

CORE

NORWEGIAN GENDER BALANCE SCORECARD

200

SPRING 2020

■ Women ■ Men

What is CORE Norwegian Gender Balance Scorecard?

This Scorecard maps the gender balance on executive committees and boards 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 operational and support 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 – 2018
- Core Norwegian Gender Balance Scorecard – 2016

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

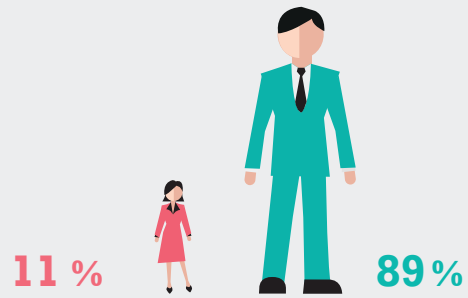
#1 GENDER BALANCE IN THE 200 TOP COMPANIES

1.1 At the top: Usually a man

Chief Executive Officer (CEO)

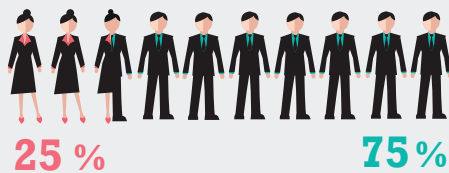


Chair of the Board



1.2 Executive Committees

The executive committee is a company's executive management and consists of the CEO, business heads, regional directors and others who report directly to the CEO. The average executive committee consists of 8 people.



Companies with gender quota legislation

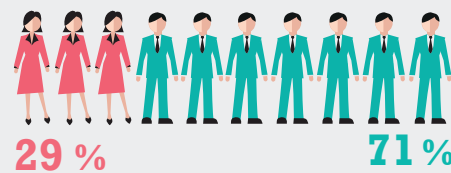


Companies without gender quota legislation



1.3 Boards

The board determines strategy, budgets and guidelines for the company, and supervises the CEO and the business in general. The average board (excluding deputies) consists of 7 people.



Companies with gender quota legislation



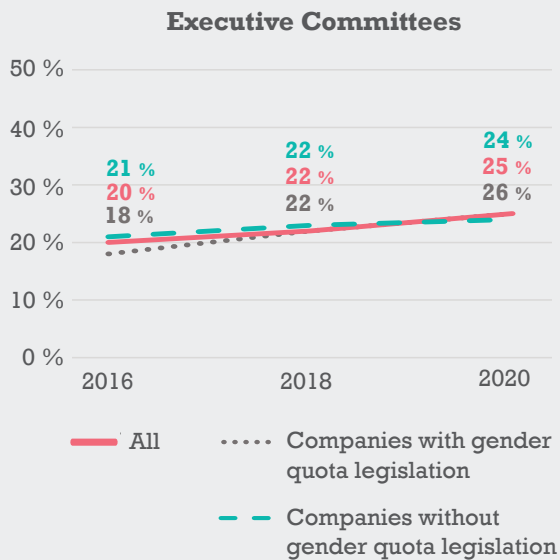
Companies without gender quota legislation



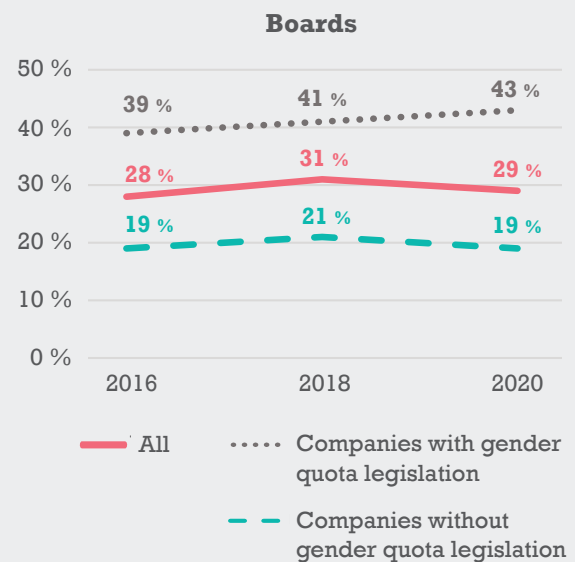
Companies with legal regulations have more than twice as many women on the board than companies without regulations, while the proportion of women on executive committees is approximately the same (a quarter), regardless of whether the company has gender quota legislation for the board or not.

#2 HEADING TOWARDS GENDER BALANCE?

2.1 Change over time



In the executive committees, there has been a slight increase in the proportion of women since 2016.



The share of women in boards has remained relatively stable, but there is a large gap between companies with and without gender quota legislation.

	2020	2018	2016
Number of companies with gender quota legislation	79	84	86
Number of companies without gender quota legislation	121	116	114

2.2 CEO turnover

Since 1 May 2018, 70 companies hired a new CEO, and only a quarter (18) of these were women. However, the proportion of female CEOs among new hires is higher now than in the previous Scorecard, where only 6 of 48 were women.



2.3 Turnover among chairs

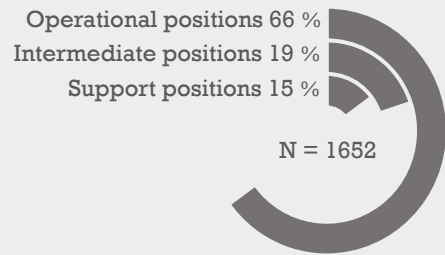
Since 1 May 2018, 66 companies hired a new chair, of whom 8 were women. The proportion of women appointed to the position of chair is thus lower than the proportion of new female CEOs during this two-year period.



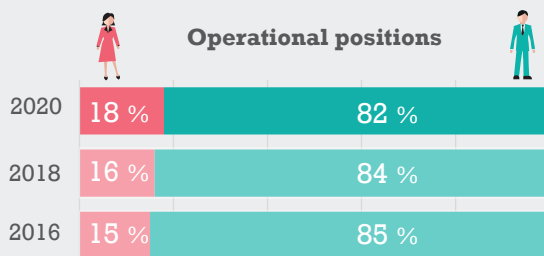
The turnover rate among CEOs and chairs is high and there are still far more men recruited to these top positions than women. In order to achieve gender balance at CEO-level, all new CEOs hired since May 2018 would have to be women.

#3 OPERATIONAL AND SUPPORT POSITIONS IN THE EXECUTIVE COMMITTEE

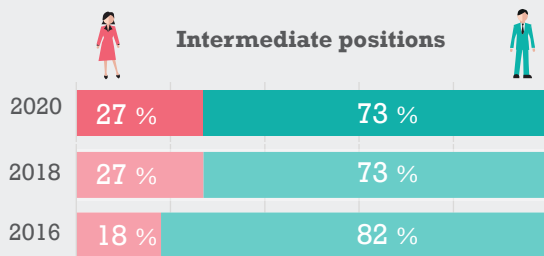
Most top positions are operational positions with profit and loss responsibility (often called line positions). Nevertheless, the few female top managers in the business world more often occupy support positions (also called staff positions). Operational responsibility is usually required for promotion to CEO. Women are particularly underrepresented in these positions.



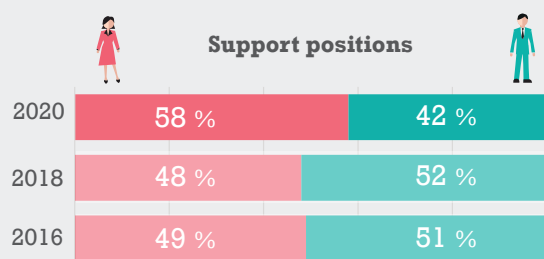
3.1 Gender balance in different positions



Operational positions with profit and loss responsibility are, for example, business unit heads and national/regional heads. The CFO (Chief Financial Officer) position has traditionally been considered a support function, but is increasingly connected to profit and loss responsibility. Therefore, we have categorised CFO as an operational position.

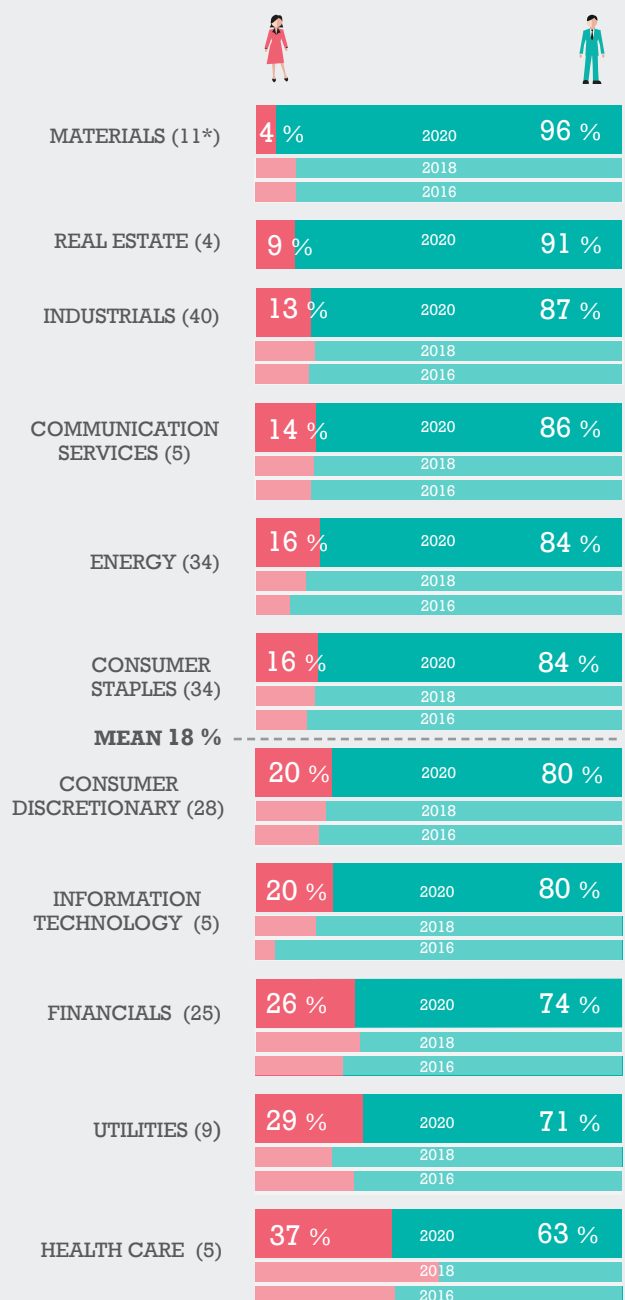


Intermediate positions share some of the characteristics of both operational and support positions. However, these roles are not directly connected to operational core functions but are nonetheless linked to profit and loss responsibility. Directors of marketing, purchasing, technology and logistics are examples of such positions.



Support roles are positions providing support to the group executive management. Examples are HR, Communications, SHE and Legal.

3.2 Proportion of women in operational positions across sectors

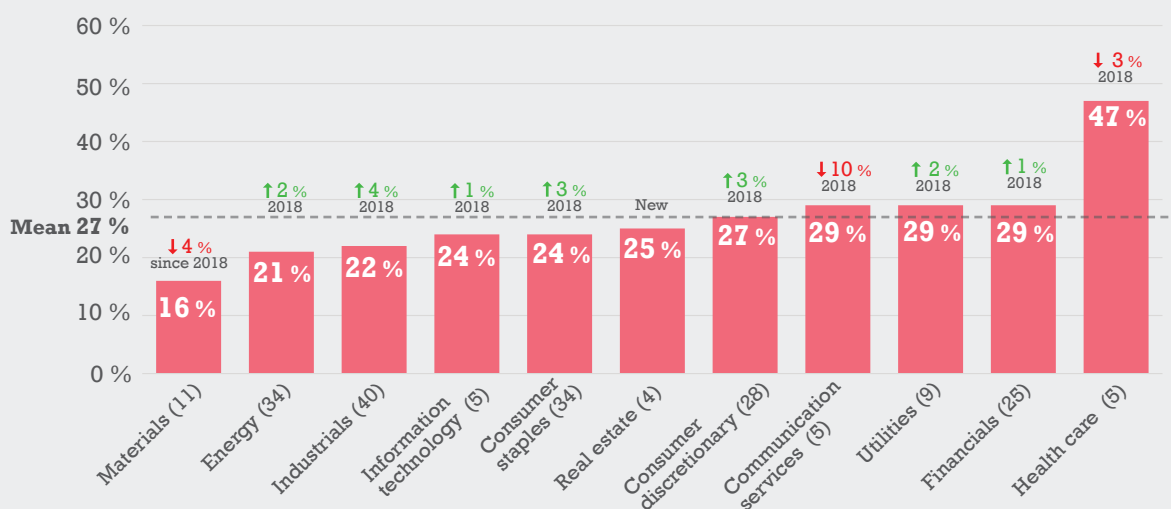


*Number of companies

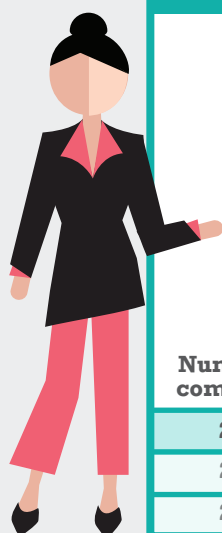
#4 MORE COMPANIES HAVE GENDER BALANCE – but most are predominantly male

4.1 Gender balance by industry

We find a small but positive development in most industries since 2018, but still only 1 of 11 industries have gender balance on their executive committee.



4.2 Companies with and without gender balance



Share of women	0 %	1-24 %	25-39 %	40-60 %	more than 60 %
Number of companies					
2020	26	73	57	41	3
2018	39	73	60	26	2
2016	35	98	45	20	2

In 2020, 41 of 200 companies have gender balance on their executive committee. This is an increase from 2018, when only 26 companies had gender balance. 3 companies have more than 60 % women on their executive committees, while a total of 156 companies are predominantly male. Around a quarter of the companies with gender balance have a female CEO.

The predominance of men persists in Norwegian businesses, but the proportion of women on executive committees is slightly increasing. However, men clearly occupy more operational positions with profit and loss responsibility. In order to achieve balance at the top, the proportion of women in operational positions must be increased.

