

Norwegian Approach to the Gender Issue



Torunn Aass Taralrud
Innovation Norway
30 March 2015

About myself



The government's most important instrument for innovation and development of industry

Present in 34 countries and throughout Norway



We give local ideas global opportunities

Our services to:

- **Start-ups**
- **High growth companies**
- **Innovation clusters**

Promotional services

Competence services

Advisory services

Networking services

Financing services

Government Agencies promoting Innovation

- Innovation Norway
- Research Council of Norway (RCN)
- SIVA (Industrial Development Corporation of Norway)



«Our female workforce worth more than the oil»

- Women employment has increased from 50 % to 75 % in 30 years
- Considerably higher than average in other industrialised OECD-countries
- Value equals the entire national oil fund
- The Norwegian welfare state impossible without equality



Photo: Bjørn Sigurdson, Scanpix/SMK

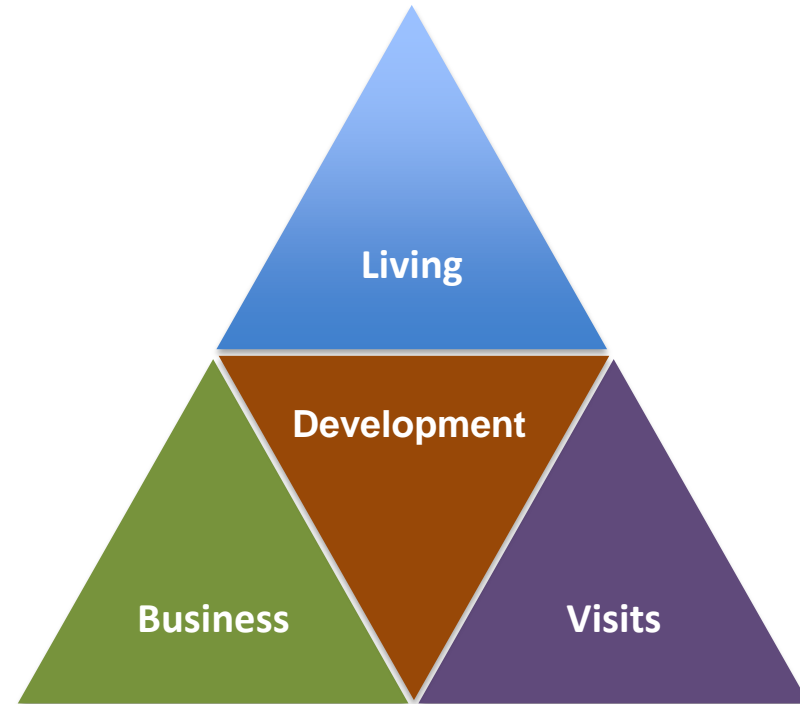
Government's Action Plan for Female Entrepreneurship

- 40 % of entrepreneurs to be women by 2013
- Larger share of women on boards and in top management
- Larger share of women in current programs and services



Action Plan for more
Entrepreneurship among Women

Regional Strategy Plans



Mulighetenes

OPPLAND

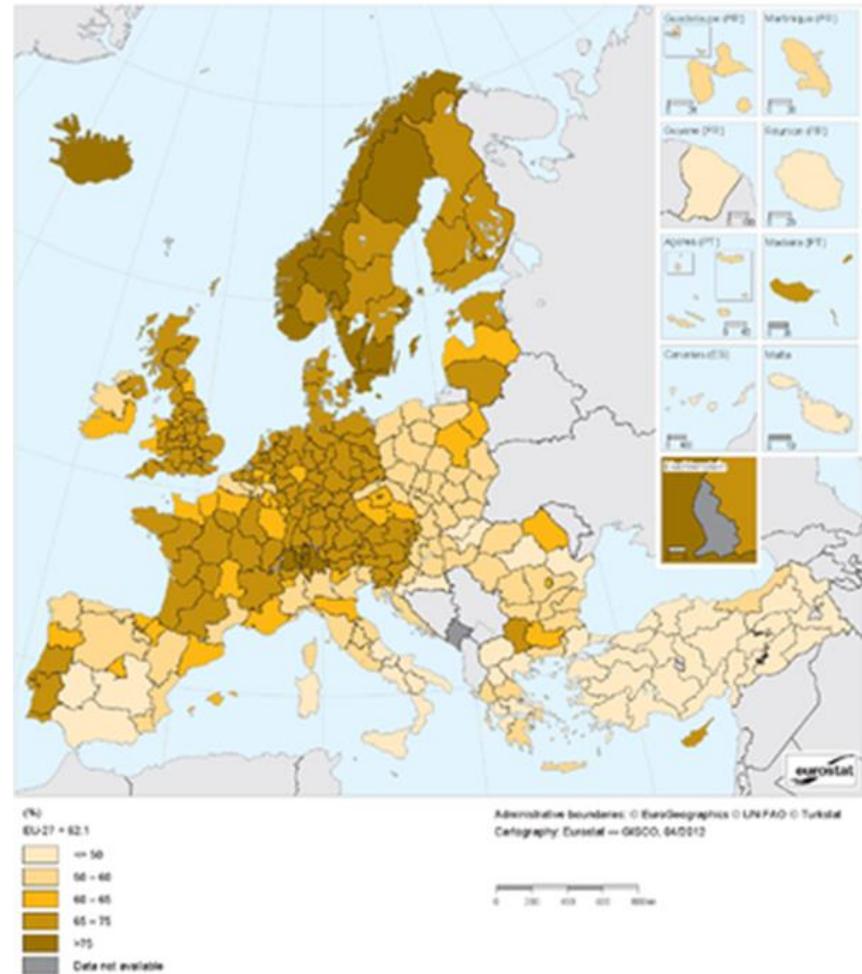
REGIONAL PLANSTRATEGI 2012-2016



The Nordic Welfare Model

- “Equal opportunities; social solidarity and security for all
- Affordable child care
- Care system for the elderly
- Flexibility in workplace

Female employment rate, persons aged 20-64 years, by NUTS 2 regions, 2010 (%)



Norwegian Government's «*Action Plan to Increase Entrepreneurship among Women*»

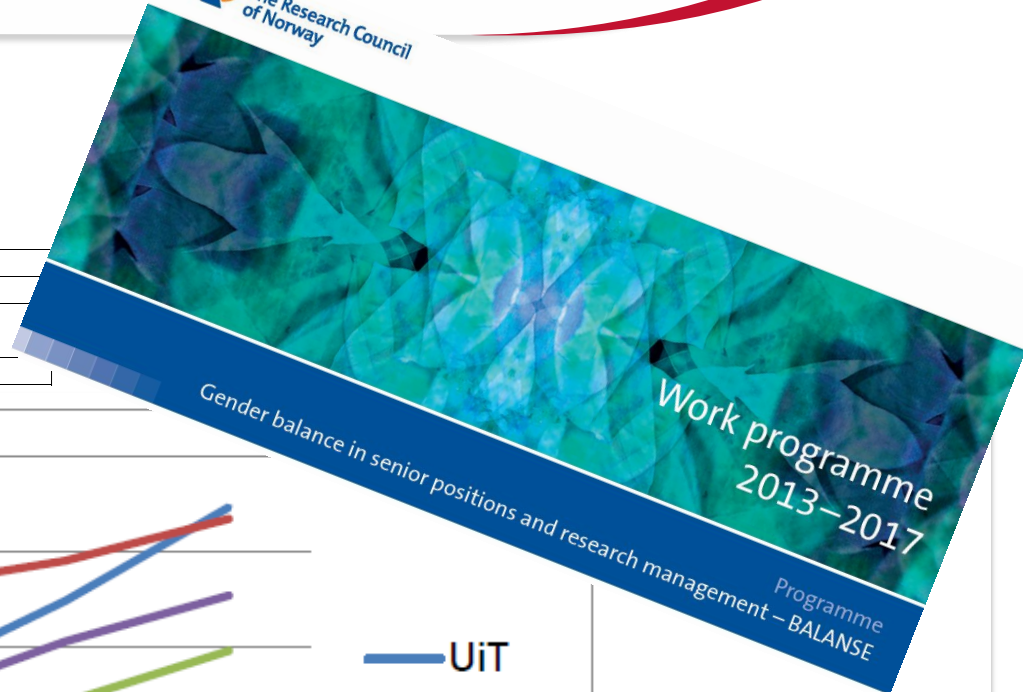


Some of the Action Points:

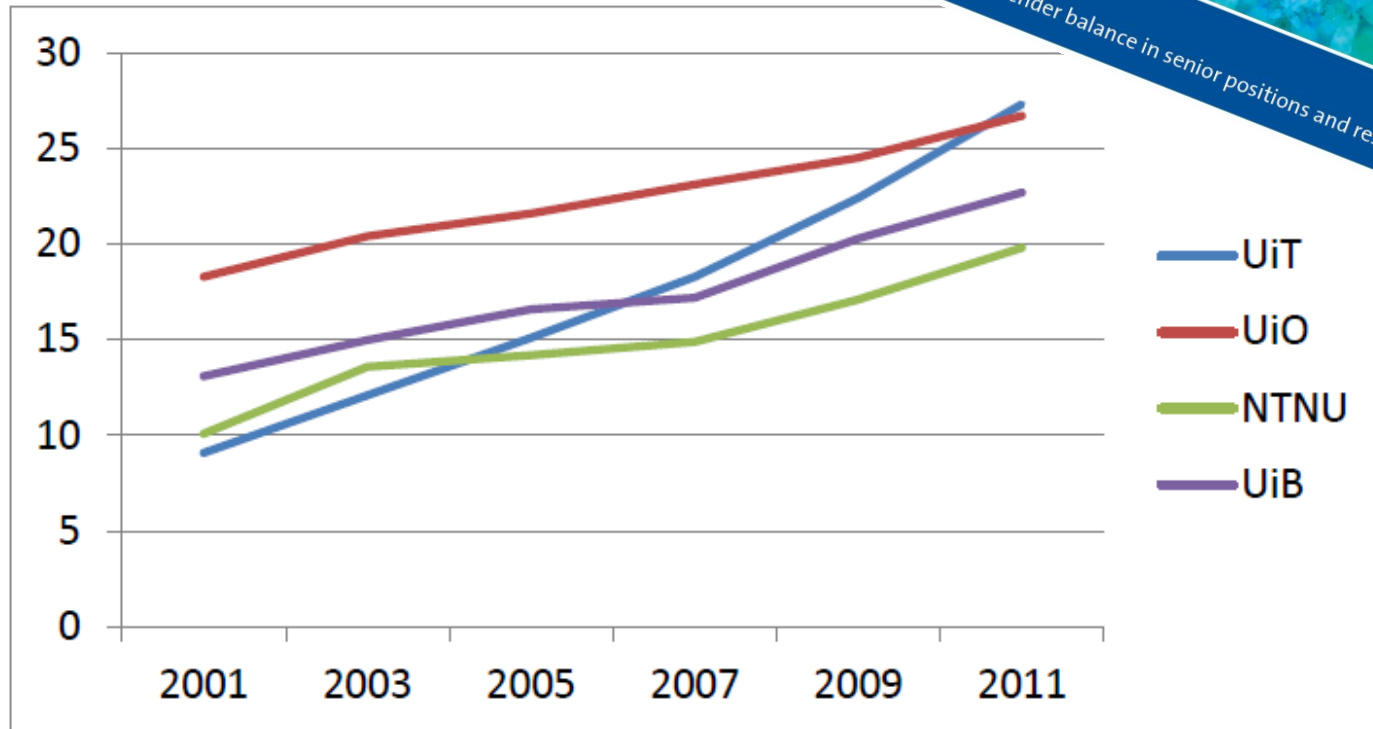
- Entitlement to maternity and parental benefits with 100 percent coverage for self-employed
- New support for small start-up companies in rural areas
- Reinforced prioritization of women in policy instruments
- Increased focus on front-line service for business development in municipalities
- Aiming to get more men to take out more of the father's quota (parental leave)

«BALANSE»

The Research Council
of Norway



UiT	University of Tromsø
UiO	University of Oslo
NTNU	Norwegian University of Science and Technology
UiB	University of Bergen



Proportion of female professors at the four largest Norwegian universities

40 % Gender Quota on Boards

- Decided by Norwegian Parliament in 2003
- Requires 40 % participation of either gender at Corporate Boards of listed companies to be from around 7 % in 2003 to 40 % in 2009



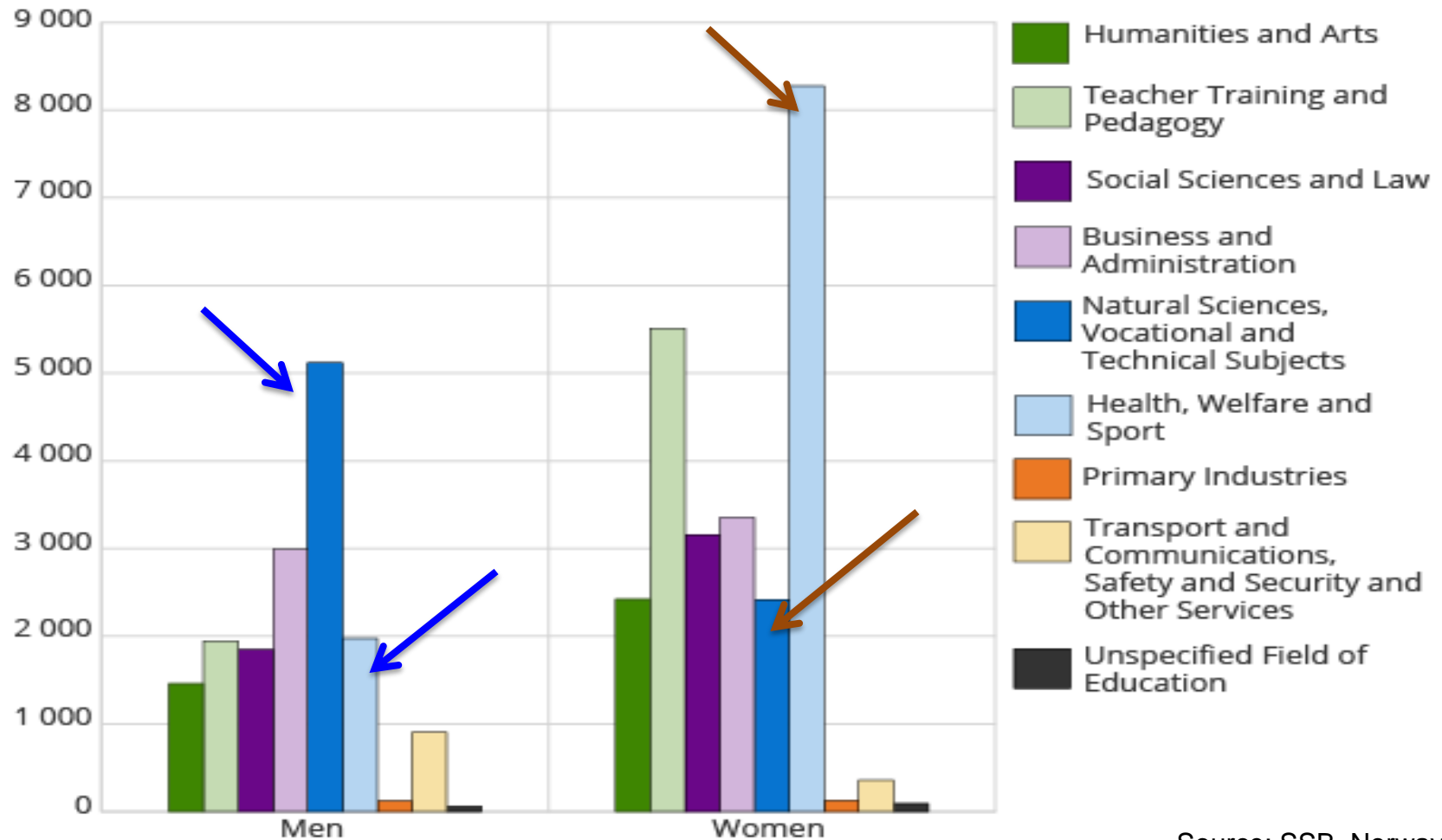
Promoting Equal Opportunities in Academia



NTNU, Trondheim; Action plan for a better gender balance 2014 - 2016

Academia & Gender

Figure 1. Graduations in tertiary education in Norway, by sex and field of education. 2012/13

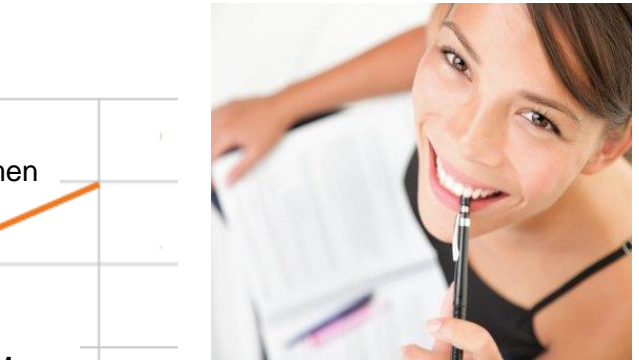
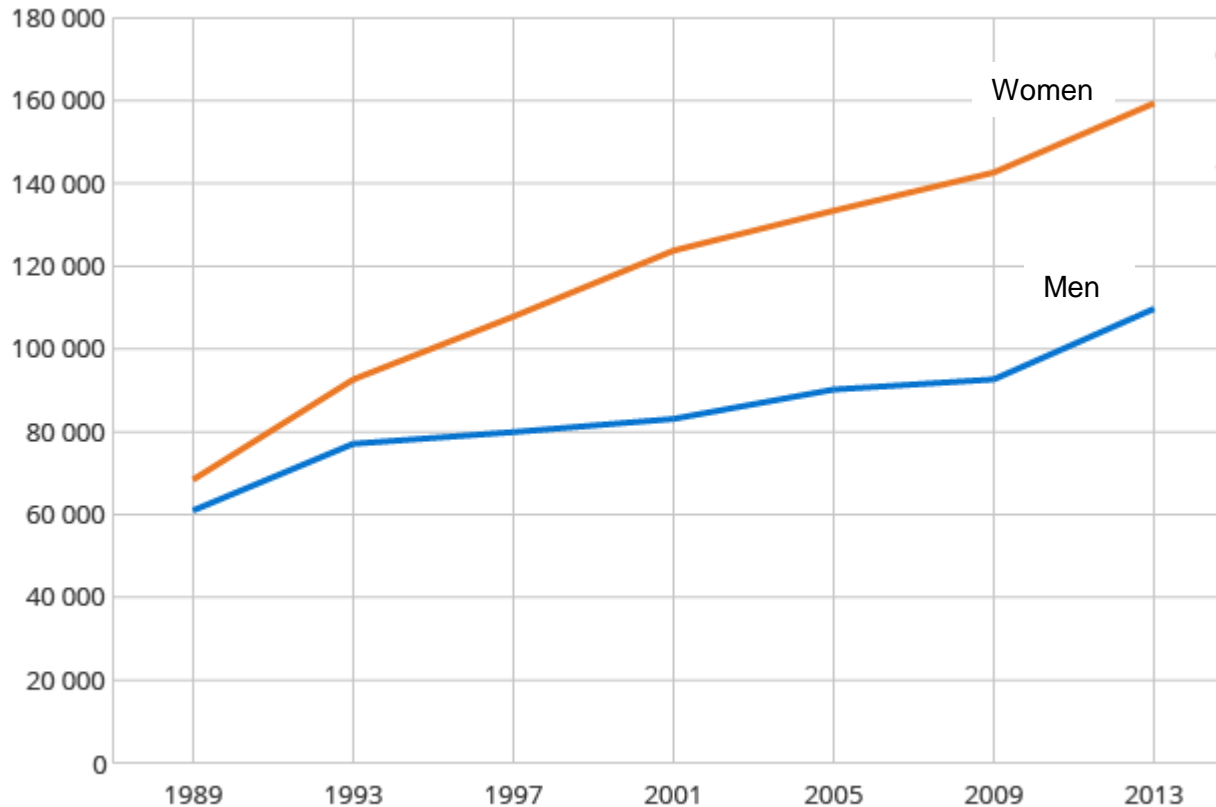


Source: Statistics Norway.

Source: SSB, Norway

Higher Education and Gender

Number of students, by sex



Role of gender in innovation and the potential of the gender approach to boosting innovation in clusters



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Innovation Norway
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What innovation is really about ...

- Questioning what is taken for granted
- Challenging the norm
- Finding new pathways to things

In challenging the norm, we need a critical perspective and undoubtedly a gender perspective can be helpful.

Gender Diversity (definition)

The number of women and men in an organisation or in a certain position, taking into consideration gender in connection with other social differentiation categories such as age, ethnicity, educational background, class and sexual orientation.

(www.gendertoolbox.org)

Gender equality

- **The quantity aspect**
An equal distribution of men and women are considered, valued and favoured equally
- **The qualitative aspect**
Knowledge, experiences and values of women and men are given equal weight and used to enrich and direct all areas of society

The importance of diversity in organisations

Danish research shows strong correlation between diversity and innovation in organisations

Mangfoldighed	
En højere grad af mangfoldighed i Mangfoldighedsindekset på...:	...øger oddset for, at virksomheden er innovativ med en faktor:
Køn	2,1
Uddannelse	1,5
Alder	0,3
Etnicitet	1,3
Øvrige faktorer	
Hvis virksomheden har haft...:	...øges oddset for, at virksomheden er innovativ med en faktor:
Samarbejde	1,9
Organisations ændring	2,1
Strategiske ændringer	3,5
Rekrutteringspolitik	1,7
Højt uddannet ansat	2,2

Statements: Focus on gender diversity

- Competition for well educated employees
- Better decisions
- Driver of creativity and innovation
- User-driven innovations
- Design innovation
- Image shaping



« We are moving away from discussions on the need for gender diversity – and focus more on the necessity of attracting women as employees, entrepreneurs and leaders to maintain our world –class position.»

Source: NCE Raufoss

Focus on integrating
women in workforce and
industry – across sectors,
programs and services



Photo: Erik Jørgensen /Innovation Norway

Role models

Some examples:

In Norway in 1913, women received the rights to vote on equal terms as men.

Then they had fought for this for over 30 years.

Norway was one of the first countries in the world to introduce universal suffrage for women.



Gro Harlem Brundtland's second Cabinet was appointed 9th May 1986, with 8 women out of a total of 18 ministers.



Role Models



In 1994 Ms Liv Arnesen made international headlines by becoming the first woman in the world who went alone and unsupported to the South Pole.



In 2001, she, along with Ann Bancroft, became the first women to trek across Antarctica.

Role Models

Norwegian Major General Kristin Lund is UN's first female force commander ever.

11th August 2014 she took over as Force Commander for the UN Mission in Cyprus.



Role Models



Women in Board positions



A typical Norwegian Board of Directors in the 70-ies



Norway, the law

- The law demands that public shareholder-owned corporations (called ASAs in Norway) must have an average of at least 40% women and **40% men** on their boards or face **dissolution**.
- The law came into force in **2008** and related to **7,000** seats on boards. The compulsory percentage of gender diversity varies according to the number of seats concerned: 1 in 2 or 3 seats; 38% of 8 seats; and 40% of more than 8 seats.

Women in Board positions

A typical Norwegian Board of Directors today



Statoil, Norway's largest company, meets the 40% criteria.

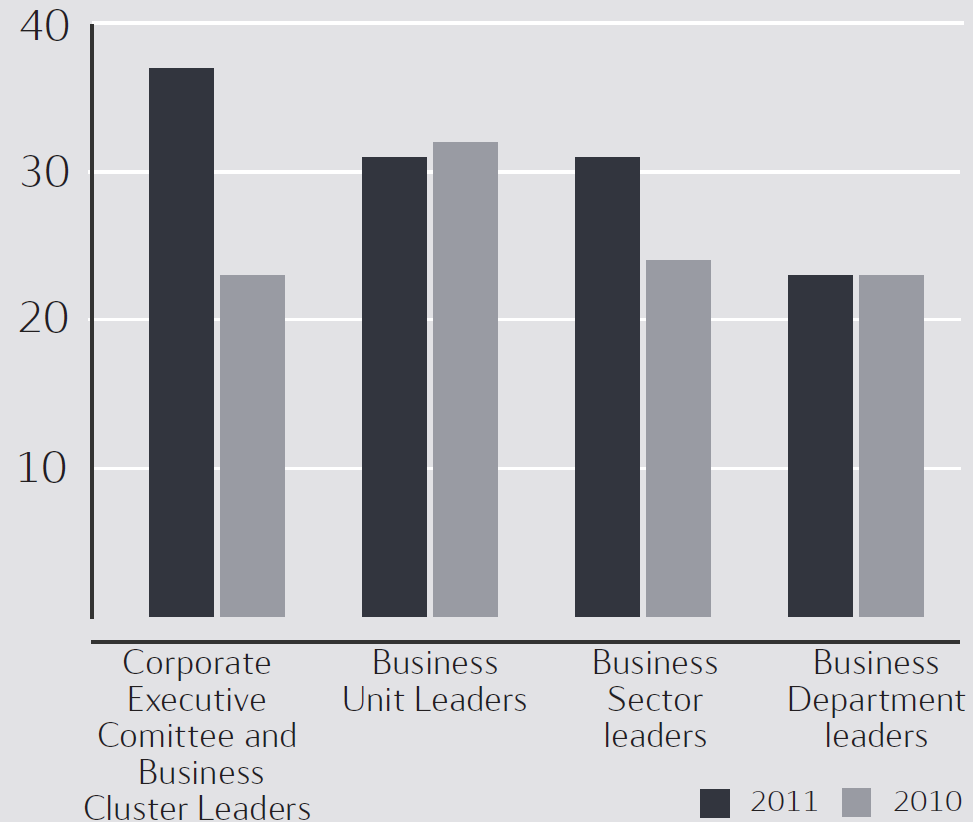
STATOIL:
"We are committed to building a workplace that promotes diversity and respect for the individual"

Women in Board positions



Share of female leaders

Female leaders at different levels - %

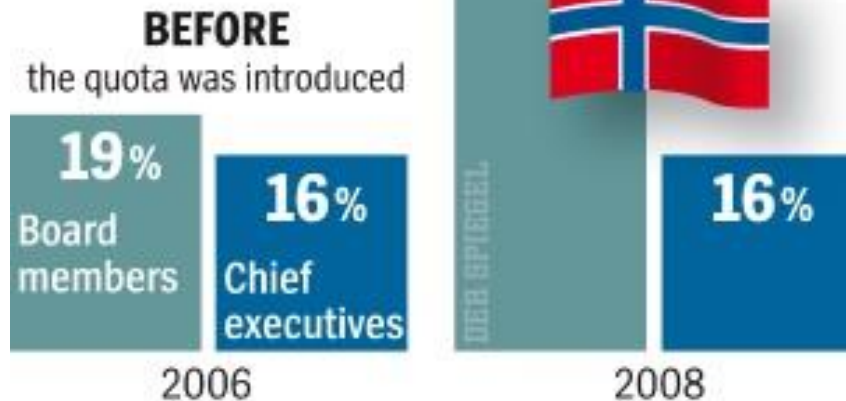


Women in Board positions

Norway's Quota System

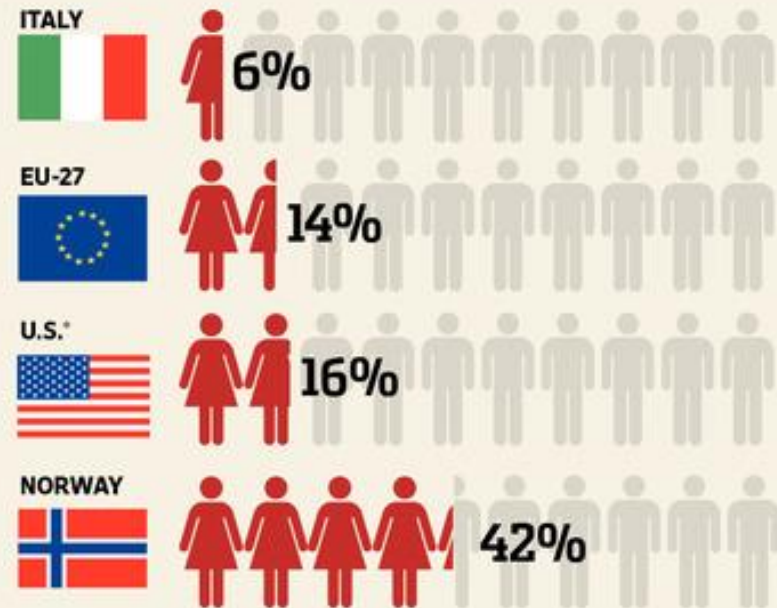
Percentage of women in leadership positions in publicly listed companies in Norway

Source: NHO



Female Representation

Percentage of women on the boards of the largest listed companies in January 2012

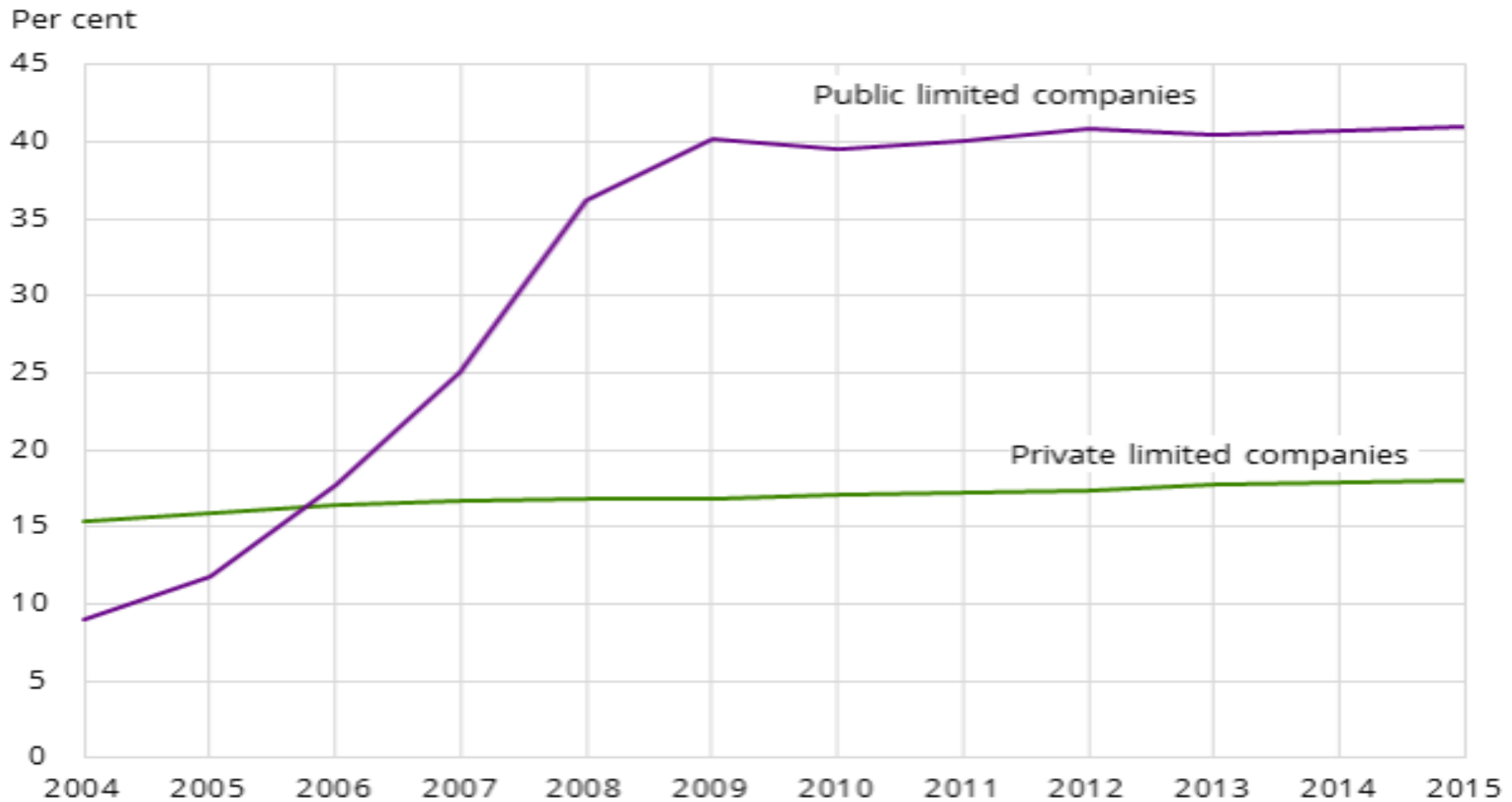


Source: European Commission

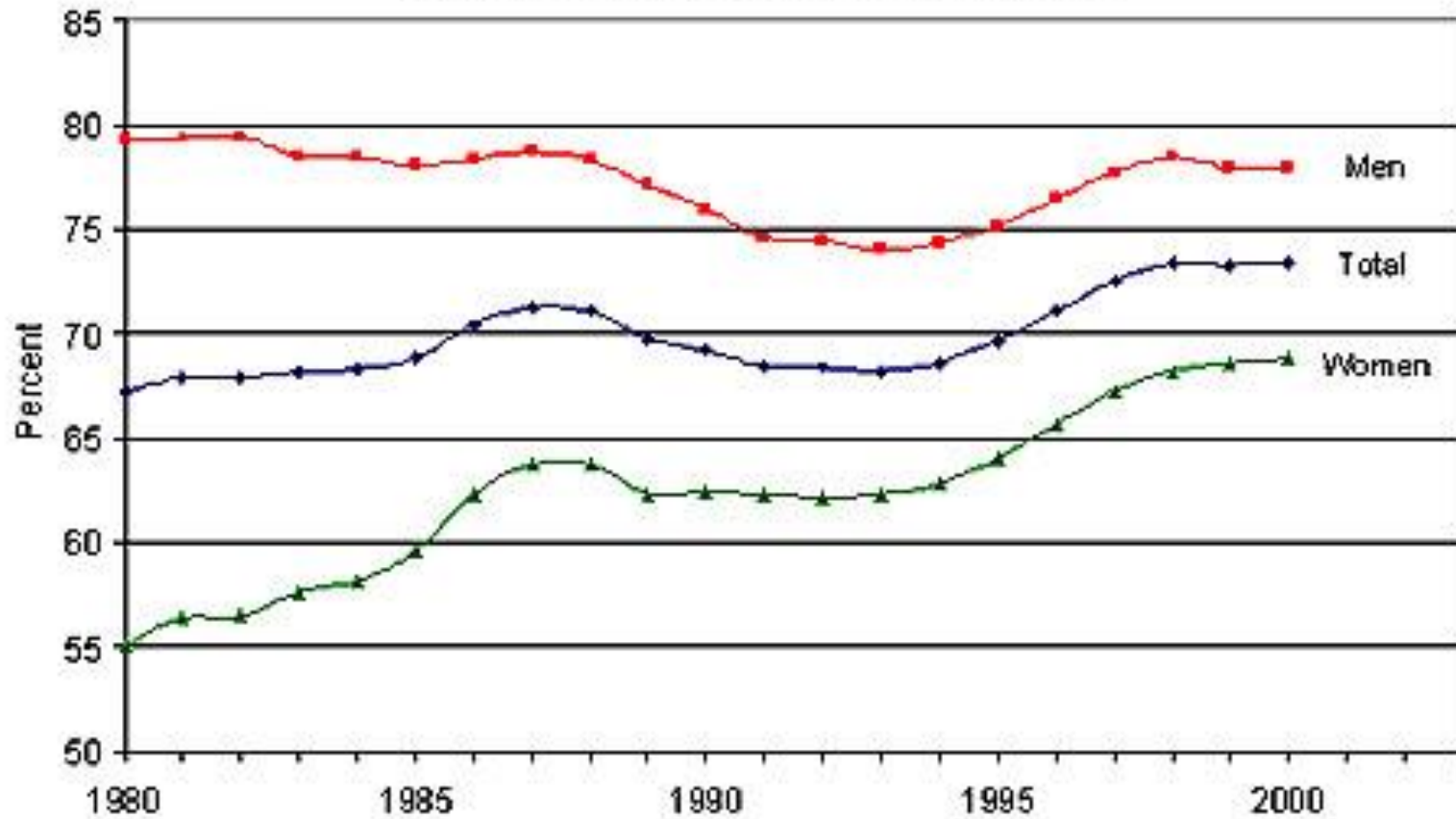
* Last data available is from 2010

Women in Board positions

Figure 1. Share of female board representatives in private and public limited companies. 1 January

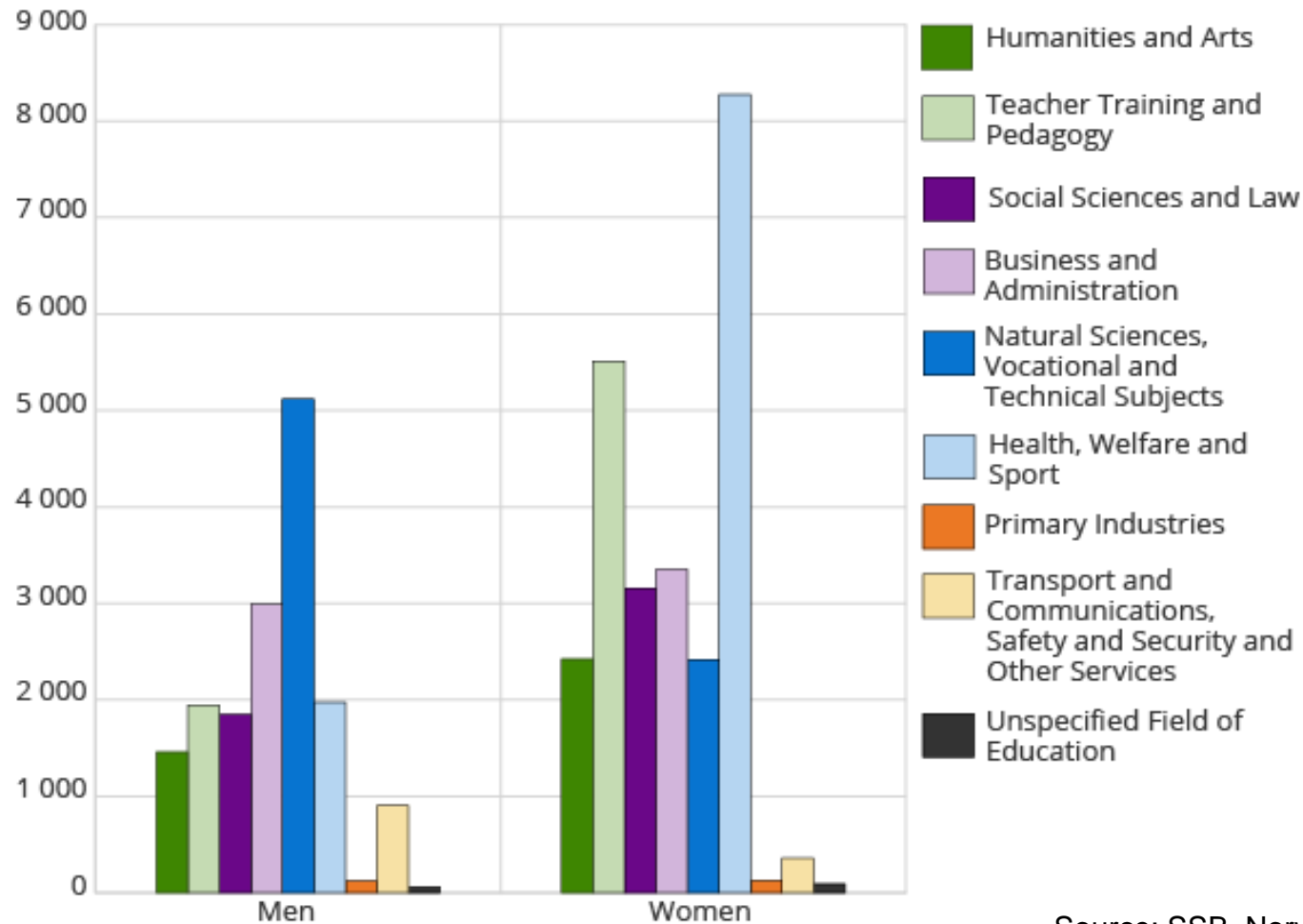


Labour force participation rate
Percent of the labour force (16-74 years). 1980-2000



Source: SSB, Norway

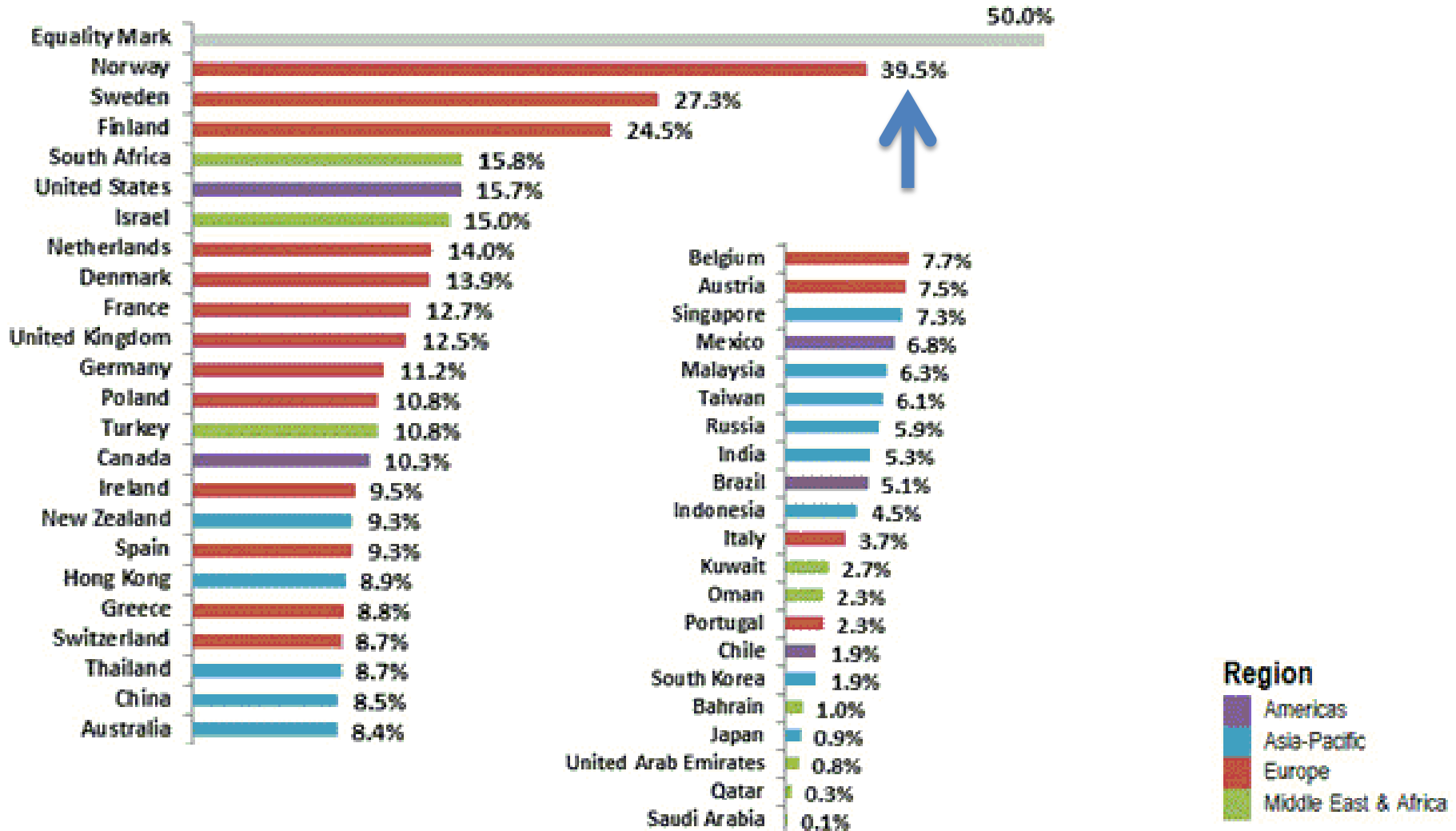
Figure 1. Graduations in tertiary education in Norway, by sex and field of education. 2012/13



Source: Statistics Norway.

Source: SSB, Norway

Global Board Seats Held by Women



The Glass-Ceiling Index

The glass-ceiling index

Indicator weights, %

NORWAY

Population (aged 25-64) with tertiary education, 2013, gender gap*: 10.2% points

Labour-force participation rate, 2013, gender gap*: -4.3% points

Gender wage gap†, 2013 or latest: 7.0%

Women in senior managerial positions, 2011 or latest: 31.5% of total

Women on company boards, 2014: 38.9% of total

Net child-care cost, 2012: 14.9% of average wage

Paid maternity leave, 2013: 8.0 weeks at 100% of last earnings

GMAT exams taken by women, 2013-14: 33.8% of total

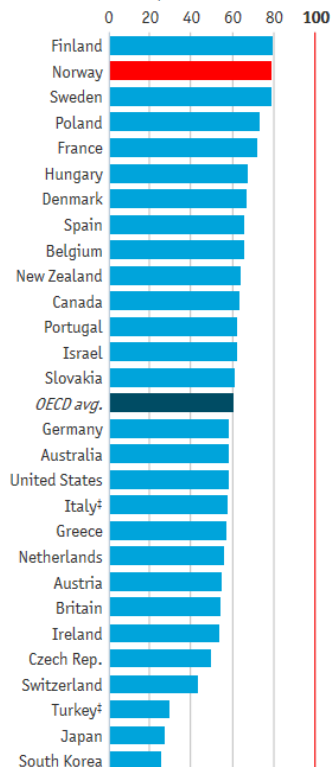
Women in parliament‡, Jan 2015: 39.6% of total

Overall score: 79.4
(100=best)

Move the sliders to vary the weights. Lock up to three sliders by clicking the checkboxes. Rounding means the values may not always sum to 100.

Reset

Index for women and work
2014 or latest, 100=best possible score



Sources: OECD; Catalyst; Egon Zehnder; European Commission; GMAC; ILO; Inter-Parliamentary Union; World Economic Forum; *The Economist*

*Female minus male rate †Male minus female median wages, divided by male median wages ‡No data for child-care costs, median value given §Lower or single house

The glass-ceiling index

Indicator weights, %

CZECH REPUBLIC

Population (aged 25-64) with tertiary education, 2013, gender gap*: 1.0% points

Labour-force participation rate, 2013, gender gap*: -15.4% points

Gender wage gap†, 2013 or latest: 15.5%

Women in senior managerial positions, 2011 or latest: 25.8% of total

Women on company boards, 2014: 3.9% of total

Net child-care cost, 2012: 18.0% of average wage

Paid maternity leave, 2013: 19.6 weeks at 100% of last earnings

GMAT exams taken by women, 2013-14: 30.0% of total

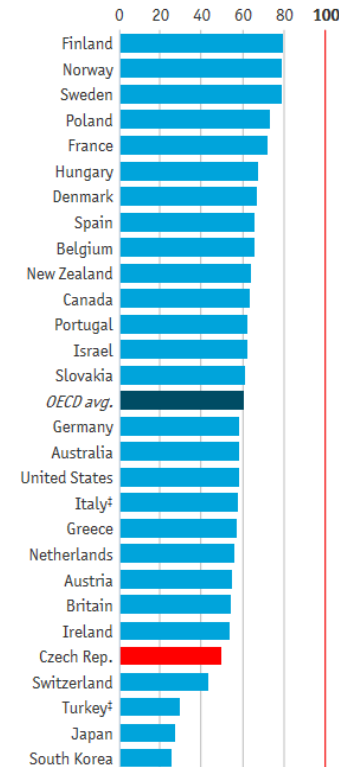
Women in parliament‡, Jan 2015: 19.0% of total

Overall score: 49.9
(100=best)

Move the sliders to vary the weights. Lock up to three sliders by clicking the checkboxes. Rounding means the values may not always sum to 100.

Reset

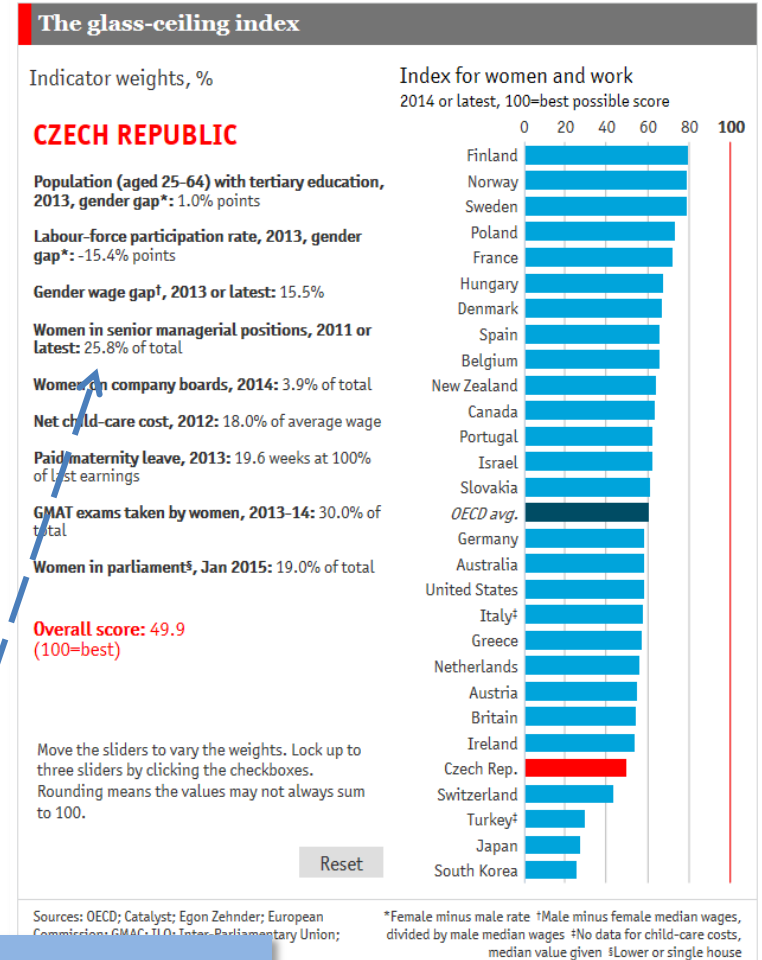
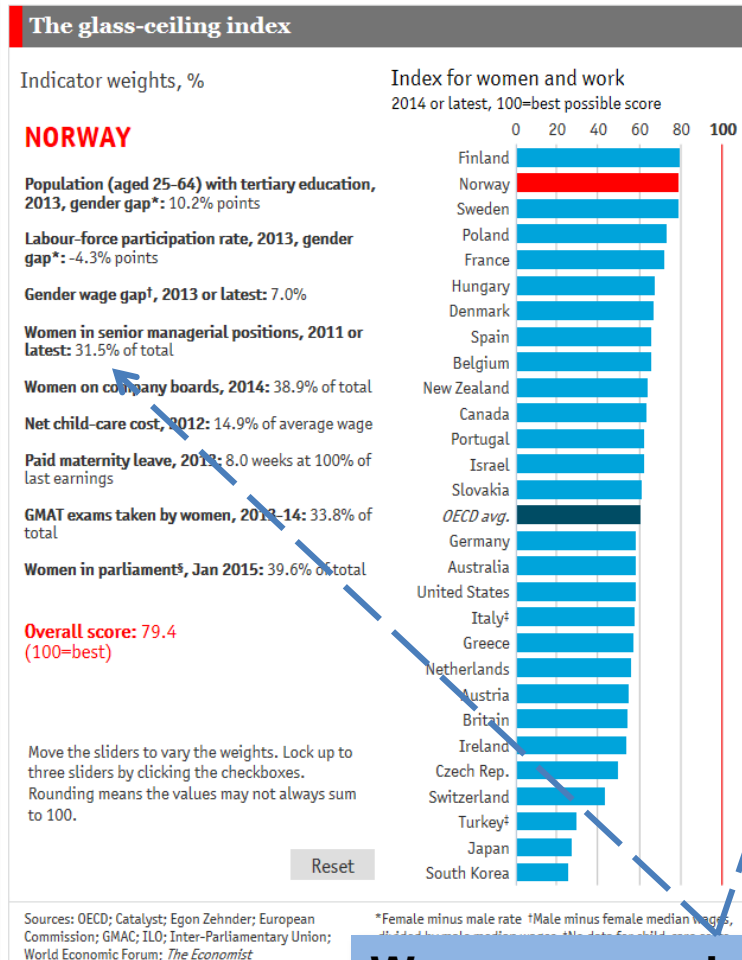
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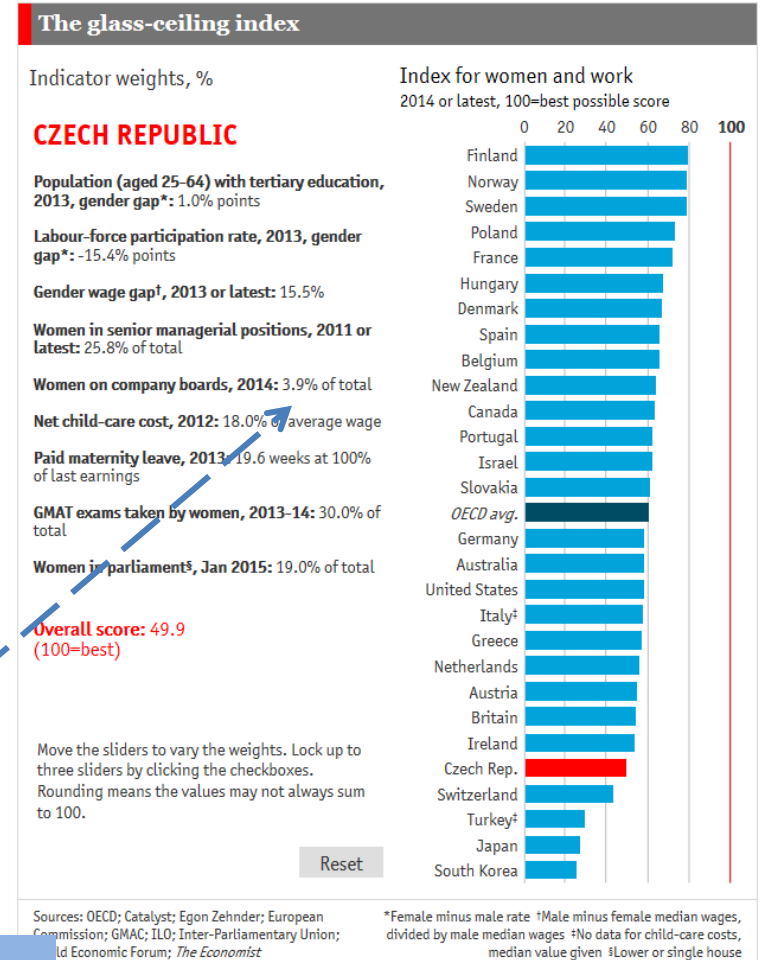
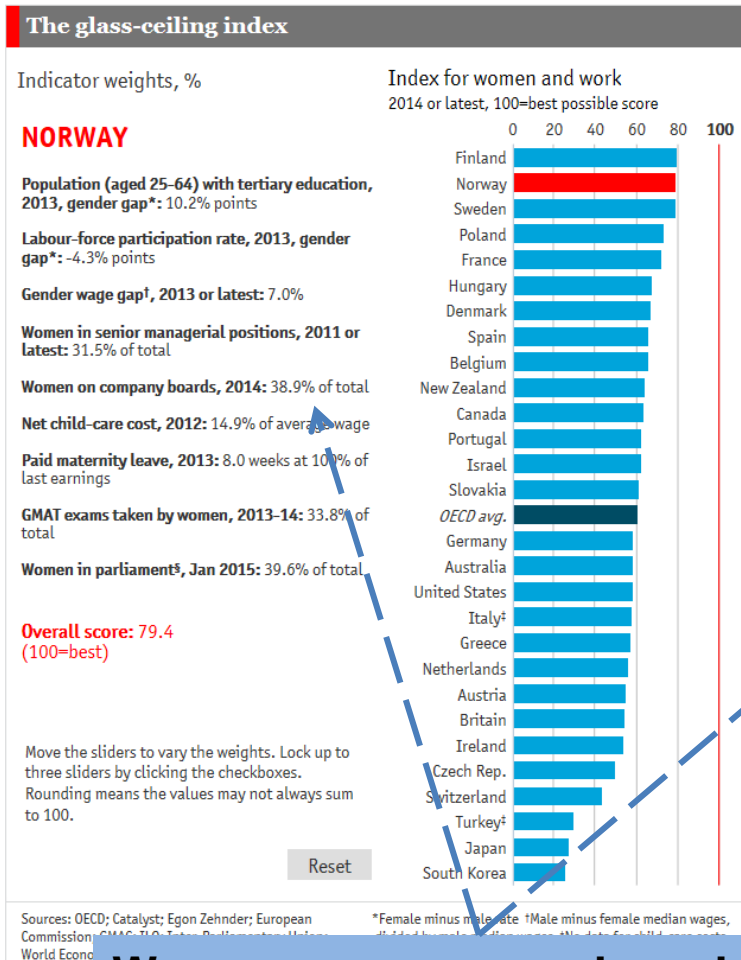
The Glass-Ceiling Index



Women as senior managers:

- Norway: 31.5%
- Czech Rep.: 25.8%

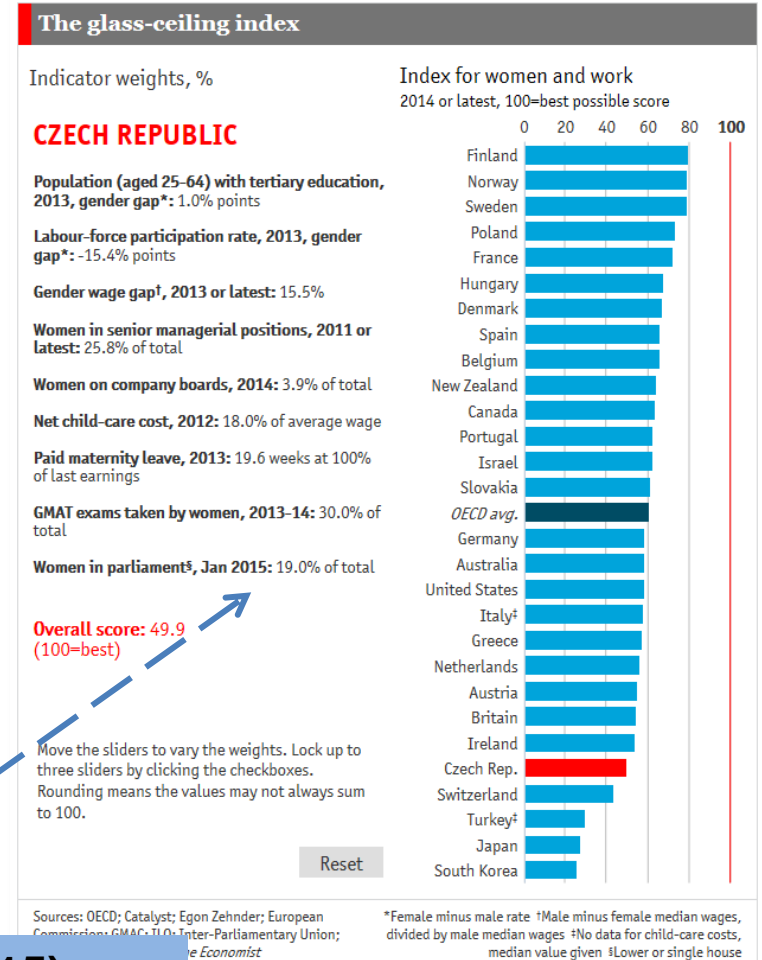
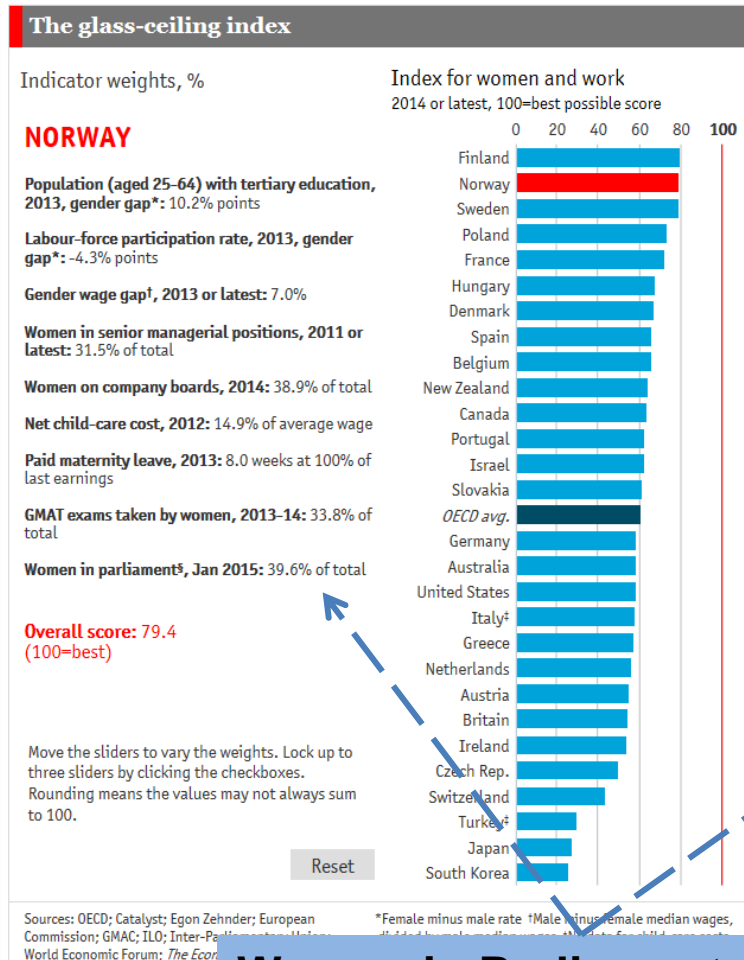
The Glass-Ceiling Index



Women on company boards:

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The Glass-Ceiling Index



Women in Parliament (2015):

- Norway: 39.6%
- Czech Rep.: 19.0%

Board Candidate Data Base

Competency courses were started in 1999
 Courses and base for both women and men
 Over 2,300 well-qualified candidates in the base
 Business can here find suitable people to their boards'



Leader Mentor offered to those who will develop further as leaders, company managers or other positions. Participants gain expertise refills through classes held by qualified professionals. In addition, each participant will be followed by a mentor through the entire program.

In addition Innovation Norway is awarding "The Female Entrepreneur of the Year".



«Female Entrepreneur of the Year»



«Kvinnovasjon»

- SIVA's "Kvinnovasjon" (Women Innovation) specifically targets female growth businesses but should also be a priority for women who want to start local businesses.
- SIVA utilizes existing innovation environments, business parks and incubators, where female entrepreneurs receive special attention.
- "Kvinnovasjon" benefits from the innovation network expertise in all environments and applications

Majority of women in higher education

- 62 % of university and college universities graduates are women
- 79 % of all women aged 25-66 years are in employment



Photo: Heidi Wideroe / Innovation Norway



“- With today's development it will take another 80 years before women are equally represented in private corporations in Oppland County, as in Parliament.

- Women must dare more”,

says business leader Anita Hager at Intek AS.

The Gender Perspective in Cluster Programmes

- Understanding the future labour market
- How to attract highly educated and skilled young people
- Industry: A possible arena of career building
- Importance of image: Change?
- Inertia and obstacles: Traditions and culture
- Challenging each milieu and project
- Need for front runners!



Action Plan for more entrepreneurship among women

Women in Norwegian cluster programmes

Improving the innovation process:

- A need for diversity
- Women stimulate creativity in clusters
- Educational capital: Women makes out majority
- Women have a high level of expertise
- Women are an underutilized resource
- Women is an important part of the future work force

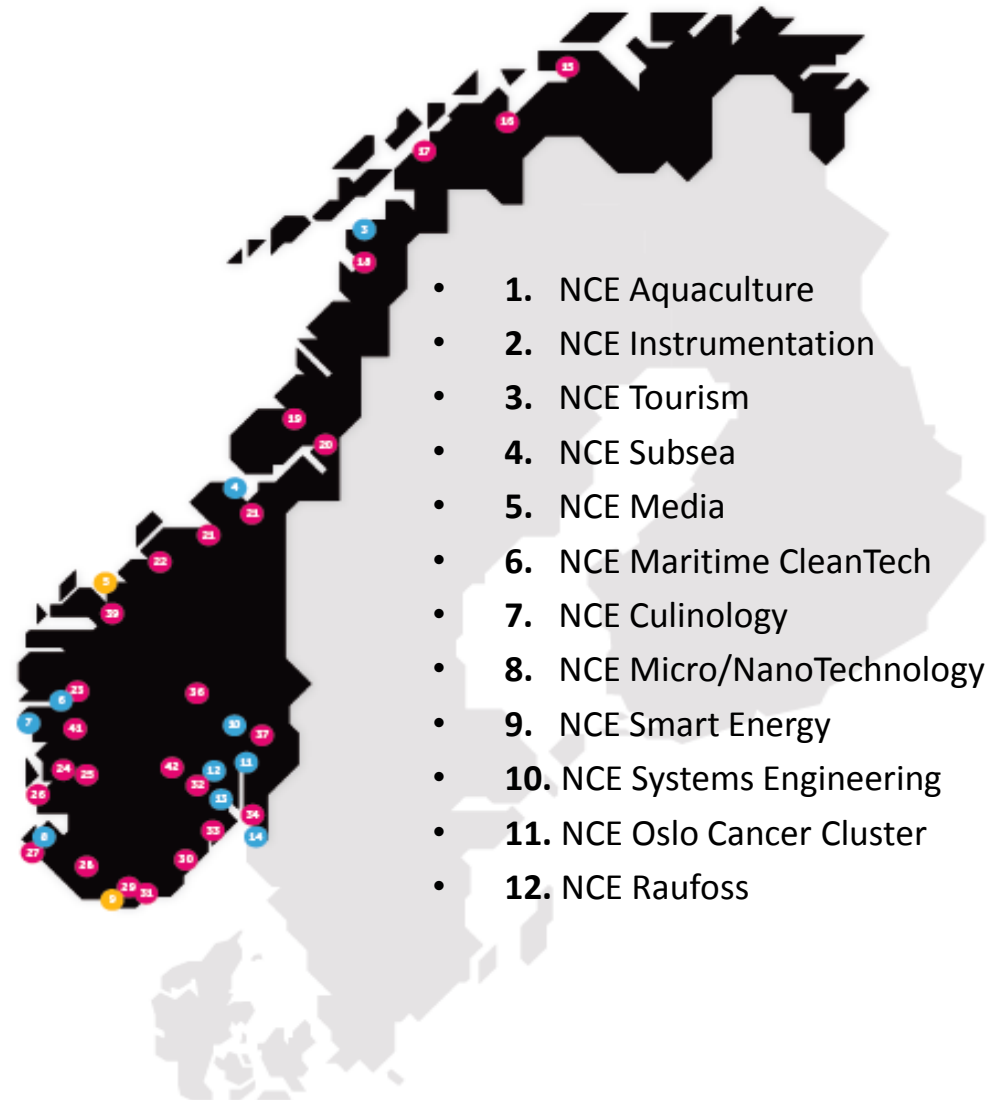


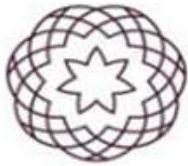
Norwegian Centres of Expertise - NCE



NORWEGIAN
INNOVATION
CLUSTERS

- Mission:
- To trigger and reinforce collaborative development activities in clusters, to increase the clusters dynamics and attractiveness and the individual company innovativeness and competitiveness





Norwegian Centres of Expertise
NCE Raufoss

 **NADACE**
OPEN SOCIETY FUND
PRAHA

 **norway**
grants



«The new look» ; focus on human capital



Raufoss as a role modell

The Raufoss industry program to recruit female leadership talents is presented as a "**shining example**" of a new reference work on diversity and innovation.



Good work: Jon Kveine fra Innovasjon Norge gratulerer Emma Østerbø og Kari Broberg (t.v.) from NCE Raufoss Women Arena talking about the project work with gender and diversity and the final results sampled in a book. FOTO



- Contribute to reveal women leaders at all levels of NCE enterprises?
- Contribute to present female directors NCE enterprises?
- Contribute to the recruitment of women to NCE enterprises?
- Motivate forward postgraduate master's and doctoral level?
- Facilitate practical for women to participate as leaders?
- Contribute to retain women leaders

Attractiveness



- The industry network; NCE Raufoss wants to establish an international elementary school in Gjøvik to attract competent foreign labor

Through the project NEW (NODE Eyde Women), GCE NODE and Eyde Network have made a strategic initiative for the development of the region on the basis of women's standpoint, experience and competence.

[NEW Facts](#)

[NEW Arena](#)

[NEW Faces](#)

[NEW Communication](#)

[NEW Mentor](#)

[NEW Leader](#)



NEW Arena

– A professional and social arena

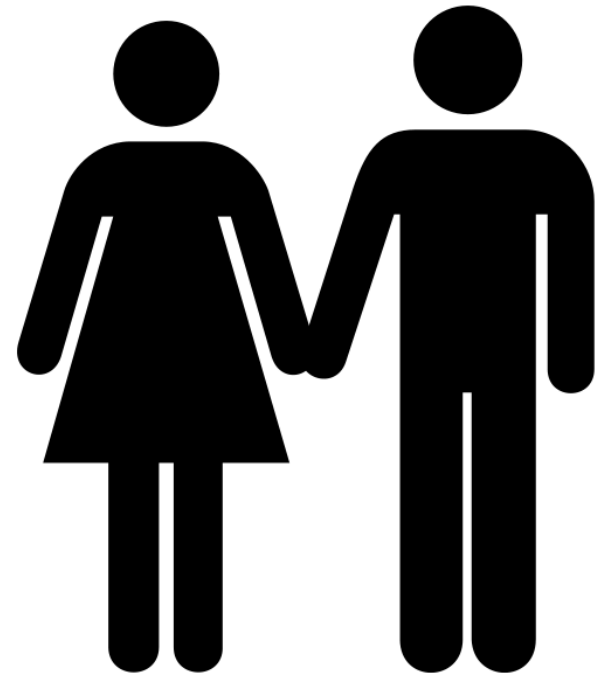
Meeting place for women in the industry where research, general public, enterprises and organizations are invited.

The purpose of the “NEW Arena” is threefold:

- Establish Network
- Give greater expertise
- Increasing the visibility of women in the region and in our industries

The project plans for a major event twice a year, with profiled speakers, great visibility and a large number of participants

« Differences between female entrepreneurs are greater than differences between female and male entrepreneurs »



Source: Damvad 2011



A program to recruit more women to senior executive positions and to the boardroom

- Facilitate for that the private sector is viewed as an attractive place to work by women.
- Increase the percentage of women in decision-making processes, in management and on boards in general
- Involve managers as prime movers in the process aimed at recruiting more women to executive positions and to board posts
- Work-Life Balance. Facilitate for that executive responsibilities may be more easily combined with family responsibilities

Financed by:



International Cooperation



THIRD ANNUAL WOMEN'S LEADERSHIP CONFERENCE

Influencing Women's Contributions to Transform Lives

17th Oct, 2014 | Kampala Serena Hotel



Participants in Female Future
Kenya receiving their certificates
on 8th March 2014

The opening of the 6th Female Future Program in Uganda on 17th Oct. 2014. The 5th intake graduated at same event.

Female Future has been nominated by International Labour Organization (ILO) as one of the best practices of gender equality.



GLOBAL FUTURE



NHO's Global Future Programme; An opportunity for international leader talents

A talent mobilization program with the goal of qualifying highly educated immigrants for management and board positions as well as contributing to business growth.



Photo: Sunnmorsposten

More than 2 out of 3 get a new job after attending the NHO “GLOBAL FUTURE” program.



Ninoska Hernandez is an aircraft engineer and after 15 years in SAS and other airlines, she decided to change job. After attending the “Global Future” program, flight and sky have been replaced by sea and subsea technology

Opportunities of improvement

- **Communication:** In the global competition today there is a need to attract the most talented people
- **Organization:** The organization must give women equal opportunity so they want to stay on
- **Market:** That traditional markets are mature and declining, with new unexploited markets which often is where women are found
- **Technology:** It is irrational to build technologies of the future on gender stereotypes of the past when society changes towards increased equality

Main conclusion:



We must be able to utilize all available resources so that regions, clusters and companies in general are attractive enough to attract and retain highly educated and qualified employees

Diversity

We cannot afford not to