Number of participants

All participants: 300

EU: 202

Non-EU: 98

France: 14 (from about 10 different companies)

We checked for significance of differences between EU and Non-EU, none of the scores are significantly different, so please do not overinterpret differences. As France only has 14 participants, differences also have to be interpreted with care.

Demographics – page 4 and 5

Generation

	Female	Male
All participants	31%	69%
EU	30%	70%
Non-EU	32%	68%
France	14%	86%

Gender

	Next	Now	Sen
All participants	24%	47%	29%
EU	22%	49%	29%
Non-EU	29%	43%	29%
France	7%	57%	36%

Size of the Workforce

	Up to 500 employees	501 to 1,000	1,001 to 5,000 employees	5,001 to 10,000 employees	More than 10,000 employees
All	39%	13%	30%	8%	10%
EU	44%	13%	30%	7%	7%
Non-EU	28%	13%	23%	17%	19%
France	30%	10%	50%	0%	10%

Figures and Data

Page 7

Out of 300 family business owners surveyed, 78% say their company is thriving, growing, expanding, or developing—and only 4% say it is struggling or declining.

	thriving, growing, expanding, or developing	struggling or declining
All participants	78%	4%
EU	76%	3%
Non-EU	82%	3%
France	86%	0%

Page 9 – Figure 2

The importance of a strong culture for facing future challenges

	Strong culture is not really important	strong culture is of medium importance	Strong culture is very important
All participants	1%	11%	88%
EU	0%	13%	87%
Non-EU	2%	8%	90%
France	0%	0%	100%

Future-readiness from a cultural point of view

	Not very well prepared from a cultural perspective	To a medium degree prepared from a cultural perspective	Very well prepared from a cultural perspective
All participants	4%	58%	39%
EU	2%	54%	44%
Non-EU	6%	66%	28%
France	0%	43%	57%

Page 11

In 89% of the businesses in our study, the family is actively involved in management.

All participants	89%
EU	85%
Non-EU	94%
France	90%

Page 13

nearly three-quarters (73%) of the respondents in our study felt that their family values accorded strongly with their business values—and only 3 percent said this alignment was weak

	No alignment	Weak alignment	Moderate alignment	Strong alignment	Very strong alignment
All participants	1%	2%	24%	62%	11%
EU	1,5%	1,5%	23%	62%	11%
Non-EU	0%	2%	29%	59%	11%
France	7%	0%	0%	86%	7%

Page 14 – Figure 3

Figure 3: The younger generation has significant influence:
20% of decision-makers and strong influencers are under the age of 40.

Decision maker				
	Of sample portion	**Age 21-40**	**Age 40-60**	**Age 60+**
All participants	*45%*	20%	55%	24%
EU	*46%*	19%	62%	18%
Non-EU	*40%*	23%	38%	38%
France	*43%*	0%	83%	17%
Strong influencer				
	Of sample portion	**Age 21-40**	**Age 40-60**	**Age 60+**
All participants	*31%*	21%	48%	31%
EU	*30%*	23%	39%	88%
Non-EU	*31%*	17%	67%	17%
France	*29%*	0%	50%	50%
One out of many				
	Of sample portion	**Age 21-40**	**Age 40-60**	**Age 60+**
All participants	*18%*	20%	39%	41%
EU	*17%*	11%	43%	46%
Non-EU	*19%*	37%	32%	32%
France	*14%*	0%	0%	100%
Silent member				
	Of sample portion	**Age 21-40**	**Age 40-60**	**Age 60+**
All participants	*6%*	72%	11%	17%
EU	*5%*	70%	10%	20%
Non-EU	*8%*	75%	13%	12%
France	*14%*	50%	50%	0%

Page 15 – Figure 4

Figure 4: Positive family dynamics correlate with stronger alignment between the values of the business and those of the family.

(Numbers in cells represent number of companies)

No or weak alignment			
	Of sample portion	**Difficult or challenging family dynamics**	**Positive or highly positive family dynamics**
All participants	*2%*	1	2
EU	*3%*	1	2
Non-EU	*0%*		
France	*11%*		1
Moderate alignment			
	Of sample portion	**Difficult or challenging family dynamics**	**Positive or highly positive family dynamics**
All participants	*28%*	19	27
EU	*29%*	14	20
Non-EU	*26%*	5	7
France	*0%*		
Strong or very strong alignment			
	Of sample portion	**Difficult or challenging family dynamics**	**Positive or highly positive family dynamics**
All participants	*70%*	28	89
EU	*69%*	14	67
Non-EU	*74%*	14	22
France	*89%*	1	7

Page 26 – Figure 6

Figure 6: For larger organizations, having an established charter document correlates with stronger generational alignment around values and norms.

(Numbers in cells represent number of companies)

No or weak alignment			
	Of sample portion	**No charter in place**	**Charter in place**
All participants	*2%*	1	1
EU	*3%*	1	1
Non-EU	*0%*		
France	*17%*		1
Moderate alignment			
	Of sample portion	**No charter in place**	**Charter in place**
All participants	*28%*	11	13
EU	*26%*	7	8
Non-EU	*31%*	4	5
France	*0%*		
Strong or very strong alignment			
	Of sample portion	**No charter in place**	**Charter in place**
All participants	*70%*	10	51
EU	*71%*	4	37
Non-EU	*69%*	6	14
France	*83%*	1	4