

# CORE NORWEGIAN GENDER BALANCE SCORECARD 200

SPRING 2018

Women Men

## CORE – Norwegian Gender Balance Scorecard

This scorecard maps the gender balance of the executive committees and boards of the largest companies by total revenue in Norway. It also examines the distribution of men and women in staff and line positions, and traces these patterns over time.

Previous editions:

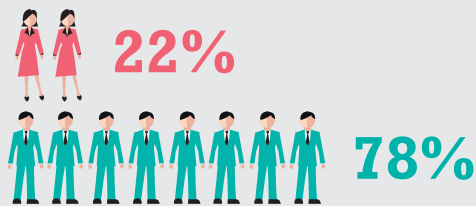
[CORE Norwegian Gender Balance Scorecard – 2016](#)

For more information, visit:

[www.samfunnsforskning.no/core/publikasjoner/core-topplederbarometer](http://www.samfunnsforskning.no/core/publikasjoner/core-topplederbarometer)

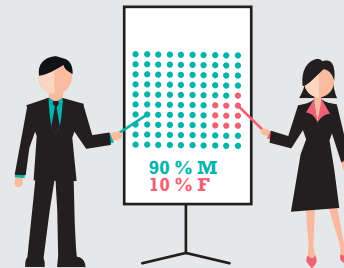
## #1 GENDER BALANCE IN THE 200 TOP COMPANIES

### 1.1 Few women hold positions in the top executive committees



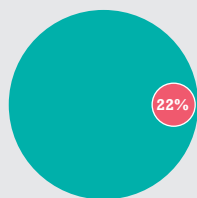
There are 1629 top managers in the 200 largest companies. On average, the executive committee consists of eight persons.

### 1.2 At the top: usually a man

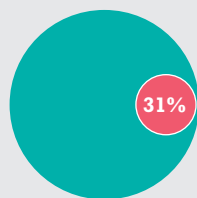


21 of the 200 largest companies have female CEOs.

### 1.3 Boards have a better gender balance than executive committees do



Share of women on executive committees

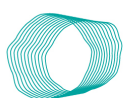
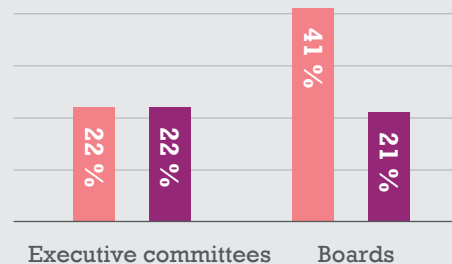


Share of women on boards

### 1.4 Only boards subject to gender quota legislation have gender balance

■ Share of women in companies with gender quota legislation (83)

■ Share of women in companies without gender quota legislation (117)



CORE  
CENTRE FOR  
RESEARCH ON  
GENDER EQUALITY

#### Who are we?

CORE – Centre for Research on Gender Equality at the Institute for Social Research – is funded by the Ministry of Children and Equality to develop the CORE Norwegian Gender Balance Scorecard. Here, we monitor the gender balance in the largest Norwegian companies over time.

INSTITUTE  
FOR SOCIAL  
RESEARCH

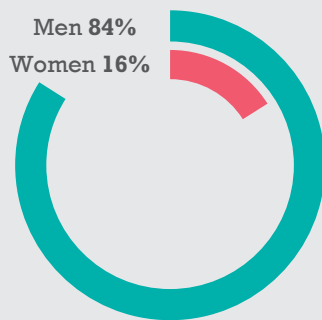
# #2 LINE AND STAFF

Most top executive positions are operative line positions with profit and loss responsibility. While men top executives often hold operative line positions, women top executives more often hold staff/support positions without profit and loss responsibility, such as communication and HR.

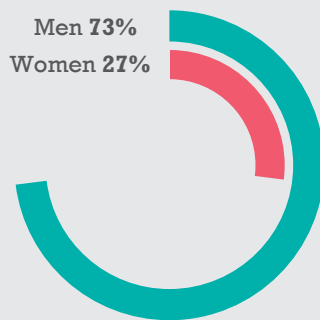
Experience with profit and loss responsibility is often regarded as crucial for promotion to CEO.

## 2.1 Gender balance in staff, male dominance in line

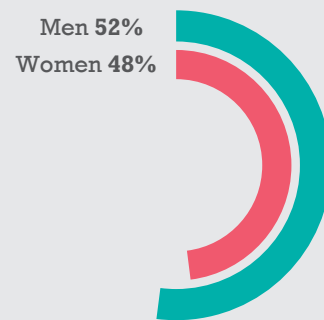
Line positions



Other positions



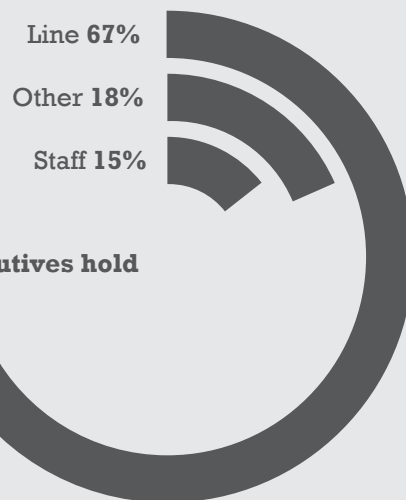
Staff positions



Line positions are operative roles with profit and loss responsibility, such as Business Unit Head and Country Head. The CFO (Chief Financial Officer) position has traditionally been considered as a support function, but is increasingly connected to profit and loss responsibility. Therefore, we have categorized CFO as a line position.

Other positions share some characteristics of staff positions and line positions. However, these roles are not directly connective to the operative core functions but are nonetheless tied to profit and loss responsibility. Director of marketing, purchasing, technology and logistics are examples of such positions.

Staff positions are positions providing support to the group executive management. Positions within HR, Communications, SHE and Legal are considered staff positions.



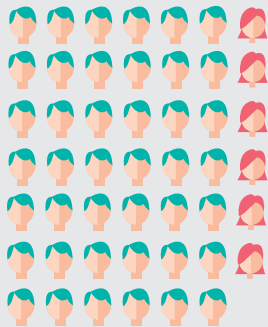
**Most top executives hold line positions**



For more information on categorization and selection, please visit: [www.samfunnsforskning.no/core](http://www.samfunnsforskning.no/core)

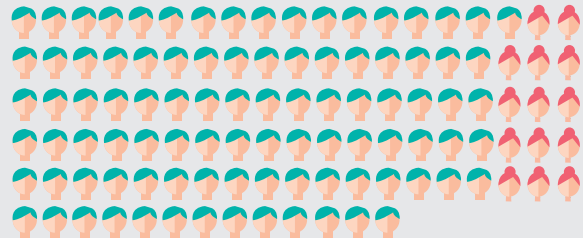
# #3 SMALL CHANGES

## 3.1 CEO: 6 of 48 employed since May 2016 are women



New CEOs: 13% employed since 2016 are women.

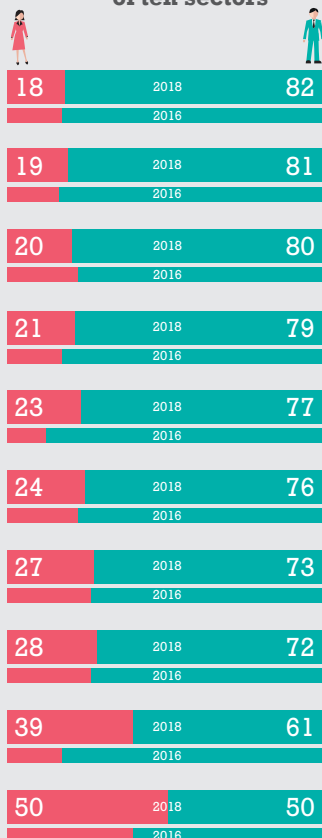
## 3.2 High number of CEO changes



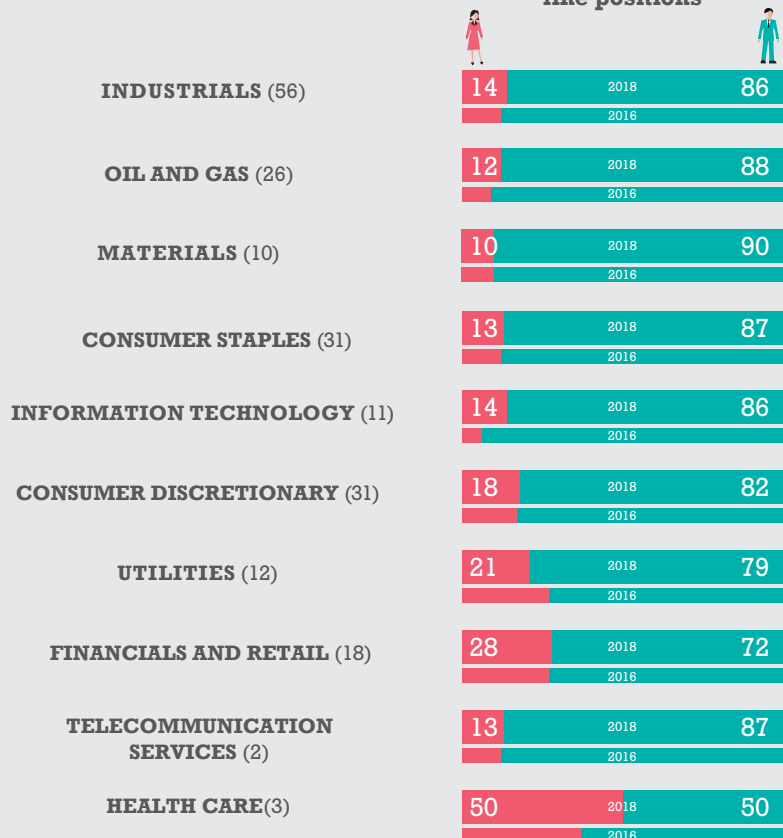
54 % (94 men and 14 women) have served as CEO for less than five years. Despite the high number of CEO changes, there are still far more men being recruited to the CEO position.

## 3.3 Small, but positive development in most sectors since 2016

Male overrepresentation in executive committees in nine out of ten sectors

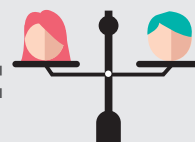


Even larger male overrepresentation in line positions

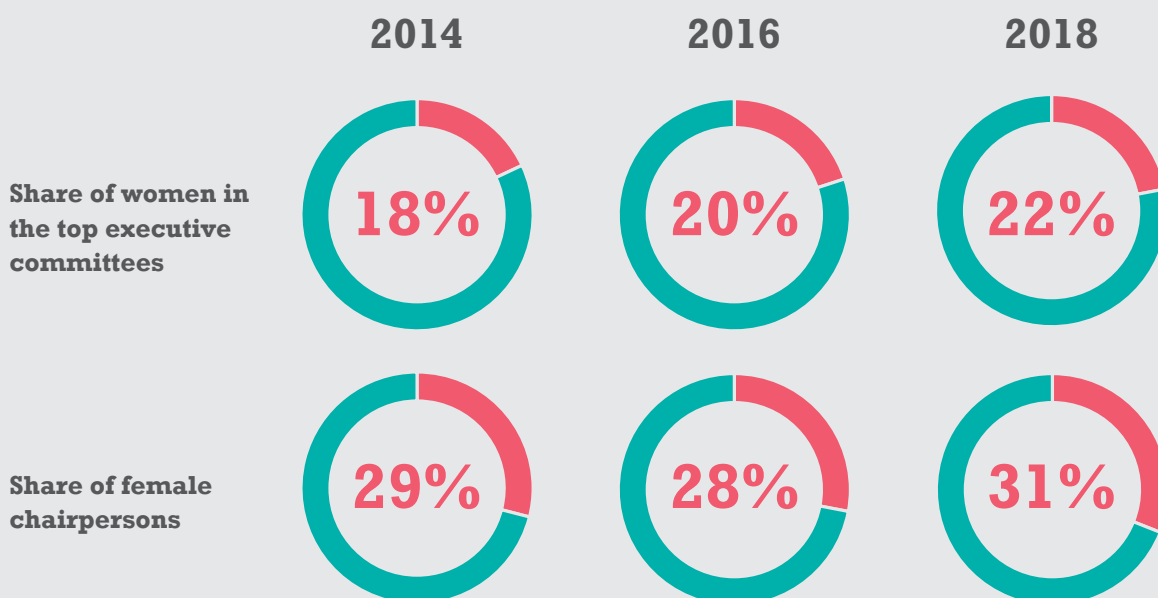


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# #4 HEADING FOR GENDER BALANCE



## 4.1 Small, but positive changes



## 4.2 Most companies are not gender balanced



	0%	1-24%	25-39%	40-60%	More than 60%
Number of companies	40	72	60	26	2
The largest companies in each category	   	    	    	    	 

In 2018, 14 percent of the sampled companies have at least 40 percent women in their top executive committees. This is an increase from 11 percent in 2016. 20 percent of the companies have no women on the top executive committees, which is an increase from 17,5 percent in 2016.

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