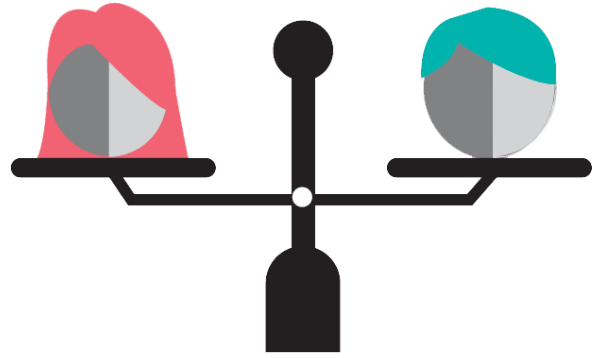


CORE

NORWEGIAN GENDER BALANCE SCORECARD



SELECTION AND CATEGORIZATION

WHAT IS THE NORWEGIAN GENDER BALANCE SCORECARD?

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 2017). In order to be included in the selection, the companies must have:

- A board registered in the Register of Business Enterprises (Brønnøysundregistrene) 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.

DATA COLLECTION

Websites and email:

Information about the composition of the executive committees has been collected between **February 2018 – April 2018**. Our main sources of information have been the companies' websites and annual reports. If information about the executive committees was unavailable or uncertain, we tried to contact the companies directly. Most 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, revenue, number of board members, number of women on the company board, and gender of the company's chairperson.

THE FOLLOWING COMPANIES WERE EXCLUDED:

- Health trusts and state-/municipality-owned companies with sectorial policy objectives*
- Norwegian registered foreign enterprises (NUF)
- Companies with an executive committee consisting of less than four people
- Companies that no longer exist or have been sold and no longer have the same organization number
- Companies in which information has been impossible to obtain.

* [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 if the information has been available.

COMPANY STRUCTURE

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.

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.

Other positions are positions that neither represent a classic line nor staff role. However, these positions are more closely connected to operational functions and profit and loss responsibility than the classic staff positions. These positions include Director of Logistics, Director of Purchasing, Director of Risk Management, Commercial Director or Technical Director.

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

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

SECTORS

In order to categorize the companies according to sectors, we've relied on the 11-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.

Real Estate includes companies within real estate business. For instance, realtors and rental services are included in this sector.

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 Sector includes companies involved in banking and other mortgage and financing services.

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>

CEO'S TIME OF ACCESSION

Mapping CEOs time of accession is a new aspect in this version of the Scorecard. Dates of accession have been collected from the Register of Business Enterprises (Brønnøysundregistrene) and the websites of the companies.

DEVELOPMENT 2014 – 2018

The scorecard maps the 200 biggest companies by total revenue in a given year. As revenues may fluctuate from year to year, and companies merge, are bought etc., there will be a some variation in the sample of companies constituting the 200 largest companies in the different editions.

Thanks to Mary Blair-Loy and her team at University of California, San Diego, for useful collaboration.

DATA LIMITATIONS

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.



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