Index

2020 Women on Board Campaign
aims of 203–4
creation of 117

Accenture 32, 45
advocacy groups 64
eamples of 31–2
promotion of female role models by 32

Affirmative Action (AA) 140, 142–3
criticisms of 139–41
influence of 115
liberal strategies of 139
radical strategies of 139, 142, 144, 219
age
role in demographic categorization 148

Anglo-American plc 45
atmosphere 42, 89, 128
competitive 44

Audit committee
Australia 3, 138, 144, 192
Equal Opportunity for Women in the Workplace Agency 114
government of 114
use of gender-equality quota legislation in 114, 191
Australian Stock Exchange
‘comply or explain’ system 60

Austria 172
corporate governance code 206
ranking in Global Gender Gap Index 174

Bedogni, Carla Rabitti 57
Bekkemellom, Karita
Norwegian Minister of Equality 14–15

Belgium 52, 144
corporate governance code 206
gender quota legislation in 53, 138, 205
growth of female entrepreneurship in 116
percentage of female corporate board members 155
Bergstø, Kirsti
Norwegian State Secretary in Ministry of Equality 9, 15

BoardEx 45
board identity 71–2
independent 71, 73
insiders/quasi-insiders 71–2
stakeholder related directors 71–2
board-ready women
necessity of proactive behaviour 42–3
Bond, Sir John 44
Bondevik, Kjell Magne
administration of 17
Norwegian Prime Minister 9, 12, 24
Bråthen, Prof Tore 38

Brazil
lack of soft law approach use in 173

Brogi, Prof Marina 57
Bundesversammlung 47
business case 3, 85, 97, 102–3, 106, 113, 140, 142, 188
as support for increased gender diversity 13, 61, 140, 202, 212, 222
business initiatives 207–8

Calvosa, Lucia 57
Canada 138, 144, 191

Cancellieri, Annamaria
Italian Interior Minister 56

225
Getting women on to corporate boards

habit 162
progression 2, 14, 29–30, 33, 61, 83–4, 124, 143, 204
Carr, Sir Roger 44
Catalyst 62, 102–3, 105, 168, 202
formation of (1962) 31–2, 60
personnel of 34
view of quota system 60–1
Chair 80
demands of role 79, 86–7, 90, 93
challenging
of stereotypes 33–4
Charles, Gay 27
charters 193
elements of 197, 201, 207
childcare
coverage provided for 22
systems 188
China
lack of soft law approach use in 173
Christian Democratic Party 17
civil law 172
elements of systems of 3, 11, 170
Cmi 45
co-determination
corporate 11
coercive isomorphism
concept of 28
common law
elements of systems of 170
competence 18–20, 23, 29, 81, 84, 89–93, 107, 123, 130, 142–3, 148–9, 152, 156, 162, 184–5, 205, 218–20
board-level 37–9, 65, 86
development of 20, 22, 30, 33, 216
incompetence 19
composition 180, 185, 206, 215, 219
board 28, 69, 71, 85–6, 94, 104–6, 120, 141, 152, 161
gender 124
of supervisory board 105, 184–6
Confederation of British Industry 192
Confederation of Norwegian Enterprise (NHO) 14, 38
Female Future Programme 38
‘Women to the Top’ 14
Conservative Party 17–18
members of 24
contribution 2, 33, 44, 102, 126, 128–9, 140, 148–9, 161–2
to board decision-making 107, 147
to value creation 18, 84–5
control 80
aspect of board work 84
management 180
convention
social 158
Cooper, Lisa 45
corporate governance codes 10–11, 29, 155, 177, 191–2, 196, 203, 206
as example of coercive mechanism 28
as example of soft law 175
corporate social responsibility (CSR) 141
Cranfield School of Management
Female FTSE Report (2010) 191, 196, 199
International Centre for Women Leaders (CICWL) 191, 196
critical mass theory 126–7, 199
concept of 126
use in observation of women in corporate director positions 127–33
cumulative abnormal returns (CAR) 147
Cyprus
percentage of female corporate board members in 205
Czech Republic 52
Davies, Lord Mervyn
Davies Report 192–8, 206
Dåvøy, Laila
Norwegian Labor and Administration Minister 14
Norwegian Minister of Equality 9, 15, 17–18, 24
DAX
companies listed on 102, 106 180–1, 207
Denmark
‘Charter for more women in management’ 207
Copenhagen 189
corporate governance code 206–7
GLOBE study score 174
‘Recommendation for More Women on Supervisory Boards’ 207
use of gender-equality quota legislation in 113
Deutsche Bank 45
disclosure 197
regulations 168, 210, 217
discrimination
social 108
diversity 86, 107
gender 182
international 182
education 30, 64
admission of women into higher education institutions 64
business schools 29–30, 37–9
employee-elected board members 11, 141
variation of 107
empowering
economic influence of 202
Enron Scandal (2001)
impact of 85
environment, social, governance (ESG) investment
development of 32
Estonia
percentage of female corporate board members in 205
ethical 82, 86, 101–2, 203
dilemmas 101
individualism 139
unethical behaviour 56
European Central Bank
managing committee of 54
European Commission 182, 184, 204
Legislative Work Programme (2012) 208
personnel of 48
European Economic Area
legislative influence of 13
European Professional Women’s Network 155, 159
European Union (EU) 34, 138, 173, 186, 197, 201, 204–5, 208, 219
‘Global Board Ready Women’ initiative 30–1, 221
Lisbon Treaty 187
personnel of 6, 177, 192
executive search firms (ESFs) 193, 198–9
Voluntary Code of Conduct 198
experience 38, 40, 45, 75, 79, 124, 149, 185, 187, 189, 199, 203, 219
CEO 41, 94–5
corporate 116
management 147
necessary levels of 29, 41, 70, 86, 147, 184
family-owned
companies 86, 116
Female Board Pool (FBP) 31, 49
founding of 46, 48
objectives of 48–9
female leadership
influence on female authority 54
feminism 9, 24, 143
corporate 136
FidAR (Women on German boards) 31, 182
formation of 179
objectives of 180
personnel of 176, 181
support for 179–80
Woman on Board (WoB) Index 180–1, 211–12, 220
finance 54
growing presence of women in banking sector 56
Finland 144
corporate governance code 206
government of 207
percentage of female corporate board members in 113, 205
use of gender-equality quota legislation in 113, 138
Getting women on to corporate boards

Fondazione Bellisario personnel of 187
Fornero, Elsa Italian Labor Minister 56–7
Fortune 100 women in chief executive positions in 115
Fortune 1000 women in chief executive positions in 115
Fortune 500 115–16 companies listed on 102 women in chief executive positions in 52, 60
Four Seasons Venture 41
France 22–3, 52, 144 corporate governance code 206
gender quota legislation in 53, 138, 205
GLOBE study score 174
Parliament 113 percentage of female corporate board members in 52–3, 113, 155
FTSE 100 176, 192–4, 196, 199, 206 companies listed on 102 presence of Professional Boards Forum personnel in 64
FTSE 350 193, 199, 206
Gabrielsen, Ansgar 12–13, 18, 24 Norwegian Minister of Trade and Industry 1, 3, 9, 11, 15, 17–18
gender balance law 1–2, 15, 27, 69, 75, 78, 94, 97
enactment of 18–19
social impact of 85
gender diversity positive impact of 202–3
use of legislation in implementing 205
discrimination 53–5
impact of media entertainment on 55 parental leave 21–2
social changes in 13
gender hierarchy 121
gender parity 21, 28, 40, 44
German Corporate Governance Code Commission members of 176–7
Report (2010) 180
German Institute for Economics (DIW) 105
Germany 5–6, 31, 52, 105, 172, 176, 179, 182–3, 186, 204
Corporate Governance Code 180–1, 184–6, 206, 211
economy of 180
government of 180
Ministry of Family, the Elderly, the Youth and Women 181
percentage of female corporate board members in 52, 155
Giroud, Francoise 20
glass ceiling 2–3, 13, 32, 65, 137, 156, 201
concept of 10, 203, 208
glass cliff 156
glass wall 156
Global Financial Crisis (2008–9) 101
GLOBE study findings of 173–4
score data 174
Gold Sacks 94
concept of 73
Golden Skirts 69–70, 75–6, 94–5
concept of 73–4
media image of 69, 78, 82, 136, 216
origin of term 136
as replacement for old boys’ network 72–3
Golfo, Lella 188
Chairwoman of Fondazione Bellisario 187
Greece percentage of female corporate board members 155, 205
Grieg Group 44
habitue
career 162
Index

concept of 155
Hampton, Sir Philip 44
hard law 175–6, 223
Haugland, Valgerd Svarstad 17
Norwegian Minister of Equality 14, 24
Hoel, Marit 20
Hogan Lovells 45
Hole, Arni
Director General of Ministry of Children and Family Affairs 17
homosocial reproduction 142–3
human capital 21, 140, 143, 161–2, 201
formation of 30
unit-level 161
human resource (HR) management 219
human rights 13
Hungary
percentage of female corporate board members in 205
Hurvenes, Elin 83
founder of Professional Boards Forum 31
Huse, Prof Morten 37–8, 188
Hydda, Olav
former Chairman of DnBNOR Bank 41
Iceland
use of gender-equality quota legislation in 113, 138
IFPM Centre for Corporate Governance 34
Direction and Control of Small and Medium-sized Enterprises 49
founding of FBP 46
personnel of 48
independent director 72–3
India
lack of soft law approach use in 173
Industrial University
venue for Leadership from a Female Perspective by 37
information 55, 64, 81, 86–8, 103, 105, 107–8, 149–50, 193, 196–8, 216
asymmetry 147
informal 148
publicizing 31–2
role of 28
Innovasjon Norge (Innovation Norway)
‘Female Future’ 20
formerly SND 37
personnel of 37–8
innovation 21, 105, 188, 203, 219
firm 108, 114, 126, 128–9
influence on economies 116
organizational 128–30, 133
Institute for Social Research 106
institutionalized 27, 139, 216
responsibility 157
interlocking directorates 70
International Monetary Fund (IMF)
personnel of 54
intersectionality 158–9
inter-discourse
concept of 156
investor 31–2, 40–4, 71, 73, 94, 122, 170, 176, 193
activism 10, 176, 197–9, 220
Italian Bankers Association 189
Italian Insurance Companies Association 189
Italian Stock Exchange
companies listed on 56
Italian Trade Association 189
Italy 5–6, 34, 187–9
Finance Committee 189
GDP per capita 187
gender quota legislation in 53, 188–9, 205
percentage of female corporate board members in 56–7, 113, 155, 205
Senate 113, 189
Japan
as example of MME 170
percentage of female corporate board members in 173
justice 13, 101, 141–2, 163, 220
individual 139, 143–4
social 140
Getting women on to corporate boards

Kenya
use of formal approach to gender diversity on corporate boards in 172
Kittelsen, Anne Marie 38
knowledge 29–30, 37, 45, 65, 74, 81, 84, 88–90, 93, 107, 120, 128, 130, 148–9, 155, 157, 161–3, 184, 201, 203, 211, 217
common 38
intensity 116
professional 180

Lagarde, Christine
Managing Director of IMF 54
Latvia
percentage of female corporate board members in 205
Leadership Foundation 45
Leadership from a Female Perspective creation of program 37
legislation 168
equality 113
governance
quota 205
use in increasing gender diversity 205
Leuthard, Doris 49
Leveraging Diversity Conference (2010) participants in 44
Lewis, Mark 136
Liberal Party 17
Liketillsningsrådet
funding provided for Leadership from a Female Perspective by 37
Lütken, Merete 78, 95
background of 83–4, 87–8
Luxembourg
corporate governance code 206
percentage of female corporate board members in 205
Lysbakken, Audun
Norwegian Minister of Equality 15
Malawi
use of formal approach to gender diversity on corporate boards in 172
Malta
percentage of female corporate board members in 205
Margetts, Sir Rob 44
market economies coordinated (CMEs) 167–8
liberal (LMEs) 167–70
mixed (MMEs) 167–8, 170
McKinsey & Co. 44, 54, 85, 202, 219
Women Matter 32
Merkel, Angela
media image of 33
mimetic isomorphism concept of 28, 32–3
mindset
collective 54
conservative 53
Mosca, Alessia 189
multi-board member 70
increase in number of 124
Myhre, Ingvild 78, 95
background of 90–3
Nergaard, Nini Høegh 95
background of 78–81
Netherlands 45, 52
corporate governance code 206
percentage of female corporate board members in 52–3
'Talent to the Top' 207
use of gender-equality quota legislation in 205–6
network/networking 155
gender-based 14, 40–1, 64, 92
global 30–1
role in development of social capital 30, 56
social 149, 156
New Zealand 3
as example of LME 170
Index

Nigeria
use of formal approach to gender diversity on corporate boards in 172
Nixon, Richard 55
Nominations Committee 197
non-executive 191, 198
directorship 162
roles 41, 43, 45, 83, 94
normative isomorphism concept of 28
Norsk rikskringkasting (NRK)
personnel of 83
Norway 1–5, 9, 24, 28, 31, 33, 40, 45–6, 69, 87–8, 94, 105–6, 109, 114,
124, 126–7, 129, 147, 149–50,
185, 187, 216–18, 221–3
Basic Agreement 11
Bergen 42
Company Law Act 85, 87, 119–20
economy of 114
Gender Equality Act (1988) 13,
18–19
gender quota legislation in 53, 75,
141–2, 155, 161, 175, 205, 215
Ministry for Foreign Affairs 44, 88
Ministry of Children and Family Affairs 17, 19, 44
Ministry of Fishery 88
Ministry of Equality 9, 15, 221
Ministry of Trade and Industry 41, 44
Moss 42
Oslo 42, 78–9, 83, 106, 189, 215
Parental Leave Scheme (1993) 21–2
Parliament 18–19, 88, 136
Public Limited Companies Act 9–10
Stavanger 42
Trondheim 42, 90
Norwegian Business School
(Norwegian School of Management) (BI)
courses at 37–8, 79, 88
faculty of 37–8
Value Creating Board 38, 79, 88
Women on Board Conference (2011) 113
Norwegian Confederation of Sports 14
Norwegian Pension Fund 90
Norwegian Research Council 90
personnel of 91
research funded by 136–7
Odgers, Berndtson
personnel of 27
old boys’ network 72
concept of 70
Golden Skirts as replacement of 72–3
Organisation for Economic Cooperation and Development (OECD) 168–9
Oslo Stock Exchange
companies listed on 11, 15, 41, 90
impact of gender quota legislation on 147, 150
ownership 17
congestion of 11
groups of 71
interests 122
positions of 80
private 114, 116
state 207
Pelosi, Nancy
media image of 33
Poland
corporate governance code 206
policy-makers 4, 138, 168, 215, 221,
223
Pomodor, Livia 57
Portugal
percentage of female corporate board members 155, 173, 205
ranking in Global Gender Gap Index 174
power 23, 102, 125, 137, 142, 158, 162,
189–90
access to 124
dynamics 18, 86–7
positions of 138, 140, 148
techniques 75
PricewaterhouseCoopers (PwC) 32,
44–5
private limited company (AS) 11, 80
Professional Boards Forum 34, 42
distribution of 44–5
founding of (2003) 40–1
Oslo meeting (2004) 42
personnel of 31, 64
public limited companies (PLCs) 119, 125, 142, 193, 199, 211
decline in 123
female directorships in 147–51
gender quotas implemented for 119–20, 124, 195
shift to private limited companies 123
stock value of 152
publicly tradable company (ASA) 11, 64, 72, 76, 78, 80–1, 84, 86
Annual General Meeting (AGM) 82
eamples of 41–2
multi-board memberships of 70
proposals for gender ratio in boards of 14–15

qualifications
Master of Management 38
MBAs 29, 40
quality 44, 61, 80, 136, 143, 162
of decision-making 203, 220
of education 30
quota legislation 56, 124–5, 141–2, 161, 175, 182, 205, 210, 212, 215
introduction of 53, 113, 188–9
opposition to 195
quotas 47–8, 60–1, 138, 195
constraints of 152
recruitment methods 122–3

race
role in demographic categorization 148
Radiotelevisione Italian S.p.A. (RAI) 56–7
personnel of 56–7
recruitment 219
use of headhunters 122–3
Reding, Viviane 210, 217, 220
Justice Commissioner for EU 192
Vice-President of European Commission 48, 177
Women on the Board Pledge (2011) 197
Reichilin, Lucrezia 57

Repubblica
circulation of 189
Republic of Ireland
percentage of female corporate board members in 205
use of gender-equality quota legislation in 113
Rossello, Cristina 58
Royal Bank of Scotland (RBS) Group 44–5
Russian Federation
lack of soft law approach use in 173
S&P GovernanceMetrics 114
sanction 18–19, 168, 175–6, 205–6, 210, 212, 217, 221
application for legislative breach 120
Sanner, Aud 37
Sasso, Cinzia 189
Schei, Bitten
leader of Women in Business 37
Schroeder, Kristina
General Federal Minister of Family, Seniors, Women and Youth 211
Schulz-Strelow, Monika
President of FidAR 176, 181
Scott, Jane 44
Severino, Paola
Italian Justice Minister 56
shareholder 85, 137, 155–6, 179–81, 185, 189
major 122–3
supremacy 170
Six Month Monitoring Report of October (2011)
findings of 195, 197
Slovenia
gender administrative regulations 206
soft law 170, 173, 175–6, 222
corporate governance codes as examples of 175
support for use of 185
South Africa
use of formal approach to gender diversity on corporate boards in 172
Index

South Korea
percentage of female corporate board members in 173
Spagnoli, Luisa 58
Spain 144
corporate governance code 206
percentage of female corporate board members in 113
use of gender-equality quota legislation in 138, 175, 205–6
stakeholder 71, 195, 215
external 107
internal 107
Standal, Kjell 38
Stautberg, Susan
co-founder of WCD 57
stereotype 53–4, 133, 156, 211
challenging of 34, 65, 144, 188, 190, 216
gender 55, 188, 216
self-reinforcing nature of 33
Stoltenberg, Jens
administration of 19
student 37–9, 203, 218
percentage of female graduates 18
politics 79–80
supervisory board 3, 106, 108, 181, 204, 207
composition of 105, 184–6
Sweden 52, 138, 144
corporate governance code 206
GLOBE study score 174
lack of gender quota legislation in 53, 138
percentage of female corporate board members in 205
ranking in Global Gender Gap Index 174
Switzerland 31, 34, 46
company law in 47–8
GLOBE study score 174
government of 47
growth of female entrepreneurship in 116
Talent Tuning 31

Tarantola, Anna Maria
President of RAI 57
Thatcher, Margaret
media image of 33
Think Tank 15, 215, 223
participants in 9, 78, 101
top-management teams (TMTs) 161
training 15, 30, 48, 64–5, 221
formal 39
providers 29, 34
trans-disciplinarity 157, 159
Treu, Donatella 58
underrepresentation 47, 206
social impact of 55
United Kingdom (UK) 3, 6, 43, 52, 136, 138, 144, 177, 191, 198
corporate governance code 196, 206
Financial Reporting Council (FRC) 192–3, 196–7, 199
GLOBE study score 174
government of 113, 192
London 88
percentage of female corporate board members in 52
use of gender-equality quota legislation in 113–14, 138
United Nations (UN)
Convention on the Elimination of Discrimination against Women 64
legislative influence of 13
United States of America (USA) 3, 5, 60, 114, 191
government of 114
growth of female entrepreneurship in 116
population of 115
Securities and Exchange Commission (SEC) 114–15
Supreme Court 55
value creation
process of 129
Verdane Capital
formerly Four Seasons Venture 41