

Fjölgun kvenna í stjórnunarstöðum í sjávarútvegi er efnahagslegt sóknarfæri

dr. Þórunn Jónsdóttir – Háskólinn í Reykjavík

Sjávarútvegsráðstefnan 2015, Hilton Reykjavík Nordica, 19.-20. nóvember.

ÍMYND SJÁVARÚTVEGSINS



HVAÐ HÆFIR KONUM? (í atvinnurekstri)



VERÐMÆTASKÖPUN?



Making The Business Case For Diversity



Dorie Clark, CONTRIBUTOR

I write about marketing, branding and business strategy.

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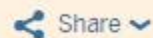
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May 15, 2014 12:29 am

The evidence is growing – there really is a business case for diversity

By Tim Smedley



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Making The Business Case For Gender Equality

It was a tour de force conference: global political and business leaders, world-class researchers and the vanguard of advocates for the case for gender equality, all united for an intense two days at Harvard's Kennedy School in

THE FUTURE OF WORK

1.6K SHARES



THE BUSINESS CASE FOR WOMEN IN THE C-SUITE

THERE MAY BE FEWER WOMEN IN THE CORNER OFFICE, BUT A NEW SURVEY REVEALS THAT THEY HELP BOOST THE BOTTOM LINE AND INSPIRE OTHERS.

BY LYDIA DISHMAN

Here's what we know: gender diversity is good for business.

A recent study revealed that an even gender split at one company contributed to a



EFNAHAGSLEGT SÓKNARFÆRI „the business case“

The CS Gender 3000: Women in Senior Management,
Credit Suisse Research Institute, 2014

"Gender Diversity and the Impact on Corporate Performance",
Credit Suisse Research Institute, 2012

"Is there a payoff from top-team diversity?",
McKinsey Quarterly, April 2012

The Bottom Line: Corporate Performance and Women's Representation on Boards
Catalyst 2011

EFNAHAGSLEGT SÓKNARFÆRI „the business case“

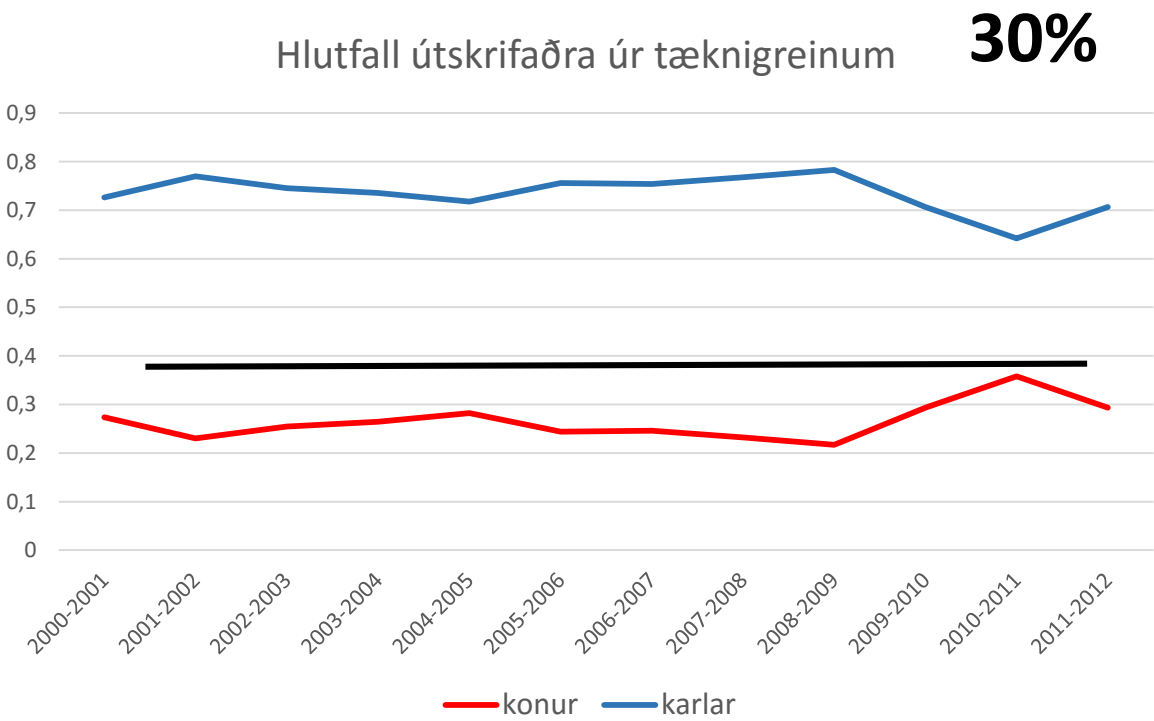
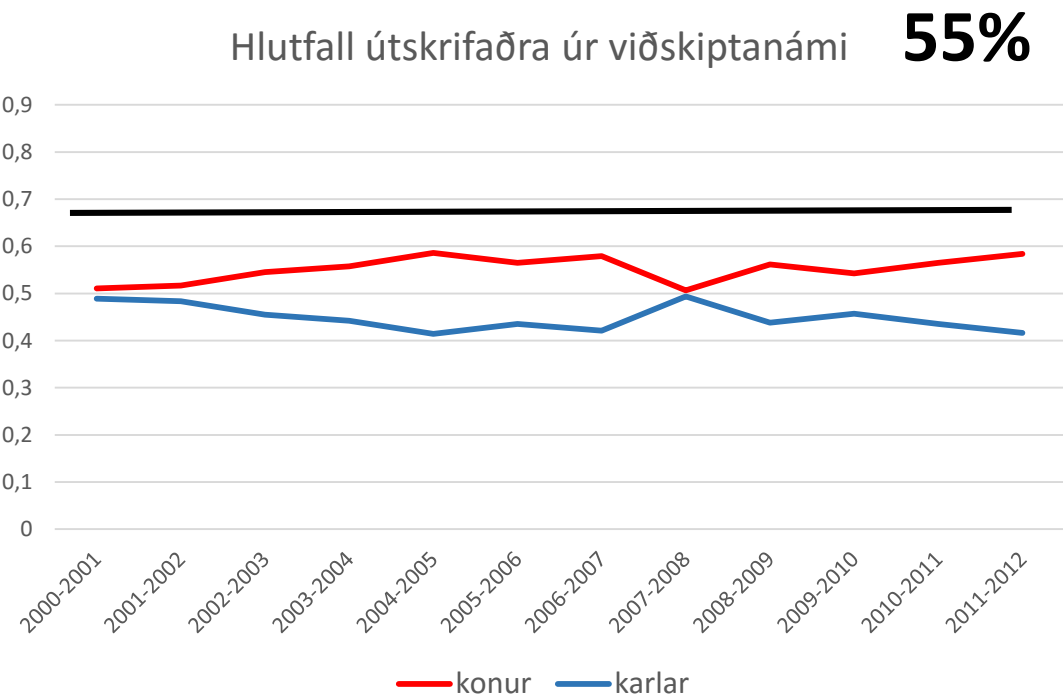
- **MANNAUÐUR** („war for talent“)
 - **NEYTENDASJÓNARMÍÐ** (marketing)
 - **ARÐSEMI** (bottom line)
 - **STJÓRNUN**



MANNAUDUR - TALENT



HLUTFALL HÁSKÓLAMENNTAÐRA



(Hagstofa Íslands)

Matvælavinnsla **68%**

FYRIRTÆKI Hafa ekki efni á að nýta aðeins hluta mannaúðsins





Íslenskur vinnumarkaður er kynskiptur

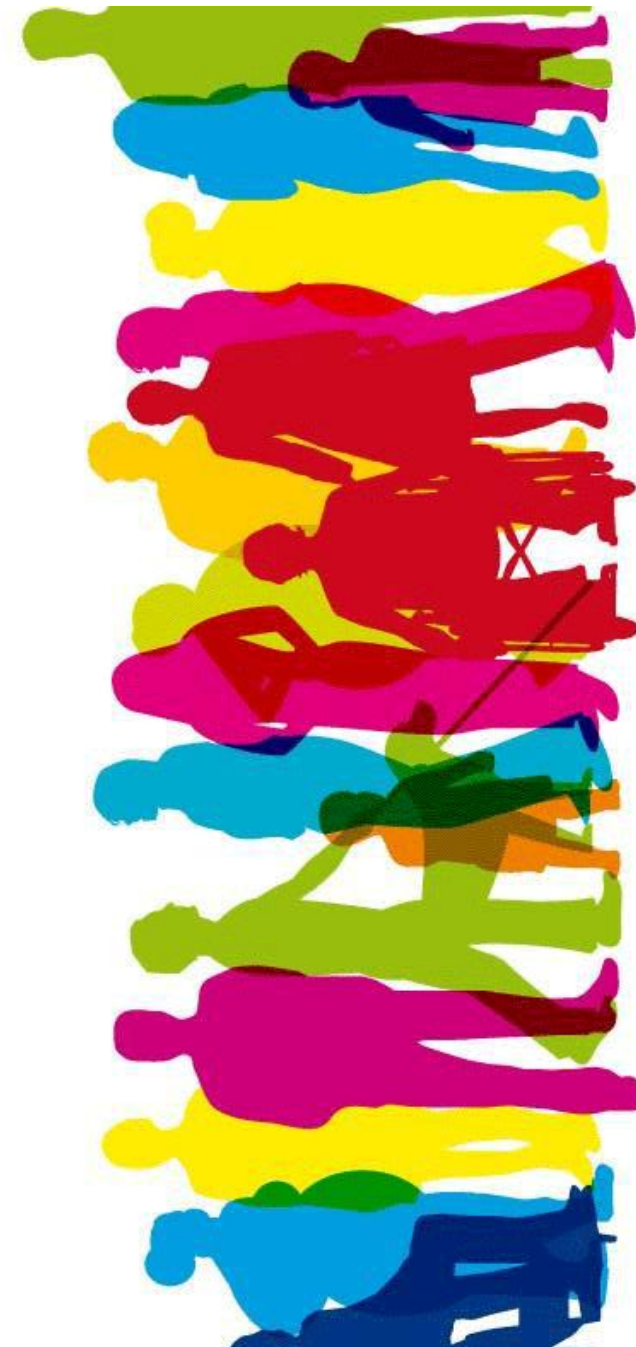
Kynskipt starfsval ýtir undir kynbundinn launamun

Fjölbreyttir vinnustaðir eru
eftirsóttari

- af bæði konum og körlum

Starfsánægja bæði karla og kvenna
er meiri á fjölbreyttum vinnustöðum

(Katrín Ólafsdóttir, 2015)



FJÖLBREYTT FORYSTA

- ✓ Fyrirtækið nýtir alla möguleika til að ná í hæft starfsfólk
- ✓ Stærri hópur hefur áhuga á að vinna hjá fyrirtækinu

MANNAUÐUR - TALENT



NEYTENDASJÓNARMÍÐ







FJÖLBREYTT FORYSTA

- ✓ Breiðari innsýn í hugarheim neytenda
- ✓ Bætt vörupróun
- ✓ Skilvirkari nálgun í markaðsmálum
- ✓ Betri ímynd
- ✓ Aukin vörumerkjatryggð

NEYTENDASJÓNARMÍÐ



- Hlutfall kvenna í stjórnnum
- Hlutfall kvenna í „top executive team“

ARÐSEMI



Skráð fyrirtæki í 4 löndum



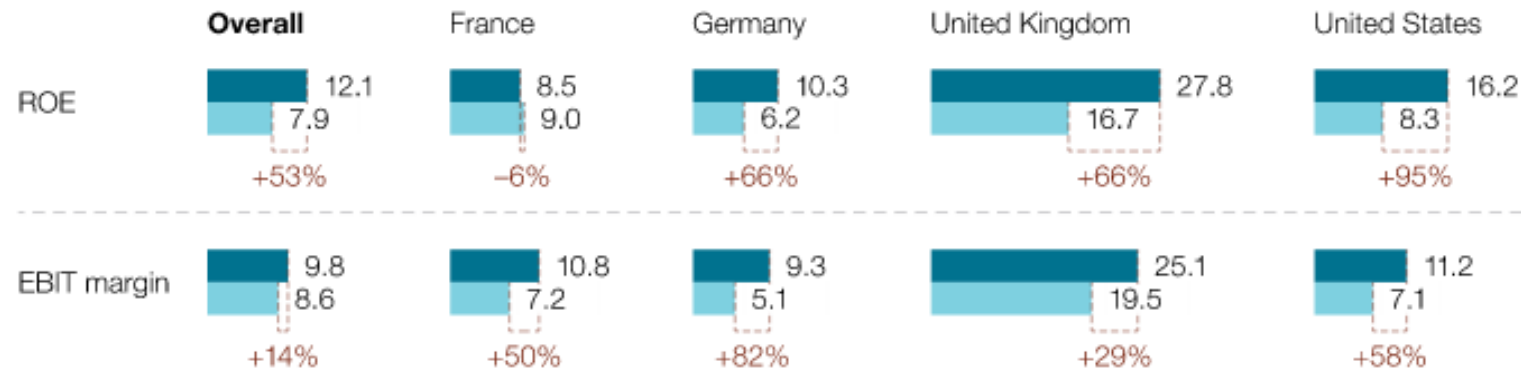
Companies with diverse executive boards enjoy significantly higher earnings and returns on equity.

Average returns on equity (ROE) and margins on earnings before interest and taxes (EBIT),¹ 2008–10, %

Diversity of the executive board²

■ Top quartile
■ Bottom quartile

Breakout by country



¹ Comparison of top quartile vs bottom quartile of DAX 30 (Deutscher Aktienindex), CAC 40 (Euronext Paris), the top 30 by market cap of the FTSE 100, and the 80 Fortune 500 companies with the highest and lowest diversity levels; diversity analysis based on women and foreign nationals/ethnic minorities on companies' executive boards; adjusted for statistical outliers.

² Our multivariate regression analysis of diversity with country-specific fixed effects gives a coefficient of +9.89 (significant at 1% level) or +4.71 (significant at 10% level).

Source: Bloomberg; Thomson Reuters Datastream; McKinsey analysis

McKinsey, 2011

HÆRRI

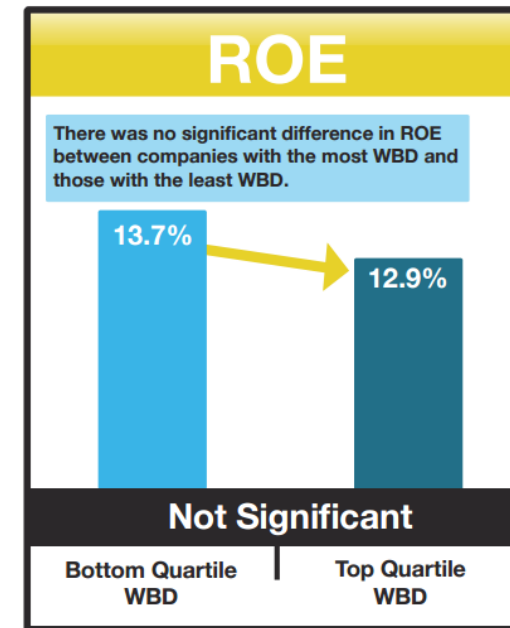
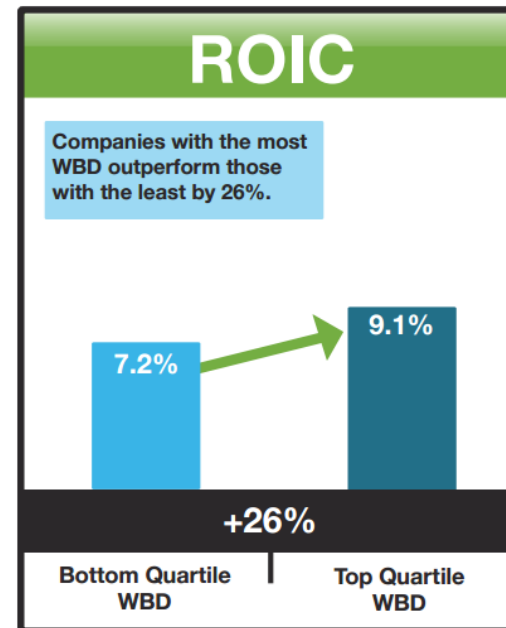
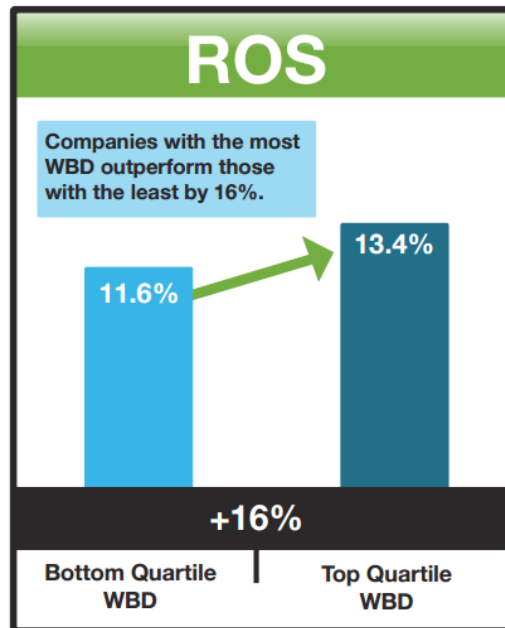
✓ ROE

✓ EBTI

Fortune 500

Catalyst, 2011

Topp fjórðungur /
botn fjórðungur



A.m.k. 3 konur í stjórn
yfir 5 ára tímabil /
Engin kona í stjórn

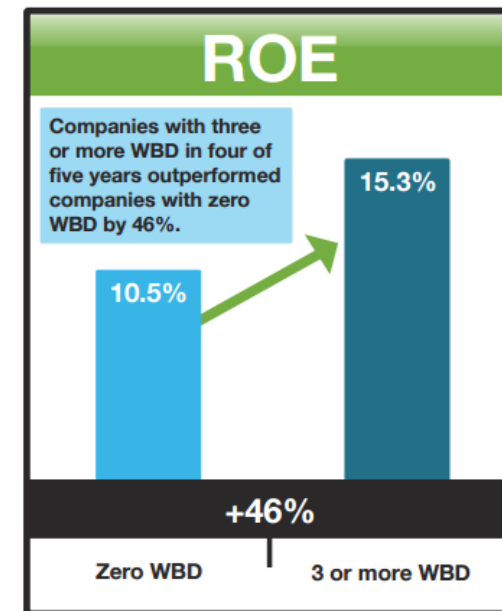
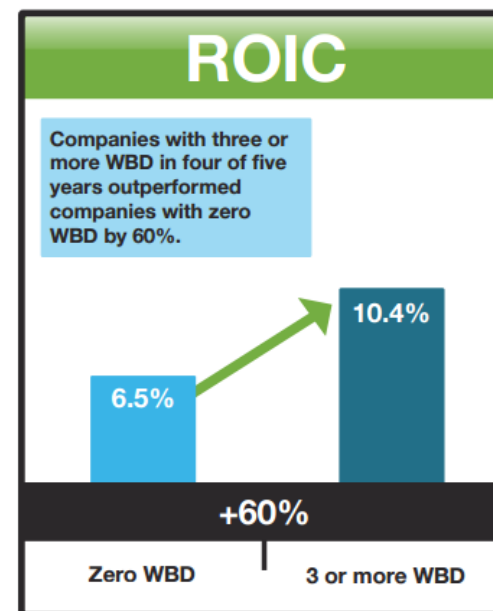
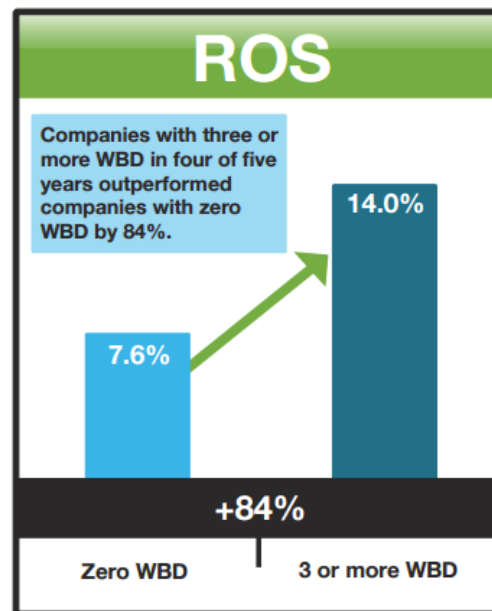
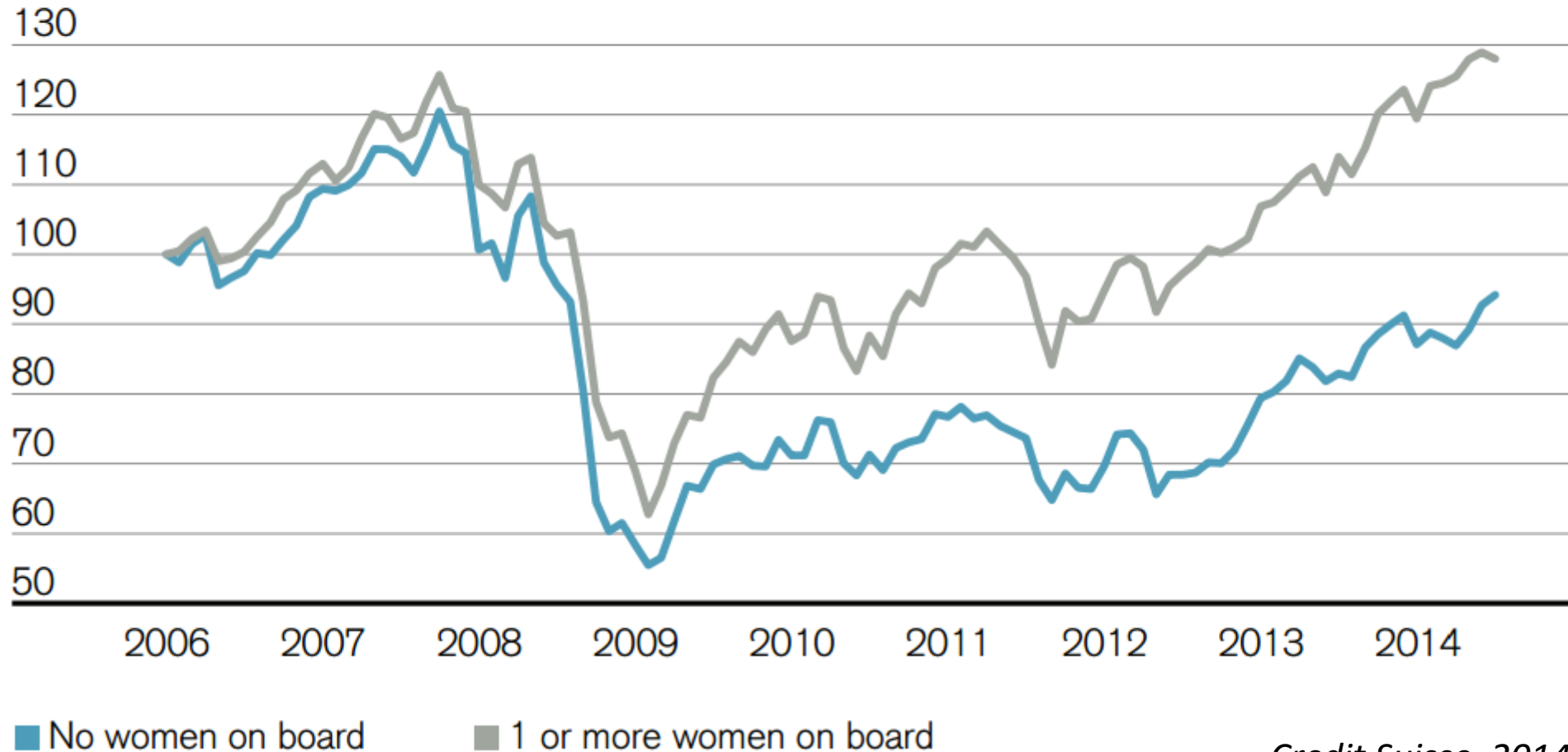


Figure 9

Global performance: companies market cap >USD 10 billion

Source: CSG 3000

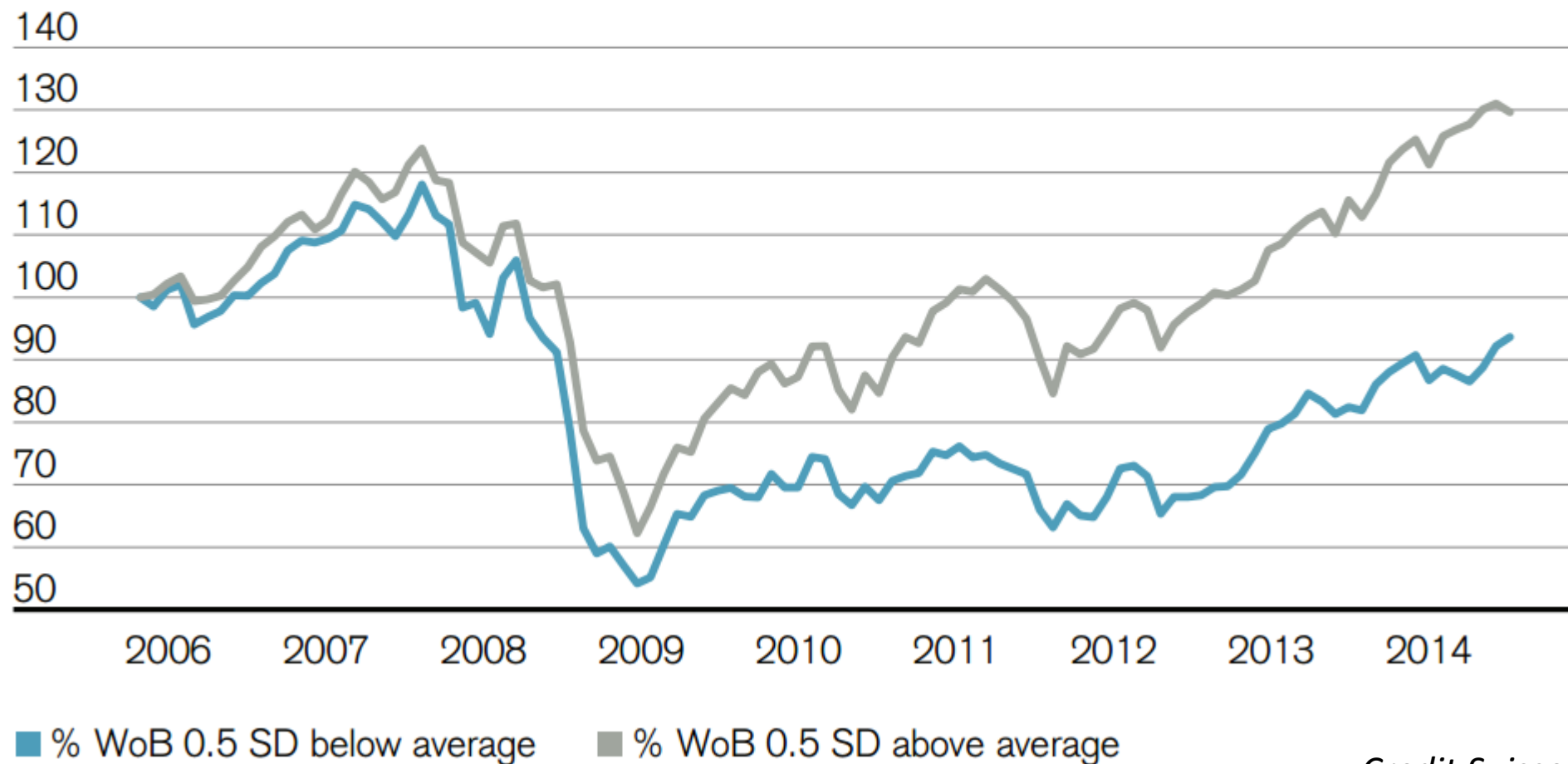


Credit Suisse, 2014

Figure 13

Global performance: companies market cap >USD 10 billion

Source: CSG 3000

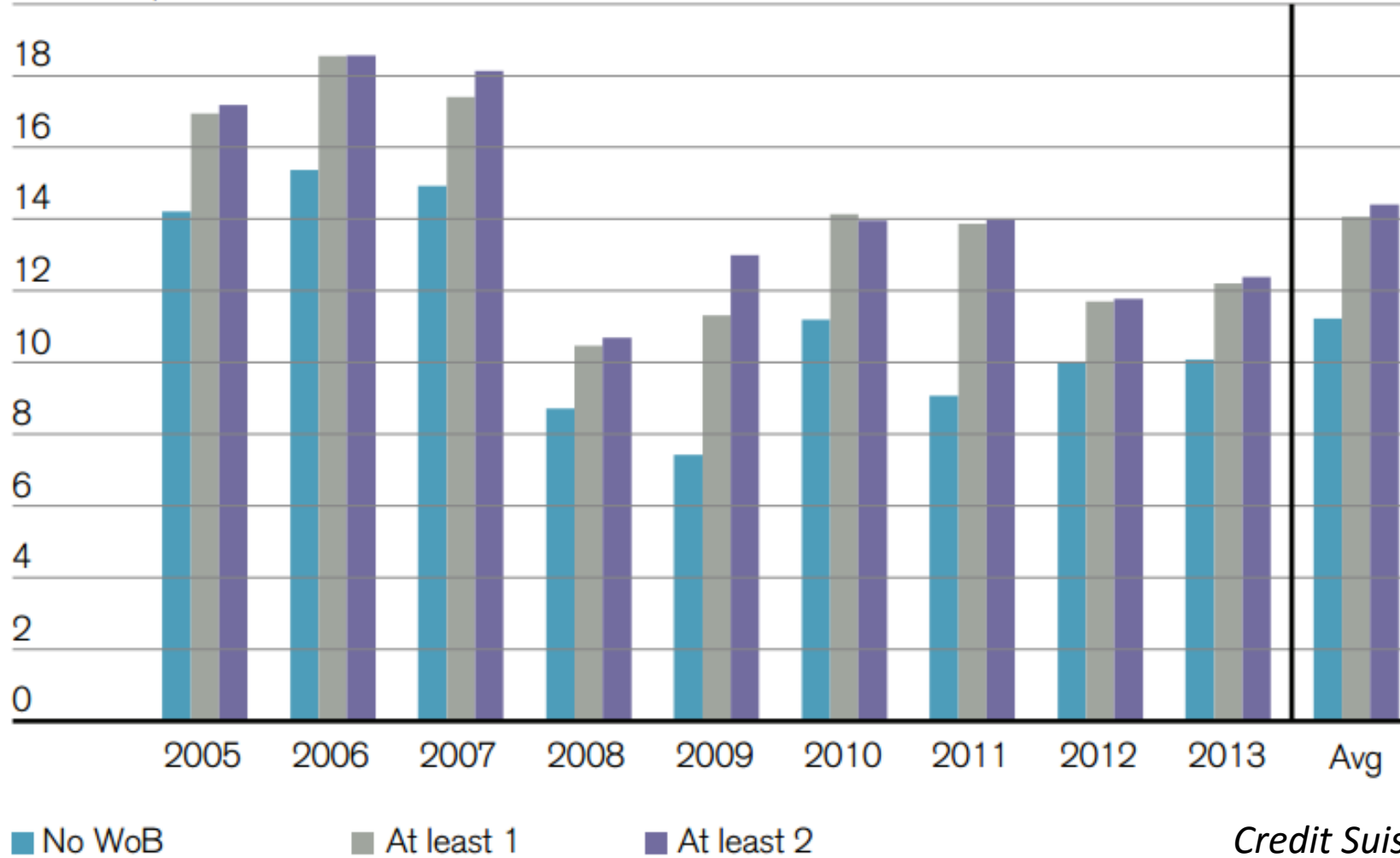


Credit Suisse, 2014

Return on equity

Source: CSG 3000

20% RoE, sector neutral



Credit Suisse, 2014

Table 12

Comparative returns for women in senior management

Source: Credit Suisse CSG 3000

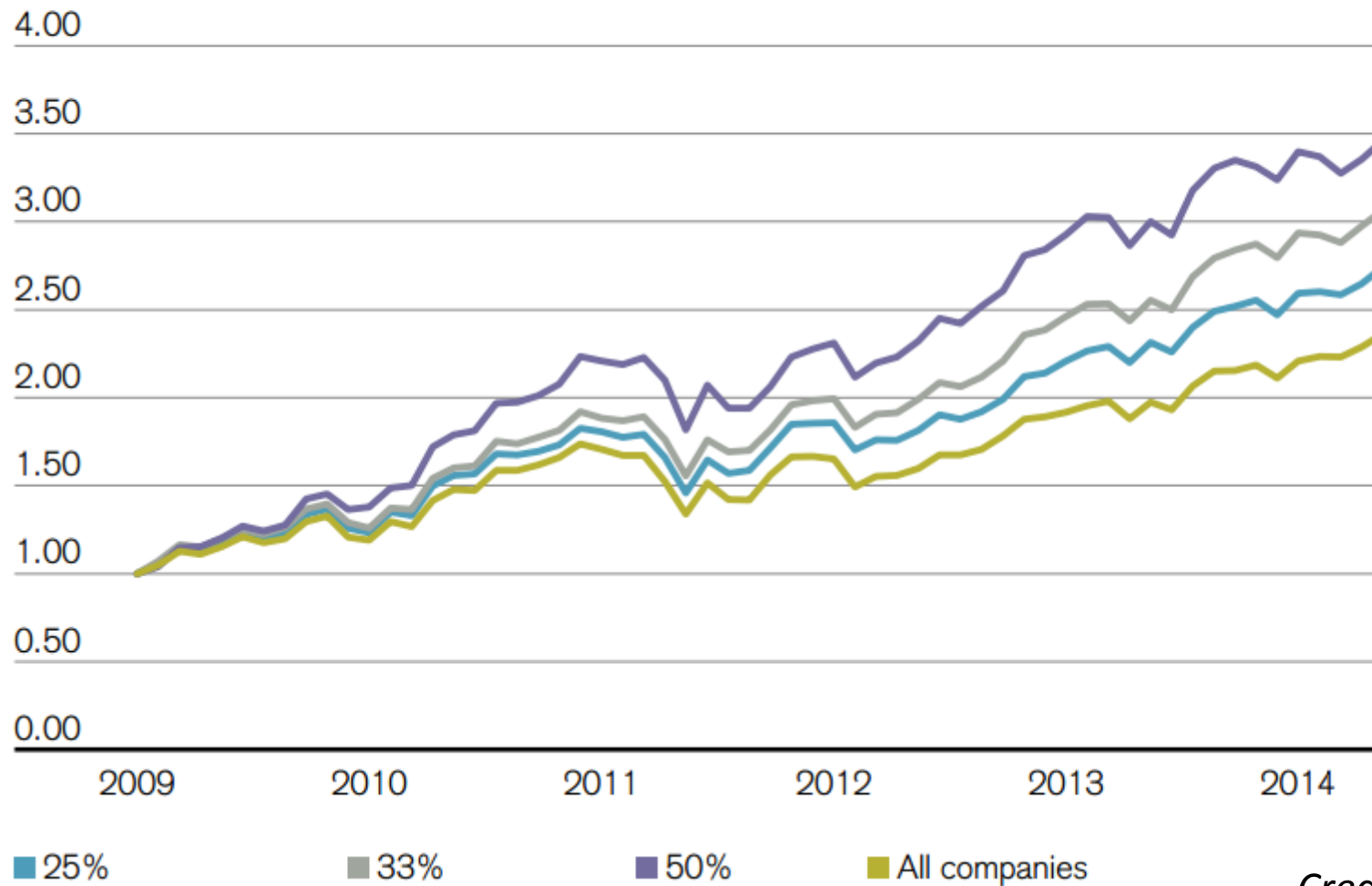
STJÓRNENDATEYMIÐ

	ROE (%)	Net debt/equity (%)	Price/book (x)	Payout ratio (%)
CEO				
– male	11.9	43.7	2.33	39.7
– female	15.2	46.5	3.22	44.0
Premium	28%	6%	38%	11%
CEO and Operations				
– women < 5%	11.9	44.1	2.33	39.0
– women > 10%	15.1	55.5	2.73	55.5
Premium	27%	26%	17%	42%
Senior management				
– women <10%	9.7	35.2	1.97	35.5
– women > 15%	14.7	56.8	2.62	43.3
Premium	52%	61%	33%	22%

Credit Suisse, 2014

Performance of companies tiered by female management participation

Source: CSG 3000

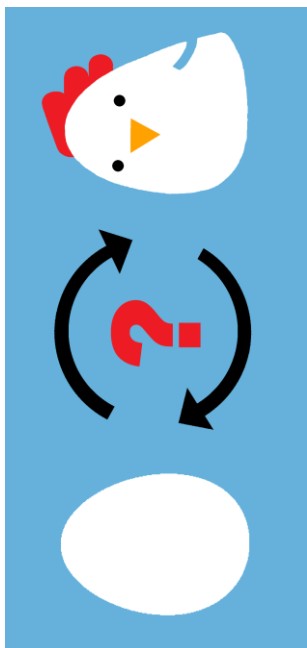


Credit Suisse, 2014

FJÖLBREYTT FORYSTA

- ✓ STERK FYLGNI MILLI ÁRANGURS OG FJÖLDA KVENNA Í ÆÐSTU STÖÐUM

ARÐSEMI



Ráða árangursrík fyrirtæki frekar konur?

Velja konur frekar að vinna hjá árangursríkum fyrirtækjum?

Bæta konur árangur fyrirtækjanna?

STJÓRNUN



innovation and better problem-solving

STRATEGY

“fielding a team of top executives with varied cultural backgrounds and life experiences can **broaden a company’s strategic perspective**”

McKinsey, 2011

COLLECTIVE INTELLIGENCE

“the presence of a woman within the group is one of **the key factors that influences the group’s collective “intelligence”** or in other words the ability of the group to **make successful decisions**. Skill sets are different, one is not necessarily better than another, but enabling seems as important as being able.”

Credit Suisse, 2014

CORPORATE GOVERNANCE

“There is unusually strong consensus within the academic research that a greater number of women on the board **improves performance on corporate and social governance** metrics.”

Credit Suisse, 2014

FJÖLBREYTT FORYSTA

Mjög sterkar vísbendingar um

- ✓ Bætta stjórnarhætti
- ✓ Aukna sköpunarhæfni & nýsköpun
- ✓ Bætta ákvarðanatöku

STJÓRNUN



HVERSVEGNA ERU FÁAR KONUR Í FORYSTU?

Table 13

Main obstacles

Source: Credit Suisse Research

Individual	Cultural	Workplace	Structure/policy
Educational choices	Perception of female commitment	Face time and flexibility	Lack of shared parental leave
Sector choices	Double standards	Staff rather than line role promotions	Lack of childcare assistance
Pipeline availability	Spousal role and support	Mentoring for women rather than sponsorship	Differentiated taxation
Risk aversion disparity	Work-life balance priorities	Promotion rates	Organizations were designed for men and manufacturing

Credit Suisse, 2014

STAÐALÍMYNDIR



50♀/50♂

BECAUSE
IT'S 2015
-PMJT



Justin Trudeau