



# Rising to the Challenge

Director General John G Bernander, BOARDIMPACT





## Confederation of Norwegian Enterprise

- The largest business-  
confederation in Norway
- 20.000 Member Companies
- 500.000 Employees

# A Labour market divided by gender

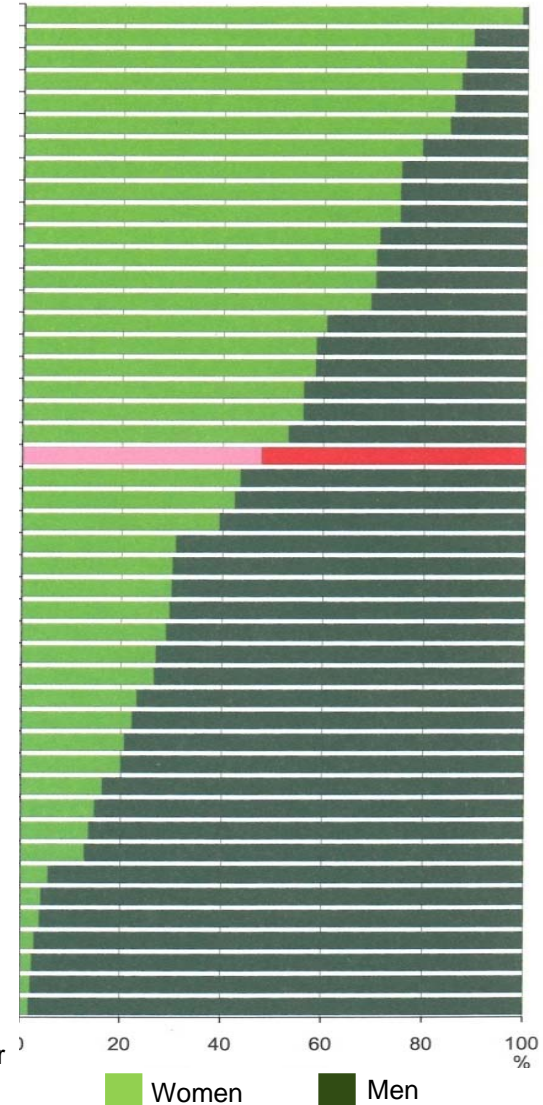
- Women's workforce participation** in Norway is more than 70%. Still we have one of the most gender-divided labour markets in Europe. Most women work in the public sector, often part time.
- Traditional career choices**  
Women tend to choose a career within health care and teaching, men choose technology and science
- Valuable competence:** 3 in 5 students at universities and colleges are females

Source: SSB, Living Condition Monitoring Survey 2006

Percentage of women and men by occupational category

Secretary,  
Nurse, cleaner, nanny.  
Service personnel  
(Hotel/restaurant)  
Teacher, cook

Pilot  
mechanic  
plumber  
electrician  
carpenter  
professional driver  
contractor





## The reasons behind our initiative

### **A business perspective:**

- Valuable competence
- Diversity
- Internal working environment
- Corporate image building
- Corporate development



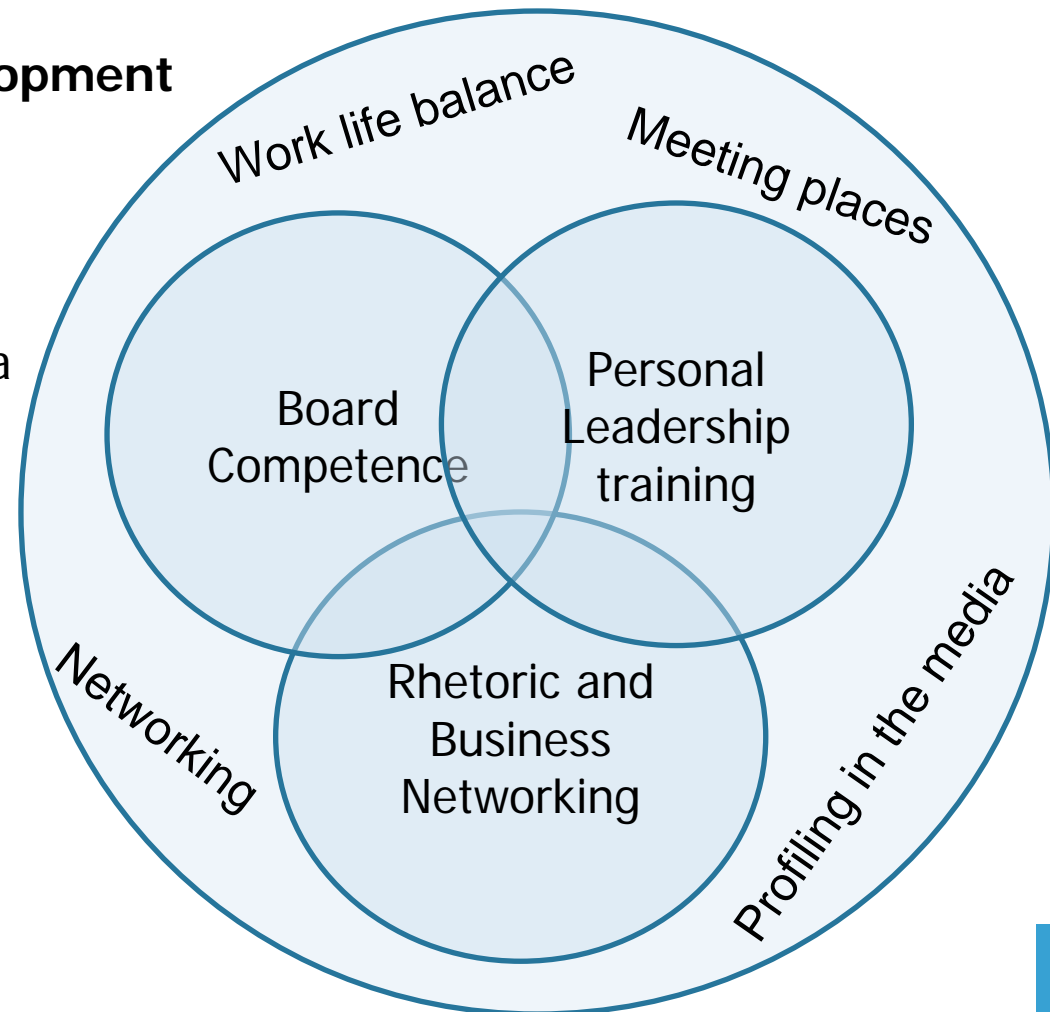
# Female Future – content

## Tailor-made competence development

- Personal leadership training
- Board competence
- Networking and rhetoric
- Meeting places
- Profiling the candidates in media

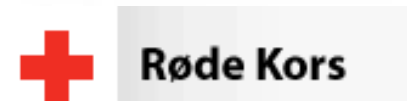
## The work-life balance

- Survey
- Focus on good solutions
- How to make women stay on in senior executive positions





# Companies



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Torhild Barlaup  
CEO Snap Drive AS

## Female Future Results:

- **62% of the participants were offered board positions or advanced professionally to a more senior executive position.**



# Women in leadership/board positions

<b>Private Sector: Percentage of women among</b>	<b>2005</b>	<b>2006</b>	<b>2007</b>	<b>2008</b>	<b>2009</b>
CEO in NHO companies	16	16	15	16	16
Middle Management In NHO companies	18	20	21	22	22
Board members in large Public Limited Companies (PLC) – Norway	12,8	19,3	33*	40 (1.4.08)	
Board members PLC the NHO-members	18,9	26,5	40,1		





# Our new large project: Global Future

- Talent mobilisation of immigrants with a university or university college degree
- To recruit them into management and board positions
- Both men and women

