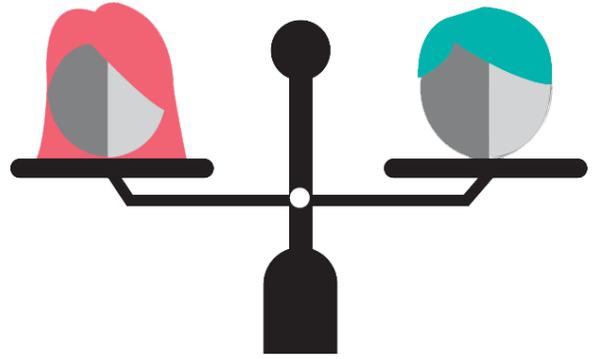


CORE

NORWEGIAN GENDER BALANCE SCORECARD



Selection and categorization

Selection criteria

CORE – Norwegian Gender Balance 200 Scorecard maps the gender balance of the executive committees of the 200 largest companies in Norway by total revenue (drawn from the DN500 list in July 2015). In order to be included in the selection, the companies must have:

- A board registered in the Register of Business Enterprises (Brønnøysundregisteret) and headquarters located in Norway
- An executive committee consisting of more than three people. The executive committee is defined as the CEO (level 1) and the group of executives who report directly to the CEO (level 2)
- For-profit goals. Health trusts and other state-owned public enterprises with non-profit goals are not included in the selection

Data compilation

Websites, email and phone:

Information about the composition of the executive committees has been collected between **February 2016 – May 2016**. Our main sources of information have been the companies' websites and annual reports. When information about the composition of the executive committees has been unavailable or uncertain, we have tried to contact the companies directly. Most, but not all, companies have answered our requests.

Other sources:

The following information has been collected from the DN500 list and from the Register of Business Enterprises: Company name, organization number, revenues, the number of board members, the number of women on the company board, and the gender of the company's chairperson.

The following companies were excluded from the selection:

- Health trusts
 - State-/municipality-owned companies with sectorial policy objectives*
 - Companies with an executive committee consisting of fewer than four people
 - Norwegian registered foreign enterprises (NUF)
 - Companies that no longer exist or have been sold
 - Companies about which it has been impossible to get hold of information.
- Several of these are holding companies.

* [For more information about companies with sectorial policy objectives, see the government's whitepaper on ownership](#)

What do we mean by executive committee?

The executive committee is defined as the CEO (level 1) and the group of executives who report directly to the CEO (level 2).

Extended executive committee

The companies' executive committees vary in terms of their structure and organization. Some companies explicitly list support function positions as a part of the company's extended executive committee. If these positions report directly to the CEO, we've included them in our selection.

Company structure and the head executive

Our selection includes both enterprises with a Norwegian executive committee and Norwegian companies owned by foreign parent companies. Many of the companies operate both in Norway and abroad. In some cases, both the parent company and the top executive committee are Norwegian (for instance Telenor ASA). In other cases, the Norwegian registered enterprise is a subsidiary company of an international parent company (for instance IKEA AS). In the latter case, the CEO of the Norwegian registered company is the one included in our selection.

What do we mean by line, staff and other positions?

Line roles/operative positions are positions with profit and loss responsibility, such as Country Head, Business Unit Head etc. The CEO position is charged with the overall profit and loss responsibility of the entity, and is classified as a line role. Although strictly speaking a staff role, the CFO (Chief Financial Officer) position is also considered a line role in our selection. This is due to the fact that the CFO position is increasingly considered a strategic core function, closely connected to profit and loss responsibility. In addition, the CFO position is increasingly found to be a position preceding the CEO position on the corporate ladder.

Staff roles/support positions are positions providing a support function to the group executive management. Typical staff roles include HR, Communications, Legal, SHE etc.

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, Director of Risk Management, Commercial Director or Technical Director.

When categorizing job titles, we've used information from the companies' websites, organizational charts and correspondence with the companies.

Sectors

In order to categorize the companies according to sectors, we've relied on the 10-sector version of the Global Industry Classification Standard (GICS).*

The Energy Sector comprises companies working with oil, gas, coal and energy. It includes companies engaged in exploration, production, refining, storage and transportation of oil, gas, coal and consumable fuels.

The Materials Sector consists of companies that manufacture chemicals, construction materials, glass, paper, forest products, and metals. It also includes minerals and mining companies, as well as producers of steel.

The Industrials Sector includes manufacturers and distributors of capital goods such as aerospace and defense, building products, electrical equipment and machinery. It also comprises providers of commercial and professional services such as office services and supplies, security services, and human resource and employment services.

The Consumer Discretionary Sector encompasses businesses that produce and sell consumer articles such as automotive and household durable goods. It also includes hotels, restaurants, leisure facilities, and media production. Businesses belonging to this sector tend to be the most sensitive to economic cycles..

The Consumer Staples Sector consists of companies that sell and produce consumer articles such as food, beverages, tobacco, and personal products. These businesses are less sensitive to economic cycles. This sector also includes hypermarkets and consumer super centers

The Health Care Sector contains health care companies that manufacture and distribute health care equipment and supplies, as well as health care technology companies. It also encompasses companies involved in the research, development, production and marketing of pharmaceuticals and biotechnology products.

The Financials and Real Estate Sector includes companies involved in banking and other mortgage and financing services. It also includes companies engaged in real estate development and operating.

The Information Technology Sector comprises companies that offer software and information technology services, manufacturers and distributors of technology hardware, computers and other electronic equipment.

The Telecommunication Services Sector consists of companies that provide communications services.

The Utilities Sector contains utility companies such as electric, gas and water utilities. It also includes independent power producers and companies that engage in generation and distribution of electricity using renewable sources.

For more information about the GICS sectors, visit: <https://www.msci.com/gics>

Norway and The United States

In cooperation with the University of California, San Diego, this year's edition of the CORE Gender Balance Scorecard 200 compares the gender balance of the executive committees of the 200 largest companies in Norway and the US.

The list of US companies was drawn from the 2015 Fortune 500 list (companies listed on the stock market) and from Forbes list of America's largest private companies in 2015 (privately owned companies). The data on the gender composition of the executive committees is based on information gathered from the companies' websites and from Bloomberg in 2015/2016. Information about the gender balance of the company boards has been collected from Shareholder Services Inc (companies listed on the stock market) and from Bloomberg and Lexis/Nexis (privately owned companies) in 2015/2016.

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

Data limitations

The CORE – Norwegian Gender Balance Scorecard is dependent upon available information. Changes in company structures and the composition of the executive committees may thus have happened without our knowledge. Due to lack of information, some companies might also be listed in our selection without their extended executive committees being included.



For more information, please contact:

Senior Research Fellow Sigtona Halrynjo
(sigtona.halrynjo@samfunnsforskning.no) or

Project Advisor Christina Stoltenberg
(c.h.stoltenberg@samfunnsforskning.no)



CORE
KJERNEMILJØ
FOR LIKESTILLINGS-
FORSKNING