Review of the implementation of the Beijing Platform for Action in the EU Member States: Women and the Media —

Advancing gender equality in decision-making in media organisations

Report

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Printed in Luxembourg

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Foreword

The 4th World Conference on Women in Beijing in 1995 formally recognised the relationship between women and the media as one of the major areas of concern in achieving equality between women and men in contemporary societies. The media not only reflects but also creates sociocultural patterns and norms, and is a powerful force in shaping public opinion and culture. Analysing the subject of women and the media is therefore not only about describing our presence, but also asking about our future.

Irrespective of the recognition by the EU of the importance of the media sector for achieving gender equality, women are still hugely under-represented in the decision-making processes of media organisations in the EU. Explicit policies to encourage the media sector to enable more women to reach decision-making positions are lacking. By 2012, the area of Women and the Media was one of two, out of a total of 12, areas of the Beijing Platform for Action which had not been reviewed. The need for comparable data to monitor women's participation in the decision-making process in the media sector became urgent.

I am proud to say that the current report is the first one to deliver comparable data on the number of women in decision-making positions across major media organisations in the 27 EU Member States and Croatia. Further to this, the report identifies the extent to which these same organisations have developed gender equality policies, monitoring mechanisms and specific initiatives to support women's career development. The report proposes the first indicators in the area of Women and the Media of the Beijing Platform for Action. We hope that these indicators will be used for regular monitoring of the media sector in the EU to strengthen gender equality.

The findings show that while women have considerably outnumbered men in university-level and practice-based journalism programmes and that the employment of women in media is increasing, the organisational culture of media remains largely masculine and women are still significantly under-represented at the decision-making level. In the public media sector, women occupy only 22 % of strategic decision-making positions in the EU-27. In the private sector the percentage is even lower, with women occupying only 12 % of strategic decision-making positions. However, there is evidence of progress in the gender equality self-regulations of media organisations. It may lead to strengthening the position of women within the media organisations if supported at national and EU policy level by definitive action.

We need to remember that an increase in the presence of women in the decision-making structures of media organisations means social justice, better use of talent for the whole of European society and more innovative decisions in diverse teams. It will also lead to equal and more gender-sensitive media content.

We are grateful to all the institutions and experts who contributed to this publication and especially to the Irish Government, the European Commission Directorate-General for Justice, the High-Level Group on Gender Mainstreaming, EIGE's working group on Beijing indicators and the EIGE's staff. We hope that the findings and recommendations from this report will support policymakers and all relevant institutions in their efforts to achieve gender equality in the media in Europe. By working together we can ensure change.

Virginija Langbakk
Director
The European Institute for Gender Equality (EIGE)

The European Institute for Gender Equality (EIGE) is an autonomous body of the European Union, established to contribute to and strengthen the promotion of gender equality, including gender mainstreaming in all EU policies and the resulting national policies, and the fight against discrimination based on sex, as well as to raise EU citizens' awareness of gender equality. Further information can be found on the EIGE website (http://www.eige.europa.eu).

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Country abbreviations

AT	Austria		**LV**	Latvia
BE	Belgium		**LT**	Lithuania
BG	Bulgaria		**LU**	Luxembourg
HR	Croatia		**MT**	Malta
CY	Cyprus		**NL**	Netherlands
CZ	Czech Republic		**PL**	Poland
DK	Denmark		**PT**	Portugal
EE	Estonia		**RO**	Romania
FI	Finland		**SK**	Slovakia
FR	France		**SI**	Slovenia
DE	Germany		**ES**	Spain
EL	Greece		**SE**	Sweden
HU	Hungary		**UK**	United Kingdom
IE	Ireland		**EU-27**	The 27 EU Member States
IT	Italy			

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Glossary

BPfA	Beijing Platform for Action
CoE	Council of Europe
CEO	Chief Executive Officer
COO	Chief Operating Officer
EC	European Commission
EU	European Union
EFJ	European Federation of Journalists
EWL	European Women's Lobby
GMMP	Global Media Monitoring Project
IFJ	International Federation of Journalists
MISA	Media Institute of Southern Africa
SADC	South African Development Community
WACC	World Association for Christian Communication
WSIS	World Summit on the Information Society

Introduction

Introduction

European institutions have been at the forefront of policy-making in relation to gender equality, starting in 1957 with the Treaty of Rome, which included provisions to tackle equality in the workplace. These provisions were extended to include anti-discrimination measures and broader gender-equality principles in subsequent Treaties. At a regional level, as early as 1983, the European Commission itself recognised the problem of inequalities between women and men in media organisations after it commissioned the first Community-wide investigation into the employment context of women and men in broadcasting, which found a 'dramatic disparity in the status of female and male employees' (¹). In 1986, the European Commission set up a Steering Committee for Equal Opportunities in Broadcasting, whose main task was to promote positive action to increase the number of women working in radio and television. One very positive outcome of that Steering Committee was the publication of a guide to good practice in 1991 (²).The Council of Europe has also long recognised the need for equality in the media sector, adopting a Recommendation on Equality between Women and Men in the Media as early as 1984 (³).

Since at least the early 1970s, a number of EU Member States have attempted to deal formally with gender inequalities through legislative means. However, it was without any doubt the 4th World Conference on Women held in Beijing in 1995 which initiated a more concerted effort to recognise the problem of gender equality — and while provoking global debate — it led to an international commitment to a radical agenda for change, inscribing the identified critical areas into a single document known as the Beijing Platform for Action (BPfA). This agenda constituted a blueprint for gender equality, adopted by almost all UN Member States, requiring implementation by the collective actions of national governments, regional socio-political structures (for example the EU), NGOs, campaign organisations and civil society. All 27 members of the EU and Croatia have ratified the BPfA and by doing so, both implicitly and explicitly made a commitment to deliver on its ambitions. However, the primary responsibility lies with the EU Member States to advance the BPfA agenda, as the European Council committed the EU to its principles in the same year. The High-Level Group on Gender Mainstreaming, established and chaired by the European Commission, undertook to review the implementation of each of the critical areas of concern in an annual work programme, with which each EU Presidency country collaborates. By 2012, 10 out of the 12 critical areas of concern had been the focus of research actions initiated by the Presidency of the Council of the EU, each generating a series of qualitative and quantitative indicators for progress. The remaining two areas are: Human Rights for Women and Women and the Media. In that same year, the European Commission's Advisory Committee on Equal Opportunities for Women and Men published a report, Breaking Gender Stereotypes in the Media, which included a recommendation on the need to collect data and information in order to monitor women's presence in decision-making in the media (⁴).

The strategic aims of the BPfA, in relation to Women and the Media (defined as critical Area J), are to:

- increase the participation and access of women to expression and decision-making in and through media and new technologies of communication;

- promote a balanced and non-stereotyped portrayal of women in the media.

Since 2010, the European Institute for Gender Equality (EIGE) has been working to support successive Presidencies of the Council of the EU on the BPfA agenda. Ireland, which held the Presidency of the EU Council in the first half of 2013, decided to review the area of Women and the Media focusing on the aforementioned strategic aim. One of the primary reasons that the media and communications industry has been singled out for particular attention by the BPfA is its importance in modern societies as a source of entertainment, education and information (⁵). The mass media has an equally important role in defining and mirroring social reality, as well as, perhaps more radically, constructing a new reality and encouraging change by imagining something different. Many commentators suggest that this potential for social transformation could be more effectively achieved if more women were involved in the decision-making structures of media organisations, and that the relationship between those who occupy these senior positions may be reflected in the kind of content produced. Although the relationship between women and the media is extremely complex and wide-ranging, covering issues of employment and ownership (political economy) as well as representation (content) and audience (consumption), the common thread remains a concern with gender equality. The EU institutions have been involved in policy development around both gender equality and media governance, but often not within the same discussion, making this report all the more relevant and useful.

This report explores the extent to which women occupy decision-making positions across a sample of media organisations in the 27 EU Member States and Croatia. It also aims to identify the extent to which these media organisations have developed gender-equality policies, the mechanisms that are in place to monitor such policies and the kinds of specific initiatives which exist to further support the career development of women within the sector. Studies of women's employment experiences suggest that organisations that have adopted positive action strategies such as

mentoring, leadership programmes and the formalisation of monitoring mechanisms, including equality committees, are also more likely to recruit and promote women into senior level positions. In other words, there seems to be a positive link between policies developed within media organisations to promote gender equality, and the proportion of women in decision-making roles, providing a rationale for looking at both of these elements together. In addition, insights into what helps and what hinders women's career prospects are important issues to explore. The report draws on some of the testimonies provided by senior women media practitioners who were interviewed for the study — their words and experiences echo much of the literature discussed in the following chapter.

Researching the media landscape in terms of women's involvement in management structures, together with an exploration of gender-equality policies and practices, has led to the development of a series of indicators against which media organisations can be measured to determine the extent to which they are actively engaged in promoting a gender-equality agenda.

This report is organised into four chapters. Chapter 1 provides the research and policy context within which the current study is situated. It discusses a range of literature, including academic studies focused at the national, regional (European) and global level; research produced by academics, NGOs, civil society, lobby and campaign groups at the national and regional (European) level; and policies and legal provisions developed at the European level. Chapter 2 comprises the theoretical basis for the construction of three indicators, looking at: women in decision-making positions in media organisations; women on governing boards of the media organisations and gender-equality policies and practices at the level of the organisation within the EU Member States and Croatia. Chapter 3 sets out the background to the development of the indicators and describes the proposed indicators themselves. Chapter 4 provides some concluding remarks and recommendations, as well as suggestions for further research. Annex 1 outlines the methodology for the study, including research aims and objectives, the methodological approach and measurement framework, together with some of the challenges encountered in conducting the research. It also briefly describes the methodological approach used in developing the Indicators which are 3 in Chapter 3. Annex 2 provides detailed tables of the data collected.

1. Women in the media challenging the glass ceiling — Research findings and policy measures

1. Women in the media challenging the glass ceiling — Research findings and policy measures

Over the past 40 years, a considerable body of research has been published on women's occupational positions within media industries. Most of those studies have been undertaken within academia, by women's campaign organisations and NGOs, and sometimes by media organisations themselves. Various reports, which have emerged from the Global Media Monitoring Project programme (1995–2010) and the Global Report on the Status of Women in the News Media (2011), as well as numerous national-level studies, document the continuing gender imbalance in media decision-making and media output. The majority of research carried out so far has focused on the North American context. It also includes a sizeable body of work obtained from the European research community. Whilst the report is focused on the EU Member States and Croatia, it is nonetheless useful to review a range of research which extends beyond European borders in order to provide both context and comparison, and recognise trends which may be global rather than only national or regional. There are numerous past studies focused on issues regarding gender and media representation. The vast majority of them tended to address the topic of gender stereotyping in the media. Therefore, this issue will not be explored further in the present report; instead the focus is placed on women's roles in decision-making. Similarly, also of interest to researchers has been whether women's greater presence in media occupations has, in some way, transformed media content. Although not discussed in this particular report, issues of content and representation and the extent to which women media professionals impact what content is produced remains an extremely important consideration, albeit one that lacks consensus.

In relation to women's role in the media world, some attention has previously been given to issues of women's employment, their roles in company decision-making, and on policies, laws and regulations associated with gender equality. This literature reviewed is primarily concerned with these matters of employment, decision-making and policy. It highlights the key findings and debates which have developed over the past 20 decades, drawing on a range of resources.

In general terms, two points should be made about the literature covered in this chapter. Firstly, it is largely focused on women in various kinds of news media organisations, as opposed to the wider media and communications industries such as film, marketing, PR and publishing. One possible

reason for this is that researchers in both civil society and academia have been especially concerned with, and critical about, news media because of its continuing importance in informing public opinion. Related to this has been an interest in the extent to which women's greater presence in media industries can influence content in some way (de Bruin & Ross, 2004). Secondly, for at least 2 decades women have outnumbered men in their participation in university-level and practice-based journalism programmes; a trend seen across nations. As a result, researchers have been interested in how women have, or have not, developed their careers within the industry (Delano, 2003; Elmore, 2009; Rush et al., 2011).

1.1 Women's employment in media organisations

1.1.1 Participation of women in media organisations

Proponents of gender equality have long understood that media access is important and can serve as a key resource to promote the advancement of women. It is believed that this can be achieved, in large measure by increasing the number of women professionals working in the sector. Tracking women's progress in media professions came in small steps during the 1970s and 1980s, with the first effort to conduct a cross-national study on women's employment in media being undertaken with the study, An Unfinished Story: Gender Patterns in Media Employment (Gallagher, 1995), in preparation for the Beijing+10 meeting. That study, published by Unesco, reported on 239 companies in 43 countries, with 21 being in Europe.

The findings of the 1995 study showed women's greatest progress globally to be in Estonia and Lithuania, where, in both cases, women had reached 50 % of the media workforce. In western Europe, women fared best in broadcasting (e.g. 40 % in UK, 39 % in DE) and in Nordic Europe, women were well over 40 % in all four countries surveyed. At executive producer levels, where decisions about media content can be made, however, women's advancement was strong only in Estonia (48 %) and Romania (40 %), but ranging from 4 % (in DE) to 33 % (in BG) in the rest of Europe.

A closer analysis of the study revealed a considerable variation by region in terms of women's presence at different levels of decision-making in the media. Data showed that women were close to parity with men in most occupational roles in some of the countries of eastern and Nordic Europe. In Bulgaria, for example, women outnumbered men overall and held a high number of senior positions; about 40 % of the governing boards, 54 % of the top managers, 45 % of senior managers and 74 % of middle managers. In Romania, women held 56 % of top management posts, and, in Sweden, about 40 %.

Looking at the recent employment trends within the EU-27, one can see that the situation, per total, has not changed since 1995 and actually the percentage of women employed in the media sector is increasing.

Figure 1.1: Percentage of women employed in the media sector, 2010 and 2011

Percentage of women employed in programming and broadcasting activities in the EU-27, 2010–11
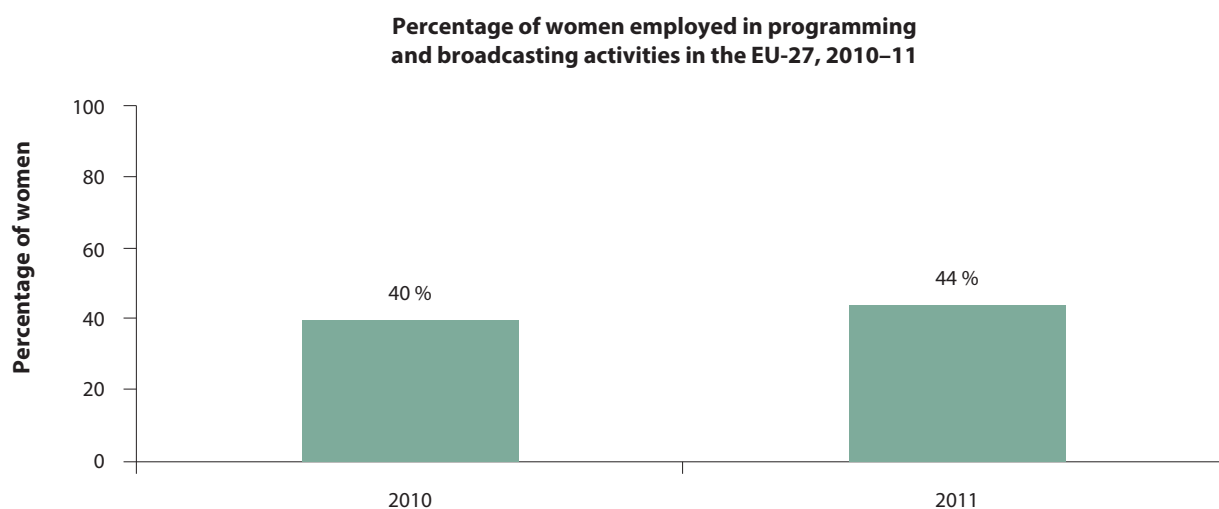
Source: Eurostat, LFS (lfsa_egan22d)

The increasing proportion of women journalists has been noted in several studies, for example in Belgium (Neveu, 2000), in Croatia (Zgrabljić Rotar, 2011; Croatian Bureau of Statistics, 2011) and in Austria, where women comprise nearly two thirds of Austrian journalists aged under 30 years old (compared with 40 % among all age groups). These figures suggest that the profession is attracting a new generation of women (Kaltenbrunner, Karsmasin and Kraus's, 2007). In Sweden, Djerf-Pierre's (2003) longitudinal analysis found that journalism has remained a masculine field, in spite of the high level of gender equality in employment. Djerf-Pierre's more recent research shows women professionals have made their strongest mark in public service broadcasting and in the popular press. Women in Latvian newspapers occupy 52 % of the positions in major dailies and hold 72 % of positions in regional newspapers. In addition, 48 % of Latvian owners of, and managers in, news companies are women, meaning that they are nearly at parity at the top level of decision-making. Women cover all topics, except for sports — still largely a male domain. However, despite these advances, interviews with a small number of women journalists in these organisations indicated that they find Latvian news to still be a 'masculine' profession (Uzule 2009).

Despite the body of research showing that the number of women employed in the media sector has indeed increased, persistent patterns of inequality in the form of under-representation, glass-ceiling barriers to advancement and low pay (in relation to men) still remain firmly embedded within the media sector.

1.1.2 Hierarchical segregation and the glass ceiling

Whilst education trends show that more women than men are studying for media-related careers [6] and employment trends indicate that women are employed in media professions in ever-increasing numbers [7], women still struggle to advance their careers. They often get passed over for promotion and are therefore significantly under-represented in the decision-making structures of media companies. In spite of women's educational attainment, and the fact that a number of studies demonstrate that gender diversity is good for business [8], taken together with the European Commission's longstanding commitment to advance gender equality in decision-making (see for example, European Commission, 2010a), there have been comparatively few changes in decision-making within the media to date.

Figure 1.2: Percentage of women and men graduates in journalism and information, in the EU, 2010

**Graduates in journalism
and information
(ISCED Level 5–6), 2010**

Men, 32 %

Women, 68 %
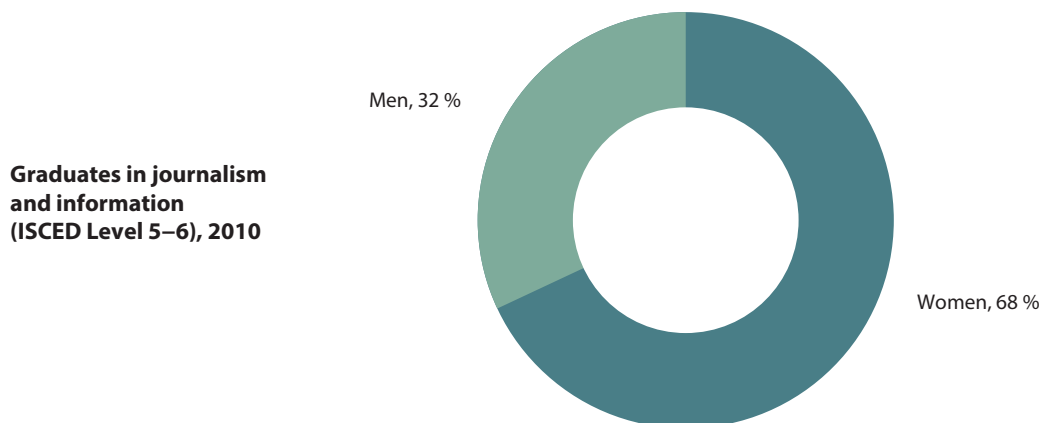
Source: Eurostat, Education Statistics (educ_grad5)

Women's location within media industries has already been the subject of numerous regional and global-level studies. One of the first global-level efforts to document and analyse women's occupation of senior posts was brought together in a Unesco publication, Women and Media Decision-making: The Invisible Barriers (1987), which covered five countries: Canada, Ecuador, Egypt, India and Nigeria. The results point to a surprising degree of consistency across these countries, showing the extent to which men's attitudes, beliefs and organisational procedures amount to indirect discrimination against women. In other words, despite the fact that each of these countries had enacted one or more laws requiring equal pay and equal treatment of women, ingrained prejudices prevent women from advancing into decision-making roles in the media industries. Studies in subsequent years similarly point out the invisible barriers, often referred to as the glass ceiling, consisting of subtle and also more overt discrimination that has persisted against women in media across countries and over time.

A comparative study of gender equity in Canadian, American, and European television and newspaper newsrooms drawing on longitudinal data from the 1970s through to the mid-1990s, determined that while women continued to enter the profession in large numbers, they advanced unevenly into decision-making roles. In Canada, for instance, women fared best at large stations and in 1995, held 35 % of the news director roles (out of 107), and 46 % of the producer-director roles (Robinson, 2005). However, the majority of women at that time were stuck in reporting roles — something attributed to the glass ceiling. An especially useful aspect of this research was its consideration of gender-equity legislation in Canada, the US and the European Union and the role that such laws have on women's ability to seek jobs and equal pay in their professions. It was noted, for example, that the European Commission had a long history of striving

for gender equality and was in a strong position to bring that about in a more uniform way among EU Member States.

In 2011, the largest global study of women's employment in news companies to date, entitled Global Report on the Status of Women in the News Media, was conducted under the auspices of the International Women's Media Foundation (Byerly, 2011). The 59-nation study, which included 13 EU Member States, using aggregated data collected from 522 companies showed that, overall, men held three quarters of the positions in both top management and governance, and that women's presence was strongest in routine news gathering roles and weakest in technical roles (e.g. camera work, creative direction). Viewed by region, the data showed that women were close to parity with men in most occupational roles in some of the countries of eastern and Nordic Europe, and that they had a moderately high standing in the newsrooms surveyed in both Canada and the United States. The samples were not large enough to produce generalised data. However, the study provides useful comparative data that reaffirm the low levels at which women seem to be employed throughout all media industries.

There is a considerable body of work showing that women come up against barriers that prevent their advancement into higher-ranking jobs and that women struggle to attain top leadership positions in European businesses. This glass-ceiling effect in European newsrooms has been documented by numerous studies including Austria (Osterreichischer Journalistinnenkongress, 1998), France (Gautier, 2007), Italy (Capecchi, 2006), Lithuania (Astrauskaitė, 2005), Germany, Hungary, Spain and the United Kingdom (Byerly, 2011; Delano, 2003) and the Netherlands (Fischer, Rojahn and Struyk, 2002). For example, in Lithuania, while women have made significant strides resulting in an increased representation to 53 %, most were working as reporters and correspondents, with men dominating the higher editorial

and management positions. In Europe, women represented 40 % of the journalists in newsrooms, but only held 3 % of the decision-making posts, according to Peters' (June 2001) report for the International Federation of Journalists (IFJ). Governance roles for women ranged from 17 % in France, to 37 % in the United Kingdom; top management roles ranged from 20 % in Germany and Spain, to 33 % in France (Byerly, 2011). In Hungary, among the 50 largest companies examined, there are 42 % of women in management positions, but they were stratified in a pyramid structure, with 29 % in the middle range, 21 % at the executive, and only 7 % at the highest (CEO) level (Nagy, 2009). In the same study, in follow-up interviews with a sample of employees, no one expressed a preference for working with a woman leader.

1.1.3 Sectoral segregation

A recent study, carried out in spring 2012 by the British-based Women in Journalism group (WiJ), which involved conducting a month-long survey of 18 daily and Sunday newspapers, indicated that just over one fifth (22 %) of front page by lines were attributable to women (WiJ, 2012), suggesting that women still struggle to be delegated the most significant news assignments.

Disparities among women and men in the media industry may be rooted in a phenomenon of progressive segregation into different career paths. For example, based on a 2003 study looking at the United Kingdom, the US and Australia, Delano found that in the United Kingdom, women tend to 'train into' the journalism field at magazines, whereas men get their experience at local papers. The study also revealed employers provide little support for family life; and in all three countries, most journalists do not have children, even if married. In addition, men continue to exclude women in social and professional venues, and this has led women to 'build their own occupational networks' (Delano, 2003: 285). Twardowska and Olczyk (2003) found in their study that, while more than half of the journalists employed at Polish TV stations were women, men made the decisions for the more 'demanding programmes', while women were relegated to minor programmes.

This general pattern of segregation is also observed in the context of the US. Lauzen's (2011a) study of 1 318 women, working in the 250 top grossing domestic films of 2008, found that women were seriously marginalised at about 20 % of the production designer jobs, 25 % of production manager jobs and between only 1 and 5 % of the more technical jobs (e.g. gaffers, sound designers). Lauzen's (2011b) research into women's employment in US television for 2010–11 found that women were slightly better represented as producers (37 %), but were significantly underrepresented in other roles — 22 % of executive producers, 20 % of editors, 18 % of creators, 15 % of writers and only 4 % of directors of photography.

1.1.4 Addressing the masculine culture

Women face serious career development issues within the wider European media industry and, indeed, globally. These issues range from sexual harassment and sex-based discrimination, to dominant 'old boy' networks, inflexible employment conditions, unfavourable return-to-work policies, and macho working environments (de Bruin and Ross, 2004; North, 2009).

A way for women to seek support and occupational advancement has been through unions and professional associations. In both 1991 and 2001, the International Federation of Journalists (IFJ) conducted surveys among journalists' unions in 39 countries to determine women's status in newsrooms and their membership and leadership in unions. Peters' (June 2001) report for IFJ noted that in Europe, women represented 40 % of journalists in newsrooms, but only held 3 % of the decision-making posts. Within journalists' unions of Europe, women were found to comprise 37 % of the membership and hold 19 % of the posts in governing bodies.

Some national journalism unions have been working to support women's career advancement (Peters, 2001), including Finland, Germany, Denmark, Hungary, the United Kingdom, and Ireland, by advancing women within the union structure. Some unions have created women's committees to boost women's voices and leadership. In addition, some German unions have set quotas for women in union governing boards (e.g. IG-Meridien). In 2012, the European Federation of Journalists/IFJ published the Handbook on Gender Equality Best Practices in European Journalists' Unions, which provides a range of strategies that could be taken up across all sectors, not just in unions and associations.

The IFJ's handbook, Getting the Balance Right: Gender Equality in Journalism (2009), encourages women to map, and then publicise, the occupational status of male and female employees in their newsrooms, and to advocate equal pay, health and safety audits, flexible working, late-night compensation, crèches and after-school subsidies, as well as other mechanisms to support women in the workplace. Among other positive signs are the various initiatives that journalists implement themselves. In Cyprus, the handbook Promoting Equality, Diversity & Empowerment (2005) of the Mediterranean Institute of Gender Studies suggests guidelines for overcoming gender stereotypes and increasing the gender balance in the news.

1.1.5 Measurable effects of gender inequalities in the media sector

There are numerous consequences pertaining to the persistence of gender inequality in the media sector. In 2008, studies carried out on women and men in newsroom gate-keeping roles in the United States suggest that men's

dominance in supervisory roles allows them to pass along gendered values to the next generation (Poindexter, 2008).

Furthermore, segregation patterns in the media, for example the career stagnation of women in reporting roles, contributes to gender inequalities in pay (Robinson, 2005), with a gender pay gap estimated at 17 % across a number of EU Member States (Eurostat, 2010a). That pay-gap figure becomes 20 % for women journalists in Estonia, according to Pilvre (2004, 2011). For example, Delano (2000) researching the context in the United Kingdom, noted that while much has changed in British journalism, including the steady advancement of women into the profession by the 1980s, women are still under-represented and paid 20 % less than their male counterparts performing the same or similar duties.

The media sector suffers from a problem of retention, somewhat similar to the 'leaky pipeline' phenomenon experienced in other employment sectors. In the US, for instance, research has shown that the retention of women journalists is a problem in newsrooms (Reinardy's 2009). While a greater number of women now occupy the media field, more women than men say they plan to leave it within 5 years. The reasons given are low pay, poor job security and burn-out. Women's difficulties are compounded by family issues, sexism, discrimination and the glass ceiling that limits professional prosperity. The study, conducted among 715 participants, showed women journalists reporting higher levels of exhaustion and slightly higher levels of cynicism towards their jobs than men. Those who reported their intention to leave the field scored lower levels of professional efficacy.

Finally, there may be a link between television programming and the gender of the producer. For example, in the US, Dr Lauzen (2007) noted that television programmes with at least one woman creator or writer had more female characters than programmes with no women in professional roles [9].

Studies show that there have been some advances for women in decision-making roles but the question is whether women's presence makes a difference in terms of how companies are managed and/or how gender-related content is created and produced. A number of national studies have attempted to test this cause–effect notion. Similarly, Marques da Silva (2010) found that the increasing proportion of women in the Portuguese media workforce had not 'had effects in promoting alternative ways of representing women in the media that would differ from prevalent female stereotypes'. Given the small-scale nature of these studies, it is not yet possible to conclude definitively that there is a positive relationship between the presence of women in the organisation, even in decision-making posts, and content.

Overall, the increasing presence of women in media organisations is to be welcomed. However, there remain significant problems of segregation within media organisations, which impact on employee retention and the content of the media itself. For the future, it is thus important to tackle these issues, primarily by recognising that women's presence in the workforce is not the same as women's presence in decision-making. Improving the participation of women in decision-making roles is precisely how change could occur throughout the media sector.

1.2 Framing gender equality within the context of European media policy

The role played by the media, and information technologies, in maintaining social inequalities and power relations through reifying gender differences has been acknowledged since at least the mid-1970s.

Building on previous commentaries from the International Decade for Women (1975–84), the 4th World Conference on Women in Beijing in 1995 formally recognised the relationship between women and the media as being one of the major challenges to achieving equal opportunities for women in contemporary societies. The Beijing Platform for Action (BPfA), the outcome document of that conference, identified the stereotypical portrayal of women in the media and women's limited access to creating media products and decision-making in the media and culture industries, as two core areas where action by state governments and the media industry was needed. This recognition generated numerous opinions, guidance and strategies on combating gender stereotyping and misrepresentation, as well as women's marginalisation and professional discrimination in media structures (Padovani 2010; Padovani & Pavan 2012).

The EU took notice and assumed the Beijing Platform for Action at the European Council summit in Madrid in December 1995. The framework that was elaborated and consolidated by participating countries offers the possibility of assessing how European institutions had responded over the past decades to the challenges identified in relation to gender and media.

Proposals at the European level to promote gender equality in the media started well before the Beijing conference, with the Council of Europe's recommendations on equality for men and women and their guidelines for television advertising both being adopted in 1984. The institutions of the EU have taken steps and made progress in gender mainstreaming within its own organisational structure, but media industries themselves have been extremely resistant

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to such gendered interventions (Sarikakis and Nguyen, 2009). Responsibility for gender equality has therefore been at the whim of the sector's goodwill and the willingness of individual media organisations to implement change.

Overall, the critical area of Women and the Media, as a policy-relevant issue, is hampered by the fact that it is nested at the crossroads of several different areas of policy debate and European institutional intervention; that is, those of gender-equality promotion, including framework programmes adopted at the EU level, of media policy that has rarely engaged with the idea of equality between women and men and also with gender mainstreaming, and more recently, the measures promoted to improve women's presence in decision-making positions in the EU.

A brief chronology of policy interventions made at the European level on women in the media and women in decision-making, including their roles and representation in media content and their presence in media industries is presented in the following section.

1.2.1 Policies and guidance on gender equality and media within the EU context

In 1991, the resolution on the third medium-term Community action programme on equal opportunities for women and men (1991–95) was adopted by the Council of the European Union, following a proposal from the European Commission (COM(90) 449 final). In these two texts, explicit reference is made to both women's participation in the media at all levels and to the need for media images to reflect women's actual roles in society. The documents thus signalled an emerging awareness of issues related to women's roles and positions in media industries, as well as concerns for the influence exercised by media content, which might undermine efforts taken at the European level to promote equal opportunities and women's empowerment.

The 4th World Conference on Women in Beijing provided the opportunity for renewed attention to a number of topics of relevance to women, including their relation to the media. In the mid-1990s, several documents were adopted by the European Council, concerning the balanced participation of women and men in decision-making (Resolution 95/C 168/02 and Recommendation 96/694/EC), although none of them made specific mention of the media sector, of women's roles and responsibilities, or the barriers to their career progression. On the other hand, the Resolution of the Council and of the representatives of the governments on the image of women and men portrayed in advertising and the media (95/C 296/06), adopted in 1995, was specifically targeted at the media industry. The document confirms the priority of freedom of expression and freedom of the press as fundamental principles for the Council, and mentions human dignity and equal opportunities

for women and men. It also explicitly stresses the need for 'promoting the balanced participation of women and men in production bodies, administrative bodies and decision-making posts' (Para. 2.6), thus reflecting the wording of the BPfA in the area of Women and the Media.

The lack of reconciliation between promoting gender equality in decision-making posts and policies specifically directed at the media sector seems to have characterised more recent interventions. In 2004, the Council adopted a directive to implement the principle of equal treatment between men and women in the access to, and supply of, goods and services (Directive 2004/113/EC), where it explicitly stated that 'this Directive shall not apply to the content of media and advertising nor to education'.

In 2008, the Council adopted its conclusions on eliminating gender stereotypes in society, recognising that gender stereotyping remains a persistent cause of inequality in all spheres of life, and stressing the need to engage with young people through media education initiatives and acknowledging Section J of the BPfA as a reference. While restating the fundamental freedom of expression of the media, the Council also invites a dialogue with the media about the harmful effects they can have, especially on young people in Europe. It also encourages the development of policies and programmes, studies and research, educational processes and materials, funding initiatives and devising monitoring systems. However, no mention is made of improving women's presence in decision-making or managerial roles.

In its different interventions, the Council appears concerned about non-interference with the principle of freedom of expression. Emerging from this brief review of policy documents, therefore, is a focus on improving the representation of women in media (content) at the expense of explicit policies aimed at encouraging media industries to enable more women into top level decision-making posts in the industry. Therefore, it is important to reconcile the Council's exhortation for more women in decision-making in order to achieve a better gender balance, with its directives in specific relation to women's presence and opportunities in the media industry.

A similar comment could be made for policy interventions made by the European Commission. The Commission has addressed the relationship between women and the media in the broader context of policies aimed at fostering equal opportunities for women and men, yet there seems to be less focus, to date, on the specific issue of promoting women in decision-making positions in the media sector. For example, in 1990, in COM(90) 449 final on equal opportunities for women and men, the Commission stated that the third medium-term plan for equal opportunities should encourage an improvement in the participation of women in the media industry and develop innovative programmes and materials which portray positive images of women.

The Commission Communication of 7 June, 2000, Towards a Community framework strategy on gender equality (2001–05), (COM(2000) 335) stresses 'the need to change behaviour, attitudes, norms and values to take account of the evolving roles of women and men in society.' However it mainly focuses on images and stereotypes when indicating the measures needed to promote awareness raising, calls for the collection, evaluation and dissemination of recent information and experience regarding successful initiatives, methods and techniques relating to women and the media, including overcoming gender stereotypes and promoting positive and varied portrayals of women and men in the media. (Par. 4)

Similarly, in the Commission's Roadmap for equality between women and men 2006–10 (COM(2006) 92 final), the media are only mentioned in relation to the need to eliminate stereotypes. In this, the Commission also calls for a dialogue with media actors. In the latest Strategy for equality between women and men 2010–15 (COM(2010) 491 final), the focus is on persistent shortcomings in terms of the decision-making positions of women and men; 'Women continue to be under-represented in decision-making processes and positions, in particular at the highest levels, despite the fact that they make up nearly half the workforce and more than half of new university graduates in the EU. (Para. 3) No specific mention of the media industry is made.

In relation to the European Parliament, one of its first interventions was the 1997(a) Resolution on the Annual Report from the Commission entitled, Equal opportunities for women and men in the EU (COM(96)0650 C4-0084/97). Para. 24 cites that, '… the media industry should be included in any future discussion of women in decision-making, in view of the crucial role the media can play in giving a balanced and non-stereotyped presentation of women and men in society', thus stressing the relevance of the media in fostering dignified images to better support balanced positions of women and men in all sectors of society, and the need to consider the media as stakeholders in relation to Community policies addressing women as decision-makers.

The approach of the European Parliament appears somewhat different from other institutional interventions. The 1997(b) Resolution on discrimination against women in advertising affirms that, '… the image of women (in the media) can, in some cases, be the subject of criticism if … ', thus showing a bolder approach to challenging the hitherto privileged protection of media interests and powerful interest groups. In the same document, reference is also made to the new media environment, as well as related business, rules and risks. Thus the European Parliament recognises that existing European legislation in this fast-evolving sector is inadequate, and calls on EU Member States to intervene in decision-making procedures, to respect international pacts for non-discrimination, while inviting media industries and advertising companies to contribute to fostering a respect for human rights.

The European Parliament reaffirms the relevance of participation and access to the decision-making of women in the media sector in its resolution on the follow up to the Beijing Platform for Action from 2000/2020(INI). During the discussions taking place in the World Summit on the Information Society (IS), the European Parliament also called on the European Commission and the EU Member States to ensure the 'full involvement of women in planning and decision-making on IS policies, as well as in the control and management of the Information and Communications Technology and media sector'. Women's participation in decision-making is thus deemed crucial, not only within media companies, but in the very structuring and design of policies related to the new media environment.

The most significant legal instrument for the European audio-visual sector, the Television without Frontiers Directive (TVWF Directive 89/552/EEC and its subsequent amendments, including Directive 2007/65/EC) contained only a short reference to human dignity and discrimination on the grounds of sex, with no improvement in its recent revision. As Sarikakis and Nguyen (2009) note, 'The recent revision of the TVWF Directive into the Audio-visual Media Services Directive (EP and Council 2007) repeats basic declarations regarding the protection of minors, the prohibition of child pornography and discrimination or incitement to hatred on the grounds of sex, race, religion, nationality and sexual orientation. These provisions are synchronised with the more recent attempt of the EU to address multiple discriminationn … '

The insulated attempts within European policymaking and guidance relating to the media and audiovisual industries that considered gender equality and ways to address gender based stereotypes have been insufficient for changing the existing situation. There is little attempt and lack of commitment in pursuing a gender-sensitive approach when addressing the media.

1.2.2 Policy-relevant interventions regarding gender equality and the media in a broader European context

Alongside provisions adopted in this domain by EU institutions, the Council of Europe (CoE) also adopted measures concerning women and the media, a decade before the Beijing World Conference on Women recognised 'Women and the Media' as one of the critical areas of concern for the international community. With Recommendation (R (84) 17) of the Council of Europe Committee of Ministers to the Council Member States on Equality Between Women and Men in the Media, a clear and articulate vision emerges. The document shows an awareness of the need for research, combined with positive action and coordination amongst

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institutions, including media institutions, particularly concerning training for women in new technologies. The CoE anticipates Section J.1 of the BPfA and invites media organisations to promote women's participation in governing bodies as well as in public debates.

The Council of Europe has maintained a focus and priority on the relationship between women and the media in its diverse and problematic aspects, although it has tended to focus more on aspects of representation, including degrading images of women. For example, Recommendation 1555 of 2002 deals with the negative images of women circulated by European media. In that document, the CoE denounces the minimal efforts made by its members since the Beijing conference, and encourages them to adopt policies against stereotyped images, including the suggestion to set up ad hoc monitoring bodies. Five years later, in 2007 (Resolution 1555 and Recommendation 1799), the CoE focused specifically on the image of women in advertising, with an invitation to its members to adopt provisions, including regulatory and self-regulatory measures, alongside more educational-oriented interventions. In the latter document, the CoE calls for a European Code of Conduct on this specific subject. In general terms, the CoE has shown consistent concern and awareness about the women and media issue, as demonstrated by references made in Recommendation CM/Rec (2007) on Gender Equality Standards and Mechanisms and in the political declaration, A New Notion of Media (2009), together with an explicit appeal for concrete measures to be taken to overcome persistent challenges to gender equality in and through the media. The latest contribution, Women and Journalists First (CDEG 2011), published by the CoE's Steering Committee for Equality between Women and Men, was conceived as a document with 'a strong plea to re-think current habits and procedures in making quality news' in order to realise 'democracy in practice, quality in journalism and an end to gender stereotyping' (CDEG 2011, p. 2).

Finally, besides institutional policy interventions, there have been a number of policy-related initiatives promoted by NGOs and European lobby groups on gender equality and the media during the past 2 decades. The Beijing conference inspired a number of civil society organisations, professional associations and transnational networks to develop their own proposals and instruments for research, data collection and elaboration of policy-relevant recommendations. At the European level, the European Broadcasting Union devised the EBU Charter for Equal Opportunities for Women in Broadcasting in 1995; the European Women's Lobby have highlighted the question of women in the media in Europe through reports on Beijing+5 (2000), and Beijing+10 (2004), but also the more recently published From Beijing to Brussels: an Unfinished Story (2010b) which includes an overview of policy provisions adopted at the European level in response to Section J of the BPfA; the European Federation of Journalists, together with the

International Federation of Journalists have made a number of efforts to study, understand and reform gender relations in the journalism profession, with publications such as the IFJ survey on the Status of Women Journalists Equality and Quality: Setting Standards for Women in Journalism (2001), their report Getting the Balance Right: Gender Equality in Journalism (2009) and their latest publication, jointly with the EFJ, A Handbook on Gender Equality Best Practices in European Journalists' Unions (2012).

1.3 Key points

Gender inequalities in top-level decision-making roles in media organisations remain prevalent

Despite the fact that women have made up nearly half the workforce within the media industry in the EU and account for more than half of tertiary-level graduates for media-related careers for many years, the proportion of women involved in top-level decision-making in media organisations remains low. This discrepancy manifests the prevailing gender inequality and shows a waste of much highly qualified and skilled human resources.

Much of the media sector continues to be male-dominated which, bearing in mind the importance of the media as opinion-shapers, inhibits women's efforts to progress their careers, and equally to influence media content. Many women still come up against glass-ceiling barriers and ingrained prejudices that prevent their advancement into higher-ranking jobs and top leadership positions. Women and men are also progressively segregated horizontally into different sectoral areas of the media industry, where men usually occupy better paid jobs of higher prestige and importance.

Slow progress in implementing gender equality measures in the media sector

Although the EU institutions have adopted a number of directives, recommendations, resolutions and conclusions which constitute a solid legal and policy framework for the media industry to support the advancement of women, the overall progress in implementing the principle of gender equality in the media sector is slow. The EU documents have addressed both the aspect of preventing and eliminating stereotypical images of women in media content, and measures to promote gender equality in decision-making, although not explicitly targeted at the media sector. However, the majority of media organisations have remained resistant to change and progress. The most active and innovative in finding solutions to the gender imbalance in decision-making in media organisations were women themselves, through professional and lobby organisations (European Women's Lobby, European Federation of Journalists).

2. Data collection and analysis

2. Data collection and analysis

2.1 Conceptual bases for data collection

In the first strategic objective of the critical area of concern, Women and the Media, the Beijing Platform for Action affirms the need to increase the participation and access of women to expression and decision-making in and through media and new technologies of communication. Among the actions to achieve the objectives, both governments and the mass media are recommended to promote women's full and equal participation in the media, including management, programming, education, training and research. They should also aim at gender balance in the appointment of women and men to all advisory, management, regulatory or monitoring bodies, including those connected to the private or public media. Furthermore, it is recommended to develop, consistent with freedom of expression, professional guidelines and codes of conduct or other appropriate self-regulatory mechanisms, that promote balanced and diverse portrayals of women by the media and that promote increased participation of women and men in decision-making.

In order to measure the implementation of the strategic objectives established in Area J, a set of indicators and sex-disaggregated data are necessary. The indicators proposed in the current report are based on data collected in June–October 2012, and then developed within a data set.

In total, 99 media organisations were surveyed across the 27 EU Member States and Croatia. The survey sampled the public-service broadcasters, together with a range of large-scale private media organisations. The private media organisations were chosen based on: the size of the organisation (in terms of workforce), popularity of service or product (e.g. audience ratings for TV and radio; circulation for newspapers) and importance (e.g. in terms of opinion-forming). Also, due to the necessity to limit the number of organisations from one country, a selection was done based on multiple criteria. For example, when a newspaper had a high circulation but a small workforce, or where several TV stations claimed to be the 'most popular' but where verifiable data on ratings was impossible to obtain. The sample for any one country had to contain the public service broadcaster and up to three private organisations, depending on media density. In most countries, the private media selected comprised of at least one newspaper and at least one TV station. Radio stations were included in countries where radio was particularly popular, in high-media density

countries, or where the public-service broadcaster split TV and radio into two separate operational structures. The specific methodology used for the data collection is presented in Annex 1.

The data collection substantiates indicators for strategic objective J.1 of the BPfA. The indicators assess two aspects of decision-making within the management structures of media organisations:

1. Gender equality and decision-making processes in the media sector

The focus is on persons holding decision-making positions within the managerial structures of the media organisations. The aim is to analyse the distribution of women and men within the organisations' different levels of management, be it strategic and operational.

The levels of decision-making within the managerial structures of the media organisations are the following.

- **Level 1:** This is the highest decision-making level within the organisation and covers all *strategic* decisions related to the organisation. The titles covered under this level are: Chief Executive Officer, President, Director or similar positions. The person holding this position is likely to chair the most senior strategic or policymaking board or committee/s of the organisation.

- **Level 2:** This is a chief senior *operational* managerial position within the organisation; operates at the top level decision-making level and has under its responsibility budgetary control, overseeing programmes and editorial policy. The titles covered under this level are: Director-General, Executive Director, Editor-in-Chief or similar positions. The person holding this position is likely to chair the most senior operational decision-making committee/s.

- **Level 3:** This is a senior *operational* managerial position within the organisation; operates at middle-level decision-making and has under its responsibility the overseeing of development of specific programmes and execution of budgets. The titles covered under this level are: Heads of Departments, Acting Directors, Management team members or similar positions. The person holding this position is likely to be a member of the operational decision-making committee/s.

- **Level 4 and Level 5:** These are senior *operational* managerial positions within the organisation; operate at low/middle-level decision-making and have under their responsibility overall control of one of the main operational units of the organisation — for example, television, radio, sport, entertainment, news or

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significant areas of responsibility, e.g. digital services, finance, HR. The titles covered under this level are heads of divisions which are responsible for sub-areas: Head of News, Head of Sport, Head of Culture, Head of HR, Head of Management Unit, etc. The difference between Level 4 and Level 5 depends on the structure of the organisation and the existence of units and sub-units. In those organisations where sub-units are present, Level 5 was used.

2. Gender equality policies in media organisations

Gender and equality plans, codes of conduct and practical measures encouraging gender equality and career progression for women in media organisations were collected from the media organisations and analysed.

In what follows, the chapter presents the findings of data collection. As mentioned above, there were 99 media organisations, both public and private, cross the 27 EU Member States and Croatia. Based on information collected about these organisations, indicators were developed and proposed. The data presented in the tables and figures provide a snapshot in time of where women and men occupied decision-making positions and board memberships across a range of large media organisations. The limitation of such a snapshot is that it does not tell the story of how certain women and men reached that point in their career, what their experiences were along the way, and what kind of obstacles she or he faced until reaching that point. The experiences of 65 senior women media professionals who were interviewed during the field research for this report are presented. These comments add an experiential nuance to the quantitative data collected and provide certain insight into gender relations, cultural norms and management practices. The personnel of some of the 99 organisations was interviewed about the organisations' approach to promoting gender equality through formal plans and less formal measures such as training programmes. Several of the findings are provided in the report, with the similar aim to back up data with the day-to-day experience of women and men working in media organisations.

2.2 The gender equality of decision-making in media organisations — overview

The influential nature of the media industry informing public opinion underlines the need to address the representation of women in high-profile, decision-making posts. Substantial progress has been made in the area, with women occupying the field in greater numbers, and often outnumbering men on journalism courses. However, the issue of representation of women at the top levels remains a key concern.

Aggregated data at the EU-27 level provide an overview of the degree to which women held decision-making positions in media organisations. The five different levels of management structure identified within the organisations were categorised as strategic level (L1) and operational level (L2–L5).

Figure 2.1: Percentage of women and men in decision-making positions and on boards in selected media organisations in the EU-27
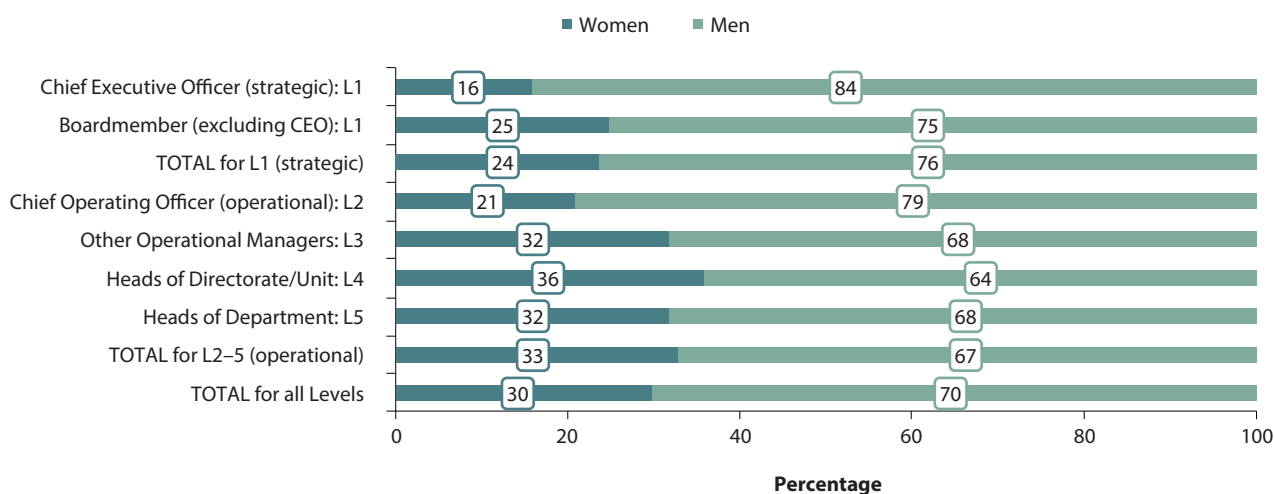
Source: Data were collected from 96 selected media organisation from all 27 Member States in July–September 2012.

Note: The risk of double-counting individuals who could have had more than one role within the organisation was avoided by counting the person and not the position.

The data show that overall, in the selected media organisations from the Member States, across all management levels, women constitute around one third (30 %) of senior staff placed in decision-making positions. However, when this composited figure is disaggregated into its component parts, it is clear that at the most senior strategic level (Chief Executive Officer), women comprise a mere 16 % of such positions; at the most-senior operational role (Chief Operating Officer) women comprise a slightly higher proportion at 21 %, but this still means that less than quarter of positions are occupied by women. At the level of board membership, which often comprises individuals who are appointed or nominated from outside the organisation, women constitute a mere quarter of all such members (Annex 2, Table 1).

Given the trends already identified in terms of increasing numbers of women graduating from media programmes and then entering the industry, this overview suggests that women develop their careers up to a certain point that coincides with middle-management positions. To reach higher, the struggle starts. For example, Figure 2.1 shows that women are found more in the lower-senior positions than in the higher-senior decision-making positions.

The interviewed women occupying the 'senior' positions had a variety of different perspectives about their own career progression and about the importance of workplace culture — the attitudes of senior managers were mentioned as a highly influential element in helping or hindering their career progression. The continued existence of 'informal' processes of recruitment and promotion also work against women because they often do not belong to the private networks which are used to identify 'suitable' candidates for senior jobs. Some organisations, on the other hand, take a very proactive approach to gender equality, not only through the development of policies and codes but also through monitoring and review initiatives. Several women mentioned the importance of fair and transparent processes in relation to recruitment and promotion, where assessments were made on the basis of skills, experience and competencies, which benefited everyone and especially women. 'If the selection [of candidates] is based almost exclusively on a political relation, women are generally disadvantaged as far as top positions are concerned; when selection is based on CVs and the quality of work, the issue changes completely' (Maria, PSB, South).

Liesbet (PSB, South) observes that although there are several senior women in her organisation, their functions are different from their male colleagues: 'the substantive strategic functions are done by men, and women work more in production.' While she points to the existence of ambitious male and female colleagues, she comments that, 'a strong woman will be judged differently to a strong man.' This view is echoed by Magdalena (PSB, South) who says

that women have to be much better than men operating in the same function, a comment which is corroborated by many studies of gender and organisational cultures.

Women interviewed for this study were very well aware of the different ways in which power is wielded and how decisions are made in terms of recruitment and promotion, making informed choices about which battles they are willing to take on, that is, the ones that they have some hope of winning. That usually means presenting the fight in terms of what will be 'acceptable' to male managers. Sasha says she has experienced problems in her efforts to have her commentaries and editorials published because her Editor-in-Chief 'turned out to be non-supporting' and she has been told that writing editorials is not part of 'women's work'. When she has confronted such attitudes, she has been accused of 'taking it too personally'. 'As a woman, you have to choose the conflicts into which you want to enter, because you can get into a female–male conflict, and you have to represent it objectively to convince men' (Sasha, PRN, Central).

Whilst Carmen argues that being a woman did not prevent her entering the media profession, once there, it is harder for women than men to get promoted and this has been the case for the past 25 years because, 'we live in a male chauvinistic society, which is very clearly reflected in news content' (Carmen, PRM, South). In response, Carmen set up her own news agency which takes women's views into consideration in a way that is not, 'reflected in the more mainstream news media'.

The data collected was analysed further to compare experiences of women working in public media organisations to those in the private sector. Differences which arose across the industry sectors, such as TV, radio and newspapers, will also be highlighted in the following sections.

2.2.1 The gender equality of decision-making in public and private media organisations

Within the media sector, there are notable disparities between public and private media organisations relating to their commitment to gender equality. Public service companies, in general, can be expected to comply more fully with national codes and legislation in the area of promoting gender equality in decision-making positions than private organisations.

Data show that women are much more likely to be recruited or promoted to senior positions in public media organisations than in the private sector.

The figure presented below shows the proportion of women and men in decision-making roles, across public and private media organisations (Figure 2.2).

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Figure 2.2: **Percentages of women and men at all levels of decision-making (Levels L1–5) in media organisations by sector, in the EU-27, 2012**
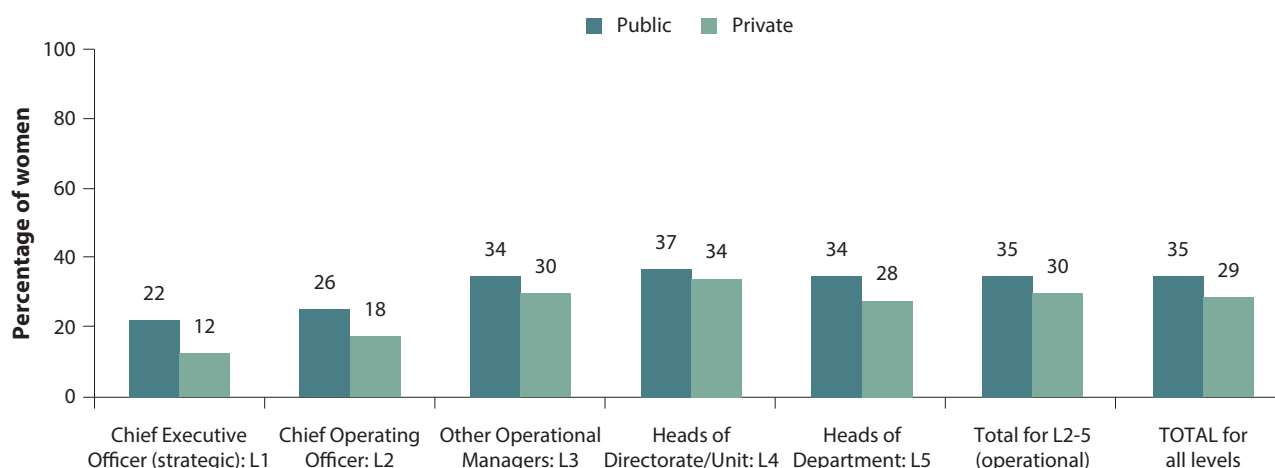
Source: Data were collected from 96 selected media organisations from all 27 Member States in July-September 2012.

Note: The risk of double-counting individuals who could have had more than one role within the organisation was avoided by counting the person and not the position.

In the public sector, women occupy 22 % of strategic decision making positions (Level 1) in the EU-27 and their number increases to 35 % in operational decision making positions (Levels 2–5).

In the private sector the proportion of women in decision making posts is even smaller, women occupy 12 % of strategic decision-making positions (Level 1) and 30 % in operational decision-making positions (Levels 2–5) (Annex 2, Table 2 and Table 3).

As presented in Figure 2.2, data show that women are more likely to be recruited to senior positions in public media organisations than in private organisations although, as already mentioned, the data on private organisations are very limited. Of all Chief Operating Officer positions (Level 2), 35 % work in public media organisations and 65 % in the private sector, but of all Chief Operating Officers in public media organisations, only 26 % are women while of all Chief Operating Officers in the private sector, only 18 % are women. However, due to the small number of posts in each of these two categories, even small differences in actual numbers have a disproportionate impact when considering percentages. Looking at the differences between women's positioning in public and private sector organisations, the data show that in public media organisations, there are more women in the more senior strategic roles although the overall proportion of women is still small. Historical data about the number of women who held the position of Director-General of public media organisations is not available in the Member States. Still, the information which is available suggests that they have been (and are still) very few: Austria: 1/10 since 1960; Denmark: 1/10 since

1925 (current Director-General); Romania: 0/11 since 1989; Spain: 5/27 since 1956; United Kingdom: 0/14 since 1927. When considering women at all levels, they are significantly more present in public media organisations, comprising more than one third of all management positions, compared with just over a quarter in private organisations.

Whilst there are clear differences in the position of women in relation to the different sectors, there were no significant differences in attitudes or experiences amongst the senior women interviewed. The issues and concerns raised in relation to what helped or hindered their career progression were not related to the sector in which they worked but rather, influenced by the specific workplace culture in which they are located and, as importantly, their own beliefs in their own worth. Arguably, the latter is also influenced by the attitudes of their managers. The following comments from three of the interviewees constitute useful examples to consider in this context.

There were no significant differences between the views of women working in public or private organisations. This reiterates the suggestion that the cultural context of the workplace, at both micro- and macro-levels, is salient and the cultural norms that determine what is acceptable practice are often determined by the local management. 'If you are surrounded by men, you tend to take their standards, rules and agendas for granted. And believe me, they would be different in mixed teams.' (Katharina, PRN, North). A requirement to conform to the expectations of the organisation and to different degrees, adapt one's behaviour and style in order to 'fit in' was identified. 'If a woman is really determined to cross the border into "male" areas ... she

must adjust at least partly to the rules of the "men's club" (Erzebet, PRN, Central). It has been pointed out that even when women try their best to meet the demands of the job, they can still fail for reasons other than competence, arguing that men establish personal relationships between themselves which then play a key role when it comes to selecting decision-level positions.

Dorotea (PRN, North) suggests that women's skills are now being more readily recognised by management teams but it is still a tough call for women who want to get to the top: 'I don't think it's harder for women to claim space — if one can bear sitting at countless meetings as the only woman at the table.' Monika (PSB, North) makes a similar observation, stressing that being career-minded is not the preserve of men but women have to be very assertive which doesn't always come naturally. She advises to, 'Stay open to new challenges, don't stop learning, be willing to let others

judge you, demand recognition, train for competitive situations and engage in more "self-marketing!"' The issue of confidence and self-belief was mentioned by a number of women, exemplified by Julia's comment, 'I believe it is easier for women to establish a career nowadays … but women still have problems in believing in their own desires and talents' (Julia, PRN, North).

2.2.2 The gender equality of decision-making in media organisations — media format analysis

Having looked at differences between public and private sector organisations overall, this section presents differences in women's senior-management positions across various types of media organisations. Data were collected from TV, radio and newspapers.

Figure 2.3: Percentages of women at all levels of decision-making (Levels 1–5) in media organisations by media format, in the EU-27, 2012
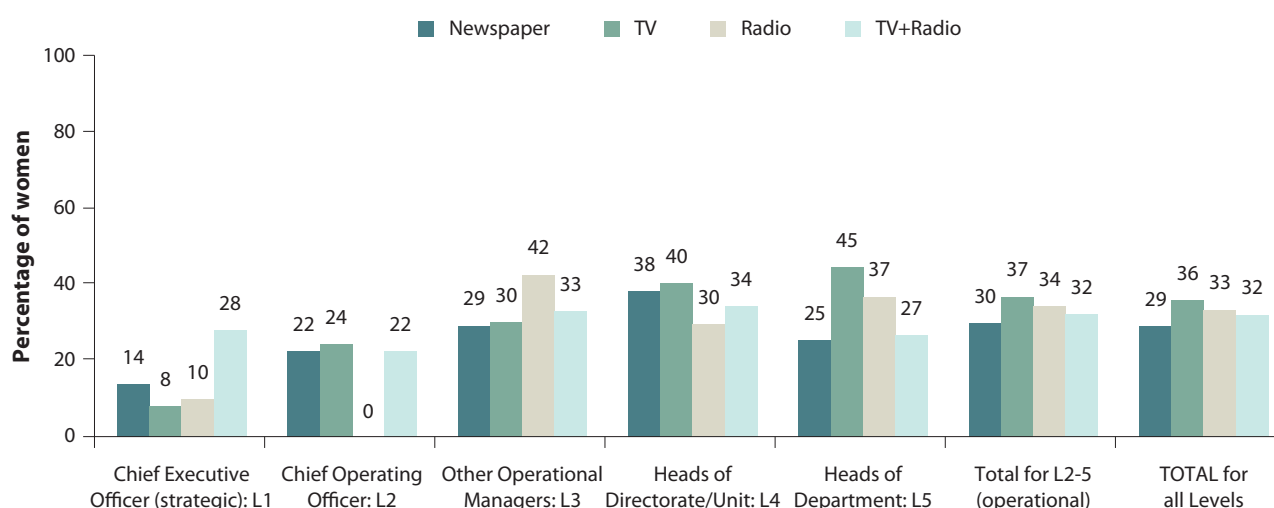
Source: Data were collected from 96 selected media organisations from all 27 Member States in July-September 2012.
Note: The risk of double-counting individuals who could have had more than one role within the organisation was avoided by counting the person and not the position.

The data presented in Figure 2.3 are broadly consistent with the data outlined in earlier figures since most of the organisations which are described as 'Newspapers' tend to be private companies and 'Radio' or 'TV + Radio' tend to be the public service broadcasters. Due to this, it could be expected that less women would appear in senior positions in newspapers (29 %) than in radio (33 %) or in organisations described as 'TV + Radio' (32 %). However, even though companies described as 'Radio' are also public service broadcasters (or partly publicly funded), women are still considerably under-represented at higher levels of position, as CEOs or COOs (Annex 2, Tables 4, 5, 6 and 7).

Interestingly, one of the women interviewed suggested that in her (radio) organisation, they are finding it increasingly difficult to attract men. 'We have noticed an opposite tendency that less and less men chose to come to work in radio. It is probably mostly connected to the fact that salaries are considerably lower in this particular media sector. This becomes a problem because we need to balance "voices" — they should represent equality in gender as well as in age' (Ilze, PSB, Central).

While previously presented data have already shown that there are relatively few women in very senior positions

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across the sample of private media organisations, it can be noted that although there are no women CEOs amongst the sample of independent private media, women are better represented as COOs in this group of companies: 25 % of COOs in independent private media organisations are women.

Figure 2.4: Percentage of women in at all levels of decision-making (Levels 1–5) in by media ownership, in the EU-27, 2012
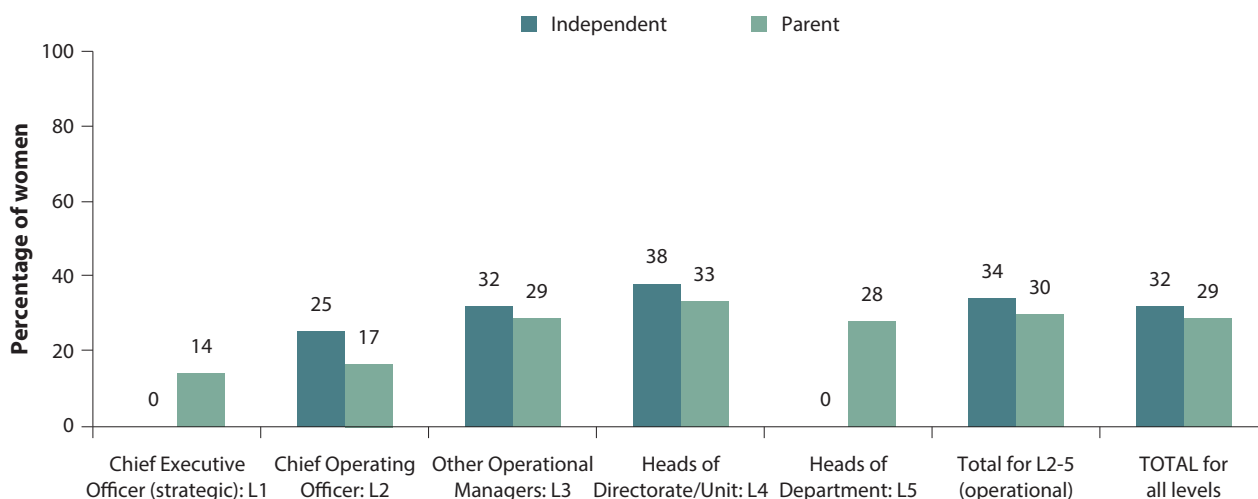
Source: Data were collected from 54 selected private media organisations from all 27 Member States in July-September 2012.

Note: The risk of double-counting individuals who could have had more than one role within the organisation was avoided by counting the person and not the position.

Organisations receiving mixed funding were considered as public.

However, overall, the same trend can be observed — women are more likely to hold positions at a lower level than a senior position, both in independent private organisations and in those which are part of a larger parent-company group.

2.2.3 The gender equality of decision-making in media organisations — country-level analysis

In what follows, the data are presented as disaggregated at country level. The data presented by an individual Member State needs to be considered only as an indicative presentation of the situation in the respective country as a small number of media organisations were analysed (Annex 1, Methodology for data collection). However, the data display interesting differences among the EU Member States and Croatia in what concerns women's presence in the decision-making level of media organisations, differences that are worth considering.

An overall look at the data points towards specific trends within the 27 EU Member States. Overall, women comprise a mere 32 % of all senior positions (see Figure 2.5). However, there are Member States where women's presence in decision-making is significantly higher compared with the EU average. For example, in Bulgaria and Latvia, there are more women than men across all levels of decision-making,

and in several other Member States women reach between 40 % and 50 % of decision-makers (EE, LT, RO, SI, FI, SE). At the same time, there are Member States where women still find it difficult to reach decision-making positions in media organisations, and they show very low proportions in senior decision-making positions (IE, EL, IT, MT) (Annex 2, Table 1).

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Figure 2.5: Percentage of women and men at all levels of decision-making (Levels 1–5) in media organisations by country, in the EU-27 and Croatia, 2012

Source: Data were collected from 99 selected media organisations from all 27 Member States and Croatia in July–September 2012.

Note: Due to the small number of private media organisations surveyed in each country, generalisations should not be made on a country level. The data are indicative for EU level. The risk of double-counting individuals who could have had more than one role within the organisation was avoided by counting the person and not the position.

As Figure 2.6 shows, when looking at the most senior strategic positions in media organisations, there are 15 Member States (CZ, DK, EE, IE, EL, ES, CY, LT, HU, MT, NL, PL, PT, SK, FI) where there are no women and only one Member States (LU) where there are more women than men in this position. Women occupy shared CEO positions with men in Bulgaria and in three other Member States (BE, AT, SI) women occupy at least one third of CEO positions.

The share of women in COO positions is slightly higher compared to CEO positions at the EU-27 level, however, in 15 Member States (BE, CZ, IE, EL, ES, FR, IT, HU, MT, NL, AT, PL, PT, FI, UK) there are still no women in COO positions. At the same time, in two Member States (BG, LU) there are no men in COO positions, while in Denmark, there are more women than men in these positions and in six Member States (DE,

Figure 2.6: Percentage of women and men as CEOs (Level 1) of the media organisations by country, in the EU-27 and Croatia, 2012

Source: Data were collected from 99 selected media organisations from all 27 Member States and Croatia in July-September 2012.

Note: Due to the small number of private media organisations surveyed in each country, generalisations should not be made on a country level. The data are indicative for EU level. The risk of double-counting individuals who could have had more than one role within the organisation was avoided by counting the person and not the position.

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LV, RO, SI, SK, SE) an equal number of women and men occupy this position (Annex 2, Table 1).

As shown by the data presented in earlier sections, women are more likely to be in senior positions if they work in public media organisations than in the private sector.

Figure 2.7: **Percentage of women and men in senior decision-making posts (Level 2) in media organisations by country, in the EU-27 and Croatia, 2012**
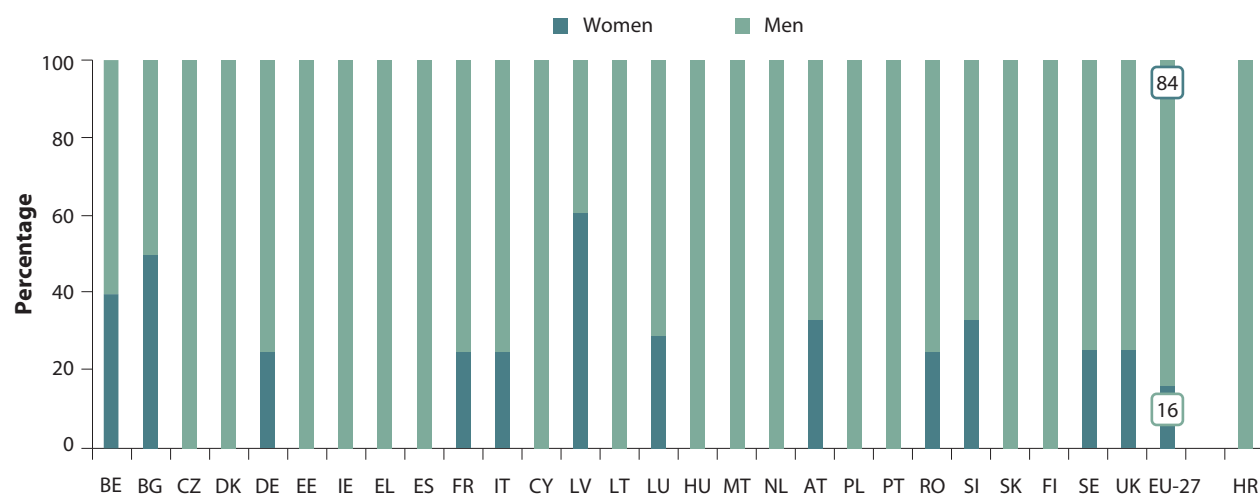

Source: Data were collected from 99 selected media organisations from all 27 Member States and Croatia in July–September 2012.

Note: Due to the small number of private media organisations surveyed in each country, generalisations should not be made on a country level. The data are indicative for EU level. The risk of double-counting individuals who could have had more than one role within the organisation was avoided by counting the person and not the position. There are no values for BG or IE because the CEOs and the COOs are the same people in all the companies surveyed in these two Member States.

Figure 2.8 shows that in four Member States (BG, EE, LV, LT) and in Croatia more women than men occupy senior positions and seven other Member States (BE, DK, HU, RO, SI, FI, SE) show women close to, at or above 40 % in senior positions, in public media organisations (Annex 2, Table 2).

These regional variations are interesting and worth exploring further. The data collected show that in some eastern European and Nordic Member States, women are present in high numbers at both strategic and operational levels, sometimes not simply on a par with men but actually in

Figure 2.8: **Percentage of women and men in all decision-making posts (including on boards) in public media organisations by country, in the EU-27 and Croatia, 2012**

Source: Data were collected from 43 selected public media organisations from all 27 Member States and Croatia in July–September 2012.

Note: The risk of double-counting individuals who could have had more than one role within the organisation was avoided by counting the person and not the position. Organisations receiving mixed funding were considered as public.

greater numbers. There could be any number of reasons for these counter-trends – both 'positive' and 'negative'. One 'positive' reason could be because organisations have proactively worked to promote opportunities for women through positive action strategies, as well as making recruitment processes transparent, based on merit and competence rather than internal networks and nepotism. One less positive reason could be the operation of what has been described as the 'velvet ghetto', that the gradual incursion of women into traditionally 'male' professions such as journalism has the effect of reducing the status of those professions and thus the salaries offered ([10]). One of the women interviewed says that in her organisation, there are many more women than men and this is largely because of the

salaries offered, 'journalism is not a well-paid job' (Iliana (PRN, Central). Men are more likely to choose careers which provide better payment, influence and benefits.

In between these two different explanations, Katia (PRN, Central) suggests that in her country, the political changes brought about in the 1990s led a number of women to develop their own businesses and careers and now, in the 2010s, women are reaping the benefits of that hard work by being at the top of certain professions such as journalism. In this case, the feminisation of the media is not seen as something negative but rather as an area where women can be successful in their own right, even though that success is not always counted in monetary terms.

Figure 2.9: Percentage of women on the boards of media organisations by sector, in the EU-27, 2012

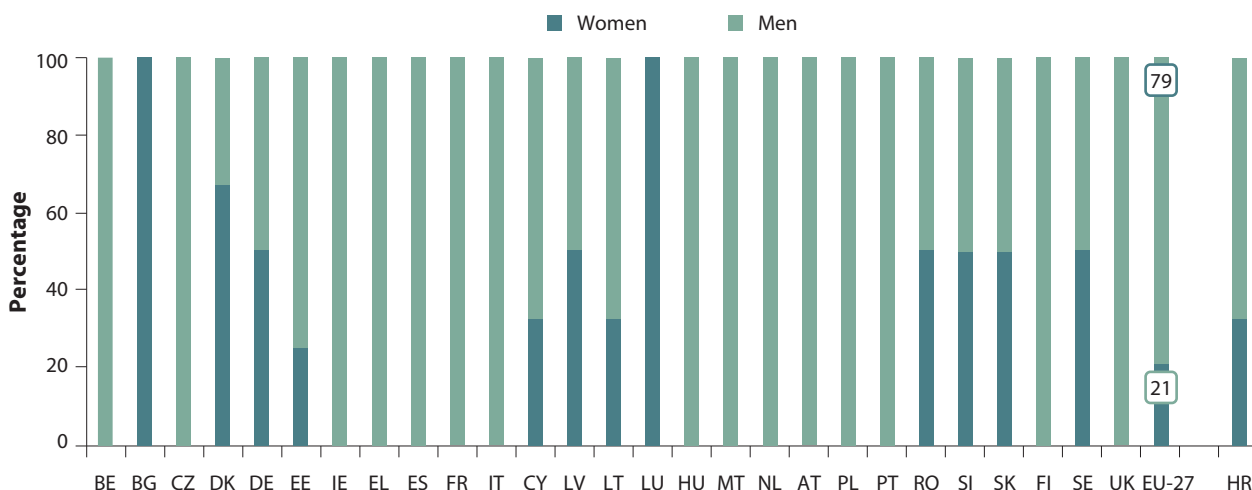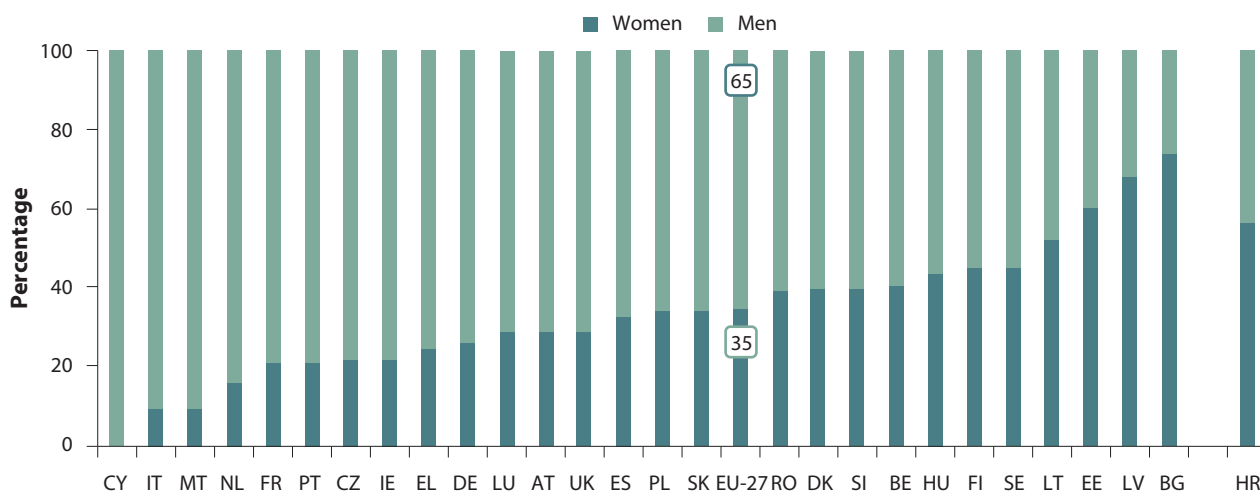*Source*: Data were collected from 96 selected media organisations from all 27 Member States in July–September 2012.

Note: The risk of double-counting individuals who could have had more than one role within the organisation was avoided by counting the person and not the position. Organisations receiving mixed funding were considered as public.

2.3 Gender equality on the boards of media organisations — overview

Whilst some of the data relating to women on boards has already been displayed in the previous sections, this part looks at this particular aspect in a little more detail. The CEO is often also the Board Chair, but since the position of CEO and the extent to which women are in posts as CEO has already been discussed above, CEO positions are excluded from the discussion in this section and instead, the focus is on the board membership, including the deputy positions. Across the sample of media organisations, women comprise one quarter of all board members (25 %) in the EU. Figure 2.9 below shows that women are much more likely to be board members in public media organisations than in the private sector in the EU Member States (Annex 2, Table 8).

In the EU-27, 29 % of board positions are occupied by women in public media organisations and only 21 % in private media organisations. The same trend can be observed at the Member State level. In four Member States (IE, LV, RO, FI) the board positions are shared equally or close to equal. In three Member States (DE, SE, UK) there are more women than men occupying the board positions in public media companies while in Latvia and Slovenia the board positions are shared equally between women and men. In Croatia there are more women than men occupying the board positions in private media companies. In seven Member States (BE, BG, CZ, EL, ES, HU, NL) women occupy less than 1/10th of the board positions in private media organisations, while in the public sector it is only two Member States (CZ, HU) where women occupy less than 1/10th of board positions (Annex 2, Table 8).

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Figure 2.10: Percentage of women in decision-making posts in media organisations by media format, in the EU-27, 2012
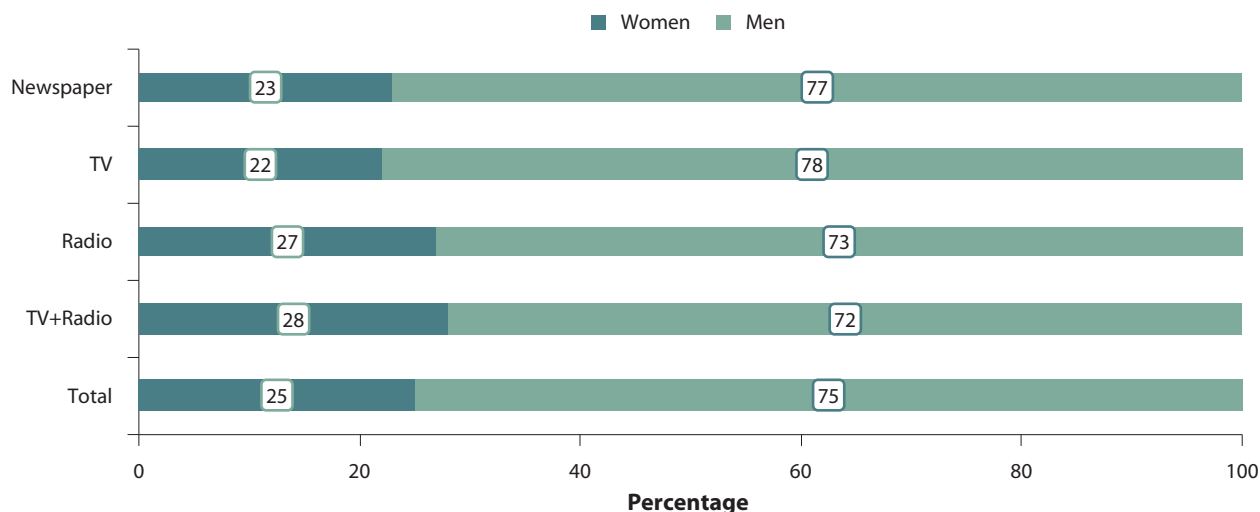
Source: Data were collected from 96 selected media organisations from all 27 Member States in July–September 2012.
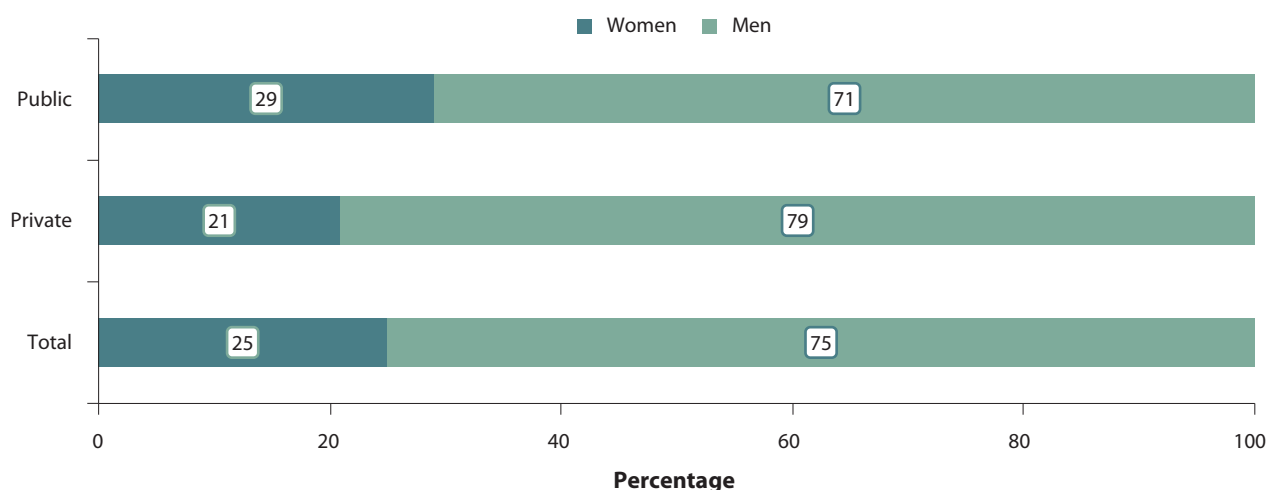
Note: The risk of double-counting individuals who could have had more than one role within the organisation was avoided by counting the person and not the position.

The number of women in board positions is higher in 'TV + Radio' (28 %) and radio (27 %), which are mainly public media organisations, and smaller in newspapers (23 %) (Annex 2, Table 9). This finding reflects the data from the previous sections since nearly all the newspapers are either wholly or partly privately funded and most of the organisations which are described as radio or 'TV + Radio' tend to be public service broadcasters — it could be expected that more women would be board members here than in the private sector organisations.

When considering the data disaggregated by nation, a more differentiated picture emerges. Figure 2.11 shows that in 11 EU Member States (BG, CZ, DE, EL, IT, CY, LU, HU, NL, PL, SI), women occupy only one in five or less board seats, and in four EU Member States, they occupy even fewer than one in 10 seats round the table. On the other hand, in Sweden women dominate men on boards (54 %), in Latvia they have achieved parity and in the case of three other EU Member States (IE, RO, FI) and Croatia they are just over 40 % respectively (Annex 2, Table 8).

Figure 2.11: Percentage of women and men as board members (excluding CEOs Level 1) in media organisations by country, in the EU-27 and Croatia, 2012
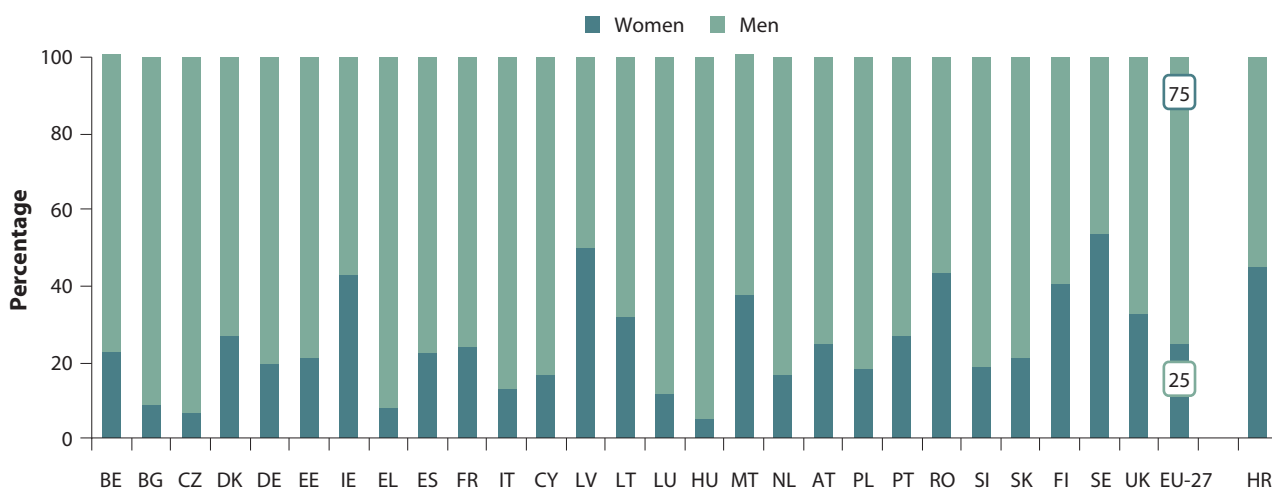
Source: Data were collected from 99 selected media organisations from all 27 Member States and Croatia in July–September 2012.

Note: Due to the small number of private media organisations surveyed in each country, generalisations should not be made on a country level. The data are indicative for EU level. The risk of double-counting individuals who could have had more than one role within the organisation was avoided by counting the person and not the position.

A number of women who were interviewed for the study recognised the need for senior management commitment to support and promote women, but also that cultural and attitudinal change was required to encourage managers to look at the competencies and skills of their staff and not at their (male) sex as a primary requirement for a senior post. They also recognise that leaving the 'market' to decide was unlikely to yield positive results for women in the short or medium term. 'In my opinion women should be encouraged and motivated to struggle for high positions. I try to support my colleagues if I see they have the ambition and skills to do this. In this context I think the proposal made by the European Commission for women's quota on boards is good' (Katia, PRN, Central).

2.4 Gender equality in the media regulatory bodies

For the purposes of comparison, the extent to which women participate on the boards of national media regulatory bodies in the EU Member States and Croatia was also considered and Table 2.1 below shows that of the 213 board member positions across the EU independent media regulators presented, 31 % are occupied by women. This is slightly more than the number of women on boards across the 96 media organisations surveyed (Croatia is not included in the comparison).

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Table 2.1: Women and men on the boards of 44 independent media regulatory authorities[11] in the EU-27 and Croatia

EU-27 and HR	Name of independent media regulatory authority	Percentage of		Total positions
		Women	Men	
BE	VRM (Vlaamse Regulator voor de Media	50	50	4
BG	The Council for Electronic Media \CEM	80	20	5
CZ	Council for Radio and Television Broadcasting (Rada pro rozhlasové a televizní vysílání)	17	83	12
CZ	The Czech Telecommunication Office Council (Rada Českého telekomunikačního úřadu)	20	80	5
DK	Pressenævnet (Press Council)	50	50	8
DE	There are 14 separate authorities for different Länder and in eight of these, there are no women on their boards	23	77	26
EE	Estonia Ministry of Culture	na	na	na
IE	Broadcasting Authority of Ireland	44	56	9
EL	Greek National Council for Radio and Television (NCRTV)	29	71	7
ES	The Catalan Audiovisual Council	33	67	6
ES	The Andalusia Audiovisual Council	55	45	11
FR	Conseil supérieur de l'audiovisuel	33	67	9
IT	AGCOM Autorità per le Garanzie nelle Comunicazioni	0	100	5
CY	Cyprus RadioTelevision Authority	43	57	7
LV	National Electronic Mass Media Council (Nacionālā elektronisko plašsaziņas līdzekļu padome)	20	80	5
LT	The Radio and Television Commission of Lithuania	23	77	13
LU	Institut Luxembourgeois de Régulation	33	67	3
LU	Conseil Supérieur de l'Audiovisuel	0	100	4
HU	NMHH, Nemzeti Média- és Hírközlési Hatóság, Médiatanács (National Media and News Authority, Mediaregulator)	40	60	5
MT	Malta Broadcasting Authority	20	80	5
NL	Commissariaat voor de Media	50	50	2
AT	KommAustria	40	60	5
PL	National Broadcasting Council (Krajowa Rada Radiofonii i Telewizji)	0	100	5
PT	Entidade Reguladora para a Comunicação Social (ERC)	40	60	5
RO	National Audio-visual Council of Romania	18	82	11
SI	Agency for Post and Electronic Communications (Apek) – Broadcasting Council	0	100	7
SK	Rada pre vysielanie a transmisiu	11	89	9
FI	Finnish Communications Regulatory Authority, FICORA	55	45	11
SE	Myndigheten för Radio och TV (Swedish Broadcasting Authority)	na	na	na
UK	Ofcom	44	56	9
EU-27	Total	31	69	213
HR	Council for Electronic Media (Agencija za elektroničke medije)	29	71	7

Note: in Estonia the regulatory body is the Ministry of Culture but as there is no board in the ministries, no data is available regarding this aspect; in Sweden the Myndigheten för Radio och TV (Swedish Broadcasting Authority) is the primary regulatory authority, but it does not have a board.

2.5 Gender equality policies and measures in media organisations

> *'In relation to all forms of inequality and sex-based discrimination in employment in the media sector, media enterprises should, as any other employer, participate actively in positive action programmes on gender equality at work, as well as adopt various strategies and implement best practice … within the scope of such a positive action plan, women should be actively promoted into senior positions in media companies … ' (EC, 2010, pp. 9–10).*

In addition to exploring the positions that women have attained within the management hierarchies of the organisations surveyed, data was also collected on the extent to which those organisations have responded to gender equality outside of binding national legislation. This is done through the establishment of codes and policies, mechanisms for implementing and monitoring gender equality and practical measures that organisations have put in place to support women's career progression.

2.5.1 Gender equality codes, policies and implementation mechanisms

The media organisations surveyed were asked a number of questions relating to the existence of Gender Equality Plans, Gender Codes of Conduct, Equal Opportunities and Diversity Policies and other forms of overarching policy relating to gender issues in the workplace. Figure 2.12 shows the proportion of organisations which have some form of policy relating to gender, from fully formed Gender Equality Plans with clear monitoring mechanisms, through to equality policies which include issues relating to gender but are not specifically dedicated to gender equality. However, the data are not necessarily representative of the full extent of organisations' gender-equality policies or practices, since it was not always possible to find this information from publicly available documents, websites and discussions with interviewed employees.

Figure 2.12: **Existence of codes, policies, implementation and monitoring mechanisms to promote gender equality in the EU-27**
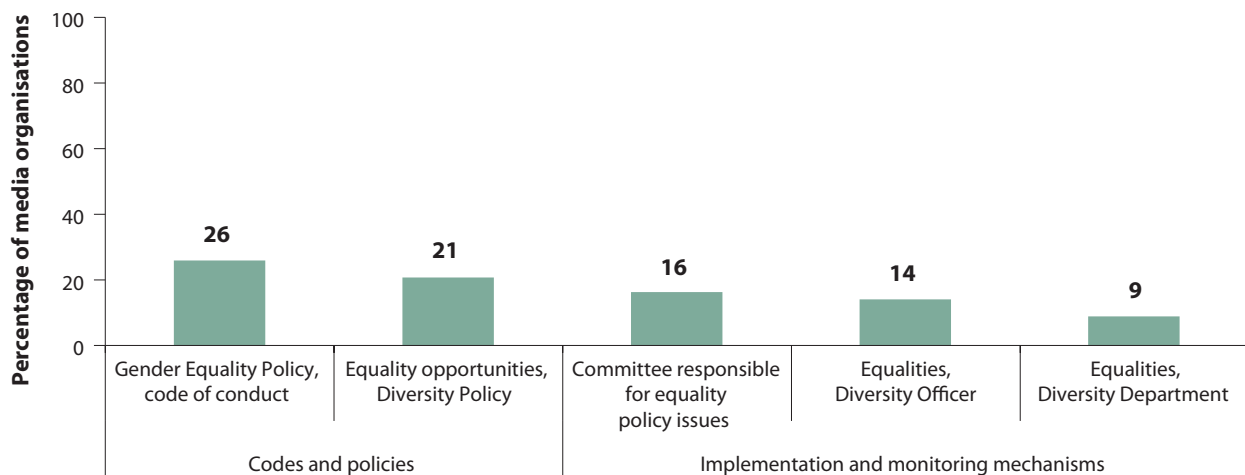
Source: Data were collected from 96 selected media organisations from all 27 Member States in July–September 2012.

Based on collated data, only one quarter of selected media organisations (26 %) have a Gender Equality Policy or code of conduct, and 21 % have equality opportunities or diversity policies (Annex 2, Table 10). In 2010, the Audio-visual Media Services Directive ([12]) stated that 'audio-visual commercial communications shall not … include or promote any discrimination based on sex, racial or ethnic origin, nationality, religion or belief, disability, age or sexual orientation ([13]).'

Most of the organisations in the survey adopt the general spirit of this directive, which is essentially passive and does not move beyond a general commitment to gender equality to actually devising a plan of action which positively promotes women. This may diminish, among other things, the potential for achieving a greater representation of women in prominent decision-making positions.

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Interviews were conducted with a number of employees (usually Directors of Human Resources departments or similar) in the sample organisations and some of the comments they made in relation to their organisation's equality plans, codes and general approach to promoting (or otherwise) gender equality are set out below ([14]).

Some organisations have an approach which they suggest is gender-neutral and based on merit, meaning that they do not feel it necessary to do anything which particularly advantages women.

Organisation X (PSB) suggested that preferential treatment with regard to gender is discouraged, as the organisation prides itself on maximising each employee's potential based on their abilities, 'regardless of gender or any other difference'.

Organisation Y (PSB) stated that its Corporate Responsibility Council oversees diversity and gender-equality matters without the need for a gender-equality policy. It also states that it does not support preferential treatment based on gender as all employees are selected and/or promoted solely based on their ability.

Organisation Z (private newspaper) practices a 'gender-blind' approach. For example, leadership training was reported as being strictly 'needs-based' and individually evaluated, not specifically set up for women. No further information was available as to how the training recipients were distributed by gender.

Other respondents suggested that they did not need gender-specific actions or activities as they did not have a problem with discrimination. A gender-blind approach fails to understand the additional barriers facing women employed in the media sector.

In **Country X, the public service broadcaster** does not have any gender-related policies or practices. The HR director said: 'In general, we stress that we follow the [national] legislation in force, in which the issue of discrimination in employment is sufficiently dealt with'. The HR director also said that gender-specific policies were not required since, in an organisation of some three thousand employees, not a single case of sexual harassment had ever been reported.

Organisation B (commercial TV channel) stated that there have never been any problems regarding discrimination in the workplace and that because women appear in senior positions in the organisation, no special measures are needed (such as trainee positions specifically for women). The HR department says that it regularly monitors the organisation's structure regarding age and gender, but no special actions have been necessary.

Of similar concern is the existence of relatively few organisations that have formal mechanisms for monitoring their equality policies, including dedicated overview committees for equality issues, or equality/diversity departments or staff with a specific remit for equality. Only 16 % of selected media organisations in the 27 Member States have a committee responsible for equality policy issues, 14 % have an equalities/diversity officer and 9 % have an equalities/diversity department (Figure 2.12) (Annex 2, Table 12).

Several organisations, which do have a policy relating to gender, also have low numbers of women in senior positions suggesting that simply the existence of policies is insufficient. The implementation of equality policies must also be monitored and actions taken where necessary, depending on the orientation of the policy. Without such mechanisms for monitoring how organisations are performing against their own equality policies, and also for devising a plan of action in response to the collection of data, it is hard to see the real value of such policies.

The findings demonstrate that equality plans and codes do not, of themselves, necessarily bring about change. The data appear to support the European Commission's statement that, 'detailed planning, administration and coordination are needed to put policy into practice across the organisation as a whole.' (EC, 1991, p. 6). The Commission's guidance to broadcasters from 20 years ago suggested that part of this 'administration' included identifying a senior executive gender champion, the appointment of an equality officer, the establishment of an equality group or committee and a strategy for monitoring and reporting equality plans. The data suggest that many media organisations do not demonstrate a strong commitment to achieving equality between women and men. It is imperative that an evaluation of equality policies takes place in order to assess their effectiveness.

In Organisation C (private TV company), its website makes explicit reference to equal opportunities and gender sensitivity, saying that 43 % of the total number of employees are women, but our research did not discover this same proportion.

Similarly, in **Organisation F** (private newspaper), there is a collective bargaining agreement based on national legislation from 2007 relating to 'effective equality between men and women', but this has not manifested in women's positions in the management structure.

In addition, the women interviewed mentioned the importance of support from senior managers and a proactive approach in terms of both formal codes and policies but also, as importantly, an organisational culture which values the contribution of all staff. Some of these women make clear that as individual managers, they try to foster a gender-friendly and gender-supportive culture, but recognise that

being a solitary 'unofficial' gender champion is insufficient if cultural change is to take place. As a senior manager, Clare says that she promotes a gender-sensitive philosophy in her working environment with her colleagues but would like to see formalised policies and guidelines in place. Currently, this level of gender sensitivity is dependent on her being in that position and influencing in a positive way, but that could change if a different manager, with different ideas and values, were to take over (Clare, PRM, South). So, while women recognise the role they can play in encouraging and promoting talented women, such strategies must become embedded in both practice and policy if they are to endure and become embedded within the organisation.

Figure 2.13: Existence of codes, policies, implementation and monitoring mechanisms in selected media organisations in the EU-27, by form of funding
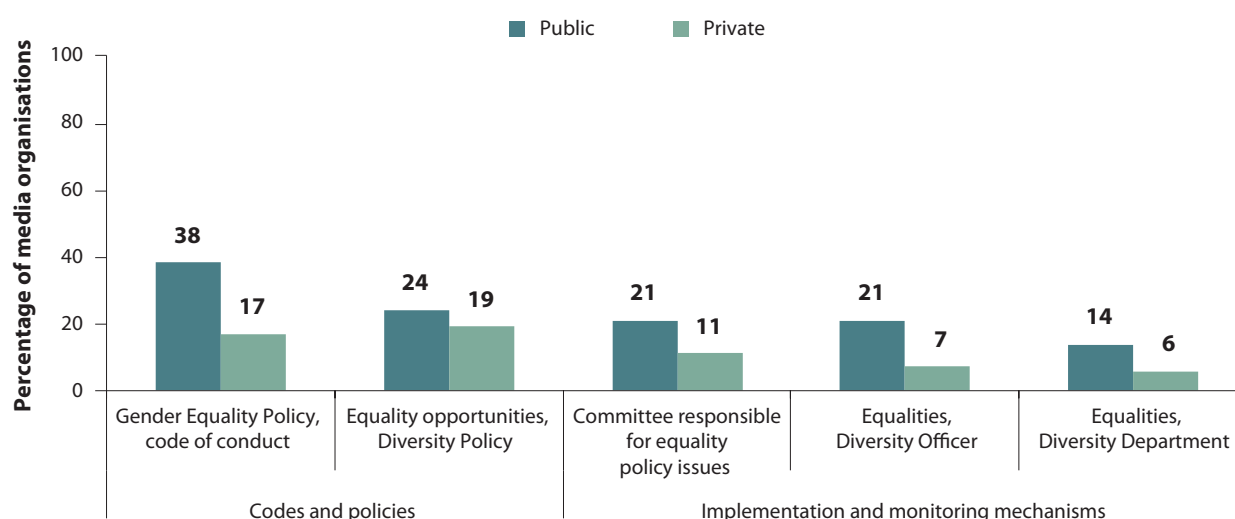
Source: Data were collected from 96 selected media organisations from all 27 Member States in July–September 2012.

Note: Organisations receiving mixed funding were considered as public.

Looking at codes and measures by sector, clear differences are observable between the public- and the private-sector organisations, as shown in Figure 2.13: public media organisations are much more likely to have policies in place than private organisations. Although this is perhaps not that surprising, given the higher degree of state regulation in operation across most public media organisations, the scale of the difference is perhaps greater than might be expected. While more than two thirds of public media organisations (38 %) have a gender-equality policy or code of conduct and almost a quarter (24 %) have equality opportunities or a diversity policy, the proportion of private media organisations which have these policies is smaller: only 17 % have a gender-equality policy or code of conduct and only 19 % have equality opportunities or a diversity policy. The same trend can be seen when the existence of implementation and monitoring mechanisms is compared: equalities and/or a diversity department exists in 14 % of public and only

in 6 % of private media organisations; a committee responsible for equality policy issues is in place in 21 % of public and only in 11 % of private media organisations; and finally, 21 % of public and only 7 % of private media organisations have an equalities/diversity officer (Figure 2.13) (Annex 2, Tables 10 and 12).

2.5.2 Measures to promote gender equality in media organisations

As well as asking about equality plans, diversity policies and codes of conduct, organisations were also asked about the kinds of practical measures that have been established to protect staff from discrimination, particularly sex-based discrimination, in order to actively support women's career development, and support working parents. The proportion of organisations that have established such measures is presented in Figure 2.14.

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Figure 2.14: **The existence of practical measures for promoting gender equality and protecting staff against discrimination in selected media organisations in the EU-27**
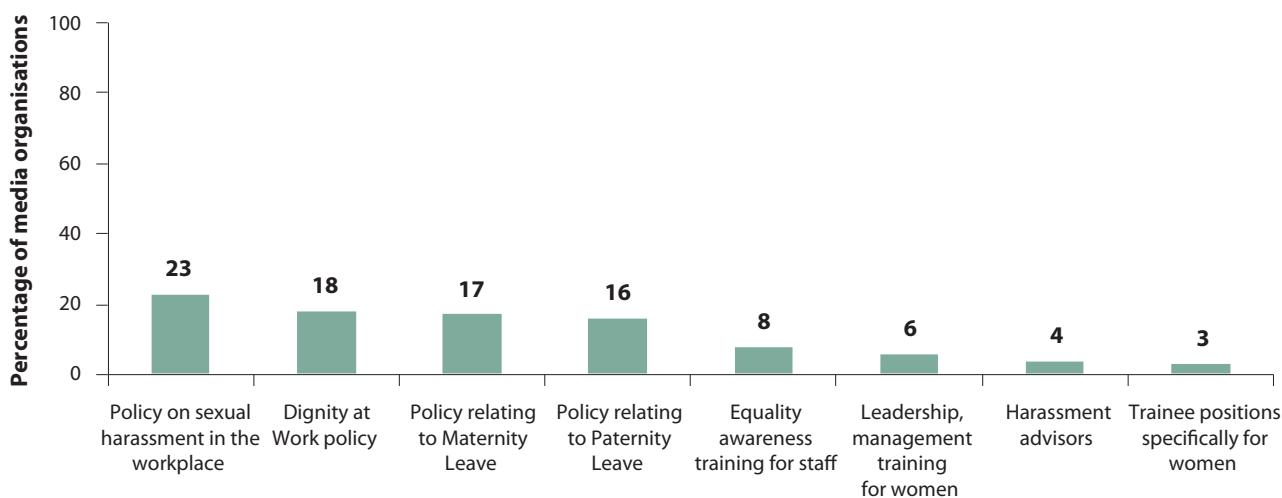
Source: Data were collected from 96 selected media organisations from all 27 Member States in July-September 2012.

The data set out in Figure 2.14 show the extent to which organisations have initiated specific measures, including those which go beyond the statutory requirements. Only a quarter (23 %) of the analysed media organisations have a policy on sexual harassment in the workplace, 18 % of them have a Dignity at Work policy and 17 % maternity and/or paternity leave schemes (Annex 2, Table 10).

The data suggest that most organisations do not provide more than the requirements of their own legislation in relation to employee benefits, such as maternity and paternity leave. Still, the relevance and impact of the existence of such

measures on the presence of women in decision-making positions, especially strategic ones and on the boards of media companies are significant. The chance of finding women in strategic, decision-making positions in media organisations is almost twice as high, and almost 30 % higher on its boards if such policies are in place and applied.

Figure 2.15 shows the different percentages of women in strategic decision-making positions (L1) and on the boards of companies when different policies on sexual harassment, dignity at work, maternity and paternity leave and equality awareness trainings for staff exist or not.

Figure 2.15: **Percentages of women in strategic decision-making positions (L1) and on the boards of media organisations when different gender-equality policies are in place or not**
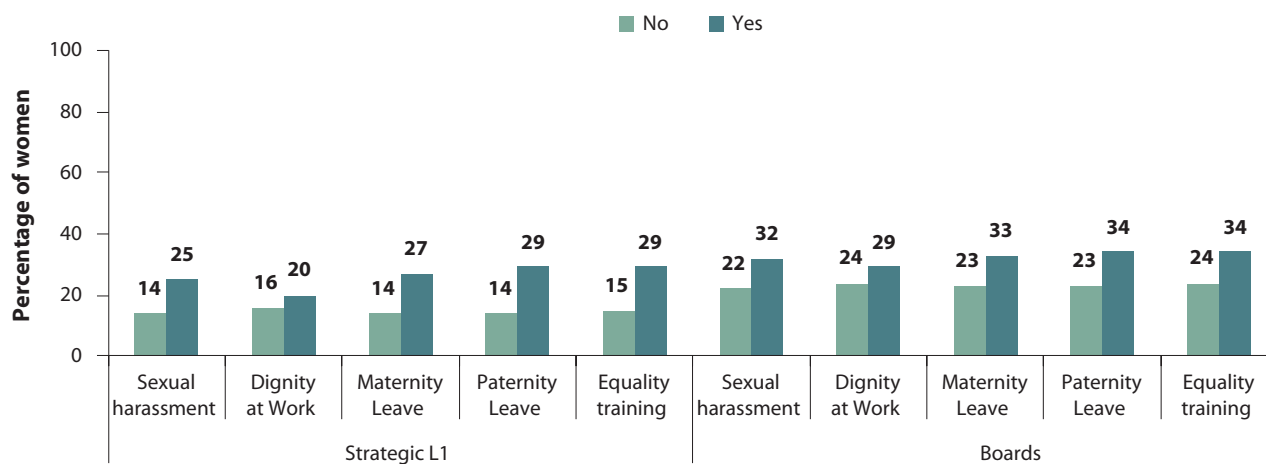
Source: Data were collected from 96 selected media organisations from all 27 Member States in July-September 2012.

The data in Figure 2.15 also show the high impact that maternity and paternity leave policies have on the chance of women reaching high and strategic decision-making positions. Raising awareness also has a significant impact. Therefore, it is important and recommended to media organisations that would like to promote women and support their access to decision-making positions to adopt and apply gender-equality policies within their organisations.

Looking at the type of policy measures that organisations have initiated, the majority of these measures are designed to protect staff from sex-based discrimination, compared with little initiative in the area of proactive measures to support and develop women's career goals.

One type of policy or measure that particularly addresses women and their career developmentis relevant for deeper analysis. Firstly, the number of media organisations that adopted and implemented such policies is extremely low, only 6 % of the 99 media organisations (Annex 2, Table 11). Secondly, when asked about the need and efficiency of such measures, women working in media organisations had mixed responses.

Some thought that programmes and training specifically targeted at women are indeed effective, for example, 'I participated in a management course for female journalists in Sweden. We learnt about the kind of problems women can meet. I think these kinds of courses are important' (Julia, PRN, North). Susanne (PSB, South) also values programmes such as mentoring, networking and confidence-building training for women but does not see a need to improve on women's professional skills, because she argues that young women who wish to pursue a career in journalism are already better qualified and more committed than men of the same age. For a number of women, the need for a safe environment, where women can develop their skills and receive the support needed, and not be forced to enter into competition with men, is clearly expressed throughout the interviews and proven to be necessary. Such 'safe spaces' can help women develop the confidence required in ascending to managerial positions. 'I have found one thing, common to many women in management positions, not just in the media. They all seem to ask, "Why me? Do I really deserve to be here? Can I really do this job?" Training would be great, to combat this. I would encourage a lot of employees to follow such training, because there is leadership at so many levels in this job' (Clare, PRM, South).

The opposite opinion was that women did not believe that such targeted trainings and measures are necessary or indeed helpful, for a variety of reasons. 'I have never received any management training designed specifically for women. Management training is always very useful. I think women are more accurate and more careful. Men tend to think in more general terms than women. Can you influence that with training?' (Tarja, PSB, North). Lydia (PTV, South) says that

she doesn't believe in women-only training and would not attend management training specifically for women as she believes that men and women are equal and there is no need for such special training for women. Carmen suggests that even if the content of such courses is useful for participants, there is a limit to the progress that can be made: 'If society does not change, no matter how many courses there are for women, the glass ceiling still won't break' (Carmen, PRM, South). Jenni argues that the problem with putting on programmes and training aimed solely at women is that it suggests that women are deficient in some way and in need of something special to help them achieve parity. While there were very different views on the value of programmes and activities which are focused solely on women, it is perhaps worth saying that all the women who had undertaken such activities had found them to be extremely beneficial. Many of the interviewees also mentioned the importance of mentors and having good role models as they progressed through their careers; 'I had a female boss very early on in my career who taught me what it could be like to be up there and still be me' (Katharina, PRN, North).

In spite of the small number of organisations that adopted such measures and the doubts of the impact of such measures, a relationship between the existence of such measures and the presence of women in decision-making positions can be shown by the data collected. There are more chances that women will be present in strategic decision-level positions in media companies (L1) if these companies have adopted specific measures and leadership trainings for women than if they did not have such measures: 40 % of strategic positions are occupied by women when companies have such measures compared to only 15 % in the companies without such measures. Looking at initiatives by sector, clear differences are noticeable between the public- and the private-sector organisations, as shown in Figure 2.16.

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Figure 2.16: The existence of codes of conduct, policies and measures to promote gender equality by public/private media, in the EU-27, 2012
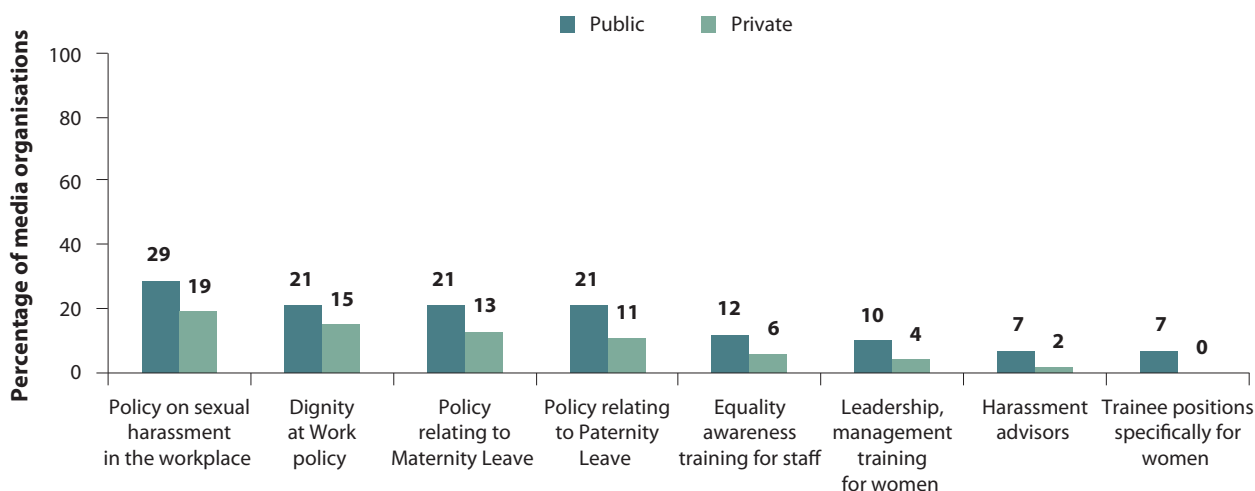
Source: Data were collected from 96 selected media organisations from all 27 Member States in July–September 2012.

Note: Organisations receiving mixed funding were considered as public.

The data show that public media organisations are much more likely to initiate policies to protect and support staff than in the private sector. In the public media organisations, policies on sexual harassment in the workplace exist in 29 % of the organisations, compared to 19 % of the private media organisations surveyed. A Dignity at Work policy, policies relating to maternity and policies relating to paternity leave exist in each of the 21 % of public media organisations, compared to 15 %, 13 % and 11 % of the private media organisations accordingly. Equality-awareness training and leadership/management training for women are less widespread in both public and private media organisations. However in public media organisations these measures can be seen twice as often in private media organisations. Trainee positions for women exist in 7 % of public media organisations in the Member States, while none of the selected private media organisations reported the existence of a trainee

position especially for women. Seven % of public media organisations and 2 % of private media organisations have stated that in their organisation they have advisors for cases of harassment (Annex 2, Tables 10 and 11).

The existence of gender equality measures and policies help to increase women's presence in decision-making positions, especially where these positions are limited in number (like on the boards) and have a strategic impact on the media organisations (L1). Figure 2.17 shows the differences between the percentage of women in strategic decision-making positions and on the boards of media organisations when such measures exist, or not. Based on the data shown in Figure 2.16, private media organisations especially need to adapt such measures and policies and implement them in the organisations if they want to see more women in decision-making positions and on their boards.

Figure 2.17: Percentages of women in strategic decision-making posts (L1) and on the boards of media organisations when gender-equality policies and measures are in place, or not

Source: Data were collected from 96 selected media organisations from all 27 Member States in July–September 2012.

Figure 2.18: The existence of codes of conduct, policies and monitoring mechanisms to promote gender equality by country, in the EU-27 and Croatia, 2012

Source: Data were collected from 99 selected media organisations from all 27 Member States and Croatia in July–September 2012.

Note: Due to the small number of private media organisations surveyed in each country, generalisations should not be made on a country level. The data are indicative for the EU level. Only those countries where any of these policies were in existence in at least one organisation have been included in the figure. The EU-27 is calculated as a percentage of media organisations which has at least one policy out of a total of 96 media organisations.

When the data are analysed by Member State, there are differences in terms of the existence of codes and policies (Figure 2.18), but also in relation to practical measures to promote gender equality in terms of specific policies (Figure 2.19) and the provision of specific training activities.

In four Member States (BE, DE, ES, UK), selected media companies have all types of policies for the promotion of gender equality, codes of conduct and monitoring mechanisms for the promotion of gender equality (a gender-equality policy or code of conduct, equal opportunities or diversity policy, a committee responsible for equality policy issues, a Diversity Department, Diversity Officer), while in media organisations in four Member States (LV, HU, PT, SK) and Croatia some type of equality policy or codes exist. In 13 Member States, media organisations did not have any type of gender-equality policy, code of conduct or monitoring mechanism to promote gender equality (Annex 2, Tables 10 and 12).

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Figure 2.19: The existence of practical measures to promote gender equality in media organisations by country, in the EU-27 and Croatia, 2012

Source: Data were collected from 99 selected media organisations from all 27 Member States and Croatia, in July–September 2012.
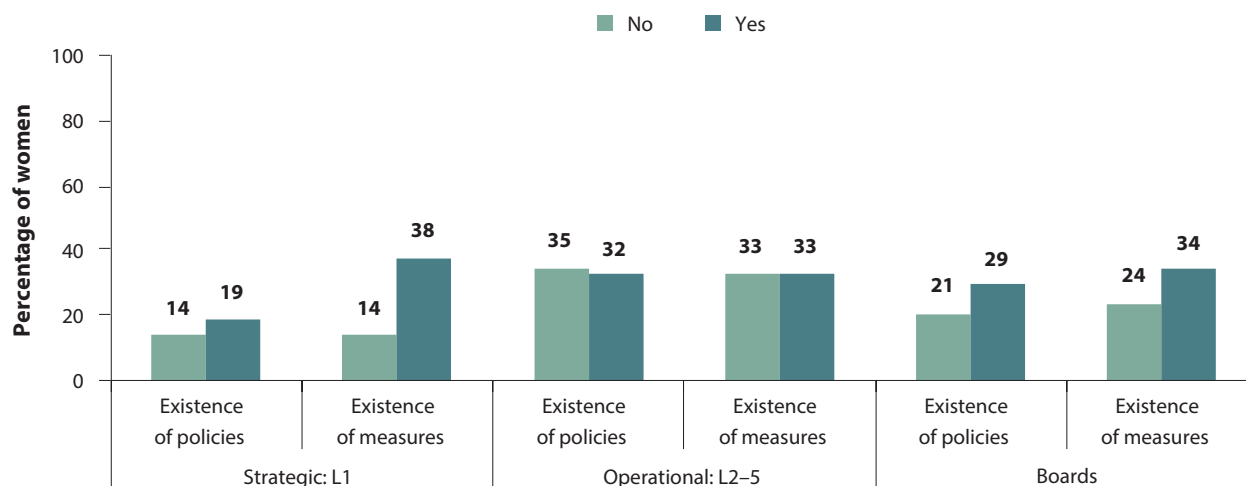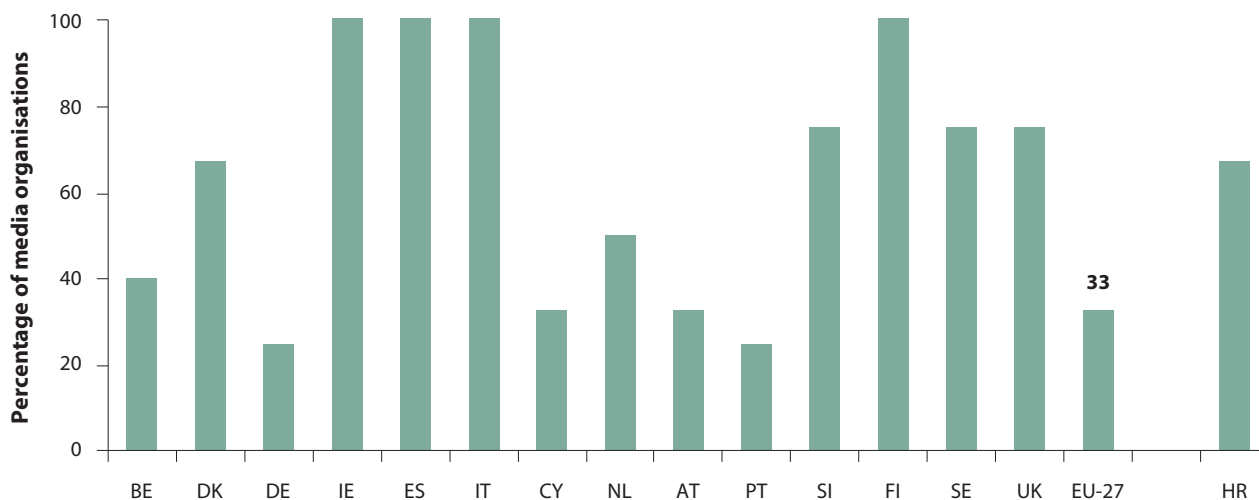
Note: Due to the small number of private media organisations surveyed in each country, generalisations should not be made on a country level. The data are indicative for the EU level. Only those countries where any of these policies were in existence in at least one organisation have been included in the figure. The EU-27 is calculated as a percentage of media organisations which has at least one policy out of a total of 96 media organisations.

Various types of practical measures to promote gender equality (a policy on sexual harassment in the workplace, a Dignity at Work policy, a policy relating to maternity leave, a policy relating to paternity leave, a policy relating to parental leave, harassment advisors) exist in surveyed media companies in five Member States (ES, AT, FI, SE, UK) and Croatia, while in nine Member States (BE, DK, DE, IE, IT, CY, NL, PT, SI) some of practical above-mentioned measures are in place. In selected media organisations in 13 Member States none of the practical measures to promote gender equality were reported (Annex 2, Tables 10, 11 and 12).

This analysis shows that adopting gender-equality measures and policies in media organisations, especially maternity and/or paternity leave policies and leadership trainings aimed specifically at women, support the access and presence of women in decision-making positions. In order to be able to change the current gender balance within the management structures of the media organisations, more of these organisations need to adopt and implement such measures. Currently, in half of the EU-27 Member States, media organisations, public or private, have not adopted any policies or measures to support women in accessing decision-making positions and thus promoting gender equality in the organisations.

2.6 Promoting gender equality within the media sector across the EU Member States and Croatia

The national legislation on gender equality existing in Member States and Croatia represents another nuance through which to analyse the gender balance of decision-making in media organisations. It also influences the ways in which media organisations respond to the gender-equality agenda by establishing internal policies and codes. In several organisations, the internal policies addressing gender equality follow the requirements of the national legislation; therefore specific policies have not been adopted.

It seemed worthwhile then, to explore how gender equality is promoted and/or considered at the level of the 27 Member States and Croatia and to this end, data have been gathered on a number of aspects of this wider national context, including the existence of media-monitoring initiatives. These are specifically focused on undertaking gendered analyses on the extent to which professional associations

and unions have incorporated issues of gender in their own structures by, for example, recruiting women/equality officers and initiating gender/diversity/women's committees and councils. It should be noted, however, that the information presented in the following section and provided in Annex 3, is a snapshot in time and does not necessarily reflect all the strategies and initiatives that are taking place across the European landscape. Data were often difficult to find so it should be acknowledged that this is only a part of the picture, albeit an important one.

2.6.1 Gender and the media in national legislative contexts

As mentioned above, the ways in which organisations develop their internal policies in relation to gender equality are very likely to be influenced by the legislative context in force, so it is important to explore the extent to which any of the 27 Member States or Croatia have passed legislation which specifically refers to women, men and media. In most of the Member States, equality legislation which prohibits discrimination on the grounds of sex, occasionally refers specifically to the public broadcaster, both in relation to employment and also representation and portrayal (for example: ES, AT, FI, UK). In Ireland, the Broadcasting Act (2009) states that 'not less than five of the members of the board of a corporation shall be men and not less than five of them shall be women'. Elsewhere, some of the Member States, for example Denmark, have initiated charters to support more women into leadership positions, including in the media, but these are recommendations rather than legislative requirements. In the United Kingdom, any media organisation licensed to broadcast is required by law to promote 'equality of opportunity to employment between men and women'. However, there are no government provisions for women in decision-making roles within media organisations. An interesting innovation is developing in Portugal where, within the context of the fourth National Plan for Equality, Gender, Citizenship and Non-Discrimination (2011–13), there is provision for an award Women and Men in Media, sponsored by the Commission for Citizenship and Gender Equality (CIG), with the strategic objective of creating an environment that fosters equality by promoting non-stereotypical gender representation in the media and enabling the visibility and expression of women in the media (Annex 3, Table 3).

2.6.2 Gender equality in the media addressed by journalists' professional associations and unions

Important actors in the promotion of gender equality are the various professional associations and unions connected with different aspects of media professional practices. A key association amongst those at the global level is the International Federation of Journalists (IFJ) and its various regional sub-organisations such as the European Federation of Journalists (EFJ). The IFJ/EFJ recently (November 2012) published a handbook on good practice in gender equality amongst European journalists' unions. It includes a number of strategies that could be taken up by a variety of organisations, not just unions or professional associations [15]. At the level of the Member State, there are a large number of professional unions including both journalists and technical staff (for example: DK, DE, IE, ES, LT, AT, FI, UK) or professional media unions with a women's council.

For instance, the Austrian Journalists' Union includes a women's council and offers both information regarding women's situations and rights, as well as local and national contact. The Danish Union of Journalists at one point had a gender-equality council, but this was dissolved in order to make gender equality a structural joint responsibility within the organisation — when this happened the position of gender-equality coordinator was established. In addition, there is in existence the Estonian Women Journalists and Editors Union in Estonia; the Work Life and Equality Committee prepares issues for the board of the Journalists' Union in Finland; the Gender Committee of the Panhellenic Federation of Journalists' Unions (PFJU) in Greece; as well as the Women in the Media (Equality) Section which is one of the 31 active sections in the Association of Hungarian Journalists (MÚOSZ). While the NUJ does not have a specific women's council in Ireland, its Equality Council covers women's issues. In Italy, the media unions FNSI, USIGRAI and ODG each have an Equal Opportunity Commission and most of the 19 journalists' associations have an Equal Opportunities Commission. FAPE — the Spanish Federation of Journalist Associations has a gender and institutional relations council and the Spanish Federation of Journalist Unions (FESP) has an equality council. Similarly the Journalists' Union of Madrid has a women's equality council and the Journalists' Union of Andalusia has a women's council. Likewise, in the United Kingdom, BECTU (Broadcasting, Entertainment, Cinematography and Theatre Union) has a Women's Committee and they also hold an annual Women's Conference. While the NUJ in the United Kingdom does not have a specific women's council, its Equality Council does cover women's issues (Annex 3, Table 2).

2.7 Strengthening gender-equality policies and practices

Although organisations have their own internal policies, and some EU Member States and Croatia have passed their own legislation, there have still been a number of high-profile cases where employees have taken their employers to court on the grounds of sex discrimination. Within the media sector, there have been several such cases and, because of the high-profile nature of some of the organisations who have

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been so accused, these cases are often very visible in the media. Such cases act as a reminder of the consequences for organisations who ignore the legislation which exists to protect their workforce and especially those members of staff who are women.

Most frequently, women bring cases of unfair treatment on the basis of differential pay, unfair decisions made during recruitment or promotion interviews, ageism and dismissal on the grounds of pregnancy ([17]). For example, in Denmark, the basis of one court case was the different salaries for a female and male sub-editor of a newspaper, where the court upheld part of the claim on the grounds that the work of the editors during part of the period in question was of equal value ([18]). In Finland, a woman took a case against her employer when a less competent male colleague was favoured in a promotion interview, and the court ruled in that case that she had been discriminated against (Annex 3, Table 4).

In a case of discrimination on the grounds of sexual orientation, a case brought in Finland was based on a woman being appointed to a very senior position at a selected whose post was terminated before she actually took it up. She argued that this was because her family life (she was living with a woman) was 'unacceptable' to her employer and, after being considered by two courts, she was eventually awarded EUR 80,000 compensation. In Poland, a certain media organisation decided to terminate the contracts of two women because they were deemed 'too old' — the subsequent court case provoked a lot of negative publicity and the court ruled that the women should be reinstated. A similar case was brought in the United Kingdom and compensation was paid to the complainant for loss of earnings and injury to feelings. In that case, an earlier claim for sex discrimination was not upheld but her subsequent claim for ageism was successful. In all of these cases, the issue is much less the value of the compensation paid out to the complainants (although in this latter case, the costs were not insubstantial) but the negative publicity which then attaches to the organisations. This is made more awkward when the employer in question is prominent due to its position in the media landscape in its country, or when they have clear policies on gender equality in place, which they have breached.

2.8 Key points

Low representation of women in top-level decision-making in media organisations

The data on the proportion of women in decision-making in media organisations and the extent to which media organisations have developed gender-equality policies and monitoring mechanisms were collected for the first time at EU level from the 27 EU Member States and Croatia.

The survey results of 99 media organisations show that women's representation in senior decision-making positions in media organisations is low: women occupy only 30 % of all senior and strategic decision-making posts, and they are much more poorly represented in the key strategic (as CEOs —16 %) and operational roles (as COOs — 21 %). Regarding the composition of the boards, women occupy just a quarter of all seats (excluding CEOs). Overall, it is more likely to encounter women in senior decision-making posts in public media organisations than in private organisations (one third to one quarter of posts).

The testimonies of women senior managers show that they have experienced the effects of glass ceilings, of being passed over for promotion, of being patronised and trivialised and being denied interesting assignments because of their sex or their status as working mothers. Structural inequalities still persist and cultural norms continue to exert considerable influence on recruitment and promotion practices in the media sector. Having children at an early career stage or deciding to specialise in particular aspects of the media sector which are less prestigious may affect women's opportunities later and hold up their career at the middle-management level.

Mechanisms promoting gender equality are scarce in media organisations

Gender-equality plans, diversity policies and codes of conduct exist in just over a quarter of media organisations, both public and private. Similarly, relatively few organisations have formal mechanisms in place to monitor their gender and/or equality policies: only 16 % of surveyed organisations have a committee responsible for equality-policy issues, 14 % of media organisations have an equalities/diversity officer and 9 % have an equalities/diversity department.

The most frequently mentioned practical measure to promote gender equality in an organisation is related to addressing sexual harassment (23 %), dignity at work (18 %) and the maternity or paternity leave policy (17 %). Only 6 % of the media organisations support structured leadership or management training programmes for women, although slightly more (8 %) provide equality-awareness training for staff. Public-service broadcasters were significantly more likely than private-sector organisations to have developed formal gender-equality structures.

The existence of gender-equality policies in media organisations might be beneficial to advancing women in decision-making positions

It is more likely to have a higher proportion of women in strategic decision-making positions in those media organisations that implement gender-equality policies and measures in practice, even if the link between the two is not straightforward. On the one hand, a number of

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organisations have both a proactive gender-equality policy and high numbers of women in decision-making. On the other hand, several organisations that have detailed and comprehensive gender policies and measures in place have not necessarily recruited or promoted women into senior positions. Or, there are other organisations that do not have gender-equality plans in place but the number of women in senior decision-making posts is high. As the relationship between the two factors is complex and wide-ranging further analysis about what helps and what hinders women's career prospects is needed.

The cultural context is part of the problem, but also potentially a large part of the solution. Encouraging senior managers to take gender equality seriously is good for employees and, as recent studies on boardroom performance show, good for business. Importantly, the goal of promoting more women into decision-making positions is not about lowering the competency threshold or making special provisions for less talented women, but about giving excellent women the opportunity to succeed. Structural and cultural transformation is necessary if the talents of both men and women are to be fully realised.

Professional media associations play a crucial role in the promotion of gender equality in the media

Professional media associations, such as the IFJ/EFJ, have been active in promoting changes in the media workplace and developing practical strategies for the media industry, as well as its employees. It is just the beginning of a far longer process in which media organisations, both public and private, need to act and change the cultural context in which women and men work.

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3. Proposals for indicators to follow up the Beijing Platform for Action: Women and the media

3. Proposals for indicators to follow up the Beijing Platform for Action: Women and the media

3.1 Introduction and rationale for indicators

This chapter presents the three proposed indicators to measure the involvement of women in decision-making in the media sector. These indicators are aimed at measuring Objective J1 of the BPfA, which is to 'Increase the participation and access of women to expression and decision-making in and through the media and new technologies of communication'. The outcomes of the literature review, the data collected and the analysis of collected data served as the basis for the development of the indicators. A number of general principles for indicator development and issues specific to this area have been taken into account when proposing indicators, such as:

▪ the indicators should be objectively verifiable using quantitative data that are readily available across the 27 EU Member States

▪ the indicators should be suitable for regular review and updating

▪ the indicators should be conceptually designed so that they provide relevant information about the extent to which the objective (in this case Objective J1 of the BPfA) has been achieved there should be a clear causal link between the situation measured by the indicator and the progress towards the objective

▪ the indicators should cover women's participation in decision-making within the media organisations, at different levels

▪ the indicators should reflect how media organisations address gender equality in their internal structures — for example through the existence of codes of conduct — thus helping to promote more women to decision-making levels

With these points in mind, three indicators have been developed and proposed. The first two indicators address decision-making directly, and the data present the numbers of women occupying high-level positions in media organisations, in both internal and external decision-making bodies. The third indicator is of a qualitative nature and it charts the existence of policies and measures in the media organisations promoting and supporting gender equality in decision-making. This indicator does not analyse or evaluate the policies and measures, it shows the number

and range of the policies and measures identified within the media organisations.

Decision-making within media organisations can include a wide range of power structures. To facilitate a comparison of decision-making structures, a model of different levels of decision-making within an organisation was developed and is presented below.

3.2 Proposed indicators

A standard set of information is provided to identify and describe each indicator, including the definition of the indicator, the concept behind it, the data source and available baseline data against which the future progress can be measured. The baseline data stem from the data collection process and are presented in Chapter 2. More information about methodology is available in Annex 1.

Indicator 1: The proportion of women and men in decision-making posts in media organisations in the EU

Concept: This indicator measures the extent to which women occupy positions associated with senior decision-making across a range of management and operational functions within media organisations, incorporating both strategic and executive decision-making, so as to include both policymakers and media content makers.

The indicator encompasses four different decision-making levels, from the highest strategic roles to middle managers as follows.

Level 1: The highest decision-making level covering all strategic decisions related to the organisation. The titles that may be covered under this level are: Chief Executive Officer, Chairperson, President, Director or similar positions. The person holding this position is likely to chair the most senior strategic or policymaking board or committee/s of the organisation.

Level 2: The chief senior operational managerial position, that operates at the top decision-making level and has under her/his responsibility budgetary control, overseeing programmes and editorial policy. The titles that may be covered under this level are: Director-General, Executive Director, Editor-in-Chief or similar positions. The person holding this position is likely to chair the most-senior operational decision-making committee/s.

Level 3: The senior operational management positions, who operate as decision-makers and have oversight of specific programmes/media content and execution of budgets. The titles that may be covered under this level are: Heads of Departments, Acting Directors, Management team members or similar positions. These positions are likely to be members of the operational decision-making committee/s.

Level 4 [19]: The managerial positions that entail responsibility for one of the main operational units of the organisation — for example, television, radio, sport, entertainment, news or significant areas of responsibility, e.g. digital services, finance, HR. The titles that may be covered under this level are: Heads of Divisions which are responsible for sub-areas: Head of News, Head of Sport, Head of Culture, Head of HR and Head of a Management Unit, etc.

Different position titles may be contained within the same decision-making level according to the responsibilities performed. Titles are provided only on an indicative basis as they are subject to considerable national variations.

Data source: The data were collected in summer 2012, using a structured questionnaire. Cognisance must be taken of the fact that the sample size was small and therefore the findings are indicative.

Data overview: Women occupy only 16 % of the highest-level decision-making positions within selected media organisations (both public and private) in the EU. Women are slightly less likely to hold top Level 1 positions than Levels 2, 3 or 4. The representation of women in decision-making posts increases as the level of the position decreases. The proportion of women in these posts increases from only 21 % of positions at Level 2 to 32 % at Level 3, and reaching 34 % at Level 4.

In general, the indicator demonstrates that women's participation in decision-making is higher at the lower levels of decision-making power, but still only reaches an average of 32 % at EU level.

The key EU-wide data are summarised in the table below.

Table 3.1: The proportion of women and men at all decision-making levels (Levels 1–4) in media organisations, in the EU-27, 2012

	Number of companies	Level 1			Level 2			Level 3			Level 4			TOTAL		
		Percentage		Number of positions	Percentage		Number of positions	Percentage		Number of positions	Percentage		Number of positions	Percentage		Number of positions
		Women	Men		Women	Men		Women	Men		Women	Men		Women	Men	
Public	42	22	78	41	26	74	27	34	66	325	36	64	864	35	65	1 257
Private	54	12	88	51	18	82	50	30	70	403	32	68	504	29	71	1 008
Total	96	16	84	92	21	79	77	32	68	728	34	66	1 368	32	68	2 265

Note: the mixed organisations (public and private) have been included under public.

Women occupy 22 % of the highest-level decision-making positions in the selected public EU media organisations surveyed. Women are slightly more likely to hold Level 2 positions, with this figure increasing to 26 %. The representation of women in decision-making posts further increases at the lower levels of decision-making posts: the proportion of women in these posts increases to 34 % of positions at Level 3 and 36 % at Level 4.

In general, the indicator demonstrates that women's participation in decision-making reaches similar levels at the top levels — Level 1 and Level 2. It is higher at the lower levels of decision-making power, but still only reaches an average of 35 %.

Women occupy 12 % of the highest-level decision-making positions in the selected private EU media organisations surveyed. Women are slightly more likely to hold Level 2 positions, with this figure increasing to 18 %. The representation of women in decision-making posts further increases at the lower levels of decision-making posts, reaching 30 % of positions at Level 3 and 32 % at Level 4.

In general, the indicator demonstrates that there is a big disparity between women's participation in decision-making at the very top level and at the lower levels, but they still only reach an average of 29 %.

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Table 3.2: Indicator 1: The proportion of women and men at all decision-making levels (Levels 1–4) in media organisations by country, in the EU-27 and Croatia, 2012

EU-27 and HR	Number of public and private companies	Level 1			Level 2			Level 3			Level 4			TOTAL		
		Percentage of		Number of positions	Percentage of		Number of positions	Percentage of		Number of positions	Percentage of		Number of positions	Percentage of		Number of positions
		Women	Men		Women	Men		Women	Men		Women	Men		Women	Men	
BE	5	40	60	5	0	100	2	22	78	37	37	63	52	30	70	96
BG	4	50	50	4	100	0	2	77	23	22	59	41	22	68	32	50
CZ	3	0	100	3	0	100	1	21	79	47	26	74	77	23	77	128
DK	3	0	100	3	67	33	3	41	59	17	39	61	70	39	61	93
DE	4	25	75	4	50	50	4	23	77	64	20	80	117	22	78	189
EE	4	0	100	4	25	75	4	55	45	22	56	44	43	51	49	73
IE	2	0	100	2	0	100	2	15	85	13	na	na	0	12	88	17
EL	3	0	100	3	0	100	3	0	100	18	27	73	30	15	85	54
ES	4	0	100	3	0	100	5	22	78	54	28	72	88	25	75	150
FR	4	25	75	4	0	100	3	34	66	29	25	75	44	28	72	80
IT	4	25	75	4	0	100	4	8	92	13	10	90	98	10	90	119
CY	3	0	100	3	33	67	3	21	79	24	54	46	24	35	65	54
LV	4	25	75	4	50	50	2	60	40	43	67	33	36	61	39	85
LT	3	0	100	3	33	67	3	42	58	12	57	43	23	46	54	41
LU	2	67	33	3	100	0	1	10	90	10	na	na	0	29	71	14
HU	3	0	100	3	0	100	3	32	68	19	39	61	69	35	65	94
MT	4	0	100	2	0	100	4	19	81	21	0	100	8	11	89	35
NL	4	0	100	4	0	100	2	24	76	21	24	76	25	21	79	52
AT	3	33	67	3	0	100	3	32	68	22	39	61	33	34	66	61
PL	4	0	100	4	0	100	4	29	71	48	33	67	70	29	71	126
PT	4	0	100	3	0	100	3	27	73	30	28	72	64	26	74	100
RO	4	25	75	4	50	50	2	35	65	17	46	54	89	44	56	112
SI	4	33	67	3	50	50	2	38	62	42	42	58	78	41	59	125
SK	3	0	100	3	50	50	2	17	83	12	34	66	50	30	70	67
FI	3	0	100	3	0	100	2	52	48	21	46	54	46	44	56	72
SE	4	25	75	4	50	50	4	48	52	27	43	57	80	43	57	115
UK	4	25	75	4	0	100	4	30	70	23	22	78	32	24	76	63
EU-27	96	16	84	92	21	79	77	32	68	728	34	66	1 368	32	68	2 265
HR	3	0	84	4	33	67	3	47	53	17	64	36	22	50	50	46

Note: 'na' indicates 'not applicable'. Due to the small number of private media organisations surveyed in each country, generalisations should not be made on a country level, however the data are still indicative on the EU level.

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Table 3.3: Indicator 1: The proportion of women and men at all decision-making levels in public media organisations by country, in the EU-27 and Croatia, 2012

EU-27 and HR	Number of public companies	Level 1			Level 2			Level 3			Level 4			TOTAL		
		Percentage of		Number of positions	Percentage of		Number of positions	Percentage of		Number of positions	Percentage of		Number of positions	Percentage of		Number of positions
		Women	Men		Women	Men		Women	Men		Women	Men		Women	Men	
BE	2	100	0	2	na	na	0	38	62	8	37	63	27	41	59	37
BG	2	50	50	2	100	0	1	90	10	10	64	36	14	74	26	27
CZ	2	0	100	2	na	na	0	0	100	12	26	74	77	22	78	91
DK	2	0	100	2	100	0	2	33	67	12	41	59	54	40	60	70
DE	2	50	50	2	33	67	3	29	71	51	23	77	71	26	74	127
EE	1	0	100	2	100	0	1	73	27	11	55	45	11	60	40	25
IE	1	0	100	1	0	100	1	29	71	7	na	na	0	22	78	9
EL	1	0	100	1	0	100	1	0	100	5	32	68	25	25	75	32
ES	2	0	100	1	0	100	2	29	71	34	39	61	44	33	67	81
FR	2	0	100	2	0	100	1	33	67	15	15	85	20	21	79	38
IT	1	100	0	1	0	100	1	0	100	2	9	91	56	10	90	60
CY	1	0	100	1	0	100	1	0	100	6	na	na	0	0	100	8
LV	2	0	100	2	0	100	1	75	25	12	74	26	23	68	32	38
LT	1	0	100	1	0	100	1	50	50	4	57	43	23	52	48	29
LU	2	67	33	3	100	0	1	10	90	10	na	na	0	29	71	14
HU	1	0	100	1	0	100	1	33	67	9	50	50	30	44	56	41
MT	2	0	100	1	0	100	2	14	86	7	na	na	0	10	90	10
NL	2	0	100	2	na	na	0	23	77	13	13	87	16	16	84	31
AT	1	100	0	1	0	100	1	23	77	13	31	69	13	29	71	28
PL	2	0	100	2	0	100	2	36	64	14	36	64	47	34	66	65
PT	1	0	100	1	na	na	0	27	73	15	13	87	8	21	79	24
RO	2	0	100	2	na	na	0	23	77	13	44	56	61	39	61	76
SI	2	0	100	1	0	100	1	38	62	8	41	59	76	40	60	86
SK	1	0	100	1	na	na	0	na	na	0	35	65	43	34	66	44
FI	1	0	100	1	na	na	0	58	42	12	41	59	29	45	55	42
SE	2	50	50	2	50	50	2	50	50	14	44	56	75	45	55	93
UK	1	0	100	1	0	100	1	38	62	8	29	71	21	29	71	31
EU-27	42	22	78	41	26	74	27	34	66	325	36	64	864	35	65	1 257
HR	1	0	100	1	50	50	2	33	67	3	67	33	15	57	43	21

Note: 'na' indicates 'not applicable'. For DK, LT, LU and NL, the mixed organisations (public and private) have been included under public.

Table 3.4: Indicator 1: The proportion of women and men at all levels of decision-making (Levels 1–4) in private media organisations, in the EU-27 and Croatia, 2012

EU-27 and HR	Number of private companies	Level 1 Percentage of Women	Level 1 Percentage of Men	Level 1 Number of positions	Level 2 Percentage of Women	Level 2 Percentage of Men	Level 2 Number of positions	Level 3 Percentage of Women	Level 3 Percentage of Men	Level 3 Number of positions	Level 4 Percentage of Women	Level 4 Percentage of Men	Level 4 Number of positions	TOTAL Percentage of Women	TOTAL Percentage of Men	TOTAL Number of positions
BE	3	0	100	3	0	100	2	17	83	29	36	64	25	24	76	59
BG	2	50	50	2	100	0	1	67	33	12	50	50	8	61	39	23
CZ	1	0	100	1	0	100	1	29	71	35	na	na	0	27	73	37
DK	1	0	100	1	0	100	1	60	40	5	31	69	16	35	65	23
DE	2	0	100	2	100	0	1	0	100	13	15	85	46	13	87	62
EE	3	0	100	2	0	100	3	36	64	11	56	44	32	46	54	48
IE	1	0	100	1	0	100	1	0	100	6	na	na	0	0	100	8
EL	2	0	100	2	0	100	2	0	100	13	0	100	5	0	100	22
ES	2	0	100	2	0	100	3	10	90	20	18	82	44	14	86	69
FR	2	50	50	2	0	100	2	36	64	14	33	67	24	33	67	42
IT	3	0	100	3	0	100	3	9	91	11	12	88	42	10	90	59
CY	2	0	100	2	50	50	2	28	72	18	54	46	24	41	59	46
LV	2	50	50	2	100	0	1	55	45	31	54	46	13	55	45	47
LT	2	0	100	2	50	50	2	38	62	8	na	na	0	33	67	12
LU	0	na	na	0	na	na	0	na	na	0	na	na	0	na	na	0
HU	2	0	100	2	0	100	2	30	70	10	31	69	39	28	72	53
MT	2	0	100	1	0	100	2	21	79	14	0	100	8	12	88	25
NL	2	0	100	2	0	100	2	25	75	8	44	56	9	29	71	21
AT	2	0	100	2	0	100	2	44	56	9	45	55	20	39	61	33
PL	2	0	100	2	0	100	2	26	74	34	26	74	23	25	75	61
PT	3	0	100	2	0	100	3	27	73	15	30	70	56	28	72	76
RO	2	50	50	2	50	50	2	75	25	4	50	50	28	53	47	36
SI	2	50	50	2	100	0	1	38	62	34	100	0	2	44	56	39
SK	2	0	100	2	50	50	2	17	83	12	29	71	7	22	78	23
FI	2	0	100	2	0	100	2	44	56	9	53	47	17	43	57	30
SE	2	0	100	2	50	50	2	46	54	13	20	80	5	36	64	22
UK	3	33	67	3	0	100	3	27	73	15	9	91	11	19	81	32
EU-27	54	12	88	51	18	82	50	30	70	403	32	68	504	29	71	1 008
HR	2	0	88	3	0	100	1	50	50	14	57	43	7	44	56	25

Notes: 'na' indicates 'not applicable'. For DK, LT, LU and NL the mixed organisations (public and private) have been included under public. Due to the small number of private media organisations surveyed in each country, generalisations should not be made on a country level, however, the data are still indicative on the EU level.

Indicator 2: The proportion of women and men on the boards of media organisations in the EU

Concept: This indicator provides information on the proportion of women and men on the boards of media organisations. Boards are generally the strategic decision-taking bodies of the media organisations, and in some are also responsible for executive decision-making for part of the organisation. The members of the boards form the most senior external oversight committee, either of the organisation or of its parent company, and in most of the cases are not paid employees of the media organisation. The indicator includes both the chairpersons and the members of the boards.

The indicator shows the share of women in positions in the top strategic decision-making bodies of the media organisation.

Data source: The data were collected in summer 2012, using a structured questionnaire.

Cognisance must be taken of the fact that the sample size was small and therefore the findings are indicative.

Data overview: The figure includes the members and the chairperson of the decision-making boards of the surveyed media companies. In the selected public media organisations in the EU, women occupy 29 % of the positions in decision-making bodies. In the private media organisations, women are less represented in decision-making bodies and only 21 % of positions are occupied by women.

In general, the indicator demonstrates that women's participation in decision-making bodies in media organisations is higher in public media organisations than in private ones. On average, in the media organisations surveyed, the proportion of women in decision making bodies is 25 %.

Indicator 3: Policies to promote gender equality in media organisations

Concept: This indicator tracks the extent to which media organisations address the issue of gender equality within their internal policies. It reviews the presence of codes of conduct, mechanisms for implementation and monitoring gender equality, and also practical measures adopted by organisations in order to support women's career development and to improve the gender balance.

It encompasses:

- policy measures, to include, for example, policies on gender equality/codes of conduct; equality opportunities/diversity (to include gender); sexual harassment in the workplace; dignity in the workplace; maternity, paternity and parental leave;
- implementation and monitoring mechanisms; committees on equality-policy issues, harassment advisors; equality/diversity department or officers;
- practical measures to foster women's advancement and the portrayal of women in the media including trainee positions specifically for women; leadership/management training for women; equality-awareness training for staff.

Data source: The data were collected in summer 2012, using a structured questionnaire.

Cognisance must be taken of the fact that the sample size was small and therefore the findings are indicative.

Data overview: The indicator shows that almost half (47 %) of the selected media organisations in the EU have at least one policy/code for gender equality: 26 % of these media companies in the EU have a gender equality policy or code of conduct, and 21 % have an equal opportunities or diversity policy. A sexual harassment policy exists in 23 % of media companies, followed by a Dignity at Work policy (18 %), a policy relating to maternity leave (17 %) and a policy relating to paternity leave (16 %). A quarter of media companies have at least one implementation and monitoring mechanism in place: a committee responsible for the equality policy (16 %), an equality/diversity officer (14 %), an equality/diversity department (9 %) or harassment advisors (4 %). Finally, 9 % of media companies have at least one practical measure in place: equality-awareness training for staff (8 %), leadership/management training for women (6 %) or a trainee position for women (3 %).

Policies to promote gender equality are more often implemented in public than in private media organisations: more than half of public media companies (52 %) and 43 % of private media companies have at least one policy/code for gender equality; 29 % of public and 22 % of private companies have at least one implementation and monitoring mechanism; and 14 % of public and 6 % of private companies have at least one practical measure in place.

Table 3.5: Indicator 2: The proportion of women and men in the decision-making after bodies (board) of public and private media organisations by country, in the EU-27 and Croatia, 2012

EU-27 and HR	Public and private				Public organisations				Private organisations			
	Number of organisations	Percentage of		Number of positions	Number of organisations	Percentage of		Number of positions	Number of organisations	Percentage of		Number of positions
		Women	Men			Women	Men			Women	Men	
BE	5	23	77	80	2	36	64	42	3	8	92	38
BG	4	9	91	11	2	13	87	8	2	0	100	3
CZ	3	7	93	44	2	7	93	28	1	6	94	16
DK	3	27	73	33	2	28	72	18	1	27	73	15
DE	4	20	80	25	2	67	33	3	2	14	86	22
EE	4	21	79	28	1	22	78	23	3	20	80	5
IE	2	43	57	14	1	45	55	11	1	33	67	3
EL	3	8	92	26	1	13	87	8	2	6	94	18
ES	4	23	77	39	2	32	68	25	2	7	93	14
FR	4	24	76	38	2	28	72	25	2	15	85	13
IT	4	13	87	47	1	25	75	8	3	10	90	39
CY	3	17	83	12	1	13	87	8	2	25	75	4
LV	4	50	50	8	2	50	50	2	2	50	50	6
LT	3	32	68	37	1	40	60	15	2	27	73	22
LU	2	12	88	25	2	12	88	25	0	na	na	0
HU	3	5	95	19	1	0	100	6	2	8	92	13
MT	4	38	62	8	2	38	62	8	2	na	na	0
NL	4	17	83	30	2	21	79	19	2	9	91	11
AT	3	25	75	44	1	14	86	28	2	44	56	16
PL	4	18	82	33	2	24	76	17	2	13	87	16
PT	4	27	73	59	1	34	66	35	3	17	83	24
RO	4	44	56	43	2	46	54	24	2	42	58	19
SI	4	19	81	42	2	14	86	36	2	50	50	6
SK	3	21	79	38	1	36	64	11	2	15	85	27
FI	3	41	59	70	1	47	53	30	2	38	62	40
SE	4	54	46	35	2	62	38	21	2	43	57	14
UK	4	33	67	36	1	55	45	11	3	24	76	25
EU-27	96	25	75	924	42	29	71	495	54	21	79	429
HR	3	45	55	31	1	38	62	16	2	53	47	15

Notes: 'na' indicates 'not applicable'. For DK, LT, LU and NL, the mixed organisations (public and private) have been included under public. Due to the small number of private media organisations surveyed in each country, generalisations should not be made on a country level, however, the data are still indicative on the EU level.

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Table 3.6: Indicator 3: The policies, measures and implementing bodies existing in media organisations in the EU-27 and Croatia, 2012

Policy/ implementation and monitoring mechanism/ practical measures		Public and private media organisations				Public media organisations				Private media organisations			
		Number of organisations	Percentage of organisations			Number of organisations	Percentage of organisations			Number of organisations	Percentage of organisations		
			Yes	No	Total		Yes	No	Total		Yes	No	Total
Policies	At least one policy exists	96	47	53	100	42	52	48	100	54	43	57	100
	Gender-Equality Policy, code of conduct	96	26	74	100	42	38	62	100	54	17	83	100
	Equality opportunities/ Diversity Policy	96	21	79	100	42	24	76	100	54	19	81	100
	Policy on sexual harassment in the workplace	96	23	77	100	42	29	71	100	54	19	81	100
	Dignity at Work policy	96	18	82	100	42	21	79	100	54	15	85	100
	Policy relating to Maternity Leave	96	17	83	100	42	21	79	100	54	13	87	100
	Policy relating to Paternity Leave	96	16	84	100	42	21	79	100	54	11	89	100
Practical measures	At least one measure exists	96	9	91	100	42	14	86	100	54	6	94	100
	Trainee positions specifically for women	96	3	97	100	42	7	93	100	54	0	100	100
	Leadership, management training for women	96	6	94	100	42	10	90	100	54	4	96	100
	Equality awareness training for staff	96	8	92	100	42	12	88	100	54	6	94	100
Implementation and monitoring mechanism	At least one body exists	96	25	75	100	42	29	71	100	54	22	78	100
	Committee responsible for equality policy issues	96	16	84	100	42	21	79	100	54	11	89	100
	Harassment advisors	96	4	96	100	42	7	93	100	54	2	98	100
	Equalities/ Diversity Department	96	9	91	100	42	14	86	100	54	6	94	100
	Equalities/ Diversity Officer	96	14	86	100	42	21	79	100	54	7	93	100

Notes: the mixed organisations (public and private) have been included under public.

The full set of data for 2012 is available in Annex 2.

4. Conclusions and recommendations

4. Conclusions and recommendations

The report marks the first effort in the framework of the implementation of the Beijing Platform for Action (BPfA) to propose indicators — measuring the progress of gender equality in media organisations in the EU. It explores the extent to which women occupy decision-making positions across a range of major media organisations in the 27 EU Member States and Croatia and identifies the extent to which those same organisations have developed gender-equality policies, the mechanisms that are put in place to monitor such policies and the kinds of specific initiatives taken to further support women's career development. The existing consensus at the EU level on the need to promote gender equality in the media could be strengthened by regular monitoring and use of the proposed indicators.

4.1 Conclusions

Persistent gender inequalities in the media sector can be challenged by advancing women in decision-making

The role of the media industry has always been considered crucial for the promotion of gender equality. Media not only reflects but also creates sociocultural patterns and norms and is increasingly seen as a powerful actor in shaping public opinion and culture.

While women have considerably outnumbered men in university level and practice-based journalism programmes (Eurostat, Education statistics, 2010) and women are employed in media professions in ever-increasing numbers (Eurostat, LFS, 2011), the organisational culture of media organisations remains largely masculine, and women are still significantly under-represented in the decision-making structures of media organisations.

The persistent inequalities in the form of under-representation, glass-ceiling barriers to advancement and low pay (compared to men) remain firmly embedded within the media sector. There is a large degree of vertical segregation within media organisations where women are vastly under-represented at higher levels. A considerable body of work shows that a glass ceiling prevents the advancement of women into higher-ranking jobs. Studies also suggest that women and men are progressively segregated by different functions, with different degrees of importance and/or prestige (e.g. magazines vs newspapers), roles requiring different skills and competences (e.g. low representation in technical areas). The problems of segregation, both vertical and horizontal, underpinned by a deep-seated masculine culture need to be tackled, not least because the media sector

suffers from a problem of retention, causing a loss of talent, which Europe can ill-afford. Given that it is precisely media content that, at least to some extent, fosters a broad understanding of the complexities of gender equality and also actively across all players in society, including policymakers and the public, it is urgent to break this reinforcing loop.

For the future it is thus important to tackle these issues, in the first instance by recognising that women's presence in the workforce is not the same as women's presence in decision-making. Improving the participation of women in decision-making roles could change the media sector.

Explicit EU and national policies to advance women in decision-making positions should be extended to the media sector

The 4th World Conference on Women in Beijing, 1995, formally recognised the relationship between women and the media as being one of the major areas of concern to achieving equality between women and men in contemporary societies. The Beijing Platform for Action identified women's limited access to creating media products and decision-making in the media and culture industries as a core area where action by UN Member States and the media industry was needed. The EU endorsed the BPfA at the European Council summit in Madrid in 1995, and committed to its implementation.

Over the past 2 decades, European institutions have adopted a number of decisions, directives and recommendations (e.g. Directive 89/552/EEC concerning the provision of audio-visual media services and its subsequent amendments, including Directive 2007/65/EC on the pursuit of television broadcasting activities) which, taken together, constitute a solid legal and policy framework which might be used by all private sector organisations, including media organisations to promote gender equality and foster the advancement of women within their organisations.

The European Commission has addressed the relationship between women and the media in the broader context of policies aimed at fostering equal opportunities for women and men (e.g. COM(90) 449, COM(2000) 335, COM(2006) 92, COM(2010) 491). The European Commission's Strategy for Equality between Women and Men 2010-2015, focuses on persistent inequalities in terms of decision-making positions for women and men. The European Parliament, in its 1997 Resolution on discrimination against women in advertising, recognises that existing European legislation in this fast-evolving sector is inadequate and calls on EU Member States to intervene in decision-making procedures and to respect international pacts for non-discrimination while

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inviting media industries and advertising companies to contribute to fostering respect for human rights.

Despite the European Union's long-standing commitment to gender equality in decision-making, including its recent efforts in relation to improving the gender balance among non-executive directors of companies listed on the stock exchange, progress continues to be slow. The review of the policy documents shows instead that they are predominantly focused on improving the portrayal of women in media content. Explicit policies which encourage media industries to enable more women to reach decision-making positions in the media industry are lacking. Self-regulation practices within media organisations represent significant progress, but there is still a lack of a comprehensive approach applicable to all media industries and effective enforcement in practice.

A number of policies and actions from different actors have been developed, providing evidence of a continuing awareness of gender inequalities at the level of policymaking and governance. However, the principle of gender equality being considered and included in the design and implementation of policies, as part of a gender-mainstreaming approach, is still not applied to ensure a critical mass of women in decision-making in any sector on an EU-wide basis.

New indicators to monitor the progress of gender equality in decision-making in media organisations proposed

Three indicators have been proposed for measuring Objective J.1 of the Beijing Platform for Action on increasing the participation and access of women to expression and decision-making in and through the media, as well as new technologies of communication. Two of these indicators analyse the representation of women in decision-making positions in media organisations and on the decision-making boards of media organisations. The third indicator assesses the existence of policies specifically developed in media organisations for the promotion of gender equality.

Indicator 1 provides information on the proportion of women and men in decision-making posts within media organisations, across a range of management and operational functions, having both strategic and executive decision-making power. The indicator shows the extent to which women occupy positions associated with senior decision-making across a range of functions within media organisations, including policymaking and programme-making. There are four different decision-making levels covered by the indicator, ranging from those occupying the highest strategic roles, down the organisational chain of command to senior managerial positions, which operate at a low-/mid-level decision-making capacity. These are labelled in decreasing order of responsibility from Level 1 to Level 4.

Although women's presence in the workforce is relatively high, the results show that women continue to be under-represented in the decision-making structures of major media organisations, both at operational levels as senior managers and at strategic levels, as CEOs. The indicator shows that women's participation in decision-making is higher at the lower levels of decision-making power, but only reaches an average of 32 % at EU level. Women occupy only 16 % of the highest-level decision-making positions (Level 1) within selected media organisations in the EU. The presence of women in decision-making posts increases as the level of the position decreases (21 % of positions at Level 2 to 32 % at Level 3, and reaching 34 % at Level 4).

Indicator 2 provides information on the proportion of women and men on the boards of media organisations. Boards are generally strategic decision-taking bodies and in some cases are also responsible for the executive decision-making of part of the organisation. The members of the boards form the most senior external oversight committee, either of the organisation or of its parent company, and in most of the cases are not paid employees of the media organisation.

Women comprise just one in four board member positions in selected media organisations in the EU. The indicator also shows that women are better represented on the boards of public-service broadcasters than in those of private media organisations.

Indicator 3 provides information on the existence of a range of policies, codes of conduct, mechanisms for implementation and monitoring gender equality, and also practical measures implemented to support women's career development and the achievement of gender equality in decision-making in media organisations.

This indicator charts the extent to which media organisations address the issue of gender equality within its internal policies. It shows that almost half (47 %) of selected media companies in the EU have at least one policy/code for gender equality: 26 % of media companies in the EU have a gender-equality policy or code of conduct and 21 % have an equal opportunities or diversity policy. A quarter of media companies have at least one implementation and monitoring mechanism and 9 % of media companies have at least one practical measure in place. While few organisations are proactive in pushing forward the gender agenda, public-service broadcasters are more likely than private organisations to have a policy, code or measure in place.

Importantly, the relationship between the existence of gender-equality policies and high levels of women in decision-making positions is not straightforward — sometimes the two aspects go together and sometimes not. This suggests that the cultural context of an organisation has a significant impact on women's career prospects. A supportive working environment that recognises the value of women's

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and men's contribution and which acknowledges their different family and caring responsibilities is as important as the existence of formal equality policies, not least because the latter, without a mechanism for monitoring and implementation, only amounts to a commitment on paper.

4.2 Recommendations

Internal policies and measures could tackle an organisational culture that prevents women's advancement in decision-making

It is recommended that women are involved in the design and implementation of effective and efficient gender-sensitive policies and programmes within media organisations, at all levels. Also, it is recommended that regular monitoring of implementation is carried out to foster equality between women and men.

It is crucial that media organisations develop strategies specifically addressing the under-representation of women in decision-making and the barriers that women face in their professional advancement. Such strategies can ensure the critical mass of women employed in the media sector to reach prominent and influential decision-making posts.

It is important to promote an employee-centred organisational culture, a gender-friendly and sensitive senior management team and the establishment of specific policies and practical measures, to which all employees are committed.

At the organisational level, there are many practical measures of self-regulation that media organisations can introduce to encourage more women into top decision-making roles. It is important for organisations to ensure fair, transparent recruitment and promotion policies, and gender-awareness trainings for selection and/or promotion committees. Gender training for recruitment specialists and top-level managers could broaden an understanding of how the terms and language used in descriptions of job vacancies can be subtle deterrents to women, or proper instructions for managers on managing people (women and men) might be crucial for the running of an organisation. Such gender trainings would also have the effect of detecting and, hopefully, reversing existing and ingrained gender biases, and would improve recruitment policies.

Workplace culture and managerial attitudes can often cause low assessment of women's own capacities, adversely impacting on their self-esteem. This can, likewise, reinforce a gendered environment, which implicitly privileges and encourages one sex at the expense of the other. Traditionally this tends to foster men's talent over women's. One way to challenge this would be to initiate structural changes of organisation.

For instance, work–life balance still constitutes a key issue in the advancement of women in many organisations, including media organisations. It is crucial to promote men's involvement in sharing the responsibilities for family duties, and thus contribute to a more balanced engagement of women and men in their professional and private lives. The avoidance of late meetings could be an example, thus preventing women employees from skipping these meetings and decreasing their stress of being forced to make last-minute alternative childcare arrangements.

Further to the climate and culture of an organisation, companies, including media companies, can also work on creating, developing and fostering skills and competences among staff. There could be specific mentoring of women employees and leadership programmes to increase the representation of women at top-level decision-making positions. Career planning tools targeting women might be implemented to identify future leaders and to encourage these employees. In addition, media organisations are recommended to pay attention to increasing the confidence of women through training, for example with a focus on developing and strengthening their networking skills, which are so essential to working in all fields, including the field of media.

However, the aforementioned policies and practical measures need to be supported by definitive action at national and EU policy level. It also means a better fit between policies promoting gender balance in decision-making posts and policies addressing gender inequalities in the media sector.

National policymakers should encourage active measures on gender equality in media organisations

Efforts to increase the representation of women in decision-making positions in media organisations should be constant and more efficient at national policy level. Policies should ensure that media organisations, like all organisations, strive to design and implement comprehensive strategies and, inter alia, make selection, recruitment and promotion processes transparent and based on merit and competence. Policies should ensure that those strategies move beyond a passive general commitment to gender equality, towards proactive action plans to promote equality within organisations. Currently, the mere presence of codes of conduct to promote gender equality in many organisations, including media organisations, is not a sufficient condition for change.

Policies should strengthen the focus on women's leadership roles within the media sector to complement initiatives on women in decision-making roles, while at the same time respecting the principle of freedom of speech of the media. At present, the proposed EU and national initiatives to improve the gender balance on corporate boards do not particularly target the media sector.

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National policymakers should support more activities and actions that consider steps to improve awareness of gender equality in the media. Media can be attracted and encouraged to reflect the broader issues of gender equality as well as assume its important role in fostering gender equality. Offering the space for critical debate and discussions could help the media establish itself as a supporter of gender equality.

National media regulatory bodies play a significant role in setting the pace of developments within the media sector. Encouraging them to take up the subject of gender equality in decision-making in media organisations and supporting them in addressing this subject can be an efficient mechanism that national policymakers can utilise.

Financial support to women's organisations active in the media sector should be ensured as a means to promote and support gender equality. It is recommended that specific funding for projects on women and the media are made available to support civil society's initiatives in this area. Good practices in other areas of funding show that combining the award of public funds with obligatory gender-equality measures can have an impact on the commitment of contractors and beneficiaries. For example, in some EU Member States, the award of public contracts relies on the active implementation of gender-equality measures in the applying organisation.

Sharing good practices could create change

Successful and functioning practices, like a quota system in public and private media organisations or national media-regulatory bodies should be identified and shared. For example, in 2012 in Austria the national public broadcasting organisations adopted the Active Equalisation plan for women and men that sets up the principle of supporting women to reach those positions where they are less than 45 % by 2018.

Governments could also commit to undertake educational and awareness-raising campaigns on media and gender equality, and to promote non-stereotypical gender representation in the media, with a view to improving the visibility and expression of women in the media. Furthermore, it is essential that national governments cooperate with media and civil society organisations on creating a platform of good practices for women and the media.

Professional media organisations and associations could be good examples of gender-sensitive internal structures

Professional associations and unions associated with different aspects of media professional practice are important actors in the promotion of gender equality in media organisations. It is important that the mainstream professional media associations actively promote gender equality in their own internal structures by establishing internal gender-equality policies and bodies, e.g. a gender-equality council and equality or diversity officers. The message of promoting gender equality is more effectively internalised in media organisations if it comes from those professional bodies tasked with advising and protecting media employees.

Professional media associations should play an active role in developing practical strategies of gender equality and providing tools for the empowerment of under-represented groups in decision-making in the media industry.

Professional associations should encourage the establishment of media watch groups that can monitor media policies, structures and content, and consult with media organisations to ensure that gender-equality and diversity concerns are properly reflected. In this regard, it is important to create an environment for constructive cooperation of civil society organisations, (including unions) and media organisations' management in developing gender-equality strategies. Media watch groups and non-governmental organisations should also be referred to in the national media action plans.

It is important to strengthen the networking between women's non-governmental organisations and professional media organisations in order to recognise the specific needs of women in the media sector, to facilitate an increased participation of women in communication and to promote women in decision-making in the media.

In addition, women media professionals' (journalists, film-makers, etc.) groups should be encouraged to take gender inequality concerns in the media into account and promote more gender-sensitive organisational cultures.

4.3 Suggestions for future research

Extend the scope of research to online, digital and private media sectors

In order to further build upon the existing body of knowledge on the subject of women and the media and in order to gain a more comprehensive and sophisticated understanding of the highly complex modern-day media industry, it is important to extend the scope of the research to the online and digital-media sectors. The current report focused on large-scale media organisations but the explosion in online and digital technologies means that the reach of many new media forms such as Twitter and Facebook is significant. The ways in which new media, and digital technologies more generally, are structured, make them attractive to women as both consumers and producers of content.

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Understanding the potential of the Internet as a source of employment, a vehicle for women's visible empowerment, but also a medium through which sex-based discrimination continues to be played out, is an important aspect of any future research agenda.

A more in-depth study of private media is also important due to the proliferation of small and medium-sized media industries: it is another potential entry route for women media practitioners. However, the private sector is much more difficult to regulate in terms of gender equality, so a better understanding of the private media sector is vital.

Support and fund research on women's and men's career advancement in the media sector

There is a need to further develop knowledge on how women and men experience their working lives and organisational culture in media industries for devising employment policies and practices. Knowing about means of coping with the glass ceiling and overcoming it and breaking stereotypes in order to further advance one's own career would help organisations to expand their knowledge in this area and change the existing situation. This type of research can also serve a much broader purpose of offering good practices to organisations that want to be gender sensitive and advance gender equality in their decision-making structures.

Ensure the availability of comparable and representative research on gender and the media at the EU level

It is important to support research, which is comparable across Member States, that provides contextual information and allows key trends to be discerned over time. Methodologies need to be improved, especially methodologies that assess and evaluate the impact and effectiveness of gender-equality policies and measures within the media organisations. Also, carrying out EU-wide research with increased sample sizes may produce representative and generalisable data. There is also a need to branch out research to provide data and information, not only on news organisations as is the case in most current studies, but also on the wider media and communications industry such as film, marketing, public relations and publishing.

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Annex 1 Methodology for data collection

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1.1 Principal aim

The overall aim is to propose indicators to monitor and evaluate the extent to which gender equality is being advanced in media industries, with specific emphasis on women's employment in decision-making positions and the existence of gender-equality policies and their scope.

1.2 Objectives

The objectives of the study are to:

- explore women's presence in decision-making structures across a range of major media organisations, including public-service broadcasters within the EU Member States and Croatia;

- determine the extent to which these major media organisations have developed gender-equality plans, equality or diversity codes and other forms of self-regulation to avoid discrimination on the grounds of sex;

- identify what actions and strategies have been undertaken at the national level, to promote gender equality in the media, at the level of civil society, NGOs, unions and professional associations and government;

- understand how senior women media professionals experience their working lives.

1.3 General methodological approach

The data collection was carried out by a team of selected senior researchers from each Member State and Croatia and coordinated by the three senior researchers and managers of the project.

The data collection was structured in four phases. During the first phase, the research team agreed on the numbers and specific media organisations to be studied. The criteria used for the selection of the media organisations were the following:

(a) the type of funding that organisations receive for their functioning (public or private funding);

(b) the public-funded media organisations need to be the national broadcaster; in each Member State, the national public TV and radio providers were the media organisations analysed;

(c) private-funded media organisations were selected based on a mixture of several criteria: reach, audience figures, newspaper circulation ([19]) and influence.

Using these criteria and WACC's media-density index ([20]), the national researcher was able to determine which organisations should be included in the study. In addition, the members of the research team in each participating country used their knowledge of their particular national media context to further define which private media organisations should be included in the study.

For each country, the public-service broadcaster had to be included, as well as up to three private organisations, depending on media density. Using WACC's media-density index, the number of organisations from each country was identified and this ranged from two to five; although 26 of the 28 researchers included at least three organisations in their national sample. The aim was to include a range of large-scale media organisations, which would be indicative, if not representative, of the EU media landscape and would provide comparative data (against the public-service broadcasters). In most countries, the private media selected comprised at least one newspaper and at least one TV station: radio stations were included in countries where radio was particularly popular, or in high media-density countries, or where the public-service broadcaster split TV and radio into two separate operational structures. The criteria for selecting the private media organisations included size of organisation, popularity of service or product and importance. In most countries, decisions had to be made using several criteria. It should be noted, however, that the selection of media organisations does involve a certain degree of subjectivity.

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Table 1: Media organisations surveyed by country and the sources consulted

	Organisation	Type	Funding	Source of data
Belgium	SBS Belgium	TV	Private	http://www.corelio.be/nl/pagina/de-vijver-media; Personal information from Michael Free (HR Manager SBS Belgium);
	VMMA	TV+Radio	Private	http://www.persgroep.be/en/corporate/group-structure;
	VRT	TV +Radio	Public	http://www.vrt.be/wie-zijn-we/wie-is-wie; Interview with Geertje De Ceuleneer & Marie-Paule Provost (members diversity committee);
	RTBF	TV+Radio	Public	http://ds.static.rtbf.be/article/pdf/composition-ca-1299681186.pdf;
	Sud Presse	Newspaper	Private	http://pro.sudpresse.be/contacts_direction2.php; http://www.rossel.be/societes/groupe-rossel;
Bulgaria	Bulgarian National Radio (BNR)	Radio	Public	http://bnr.bg; http://radiovarna.bnr.bg/Pages/Contacts.aspx;
	Bulgarian National Television (BNT)	TV	Public	http://bnt.bg/bg/about/11/article/304; http://bnt.bg/bg/about/11/article/3;
	PRESSA	Newspaper	Private	http://pressadaily.bg;
	bTV Media group	TV+Radio	Private	http://btv.bg;
Czech Republic	Cesky Rozhlas	Radio	Public	http://www.rozhlas.cz/informace/vedeni/; http://www.rozhlas.cz;
	Česká televize [Czech Television]	TV	Public	http://www.ceskatelevize.cz/vse-o-ct/lide/management/vedeni-ceske-televize/; http://www.ceskatelevize.cz/english/management/; http://www.ceskatelevize.cz/vse-o-ct/lide/vedouci-utvaru-generalniho-reditele/;
	Mladá Fronta Dnes (abbr. MF Dnes or MF DNES)	Newspaper	Private	http://www.mafra.cz/cs/default.asp-y=mafra_all\cs_o-spolecnosti_vedeni-spolecnosti.htm&menu; http://www.mafra.cz/cs/default.asp-y=mafra_all\cs_o-spolecnosti_reditele-utvaru.htm&menu; http://epaper.mfdnes.cz/o-mf-dnes/kdo-jsme/nasi-lide;
Denmark	Politiken	Newspaper	Private	http://www.jppol.dk/da/specialsider/om-os/direktion.aspx; http://www.jppol.dk/da/artikler/dagblade/politiken.aspx;
	DR	TV+Radio	Public	http://www.dr.dk/OmDR/Fakta+om+DR/Organisation/20060526142625.htm;
				http://www.dr.dk/NR/rdonlyres/F41F5F7D-1BC4-4103-A6B21FD098EB07E1/0/organisationsbillederev10082012.pdf;
	TV2	TV	Mixed	http://omtv2.tv2.dk/index.php-id=38; http://omtv2.tv2.dk/fileadmin/user_upload/billeder/pdf_filer/TV_2_organisationsdiagram.pdf;
Germany	RTL Group	TV+Radio	Private	http://kommunikation.rtl.de/de/pub/unternehmen/management.cfm-Navigation=1; http://www.mediengruppe-rtl.de/de/pub/ueber_uns/management.cfm;
				http://www.infonetwork.de/cms/geschaeftsfelder/tv_produktionen/taegliche_sendungen/rtl_aktuell/;
	Südwestrundfunk (SWR)	TV+Radio	Public	http://www.swr.de/unternehmen/wer-uns-kontrolliert/rundfunkrat-interessensvertretung/-/id=7687284/nid=7687284/did=213538/; http://www.swr.de/unternehmen/wer-uns-kontrolliert/mitglieder-verwaltungsrat-swr-liste/-/id=7687284/nid=7687284/did=8885968/1skzpzn/index.html; http://www.swr.de/unternehmen/wer-uns-kontrolliert/verwaltungsrat-kontrolle/-/id=7687284/nid=7687284/did=220240/10a2do/index.html;
	Süddeutsche Zeitung	Newspaper	Private	http://www.sueddeutscher-verlag.de/info/facts/management; http://www.sueddeutsche.de/verlag/impressum-sueddeutsche-zeitung-gmbh-1.550074;
	Westdeutscher ndfunk (WDR)	TV+Radio	Public	http://www.wdr.de/unternehmen/service/infomaterial/pdf/unternehmen/120712_GB11_Internet.pdf;

	Organisation	Type	Funding	Source of data
Estonia	Eesti Ekspress	Newspaper	Private	http://www.ekspress.ee/misc/kontakt/;
	Kanal 2	TV	Private	http://www.eestimeedia.ee/kontsernist/inimesed; http://kanal2.ee/meeskond;
	Postimees	Newspaper	Private	http://www.eestimeedia.ee/kontsernist/inimesed; http://www.postimees.ee/-r=194;
	Estonian Public Broadcasting	TV+Radio	Public	http://www.err.ee/sisu.aspx-s=7&a=15;
Ireland	Independent News & Media	Newspaper	Private	Independent News & Media, Independent News and Media PLC Annual Report 2011, Independent News & Media, 2012, p. 19;
	Raidio Teilifis Eireann (RTE)	TV+Radio	Public	RTE, Raidio Teilfis Eireann Annual Report and Group Financial Statements 2011, RTE, 2012, p. 46-48-49;
Greece	Kathimerini	Newspaper	Private	http://portal.kathimerini.gr/profile ; http://www.publicity-guide.gr/index.php-id=11681&client_id=33&from=620 ; http://www.advertising.gr/Company/3106/I-KAThIMERINI/;
	MEGA CHANNEL	TV	Private	http://www.megatv.com/article.asp-catid=14744 ; http://media.megatv.com/pegasus/Multimedia/pdf/org2010eng_id238784.pdf;
	NET (New Greek Television)	TV+Radio	Public	http://www.ert.gr/company/index.php-option=com_wrapper&view=wrapper&Itemid=173; http://www.ert.gr/company/index.php-option=com_wrapper&view=w1rapper&Itemid=173;
Spain	El Pais	Newspaper	Private	http://www.prisanoticias.com/es/pagina/organigrama/; http://www.lamoncloa.gob.es/ServiciosdePrensa/Agendadelacomunicacion/index.htm-Nivel1=90&Nivel2=113; http://economia.elpais.com/economia/2012/07/20/actualidad/1342803905_976072.html; http://sociedad.elpais.com/sociedad/2012/05/26/actualidad/1338053858_992372.html;
	Radio Nacional de España	Radio	Public	http://www.rtve.es/rtve/20120629/consejo-administracion-rtve-nombra-nuevos-responsables-direccion-general-corporativa-rne-informativos-tve/540568.shtml; http://www.lamoncloa.gob.es/NR/rdonlyres/120271BF-7C97-422E-B6B0-3938B9BE2E5F/0/Agenda2012.pdf;
	Televisión Española TVE	TV	Public	http://www.lamoncloa.gob.es/NR/rdonlyres/120271BF-7C97-422E-B6B0-3938B9BE2E5F/0/Agenda2012.pdf ; http://www.vertele.com/noticias/mas-relevos-en-rtve-sustituye-a-los-directores-de-11-centros-territoriales;
	Tele 5 — Mediaset España Comunicación	TV	Private	http://www.mediaset.es/inversores/es/consejo-de-administracion.html;
France	Aujourd'hui — (Le Parisien)	Newspaper	Private	http://www.leparisien.fr/services/kifekoi/eparis.htm; http://www.leparisien.fr/services/kifekoi/direction.htm; http://www.leparisien.fr/services/kifekoi/dir_redac.htm;
	France 2	TV	Public	http://www.francetelevisions.fr/groupe/comite-executif.php; http://www.francetelevisions.fr/actualite_spip/spip.php-article2005;
	Radio France	Radio	Public	http://www.radiofrance.fr/lentreprise/reperes/; http://sites.radiofrance.fr/chaines/france-bleu;
	TF1	TV	Private	http://www.groupe-tf1.fr/le-groupe/principaux-dirigeants/principaux-dirigeants-5791270-843.html; http://s.tf1.fr/mmdia/a/48/3/communique-reorganisation-tf1-05-05-2011-fr-10457483jgcbf.pdf-v=1; http://wecastmedia.fr/nominations-chez-tf1/;

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	Organisation	Type	Funding	Source of data
Italy	Corriere della Sera	Newspaper	Private	http://www.rcsmediagroup.it/wps/portal/mg/ilgruppo/organigramma-deiverticisocietari-language=it; Newspaper itself; http://www.primaonline.it/2010/04/19/79890/giro-di-poltrone-al-corriere-della-sera/;
				http://www.rcsmediagroup.it/wps/portal/mg/pressarea/detail-WCM_GLOBAL_CONTEXT=/RCSMG_Content_IT/home/leftmenu/press+area/press+release/2012/assemblea+2012&language=it; http://fr.economiaesocieta.org/programma/Milano/14_maggio_15.30/Casa_della_Carita/relatori/Daniele_Manca.kl; http://www.primaonline.it/2012/02/15/101905/vercesi-a-%E2%80%98sette%E2%80%99-di-piazza-al-%E2%80%98corriere%E2%80%99/; http://www.iodonna.it/casa/fiori-decor/2012/orticola-2012-30678366360.shtml;
	Mediaset	TV	Private	http://www.mediaset.it/investor/governance/organi_it.shtml; Institutional analysis and Documentation DG; http://www.tv.mediaset.it/quimediaset/rubriche/13_domande_13/archivio_episodi.shtml-1#page;
	La Repubblica	Newspaper	Private	http://www.repubblica.it/static/servizi/gerenza.html-ref=HRF-1; http://www.gruppoespresso.it/it/governance/management/organigramma.html; http://www.gruppoespresso.it/it/governance/management.html; http://it.scribd.com/doc/81922343/Venerdi-di-Repubblica-17-02-2012; http://affaritaliani.libero.it/mediatech/hamaui160712.html; http://www.primaonline.it/2010/05/24/80857/da-caporedattore-a-direttore-del-%E2%80%98venerdi-di-repubblica%E2%80%99-2/; http://www.stampacadabra.it/2011/09/13/il-nuovo-affari-finanza-si-venerdizzato/; http://www.gqitalia.it/show/lifestyle/2011/10/fabio-volo-libro-bestseller-articolo-gq-settembre-fabio-nessuno-e-centomila-seconda-parte; http://www.spazio-rp.it/Media/011.pdf; http://www.rai.it/dl/radio1/2010/programmi/Page-1c886991-42d6-477c-9e8b-5d7a128f15cf.html;
	RAI – Radiotelevisione italiana S.p.a.	TV+Radio	Public	http://www.ufficiostampa.rai.it/struttura.html; http://www.tg1.rai.it/dl/tg1/2010/articoli/ContentItem-44c24d99-ac53-4d97-b2d6-76596ea408da.html; Institutional and international relations DG;
Cyprus	CYBC	TV+Radio	Public	http://www.cybc.com.cy/index.php/management; http://www.cybc.com.cy/index.php/board-of-directors;
	DIAS MEDIA GROUP	TV+Radio	Private	http://servicesguidecy.com/media/dias.htm; Interview with HR Manager (Antonis Karatzias)
	Phileleftheros LTD	Newspaper	Private	Interview with Miranda Archodidou (HR Manager) (woman) and Yannis Vassileiou (HR Vice Chair) (man)
Latvia	Latvian Radio (LR)	Radio	Public	http://www.latvijasradio.lv/par-mums.html-tab=6;
	Latvian Television (LTV)	TV	Public	http://www.ltv.lv/info/kontakti/;
	Lauku Avīze	Newspaper	Private	http://www.lursoft.lv/uznemumu_datu_bazes.html; http://la.lv/index.php-option=com_content&view=article&layout=simple&id=18104&Itemid=412;
	MTG Latvia	TV+Radio	Private	Personal communication with HR Dept. 8/9/12;
Lithuania	LRT Televizija and LRT Radijas	TV+Radio	Mixed	http://www.lrt.lt/apie-lrt/kontaktai; http://www.lrt.lt/en/contacts; http://www.lrt.lt/userfiles/images/vidiniai/grafine_struktura.jpg; http://www.lrt.lt/apie-lrt/LRT/istatymas;
	UAB 'Lietuvos rytas´	Newspaper	Private	http://www.lrytas.lt/kiti/redakcija.htm;
	TV3	TV	Private	http://www.mtg.se/en/about-mtg/executive-management/;

	Organisation	Type	Funding	Source of data
Luxembourg	RTL Luxembourg	TV+Radio	Public	http://www.rtlgroup.com/www/htm/corporatestructure.aspx;
	Tageblatt	Newspaper	Mixed	Personal discussion with HR;
Hungary	NÉPSZABADSÁG	Newspaper	Private	http://www.ringier.com/mg/vallalatunk/vezetoseg;
	TV2	TV	Private	http://en.prosiebensat1.com/en/company/prosiebensat1-media-ag/super-visory-board; http://en.prosiebensat1.com/en/company/prosiebensat1-media-ag/executive-board; http://www.mfor.hu/cikkek/Vezetocserek_a_TV2_nel.html; http://sales.tv2.hu/kapcsolat;
	MTVA	TV+Radio	Public	http://www.mtva.hu/hu/kozerdeku-adatok/menedzsment;
Malta	ONE TV	TV	Private	http://www.one.com.mt/index.php-id=2067; http://www.maltesering.com;
	Radju Malta	Radio	Public	Head Research & Communications, Broadcasting Authority;
	TVM	TV	Public	http://gov.mt/en/Government/Government%20of%20Malta/Ministries%20and%20Entities/Officially%20Appointed%20Bodies/Pages/Companies/Public-Broadcasting-Services-Ltd--(PBS)--.aspx;
	The Times	Newspaper	Private	http://www.financemalta.org/content.aspx-id=272502; Fiona Galea Debono; HR Manager Matthew Naudi;
Netherlands	NOS	TV+Radio	Public	http://over.nos.nl/organisatie/directie; http://over.nos.nl/organisatie/om-budsfunctie; E-mail contact with a freelancer who consulted the internal address guide;
	RTL Nederland	TV+Radio	Private	RTL Ned1erland (2012) Facts & Figures Version 2012.; www.rtl.nl; www.penoactueel.nl; http://nl.linkedin.com; Facts & Figures 2012; www.brain-force.nl; www.solv.nl;
	De Telegraaf	TV+Radio	Private	http://images2-telegraaf.nl/multimedia/archive/00974/Jaarverslag_2011_TM_974897a.pdf; www.managementscope.nl; E-mail contact with the spokesman and head of investor relations & company of TMG; http://www.telegraaf.nl/binnenland/2138015/__Paradijs_nieuwe_hoofdredac-teur_Telegraaf__.html; Joost Haas, adjunct; http://www.genootschapvan-hoofdredacteuren.nl/organisatie/ledenlijst.html; http://nl.wikipedia.org/wiki/Joost_de_Haaa Stella;
	TROS	TV+Radio	Mixed	http://www.tros.nl/overdetros/directie/; http://www.trosjaarverslag.nl/index.php-id=588;
				www.rtl.nl; www.penoactueel.nl; http://nl.linkedin.com; Facts & Figures 2012; www.brainforce.nl;
				http://www.trosjaarverslag.nl/index.php-id=508; http://www.linkedin.com/pub/bert-meijer/6/751/123; http://www.linkedin.com/pub/marc-waltman/5/b99/580; http://www.linkedin.com/pub/idse-de-pree/3/998/; http://www.villamedia.nl/nieuws/bericht/ankersmit-hoofd-nieuwe-media-nos/53417/; http://www.trosjaarverslag.nl/index.php-id=544;
Austria	ORF (Österreichischer randfunk)	TV+Radio	Public	http://kundendienst.orf.at/unternehmen/menschen/gremien/100422.html; http://kundendienst.orf.at/service/publikationen/gb_2011.pdf; http://kundendienst.orf.at/unternehmen/menschen/geschaeftsfuehrung;
	PULS 4 TV GmbH & Co KG	TV	Private	http://www.sevenonemedia.at/content/bereich/kontakt_geschaeftslei-tung.html;
	STANDARD Medien AG	Newspaper	Private	http://derstandarddigital.at/1080859/Impressum-und-Offenlegung; http://derstandarddigital.at/1339639354723/Offenlegung-gemaess--25-Abs-2-und-3-MedienG; http://derstandard.at/1345165386589/Zielina-wird-stell-vertretende-Chefredakteurin-von-STANDARD-und-derStandardat;

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	Organisation	Type	Funding	Source of data
Poland	Gazeta Wyborcza	Newspaper	Private	http://www.agora.pl; http://wyborcza.pl;
	Polskie Radio	Radio	Public	http://prsa.com.pl; Personal communication
	Polish Television (Telewizja Polska – TVP)	TV	Public	http://www.tvp.pl;
	Polsat TV	TV	Private	http://www.cyfrowypolsat.pl;
Portugal	Correio da Manhã	Newspaper	Private	http://www.cofina.pt/cfn_en/about/management/; Cofina Human Resource Director Nuno Jerónimo;
	Radio and Television Portugal (RTP)	TV+Radio	Public	http://www.rtp.pt/wportal/grupo/governodasociedade/conselhofiscal. php; http://www.rtp.pt/noticias/index.php-article=584605&tm=6&layout =121&visual=49; http://www.rtp.pt/wportal/grupo/conselho_opiniao/conselhopiniao.php; http://www.rtp.pt/wportal/grupo/governodasociedade/ estrutura_empresa.php;
	TVi	TV	Private	www.mcinternet.iol.pt/rc2011/templates/1/up.../LegalProv_Eng.pdf; http:// www.mediacapital.pt/p/475/conselho-de-administração/; http://www.mediacapital.pt/p/502/a-gestão/; http://dicionario.sensagent.com/tvi/pt-pt/;
	Rádio Comercial	Radio	Private	http://www.radiocomercial.iol.pt/extras/institucional.aspx;
Romania	Antena 1	TV	Private	www.intactmediagroup.ro; Antena 1 Group Organisation Chart (internal document); Internal document; HR Director (personal interview with Ioana Jucu, HR Director of the group);
	Societatea Română de Radiodifuziune (Romanian Radio Broadcasting Corporation)	Radio	Public	Personal interview with Quality Management Unit; http://srr.ro/RadioRomania/comitetul_director-26; personal interview with Quality Management Dept;
	TVR (Romania TV)	TV	Public	http://www.tvr.ro/consiliul-de-administratie_27.html#view; http://www. tvr.ro/membrii-comitetului-director_2281.html#view; http://www.tvr.ro/ conducerea-srtv_1577.html#view;
	Adevărul (The Truth Daily)	Newspaper	Private	Grigore Cartianu In a face to face personal interview; personal interview with EIC; Grigore Cartianu personal interview.
Slovenia	Delo	Newspaper	Private	http://dd.delo.si/-i=dd_upravni_odbor; http://www.delo.si/faq-urednistvo; Answers provided by the HR Department, Mr Bogdan Jugovič;
	POP TV	TV	Private	http://pro-plus.si/slo/pro_plus/vodstvo/;
	Radio Slovenia	Radio	Public	http://www.rtvslo.si/strani/notranje-organizacijske-enote/342 ; http://www. rtvslo.si/strani/introduction/3; Written answers by Mr Sašo Novak, Head of the HR Department of RTV Slovenia;
	TV Slovenia	TV	Public	As above;
Slovakia	TV Markíza	TV	Private	http://www.cetv-net.com/en/about-cme/management.shtml; http://www. markiza.sk/clanok/o-nas/manazment.html;
	SME	Newspaper	Private	http://www.sme.sk/dok/vydavatel/; http://www.sme.sk/dok/tiraz/; Personal interview with HR Dept;
	RTVS (Slovak Radio and TV)	TV+Radio	Public	http://www.rtvs.sk/sk/o_rtvs/organizacna_struktura;
Finland	Huvudstadsbladet (HBL)	Newspaper	Private	Suomen Lehdistö / Finlands Press, 6–7/2012; http://hbl.fi/ta-kontakt/ redaktionen;
	Helsingin Sanomat (HS)	Newspaper	Private	http://www.sanoma.com/about-us/sanoma-in-brief; personal correspondence with Managing Editor / HS;
	Yle, Finnish Broadcasting Company	TV+Radio	Public	http://yle.fi/yleisradio/sites/default/files/attachments/yle_annual_report_2011.pdf ;

	Organisation	Type	Funding	Source of data
Sweden	SR (Sveriges Radio)	Radio	Public	http://sverigesradio.se/sida/artikel.aspx-programid=3113&artikel=1971481; http://sverigesradio.se/sida/artikel.aspx-programid=3634&artikel=3625125;
	TV4	TV	Private	http://wwwb.tv4.se/1.1103693; http://wwwb.tv4.se/1.299822;
	Dagens Nyheter (DN)	Newspaper	Private	http://info.dn.se/info/pressrum/bildbank/foretagsledning/; http://info.dn.se/info/pressrum/bildbank/redaktionsledning/;
	SVT (Swedish TV)	TV	Public	http://www.svt.se/omsvt/fakta/bolagsstyrning/svt-s-styrelse-&_suid=134 70098070250723765523548429; http://www.svt.se/omsvt/fakta/organisa-tion/foretagsledningen-&_suid=1347009416403090460298744649533; http://www.svt.se/omsvt/fakta/organisation/#./foretagsledningen-&_suid=134 72637830620602332772616519; Data provided by Malin Elmsäter Klöfver, assistant to Helga Baagoe, Director of Communications;
United Kingdom	Global Radio	Radio	Private	http://www.thisisglobal.com/radio/contact-us/; http://www.thisisglobal.com/radio/senior-management-team/;
	Guardian	Newspaper	Private	http://www.gmgplc.co.uk/the-scott-trust/the-scott-trust-board/; http://www.guardian.co.uk/gnm-press-office/gnm-executive-committee;
	ITV (Independent Television)	TV	Private	ITV, ITV Plc Annual Report and Accounts for the Year Ended 31 December 2011, ITV, 2012, p. 2; http://www.itvplc.com/about/management/management-team;
	BBC	TV+Radio	Public	http://www.bbc.co.uk/bbctrust/who_we_are/trustees/lord_patten.html; http://www.bbc.co.uk/aboutthebbc/insidethebbc/managementstructure/biographies/thompson_mark.html; http://www.bbc.co.uk/aboutthebbc/insidethebbc/managementstructure/bbcstructure/bdg.htm;
Croatia	JUTARNJI LIST	Newspaper	Private	Interview with EPH publishing board; http://www.jutarnji.hr/template/static/impressum.html;
	Nova TV	TV	Private	Interview with Nova TV HR department;
	HRT Croatian Radio Television	TV+Radio	Public	http://www.hrt.hr/index.php; interview with Gordana Mrđen and Julija Filakovity.

Note: Ireland has a very small national media landscape. The vast majority of media which are available in Ireland are based in the United Kingdom with regional variations.

In Belgium, both the Flemish- and French-language PSBs were included.

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Table 2: Public and private media organisations by country

EU-27 and HR	Public media organisations		Private media organisations		Total number of organisations
	Number	Type of media	Number	Type of media	
BE	2	TV+Radio (2)	3	Newspaper, TV, TV+Radio	5
BG	2	TV, Radio	2	Newspaper, TV+Radio	4
CZ	2	TV, Radio	1	Newspaper	3
DK	2	TV, TV+Radio	1	Newspaper	3
DE	2	TV+Radio (2)	2	Newspaper, TV+Radio	4
EE	1	TV+Radio	3	Newspaper, TV	4
IE	1	TV+Radio	1	Newspaper	2
EL	1	TV+Radio	2	Newspaper, TV	3
ES	2	TV, Radio	2	Newspaper, TV	4
FR	2	TV, Radio	2	Newspaper, TV	4
IT	1	TV+Radio	3	Newspaper (2), TV	4
CY	1	TV+Radio	2	Newspaper, TV+Radio	3
LV	2	TV, Radio	2	Newspaper, TV+Radio	4
LT	1	TV+Radio	2	Newspaper, TV	3
LU	2	Newspaper, TV+Radio	0		2
HU	1	TV+Radio	2	Newspaper, TV	3
MT	2	TV, Radio	2	Newspaper, TV	4
NL	2	TV+Radio (2)	2	TV+Radio (2)	4
AT	1	TV+Radio	2	Newspaper, TV	3
PL	2	TV, Radio	2	Newspaper, TV	4
PT	1	TV+Radio	3	Newspaper, TV, Radio	4
RO	2	TV, Radio	2	Newspaper, TV	4
SI	2	TV, Radio	2	Newspaper, TV	4
SK	1	TV+Radio	2	Newspaper, TV	3
FI	1	TV+Radio	2	Newspaper (2)	3
SE	2	TV, Radio	2	Newspaper, TV	4
UK	1	TV+Radio	3	Newspaper, TV, Radio	4
EU-27	42	Newspaper: 1 TV: 11 Radio: 10 TV+Radio: 20	54	Newspaper: 28 TV: 17 Radio: 2 TV+Radio: 7	96
HR	1	TV+Radio	2	Newspaper, TV	3

Table 3: Bases for rationale of the selection of the private or mixed-media organisations

Country	Organisation	Media type	Funding	Rationale for inclusion
Belgium	SBS Belgium	TV	Private	One of the largest private TV stations (size and audience)
	VMMA	TV+Radio	Private	One of the largest private channels with diverse content (size and audience)
	Sud Presse	Newspaper	Private	Largest French-language newspaper (circulation)
Bulgaria	Pressa	Newspaper	Private	Significant opinion-former
	bTV media group	TV+Radio	Private	Largest audience for private TV station
Czech Republic	Mladá Fronta Dnes (MF DNES)	Newspaper	Private	Largest circulation newspaper amongst quality press
Denmark	Politiken	Newspaper	Private	One of the most important newspapers
	TV2	TV	Mixed	Most popular TV station (includes Internet) (size and audience) TV/Internet station.
Germany	RTL Group	TV+Radio	Private	Largest private TV+radio group (size and audience)
	Süddeutsche Zeitung	Newspaper	Private	Largest daily newspaper (circulation) amongst quality press
Estonia	Eesti Ekspress	Newspaper	Private	Most significant opinion-former
	Kanal 2	TV	Private	Largest private TV station (size and audience)
	Postimees	Newspaper	Private	Largest audience, biggest circulation
Ireland	Independent News & Media	Newspaper	Private	The Irish Independent is Ireland's highest circulation newspaper
Greece	Kathimerini	Newspaper	Private	Highest circulation, most significant opinion-former
	MEGA	TV	Private	Largest private TV (audience)
Spain	El Pais	Newspaper	Private	Most significant opinion-former; most reputable
	Tele 5 – Mediaset España Comunicación	TV	Private	Largest private TV network and largest audience
France	Aujourd'hui – (Le Parisien)	Newspaper	Private	Most popular title (circulation and audience)
	TF1	TV	Private	Largest private TV audience
Italy	Corriere della Sera	Newspaper	Private	The most important daily (highest circulation) and one of the largest staff groups
	Mediaset	TV	Private	Largest private TV station (size and audience)
	La Repubblica	Newspaper	Private	One of the most important newspapers (in top three) — circulation
Cyprus	DIAS media group	TV+Radio	Private	Largest private media organisation
	Phileleftheros LTD	Newspaper	Private	Most popular daily newspaper (circulation)
Latvia	Lauku Avīze	Newspaper	Private	One of the most important newspapers (circulation)
	MTG Latvia	TV+Radio	Private	Largest private TV group with highest audience
Lithuania	LRT Televizija and LRT Radijas	TV + Radio	Mixed	PSB-type broadcaster
	UAB ´Lietuvos rytas´	Newspaper	Private	Important and influential daily (also has TV station and online news portal)
	TV3	TV	Private	Largest private TV station

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Country	Organisation	Media type	Funding	Rationale for inclusion
Luxembourg	Tageblatt	Newspaper	Mixed	Second-largest newspaper
Hungary	Népszabadság	Newspaper	Private	Most important opinion-former on the political central-left
	TV2	TV	Private	One of the two most popular TV stations
Malta	ONE TV	TV	Private	Largest private TV station (audience)
	The Times	Newspaper	Private	Highest circulation
Netherlands	RTL Nederland	TV+Radio	Private	Largest private TV organisation (audience)
	De Telegraaf	TV+Radio	Private	Highest circulation
	TROS	TV+Radio	Mixed	One of the most popular mixed-funded stations
Austria	PULS 4	TV	Private	One of the two largest private TV stations (size and audience)
	Standard	Newspaper	Private	Most important opinion-former in quality (broadsheet) sector
Poland	Gazeta Wyborcza	Newspaper	Private	Highest circulation and reach, most significant opinion former
	Polstat TV	TV	Private	One of the largest audiences for private TV
Portugal	Correio da Manhã	Newspaper	Private	Highest circulation
	TVi	TV	Private	Largest audience for private TV
	Rádio Comercial	Radio	Private	Largest audience for private radio
Romania	Antena 1	TV	Private	One of the most popular private TV stations
	Adevărul (The Daily Truth)	Newspaper	Private	Significant opinion-former
Slovenia	Delo	Newspaper	Private	Highest circulation among quality dailies, significant opinion-maker
	POP TV	TV	Private	One of the most popular private TV stations
Slovakia	TV Markíza	TV	Private	One of the most popular private TV stations
	SME	Newspaper	Private	Most significant opinion-former
Finland	Huvudstadsbladet (HBL)	Newspaper	Private	Largest Swedish-language newspaper
	Helsingin Sanomat (HS)	Newspaper	Private	Largest circulation
Sweden	TV4	TV	Private	Largest private entertainment TV channel
	Dagens Nyheter (DN)	Newspaper	Private	Significant opinion-former
United Kingdom	Global Radio	Radio	Private	Largest private radio broadcasting network
	Guardian	Newspaper	Private	Significant opinion-former (both print and online)
	ITV (Independent Television)	TV	Private	Largest private TV network (audience)
Croatia	JUTARNJI LIST	Newspaper	Private	Significant opinion former (in top three)
	Nova TV	TV	Private	Largest audience for private TV station

Note: For Luxembourg, it was not possible to access the most important newspaper, therefore the second-most important was selected. For Romania, Antena 1 was a substitute for ProTV because it was impossible to access information on ProTV. For Slovakia, TV Markíza was a substitute for TVJoj because it was impossible to access information.

During the first phase, the research instruments were also developed. These consisted of:

(a) a structured questionnaire that each researcher used in order to fill in information about the selected media organisations in the specific Member State;

(b) a structured questionnaire on the situation of gender-equality developments, that had to be completed by the national researchers;

(c) a semi-structured interview guide was prepared for the next phase, in which women holding senior positions within the media organisations were to be interviewed about their career achievements and developments.

The questionnaires are presented at the end of the Methodology.

The project's web platform, W&M (http://www.womenandmedia.eu), was also developed during this initial stage. It served as a project coordination and communication tool between researchers.

1.3.1 Survey (organisations and the national context)

In total, 99 organisations were surveyed across the 27 EU Member States and Croatia and a list of all the organisations, together with sources of data consulted is presented in Table 1.

Survey data were sourced through a variety of means, including websites, annual reports and other publications, as well as personal contact with organisational personnel. During the survey, information was collected on the gender of decision-making positions, as well as the existence of codes and policies, mechanisms for implementing and monitoring gender equality, and practical measures that organisations have specifically developed and put in place themselves to support women's career progression. Further to the organisational survey, the national context was explored, which examined government policy and legislation, unions and professional associations and NGOs/civil society. How gender equality 'works' at the national level provides a useful context against which to understand how it operates within media organisations. As shown in Chapter 2, in response to the question relating to equality policies and practices, a number of organisations said that they 'obey' their national legislation when formulating their own policies.

1.3.2 National research — references

Since most of the internationally available literature on the broad topic of women and media is published in the English language, it is important to also include other relevant research, reports and commentaries published in other European languages, especially those with a specific national focus: these are included both in the literature review and in the Bibliography.

1.3.3 Interviews

In order to better appreciate the ways in which women actually experience their working lives within media industries, 65 senior women media professionals were interviewed from each of the 27 EU Member States and Croatia — their (anonymous) comments are included in Chapter 2.

1.3.4 Process issues

For most researchers, data-gathering was challenging to greater or lesser degrees and in the case of two organisations where it proved impossible, alternatives had to be selected. Whilst it was envisaged that obtaining information from private-sector organisations would require a lot of effort in terms of making personal contact with organisations and finding written texts such as annual reports as sources of information, it was not expected that the same problems with the public-sector organisations would be encountered. However, in reality, many of these organisations were also often reluctant to disclose even quite basic information, even assuming that someone capable of discussing the information needs was identified by the organisation's switchboard.

There is considerable variability in terms of the amount of information researchers were able to obtain. The main problem in finding information was where to look, once the most 'obvious' sources were exhausted and once the information 'promised' by informants had failed to materialise after several prompts and reminders. At some point, a line had to be drawn to avoid further wasted effort but the lack of readily available information of the most basic kind, which cannot possibly be seen as confidential (for example, the name of an organisation's COO or the person who Heads up the Drama Department), suggests that repeating this exercise in the future could prove challenging.

1.4 Constructing indicators

An indicator is a tool that helps to elaborate on the current situation, and locate this in relation to the goal — in this case gender equality in the media. The formula used for the 'smart' indicator is 'simple, measurable, achievable, relevant, traceable' — favoured by agencies such as the OECD, UNDP, Eurostat and others. For example, within this particular research, to be practical and useful, the selected indicators had to be objectively verifiable (i.e. based on reliable and accessible data), suited to regular updating,

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have clear conceptual links to Strategic Objective J of the Beijing Platform for Action, and functional at various levels which, for the purposes of this project, means national and organisational.

There is little prior work to guide the development of appropriate and relevant indicators within the broad gender and media field. The two elements — 'gender' and 'media' — have rarely been brought together within a single framework of measurement. There are, of course, various commonly used sets of gender-equality indicators, for example, UNDP's Gender Equality Index ([21]), the World Economic Forum's Global Gender Gap Index ([22]), the OECD's Gender, Institutions and Development Index ([23]), Eurostat's Gender Equality Indicators ([24]) and of course, EIGE's own Gender Equality Index ([25]).

In general terms, indicators relating to the media are scarce (Lambino et al., 2007) and those which *do* exist mostly pay little attention to issues of gender. For example, although the Unesco/IPDC Media Development Indicators (2008) argue that media indicators must be gender-sensitive (pp. 8–9), the indicators that are actually proposed contain very limited and generalised references to women, and are not sufficiently precise to guide the construction of a dedicated framework of indicators for gender and media. The Unesco/IPDC Gender-Sensitive Indicators for Media ([26]) do cover the topic but encourage organisations to reflect on practice and decide if they want to make changes. However, it is important to acknowledge the considerable ongoing efforts, by a range of actors, to develop gender-sensitive indicators for the media sector, all of which combine to produce a policy environment which makes clear that there is a need to review progress on gender equality across this industry. Importantly, the gender indicators that have been developed in this project are informed by, and based on, empirical data as well as drawing on the considerable literature on the broad topic, as well as research team's knowledge of other relevant indicators.

1.5 Data analysis — notes for clarification

Across the landscape of the 99 organisations analysed, the amount of detail available is variable, due to the relative ease/difficulty of finding publicly available information about both the personnel and policies of media organisations. It is necessary to make a few comments about how the data are displayed in Chapter 2. The first point to make is that across the landscape of the 99 organisations analysed, the amount of detail the study was able to secure is variable, due to the relative ease/difficulty of finding publicly available information about both personnel and policies. This means that although, in terms of people, 3,266 individuals were identified as operating in a variety of

management and decision-making functions, they are not spread evenly across all organisations and countries. In addition, some researchers analysed more organisations than others, depending on the agreed media-density level for that country. This means that the numbers and decision-making status of staff that have been included in the analysis can only be indicative as a lot of detailed information has proved impossible to find, once looking beyond the very senior positions. Therefore, the numbers included here are not claimed to be the actual numbers of women and men occupying all the decision-making positions in all the 99 organisations explored. However, the ratios of women to men which are displayed in the tables and charts are indicative of the wider media sector, because they are based on existing hard data.

As the notion of 'decision-making' is rather fluid and means different things in different organisations, a notion of 'level' was introduced as a way of understanding and explicating the management structure of organisations. This includes a distinction between *strategic* management (Level 1, to include the most senior strategic officer, e.g. Chief Executive Officer, President, Chairperson as well as the supervisory/governing board) and *operational* management (Levels 2, 3 and 4 to include the most senior operational officers, e.g. Chief Operating Officer, Director-General, Editor-in-Chief, Heads of Division and Heads of Department).

Level 1: This is the highest decision-making level within the organisation and covers all strategic decisions related to the organisation. The titles that may be covered under this level are: Chief Executive Officer, Chairperson, President, Director or similar positions. The person holding this position is likely to chair the most senior strategic or policymaking board or committee/s of the organisation.

Level 2: This is a chief senior operational managerial position within the organisation, operates at the top decision-making level and has under its responsibility budgetary control, overseeing programmes and editorial policy. The titles that may be covered under this level are: Director General, Executive Director, Editor-in-Chief or similar positions. The person holding this position is likely to chair the most senior operational decision-making committee/s.

Level 3: The senior operational management positions operate as decision-makers and have oversight of specific programmes/media content and execution of budgets. The titles that may be covered under this level are: Heads of Departments, Acting Directors, Management team members or similar positions. These positions are likely to be members of the operational decision-making committee/s.

Level 4 ([27]): The managerial positions have responsibility for one of the main operational units of the organisation — for example, television, radio, sport, entertainment, news or significant areas of responsibility, e.g. digital services,

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finance, HR. The titles that may be covered under this level are: Heads of Divisions which are responsible for sub-areas: Head of News, Head of Sport, Head of Culture, Head of HR, Head of Management Unit, etc.

This 'level' structure was devised as a consequence of undertaking a small pilot project on a number of organisations, both public and private, in Germany, Italy and the United Kingdom. Differentiating between strategic and operational management is important when considering the reality of decision-making in the media sector, not least because, although strategic management is obviously important, the day-to-day running of organisations takes place, arguably, at the operational level. In many parts of the media (with the exception of public-service broadcasting) individual organisations such as newspapers or TV stations are part of a much larger conglomerate (parent company), so decisions on direction and management are often made at the operational level, i.e. Level 2. For this reason, the survey form was designed in such a way that data would be collected on up to five levels, starting at the top (Level 1) and then going down through Levels 2, 3, 4 and 5, depending on the complexity of the organisational structure.

For reasons of brevity and to avoid using too many different titles, the term 'Chief Executive Officer (CEO)' has been used in the tables and gigures, to describe the most senior person at Level 1, the *strategic* level. For the same reason, the term 'Chief Operating Officer (COO)' has been used in the tables and figures, to describe the most senior person at Level 2, the *operational* level.

Whilst the approach of levels worked well in terms of structuring responses, several issues arose. Firstly, some researchers were unable to find any information on personnel beyond Level 2. Secondly, many senior staff operate at more than one level and it was necessary to guard against double- or even triple-counting, and in more than half of the organisations, several people were excluded from the 'count' at different levels for this reason. Thirdly, some organisational structures simply did not fit the 'level' structure and so required further thought and discussion before the most appropriate levels were identified. Fourthly, many media organisations have very complex structures, especially some of the public-service broadcasters and those which are part of very large

conglomerates. Fifthly, some organisations share the same parent organisation, so it was necessary to ensure that people at Level 1 were not counted more than once.

Although the organisations which are included in the survey comprise every public-service broadcaster in the 27 Member States and Croatia — including where they operate as individual organisations for both TV and radio, and in the case of Belgium, where both the Flemish- and the French-speaking PSBs were included — as well as a variety of the largest private/commercial organisations in each country, there is significant variability in their management structures. For example, Polish State Radio has a Supervisory Council comprising 'well-known celebrities and intellectuals' and is likely to have a limited influence upon the activities of the institution. Similarly, the Danish PSB has a number of women in Executive Management positions but more men on the Board of Directors which is regarded as a 'less visible but more senior board'. The survey was not aimed to comment on the relative power of different boards or positions, and it is worth pointing out that such issues are important elements to the notion of decision-making and a survey which is mostly quantitative in nature cannot get beneath the statistics to reveal the 'real' power centres. On the other hand, the interviews provide an additional layer of nuance which enables a more sophisticated understanding of the quantitative data to be undertaken.

Whilst this does not affect the quantitative data collected, nor the analysis or interpretation, it is worth taking note of the extreme complexity of the sector, coupled with a certain volatility, which means that the data are accurate at the time of capture but the number of coups and take-overs which occur in the sector mean that, as already mentioned, they can only be regarded as indicative. Some of the eastern European countries appear to be experiencing a particularly turbulent time. In Croatia, for example, legislation governing public-service broadcasting has been revised several times recently, the last occasion being July 2012. Currently the period is transitional, with all senior positions only being secure for a rather short time period, after which new legislation will be enacted and some acting positions changed into permanent ones. In the Czech Republic, Czech Radio is undergoing a period of restructuring which is not due to end until 2014.

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Questionnaire used in the data collection from media organisations

Women in European Media Industries

ORGANISATION SURVEY
(one form for each organisation)

A	DEMOGRAPHICS

1a. Name of organisation..

1b. Is it part of a larger/parent organisation?   ☐ Yes   ☐ No

1c. Do the strategic or operational management roles mentioned below (in Section B), apply to the public-service broadcasting parent company as a whole and are therefore shared with other divisions?

☐ Yes   ☐ No

2. Country..

3. Form of support for organisation: ☐ Public/State   ☐ Private/commercial   ☐ Mixed

4. Media Format: ☐ Newspaper   ☐ TV   ☐ Radio   ☐ TV + Radio

B	PEOPLE

Add rows in any more executive posts as appropriate

Source of data: Please provide the source of data: if it's from a web page, type in the URL; if it's from a document such as an Annual Report, include the citation; if it's from discussion with a person, type in their department (we don't need their name), e.g. Training, HR.

Date data collected: Please provide the date on which you collected the data, not the date of publication etc.

ROLE – STRATEGIC

Level 1a: (CEO, President, Director, Editor, Director-General etc)					
Name of post Name of person	Women	Men	Total	Source of data	Date data Collected
Total positions:					
Researcher comments (100 words max.) (Note here if the strategic roles are those of a parent organisation)					

Level 1b: (Deputy/Vice positions)					
Name of post Name of person	Women	Men	Total	Source of data	Date data Collected
Total positions:					
Researcher comments (100 words max.) (Note here if the strategic roles are those of a parent organisation)					

Level 1c: Members of Board of Directors/Trustees/Senior Management Committee					
Name of Board/Committee:					
Name of post Name of person	Women	Men	Total	Source of data	Date data Collected
Total positions:					
Researcher comments (100 words max.) (Note here if the strategic roles are those of a parent organisation)					

ROLE – OPERATIONAL

Level 2: Chair and Members of Senior Operational Board/Management Committee					
Name of Board/Committee:					
Name of post Name of person	Women	Men	Total	Source of data	Date data Collected
1. Chair					
2. Members					
Total positions:					
Researcher comments (100 words max.):					

Level 3: Heads of Unit/Directorate/Specific Area of Responsibility (e.g. TV, Digital, Radio, Finance, Operations, Entertainment, News, Sport)					
Name of Directorate/Unit and name of post Name of person	Women	Men	Total	Source of data	Date data Collected
Total positions:					
Researcher comments (100 words max.) (Note here if the strategic roles are those of a parent organisation)					

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Level 4: Heads of Department/Section/Specific Area of Responsibility (e.g. current affairs, entertainment, lifestyle, politics, environment, factual, documentary, children)					
Name of Directorate/Unit and name of post Name of person	Women	Men	Total	Source of data	Date data Collected
Total positions:					
Researcher comments (100 words max.) (Note here if the strategic roles are those of a parent organisation)					

C   EQUALITY POLICIES, PRACTICES and APPROACH

6.   Does the organisation have any of the following – ☐ YES

Policies and Practices	YES/NO	Source of data	Date data collected
Gender Equality Policy/code of conduct*			
Equality opportunities/Diversity Policy (which includes gender)			
Committee responsible for equality policy issues			
Policy on sexual harassment in the workplace			
Dignity at Work policy			
Policy relating to Maternity Leave			
Policy relating to Paternity Leave			
Harassment advisors			
Equalities Department			
Equalities Officer			
Other equality policies, please describe…			

* Please provide a short summary (100-150 words) of the key points of the policy/code of conduct as a word document and a copy of the policy itself.

7.   Does the organisation provide any of the following – ☐ YES

Opportunities	YES/NO	Source of data	Date data collected
Trainee positions specifically for women			
Leadership/management training for women			
Equality awareness training for staff			
Any innovations in relation to gender equality? Please describe [FREETEXT]			

Questionnaire used in the data collection on the situation of gender-equality developments, filled in by the national researchers

Women and Media Industries in Europe

National Context (one form for each country)
(complete where the answer is YES to any)

SECTOR	DESCRIPTION	SOURCE OF DATA
NGOs, civil society and unions		
Do you have any monitoring organisations which focus on the media (e.g. MediaWatch)?		
Any monitoring organisations which focus on gender + media?		
Any professional media unions have a women's officer post?		
Any of your professional media unions have a women's council?		
Any organised groups of women media professionals (journalists, filmmakers, etc.)?		
National government		
Has your Government carried out research into any aspect of Gender and Media (including both issues of representation and employment/decision-making)?		
Has your Government passed legislation focused on any aspect of Gender and Media (including both issues of representation and employment/decision-making)?		
Any formal media monitoring organisation/s?		
Any formal media + gender monitoring organisation/s?		
Media industries		
Has any media organisation carried out research into any aspect of Gender and Media (including both representation and employment/decision-making)?		
Have there been any high-profile cases of media professionals taking their employer to a tribunal on the grounds of gender discrimination?		
FREETEXT comment on the national context in relation to women-media industries, with focus on employment/decision-making (100 words max.)		
Researcher comments:		

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Annex 2 Data

Annex 2 Data

Table 1: The proportion of women in decision-making positions and on boards in 99 major media organisations in the EU-27 and Croatia

EU-27 and HR	Level 1 (strategy)					Levels 2–5 (operations)									Total	
	Chief Executive Officer		Board position		Total	Chief Operating Officer		Other Operational Managers		Heads of Directorate/ Unit		Heads of Department		Total	Total: all levels	Total: Board excl.
	Percentage of women	Total positions	Percentage of women	Total positions	Percentage of women	Percentage of women	Total positions	Percentage of women	Total positions	Percentage of women	Total positions	Percentage of women	Total positions	Percentage of women	Percentage of women	Percentage of women
BE	40	5	23	80	24	0	2	22	37	37	52	na	0	30	27	30
BG	50	4	9	11	20	100	2	77	22	59	22	na	0	70	57	68
CZ	0	3	7	44	6	0	1	21	47	26	58	26	19	24	19	23
DK	0	3	27	33	25	67	3	41	17	39	70	na	0	40	36	39
DE	25	4	20	25	21	50	4	23	64	8	13	21	104	22	21	22
EE	0	4	21	28	19	25	4	55	22	52	27	63	16	54	43	51
IE	0	2	43	14	38	0	2	15	13	na	0	na	0	13	26	12
EL	0	3	8	26	7	0	3	0	18	27	30	na	0	16	13	15
ES	0	3	23	39	21	0	5	22	54	35	68	5	20	25	24	25
FR	25	4	24	38	24	0	3	34	29	15	20	33	24	28	26	28
IT	25	4	13	47	14	0	4	8	13	11	61	8	37	10	11	10
CY	0	3	17	12	13	33	3	21	24	54	24	na	0	37	32	35
LV	25	4	50	8	42	50	2	60	43	67	36	na	0	63	60	61
LT	0	3	32	37	30	33	3	42	12	50	4	58	19	50	40	46
LU	67	3	12	25	18	100	1	10	10	na	0	na	0	18	18	29
HU	0	3	5	19	5	0	3	32	19	39	41	39	28	36	30	35
MT	0	2	38	8	30	0	4	19	21	0	8	na	0	12	16	11
NL	0	4	17	30	15	0	2	24	21	24	25	na	0	23	20	21
AT	33	3	25	44	26	0	3	32	22	41	27	33	6	34	30	34
PL	0	4	18	33	16	0	4	29	48	30	54	44	16	30	27	29
PT	0	3	27	59	26	0	3	27	30	29	38	27	26	27	26	26
RO	25	4	44	43	43	50	2	35	17	50	56	39	33	44	44	44
SI	33	3	19	42	20	50	2	38	42	46	13	42	65	41	35	41
SK	0	3	21	38	20	50	2	17	12	31	16	35	34	31	27	30
FI	0	3	41	70	40	0	2	52	21	46	46	na	0	46	43	44
SE	25	4	54	35	51	50	4	48	27	41	70	50	10	44	46	43
UK	25	4	33	36	33	0	4	30	23	22	32	na	0	24	27	24
EU-27	16	92	25	924	24	21	77	32	728	36	911	32	457	33	30	32
HR	0	4	45	31	40	33	3	47	17	64	22	na	0	55	48	50

Source: data were collected from EU Member States and Croatia during July–November 2012.

Note: 'na' indicates 'not applicable'. Due to the small number of private media organisations surveyed in each country, generalisations should not be made on a country level, however the data are still indicative on the EU level.

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Table 2: The proportion of women in decision-making positions in 99 major media organisations in the EU-27 and Croatia by form of funding: public

EU-27 and HR	Level 1 (strategy)					Levels 2–5 (operations)									Total	
	Chief Executive Officer		Board position		Total	Chief Operating Officer		Other Operational Managers		Heads of Directorate/Unit		Heads of Department		Total	Total: all levels	Total: Board excl.
	Percentage of women	Total positions	Percentage of women	Total positions	Percentage of women	Percentage of women	Total positions	Percentage of women	Total positions	Percentage of women	Total positions	Percentage of women	Total positions	Percentage of women	Percentage of women	Percentage of women
BE	100	2	36	42	39	na	0	38	8	37	27	na	0	37	38	41
BG	50	2	13	8	20	100	1	90	10	64	14	na	0	76	60	74
CZ	0	2	7	28	7	na	0	0	12	26	58	26	19	22	18	22
DK	0	2	28	18	25	100	2	33	12	41	54	na	0	41	38	40
DE	50	2	67	3	60	33	3	29	51	17	6	23	65	26	27	26
EE	0	2	22	23	20	100	1	73	11	55	11	na	0	65	42	60
IE	0	1	45	11	42	0	1	29	7	na	0	na	0	25	35	22
EL	0	1	13	8	11	0	1	0	5	32	25	na	0	26	23	25
ES	0	1	32	25	31	0	2	29	34	39	44	na	0	34	33	33
FR	0	2	28	25	26	0	1	33	15	7	14	33	6	22	24	21
IT	100	1	25	8	33	0	1	0	2	9	32	8	24	8	12	10
CY	0	1	13	8	11	0	1	0	6	na	0	na	0	0	6	0
LV	0	2	50	2	25	0	1	75	12	74	23	na	0	72	68	68
LT	0	1	40	15	38	0	1	50	4	50	4	58	19	54	48	52
LU	67	3	12	25	18	100	1	10	10	na	0	na	0	18	18	29
HU	0	1	0	6	0	0	1	33	9	50	30	na	0	45	38	44
MT	0	1	38	8	33	0	2	14	7	na	0	na	0	11	22	10
NL	0	2	21	19	19	na	0	23	13	13	16	na	0	17	18	16
AT	100	1	14	28	17	0	1	23	13	31	13	na	0	26	21	29
PL	0	2	24	17	21	0	2	36	14	32	31	44	16	35	32	34
PT	0	1	34	35	33	na	0	27	15	13	8	na	0	22	29	21
RO	0	2	46	24	42	na	0	23	13	50	32	38	29	41	41	39
SI	0	1	14	36	14	0	1	38	8	36	11	42	65	40	32	40
SK	0	1	36	11	33	na	0	na	0	33	9	35	34	35	35	34
FI	0	1	47	30	45	na	0	58	12	41	29	na	0	46	46	45
SE	50	2	62	21	61	50	2	50	14	43	65	50	10	45	48	45
UK	0	1	55	11	50	0	1	38	8	29	21	na	0	30	36	29
EU-27	22	41	29	495	29	26	27	34	325	37	577	34	287	35	33	35
HR	0	1	38	16	35	50	2	33	3	67	15	na	0	60	49	57

Source: data were collected from EU Member States and Croatia during July–November 2012.

Note: 'na' indicates 'not applicable'; For DK, LT, LU and NL, the mixed organisations (public and private) have been included under public.

Table 3: The proportion of women in decision-making positions in 99 major media organisations in the EU-27 and Croatia by form of funding: private

EU-27 and HR	Level 1 (strategy)					Levels 2-5 (operations)									Total	
	Chief Executive Officer		Board position		Total	Chief Operating Officer		Other Operational Managers		Heads of Directorate/ Unit		Heads of Department		Total	Total: all levels	Total: Board excl.
	Percentage of women	Total positions	Percentage of women	Total positions	Percentage of women	Percentage of women	Total positions	Percentage of women	Total positions	Percentage of women	Total positions	Percentage of women	Total positions	Percentage of women	Percentage of women	Percentage of women
BE	0	3	8	38	7	0	2	17	29	36	25	na	0	25	18	24
BG	50	2	0	3	20	100	1	67	12	50	8	na	0	62	54	61
CZ	0	1	6	16	6	0	1	29	35	na	0	na	0	28	21	27
DK	0	1	27	15	25	0	1	60	5	31	16	na	0	36	32	35
DE	0	2	14	22	13	100	1	0	13	0	7	18	39	13	13	13
EE	0	2	20	5	14	0	3	36	11	50	16	63	16	48	43	46
IE	0	1	33	3	25	0	1	0	6	na	0	na	0	0	9	0
EL	0	2	6	18	5	0	2	0	13	0	5	na	0	0	3	0
ES	0	2	7	14	6	0	3	10	20	29	24	5	20	15	13	14
FR	50	2	15	13	20	0	2	36	14	33	6	33	18	33	29	33
IT	0	3	10	39	10	0	3	9	11	14	29	8	13	11	10	10
CY	0	2	25	4	17	50	2	28	18	54	24	na	0	43	40	41
LV	50	2	50	6	50	100	1	55	31	54	13	na	0	56	55	55
LT	0	2	27	22	25	50	2	38	8	na	0	na	0	40	29	33
LU	na	0	na	0	na	na	0	na	0	na	0	na	0	na	na	na
HU	0	2	8	13	7	0	2	30	10	9	11	39	28	29	24	28
MT	0	1	na	0	0	0	2	21	14	0	8	na	0	13	12	12
NL	0	2	9	11	8	0	2	25	8	44	9	na	0	32	22	29
AT	0	2	44	16	39	0	2	44	9	50	14	33	6	42	41	39
PL	0	2	13	16	11	0	2	26	34	26	23	na	0	25	22	25
PT	0	2	17	24	15	0	3	27	15	33	30	27	26	28	25	28
RO	50	2	42	19	43	50	2	75	4	50	24	50	4	53	49	53
SI	50	2	50	6	50	100	1	38	34	100	2	na	0	43	44	44
SK	0	2	15	27	14	50	2	17	12	29	7	na	0	24	18	22
FI	0	2	38	40	36	0	2	44	9	53	17	na	0	46	40	43
SE	0	2	43	14	38	50	2	46	13	20	5	na	0	40	39	36
UK	33	3	24	25	25	0	3	27	15	9	11	na	0	17	21	19
EU-27	12	51	21	429	20	18	50	30	403	34	334	28	170	30	27	29
HR	0	3	53	15	44	0	1	50	14	57	7	na	0	50	48	44

Source: data were collected from EU Member States and Croatia during July–November 2012.

Note: 'na' indicates 'not applicable'. For DK, LT, LU and NL, the mixed organisations (public and private) have been included under public. Due to the small number of private media organisations surveyed in each country, generalisations should not be made on a country level, however the data are still indicative on the EU level.

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Table 4: The proportion of women in decision-making positions in 99 major media organisations in the EU-27 and Croatia by media format: Newspaper

| EU-27 and HR | Level 1 (strategy) | | | | Levels 2–5 (operations) | | | | | | | | | | Total |
| | Chief Executive Officer | | Chief Operating Officer | | Other Operational Managers | | Heads of Directorate/Unit | | Heads of Department | | Total | | | |
	Percentage of women	Total positions	Percentage of women	Total positions	Percentage of women	Total positions	Percentage of women	Total positions	Percentage of women	Total positions	Percentage of women	Percentage of women
BE	0	1	na	na	0	9	na	na	na	na	0	0
BG	0	1	100	1	40	5	50	8	na	na	50	47
CZ	0	1	0	1	29	35	na	na	na	na	28	27
DK	0	1	0	1	60	5	31	16	na	na	36	35
DE	0	1	na	na	0	10	na	na	18	28	13	13
EE	0	1	0	2	33	6	58	12	69	13	55	53
IE	0	1	0	1	0	6	na	na	na	na	0	0
EL	0	1	0	1	0	5	0	5	na	na	0	0
ES	0	1	0	1	0	8	22	9	5	20	8	8
FR	100	1	0	1	44	9	33	6	33	18	35	37
IT	0	2	0	2	9	11	22	9	11	9	13	12
CY	0	1	100	1	33	9	na	na	na	na	40	36
LV	0	1	100	1	64	14	54	13	na	na	61	59
LT	0	1	0	1	43	7	na	na	na	na	38	33
LU	100	1	100	1	17	6	na	na	na	na	29	38
HU	0	1	0	1	43	7	0	2	22	18	25	24
MT	0	1	0	1	17	12	na	na	na	na	15	14
NL	na	na	na	na	na	na	na	na	na	na	na	na
AT	0	1	0	1	25	4	50	8	33	6	37	35
PL	0	1	0	1	22	27	14	14	na	na	19	19
PT	0	1	0	1	13	8	50	8	27	26	28	27
RO	0	1	0	1	75	4	50	10	na	na	53	50
SI	100	1	100	1	42	24	na	na	na	na	44	46
SK	0	1	0	1	0	3	29	7	na	na	18	17
FI	0	2	0	2	44	9	53	17	na	na	46	43
SE	0	1	100	1	50	6	20	5	na	na	42	39
UK	100	1	0	1	33	6	na	na	na	na	29	38
EU-27	14	28	22	27	29	255	38	149	25	138	30	29
HR	0	2	0	1	33	3	57	7	na	na	46	39

Source: data were collected from EU Member States and Croatia during July–November 2012.

Note: 'na' indicates 'not applicable'. Due to the small number of private media organisations surveyed in each country, generalisations should not be made on a country level, however the data are still indicative on the EU level.

Table 5: **The proportion of women in decision-making positions in 99 major media organisations in the EU-27 and Croatia by media format: TV**

EU-27 and HR	Level 1 (strategy)				Levels 2–5 (operations)								Total	
	Chief Executive Officer		Chief Operating Officer		Other Operational Managers		Heads of Directorate/Unit		Heads of Department		Total		Total	
	Percentage of women	Total positions	Percentage of women	Total positions	Percentage of women	Total positions	Percentage of women	Total positions	Percentage of women	Total positions	Percentage of women	Total positions	Percentage of women	Percentage of women
BE	0	1	0	1	44	9	36	25	na	na	37		36	
BG	100	1	100	1	100	6	88	8	na	na	93		94	
CZ	0	1	na	na	0	9	38	34	na	na	30		30	
DK	0	1	100	1	0	4	48	21	na	na	42		41	
DE	na	na	na	na	na	na	na	na	na	na	na		na	
EE	0	1	0	1	40	5	25	4	33	3	31		29	
IE	na	na	na	na	na	na	na	na	na	na	na		na	
EL	0	1	0	1	0	8	na	na	na	na	0		0	
ES	0	1	0	3	23	30	31	48	na	na	27		27	
FR	0	2	0	2	17	6	na	na	na	na	13		10	
IT	0	1	0	1	na	na	10	20	0	4	8		8	
CY	na	na	na	na	na	na	na	na	na	na	na		na	
LV	0	1	0	1	100	3	86	7	na	na	82		75	
LT	0	1	100	1	0	1	na	na	na	na	50		33	
LU	na	na	na	na	na	na	na	na	na	na	na		na	
HU	0	1	0	1	0	3	11	9	70	10	35		33	
MT	0	1	0	2	25	8	0	8	na	na	11		11	
NL	na	na	na	na	na	na	na	na	na	na	na		na	
AT	0	1	0	1	60	5	50	6	na	na	50		46	
PL	0	2	0	2	33	15	38	16	50	12	38		36	
PT	0	1	0	1	40	5	38	8	na	na	36		33	
RO	50	2	100	1	17	6	54	35	50	4	50		50	
SI	0	1	na	na	27	11	50	8	42	43	40		40	
SK	0	1	100	1	22	9	na	na	na	na	30		27	
FI	na	na	na	na	na	na	na	na	na	na	na		na	
SE	0	2	50	2	42	19	44	61	na	na	44		43	
UK	0	1	0	1	22	9	na	na	na	na	20		18	
EU-27	8	25	24	25	30	171	40	318	45	76	37		36	
HR	0	1	na	na	55	11	na	na	na	na	55		50	

Source: data were collected from EU Member States and Croatia during July–November 2012.

Note: 'na' indicates 'not applicable'. Due to the small number of private media organisations surveyed in each country, generalisations should not be made on a country level, however the data are still indicative on the EU level.

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Table 6: The proportion of women in decision-making positions in 99 major media organisations in the EU-27 and Croatia by media format: Radio

EU-27 and HR	Level 1 (strategy)				Levels 2–5 (operations)										Total
	Chief Executive Officer		Chief Operating Officer		Other Operational Managers		Heads of Directorate/Unit		Heads of Department		Total		Total	
	Percentage of women	Total positions	Percentage of women	Total positions	Percentage of women	Total positions	Percentage of women	Total positions	Percentage of women	Total positions	Percentage of women	Percentage of women
BE	na	na	na	na	na	na	na	na	na	na	na	na
BG	0	1	na	na	75	4	33	6	na	na	50	46
CZ	0	1	na	na	0	3	8	24	26	19	15	15
DK	na	na	na	na	na	na	na	na	na	na	na	na
DE	na	na	na	na	na	na	na	na	na	na	na	na
EE	na	na	na	na	na	na	na	na	na	na	na	na
IE	na	na	na	na	na	na	na	na	na	na	na	na
EL	na	na	na	na	na	na	na	na	na	na	na	na
ES	0	1	0	1	31	16	64	11	na	na	43	41
FR	0	1	na	na	36	14	7	14	33	6	24	23
IT	na	na	na	na	na	na	na	na	na	na	na	na
CY	na	na	na	na	na	na	na	na	na	na	na	na
LV	0	1	na	na	67	9	69	16	na	na	68	65
LT	na	na	na	na	na	na	na	na	na	na	na	na
LU	na	na	na	na	na	na	na	na	na	na	na	na
HU	na	na	na	na	na	na	na	na	na	na	na	na
MT	na	na	0	1	0	1	na	na	na	na	0	0
NL	na	na	na	na	na	na	na	na	na	na	na	na
AT	na	na	na	na	na	na	na	na	na	na	na	na
PL	0	1	0	1	50	6	33	24	25	4	34	33
PT	na	na	0	1	50	2	21	14	na	na	24	24
RO	0	1	na	na	29	7	36	11	38	29	36	35
SI	0	1	0	1	43	7	40	5	41	22	40	39
SK	na	na	na	na	na	na	na	na	na	na	na	na
FI	na	na	na	na	na	na	na	na	na	na	na	na
SE	100	1	0	1	100	2	25	4	50	10	47	50
UK	0	1	0	1	na	na	9	11	na	na	8	8
EU-27	10	10	0	7	42	71	30	140	37	90	34	33
HR	na	na	na	na	na	na	na	na	na	na	na	na

Source: data were collected from EU Member States and Croatia during July–November 2012.

Note: 'na' indicates 'not applicable'. Due to the small number of private media organisations surveyed in each country, generalisations should not be made on a country level, however the data are still indicative on the EU level.

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Table 7: The proportion of women in decision-making positions in 99 major media organisations in the EU-27 and Croatia by media format: TV + Radio

| EU-27 and HR | Level 1 (strategy) | | | | Levels 2–5 (operations) | | | | | | | | Total | | Total |
| | Chief Executive Officer | | Chief Operating Officer | | Other Operational Managers | | Heads of Directorate/Unit | | Heads of Department | | Total | | | | |
	Percentage of women	Total positions	Percentage of women	Total positions	Percentage of women	Total positions	Percentage of women	Total positions	Percentage of women	Total positions	Percentage of women		Percentage of women			
BE	67	3	0	1	21	19	37	27	na	na	30	32
BG	100	1	na	na	86	7	na	na	na	na	86	88
CZ	na	na	na	na	na	na	na	na	na	na	na	na
DK	0	1	100	1	50	8	36	33	na	na	41	40
DE	33	3	50	4	28	54	8	13	22	76	24	24
EE	0	2	100	1	73	11	55	11	na	na	65	60
IE	0	1	0	1	29	7	na	na	na	na	25	22
EL	0	1	0	1	0	5	32	25	na	na	26	25
ES	na	na	na	na	na	na	na	na	na	na	na	na
FR	na	na	na	na	na	na	na	na	na	na	na	na
IT	100	1	0	1	0	2	9	32	8	24	9	10
CY	0	2	0	2	13	15	54	24	na	na	37	35
LV	100	1	na	na	47	17	na	na	na	na	47	50
LT	0	1	0	1	50	4	50	4	58	19	54	52
LU	50	2	na	na	0	4	na	na	na	na	0	17
HU	0	1	0	1	33	9	50	30	na	na	45	44
MT	na	na	na	na	na	na	na	na	na	na	na	na
NL	0	4	0	2	24	21	24	25	na	na	23	21
AT	100	1	0	1	23	13	31	13	na	na	26	29
PL	na	na	na	na	na	na	na	na	na	na	na	na
PT	0	1	na	na	27	15	13	8	na	na	22	21
RO	na	na	na	na	na	na	na	na	na	na	na	na
SI	na	na	na	na	na	na	na	na	na	na	na	na
SK	0	1	na	na	na	na	33	9	35	34	35	34
FI	0	1	na	na	58	12	41	29	na	na	46	45
SE	na	na	na	na	na	na	na	na	na	na	na	na
UK	0	1	0	1	38	8	29	21	na	na	30	29
EU-27	28	29	22	18	33	231	34	304	27	153	32	32
HR	0	1	50	2	33	3	67	15	na	na	60	57

Source: data were collected from EU Member States and Croatia during July–November 2012.

Note: 'na' indicates 'not applicable'. Due to the small number of private media organisations surveyed in each country, generalisations should not be made on a country level, however the data are still indicative on the EU level.

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Table 8: The proportion of women as board members (excluding CEOs – level1) in 99 selected media organisations in the EU-27 and Croatia by form of funding

EU-27 and HR	Public		Private		Total	
	Percentage of women	Total positions	Percentage of women	Total positions	Percentage of women	Total positions
BE	36	42	8	38	23	80
BG	13	8	0	3	9	11
CZ	7	28	6	16	7	44
DK	28	18	27	15	27	33
DE	67	3	14	22	20	25
EE	22	23	20	5	21	28
IE	45	11	33	3	43	14
EL	13	8	6	18	8	26
ES	32	25	7	14	23	39
FR	28	25	15	13	24	38
IT	25	8	10	39	13	47
CY	13	8	25	4	17	12
LV	50	2	50	6	50	8
LT	40	15	27	22	32	37
LU	12	25	na	na	12	25
HU	0	6	8	13	5	19
MT	38	8	na	na	38	8
NL	21	19	9	11	17	30
AT	14	28	44	16	25	44
PL	24	17	13	16	18	33
PT	34	35	17	24	27	59
RO	46	24	42	19	44	43
SI	14	36	50	6	19	42
SK	36	11	15	27	21	38
FI	47	30	38	40	41	70
SE	62	21	43	14	54	35
UK	55	11	24	25	33	36
EU-27	29	495	21	429	25	924
HR	38	16	53	15	45	31

Source: data were collected from EU Member States and Croatia during July–November 2012.

Note: 'na' indicates 'not applicable'. Due to the small number of private media organisations surveyed in each country, generalisations should not be made on a country level, however the data are still indicative on the EU level.

Table 9: The proportion of women as board members (excluding CEOs – level1) in 99 selected media organisations in the EU-27 and Croatia by media format

EU-27 and HR	Newspaper		TV		Radio		TV + Radio	
	Percentage of women	Total positions	Percentage of women	Total positions	Percentage of women	Total positions	Percentage of women	Total positions
BE	11	9	10	21	na	na	30	50
BG	0	1	0	3	20	5	0	2
CZ	6	16	11	19	0	9	na	na
DK	27	15	38	8	na	na	20	10
DE	0	9	na	na	na	na	31	16
EE	50	2	0	3	na	na	22	23
IE	33	3	na	na	na	na	46	11
EL	8	13	0	5	na	na	13	8
ES	0	2	8	12	32	25	na	na
FR	na	na	14	22	38	16	na	na
IT	10	30	11	9	na	na	25	8
CY	25	4	na	na	na	na	13	8
LV	25	4	na	na	50	2	100	2
LT	25	4	28	18	na	na	40	15
LU	19	16	na	na	na	na	0	9
HU	20	5	0	8	na	na	0	6
MT	na	na	38	8	na	na	na	na
NL	na	na	na	na	na	na	17	30
AT	43	14	50	2	na	na	14	28
PL	11	9	13	15	33	9	na	na
PT	25	8	13	16	na	na	34	35
RO	0	5	50	26	50	12	na	na
SI	50	6	na	na	14	36	na	na
SK	20	10	12	17	na	na	36	11
FI	38	40	na	na	na	na	47	30
SE	50	8	59	17	50	10	na	na
UK	36	14	20	5	0	6	55	11
EU-27	23	247	22	234	27	130	28	313
HR	29	7	75	8	na	na	38	16

Source: data were collected from EU Member States and Croatia during July–November 2012.

Note: 'na' indicates 'not applicable'. Due to the small number of private media organisations surveyed in each country, generalisations should not be made on a country level, however the data are still indicative on the EU level.

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Table 10: Policies to promote gender equality in media organisations

EU-27 and HR	Name of the media organisation	Type: private/public	Gender Equality Policy/ code of conduct	Equality opportunities/ Diversity Policy	Policy on sexual harass-ment in the workplace	Dignity at Work policy	Policy relating to Maternity Leave	Policy relating to Paternity Leave
BE	SBS Belgium	Private						
BE	VMMA	Private						
BE	VRT	Public	√	√	√	√		
BE	RTBF	Public						
BE	Sud Presse	Private						
BG	Bulgarian National Radio (BNR)	Public						
BG	Bulgarian National Television (BNT)	Public						
BG	PRESSA	Private						
BG	BTV Media Group	Private						
CZ	Czech Radio	Public						
CZ	Czech Television	Public						
CZ	Mladá Fronta Dnes	Private						
DK	Politiken	Private					√	√
DK	DR	Public					√	√
DK	TV2	Public						
DE	RTL Group	Private	√	√				
DE	Südwestrundfunk (SWR)	Public	√					
DE	Süddeutsche Zeitung	Private						
DE	Westdeutscher Rundfunk (WDR)	Public	√				√	√
EE	Eesti Ekspress	Private						
EE	Kanal 2	Private						
EE	Postimees	Private						
EE	Estonian Public Broadcasting	Public						
IE	Independent News & Media	Private			√			
IE	Raidio Teilifis Eireann (RTE)	Public			√	√		
EL	Kathimerini	Private						
EL	MEGA CHANNEL	Private						
EL	NET (New Greek Television)	Public						
ES	El Pais	Private	√	√	√	√	√	√
ES	Radio Nacional de España	Public	√	√	√	√	√	√
ES	Televisión Española TVE	Public	√	√	√	√	√	√
ES	Tele 5 — Mediaset España Comunicación	Private	√	√	√	√	√	√
FR	Aujourd'hui — (Le Parisien)	Private						

EU-27 and HR	Name of the media organisation	Type: private/public	Gender Equality Policy/ code of conduct	Equality opportunities/ Diversity Policy	Policy on sexual harass- ment in the workplace	Dignity at Work policy	Policy relating to Maternity Leave	Policy relating to Paternity Leave
FR	France 2	Public						
FR	Radio France	Public	√	√				
FR	TF1	Private		√				
IT	Corriere della Sera	Private		√		√		
IT	Mediaset	Private		√		√		
IT	La Repubblica	Private		√		√		
IT	RAI — Radiotelevisione italiana S.p.a	Public	√	√	√	√		
CY	CYBC	Public						
CY	DIAS MEDIA GROUP	Private						
CY	Phileleftheros LTD	Private					√	
LV	Latvian Radio (LR)	Public	√					
LV	Latvian Television (LTV)	Public	√					
LV	Lauku Avīze	Private						
LV	MTG Latvia	Private	√					
LT	LRT Televizija and LRT Radijas	Public						
LT	UAB ´Lietuvos rytas´	Private						
LT	TV3	Private						
LU	RTL Luxembourg	Public						
LU	Tageblatt	Public						
HU	NÉPSZABADSÁG	Private	√					
HU	TV2	Private	√					
HU	MTVA	Public	√					
MT	ONE TV	Private						
MT	Radju Malta	Public						
MT	TVM	Public						
MT	The Times	Private						
NL	NOS	Public	√					
NL	RTL Nederland	Private					√	√
NL	De Telegraaf	Private			√			
NL	TROS	Public						
AT	ORF (Österreichischer Rundfunk)	Public	√		√		√	√
AT	PULS 4 TV GmbH & Co KG	Private						
AT	Der STANDARD	Private						
PL	Gazeta Wyborcza	Private						

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EU-27 and HR	Name of the media organisation	Type: private/public	Gender Equality Policy/code of conduct	Equality opportunities/Diversity Policy	Policy on sexual harassment in the workplace	Dignity at Work policy	Policy relating to Maternity Leave	Policy relating to Paternity Leave
PL	Polskie Radio	Public						
PL	Polish Television (Telewizja Polska – TVP)	Public						
PL	Polsat TV	Private						
PT	Correio da Manhã	Private						
PT	Radio and Television Portugal (RTP)	Public		√				
PT	TVi	Private			√			
PT	Rádio Comercial	Private						
RO	Antena 1	Private						
RO	Romanian Radio Broadcasting Corporation	Public						
RO	TVR (Romania TV)	Public						
RO	Adevărul (The Truth Daily)	Private						
SI	Delo	Private			√	√		
SI	Radio Slovenia	Private						
SI	TV Slovenia	Public			√	√		
SI	POP TV	Public			√	√		
SK	TV Markíza	Private						
SK	SME	Private						
SK	RTVS (Slovak Radio and TV)	Public	√					
FI	Huvudstadsbladet (HBL)	Private			√	√		
FI	Helsingin Sanomat (HS)	Private	√		√	√		
FI	Yle, Finnish Broadcasting Company	Public		√	√		√	√
SE	SR (Sveriges Radio)	Public	√	√	√		√	√
SE	TV4	Private	√		√		√	√
SE	Dagens Nyheter (DN)	Private						
SE	SVT (Swedish TV)	Public	√	√	√	√	√	√
UK	Global Radio	Private		√				
UK	Guardian	Private		√			√	√
UK	ITV (Independent Television)	Private	√	√	√			
UK	BBC	Public	√	√	√	√	√	√
HR	JUTARNJI LIST	Private						
HR	Nova TV	Private			√	√		
HR	HRT Croatian Radio Television	Public	√			√	√	

Note: due to the small number of private media organisations surveyed in each country, generalisations should not be made on a country level; however the data are still indicative on the EU level.

Table 11: **Measures to promote gender equality in media organisations**

EU-27 and HR	Name of the media organisation	Type: private/ public	Trainee positions specifically for women	Leadership/ management training for women	Equality awareness training for staff
BE	SBS Belgium	Private			
BE	VMMA	Private			
BE	VRT	Public			
BE	RTBF	Public			
BE	Sud Presse	Private			
BG	Bulgarian National Radio (BNR)	Public			
BG	Bulgarian National Television (BNT)	Public			
BG	PRESSA	Private			
BG	BTV Media Group	Private			
CZ	Czech Radio	Public			
CZ	Czech Television	Public			
CZ	Mladá Fronta Dnes	Private			
DK	Politiken	Private			
DK	DR	Public			
DK	TV2	Public			
DE	RTL Group	Private			
DE	Südwestrundfunk (SWR)	Public			
DE	Süddeutsche Zeitung	Private			
DE	Westdeutscher Rundfunk (WDR)	Public		√	
EE	Eesti Ekspress	Private			
EE	Kanal 2	Private			
EE	Postimees	Private			
EE	Estonian Public Broadcasting	Public			
IE	Independent News & Media	Private			
IE	Raidio Teilifís Éireann (RTE)	Public			
EL	Kathimerini	Private			
EL	MEGA CHANNEL	Private			
EL	NET (New Greek Television)	Public			
ES	El Pais	Private		√	√
ES	Radio Nacional de España	Public	√	√	√
ES	Televisión Española TVE	Public	√	√	√
ES	Tele 5 — Mediaset España Comunicación	Private			
FR	Aujourd'hui — (Le Parisien)	Private			
FR	France 2	Public			

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EU-27 and HR	Name of the media organisation	Type: private/ public	Trainee positions specifically for women	Leadership/ management training for women	Equality awareness training for staff
FR	Radio France	Public			
FR	TF1	Private			
IT	Corriere della Sera	Private			
IT	Mediaset	Private			
IT	La Repubblica	Private			
IT	RAI — Radiotelevisione italiana S.p.a	Public			
CY	CYBC	Public			
CY	DIAS MEDIA GROUP	Private			
CY	Phileleftheros LTD	Private			
LV	Latvian Radio (LR)	Public			
LV	Latvian Television (LTV)	Public			
LV	Lauku Avīze	Private			
LV	MTG Latvia	Private			
LT	LRT Televizija and LRT Radijas	Public			
LT	UAB ´Lietuvos rytas´	Private			
LT	TV3	Private			
LU	RTL Luxembourg	Public			
LU	Tageblatt	Public			
HU	NÉPSZABADSÁG	Private			
HU	TV2	Private			
HU	MTVA	Public			
MT	ONE TV	Private			
MT	Radju Malta	Public			
MT	TVM	Public			
MT	The Times	Private			
NL	NOS	Public			
NL	RTL Nederland	Private			
NL	De Telegraaf	Private			
NL	TROS	Public			
AT	ORF (Österreichischer Rundfunk)	Public	√	√	√
AT	PULS 4 TV GmbH & Co KG	Private			
AT	Der STANDARD	Private			
PL	Gazeta Wyborcza	Private			
PL	Polskie Radio	Public			
PL	Polish Television (Telewizja Polska — TVP)	Public			

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EU-27 and HR	Name of the media organisation	Type: private/ public	Trainee positions specifically for women	Leadership/ management training for women	Equality awareness training for staff
PL	Polsat TV	Private			
PT	Correio da Manhã	Private			
PT	Radio and Television Portugal (RTP)	Public			
PT	TVi	Private			
PT	Rádio Comercial	Private			
RO	Antena 1	Private			
RO	Romanian Radio Broadcasting Corporation	Public			
RO	TVR (Romania TV)	Public			
RO	Adevărul (The Truth Daily)	Private			
SI	Delo	Private			
SI	Radio Slovenia	Private			
SI	TV Slovenia	Public			
SI	POP TV	Public			
SK	TV Markíza	Private			
SK	SME	Private			
SK	RTVS (Slovak Radio and TV)	Public			
FI	Huvudstadsbladet (HBL)	Private		√	√
FI	Helsingin Sanomat (HS)	Private			
FI	Yle, Finnish Broadcasting Company	Public			
SE	SR (Sveriges Radio)	Public			√
SE	TV4	Private			
SE	Dagens Nyheter (DN)	Private			
SE	SVT (Swedish TV)	Public			√
UK	Global Radio	Private			
UK	Guardian	Private			
UK	ITV (Independent Television)	Private			√
UK	BBC	Public			
HR	JUTARNJI LIST	Private			
HR	Nova TV	Private			
HR	HRT Croatian Radio Television	Public			√

Note: due to the small number of private media organisations surveyed in each country, generalisations should not be made on a country level; however the data are still indicative on the EU level.

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Table 12: Bodies to promote gender equality in media organisations

EU-27 and HR	Name of the media organisation	Type: private/ public	Committee responsible for equality policy issues	Harassment advisors	Equalities/ Diversity Department	Equalities/ Diversity Officer
BE	SBS Belgium	Private		√		
BE	VMMA	Private				
BE	VRT	Public	√	√	√	√
BE	RTBF	Public				
BE	Sud Presse	Private				
BG	Bulgarian National Radio (BNR)	Public				
BG	Bulgarian National Television (BNT)	Public				
BG	PRESSA	Private				
BG	BTV Media Group	Private				
CZ	Czech Radio	Public				
CZ	Czech Television	Public				
CZ	Mladá Fronta Dnes	Private				
DK	Politiken	Private				
DK	DR	Public				
DK	TV2	Public				
DE	RTL Group	Private			√	
DE	Südwestrundfunk (SWR)	Public			√	
DE	Süddeutsche Zeitung	Private				
DE	Westdeutscher Rundfunk (WDR)	Public	√		√	√
EE	Eesti Ekspress	Private				
EE	Kanal 2	Private				
EE	Postimees	Private				
EE	Estonian Public Broadcasting	Public				
IE	Independent News & Media	Private				
IE	Raidio Teilifis Eireann (RTE)	Public				
EL	Kathimerini	Private				
EL	MEGA CHANNEL	Private				
EL	NET (New Greek Television)	Public				
ES	El Pais	Private	√			
ES	Radio Nacional de España	Public	√		√	√
ES	Televisión Española TVE	Public	√		√	√
ES	Tele 5 — Mediaset España Comunicación	Private	√			√
FR	Aujourd'hui — (Le Parisien)	Private				
FR	France 2	Public				

EU-27 and HR	Name of the media organisation	Type: private/ public	Committee responsible for equality policy issues	Harassment advisors	Equalities/ Diversity Department	Equalities/ Diversity Officer
FR	Radio France	Public				√
FR	TF1	Private	√			
IT	Corriere della Sera	Private	√			
IT	Mediaset	Private				
IT	La Repubblica	Private				
IT	RAI — Radiotelevisione italiana S.p.a	Public	√			
CY	CYBC	Public				
CY	DIAS MEDIA GROUP	Private				
CY	Phileleftheros LTD	Private				
LV	Latvian Radio (LR)	Public				
LV	Latvian Television (LTV)	Public				
LV	Lauku Avīze	Private				
LV	MTG Latvia	Private				
LT	LRT Televizija and LRT Radijas	Public				
LT	UAB ´Lietuvos rytas´	Private				
LT	TV3	Private				
LU	RTL Luxembourg	Public				
LU	Tageblatt	Public				
HU	NÉPSZABADSÁG	Private				
HU	TV2	Private				
HU	MTVA	Public				
MT	ONE TV	Private				
MT	Radju Malta	Public				
MT	TVM	Public				
MT	The Times	Private				
NL	NOS	Public				
NL	RTL Nederland	Private				
NL	De Telegraaf	Private	√			
NL	TROS	Public				
AT	ORF (Österreichischer Rundfunk)	Public	√	√		√
AT	PULS 4 TV GmbH & Co KG	Private				
AT	Der STANDARD	Private				
PL	Gazeta Wyborcza	Private				
PL	Polskie Radio	Public				
PL	Polish Television (Telewizja Polska — TVP)	Public				

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EU-27 and HR	Name of the media organisation	Type: private/ public	Committee responsible for equality policy issues	Harassment advisors	Equalities/ Diversity Department	Equalities/ Diversity Officer
PL	Polsat TV	Private				
PT	Correio da Manhã	Private				
PT	Radio and Television Portugal (RTP)	Public				
PT	TVi	Private				
PT	Rádio Comercial	Private				
RO	Antena 1	Private				
RO	Romanian Radio Broadcasting Corporation	Public				
RO	TVR (Romania TV)	Public				
RO	Adevărul (The Truth Daily)	Private				
SI	Delo	Private				
SI	Radio Slovenia	Private				
SI	TV Slovenia	Public				
SI	POP TV	Public				
SK	TV Markíza	Private				
SK	SME	Private				
SK	RTVS (Slovak Radio and TV)	Public				
FI	Huvudstadsbladet (HBL)	Private				√
FI	Helsingin Sanomat (HS)	Private	√			
FI	Yle, Finnish Broadcasting Company	Public	√	√		
SE	SR (Sveriges Radio)	Public	√			√
SE	TV4	Private				√
SE	Dagens Nyheter (DN)	Private				
SE	SVT (Swedish TV)	Public				√
UK	Global Radio	Private				
UK	Guardian	Private			√	
UK	ITV (Independent Television)	Private			√	√
UK	BBC	Public	√		√	√
HR	JUTARNJI LIST	Private				
HR	Nova TV	Private		√		
HR	HRT Croatian Radio Television	Public				

Note: due to the small number of private media organisations surveyed in each country, generalisations should not be made on a country level; however the data are still indicative on the EU level.

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Annex 3 National context survey — Main results

Annex 3 National context survey — Main results

Table 1: **NGOs, civil society, professional media unions and organisations: examples of monitoring organisations**

EU-27 MS and HR	Monitoring organisations which focus on the media	Monitoring organisations which focus on gender and the media
BE		
BG	Bulgaria has a Media Development Centre, which includes media monitoring in its activities. The organisation has a membership of several international bodies, including the Media Diversity Institute, as well as the Bulgarian National Council for Journalistic Ethics. Also in Bulgaria, the Media Democracy Foundation was established in 2007 to: support the establishment of an independent and effective monitoring of the Bulgarian media; diagnose key issues of publicity and initiate public debates; promote civil action in cooperation with Bulgarian and foreign institutions in the media sector; and encourage self-criticism by the Bulgarian media. http://www.mediaethics-bg.org/index.php?do=3&lang=bg; http://www.fmd.bg/; http://www.whomakesthenews.org/europe-coordinators/europe-coordinators/	The Bulgarian People and Borders Foundation, established in 2009 to promote intercultural activity, participated in the 2010 'Who Makes the News' Global Media Monitoring Project. http://www.whomakesthenews.org/europe-coordinators/europe-coordinators/
CZ	Médiář.cz, a civil society organisation in the Czech Republic, offers a daily updated website focusing on media, advertising and marketing. Its partners are renowned media research and analysis institutions in the Czech Republic, though data do not include any gender analyses. Mediažurnál is an online portal (and newsletter) dedicated to journalism, run by the Journalists' Union of the Czech Republic (Syndikát novinářů ČR). Another monitoring body is Demagog.cz (http://demagog.cz), a fact-checking website, focused on checking statements made in political debate in the media. http://www.mediar.cz; http://www.mediazurnal.cz/; http://demagog.cz	
DK	In Denmark, MediaWatch DK follows Danish media developments and viewing figures, analysing readership and circulation mainly for business audiences. http://mediawatch.dk/	In Denmark, KVINFO (Centre for Gender, Information and Research) had a theme on Gender and Media, and also carried out the Danish part of Who Makes the News (together with the media development company Kontrabande) in 2010. http://forside.kvinfo.dk/tema/Koen_og_medier/Nyhedsmedier_giver_et_skaevt_billede
DE	The German Press Council (Deutscher Presserat) was established in 1956 as a self-monitoring entity, and there is a similar body for the advertising industry. German Media Watch monitors the media for anti-Semitism, while the Media Watch Development Policy and International Relations and Media promote issues of fairness and equity in its field. http://www.presserat.info/; http://nicht-mit-uns.com/Index1.htm; http://epo-mediawatch.blogspot.de/2012/06/deutsche-bier-bauchtrager-als.html	Kofra, in Germany, is a women's organisation with numerous thematic groups, including a media watch group concerned with the sexist portrayal of women in the media. http://www.kofra.de/htm/Gruppen/AK-Mediawatch/ak_mediawatch.htm

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EU-27 MS and HR	Monitoring organisations which focus on the media	Monitoring organisations which focus on gender and the media
EE	The Council of Public Word (Avaliku Sõna Nõukogu) is a non-profit organisation which aims to protect press freedom, to examine complaints about mass media from the aspect of good conduct and to support the development of journalists' professional skills (including perception of ethics) and adherence to the good tradition of journalism. http://www.asn.org.ee/english/ Another organisation, the Estonian Press Council (Pressinõukogu), is a voluntary body of media self-regulation to handle complaints from the public about material in the media. The Council provides the public with a possibility to find solutions to disagreements with the media without the need to go to court. http://www.eall.ee/pressinoukogu/index-eng.html	In Estonia, ENUT — Eesti Naisuurimus- ja Teabekeskus (the Estonian Women's Studies and Resource Centre) — is a grassroots, non-profit, NGO, registered in 1997. The Centre, located at the Tallinn University, is the first women's resource centre in Estonia and includes a specialised library on women's and gender issues. ENUT provides services for policymakers, researchers and students, media, other NGOs and the general public in the field of gender equality. http://www.enut.ee/enut.php
IE	In Ireland, MediaBite is a group that offers critical perspectives on mainstream media output, challenging perceived bias in the media. In addition, there are many private companies in Ireland carrying out media monitoring for corporate interests. The corporate clients of these companies use the information supplied for marketing and matters of public relations. Companies such as Kantar Media, Newsaccess and Mediawatch (Ireland) provide this type of service. http://www.mediabite.org/; http://www.kantarmedia.ie/; http://www.newsaccess.ie/; http://www.mediawatch.ie/	
EL		
ES	In Spain, the Association of television viewers and radio listeners is a civil society organisation dealing with consumer complaints regarding television and radio content. It also conducts research and monitors the audio-visual media. The Catalan Association of audio-visual media consumers is a regional civil-society body of television viewers concerned with quality television and with a focus mainly related to the rights of children. Madrid-based Icmedia is a federation of consumers and media users working with key industry players to improve the quality of content and help create a more just, free and fair multi-media environment. Also the Asociación de Usuarios de la Comunicación (AUC) is a non-profit organisation dedicated to defending the rights of citizens as media users, recipients and potential protagonists of their contents. http://www.atr.org.es/index.php/noticias/33-como-reclamar-contenidos-de-tv-no-aptos-para-menores.html; http://taconline.net/; http://www.icmedianet.org/%c2%bfque-es-icmedia/	In Spain, the Observatory of women in the mass media is a civil society organisation that focuses on awareness of discrimination against women in the media. It also conducts research into the representation of women in the media. http://www.observatoridelesdones.org/default.html
FR	In France, the Commission for statistical data dealing with the allocation of I.D. press cards to journalists (CCIJP) publishes the resulting statistical data. The Observatory of Press Workers was created by the press registered joint collection agency (OPCA), Mediafor. It collected professional levies and organised vocational training before its amalgamation with AFDAS, and now it embraces the whole area of culture, communication and leisure. The Observatory of broadcast jobs is the same agency as AFDAS but in the realm of radio and television. These agencies identify the progressive feminisation of the sector as one of its main developments, though they have no specific actions in that regard. Media Watch France, created in 2003, is linked to Media Watch Global and to the anti-globalist movement. http://www.ccijp.net/; http://www.metiers-presse.org/pdf/1255448008.pdf; http://www.observatoire-av.fr/; http://www.observatoire-medias.info	In France, the International Federation of Journalists (FIJ) is a confederation of journalists' unions. One of its key roles is to analyse the place of women in the media and in journalism. Amongst others the French union SNJ promotes these issues, including demands for equal pay. Les Chiennes de Garde is a feminist organisation set up in 1999 to monitor the public domain in general with regard to the status and treatment of women. The associated organisation La Meute focuses on sexism in the world of advertising. The project Genrimage is an initiative of the Simone de Beauvoir Audio-visual Centre, itself founded in 1982 to identify and raise awareness of women's human rights, struggles, art and work. Genrimage challenges sexist representations in the media. http://www.ifj.org/assets/docs/071/230/91dfd47-f4ee8e6.pdf http://www.ifj.org/fr/pages/questions-de-genres

EU-27 MS and HR	Monitoring organisations which focus on the media	Monitoring organisations which focus on gender and the media
IT	In Italy, there are several civil society organisations that conduct monitoring activities. They include: C.A.R.E.S. — Osservatorio di Pavia, which pays particular attention to women and television as a main area of research; Centro d'ascolto dell'informazione radio-televisiva, established in 1981 to monitor news output, and now also in charge of monitoring election coverage; GECA, a Laboratory of Research on Audio-visual Communication; and ISIMM, the Institute for the Study of Innovation in Media and Multimedia. There are also many non-governmental organisations that operate through a general monitoring of the media context — like Articolo 21 — but these might be considered more as advocacy organisations. http://www.osservatorio.it/; http://www.centrodiascolto.it/; http://www.gecaitalia.it/; http://www.isimmricerche.it/Joombla/; http://www.articolo21.org/	In Italy, since 2011, the Osservatorio di Pavia has been conducting a gender-focused monitoring of news broadcasts by the public and private channels of five European countries (OERG). From 2012, they have been commissioned by RAI to monitor prime-time broadcasting on the generalist RAI Channels. In addition, Milly Buonanno (who founded OFI, the Observatory of Italian fiction) has conducted some research regarding fiction and journalism, focusing also on the gender issue. There are also some smaller, mainly academic, initiatives like Gemma — Gender and Media Matter (University of Rome), TV Fai-da-te (University of Bologna) and Inchiaro (University of Milan Bicocca). Valored is an Italian association composed of women who occupy top management posts in the most important Italian and multinational companies. The aim of the group is to support women during their careers and to promote female leadership among the biggest companies. This association has an observatory which monitors the representation of women in many business fields, including the media. http://www.osservatorio.it/index.php; http://www.campo-ofi.it/ofi/osservatorio.php; http://giovannacosenza.wordpress.com/laboratorio-tv-fai-da-web/; http://inchiaro.sociologia.unimib.it/; http://www.coris.uniroma1.it/testo.asp?id=6130; http://www.valored.it/
CY		In Cyprus the Mediterranean Institute of Gender Studies (MIGS) is a non-profit organisation which promotes and contributes to projects of social, political and economic themes relating to gender with an emphasis on the Mediterranean region. MIGS has undertaken work on gender and the media, including participation in the GMMP survey. http://www.medinstgenderstudies.org/; http://www.handsacrossthedivide.org/
LV		
LT	In Lithuania, the Media Research Centre at Vytautas Magnus University in Kaunas is concerned with a variety of issues concerning journalism in the Baltic Region; Transparency International Lithuania is a media watchdog mainly concerned with addressing issues of corruption; Freedom House Lithuania is a branch of the US-based international NGO; Mediaskopas is the region's biggest media monitoring and analysis provider, constantly monitoring more than 1 500 media sources in Lithuania, Latvia and Estonia. Other commercial monitoring entities include TNS Gallup, RAIT and SIC. http://www.MediaResearch.lt; http://www.transparency.lt; http://www.freedomhouse.org/country/lithuania; http://www.mediaskopas.lt/; http://www.tns.lt/lt/; http://www.rait.lt; http://www.sic.lt	
LU		

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EU-27 MS and HR	Monitoring organisations which focus on the media	Monitoring organisations which focus on gender and the media
HU	In Hungary, there are several media monitoring organisations: Publicity Club Monitor Group (Nyilvánosság klub, Mintor csoport), founded in 1988 as an 'open society' initiative supported by the Soros Foundation; the Átlátszó Center for Investigative Journalism, founded in 2011, with a watchdog website; HCLU, the Hungarian Civil Liberties Union (TASZ, Társaság a Szabadságjogokért) a non-profit, human-rights watchdog founded in 1994, includes the monitoring of freedom of information; CIJ, Centre for Independent Journalism (Független Médiaközpont), an NGO founded in 1995, involved mostly in organising training and workshops, MedialawWatch (Médiajogfigyelő) and an NGO of legal specialists founded in June 2010, in response to legislative moves aimed at centralisation of the media. http://www.nyilvanossagklub.hu/monitor.shtml; http://atlatszo.hu/category/english/; http://tasz.hu/en; http://www.cij.hu/hu/; http://mediajogfigyelo.hu/index.php?do=static&id=1	
MT	Media monitoring in Malta is the responsibility of the Broadcasting Authority, established in 1961 to monitor and regulate all radio and television broadcasts originating from the Maltese islands. It is an independent statutory body consisting of a Chairman and four other members appointed by the President of Malta acting in accordance with the advice of the Prime Minister given after consultation with the Leader of the Opposition. http://www.ba-malta.org/home	
NL	There are several organisations in the monitoring field in the Netherlands: among them, Publistat is the first and largest agency in the country committed to researching journalistic reporting. Publistat, founded in 2000 with the conviction that communication does not differ substantially from other disciplines, works for companies, governments and non-profit organisations. MediaTest is a small organisation specialising in media and communication research, while NOM (Nationaal Onderzoek Multimedia) is responsible for carrying out and reporting the national readership figures for daily newspapers and magazines. The Dutch News Monitor (DNN) is the scientific institute for journalism, providing empirical material in the form of reports, which can be used for reflection and discussion on the quality of journalism in the Netherlands. The journalists' union the NVJ monitors the media mainly for press freedom issues, while other unions and business associations, such as FNV KIEM and NDP Nieuwsmedia monitor the media with regard to their members' interests. http://www.publistat.nl/index.php?lang=nl&section=overpublistat&subsection=bureau; http://www.mediatest.nl/klanten/mediaonderzoek-cases-onderzoek-media-en-communicatie-zoals-lezersonderzoek.html; http://www.nommedia.nl/onderzoek/; http://www.kijkonderzoek.nl/; http://www.nvj.nl/over/; http://www.fnv-kiem.nl/entertainment-en-media; http://www.ndpnieuwsmedia.nl/over-ndp-nieuwsmedia.2029.lynkx	In the Netherlands, the Woman & Media Foundation (Vrouw en Media) is an independent organisation, providing a platform for women in journalism. More than 1 100 media women subscribe to its newsletter. The foundation monitors public debate and intervenes regarding the position of women in journalism. Another organisation is Women in the Media (Vrouwen en de media), which produced a 2009 survey of the position of women in broadcasting in the Netherlands. http://www.vrouwenindemedia.nl/profiel.php?pid=64&detail=werk#nav http://www.vrouwenindemedia.nl/pdf/Rapport_Vrouwen_in_de_Media.pdf http://www.uitgeverijbedrijf.nl/Document/CAO-DJ%202011-2012%20%28definitief%29.pdf

EU-27 MS and HR	Monitoring organisations which focus on the media	Monitoring organisations which focus on gender and the media
AT	In Austria, the Presserat and Werberat are self-regulating institutions within the media and marketing/advertising industries, including in their code of ethics provisions against gender/sex discrimination. Both organisations are reactive, rather than proactive in their regulatory roles, with limited sanctions, and both exclude the freelance sector. KOBUK is an Austrian media monitoring website and blog designed and operated by students and staff of the Journalism Institute at the University of Vienna. The scope of the monitoring/commentary is broad and international. http://www.presserat.at; http://www.werberat.at; http://www.kobuk.at	
PL	In Poland, Mediaskop is the major commercial provider of press, radio, television and internet monitoring services to businesses and government. The Press Freedom Monitoring Centre is associated with the Polish Journalists' Association. Regulation is the task of the National Council of Radio and Television, the government body overseeing programming and licensing. In 1995 Polish media owners and professionals adopted the Media Charter and established the Conference of Media, which in turn appoints the Council of Media Ethics. The Council is an advisory body, adjudicating on issues involving the Charter. http://www.mediaskop.pl; http://www.freepress.org.pl; http://www.krrit.gov.pl; http://radaetykimediow.pl	
PT		UMAR, in Portugal, is the Union Women's Alternative and Response — an association of women formed in 1976 as a non-governmental organisation. A relatively recent project is the Observatory of Gender Representations in the Media, intended to 'draw the attention of both the population and the producers of media discourse to the constant creation of representations that show and reinforce gender asymmetries, with women generally being shown associated with restrictive social roles, still much too tied to the private sphere, solidifying the centuries-old dominating dichotomies between the public and the private'. https://sites.google.com/site/observatoriogeneromedia/
RO	In Romania, ActiveWatch-Media Monitoring Agency (MMA) is a non-governmental, non-profit organisation established in 1994, initially in the Catavencu Cultural Academy. Now independent, (as the Association of Media Monitoring Agency) the ActiveWatch Network is concerned with freedom of expression and access to information, particularly regarding disadvantaged groups. Another monitoring group is the Centre for Independent Journalism (CJI). http://www.cji.ro/; http://www.activewatch.ro/	

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EU-27 MS and HR	Monitoring organisations which focus on the media	Monitoring organisations which focus on gender and the media
SI	In Slovenia, Media Watch is a project for monitoring, analysing and reporting on the work of the mass media. Studies and articles on the subject are published in the Bulletin of Media Watch and a bilingual (Slovenian–English) book series, Media Watch. Media Watch is an initiative of the Peace Institute, established in 1991 to address the problems of racism and political conflict, as well as to undertake gender studies, cultural studies and projects of political-social practice. http://mediawatch.mirovni-institut.si/; http://mediawatch.mirovni-institut.si/eng/; http://www.culture.si/en/Media_Watch	
SK	Slovakia has the independent NGO Citizen, Democracy and Accountability, which monitors the media in relation to (anti)-discrimination. Also EsFem ((an independent feminist organisation) carried out a content analysis of the representation of women aged 45+ in the printed media. http://www.oad.sk/en/node/510; http://www.esfem.sk/subory/vyskum/bosaprezentaciakonferenciaivomaj07.pdf	
FI		
SE	In Sweden, the Swedish Advertising Ombudsman is a private foundation monitoring marketing, advertising and PR for unethical conduct. The Swedish Union of Journalists is a professional organisation and trade union which houses the Council of Work Ethics, monitoring journalistic integrity and the (un)ethical collection of material. http://www.reklamombudsmannen.org/eng; https://www.sjf.se/about; http://www.po.se/english	The Sweden-based Kvinna till Kvinna women's network, which promotes the role of women in peace processes in conflict regions, has conducted media monitoring related to gender. Another civil society body, Allt är Möjligt (Everything is Possible) is a non-profit organisation that was founded in Gothenburg in 1992, to monitor the media and to challenge gender discrimination and stereotypes. http://kvinnatillkvinna.se/en/only-men-and-few-solutions-in-the-media http://www.alltarmojligt.se/
UK	In the United Kingdom there are many non-governmental and non-profit organisations offering critiques of mainstream media output. Some offer a general analysis of media bias, while others focus on the representation of specific groups. Examples are: Glasgow Media Group; Islamophobia Watch; Media Lens and Media Standards Trust; Mediawatch UK; Trans Media Watch. Media monitoring by private companies for corporate interests, which use them for marketing and matters of public relations, has become a notable online industry in the United Kingdom. http://www.glasgowmediagroup.org/; http://www.islamophobia-watch.com/; http://www.medialens.org/; http://mediastandardstrust.org/about/ http://www.mediawatchuk.org.uk/; http://www.transmediawatch.org/	
HR	In Croatia, Cenzura Plus (Censorship Plus) is a non-profit, civil society organisation promoting human rights and media freedom with the aim of building a modern, democratic and fair society. Cenzura Plus works on the development of civil society through independent media production, non-institutional education and public advocacy. http://www.cenzura.hr	A Croatian NGO, B.a.B.e. (Be active, Be emancipated), founded in 1994 with the purpose of promoting and protecting women's human rights, is now focused on promoting gender equality and ensuring equal opportunities for all genders in all spheres of social life. B.a.B.e has a Women and Media programme, and was active in the 2010 Global Media Monitoring Project (GMMP) survey. http://www.babe.hr/

Table 2: NGOs, civil society, professional media unions and organisations: examples of professional media unions

EU-27 MS and HR	Professional media unions with a women's officer post	Professional media unions with a women's council	Organised groups of women media professionals (journalists, filmmakers, etc.)
BE			
BG			
CZ			From 2009 to 2011, in the Czech Republic, a project funded by the European Social Fund — Volná novinářka (Freelance Woman Journalist) gathered together a group of self-employed women journalists. It appears from the website of the project that it did not lead to any permanent organisation. http://novinarka.hermesmedia.cz/ http://feminismus.cz/organizace.shtml
DK	Danish Union of Journalists, a gender equality coordinator. http://journalistforbundet.dk/DJ-in-English/	The Danish Union of Journalists once had a gender equality council, but this was dissolved in order to make gender equality structurally a joint responsibility within the organisation. When this happened the position of gender-equality coordinator was established.	In Denmark there is K2, an association of women who are or want to be in leading positions in the Danish media; this organisation has an annual 'prize' that they present to the organisation with fewest women in senior positions. There is a Danish branch of WIFT (they also have male members, but the organisation is headed and decisions are taken by women), and there are 200 members of WIFT/DK on Facebook and LinkedIn. Another Danish organisation is Medieboxen (the Media Box) which started in August 2009 as an organisation for female media professionals. http://kvinder.branding4you.dk/#post98; http://www.journalisten.dk/k2-naese-til-borsen-k2-pris-til-tv-2 http://www.wift.dk http://medie-boxen.blogspot.dk/
DE	The union Verdi (ver.di — Vereinte Dienstleistungsgewerkschaft) has a section for journalists.		In Germany there is a League of Women Journalists, a professionally based, multi-generational network of women working in the journalism sector. Women in Film and Television Germany (WIFTG) is an organisation set up in 2005 to strengthen the positions of women especially in the film and television sector. A campaign began in June 2012 to introduce a 30 % quota for leadership positions for women in the media. The petition was signed by more than 350 professional female and male journalists and politicians of all sectors. http://www.journalistinnen.de/ http://www.wiftg.de/index.php?option=com_content&task=blogcategory&id=36&Itemid=131 http://www.pro-quote.de/was-wir-wollen/
EE		The Estonian Journalists' Union http://www.eal.ee/index.php?page=56&	Estonian Women Journalists and Editors. http://naistoimetajad.blogspot.com
IE	In Ireland, The National Union of Journalist's (NUJ), equality officer. The Broadcasting, Entertainment, Cinematography, and Theatre Union (BECTU) is based in the United Kingdom but does have a minor presence in Ireland.	In Ireland, while the NUJ does not have a specific women's council, its Equality Council covers women's issues. BECTU is based in the United Kingdom but does have a minor presence in Ireland. It has a Women's Committee.	In Ireland, Women On Air is a group that provides training and support to women to enable them to have their voices heard on mainstream media broadcasts on television and radio. Women in Film and Television Ireland is an organisation dedicated to women within the media industry in Ireland. http://womenonair.ie/ http://www.wftvireland.com/

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EU-27 MS and HR	Professional media unions with a women's officer post	Professional media unions with a women's council	Organised groups of women media professionals (journalists, filmmakers, etc.)
EL		In Greece, there is a Gender Committee of the Panhellenic Federation of Journalists' Unions (PFJU) http://www.poesy.gr/index.php?option=com_content&view=category&layout=blog&id=12&Itemid=62	In Greece, there is the European Network of Greek Women Journalists. http://www.isotita.gr/var/uploads/gynaikeies%20organoseis/GYNAIKEIES-ORGANOSEIS.pdf
ES	In Spain, the Journalists Union of Catalonia, an equality officer, and the Professional Journalists Association of Catalonia, a gender officer. http://www.sindicatperiodistes.cat/content/qui-%C3%A9s-qui http://www.periodistes.org/organitzacio	In Spain, FAPE — the Spanish Federation of Journalist Associations — has a gender and institutional relations council; the Federation of Journalist Unions (FESP) has an equality council; the Journalists' Union of Madrid has a women's equality council; and the Journalists' Union of Andalusia has a women's council. http://www.fape.es/junta-directiva_fape_organos-21151408735.htm http://www.sindicato-periodistas.es/fesp.php http://www.sindicato-periodistas.es/igualdad.php http://www.spandalucia.com/index.php?option=com_content&task=blogcategory&id=0&Itemid=46	In Spain, there are several groups: the Association of Women film-makers include all women working in the audio-visual sector, cinema and television; the Journalist Women's Association of Catalonia; the Spanish Association of Professional Women in the Mass Media (AMECO); and the International Network of Women Journalists, Madrid. http://www.cimamujerescineastas.es/ http://www.adpc.cat/new_site/ http://www.nodo50.org/ameco/ http://redmujeresperiodistas.wordpress.com/category/decalogos-manuales-guias-y-libros/
FR			In France, the non-profit organisation of women journalists (AFJ) was created in 1981. It is composed of about 40 active members who focus their action towards the media. The AFJ is part of the GMMP project. http://www.femmes-journalistes.asso.fr/
IT		In Italy, the media unions FNSI, USIGRAI and ODG each have an Equal Opportunity Commission/Committee. In addition, at the sub-national level, most of the 19 journalists' associations have an Equal Opportunities Commission. http://www.fnsi.it/Pub_cpo/Pag_cpo_cose.asp http://www.usigrai.it/elenco.php?id=1214&type=1 http://www.odg.it/content/05-pari-opportunit%C3%A0	In Italy, there is GIULIA (Union of Freelance and Independent Female Journalists), Pari o Dispare (the Observatory on Gender Discrimination), SNOQ (a movement which attempts to improve the social position of women in Italy) and UDS ('Emerge from the silence' an association which fights for women's self-determination and freedom). http://giulia.globalist.it/?Session=RWPOOSSYSQ http://pariodispare.org/2010/il-regolamento/ http://www.senonoraquando.eu/ http://www.usciamodalsilenzio.org/home.php
CY			
LV			
LT	Lithuanian Journalists' Union. http://www.lzs.lt/lt/		
LU			

EU-27 MS and HR	Professional media unions with a women's officer post	Professional media unions with a women's council	Organised groups of women media professionals (journalists, filmmakers, etc.)
HU		In Hungary, the Women in the Media (Equality) Section is one of the 31 active sections in the Association of Hungarian Journalists (MÚOSZ) that is an independent organisation of cultural and advocacy issues. MUOSZ is member of the International Federation of Journalists. http://www.muosz.hu/main.php?page=szakosztal&fo=6&id=44	
MT			
NL			In the Netherlands are the groups Vrouw en Media (Women in the Media) and Stichting Netwerk Mediavrouwen (Mediawomen's Network Foundation). http://www.vrouw-en-media.nl/index.php?page=oversvm http://www.vrouw-en-media.nl/index.php?page=wie http://www.mediavrouwen.nl/netwerkinfo/index.html
AT	In Austria, the Union of Salaried Private Sector Employees and of Printers, Journalists and Paper Workers Sektion Journalisten has a department for women's issues. http://www.gpa-djp.at/servlet/ContentServer?pagename=GPA/Page/Index&n=GPA_5.1.d http://www.gpa-djp.at/servlet/ContentServer?pagename=GPA/Page/Index&n=GPA_5.2	The Austrian Journalists' Union, a women's council. http://www.gpa-djp.at/; http://www.gpadjp.at/servlet/ContentServer?pagename=GPA/Page/Index&n=GPA_5.1	In Austria, there are several such organised groups at national and regional levels, which are mainly involved in networking events, training and seminars. Women journalists: Österreichischer Journalistinnenkongress/ Medienfrauen, Frauennetzwerk Medien, Salzburger Medienfrauen, Medienfrauen, berösterreich/Frauennetzwerk des österreichischen Presseclubs. Women in film production: Frauen Arbeit Film Women in text production (journalists, writers, PR, translators, etc.): Texttreff http://www.medienfrauen.net/ http://www.medienfrauen-ooe.at/ http://www.salzburgermedienfrauen.at/ http://www.frauennetzwerk.at/web/dev/index.php http://www.texttreff.de/ http://www.medienfrauen-ooe.at/ http://www.frauenarbeitfilsm.at/
PL			In Poland, there are a number of NGOs, including Equality for Equality; Spheres of Dialogue Foundation; Partners Polska Foundation; and Feminoteka. http://www.freepress.org.pl http://www.krrit.gov.pl http://radaetykimediow.pl
PT			
RO			In Romania, there is one group called ARIADNA — the Association of Women Journalists. http://www.asociatiaariadna.com/Pagina-Diseminare_proiecte.html
SI			

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EU-27 MS and HR	Professional media unions with a women's officer post	Professional media unions with a women's council	Organised groups of women media professionals (journalists, filmmakers, etc.)
SK			
FI	The Union of Journalists in Finland has a lawyer who specialises among other things in gender-equality issues. http://www.journalistiliitto.fi/liitto/yhteystiedot/	In Finland, the Work Life and Equality Committee prepare issues for the board of the Journalists' Union.	There is an association of Women Journalists in Finland. http://www.naistoimittajat.fi/
SE			In Sweden there is a great number of organised groups of women professionals (and of course general women/feminist networks), but few relate to media professionals specifically. W.I.S.P. Women in Swedish Performing Arts is a network for feminists in the cultural sector. http://www.wisp.se/
UK	In the United Kingdom, there is the Broadcasting, Entertainment, Cinematography and Theatre Union (BECTU), and the National Union of Journalists' (NUJ) equality officer.	In the United Kingdom, BECTU has a Women's Committee and they also hold an annual Women's Conference. While the NUJ does not have a specific women's council its Equality Council covers women's issues.	In the United Kingdom, Women in Film and TV is an organisation that promotes women within the media industry in the United Kingdom. Bird's Eye View is a UK-based organisation that was set up to support and celebrate women film-makers. Women in Media is a Sussex-based group serving women in the digital media industry. Women in Journalism is an organisation specifically for women working in different aspects of journalism. http://www.wftv.org.uk/wftv/default.asp?menu=home http://www.birds-eye-view.co.uk/198/about-us/about-us.html http://www.wij.org.uk http://www.womeninmedia.co.uk/
HR			

Table 3: **National government: examples of research, legislation and media-monitoring organisations**

EU-27 MS and HR	Research conducted into any aspect of gender and media	Legislation on any aspect of gender and media	Formal media-monitoring organisations	Formal media & gender-monitoring organisations
BE			Belgium has two such organisations: Steunpunt Mediamon, a consortium of different universities financed by government; and VRM (Vlaamse Regulator Media), the Flemish media regulator. http://www2.vlaanderen.be/weten/steunpunten/steunpuntenG3/beheer-sovereenkomsten/steunpuntmedia_meerjaren-plan.pdf http://www.steunpuntmedia.be/ http://www.vlaamseregulatormedia.be/nl/home.aspx	
BG			Bulgaria has a regulatory Council for Electronic Media, established according to Bulgarian legislation. http://www.cem.bg/	
CZ	In the Czech Republic, in 2003, the Ministry of Labour and Social Affairs commissioned research, the outcome of which was a report: The image of women in media and advertising and its influence on public opinion on equality between men and women: Report for the Ministry of Labour and Social Affairs (pp. 63). Praha. TNS-Factum (2003). Obraz ženy v médiích a reklamě a jeho vliv na veřejné mínění o rovnosti mužů a žen: Zpráva pro Ministerstvo práce a sociálních věcí — projekt VaV-ZVZ76, ident. kód: HS 100/03		The Czech Republic has four regulatory and monitoring authorities: the Council for Radio and Television Broadcasting, the Council of Czech Television, the Council of Czech Radio, and the Council of Czech Press Agency. Trampota, T. (2010), Media landscape: Czech Republic. European Journalism Centre. Retrieved from; http://www.ejc.net/media_landscape/article/czech/	

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EU-27 MS and HR	Research conducted into any aspect of gender and media	Legislation on any aspect of gender and media	Formal media-monitoring organisations	Formal media & gender-monitoring organisations
DK		In Denmark, a charter for more women in leadership positions was launched in 2008, and there is a general model on recruiting more women in leadership positions in organisations, including the media. The Government generally uses a soft touch in this area, with recommendations rather than legislation. http://miliki.dk/fileadmin/liges-tilling/PDF/Dansk_model/Fak-taark_dansk_model.pdf http://miliki.dk/ligestill-ing/ligestillingsomraader/kvinder-i-ledelse-og-bestyrelser/		
DE	There are several examples of relevant research in Germany, including a research project (Federal Ministry of Education and Research, BMBF and EU), Media Representations of Women in Top-Level Positions, which analysed the representation of women in leading political, economic and academic positions. Migrant women in the media (2010–11), supported by the state of North Rhine-Westphalia, analysed the media representation of migrant women in German media (focusing on representation but also in part on the participation of women in the creation of media products). http://www.frauen-aktiv.de/aktiv/3/studie.php http://www.grimme-institut.de/imblickpunkt/pdf/imblickpunkt_frauen-in-medienberufen.pdf http://www.dlr.de/pt/Port-aldata/45/Resources/doku-mente/cg/01FP0730.pdf http://www.spitzenfrau-enindenmedien.de/eng-lish.html http://www.polsoz.fuber-lin.de/kommwiss/institut/journalistik/forschung/migrantinnen.html			

EU-27 MS and HR	Research conducted into any aspect of gender and media	Legislation on any aspect of gender and media	Formal media-monitoring organisations	Formal media & gender-monitoring organisations
EE	In 2003–05, Estonia participated in an EU-funded project, Mass Media in (Re)distribution of Power. In Estonia, two empirical research projects were implemented in the framework of this project: one on the portrayal of female politicians in the media and the other on self-reflections of female politicians. The publication based on the findings also contains a theoretical background and methodological points of departure for media analysis from the viewpoint of gender.	The purpose of the Gender Equality Act is to ensure equal treatment of women and men and to promote gender equality in all areas of social life. There is no specific regulation concerning media in the GEA but both the general regulation and more specific obligations of employers apply also to media organisations. According to the Advertising Act an advertisement cannot disregard the principle of gender equality, belittle one sex or present one gender as prevailing or subordinate. It also prohibits advertisements with pornographic content and advertising for services provided for satisfaction of sexual desire, including prostitution, and advertisements referring to such services or assisting procurement.		
IE	In Ireland, under the Equality for Women Measure, the Department of Justice, Equality and Law Reform funded a project within RTÉ, the national broadcaster, which conducted a gender-equality audit of management positions in the company and also compiled an electronic database of specialist female contributors available to participate in programmes. Ireland, National Women's Strategy 2007–16, Dublin, 2007, p. 99.	In Ireland, the public-service broadcasters, RTE (English language) and TG4 (Gaelic language) are statutory organisations and the directors of their governing boards are appointed by the Irish government for 5-year terms. There is a legally binding minimum requirement for the gender composition of the RTE Board of Directors as well as the TG4 Board of Directors set down by the Broadcasting Act of 2009, which states that on the 12-person board at RTE and the 11-person board at TG4: 'Not less than 5 of the members of the board of a corporation shall be men and not less than 5 of them shall be women.' Ireland's broadcasting regulator, the Broadcasting Authority of Ireland, has a statutory obligation to achieve a gender balance on all of its key decision-making bodies: based on a legislative requirement at least 4 of the 9-member Authority have to be female and at least 4 have to be male. Ireland, Broadcasting Act of 2009, Dublin, 2009, p. 89. Ireland, Broadcasting Act of 2009, Dublin, 2009, pp. 18-19. http://www.bai.ie/?page_id=19	The Broadcasting Authority of Ireland regulates media content and the compliance with broadcasting codes and rules in Ireland. The Commission for Communications Regulation (ComReg) is the statutory body responsible for, inter alia, the regulation of the electronic communications sector, including broadcasting transmission, and licenses the use of radio spectrum by broadcasters. http://www.bai.ie/ http://www.comreg.ie/ http://www.pressombuds-man.ie/	

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EU-27 MS and HR	Research conducted into any aspect of gender and media	Legislation on any aspect of gender and media	Formal media-monitoring organisations	Formal media & gender-monitoring organisations
EL	Some years ago in Greece there was research on gender and the mass media: Kafyri, K., Gender and Mass Media: Study review, Research Centre for Gender Equality (KETHI), Ministry of the Interior, Athens, 2002. Kakavoulia, M., Kappa, V. & Liapi, M., Gender and Mass Media: Targeted Field Research, Research Centre for Gender Equality (KETHI), Ministry of the Interior, Athens, 2001. http://www.kethi.gr/attachments/174_FYLO_MME_EPISKOPISI.pdf http://www.kethi.gr/attachments/173_FYLO_MME.pdf		In Greece there is a Greek National Council for Radio and Television (NCRTV) and the Hellenic Audio-visual Institute (IOM) which have regulatory and monitoring roles. http://www.esr.gr http://www.iom.gr	Greece has a General Secretariat for Gender Equality and a Research Centre for Gender Equality (KETHI). Both belong to the Ministry of the Interior, and while they do not focus only on gender and media, they have conducted studies on the subject. http://www.isotita.gr/en http://www.kethi.gr

EU-27 MS and HR	Research conducted into any aspect of gender and media	Legislation on any aspect of gender and media	Formal media-monitoring organisations	Formal media & gender-monitoring organisations
ES	The Spanish Women's Institute is a governmental office for the promotion of equality between women and men. It conducts and finances research into equality and gender in Spain including different aspects of Gender and the Media. Its areas of research are mainly focused on the representation of women in the mass media and advertising. Nevertheless, the Spanish Women's Institute has also conducted research aimed at making women visible, focusing on women who work in the mass media. http://www.pilarlopezdiez.eu/pdf/2InfRepreGen_05.pdf	In Spain, the most important law on Gender is the Spanish Constitutional Act 3/2007 of 22 March, for Effective Equality between Women and Men. Title III contains measures to further equality in the mass media with specific rules for State-owned media, as well as instruments to enforce these measures in the context of discriminatory advertising. Title IV is concerned with the right to equal work opportunities, with measures to guarantee equality between women and men in access to employment, vocational training and promotion, as well as labour conditions. It also extends workers' rights to the inclusion of protection against sexual harassment. This Title specifically addresses the duty to negotiate equality plans in companies with over 250 workers. Other relevant legislation includes the General audio-visual law 7/2010 of 31 March, establishing a legal framework for the audio-visual sector. Titles II, IV and VI contain measures to further equality and avoid gender discrimination in mass media and advertising contents. Finally, the Organic Act 1/2004 of 28 December, on Integrated Protection Measures against Gender Violence in which Chapter Two of Title I contains specific rules for advertising and the media. Advertising material that uses the image of women in a degrading or discriminatory manner is deemed illegal. http://www.isotita.gr/var/uploads/NOMOTHESIA/INTERNATIONAL/SPANISH%20constitutional%20act3_2007_en.pdf http://www.boe.es/boe/dias/2010/04/01/pdfs/BOE-A-2010-5292.pdf http://www.coe.int/t/dghl/standardsetting/violence/Organic%20Act%20on%20Violence.pdf	In Spain, the Catalan Audio-visual Council (CAC) is the independent authority that regulates audio-visual communication in Catalonia. Its objective is to ensure compliance with regulations applicable to suppliers of both public and private audio-visual services. The CAC's principles of action are the defence of freedom of speech and information, pluralism, neutrality and honesty of news, as well as free competition in the sector. The Andalusia Audio-visual Council is an independent authority that regulates audio-visual communication in Andalusia. Its objectives are similar to those of the CAC. http://www.cac.cat/web/informacio/index.jsp?Ng%3D%3D&Mw%3D%3D&L3dIYi9pbmZvcm1hY2lvL2NvbRlbnRGdW5jaW9ucw%3D%3D http://www.consejoaudiovisualdeandalucia.es/	In Spain, the Observatory on the image of women, is part of the governmental Spanish Women's Institute. The Observatory monitors the contents of the mass media and advertising directly or through complaints from the general public in order to detect sexist or discriminatory treatment of women. It has an effective and formal monitoring mechanism. http://www.inmujer.gob.es/observatorios/observImg/home.htm

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EU-27 MS and HR	Research conducted into any aspect of gender and media	Legislation on any aspect of gender and media	Formal media-monitoring organisations	Formal media & gender-monitoring organisations
FR	In France, the Commission for women's image in the media was created in 2008; it became permanent in 2010, reporting annually to the government. It also includes the professional sphere of journalism in its remit. In 2006-2007, there was a commission of the French Senate dealing with Women and Men in the Media concerning women's rights and equality of opportunities between men and women. http://www.ladocumentationfrancaise.fr/var/storage/rapports-publics/084000614/0000.pdf http://www.ladocumentationfrancaise.fr/var/storage/rapports-publics/114000703/0000.pdf http://www.senat.fr/rap/r10-650/r10-6501.pdf		In France, the CSA (French broadcasting regulatory body) monitors diversity (not exclusively gender), producing a bi-annual 'barometer' on diversity representation on TV programmes. The CSA Diversity Observatory covers the fields of media, immigration and administration. REFRAM, the French-speaking network of media regulators, makes a comparative study of the policies of the regulators which are members of the network, concerning gender equality. http://www.csa.fr/Etudes-et-publications/Les-observatoires/L-observatoire-de-la-diversite http://www.csa.be/system/documents_files/1695/original/BL_20110826_rapport_egalit%C3%A9_hommes_femmes_REFRAM_OK.pdf?1328884633 http://www.csa.be/system/documents_files/1846/original/REFRAMVademecum_egaliteHF.pdf?1347628157	In France, the Commission on women's image in the media, reporting to the Secretary of State in charge of women's rights, aims at suggesting a methodology and indicators to monitor the image of women in the media. It monitors the representation of women in the media and triggers a self-regulatory process with media leaders. Also, the Gender Equality Monitoring Agency focuses on political, economic and social inequalities between men and women, suggesting strategies to diminish inequalities. http://www.legifrance.gouv.fr/affichTexte.do?cidTexte=JORFTEXT000024061085&dateTexte=&categorieLien=id http://www.observatoire-parite.gouv.fr/egalite-non-discrimination/fiches-de-synthese-5/article/l-image-des-femmes-dans-les-medias

EU-27 MS and HR	Research conducted into any aspect of gender and media	Legislation on any aspect of gender and media	Formal media-monitoring organisations	Formal media & gender-monitoring organisations
IT	In Italy, the project ARESTE: eliminare gli stereotipi was a publication produced through the collaboration of the Spanish Directorate- General for Women (Madrid) and the Italian government's Equal Opportunity Department. This project was co-financed by the EC within the Community framework Strategy on Gender Equality (2001–05). Another organisation commissioned by the Government to undertake research is CNEL (National Labour and Economy Council), which conducts research to support legislative action in Parliament. So far, it has conducted research about the representation of Women on TV and Women and New Technology. The association Donne e Tecnologie (Women & Technology) was established in 2009 with the aim of promoting projects regarding Equal Opportunities in the labour market and wider society. Another association that has enjoyed the support of the Government and of the EU is Aspettare Stanca whose project aimed to increase women's representation and their presence at the level of decision-making. http://www.reteparioppor-tunita.it/DefaultDesktop.aspx?doc=118 http://www.cnel.it/53?shadow_documen-ti=11146 http://www.cnel.it/53?shadow_documen-ti=10750 http://www.womentech.info/index.php/women-tech-2012.html http://aspettarestanca.wordpress.com/			
CY				

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EU-27 MS and HR	Research conducted into any aspect of gender and media	Legislation on any aspect of gender and media	Formal media-monitoring organisations	Formal media & gender-monitoring organisations
LV			Latvia has the National council of electronic media http://www.nrtp.lv/	
LT				
LU	In Luxembourg, the government commissioned research on the representation and presence of women in the media, and into the number of women and their role proposed as part of PAN Egalité, the National Plan for Equality between Women and Men. Etude sur la représentation des femmes et des hommes dans 'De Journal RTL Télé Lëtzebuerg', Plan d'action national d'égalité des femmes et des hommes 2006–08, Plan d'action national d'égalité des femmes et des hommes 2009–14.			
HU			In Hungary, the National Media and Infocommunications Authority (NMHH, Nemzeti Média és Hírközlési Hatóság) was founded in 2011 as part of the Media Council and as the legal successor of the National Communications Authority. http://english.nmhh.hu/	
MT				
NL	In the Netherlands, there was official research Right in the Media — more women in journalism (Midden in de Media) — undertaken in 2003. http://www.scp.nl/Publicaties/Alle_publicaties/Publicaties_2003/Midden_in_de_media		The Netherlands has the CvdM (Commissariaat voor de media) and the SCP (Sociaal Cultureel Planbureau) with monitoring functions. http://www.cvdm.nl/content.jsp?objectid=7011 http://www.scp.nl/Publicaties/Alle_publicaties/Publicaties_2003/Midden_in_de_media	

EU-27 MS and HR	Research conducted into any aspect of gender and media	Legislation on any aspect of gender and media	Formal media-monitor-ing organisations	Formal media & gender-monitoring organisations
AT	In Austria, there is the following research: Leinfellner, Christine, Frau und Berufswelt im öster-reichischen Fernsehen: Sekundärauswertung zu der im Auftrag des Bun-desministeriums für Wis-senschaft und Forschung durchgeführten Studie über ´Das Bild der Frau im österreichischen Fernse-hen´, Bundesministerium für Soziale Verwaltung, Wien, 1983. (Schriftenreihe zur sozialen und berufli-chen Stellung der Frau, Vol. XIV). Angerer, M. L., Frauen in der österreichischen Me-dien- und Kulturindustrie: zur Beschäftigungslage von Frauen als Medien- und Kulturproduzentinnen und -vermittlerinnen in der audiovisuellen Produktion, Bundeskanzleramt, Wien, 1995 (Schriftenreihe der Frauenministerin Vol. VII). Kaltenbrunner, A., Karma-sin, M. & Kraus, D. (eds.), Der Journalisten-Report 1. Österreichs Medien und ihre Macher. Eine em-pirische Erhebung, 2007, Facultas, Wien (funding for the chapter on 'women in journalism' was provided by the government).	In Austria, the ORF-Gesetz, the legislation which governs the public broadcasting service, con-tains a section on gender equal-ity. There is also an indirect effect through the equal opportunities law (gender and ethnicity), which refers to the public sector of the labour market and thus to the ORF. ORF-Gesetz: http://www.ris.bka. gv.at/GeltendeFassung.wxe?Abf-rage=Bundesnormen&Gesetzesn ummer=10000785Gleichbehand lungsgesetz; http://www.ris.bka. gv.at/GeltendeFassung.wxe?Abfr age=Bundesnormen&Gesetzesn ummer=20003395		
PL			In Poland, monitoring is undertaken by the Centre for Monitoring of the Media (Centrum Monitoringu Mediow), the National Council of Radio and Television (Krajowa Rada Radiofoni i Telewizji) and the Council on Media Ethics. http://www.freepress. org.pl http://www.krrit.gov.pl http://radaetykimediow.pl	

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EU-27 MS and HR	Research conducted into any aspect of gender and media	Legislation on any aspect of gender and media	Formal media-monitoring organisations	Formal media & gender-monitoring organisations
PT	In Portugal, the Portuguese Ministry of Education and Science, through the Science and Technology Foundation (FCT), has funded a variety of research projects focusing on social relations of gender and equality policies between women and men in Portugal. http://www.fct.pt/	In Portugal, within the context of the fourth National Plan for Equality, Gender, Citizenship and Non-Discrimination (2011–13), there is provision for an award Women and Men in Media, sponsored by the Commission for Citizenship and Gender Equality (CIG), with the strategic objective of creating an environment that fosters equality by promoting non-stereotypical gender representation in the media and enabling the visibility and expression of women in the media.	In Portugal, the Entidade Reguladora para a Comunicação Social (ERC) — Regulatory Authority for the Media — and OberCom, Media Observatory — are the formal media monitoring organisations, though neither appears to make any specific reference to gender. http://www.erc.pt/	In Portugal, the national units for gender equality that operate under the aegis of the Portuguese Government are the Commission for Citizenship and Gender Equality (CIG) and the Commission for Equality in Work and Employment (CITE). However, rather than formal monitoring activities, they have promoted good practice regarding the promotion of gender parity.
RO			Romania has the National Audio-Visual Council for TV (CNA) and the Bureau of audit for the print press (BRAT). http://www.cna.ro/-English-.html	
SI				
SK				
FI	The Finnish government commissioned some research at the beginning of the 1990s and some work related to a seminar on gender and media in 2002. There was also a content analysis of television in 2003 (Suomalainen televisiotarjonta 2003). http://www.tane.fi/fi/julkaisut	In Finland, the law forbids direct discrimination in advertisements, and also encompasses employment in media organisations. http://www.tasaarvo.fi/c/document_library/get_file?folderId=254043&name=DLFE-8789.pdf	The Finnish Communications Regulatory Authority (FICORA), which works under the authority of the Ministry of Transport and Communications, occasionally monitors the contents of television and radio broadcasts and advertising. The Ministry of Transport and Communications publishes an annual report on the content of television. The study is produced by university research institutes. http://www.lvm.fi/web/en/communications_policy http://www.lvm.fi/web/fi/julkaisu/-/view/4117589	

EU-27 MS and HR	Research conducted into any aspect of gender and media	Legislation on any aspect of gender and media	Formal media-monitoring organisations	Formal media & gender-monitoring organisations
SE	In Sweden, a number of the Official Reports of the Swedish Government include sections on diversity and/or gender in relation to media, e.g. The Conditions for Public Service; On Stage; Swedish News Media and Human Rights; and Gender-discriminatory Advertising. http://www.sweden.gov.se/sb/d/574	The Swedish Discrimination Act includes media, but is not specifically focused on it. It forbids discrimination in virtually all parts of society — relating to gender, age, ethnicity, religion, disability, sexuality and transgender identity or expression. http://www.sweden.gov.se/sb/d/2184/a/115127 According to the Radio and Television Act, a media-service provider shall ensure that the overall media services reflect the fundamental concepts of a democratic society, the principle that all persons are of equal value, and the freedom and dignity of the individual.	In Sweden, Swedish Broadcasting Commission within the Swedish Broadcasting Authority supervises compliance of radio and TV broadcasts with the Radio and Television Act, while the Swedish Consumer Agency monitors radio and TV advertising in accordance with radio and TV advertising laws. The Press Ombudsman (PO) and the Press Council (PON) are independent self-disciplinary bodies which deal with complaints about the editorial content of newspapers, magazines and their websites. http://www.radioochtv.se/ http://www.konsumentverket.se/otherlanguages/English/ http://www.po.se/english http://www.prv.se/en/	
UK		In the United Kingdom, any media organisation licensed to broadcast is required by law to promote 'equality of opportunity to employment between men and women.' There are no government provisions for women in decision-making roles within media organisations. UK, Communications Act 2003, London, 2003, p. 297.	In the United Kingdom, The Office of Communications (OFCOM) is a quasi-governmental organisation that monitors and regulates broadcast media in the United Kingdom. There is currently no governmental body in the United Kingdom to monitor and regulate the press. The Press Complaints Commission (PCC) is a self-regulatory industry body. http://www.ofcom.org.uk/ http://www.pcc.org.uk	
HR	In Croatia, in 2008, the Gender Equality Ombudsman's office carried out research on gender in television content, to check for compliance with regulations and provisions of the legislation on media and electronic media. The office conducted a content analysis of television advertisements and an analysis of two daily television programmes. http://www.prs.hr/ attachments/article/172/Rodna%20analiza%20TV%20sadr%C5%BEaja.pdf			

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Table 4: Media organisations: examples of research and high-profile cases of media professionals taking their employer to a tribunal on the grounds of gender discrimination

EU-27 MS and HR	Examples of research undertaken or commissioned into any aspect of gender and media	Examples of high-profile cases of media professionals taking their employer to a tribunal on the grounds of gender discrimination
BE		
BG		
CZ	Czech Television carried out research on gender in its own programmes in 2002: InnoVatio-MediaMonitor. (2002). Analýza publicistických pořadů českých televizí [The Analysis of Publicist Programmes of Czech Televisions] (pp. 70). Praha: Česká televize; InnoVatio-MediaMonitor. (2002). Analýza zpravodajství českých televizí [The Analysis of the Czech Televisions News Broadcasting] (pp. 57). Praha: Česká televize.	
DK	The Danish report Who Makes the News in 2010 (focusing on employment/decision-making, carried out by KVINFO and Kontrabande), was co-financed by DR, the Danish Union of Journalists, the labour union Dansk Magisterforening and the Foundation for Daily Press. The report Sources in the Daily Press, focusing on representation, (2006) was carried out by Centre for Journalism and In-service Training and the media development company Kontrabande. http://forside.kvinfo.dk/tema/Koen_og_medier/Nyhedsmedier_giver_et_skaevt_billede http://130.225.180.61/cfje/Kildebase.nsf/ID/KB01135495/$file/dagspressens%20kilder_low.pdf?OpenElement http://forside.kvinfo.dk/tema/Koen_og_medier/Nyhedsmedier_giver_et_skaevt_billede	The Danish Union of Journalists represented a female member in court against her employer, Kalundborg Folkeblad (a local newspaper), in June 2004. The basis of the case was a difference in salary for male and female sub-editors in the newspaper, where the court found that for 2 out of the 4 years that the two sub-editors received different salaries, the salary difference had no objective grounds, as their work had the same value. Regarding the other half of the period the court found that the male sub-editor's higher salary could be justified by his higher seniority and level of experience. With reference to Section 5 of the Equal pay law the court established that the employer had responsibility to ensure equal pay, and that unequal pay could not be justified by reference to salary negotiations. http://www.lonkommissionen.dk/
DE		
EE		
IE	In Ireland, a joint research project was carried out by the government and RTÉ, the national broadcaster, in 2007: 'Under the Equality for Women Measure, the Department of Justice, Equality and Law Reform funded a project within RTÉ, the national broadcaster, which conducted a gender equality audit of management positions in the company and also compiled an electronic database of specialised female contributors available to participate in programmes.' Ireland, National Women's Strategy 2007–16, Dublin, 2007, p. 99.	
EL		

EU-27 MS and HR	Examples of research undertaken or commissioned into any aspect of gender and media	Examples of high-profile cases of media professionals taking their employer to a tribunal on the grounds of gender discrimination
ES	In Spain, In order to comply with the Constitutional Act 3/2007 of 22 March, on Effective Equality between Women and Men, several media organisations have conducted research to diagnose the situation of female employees within their organisations. Examples include: PRISA; RTVE together with the Institute for Women; Grupo Antena 3; and Mediaset. RTVE also conducted research into the representation of gender in the news. http://www.prisa.com/informe-anual-2012/ http://www.boe.es/boe/dias/2012/07/27/pdfs/BOE-A-2012-10133.pdf http://www.grupoantena3.com/recursos-humanos/nuestro-capital-humano/ http://servicios.telecinco.es/inversores/MEDIASET_IN-FORME_2011/Mediaset_informe_responsabilidad_esp/files/assets/basic-html/page111.html http://www.pilarlopezdiez.eu/pdf/2InfRepreGen_05.pdf	
FR	In France, all businesses are required to publish a written report comparing the general employment conditions and training of men and women in their employment (the proportion of men and women at each level, nature of responsibilities, pay differences and so forth). There is also a requirement to negotiate annual objectives to promote equality. At Radio France, an agreement on professional equality was signed in 2006 and has been renewed each year ever since. http://travail-emploi.gouv.fr/informations-pratiques,89/fiches-pratiques,91/egalite-professionnelle,117/l-egalite-professionnelle-entre,12788.html http://www.egaliteprofessionnelle.org/maj/_files/upload/documents/type-9/radio_france_23_mars_2007.pdf	
IT	In Italy, national public broadcaster RAI commissioned two pieces of research in 2007 and in 2012, to monitor the representation of women on generalist RAI channels. In the late 1990s research was conducted on women's representation in RAI programmes, then published in a volume titled 'Una, nessuna... a quando centomila? La rappresentazione della donna in televisione', (edited by Cornero, RAI_ERI 2002). Mediaset has commissioned two research projects regarding cartoons and teen drama. Both have been undertaken by Osservatorio di Pavia: the first had the title 'Cartoon's Values: experiences and characters of TV cartoons' (Link Ricerca, RTI, Manuela Malchiodi, Milano, 2009); the second was completed in 2011, but it is still unpublished. http://www.tg1.rai.it/dl/tg1/2010/articoli/ContentItem-0feef262-56a9-49af-b346-5e718520257c.html http://www.link.mediaset.it/libri/libro_23.shtml http://www.osservatorio.it/ist/attivita_2.php	
CY		
LV		
LT		
LU		

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EU-27 MS and HR	Examples of research undertaken or commissioned into any aspect of gender and media	Examples of high-profile cases of media professionals taking their employer to a tribunal on the grounds of gender discrimination
HU	In Hungary, a research project was launched in April 2012, by the Women in the Media (Equality) Section of the Association of Hungarian Journalists, to be completed in December 2012. The title is Women's representation in the media and other texts (A nők említése a sajtóban és egyéb szövegekben). http://www.muosz.hu/cikk.php?page=szakosztal&id=3552&fo=6&iid=44	In September 2005, the M1 channel of the state television (MTV) decided to have one newsreader in the main news programme (7:30 p.m.) instead of two. As a result, the previous one man/one woman division of labour was changed to a man-only policy while women newsreaders were programmed in early morning, afternoon and late night. The MTV press release referred to some alleged audience preference for the 'credibility and authenticity' of 'experienced male faces' when reading news as well as arguing that it is a matter of 'neutral' criteria of 'experience and expertise' that the generally much younger women had yet to acquire in the news programmes in the non-prime-time slot. The Deputy Commissioner for Civil Rights immediately initiated an investigation for breach of the Equal Rights Bill. In response, the leadership of MTV withdrew its policy in a couple of weeks, anticipating a verdict that would find their practice illegal. http://index.hu/kultur/media/mtv1114/, http://index.hu/kultur/media/mtv8092/
MT		
NL		
AT	In Austria, the public-service broadcasting ORF's media research institute and the ORF's Board of Audience Representatives commissioned a study on the representation of women in the ORF's fictional TV programmes in 2004. It does not, however, do this type of research on a regular basis. http://mediaresearch.orf.at/ http://mediaresearch.orf.at/index2.htm?studien/studien_genderstudie.htm	
PL		In December 2006, the then president of the Polish Radio Managing Board Czabalski and his then vice-president J. Targalski (both of them installed in their positions by the ruling PiS political party which is conservative and nationalistic) fired two women journalists, Maria Szablowska and Malgorzata Kolinska-Dabrowska, for reasons of age saying that they didn't need 'old women' to work in Polish Radio. The case was protested by the majority of the media in Poland, by the Ethics Committee of the Polish Radio and by the Helsinki Foundation for Human Rights, Poland. The two journalists took the matter to court and the court ruled that they should be reinstated. They both decided to retire from Polish Radio.
PT		In July 2012, a Portuguese journalist, Maria José Oliveira, from the quality newspaper, Público, made a complaint concerning the Portuguese Minister for Parliamentary Affairs, Miguel Relvas, on the grounds that he had pressurised her to refrain from pursuing further news on his alleged ties with former Secret Services Director, Jorge Silva Carvalho, accused of spying on behalf of a media company called 'Ongoing'. As a retaliatory measure against further inquiry into this matter, Minister Relvas allegedly threatened to expose details about Maria José Oliveira's private life. The Press Regulatory Authority launched an official enquiry that found no evidence that Miguel Relvas had obtained any private information or pressurised the journalist (the majority of the members appointed to the enquiry's commission were from Miguel Relvas, PSD party).
RO		

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EU-27 MS and HR	Examples of research undertaken or commissioned into any aspect of gender and media	Examples of high-profile cases of media professionals taking their employer to a tribunal on the grounds of gender discrimination
SI		
SK		
FI	In Finland, the Helsingin Sanomat Foundation has financed several studies on gender and media. The studies have been carried out by different universities. Tampere Research Centre for Journalism, Media and Communication (COMET) has carried out annual monitoring of news media in 2012, 2010, 2008 and 2006. The surveys were also financed by the HS Foundation. COMET is located in the School of Communication, Media and Theatre at the University of Tampere. The surveys have included a gender analysis. YLE, the Finnish national public broadcaster, produced reports on gender and media contents in the mid 1990s. http://www.hssaatio.fi/en/ http://www.uta.fi/cmt/en/research/comet/index.html	Case 1: A municipality employed a 30-year-old man who was clearly less competent than a 50-year-old woman applying for the same position. The man had little work experience and a lower level of education. The woman had a long experience in the field and a good education. The employer had compared their CVs and there were no arguments in favour of the male candidate. The District Court decided that the female candidate had been discriminated against. She was paid compensation on the basis of the gender equality law. (Source: an e-mail from a lawyer from the Journalists' Union, 6.9.2012) Case 2: A noted female journalist was appointed chief editor of a northern newspaper in 2008. The employer (one of the biggest media houses) terminated the contract before the new chief editor had even actually begun her job. According to the employer, the reason was a credibility gap between the parties. According to the journalist, however, the reason was her sexual orientation since she was living with a woman. The case went through two court levels. The District Court decided that the employer was right and that it had a legal reason to terminate the contract. However, the case was finalised in the Court of Appeal in 2011 when the court decided that the chief editor had a right to receive EUR 80 000 in compensation for the illegal termination of the contract. http://fi.wikipedia.org/wiki/Johanna_Korhonen#Lapin_Kansan_irtisanomiskohu
SE		
UK	In the United Kingdom, in 2012, the BBC carried out a survey on women in influential positions across a variety of sectors including the media. Channel 4 commissioned a study looking at the representation of British Muslims in UK print media, which covered the under-representation of Muslim women. NatCen, BBC, and Creative Diversity Centre, Serving All Ages: The Views of Audience and Experts, BBC, 2012. Holt, Gerry, Women Hold Fewer Than Third of Top Jobs, BBC News, 29 May 2012. Moore, Kerry, Paul Mason, and Justin Lewis, Images of Islam in the UK: The Representation of British Muslims in National Print News Media, Cardiff School of Journalism, Media and Cultural Studies, 2008.	Case 1: In 2010, Natalie Stone and Victoria Waterson won their lawsuit against BSkyB for sex discrimination and unfair dismissal because the two women were found to have been made redundant because of maternity leave issues. Case 2: In 2011, Miriam O'Reilly won an age discrimination case against the BBC after she was sacked from the rural affairs show (Countryfile) that she presented. While her claim of sex discrimination was not upheld by the employment tribunal that heard her case, it was widely understood that it was her age combined with her gender (three other female presenters in their 40s and 50s were also dropped from the show, while a 70-year-old male presenter remained) that led to the BBC's discriminatory actions.
HR		

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Endnotes

Endnotes

(¹) (See Gallagher, M., Employment and Positive Action for Women in the Television Organisations of the EEC Member States. Brussels: European Commission, V/2025/84).

(²) European Commission, *Equal Opportunities in European Broadcasting: A Guide to Good Practice*, Brussels, European Commission, 1991.

(³) Recommendation R(84)17 of the Committee of Ministers to Member States.

(⁴) European Commission Advisory Committee on Equal Opportunities for Women and Men, *Opinion on Breaking gender stereotypes in the media,* Brussels, European Commission, 2010b.

(⁵) Lord Reith, the first Director-General of the BBC, defined the role of the BBC in this way and subsequently, these three aspects have come to be seen as the fundamental processes associated with mass media more widely.

(⁶) Eurostat, Education Statistics (educ_grad5), 2010.

(⁷) Eurostat, LFS (lfsa_egan2; lfsa_egan22d), 2010, 2011.

(⁸) Department for Business, Innovation and Skills, *Women on Boards*, London, BiS, 2011; Committee for Economic Development, *Fulfilling the Promise: How More Women on Corporate Boards Would Make America and American Companies More Competitive*, CED, Washington DC, 2012; McKinsey & Company, *Women Matter 2012: Making the Breakthrough,* McKinsey & Co, 2012. http://www.mckinsey.com/client_service/organization/latest_thinking/women_matter. Accessed 15 November 2012.

(⁹) As we discuss shortly in the subsection 'The employment-content nexus' below, this correlation has been less apparent in studies focused on the gender of journalists and their news.

(¹⁰) In 1986, the International Association of Business Communicators Foundation published the Velvet Ghetto Study (http://www.iabc.com/researchfoundation/pdf/VelvetGhetto.pdf) which showed the increasing feminisation of the communications profession and its impacts: a reduced status for the profession and lower pay. More than 25 years later, ongoing research suggests that little has changed (Gorpe et al., 2012).

(¹¹) There may be other regulatory authorities which monitor media in the EU Member States and Croatia, but we do not have data on those bodies, so these data are indicative rather than comprehensive: some Member States have more than one regulator.

(¹²) Directive 2010/13/EU of the European Parliament and of the Council of 10 March 2010, on the coordination of certain provisions laid down by law, regulation or administrative action in Member States concerning the provision of audio-visual media services, available at: http://eur-lex.europa.eu/LexUriServ/LexUriServ.do?uri=OJ:L:2010:095:0001:0024:EN:PDF

(¹³) Directive 2010/13/EU, Chapter III, Art. 9.

(¹⁴) All comments have been anonymised although the sector in which the respondents work has been retained.

(¹⁵) EFJ/IFJ, *A Handbook on Gender Equality Good Practices in European Journalists' Unions*, Brussels, I/EFJ, 2012.

(¹⁶) Such cases also include those where women wish to return to work but where their positions are no longer 'available'.

(¹⁷) For the other part of the period, the court argued that the male editor was in a senior position and therefore 'deserved' the higher salary.

(¹⁸) In Chapter 2, the decision-making structures of the media companies were analysed at five levels, presented on pages 23 and 24. The analysis of the collected data along these levels showed big similarities between Level 4 and 5. Based on this, Indicator 1 should be structured only on four levels of decision-making. The data presented in Annex 2 contain also the fifth level of decision-making. The data presented in Tables 3.1 to 3.5 has Level 4 and 5 together under the title 'Level 4'.

(¹⁹) The circulation of the newspaper was determined on the basis of circulation figures of hard-copy newspapers. At the same time, this criterion excludes the online version of the newspapers which might have a higher readership, thus higher circulation.

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(20)   The World Association of Christian Communication
       has been responsible for organising the Global Media
       Monitoring Project (http://www.whomakesthenews.
       com) and devised a media-density index based on
       the media landscape in participating countries.

(21)   http://hdr.undp.org/en/media/HDR_2011_EN_Ta-
       ble4.pdf

(22)   http://www.weforum.org/issues/global-gender-gap

(23)   http://stats.oecd.org/Index.aspx?data-
       setcode=GIDDB2012

(24)   http://epp.eurostat.ec.europa.eu/portal/page/por-
       tal/employment_social_policy_equality/equality/
       gender_indicators;

(25)   http://www.eige.europa.eu/activities/21

(26)   http://www.unesco.org/new/en/communication-
       and-information/resources/publications-and-
       communication-materials/publications/full-list/
       gender-sensitive-indicators-for-media-framework-
       of-indicators-to-gauge-gender-sensitivity-in-media-
       operations-and-content/

(27)   In Chapter 2, the decision-making structures of the
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       lected data along these levels showed big similari-
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       in Tables 3.1 to 3.5 has Level 4 and 5 together under
       the title 'Level 4'.

EIGE's Resource & Documentation Centre
(RDC)- access the European resources on
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Find more European resources on gender and media (over 12 000) via the European Institute for Gender Equality's Resource and Documentation Centre (RDC).

The RDC is an innovative and practical tool developed by EIGE to assist in locating **key resources on gender equality** and facilitate **the exchange of knowledge** amongst those with an interest in gender equality policy and practice. It is also an online space to **discuss and debate** key issues on gender equality.

The European resources on gender and media available through the RDC cover key gender-equality issues present in today's media landscape:

- the portrayal of women and men in the media,
- women and media production,
- women and decision-making in media organisations,
- codes of conduct and gender-sensitive indicators for media organisations,
- gender stereotypes in the media,
- media portrayal of violence against women.

More than **12 000 references on gender and media,** including policy documents, grey literature, online resources, books, articles and databases, are accessible via EIGE's search tool. The resources are updated regularly and they are available in several languages including German, English, French, Dutch and Swedish.

Search for the resources on gender and media at http://www.eige.europa.eu/rdc.

The resources on gender and media are provided in collaboration with six European documentation centres and libraries specialising in women and gender issues.

Amazone — Resource Centre for Equality between Women and Men in Brussels

Gender Library of the Centre for Transdisciplinary Gender Studies at Humboldt-Universität zu Berlin

Atria — Institute on Gender Equality and Women's History in Amsterdam

KvinnSam — National Resource Library for Gender Studies at Gothenburg University

Cid-femmes — Information and documentation centre for women and gender issues in Luxembourg

Resource and Documentation Centre, European Institute for Gender Equality

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I. Documentation centre and library

It allows users to **search** EIGE's online catalogue and access resources from all EU Member States in multiple languages. One can **find** policy documents, grey literature, online resources, books, articles and databases on key issues in gender equality. It provides information on whether or not a resource is physically available in a given country.

Although primarily an online tool, the RDC is connected to a physical library. All interested users are welcome to **visit the RDC at EU House in Vilnius.**

The entry point of the RDC is located on the ground floor of **Vilniaus Gatve 10.**
It is open **Monday to Friday from 10.30 to 14.30 and 16.00 to 19.30.**
The entry point is a place to meet, interact and learn about gender equality work in the EU.

For research purposes and in-depth information you are welcome to visit our specialised library on the fourth floor. To plan your visit to our specialised library, please make an appointment via this e-mail address: rdc@eige.europa.eu.

II.　EuroGender

Experts can become part of **the European Network on Gender Equality** — an online platform for stakeholders in gender equality. EuroGender is more than just a source of updated information on gender equality in the EU. EuroGender is a live platform where the most updated information, ideas, useful tools and partners are to be found and exchanged.

After creating a profile within EuroGender you will be able to:

- contact other users and be contacted as an expert in a certain field;
- contribute with your own experience through posts and comments;
- share information about events and resources;
- participate in thematic online discussions and working spaces.

Access EuroGender at http://eurogender.eige.europa.eu.

III.　Knowledge Centre

In the Knowledge Centre, access is given to information relating to gender statistics, research, methods, tools and good practices in implementing gender equality policies and gender mainstreaming that have been processed and produced by EIGE.

EIGE's current report, **'Review of the implementation of the Beijing Platform for Action in the EU Member States — Advancing gender equality in decision-making in media organisations'**, is available through EIGE's Resource and Documentation Centre.

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