

Norwegian Perspectives on Gender Equality at Work

Silvija Seres

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A few words about me

Born in Novi Sad in 1970, moved to Norway in 1988

IT studies: BSc and MSc in Informatics, University of Oslo

Academic research: PhD in Maths, Oxford University, Fellow Magdalen College

Teaching: Prof in Saudi Arabia, Advisor in China

Software Development: DEC SRC in Silicon Valley, Alta Vista

Business studies: MBA at INSEAD

Management: Fast Search 6 Transfer, Microsoft

Board Work: Statkraft, Norsk Tipping, Aschehoug, Making Waves, Norman,...

Married, with 4 children



silvija.seres@gmail.com

www.silvija.net

www.technorocks.com

Norwegian setup

#1: Prosperity Index, Legatum Institute

Unemployment rate: 3,6%
Female employment rate 73.8
... and one of the lowest average
hours worked per year in Europe

Population 4,9M
Visitors per year 2,5M
Renewable energy 46,24%

#1: EIU Democracy Index

	Rank	Overall score	Category scores				
			I Electoral process and pluralism	II Functioning of government	III Political participation	IV Political culture	V Civil liberties
			Full democracies				
Norway	1	9.80	10.00	9.64	10.00	9.38	10.00
Iceland	2	9.65	10.00	9.64	8.89	10.00	9.71
Denmark	3	9.52	10.00	9.64	8.89	9.38	9.71
Sweden	4	9.50	9.58	9.64	8.89	9.38	10.00

Among the top countries on most
life quality and equality indices

#4: OECD
Better life
index

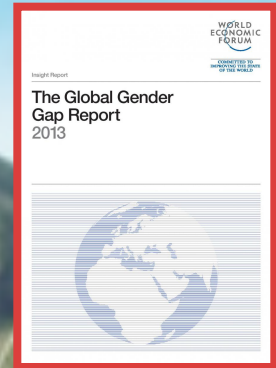
Housing
Income
Jobs
Community
Education
Environment
Civic Engagement
Health
Life Satisfaction
Safety
Work-Life Balance

HDI rank	Human Development Index (HDI)	Inequality-adjusted HDI		Gender Inequality Index	
		Value	Rank	Value	Rank
VERY HIGH HUMAN DEVELOPMENT					
1 Norway	0.943	0.890	1	0.075	6
2 Australia	0.929	0.856	2	0.136	18
3 Netherlands	0.910	0.846	4	0.052	2
4 United States	0.910	0.771	23	0.299	47
5 New Zealand	0.908			0.195	32
6 Canada	0.908	0.829	12	0.140	20
7 Ireland	0.908	0.843	6	0.203	33
8 Liechtenstein	0.905	--	--	--	--
9 Germany	0.905	0.842	7	0.085	7
10 Sweden	0.904	0.851	3	0.049	1

#1: UN Human Development Index

Norwegian women

Women's life expectancy: 83.6 (vs 82.6 in EU)
Female labour participation: 70% (vs 59% in EU)
Female political participation: 40% (vs 20% world)
Female board participation: 40% (vs 16% in EU)

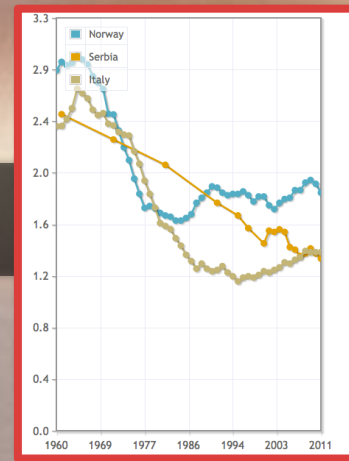


Egalitarian and satisfied

Focus on equality over many years.
Great infrastructure.
Productive work culture.
Healthy family culture.
Great access to equal education and healthcare.

Fertility and work

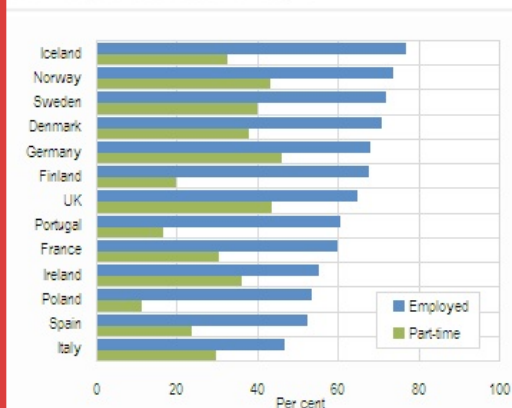
Fertility rate, total (births per woman): 1.9



Labor participation rate: 73%

Gender gap in labor force halved over last two decades

Women in the labour force¹ aged 15-64, and proportion of part-time workers. Selected countries. 2011

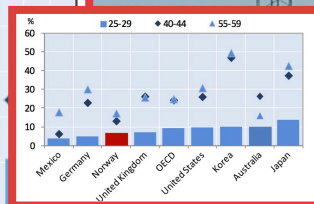
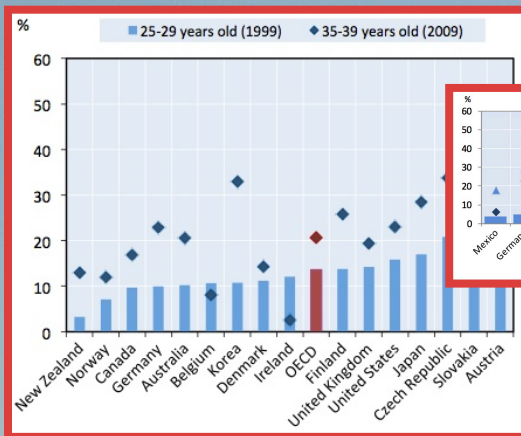


¹ Percentage of women in the same age group in the population.
Source: Eurostat.

In Norway, 73% of women have jobs. This is more than the OECD average of 60% and relatively close to the 77% employment rate of men in Norway. This 4 percentage point gender difference is much lower than the OECD average difference of 12 percentage points and suggests Norway has been successful in addressing the constraints and barriers women face accessing work.

How do Norwegian women work?

At median incomes, the gender pay gap in Norway is among the lowest in the OECD. Wage gaps are narrow at the bottom end of the earnings distribution but wider at the top (17% less).



Average monthly pay ¹ for men and women in selected industries. 2011			
Industry	NOK		Women's pay as percentage of men's
	Men	Women	Per cent
All employees	40 800	34 800	85
Oil and natural gas production	59 300	55 100	93
Manufacturing	39 100	34 700	89
Construction	36 000	36 200	101
Wholesale and retail trade	36 800	30 300	82
Transport	38 500	34 400	89
Information and communications	51 700	25 700	50
Financial services	62 700	42 900	68
Professional, scientific and technical services	52 500	40 600	77
Business services	33 300	30 200	91
Public administration (central and local government)	41 400	37 300	90
Education	39 700	36 800	93
Health and social services	39 700	34 100	86

¹ Pay for part-time workers converted to full-time equivalents.
Source: Statistics Norway.

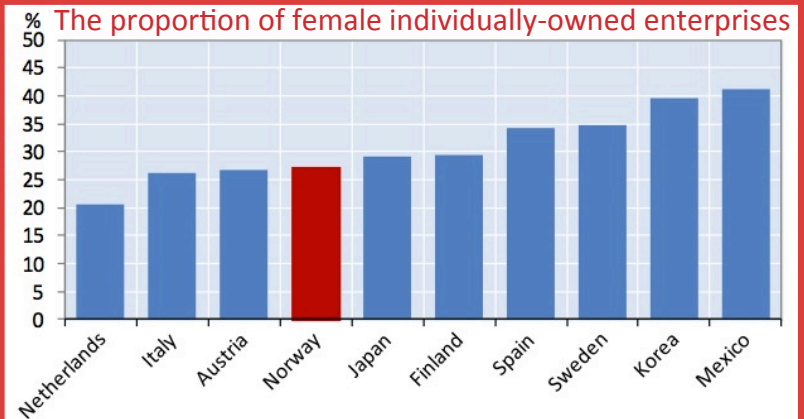
Cultural bias?

Young women may have overtaken young men in all levels of educational attainment, but there remain persistently wide gender gaps when it comes to the field of study: in 2010 the proportion of tertiary degrees awarded to Norwegian women was 83% in health and welfare studies but only 20% in computer sciences. Female employment tends to be concentrated in fewer occupations than men: in 2009, half of the working women in Norway were employed in seven occupations while this concerned 14 occupations for men.

	2012			2013		
	Both sexes	Males	Females	Both sexes	Males	Females
In total	100.0	100.0	100.0	100.0	100.0	100.0
1. Managers	6.6	8.5	4.5	6.7	8.5	4.6
2. Professionals	25.9	20.7	31.7	26.5	21.0	32.7
3. Technicians and associate professionals	16.4	18.6	14.0	16.6	18.8	14.1
4. Clerical support workers	6.7	4.9	8.8	6.4	4.7	8.2
5. Service and sales workers	21.6	12.1	32.1	20.9	11.6	31.3
6. Skilled agricultural, forestry and fishery workers	2.0	3.2	0.7	2.0	3.1	0.7
7. Craft and related trades workers	9.7	17.4	1.0	9.6	17.2	1.1
8. Plant and machine operators and assemblers	6.6	10.7	2.1	6.6	10.7	1.9
0,9. Other occupations	4.6	4.0	5.2	4.9	4.5	5.4

Female ownership?

The proportion of female individually-owned enterprises in distribution Norway is lower than in many OECD countries



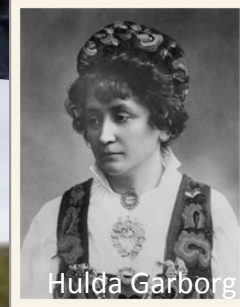
Women are a major untapped resource of business creation. The proportion of individually-owned enterprises owned by women in Norway was 27% in 2010.

In 2008, the Norwegian government launched an integrated national plan to promote female entrepreneurship. The plan provides dedicated resources and targets related to the financing of growth and innovation in women-owned firms as well as the right to maternity and parental benefits for the self-employed.

Skills?
Financing?
Network?

History, traditions and culture

Gro Harlem Brundtland



Hulda Garborg

Lutheran values

Medieval Viking law prohibited women from bearing arms or even having short hair. Viking women could not be chiefs or judges, and they had to remain silent in assemblies .

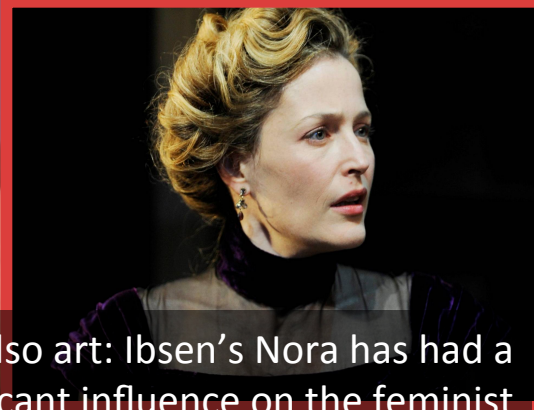
1910 Women won the right to vote in local authority elections
1911 First female deputy member in the Storting (Anna Rogstad)
1913 Women won the universal right to vote on the same terms as men.
1922 First female member of the Storting (Karen Platou)
1945 First female cabinet minister (Kirsten Hansteen)
1961 First female vicar (Ingrid Bjerkås)
1968 First female Supreme Court judge (Lilly Bølviken)
1974 First female chief administrative officer of a county (Ebba Lodden)
1978 First female gender equality ombud (Eva Kolstad)
1981 First female prime minister (Gro Harlem Brundtland)

Policies work – but take a long time

At least 30 years of
patient policy building and heavy
investments in healthcare,
education, family funding etc

e.g. 6+3 parental leave

I cannot be a good mother or wife without
learning to be more than a plaything



Also art: Ibsen's Nora has had a
significant influence on the feminist
movement also outside Norway.

So, is glass ceiling no more?



Stine Bosse, CEO Tryg,
twice nominated as the
most powerful woman in Scandinavia,
has left recently because "she couldn't
stand being at the top any longer"

Recent votes...

Kristin Skogen Lund, head of Confederation of Norwegian Enterprise (NHO) recently stated that the lack of female leaders in corporate life is caused by women themselves.

“

I have never experienced anything like a glass ceiling at work. I think the lack of female leaders in the corporate world is to a large extent caused by women themselves. They are often not willing to make the necessary sacrifices. I understand that well. It is not comfortable being a leader, but it is extremely inspiring.

**Elisabeth Grieg
(shipping magnate):
Not so fast!**



Time is of essence

The 40% club
vs
The 4% club



70 hour weeks and breast pumps...
Time cost of child bearing
Opportunity cost of childbearing

Even in Norway the unequal career
development starts at child bearing age.

Infrastructure

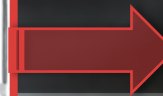


Affordable and good formal childcare
Free and good schooling
Free and good healthcare
Shared maternity/paternity leave
Non-discrimination laws
Student financing

Work culture

*How do you attract,
develop
and keep
the best female talent?*

Non-hierarchical, effective, open and inclusive.
Family friendly work hours
Available mentors



Family values

Atomic families
Co-habitation
Outdoors focus
Pro-active fathers
Divorce rate
Male/female ideals and stereotypes



A Woman in the Board Room - an Insider's View

A typical Norwegian PLC board:

- 5-8 members
- subcommittees - a recent phenomenon
- mostly non-executive members
- CEO cannot be chairman
- the nomination committee elected by shareholders (not a subcommittee)

**Boards:
male, stale
and pale?**



From 2003 to 2013

2003: Despite high education and a good framework for dual career coupleswomen were not moving up the ranks to top management or to the boards.

2003

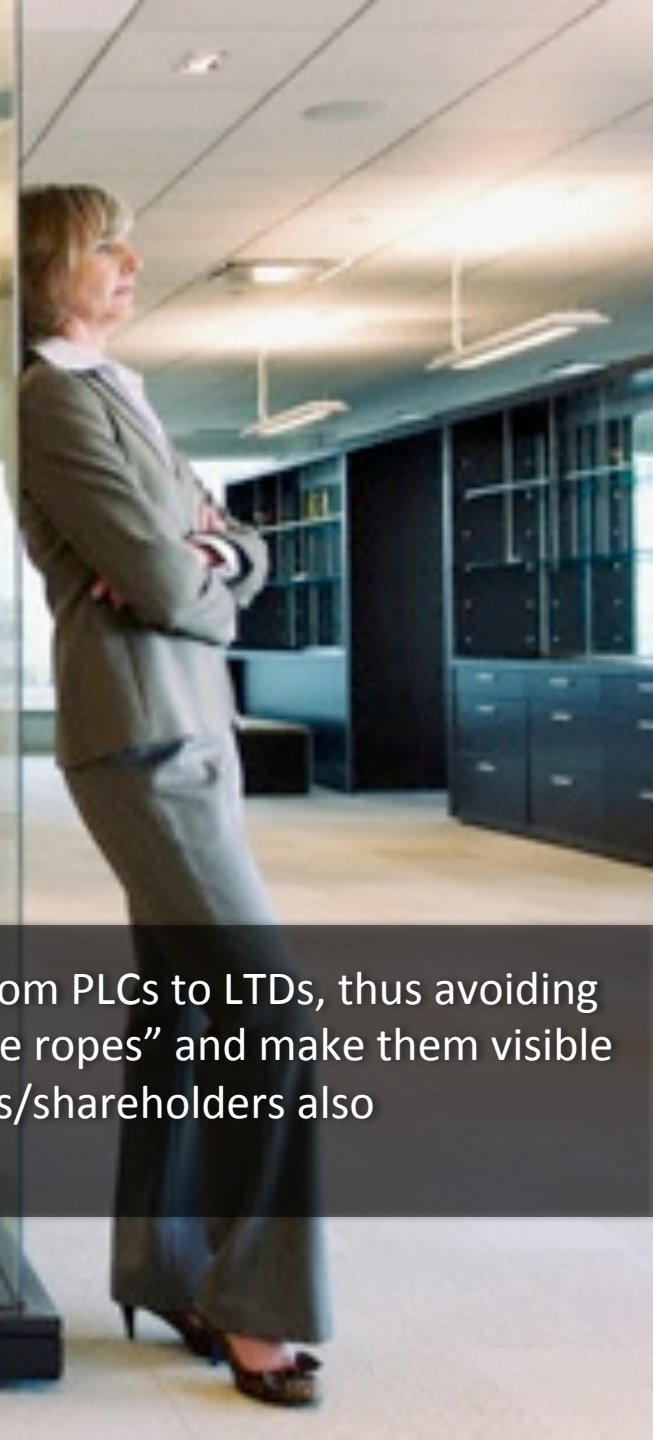
7% women on
PLC boards



2013

42% women on
PLC boards

Target was reached by PLCs (of course!). Quite a few changed from PLCs to LTDs, thus avoiding the gender quota law. Numerous initiatives to "teach women the ropes" and make them visible to shareholders and nomination committees. Society/authorities/shareholders also simultaneously focused on.



Golden skirts



Most companies did not experience serious problems in finding competent women. Experienced women became “golden skirts”.

Who were “the women”?

Senior women with long corporate executive experience, already with directorships
Former politicians/ministers with public sector experience
Women leaving middle/top management to “work” boards
Younger, less-experienced women with top qualifications in specialized areas
A few “imported” women from abroad

One swallow does not make a spring

Entering the board room

- Most women were well received, but generally started out in passive or listening mode
- Women often focus on value preservation, not value creation – typically become Audit Committee members
- Women are “independent” board members, as generally not shareholders – taking the monitoring role
- After the first election period, a few women left the boards, new ones entered

You need to
be an eagle,
not a
swallow!



Being “the token” woman is challenging – often the woman adapts to existing board culture

Companies need at least 3 women to make a difference in a board room



Group think can be strong in a board. A lot of confidence is needed to take a different approach

Will gender quotas work?

A delayed, staggered implementation would make sense, and you need smart sanctions for non-compliance

Perceived as politically correct to be in favor

- Difficult to voice contra arguments
- Media is supportive

The country has the required demographics

- Highly educated women, not only in the "soft" subjects
- High female participation in the work force, full-time, also in middle-management

A history of corporate democracy laws ensuring board representation for employees



Some advice to women

1. Think life phases – life is long, spend each phase wisely; stay true to your priorities
2. Choose your partner wisely – behind every successful woman...(this goes for bosses and companies too)
3. Control your control impulses, and accept help; time is limited, so both housework and extended family need to adjust to your work needs – it is OK; stop feeling constantly guilty about children, parents, in-laws... it really is OK
4. Build a strong network – it is both what you know and who you know; identify and listen to your mentors
5. Increase risk tolerance – avoid non-effective perfectionism; work hours are too short, so use the 20/80 principle
6. Create a real and unique position – combine deep skill with great commercial instincts
7. Do not aim to enter the boys club – never lose your female identity
8. Be a confident, straight speaker – build vision and inspiration – brand YOU
9. See and use to opportunities that come your way – perfect timing is a myth
10. Stay motivated, stay patient, stay hungry – enjoy the journey, and remember that goals can change

Learn the rules of the game,
play by the rules of the game,
until you are in a position to
change the rules of the game



Some advice to companies


1. Think life phases – allow all your employees to have a balanced life; they will repay with loyalty; there is a time for fast track and time for a family track, and back again
2. Expect results and growth, but allow for flexibility in “face time”; rethink your incentive structures: measure results rather than hours
3. Effectively recruiting, leading and coaching women requires some different techniques from the same tasks directed at men; build these skills
4. Establish clear and fair leadership and career development plans for both sexes
5. Establish mentoring structures; “adopt a boss” programs; social incentives for mixing
6. Showcase role models and a culture of high performance balanced with good family values
7. Ensure transparent leadership
8. Provide female networking environments
9. Be an attractive employer both for women and men, a good growth case worth some sacrifice; help with infrastructure, enable personal and professional growth
10. Beware the halo effect at hiring and promotions



There is a big difference
between
doing things right
and
doing the right things

Speed is no replacement
for direction

Some advice to regulators

- 
1. Build infrastructure that alleviates typical women's work: childcare, healthcare, care for elderly
 2. Build incentives: shared parental leave, free days for parents with sick children, student financing
 3. Promote examples of companies with strong female participation in management and boards
 4. Work long-term on family and work culture; be patient, and make room for a few heroes
 5. Enable and promote continued education; establish programs a la "Female Future", "Board Skills" etc
 6. Establish legal protection at work against any discrimination, provide whistleblowing mechanisms
 7. Promote transparency at all levels of society
 8. Provide good framework for part time work, and labor protection laws
 9. Require reporting on gender pay gap and gender balance in managerial positions in companies
 10. Support economic independence for women

Equality pays off in long term



well distributed wealth
and
well used talent

What could you learn from Norway?



+

1. Great society
2. Work culture
3. Life balance
4. Innovation clusters
5. Transparency & trust
6. Petroleum fund
7. Healthy environment
8. Social mobility
9. Well distributed wealth



0

1. Powered by nature
2. Birkebeiner

-



1. Weather
2. Low level of diversity
3. Lack of urgency
4. Some cultural stereotypes
5. Lutefisk

Thank you!

Contact: www.technorocks.com

This presentation is based in input, inspiration and support from some amazing and generous Norwegian women, including:

- May Lill Ibsen
- Kristin Skogen Lund
- Elin Hurvenes

To these ladies as well: thank you!