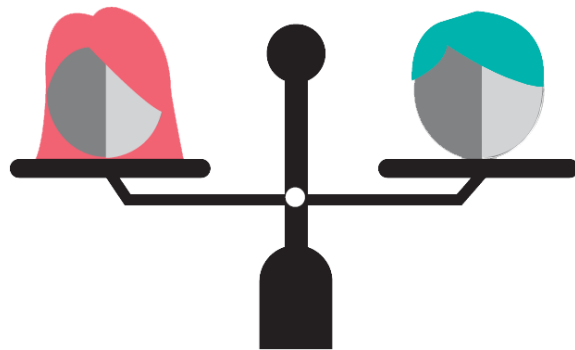


CORE

NORWEGIAN GENDER BALANCE SCORECARD



Selection and categorization 2016

Selection criteria

CORE – Norwegian Gender Balance Scorecard maps the gender balance of the executive committees of the 100 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.

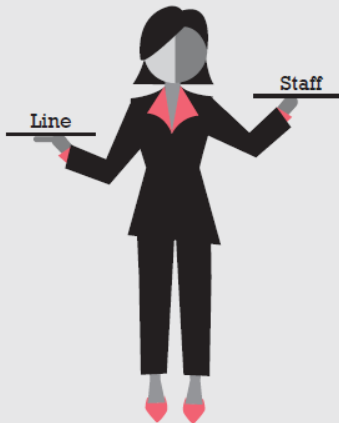
39 companies were excluded from the selection:

- Health trusts (5)
- State-/municipality-owned companies with sectoral-policy objectives * (6)
- Companies with an executive committee consisting of fewer than four people (5)
- Norwegian registered foreign enterprises (NUF) (5)
- Companies that no longer exist or have been sold (4)
- Companies about which it has been impossible to get hold of information (14). Several of these are holding companies.

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

What do we mean by line and staff 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.

When categorizing job titles, we've used information from the companies' websites, as well as organizational charts. The line between staff and line positions is, however, not always clear-cut. Whether a position is charged with profit and loss responsibility can vary from company to company. It should therefore be noted that some of the job titles in our selection could be categorized both as line roles and staff roles. When categorizing ambiguous job titles like "Commercial Director" or "Director of Business Development", we've contacted the companies and used their classifications.

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.

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:

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