



# GENDER QUOTAS ON CORPORATE BOARDS – THE NORWEGIAN EXPERIENCES

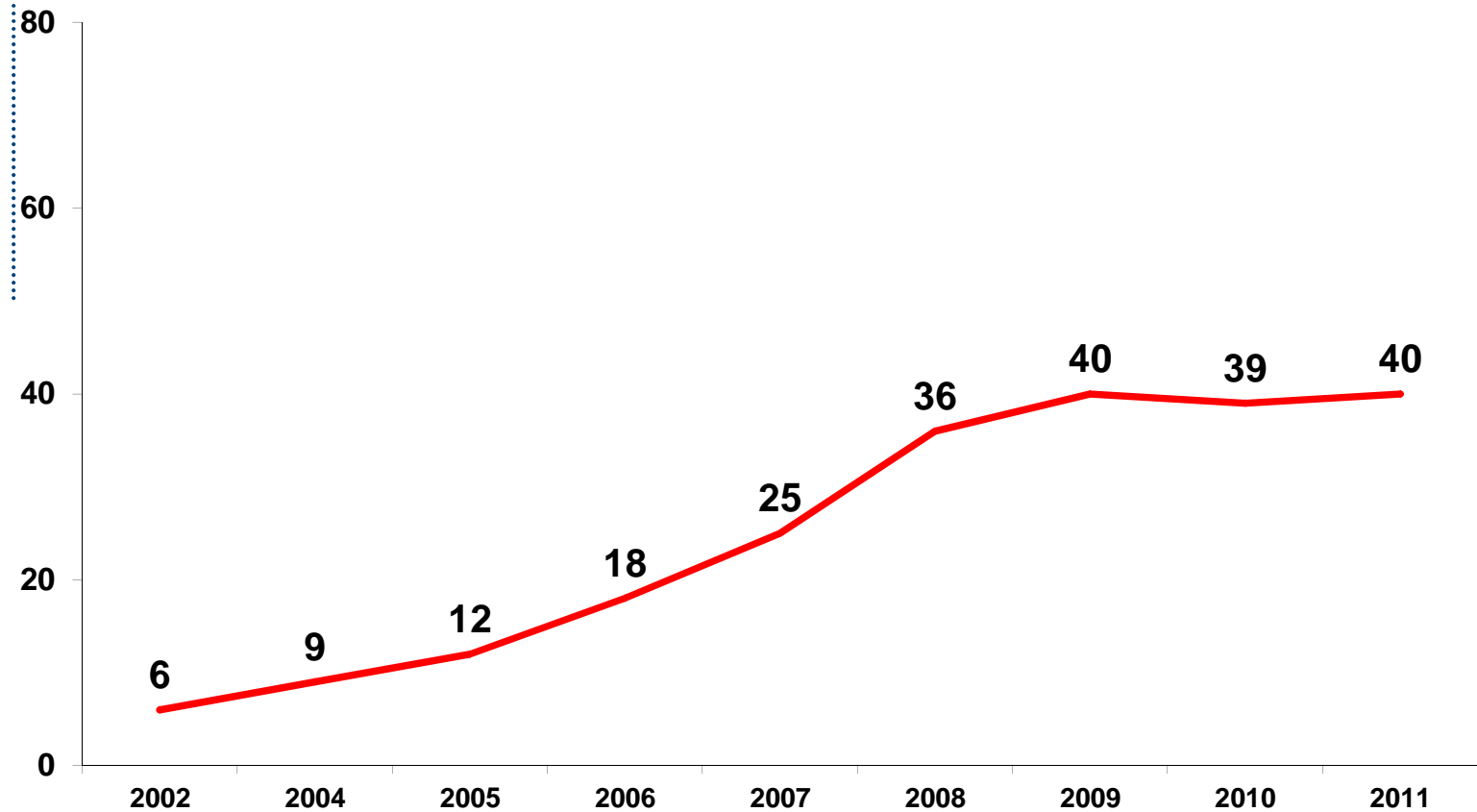
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SHOULD THE NORWEGIAN  
CORPORATE BOARD QUOTA REFORM  
BE CHARACTERIZED AS A SUCCESS?

WHAT HAS BEEN ACCOMPLISHED?

# Women on public limited company boards (%)



ENOUGH QUALIFIED WOMEN  
AROUND?

# How were they recruited?

- Did companies engage recruitment agencies to search out women for board posts?
- Were the «quota» filled by women family and friends?
- How did women board members experience their access to corporate boards in the wake of the gender quota reform?

# UTILIZATION OF THE TALENT POOL

- who are they?
- and do they differ from the men?

# Questionnaire Survey: PLC board members

Survey from 2009 – 1600 gross sample

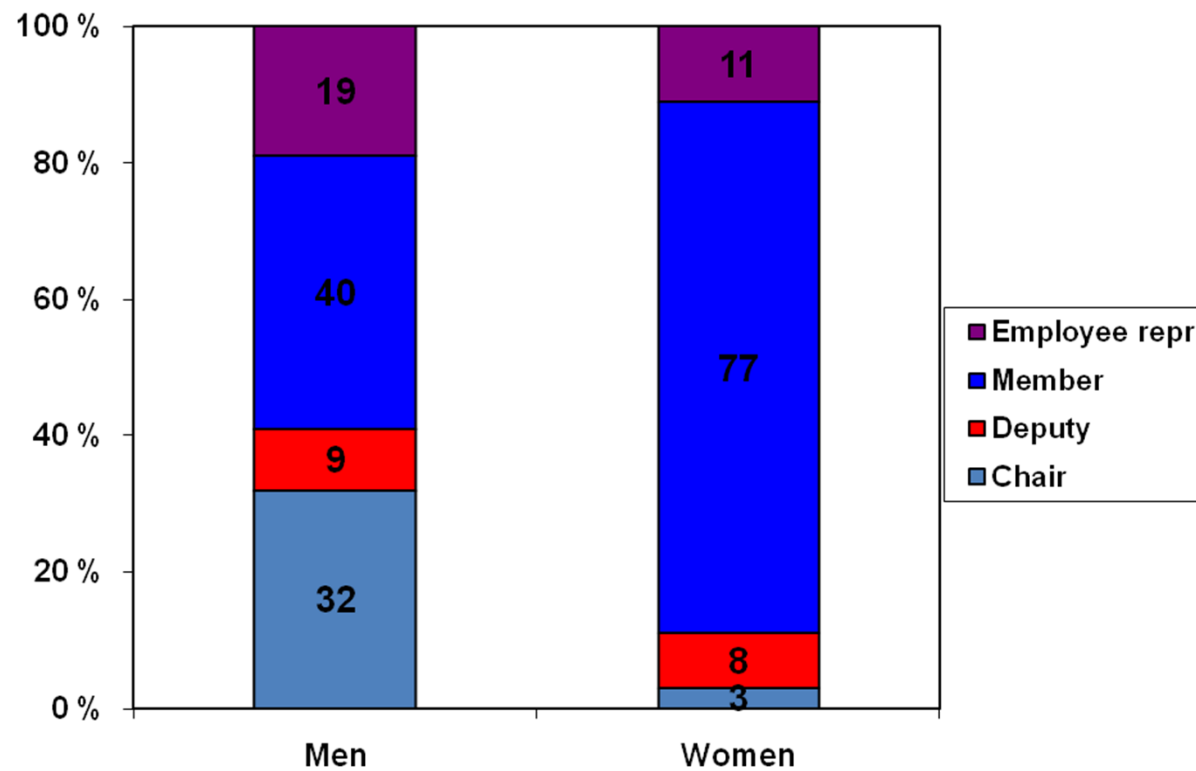
– 900 board members responded

Response rate 62 %



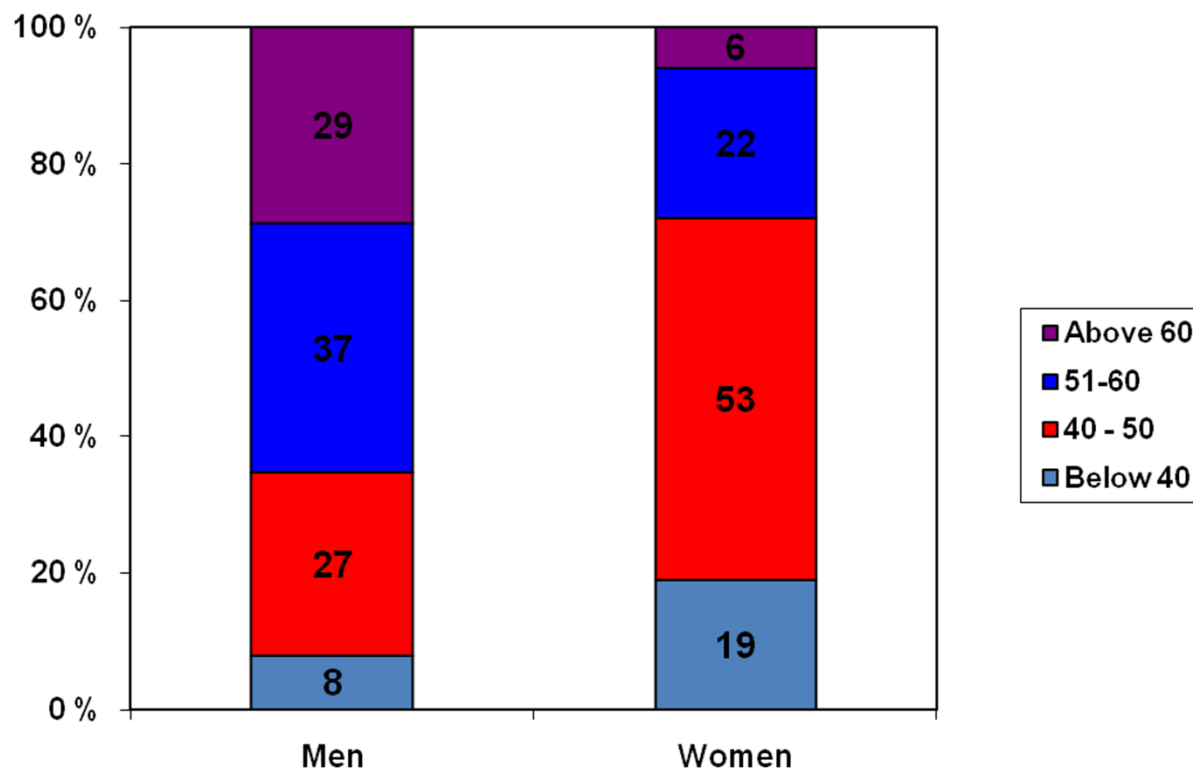
## Position on the board (%)

- Women are regular members, men more often chairs



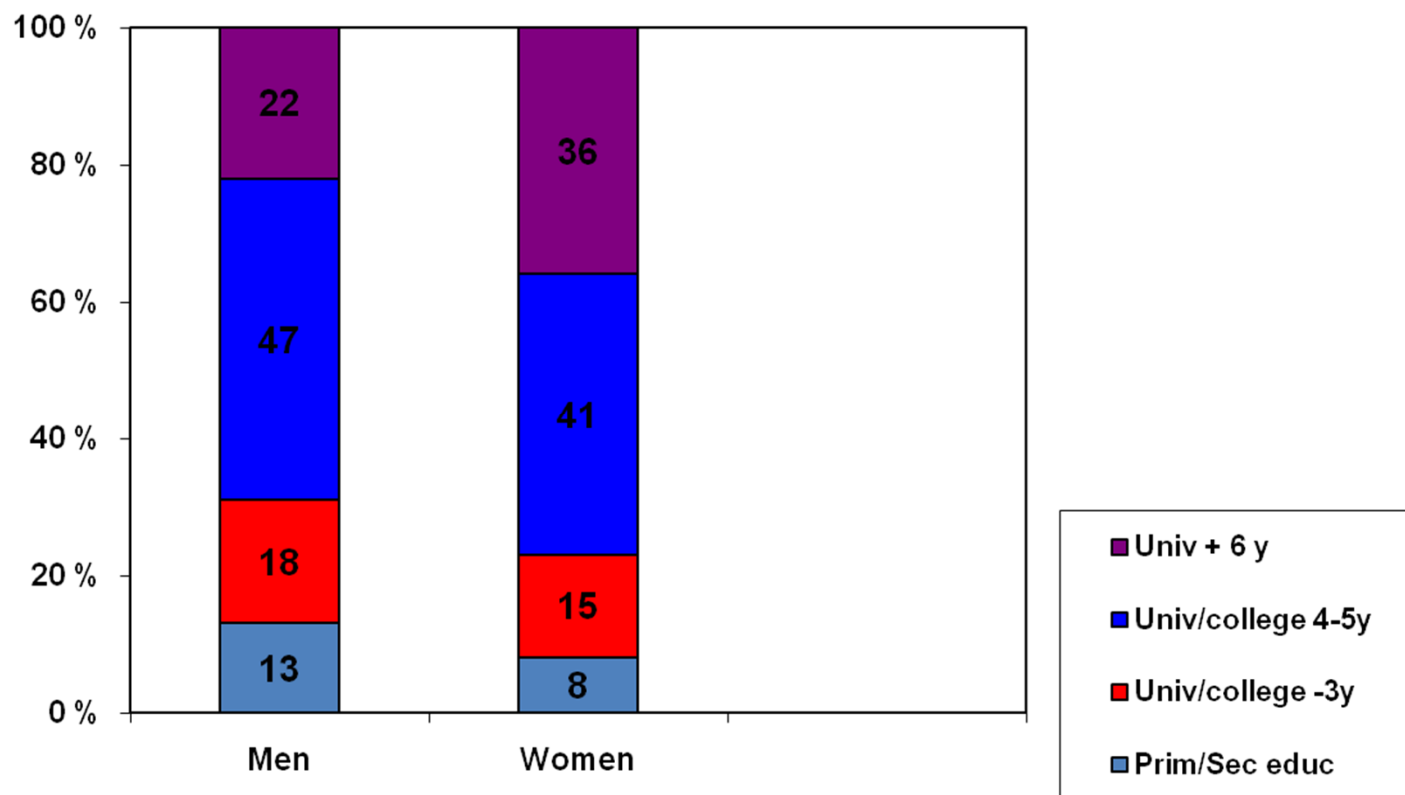
# Age distribution %

## More younger women, more older men



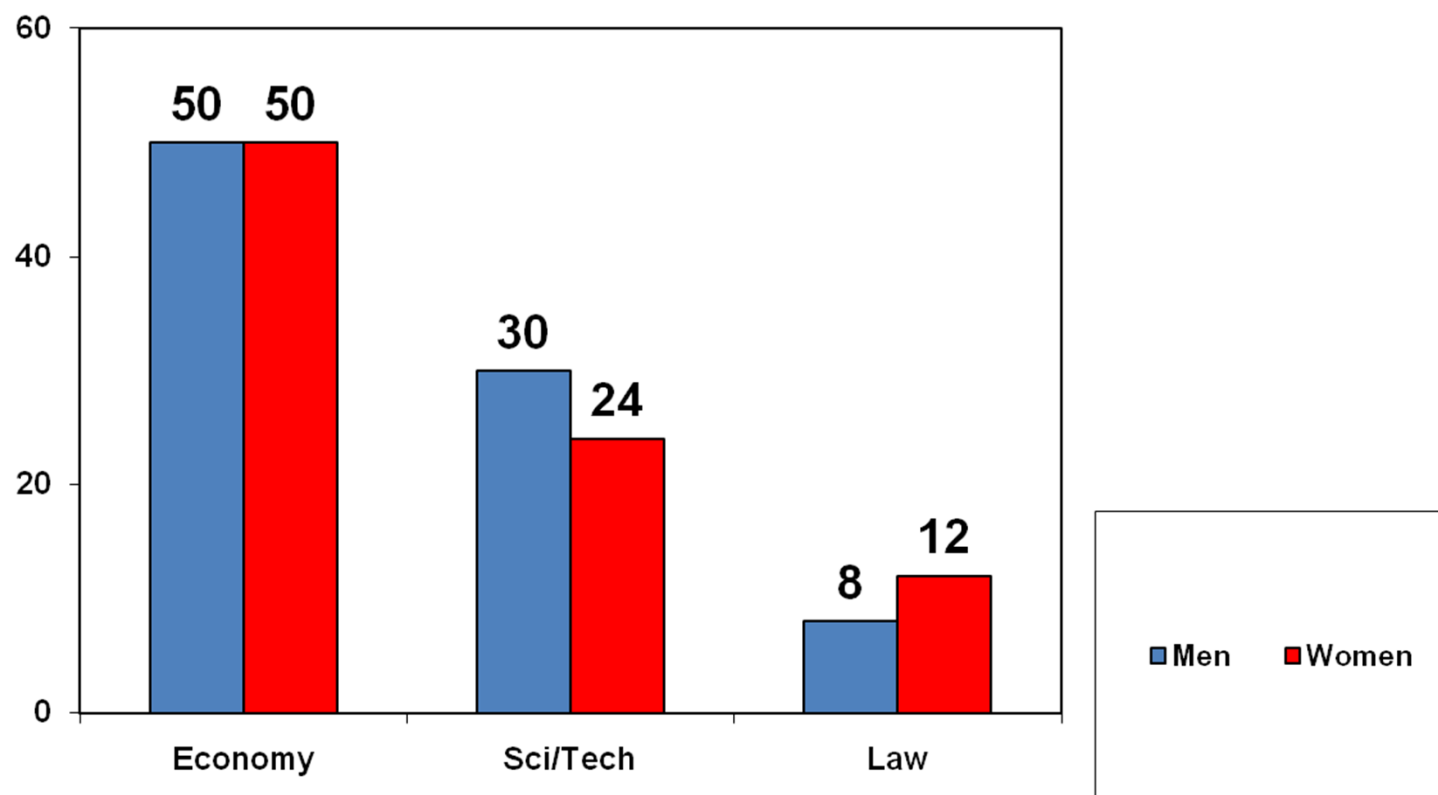
# Education attainment (%)

## Women more often highly educated



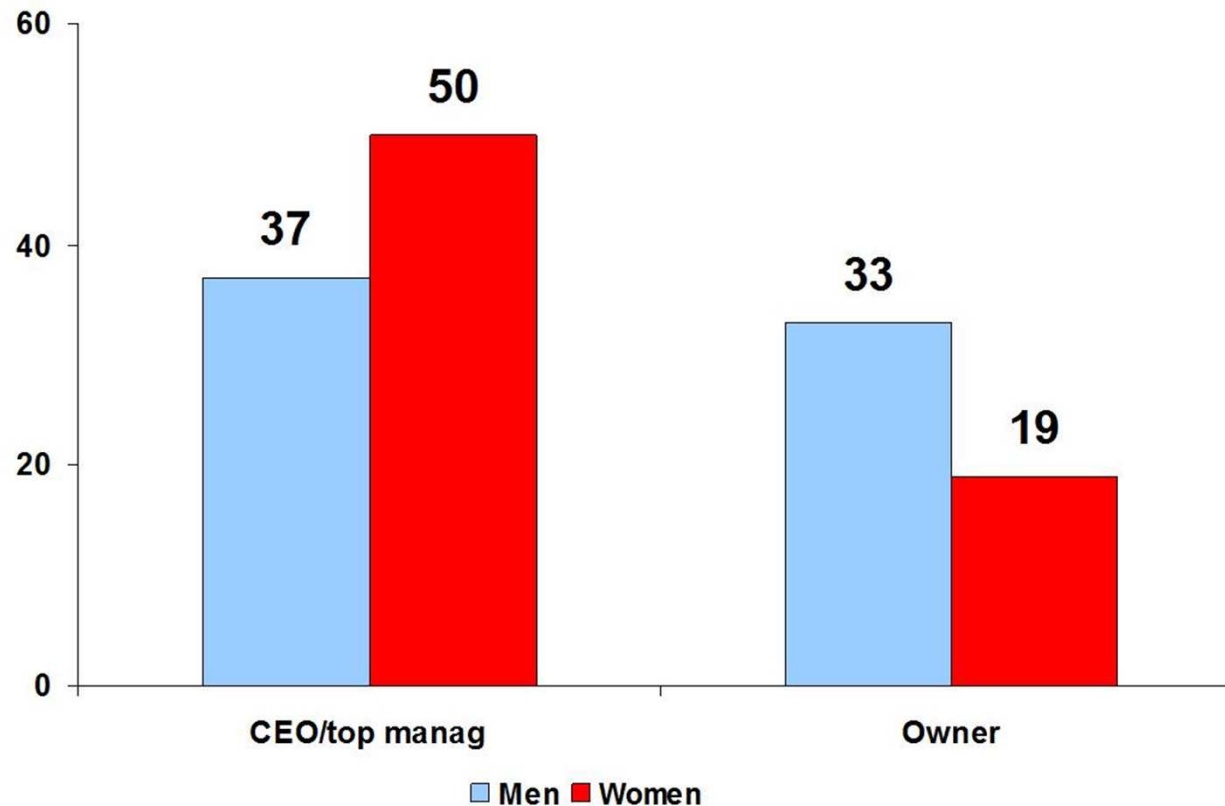
# Type of education (%)

## Small gender differences in type of education



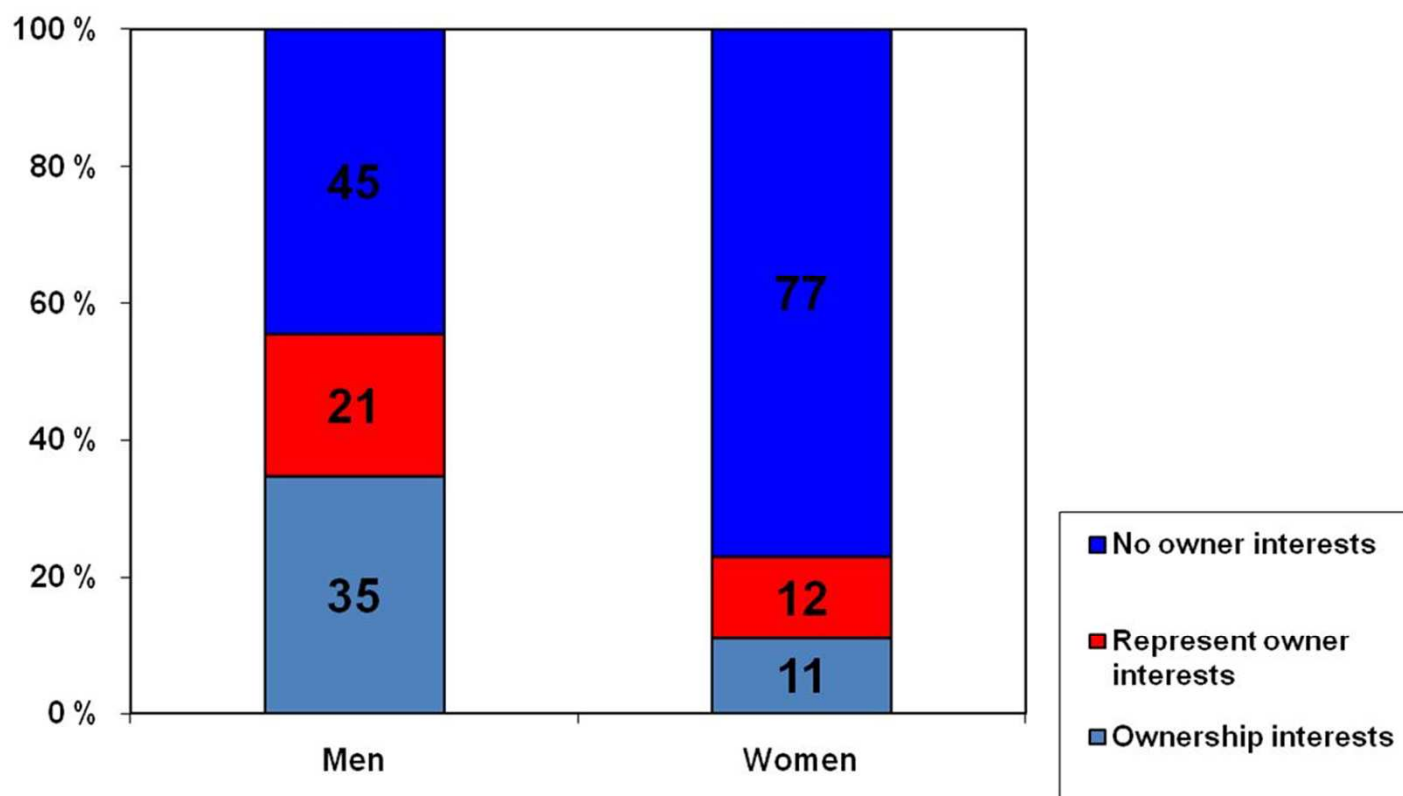
## Main occupation (%)

Board members recruited from management, but men more often owners



# Ownership interests (%)

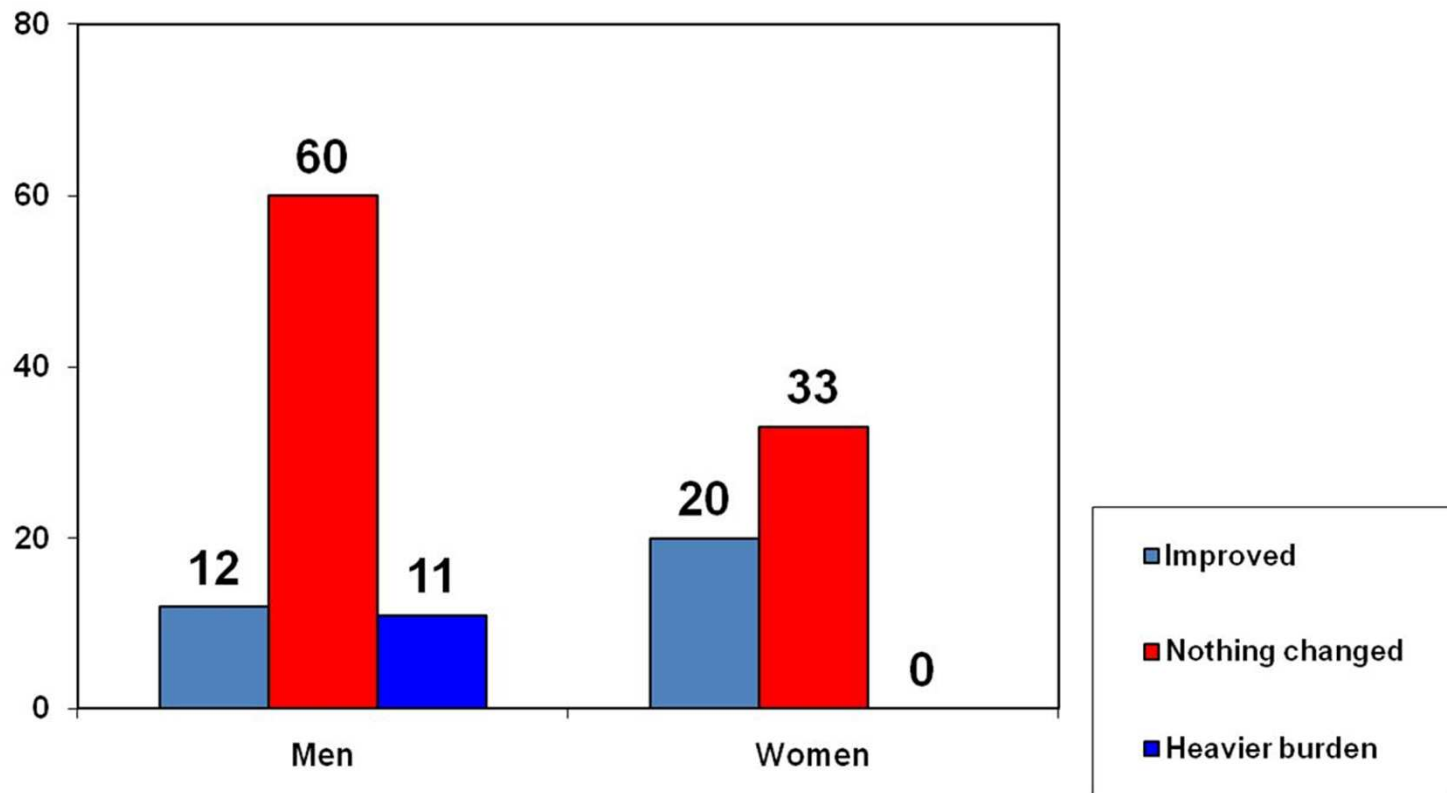
## Men more connected to ownership



# ATTITUDES

How do men and women board members perceive the quota law?

## Changes in the functioning of the board (%)





# CHALLENGES FOR THE FUTURE

The limited scope of quota policies

# TOP-MANAGEMENT OF BIGGEST NORWEGIAN COMPANIES

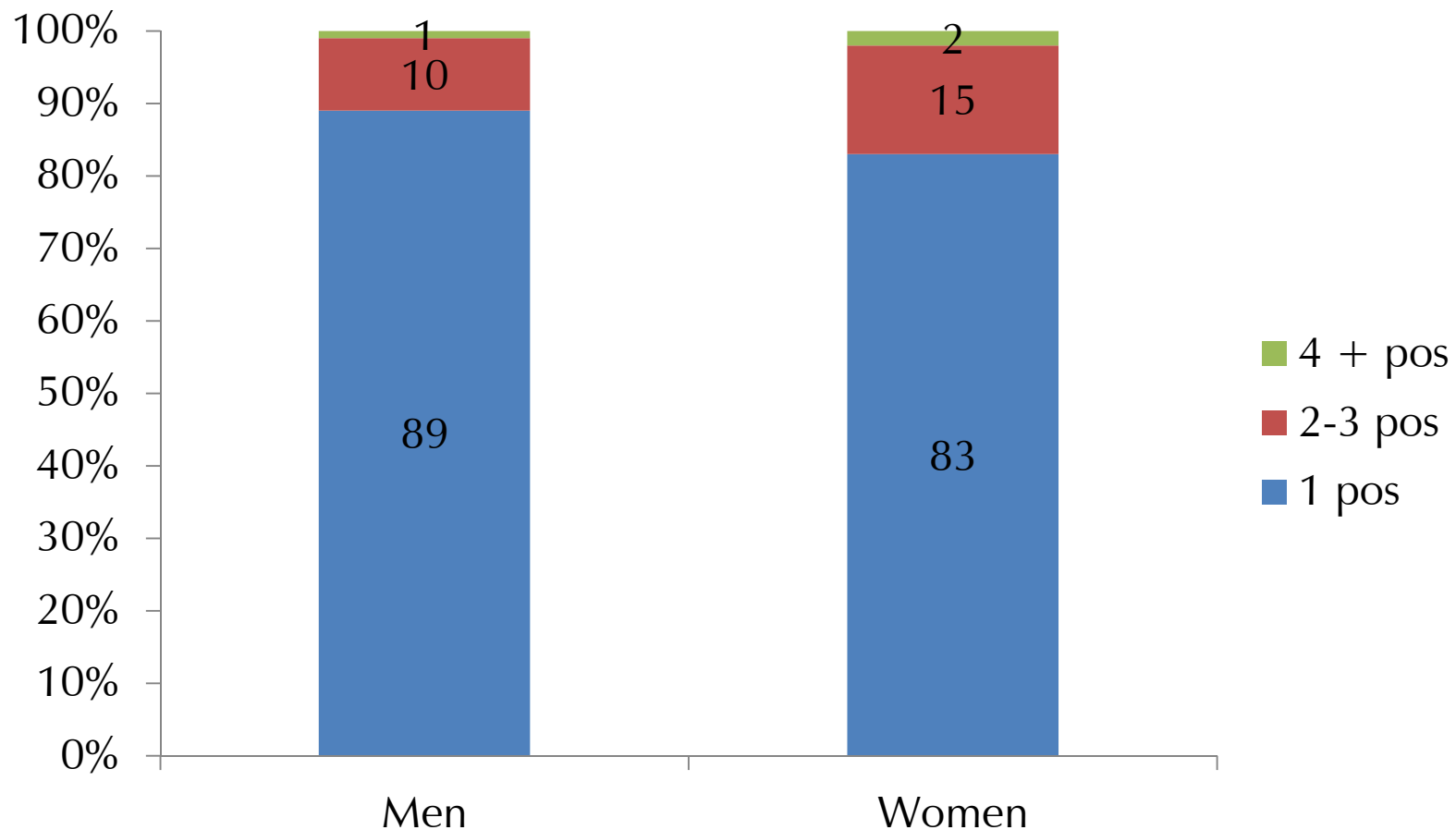
2001 – 2011

96 – 87 %

5 largest companies	Male dominance %	Total – men / women
Statoil ASA	80	10 – 8 / 2
Telenor ASA	77	9 – 6 / 3
Norsk Hydro ASA	80	10 – 8 / 2
Yara International ASA	89	9 – 8 / 1
Reitangruppen AS	100	5 – 5 / 0
Total	81	43 – 35 / 8

DO GOLDEN SKIRTS  
FILL UP THE GENDER QUOTA?

# Number of board positions, men and women (%)



# Proportion of women

Number of positions	Women %	Total – men / women
1 position	36	1329 – 846 / 483
2-3 positions	45	187 – 85 / 102
4 + positions	65	17 – 7 / 10
Total	38	1536 – 1144 / 566

# Successful quota reform – now what?

1. Quota measures are efficient, but limited in scope.
2. Quota measures do not necessarily have ripple effects
3. Quota measures need an equality policy implementation structure and voluntary policies
4. Activity duty in equality legislation