

Gender equality in the forest sector will happen - but when?

Jämställdhet i skogssektorn kommer att hända - men när?

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Abstract

The Swedish forest sector have under a long time been characterized of a masculine culture but are changing toward a more equal forest sector. With the perspective of composition of board members and board work, methods and actions can be discussed to improve changes toward a more equal board and organisation.

To investigate how equality work can be implemented in an organisation and its company board can be affected, six board members representing different organisations in the forest sector have been interviewed. Their experiences as board members as well as their many years of work experiences contribute in the analysis of expected competence in a board as well as how equality and equality work can be discussed and implemented in board work. The analysis also include how they view quota and how it can affect the desired competence when implemented in the board.

The results showed that the board members are positive toward a change toward equality, but actions on implementing equality work is not included in the board work except discussions about it. Many respondents remark that equality and equality work is an operative discussion and that it will be fulfilled with time.

In the analysis it appeared that quota is a sensitive word. When implementing actions to achieve equality, quota need to be developed so the concept is clearer before it can be implemented.

Keywords: *company board, competence, equality, forest sector, gender distribution, quota*

Sammanfattning

Den svenska skogssektorn har länge präglats av en mansdominerad kultur, men håller på att förändras mot en mer jämställd skogssektor. Med utgångspunkt ur sammansättningen av styrelsemedlemmar och styrelsearbete kan metoder och åtgärder diskuteras för att förbättra arbetet mot en mer jämställd styrelse och organisation.

För att undersöka hur jämställdhetsarbetet inom styrelsen såväl som i organisationen kan påverkas har sex styrelsemedlemmar som representerar olika organisationer i skogsbranschen intervjuats. Deras erfarenheter som styrelseledamot samt många års arbetslivserfarenhet bidrar till analysen om hur förväntad kompetens i en styrelse samt hur jämställdhet och jämställdhetsarbete kan diskuteras och implementeras i deras styrelsearbete. Analysen innehåller deras syn på kvotering samt hur det kan påverka efterfrågad kompetens i styrelsen.

Resultatet visade att styrelsemedlemmarna är positiva till en jämställd förändring, men att åtgärder för att arbeta med jämställdhet inte implementerats i styrelsearbetet annat än i form av diskussioner. Många respondenter påpekar att frågan är mer av en operativ fråga och att den kommer lösas med tiden.

I analysen såg vi att kvotering är ett känsligt ordval. Vid implementering av åtgärder för att uppnå jämställdhet bör begreppet utvecklas för en bättre förståelse innan vidare genomförande.

Nyckelord: Kompetens, jämställdhet, kvotering, styrelser, skogssektor, könsfördelning

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1 Introduction

The chapter consists of an introduction on equality and equality work in the forest sector in Sweden with a comparison with the Norwegian quota law. A problem discussion introduces women represented in masculine dominant workplaces and how all necessary competencies are used in an organisation.

1.1 Background

At the turn of the century 4.8 % of Sweden's board members in companies who are listed on the stock exchange, were female (Fristedt and Sundqvist, 2011). In 2003 there was a change in trend, the number of women increased by 100 % (Boschini, 2004). A plausible explanation to this can be that formerly vice Prime Minister Margareta Winberg in 2002 threatened with a quota law to achieve more women in boards (Boschini, 2004). In 2002, 34 % of the stock exchange listed companies had at least one woman in their board and after Winberg's threat, they increased to 56 % (Fristedt & Sundqvist, 2011). In 2018, 96 % of all companies had at least one woman in their board and 34 % of all board members in companies were women (Lundeteg et al., 2018). In 2014, it was documented in 2014 that it will take 30 years before the company boards of Sweden, (listed on the stock exchange), are equal (Andra AP-fonden & Nordic Investor Services, 2014). It will take 30 years if no actions are implemented to increase female representation in boards (Andra AP-fonden & Nordic Investor Services, 2014). With the last five years of changes, it is now documented it will take 12 years before company boards, (listed on the stock exchange), are equal (Andra AP-fonden & Nordic Investor Services, 2018). It will take 24 years before the company management is equal (Andra AP-fonden & Nordic Investor Services, 2018).

Table 1. Percentage of women in company- and association boards in selected companies and associations* within the Swedish forest sector

Company	2011	2019
Sveaskog	54 %	40 %
Skogsstyrelsen	56 %	50 %
SCA	9 %	38.5 %
Holmen	17 %	17 %
Stora Enso	14 %	22 %
Billerud Korsnäs	27 %	40 %
Norra Skogsägarna *	17 %	25 %
Norrskog *	15 %	42 %
Mellanskog *	25 %	36 %
Södra Skogsägarna *	23 %	25 %

References of Table 1: (Sveaskog, 2019; Norra Skogsägarna & Guldbrand & Guldbrand, 2011; Eriksson et al., 2012; Holmen, 2012; Norrskog & ADC Media, 2012; SCA & Hallvarsson & Halvarsson, 2012; Skogsstyrelsen, 2012; Stora Enso, 2012; Träff et al., 2012; Wallinder et al., 2012; Bergenheim, 2018; SCA, 2018; Billerud Korsnäs, 2019; Billerud Korsnäs & Livbojen och Creation, 2019; Billerud, 2019; Norra Skogsägarna, 2019; Norrskog, 2019; Skogsstyrelsen, 2019; Stora Enso, 2019; Sveaskog, 2019; Södra, 2019)

Norway has a quota law since 2006 that demands that corporate boards should have at least 40 % of each gender. If this is not followed the company can be sanctioned with dissolution (Brandth & Bjørkhaug, 2015). In 2016 the Swedish government proposed to introduce a law, to take effect in 2019 and similar to the Norwegian law, with the purpose to increase equality within corporate boards. However, the Swedish government announced that the law would not take effect. Those who voted against the law gave the reason that the legislation would not be equal as individuals would be treated differently based on gender.

The argumentations for laws for equality are many. One argument is that equality is a basic human right and therefore equality should exist everywhere (Amundsdotter & Gillberg, 2003). Another argument is that human resources and knowledge affect companies and their profitability (Amundsdotter & Gillberg, 2003). Therefore, it is important to use and develop all of the resources, both men and women (Amundsdotter & Gillberg, 2003). In the private sector research has been done and it shows that equality and profitability have a clear correlation (Amundsdotter & Gillberg, 2003).

Women who are in leading positions can promote a more women-friendly culture that reduces the gap between men and women (Tate & Yang, 2015). Promoting women can lead to more opportunity to break through the glass ceiling for women in lower positions in a company (Tate & Yang, 2015). Glass ceiling is a metaphor founded in the 1970s that describes the invisible barrier women meet in their career after a certain stage that hinders them from advancing (Göransson, 2007). Women have a positive impact on the board members' total participation when it comes to board meetings (Adams & Funk, 2012). This is because women have fewer problems with attendance than men, and when women participate in boards, men tend to have fewer absences also (Adams & Funk, 2012).

1.2 Problem discussion

According to Coutinho-Sledge (2015), women in typically masculine professions are often discredited when trying to adapt to the profession. In comparison, men within feminine professions have it easier to adapt. (Coutinho-Sledge, 2015). Historically women within the

forest sector are being harassed, diminished and objectified because of their gender (Coutinho-Sledge, 2015; Johansson *et al.* 2018). The inequality in the forest sector can be explained by traditions in culture and masculine dominance (Johansson *et al.*, 2018). The masculine norm leads to invisibility and visibility of women because it separates women as a group out of the normality of the forest sector (Lidestav *et al.*, 2011). Women are an oppressed group represented as a minority (Young, 1990). As the abnormal group, women are visible when they are presented as a minority in media and invisible when men are preferred as they represent a higher competence, according to the norm (Lidestav *et al.*, 2011).

The strategic investment of equality within the Swedish forest sector; competitiveness requires gender equality (Regeringskansliet, 2011). Despite this strategy, the forest sector has only made small steps toward equality, something that was highlighted during the #metoo movement and the #slutavverkat of the Swedish forest sector (Johansson *et al.*, 2018). Though actions and strategies trying to prevent inequality, a masculine dominance within the forest sector continues around the world (Coutinho-Sledge, 2015). US Forestry Service has tried to observe inequality in the organisation and how women's work progress is recognized. The results showed that women considered having a key role in succeeding with work ethics. Despite that, a continuing of blaming upon and diminishing of women occurs (Coutinho-Sledge, 2015).

The resistance against equality and equality work is strong, working women are often feeling censured or questioned when they try to address the issues (Amundsdotter, 2005). When discussing this issue, many men question the reliability of women or ignores their accusations completely (Amundsdotter, 2005). Men who answered a survey felt that they have been overlooked in a position, where a woman has gotten the job instead (Johansson *et al.*, 2017). The article shows that men felt overlooked - but a sense of entitlement to a position. They show resistance toward equality and equality work when addressing it as a quota (Johansson *et al.*, 2017). There is no current statistic on whether a woman's career of choice would be benefitted over the men with the same qualification (Andersson, 2019).

Iris Marion Young (1990) defined a group of people being privileged in comparison of others in the opinion of the public. This privileged group has the right to be heard and be in the lead of decisions without questioning their authority. The privileged group is often consisting of white men (Young, 1990). The opposite of the privileged group is defined as the oppressed group, or a group of minorities in the balance of power (Young, 1990). A minority group, or oppressed group, can consist of women, Latino, dark-coloured or other ethnicities, representing groups in the society that does not represent the privileged group (Young, 1990). A representation group of the oppressed group is discussed to be implemented in the board as a solution to a more accepting and democratic public (Young, 1990). The representing group will have enough authority to make the public listen to the oppressed group and a more accepting environment will occur (Young, 1990). Group representation interrupts the prioritising of the privileged group, gives the oppressed group a voice and can allow the people in the oppressed group to participate in decision-making procedures (Young, 1990).

The person in charge of setting the terms and conditions to get a job, the competence required and which qualifications the applying person should have is the major issue of inequality (Young, 1990). If the evaluation of merit could be value-neutral, justice can occur, but if the task design and execution are in somewhat way directed, by subjective evaluation, injustice will occur (Young, 1990).

1.3 Aim

This study aims to investigate the representation of board members in the committees to analyse the understanding and valuation of competence in committee work within the forest sector. The diversity of gender is discussed in relation to contributing better knowledge and a wider competence in the committee and the organisation.

Our research questions are:

- What competencies are valued?
- What characterizes a “good board member”?
- What is the perception of a quota?
- Is it a barrier or a facilitator to achieving an equal company board?

2 Theory

In this chapter the theories that forms the base of the arguments presented in the analysis is compiled. The theories are based upon the problem discussion, gender codes of the society, representation of women in boards, the myths of merits, quota and resistance against equality.

2.1 Gender coding

The term equality originates from a political concept that stands for equal rights between gender and is divided into two sections, quantitative and qualitative equality (Wahl *et al.*, 2018). Quantitative equality is when men and women are equal in the number of individuals. Qualitative equality is including the culture and working environment (Wahl *et al.*, 2018). An example of qualitative equality is gender coding, which is when a profession, occupation or position is labeled upon gender (Wahl *et al.*, 2018). Gender coding states what is a typical masculine or typical feminine profession, occupation or position (Karlsson, 1997). In society, our preferences and notion of which professions should be held by men respective women affect workplaces (Amundsdotter & Gillberg, 2003). Gender code can be connected with gender segregation, where there is a segregation of positions withheld by women and men in an organisation. However, with the change of segregation, the gender code can change (Wahl *et al.*, 2018). Such a change of segregation can occur when for example women are introduced in higher positions within masculine dominant organisations (Matsa & Miller, 2011). Occupations that historically have been labeled as masculine can over time shift towards a more dominant feminine coding. The result of coding in a stable condition is rendered obvious and natural (Wahl *et al.*, 2018). Even if specific tasks label changes between masculine and feminine, the chore has a higher status if a man is performing it (Wahl *et al.*, 2018). Men as the privileged group (Young, 1990) have the interpretative prerogative and is the majority group of power (Wahl *et al.*, 2018). Women and other minority groups do not have the interpretative prerogative of defining 'reality' and therefore a misalignment of power occurs (Wahl *et al.*, 2018). In general, men have the major power in interpreting and influencing the valuation of what is masculine labour and what is feminine, e.g. gender coding (Wahl *et al.*, 2018).

How someone is expected to act when possessing the role as a leader differs between men and women. To a higher degree, men are expected to be the natural leader, and the expectancy of men possessing the leadership is seen as the norm (Wahl *et al.*, 2018). When a woman possesses the leadership, it is expected of her to act and lead in a different way than the norm of leadership, with a man as a leader (Wahl *et al.*, 2018). With these expectations of women in a leadership role, similar actions by male and female leaders are perceived differently based on the gendered understanding and perception of leadership. However, people in high positions possess the power to lead the way to change gender coding and even the difference between men and minority groups (Wahl *et al.*, 2018). With a change of gender coding more, women can occur in higher positions within an organisation (Matsa & Miller, 2011). People in middle management have a big possibility to either help or prevent the process in making an organisation more equal (Wahl *et al.*, 2018). If middle management is negative to a change in the organisation, an equal gender distribution will be hard to achieve (Wahl *et al.*, 2018). With more female representation in higher positions, the middle management can lead the way to an increase of women represented in the organisation if they follow the representation trend in the higher positions (Wahl *et al.*, 2018).

2.2 Female representation in company boards

There are two main benefits with more women represented in a company board: financially profitable and ethical (Wahl *et al.*, 2018). The benefit of ethics is based upon the theory of equality, to succeed with equal rights an organisation should include equal representation of both genders. Companies are obliged to include all genders and if a company board is not equal, it can be interpreted that the company is not equal (Wahl *et al.*, 2018). The economic value of having more women represented in a company board is based upon different arguments about competence (Wahl *et al.*, 2018). One argument is that women provide unique and valuable knowledge and competence. Other arguments state that with more women represented in the board, the whole spectra of competence and knowledge can be useful in the strategy work of the company as well as using the company's resources more efficiently (Wahl *et al.*, 2018). With more female representation in the board, the legitimacy of the company is valued higher and the company indicates prioritising equal work (Wahl *et al.*, 2018). There is a correlation between female representation in committees and the company's change of value (Wahl *et al.*, 2018). Studies have shown that with a female representation the value of the company change, but the results vary between a positive change, a negative change or both (Adams & Ferreira, 2009; Dezsö & Ross, 2012; Matsa & Miller, 2013). The change is also depending upon how inclined the majority is in including minority groups (Wahl *et al.*, 2018). Including different minorities in boards is discussed as a method to achieve an equal board and give a better perspective with changes (Young, 1990). If for example school boards include Latino, dark-coloured, women and LGBT people in the board, the school can get a better understanding of children representing minority groups and help them through their education (Young, 1990). The oppressed groups can be understood better and new perspectives and ideas can be introduced when represented at the highest level (Young, 1990). When women are acquiring high positions, such as board members, they lead the way to more women having leading positions within management (Matsa & Miller, 2011). With equal management and with more female board members, more women are attracted to top positions within the management, but also to the company (Matsa & Miller, 2011).

2.3 Principle of merit

In our society and working life, the norm is that positions should be distributed based on individual merit and according to the merit principle a position should be given to the individual that is the most qualified (Young, 1990). No position should be given based on privilege or characteristics, like gender (Young, 1990). Therefore, the principle of merit is used to achieve a hierarchy that rests on intelligence and skill and is perceived as natural and fair (Young, 1990). Some criticism the principle has received is that effort and achievement should have a bigger part in the distribution of positions (Nielsen, 1985). Critics also argue that some basic requirements of a position must be met before one can use the principle of merit (Nielsen, 1985). Qualification defines what is needed from a person for a given position (Fishkin, 1983). A fair assessment if a person is qualified for a position should be based on the individual's real performance on tasks, past or present (Fishkin 1983). Previous jobs, education or relevant tests could be used to fairly assess if an individual is qualified or not (Fishkin, 1983). The merit of principle separates technical competence from culture and values, to produce a stated result (Young, 1990). Technical competence is the competence possessed by a person to perform a practical task. Technical competence is measured only on the performance of practical labour and contains little to non-own judgment and imagination (Fallon, 1980). The ideas and perspectives of how to improve the performance are not measured in technical competence. Most jobs are too complex and diverse to only use technical competence since it is hard to identify a task that can only be measured in performance (Fallon, 1980). Young (1990) argues

that technical competence is in most cases impossible to measure and to have just recruitment for a position one should look over who decides on the qualifications and how the assessment will be done.

Those who are evaluating the workers and decides what is needed are often not competent to do so (Young, 1990). The evaluators, in most cases, never do or have done the work they are evaluating and are not familiar with what technical competence that is needed. Evaluators can then not evaluate the persons' technical work performance itself and instead evaluates social behavior (Young, 1990). The merit of principle states that one should use technical competence to find out if the person is qualified for a position, but it is inevitable to not also use values, norms, and culture in the evaluation (Young, 1990). One should be clear that using such criteria is not generally scientific but not automatically unfitting to use (Young, 1990).

The society is designed out of gender, race and culture, which group you belong to will decide how privileged you will get (Young, 1990). White heterosexual men are one group with many privileges, and they are also often the evaluators. The evaluators set the standard of how you should behave, and the evaluators often imitate themselves. If a person differs from the standard, a different culture, for example, the evaluators will see that as a deficiency (Young, 1990). Despite if the evaluator thinks they are being fair, research has shown that some groups will have a disadvantaged, e.g. based on the criteria set or the ability of the evaluator to identify and value specific skills and knowledge (Young, 1990).

According to the principle of merit, the best in the field should decide what qualifications should exist because they have the technical competence to see what a good performance is. However, a professional in the development of criteria should be consulted to avoid partialities and prejudices (Young, 1990). In contrast to the merit of principal criteria of qualification should be made democratically and controlled by fairness (Young, 1990). Fairness means that criteria for qualification should be transparent and public; not exclude any social groups; all candidates should be given serious consideration and lastly; individuals from less privileged groups with the right qualifications can be preferred if it will compensate for disadvantage (Young, 1990).

2.4 Quotas and recruitments

In its formal form, the concept of quota is a type of affirmative action that reserve positions for individuals that belong to a less privileged group, a minority group (Swedish Secretariat for Gender Research, 2019). In this study quota is used as a gender quota, to increase the number of women in the company board. Informal quota constitutes a bias when hiring a person based on similarities with the recruiter and this can occur both between men and women (Matsa & Miller, 2011). A quota of each gender can occur as both men and women value competence based upon their gender. An equal board comes before equal management and with more female board members, it attracts more women to the company and top positions within the management (Matsa & Miller, 2011).

In Norway, a quota law has been implemented, as an action to speed up the process of equal distribution of gender in boards (Brandth & Bjørkhaug, 2015). When the compulsive legislation of the Norwegian quota law was introduced, studies showed the value of companies sank (Ahern & Dittmar, 2012). The companies showed the effects of hiring younger, less experienced, but higher educated women who replaced men in the company boards (Ahern & Dittmar, 2012). With the compulsive strategy, a form of resistance arouses and resulted in a decrease in the value of the companies (Ahern & Dittmar, 2012). The results can also be understood as an effect of gender-coded expectations by the market (Ahern & Dittmar, 2012).

In Sweden, discussions have been made on the implementation of a gender quota, but no legislation has not yet been implemented (Wahl *et al.*, 2018). However, the concept of quota can also consist of a positive affirmative action, where women with the same competence as men are nominated besides men in the hiring process and the outcome of the hiring are evaluated more on competence and less on gender (Wahl *et al.*, 2018). The positive affirmative action is occurring in some places around Sweden, but no further legislation has been implemented (Wahl *et al.*, 2018).

There is an informal structure of the homosociality of men in Sweden. Its informal nature of the structure makes it less visible, perceived as natural and neutral (Gillberg, 2018). Actions against the informal structure, such as a quota law within company boards are perceived and articulated as discrimination of men (Johansson *et al.*, 2017). A quota law is also questioned because of loss of competence when women are forced into the company boards (Gillberg, 2018). An informal quota of men, where men hire men is regarded in the working life despite the fright of what losses can be made by a quota law (Gillberg, 2018). With equal rights and opportunities in organisations, companies are better organized and motivate the workers to do a good job, increase their profitability (Amundsdotter & Gillberg, 2003) and provide a better work climate with e.g. fewer sick leaves (Amundsdotter & Gillberg, 2003).

2.5 Resistance against equality and equality work

With the change, resistance arises, activated by the implementation of equality work (Lombardo & Mergaert, 2013). Resistance prevents the evolvement of change (Lombardo & Mergaert, 2013). According to Wahl *et al.* (2018), there are two main strategies to show active resistance against equality work, to cave and to use counter-arguments. Caving is when achievements and advancements while working with equality is financial cut-off and the person in charge of the equality management is undermined and opposed (Wahl *et al.*, 2018). Counter-arguments against change in the organisation have been described in four different arguments: equality is a non-question; equality does not concern us; equality is a question of generation change; and equality is a subject of converted discrimination (Wahl *et al.*, 2018 p 261).

‘Equality is a non-question’ is based upon the argument that the current balance of power of gender and ethnicity is functional and natural and that there are equal rights in the own organisation (Wahl *et al.*, 2018). Arguments as ‘in this organisation, we do not separate people from people’ and ‘competence and who is suitable are focused upon in this organisation’ is used when equality is described as a non-question (Wahl *et al.*, 2018).

‘Equality does not concern us’ is based upon the argument that equality is nothing that should be mentioned in the working environment but should be discussed in the private life or some other place (Wahl *et al.*, 2018). The argument shifts focus from equality within the organisation and actively work toward making it a discussion focused earlier in life, in schools (Wahl *et al.*, 2018).

The third argument against equality is when ‘equality is a matter of generations. It is based upon the thought that with the new generation, equality will happen by itself. The younger generation represents new valuations and experiences and therefore active actions in the organisation today is unnecessary, the new generation will fix it (Wahl *et al.*, 2018).

The fourth argument is based on the theory that ‘equality is a subject of converted discrimination’. The argument is based upon the thought that the current balance of power is functional and natural. With equality, women and other minority groups will be the beneficial

group, but equality is discrimination to men, which is the majority group and will be disadvantaged when equality happen (Wahl *et al.*, 2018). Arguments supporting this theory is e.g. ‘apparently you have to be a woman to succeed in this workplace’ (Wahl *et al.*, 2018).

Resistance against equality work can occur among both men and women, but the resistance is more common with men (Cockburn 1991, Lindgren, 1999). It is a natural process that men as a group of power in the patriarchal society will be disadvantaged with equality (Wahl *et al.*, 2018). Counter-arguments make changes seem impossible when equality is not priorities. Equality work is replaced somewhere else when no one wants to be in charge of making the changes. On an individual level, there are two strategies to facilitate change; active and passive support (Wahl *et al.*, 2018). Active support is when a person in a leading position within the organisation show a positive attitude towards equality and support work with equality within their organisation (Wahl *et al.*, 2018). The active supporter also contributes to strengthening the position of the person in charge of implementing equality changes. Passive support is when a person in a leading position supports the working process with equality in the own organisation and contributes with strengthening the position of the person in charge of equality (Wahl *et al.*, 2018). However, the passive supporter does not show a positive interest in equality in public and can, therefore, contribute to override equality work. To make real changes in the organisation, people in higher positions need to show their active support (Wahl *et al.*, 2018).

3 Material and Method

The chapter consists of both material and method. The material present general information of the six board members which have been interviewed in this study. The method presents the approach of the study and different aspects that have been focused on in the study.

3.1 Approach

In this study, the focus is on quantitative equality, equal distribution between genders. Qualitative equality is mentioned in the interviews as interviewees argued organisations focuses on both equality and diversity, to include all cultures and set a good working environment. The study has a qualitative approach to give a deeper understanding of the gender issue within an organisation in the forest sector. The gender issue is a subject of sensitivity and can, therefore, be hard to measure in numbers and by comparing literature (Creswell, 2007). With a qualitative approach the respondent's perspective, their background and their experiences can be analysed by comparing their answers with each other and compared with the literature of interest. The analysis hopefully provides a greater understanding of the gender issue within companies and how the board can be composed to reach an equal and competent board. By interviewing board members of company boards in the forest sector, an observation of their responses connected with the aim can be made. Their response is based upon their competencies and knowledge based on their committee work in the current board as well as previous experience in work and other board memberships. At the beginning of the interview, the focus is upon competence in company boards. What the requirements of competence are in company boards, as well as experiences necessary to qualify as a board member. It also addresses how the interviewees can relate their competence with the expectations by the board, the owner of the company and the whole organisation. In the second part of the interview questions are based upon the relation to equality and equality work of company boards. What the interviewees think of the distribution of men and women on the boards they represent, and if they would like it to be different. Questions focusing on the understanding of what leads to an unequal company board, and how changes can be made have been asked. Are changes to a more equal company board requested and how can they contribute to making the board, as well as the company more equal? How is the perception of equality and equality work received by the interviewee and does the answers the interviewee give imply the interviewee is a supporter or barrier of equality work? At the end of the interview, questions focused upon quota as an action to increase the representation of women within the committee and how quota is received within the company. Does the interviewee see quota as a facilitator or barrier in achieving an equal company board

3.2 Interviews and material

The interviews are semi-structured and based on an interview guide (Appendix 1), with the possibility to rearrange, exclude or add questions. The chosen structure of the interviews helps to keep a neat outline with prepared questions, and possible sub-questions (Robson, 2002 p 270). The interview guide (Appendix 1) was produced to help ensure that similar information was gathered from all of the participants (Daymon & Holloway, 2011 p 225). When using an interview guide the questions are prepared in advance which allows them to be formed to give the most elaborate answer (Daymon & Holloway, 2011). Questions answered yes or no, leading- and ambiguous questions could be avoided in this way (Daymon & Holloway, 2011 p 225). The interview guide was divided into four different topics, an introduction of the interviewee, thoughts about competence, equality, and quota. The interview guide was based

upon the theory that supports equality and equality work needs to come from the highest positions in the organisation (Young, 1990). As Wahl stresses (2018) the equal distribution between gender in a company board can imply positive support for equality and equality work within the organisation. How equality work can be improved and how changes can be received is based upon the Norwegian law that implemented a quota law in 2006 (Brandth & Bjørkhaug, 2015).

In the Swedish forest sector, there are three different types of companies that dominate the market; state-owned, privately-owned and forest owner associations. To visualize how equality is valued within the forest sector, three different types of companies were chosen, one from each category dominating the market. The focus was to observe equality and by using three companies from different categories in the forest sector the question of competence and equality could be covered in a wider range. Even though the results will not include all board members in the boards, nor including all companies within the forest sector, the chosen companies are representing different organisational contexts.

The selection of interviewees was made with purposive sampling, to focus on people selected due to their probability of giving better answers. (Lund Research Ltd, "Purposive sampling | Lærd Dissertation".) In this study, selections were made before the randomisation happened. The first selection included which type of board member was going to be selected. The normal composition of company boards includes the president of the company board, accountants, secretary, employee representatives, CEO and other, non-executive board members. In this study, the focus has been on the non-executive board members, who do not have any other task within the organisation. The selection was to focus on the people in the board who do not have any connection with the company's production. Therefore, the selection of interviewees was done by choosing between non-executive board members and was done so the respondents would have the same conditions on the board. The board members that can be randomized all have other jobs outside of the company and they are not supposed to represent anyone else than them self. The second selection that was made was based upon the non-executive board members gender. The non-executive board members of each company were divided into two groups, men and women. The assumption was made that the opinions on the subject equality may be different between gender and therefore the selection based on the sex of the board members. Then a randomizing of the selected board members was made of the male and female board members of each company respectively. Of the randomized participants six interviews were carried out. One of six participants was selected in a second selection due to one decline of participation from the first selection.

The interviewees have all different knowledge, competence, and backgrounds. Education wise the respondents have studied economics, engineering, Ph.D., law, forest science, and agriculture science. The interviewees also have a different experience from previous assignments. For example, experiences in industrial companies, themselves are a forest owner, competence in distribution and processing, familiar with big investments and sustainable development. Some also have experience from a managerial group in companies as they have been CEO or CFO. The assignment as a board member in the forest company the respondents have had for at least two years, but the time varies from 2-15 years between the board members. As a whole, the board members have many years of experience but in different fields.

When the interviewees were sampled the first contact was by a phone call. To be sure to have mentioned all of the important details a guide was made (Appendix 2). After the phone call, an email was sent out (Appendix 3). The email was to explain more what the study is about and

what time and place were decided for the interview. The interviews were made by using Skype, phone calls or meetings in person. The participants choose where the interviews would take place and could then choose an environment where they could feel comfortable in. Two interviewers were present during the interviews, with one leading the interview and the other one observed, by taking notes and ask follow-up questions. The interviews were recorded by using a Dictaphone, and all participants signed a form of consent. The form of consent was given to ensure the interviewees that their data would correctly be processed by the GDPR, but also to give consent of participation in the interview. The length of the interviews was between 25-60 minutes. When the interviews were over the recordings were transcribed. The interview guide, interviews, and transcription have been done in Swedish. Therefore, a translation of quotes and other material has been done in this report.

3.3 Analysis of material

A mix of deductive and inductive approach was used when analysing the material from the interviews. When using both deductive and inductive approaches, the research could be based upon the theory of the study, but also generalize from specific subjects (Soiferman, 2010). Using both inductive and deductive approaches was helpful when combining specific answers to different categories which are connected to the relevance of the theory. The interviews were recorded and then transcribed as much information as possible of relevance. However, the transcription excluded information from interviewees that were irrelevant to this study. The questions asked by the interviewees were shortened mainly when a standard question from the interview guide was repeatedly asked between interviews. Words and sentences of irrelevance, such as words of agreeing or thinking were excluded in the transcription. The focus was upon the response the questions got from the interviewees.

Sentences and words of meaning-bearing units were highlighted when the transcription was done. Meaning bearing units included meanings of relevance connected with the aim and the interview guide. The choosing of meaning-bearing units was based upon questions such as; what is relevant and what is not? Frequently responding answers were highlighted from the meaning-bearing units. After highlighting relevant information, a code was labeled on each information to organize different topics. The codes were made to see a pattern, linking different units together to be categorized in different topics. The different topics were based upon the interview guide; Quota, Equality, Background, Competence, but also based on the aim of the study. New topics were added to divide different answers under the same category. The new topics were based upon theory about representation in committees, gender coding, quota, the principle of merits and resistance against equality. The topics were labeled; the progress of recruitment, background, competences in the board, competence required for individuals, the interviewee's contribution of competence, equality, actions to increase equality and quota. In the result, the topics are compiled into different categories, based on the topics and the interview guide.

Quotes mentioned in the text are translated from Swedish as correctly as possible. When a specific company or association is mentioned in a quote, it is called 'my organisation' if the respondent represents the company as a board member. About quotes, the respondents are called either a male respondent or a female respondent. No further description of the person is made. In this way, the respondents can represent one of three organisations, but no further derivation can be made on which organisation the interviewees represent.

In the present study, the authors chose to make the interviewees anonymous. With the anonymisation, the interviewees could give a response based on their experience, and not what

they are expected to answer when representing their company board. The organisations were also chosen to be made anonymous to focus on the board members experience and knowledge, and not focusing on the response based upon the organisations vision and agenda. The organisations are only mentioned representing one of three categories dominating the forest sector, privately owned, state-owned or an association. The interviewees are referred to as interviewees or respondents. In quotes, the respondent's gender is mentioned and also implemented throughout the text if important to highlight responses that differ between gender. When the company or association the respondent represents is mentioned in quotes, it is referred to as 'organisation'. The usage of 'organisation' helps the process of anonymously, to not separate the respondent representing the association from the respondents of the two companies. In the result and analysis, the respondents are not connected to the organisation they are representing, to keep anonymous of interviewees.

4 Results

The chapter is focuses on the respondent's answers, based upon their experiences as a board member as well as their working experience. Arguments presented are in general based upon a summary of similar answers of the respondents. Specific arguments of higher relevance are presented from answers based of a single respondent or several respondents.

4.1 Competence and composition of board members

The competence in a company board should be varied among board members. All respondents agreed on the matter that the competence requested should be of a wide range. Company board members should have different educational and working experience backgrounds to complement each other. One interviewee responded that in a committee with board members of the same competence and similar background, discussions, and perspectives would follow only one perspective. The respondent mentioned an open and good discussion climate and acceptance of different opinions as a good implication to a well-functioning committee with sufficient diversity of competence. Some of the respondents mentioned the requested competence can vary between organisations and highlighted the importance of conducting a company board that complements competences required in each organisation.

“When composing a committee, you try to find parts or persons as good as possible with the competence of interest you want in that committee. Everyone should not have similar competence. You see it from which competence is relevant in this company.”
(Female respondent)

“The compilation of board members should reflect the needs of the company.” (Male respondent)

The respondents were asked to give examples of what was required in the committee they represent. The respondents from the privately-owned company said that the competence desired in their committee was focused upon experience about investments, distribution, digitalisation, industrial knowledge, strategy, and the stock market exchange. In the state-owned company, the respondents said that competence desired in their committee was focused upon experience about investments, commercial operations, common knowledge in business management as well as knowledge in forest industry and sustainability. In the forest association, it is desired to have competence in the industry, economics, practical experience in the forest and knowledge in forest science as well as experience with business relations with forest owners according to the respondents. The desired competence in the board varies between organisations, depending on the vision of the organisation and the ambition of the organisation owner.

All of the respondents suggested a good board member must contribute with opinions, respect of others and participation in discussions. A good board member should also be curious and interested in the subject, updated on hot topics in the forest sector. A good board member should also support matters of importance to her/himself, organisation and its surrounding world, according to the respondents. They also mentioned that each board member represents a specific competence and should try to contribute to his or her competence in all important decisions and matters.

“You complement each other and see different things. But especially the interaction with others, to listen, understand and comment.” (Female respondent)

Two of the respondents highlighted the importance of accepting everyone, that all board members need to be taken seriously, no matter their backgrounds. Board members should also be accepted to form their own opinions. If opinions vary a lot, discussions should be open to all board members can be able to discuss the differences, according to the two interviewees. Three respondents mentioned that a board member needs to be able to speak and not only listen. To be able to speak up and debate in discussions a board member needs to be updated in topics of the relevance of the organisation, of competing organisations as well as surrounding organisations in the forest sector. The contribution of a specific competence an individual present should be of relevance for all board members according to the three interviewees. Some respondents also highlighted that in some topics they will not have the most knowledge and others will. Without all of the knowledge, the respondents suggested that they should ask questions and be active in the dialogue. This could result in seeing the topic from another perspective and see problems others do not, according to the respondents. The individual knowledge each board member contributes with can relate to the respondents' desire of a company board represented with individuals of different competence.

Many of the respondents mentioned that competence in forest science does not need to be expanded further in the company boards. The committees all include at least one board member with specific competence in sustainability or forest science, from educational, working and/or forest ownership. One respondent pointed out that competence in forest science is required mainly in the managerial group since it is more of an operative subject of matter.

“A committee should not be to operative in its questions, but it is necessary to keep it on a level that the committee should be at.” (Female respondent)

Some of the respondents concluded, with the current representation of board member possessing the knowledge of forest science, the competence needed in the committee is fulfilled. The respondents suggested that the committee did not need to include more competence in forest science since the expertise in forest science already represented is sufficient. Half of the respondents also mentioned they have improved their knowledge in forest science and the forest industry during their years as a board member in the organisation. The respondents also mentioned that they now can contribute to debates in forestry subjects. When discussing whether an educational or working experience is the most important competence, many of the respondents emphasised a mixture of both is necessary for the organisation. However, working experience is the most important according to some of the respondents. Education is important at some level, but as a board member, the working experience is more useful since many of the respondents have many years of working experience. The educational competence could be gathered many years ago according to the respondents.

All respondents emphasised that they were satisfied with the variation of competence and experience in their board. They all concluded that the variation of competence compiled in the committee they represent was sufficient to represent a well-functioning company board. Some respondents also mentioned that they did not want any change of competence since they have such a wide diversity of knowledge and experience between board members. The respondents were also satisfied with the nominating committee who selected the highly competent individuals in the board. The variation of board members as it is today providing the board with an open and good discussion climate that all contribute to, concluded the respondents. Despite

the belief of already including all the competence needed, all respondents mentioned that the desired competence of the boards they represent could change with time. Two of the respondents highlighted that the competence of digitalisation has evolved during the last years and is something that could be developed even further. Other respondents mentioned that the desired competence desired today, by the organisation they represent, can diversify with the change of owners or stakeholders. Two respondents emphasised with a wider expectancy of competence valued in the board, it would attract more women in the board. The respondents also mentioned that not only would it attract more women, but with a wider competence, higher acceptance of people from minority groups would also be attracted to the organisation. A diverse organisation, with all groups in society, is desired since the widest range of competence would be represented in the organisation, according to the respondents. One respondent also highlighted that the demands of competence desired should be of a wide range to fulfill a diverse organisation. The respondent suggested with higher demands to include competence in different subjects, a diverse organisation could be achieved. Such subjects could include sustainable development, economic strategies, production strategies, socially values, as well as ecological values, according to the respondent. The respondent also emphasised that women in society are more interested in sustainable development than men. With higher demands to include competence in sustainable development, in organisations that are currently represented with the competence of production interest, more women would be included, according to the respondent.

4.2 Equality

“It is discussed every meeting really, how we will get a more equal distribution of gender. But it is more of a circular discussion. We talk about it but to take the next step...”

(Male respondent)

Equality is a common topic during board meetings on the boards participating in this study. However, the discussions are mainly focused on implementing equality in the organisation and not on the board itself. When asked about how the boards work to improve equality within the board the respondents had no suggestion to achieve equality. All respondents highlighted that equality in the board is a task for the nominating committee and not the board. The respondents mentioned that they can give suggestions to the nominating committee when the board desires a specific competence. One male respondent did not think that equality is discussed and implemented in the nominating processes. Other respondents disagree with this assumption and do think equality is implemented in the nominating process. Some respondents also mentioned diversity, between men and women, is not the only diversity an organisation should work with. An organisation should also work with a wider diversity, with different groups in society represented, for example, culture background and ethnicity, according to the respondents.

“One should have a diverse group, different cultural backgrounds, gender, experience, and education.” (Male respondent)

When the respondents were asked about the distribution of gender within their board, they all said that one should make a distinction between employee representative and board members elected at the annual general meeting. The employee representative is elected by the union who represents the employees of the organisation. The respondents argued that as the organisation does not elect the employee representatives since the union elects them, the organisation cannot control the distribution of gender of the employee representatives. In the current situation, employee representatives are more often represented by men, either in a majority or exclusively.

Therefore, the respondents argue to exclude the employee representatives when looking at the distribution of gender in the committee.

On the question of why it is good to have an equal company board, one respondent answered that men and women do not necessarily have different competence. The respondent suggested women can be better at pointing out some topics that men do not, which is not related to difference competence. For example, two respondents said safety is a topic that is improved with more women. When the organisation adapted their workplace and equipment so anyone can work with equipment and at the workplace, the industrial injuries and sick-leaves went down, according to the respondents. With more women represented in the organisation, the respondent argued it could result in better working conditions for everyone. Some respondents defined women as a minority group represented in the organisation and the committee. When represented in a smaller number of individuals in the organisation, as women often do in the forest sector, they have it harder to being heard, according to the respondents. One respondent mentioned that women as a group represent the minority in the organisation, but an individual of either gender can represent a minority opinion in the board. The respondent also mentioned that because of this, women, and representants of minority opinions, may have a harder time to prove their point in the board. Representing the minority group, the respondent highlighted the importance of working together to increase the minority group or opinion, to include all opinions and have a good and open discussion. Another respondent suggests that women as a minority group have to carry a bigger burden for change. Women representing the minority group need to work together to make a change in an organisation. The respondent also suggests that if some women carry the burden, it will be easier for more women to come, and change will happen. The respondent argued that representing the minority group and working to change an organisation, the majority group of the organisation will eventually accept the minority groups hard work for change. Equality will be achieved, but the minority groups ambition has to be the foundation for such a change, according to the interviewee.

One respondent emphasised that women feel they do not have the time to be a board member of the organisation.

“I do not have time.” ... “I have so much to do at home.” (Male respondent on the question why so few women are represented in the board as well as the organisation).

The respondent suggests that with more female forest owners, a change of interest to work in the organisation will occur. The respondent mentioned that with more female forest owners and more forest owners living in cities, with long distance to their forests, the perspective of values in the forest is changing. The traditional, elderly male forest owner, with a one-way perspective of how to practice silviculture, is changing toward a more including an optional way of taking care of the forest. With new perspectives, new ideas can arise. With new ideas, a wide range of competence is needed in organisations to meet the demands of the new generation of forest owners, according to the respondent. Another respondent said men express more clearly that they want to be board members. Men in general embrace opportunities when given more than women, according to the respondent. The respondent also stated that women have had a more reserved roll in previous generations where there were not that many women to choose from. The respondent argued that with an increase of women educating at universities, the distribution of gender will be more equal in the future, and more women can get a position in boards. Today, it is easier to find women with the competence to be a board member than it was before according to two respondents. More women have leading positions today, and board members often get elected from leading positions one respondent highlighted. The more women who

climb in the hierarchy, the easier it will be for future women to possess higher positions in the organisation, according to the respondents. To argue that there are not enough competent women in higher positions is an irrelevant argument, one of the respondents mentioned. The competent women do exist, but the effort in finding and hiring them could be improved, according to the respondent.

“The one that says that you cannot recruit women because the competence does not exist, that person has not used both eyes because they exist.” (Female respondent)

Some of the respondents mentioned that there are women with the right qualifications to become a board member. They also argue that it should not be a problem to elect more women into company boards. However, other respondents said women with the right qualifications do exist, but to find them is harder than to find men with the right qualifications. One respondent also includes the possibility of an informal quota to be the obstruction of a higher female representation. The respondent emphasised the thought that men hire men. The respondent suggests that if the nominating committee and the board are dominated by male representation, they will hire candidates similar to themselves. This has a higher possibility of being male candidates, according to the respondent. Another respondent mentioned there are more men with the right qualifications required as a board member than women to choose from. Therefore, naturally more men are chosen in the current situation, according to the respondent. Although, with the new generation, and more women educating in Sweden, it will be easier for women to get a higher position according to some of the respondents. The respondents suggest that women of higher positions can then qualify as a board member. It will be easier for women to reach a higher position in organisations, but it will take time, the respondents argue. Some of the respondents stress that an increase in women needs to be represented in the organisation, compared to the current situation. Many respondents emphasised that organisations cannot afford to disregard 50 % of the population, with the excluding of female representation in the organisation. The respondents are positive to a change of distribution in gender in the organisations they represent, since that will conclude in a wider range of competence, and that is more profitable over time.

“An equal company has better safety and is overtime more profitably.”
(Male respondent)

One respondent said that there is a tendency for gender segregation in the organisation they represent. The respondent argues women often have administrative positions, for example, women more often work with HR (Human Relations). Despite this argument, many respondents did not highlight the gender segregation as an issue, the main focus is to increase the number of women representing the organisation. The fact that the respondents did not mention gender segregation further can relate to the discussions about the masculine culture in the forest sector. Many respondents mentioned that they were aware of the masculine culture in the forest sector but did not discuss it further on meetings. Two interviewees responded they are not familiar with the culture within the forest sector. The two respondents said they have not discussed any actions in the committee to prevent a macho culture in the forest sector. The other four respondents were familiar with the masculine culture dominated in the forest sector. They said that to work toward a more equal organisation attitudes needs to change, and it has to be clear on what is approved behaviour and what is not. One respondent that was aware of the culture said that they want women to feel safe in their organisation. Despite this, the respondents suggest such discussions and actions should occur in the managerial group. The board needs to focus on the big picture and cannot risk being too operative in their discussion, according to the

respondents. It is more important that the company board focus on strategies and investments than equality work, according to the respondents.

4.3 Quota

In all the interviews the respondents answered that they had not discussed quota as a solution to get more women in the board.

“That is the wrong way to go.” (Female respondent)

The respondents were asked about what they think of a quota law like in Norway was to be implemented in Sweden, all of them were negative. Two of the respondents were slightly positive to quota but they stressed that they did not want an implementation of quota legislation. They did highlight that a threat of implementing the legalisation of a quota law could be a possible way to speed up the equality process. The respondents suggested that if a quota law was legislated, they will just have to elect more women and the distribution of gender will be more equal. Many of the respondents said that the process to get equal boards would hasten with a quota law but did not know if it would be a positive or negative effect. One respondent argued if forcing legislation of a quota law, the right competence in the board could decrease. When forcing the legislation, the quota could conclude in a hiring process based on gender and not competence, and therefore a decrease of competence in the board could occur, according to the respondent. Three other respondents meant that competence among women is not something that is lacking so there should not be a problem to find women with the right competence. Even though they think that competence among women is no problem they think that forcing quota is wrong. The organisation itself should be able to make that choice if they want to use quota or not, according to the respondents.

When asked about if the quota has been thought of for the rest of the organisation the answer was again no. They argued that it is more of an operative question for the managerial group. Many of the respondents pushed hard that the board should not get involved in the operative questions. The managerial group is there to run the organisation and the board should not intervene with that as long as they do good work. All of the respondents were negative to the quota being implemented in both the board and the organisation.

“No positive effects with quota, I think that we are on our way and there will become more women quickly just because there are more women who get higher positions and that is the recruitment base for a board member” (Female respondent)

One respondent said that one reason that boards in Sweden are dominated by men can be that men choose men. With more women present that phenomena may be broken, according to the respondent. Two respondents mentioned that if we start to use quota the women elected can begin to wonder if they are elected because of their competence or the fact that they are women. The respondents said that if they were elected with a quota law, they would start to doubt themselves and their competence, and that is not something one wants to achieve.

4.4 Actions to increase equality

The respondents focused their answers on actions directed towards equality in the whole organisation and not the committee. The respondents highlighted they cannot affect the composition of board members in their committee since it is the nominating committee who nominate candidates to the committee. The discussions focused on the importance of achieving

an equal organisation and how equality is an issue for the whole forest sector, not only a single organisation. Many respondents mentioned they think the whole forest sector needs to work with equality to change the diversity in general, but it is hard to make any difference in a single organisation. The respondents argued that equality and equality work is an issue a single organisation cannot affect in the forest sector, but organisations need to work together to succeed with. Connected with this theory, almost all respondents mentioned time as the main action to increase equality. An organisation cannot make a big difference on its own and should instead wait for equality to happen. With time, an even distribution will occur, either with or without the contribution of other actions to speed up the process according to the respondents.

One company board brings up the discussion of equality and equality work in every board meeting, according to the two interviewees representing the board. The respondents mentioned the discussion is ongoing but does not lead to a conclusion on actions to increase equality. Other respondents mentioned a policy within the organisation that includes equality as a subject that is in general discussed in the organisation. With the policy implemented in their organisation they suggest actions are implemented in their work already. Two respondents mentioned equality work is brought up in an annual report. The report gives an implication of the number of women in higher positions but also represented out in the field. The respondent also mentioned that women working in the field are promoted in pictures in the annual report, which gives an implication of what the organisation desire for equality work. Three board members mentioned that they have a board evaluation each year to evaluate their committee work and to distinguish if there is any competence missing in the committee. The evaluation is reported back to the nominating committee according to two of the respondents representing one of the committees. They highlighted that the evaluation of their individual experience as a board member is a good way to signal early if something is wrong or needs to be developed further. Also, with the separate evaluation of each board member, the nominating committee can gather information to see whether new competencies and new board members should be implemented in the company board, according to the respondents.

One respondent suggests that with the change in generations, the new and younger generation will give new perspectives and take active action against inequality. Equality will then happen with the generation change, given some time. The respondents emphasised that there is another perspective with the new generation. With the influence of the younger generation, there will be a change of distribution in gender and equality in the organisation will be achieved according to the respondent. The interviewee also argued that to achieve equality and the change of generations, board members and the CEO should not occupy a position for several years, or in some cases, decades. The respondent suggested a change of CEO and president of the board should occur more often than in the current situation.

“Being a company board member is not something you do on a lifetime.”
(Male respondent)

The respondent stressed the importance of keeping the company board updated and the necessity of changing board members and president to develop change, new ideas, and perspectives. Another respondent agreed to the suggestion of changing board members now and then to bring new perspectives and ideas. All of the respondents drew attention to achieve a diverse company board the nominating committee is in charge of the compilation of board members. If board members request a specific competence or an equal distribution between gender in the company board, it is discussed with the nominating committee. The respondents mentioned that they only can give implication in what they desire in the committee but cannot

affect specific recruitment. The respondents also argued that they can give directives addressed toward the CEO and the managerial group about equality and equality work. The respondents mentioned that the company board can request that equality is of relevance to work with.

“We have given quite obvious signals to the CEO which goal we have, and that the CEO and the managerial group have to work with it. And we got the answer that this is rather simple, we just hire more women. So, it is quite uncomplicated really” (Male respondent about actions to increase female representation in the organisation.)

One respondent suggests starting at the senior level of elementary schools and upper secondary schools to attract a younger, and diverse audience to educations working within the forest industry at a university level. When the students have fulfilled their degree, they can contribute to making the forest sector more equal. The contribution of the younger generation of academic students in forest science would provide the organisation with a wider range of competence and diversity of individuals and that could conclude in an increase of female representation in the organisation, according to the respondent. Another respondent mentioned that to work with equality the company needs to make investments to adapt machines and workplaces so that anyone can be able to execute work tasks. When adapting machines and workplaces, more women can be able to perform work tasks in all sections of the organisation, according to the respondent. The argument is supported by another respondent who suggests that when adapting machines and workplaces to include more people executing work tasks, the organisation would have fewer sick leaves. The respondent mentioned that organisations that have adapted their work tasks to include more women found out better ways to support the performers' heavy workload. This adaptation leads to less sick leaves and such an indication is financially profitable for the organisation, according to the respondent.

One respondent mentioned that the company board can set demands on the processes of hiring so that women have equal opportunity to get the job. The respondent suggests that a man and a woman of equal competence should be in the final process of hiring on a position in each part of the organisation. When having two candidates of different gender the possibility of hiring a woman is higher than without this system. If the hiring process is executed in this adaption, the respondent also mentioned the importance of an equal distribution between gender in the hiring committee. The respondent adds that it is also important to ensure that the process actually works the way the board demands. Another respondent suggests that the organisation needs to start from the bottom of the organisation and start with summer substitutes. With equal recruitment of summer substitutes, where men and women are hired in equal numbers of individuals, the organisation can set an example to spread in other parts of the organisation. Some respondents have suggested the usage of female role models which set an example for other women to join the organisation. Promoting women in higher positions in the organisation will implicate that the organisation is diversified and accepting, but also give women in lower positions a role model to follow in their way up the career chain.

In relation to the masculine norm and the culture of the forest sector, many respondents mentioned that the organisation needs to take this issue seriously. It is of high importance to promoting women and equality work to change the norm and culture according to the respondents. Many of the respondents mentioned that organisations cannot afford to not include women in the organisation. The loss of competence and knowledge women contribute with would be devastating for the organisation not to include. However, many of the respondents argued that there is a lot of work in the organisation already handling the issue and working towards equality furthermore in the committee is not necessary.

5 Analysis

In this chapter the result of the respondent's answers is analysed and compared to the theory in previous chapter. Relevant theory is used to make the respondents answers more believable, contradict them or explain them.

5.1 Competence

According to the principle of merits, (Young, 1990), a position should be given to the individual who is the most qualified and should not be based on privilege or characteristics. In the current study, it appeared that competence is the most important qualification of a board member. With individuals presenting a high competence in their expertise area, the board can reach an accepting and open climate of discussions and opinions. The competence requested in a company board varies between organisations. Where the association highlight the importance of communication with forest owners, the state-owned and privately-owned company board values digitalisation, big investments and strategy work. The respondents concluded a variation of competences is desired, that the competence possessed by one individual should not be the same as another's. They also argue that the competence desired can change with time and development, and an example of such a development is the desired competence in digitalisation which has evolved during the past years. The merit principle concludes that merit should be based on skills and intelligence (Young, 1990). In the present study, skills are gathered as experiences in working life, where the board members have performed tasks in their daily work, but also their positions as board members. Intelligence is used in this study as the board members previous education, but also their expertise knowledge in for example digitalisation, sustainable development, strategy or investments. Different competencies are focused on the boards we investigated. Whereas one organisation prioritises the competence of strategy, digitalising and investments, another is more focused on commercial operations, investments and sustainability. The third organisation is more focused on business relations with forest owners, economy and practical experience in silviculture.

Criticism of the principle of merit suggested that the qualifications of an individual have to be based upon efforts and achievements (Nielsen, 1985). The fair assessment of a person's qualification should be based upon its experience from previous jobs, education or relevant tests (Fishkin 1983). The importance of competence based on previous working experience and education is something established by many of the respondents. A diversity of educational background, as well as different working experience, is desired between board members in a committee. Only when different competence and experience is gathered, the committee can consist of people representing the widest range of competence. However, the respondents mentioned that education as a base is important, but their gathered working experience is the most relevant competence to have as a board member. The gathered experience from previous jobs can relate to the fact that all respondents have many years of experience in working life. The qualification of being a good board member is hard to be measured only on performance (Fallon, 1980). To measure an individual's performance there has to be a non-judgemental evaluation of the individual's culture and values, something hard or close to impossible to succeed with (Fallon, 1980).

All respondents suggested that forest competence is a competence already sufficient in the board, with one or a few board members possessing knowledge in forestry. Some respondents emphasised that forest science is more of an operative managerial required competence since

competence is a highly relevant competence to be represented in the management of a forest organisation. The respondents concluded the board should consist of people representation competence in strategy, investments, digitalisation, commercial operations before the knowledge of forest science. They also conclude that they should have at least one board member who knows forest science or in sustainable management, but they do not consider they do not possess such competence in the current board. As one respondent highlighted, women possess a greater interest in sustainable development. Such criteria could lead to greater female representation in the board and the organisation if the organisation focuses on increasing such competence. The theory can relate to the principle of merits, where it states that the person with the greatest qualifications for a position should be in charge of it (Young, 1990). With demands of specific competencies in the board, such as increasing demand of digitalisation, the recruiting process of board members has a crucial role to be able to nominate candidates based on their technical competence and not their values, norms or gender (Young, 1990). As many of the respondents mentioned, the nominating committee has much influence in the process of hiring candidates. As Young (1990) stresses, it is very important the evaluator, in this study, the nominating committee, needs to consist of evaluators who base their nomination on value-neutral and non-judgemental decisions. The nominating committee has a hard job, but it is inevitable to do a value-neutral judgement of candidates and some groups will have a disadvantage in the hiring process (Young, 1990).

5.2 Equality

One respondent mentioned that there is a tendency with gender segregation within companies. An administrative position like HR etcetera, are more dominated by women and that is something the companies have to work on. Segregation between gender can change and an example of that is when more women are getting higher positions within masculine dominant companies (Matsa & Miller, 2011). The respondent said that segregation is something the companies have to work on to get a more equal company not just in quantitative, when the number of individuals of each gender is equal, but also in qualitative equality, when culture and working environment is included (Wahl *et al.*, 2018). The respondent's argumentation can relate to the theory of gender coding, where a profession, occupation or position is typically masculine or feminine labeled (Karlsson, 1997). Other respondents connect gender segregation is currently changing with the new generation of students in universities. The respondents argued that today there is a majority of women educating in universities and with more women educated, the organisations will be able to hire more women. Highly educated women will lead to more women represented in higher positions within the organisations, and eventually represented in the board, according to the respondents. Then a change of positions will occur, and women would not only represent the typically feminine positions in the organisations but also representing other, today masculine dominated positions, according to the respondents. One respondent mentioned studies have shown that equal companies are more secure and have higher profits. With the reasons, the respondent sees no negative effect of working with equality. Equal rights and opportunities for both gender leads to a better-organized organisation, motivates the workers to do a good job, increases its profitability and provides a better work climate (Amundsdotter & Gillberg, 2003).

Even though the respondents are positive toward equality, the responses they gave can be connected to three of the four counter-arguments connected with resistance to equality (Wahl *et al.*, 2018). The first argument is that equality is a non-question, often connected with the thoughts of already implementing equality and equality work in the organisation (Wahl *et al.*, 2018). Many respondents argue that they have fulfilled a distribution of 40-60 % or close to it in their committee but mentioned the achievement of the distribution excludes the employee

representatives. With the inclusion of employee representatives, the boards do not achieve a 40-60 % distribution between gender. The respondents argue that with a quota law an even distribution between board members nominated on the annual general meeting could occur, but since the employee representatives are nominated by the union, the board can not affect the nomination of the employee representatives. The respondents also mentioned that their committee and its board members are compiled based on the competence of individuals, not gender. When discussing previously distribution in the board and the development toward an equal distribution, many of the respondents think that equality is implicated in the judgement of the nominating committee. They also argue that there is no difference between board members, their recruitment is based upon their competence which can connect with the first argument as equality is a non-question, and the argument to value competence, not gender (Wahl *et al.*, 2018). The second argument, equality is a question of generation change (Wahl *et al.*, 2018) that can connect with one respondent's answer. The respondent argued that change will happen by itself, with a change of generations the new generation will bring new perspectives and change the culture in the forest sector. The third argument, equality does not concern us (Wahl *et al.*, 2018) can connect with some respondent's discussion about equality work in the committee. They argue that equality work with actions against inequality is mainly a matter of operative management and should not be discussed in the committee. The respondents also argue that inequality is intolerant in the organisation and that changes will be done, but that is mainly the managerial groups' discussions.

5.3 Quota

The concept of the quota has a bad reputation and many respondents were negative about implementing a quota in the organisation they represent. The respondents argued that women should be recruited equally with men, based on their competence and not their gender. Two of the respondents mentioned that women can begin to doubt their competence and their knowledge if they are quoted on the board. Despite their arguments, two of the respondents thought that a quota law would speed up the process of equal distribution in gender in the organisations, but the respondents were both negative toward implementing a quota. Their theory of a quota being implemented can relate to the legislation of a quota law in Norway, where the effects of the quota law substantially speeded up the process of equal distribution in gender within the boards (Ahern & Dittmar, 2012). All the respondent argumentations can relate to the counter-arguments against equality, but also to the resistance connected with men using quota as an answer to why they did not get a position if the position was filled by a less competent woman (Johansson *et al.*, 2017; Wahl *et al.*, 2018). As the name quota has such a negative association with losing competence if implemented, it could be an explanation to why almost all of the board members were against quota to be implemented (Wahl *et al.*, 2018).

Almost all of the respondent said that women with competence to be a board member is not lacking in the industry but argued not further on why women do not represent boards in equal number as men do. The respondents mentioned that the board members in the organisation the interviewees represent have equal competencies and the respondents were satisfied with the distribution. However, one respondent highlighted that men who hire men can be a reason for why the Swedish boards have been and still are dominated by men. This argumentation can relate to the theory of informal quota when the recruiter hires a person that is similar to themselves and can occur between both men and women (Matsa & Miller, 2011). The respondent also argued that to avoid such hiring, where men hire men similar to themselves, the recruitment process needs to be fair assessed. The respondent argued that women of the right competence required do exist in the forest sector, and the organisations, but the organisations must work harder to find competent women who can be evaluated equally with

men in the forest sector. Therefore, it is important that the recruiter is competent in evaluating candidates based on their competence and qualifications, with the as value-neutral and non-judgemental process as possible to do a fair evaluation (Young, 1990).

5.4 Actions to increase equality

Actions to increase equality within the committee of an organisation is focused on the recruitment of board members and the work of the nominating committee. The respondents suggest achieving equality in company boards the equality work should be a subject of relevance to the nominating committee. They stressed the issue is of importance for the nominating process done by the nominating committees. When discussing how the board can change their distribution of gender and include more equality work in their board the respondents all directed the issue toward the nomination committee. Many of the respondents suggested that their recruitment was based upon their individual merit, and not based on their gender. All respondents emphasised that to change the composition of board members in the board, it was an issue of the nominating committee, and to change the distribution of gender in the organisation, they stressed it was an issue for the managerial group and the CEO. However, Young (1990) stresses the importance of having an equal distribution of gender between the evaluators. Only if the recruitment of represents in the evaluating team is equal, with representation from minority groups and the majority group, fair judgment of hiring individuals can be made, based on their qualifications and not the basis of judgment on culture or values (Young, 1990).

If a company board is equal it can attract more women to the company and the management positions (Matsa & Miller, 2011). Some respondents suggested that companies can promote female role models and, in that way, attract new employees but also give the persons in the lower positions someone to look up to and follow in their career path. The value of companies changes with female representation, studies differ between if it is a positive change in value, negative or both (Adams & Ferreira, 2009; Dezsö & Ross, 2012; Matsa & Miller, 2013). The change in value is also depending on if the majority group wants to include more women (Wahl *et al.*, 2018). Those with a high position have the power to change gender coding and the people in the middle management position can either help or prevent the process (Wahl *et al.*, 2018). The respondents that are in a high position in the company were all positive that equality is something they want to achieve. Even though they are positive toward a change they need to have the whole organisation with them and the culture within the forest sector is something that can work against the change. The masculine culture can relate to the strong resistance of changing the distribution of gender and increase equality in the organisation (Coutinho-Sledge, 2015; Johansson *et al.*, 2017). With more women in the board, and the organisation, a change of gender code can occur and this can relate to a more accepting environment (Wahl *et al.*, 2018).

Many of the respondents argued that the solution to achieve equality within the organisation, is to give it time. With time, equal distribution will occur. No respondent suggests further actions to increase equality have been implemented in their committee. At the most, it is discussed during meetings, but no further discussion than the ambition to one day achieve gender equality in the organisation. Many respondents suggest further actions but do not incline that the actions are discussed in the board. Some respondents mentioned that if actions are implicated, there is a risk of competence are going missing. On the subject of quota, many respondents show resistance to connecting themselves with quota, with disbelief of the implication of quota. Wahl *et al.*, (2018) stresses the importance of support in higher positions. If people in the highest positions in an organisation show active support toward equality and equality work changes can occur and equality in the organisation can be reached faster (Wahl *et al.*, 2018).

6 Discussion

The chapter consists of method discussion and discussion. In method discussion the method used is criticized. In Discussion the researchers generalise the analysis and questions the result. The discussion includes optional methods to research and further investigations of the subject.

6.1 Method discussion

The chosen method is limited to the analysis of six board members in three organisations within the forest sector. With the six respondents, the chosen method provides an overview perspective and experiences of how a board discusses and implement equality and equality work. When only two members from each of the three boards were interviewed the result will not reflect the entire committees' experiences and stance of policy, but the selection of the interviewees can give a response of variety, due to a different gender, age, experience, and knowledge. The purpose of the interviews was to understand the board members personal experience about equality and how it can be discussed and implemented in a company board.

The interviewees were kept anonymously so the participants could feel safe to answer truthfully and not be linked to their workplace. The anonymity has been challenging to keep when trying to reach the interviewees. Secretaries and information channels within the companies have been distributors of the contact information with chosen interviewees, hence the challenge of keeping the participants anonymous. Five of the originally selected interviewees accepted to be interviewed. After a second selection, the sixth, and the last participant was selected. There is a possibility for the selected person who declined to participate to figure out who the second selected participant is, and the anonymity of the last participant can, therefore, be exposed.

The current study's authors interpretation and analysis of the interviewee's response to questions asked can affect the result, which could affect the reliability of the study (Bryman & Bell, 2017). To avoid own interpretation of questions, sub-questions was asked when interviewees answers were unclear or ambiguous. When managing the empirical data, the authors were responsible for transcribing one part of each interview respectively. After the transcription, the authors went through each other's transcriptions and corrected the transcriptions if needed. With the correction of transcriptions, avoidance of misinterpretation could be made and provide a more reliable result.

6.2 Discussion

Many of the respondents emphasized that when a change from a masculine dominant workplace occurs, some women will have to carry a bigger burden for the workplace to become equal. Women will have to highlight and implement equality work, and maintain the process, according to the respondents. The respondents also mentioned that the usage of female role models is a good way to help women climb in the organisation, but also give a good impression of the organisation. Women, both in lower positions in the organisation, and women outside the organisation, can then have a female role model to look up to and follow in their own career-climbing. Female role models are also the responsibility of women to improve equality. Women are supposed to lead the way and show that it is not impossible to climb to the highest positions within the organisation.

To improve the equality work in the organisation, and not make women responsible for changing the entire organisation, we asked the interviewees what they can do as board members. According to the respondents they do not have so much influence over the equality work in the organisations they represent as board members. The respondents stressed that equality within the organisation is the main responsibility of the managerial groups and the board should not be too involved with operative questions. About what can be done on the board to improve equality and equality work, the respondents argued that the nominating committee can improve the recruitment of candidates. The respondents suggested nothing particular that could be implemented in their board work to improve equality and equality work within the board as well as the organisation, it was the responsibility of the managerial group and the nominating committee. The respondents mentioned that they can make suggestions of what is needed in the board, but they did not see how their board work could affect the distribution of gender. However, we argue that the board can influence both the organisation and the boards' gender distribution, but they need to start implementing equality discussion and work with actions in the board since a board can lead the way to a more equal organisation. At the moment the board members put the responsibility of the equality work elsewhere and do not take responsibility for it as much as they could.

When discussing the representation of gender in boards many respondents suggested an equal distribution could occur between the board members who are not representing the employees. To increase the number of women representing employees on the board, many respondents suggested an increase of visibility of women with desired qualifications in the organisation. An increase of women in the organisation could lead to a higher number of women visible as possible candidates for the positions as employee representatives according to the respondents. From the respondent's answers, we could connect their answers with three out of four arguments with resistance against equality could be found, equality is a non-question, equality is a question of generation change and equality do not concern us. The respondent is probably not aware that they are making arguments that show resistance against equality and an explanation to this could consist of a lack of knowledge and understanding of equality and how they can work with equality.

We argue when giving responsibility to a small group of individuals, representing a minority group, such as women, is to put a lot of pressure on a small representation of the organisation. When implementing equality work it could be a better way to change the working environments. If a greater understanding of why equality is profitable in the organisation could be achieved, a more accepting culture could occur in the organisation. We suggest that there is a possibility that with more women in the organisation, it could lead to a higher number of women qualified for the positions as employee representatives and therefore lead to an even distribution of genders in company boards. As the respondents mentioned, an equal distribution represented in the organisation takes time and builds on the theory that female representation in the organisations will increase with no further action. However, increased female representation in the organisation is not the same as more women represented in higher positions. We argue that a strategy needs to be implemented to improve the working environment and conditions in the organisation so that the possibility of climbing to higher positions within the organisation is equal between gender. The number of female representation could increase with time, but to implement a change of gender coding and gender segregation between professions, tasks or occupations within the organisation, further actions need to be implemented. This connects with a board who starts discussions of equality and is well-experienced with the masculine culture in the forest sector. When the board reaches a realisation of equality and gender codes, they can make a difference that makes an impact on the whole

organisation. As many respondents argued, they focus more on investments and strategies in the board, but we argue that equality is a strategy that is highly relevant to be implemented in an organisation to make the organisation profitable.

We also argue the possibility of achieving an equal company board and organisation can be based upon the active support toward equality and equality work in the organisation each board member can contribute with. If the board show active support toward equality and equality work, the board can affect the organisation's gender distribution. This does not mean that the board members are not showing their support in the current situation, as mentioned in the result, the respondents were all positive to an equal change. We suggest that their support of equality could be more visible and give a greater impression of the equality work within the organisation if the boards start implementing equality in their board meetings and understand it as a strategy of the importance of the board. By implementing actions both in the board with a policy of equal gender distribution in the board as well as actions to increase gender-neutral recruitments in higher positions, there is a possibility that the distribution of gender could be reached faster. A quota is an action that can lead to an equal distribution of gender faster than to not implement any actions. With a quota in the board, it can lead the way toward equal distribution in the whole organisation. The board members were not positive toward a quota, they all argued that competence should be the focus of recruitment. How the board members and those in top position in the organisation show their support has a crucial role if the equality work will have a positive or negative outcome. If the board members have an active role, are positive and lift the equality work and the people in charge of equality work, the outcome will often be positive. However, discussions need to be implemented into actions to make a difference.

6.3 Future studies

During the study, the authors identified some topics they think would be interesting if it had further studies on in the future. The first subject of interest to further research is how the board could affect the nominating committee. As many of the respondents mentioned the nominating committee is responsible for recruiting representants to be board member within the company board. In this study, we wanted to focus upon the experiences of board members, and how equality work could actually be implemented in their committee work. The nominating committee can mainly affect the recruitment of board members, but do not impact on the committee work and subjects of relevance to discuss during board meetings.

Another study suggestion is how the company boards' could possibly affect the labour unions election on who is representing the employees in the committee. As the respondents emphasized that the employee representatives could no be affected whatsoever, it would be interesting to see if they could collaborate to improve the gender distribution within the board. Also, it would be interesting to see how a policy focusing on implementing an equal gender distribution between all board members, including the president of the board and employee representatives, could affect the gender distribution in the company board.

7 Conclusion

This chapter contains the summarised conclusion drawn from this study. The chapter also contains a brief conclusion on what areas need more studies in the future.

The aim of this study was to get knowledge of the understanding and valuation of competence, equality, and quota within boards in the forest sector. The result showed that the board should be made up of a wide range of competence. Also, equality is something everyone agreed is important and want to work on. However, the board do not discuss actions to achieve a more equal board or organisation further but states that actions are an operative question and should be a discussion for the managerial group. A quota is an action to increase equality, but the respondents were negative towards it. One respondent mentioned that with quota the competence within the board could decrease. All of the respondents also mentioned that Equality is something that will take time but will solve itself in a few years without any actions. In the analysis, the respondent's arguments could be connected with resistance against equality. Equality is a non-question as the board is close to equality if you do not consider the employee representatives. Equality is a question of generation change as the new generation will bring new perspectives that will help with equality. Equality in the organisation does not concern us as equality is more of an operative question for the managerial group to handle. Equality in the board does not concern us because the nominating committee is in charge of recruiting new board members.

Through this study, topics have been found that further research could be made on. One topic is the nominating committee's work with equality in the recruiting process. Another suggestion to investigate further is if the organisation and union can collaborate on assembling a committee with an equal gender distribution.

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Appendicies

Appendix 1. Intervjuguide

Bakgrund

Den här intervjun kommer att användas i vårt kandidatarbete. Syftet med studien är att undersöka hur kompetens värderas i styrelsen och vad som karaktäriserar en bra styrelseledamot. Vi kommer intervjua styrelseledamöter i olika företag inom skogsbranschen för att se hur kraven på kompetens speglas i de olika företagen, vad som efterfrågas och vilka ambitioner de olika styrelserna har. Vi kommer även kolla på sammansättningen av styrelsemedlemmarna, hur bakgrunden skiljer sig mellan ledamöter och hur mångfalden speglas i styrelsen.

Inledning

- Kan du presentera dig och din roll i denna styrelse?
 - Vad heter du och vad har du för uppdrag i styrelsen?
- Kan du berätta lite om din bakgrund?
 - Skog, utbildning, yrkeserfarenhet
- När, hur och varför blev du ledamot i den här styrelsen?
- Har du andra styrelseuppdrag i andra bolag eller föreningar?
- Vad innebär din roll i styrelsen?
- Skulle du kunna beskriva hur styrelsearbetet ser ut?
 - Kan du beskriva hur ett typiskt sammanträde ser ut?
 - Vad gör du för förberedelser inför sammanträdet?
- Hur mycket tid ägnar du dig uppskattningsvis åt ditt uppdrag?
 - Ev. med alternativ typ X% av tjänst, flera timmar/vecka, någon gång i månaden osv.
 - Vad sysselsätter du dig med utöver styrelseuppdraget?
- Kan du beskriva rekryteringsprocess när du blev rekryterad?
 - Varför tror du att du blev rekryterad?
 - Vilka kompetenser var det du hade som gjorde att du blev rekryterad?
- Har rekryteringsprocessen sett liknande ut för dig och andra styrelseledamöter?
 - Om ja, på vilket sätt?
 - Om nej, hur kan det utvecklas?

Kompetens

- Vad kännetecknar en bra styrelseledamot?
 - Vad krävs för att bli en lyckad styrelseledamot?
 - Vad är det för kompetens som efterfrågas som styrelseledamot?
 - Skiljer det sig mot andra uppdrag?
 - Om ja, på vilket sätt?
- Vad tycker du är det viktigaste hos en styrelseledamot, utbildning eller erfarenhet?
 - Vad är det för typ av utbildning som eftersträvas?
 - Vad är det för typ av erfarenhet som eftersträvas?
- I "företaget" så har inte många styrelseledamöter skoglig bakgrund, känner du ett behov av den skogliga kompetensen?
 - Om ja, på vilket sätt?
 - Varför är inte skogligt utbildade representerade i styrelsen?
- Har den efterfrågade kompetensen på en styrelseledamot förändrats under din tid som styrelseledamot,
 - Om ja, på vilket sätt?
- På vilket sätt har du utvecklats under tiden som styrelseledamot på företaget?
 - Vilka kunskaper och kompetenser har du utvecklat?
 - På vilket sätt skiljer sig det mot andra uppdrag du har?
- Hanterar du frågor och diskussioner annorlunda nu jämfört med när du var ny ledamot?
 - Om ja, kan du utveckla?

Jämställdhet

- I styrelsen du sitter med i är könsfördelningen ..., ser du detta som ett problem?
- Varför ser det ut som det gör i styrelsen tror du?
- Vad finns det för alternativ och möjligheter för att förbättra styrelsens sammansättning?
 - Vad krävs för att förändra styrelsens sammansättning?
- Hur ser bolagets jämställdhetsarbete ut?
 - Har du några exempel på hur detta har implementerats i ditt arbete?
- Finns det en utarbetad plan som utvärderas för styrelsen?
 - Uppdateras och revideras den kontinuerligt?
- Finns det något mål att uppnå jämställdhet i företaget?
 - Hur uppnås det?
- Vad upplever du som fördelar med jämn könsfördelning?
 - Vad upplever du som nackdelar med jämställdhet?
- Hur upplever du den kultur som finns i skogsbranschen?
 - Hur upplevs de tongångarna på företaget?
 - Vad finns det för åtgärder för att förbättra kulturen?
 - Hur efterföljs åtgärderna?
- Vad finns det för aktiva åtgärder att uppnå jämställdhet på "företaget"? Finns det något mål?
 - Vad upplever du som nackdelar med åtgärder som finns för ökad jämställdhet?
 - Vad upplever du som fördelar med åtgärder som finns för ökad jämställdhet?
- Vad tror du är orsakerna till att det finns en mansdominerande könsfördelning i styrelser i Sverige?
 - Vad skiljer sig i styrelsen på "företaget" jämfört med andra?
- Om ämnet kommer upp:
- *Kan du berätta hur du upplever den generella synen att män är mer kompetenta än kvinnor som styrelseledamöter?*

Kvotering

- Har ni diskuterat kvotering som metod att öka jämställdheten i styrelsen.
- Kvotering är ju ett sätt att öka jämställdheten. Hur ser du på kvotering?
 - Ser du några fördelar finns det med kvotering?
 - Ser du några nackdelar med kvotering? **Vilken ordning kan variera utifrån åsikt som ledamoten har.**
- Hur har styrelsen på "företaget" diskuterat frågan kvotering?
 - Om ja, vad kom ni fram till?
- Kan du berätta din syn på kompetens i relation med kvotering?
 - Kan man riskera att förlora kompetenta ledamöter om kvotering sker?
 - Hur ställer du det mot att kvinnor är mindre representerade i styrelsen?
- I Norge finns det en lag om att det ska vara minst 40 % av vardera kön och en sådan lag har också varit på tal i Sverige. Säg att det kommer en sådan lag om 10 år, kan du ge förslag på hur ditt bolag ska uppnå detta?
 - Vad finns det för positiva effekter med en lagstiftning?
 - Vad finns det för negativa effekter med en lagstiftning.
- Är det något du känner att vi har missat eller som du vill tillägga?

Appendix 2. Guide till kontakt med styrelseledamot

Samtal

- Presentation av oss själva.
- Vi håller på med ett kandidatarbete som vi på jägmästarprogrammet, SLU Umeå.
- Syftet med studien är att undersöka hur kompetens värderas i styrelser och vad som karaktäriserar en bra styrelseledamot. Vi vill gärna undersöka hur kraven på kompetens speglas i de olika företagen, vad som efterfrågas och vilka ambitioner de olika styrelserna har. Vi kommer även kolla på sammansättningen av styrelsemedlemmarna, hur bakgrunden skiljer sig mellan ledamöter och hur mångfalden speglas i styrelsen.
- För att undersöka vårt syfte vill vi gärna intervjua dig om dina erfarenheter som styrelseledamot i "företaget". Vi kommer även intervjua andra med liknande uppdrag, men vi vill gärna höra din uppfattning om ditt uppdrag, vad du tycker och tänker kring en styrelsesammansättning och hur du uppfattar ditt uppdrag som styrelseledamot.
- Vi uppskattar att intervjun kommer att ta ungefär 45 minuter men max en timme.
- Det är helt frivilligt att delta och du kommer att vara anonym. Vi har även en samtyckesblankett som du får skriva på innan intervjun. Detta samtycke innebär att du samtycker till deltagande i intervjun.
- Den färdiga uppsatsen kommer publiceras på Epsilon, SLU:s databas för studentarbeten.
- Om du vill medverka så skulle vi gärna vilja träffa dig i person och ha intervju. Om du bor i eller i närheten av Umeå så skulle vi kunna träffas i person, om inte, skulle det funka med en Skype-intervju?
 - När skulle det passa dig att vi har en intervju?
 - Tidsmässigt så beräknar vi att intervjun tar ungefär 45 min-1 timme.
- Vad har du för mailadress så kan vi skicka samtyckesblanketten till dig och vidare information
- Tack så mycket

Appendix 3. Mejl till styrelseledamöter

Ämnesrad: Kandidatarbete jägmästarprogrammet

Hej xx!

Du blev nyligen kontaktad av oss angående deltagande i en intervju inför vårt kandidatarbete. Vi är tacksamma för ditt deltagande!

Syftet med studien är att undersöka hur kompetens värderas i styrelser och vad som karaktäriserar en bra styrelseledamot. Vi vill gärna undersöka hur kraven på kompetens speglas i de olika företagen, vad som efterfrågas och vilka ambitioner de olika styrelserna har. Vi kommer även kolla på sammansättningen av styrelsemedlemmarna, hur bakgrunden skiljer sig mellan ledamöter och hur mångfalden speglas i styrelsen.

För att undersöka detta vill vi gärna intervjua dig om dina erfarenheter som styrelseledamot i "företaget". Vi kommer även intervjua andra med liknande uppdrag, men vi vill gärna höra din uppfattning om ditt uppdrag, vad du tycker och tänker kring en styrelsesammansättning och hur du uppfattar ditt uppdrag som styrelseledamot.

Vi bestämde under vårt samtal att vi skulle genomföra intervjun **den... på plats/Skype**. Med ditt medgivande skulle vi vilja spela in intervjun för sammanställning och analys. Till detta brev har vi även bifogat en blankett kring samtycke som vi skulle önska att du skriver under och skickar till oss antingen via mail eller via post. Samtycket är till för att vi ska få godkänt att använda dina svar i vårt arbete, samt att skydda dina rättigheter enligt GDPR. Du kommer vara helt anonym i studien. Intervjun är frivillig och du får när som helst avbryta din medverkan. Vi beräknar att intervjun kommer ta ungefär 45 minuter - 1 timme.

Tack på förhand för ditt deltagande.

Med vänliga hälsningar
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Kandidatarbeten / Bachelor Thesis
Inst. för skogsekonomi / Department of Forest Economics

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