

CORE

NORWEGIAN GENDER BALANCE SCORECARD 200

2022

Women Men

What is the CORE Norwegian Gender Balance Scorecard?

This Scorecard maps the gender balance on boards and executive committees of the 200 largest companies (by total revenue) in Norway. See [selection and categorisation](#) for more information.

We examine the proportion of men and women in executive positions in different industries, and we trace the development over time. We also compare the percentages of women in companies subject to gender quota legislation for boards (public limited companies, cooperatives, inter-municipal companies, state-owned enterprises, savings banks and mutual insurance companies), and companies without such regulations (private limited companies).

Previous editions:

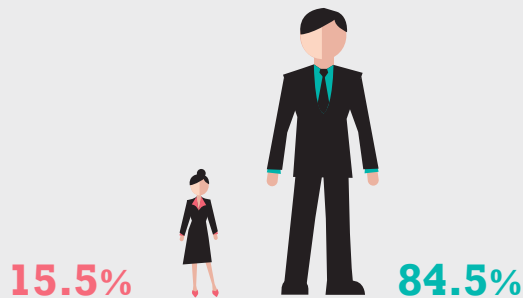
- [CORE Norwegian Gender Balance Scorecard – 2020](#)
- [CORE Norwegian Gender Balance Scorecard – 2018](#)
- [CORE Norwegian Gender Balance Scorecard – 2016](#)

For more information, visit: www.samfunnsforskning.no/core/english/publications/core-norwegian-gender-balance-scorecard/selection/

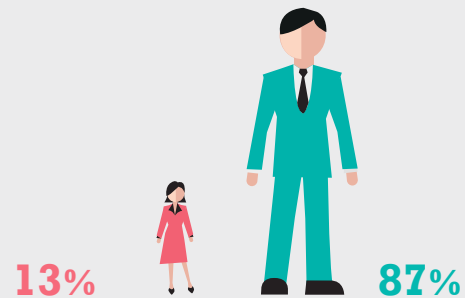
#1 GENDER BALANCE IN THE TOP 200 COMPANIES

1.1 At the top: Usually a man

Chief Executive Officer (CEO)

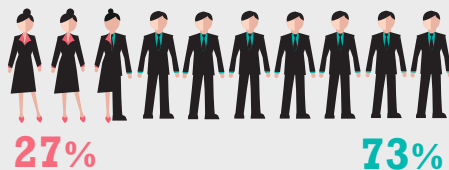


Chair of the Board



1.2 Executive Committees

The executive committee is a company's executive management and consists of the CEO, heads of business areas and others who report directly to the CEO.



Companies with gender quota legislation

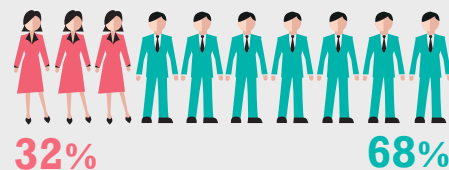


Companies without gender quota legislation



1.3 Boards

The board determines strategy, budgets and guidelines for the company and supervises the CEO and the business in general.



Companies with gender quota legislation



Companies without gender quota legislation



Companies subject to gender quota legislation have more than twice as many women on the board, while the proportion of women on executive committees is approximately the same, regardless of whether the company is subject to gender quota legislation or not.



CORE
CENTRE FOR
RESEARCH ON
GENDER EQUALITY

CORE – Centre for Research on Gender Equality at the Institute for Social Research, develops the CORE Norwegian Gender Balance Scorecard on behalf of the Ministry of Culture and Equality. Every second year, we monitor the gender balance within the top management of the 200 largest companies in Norway. The CORE Gender Balance Scorecard was first established in 2016.

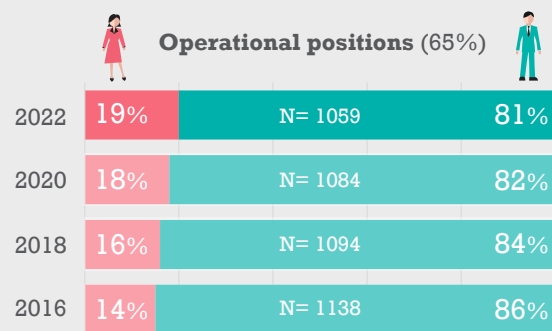
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#2 OPERATIONAL AND SUPPORT POSITIONS IN EXECUTIVE COMMITTEES

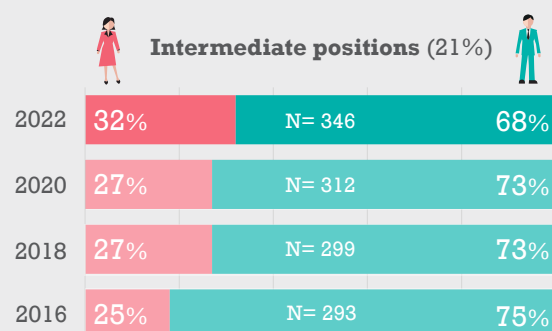
Most executive management positions are operational positions, with responsibility for profit/loss. Women are particularly under-represented in these positions.

2.1 Gender balance in different positions

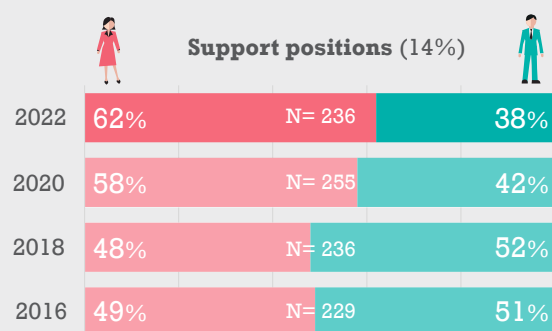
In 2022, there will be a total of 1,641 positions on the 200 largest Norwegian executive committees.



Operational positions are positions with responsibility for profit/loss or the line, such as heads of sales, divisions or regions.

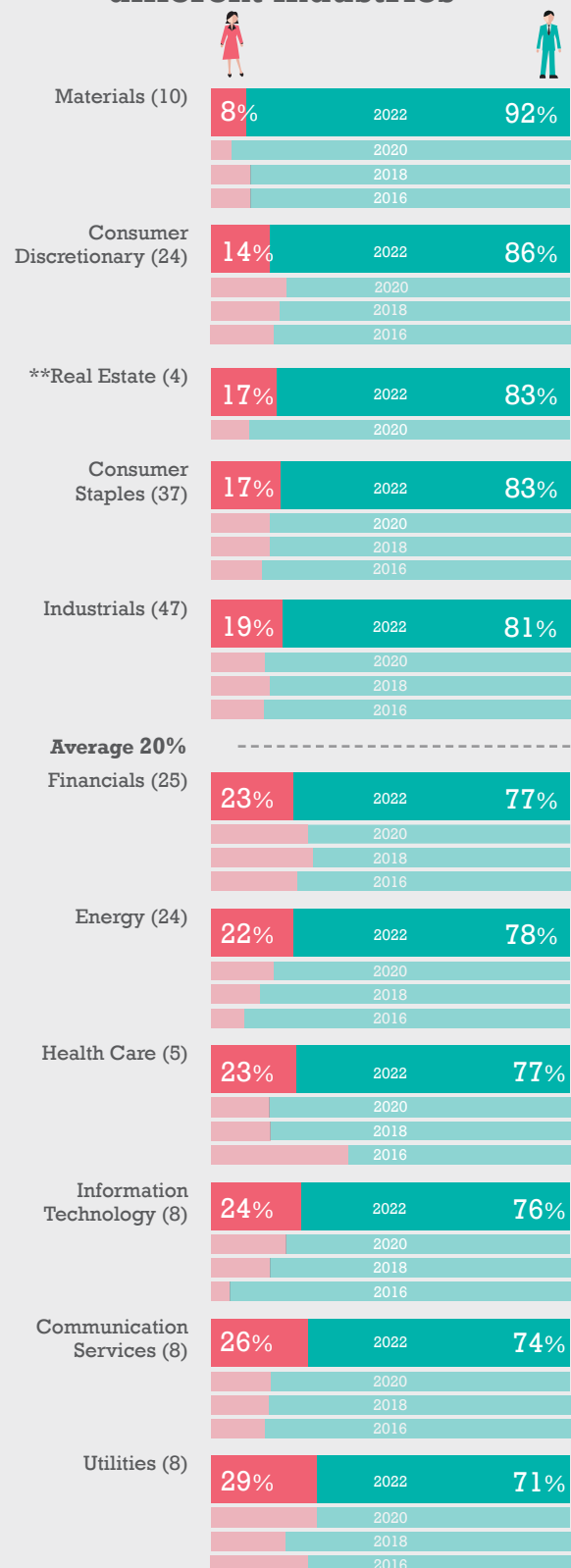


Intermediate positions are positions that are not directly linked to core operational activities but do share some responsibility for profit/loss. Intermediate positions include heads of marketing, purchasing, technology and logistics.



Positions with a support function, such as HR, communications, HSE and legal positions.

2.2 Gender balance in operational positions in different industries*



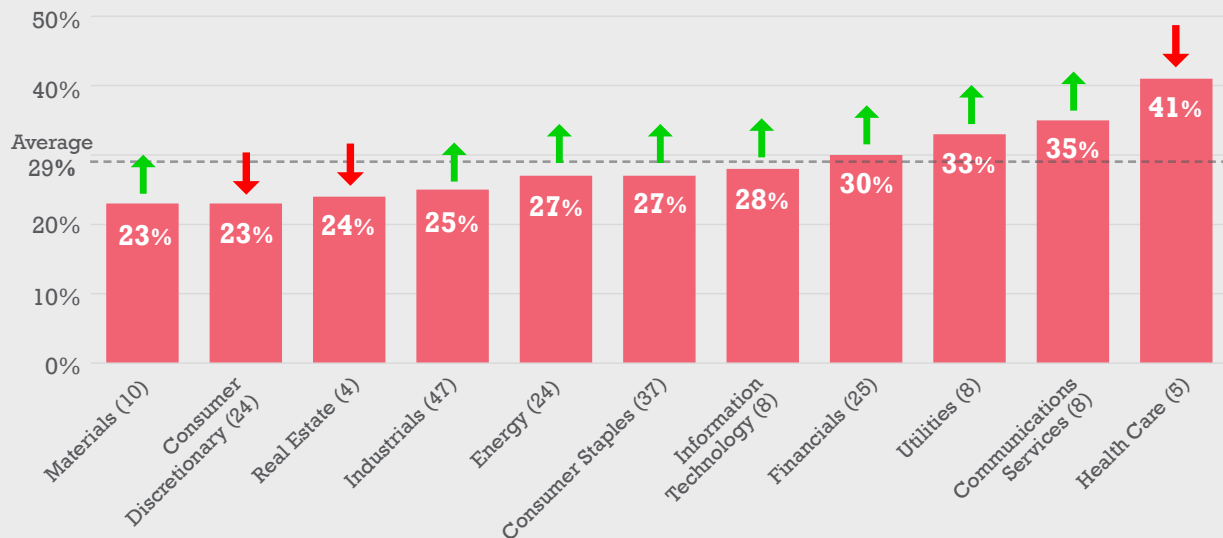
*Number of companies per industry in brackets.

**Before the change in 2018, the Financials and Real Estate industries were combined.

#3 TOWARDS GENDER BALANCE?

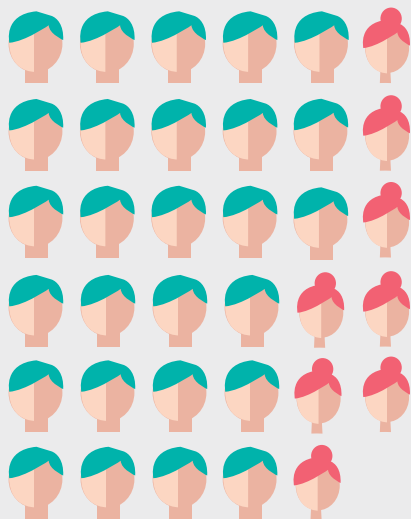
3.1 Gender balance by different industries

We find a small increase in the proportion of women in most industries since the previous survey in 2020. Out of a total of 11 industries, only “Health Care” has a gender balance in executive committees.



3.2 CEO turnover

Since the last survey, 35 companies have hired new CEOs. Of these, 8 were women.



Most new CEOs (31 of 35) come from an operational position, often with executive responsibility for a business area or a region.

22 in 27 male and 2 in 8 female CEOs come from a position within the company.

3.3 Turnover among chairs

After the last survey, 41 companies have had a new Board Chair. Of these, 6 were women.



Most new Board Chairs have prior experience of being Board Chair or a CEO – or both. Based on publicly available information, 30 in 41 new Board Chairs have held this role previously (25 in 35 men and 5 in 6 women).

33 in 41 new Board Chairs (29 in 35 men and 4 in 6 women) are or have been a CEO or second in command (COO).

#4 MORE COMPANIES HAVE GENDER BALANCE – but most are predominantly male

4.1 Number of companies with and without gender balance

Number of companies by percentage of women in executive committees

	0%	1–24%	25–39%	40–60%	> 60%	Number of companies
2022	23	68	56	49	4	200
2020	26	73	57	41	3	200
2018	39	73	60	26	2	200
2016	34	99	45	20	2	200

A quarter of the companies have gender balance on their executive committees. 73 per cent are predominantly male, while 2 per cent of the companies are predominantly female.

Among the 200 largest companies, it is still most common to have fewer than 25 per cent women on executive committees. These women are often in support positions. About half of the companies with gender balance have a female CEO.

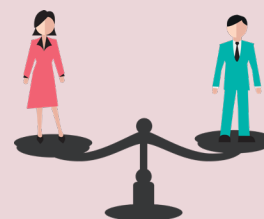
Completely male dominated vs gender balanced 2022

Only men on the board and executive committees:

- 33 companies have only men on the board and 23 companies have only men in executive committees.
- 6 companies have only men on both the board and executive committees.

Gender balance (40–60%) on the board and executive committees:

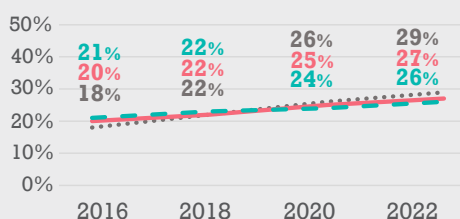
- 84 companies have gender balance on the board and 49 companies have gender balance on executive committees.
- 20 companies have a gender balance on both the board and executive committees.



4.2 Change in proportion of women

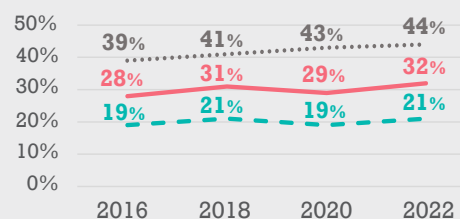
— All Companies with gender quota legislation - - - Companies without gender quota legislation

Executive Committees



There has been a slight increase in the proportion of women on executive committees since 2016.

Boards



The proportion of women on boards has remained relatively stable, but there is a large gap between companies subject to gender quota legislation and those that are not.

	2016	2018	2020	2022
Number of companies with gender quota legislation	88	84	79	95
Number of companies without gender quota legislation	112	116	121	105

Male dominance is still strong in the Norwegian business community, but the proportion of women in executive has increased somewhat in recent years. The proportion of women has increased more in support positions and intermediate positions than in operational positions.

In operational positions with responsibility for profit/loss, men still count for 81 per cent.