KG1

Female Future in Norway and Kenya

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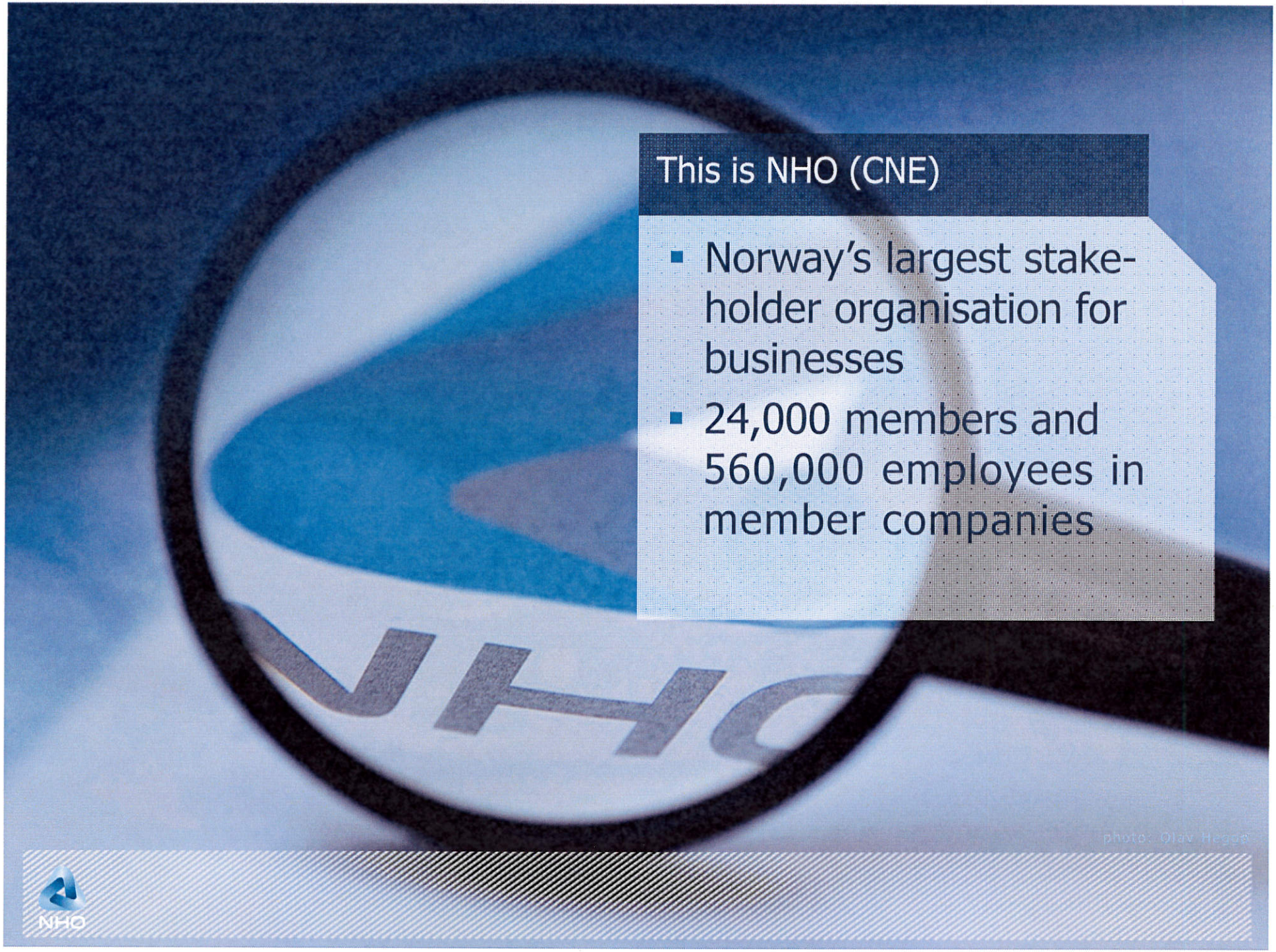
NHO


This is NHO (CNE)
Norway's largest stake-holder organisation for businesses
24,000 members and 560,000 employees in member companies
photo: Olav Heggø
NHO

A good social infrastructure
Allowing men and women to combine work and family life
photo: Jo Michael
NHO

Our main challenge: Labor market divided by gender

- Traditional career choices
- Labor market divided by gender, characterized by continuity rather than change.
- Few female managers
- The proportion of female business leaders increases

The Female Future initiative

- A programme to mobilise more women in both leadership positions and boardrooms
- Businesses promote talents within their own companies
- NHO provides them with leadership, boardroom, networking and rhetoric competence
- Appointed by the ILO as one of the 10 best-practice examples within the area of gender equality

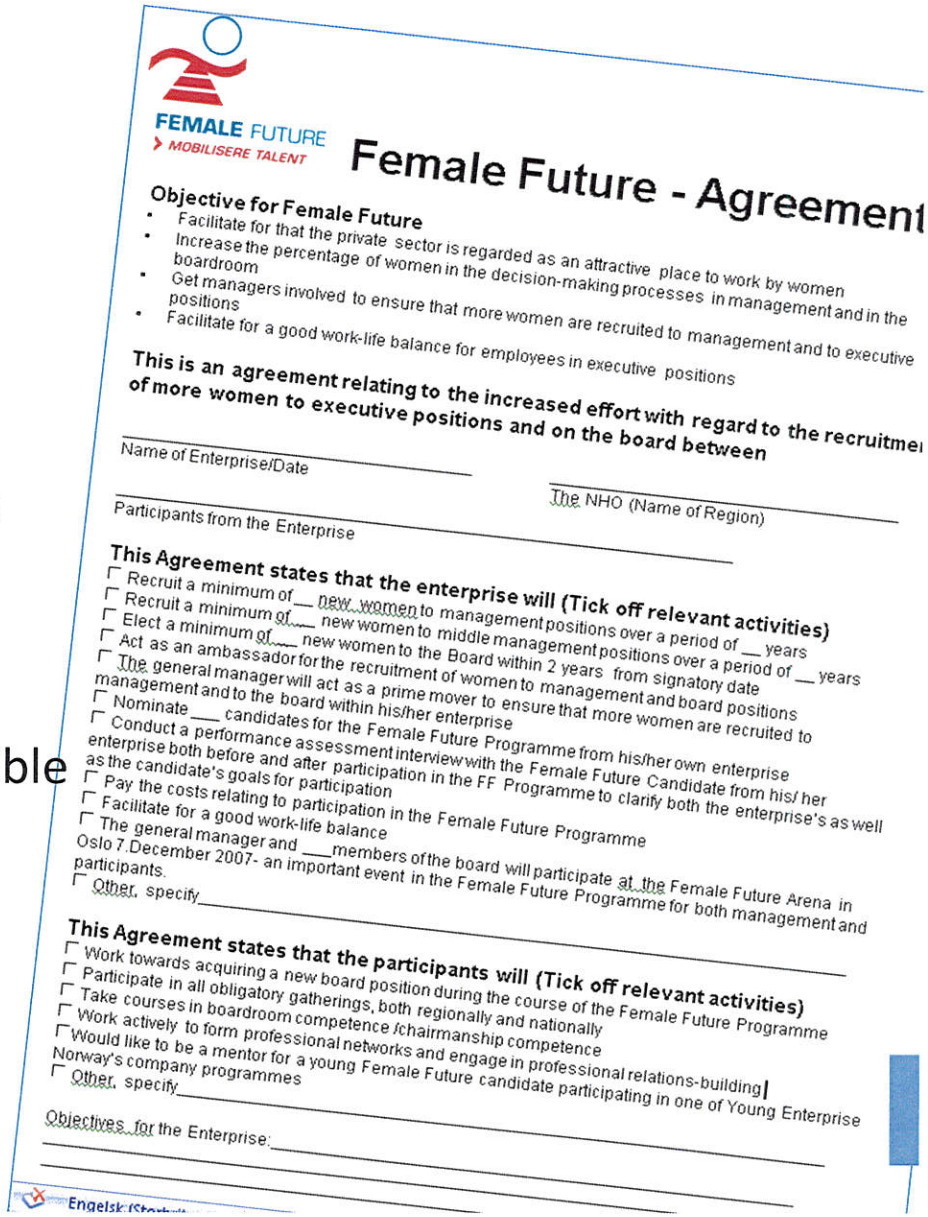
The Female Future programme – content

September – May (9 months):

- Getting to know each other – 1 day
- Personal leadership development – 5 days
- Board room competence – 4 days + exam
- Rhetoric – 2 days
- Smaller group meetings
- Alumni conference

Female Future – important elements

1. Create a powerful network of ambassadors.
2. The companies are recruited into the program
3. Binding Agreement - with measurable goals for both the talents and their company
4. Pearl diving - The company is responsible for identifying talent



FEMALE FUTURE
MOBILISERE TALENT

Female Future - Agreement

Objective for Female Future

- Facilitate for that the private sector is regarded as an attractive place to work by women
- Increase the percentage of women in the decision-making processes in management and in the boardroom
- Get managers involved to ensure that more women are recruited to management and to executive positions
- Facilitate for a good work-life balance for employees in executive positions

This is an agreement relating to the increased effort with regard to the recruitmer of more women to executive positions and on the board between

Name of Enterprise/Date

The NHO (Name of Region)

Participants from the Enterprise

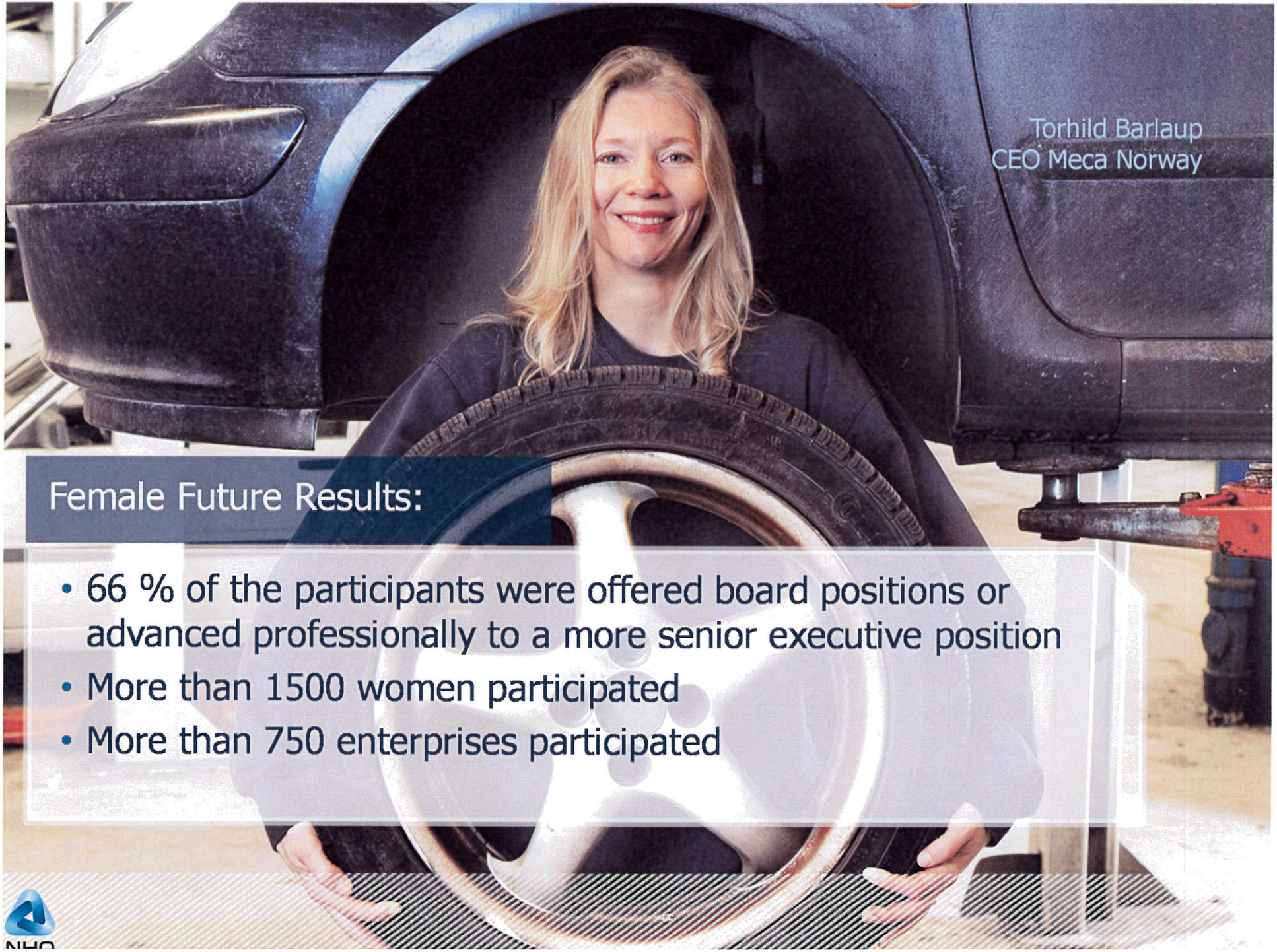
This Agreement states that the enterprise will (Tick off relevant activities)

- ☐ Recruit a minimum of __ new women to management positions over a period of __ years
- ☐ Recruit a minimum of __ new women to middle management positions over a period of __ years
- ☐ Elect a minimum of __ new women to the Board within 2 years from signatory date
- ☐ Act as an ambassador for the recruitment of women to management and board positions
- ☐ The general manager will act as a prime mover to ensure that more women are recruited to management and to the board within his/her enterprise
- ☐ Nominate ___ candidates for the Female Future Programme from his/her own enterprise
- ☐ Conduct a performance assessment interview with the Female Future Candidate from his/ her enterprise both before and after participation in the FF Programme to clarify both the enterprise's as well as the candidate's goals for participation
- ☐ Pay the costs relating to participation in the Female Future Programme
- ☐ Facilitate for a good work-life balance
- ☐ The general manager and ___members of the board will participate at the Female Future Arena in Oslo 7.December 2007- an important event in the Female Future Programme for both management and participants.
- ☐ Other, specify

This Agreement states that the participants will (Tick off relevant activities)

- ☐ Work towards acquiring a new board position during the course of the Female Future Programme
- ☐ Participate in all obligatory gatherings, both regionally and nationally
- ☐ Take courses in boardroom competence /chairmanship competence
- ☐ Work actively to form professional networks and engage in professional relations-building
- ☐ Would like to be a mentor for a young Female Future candidate participating in one of Young Enterprise Norway's company programmes
- ☐ Other, specify

Objectives for the Enterprise:



Female Future Results:

- 66 % of the participants were offered board positions or advanced professionally to a more senior executive position
- More than 1500 women participated
- More than 750 enterprises participated

Female Future international

- Exported to Uganda in 2011 and to Kenya in 2012
- About 150 women trained in both countries
- Successful project with good results

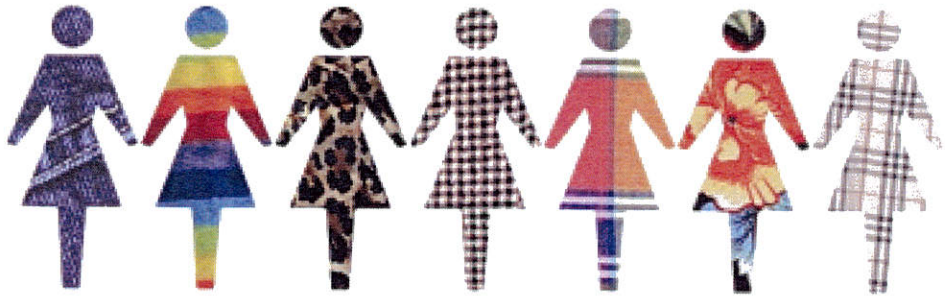
Cooperation with Federation of Kenya employers

- Financed by Norad
- Based on the Norwegian model
- Adapted and customized for the context
- Results-Increase in number of women on boards and top positions
- Other ripple effects
- Functions as an advocacy tool to higlight women's issues
- Provides forum for women to meet and discuss issues,
- Mentors younger women to aspire to and be leaders

What would you say are the three key factors that have attributed to low women representation in company boards?	
Cronyism and patronage networks - 'old boys club'	89%
Directorship interlocking	54%
Socio-cultural norms	41%
Feminine traits considered weak for leadership	35%
Lack of support for women to move into board positions	29%
Competition from and dominance by male colleagues	22%
Gender diversity viewed as a 'woman's issue'	8%
The pool of suitably qualified women is not large enough	6%
High rate of attrition up the corporate ladder	6%
Family responsibilities interferences	4%
Women do not seek board appointments	4%
Women are less mobile internationally	1%

In your opinion what would you say are the three key factors that would increase women representation in company boards?

Training on leadership	92%
Programs to encourage male-female networking	72%
Gender diversified hiring targets by companies	30%
Education and professional development	27%
Gender specific retention strategies by companies	20%
Mandatory gender quotas	17%
Gender diversified performance evaluation/monitoring	13%
Stronger corporate female networks that can stand up and show the leadership skills they posses	10%
Flexible working hours for women	5%
Recruitment of board members based on skills, competence and experience	4%

Challanges and lessons

Lessons learned for going forward from Kenya and Norway.