



Gender-Balanced Company Boards in the EU

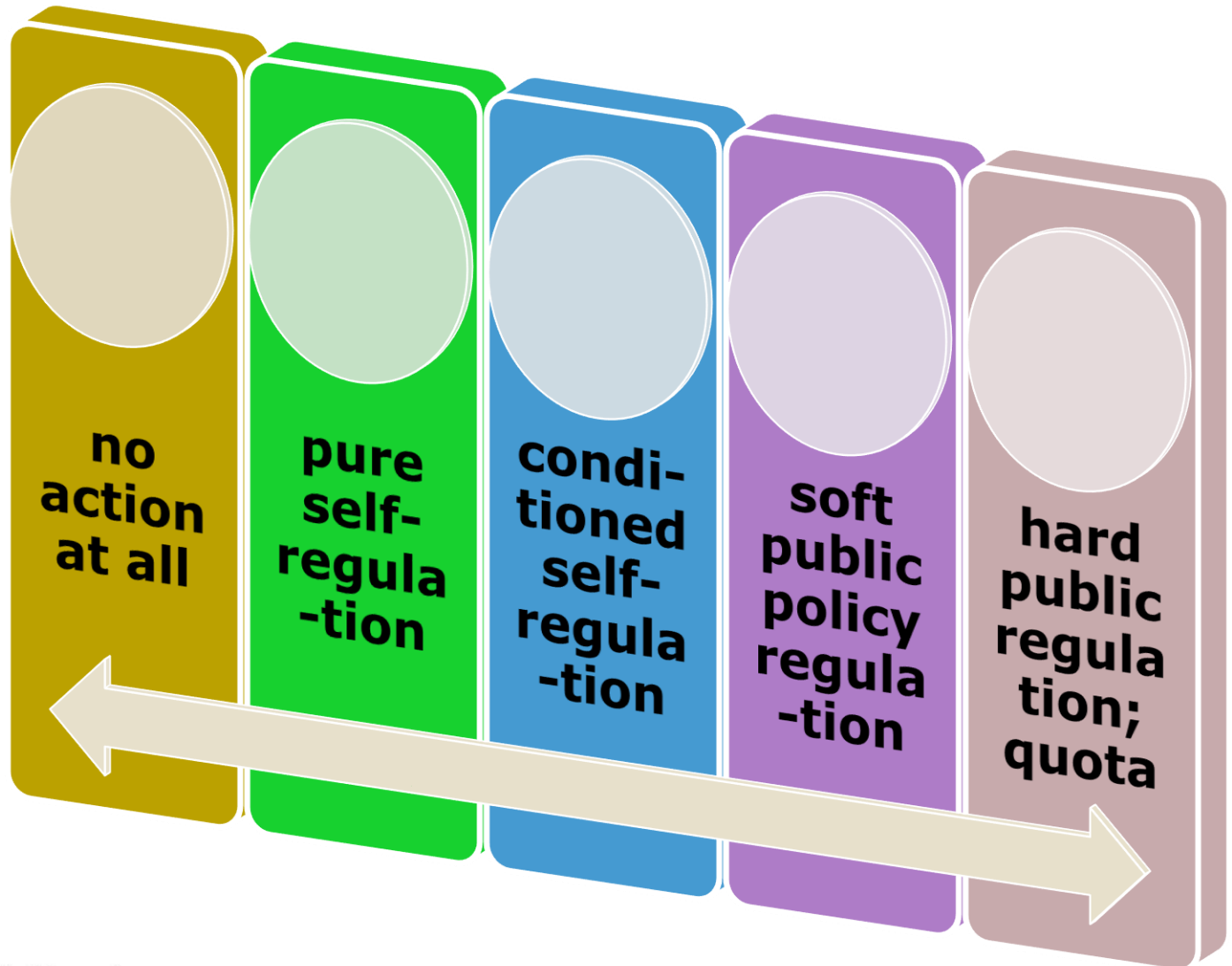
Convergence of Minds Diversity of Approaches

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1. What diversity of national approaches?



Locating Member States

- **Most CEE-countries, Luxemburg, Portugal**

- **Poland**
- **Hungary**

No action

Pure self-regulation

Hard law regime; quota

Conditioned self-regulation & soft public policies

- **Norway, Belgium, France, Italy, Germany, Greece, Slovenia,**

- **UK, Netherlands, Sweden, Finland, Denmark, Spain**



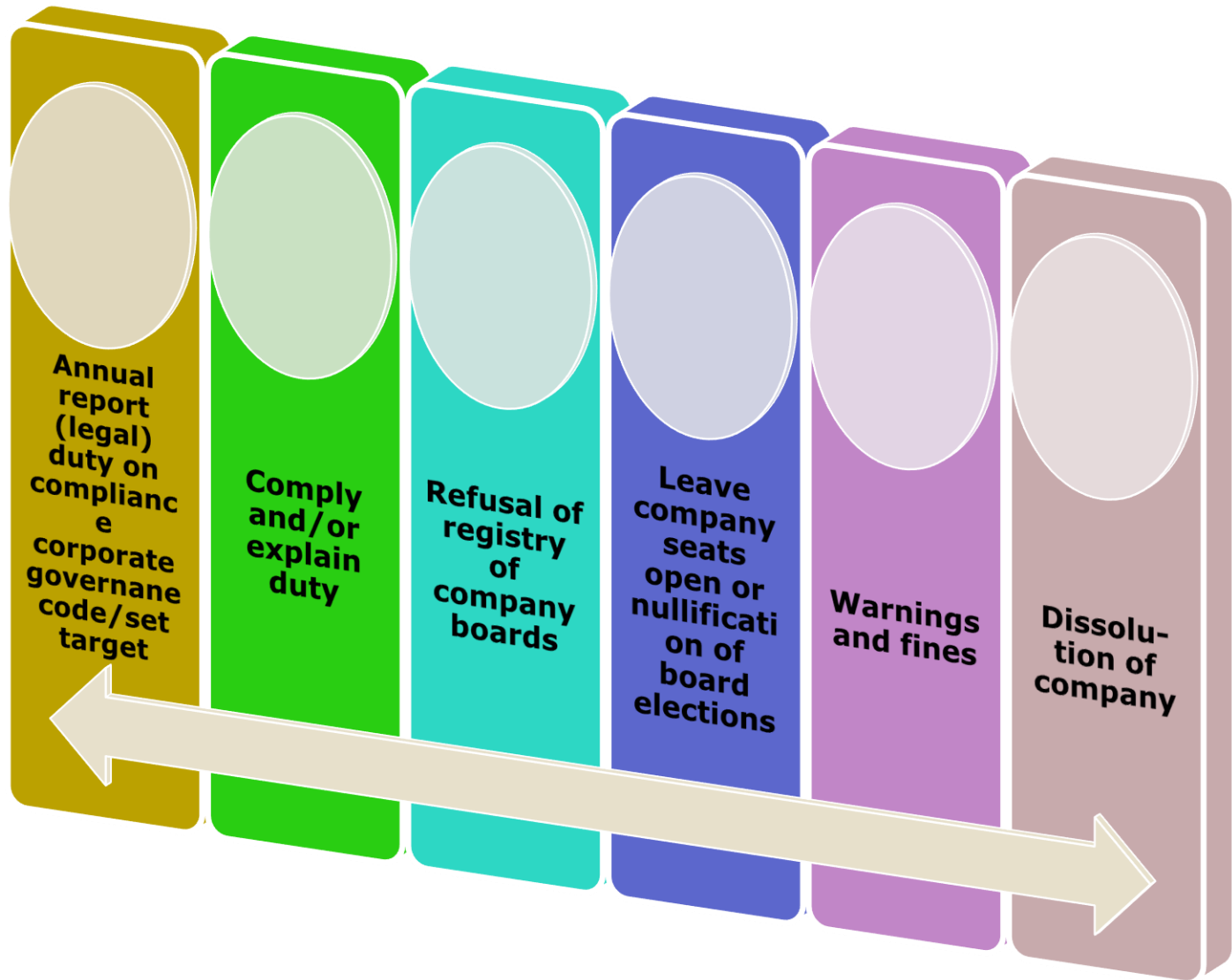
Looking inside these regimes

Variety as to:

- Public or private approach;
- Voluntary or binding nature;
- Temporary or unlimited duration;
- Non-executive and/or executive board members;
- Private, listed and/or state companies;
- Size of the companies covered;
- Level of ambition and target set;
- Time-limits for their realization;
- Implementing and monitoring mechanisms;
- Provision of sanctions and their harshness



Diversity of monitoring & enforcement mechanisms



2. What underlying legal tension/dilemma?

Societal rationales

- equality
- democracy
- social justice
- fairness



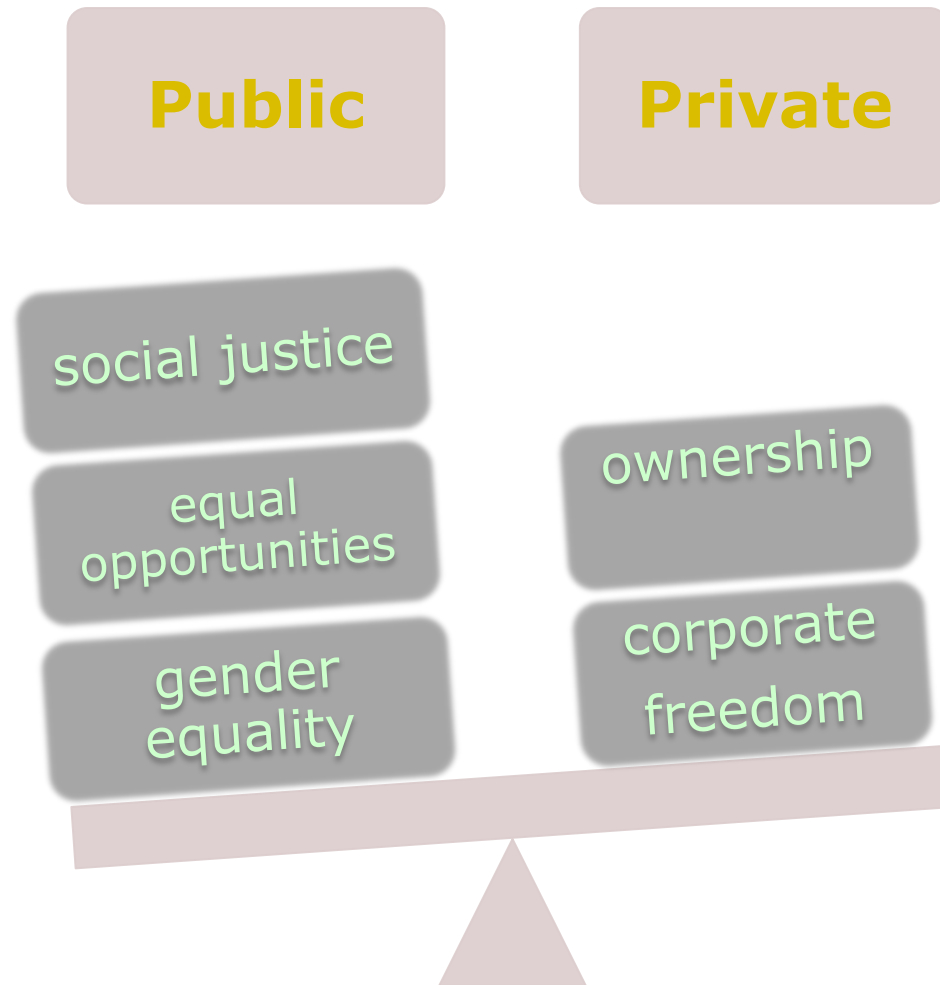
Company rationales

- enhanced performance, quality of decision-making and of corporate governance/ethics
- better use of the talent pool
- better reflection of market needs
- driver for innovation

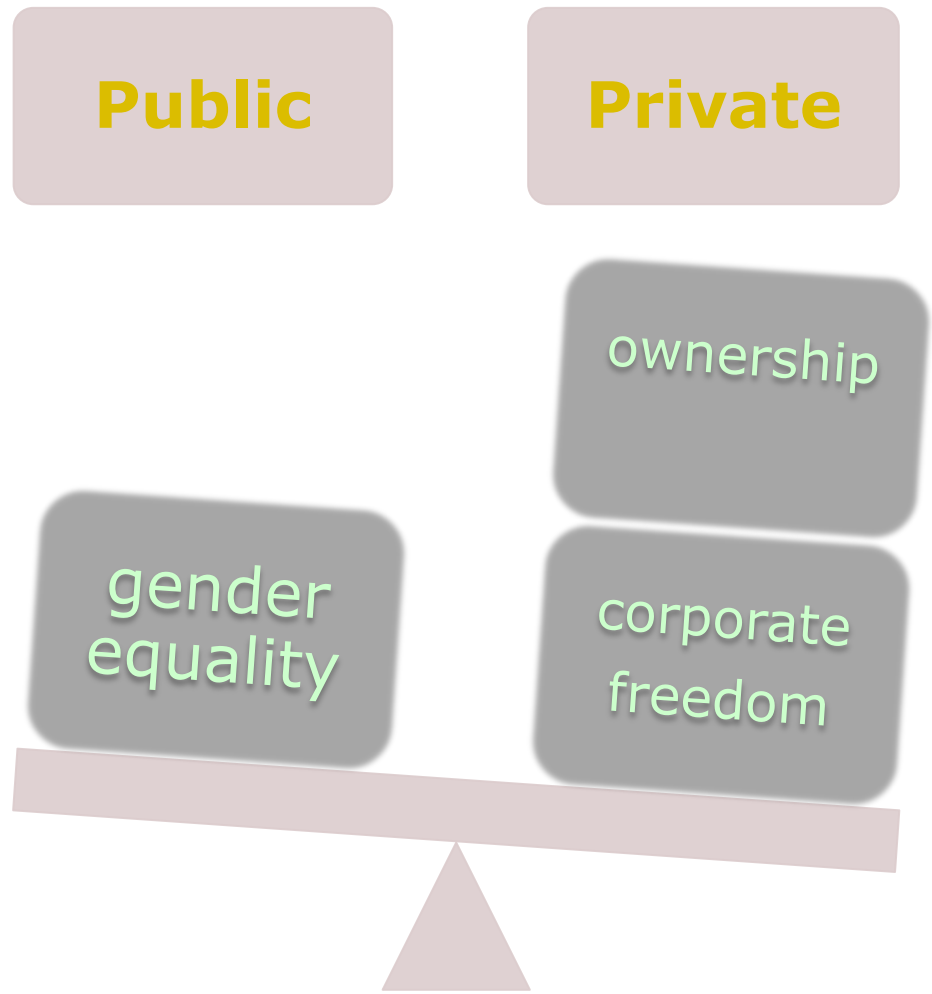
inducing
ACTION,
but...



... also different balancing acts between different fundamental rights ...



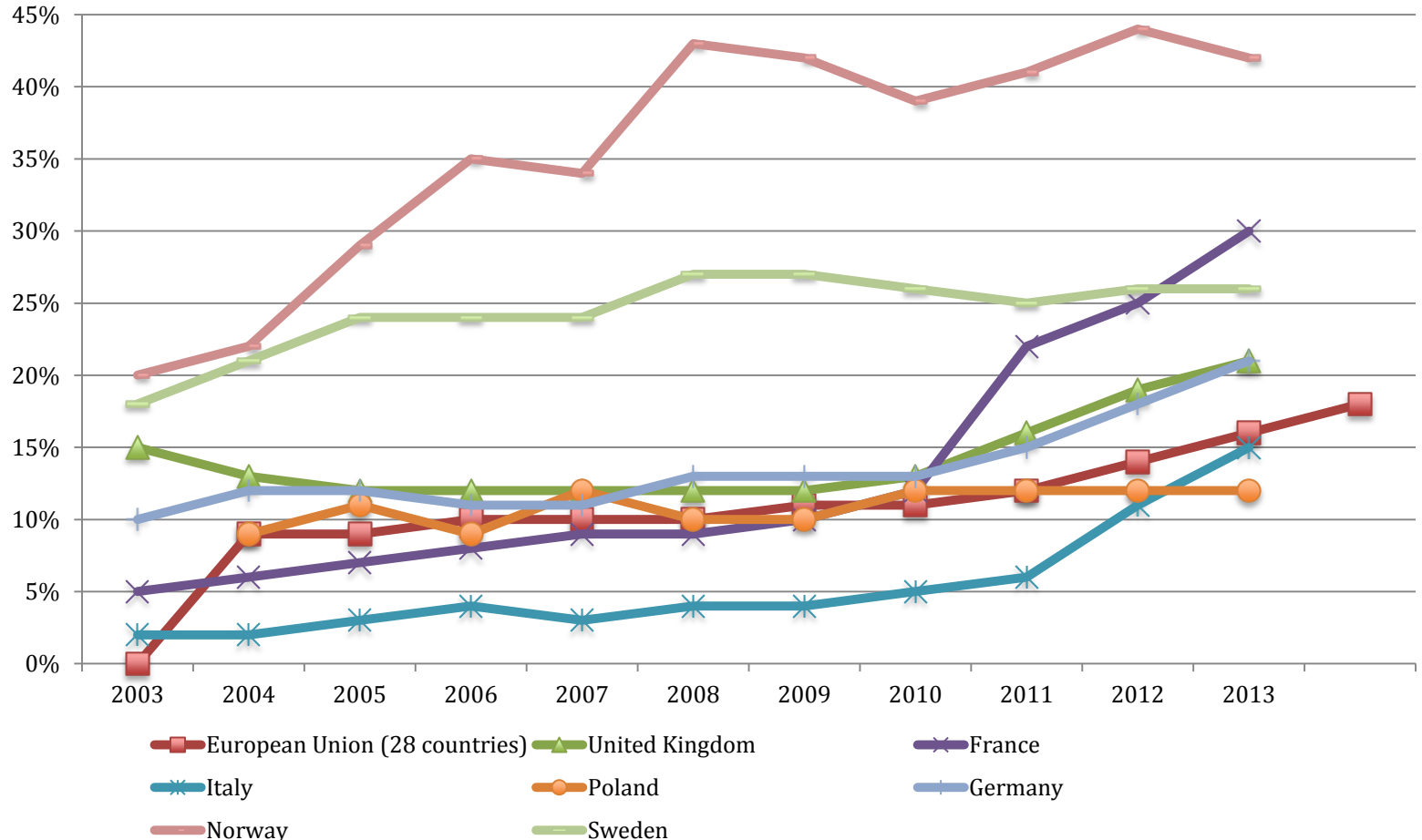
... also different balancing acts between different fundamental rights ...



3. Effectiveness; what reflection of diversity of approaches in outcomes?

% female board members (Source: EC database on gender balance in decision-making positions – Board members, 7.3.2014)

3.



Elements affecting credibility and effectiveness

