

# NORWAY

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With an Index score of 0.72, Norway is the highest-ranked among the 19 European countries included in the Index and covered by this analysis. Norway scores higher than the European average for most indicators. The key indicators on which Norway is not the leader are the number of women on boards (France leads), number of women in committees (Italy leads) and number of female board chairs (Poland is the leader).

There are 19 companies in the Index for Norway. This limits the possibility of undertaking a detailed analysis of the situation. Indeed, the slight decrease in GDI is mainly due to entities not included in the 2020 GDI, either because data were not collected on these companies or because they had no layer 2 at the time.

In the 19 companies ranked in the Index:

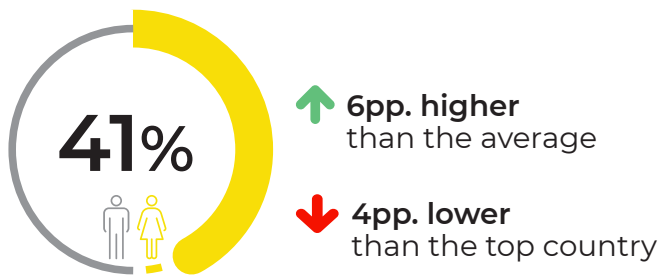
- > five have a woman as Chair of the Board;
- > five have a **woman as CEO**, four have women as CFOs, and three has a **woman as COO**.

15 Norwegian companies were included in both the 2020 and 2021 datasets. Of these:

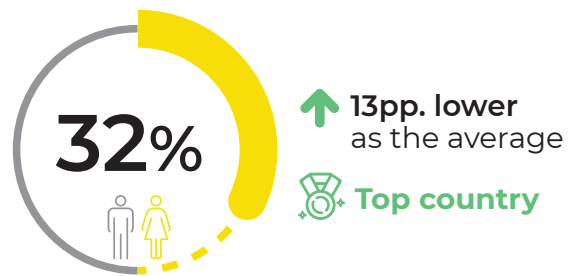
- > 9 improved their score over the past year;
- > 5 have seen their score decrease since 2020;
- > the most significant improvement was noted for the company Equinor.

# Women representation in leadership positions

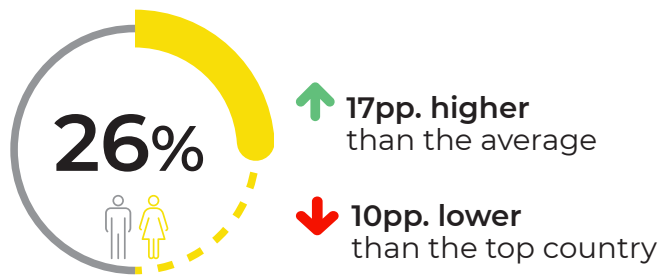
## BOARD OF DIRECTORS / SUPERVISORY BOARD



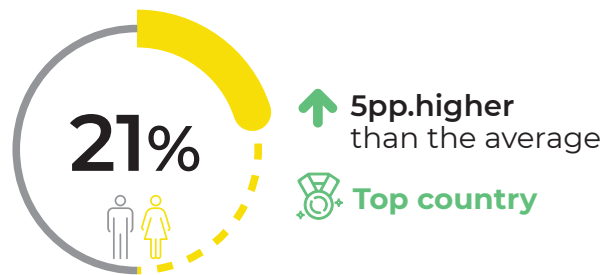
## EXECUTIVE LEVEL



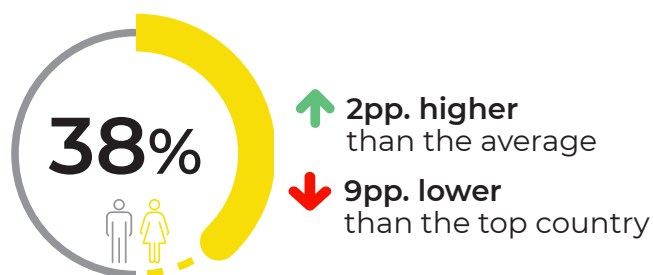
## CHAIR OF BOARD OF DIRECTORS / SUPERVISORY BOARD



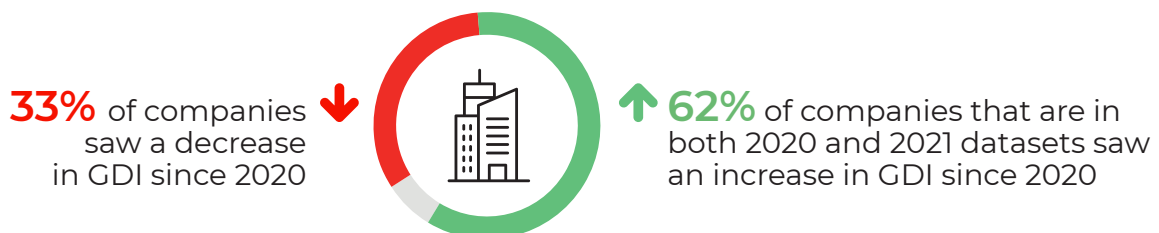
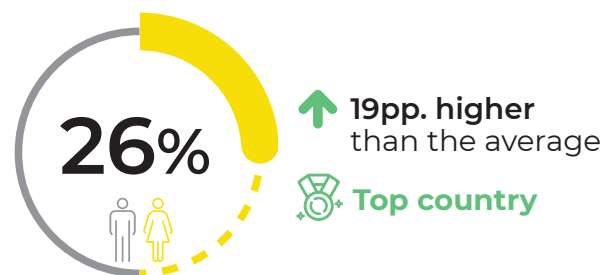
## CFO



## BOARD AND CONTROL COMMITTEES



## CEO



# NORWAY

There are seven companies (37%) in Norway with a GDI score higher than or equal to 0.80 and a total of thirteen (68%) with a GDI score higher than 0.70. 17 of 19 companies have a GDI score higher than 0.54. These 17 companies have an average GDI score of 0.77.

Thirteen companies have more than 40% women on their boards.

Norway's top five companies have an average Index score of 0.92, 0.33 percentage points higher than the overall average European score. All five companies are ranked among the 50 top companies in the GDI 2021.<sup>16</sup>

COMPANY	RANK	GDI	% women in leadership – absolute count	% women on the board	% women in executive level	% women in committees	Female chair of Board	Female CEO
OVERALL AVERAGE		<b>0,59</b>	30	35	19	36		
TOP COMPANY	<b>1</b>	<b>1</b>	50	50	54	43		
Entra Asa	<b>2</b>	<b>1,01</b>	53	53	40	33	✓	✓
Dnb	<b>19</b>	<b>0,91</b>	44	50	40	55	✓	✓
Salmar	<b>22</b>	<b>0,90</b>	40	57	38	60	✗	✗
Equinor	<b>27</b>	<b>0,89</b>	46	36	54	35	✗	✗
Yara	<b>41</b>	<b>0,87</b>	46	40	41	40	✗	✗

List of all companies in Norway including overall ranking and country ranking:

OVERALL RANKING	COUNTRY RANKING	COMPANY GDI	COMPANY	OVERALL RANKING	COUNTRY RANKING	COMPANY GDI	COMPANY
2	1	1,01	Entra Asa	163	12	0,71	Gjensidige Forsikring
20	2	0,91	Dnb	163	12	0,71	Tomra Systems
23	3	0,90	Salmar	188	14	0,69	Schibsted Gruppen
28	4	0,89	Equinor	323	15	0,59	Nel
39	5	0,87	Yara	342	16	0,58	Orkla
44	6	0,85	Telenor	382	17	0,55	Scatec
75	7	0,80	Norsk Hydro	520	18	0,43	Nordic Semiconductor
92	8	0,78	Adevinta	627	19	0,21	Bakkafrost
100	9	0,77	Mowi				
125	10	0,75	Storebrand				
135	11	0,74	Aker Bp				

<sup>16</sup> For easier visualisation, the GDI scores are displayed with two digits (from 0.00 to 2.00). Companies that may appear to have the same GDI score may actually show differences when all digits are taken into account.