

# **Women in Climate Policy Related Decision Making – National Study for Sweden**

## **in the framework of the CLIMATE FOR CHANGE – Gender Equality and Climate Policy project**

### **1. Introduction**

This report is a part of the project – Climate for Change – Gender Equality and Climate Policy that aims at contributing to an equal participation of women and men in decision making processes relevant to Climate protection. The technical field, energy, transportation and building sectors where decisions relevant to climate change are taken are dominated by men.

In the first part of the project is focusing on identifying the existing structures. Whilst the other part that will be the outcome of the project is to suggest new instruments and tools to get more balanced participation in climate related policy making.

This purpose of this report is to present the situation in Sweden to day through statistics and give a brief history of how it has developed. The second part of the report is focusing on giving some good examples from different areas of society that has tried to work pro-actively and project based with gender issues. Not all of the examples are related to the climate change area but the methods could be used in any organisation.

### **2. Climate policy and work in Sweden**

The Swedish government is taken the on-going climate changes seriously and has a strategy to reduce the national emissions of green house gases. Sweden is also addressing these issues through EU. The goal for reducing the green house gases is at least 4% reduction between 2008-12 compared to 1990. One of the 15 Swedish environmental goals is to reduce the emissions of green house gases with up to 50% before 2050 compared to today. The amount should be 4,5 tonnes a year compared to 8 tonnes today.

#### **2.1. The Climate strategy**

The government has developed a strategy to reach the goals:

- To continue the green tax shift with raised taxes on carbon dioxide and lowered tax on work.
- Measures within the transport sector for example tax cuts for clean vehicles and alternative fuel.
- Awareness raising.
- National investment funding for local climate initiatives (550 Million SEK).
- Preparation of the implementation of the flexible mechanisms of the Kyoto protocol.

## 2.2. The trend

The emissions has been decreasing with 3,5 percentage between 1990-2002. It is for example the local heating that has improved their level of emissions. The heating has also shifted from oil to other energy sources. The central heating system has been extended. The tax on carbon dioxide has also been an important measure. On the other hand has the emissions from traffic increased with approximately 10 percentage between 1990 and 2002.

The climate work is also very much relying on international co-operation and agreements. Sweden is working through EU and is prioritising the Kyoto protocol.

## 2.3. The local level

A lot of the implementation of the climate change policies is done on the local level. In Sweden there are many good examples of municipalities working pro-actively with climate issues. For example the fossil free city of Växjö and the climate municipalities where Malmö is one of the twelve members.

# **3. Quantitative analysis of the share of women and men in decision-making relevant to climate change**

## 3.1. Ministries and Agencies related to Climate Change

The distribution between men and women in the national ministries and agencies has been research and the situation on the national level in agencies and ministries related to climate change is quite equal. This is independently of if we are talking about staff or persons in leading positions. As you can see from the table 1 that at the Swedish National Road and Transport Research Institute and among the heads of departments at the Swedish Environmental Protection Agency and the Swedish Nuclear Inspection are men are over-represented. In some cases it was only possible to find the number of people in leading positions.

Table 1: Share of women and men in Ministries and Agencies related to Climate Change

	N (total)	Share of women	Share of men
<b>Ministries</b>			
Government (ministers) <sup>1</sup>	22	50%	50%
<b>Ministry of the Environment</b>			
Heads of the Ministry	6	50%	50%
<b>Ministry of Industry, Employment and Communications<sup>2</sup></b>			
Heads of the Ministry	24	50%	50%
<b>Agencies<sup>3</sup>:</b>			
<b>The National Board of Housing, Building and Planning</b>			
Heads of departments	15	47%	53%
Technical staff	73	44%	56%
<b>The Swedish Research Council for Environment, Agricultural Sciences and Spatial Planning (FORMAS)</b>			
Heads of departments	8	50%	50%
Technical staff	16	56%	44%
<b>The Swedish Institute for Ecological Sustainability (IEH)</b>			
Heads	2	50%	50%
Technical staff	7	43%	57%
<b>The Swedish Environmental Protection Agency</b>			
Heads of departments and units	46	39%	61%
<b>The Swedish Nuclear Power Inspectors (SKI)</b>			
Heads of departments	9	33%	67%
<b>National Public Transport Agency</b>			
Heads	2	50%	50%
Technical staff	10	40%	60%
<b>Swedish Energy Agency</b>			
Heads of departments	10	50%	50%
Technical staff	104	46%	54%
<b>Swedish Institute for Transport and Communication Analysis</b>			
Heads of departments	5	40 %	60%
Technical staff	22	50%	50%
<b>Swedish National Road and Transport Research Institute</b>			
Heads of departments	11	55%	45%
Whole personnel	179	30%	70%

<sup>1</sup> Ministers for the environment and for communications and regional policy are women; minister for trade and industry is a man.

<sup>2</sup> Ministry of Industry, Employment and Communications is also responsible for gender issues.

<sup>3</sup> Agencies: Agencies report to the Ministries

### 3.2. Public and private sector

In Sweden the strive to get a fair distribution between men and women in leading positions within in the public sector has come quite far. But the situation within the private sector is still poor. Among the heads in the public sector the distribution is 56% women and 44% men. The higher rate of women is mostly present in the municipal public sector whilst on the regional and state level the men in leading positions are in majority. When looking at the private sector the picture is totally different only 19% of the persons in leading positions are women.

Table 2: Heads according to sector 2002

Sector	Number		Percentage	
	Women	Men	Women	Men
Private Sector	34 560	146 570	19	81
Public Sector	16 490	12 770	56	44
State	900	1 670	35	65
Municipal	14 670	10 110	59	41
Regional	930	990	48	52
<b>Total</b>	<b>51 060</b>	<b>159 340</b>	<b>24</b>	<b>76</b>

### 3.3. Labour market in the sectors related to Climate Change

If you look at the employment and labour market in general men are dominating the sectors concerning the climate change, production for energy, industry and construction. In the field of transport and communication women are a better-represented (60%). The sectors are representing a large field of different professions. For example secretaries and assistants are usually women whilst the field workers usually are men.

Table 3: Employment of men and women in different fields

<b>Employed, in 100. 1 quarter 2004</b>	<b>men</b>	<b>women</b>	<b>Total</b>
<b>Total</b>	<b>49%</b>	<b>51%</b>	<b>37315</b>
Agriculture and forest	76%	24%	318
<b>Production of energy</b>	<b>74%</b>	<b>26%</b>	<b>6659</b>
<b>Industry</b>	<b>79%</b>	<b>21%</b>	<b>3165</b>
<b>Construction</b>	<b>91%</b>	<b>9%</b>	<b>1793</b>
<b>Transport and communication</b>	<b>60%</b>	<b>40%</b>	<b>6834</b>
Trade and sales area	54%	46%	4415
Cultural area	45%	55%	2650
Credit and business services	54%	46%	4872
Defence and international organisations	48%	52%	2431
Education, Research and development	28%	72%	5150
Health	16%	84%	6585
Unknown	70%	30%	23

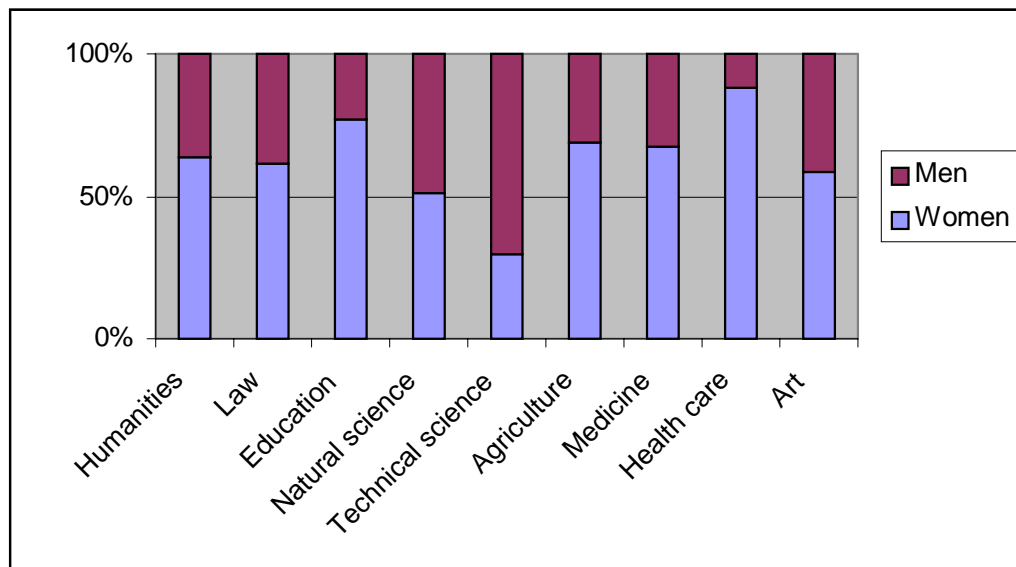
The number of women studying at universities in Sweden is exceeding the number of men. At the universities 60% of the students are women. Still the distribution between the study lines is traditional. When it comes to studies for a certain exam the domination of men within the technical field is quite large (73%). Interesting is that women are dominating in the field of Natural Sciences (84%) in the studies for a certain exam. In the study line of techniques which leads to a general exam 64% is men and in the field of natural sciences for a general exam the distribution is almost equal 49% for women and 51% for men. It is hard to draw any conclusion to this since there is no information about the curricula or names of the programmes or courses.

Table 4: Number of female and male University students in different study lines

	Women		Men	
	No	Percent- age	No	Percent- age
<b>Total</b>	<b>197,637</b>	<b>60</b>	<b>131,165</b>	<b>40</b>
<b>Studies for and certain exams</b>	<b>80,995</b>	<b>60</b>	<b>54,003</b>	<b>40</b>
Humanistic and theology	442	60	300	40
Law and social science	9,519	74	3,390	26
Education	31,336	77	9,241	23
Nature science	1,227	84	233	16
Technical study lines	12,464	27	33,861	73
Agricultural and forestry	1,101	69	490	31
Medicine and odontology	4,317	62	2,657	38
Health	19,330	87	2,851	13
Ars	1,310	56	1,028	44
<b>Studies for a general exam</b>	<b>116,642</b>	<b>60</b>	<b>77,162</b>	<b>40</b>
Humanistic and theology	34,555	64	19,525	36
Law and social science	63,431	60	43,028	40
Natural science	13,397	49	13,856	51
Technics	7,298	36	12,840	64
Medicine and odontology	3,269	76	1,017	24
Health	7,310	91	739	9
Arts	3,690	59	2,524	41
Other	2,137	75	729	25

The graph below illustrates the distribution between men and women for the studies for certain and general exam together. In Natural science study line women are dominated and in the technical study lines usually leading to engineer exams are dominated by men. Women are very much still dominating in the Health care sector and in education, but they are also in majority in the medicine field, agriculture, Humanities, Law, Art. Actually women are dominating in all other study fields than in the Technical one. This of course is an effect of the higher number of women studying for University exams.

Figure 1: Men and women in different study lines at Swedish Universities



#### 4. Investigation of framework conditions on national level

##### 4.1. Equality in Sweden

In Sweden equality issues is not only thought of as the equality between men and women it means equality for all individuals and groups independently of religion, sex, ethnical or social background. In this context there will only be reference to equality between men and women.

In Sweden the equality is referred to in quantitative and qualitative terms. The quantitative refers to an equal distribution of men and women in education, professions, free time activities and leading positions. The qualitative approach means that men's and women's knowledge, experiences and opinions have the opportunity to influence the development of the society equally.

In the public debate people usually refer to Sweden as an equal society on the paper but not in reality. Which refers to that if you look in the statistics Sweden is quite equal, men and women has the same rights and have had it for a long time, the parental systems equals men and women as parents and so on. The past and still ongoing strive by the women's organisation and committed political leaders and goal oriented decision making has been the keys to success so far in Sweden. Although Sweden has come quite far there is still gender inequality in the society. Especially when it comes to attitudes and structures in society. For example it is hard to put the finger on why women are in majority in all other study lines apart from the technical one. A doctor in the medical field is

for example traditionally a male profession and today the majority of the students in this field are women. How come that this shift was possible but the technical sphere is still very male dominated?

#### 4.2. Organisation of gender issues on national level

The responsibility for the gender issues in Sweden is mainstreamed. Every Minister in the Government is responsible to analyse, follow up and present proposals concerning equality between women and men in their respective spheres of responsibility. The Ministry of Industry, Employment and Communications are responsible for co-ordinating the equality issues.

#### 4.3. Gender Equality Policy Objectives and Action Programme

The gender equality policy in Sweden is valid for this mandate period 2002-06. The gender equality policy objectives in Sweden are the following:

- Women and men shall have the same opportunities, rights and responsibilities in all significant areas of life:
- Equal division of power and influence between women and men.
- The same opportunities for women and men to achieve economic independence.
- Equal terms and conditions for women and men with respect to owning their own business, work, employment conditions and career development opportunities.
- Equal access for girls and boys, women and men to education and the development of personal ambitions, interests and talents.
- Shared responsibility for work in the home and with children.
- Freedom from sexual (gender-related) violence.

The policy forms the basis for the Action programme for the period. The programme suggests a long list of measures that the different ministries have responsibility for. Although there would be political shifts there is still a consensus to strive towards equality although the view on the best way of reaching it might differ. This policy very much reflects the qualitative aspect and the structural differences of the gender equality and goes so far as to the home arena.

#### 4.4. The Equal Opportunities Ombudsman

The Equal Opportunities Ombudsman is responsible for ensuring compliance with the Equal Opportunities Act (1991:433, as amended up to and including 2000:773) and of parts of the Act concerning the Equal Treatment of Students in Higher Education (2001:1286). A part from this the Ombudsman should also pro-actively promote equality measure and prevent gender discrimination.

The Equal Opportunities Ombudsman is appointed by the Government and is head of the government authority bearing the same name. As with other government authorities, the Ombudsman has an independent status, which means that the office reaches its own decisions in all individual matters.

#### 4.5. The Equal Opportunity Act

The original version of the Equal Opportunities Act entered into force on 1 July 1980. The Act prohibits sex discrimination in the labour market and requires that all employers, whether in the public or private sector, shall actively promote equal opportunities for men and women in the working environment. All employers with a minimum of ten employees are required to prepare an annual equal opportunities plan as well as a plan of action for equal pay.

The Act concerning the Equal Treatment of Students entered into force on 1 March 2002. It prohibits discrimination on grounds of sex, ethnic background, disability or sexual orientation in universities.

### **5. Does Sweden need equal opportunities ombudsman?<sup>4</sup>**

The answer is yes – despite the fact that by international standards, Sweden has made considerable progress towards gender equality in many respects. Much remains to be done, however, before women and men have the same opportunities and rights in working life and in higher education, not only on paper but in reality too. This is evident in the official wage statistics and analyses of female representation in executive positions, levels of parental leave taken by women and men respectively, and the consequences for employees of taking parental leave.

#### 5.1. Pay differentials

Women and men are still paid different wages, both when performing the same job, and to an even greater extent, when the jobs are dissimilar but require the same kind of knowledge and experience, responsibility and effort, etc (work of equal value). One important reason for this is that gender segregation in the Swedish labour market is very widespread. Women are over-represented in the public sector and in low-paid care or service occupations, while men predominate in highly-paid technical occupations in the private sector. There are, however, low-paid jobs in the private sector too that are dominated by women, such as cleaning and checkout working shops and supermarkets. Women's skills and ability are traditionally undervalued, and this leads to lower pay in occupations and labour market segments dominated by women (value discrimination). Further proof of this is that relative pay levels are often frozen or even cut back if the number of women in a given occupation increases.

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<sup>4</sup> Text from the at the Ministry for Industry, Employment and Communications.

## 5.2. Promotion

Women still find it more difficult than men to gain promotion, which is another reason why they are paid less on average than men (promotion discrimination). It is particularly difficult for women to reach leading positions in private enterprise. Men tend to choose men not to deliberately discriminate against women but because they are accustomed to associating competence with traditional male ' qualifications and qualities..

## 5.3. The organisation of work

Women in care services, office work, the retail trades or manufacturing is often treated unfavourably in terms of how the work is organised. Repetitive, monotonous tasks and unchanging working positions result in repetitive strain injury (RSI). Traditional divisions of labour prevent many women from developing their skills. Women 's work is often organised in the form of part-time jobs, which they cannot support themselves on. Young women are over-represented in insecure, short-term jobs.

## 5.4. Gender-related violations

Some workplaces and institutes of higher education, especially where women are in a minority, have long had an organisational culture that represents a violation of women 's integrity. Transgressions may involve disparaging remarks about women, sex jokes or initiation ceremonies with sexist features. Men who are in a minority in sectors dominated by women may experience corresponding problems.

## 5.5. Parenthood

For employees and students, the right to combine employment or studies with parenthood is by no means self-evident in practice. Employers in connection with pregnancy or parental leave sometimes discriminate against women. Men may encounter resistance from their employer when claiming their statutory right to take paternity leave or to stay home to look after a sick child. Often, workplaces and universities fail to consider 'the facts of life ',i.e. that women become pregnant and have children and that children need to have their parents around them when growing up.

## 6. History of equality

Listed below are some of the important milestones in Swedish gender history from 1846 until today. There is of course a lot more law issued within and the milestones chosen are most of the related to the labour market, decision making or climate related areas.

### Short history

1846 Widows, divorced and not married women were allowed to work in handicraft and some trade areas.

1859 Women have the right to become teachers

1864 The husband is not allowed to physically abuse his women

1870 Women is allowed to become students.

1873 Women has the right to study in university (not all study lines)

1901 Women has the right to four weeks of unpaid maternity leave.

1921 Women get the right to vote and be elected.

1922 First five women is elected to the parliament.

1938 Preventives are allowed. The rights to paid maternity leave.

1939 It is not allowed to fire pregnant women.

1947 Same salary in state positions.

1955 3 months of paid maternity leave

1958 Women can become priests..

1974 Women and men can share the parental leave.

1979 Parents to small children has a right to work 80% with out salary reduction.

1980 The first child born has the right to the throne.

1983 All positions even in military is open to women

1992 The new equality act.

1994 The father leave month is introduced

1995 Sweden becomes EU member.

1997 First woman as a bishop

1999 To buy sexual services is prohibited

2000 National board for women is established

2001 The equality act is strengthened with regard to equal pay

When you look on the history there is quite long time span during which decisions have been taken to support women's position in the society. But most of the changes have been taking place between 1970 and today. You can for example see in the figures below that the amount of women in the parliament in the 70's was only 15% and today it is 50%.

<b>Facts from 1970 until today</b>		
<b>Percentage of</b>	<b>1970</b>	<b>today</b>
women working	60%	79%
men working	90%	84%
women working in public sector	42%	50%
men working in Public sector	21%	18%
1-6 year olds in day care	12%	77%
parental leave days taken by men	0%	14%
women in the parliament	15%	50%
women in central committees	17%	46%
women with lowest possible pension	39%	10%
men with lowest possible pension	9%	2%

## **7. Instruments and good examples**

There are several of good examples and tools used in Sweden today to strengthen women's position in decision making.. Below is some selected examples described in more detail. More links to more information is listed in the end of the document. Most of the examples are not from organisations related to climate change but can be used in all contexts. The first examples are from different work places and the latter ones are from universities and high schools.

### **7.1. Mainstreaming in the Ministry of Health and Social affairs**

In response to the decision to let gender equality include all aspects of Swedish government policy, the Ministry of Health and Social Affairs launched a development programme with the title 'Gender Programme for Social Advancement'.

The overall objectives of the programme were:

- Greater efficiency and quality in ministry activities through women and men being given access to care and service on equal terms;
- Greater job satisfaction among staff by the best possible use being made of staff resources
- Equality between women and men – via a high level of quality in both the services provided and the work performed.

The Gender Programme was divided into two stages – the first focused on the development work of the ministry and its agencies. The initial goal was to ensure that by a certain date all the agencies had drawn up an action plan for working with gender equality issues in their operation. The aim was to mainstream gender into all normal ministerial and agency procedures. An idea group was set up and a project manager appointed for the development work. It was decided early on to build up a support structure for the work and each agency appointed a 'gender liaison officer' as a programme contact. Responsibility for the actual programme work lay, and still lies, with senior management.

The idea group contributed ideas, proposals for change and training and support. A precondition for successful gender mainstreaming is an analysis of the operation identifying the needs and capabilities of both women and men. In the Gender Programme these are called gender impact assessments, where the first step is the collection and separation of statistics by gender. Fresh inquiries are then instituted and the status quo is challenged. Are both women and men in a position to influence the operation and have their respective needs shaped the way the organisation's activities are run?

Three agencies were instructed to provide gender impact assessments in limited areas, drawing on the Gender Programme. This work led to a report, *Utan spaning ingen aning* ('No Review, No Clue')(Ds 1999:33). The Gender Programme arranged a series of training courses addressing all levels of the organisation: basic training about the programme itself as well as training in preparation both for formulating the agencies' appropriation directions<sup>2</sup> and for following up the annual report. One of the training courses, for executive officers with specific responsibility for their agencies, involved evaluating to what extent the Gender Programme had been implemented in each respective organisation, on the basis of the annual report. In addition, seminars were arranged to allow people to discuss their experience of the Gender Programme and to provide skills development for gender liaison officers in both the ministry and the agencies. The Gender Programme found that staff needed to be supported in their development work. Such support, however, can take very different forms.

The agencies felt that the best support the ministry could provide was in the form of clear, unambiguous directives and insistence on proper feedback and follow-up. The explicit feedback requirement contained in the Gender Programme proved effective. Besides contributing to skills development, the Programme's seminars and training courses also served as important support for the work under way. In addition, agencies and units had recourse to experts when they wanted to organise seminars of their own or needed help at some stage of the work.

On 1 July 1999, the first stage of the Gender Programme was completed. By then, all bodies coming under the Ministry of Health and Social Affairs possessed an action plan for gender mainstreaming in their respective fields. The work is described in *Från sidovagn till huvudfåra* ('From Sideline to Mainstream'); Progress Report from the Gender Programme for Social Advancement (Ds 1999:64). Stage two of the Gender Programme ended in September 2001. It was set up with the purpose of intensifying gender mainstreaming in the work of the ministry and the agencies. The goal is to ensure that "every proposal tabled and every decision taken by the ministry and its agencies is preceded by a gender impact assessment that is openly reported and leads to action."

## 7.2. Gender mainstreaming in the budget process

Traditional planning of operations is to be found in all organisations and companies. A budget is drawn up along with an operational plan containing goals that are followed up and evaluated in the annual report. On the basis of the results, fresh goals are set for next year's budget, and so on. In large organisations, planning, follow-up and analysis may be divided into stages. Mainstreaming gender into traditional operational planning means specifying concrete goals both in the plans and in the budget, and having procedures in place for following up, evaluating and reporting the outcome.

The City Administrative Offices are conducting a project that aims to develop ways of integrating gender equality into all aspects of the budget process, as the budget is the central instrument of policy control. The budget process is based on the annual report showing the current state of affairs. A mainstreamed annual report is supposed to make clear to what extent the operation reaches women and men respectively and how it affects them. This was hard to detect in the City of Göteborg's annual report as very little information was gender specific.

The project began therefore by going through the indicators that the city committees provide as a basis for the annual report. In collaboration with the various city departments, the project group checked whether existing indicators and statistics were an adequate basis for gender impact assessment of activities. New indicators were established that better reflected operational results from a gender equality viewpoint. Directions as to how the annual report is to look are dispatched every year from the City Administrative Offices. The project group made alterations to these directions. In future, gender equality issues were to be dealt with under each field of activity instead of under their own separate heading. Operational results were now to be reported not only from a 'quality, production and economic perspective' but also from a gender equality viewpoint, i.e. how they reflected on women and men, girls and boys.

A whole range of indicators were to be made gender specific. In the annual report for 2000, gender equality levels are more visible than before. Each area of activity shows what progress has been made on gender equality in that particular field. A number of indicators are gender specific. These include the proportion of girls and boys to have failed school-leavers' exams, the number of municipal transportation permits granted to women and men respectively and the number of hours women and men have been given access to municipal home help/special needs housing subsidies.

The City of Göteborg is now turning the goal of gender mainstreaming into reality. It is using its budget process as an instrument for the promotion of gender equality. Once the gender equality situation in the organisation's various fields of activity becomes clear, the city council can draw up specific goals for each area. Thus the overall goal of mainstreaming gender into the municipal operation acquires concrete form. The draft budget for 2002 contains gender equality goals and assignments for a number of different fields. The goal in the old-age care sector, for instance, is that requirements are to be assessed on the basis of each person's needs, irrespective of gender. The City Adminis-

trative Offices have been assigned to develop this objective.

To meet the goal of an equality-based leisure sector, the city's leisure services committee has been instructed to examine its entire range of services from a gender perspective. The new budget will be followed up in a new annual report. The gender-specific indicators will allow the project group to see whether the goals and assignments in the gender equality field have produced the desired results. The group has every hope of being able to proceed further and make gender visible in the various departments' own operational statements. This would make it even easier to follow up the gender equality goals and determine what additional measures are required for their achievement.

### 7.3. Balanced Score cards

The 'Balanced Scorecard' is an organisation management model developed by Robert S Kaplan of the Harvard Business School and David P Norton, a consultant. It uses a set of four perspectives to describe the operation concerned: customer, internal process, learning and growth, and finances. The model is designed to bring these perspectives into balance and avoid for instance subordinating all other aspects to the financial side of the operation. It is used by companies, government agencies and local authorities. Swedish companies often add a fifth perspective: staff. There are also cases where organisations have added a further perspective, that of community benefits. Some projects have sought to bring gender mainstreaming onto the balanced scorecard. The example shown here is the Halland CTA Scorecard, developed as part of the Gender-Balanced Scorecard project in 2000.

The work of developing a balanced scorecard begins with the question: What are we here for? The company or organisation needs a consensus on the purpose of the operation. The Halland CTA expressed its vision thus: "We are to make public transport the primary travel alternative". The gender perspective is not expressly included in this vision.

(see table next page)

*Vision* - We are to make public transport the primary travel alternative.

*Strategy* - Greater customisation

<p><b>Finances</b>  <b>Strategic goal</b>          We have a balanced Economy</p> <p><b>Success factors</b>          Our services are in demand from both customers and owners</p> <p><b>Control indicators</b>          Total income          Income in relation to local and regional govt tax          Zero result</p>	<p><b>Customer</b>  <b>Strategic goal</b>          80% of our customers, both women and men, are satisfied with our services by 2005.</p> <p><b>Success factors</b>          High frequency of buses          Well-treated customers</p> <p><b>Control indicators</b>          Satisfied customers, w/m          Number of complaints, w/m          Number of buses per route</p>	<p><b>Operation</b>  <b>Strategic goal</b>          We have a high quality range of services customised to suit both women and men</p> <p><b>Success factors</b>          Flexible network of routes          Service-minded drivers</p> <p><b>Control indicators</b>          Walking distance to bus stops, Number of residents with X connections per hour, proportion of satisfied customers, w/m; Proportion of new passengers, w/m; number of journeys, market share, w/m</p>
<p><b>Growth</b>  <b>Strategic goals</b>          We ensure that we are doing the 'right' things. We also develop new traffic forms that increase availability.</p> <p><b>Success factors</b>          New roles THM/OP          Flexible traffic systems</p> <p><b>Control indicators</b>          Number of organisational changes          Number of creative proposals          Number of municipal transportation permits, w/m          Proportion of services certified as available</p>	<p><b>Staff</b>  <b>Strategic goal</b>          We have well-motivated staff with the 'right' skills, evenly divided by gender.</p> <p><b>Success factors</b>          Interpersonal development talks. Gender equality in working conditions. Further training, in-service training</p> <p><b>Control indicators</b>          Staff barometer, w/m          Number of women/men, pay and position in the organisation          Number of training days, w/m          Number of internal communication meetings          Number of personal talks with staff</p>	<p><b>Community benefit</b>  <b>Strategic goal</b>          We have owners who are satisfied with our contribution to community development</p> <p><b>Success factor</b>          Favourable community development</p> <p><b>Control indicators</b>          SatisfiedOwnerIndex, w/m          Environmental impact          Road safety          Travel on equal terms (gender)          Regional development</p>

Gender-balanced scorecards are one way of objectifying, quantifying and working in a structured way with the gender perspective in various spheres, mainstreamed into an organisation. Assuming that the policy instruments work properly in an organisation (from goal to follow-up), and the gender indicators are concrete and quantifiable, an equality based operation becomes more feasible. The Halland CTA has gone a step further and developed individual scorecards for its staff so they can see how their own efforts contribute to the achievement of the overall goals.

#### 7.4. Instrument 3: LOTS<sup>®</sup> a structured way of working with gender mainstreaming

LOTS<sup>®</sup> is used by both companies and government agencies in Sweden. It seeks to create a common language for management and staff in the planning and development of their operation. Working with LOTS<sup>®</sup> means taking step after step in a process that begins with a description of the current situation and ends with an evaluation of the goals specified. Procedural and analytical work is given special support along the way.

There are examples of organisations using LOTS<sup>®</sup> to work in a structured fashion with gender equality, such as the NUTEK (Agency for Business Development). NUTEK launched a trial project in 2000 using LOTS<sup>®</sup> to help it formulate a draft development programme aimed at strengthening the agency's work on gender equality in Sweden's regional growth agreements. Some of what it learned in the process will be used here to illustrate the various steps in the LOTS<sup>®</sup> system.

*“What happened in the past, what is going on today and what do we expect from the future?”* The process begins with a report. When a certain task or assignment is to be planned and performed – the framing of a development programme for gender equality, say – it is important to know where things stand. So a position report and an analysis are provided focusing on what has occurred in the past and what the future is expected to bring. A SWOT analysis may be useful in this respect. Analysis questions may include: How is our gender equality work progressing today? What has worked and what has not worked? What does gender equality mean for our operation today and what will it mean in the future?

*“What are we to do for whom and why?”* To move the work and the company in the right direction, a definition is needed of what needs to be done, why it needs doing and who the target group is. NUTEK defined its aims thus: “NUTEK, in its work with regional growth agreements, is to integrate a gender perspective into both its procedures and its actions so that the quality of the regional growth agreements may be improved and they may thereby generate greater economic growth.”

*“What should characterise our operation if we are to become highly respected and successful?”* Once the aims have been defined, it is time to consider the operation's strengths and weaknesses. This will have an important bearing on how well the work is done. It is a matter of developing strengths and minimising weaknesses. (Here, the SWOT analysis may be a valuable tool.) Below are the success factors that NUTEK considered important for its work: “To inspire confidence and be successful, NUTEK's

efforts to integrate a gender perspective are to be characterised by a high level of expertise and clearly delineated responsibilities, and be pursued by means of a concrete approach in which all participate.”

*“What do we want to achieve in the long run and in the short?”* Before the practical work gets under way, a decision must be taken on what it is supposed to lead to, what is to be achieved. The goals for the work in hand are defined. Some of NUTEK’s proposed goals:

- By (date), all new regional growth agreements are to be based, inter alia, on a gender impact assessment.
- By (date) at the latest, NUTEK’s representation in the dialogue groups and action groups is to be at least 40 per cent female and at most 60 per cent male.

*“What should we continue doing, add and stop doing to achieve our goals?”* Once the organisation’s sights are trained on the goals, it is time to decide which activities to pursue. Some of NUTEK’s proposed activities:

- Reviews of the present situation as regards gender representation in the various groups.
- A plan of action for remedying imbalances in gender representation.
- Individual training for all NUTEK staff working with regional growth agreements on how to mainstream gender into them, to be completed by (date) at the latest
- Development of a model for gender impact assessments.

*“Who is to be responsible for what and how should we interact? What should we do to acquire the skills we need? What are the financial implications?”*

Nothing gets done by itself, as we know. Responsibility for pursuing activities must be allocated, work must be organised and an analysis of which skills will be required is an important ingredient. What skills are available within the organisation? Do we need stopgap expertise or help from a consultant? And not least, how much time, money and resources will be needed for the work? An analysis question at this stage could be: How are responsibilities and tasks divided between women and men in the work that is to be done?

*“What needs following up and how can we best follow up so as to achieve our goals?”*

The final task before the work can begin is to define how it is to be followed up and reported back. If the work is extensive, several ‘checkpoints’ may be required – interim reports at fixed intervals. This is to determine whether the work is proceeding as planned and to ensure that the goals will be reached on time. These reports may be provided as part of the organisation’s regular reporting procedure, in half-yearly statements or annual reports, etc. Also the work as a whole is to be reported back on completion, and may then serve as a basis for further steps and fresh goals. Thus the process can start anew and the operation develops.

In the report where this example comes from “Just Progress” from the Ministry of businesses there are also examples like: Gender Management Systems (refer to Environmental or Quality Management Systems), Indicators, 3R method, GERAC (JämKas) and checklists.

## 7.5. Gender Equality at Scandic Hotels

The Scandic hotel chain has prepared a gender equality action plan. There is central action plan and a quick guide that can be used by the company's 60 hotels. During one of the Equality Ombudsman's check ups they found that one of Scandic hotel's did not have an equality action plan back in 99. Then the work started. The Scandic's central office formed a working group that revised the existing central Action Plan. After that they informed all the hotels about their activities with the following message:

We want the staff to "feel secure, enjoy their work, avail themselves of their right and duty to care for both home and family, and share a conviction that all members of staff enjoy equal opportunities regardless of their sex". The letter was accompanied by a timetable when things should be done. The next step was to assemble gender specific staff particulars, including the number working at each hotel, age, qualifications, parental leave taken, absences due to illness, distribution of jobs between the sexes, pay and other factors. These figures were needed both for the central action plan and by the individual hotels for their local plans.

To make the local work easier they compiled a quick guide to the law, complete with concrete examples and sound advice. This was distributed through the company's intranet in August and the central action plan was sent out at about the same time to provide support and inspiration. The working group then expected a torrent of questions from around the country, but few resulted. Instead, completed plans began to land at head office and few hotels needed reminding that the deadline was imminent. The local action plans could then enter into force on 1 November at the same time as the central plan.

The responsible person says "I think we found an approach that worked by sending them a quick guide with information about the law and about Scandic's gender equality policy. This was clearly the right way to facilitate efforts at the various hotels,".

## 8. Below is some examples from the University world listed:

### 8.1. Example: University of Uppsala, a powerful work for equality

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Method: Centralised Committee for equality

Short description: 29 representatives from the students, teachers and union representatives formed an equality committee. The committee is placed under the central administration directly under the head master. Students have been employed to make equality studies at the different faculties. Projects concerning positive discrimination, sexual harassment, information campaigns, mainstreaming, equality policy translated to English has been launched.

### 8.2. Example: Mid Sweden University, New design of the study programme

Contact: Stefan Olofsson, [Stefan.Olofsson@tnv.mh.se](mailto:Stefan.Olofsson@tnv.mh.se)

Method: Redesigning a male dominated programme.

Short description: Traditionally the share of women at the Energy Engineer study line at the University of Mid Sweden is usually 10%. To change this picture the University initially tried to make an information campaign directed to women with a leaflet and video, without any positive result.

In 1996 the University modified the study line and called it Energy/Biology Engineer. New courses in biology and environmental techniques were added to the programme. The amount of women accepted to this new programme rose to 66%! The higher amount of students that were not mainly interested in technical issues challenged the teachers and organisers of the study line. More effort was put in to explaining technical issues and more time was allocated to work in technical laboratories.

The students who graduated from this programme were invited to join a mentor's programme to make the transfer to the working life smoother. When the university did an evaluation of the new study line they noticed that the views among male and female students were very much the same. The programme is still running and the number of women is still around 66%. Since the number of women educated in the energy field is so low the students from the Mid Sweden university high school will make a difference in working life.

### 8.3. Example: Technical University of Jönköping, GASAT – Gender and Science and Technology

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The project has three goals:

- Improve the studying environment for women at the University
- Increase number of women at the University
- Improve contact with work places

A network of women students, teachers, graduates and researchers has been established. The network has been carrying information campaigns, mentor programmes and guest lectures from companies. During the initial phases of the project the number of women at the University increased to 35%. Since the total number of students is in decrease the share of women has also been decreasing even more. The challenge for the project despite the decreasing share of students is to keep up the share of women.

### 8.4. Example: University of Linköping, Institution of computer science, Career planning for PhDs

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At the institution they found out the women more often had a vague picture of how to continue their work at the institution after the graduation. As a way of keeping the women at the institution and paving way for more women in leading positions all the newly graduated female doctors are invited to a career-planning interview. It included a personal development plan as well as information about the career possibilities at the institution.

8.5. Example: Research school for women at the Luleå Technical University

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The research school for women contained 20 ECTS and ran for three years. The curriculum contained subjects like project planning and funding, leadership in a research organisation and so on. One of the goals with the research school was to find ways how to adapt the PhD studies that takes the individual students needs and priorities in to account.

## 9. Summary and analysis

Sweden has a long history of Equality work, during the last decades this work is not only related to gender but also equality between all individuals and groups independently of religion, sex, ethnical or social background. This analyse will focus on the gender equality.

Keys to success for the Swedish equality work has been the strong women's movement and the political will and the goal oriented decision making. Although a lot has been done there are still areas to work with for example attitudes are one area that have been discussed and also worked with quite a lot during the last decade. The focus for the upcoming work in Sweden to day that you can see from the Action Programmes and Policies is structures in society.

The most efficient way of increasing women in the sectors related to climate change would be to increase the number of women students in the technical field. Of course this is not done over a day. To address this problem the structures needs to be scrutinised and made evident to all the citizens. So a lot of good practices exchange, promotion campaigns, awareness raising and so on is still to be done to make people aware of the structures.

When it comes to equality's influence on the climate policy. It is not sure that women to a higher extent would promote public transport or try to get more sustainable energy sources. But the question is of equality and the fact that with in the technical fields most of the important decisions related to our society and economy is made and all sectors of the society should be able to take part in these decisions as CEOs of companies or as politicians.

Links:

<http://www.sweden.gov.se>, links to all the ministries and the Ministry of Industry, Communication and Employment that co-ordinates the equality work

<http://www.jamombud.se/en/>, Equality ombudsman