (68%)

Fewer Europeans agree with statements about women's shortcomings:

- ◆ Women are less willing than men to fight to make a career for themselves (29%)
- ◆ Women are less interested than men in positions of responsibility (28%)
- ◆ Women do not always have the necessary qualities and skills to fill positions of responsibility (21%)

Since 2009, things have improved as agreement with these statements has decreased, although, with one exception: more Europeans now say that the business community is male-dominated. There is a higher level of recognition of the barriers women are facing in the world of work in 2011 than it was in 2009.

The great majority of Europeans share the view that women should be equally represented in company leadership positions (88%).

About six in ten of the respondents having that view cite the following reasons:

- ◆ Because women are as qualified for these positions as men are (62%),
- ◆ Because it is about equal rights for women and men (58%).

When given the possibility to choose between three options to achieve gender balance on company boards, Europeans' opinion is divided with a slight preference for **self-regulation**:

- ◆ Self-regulation by companies setting their own targets (31%),
- ◆ Binding legal measures (26%),
- ◆ Voluntary measures such as signing non-binding Corporate Governance Codes and Charters (20%).



Nevertheless, when legislation on company board gender balance would be under the condition that qualification is taken into account without automatically favouring one of either gender, three-quarters (75%) of Europeans are in favour of such legislation.

Europeans are divided on the level of decision with regards to measures taken to improve gender balance on boards of publicly listed companies. A slight relative majority is in favour of the European level rather than the national level (35% vs. 34%). Nearly a quarter of the respondents answer spontaneously that they would like measures to be taken at both levels (23%).

A relative majority (43%) thinks that a realistic **gender quota target** on company boards should be 50% women/50% men.

Regarding the **amount of time** companies should be given to reach those targets, about four Europeans out of ten say less than 5 years (37%).

Around half of Europeans (49%) believe that a monetary fine would be the most **effective sanction** for companies in case of non-compliance with gender balance. This is followed by no public procurement grants (30%), annulment of nomination of members of the over-represented gender (28%) and annulment of decisions taken by the board (28%).

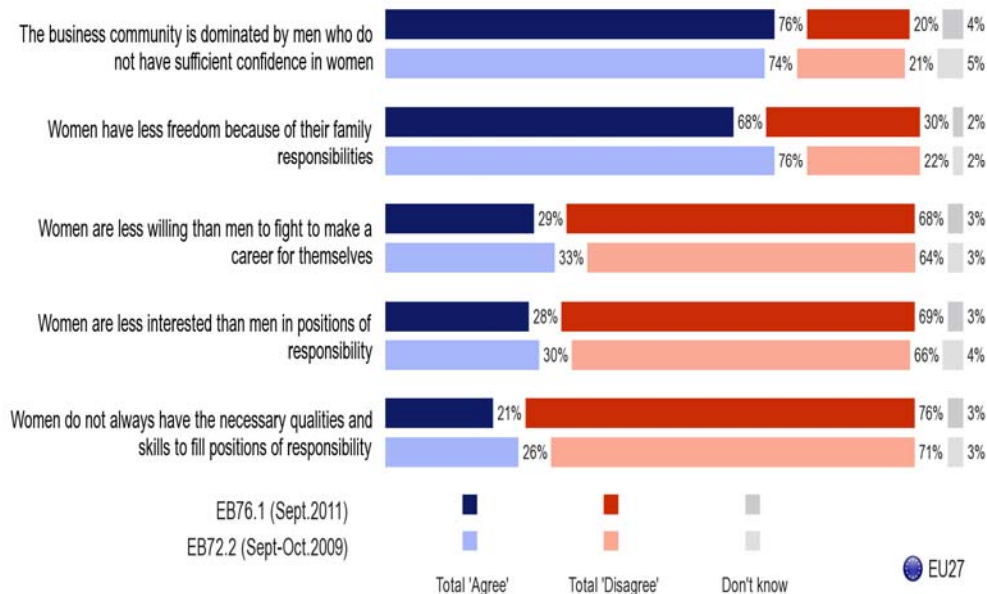
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# 1 GENERAL ASSOCIATIONS WITH GENDER EQUALITY ISSUES

**- Europeans believe that the business community is dominated by men who do not have sufficient confidence in women and that women have less freedom because of their family responsibilities -**

This report starts by examining Europeans' general associations with gender equality issues. Respondents were asked about their thoughts on why women are less likely than men to hold positions of responsibility: whether they associate it with women having less interest, qualities and skills regarding positions of responsibility; with women having less willingness to fight for a career in general; with women's family responsibilities; or with the business community being dominated by men who have insufficient confidence in women<sup>6</sup>. The interviewees were asked to which extent they agree or disagree with each of five statements.

QE1. At the present time, in the EU, women are less likely than men to hold positions of responsibility. Please tell me whether you agree or disagree with each of the following statements on this subject.



Base: Total sample

<sup>6</sup> QE1 At the present time, in the EU, women are less likely than men to hold positions of responsibility. Please tell me whether you agree or disagree with each of the following statements on this subject

- Women are less interested than men in positions of responsibility
- Women are less willing than men to fight to make a career for themselves
- Women have less freedom because of their family responsibilities
- The business community is dominated by men who do not have sufficient confidence in women
- Women do not always have the necessary qualities and skills to fill positions of responsibility

Two statements stand out, because they are agreed with much more often than the others. Firstly, over three-quarters of the Europeans interviewed think that 'the business community is dominated by men who do not have sufficient confidence in women' (76%). Secondly, over two-thirds of the interviewees believe 'women have less freedom because of their family responsibilities' (68%).

The three other statements the European respondents were presented with received considerable less but still substantial agreement. Almost three out of ten respondents believe 'women are less willing to fight to make a career for themselves' (29%) or that 'women are less interested than men in positions of responsibility' (28%). About one in five respondents think that 'women do not always have the necessary qualities and skills to fill positions of responsibility' (21%).

The remainder of this chapter will discuss these statements in more detail, in the following order.

- ◆ Women and positions of responsibility:
  - their interest,
  - their qualities and skills;
- ◆ Women and their careers: their willingness to fight;
- ◆ Women and their family responsibilities;
- ◆ Women in the business community.

## 1.1 Women and positions of responsibility

This section examines in greater detail Europeans' thoughts on two statements that refer to the way women relate to positions of responsibility: women's interest, and women's level of qualities and skills.

### 1.1.1 Women's interest in positions of responsibility

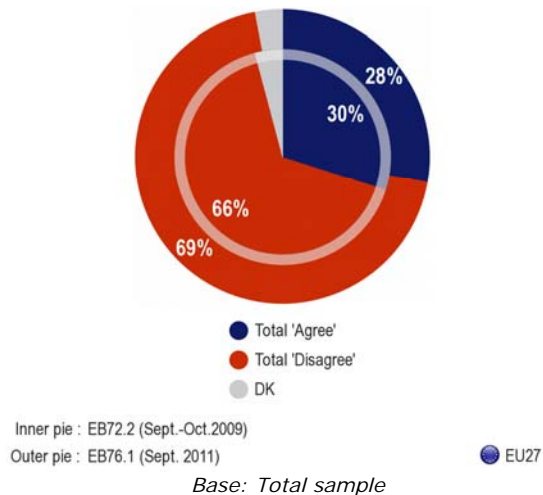
**- Over two-thirds of Europeans believe that  
women are just as interested as men in positions of responsibility -**

Over two-thirds of Europeans (69%) *disagree* with the statement that 'women are less interested than men in positions of responsibility': 36% even *totally disagree* and 33% *tend to disagree*. Still, almost one in three respondents (28%) does believe that women are less interested, though a small minority of 6% *totally agree* with the statement and 22% only *tend to agree*.

In conclusion, a majority (69%) of Europeans believe that women are just as interested as men in positions of responsibility.

QE1.1. At the present time, in the EU, women are less likely than men to hold positions of responsibility. Please tell me whether you agree or disagree with each of the following statements on this subject.

Women are less interested than men in positions of responsibility



Since the last time this question was asked, in 2009<sup>7</sup>, *disagreement* with this statement has grown slightly in terms of numbers (from 66% to 69%, +3 points), and particularly in terms of intensity, with a high increase of those who *totally disagree* (from 29% to 36%, +7 points).

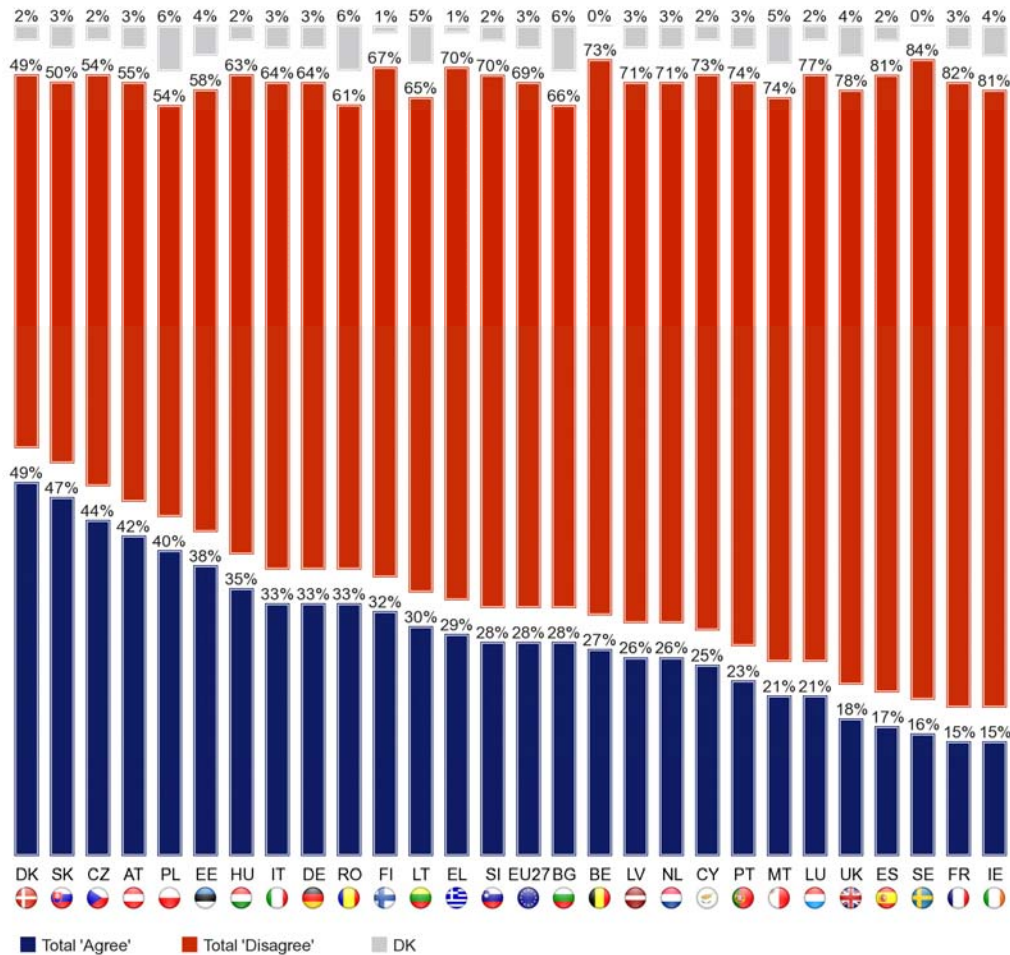
<sup>7</sup> Eurobarometer EB72.2 (September-October 2009)

Respondents in the NMS12, more so than those in EU15, believe that women are less interested than men in positions of responsibility (36% vs. 25%).

**Country-by-country** analysis reveals that the highest percentages of respondents thinking women are less interested than men are found in Denmark (49%), Slovakia (47%), the Czech Republic (44%), Austria (42%), Poland (40%), the Czech Republic (44%), Austria (42%) and Poland (40%).

Member States with the smallest proportions of respondents who believe that women are less interested than men are the United Kingdom (18%), Spain (17%), Sweden (16%), France and Ireland (both 15%).

QE1.1. At the present time, in the EU, women are less likely than men to hold positions of responsibility. Please tell me whether you agree or disagree with each of the following statements on this subject.  
 Women are less interested than men in positions of responsibility































Base: Total sample

Two of the latter countries also are, when compared to 2009, the Member States with the fastest growing number of interviewees disagreeing with the statement that women are less interested than men: Sweden (from 68% to 84%, + 16 points) and Ireland (from 69% to 81%, +12 points). This is true also in Portugal (from 64% to 74%, +10 points) and Cyprus (from 64% to 73%, +9 points).

Slovenia stands out as the Member State with the largest decrease of respondents who disagree that women are less interested than men (from 78% to 70%, - 8 points).

**QE1.1 At the present time, in the EU, women are less likely than men to hold positions of responsibility. Please tell me whether you agree or disagree with each of the following statements on this subject.**  
**Women are less interested than men in positions of responsibility**  
 - % Total 'Disagree'

		EB76.1 Sept. 2011	EB72.2 Sept.-Oct. 2009	Diff EB76.1 - EB72.2
	EU27	69%	66%	+3
	SE	84%	68%	+16
	IE	81%	69%	+12
	PT	74%	64%	+10
	CY	73%	64%	+9
	FR	82%	75%	+7
	FI	67%	60%	+7
	LT	65%	58%	+7
	LU	77%	71%	+6
	NL	71%	65%	+6
	UK	78%	73%	+5
	BG	66%	61%	+5
	RO	61%	56%	+5
	BE	73%	69%	+4
	LV	71%	67%	+4
	DE	64%	60%	+4
	DK	49%	47%	+2
	EE	58%	57%	+1
	CZ	54%	53%	+1
	ES	81%	81%	=
	PL	54%	54%	=
	MT	74%	75%	-1
	IT	64%	66%	-2
	HU	63%	66%	-3
	EL	70%	74%	-4
	AT	55%	59%	-4
	SK	50%	54%	-4
	SI	70%	78%	-8

Base: Total sample

**Socio-demographic** analysis reveals that gender, age and education are an influence in this matter. More men than women (32% vs. 24%) say that women are less interested than men in positions of responsibility. The older the interviewees, the more likely they are to have this view: 31% of the oldest respondents (55+) compared to 24% of the youngest (15-24). Turning to education, those who had finished school at the age of fifteen or earlier are somewhat more likely (31%) to have this view than the longer educated respondents (27%).

QE1.1 At the present time, in the EU, women are less likely than men to hold positions of responsibility. Please tell me whether you agree or disagree with each of the following statements on this subject.

Women are less interested than men in positions of responsibility

	Total 'Agree'	Total 'Disagree'	DK
EU27	28%	69%	3%
<b>Sex</b>			
Male	32%	64%	4%
Female	24%	74%	2%
<b>Age</b>			
15-24	24%	73%	3%
25-39	26%	72%	2%
40-54	27%	70%	3%
55 +	31%	65%	4%
<b>Education (End of)</b>			
15-	31%	64%	5%
16-19	27%	71%	2%
20+	27%	71%	2%
Still studying	23%	73%	4%

Base: Total sample

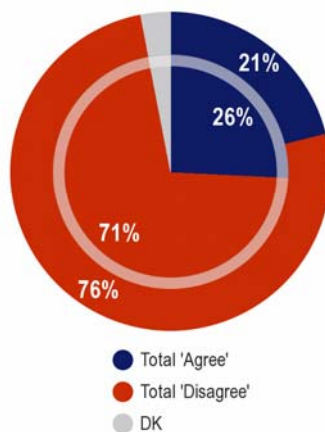
### 1.1.2 Women's skills to fill positions of responsibility

**- A large majority of Europeans believe that women have the necessary qualities and skills to fill positions of responsibility -**

While the previous section focussed on women's motivation to fill positions of responsibility, this section will discuss women's capabilities. Respondents were asked whether they agree or disagree with the statement that 'women do not always have the necessary qualities and skills to fill positions of responsibility'.

QE1.5. At the present time, in the EU, women are less likely than men to hold positions of responsibility. Please tell me whether you agree or disagree with each of the following statements on this subject.

Women do not always have the necessary qualities and skills to fill positions of responsibility



Inner pie : EB72.2 (Sept.-Oct.2009)

Outer pie : EB76.1 (Sept.2011)

EU27

Base: Total sample

Over three-quarters of the Europeans interviewed (76%) disagree with this statement: 47% *totally disagree* and 29% *tend to disagree*. Conversely, about one in five (21%) believes that women do not always have the necessary qualities and skills to fill positions of responsibility: 16% *tend to agree* and 5% *totally agree*.

Since 2009, the proportion of respondents disagreeing with this statement has clearly grown (from 71% to 76%, +5 points), with a marked increase of respondents who *totally disagree* (from 38% to 47%, +9 points).

In conclusion, a large majority (76%) of Europeans believe that women do have the qualities and skills that are necessary to fill positions of responsibility.



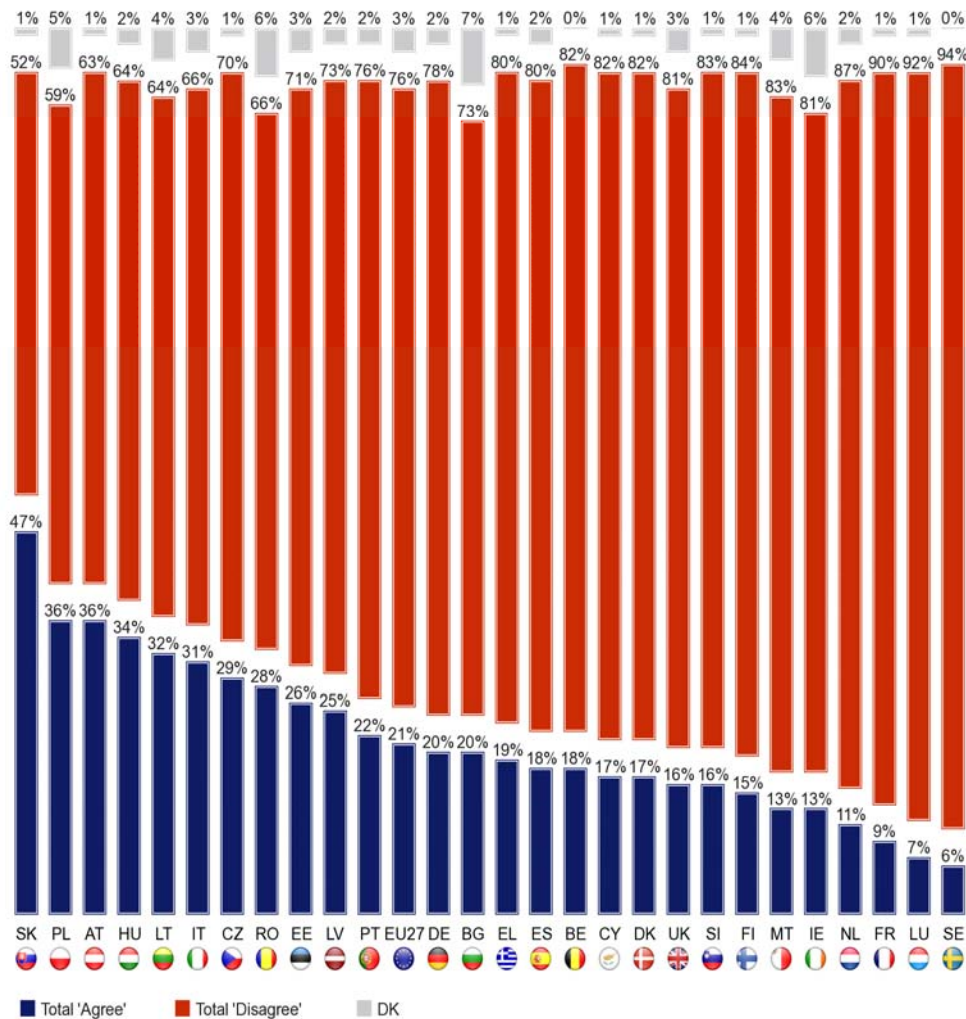
Interviewees in the EU15 are much more likely than those in the NMS12 to disagree with the statement that women lack qualities and skills (79% vs. 64%) and this is particularly true for those who *totally disagree* (52% vs. 28%).

**Country-by-country** analysis reveals important differences. Slovakia (47%) stands out as the country with most interviewees saying women do not always have the necessary qualities and skills to fill positions of responsibility. Austria, Poland (both 36%), Hungary (34%), Lithuania (32%) and Italy (31%) follow at some distance.

This view is shared the least in France (9%), Luxembourg (7%) and Sweden (6%).

QE1.5. At the present time, in the EU, women are less likely than men to hold positions of responsibility. Please tell me whether you agree or disagree with each of the following statements on this subject.





























Women do not always have the necessary qualities and skills to fill positions of responsibility



Base: Total sample

Compared to 2009, the most rapidly growing proportions of respondents who disagree with the statement that women do not always have the necessary qualities and skills to fill positions of responsibility are found in Ireland (from 67% to 81%, +14 points), Portugal (from 64% to 76%, +12 points), Latvia (from 63% to 73%, +10 points) and the UK (from 71% to 81%, +10 points). Hungary is the only country where disagreement significantly decreases (64%, -4 points).

**QE1.5 At the present time, in the EU, women are less likely than men to hold positions of responsibility. Please tell me whether you agree or disagree with each of the following statements on this subject.**  
**Women do not always have the necessary qualities and skills to fill positions of responsibility**  
 - % "Total disagree"

	EB76.1 Sept. 2011	EB72.2 Sept.-Oct. 2009	Diff EB76.1 - EB72.2
 EU27	76%	71%	+5
 IE	81%	67%	+14
 PT	76%	64%	+12
 LV	73%	63%	+10
 UK	81%	71%	+10
 BG	73%	64%	+9
 LT	64%	55%	+9
 LU	92%	83%	+9
 NL	87%	79%	+8
 DE	78%	71%	+7
 SE	94%	87%	+7
 FR	90%	85%	+5
 RO	66%	61%	+5
 DK	82%	78%	+4
 EE	71%	67%	+4
 BE	82%	79%	+3
 CZ	70%	67%	+3
 EL	80%	78%	+2
 MT	83%	81%	+2
 ES	80%	79%	+1
 IT	66%	66%	=
 CY	82%	82%	=
 PL	59%	59%	=
 SK	52%	52%	=
 AT	63%	64%	-1
 SI	83%	84%	-1
 FI	84%	85%	-1
 HU	64%	68%	-4

Base: Total sample

**Socio-demographic** analysis shows differences regarding gender, education, occupation and financial situation. Men (26%) are more likely than women (18%) to say that women do not always have the necessary qualities and skills to fill positions of responsibility. Respondents who finished their education at the age of fifteen or earlier (26%) are more likely to believe women lack appropriate qualities and skills than those who finished their education at the age of twenty or later (17%). This is also true for manual workers (24%) and the unemployed (23%) compared to managers (18%) and students (17%); and for respondents who have difficulties in paying their bills (25%) compared to those without such financial difficulties (19%).

QE1.5 At the present time, in the EU, women are less likely than men to hold positions of responsibility. Please tell me whether you agree or disagree with each of the following statements on this subject.

Women do not always have the necessary qualities and skills to fill positions of responsibility

	Total 'Agree'	Total 'Disagree'	DK
EU27	21%	76%	3%
<b>Sex</b>			
Male	26%	71%	3%
Female	18%	80%	2%
<b>Education (End of)</b>			
15-	26%	70%	4%
16-19	23%	75%	2%
20+	17%	82%	1%
Still studying	17%	80%	3%
<b>Respondent occupation scale</b>			
Self-employed	22%	76%	2%
Managers	18%	81%	1%
Other white collars	20%	78%	2%
Manual workers	24%	74%	2%
House persons	21%	76%	3%
Unemployed	23%	74%	3%
Retired	22%	74%	4%
Students	17%	80%	3%
<b>Difficulties paying bills</b>			
Most of the time	25%	71%	4%
From time to time	25%	73%	2%
Almost never	19%	79%	2%

Base: Total sample

## 1.2 Women and their careers

### ***–Two-thirds of Europeans believe that women are as willing as men to fight to make a career for themselves –***

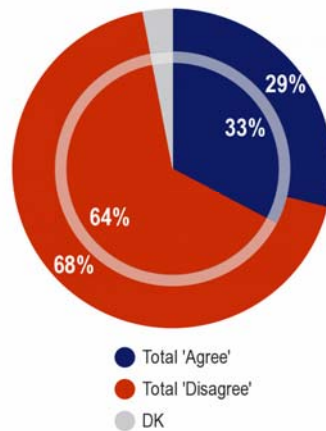
The previous sections discussed how women relate to positions of responsibility. This section deals with women's attitude towards making a career in general. Respondents were asked whether they agree or disagree with the statement that 'women are less willing than men to fight to make a career for themselves'.

Two-thirds (68%) of the Europeans surveyed *disagree* with this statement: 36% *totally* disagree and 32% *tend* to disagree. Conversely, about one in three (29%) respondents does *agree*: with 23% who *tend* to agree and 6% who *totally* agree.

In conclusion, a majority (68%) of Europeans believe that women are just as willing as men to fight to make a career for themselves.

QE1.2. At the present time, in the EU, women are less likely than men to hold positions of responsibility. Please tell me whether you agree or disagree with each of the following statements on this subject.

Women are less willing than men to fight to make a career for themselves



Inner pie : EB72.2 (Sept.-Oct.2009)

Outer pie : EB76.1 (Sept. 2011)

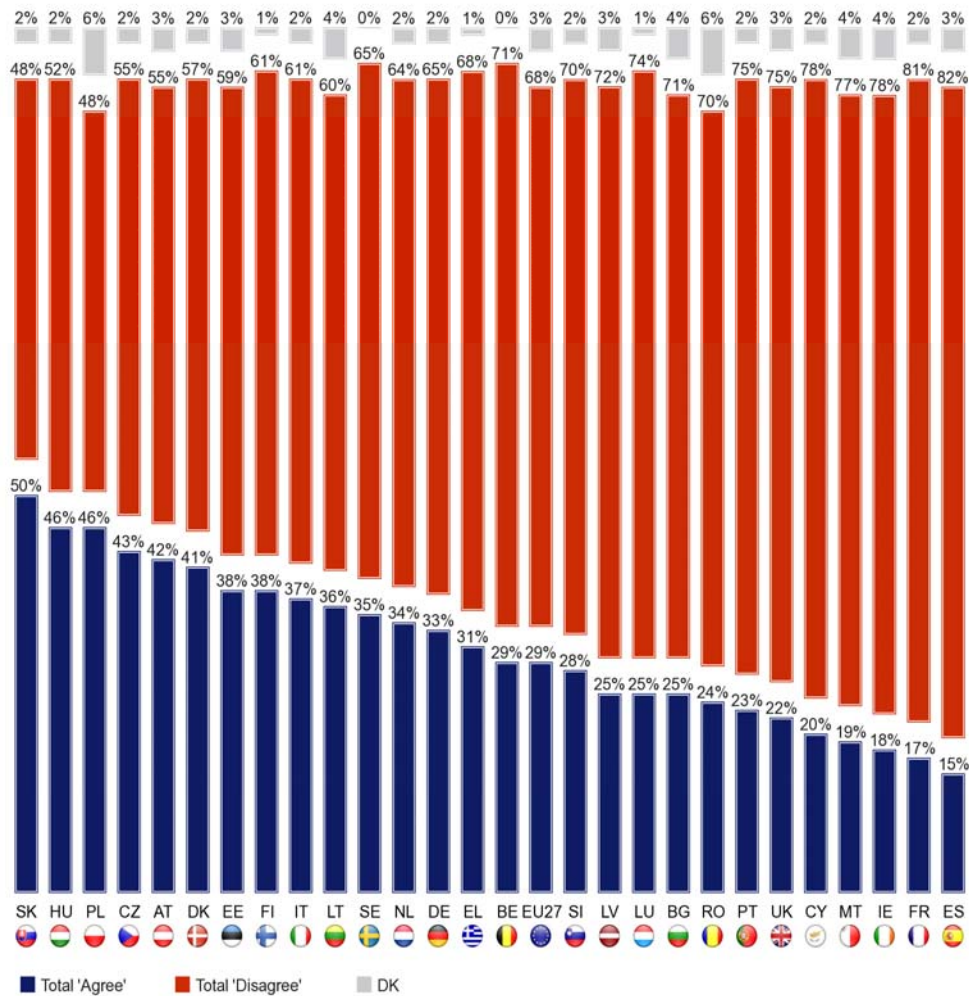
EU27

Base: Total sample

Since 2009, disagreement with the statement that women are less willing than men to fight to make a career slightly grew in percentage terms (from 64% to 68%, +4 points). More strikingly, disagreement intensified by a growing proportion of respondents who *totally* disagree (from 29% to 36%, +7 points). Interviewees in the EU15 countries are more likely to disagree with the statement than those in the NMS12 countries (71% vs. 58%).

QE1.2. At the present time, in the EU, women are less likely than men to hold positions of responsibility. Please tell me whether you agree or disagree with each of the following statements on this subject.

Women are less willing than men to fight to make a career for themselves



Base: Total sample





























**Country-by-country** analysis reveals that respondents in Slovakia (50%), Hungary and Poland (both 46%) most often say that women are less willing than men to fight to make a career.

The lowest percentages of agreement with this statement are found in Cyprus (20%), Malta (19%), Ireland (18%), France (17%) and Spain (15%).

When comparing to 2009, Member States with the most salient rises in disagreement with this statement are Portugal (from 61% to 75%, +14 points), Sweden (from 51% to 65%, +14 points), Cyprus (from 65% to 78%, +13 points) and Finland (from 48% to 61%, +13 points).

Conversely, Slovenia stands out with the largest fall in disagreement with this statement (from 80% to 70%, -10 points).

**QE1.2 At the present time, in the EU, women are less likely than men to hold positions of responsibility. Please tell me whether you agree or disagree with each of the following statements on this subject.**  
**Women are less willing than men to fight to make a career for themselves**  
 - % Total 'Disagree'

	EB76.1 Sept. 2011	EB72.2 Sept-Oct. 2009	Diff EB76.1 - 72.2
 EU27	68%	64%	+4
 PT	75%	61%	+14
 SE	65%	51%	+14
 CY	78%	65%	+13
 FI	61%	48%	+13
 IE	78%	68%	+10
 LT	60%	50%	+10
 UK	75%	65%	+10
 RO	70%	62%	+8
 DK	57%	50%	+7
 DE	65%	58%	+7
 FR	81%	74%	+7
 LV	72%	66%	+6
 BE	71%	66%	+5
 MT	77%	72%	+5
 NL	64%	59%	+5
 BG	71%	69%	+2
 CZ	55%	53%	+2
 EE	59%	58%	+1
 ES	82%	81%	+1
 LU	74%	73%	+1
 AT	55%	54%	+1
 IT	61%	63%	-2
 PL	48%	50%	-2
 SK	48%	51%	-3
 HU	52%	56%	-4
 EL	68%	74%	-6
 SI	70%	80%	-10

Base: Total sample

From a **socio-demographic** view, there are differences with respect to gender and age. Just slightly more men (32%) than women (28%) believe that women are less willing than men to fight to make a career. This is also true for the older interviewees aged 55+ (34%) compared with the youngest respondents aged 15-24 (24%).

QE1.2 At the present time, in the EU, women are less likely than men to hold positions of responsibility. Please tell me whether you agree or disagree with each of the following statements on this subject.

Women are less willing than men to fight to make a career for themselves

	Total 'Agree'	Total 'Disagree'	DK
EU27	29%	68%	3%
<b>Sex</b>			
Male	32%	65%	3%
Female	28%	70%	2%
<b>Age</b>			
15-24	24%	73%	3%
25-39	28%	70%	2%
40-54	28%	70%	2%
55 +	34%	63%	3%

Base: Total sample

### 1.3 Women and their family responsibilities

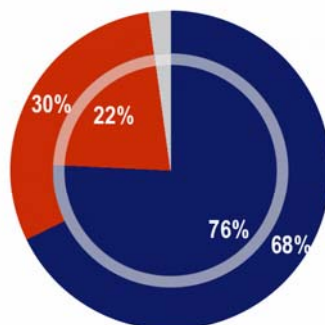
**- Over two-thirds of Europeans say  
women have less freedom because of their family responsibilities -**

Though family responsibilities belong to both men and women, in society they are traditionally seen as a part of women's domain. As described in the first part of this chapter, women's family responsibilities are mentioned second most often by European interviewees as a reason for the fact that, at the present time, in the EU, women are less likely than men to hold positions of responsibility. Interviewees were asked whether they agree or disagree with the statement that 'women have less freedom because of their family responsibilities'.

Two-thirds of Europeans (68%) *agree* with the statement that women have less freedom because of their family responsibilities: 24% *totally agree* and 44% *tend to agree*. By contrast, one in three respondents (30%) *disagrees*: 19% *tend to disagree* and 11% *totally disagree*.

QE1.3. At the present time, in the EU, women are less likely than men to hold positions of responsibility. Please tell me whether you agree or disagree with each of the following statements on this subject.

Women have less freedom because of their family responsibilities



● Total 'Agree'  
● Total 'Disagree'  
● DK

Inner pie : EB72.2 (Sept.-Oct. 2009)

Outer pie : EB76.1 (Sept. 2011)

● EU27

Base: Total sample

Even though the majority of Europeans agrees with the statement that women have less freedom than men because of their family responsibilities, the level of agreement has declined when compared to 2009 (from 76% to 68%, -8 points). In particular, the proportion of respondents who *tend to agree* has shrunk (from 50% to 44%), -6 points), while the proportion of those who *totally disagree* has grown (from 6% to 11%, +5 points).



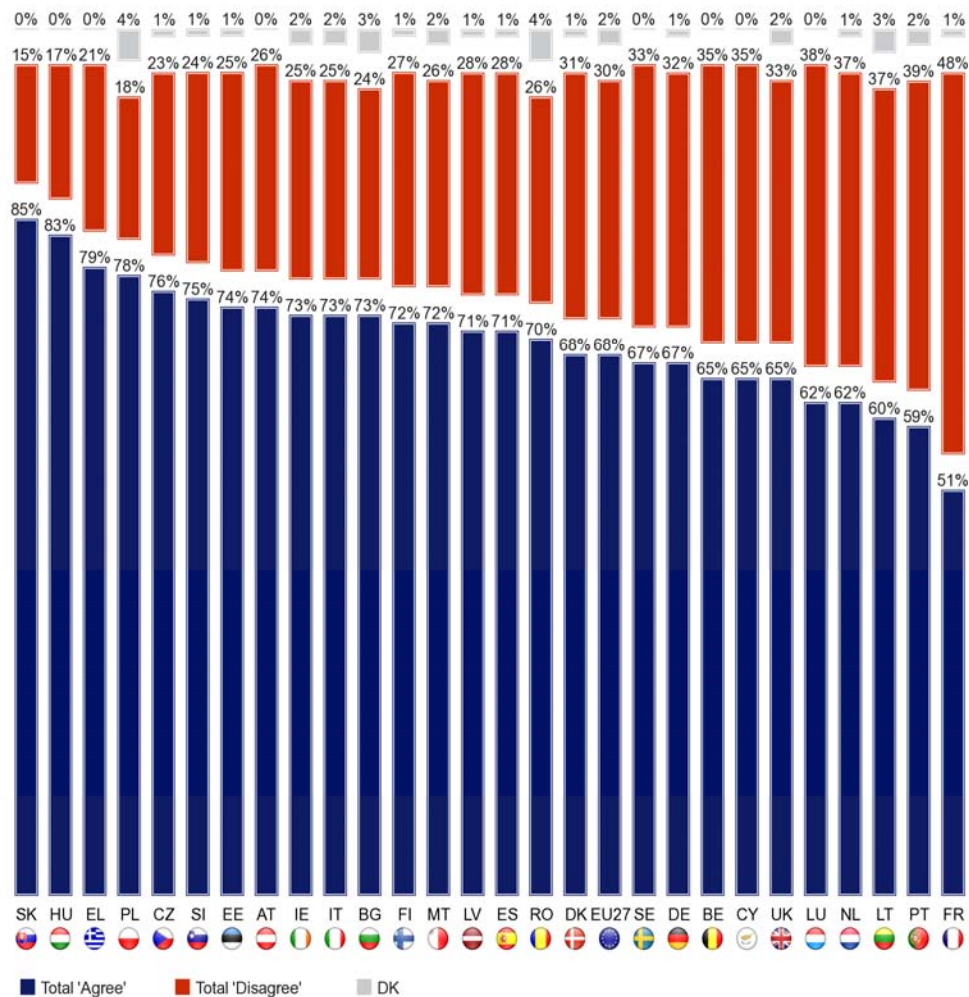
Interviewees in the NMS12 countries are more likely than those in EU15 countries to say that women have less freedom because of their family responsibilities (76% vs. 66%).

A **country-by-country breakdown** shows that respondents in Slovakia (85%), Hungary (83%) and Greece (79%) are most likely to believe that women’s family responsibilities withhold them from other positions of responsibility.

Respondents are least likely to say so in France (51%), followed by Portugal (59%) and Lithuania (60%).

QE1.3. At the present time, in the EU, women are less likely than men to hold positions of responsibility. Please tell me whether you agree or disagree with each of the following statements on this subject.





























Women have less freedom because of their family responsibilities



Base: Total sample

Compared with 2009, the number of respondents who believe that women have less freedom because of their family responsibilities has decreased in every single Member State (the only exception being Romania, where the percentage of respondents agreeing remained the same: 70%). The most notable decreases are found in France (from 69% to 51%, -18 points) and Cyprus (from 83% to 65%, -18 points).

**QE1.3 At the present time, in the EU, women are less likely than men to hold positions of responsibility. Please tell me whether you agree or disagree with each of the following statements on this subject.**  
**Women have less freedom because of their family responsibilities**  
 - % 'Total Agree'

	EB76.1 Sept. 2011	EB72.2 Sept.-Oct. 2009	Diff EB76.1 - EB72.2
 EU27	68%	76%	-8
 FR	51%	69%	-18
 CY	65%	83%	-18
 LT	60%	73%	-13
 LU	62%	75%	-13
 UK	65%	78%	-13
 PT	59%	71%	-12
 MT	72%	82%	-10
 BE	65%	74%	-9
 LV	71%	80%	-9
 SI	75%	84%	-9
 DE	67%	75%	-8
 EE	74%	82%	-8
 NL	62%	70%	-8
 SE	67%	75%	-8
 BG	73%	80%	-7
 IE	73%	80%	-7
 CZ	76%	82%	-6
 EL	79%	85%	-6
 HU	83%	89%	-6
 IT	73%	78%	-5
 PL	78%	82%	-4
 FI	72%	76%	-4
 DK	68%	71%	-3
 AT	74%	77%	-3
 ES	71%	73%	-2
 SK	85%	86%	-1
 RO	70%	70%	=

Base: Total sample

**Socio-demographic** breakdown reveals that gender has a slight influence, and age and occupation more so. Slightly more women (69%) than men (66%) say that women have less freedom because of their family responsibilities. The youngest respondents aged 15-24 (58%) are least likely to have this view, compared with the age groups 25-34 and 35-54 (both 67%) and in particular the oldest respondents aged 55+ (72%).

Similarly, students (56%) are least likely to agree with this statement, whereas retired persons (74%) and house persons (73%) are the most likely to do so. It is interesting to note that there are no differences when looking at the household composition of the respondents. The same proportion of Europeans living alone and respondents living as a couple with children (3 or 4+) agrees with the fact that women have less freedom because of their family responsibilities (68% for all categories). However, differences may be found when looking at the political positioning of the respondents: respondents who tend to position themselves on the right scale tend more to agree more with the statement that those who are on the left (72% vs. 66%).

QE1.3 At the present time, in the EU, women are less likely than men to hold positions of responsibility. Please tell me whether you agree or disagree with each of the following statements on this subject.

Women have less freedom because of their family responsibilities

	Total 'Agree'	Total 'Disagree'	DK
EU27	68%	30%	2%
<b>Sex</b>			
Male	66%	32%	2%
Female	69%	30%	1%
<b>Age</b>			
15-24	58%	39%	3%
25-39	67%	32%	1%
40-54	67%	31%	2%
55 +	72%	26%	2%
<b>Household composition</b>			
1	68%	30%	2%
2	68%	30%	2%
3	68%	31%	1%
4+	68%	31%	1%
<b>Respondent occupation scale</b>			
Self-employed	69%	30%	1%
Managers	67%	32%	1%
Other white collars	66%	33%	1%
Manual workers	65%	34%	1%
House persons	73%	25%	2%
Unemployed	67%	31%	2%
Retired	74%	24%	2%
Students	56%	40%	4%
<b>Left-Right scale</b>			
(1-4) Left	66%	33%	1%
(5-6) Centre	68%	31%	1%
(7-10) Right	72%	27%	1%

Base: Total sample

## 1.4 Women in the business community

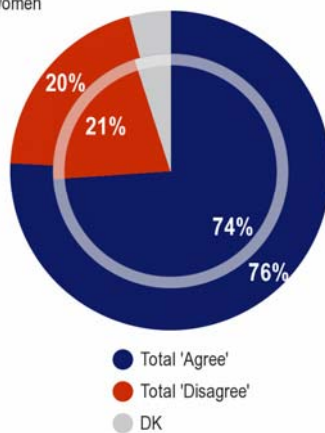
**- Over three-quarters of Europeans think the business community is dominated by men who do not have sufficient confidence in women -**

As we saw in the beginning of this chapter, of all the five statements presented to the interviewees in relation to women being less likely to hold positions of responsibility, the statement agreed with most is that 'the business community is dominated by men who do not have sufficient confidence in women'.

Over three-quarters of European respondents (76%) believe this to be true: 32% *totally agree* and 44% *tend to agree* with this statement. Conversely, one in five (20%) disagree: 15% *tend to disagree* and 5% *totally disagree*. A further 4% are unable to form an opinion.

QE1.4. At the present time, in the EU, women are less likely than men to hold positions of responsibility. Please tell me whether you agree or disagree with each of the following statements on this subject.

The business community is dominated by men who do not have sufficient confidence in women



Inner pie : EB72.2 (Sept.-Oct. 2009)

Outer pie : EB76.1 (Sept. 2011)

EU27

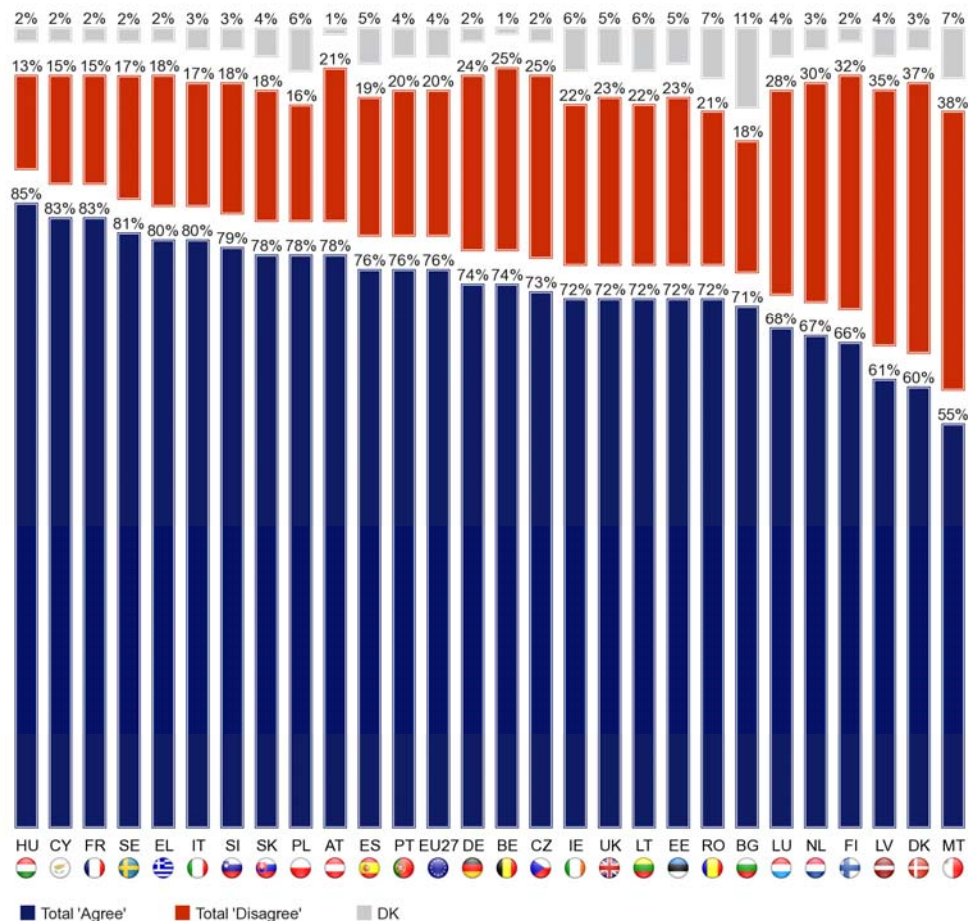
Base: Total sample

Since 2009, there is a minor increase in the proportion of respondents who agree with this statement (from 74% to 76%, +2 points). Still, agreement has clearly intensified, as there is a growing proportion of respondents who *totally agree* (from 27% to 32%, +5 points).

**Country-by-country** analysis shows that in every single Member State, over half of the respondents agree with the statement that business is dominated by men with insufficient confidence in women. The highest percentages are found in Hungary (85%), France and Cyprus (both 83%), Sweden (81%), Greece and Italy (both 80%). The lowest percentages are observed in Latvia (61%), Denmark (60%) and Malta (55%).

QE1.4. At the present time, in the EU, women are less likely than men to hold positions of responsibility. Please tell me whether you agree or disagree with each of the following statements on this subject.

The business community is dominated by men who do not have sufficient confidence in women































Base: Total sample

When comparing with 2009, the numbers of respondents saying that the business community is dominated by men increased most in Greece (from 73% to 80%, +7 points), Poland (from 71% to 78%, +7 points), the Czech Republic (from 67% to 73%, +6 points) and Italy (from 74% to 80%, +6 points).

In only four countries, the number of respondents who think so *decreased*: Denmark (from 67% to 60%, -7 points), Malta (from 60% to 55%, -5 points), Finland (from 70% to 66%, -4 points) and France (from 84% to 83%, -1 point).

**QE1.4 At the present time, in the EU, women are less likely than men to hold positions of responsibility. Please tell me whether you agree or disagree with each of the following statements on this subject.**  
**The business community is dominated by men who do not have sufficient confidence in women**  
 - % 'Total Agree'

	EB76.1 Sept. 2011	EB72.2 Sept.-Oct. 2009	Diff EB76.1 - EB72.2
 EU27	76%	74%	+2
 EL	80%	73%	+7
 PL	78%	71%	+7
 CZ	73%	67%	+6
 IT	80%	74%	+6
 BG	71%	66%	+5
 CY	83%	78%	+5
 RO	72%	68%	+4
 IE	72%	69%	+3
 HU	85%	82%	+3
 PT	76%	73%	+3
 SI	79%	76%	+3
 SK	78%	75%	+3
 LU	68%	66%	+2
 UK	72%	70%	+2
 EE	72%	71%	+1
 LV	61%	60%	+1
 LT	72%	71%	+1
 NL	67%	66%	+1
 AT	78%	77%	+1
 SE	81%	80%	+1
 BE	74%	74%	=
 DE	74%	74%	=
 ES	76%	76%	=
 FR	83%	84%	-1
 FI	66%	70%	-4
 MT	55%	60%	-5
 DK	60%	67%	-7

Base: Total sample

**Socio-demographic** breakdown reveals differences for gender and occupation. Perhaps unsurprisingly, more women (80%) than men (72%) say the business community is dominated by men with insufficient confidence in women.

Similarly, house persons are more likely to say so (82%) compared with managers (71%) and self-employed respondents (72%). Respondents who position themselves on the left of the political scale tend more to think that business community is dominated by who do not have confidence in women than those who position themselves on the right (80% vs. 73%).

QE1.4 At the present time, in the EU, women are less likely than men to hold positions of responsibility. Please tell me whether you agree or disagree with each of the following statements on this subject.

The business community is dominated by men who do not have sufficient confidence in women

	Total 'Agree'	Total 'Disagree'	DK
EU27	76%	20%	4%
<b>Sex</b>			
Male	72%	24%	4%
Female	80%	17%	3%
<b>Subjective urbanisation</b>			
Rural village	75%	21%	4%
Small/ Mid-size town	77%	19%	4%
Large town	75%	22%	3%
<b>Left-Right scale</b>			
(1-4) Left	80%	18%	2%
(5-6) Centre	76%	21%	3%
(7-10) Right	73%	24%	3%

Base: Total sample



## 2 EQUAL REPRESENTATION OF WOMEN AND MEN IN LEADERSHIP POSITIONS IN PRIVATE COMPANIES

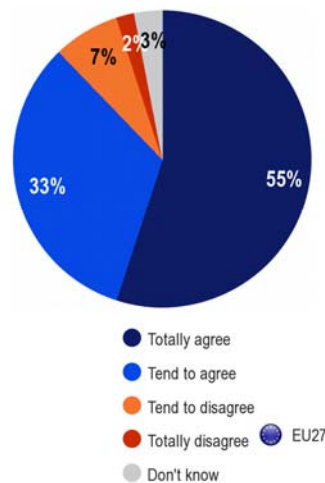
Having seen Europeans' views associated with gender equality on positions of responsibility in general, we now turn to their opinion on gender balance specifically in business leadership: whether they are in favour of it and the reasons why.

### 2.1 Representation of women in leadership positions in private companies

**- Nearly nine Europeans out of ten agree that, given equal competence, women should be equally represented in positions of leadership in companies -**

The great majority (88%) of the Europeans *agree* with the statement that 'given equal competence, women should be equally represented in positions of leadership in companies'<sup>8</sup>: 55% *totally agree* and 33% *tend to agree*. Only a small minority (9%) *disagree* with the statement: 7% *tend to disagree* and 2% *totally disagree*.

QE2. Do you agree or disagree with the following statement: Given equal competence, women should be equally represented in positions of leadership in companies.



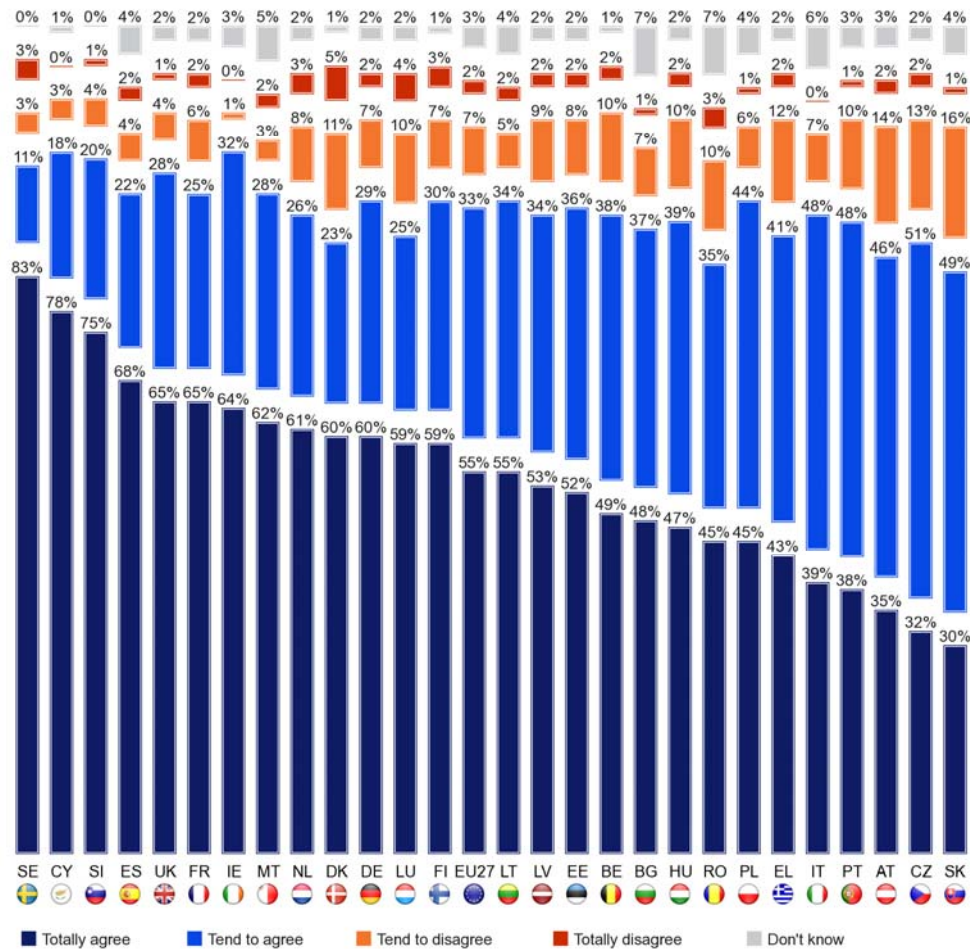
Base: Total sample

<sup>8</sup> QE2 Do you agree or disagree with the following statement: Given equal competence, women should be equally represented in positions of leadership in companies?

**Country-by-country** analysis shows that in every single Member State there is a large majority of interviewees in support of gender balance in business leadership, with the largest proportions observed in Cyprus, Ireland (both 96%), Slovenia (95%), Sweden (94%) and the UK (93%). The lowest percentages are in Slovakia (79%), Romania (80%) and Austria (81%).

Member States with highest percentages of interviewees who *totally agree* are Sweden (83%), Cyprus (78%) and Slovenia (75%). Countries where respondents are most inclined to *tend to agree* are the Czech Republic (51%), Slovakia (49%), Italy, Portugal (both 48%) and Austria (46%).

QE2. Do you agree or disagree with the following statement: Given equal competence, women should be equally represented in positions of leadership in companies.






Base: Total sample

**Socio-demographic** breakdown reveals the clear influence of gender and small differences regarding age and education. Women are more likely than men (92% vs. 84%) to agree that 'given equal competence, women should be equally represented in positions of leadership in companies'. Moreover, women more often than men *totally* agree (64% vs. 46%).

Respondents who had left school at the age of 15 or younger are somewhat less likely (85%) than their more educated counterparts to be in support of gender balance on company boards. This is also true of self-employed respondents (85%) compared with white collar workers (91%).

QE2 Do you agree or disagree with the following statement: Given equal competence, women should be equally represented in positions of leadership in companies.

	Totally agree	Tend to agree	Tend to disagree	Totally disagree	Don't know	Total 'Agree'	Total 'Disagree'
EU27	55%	33%	7%	2%	3%	88%	9%
 <b>Sex</b>							
Male	46%	38%	10%	2%	4%	84%	12%
Female	64%	28%	5%	1%	2%	92%	6%
 <b>Education (End of)</b>							
15-	50%	35%	8%	1%	6%	85%	9%
16-19	55%	35%	6%	2%	2%	90%	8%
20+	60%	28%	7%	3%	2%	88%	10%
Still studying	55%	34%	6%	2%	3%	89%	8%
 <b>Respondent occupation scale</b>							
Self-employed	49%	36%	9%	2%	4%	85%	11%
Managers	58%	29%	8%	3%	2%	87%	11%
Other white collars	55%	36%	6%	2%	1%	91%	8%
Manual workers	53%	36%	7%	1%	3%	89%	8%
House persons	60%	30%	5%	1%	4%	90%	6%
Unemployed	61%	28%	6%	2%	3%	89%	8%
Retired	55%	33%	7%	1%	4%	88%	8%
Students	55%	34%	6%	2%	3%	89%	8%

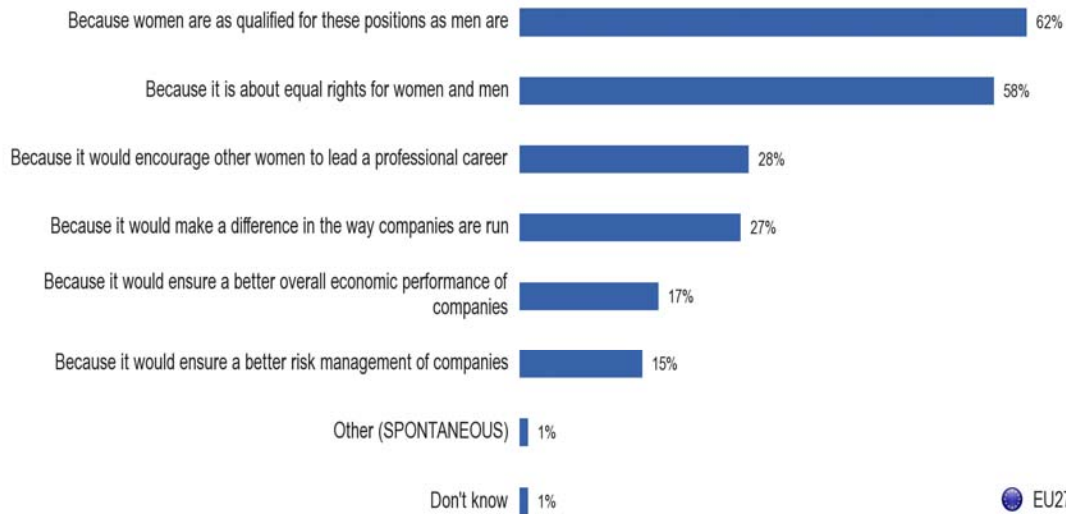
Base: Total sample

## 2.2 Reasons for promoting equal representation between men and women in positions of leadership in companies

### - Europeans mention equal qualifications and equal rights most often as reasons for gender balance in company leadership -

Having seen that the vast majority of Europeans agree that, given equal competence, women should be equally represented in positions of leadership in companies, we now turn to examine the reasons why Europeans think so. Those respondents who had agreed that women should be equally represented were then asked to choose a maximum of three out of six possible reasons<sup>9</sup>.

QE3. You said that women should be equally represented in positions of leadership in companies. Why do you think so?



Base: Respondents who answered they 'totally agree' or 'tend to agree' that women should be equally represented (n= 23,700)

<sup>9</sup> QE2 You said that women should be equally represented in positions of leadership in companies. Why do you think so?

- Because it would ensure a better overall economic performance of companies
- Because it would ensure a better risk management of companies
- Because it would encourage other women to lead a professional career
- Because women are as qualified for these positions as men are
- Because it would make a difference in the way companies are run
- Because it is about equal rights for women and men

Reasons more often quoted by Europeans are related to justice and equality rather than economic efficiency. Of those Europeans who are in favour of gender balance in company leaderships, majorities say 'because women are as qualified for these positions as men are' (62%) or 'it is about equal rights for women and men' (58%); fewer than three in ten mention that 'it would encourage other women to lead a professional career' (28%) or 'it would make a difference in the way companies are run' (27%); smaller percentages cite 'it would ensure a better overall economic performance of companies' (17%) or 'it would ensure a better risk management of companies' (15%).

A **country-by-country** breakdown shows that Sweden (84%) and Denmark (82%) stand out as the Member States with vast majorities saying 'because women are as qualified for these positions as men are', followed on some distance by France and Luxembourg (both 75%). Overall, this item ranked first in 21 out of 27 Member States. Interviewees in Estonia (43%), Poland (48%) and Italy (49%) are least likely to cite this reason.





























France (77%) stands out as the country with highest percentage of respondents mentioning 'equal rights of women and men', followed on some distance by Finland and Belgium (both 66%). This reason ranked first in 7 of the 27 Member States (including a shared first place with 'equal qualifications' in Austria, both 62%) Respondents in Denmark and Poland (both 42%) are least likely to mention this reason.

The highest percentages of respondents citing 'because it would encourage other women to lead a professional career' are found in Cyprus (45%) and Austria (42%). Conversely, lowest percentages are found in Spain and Slovenia (both 21%).

Denmark, the Netherlands (both 55%) and Sweden (53%) stand out as the Member States with over half of the interviewees saying 'it would make a difference in the way companies are run'. In contrast, respondents in Poland and Lithuania (both 10%) were least likely to.

Ireland stands out as the country with largest proportions of respondents citing 'because it would ensure a better overall economic performance of companies' (37%) and 'because it would ensure a better risk management of companies' (22%).

QE3 You said that women should be equally represented in positions of leadership in companies. Why do you think so?

		Because women are as qualified for these positions as men are	Because it is about equal rights for women and men	Because it would encourage other women to lead a professional career	Because it would make a difference in the way companies are run	Because it would ensure a better overall economic performance of companies	Because it would ensure a better risk management of companies
	EU27	62%	58%	28%	27%	17%	15%
	BE	68%	66%	31%	34%	15%	11%
	BG	57%	55%	29%	19%	26%	14%
	CZ	54%	57%	30%	18%	19%	17%
	DK	82%	42%	23%	55%	16%	15%
	DE	68%	63%	28%	38%	14%	12%
	EE	43%	52%	36%	37%	17%	20%
	IE	52%	46%	35%	32%	37%	22%
	EL	58%	55%	32%	26%	27%	18%
	ES	57%	59%	21%	19%	13%	8%
	FR	75%	77%	30%	33%	12%	15%
	IT	49%	46%	26%	17%	25%	21%
	CY	71%	64%	45%	19%	29%	16%
	LV	62%	49%	22%	16%	15%	9%
	LT	58%	48%	28%	10%	17%	16%
	LU	75%	62%	35%	32%	12%	13%
	HU	61%	50%	32%	29%	19%	14%
	MT	68%	55%	33%	16%	12%	10%
	NL	69%	50%	24%	55%	17%	20%
	AT	62%	62%	42%	37%	20%	18%
	PL	48%	42%	23%	10%	16%	16%
	PT	52%	51%	23%	18%	19%	16%
	RO	55%	46%	37%	15%	25%	21%
	SI	58%	61%	21%	28%	26%	14%
	SK	59%	60%	31%	28%	17%	17%
	FI	69%	66%	36%	40%	12%	16%
	SE	84%	53%	28%	53%	14%	14%
	UK	65%	64%	29%	26%	15%	12%
		<b>Highest percentage per country</b>			<b>Lowest percentage per country</b>		
		Highest percentage per item			Lowest percentage per item		

Base: Respondents who answered that they 'totally agree' or 'tend to agree' that women should be equally represented (n= 23,700)

A **socio-demographic** breakdown reveals that, unsurprisingly, women (64%) are more likely than men (59%) to say women are as qualified as men for positions of company leadership. This is also true of those who studied until the age of twenty or longer (66%) compared to those who had finished their education at the age of fifteen or earlier (58%). Managers (68%) are more likely to say that women and men are equally qualified than self-employed respondents (57%).

So are interviewees who almost never have problems with paying their bills (65%) compared to those who have these problems most of the time (56%).

There is no difference between men and women in mentioning equal rights as a reason for equal representation. Age, education and occupation have a small influence. The youngest respondents aged 15-24 (63%) differ by being slightly more likely to mention equal rights compared to the older respondents. Interestingly, the longer educated respondents (till the age of 20 or beyond, 55%) are less likely to mention equal rights than their less educated counterparts. Students (62%) more often cite equal rights than self-employed interviewees (52%).

A slightly higher percentage of women than men (29% vs. 26%) mention the encouragement of other women as a reason for equal representation of women and men in company leadership. House persons (32%) are more likely to cite this reason than managers (25%).

Women are more likely than men (29% vs. 25%) to think that equal representation of women and men in company leadership would make a difference in the way companies are run. This is also true for the longer educated (20 or beyond, 33%) compared to those who had left school at the age of 15 or younger (22%). Managers (36%) are more likely to cite this reason than the unemployed (21%). So are respondents who find it easy to pay their bills (30%) compared to those who struggle (22%).

Only slightly higher proportions of women than men think that equal representation of women and men on company boards would ensure a better overall economic performance of companies (19% vs. 16%) or that it would ensure a better risk management of companies (15% vs. 14%).

Overall, it should be noted that there are only minor differences between women's and men's views regarding reasons for equal representation of women and men in company leadership positions.

QE3 You said that women should be equally represented in positions of leadership in companies. Why do you think so?  
(ROTATE – MAX. 3 ANSWERS)

	Because women are as qualified for these positions as men are	Because it is about equal rights for women and men	Because it would encourage other women to lead a professional career	Because it would make a difference in the way companies are run	Because it would ensure a better overall economic performance of companies	Because it would ensure a better risk management of companies
EU27	62%	58%	28%	27%	17%	15%
<b>Sex</b>						
Male	59%	58%	26%	25%	16%	14%
Female	64%	58%	29%	29%	19%	15%
<b>Age</b>						
15-24	61%	63%	30%	24%	17%	12%
25-39	62%	57%	28%	26%	16%	14%
40-54	63%	56%	27%	29%	19%	16%
55 +	62%	58%	27%	28%	17%	15%
<b>Education (End of)</b>						
15-	58%	60%	26%	22%	16%	13%
16-19	62%	59%	31%	26%	18%	15%
20+	66%	55%	25%	33%	17%	16%
Still studying	62%	62%	28%	26%	17%	12%
<b>Respondent occupation scale</b>						
Self-employed	57%	52%	28%	28%	20%	17%
Managers	68%	55%	25%	36%	17%	17%
Other white collars	63%	54%	27%	28%	18%	15%
Manual workers	62%	60%	28%	27%	17%	15%
House persons	61%	59%	32%	25%	19%	15%
Unemployed	61%	58%	29%	21%	16%	11%
Retired	61%	59%	27%	27%	16%	15%
Students	62%	62%	28%	26%	17%	12%
<b>Difficulties paying bills</b>						
Most of the time	56%	61%	29%	22%	18%	15%
From time to time	59%	56%	28%	24%	20%	16%
Almost never	65%	59%	27%	30%	16%	14%

Base: Respondents who answered that they 'totally agree' or 'tend to agree'  
that women should be equally represented (n= 23,700)



### 3 ACHIEVING A BALANCED REPRESENTATION OF WOMEN AND MEN ON COMPANY BOARDS

The first chapter of this report presented Europeans' views on gender equality in general. The second chapter focussed more specifically on gender balance in leadership positions in private companies. This chapter will take one step further and discuss Europeans' views on how to achieve a balanced representation of women and men on company boards.

Europeans' view on the following topics will be addresses here:

Ways to achieve balanced representation on company boards

Legislation on gender balance on company boards

Level of measures to improve gender balance: national or European

#### *3.1 Best way to achieve balanced representation of women and men on company boards*

*— Opinion is divided on how to achieve gender balance on company boards —*

The interviewees were presented with the following information: 'Women are under-represented in positions of leadership and progress is slow. For example, they represent only on average 12% of board members of the largest publicly listed companies in the EU Member States.' Then the respondents were asked to choose which they thought to be the best of three options to achieve a more balanced representation of men and women on company boards<sup>10</sup>.

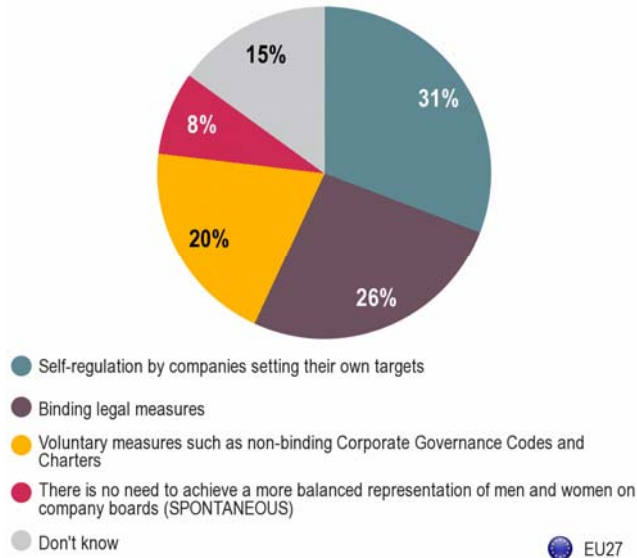
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<sup>10</sup> QE4 What is, in your view, the best way to achieve a more balanced representation of men and women on company boards?

1. Voluntary measures such as non-binding Corporate Governance Codes and Charters
2. Self-regulation by companies setting their own targets
3. Binding legal measures

Opinion is divided on the best way to achieve gender balance in company boards. Almost one-third believes the best way is 'self-regulation by companies setting their own targets' (31%). Just over a quarter thinks it would demand 'binding legal measures' (26%). One-fifth says 'voluntary measures, such as non-binding Corporate Governance Codes and Charters' (20%).

QE4. What is, in your view, the best way to achieve a more balanced representation of men and women on company boards?



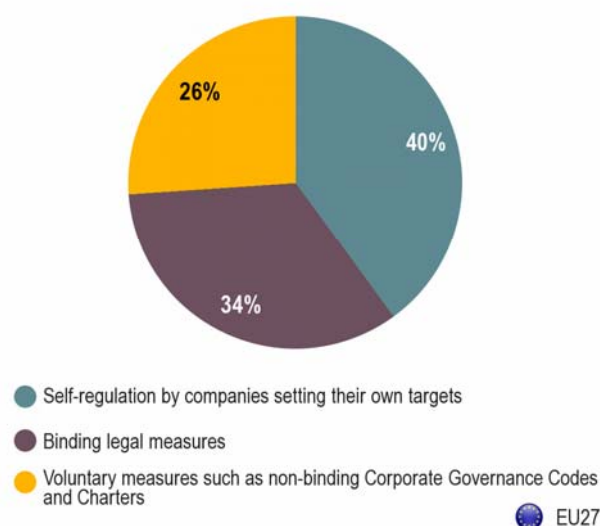
Base: total sample

Interestingly, a considerable minority of 15% is unable to form an opinion on this matter and a further 8% say spontaneously 'there is no need to achieve a more balanced representation of men and women on company boards'.

Respondents in NMS12 more often tend not to have an opinion on this topic than those in EU15 (20% NMS12 vs. 14% EU15). Conversely, respondents in EU15 are somewhat more likely than those in NMS12 to be in favour of self-regulation by companies (32% EU15 vs. 27% NMS12).

A second analysis was performed, including only those respondents who did choose one of the three options to achieve gender balance on company boards: a relative majority of them are in favour of *self-regulation* (40%), whereas over one-third calls for *binding legal measures* (34%), and about one-quarter believes the best way to be *voluntary measures* (26%).

QE4(2). What is, in your view, the best way to achieve a more balanced representation of men and women on company boards?



Base: Respondents who did choose a way to achieve gender balance on company boards (n= 20,731)

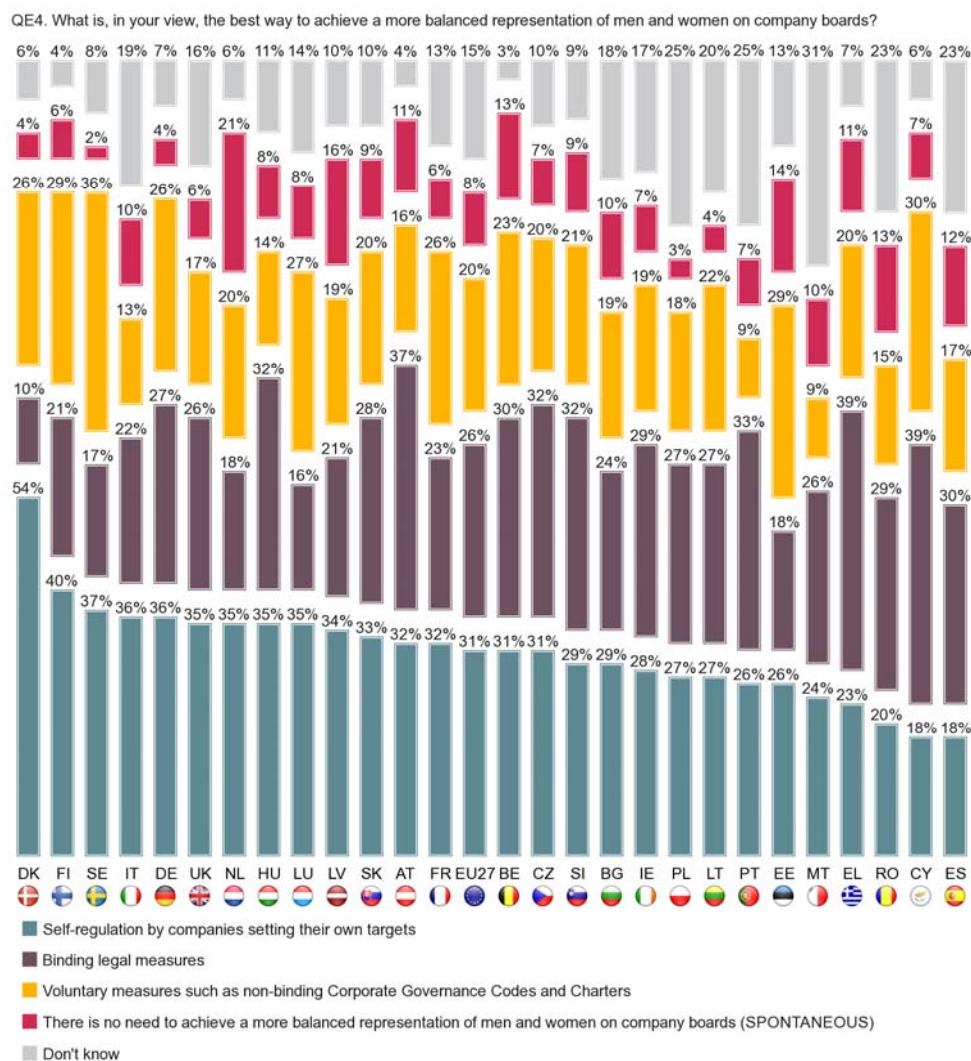
**Country-by-country** analysis reveals that Denmark (54%) stands out as the country with largest proportion of respondents being in favour of *self-regulation by companies* to achieve gender balance in company boards, followed on some distance by Finland (40%). Lowest percentages are found in Spain, Cyprus (both 18%) and Romania (20%).

*Binding legal measures* are most often mentioned in Cyprus, Greece (both 39%) and Austria (37%). Fewest citing of binding legal measures is found in Denmark (10%), Luxembourg (16%) and Sweden (17%).

Sweden (36%) has the highest percentage of interviewees who prefer *voluntary measures*, followed on some distance by Cyprus (30%). By contrast, Malta and Portugal (both 9%) have the lowest percentages.

The highest percentage of interviewees who spontaneously say that there is *no need to achieve more gender balance on company boards* are found in the Netherlands (21%), followed on some distance by Latvia (16%). Lowest percentages are found in Sweden (2%) and Poland (3%).

Malta (31%), Portugal and Poland (25%) have the largest proportions of respondents saying they *don't know*.



Base: total sample

Overall, of the 27 Member States, the clear majority view regarding the best way to achieve gender balance in company boards is by self-regulation in 14 countries; by binding legal measures in 10 countries; and comparably equal relative majority support for both ways is found in 2 countries (Poland and Lithuania, both 27% for each measure). In Estonia, voluntary measures are the best way to achieve gender balance in company boards for a relative majority of respondents (29%).

**Socio-demographic** analysis reveals that women (29%) are less likely than men (33%) to choose self-regulation of companies as the best option. Furthermore, women are more likely than men to support binding legal measures (29% vs. 23%). Unsurprisingly, women are less likely than men to spontaneously say there is no need to achieve a more balanced representation of men and women on company boards (6% vs. 10%).

The oldest respondents aged 55+ (28%) are less likely to choose self-regulation than the younger respondents and they are most likely to have no opinion on this topic (19%). Turning to education, respondents who had left school at the age of 15 or younger (24%) stand out clearly as less likely than their more educated counterparts (33% and 34% respectively) to be in favour of self-regulation of companies. This is also true of house persons (24%) compared to other occupations, most notably managers (37%).

**QE4. What is, in your view, the best way to achieve a more balanced representation of men and women on company boards?**

	<b>Voluntary measures such as non-binding Corporate Governance Codes and Charters</b>	<b>Self-regulation by companies setting their own targets</b>	<b>Binding legal measures</b>	<b>There is no need to achieve a more balanced representation of men and women on company boards (SPONTANEOUS)</b>	<b>Don't know</b>
EU27	20%	31%	26%	8%	15%
<b>Sex</b>					
Male	20%	33%	23%	10%	14%
Female	19%	29%	29%	6%	17%
<b>Age</b>					
15-24	18%	32%	28%	7%	15%
25-39	20%	34%	26%	8%	12%
40-54	22%	32%	26%	8%	12%
55 +	19%	28%	26%	8%	19%
<b>Education (End of)</b>					
15-	16%	24%	26%	9%	25%
16-19	20%	33%	27%	7%	13%
20+	24%	34%	25%	8%	9%
Still studying	19%	34%	26%	7%	14%

Base: total sample

### 3.2 Legislation to achieve balanced representation of women and men on company boards

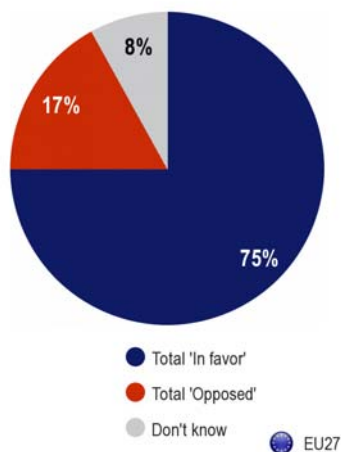
#### **- Three-quarters of Europeans are in favour of legislation on gender balance on company boards-**

Whereas the former section described Europeans' preferences regarding various ways to achieve gender balance on company boards, this section focuses exclusively on legislation.

The interviewees were first informed that 'some European countries (e.g. France, Spain, the Netherlands, Italy, Belgium and Norway) have already taken legal measures to ensure a more balanced representation of men and women on company boards'. Then they were asked whether they were in favour or opposed to legislation on this matter under the condition that qualification is taken into account without automatically favouring one of either gender.<sup>11</sup>

Three-quarters (75%) of the European interviewees are in favour of such legislation. A minority (17%) oppose it. A further 8% had no opinion on this topic.

QE5. Some European countries (e.g. France, Spain, the Netherlands, Italy, Belgium and Norway) have already taken legal measures to ensure a more balanced representation of men and women on company boards. Are you in favour or opposed to a legislation on this matter under the condition that qualification is taken into account without automatically favouring one of either gender?

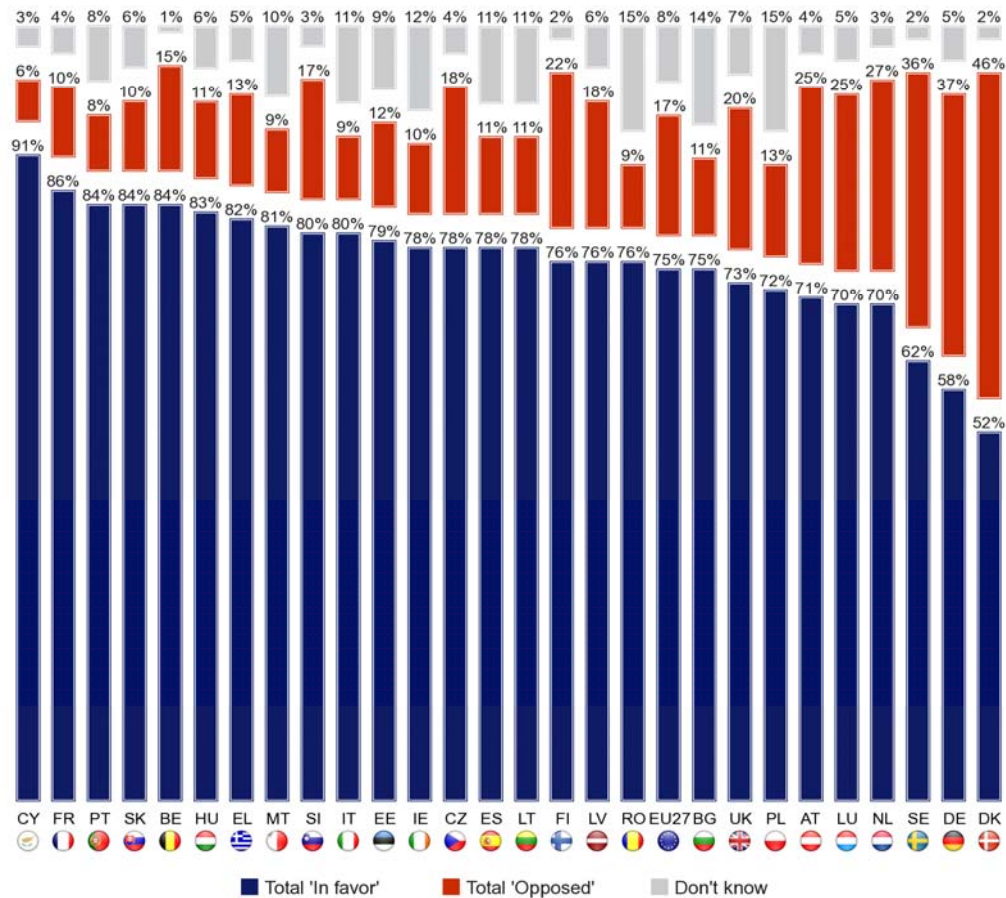


Base: total sample

<sup>11</sup> QE5 Some European countries (e.g. France, Spain, the Netherlands, Italy, Belgium and Norway) have already taken legal measures to ensure a more balanced representation of men and women on company boards. Are you in favour or opposed to legislation on this matter under the condition that qualification is taken into account without automatically favouring one of either gender?

**Country-by-country** analysis shows that in every single Member State, there is an absolute majority in favour of legislation on gender balance on company boards when qualification is taken into account. Highest percentages of respondents who are in favour are found in Cyprus (91%), France (86%), Belgium, Portugal, Slovakia (all 84%). Lowest percentages are in Denmark (52%), Germany (58%) and Sweden (62%).

QE5. Some European countries (e.g. France, Spain, the Netherlands, Italy, Belgium and Norway) have already taken legal measures to ensure a more balanced representation of men and women on company boards. Are you in favour or opposed to a legislation on this matter under the condition that qualification is taken into account without automatically favouring one of either gender?



Base: total sample

**Socio-demographic** breakdown shows that women (79%) are more likely than men (69%) to be in favour of legislation to achieve gender balance on company boards. The younger the interviewees, the more likely they are to be in favour of legislation: the youngest respondents aged 15-24 (78%) compared to the oldest respondents aged 55+ (71%). It is noteworthy that, of all occupations, managers (67%) are those who are least likely to favour legislation whereas other white collar workers (79%) are the most likely.

QE5 Some European countries (e.g. France, Spain, the Netherlands, Italy, Belgium and Norway) have already taken legal measures to ensure a more balanced representation of men and women on company boards. Are you in favour or opposed to a legislation on this matter under the condition that qualification is taken into account without automatically favouring one of either gender?

	Total 'In favor'	Total 'Opposed'	Don't know
EU27	75%	17%	8%
<b>Sex</b>			
Male	69%	23%	8%
Female	79%	13%	8%
<b>Age</b>			
15-24	78%	14%	8%
25-39	76%	17%	7%
40-54	75%	19%	6%
55 +	71%	19%	10%
<b>Respondent occupation scale</b>			
Self-employed	73%	21%	6%
Managers	67%	28%	5%
Other white collars	79%	17%	4%
Manual workers	77%	16%	7%
House persons	77%	12%	11%
Unemployed	77%	14%	9%
Retired	71%	19%	10%
Students	77%	15%	8%

Base: total sample

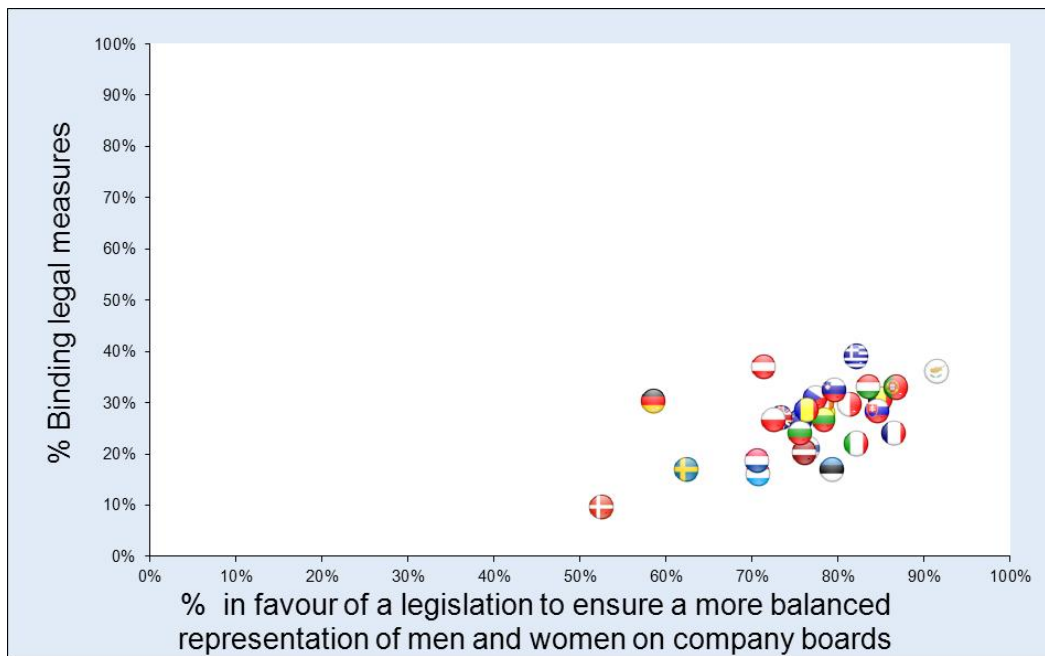
In the preceding section of this chapter, we learned about Europeans' choices when they have to pick one out of three options to improve gender balance in company boards: (1) *self-regulation* by the companies setting their own targets, (2) *voluntary measures* such as non-binding Corporate Governance Codes and Charters, or (3) *binding legal measures*.



In the present section, interviewees are presented with just one option: *legislation* with additionally further explanation that qualification is taken into account. It is interesting to examine the relationship of this option with each of the three options of the preceding section. Further analysis yielded two notable correlations.

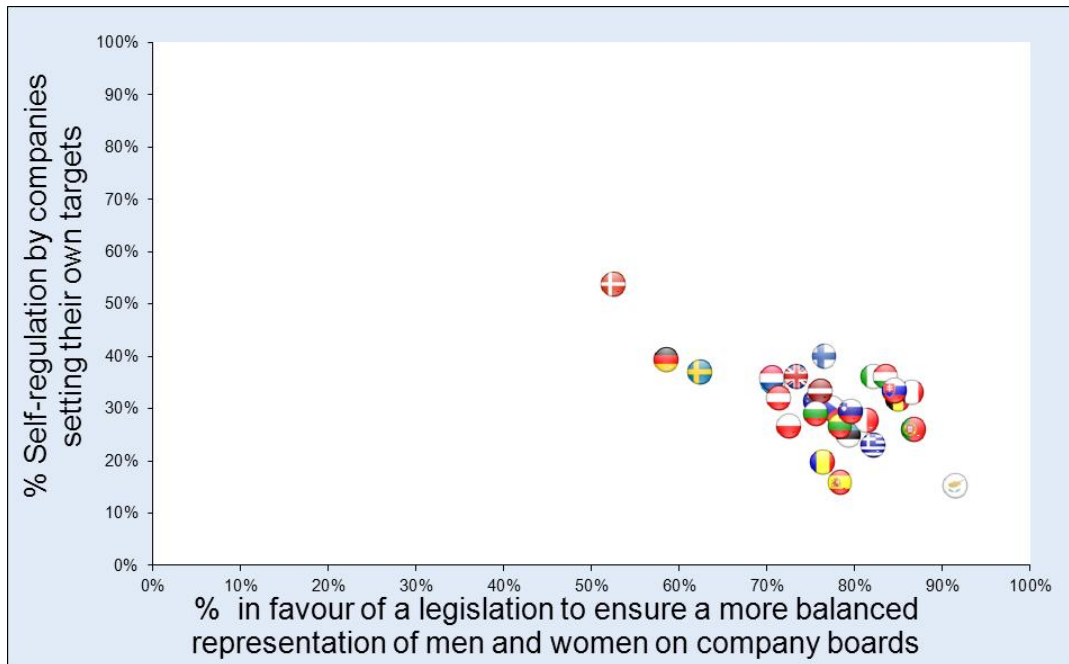
Firstly, a clear positive correlation is found between *support for legislation* and *preference for binding legal measures*. In other words, Member States with higher percentages of respondents who favour legislation also tend to have higher percentages preferring *binding legal measures* (over voluntary measures and self-regulation); vice versa, lower percentages of support for legislation tend to coincide with lower percentages preferring binding legal measures. A visual image is presented in the graph below.

*Positive correlation between support for legislation (QE5 total 'in favour') and preference for binding legal measures (QE4.3)*



Secondly, a negative correlation is found between *support for legislation* and preference for *self-regulation* of companies setting their own targets (over voluntary measures and binding legal measures). More specifically, countries with smaller proportions of respondents in favour of legislation tend to have larger proportions preferring self-regulation; vice versa, higher proportions supporting legislation tend to be accompanied by lower percentages preferring self-regulation of companies.

*Negative correlation between support for legislation (QE5 total 'in favour') and preference for self-regulation by companies (QE4.2)*

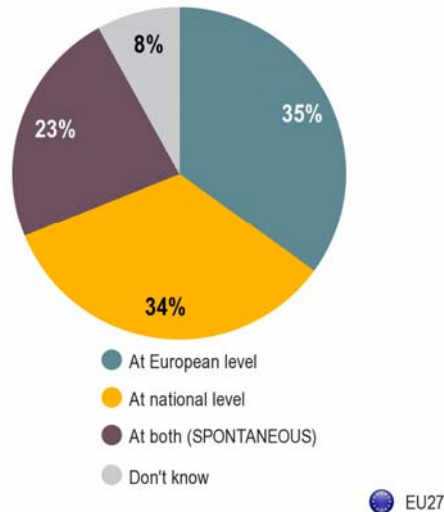


### 3.3 Decision level for measures to improve gender balance on company boards

**- Europeans are divided on the level of decision-making with regards to measures taken, with a slight preference for the European level rather than the national level (35% vs. 34%)-**

All interviewees were asked whether they would prefer European level or national level decision making when it comes to measures to improve gender balance on boards of publicly listed companies<sup>12</sup>.

QE9. With regards to measures taken to improve gender balance on boards of publicly listed companies, do you think that decisions should be made by at national level or European level?

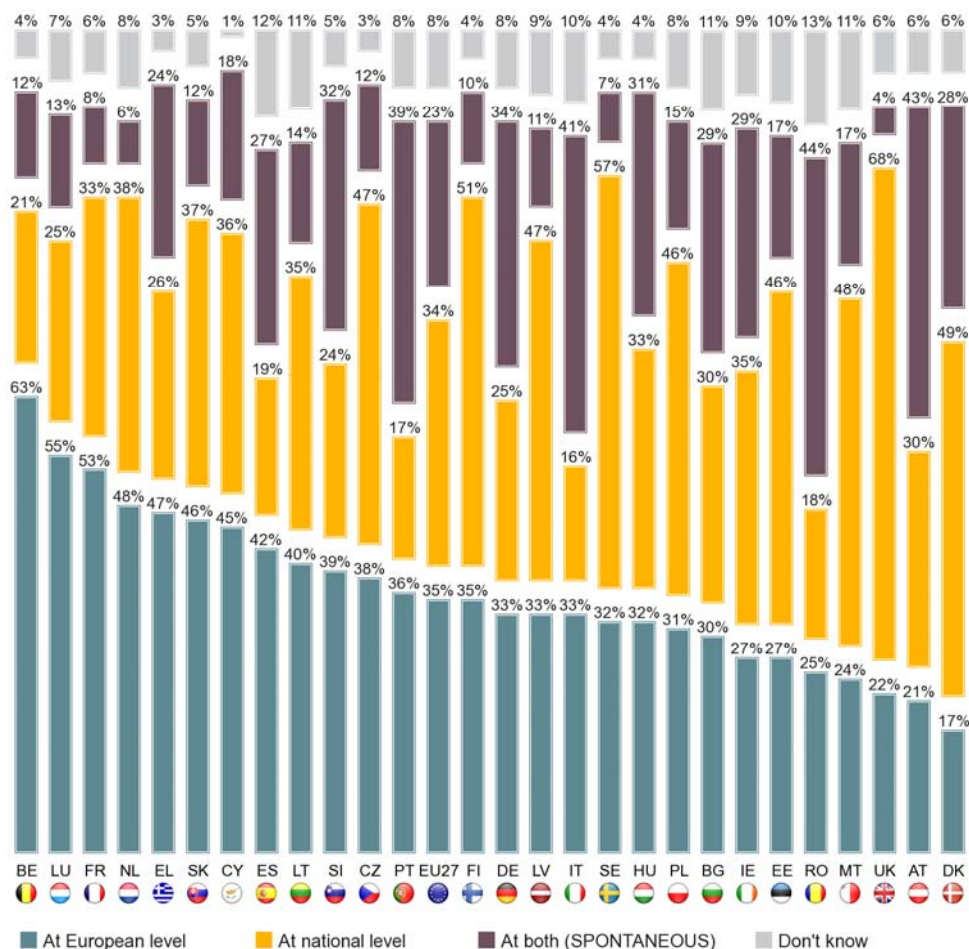


Base: Total sample

<sup>12</sup> QE9 With regards to measures taken to improve gender balance on boards of publicly listed companies, do you think that decisions should be made by at national level or European level?  
 - At national level  
 - At European level

Opinion is somewhat divided; over one-third of the Europeans polled say decisions should be made *at European level* (35%), whereas another third prefer *at national level* (34%). Notably, almost a quarter of the interviewees spontaneously answer that decisions should be made *at both levels* (23%). A further 8% could not form an opinion.

QE9. With regards to measures taken to improve gender balance on boards of publicly listed companies, do you think that decisions should be made by at national level or European level?



Base: total sample

**Country-by-country** analysis reveals notable differences. In three countries, over half of the interviewees are in favour of the *European level*, with Belgium (63%) standing out and Luxembourg (55%) and France (53%) following on at some distance.

Smallest percentages in favour of the European level are found in Denmark (17%), Austria (21%) and the UK (22%).

A *national level* is preferred by absolute majorities in the UK (68%), Sweden (57%) and Finland (51%). Moreover, large relative majorities preferring this option are found in Denmark (49%), Malta (48%), the Czech Republic, Latvia (both 47%), Estonia, and Poland (both 46%).

Interviewees are least likely to choose the national level in Italy (16%), Portugal (17%), Romania (18%) and Spain (19%).

Respondents are most likely to spontaneously mention *both European and national level* in Romania (44%), Austria (43%), Italy (41%) and Portugal (39%). This is least the case in the UK (4%), the Netherlands (6%), Sweden (7%) and France (8%).

**Socio-demographic** breakdown reveals hardly any differences between men and women; however, age and education are an influence. The younger the respondents are, the more likely they prefer the European level: the youngest respondents aged 15-24 (41%) are more likely than the oldest respondents aged 55+ (32%). The respondents who were educated until the age of 20 or beyond (39%) are more likely to choose the European level compared to those who had left school at the age of 15 or younger (31%). This is also true for students (43%) compared with retired interviewees (30%).

Respondents who position themselves on the left are more likely to advocate for the European level rather than the national level (41% vs. 31%). On the contrary, those who position themselves on the right tend to choose more the national level of decision-making (36% vs. 35% for the European level).

Respondents who believe that binding legal measures is the best way to achieve a more balanced representation of men and women in positions of leadership in companies are more likely to advocate for the European level of decision-making (42% vs. 32% for the national level). It is also the case for the respondents who are in favour of a legislation to ensure a more balanced representation of men and women on company boards.

QE9 With regards to measures taken to improve gender balance on boards of publicly listed companies, do you think that decisions should be made by at national level or European level?

	European level	National level	At both (SPONTANEOUS)	Don't know
EU27	35%	34%	23%	8%
<b>Sex</b>				
Male	35%	34%	23%	8%
Female	36%	33%	23%	8%
<b>Age</b>				
15-24	41%	32%	20%	7%
25-39	39%	32%	23%	6%
40-54	35%	34%	24%	7%
55 +	32%	35%	23%	10%
<b>Education (End of)</b>				
15-	31%	33%	25%	11%
16-19	35%	35%	23%	7%
20+	39%	33%	21%	7%
Still studying	43%	31%	21%	5%
<b>Respondent occupation scale</b>				
Self-employed	35%	31%	26%	8%
Managers	39%	35%	19%	7%
Other white collars	39%	32%	23%	6%
Manual workers	37%	34%	22%	7%
House persons	34%	28%	27%	11%
Unem-ployed	35%	34%	23%	8%
Retired	30%	37%	23%	10%
Students	43%	31%	21%	5%
<b>Left-Right scale</b>				
(1-4) Left	41%	31%	22%	6%
(5-6) Centre	34%	37%	22%	7%
(7-10) Right	35%	36%	22%	7%
<b>Best way to achieve a more balanced rep. of men and women</b>				
Voluntary measures	39%	35%	21%	5%
Self-regulation	37%	37%	21%	5%
Legal measures	42%	32%	24%	2%
Not necessary	25%	28%	29%	18%
<b>Legislation to ensure a more balanced rep. of men and women</b>				
Total 'In favour'	40%	34%	23%	3%
Total 'Opposed'	27%	37%	22%	14%

Base: total sample

## 4 LEGISLATION PROVIDING A MORE BALANCED REPRESENTATION OF WOMEN AND MEN ON COMPANY BOARDS

The preceding chapter described Europeans being in favour of, or opposed to legislation to achieve gender balance on company boards. This chapter elaborates further on what such legislation, in their view, should imply.

The following topics will be described here:

- ◆ Realistic gender quota targets
- ◆ Time granted to companies to comply with legislation
- ◆ Effective sanctions

### 4.1 *Realistic targets*

**— More than four Europeans out of ten say that 50% of women would be a realistic target to achieve —**

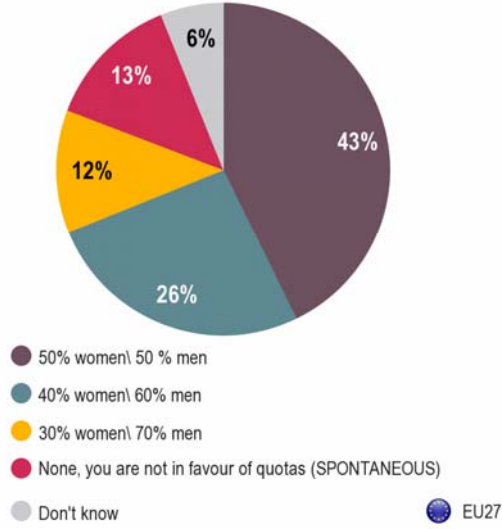
When asked what would be a realistic target in the case of legislation providing a more balanced representation of men and women on boards of publicly listed companies, opinion is somewhat divided<sup>13</sup>.

Though a relative majority of Europeans (43%) think *50% women and 50% men* would be a realistic target, over one-quarter (26%) say *40% women and 60% men* and sizeable minorities cite *30% women and 70% men* (12%) or spontaneously say they are *not in favour of quota* (13%). A further 6% did not form an opinion on this topic.

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<sup>13</sup> QE6 In the case of legislation providing a more balanced representation of men and women on boards of publicly listed companies, what would in your view be a realistic target?  
- 50% women\ 50 % men  
- 40% women\ 60% men  
- 30% women\ 70% men

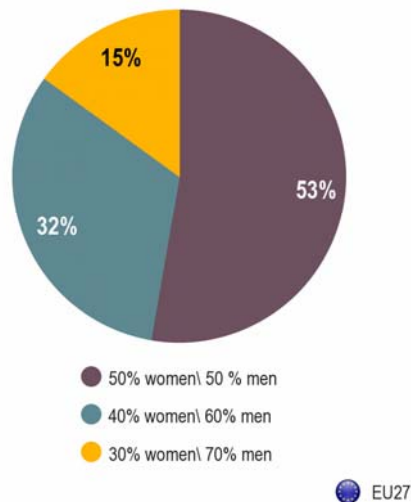
QE6. In the case of legislation providing a more balanced representation of men and women on boards of publicly listed companies, what would in your view be a realistic target?



Base: Total sample

When including in the analysis only those interviewees who do cite a target, an absolute majority (53%) believe a realistic target would be *50% women and 50% men*, whereas almost one-third of the interviewees (32%) think *40% women and 60% men* and the remaining interviewees (15%) say *30% women and 70% men*.

QE6(2). In the case of legislation providing a more balanced representation of men and women on boards of publicly listed companies, what would in your view be a realistic target?



Base: Respondents who answered one of the three options offered (n= 21,580)



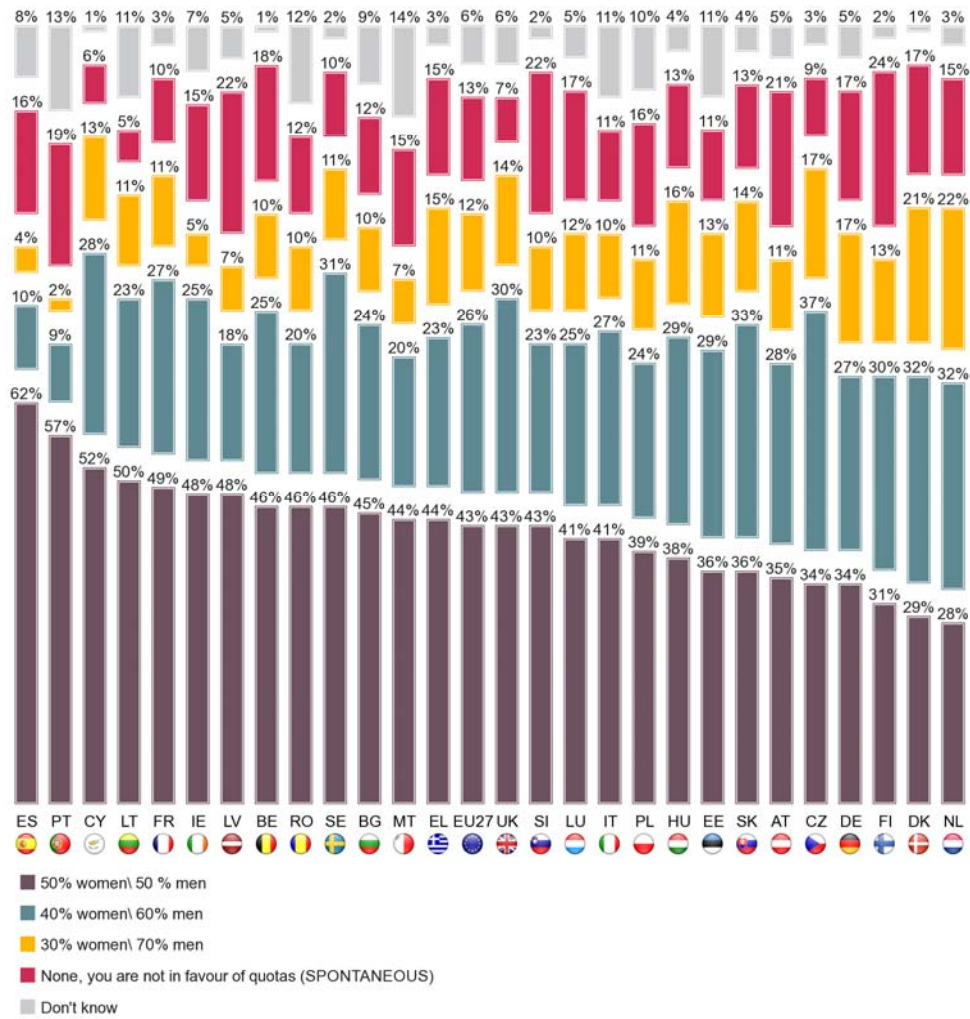
**Country-by-country** analysis reveals that respondents in Spain (62%) and Portugal (57%) are most likely to say *50% women and 50% men* is a realistic target. By contrast, interviewees in the Netherlands (28%), Denmark (29%) and Finland (31%) are least likely to say so.

Member States with the largest proportions of respondents citing *40% women and 60% men* are the Czech Republic (37%), Slovakia (33%), Denmark and the Netherlands (both 32%). Conversely, the smallest proportions are found in Portugal (9%) and Spain (10%).

Interviewees are most likely to choose *30% women and 70% men* as a realistic target in the Netherlands (22%) and Denmark (21%). They are least likely to do so in Portugal (2%), Spain (4%) and Ireland (5%).

Countries with the highest percentages of interviewees who refuse to mention a target and spontaneously say they are not in favour of quotas are Finland (24%), Slovenia and Latvia (22%) and Austria (21%); the lowest percentages are in Lithuania (5%), Cyprus (6%) and the UK (7%).

QE6. In the case of legislation providing a more balanced representation of men and women on boards of publicly listed companies, what would in your view be a realistic target?



Base: Total sample

**Socio-demographic** analysis reveals the clear influence of gender and occupation and the slight influence of age and education.

Almost half (49%) of the female interviewees think a *50% women/50% men* gender quota is a realistic target, whereas only about one-third (36%) of the male respondents think so. The youngest respondents aged 15-24 (46%) are slightly more likely to consider this a realistic option compared to those aged 25-39 or 40-54 (both 43%) and to the oldest respondents aged 55+ (42%). However, respondents educated for longer, until the age of 20 or beyond (40%), are slightly less likely to think this option is a realistic target than their less educated counterparts (44%). Managers (36%) and self-employed respondents (34%) are markedly less likely to consider the 50%/50% option realistic compared with house persons (49%) and unemployed respondents (51%).

Men (17%) are more likely than women (10%) to *spontaneously say they are not in favour of quotas*. The youngest respondents aged 15-24 are less likely (9%) to be against quotas than the older respondents: those aged 25-39 (13%), aged 40-54 and aged 55+ (both 14%). Perhaps surprisingly, respondents who were educated until the age of 20 or beyond (17%) are more likely to spontaneously say they are against gender quotas than their less educated counterparts (12%). This is also true of managers (19%) and self-employed interviewees (18%) compared to unemployed interviewees and students (both 10%).

Nearly six out of ten respondents who believe that the best way to achieve a more balanced representation of men and women in leadership positions of companies think a *50% women/50% men* gender quota is a realistic target, whereas only 39% of those who believe that self-regulation is the best way think so.

Half of the respondents who say that decisions to improve gender balance on boards should be taken at European level think a *50% women/50% men* gender quota is a realistic target, whereas 40% of those who say that it should be taken at national level think so.

QE6. In the case of legislation providing a more balanced representation of men and women on boards of publicly listed companies, what would in your view be a realistic target?

	50% women\ 50 % men	40% women\ 60% men	30% women\ 70% men	None, you are not in favour of quotas (SPONTANEOUS)	Don't know
EU27	43%	26%	12%	13%	6%
<b>Sex</b>					
Male	36%	26%	14%	17%	7%
Female	49%	25%	10%	10%	6%
<b>Age</b>					
15-24	46%	28%	10%	9%	7%
25-39	43%	26%	13%	13%	5%
40-54	43%	24%	14%	14%	5%
55 +	42%	25%	11%	14%	8%
<b>Education (End of)</b>					
15-	44%	24%	10%	12%	10%
16-19	44%	26%	12%	12%	6%
20+	40%	25%	14%	17%	4%
Still studying	43%	30%	11%	10%	6%
<b>Respondent occupation scale</b>					
Self-employed	34%	28%	14%	18%	6%
Managers	36%	26%	16%	19%	3%
Other white collars	42%	25%	14%	14%	5%
Manual workers	46%	25%	13%	11%	5%
House persons	49%	22%	8%	11%	10%
Unemployed	51%	22%	9%	10%	8%
Retired	42%	25%	11%	14%	8%
Students	43%	30%	11%	10%	6%
<b>Best way to achieve a more balanced rep. of men and women</b>					
Voluntary measures	40%	27%	15%	14%	4%
Self-regulation	39%	32%	14%	12%	3%
Legal measures	59%	26%	9%	4%	2%
Not necessary	23%	13%	15%	44%	5%
<b>Decisions to improve gender balance on boards should be taken...</b>					
At national level	40%	30%	16%	10%	4%
At European level	50%	28%	11%	8%	3%
At both	43%	22%	10%	18%	7%

Base: total sample

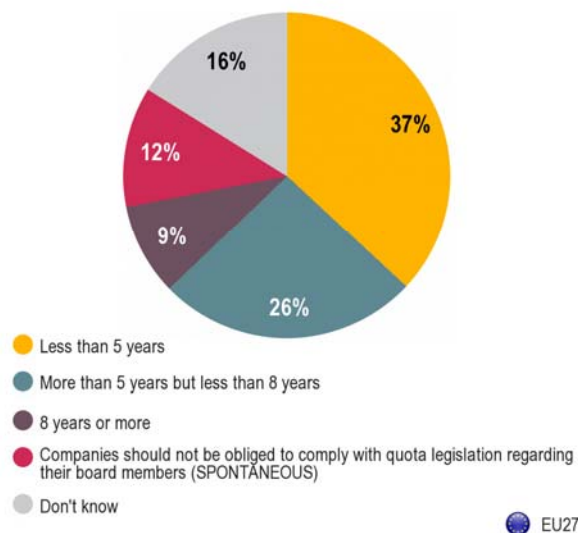
## 4.2 Appropriate implementation time

**- Nearly four Europeans out of ten think that publicly listed companies should be granted less than 5 years to comply with legislation -**

The previous section dealt with Europeans' opinion on what they think to be a realistic target in the event of legislation to provide for a more balanced representation of men and women on boards of publicly listed companies. This section elaborates further on this aspect and examines Europeans' view on the amount of time these companies should be given to reach gender quota targets.

Opinion among Europeans is quite divided on the amount of time that publicly listed companies should be granted to comply with legislation providing for a more balanced representation of men and women as board members<sup>14</sup>. Over one-third (37%) of respondents think this should be *less than 5 years*, while 26% say *between 5 and 8 years*, and 9% think *8 years or more*. A further 12% spontaneously say that companies should not be obliged to comply with quota legislation regarding their board members. Interestingly, a sizeable minority of 16% could not form an opinion.

QE7. And in that case, how long do you think should publicly listed companies be granted to comply with legislation providing for a more balanced representation of men and women regarding their board members?

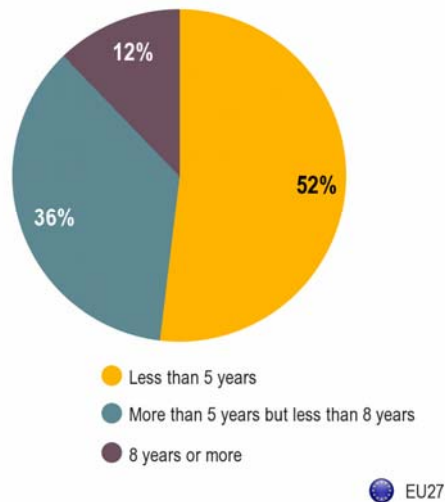


Base: total sample

<sup>14</sup> QE7 And in that case, how long do you think should publicly listed companies be granted to comply with legislation providing for a more balanced representation of men and women regarding their board members?  
 - less than 5 years  
 - between 5 and 8 years  
 - 8 years or more

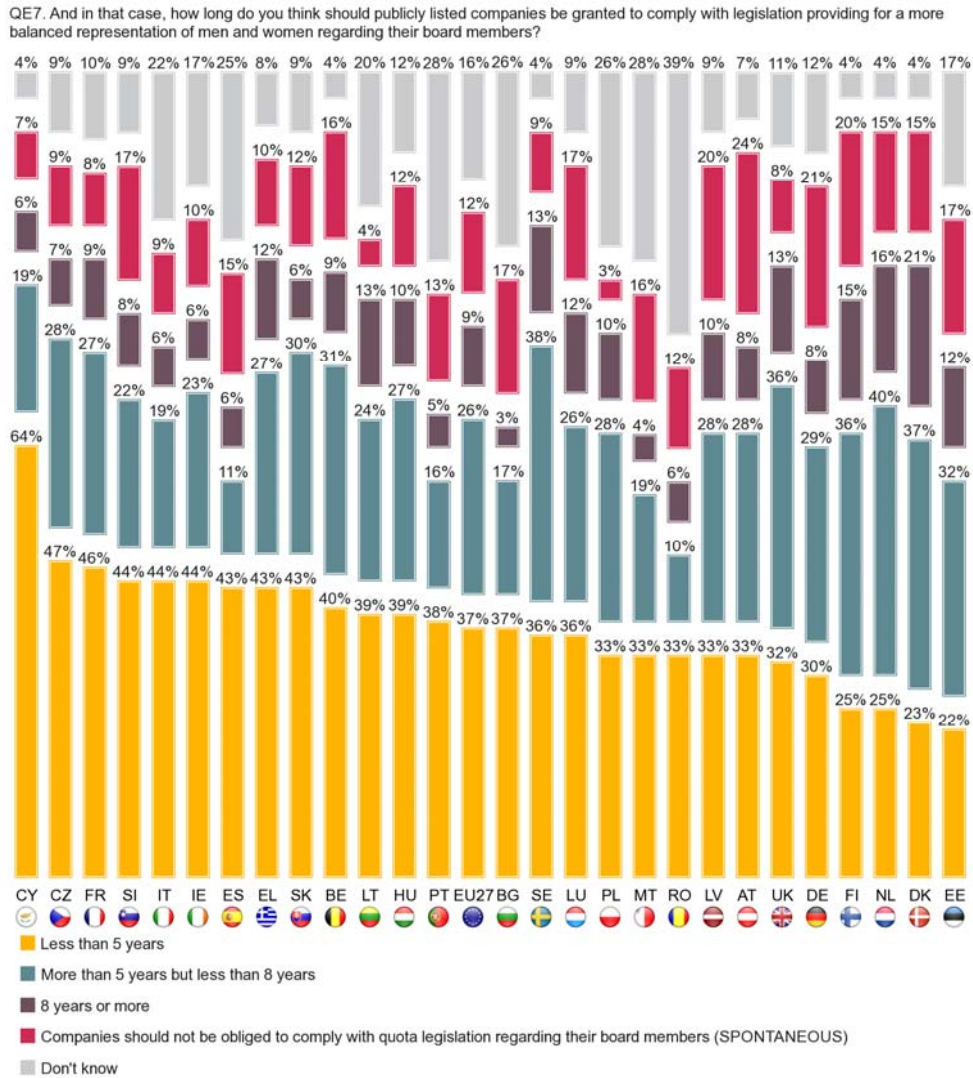
A second analysis that included only those interviewees who chose one of the time period options yielded the following results: over half of those respondents (52%) say companies should be granted *less than 5 years*, while over one-third (36%) think *between 5 and 8 years*, and one in eight (12%) say *8 years or more*.

QE7(2). And in that case, how long do you think should publicly listed companies be granted to comply with legislation providing for a more balanced representation of men and women regarding their board members?



Base: respondents who choose one of the three options offered  
(n= 19,298)

When analysing the total number of respondents, almost one-quarter of the respondents in the NMS12 (24%) have no opinion on this matter compared to 14% in the EU15.



Base: total sample

**Country-by-country** analysis reveals that Cyprus (64%) stands out as the only country with an absolute majority view in favour of companies being given *less than 5 years* to reach gender balance targets on their boards. Other countries follow on at some distance, with the highest percentages seen in the Czech Republic (47%) and France (46%). The lowest percentages are in Estonia (22%) and Denmark (23%). In only six countries, respondents think that they could be granted longer than 5 years: United Kingdom, Sweden, Finland, the Netherlands, Denmark and Estonia.

Member States with the highest percentages of respondents thinking the companies should be granted somewhat more time, i.e. *between 5 and 8 years* are the Netherlands (40%), Sweden (38%), Denmark (37%), the UK, Finland (both 36%) and Estonia (32%). Conversely, respondents in Romania (10%) and Spain (11%) are least likely to choose this option.

Though relatively smaller proportions of interviewees say *8 years or more*, Denmark (21%) stands out, followed on at some distance by the Netherlands (16%) and Finland (15%). This option is least likely to be chosen in Bulgaria (3%) and Malta (4%).

Member States with the largest proportions of interviewees who spontaneously say that companies should not be obliged to comply with quota legislation regarding their board members are Austria (24%), Germany (21%), Finland and Latvia (both 20%). The smallest proportions are observed in Poland (3%) and Lithuania (4%).

The relative majority in Romania (39%) could not form an opinion on the appropriate implementation time; this is also true of one-quarter or more of the interviewees in Malta, Portugal (both 28%), Bulgaria, Poland (both 26%), and Spain (25%).

**Socio-demographic** analysis reveals the effects of gender, age and education. Women are more likely than men (41% vs. 33%) to think 5 years or less is a realistic target. Moreover, men are more inclined than women to say that companies should not be obliged to comply with legislation on gender quotas (15% vs. 9%).

Respondents in the youngest age-group 15-24 (29%) are more likely than the oldest respondents aged 55+ (23%) to think companies should be granted between 5 and 8 years. The youngest respondents aged 15-24 (8%) are less likely to say companies should not be obliged to comply with legislation than respondents in the other age groups.

Respondents who were educated until the age of 20 or beyond (29%) more often cite the 5 to 8 years option than interviewees who had left school at the age of 15 (21%). The latter are most likely (23%) to have no opinion on this matter than their longer educated counterparts.

Respondents who think that legal measures are the best way to achieve a more balanced representation of men and women in positions of leadership in companies (52%) are more likely than those who think that self-regulation is the best way (37%) to say that companies should be granted less than 5 years.

Those who think that EU level should be the level of decision-making for those measures (45%) are also more likely than those who think that it should be at national level (37%) that companies should be granted less than 5 years.



QE7. And in that case, how long do you think should publicly listed companies be granted to comply with legislation providing for a more balanced representation of men and women regarding their board members?

	Less than 5 years	More than 5 years but less than 8 years	8 years or more	Companies should not be obliged to comply with quota legislation regarding their board members (SPONTANEOUS)	Don't know
EU27	37%	26%	9%	12%	16%
<b>Sex</b>					
Male	33%	26%	10%	15%	16%
Female	41%	25%	8%	9%	17%
<b>Age</b>					
15-24	38%	29%	9%	8%	16%
25-39	37%	27%	10%	12%	14%
40-54	38%	27%	8%	13%	14%
55 +	36%	23%	9%	13%	19%
<b>Education (End of)</b>					
15-	35%	21%	9%	12%	23%
16-19	39%	26%	8%	12%	15%
20+	35%	29%	10%	14%	12%
Still studying	36%	30%	10%	9%	15%
<b>Best way to achieve a more balanced rep. of men and women</b>					
Voluntary measures	36%	30%	10%	14%	10%
Self-regulation	37%	32%	10%	12%	9%
Legal measures	52%	27%	10%	3%	8%
Not necessary	17%	13%	8%	45%	17%
<b>Decisions to improve gender balance on boards should be taken...</b>					
At national level	37%	30%	11%	10%	12%
At European level	45%	29%	10%	7%	9%
At both	36%	21%	6%	17%	20%

Base: total sample

### 4.3 Appropriate sanctions in case of non-compliance

**- Almost half of the Europeans mention monetary sanctions as the most effective sanction in case of non-compliance -**

The interviewees were then asked what they thought to be the most effective sanction in case publicly listed companies do not comply with such legislation. Respondents were presented with five options and asked for their first and then their second choice<sup>15</sup>.

The ranking of sanctions for the first choice appears to be the same as for the second choice. Almost half (49%) of the interviewees pick a *monetary fine* as their first or second choice (first 31% and second 18%).

About three in ten respondents mention *no public procurement grants* (30%: first 14% and second 16%), *annulment of the nomination of members of the over-represented gender* (28%: first 13% and second 15%), or *annulment of the decisions taken by the board* (28%: first 12%, second 16%).

Almost two in ten interviewees spontaneously say there should be no sanctions (19%: first 10%, second 9%). One in ten interviewees cites *dissolution of company* (10%: first 5%, second 5%). A further 2% spontaneously mentions another reason (1% first, 1% second). A sizeable minority (14%) has no opinion on this topic.

Respondents in the EU15 are more likely than those in NMS12 to cite a *monetary fine* (50% vs. 44%), or *no public procurement grants* (32% vs. 22%), or to say spontaneously that no sanction should be applied (21% vs. 13%).

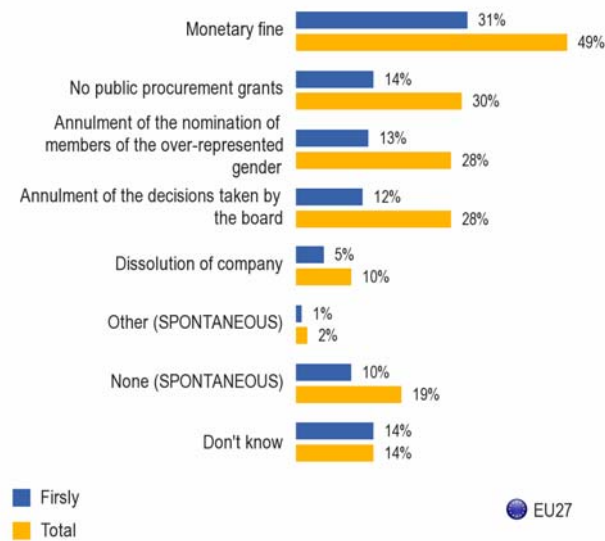
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<sup>15</sup> QE8a And in your opinion, what would be the most effective sanction in case publicly listed companies do not comply with such legislation? (ROTATE)

- Annulment of the decisions taken by the board
- Annulment of the nomination of members of the over-represented gender
- Dissolution of company
- Monetary fine
- No public procurement grants
- Dissolution of company

QE8b And then?

QE8. And in your opinion, what would be the most effective sanction in case publicly listed companies do not comply with such legislation?



Base: Total sample

**Country-by-country** analysis shows that *a monetary fine* is the sanction cited most frequently in every single Member State. The highest percentages are in Cyprus (62%) and Ireland (61%); conversely, the smallest proportions are in Denmark (35%), Romania (36%), Estonia (37%) and Malta (38%).

Respondents in Austria (44%), Germany (42%) and Ireland (40%) are most likely to cite *no public procurement grants*; on the other hand, those in Romania (11%) and Malta (16%) are least likely to do so.

Countries with the largest proportions of respondents citing *Annulment of the nomination of members of the over-represented gender* are Greece (45%), Belgium and Italy (both 39%). Again, this is least the case in Malta (13%).

*Annulment of the decisions taken by the board* is mentioned most often in Greece, Italy and Cyprus (all 39%); and least often in Spain (17%).

*Dissolution of company* is cited most often in Italy (19%) and least often in the Netherlands (4%).

Member States with the highest percentages of respondents who spontaneously say that there should be no sanctions are Denmark (41%), the Netherlands (39%), Sweden (35%) and Luxembourg (33%). The lowest percentages are found in Ireland (6%) and Italy (7%).

Malta (34%) and Romania (32%) have the largest proportions of interviewees who could not form an opinion on this matter. Conversely, Belgium (4%), Cyprus, Sweden and Finland (all 5%) have the lowest percentages.

QE8T And in your opinion, what would be the most effective sanction in case publicly listed companies do not comply with such legislation? And then?

	Monetary fine	No public procurement grants	Annulment of the nomination of members of the over-represented gender	Annulment of the decisions taken by the board	Dissolution of company	Don't know
EU27	49%	30%	28%	28%	10%	14%
BE	50%	33%	39%	34%	10%	4%
BG	46%	30%	25%	32%	10%	21%
CZ	55%	38%	32%	28%	15%	10%
DK	35%	32%	34%	24%	8%	7%
DE	49%	42%	22%	21%	6%	10%
EE	37%	26%	17%	28%	9%	17%
IE	61%	40%	28%	30%	13%	17%
EL	56%	31%	45%	39%	8%	7%
ES	55%	35%	21%	17%	10%	15%
FR	55%	27%	34%	37%	9%	9%
IT	46%	24%	39%	39%	19%	18%
CY	62%	28%	35%	39%	14%	5%
LV	46%	21%	21%	31%	8%	9%
LT	41%	25%	33%	32%	8%	18%
LU	41%	20%	24%	31%	5%	13%
HU	52%	28%	32%	38%	12%	9%
MT	38%	16%	13%	29%	11%	34%
NL	40%	39%	22%	19%	4%	7%
AT	57%	44%	30%	29%	12%	6%
PL	41%	20%	28%	30%	11%	23%
PT	42%	23%	26%	27%	11%	25%
RO	36%	11%	23%	23%	10%	32%
SI	47%	19%	38%	31%	11%	7%
SK	48%	34%	34%	28%	13%	10%
FI	47%	33%	29%	31%	10%	5%
SE	56%	24%	37%	27%	7%	5%
UK	50%	31%	18%	20%	9%	17%
<b>Highest percentage per country</b>		<i>Lowest percentage per country</i>				
Highest percentage per item		Lowest percentage per item				

Base: Total sample

**Socio-demographic** analysis reveals influence of gender, age and education.

No gender differences were found with regard to mentioning a *monetary fine* as a sanction. The youngest respondents aged 15-24 (56%) more often cited this option than the oldest respondents aged 55+ (45%). Students (56%) are more likely to cite a monetary fine than retired respondents (44%) and managers (46%).

No differences between men and women are found with respect to the sanction of *no public procurement grant*. The oldest respondents aged 55+ (27%) are less likely to cite this option than those aged 25-39 (33%). This is also true of the respondents who had left school at the age of 15 or younger (27%) compared to the respondents who were educated until the age of 20 or beyond (33%). Managers and other white collar workers (both 34%) are more likely to cite this sanction than retired interviewees (27%).

Women are more inclined than men to mention *annulment of the nomination of members of the over-represented gender* (30% vs. 26%). So are respondents who were educated until the age of 20 or beyond (31%) compared to respondents who had left school at the age of 15 or younger (22%). White collar workers (32%) are more likely to mention this sanction than unemployed interviewees (24%).

Slightly more women than men mention *annulment of the decisions taken by the board* (29% vs. 26%). Respondents who had left school at the age of 15 or younger (24%) are somewhat less likely to mention this sanction than their more educated counterparts (28%).

Markedly fewer women (15%) than men (23%) *spontaneously say there should be no sanctions*. The youngest respondents aged 15-24 (16%) are less likely than the interviewees in the other age groups to say so. By contrast, those respondents who were educated until the age of 20 or beyond are more likely (23%) to say that sanctions are not needed than their lesser educated counterparts (18%). Likewise, managers (27%) are more likely than house persons (14%) to say there should be no sanctions.

No significant gender differences are found for *dissolution of company* as a sanction. Managers are the least likely to cite this option (7%) compared to the unemployed and students (both 13%).

Lastly, respondents who had left school at the age of 15 or younger (21%) are most likely to be *unable to form an opinion* on this topic, compared to those educated beyond age 20 (10%).

QE8T - And in your opinion, what would be the most effective sanction in case publicly listed companies do not comply with such legislation? And then?

	Monetary fine	No public procurement grants	Annulment of the nomination of members of the over-represented gender	Annulment of the decisions taken by the board	Dissolution of company	Other (SPONTANEOUS)	None (SPONTANEOUS)	Don't know
EU27	49%	30%	28%	28%	10%	2%	19%	14%
<b>Sex</b>								
Male	48%	30%	26%	26%	9%	2%	23%	13%
Female	50%	30%	30%	29%	11%	2%	15%	15%
<b>Age</b>								
15-24	56%	30%	27%	30%	13%	1%	16%	14%
25-39	51%	33%	29%	29%	11%	2%	19%	11%
40-54	48%	31%	29%	28%	10%	2%	20%	13%
55 +	45%	27%	26%	26%	9%	2%	20%	18%
<b>Education (End of)</b>								
15-	47%	27%	22%	24%	10%	1%	18%	21%
16-19	50%	31%	29%	28%	11%	2%	18%	13%
20+	47%	33%	31%	28%	8%	2%	23%	10%
Still studying	56%	32%	27%	30%	13%	1%	17%	13%
<b>Respondent occupation scale</b>								
Self-employed	47%	28%	28%	30%	11%	2%	23%	11%
Managers	46%	34%	29%	26%	7%	2%	27%	9%
Other white collars	51%	34%	32%	30%	10%	2%	18%	10%
Manual workers	52%	32%	30%	29%	10%	2%	18%	12%
House persons	50%	28%	29%	25%	12%	1%	14%	20%
Unemployed	49%	30%	24%	26%	13%	1%	18%	17%
Retired	44%	27%	25%	25%	9%	2%	20%	19%
Students	56%	32%	27%	30%	13%	1%	17%	13%

Base: Total sample

\*\*\*\*\*

## CONCLUSIONS

In the light of the EU Women's Charter and the resulting EU Strategy for Equality between Women and Men for the years 2010-2015, the purpose of this report was to gain insight in Europeans' opinion on equal representation of women and men on positions of responsibility.

**The majority of Europeans believe the under-representation of women in positions of responsibility has more to do with women's and men's gender role and position in society than with any shortcomings of women.**

About three-quarters say the business community is dominated by men who don't have enough confidence in women, and about two-thirds acknowledge that family responsibilities traditionally seen as women's domain result in their limited freedom. Conversely, the majority disagree with statements that refer to limited willingness of women themselves to fight for their careers, or that refer to limited interest, qualities and skills of women regarding positions of responsibility.

Compared to 2009, some optimism seems to be justified, as agreement decreased with statements about women being less willing than men to fight to make a career, women being less interested than men in positions of responsibility, or women not having the necessary qualities and skills to fill positions of responsibility. Conversely, more Europeans now say that the business community is male-dominated. In short, there is a higher level of recognition of the barriers women are facing in the world of work in 2011 than it was in 2009.

**Three-quarters (75%) of Europeans are in favour of legislation to ensure a more balanced representation of men and women on company boards under the condition that their qualifications are taken into account, that is without automatically favouring one of either gender.**

Opinion is divided when respondents have to choose between three ways to achieve gender balance on company boards: binding legal measures; self-regulation by companies setting their own targets; or voluntary measures such as signing non-binding Corporate Governance Codes and Charters. However, if legislation ensures consideration of candidates' qualifications without automatically favouring one gender, three-quarters of Europeans are in favour of it.

**Europeans are divided regarding the administration level of measures to be taken to improve gender balance on company boards.** Over one-third (35%) thinks measures should be taken at European level; an almost similar proportion (34%) thinks it should be taken at national level; and one-quarter (24%) answers spontaneously that it should be at both levels.

**More than four out of ten Europeans (43%) consider a gender quota of 50% women on company boards to be a realistic target;** still, over one-quarter thinks 40% women is a realistic target and about one in eight interviewees say it should be 30% women.

**Over one-third (37%) of Europeans think less than five years would be enough time granted to companies to reach those targets,** whereas over one-quarter think between five and eight years would be appropriate, while others believe more than eight years.

**Almost half (49%) of Europeans consider a monetary fine to be an effective sanction for a company** in case of non-compliance with gender balance legislation. Other sanctions, cited by about three in ten Europeans are the withholding of public procurement grants; the annulment of the nomination of members of the over-represented gender; and the annulment of the decisions taken by the board. Dissolution of a company is cited by only one in ten respondents.

**The great majority (88%) of Europeans share the view that women should be equally represented in company leadership positions.**

Of the respondents who share this opinion, about six in ten mention as a reason that women and men are equally qualified for such positions; or that it is about equal rights for women and men. Other reasons refer to role model functions and are cited by over one-quarter: that woman in leadership positions may encourage other women to lead a professional career; and that women on company boards would make a difference in the way these companies are run. Fewer people, less than one in five, mention business reasons: that it would lead to better overall economic performance or lead to better risk management.

In conclusion, the view that women should be equally represented in company leadership is widespread amongst Europeans.

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## **ANNEXES**

## **TECHNICAL SPECIFICATIONS**

**SPECIAL EUROBAROMETER 376**  
**"Women in decision-making positions"**  
**TECHNICAL SPECIFICATIONS**

Between the 3<sup>rd</sup> and the 18<sup>th</sup> of September 2011, TNS Opinion & Social, a consortium created between TNS plc and TNS opinion, carried out the wave 76.1 of the EUROBAROMETER, on request of the EUROPEAN COMMISSION, Directorate-General for Communication, "Research and Speechwriting".

The SPECIAL EUROBAROMETER 376 is part of wave 76.1 and covers the population of the respective nationalities of the European Union Member States, resident in each of the Member States and aged 15 years and over. The basic sample design applied in all states is a multi-stage, random (probability) one. In each country, a number of sampling points was drawn with probability proportional to population size (for a total coverage of the country) and to population density.

In order to do so, the sampling points were drawn systematically from each of the "administrative regional units", after stratification by individual unit and type of area. They thus represent the whole territory of the countries surveyed according to the EUROSTAT NUTS II (or equivalent) and according to the distribution of the resident population of the respective nationalities in terms of metropolitan, urban and rural areas. In each of the selected sampling points, a starting address was drawn, at random. Further addresses (every Nth address) were selected by standard "random route" procedures, from the initial address. In each household, the respondent was drawn, at random (following the "closest birthday rule"). All interviews were conducted face-to-face in people's homes and in the appropriate national language. As far as the data capture is concerned, CAPI (*Computer Assisted Personal Interview*) was used in those countries where this technique was available.

ABBR.	COUNTRIES	INSTITUTES	N° INTERVIEWS	FIELDWORK DATES		POPULATION 15+
BE	Belgium	TNS Dimarso	1028	03/09/2011	18/09/2011	8.939.546
BG	Bulgaria	TNS BBSS	1006	03/09/2011	12/09/2011	6.537.510
CZ	Czech Rep.	TNS Aisa	1069	03/09/2011	14/09/2011	9.012.443
DK	Denmark	TNS Gallup DK	1002	03/09/2011	18/09/2011	4.561.264
DE	Germany	TNS Infratest	1582	03/09/2011	18/09/2011	64.409.146
EE	Estonia	Emor	1000	03/09/2011	18/09/2011	945.733
IE	Ireland	Ipsos MRBI	1015	03/09/2011	16/09/2011	3.522.000
EL	Greece	TNS ICAP	1000	03/09/2011	16/09/2011	8.693.566
ES	Spain	TNS Demoscopia	1004	03/09/2011	18/09/2011	39.035.867
FR	France	TNS Sofres	1046	03/09/2011	18/09/2011	47.756.439
IT	Italy	TNS Infratest	1043	03/09/2011	17/09/2011	51.862.391
CY	Rep. of Cyprus	Synovate	506	03/09/2011	18/09/2011	660.400
LV	Latvia	TNS Latvia	1014	03/09/2011	18/09/2011	1.447.866
LT	Lithuania	TNS Gallup Lithuania	1031	03/09/2011	18/09/2011	2.829.740
LU	Luxembourg	TNS ILReS	502	03/09/2011	17/09/2011	404.907
HU	Hungary	TNS Hoffmann Kft	1015	03/09/2011	18/09/2011	8.320.614
MT	Malta	MISCO	500	03/09/2011	18/09/2011	335.476
NL	Netherlands	TNS NIPO	1002	03/09/2011	17/09/2011	13.371.980
AT	Austria	Österreichisches Gallup-Institut	1018	03/09/2011	18/09/2011	7.009.827
PL	Poland	TNS OBOP	1000	03/09/2011	18/09/2011	32.413.735
PT	Portugal	TNS EUROTESTE	1035	03/09/2011	18/09/2011	8.080.915
RO	Romania	TNS CSOP	1050	03/09/2011	12/09/2011	18.246.731
SI	Slovenia	RM PLUS	1024	03/09/2011	17/09/2011	1.759.701
SK	Slovakia	TNS Slovakia	1013	03/09/2011	18/09/2011	4.549.955
FI	Finland	TNS Gallup Oy	1003	03/09/2011	18/09/2011	4.440.004
SE	Sweden	TNS GALLUP	1020	03/09/2011	18/09/2011	7.791.240
UK	United Kingdom	TNS UK	1328	03/09/2011	18/09/2011	51.848.010
<b>TOTAL EU27</b>			<b>26.856</b>	<b>03/09/2011</b>	<b>18/09/2011</b>	<b>408.787.006</b>

For each country a comparison between the sample and the universe was carried out. The Universe description was derived from Eurostat population data or from national statistics offices. For all countries surveyed, a national weighting procedure, using marginal and intercellular weighting, was carried out based on this Universe description. In all countries, gender, age, region and size of locality were introduced in the iteration procedure. For international weighting (i.e. EU averages), TNS Opinion & Social applies the official population figures as provided by EUROSTAT or national statistic offices. The total population figures for input in this post-weighting procedure are listed above.

Readers are reminded that survey results are estimations, the accuracy of which, everything being equal, rests upon the sample size and upon the observed percentage. With samples of about 1,000 interviews, the real percentages vary within the following confidence limits:

<b>Observed percentages</b>	10% or 90%	20% or 80%	30% or 70%	40% or 60%	50%
<b>Confidence limits</b>	± 1.9 points	± 2.5 points	± 2.7 points	± 3.0 points	± 3.1 points

## QUESTIONNAIRE

## E. WOMEN IN DECISION-MAKING POSITIONS

QE1	At the present time, in the European Union, women are less likely than men to hold positions of responsibility. Please tell me whether you agree or disagree with each of the following statements on this subject.
-----	---

## (SHOW CARD WITH SCALE – ONE ANSWER PER LINE)

	(READ OUT – ROTATE)	Totally agree	Tend to agree	Tend to disagree	Totally disagree	DK
1	Women are less interested than men in positions of responsibility	1	2	3	4	5
2	Women are less willing than men to fight to make a career for themselves	1	2	3	4	5
3	Women have less freedom because of their family responsibilities	1	2	3	4	5
4	The business community is dominated by men who do not have sufficient confidence in women	1	2	3	4	5
5	Women do not always have the necessary qualities and skills to fill positions of responsibility	1	2	3	4	5

EB72.2 QC12

QE2	Do you agree or disagree with the following statement: Given equal competence, women should be equally represented in positions of leadership in companies.
-----	---

(READ OUT – ONE ANSWER ONLY)

Totally agree	1
Tend to agree	2
Tend to disagree	3
Totally disagree	4
DK	5

NEW

ASK QE3 IF "WOMEN SHOULD BE EQUALLY REPRESENTED IN POSITIONS OF LEADERSHIP IN COMPANIES", CODE 1 OR 2 IN QE2 – OTHERS GO TO QE4

QE3	You said that women should be equally represented in positions of leadership in companies. Why do you think so?
-----	---

(SHOW CARD – READ OUT – ROTATE – MAX. 3 ANSWERS)

Because it would ensure a better overall economic performance of companies	1,
Because it would ensure a better risk management of companies	2,
Because it would encourage other women to lead a professional career	3,
Because women are as qualified for these positions as men are	4,
Because it would make a difference in the way companies are run	5,
Because it is about equal rights for women and men	6,
Other (SPONTANEOUS)	7,
None (SPONTANEOUS)	8,
DK	9,

NEW

Women are underrepresented in positions of leadership and progress is slow. For example, they represent only on average 12% of board members of the largest publicly listed companies in the EU Member States.

QE4 What is, in your view, the best way to achieve a more balanced representation of men and women on company boards?

(SHOW CARD – READ OUT – ONE ANSWER ONLY)

Voluntary measures such as non-binding Corporate Governance Codes and Charters	1
Self-regulation by companies setting their own targets	2
Binding legal measures	3
There is no need to achieve a more balanced representation of men and women on company boards (SPONTANEOUS)	4
DK	5

NEW

QE5 Some European countries (e.g. France, Spain, the Netherlands, Italy, Belgium and Norway) have already taken legal measures to ensure a more balanced representation of men and women on corporate boards. Are you in favour or opposed to a legislation on this matter under the condition that qualification is taken into account without automatically favouring one of either gender?

(READ OUT – ONE ANSWER ONLY)

Strongly in favour	1
Somewhat in favour	2
Somewhat opposed	3
Strongly opposed	4
DK	5

NEW



QE6	In the case of legislation providing a more balanced representation of men and women on boards of publicly listed companies, what would in your view be a realistic target?
-----	---

(SHOW CARD – READ OUT – ONE ANSWER ONLY)

30% women/ 70% men	1
40% women/ 60% men	2
50% women/ 50 % men	3
None, you are not in favour of quotas (SPONTANEOUS)	4
DK	5

NEW

QE7	And in that case, how long do you think should publicly listed companies be granted to comply with legislation providing for a more balanced representation of men and women regarding their board members?
-----	---

(READ OUT – ONE ANSWER ONLY)

Less than 5 years	1
More than 5 years but less than 8 years	2
8 years or more	3
Companies should not be obliged to comply with quota legislation regarding their board members (SPONTANEOUS)	4
DK	5

NEW

QE8a	And in your opinion, what would be the most effective sanction in case publicly listed companies do not comply with such legislation?
------	---

(SHOW CARD – READ OUT – ROTATE – ONE ANSWER ONLY)

Annulment of the nomination of members of the over-represented gender	1
Annulment of the decisions taken by the board	2
Monetary fine	3
Dissolution of company	4
No public procurement grants	5
Other (SPONTANEOUS)	6
None (SPONTANEOUS)	7
DK	8

NEW

QE8b	And then?
------	-----------

(SHOW CARD – READ OUT – ROTATE – MULTIPLE ANSWERS POSSIBLE)

Annulment of the nomination of members of the over-represented gender	1,
Annulment of the decisions taken by the board	2,
Monetary fine	3,
Dissolution of company	4,
No public procurement grants	5,
Other (SPONTANEOUS)	6,
None (SPONTANEOUS)	7,
DK	8,

NEW

QE9	With regards to measures taken to improve gender balance on boards of publicly listed companies, do you think that decisions should be made by at national level or European level?
-----	---

(READ OUT – ONE ANSWER ONLY)

At national level	1
At European level	2
At both (SPONTANEOUS)	3
DK	4

NEW

## TABLES

QE1.1 Actuellement, dans l'UE, les femmes occupent moins souvent que les hommes des postes à responsabilité. Pouvez-vous me dire si vous êtes d'accord ou pas d'accord avec chacune des propositions suivantes à ce propos.































Les femmes sont moins intéressées par les postes à responsabilité que les hommes

QE1.1 At the present time, in the EU, women are less likely than men to hold positions of responsibility. Please tell me whether you agree or disagree with each of the following statements on this subject.

Women are less interested than men in positions of responsibility

QE1.1 Derzeit haben in der Europäischen Union weniger Frauen als Männer eine Führungsposition inne. Bitte sagen Sie mir, ob Sie den folgenden Aussagen zu diesem Thema zustimmen oder nicht zustimmen.

Frauen interessieren sich weniger für Führungspositionen als Männer

%		Tout à fait d'accord		Plutôt d'accord		Plutôt pas d'accord		Pas du tout d'accord		NSP	
		Totally agree		Tend to agree		Tend to disagree		Totally disagree		DK	
		Stimme voll und ganz zu		Stimme eher zu		Stimme eher nicht zu		Stimme überhaupt nicht zu		WN	
		EB 76.1	Diff. EB 72.2	EB 76.1	Diff. EB 72.2	EB 76.1	Diff. EB 72.2	EB 76.1	Diff. EB 72.2	EB 76.1	Diff. EB 72.2
 EU 27		6	1	22	-3	33	-4	36	7	3	-1
 BE		6	2	21	-5	39	-3	34	7	0	-1
 BG		5	-1	23	0	34	2	32	3	6	-4
 CZ		8	2	36	-2	36	-2	18	3	2	-1
 DK		10	3	39	-5	24	-4	25	6	2	0
 D-W		9	0	26	-5	34	-1	28	5	3	1
 DE		8	-1	25	-4	33	-4	31	8	3	1
 D-E		6	-4	22	0	32	-11	38	16	2	-1
 EE		8	0	30	-2	36	-2	22	3	4	1
 IE		2	-2	13	-7	30	-5	51	17	4	-3
 EL		6	0	23	3	39	-2	31	-2	1	1
 ES		3	0	14	1	28	-6	53	6	2	-1
 FR		2	0	13	-6	30	-4	52	11	3	-1
 IT		8	2	25	0	33	-3	31	1	3	0
 CY		8	-3	17	-7	24	-5	49	14	2	1
 LV		5	-1	21	-2	42	-2	29	6	3	-1
 LT		8	2	22	-9	40	-1	25	8	5	0
 LU		4	-3	17	-2	35	-9	42	15	2	-1
 HU		11	3	24	0	36	-1	27	-2	2	0
 MT		5	0	16	-1	40	-6	34	5	5	2
 NL		4	-1	22	-5	32	-3	39	9	3	0
 AT		9	0	33	3	33	-4	22	0	3	1
 PL		9	2	31	-1	37	-5	17	5	6	-1
 PT		4	0	19	-8	36	-3	38	13	3	-2
 RO		8	-2	25	-2	34	-2	27	7	6	-1
 SI		4	1	24	6	37	0	33	-8	2	1
 SK		10	2	37	1	34	-5	16	1	3	1
 FI		3	-1	29	-5	38	-2	29	9	1	-1
 SE		2	-2	14	-13	23	-3	61	19	0	-1
 UK		3	0	15	-5	36	-7	42	12	4	0

QE1.1 Actuellement, dans l'UE, les femmes occupent moins souvent que les hommes des postes à responsabilité. Pouvez-vous me dire si vous êtes d'accord ou pas d'accord avec chacune des propositions suivantes à ce propos.































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Frauen interessieren sich weniger für Führungspositionen als Männer

%		Total 'D'accord'		Total 'Pas d'accord'	
		Total 'Agree'		Total 'Disagree'	
		Gesamt 'Stimme zu'		Gesamt 'Stimme nicht zu'	
		EB 76.1	Diff. EB 72.2	EB 76.1	Diff. EB 72.2
	EU 27	<b>28</b>	-2	<b>69</b>	3
	BE	<b>27</b>	-3	<b>73</b>	4
	BG	<b>28</b>	-1	<b>66</b>	5
	CZ	<b>44</b>	0	<b>54</b>	1
	DK	<b>49</b>	-2	<b>49</b>	2
	D-W	<b>35</b>	-5	<b>62</b>	4
	DE	<b>33</b>	-5	<b>64</b>	4
	D-E	<b>28</b>	-4	<b>70</b>	5
	EE	<b>38</b>	-2	<b>58</b>	1
	IE	<b>15</b>	-9	<b>81</b>	12
	EL	<b>29</b>	3	<b>70</b>	-4
	ES	<b>17</b>	1	<b>81</b>	0
	FR	<b>15</b>	-6	<b>82</b>	7
	IT	<b>33</b>	2	<b>64</b>	-2
	CY	<b>25</b>	-10	<b>73</b>	9
	LV	<b>26</b>	-3	<b>71</b>	4
	LT	<b>30</b>	-7	<b>65</b>	7
	LU	<b>21</b>	-5	<b>77</b>	6
	HU	<b>35</b>	3	<b>63</b>	-3
	MT	<b>21</b>	-1	<b>74</b>	-1
	NL	<b>26</b>	-6	<b>71</b>	6
	AT	<b>42</b>	3	<b>55</b>	-4
	PL	<b>40</b>	1	<b>54</b>	0
	PT	<b>23</b>	-8	<b>74</b>	10
	RO	<b>33</b>	-4	<b>61</b>	5
	SI	<b>28</b>	7	<b>70</b>	-8
	SK	<b>47</b>	3	<b>50</b>	-4
	FI	<b>32</b>	-6	<b>67</b>	7
	SE	<b>16</b>	-15	<b>84</b>	16
	UK	<b>18</b>	-5	<b>78</b>	5

QE1.2 Actuellement, dans l'UE, les femmes occupent moins souvent que les hommes des postes à responsabilité. Pouvez-vous me dire si vous êtes d'accord ou pas d'accord avec chacune des propositions suivantes à ce propos.































Les femmes sont moins prêtes que les hommes à se battre pour faire carrière

QE1.2 At the present time, in the EU, women are less likely than men to hold positions of responsibility. Please tell me whether you agree or disagree with each of the following statements on this subject.

Women are less willing than men to fight to make a career for themselves

QE1.2 Derzeit haben in der Europäischen Union weniger Frauen als Männer eine Führungsposition inne. Bitte sagen Sie mir, ob Sie den folgenden Aussagen zu diesem Thema zustimmen oder nicht zustimmen.

Frauen sind weniger als Männer bereit, für ihre eigene Karriere zu kämpfen

	%	Tout à fait d'accord		Plutôt d'accord		Plutôt pas d'accord		Pas du tout d'accord		NSP	
		Totally agree		Tend to agree		Tend to disagree		Totally disagree		DK	
		Stimme voll und ganz zu		Stimme eher zu		Stimme eher nicht zu		Stimme überhaupt nicht zu		WN	
		EB 76.1	Diff. EB 72.2	EB 76.1	Diff. EB 72.2	EB 76.1	Diff. EB 72.2	EB 76.1	Diff. EB 72.2	EB 76.1	Diff. EB 72.2
 EU 27		<b>6</b>	<i>0</i>	<b>23</b>	<i>-4</i>	<b>32</b>	<i>-3</i>	<b>36</b>	<i>7</i>	<b>3</b>	<i>0</i>
 BE		<b>6</b>	<i>1</i>	<b>23</b>	<i>-5</i>	<b>38</b>	<i>-4</i>	<b>33</b>	<i>9</i>	<b>0</b>	<i>-1</i>
 BG		<b>3</b>	<i>-2</i>	<b>22</b>	<i>3</i>	<b>36</b>	<i>1</i>	<b>35</b>	<i>1</i>	<b>4</b>	<i>-3</i>
 CZ		<b>9</b>	<i>1</i>	<b>34</b>	<i>-4</i>	<b>35</b>	<i>-3</i>	<b>20</b>	<i>5</i>	<b>2</b>	<i>1</i>
 DK		<b>9</b>	<i>2</i>	<b>32</b>	<i>-8</i>	<b>28</b>	<i>-2</i>	<b>29</b>	<i>9</i>	<b>2</b>	<i>-1</i>
 D-W		<b>10</b>	<i>0</i>	<b>26</b>	<i>-5</i>	<b>28</b>	<i>-4</i>	<b>33</b>	<i>9</i>	<b>3</b>	<i>0</i>
 DE		<b>9</b>	<i>0</i>	<b>24</b>	<i>-6</i>	<b>31</b>	<i>-2</i>	<b>34</b>	<i>9</i>	<b>2</b>	<i>-1</i>
 D-E		<b>4</b>	<i>-4</i>	<b>18</b>	<i>-11</i>	<b>38</b>	<i>1</i>	<b>39</b>	<i>14</i>	<b>1</b>	<i>0</i>
 EE		<b>10</b>	<i>1</i>	<b>28</b>	<i>-2</i>	<b>37</b>	<i>-1</i>	<b>22</b>	<i>2</i>	<b>3</b>	<i>0</i>
 IE		<b>2</b>	<i>-4</i>	<b>16</b>	<i>-4</i>	<b>29</b>	<i>-8</i>	<b>49</b>	<i>18</i>	<b>4</b>	<i>-2</i>
 EL		<b>7</b>	<i>2</i>	<b>24</b>	<i>3</i>	<b>38</b>	<i>-3</i>	<b>30</b>	<i>-3</i>	<b>1</b>	<i>1</i>
 ES		<b>3</b>	<i>1</i>	<b>12</b>	<i>-2</i>	<b>27</b>	<i>-7</i>	<b>55</b>	<i>8</i>	<b>3</b>	<i>0</i>
 FR		<b>2</b>	<i>-1</i>	<b>15</b>	<i>-4</i>	<b>29</b>	<i>-4</i>	<b>52</b>	<i>11</i>	<b>2</b>	<i>-2</i>
 IT		<b>8</b>	<i>1</i>	<b>29</b>	<i>2</i>	<b>33</b>	<i>-1</i>	<b>28</b>	<i>-1</i>	<b>2</b>	<i>-1</i>
 CY		<b>7</b>	<i>-3</i>	<b>13</b>	<i>-11</i>	<b>27</b>	<i>-5</i>	<b>51</b>	<i>18</i>	<b>2</b>	<i>1</i>
 LV		<b>5</b>	<i>-2</i>	<b>20</b>	<i>-3</i>	<b>41</b>	<i>1</i>	<b>31</b>	<i>5</i>	<b>3</b>	<i>-1</i>
 LT		<b>9</b>	<i>-1</i>	<b>27</b>	<i>-8</i>	<b>35</b>	<i>-1</i>	<b>25</b>	<i>11</i>	<b>4</b>	<i>-1</i>
 LU		<b>5</b>	<i>0</i>	<b>20</b>	<i>0</i>	<b>35</b>	<i>-11</i>	<b>39</b>	<i>12</i>	<b>1</b>	<i>-1</i>
 HU		<b>13</b>	<i>1</i>	<b>33</b>	<i>3</i>	<b>31</b>	<i>-2</i>	<b>21</b>	<i>-2</i>	<b>2</b>	<i>0</i>
 MT		<b>3</b>	<i>-2</i>	<b>16</b>	<i>-3</i>	<b>42</b>	<i>-2</i>	<b>35</b>	<i>7</i>	<b>4</b>	<i>0</i>
 NL		<b>4</b>	<i>-3</i>	<b>30</b>	<i>-2</i>	<b>33</b>	<i>1</i>	<b>31</b>	<i>4</i>	<b>2</b>	<i>0</i>
 AT		<b>7</b>	<i>-4</i>	<b>35</b>	<i>2</i>	<b>33</b>	<i>1</i>	<b>22</b>	<i>0</i>	<b>3</b>	<i>1</i>
 PL		<b>10</b>	<i>0</i>	<b>36</b>	<i>1</i>	<b>32</b>	<i>-6</i>	<b>16</b>	<i>4</i>	<b>6</b>	<i>1</i>
 PT		<b>4</b>	<i>0</i>	<b>19</b>	<i>-11</i>	<b>36</b>	<i>0</i>	<b>39</b>	<i>14</i>	<b>2</b>	<i>-3</i>
 RO		<b>5</b>	<i>-2</i>	<b>19</b>	<i>-4</i>	<b>35</b>	<i>-1</i>	<b>35</b>	<i>9</i>	<b>6</b>	<i>-2</i>
 SI		<b>5</b>	<i>3</i>	<b>23</b>	<i>6</i>	<b>33</b>	<i>-4</i>	<b>37</b>	<i>-6</i>	<b>2</b>	<i>1</i>
 SK		<b>12</b>	<i>3</i>	<b>38</b>	<i>-1</i>	<b>32</b>	<i>-4</i>	<b>16</b>	<i>1</i>	<b>2</b>	<i>1</i>
 FI		<b>4</b>	<i>-4</i>	<b>34</b>	<i>-8</i>	<b>36</b>	<i>1</i>	<b>25</b>	<i>12</i>	<b>1</b>	<i>-1</i>
 SE		<b>4</b>	<i>-3</i>	<b>31</b>	<i>-10</i>	<b>20</b>	<i>-4</i>	<b>45</b>	<i>18</i>	<b>0</b>	<i>-1</i>
 UK		<b>3</b>	<i>-1</i>	<b>19</b>	<i>-8</i>	<b>36</b>	<i>-4</i>	<b>39</b>	<i>14</i>	<b>3</b>	<i>-1</i>

QE1.2 Actuellement, dans l'UE, les femmes occupent moins souvent que les hommes des postes à responsabilité. Pouvez-vous me dire si vous êtes d'accord ou pas d'accord avec chacune des propositions suivantes à ce propos.































Les femmes sont moins prêtes que les hommes à se battre pour faire carrière

QE1.2 At the present time, in the EU, women are less likely than men to hold positions of responsibility. Please tell me whether you agree or disagree with each of the following statements on this subject.

Women are less willing than men to fight to make a career for themselves

QE1.2 Derzeit haben in der Europäischen Union weniger Frauen als Männer eine Führungsposition inne. Bitte sagen Sie mir, ob Sie den folgenden Aussagen zu diesem Thema zustimmen oder nicht zustimmen.

Frauen sind weniger als Männer bereit, für ihre eigene Karriere zu kämpfen

	%	Total 'D'accord'		Total 'Pas d'accord'	
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		Gesamt 'Stimme zu'		Gesamt 'Stimme nicht zu'	
		EB 76.1	Diff. EB 72.2	EB 76.1	Diff. EB 72.2
 EU 27	<b>29</b>	-4	<b>68</b>	4	
 BE	<b>29</b>	-4	<b>71</b>	5	
 BG	<b>25</b>	1	<b>71</b>	2	
 CZ	<b>43</b>	-3	<b>55</b>	2	
 DK	<b>41</b>	-6	<b>57</b>	7	
 D-W	<b>36</b>	-5	<b>61</b>	5	
 DE	<b>33</b>	-6	<b>65</b>	7	
 D-E	<b>22</b>	-15	<b>77</b>	15	
 EE	<b>38</b>	-1	<b>59</b>	1	
 IE	<b>18</b>	-8	<b>78</b>	10	
 EL	<b>31</b>	5	<b>68</b>	-6	
 ES	<b>15</b>	-1	<b>82</b>	1	
 FR	<b>17</b>	-5	<b>81</b>	7	
 IT	<b>37</b>	3	<b>61</b>	-2	
 CY	<b>20</b>	-14	<b>78</b>	13	
 LV	<b>25</b>	-5	<b>72</b>	6	
 LT	<b>36</b>	-9	<b>60</b>	10	
 LU	<b>25</b>	0	<b>74</b>	1	
 HU	<b>46</b>	4	<b>52</b>	-4	
 MT	<b>19</b>	-5	<b>77</b>	5	
 NL	<b>34</b>	-5	<b>64</b>	5	
 AT	<b>42</b>	-2	<b>55</b>	1	
 PL	<b>46</b>	1	<b>48</b>	-2	
 PT	<b>23</b>	-11	<b>75</b>	14	
 RO	<b>24</b>	-6	<b>70</b>	8	
 SI	<b>28</b>	9	<b>70</b>	-10	
 SK	<b>50</b>	2	<b>48</b>	-3	
 FI	<b>38</b>	-12	<b>61</b>	13	
 SE	<b>35</b>	-13	<b>65</b>	14	
 UK	<b>22</b>	-9	<b>75</b>	10	

QE1.3 Actuellement, dans l'UE, les femmes occupent moins souvent que les hommes des postes à responsabilité. Pouvez-vous me dire si vous êtes d'accord ou pas d'accord avec chacune des propositions suivantes à ce propos.































Les femmes sont moins disponibles en raison de leurs charges familiales

QE1.3 At the present time, in the EU, women are less likely than men to hold positions of responsibility. Please tell me whether you agree or disagree with each of the following statements on this subject.

Women have less freedom because of their family responsibilities

QE1.3 Derzeit haben in der Europäischen Union weniger Frauen als Männer eine Führungsposition inne. Bitte sagen Sie mir, ob Sie den folgenden Aussagen zu diesem Thema zustimmen oder nicht zustimmen.

Frauen haben aufgrund ihrer Verantwortung in der Familie weniger Freiheiten

	%	Tout à fait d'accord		Plutôt d'accord		Plutôt pas d'accord		Pas du tout d'accord		NSP	
		Totally agree		Tend to agree		Tend to disagree		Totally disagree		DK	
		Stimme voll und ganz zu		Stimme eher zu		Stimme eher nicht zu		Stimme überhaupt nicht zu		WN	
		EB 76.1	Diff. EB 72.2	EB 76.1	Diff. EB 72.2	EB 76.1	Diff. EB 72.2	EB 76.1	Diff. EB 72.2	EB 76.1	Diff. EB 72.2
 EU 27		24	-2	44	-6	19	3	11	5	2	0
 BE		21	1	44	-10	24	4	11	6	0	-1
 BG		22	-10	51	3	17	7	7	2	3	-2
 CZ		27	-1	49	-5	17	2	6	3	1	1
 DK		22	1	46	-4	17	-3	14	6	1	0
 D-W		31	2	39	-7	19	2	10	3	1	0
 DE		29	1	38	-9	21	3	11	5	1	0
 D-E		22	-3	36	-15	26	5	16	14	0	-1
 EE		30	-8	44	0	18	5	7	3	1	0
 IE		24	-7	49	0	14	3	11	5	2	-1
 EL		30	-9	49	3	14	5	7	1	0	0
 ES		28	6	43	-8	15	-1	13	4	1	-1
 FR		13	-7	38	-11	23	4	25	15	1	-1
 IT		23	-6	50	1	18	4	7	1	2	0
 CY		33	-14	32	-4	16	4	19	14	0	0
 LV		27	-9	44	0	20	6	8	4	1	-1
 LT		23	-3	37	-10	25	6	12	6	3	1
 LU		25	-5	37	-8	22	6	16	10	0	-3
 HU		43	-9	40	3	13	4	4	2	0	0
 MT		25	-4	47	-6	18	7	8	2	2	1
 NL		17	-3	45	-5	24	6	13	3	1	-1
 AT		25	-2	49	-1	16	0	10	4	0	-1
 PL		27	-2	51	-2	14	0	4	3	4	1
 PT		12	-1	47	-11	26	5	13	8	2	-1
 RO		22	-5	48	5	17	0	9	3	4	-3
 SI		30	-8	45	-1	17	6	7	3	1	0
 SK		36	5	49	-6	12	0	3	1	0	0
 FI		19	0	53	-4	21	3	6	1	1	0
 SE		22	-5	45	-3	18	4	15	5	0	-1
 UK		22	-3	43	-10	21	6	12	7	2	0



QE1.3 Actuellement, dans l'UE, les femmes occupent moins souvent que les hommes des postes à responsabilité. Pouvez-vous me dire si vous êtes d'accord ou pas d'accord avec chacune des propositions suivantes à ce propos.































Les femmes sont moins disponibles en raison de leurs charges familiales

QE1.3 At the present time, in the EU, women are less likely than men to hold positions of responsibility. Please tell me whether you agree or disagree with each of the following statements on this subject.

Women have less freedom because of their family responsibilities

QE1.3 Derzeit haben in der Europäischen Union weniger Frauen als Männer eine Führungsposition inne. Bitte sagen Sie mir, ob Sie den folgenden Aussagen zu diesem Thema zustimmen oder nicht zustimmen.

Frauen haben aufgrund ihrer Verantwortung in der Familie weniger Freiheiten

	%	Total 'D'accord'		Total 'Pas d'accord'	
		Total 'Agree'		Total 'Disagree'	
		Gesamt 'Stimme zu'		Gesamt 'Stimme nicht zu'	
		EB	Diff. EB	EB	Diff. EB
		76.1	72.2	76.1	72.2
 EU 27		<b>68</b>	-8	<b>30</b>	8
 BE		<b>65</b>	-9	<b>35</b>	10
 BG		<b>73</b>	-7	<b>24</b>	9
 CZ		<b>76</b>	-6	<b>23</b>	5
 DK		<b>68</b>	-3	<b>31</b>	3
 D-W		<b>70</b>	-5	<b>29</b>	5
 DE		<b>67</b>	-8	<b>32</b>	8
 D-E		<b>58</b>	-18	<b>42</b>	19
 EE		<b>74</b>	-8	<b>25</b>	8
 IE		<b>73</b>	-7	<b>25</b>	8
 EL		<b>79</b>	-6	<b>21</b>	6
 ES		<b>71</b>	-2	<b>28</b>	3
 FR		<b>51</b>	-18	<b>48</b>	19
 IT		<b>73</b>	-5	<b>25</b>	5
 CY		<b>65</b>	-18	<b>35</b>	18
 LV		<b>71</b>	-9	<b>28</b>	10
 LT		<b>60</b>	-13	<b>37</b>	12
 LU		<b>62</b>	-13	<b>38</b>	16
 HU		<b>83</b>	-6	<b>17</b>	6
 MT		<b>72</b>	-10	<b>26</b>	9
 NL		<b>62</b>	-8	<b>37</b>	9
 AT		<b>74</b>	-3	<b>26</b>	4
 PL		<b>78</b>	-4	<b>18</b>	3
 PT		<b>59</b>	-12	<b>39</b>	13
 RO		<b>70</b>	0	<b>26</b>	3
 SI		<b>75</b>	-9	<b>24</b>	9
 SK		<b>85</b>	-1	<b>15</b>	1
 FI		<b>72</b>	-4	<b>27</b>	4
 SE		<b>67</b>	-8	<b>33</b>	9
 UK		<b>65</b>	-13	<b>33</b>	13

QE1.4 Actuellement, dans l'UE, les femmes occupent moins souvent que les hommes des postes à responsabilité. Pouvez-vous me dire si vous êtes d'accord ou pas d'accord avec chacune des propositions suivantes à ce propos.































Le milieu professionnel est dominé par des hommes qui ne font pas suffisamment confiance aux femmes

QE1.4 At the present time, in the EU, women are less likely than men to hold positions of responsibility. Please tell me whether you agree or disagree with each of the following statements on this subject.

The business community is dominated by men who do not have sufficient confidence in women

QE1.4 Derzeit haben in der Europäischen Union weniger Frauen als Männer eine Führungsposition inne. Bitte sagen Sie mir, ob Sie den folgenden Aussagen zu diesem Thema zustimmen oder nicht zustimmen.

Die Geschäftswelt wird von Männern dominiert, die zu Frauen nicht ausreichend Vertrauen haben

	%	Tout à fait d'accord		Plutôt d'accord		Plutôt pas d'accord		Pas du tout d'accord		NSP	
		Totally agree		Tend to agree		Tend to disagree		Totally disagree		DK	
		Stimme voll und ganz zu		Stimme eher zu		Stimme eher nicht zu		Stimme überhaupt nicht zu		WN	
		EB 76.1	Diff. EB 72.2	EB 76.1	Diff. EB 72.2	EB 76.1	Diff. EB 72.2	EB 76.1	Diff. EB 72.2	EB 76.1	Diff. EB 72.2
 EU 27		32	5	44	-3	15	-2	5	1	4	-1
 BE		31	5	43	-5	21	0	4	0	1	0
 BG		24	4	47	1	11	-2	7	2	11	-5
 CZ		23	6	50	0	21	-3	4	-2	2	-1
 DK		21	-1	39	-6	25	3	12	3	3	1
 D-W		33	6	40	-4	17	-3	7	1	3	0
 DE		35	5	39	-5	17	-1	7	2	2	-1
 D-E		39	0	36	-7	17	5	6	2	2	0
 EE		29	2	43	-1	18	0	5	0	5	-1
 IE		25	2	47	1	16	0	6	0	6	-3
 EL		28	5	52	2	16	-3	2	-5	2	1
 ES		42	11	34	-11	12	-4	7	3	5	1
 FR		41	8	42	-9	10	0	5	2	2	-1
 IT		32	7	48	-1	14	-4	3	-2	3	0
 CY		46	7	37	-2	11	-3	4	0	2	-2
 LV		19	0	42	1	27	3	8	1	4	-5
 LT		29	7	43	-6	16	-1	6	2	6	-2
 LU		33	6	35	-4	22	1	6	-1	4	-2
 HU		41	3	44	0	10	-3	3	0	2	0
 MT		16	-2	39	-3	25	3	13	6	7	-4
 NL		20	-6	47	7	21	-3	9	3	3	-1
 AT		35	8	43	-7	15	-2	6	1	1	0
 PL		27	7	51	0	14	-4	2	0	6	-3
 PT		26	14	50	-11	16	1	4	0	4	-4
 RO		27	1	45	3	16	-1	5	0	7	-3
 SI		37	3	42	0	14	-2	4	-1	3	0
 SK		30	11	48	-8	15	-4	3	0	4	1
 FI		20	2	46	-6	26	5	6	1	2	-2
 SE		33	-1	48	2	12	-1	5	1	2	-1
 UK		26	3	46	-1	16	-3	7	3	5	-2

QE1.4 Actuellement, dans l'UE, les femmes occupent moins souvent que les hommes des postes à responsabilité. Pouvez-vous me dire si vous êtes d'accord ou pas d'accord avec chacune des propositions suivantes à ce propos.































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The business community is dominated by men who do not have sufficient confidence in women

QE1.4 Derzeit haben in der Europäischen Union weniger Frauen als Männer eine Führungsposition inne. Bitte sagen Sie mir, ob Sie den folgenden Aussagen zu diesem Thema zustimmen oder nicht zustimmen.

Die Geschäftswelt wird von Männern dominiert, die zu Frauen nicht ausreichend Vertrauen haben

	%	Total 'D'accord'		Total 'Pas d'accord'	
		Total 'Agree'		Total 'Disagree'	
		Gesamt 'Stimme zu'		Gesamt 'Stimme nicht zu'	
		EB	Diff. EB	EB	Diff. EB
		76.1	72.2	76.1	72.2
 EU 27		<b>76</b>	<b>2</b>	<b>20</b>	<b>-1</b>
 BE		<b>74</b>	<b>0</b>	<b>25</b>	<b>0</b>
 BG		<b>71</b>	<b>5</b>	<b>18</b>	<b>0</b>
 CZ		<b>73</b>	<b>6</b>	<b>25</b>	<b>-5</b>
 DK		<b>60</b>	<b>-7</b>	<b>37</b>	<b>6</b>
 D-W		<b>73</b>	<b>2</b>	<b>24</b>	<b>-2</b>
 DE		<b>74</b>	<b>0</b>	<b>24</b>	<b>1</b>
 D-E		<b>75</b>	<b>-7</b>	<b>23</b>	<b>7</b>
 EE		<b>72</b>	<b>1</b>	<b>23</b>	<b>0</b>
 IE		<b>72</b>	<b>3</b>	<b>22</b>	<b>0</b>
 EL		<b>80</b>	<b>7</b>	<b>18</b>	<b>-8</b>
 ES		<b>76</b>	<b>0</b>	<b>19</b>	<b>-1</b>
 FR		<b>83</b>	<b>-1</b>	<b>15</b>	<b>2</b>
 IT		<b>80</b>	<b>6</b>	<b>17</b>	<b>-6</b>
 CY		<b>83</b>	<b>5</b>	<b>15</b>	<b>-3</b>
 LV		<b>61</b>	<b>1</b>	<b>35</b>	<b>4</b>
 LT		<b>72</b>	<b>1</b>	<b>22</b>	<b>1</b>
 LU		<b>68</b>	<b>2</b>	<b>28</b>	<b>0</b>
 HU		<b>85</b>	<b>3</b>	<b>13</b>	<b>-3</b>
 MT		<b>55</b>	<b>-5</b>	<b>38</b>	<b>9</b>
 NL		<b>67</b>	<b>1</b>	<b>30</b>	<b>0</b>
 AT		<b>78</b>	<b>1</b>	<b>21</b>	<b>-1</b>
 PL		<b>78</b>	<b>7</b>	<b>16</b>	<b>-4</b>
 PT		<b>76</b>	<b>3</b>	<b>20</b>	<b>1</b>
 RO		<b>72</b>	<b>4</b>	<b>21</b>	<b>-1</b>
 SI		<b>79</b>	<b>3</b>	<b>18</b>	<b>-3</b>
 SK		<b>78</b>	<b>3</b>	<b>18</b>	<b>-4</b>
 FI		<b>66</b>	<b>-4</b>	<b>32</b>	<b>6</b>
 SE		<b>81</b>	<b>1</b>	<b>17</b>	<b>0</b>
 UK		<b>72</b>	<b>2</b>	<b>23</b>	<b>0</b>

QE1.5 Actuellement, dans l'UE, les femmes occupent moins souvent que les hommes des postes à responsabilité. Pouvez-vous me dire si vous êtes d'accord ou pas d'accord avec chacune des propositions suivantes à ce propos.































Les femmes n'ont pas toujours les qualités et compétences requises pour occuper des postes à responsabilité

QE1.5 At the present time, in the EU, women are less likely than men to hold positions of responsibility. Please tell me whether you agree or disagree with each of the following statements on this subject.

Women do not always have the necessary qualities and skills to fill positions of responsibility

QE1.5 Derzeit haben in der Europäischen Union weniger Frauen als Männer eine Führungsposition inne. Bitte sagen Sie mir, ob Sie den folgenden Aussagen zu diesem Thema zustimmen oder nicht zustimmen.

Frauen haben nicht immer die notwendigen Fähigkeiten und Qualifikationen, um Führungspositionen auszufüllen

	%	Tout à fait d'accord		Plutôt d'accord		Plutôt pas d'accord		Pas du tout d'accord		NSP	
		Totally agree		Tend to agree		Tend to disagree		Totally disagree		DK	
		Stimme voll und ganz zu		Stimme eher zu		Stimme eher nicht zu		Stimme überhaupt nicht zu		WN	
		EB 76.1	Diff. EB 72.2	EB 76.1	Diff. EB 72.2	EB 76.1	Diff. EB 72.2	EB 76.1	Diff. EB 72.2	EB 76.1	Diff. EB 72.2
 EU 27		5	-1	16	-4	29	-4	47	9	3	0
 BE		5	0	13	-3	32	-3	50	6	0	0
 BG		3	-3	17	-2	34	4	39	5	7	-4
 CZ		6	1	23	-4	39	0	31	3	1	0
 DK		4	1	13	-4	26	-7	56	11	1	-1
 D-W		6	0	14	-8	26	-6	51	13	3	1
 DE		6	-1	14	-6	26	-7	52	14	2	0
 D-E		5	-3	13	-2	26	-10	55	15	1	0
 EE		6	-4	20	-2	37	-2	34	6	3	2
 IE		1	-3	12	-9	29	-3	52	17	6	-2
 EL		5	-1	14	-1	40	3	40	-1	1	0
 ES		6	2	12	-2	23	-10	57	11	2	-1
 FR		2	0	7	-4	24	-6	66	11	1	-1
 IT		8	0	23	-1	31	-1	35	1	3	1
 CY		5	-1	12	2	27	-15	55	15	1	-1
 LV		7	-2	18	-5	41	2	32	8	2	-3
 LT		8	0	24	-8	36	0	28	9	4	-1
 LU		3	0	4	-7	30	-5	62	14	1	-2
 HU		10	2	24	1	33	-1	31	-3	2	1
 MT		1	-3	12	0	41	2	42	0	4	1
 NL		3	-2	8	-6	25	-8	62	16	2	0
 AT		9	1	27	0	34	-1	29	0	1	0
 PL		9	3	27	-4	37	-3	22	3	5	1
 PT		5	1	17	-10	35	-1	41	13	2	-3
 RO		7	-2	21	-1	34	0	32	5	6	-2
 SI		5	2	11	0	30	-1	53	0	1	-1
 SK		11	2	36	-2	34	0	18	0	1	0
 FI		2	0	13	1	33	-9	51	8	1	0
 SE		1	-1	5	-4	11	-6	83	13	0	-2
 UK		4	-1	12	-8	30	-5	51	15	3	-1

QE1.5 Actuellement, dans l'UE, les femmes occupent moins souvent que les hommes des postes à responsabilité. Pouvez-vous me dire si vous êtes d'accord ou pas d'accord avec chacune des propositions suivantes à ce propos.































Les femmes n'ont pas toujours les qualités et compétences requises pour occuper des postes à responsabilité

QE1.5 At the present time, in the EU, women are less likely than men to hold positions of responsibility. Please tell me whether you agree or disagree with each of the following statements on this subject.

Women do not always have the necessary qualities and skills to fill positions of responsibility

QE1.5 Derzeit haben in der Europäischen Union weniger Frauen als Männer eine Führungsposition inne. Bitte sagen Sie mir, ob Sie den folgenden Aussagen zu diesem Thema zustimmen oder nicht zustimmen.































Frauen haben nicht immer die notwendigen Fähigkeiten und Qualifikationen, um Führungspositionen auszufüllen

	%	Total 'D'accord'		Total 'Pas d'accord'	
		Total 'Agree'		Total 'Disagree'	
		Gesamt 'Stimme zu'		Gesamt 'Stimme nicht zu'	
		EB	Diff. EB	EB	Diff. EB
		76.1	72.2	76.1	72.2
 EU 27		<b>21</b>	-5	<b>76</b>	5
 BE		<b>18</b>	-3	<b>82</b>	3
 BG		<b>20</b>	-5	<b>73</b>	9
 CZ		<b>29</b>	-3	<b>70</b>	3
 DK		<b>17</b>	-3	<b>82</b>	4
 D-W		<b>20</b>	-8	<b>77</b>	7
 DE		<b>20</b>	-7	<b>78</b>	7
 D-E		<b>18</b>	-5	<b>81</b>	5
 EE		<b>26</b>	-6	<b>71</b>	4
 IE		<b>13</b>	-12	<b>81</b>	14
 EL		<b>19</b>	-2	<b>80</b>	2
 ES		<b>18</b>	0	<b>80</b>	1
 FR		<b>9</b>	-4	<b>90</b>	5
 IT		<b>31</b>	-1	<b>66</b>	0
 CY		<b>17</b>	1	<b>82</b>	0
 LV		<b>25</b>	-7	<b>73</b>	10
 LT		<b>32</b>	-8	<b>64</b>	9
 LU		<b>7</b>	-7	<b>92</b>	9
 HU		<b>34</b>	3	<b>64</b>	-4
 MT		<b>13</b>	-3	<b>83</b>	2
 NL		<b>11</b>	-8	<b>87</b>	8
 AT		<b>36</b>	1	<b>63</b>	-1
 PL		<b>36</b>	-1	<b>59</b>	0
 PT		<b>22</b>	-9	<b>76</b>	12
 RO		<b>28</b>	-3	<b>66</b>	5
 SI		<b>16</b>	2	<b>83</b>	-1
 SK		<b>47</b>	0	<b>52</b>	0
 FI		<b>15</b>	1	<b>84</b>	-1
 SE		<b>6</b>	-5	<b>94</b>	7
 UK		<b>16</b>	-9	<b>81</b>	10

QE2 Etes-vous d'accord ou non avec l'affirmation suivante : A compétences égales, les femmes devraient être représentées en nombre équivalent aux postes de direction des entreprises.

QE2 Do you agree or disagree with the following statement: Given equal competence, women should be equally represented in positions of leadership in companies.





























QE2 Stimmen Sie der folgenden Aussage zu oder nicht zu: Frauen sollten bei gleicher Befähigung gleich stark in Führungspositionen in Unternehmen vertreten sein.

		Tout à fait d'accord	Plutôt d'accord	Plutôt pas d'accord	Pas du tout d'accord	NSP
		Totally agree	Tend to agree	Tend to disagree	Totally disagree	DK
		Stimme voll und ganz zu	Stimme eher zu	Stimme eher nicht zu	Stimme überhaupt nicht zu	WN
%		EB 76.1	EB 76.1	EB 76.1	EB 76.1	EB 76.1
	EU 27	55	33	7	2	3
	BE	49	38	10	2	1
	BG	48	37	7	1	7
	CZ	32	51	13	2	2
	DK	60	23	11	5	1
	D-W	59	29	7	2	3
	DE	60	29	7	2	2
	D-E	65	27	4	3	1
	EE	52	36	8	2	2
	IE	64	32	1	0	3
	EL	43	41	12	2	2
	ES	68	22	4	2	4
	FR	65	25	6	2	2
	IT	39	48	7	0	6
	CY	78	18	3	0	1
	LV	53	34	9	2	2
	LT	55	34	5	2	4
	LU	59	25	10	4	2
	HU	47	39	10	2	2
	MT	62	28	3	2	5
	NL	61	26	8	3	2
	AT	35	46	14	2	3
	PL	45	44	6	1	4
	PT	38	48	10	1	3
	RO	45	35	10	3	7
	SI	75	20	4	1	0
	SK	30	49	16	1	4
	FI	59	30	7	3	1
	SE	83	11	3	3	0
	UK	65	28	4	1	2

QE2 Etes-vous d'accord ou non avec l'affirmation suivante : A compétences égales, les femmes devraient être représentées en nombre équivalent aux postes de direction des entreprises.

QE2 Do you agree or disagree with the following statement: Given equal competence, women should be equally represented in positions of leadership in companies.































QE2 Stimmen Sie der folgenden Aussage zu oder nicht zu: Frauen sollten bei gleicher Befähigung gleich stark in Führungspositionen in Unternehmen vertreten sein.

%		Total 'D'accord'	Total 'Pas d'accord'
		Total 'Agree'	Total 'Disagree'
		Gesamt 'Stimme zu'	Gesamt 'Stimme nicht zu'
		EB 76.1	EB 76.1
	EU 27	<b>88</b>	<b>9</b>
	BE	<b>87</b>	<b>12</b>
	BG	<b>85</b>	<b>8</b>
	CZ	<b>83</b>	<b>15</b>
	DK	<b>83</b>	<b>16</b>
	D-W	<b>88</b>	<b>9</b>
	DE	<b>89</b>	<b>9</b>
	D-E	<b>92</b>	<b>7</b>
	EE	<b>88</b>	<b>10</b>
	IE	<b>96</b>	<b>1</b>
	EL	<b>84</b>	<b>14</b>
	ES	<b>90</b>	<b>6</b>
	FR	<b>90</b>	<b>8</b>
	IT	<b>87</b>	<b>7</b>
	CY	<b>96</b>	<b>3</b>
	LV	<b>87</b>	<b>11</b>
	LT	<b>89</b>	<b>7</b>
	LU	<b>84</b>	<b>14</b>
	HU	<b>86</b>	<b>12</b>
	MT	<b>90</b>	<b>5</b>
	NL	<b>87</b>	<b>11</b>
	AT	<b>81</b>	<b>16</b>
	PL	<b>89</b>	<b>7</b>
	PT	<b>86</b>	<b>11</b>
	RO	<b>80</b>	<b>13</b>
	SI	<b>95</b>	<b>5</b>
	SK	<b>79</b>	<b>17</b>
	FI	<b>89</b>	<b>10</b>
	SE	<b>94</b>	<b>6</b>
	UK	<b>93</b>	<b>5</b>

QE3 Vous avez affirmé que les femmes devraient être représentées en nombre équivalent aux postes de direction des entreprises. Pourquoi selon vous ? (ROTATION – MAX. 3 REPONSES)

QE3 You said that women should be equally represented in positions of leadership in companies. Why do you think so? (ROTATE – MAX. 3 ANSWERS)

QE3 Sie haben gesagt, dass Frauen in Führungspositionen in Unternehmen gleich stark vertreten sein sollten. Warum sind Sie dieser Meinung? (ROTIEREN - MAX. 3 ANTWORTEN)































		Parce que cela permettrait aux entreprises d'obtenir de meilleurs résultats économiques	Parce que cela permettrait de mieux gérer les risques au sein des entreprises	Parce que cela encouragerait d'autres femmes à mener une carrière professionnelle	Parce que les femmes sont aussi qualifiées que les hommes pour ce genre de postes	Parce que cela changerait la façon dont les entreprises sont gérées
		Because it would ensure a better overall economic performance of companies	Because it would ensure a better risk management of companies	Because it would encourage other women to lead a professional career	Because women are as qualified for these positions as men are	Because it would make a difference in the way companies are run
		Weil dadurch eine bessere wirtschaftliche Gesamtleistung von Unternehmen sichergestellt wäre	Weil dadurch ein besseres Risikomanagement von Unternehmen sichergestellt wäre	Weil es andere Frauen ermutigen würde, eine berufliche Karriere zu verfolgen	Weil Frauen für diese Positionen genauso gut geeignet sind wie Männer	Weil es die Art und Weise, wie Unternehmen geführt werden, verändern würde
%		EB 76.1	EB 76.1	EB 76.1	EB 76.1	EB 76.1
	EU 27	17	15	28	62	27
	BE	15	11	31	68	34
	BG	26	14	29	57	19
	CZ	19	17	30	54	18
	DK	16	15	23	82	55
	D-W	14	11	27	67	38
	DE	14	12	28	68	38
	D-E	14	14	34	74	40
	EE	17	20	36	43	37
	IE	37	22	35	52	32
	EL	27	18	32	58	26
	ES	13	8	21	57	19
	FR	12	15	30	75	33
	IT	25	21	26	49	17
	CY	29	16	45	71	19
	LV	15	9	22	62	16
	LT	17	16	28	58	10
	LU	12	13	35	75	32
	HU	19	14	32	61	29
	MT	12	10	33	68	16
	NL	17	20	24	69	55
	AT	20	18	42	62	37
	PL	16	16	23	48	10
	PT	19	16	23	52	18
	RO	25	21	37	55	15
	SI	26	14	21	58	28
	SK	17	17	31	59	28
	FI	12	16	36	69	40
	SE	14	14	28	84	53
	UK	15	12	29	65	26



QE3 Vous avez affirmé que les femmes devraient être représentées en nombre équivalent aux postes de direction des entreprises. Pourquoi selon vous ? (ROTATION – MAX. 3 REPONSES)

QE3 You said that women should be equally represented in positions of leadership in companies. Why do you think so? (ROTATE – MAX. 3 ANSWERS)































QE3 Sie haben gesagt, dass Frauen in Führungspositionen in Unternehmen gleich stark vertreten sein sollten. Warum sind Sie dieser Meinung? (ROTIEREN - MAX. 3 ANTWORTEN)

		Parce que les hommes et les femmes doivent bénéficier des mêmes droits Because it is about equal rights for women and men Weil es um gleiche Rechte für Frauen und Männer geht	Autre (SPONTANE)  Other (SPONTANEOUS)	Aucun (SPONTANE)  None (SPONTANEOUS)	NSP  DK  WN
%		EB 76.1	EB 76.1	EB 76.1	EB 76.1
	EU 27	<b>58</b>	<b>1</b>	<b>0</b>	<b>1</b>
	BE	<b>66</b>	<b>1</b>	<b>1</b>	<b>0</b>
	BG	<b>55</b>	<b>0</b>	<b>0</b>	<b>3</b>
	CZ	<b>57</b>	<b>0</b>	<b>1</b>	<b>1</b>
	DK	<b>42</b>	<b>0</b>	<b>0</b>	<b>0</b>
	D-W	<b>61</b>	<b>0</b>	<b>1</b>	<b>1</b>
	DE	<b>63</b>	<b>0</b>	<b>1</b>	<b>1</b>
	D-E	<b>69</b>	<b>0</b>	<b>0</b>	<b>0</b>
	EE	<b>52</b>	<b>1</b>	<b>1</b>	<b>1</b>
	IE	<b>46</b>	<b>1</b>	<b>0</b>	<b>2</b>
	EL	<b>55</b>	<b>1</b>	<b>0</b>	<b>0</b>
	ES	<b>59</b>	<b>1</b>	<b>0</b>	<b>0</b>
	FR	<b>77</b>	<b>0</b>	<b>0</b>	<b>1</b>
	IT	<b>46</b>	<b>1</b>	<b>1</b>	<b>1</b>
	CY	<b>64</b>	<b>1</b>	<b>0</b>	<b>0</b>
	LV	<b>49</b>	<b>0</b>	<b>0</b>	<b>1</b>
	LT	<b>48</b>	<b>1</b>	<b>2</b>	<b>2</b>
	LU	<b>62</b>	<b>1</b>	<b>0</b>	<b>0</b>
	HU	<b>50</b>	<b>1</b>	<b>1</b>	<b>1</b>
	MT	<b>55</b>	<b>1</b>	<b>0</b>	<b>3</b>
	NL	<b>50</b>	<b>1</b>	<b>0</b>	<b>0</b>
	AT	<b>62</b>	<b>2</b>	<b>1</b>	<b>0</b>
	PL	<b>42</b>	<b>0</b>	<b>1</b>	<b>5</b>
	PT	<b>51</b>	<b>0</b>	<b>0</b>	<b>1</b>
	RO	<b>46</b>	<b>1</b>	<b>0</b>	<b>2</b>
	SI	<b>61</b>	<b>2</b>	<b>1</b>	<b>1</b>
	SK	<b>60</b>	<b>1</b>	<b>0</b>	<b>1</b>
	FI	<b>66</b>	<b>1</b>	<b>1</b>	<b>0</b>
	SE	<b>53</b>	<b>2</b>	<b>0</b>	<b>0</b>
	UK	<b>64</b>	<b>1</b>	<b>0</b>	<b>1</b>

QE4.1 Quel est, selon vous, le meilleur moyen d'obtenir une représentation équilibrée entre hommes et femmes au sein des conseils d'administration ?

QE4.1 What is, in your view, the best way to achieve a more balanced representation of men and women on company boards?































QE4.1 Was ist Ihrer Meinung nach der beste Weg, um ein ausgewogeneres Verhältnis von Frauen und Männern in Aufsichtsräten von Unternehmen zu erreichen?

		Les mesures volontaires comme les codes de gouvernance des entreprises et les chartes non-contraignants	L'autorégulation : les entreprises fixent leurs propres objectifs	Les mesures légalement contraignantes
		Voluntary measures such as non-binding Corporate Governance Codes and Charters	Self-regulation by companies setting their own targets	Binding legal measures
		Freiwillige Maßnahmen, wie z.B. nicht verbindliche Grundsätze der Unternehmensführung und Satzungen	Selbstregulierung, indem die Unternehmen sich ihre eigenen Ziele setzen	Verbindliche rechtliche Maßnahmen
%		EB 76.1	EB 76.1	EB 76.1
	EU 27	20	31	26
	BE	23	31	30
	BG	19	29	24
	CZ	20	31	32
	DK	26	54	10
	D-W	28	36	24
	DE	26	36	27
	D-E	19	34	36
	EE	29	26	18
	IE	19	28	29
	EL	20	23	39
	ES	17	18	30
	FR	26	32	23
	IT	13	36	22
	CY	30	18	39
	LV	19	34	21
	LT	22	27	27
	LU	27	35	16
	HU	14	35	32
	MT	9	24	26
	NL	20	35	18
	AT	16	32	37
	PL	18	27	27
	PT	9	26	33
	RO	15	20	29
	SI	21	29	32
	SK	20	33	28
	FI	29	40	21
	SE	36	37	17
	UK	17	35	26

QE4.1 Quel est, selon vous, le meilleur moyen d'obtenir une représentation équilibrée entre hommes et femmes au sein des conseils d'administration ?

QE4.1 What is, in your view, the best way to achieve a more balanced representation of men and women on company boards?































QE4.1 Was ist Ihrer Meinung nach der beste Weg, um ein ausgewogeneres Verhältnis von Frauen und Männern in den Aufsichtsräten von Unternehmen zu erreichen?

		Il n'est pas nécessaire d'obtenir une représentation plus équilibrée des hommes et des femmes au sein des conseils d'administration (SPONTANE)	NSP
		There is no need to achieve a more balanced representation of men and women on company boards (SPONTANEOUS)	DK
		Es besteht keine Notwendigkeit, ein ausgewogeneres Verhältnis von Frauen und Männern in den Aufsichtsräten von Unternehmen zu erreichen (SPONTAN)	WN
%		EB 76.1	EB 76.1
	EU 27	<b>8</b>	<b>15</b>
	BE	<b>13</b>	<b>3</b>
	BG	<b>10</b>	<b>18</b>
	CZ	<b>7</b>	<b>10</b>
	DK	<b>4</b>	<b>6</b>
	D-W	<b>4</b>	<b>8</b>
	DE	<b>4</b>	<b>7</b>
	D-E	<b>5</b>	<b>6</b>
	EE	<b>14</b>	<b>13</b>
	IE	<b>7</b>	<b>17</b>
	EL	<b>11</b>	<b>7</b>
	ES	<b>12</b>	<b>23</b>
	FR	<b>6</b>	<b>13</b>
	IT	<b>10</b>	<b>19</b>
	CY	<b>7</b>	<b>6</b>
	LV	<b>16</b>	<b>10</b>
	LT	<b>4</b>	<b>20</b>
	LU	<b>8</b>	<b>14</b>
	HU	<b>8</b>	<b>11</b>
	MT	<b>10</b>	<b>31</b>
	NL	<b>21</b>	<b>6</b>
	AT	<b>11</b>	<b>4</b>
	PL	<b>3</b>	<b>25</b>
	PT	<b>7</b>	<b>25</b>
	RO	<b>13</b>	<b>23</b>
	SI	<b>9</b>	<b>9</b>
	SK	<b>9</b>	<b>10</b>
	FI	<b>6</b>	<b>4</b>
	SE	<b>2</b>	<b>8</b>
	UK	<b>6</b>	<b>16</b>

QE4.2 Quel est, selon vous, le meilleur moyen d'obtenir une représentation équilibrée entre hommes et femmes au sein des conseils d'administration ?

QE4.2 What is, in your view, the best way to achieve a more balanced representation of men and women on company boards?































QE4.2 Was ist Ihrer Meinung nach der beste Weg, um ein ausgewogeneres Verhältnis von Frauen und Männern in Aufsichtsräten von Unternehmen zu erreichen?

		Les mesures volontaires comme les codes de gouvernance des entreprises et les chartes non-contraignants	L'autorégulation : les entreprises fixent leurs propres objectifs	Les mesures légalement contraignantes
		Voluntary measures such as non-binding Corporate Governance Codes and Charters	Self-regulation by companies setting their own targets	Binding legal measures
		Freiwillige Maßnahmen, wie z.B. nicht verbindliche Grundsätze der Unternehmensführung und Satzungen	Selbstregulierung, indem die Unternehmen sich ihre eigenen Ziele setzen	Verbindliche rechtliche Maßnahmen
%		EB 76.1	EB 76.1	EB 76.1
	EU 27	26	40	34
	BE	27	37	36
	BG	26	40	34
	CZ	24	38	38
	DK	29	60	11
	D-W	31	41	28
	DE	29	40	31
	D-E	21	38	41
	EE	40	35	25
	IE	25	37	38
	EL	25	28	47
	ES	25	28	47
	FR	31	40	29
	IT	19	50	31
	CY	34	21	45
	LV	25	46	29
	LT	29	35	36
	LU	35	45	20
	HU	17	43	40
	MT	16	40	44
	NL	28	47	25
	AT	19	38	43
	PL	25	37	38
	PT	13	39	48
	RO	23	31	46
	SI	26	35	39
	SK	25	41	34
	FI	32	45	23
	SE	39	42	19
	UK	22	44	34

QE5 Certains pays européens (par ex. la France, l'Espagne, les Pays-Bas, l'Italie, la Belgique et la Norvège) ont déjà adopté des mesures juridiques pour garantir la parité hommes-femmes au sein des conseils d'administration. Etes-vous favorable ou opposé(e) à une législation dans ce domaine, à la condition que les qualifications soient prises en compte sans favoriser automatiquement l'un des deux sexes ?

QE5 Some European countries (e.g. France, Spain, the Netherlands, Italy, Belgium and Norway) have already taken legal measures to ensure a more balanced representation of men and women on company boards. Are you in favour or opposed to a legislation on this matter under the condition that qualification is taken into account without automatically favouring one of either gender?





























QE5 Einige europäische Länder (z.B. Frankreich, Spanien, die Niederlande, Italien, Belgien und Norwegen) haben bereits gesetzliche Maßnahmen ergriffen, um ein ausgewogeneres Verhältnis von Frauen und Männern in Aufsichtsräten von Unternehmen zu gewährleisten. Sind Sie für oder gegen ein solches Gesetz, unter der Voraussetzung, dass die Befähigung berücksichtigt wird und dass nicht automatisch das eine oder das andere Geschlecht bevorzugt wird?

		Tout à fait favorable	Plutôt favorable	Plutôt opposé(e)	Tout à fait opposé(e)	NSP
		Totally in favour	Somewhat in favour	Fairly opposed	Totally opposed	DK
		Voll und ganz dafür	Eher dafür	Eher dagegen	Voll und ganz dagegen	WN
%		EB	EB	EB	EB	EB
		76.1	76.1	76.1	76.1	76.1
	EU 27	37	38	12	5	8
	BE	40	44	12	3	1
	BG	37	38	10	1	14
	CZ	29	49	14	4	4
	DK	27	25	20	26	2
	D-W	29	27	28	11	5
	DE	30	28	26	11	5
	D-E	34	31	21	8	6
	EE	42	37	9	3	9
	IE	39	39	7	3	12
	EL	39	43	10	3	5
	ES	45	33	6	5	11
	FR	52	34	8	2	4
	IT	30	50	8	1	11
	CY	64	27	4	2	3
	LV	42	34	13	5	6
	LT	31	47	8	3	11
	LU	41	29	15	10	5
	HU	35	48	10	1	6
	MT	45	36	4	5	10
	NL	39	31	14	13	3
	AT	27	44	21	4	4
	PL	26	46	10	3	15
	PT	39	45	7	1	8
	RO	38	38	7	2	15
	SI	50	30	12	5	3
	SK	40	44	9	1	6
	FI	41	35	9	13	2
	SE	34	28	19	17	2
	UK	38	35	12	8	7

QE5 Certains pays européens (par ex. la France, l'Espagne, les Pays-Bas, l'Italie, la Belgique et la Norvège) ont déjà adopté des mesures juridiques pour garantir la parité hommes-femmes au sein des conseils d'administration. Etes-vous favorable ou opposé(e) à une législation dans ce domaine, à la condition que les qualifications soient prises en compte sans favoriser automatiquement l'un des deux sexes ?

QE5 Some European countries (e.g. France, Spain, the Netherlands, Italy, Belgium and Norway) have already taken legal measures to ensure a more balanced representation of men and women on company boards. Are you in favour or opposed to a legislation on this matter under the condition that qualification is taken into account without automatically favouring one of either gender?































QE5 Einige europäische Länder (z.B. Frankreich, Spanien, die Niederlande, Italien, Belgien und Norwegen) haben bereits gesetzliche Maßnahmen ergriffen, um ein ausgewogeneres Verhältnis von Frauen und Männern in Aufsichtsräten von Unternehmen zu gewährleisten. Sind Sie für oder gegen ein solches Gesetz, unter der Voraussetzung, dass die Befähigung berücksichtigt wird und dass nicht automatisch das eine oder das andere Geschlecht bevorzugt wird?

		Total 'Favorable'	Total 'Oppose(e)'
		Total 'In favor'	Total 'Opposed'
		Gesamt 'Dafür'	Gesamt 'Dagegen'
		EB	EB
		76.1	76.1
%			
	EU 27	<b>75</b>	<b>17</b>
	BE	<b>84</b>	<b>15</b>
	BG	<b>75</b>	<b>11</b>
	CZ	<b>78</b>	<b>18</b>
	DK	<b>52</b>	<b>46</b>
	D-W	<b>56</b>	<b>39</b>
	DE	<b>58</b>	<b>37</b>
	D-E	<b>65</b>	<b>29</b>
	EE	<b>79</b>	<b>12</b>
	IE	<b>78</b>	<b>10</b>
	EL	<b>82</b>	<b>13</b>
	ES	<b>78</b>	<b>11</b>
	FR	<b>86</b>	<b>10</b>
	IT	<b>80</b>	<b>9</b>
	CY	<b>91</b>	<b>6</b>
	LV	<b>76</b>	<b>18</b>
	LT	<b>78</b>	<b>11</b>
	LU	<b>70</b>	<b>25</b>
	HU	<b>83</b>	<b>11</b>
	MT	<b>81</b>	<b>9</b>
	NL	<b>70</b>	<b>27</b>
	AT	<b>71</b>	<b>25</b>
	PL	<b>72</b>	<b>13</b>
	PT	<b>84</b>	<b>8</b>
	RO	<b>76</b>	<b>9</b>
	SI	<b>80</b>	<b>17</b>
	SK	<b>84</b>	<b>10</b>
	FI	<b>76</b>	<b>22</b>
	SE	<b>62</b>	<b>36</b>
	UK	<b>73</b>	<b>20</b>

QE6.1 En ce qui concerne une législation éventuelle visant à établir une représentation plus équilibrée des hommes et des femmes au sein des conseils d'administration des companies cotées en bourse, quel serait selon vous un objectif réaliste ?































QE6.1 In the case of legislation providing a more balanced representation of men and women on boards of publicly listed companies, what would in your view be a realistic target?

QE6.1 Welches Ziel wäre Ihrer Meinung nach bei einer gesetzlichen Regelung zur Sicherstellung eines ausgewogeneren Verhältnisses von Frauen und Männern in den Aufsichtsräten börsennotierter Unternehmen realistisch?

		30% de femmes\ 70% d'hommes	40% de femmes\ 60% d'hommes	50% de femmes\ 50 % d'hommes	Aucun, vous n'êtes pas favorable aux quotas (SPONTANE)	NSP
		30% women\ 70% men	40% women\ 60% men	50% women\ 50 % men	None, you are not in favour of quotas (SPONTANEOUS)	DK
		30% Frauen / 70% Männer	40% Frauen / 60% Männer	50% Frauen / 50% Männer	Keines davon, Sie lehnen Quotenregelungen ab (SPONTAN)	WN
%		EB 76.1	EB 76.1	EB 76.1	EB 76.1	EB 76.1
	EU 27	12	26	43	13	6
	BE	10	25	46	18	1
	BG	10	24	45	12	9
	CZ	17	37	34	9	3
	DK	21	32	29	17	1
	D-W	18	28	33	16	5
	DE	17	27	34	17	5
	D-E	15	23	40	19	3
	EE	13	29	36	11	11
	IE	5	25	48	15	7
	EL	15	23	44	15	3
	ES	4	10	62	16	8
	FR	11	27	49	10	3
	IT	10	27	41	11	11
	CY	13	28	52	6	1
	LV	7	18	48	22	5
	LT	11	23	50	5	11
	LU	12	25	41	17	5
	HU	16	29	38	13	4
	MT	7	20	44	15	14
	NL	22	32	28	15	3
	AT	11	28	35	21	5
	PL	11	24	39	16	10
	PT	2	9	57	19	13
	RO	10	20	46	12	12
	SI	10	23	43	22	2
	SK	14	33	36	13	4
	FI	13	30	31	24	2
	SE	11	31	46	10	2
	UK	14	30	43	7	6

QE6.2 En ce qui concerne une législation éventuelle visant à établir une représentation plus équilibrée des hommes et des femmes au sein des conseils d'administration des companies cotées en bourse, quel serait selon vous un objectif réaliste ?  
 QE6.2 In the case of legislation providing a more balanced representation of men and women on boards of publicly listed companies, what would in your view be a realistic target?

QE6.2 Welches Ziel wäre Ihrer Meinung nach bei einer gesetzlichen Regelung zur Sicherstellung eines ausgewogeneren Verhältnisses von Frauen und Männern in den Aufsichtsräten börsennotierter Unternehmen realistisch?































		30% de femmes\ 70% d'hommes 30% women\ 70% men 30% Frauen / 70% Männer	40% de femmes\ 60% d'hommes 40% women\ 60% men 40% Frauen / 60% Männer	50% de femmes\ 50% d'hommes 50% women\ 50% men 50% Frauen / 50% Männer
		EB 76.1	EB 76.1	EB 76.1
	EU 27	15	32	53
	BE	13	31	56
	BG	12	31	57
	CZ	19	42	39
	DK	25	39	36
	D-W	23	36	41
	DE	22	35	43
	D-E	20	29	51
	EE	16	38	46
	IE	6	32	62
	EL	18	28	54
	ES	5	13	82
	FR	13	31	56
	IT	13	35	52
	CY	14	30	56
	LV	10	24	66
	LT	13	27	60
	LU	15	32	53
	HU	20	35	45
	MT	10	28	62
	NL	27	39	34
	AT	15	38	47
	PL	15	32	53
	PT	3	13	84
	RO	13	26	61
	SI	13	31	56
	SK	17	40	43
	FI	17	41	42
	SE	12	36	52
	UK	16	35	49



QE7.1 Et, dans ce cas, quels délais devraient être accordés aux entreprises cotées en bourse pour se mettre en conformité avec une législation garantissant une représentation plus équilibrée des hommes et des femmes au sein de leurs conseils d'administration ?

QE7.1 And in that case, how long do you think should publicly listed companies be granted to comply with legislation providing for a more balanced representation of men and women regarding their board members?





























QE7.1 Und wie viel Zeit sollte börsennotierten Unternehmen in diesem Fall Ihrer Meinung nach eingeräumt werden, um die gesetzlichen Vorgaben zur Gewährleistung eines ausgewogeneren Verhältnisses zwischen Frauen und Männern in ihren Aufsichtsräten zu erfüllen?

		Moins de 5 ans	Plus de 5 ans mais moins de 8 ans	8 ans ou plus	Les entreprises ne devraient pas avoir à se mettre en conformité avec une législation de quotas en ce qui concerne les membres de leurs conseils d'administration (SPONTANE)	NSP
		Less than 5 years	More than 5 years but less than 8 years	8 years or more	Companies should not be obliged to comply with quota legislation regarding their board members (SPONTANEOUS)	DK
		Weniger als 5 Jahre	Mehr als fünf, aber weniger als acht Jahre	Acht Jahre oder mehr	Unternehmen sollten nicht verpflichtet werden, bestimmte gesetzliche Quoten bezüglich ihrer Aufsichtsratsmitglieder zu erfüllen (SPONTAN)	WN
%		EB 76.1	EB 76.1	EB 76.1	EB 76.1	EB 76.1
	EU 27	37	26	9	12	16
	BE	40	31	9	16	4
	BG	37	17	3	17	26
	CZ	47	28	7	9	9
	DK	23	37	21	15	4
	D-W	27	31	9	21	12
	DE	30	29	8	21	12
	D-E	39	23	5	23	10
	EE	22	32	12	17	17
	IE	44	23	6	10	17
	EL	43	27	12	10	8
	ES	43	11	6	15	25
	FR	46	27	9	8	10
	IT	44	19	6	9	22
	CY	64	19	6	7	4
	LV	33	28	10	20	9
	LT	39	24	13	4	20
	LU	36	26	12	17	9
	HU	39	27	10	12	12
	MT	33	19	4	16	28
	NL	25	40	16	15	4
	AT	33	28	8	24	7
	PL	33	28	10	3	26
	PT	38	16	5	13	28
	RO	33	10	6	12	39
	SI	44	22	8	17	9
	SK	43	30	6	12	9
	FI	25	36	15	20	4
	SE	36	38	13	9	4
	UK	32	36	13	8	11

QE7.2 Et, dans ce cas, quels délais devraient être accordés aux entreprises cotées en bourse pour se mettre en conformité avec une législation garantissant une représentation plus équilibrée des hommes et des femmes au sein de leurs conseils d'administration ?

QE7.2 And in that case, how long do you think should publicly listed companies be granted to comply with legislation providing for a more balanced representation of men and women regarding their board members?































QE7.2 Und wie viel Zeit sollte börsennotierten Unternehmen in diesem Fall Ihrer Meinung nach eingeräumt werden, um die gesetzlichen Vorgaben zur Gewährleistung eines ausgewogeneren Verhältnisses zwischen Frauen und Männern in ihren Aufsichtsräten zu erfüllen?

		Moins de 5 ans	Plus de 5 ans mais moins de 8 ans	8 ans ou plus
		Less than 5 years	More than 5 years but less than 8 years	8 years or more
		Weniger als 5 Jahre	Mehr als fünf, aber weniger als acht Jahre	Acht Jahre oder mehr
%		EB 76.1	EB 76.1	EB 76.1
	EU 27	52	36	12
	BE	50	39	11
	BG	65	29	6
	CZ	58	34	8
	DK	28	46	26
	D-W	40	47	13
	DE	44	44	12
	D-E	59	34	7
	EE	33	49	18
	IE	61	31	8
	EL	52	33	15
	ES	71	19	10
	FR	56	33	11
	IT	64	28	8
	CY	73	21	6
	LV	46	39	15
	LT	52	31	17
	LU	49	35	16
	HU	51	36	13
	MT	59	33	8
	NL	30	50	20
	AT	47	41	12
	PL	46	39	15
	PT	63	28	9
	RO	67	21	12
	SI	60	30	10
	SK	54	39	7
	FI	33	47	20
	SE	41	44	15
	UK	40	44	16

QE8a Et selon vous, quelle serait la sanction la plus efficace en cas de non-conformité avec cette législation de la part des entreprises cotées en bourse ? (ROTATION)

QE8a And in your opinion, what would be the most effective sanction in case publicly listed companies do not comply with such legislation? (ROTATE)































QE8a Und was wäre Ihrer Meinung nach die wirksamste Sanktion gegen börsennotierte Unternehmen, die solche gesetzlichen Vorgaben nicht erfüllen? (ROTIEREN)

		L'annulation de la nomination de membres du sexe surreprésenté Annulment of the nomination of members of the over-represented gender Aufhebung der Ernennung der Mitglieder des überrepräsentierten Geschlechts	L'annulation des décisions prises par le conseil d'administration Annulment of the decisions taken by the board Aufhebung der vom Aufsichtsrat getroffenen Entscheidungen	Des amendes Monetary fine Bußgeld	La dissolution de l'entreprise Dissolution of company Auflösung des Unternehmens	Pas de passation de marchés publics No public procurement grants Keine Erteilung von öffentlichen Aufträgen
%		EB 76.1	EB 76.1	EB 76.1	EB 76.1	EB 76.1
	EU 27	13	12	31	5	14
	BE	21	13	28	5	16
	BG	14	14	26	4	12
	CZ	15	10	32	7	17
	DK	22	13	21	3	18
	D-W	9	7	27	3	22
	DE	9	8	27	3	22
	D-E	8	11	29	3	23
	EE	9	16	22	5	13
	IE	12	11	38	4	13
	EL	20	13	31	3	11
	ES	8	6	37	5	17
	FR	16	17	37	4	9
	IT	16	17	26	8	9
	CY	17	12	41	7	10
	LV	11	16	28	5	11
	LT	15	17	26	4	9
	LU	15	14	29	2	11
	HU	16	18	31	5	11
	MT	6	18	25	3	8
	NL	12	10	26	2	20
	AT	10	8	32	4	19
	PL	14	13	27	5	8
	PT	13	12	28	4	11
	RO	16	12	24	4	5
	SI	21	12	28	4	7
	SK	17	10	26	6	18
	FI	13	15	27	5	17
	SE	22	14	36	3	11
	UK	9	10	36	4	14

QE8a Et selon vous, quelle serait la sanction la plus efficace en cas de non-conformité avec cette législation de la part des entreprises cotées en bourse ? (ROTATION)

QE8a And in your opinion, what would be the most effective sanction in case publicly listed companies do not comply with such legislation? (ROTATE)































QE8a Und was wäre Ihrer Meinung nach die wirksamste Sanktion gegen börsennotierte Unternehmen, die solche gesetzlichen Vorgaben nicht erfüllen? (ROTIEREN)

		Autre (SPONTANE)	Aucun (SPONTANE)	NSP
		Other (SPONTANEOUS)	None (SPONTANEOUS)	DK
		Sonstige (SPONTAN)	Nichts davon (SPONTAN)	WN
%		EB 76.1	EB 76.1	EB 76.1
	EU 27	1	10	14
	BE	1	12	4
	BG	1	8	21
	CZ	1	8	10
	DK	1	15	7
	D-W	1	20	11
	DE	1	20	10
	D-E	1	17	8
	EE	1	17	17
	IE	1	4	17
	EL	0	15	7
	ES	1	11	15
	FR	1	7	9
	IT	1	5	18
	CY	1	7	5
	LV	0	20	9
	LT	3	8	18
	LU	2	14	13
	HU	1	9	9
	MT	0	6	34
	NL	4	19	7
	AT	3	18	6
	PL	1	9	23
	PT	0	7	25
	RO	1	5	33
	SI	6	15	7
	SK	2	11	10
	FI	3	15	5
	SE	1	8	5
	UK	1	9	17

QE8b Et ensuite ? (ROTATION – PLUSIEURS REPONSES POSSIBLES)

QE8b And then? (ROTATE – MULTIPLE ANSWERS POSSIBLE)































QE8b Und dann? (ROTIEREN - MEHRFACHNENNUNGEN MÖGLICH)

		L'annulation de la nomination de membres du sexe surreprésenté Annulment of the nomination of members of the over-represented gender Aufhebung der Ernennung der Mitglieder des überrepräsentierten Geschlechts	L'annulation des décisions prises par le conseil d'administration Annulment of the decisions taken by the board Aufhebung der vom Aufsichtsrat getroffenen Entscheidungen	Des amendes Monetary fine Bußgeld	La dissolution de l'entreprise Dissolution of company Auflösung des Unternehmens	Pas de passation de marchés publics No public procurement grants Keine Erteilung von öffentlichen Aufträgen
%		EB 76.1	EB 76.1	EB 76.1	EB 76.1	EB 76.1
	EU 27	20	21	24	7	22
	BE	21	24	26	6	20
	BG	15	26	29	8	25
	CZ	21	23	28	10	25
	DK	15	15	19	5	18
	D-W	16	19	32	4	28
	DE	18	19	31	4	28
	D-E	25	21	27	6	30
	EE	13	19	23	6	20
	IE	20	25	29	11	34
	EL	31	32	31	7	26
	ES	17	15	25	7	26
	FR	21	24	21	6	21
	IT	30	28	26	13	19
	CY	21	30	24	9	21
	LV	14	22	25	5	15
	LT	23	21	21	6	21
	LU	12	23	16	4	13
	HU	20	24	25	9	21
	MT	13	18	21	13	14
	NL	14	12	19	3	25
	AT	26	28	32	10	33
	PL	21	25	21	8	17
	PT	19	22	20	9	17
	RO	12	17	20	8	10
	SI	23	24	24	10	16
	SK	22	23	28	9	20
	FI	20	20	25	6	20
	SE	17	15	23	4	15
	UK	12	13	19	7	23

QE8b Et ensuite ? (ROTATION – PLUSIEURS REPONSES POSSIBLES)

QE8b And then? (ROTATE – MULTIPLE ANSWERS POSSIBLE)































QE8b Und dann? (ROTIEREN - MEHRFACHNENNUNGEN MÖGLICH)

		Autre (SPONTANE)	Aucun (SPONTANE)	NSP
		Other (SPONTANEOUS)	None (SPONTANEOUS)	DK
		Sonstige (SPONTAN)	Nichts davon (SPONTAN)	WN
%		EB 76.1	EB 76.1	EB 76.1
	EU 27	1	11	8
	BE	2	10	1
	BG	1	1	13
	CZ	0	5	4
	DK	1	34	3
	D-W	1	8	4
	DE	1	7	4
	D-E	2	6	3
	EE	0	10	16
	IE	1	3	10
	EL	0	6	3
	ES	3	11	12
	FR	0	9	11
	IT	2	3	5
	CY	0	17	6
	LV	0	11	13
	LT	4	7	9
	LU	4	26	7
	HU	0	8	8
	MT	0	11	19
	NL	2	27	6
	AT	5	7	4
	PL	0	5	9
	PT	0	5	15
	RO	0	8	26
	SI	5	13	7
	SK	1	8	4
	FI	2	9	5
	SE	1	31	3
	UK	2	30	6

QE8T - Et selon vous, quelle serait la sanction la plus efficace en cas de non-conformité avec cette législation de la part des entreprises cotées en bourse ? Et ensuite ?

QE8T - And in your opinion, what would be the most effective sanction in case publicly listed companies do not comply with such legislation? And then?





























QE8T - Und was wäre Ihrer Meinung nach die wirksamste Sanktion gegen börsennotierte Unternehmen, die solche gesetzlichen Vorgaben nicht erfüllen? Und dann?

		L'annulation de la nomination de membres du sexe surreprésenté Annulment of the nomination of members of the over-represented gender Aufhebung der Ernennung der Mitglieder des überrepräsentierten Geschlechts	L'annulation des décisions prises par le conseil d'administration Annulment of the decisions taken by the board Aufhebung der vom Aufsichtsrat getroffenen Entscheidungen	Des amendes Monetary fine Bußgeld	La dissolution de l'entreprise Dissolution of company Auflösung des Unternehmens	Pas de passation de marchés publics No public procurement grants Keine Erteilung von öffentlichen Aufträgen
%		EB 76.1	EB 76.1	EB 76.1	EB 76.1	EB 76.1
	EU 27	28	28	49	10	30
	BE	39	34	50	10	33
	BG	25	32	46	10	30
	CZ	32	28	55	15	38
	DK	34	24	35	8	32
	D-W	20	20	49	5	41
	DE	22	21	49	6	42
	D-E	27	26	49	7	45
	EE	17	28	37	9	26
	IE	28	30	61	13	40
	EL	45	39	56	8	31
	ES	21	17	55	10	35
	FR	34	37	55	9	27
	IT	39	39	46	19	24
	CY	35	39	62	14	28
	LV	21	31	46	8	21
	LT	33	32	41	8	25
	LU	24	31	41	5	20
	HU	32	38	52	12	28
	MT	13	29	38	11	16
	NL	22	19	40	4	39
	AT	30	29	57	12	44
	PL	28	30	41	11	20
	PT	26	27	42	11	23
	RO	23	23	36	10	11
	SI	38	31	47	11	19
	SK	34	28	48	13	34
	FI	29	31	47	10	33
	SE	37	27	56	7	24
	UK	18	20	50	9	31

QE8T - Et selon vous, quelle serait la sanction la plus efficace en cas de non-conformité avec cette législation de la part des entreprises cotées en bourse ? Et ensuite ?

QE8T - And in your opinion, what would be the most effective sanction in case publicly listed companies do not comply with such legislation? And then?

QE8T - Und was wäre Ihrer Meinung nach die wirksamste Sanktion gegen börsennotierte Unternehmen, die solche gesetzlichen Vorgaben nicht erfüllen? Und dann?































		Autre (SPONTANE)	Aucun (SPONTANE)	NSP
		Other (SPONTANEOUS)	None (SPONTANEOUS)	DK
		Sonstige (SPONTAN)	Nichts davon (SPONTAN)	WN
%		EB 76.1	EB 76.1	EB 76.1
	EU 27	2	19	14
	BE	3	20	4
	BG	1	9	21
	CZ	1	13	10
	DK	1	41	7
	D-W	1	26	11
	DE	1	25	10
	D-E	2	22	8
	EE	1	24	17
	IE	1	6	17
	EL	0	19	7
	ES	2	20	15
	FR	1	14	9
	IT	2	7	18
	CY	1	22	5
	LV	0	28	9
	LT	5	13	18
	LU	4	33	13
	HU	1	15	9
	MT	0	13	34
	NL	4	39	7
	AT	5	23	6
	PL	1	13	23
	PT	0	10	25
	RO	2	10	32
	SI	10	25	7
	SK	2	17	10
	FI	4	22	5
	SE	1	35	5
	UK	2	31	17



QE9 En ce qui concerne les mesures prises pour améliorer la parité hommes-femmes au sein des conseils d'administration des entreprises cotées en bourse, pensez-vous que les décisions devraient être adoptées au niveau national ou européen ?

QE9 With regards to measures taken to improve gender balance on boards of publicly listed companies, do you think that decisions should be made by at national level or European level?

QE9 Sind Sie im Hinblick auf Maßnahmen zur Verbesserung der Ausgewogenheit der Geschlechterverhältnisse in den Aufsichtsräten börsennotierter Unternehmen der Meinung, dass Entscheidungen auf nationaler oder auf europäischer Ebene getroffen werden sollten?

		Au niveau national	Au niveau européen	Aux deux (SPONTANE)	NSP
		National level	European level	At both (SPONTANEOUS)	DK
		Auf nationaler Ebene	Auf europäischer Ebene	Auf beiden Ebenen (SPONTAN)	WN
%		EB	EB	EB	EB
		76.1	76.1	76.1	76.1
	EU 27	34	35	23	8
	BE	21	63	12	4
	BG	30	30	29	11
	CZ	47	38	12	3
	DK	49	17	28	6
	D-W	25	35	32	8
	DE	25	33	34	8
	D-E	28	23	40	9
	EE	46	27	17	10
	IE	35	27	29	9
	EL	26	47	24	3
	ES	19	42	27	12
	FR	33	53	8	6
	IT	16	33	41	10
	CY	36	45	18	1
	LV	47	33	11	9
	LT	35	40	14	11
	LU	25	55	13	7
	HU	33	32	31	4
	MT	48	24	17	11
	NL	38	48	6	8
	AT	30	21	43	6
	PL	46	31	15	8
	PT	17	36	39	8
	RO	18	25	44	13
	SI	24	39	32	5
	SK	37	46	12	5
	FI	51	35	10	4
	SE	57	32	7	4
	UK	68	22	4	6