## Index

<table>
<thead>
<tr>
<th>2020 Women on Board Campaign</th>
<th>Belgium 52, 144</th>
</tr>
</thead>
<tbody>
<tr>
<td>aims of 203–4</td>
<td>corporate governance code 206</td>
</tr>
<tr>
<td>creation of 117</td>
<td>gender quota legislation in 53, 138, 205</td>
</tr>
</tbody>
</table>

| Accenture 32, 45            | growth of female entrepreneurship in 116 |
| advocacy groups 64          | percentage of female corporate board members 155 |

<table>
<thead>
<tr>
<th>promotion of female role models by 32</th>
<th>Bergstø, Kirsti</th>
</tr>
</thead>
<tbody>
<tr>
<td>Affirmative Action (AA) 140, 142–3</td>
<td>Norwegian State Secretary in Ministry of Equality 9, 15</td>
</tr>
<tr>
<td>criticisms of 139–41</td>
<td>BoardEx 45</td>
</tr>
<tr>
<td>influence of 115</td>
<td>board identity 71–2</td>
</tr>
<tr>
<td>liberal strategies of 139</td>
<td>independent 71, 73</td>
</tr>
<tr>
<td>radical strategies of 139, 142, 144, 219</td>
<td>insiders/quasi-insiders 71–2</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>age role in demographic categorization 148</th>
<th>board-ready women</th>
</tr>
</thead>
<tbody>
<tr>
<td>Anglo-American plc 45</td>
<td>necessity of proactive behaviour 42–3</td>
</tr>
<tr>
<td>atmosphere 42, 89, 128</td>
<td>Bond, Sir John 44</td>
</tr>
<tr>
<td>competitive 44</td>
<td>Bondevik, Kjell Magne</td>
</tr>
<tr>
<td>Audit committee</td>
<td>administration of 17</td>
</tr>
<tr>
<td>Australia 3, 138, 144, 192</td>
<td>Norwegian Prime Minister 9, 12, 24</td>
</tr>
<tr>
<td>Equal Opportunity for Women in the Workplace Agency 114</td>
<td>Bråthen, Prof Tore 38</td>
</tr>
<tr>
<td>government of 114</td>
<td>Brazil</td>
</tr>
<tr>
<td>use of gender-equality quota legislation in 114, 191</td>
<td>lack of soft law approach use in 173</td>
</tr>
<tr>
<td>Australian Stock Exchange ‘comply or explain’ system 60</td>
<td>Brogi, Prof Marina 57</td>
</tr>
<tr>
<td>Austria 172</td>
<td>Bundesversammlung 47</td>
</tr>
<tr>
<td>corporate governance code 206</td>
<td>business case 3, 85, 97, 102–3, 106, 113, 140, 142, 188</td>
</tr>
<tr>
<td>ranking in Global Gender Gap Index 174</td>
<td>as support for increased gender diversity 13, 61, 140, 202, 212, 222</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Bedogni, Carla Rabitti 57</th>
<th>business initiatives 207–8</th>
</tr>
</thead>
<tbody>
<tr>
<td>Bekkemellem, Karita</td>
<td>Calvosa, Lucia 57</td>
</tr>
<tr>
<td>Norwegian Minister of Equality 14–15</td>
<td>Canada 138, 144, 191</td>
</tr>
<tr>
<td></td>
<td>Cancellieri, Annamaria</td>
</tr>
<tr>
<td></td>
<td>Italian Interior Minister 56</td>
</tr>
<tr>
<td></td>
<td>career 11, 13, 34, 54, 75, 92, 155–6, 203</td>
</tr>
</tbody>
</table>
Getting women on corporate boards

habitus 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 3, 11, 170
Cmi 45
co-determination
corporate 11
corps of coercive isomorphism
concept of 28
common law
example 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, 156, 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
Dávøy, 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

Silke Machold, Morten Huse, Katrin Hansen and Marina Brogi - 9781782547945
Downloaded from Elgar Online at 03/05/2019 04:28:35AM
via free access
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
gerder 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

habitus

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  
Hytta, 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
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
Likestillingsrådet
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
Co-operation 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
concentration 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
test expansion 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
examples 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) 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
voluntary 2, 24, 61, 168–9, 173, 175–6, 199, 206, 210–12, 215, 217, 220, 222
gender balance 21
sector 65, 216

Weber-Ray, Daniela 176–7
Widvey, Thorhild 78, 95
background of 88, 91
Minister of Oil and Energy 88–9
Women Corporate Directors (WCD) 34
Global Nominating Commission 57
personnel of 57–8
Women in Business
members of 37

women in society
changing role of 10
Women’s University
venue for Leadership from a Female Perspective by 37
women-friendly
employers 220
environments 188
World Bank 172
World Economic Forum (WEF)
Global Gender Gap Index 174
Global Gender Gap Report 173

Yssen, Ingunn
Norwegian Director of Equality 14