

AFF 

50%

fiftyfifty

FiftyFifty – an opportunity to influence

Business still needs more Executive Women

AFF is a foundation with a mission to help community-building organizations increase their value creation. We want to contribute to more attention and clear actions for better gender balance in leadership roles in Norway.

Through the FiftyFifty programme, we focus on the unrealized potential that lies in an equal and diverse working life.



*The world needs wise leaders. It's time
to move beyond gender stereotypes
and meet the challenges that lies
ahead together.*

Majken Askeland, Eva Tamber and Beate Karlsen, AFF



This programme builds on the work done in 2017 and 2020

- ▶ The first FiftyFifty programme ran in 2017 with a total of 120 women from 12 participating companies.
- ▶ In addition to developing actions for their own organization, the participants gained a valuable network, shared experiences and developed a report with 5 concrete actions at the societal level which were handed over to the Norwegian Minister for Children and Equality.
- ▶ The report from 2017 can be found [here](#)
- ▶ The Second programme ran in 2020 with 55 participants (due to COVID-19 restrictions). This programme will be finalized in March 2021.





Why FiftyFifty?

- ▶ A number of studies show that increased gender balance in executive positions contributes to improved innovation power, profitability and increased attractiveness and loyalty among employees (e.g., European Institute for Gender Equality, McKinsey: Delivering through Diversity, 2018).
- ▶ In the private sector, less than 25% of top executives are women. In Norway's 211 largest companies, 93% of top managers are men (SSB, 2019).
- ▶ There is still work to be done!



«We need to work systematically to get more women with lower-level management experience to be motivated for executive careers.»

Tove Selnes, Executive Vice President, Storebrand

AFF FiftyFifty – information about the programme

- ▶ FiftyFifty brings women from large Norwegian and international companies from different industries together, with the aim of defining specific actions and objectives in order to succeed in recruiting more female leaders.
- ▶ Each company nominates 6-10 participants: Female top / middle managers and selected female management talents.
- ▶ In addition, we propose a member of the top management as a sponsor and a contact person from HR, Communication or within CSR.
- ▶ In four modules, female leaders and talents will collaborate on initiatives and create awareness around an important societal challenge!
- ▶ The participants get personal development through visibility, a unique network and a practical skillset for their journey towards the C-suit.



Programme and dates



Herminia Ibarra

Visible and aware

Module 1
1. - 2. Sept. 2021

Leader lab

Module 2
28. Oct. 2021

Beate Karlsen



Majken Askeland



Eva Tamber



Organizational sagacity

Module 3
18. Jan. 2022

Taking a stand for a sustainable future

Module 4
9. March 2022

Module 1 – Lecture with Herminia Ibarra:

Women Making the Leadership Transition



Herminia Ibarra

For many successful professionals, who have built their career on technical expertise, the transition to bigger leadership roles is often filled with tripwires. At these key inflections points, aspiring leaders must:

- ▶ Balance operational and strategic contributions
- ▶ Work through informal networks inside and outside the firm
- ▶ Adapt or even reinvent their leadership styles

In the session with Herminia, we will explore the unique challenges and opportunities women executives confront as they make their way up their organization's leadership pipeline.



What we aim to achieve

- ▶ FiftyFifty will draw on the expertise of the participants. We will work to define barriers and opportunities to enable more women to make the leadership transition into executive roles.
- ▶ The solutions will be shared between the participating companies, and with their own top management.
- ▶ We believe that by working together, across industries, we can find practical methods and actions to increase our pace in this area – not only in the individual organizations, but in business in general.
- ▶ All conclusions from the programme will be published, with the goal that the media will also help us in achieving this ambitious and important goal!

Practical information

▶ Dates

- ▶ Module 1: 1-2 September 2021
- ▶ Module 2: 28 October 2021
- ▶ Module 3: 18 January 2022
- ▶ Module 4: 9 March 2022

- ▶ The programme will be a combination of digital and physical meetings. Module 1 will be physical.
- ▶ Address for physical meetings: AFF conference center in Drammensveien 44, Oslo
- ▶ Price: NOK 20.000 per participant (total 6-10 female participants per company).
- ▶ The participants from each company includes 6-10 female participants in addition to 1 or 2 sponsors from top executive group.

The participating companies:

- ▶ wants to define measurable, specific measures for better gender distribution in leadership roles, and who will commit to implementing these measures.
- ▶ will listen and learn from others' experiences across businesses and industries.
- ▶ will share and contribute to society's mission of increased attention and concrete measures also outside its own activities.

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