

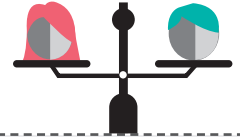
CORE NORWEGIAN GENDER BALANCE SCORECARD 200

CORE – Norwegian Gender Balance Scorecard

CORE – Norwegian Gender Balance Scorecard maps the gender balance of the executive committees and boards of the largest companies in Norway. It also looks at the distribution of men and women in staff and line positions – and traces the development over time.

CORE – Norwegian Gender Balance Scorecard 200 maps the gender balance in the 200 largest Norwegian companies. This edition thus extends the sample from CORE – Norwegian Gender Balance Scorecard 100, which launched in May 2016 and maps the gender balance in the 100 largest companies in Norway.

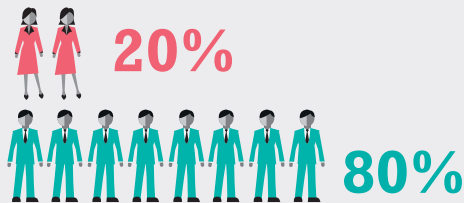
For more information, see:
www.likestillingsforskning.no



February 2017 ■ Women ■ Men

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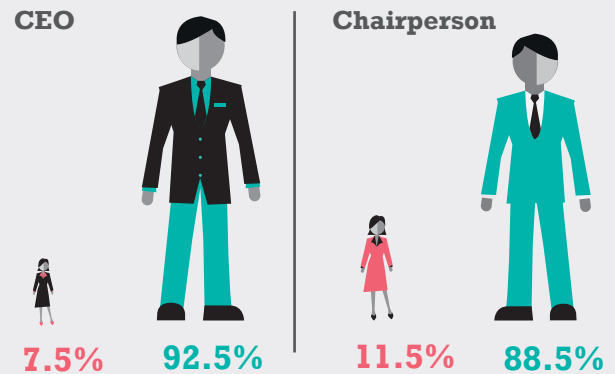
1.1



There are 1162 top managers in the largest 200 companies. The average size of the executive committee is 8 members.

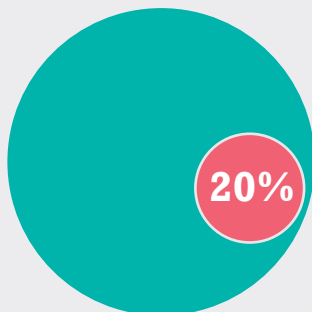
1.2

At the top: Usually a man

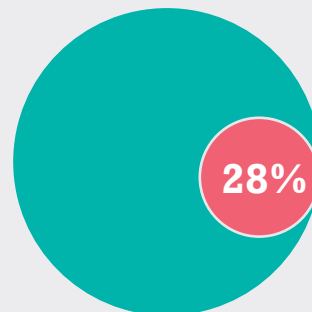


1.3 Better gender balance in boards than in executive committees

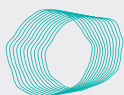
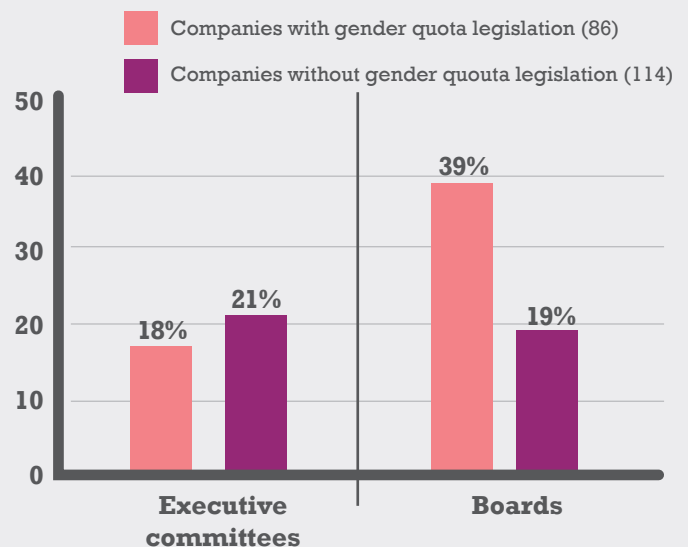
Average share of women in committee executives



Average share of women in boards



1.4 Boards subject to gender quota legislation – more balanced



CORE
KJERNEMILJØ
FOR LIKESTILLINGS-
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About CORE – Centre for Research on Gender Equality

CORE – Centre for Research on Gender Equality at the Institute for Social Research is funded by the Ministry of Children and Equality. CORE has been given the task of establishing the CORE Norwegian Gender Balance Scorecard in order to map and monitor the gender balance in the largest Norwegian companies over time.

INSTITUTT
FOR SAMFUNNS-
FORSKNING

#2 FEW WOMEN IN LINE POSITIONS

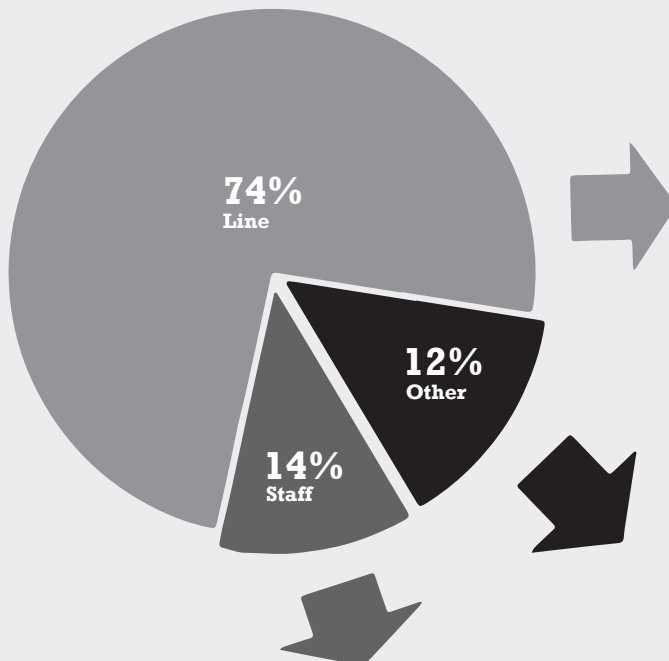
2.1 Share of women and men in line and staff positions

Executive committees consist of positions with varying degrees of profit and loss responsibility. While every position may have great strategic importance, experience with profit and loss responsibility is often regarded as crucial for promotion to the top level; CEO.

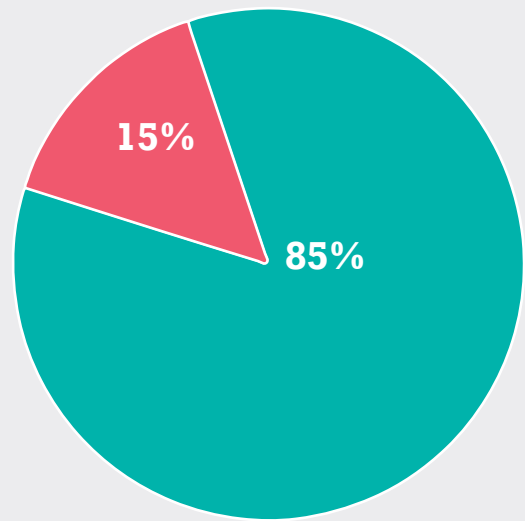
■ Women
 ■ Men

Line positions involve profit and loss responsibility, such as CEO, Country Head, Business Unit Head etc.

Share of positions in executive committees

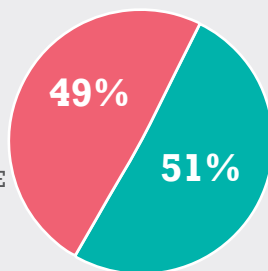


Line positions



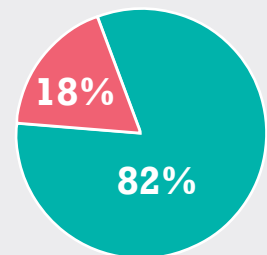
Staff positions provide a support function to the Group Executive Management. Typical staff roles include HR, Communications, Legal, SHE etc.

Staff positions

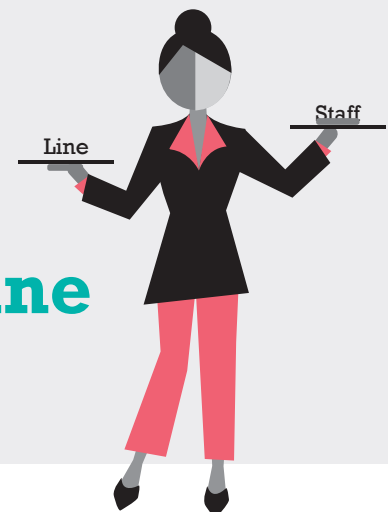


Other positions are positions that do not typically provide support functions, but still lack line functions with clear profit and loss responsibility. These positions include Director of Logistics, Director of Purchasing or Director of Risk Management.

Other positions

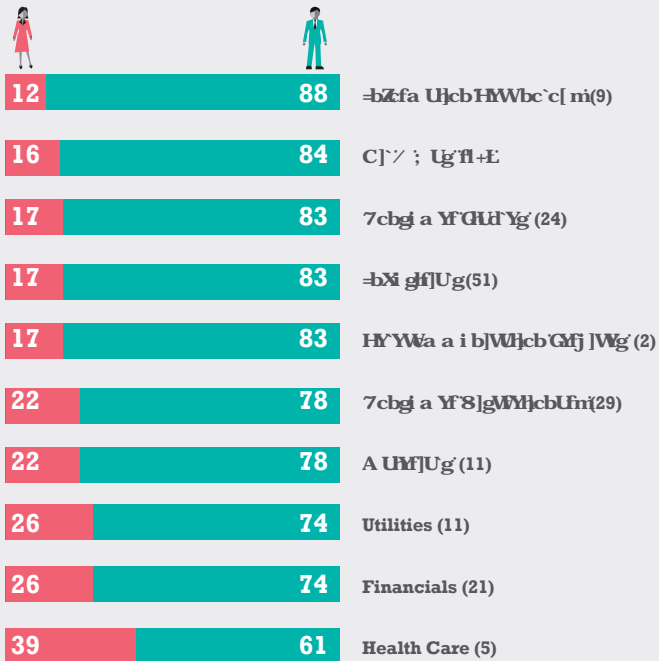


Gender balance in staff
– Gender imbalance in line

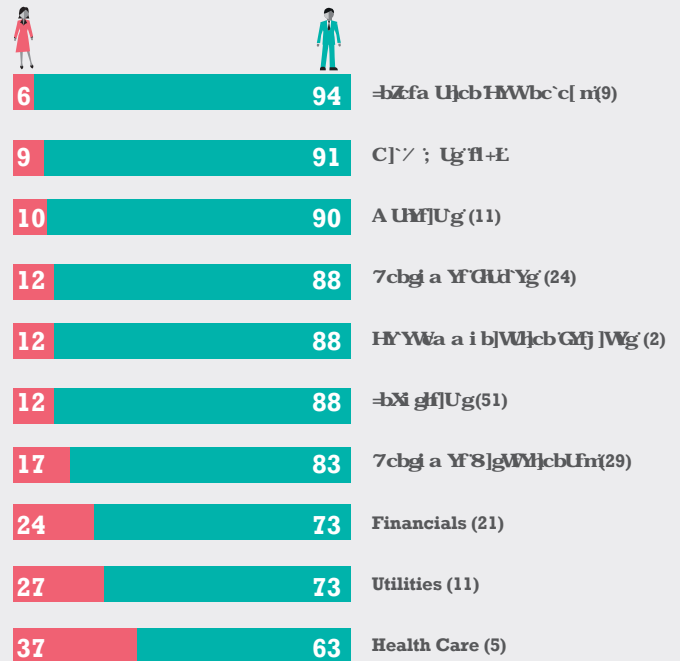


#3 GENDER BALANCE IN DIFFERENT SECTORS AND TYPES OF COMPANIES

3.1 Male overrepresentation in executive committees across sectors



3.2 Even greater overrepresentation of men in line positions

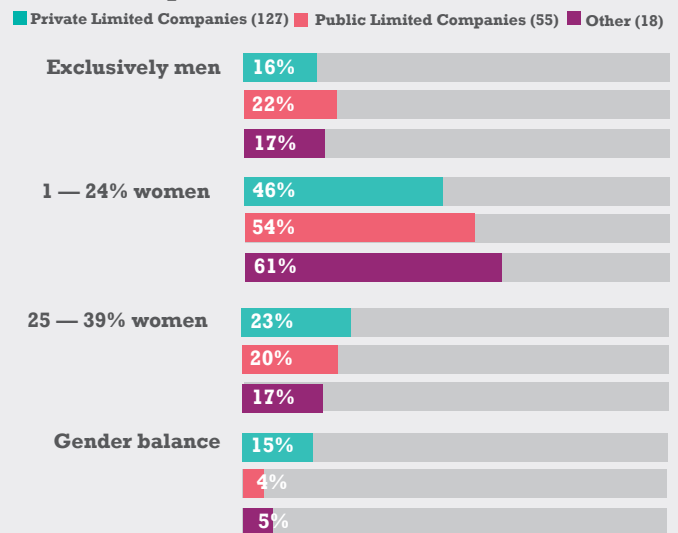


For more information on sector definitions, visit www.likestillingsforskning.no

Less gender balance in IKT and Oil & Gas. More gender balance in Health Care. Large variation within sectors.

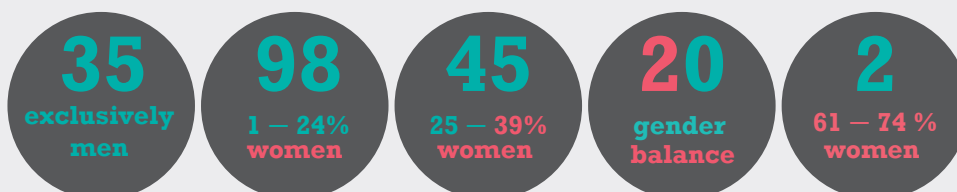
GENDER BALANCE DOES NOT VARY WITH COMPANY SIZE

3.3 More gender balance in Private Limited Companies, less in Public Limited Companies



3.4 Heading for gender balance?

Of the 200 largest companies...



in executive committees

Oil & Gas has the highest share of companies with all-male executive committees (11 of 37)

Health Care (3 of 5) and Consumer Discretionary (6 of 29) have the highest share of companies with gender balance

#4 GENDER BALANCE IN TOP POSITIONS IN NORWAY AND THE UNITED STATES

4.1 ... in the 200 largest Norwegian and American companies by total revenue

Share of female CEOs positions

NORWAY

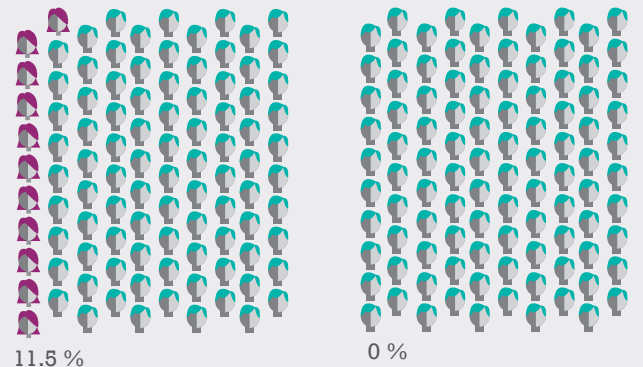
US



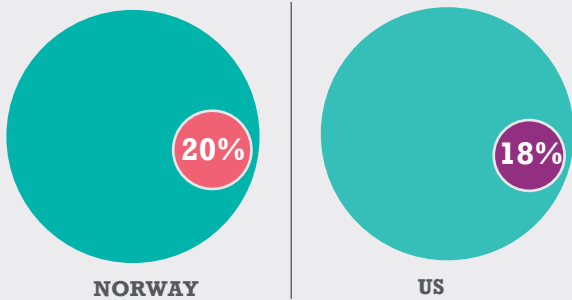
Share of female chairpersons

NORWAY

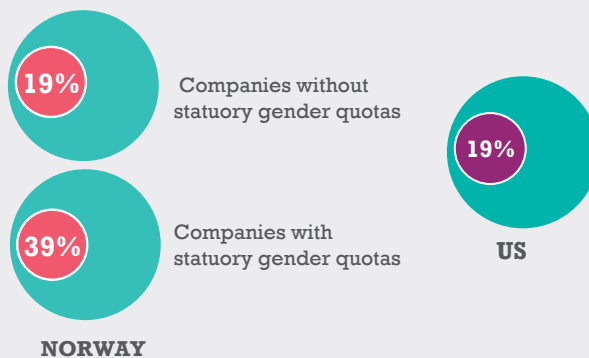
US



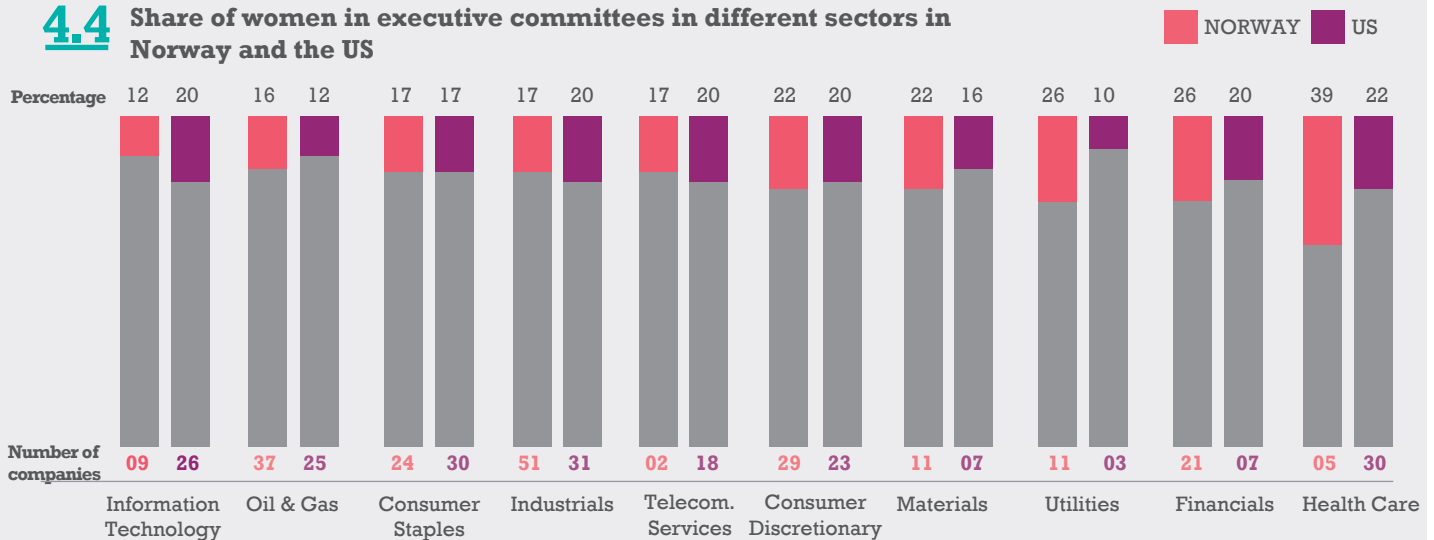
4.2 Similar share of women in executive committees in Norway and the US



4.3 Without quota legislation — equal share of women on boards in Norway and the US



4.4 Share of women in executive committees in different sectors in Norway and the US



Thanks to Mary Blair-Loy and her team at UCSD for mapping executive committees and boards in the 200 largest US companies.

For more information please contact
 Senior Research Fellow **Sigtona Halrynjo**
 (sigtona.halrynjo@samfunnsforskning.no) or
 Project advisor **Christina Stoltenberg**
 (c.h.stoltenberg@samfunnsforskning.no)

