

CORE STATUS

GENDER BALANCE ON THE TOP?

To what extent does gender balance vary in top positions between business, academia, public sector and civil society organizations?

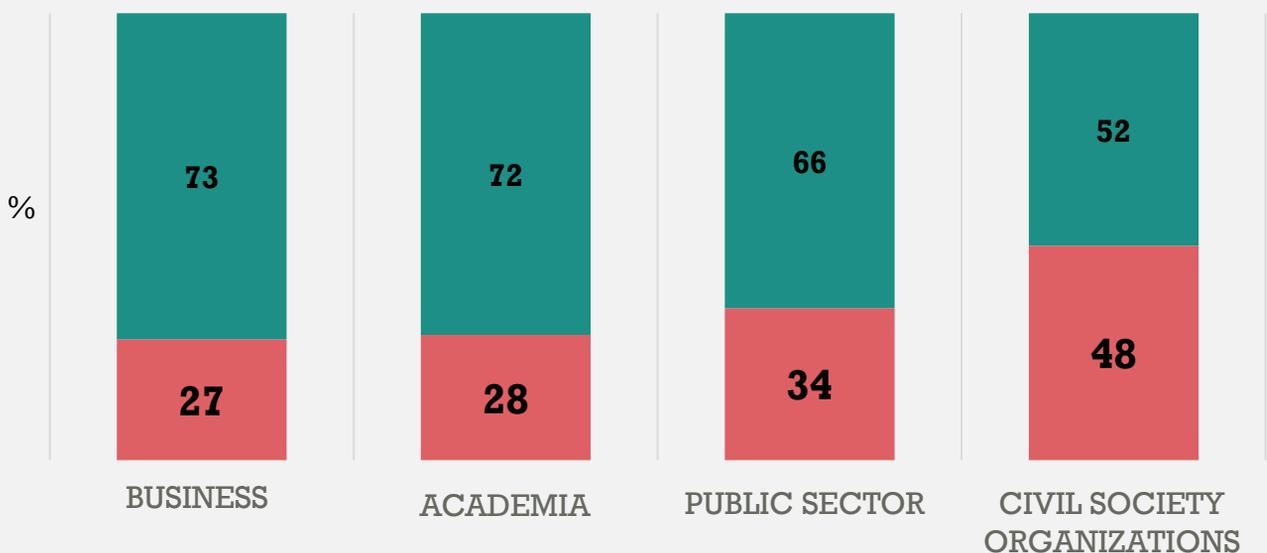
Commissioned by the Ministry of Trade, Industry and Fisheries, the Institute for Social Research and CORE published the ISF report 2017:11 "[Gender balance at the top? Sector variation in business, academia, public sector and civil society organizations](#)" (in Norwegian). Here are some main results:

#1 MALE-DOMINANCE ON THE TOP



■ WOMEN

■ MEN



Business and academia, the lowest proportion of women

DATA & METHOD

INFORMATION ON ANALYSIS

We have used the Employers and Employers Register (AA Register) from the period 2003-2014. The AA Register is linked to other registers, such as the Population Register and National Education Database (NUDB). Analyses of academia is based on data from Statistics Norway's wage statistics.

INFORMATION ON TOP POSITIONS

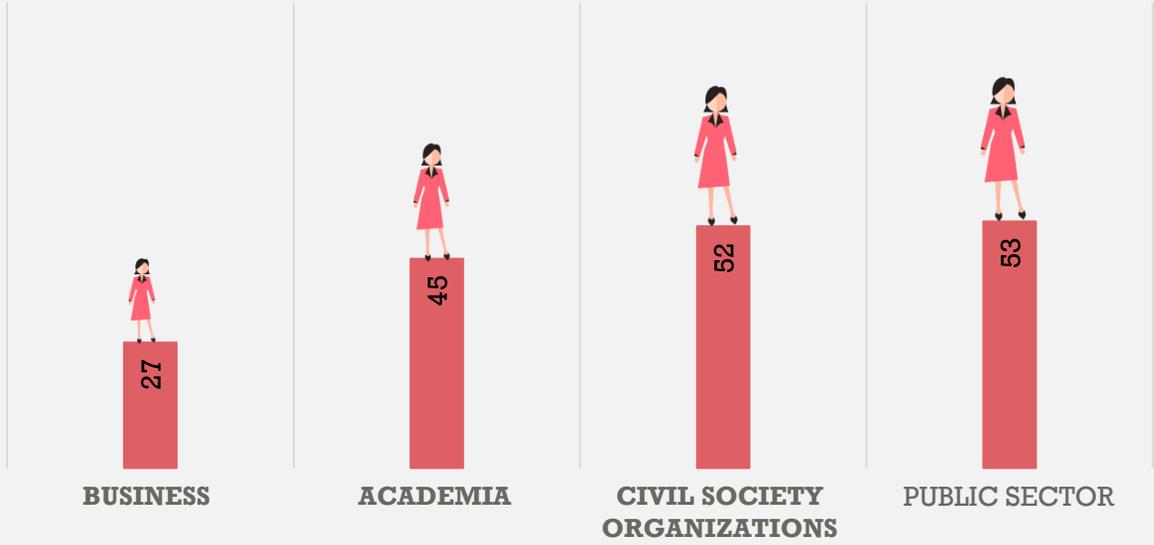
Top positions in academia are defined as professorships, while top positions in the other sectors are defined as top management positions. The recruitment level below top management is define as other management positions in medium and large companies, and first positions in academia.

For more information, please visit [ISF-report 2017:11](#).

#2 GENDER BALANCE AT THE RECRUITMENT “BASE”?

There are several ways to top positions and senior executives aren't always recruited from positions below top positions. However, we believe that understanding these positions as a "recruitment base" provides us with insight to some general patterns for diversity in recruitments.

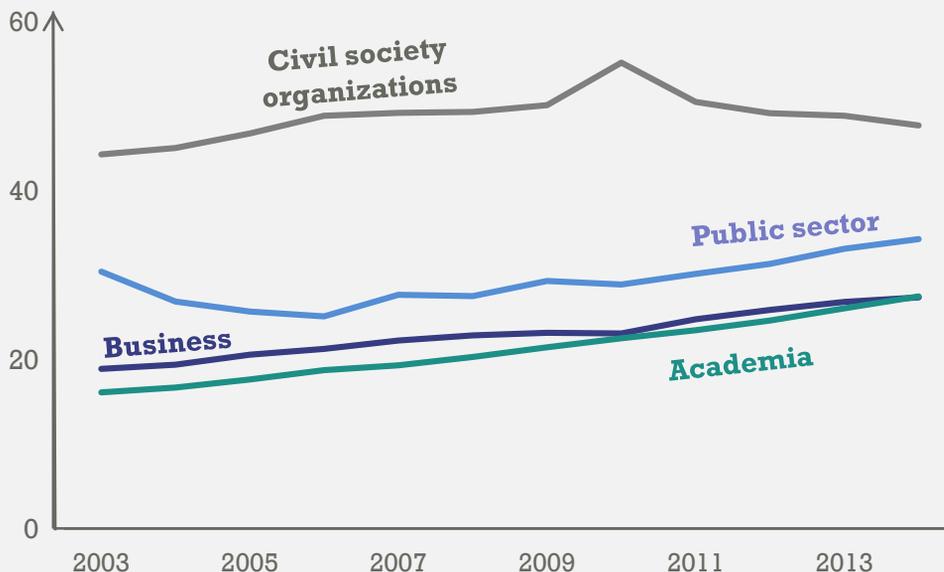
Share of women in positions beneath top positions



#3 GETTING BETTER

In all sectors, the share of women in top positions has increased.

Change in proportion of women in top positions 2003 - 2014

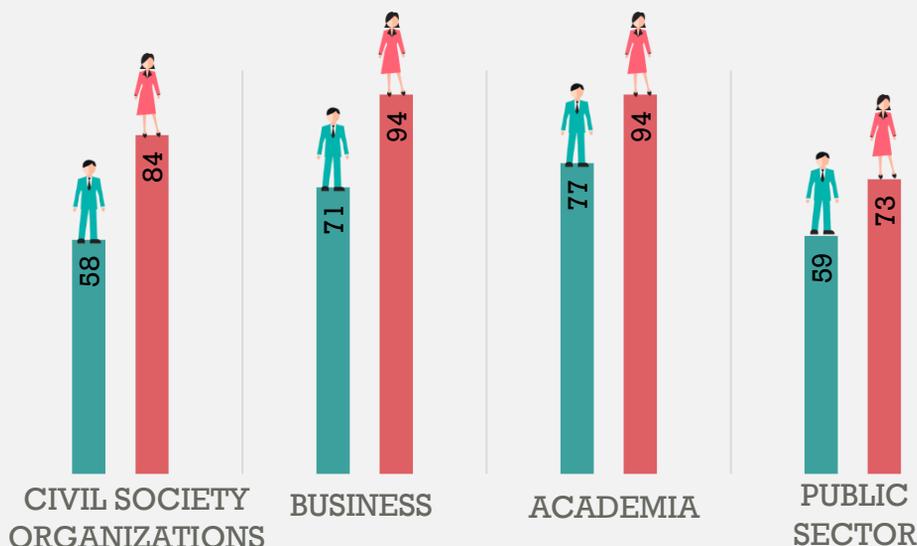


Academia – greatest increase

Civil society organizations have clearly had the highest share of women in top position throughout the period. However, academia, closely followed by business sector, has had the steepest increase since 2003.

#4 AGREEMENT ON MEASURES TO ACHIEVE GENDER BALANCE

Top managers – and women in particular – are positive to measurements for achieving gender balance within their own sector:



QUESTION:

Do you think it is very important or quite important to implement measures to achieve a more even gender balance within (your sector)?

INFORMATION ON THE ANALYSIS

These results are from the Leadership Survey 2015. N = 1351 with a response rate of 72 percent. For more information, see: [ISF-report 2017:11](#).

#5 GENDER IMBALANCE ON THE TOP: WHY?

Here we present some of the most typical explanations for the prevalent male-dominance in top positions. To understand what inhibits and promotes gender balance in leadership, we stress the interaction between different explanations.



WELFARE STATE PARADOX

Generous welfare state systems (ex. parental leave and public-funded kindergartens) promote high employment rates, activity among women, but do not promote women's careers.



HOMO-SOCIAL REPRODUCTION

Top managers, who are often men, tend to unconsciously prefer male candidates that looks like themselves.



WORK AND FAMILY LIFE

Women's responsibility for family and care work is often greater than men's. Thus, her career is less prioritized than his career.



GENDER BALANCE

The number of women in a company is important for evaluating their individual characteristics - without regard to gender.



«GLASS CEILING»

"Glass ceiling" is a metaphor for invisible barriers women meet more often than men meet.



UNCONCIOUS BIAS

Often unconscious ideas about how men and women typically are inhibits gender balance. For example, employers are more skeptical to recruit women based on an assumption that family commitments limit their motivation etc.



INDIVIDUAL AND INSTITUTIONAL BARRIERS

Individual-oriented explanations focus on the characteristics of women and men, their qualifications and motivation. Institutional explanations focus on employers and organizational aspects.

#6 MEASUREMENTS TO PROMOTE GENDER BALANCE?



ACADEMIA

In academia, there is to a large extent measurement to increase women's share in top-positions.



BUSINESS SECTOR

There is no general overview of what measures are used to promote gender balance in top-positions.



PUBLIC SECTOR

No common policy to ensure increased share of women in top-positions. However, this may be because the gender balance is considered to be satisfied.



CIVIL SOCIETY ORGANIZATIONS

No comprehensive overview of measures. However, several organizations have implemented guidelines to achieve gender balance.

#7 HOW TO ACHIEVE GENDER BALANCE? 10 INITIATIVES:

- #1** Organizations should make an overview of the gender distribution at different positions, levels and departments. Furthermore, the organizations should set a clear target for the desired share of women and men.
- #2** Each organizations should analyze specific challenges in their organization and develop measures based on these analyses.
- #3** In order to achieve gender balance, executive level need to be involved and engaged in developing initiatives and measurements.
- #4** To ensure diversity among candidates, organizations should develop active recruitment policies.
- #5** Transparency in recruitment process is important, as well as transparency on different careers in the organizations and types of competences that are prioritized.
- #6** Organizations need resources to ensure that gender equality measures are prioritized.
- #7** Organizations should focus on conscious career development of female talents in operational line positions, and strategies to promote mobility between line and staff positions.
- #8** Women-oriented measures should not be developed as isolated measures, but as a part of a comprehensive effort.
- #9** Organizations should establish expectations regarding use of parental leave and equal participation in the care of their own children for male employers.
- #10** The age span for opportunities that promotes careers should be extended.