

# Women in Icelandic Energy

Gender Diversity in the Icelandic Energy Sector

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KONUR Í  
ORKUMÁLUM



**EY**

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working world



# A Word from our Chairman

We have needed this report for a long time. I am both pleased and excited, because it confirms what I — and many others — have sensed for years, but have not been able to support with data. Furthermore, it lays out the task at hand; a challenge the Board of Women in Energy - Iceland is well prepared for.

Soon after the first Board of Directors was elected to our recently founded organization, we decided to conduct and publish a study on the prevalence and influence of women within Iceland's energy sector. This first snapshot would also provide a baseline on which to measure future progress. We expect to update the report on a regular basis to publicly monitor whether women's influence is increasing in the sector in the future, and of course, whether or not our effort is bearing fruit.

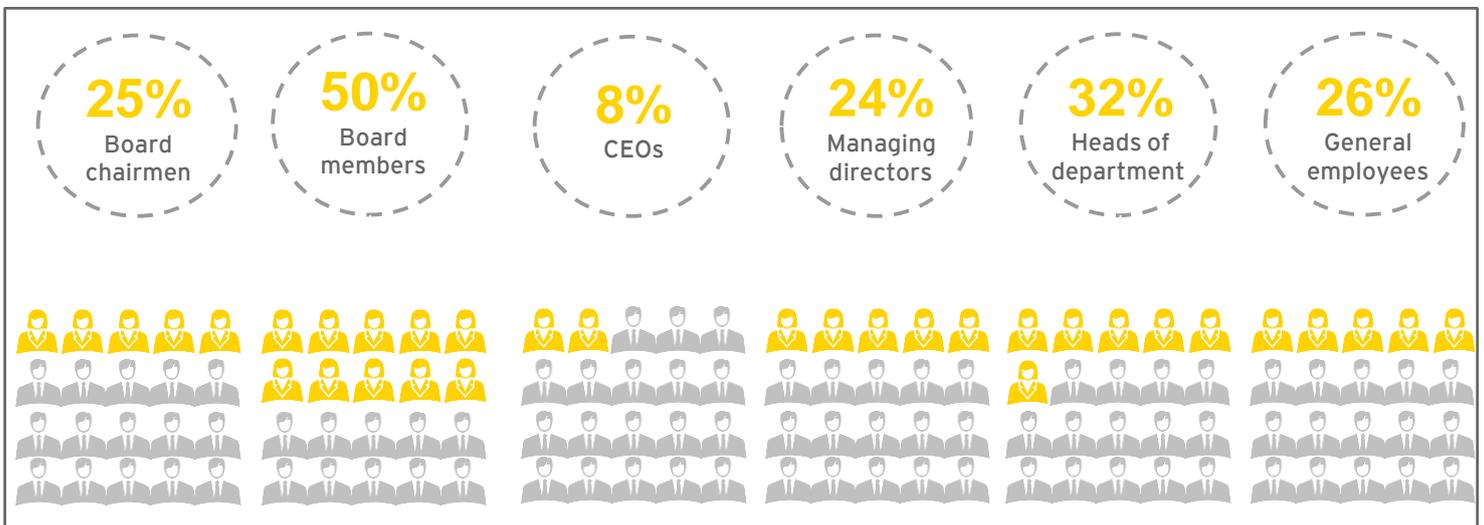
The report clearly shows that increased diversity in leadership improves performance. This is not merely a matter of fairness. As the analysis shows, a more even gender distribution on the boards of companies and their executive teams positively affects the bottom line.

Many studies have been conducted and theories posed on this positive correlation. Increased diversity results in improved decision-making, added independence, better governance, more innovation and a decrease in "herd mentality".

We therefore decided to investigate whether there was a correlation between gender balance in decision making in the Icelandic energy and utilities sector on the one hand and earnings on the other. The outcome indicates that improved gender balance on executive teams can lead to an increase in return on investment by up to 2.1%.

The objective of this report is to highlight the influence of women within the Icelandic energy sector, follow-up on the results and try to influence future development in a positive way. Clearly that alone will not result in significant change, so we will need to make efforts on other fronts, as well.

The results of this report came as no surprise to those of us who work in the sector. They do however provide us with a basis for our mission in the coming years. We look forward to witnessing further changes to gender ratios in the sector — hopefully for the better. To us, it is obvious that increased diversity will not only lead to increased equality and fairness, but also to improved company health, both financial and social, and a better energy sector overall.



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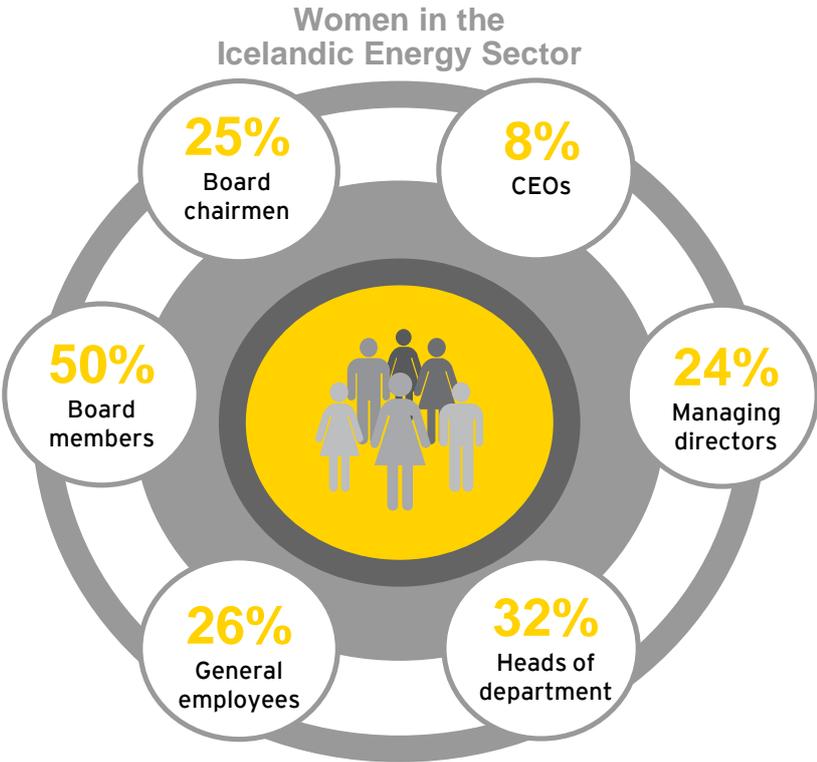
# Main Outcome

This is a report on women’s level of influence within the Icelandic power and utilities sector. Data was collected on the gender of people in key positions in the country’s major power and utility companies. The outcome is in many ways quite interesting. Women are generally more influential in the Icelandic power and utilities sector than globally. Women are also more influential in the Icelandic power and utilities sector than they are in the Icelandic private sector in general. On the other hand, the study reveals imbalance in favor of men when it comes to chairmen, CEOs and other managing directors. There are, however, reasons to be optimistic. The report provides a basis from which to monitor the development of diversity in positions of influence in the power and utilities sector in the coming years.

## Boards of energy companies more diverse than their management teams

Data was collected on the boards, executives and general employees within the country’s major power and utility companies. From there it was decided to conduct a more detailed study on all companies that belong to Samorka (Federation of Energy and Utility Companies). We did not study small municipal run heating, water, and sewage utilities, or companies with limited operations.

The main findings on the influence of women within the sampled companies can be seen in the image on the right. The image shows that the gender balance on companies’ boards of directors is equal. However, only a quarter of CEOs are women. A total of 45% of board members are women. There is greater gender balance on the boards of power companies and utilities than within their executive teams. This may be because most of the companies must comply with a law that stipulates that the ratio of either gender on the company's board of directors shall never be lower than 40%.



Over 24% of all managing directors and department heads in the sample are women, this includes the companies' CEOs. Of the 12 CEOs (or most senior managers if there is no CEO), only one was a woman.

Despite only 8% of CEOs of the country's largest utilities and power companies being female, there was a positive trend in the data collected. When considering the gender balance among managers and department heads, there is more gender balance amongst managers with less than 5 years' work experience. Of managers with less than 5 years on the job, 42% are women.

Of the companies' CEOs, 75% of them had 5 plus years' seniority. It is therefore possible that the CEOs of the future are already among the managing directors and department heads with less than 5 years on the job. It will be interesting to see whether the companies with an even gender balance among lower management continue to promote women to the CEO position as often as they do men, or whether those women will find themselves contained by the glass ceiling.

### **On average 30% of decision making power in Icelandic power companies and utilities is with women**

We looked at the number of women among executives and directors of Iceland's largest energy companies. The influence of women within the sample was determined by responsibilities and decision-making authority, and companies were given a rating that reflects the share of female influence within the company.

The three companies that received the highest rating can be seen below. The company with the highest score according to our analysis was Veitur ohf., a utility that is the subsidiary of Reykjavík Energy, which itself received the third highest score. The average score for the sample was 30%, indicating that 70% of influence and responsibility within Icelandic energy companies is held by men.

### **The companies with the highest rating of women in authority**



#### **Veitur**

There are five board members in Veitur, of which two women. The board chairman is male, but the managing director is female. Alongside, half of the heads of department are women.



#### **Landsnet**

At Landsnet, the majority of the board members are women and the chairman is a woman as well. One third of the managing directors and branch managers are female, as well as a third of the heads of department are women.



#### **Reykjavík Energy**

Four out of seven board members are women, there amongst the board chairman. A quarter of the managing directors and branch managers are female and 63% of the heads of department are women.

## In international context, Icelandic energy companies are leaders when it comes to gender balance among executives

In a global context, there is greater gender balance in decision-making in Icelandic utilities than in international firms. In 2016, 45% of board members in Icelandic energy companies were female. In 2015, 20% of board members of the 77 largest utilities in Europe were women, and in the 200 largest utilities in the world, the ratio was only 12%.

The gender ratio of firms' executive teams is also generally more balanced in the Icelandic power and utilities sector.

Over 24% of executives and department heads in Icelandic energy companies are women. In 2015, the percentage was 12% in Europe and 14% in the 200 largest utilities in the world.

It should be noted that legislation pertaining to gender balance on boards of directors is more explicit in Iceland than in most other countries. Many other European nations do however have laws pertaining to the gender balance of boards. In most instances, the legislation is not as strict as in Iceland. The minimum ratio may be lower or there is only a reporting requirement rather than legally stipulated ratio.

### Comparison with Europe

#### Women on Boards



#### Women on Executive Boards



# Status of Women in Icelandic Energy Companies



The group included in this study is composed of the main members of Samorka, which are the country's largest energy providers

The report is about the authority of women within Icelandic energy companies. The group to be analyzed was therefore defined as all energy producers and distributors in Iceland. All main members of Samorka were included in the initial group, which was then corrected by excluding small utilities such as water, district heating and sewage whose operations were more related to public administration than energy production and distribution. The hydroelectric generator Múlavirkjun was also excluded from the group due to its limited operation. There was no full-time employee at the company in 2016. A discussion on Múlavirkjun among other companies related to the energy sector is included on p. 15.

The group listed in Table 1 is composed of 12 companies that either distribute or produce energy. The analysis was applied to subsidiaries as individual units, as well as to individual consolidated groups as a whole. The analysis of consolidated groups based on Table 1 can be found in Table 2 on p. 8.

In 2016, the twelve companies had a total of 1,334 positions, 58 executives and department heads and 58 board members. All companies in the sample provided information on the authority of women within the respective company.

**On average 30% of the decision-making authority and responsibility in Icelandic companies is held by women**



**Table 1. Women's decision-making authority within Icelandic Energy companies**

Order	Company	Grade
1	Veitur	63%
2	Landsnet	46%
3	Reykjavík Energy	40%
4	Fallorka	38%
5	Rarik	30%
6	Nordurorka	26%
7	Westfjord Power Company	25%
8	HS Veitur	23%
9	HS Orka	23%
10	Landsvirkjun	21%
11	Orka náttúrunnar	19%
12	Orkusalan	3%
<b>Average</b>		<b>30%</b>

Companies provided information on the gender and seniority of board members, managing directors, department heads and internal auditors.

Each role was assigned a weight according to its associated decision-making authority and responsibilities. The weight was used to estimate the ratio between the decision-making authorities of each gender. More information on the methodology can be found in Appendix A.

The results of the study on gender balance in decision-making authority can be seen in Table 1 above.

The companies are listed according to gender balance with regard to decision-making authority. The scale goes from 0% to 100%. 0% means no responsibility or authority rests with female employees. 50% means balance between the sexes when it comes to authority and responsibility. 100% means all authority and all responsibility lies with women employees.

As can be seen in Table 1 women hold under 40% of decision-making authority and responsibility in 9 of 12 companies in the study. Veitur is the only company with more authority in the hands of women than men. The only manager in the company is female and so are two of four department heads. The board of directors consists of five individuals, thereof two women. The CEO is male.

Landsnet came in second place. Two of three board members are female, including the CEO. Furthermore, two of six managers are women, among them the financial manager. Third of department heads are female. 19% of full-time positions in 2016 were manned by women.

Reykjavík Energy came in third place. Majority of board members are female, that is, four out of seven, including the CEO. The company has four managers. One of them is a woman, the head of development. Reykjavík Energy is one of three companies in the study that have more female department heads than male. Furthermore, it is one of four companies that have more women on the board of directors than men and one of three with a female CEO.

Company groups were also analysed (parent companies and subsidiaries). The numbers show that women are severely underrepresented in company groups as a whole

Three of the four top companies in Table 1 and bottom two companies, are subsidiaries of other energy companies in the sample.

Company groups were also analyzed. Managers and department heads of subsidiaries were added to the total of comparable jobs of the parent company. The top manager of a parent company was defined as the CEO and managers of subsidiaries were defined as managers on the same level as managers in the parent company.

The results can be seen in Table 2. As the table shows, the number of companies with around 40% of women of decision-making authority goes from four to one. Reykjavík Energy is the only company in the sample that maintains the percentage. Authority of women in the other company groups is around 25%. The medium percentage among company groups is 27.

**Table 2. Women's decision-making authority within Icelandic Energy companies on a consolidated level**

Order	Company	Grade
1	Reykjavík Energy	40%
2	Rarik	26%
3	Nordurorka	26%
4	Westfjord Power Company	25%
5	HS Veitur	23%
6	HS Orka	23%
7	Landsvirkjun	22%
<b>Average</b>		<b>27%</b>

Landsvirkjun (National Power Company of Iceland) is the lowest ranking company in group comparison, despite the ranking going up just over 1%. Three of five board members were male, including the chairman. The CEO of Landsvirkjun is a male and eight of nine managers of the group are male. Managers of Landsnet are included in these numbers. About 69% of the group's department heads are male.

## The sexes are equally represented but majority of chairmen are male

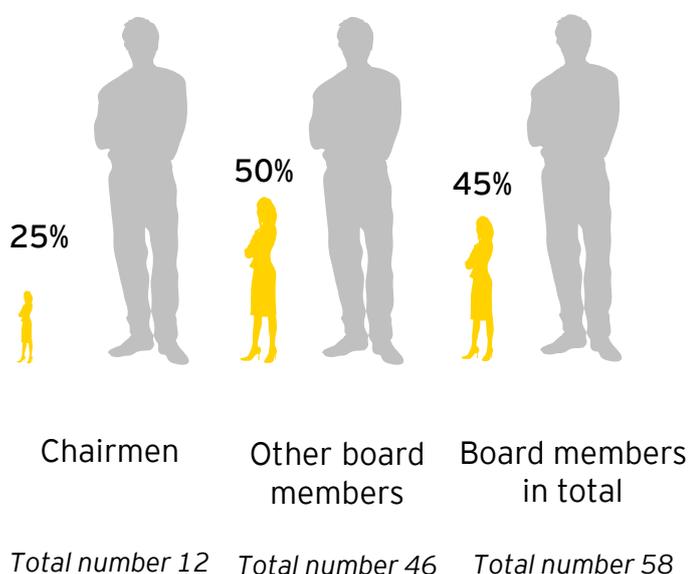
The illustration below shows the total number of chairmen and board members in the sample as well as the percentage of women.

When gender equality on company boards is discussed it is worth keeping in mind 63rd. Paragraph of law on private companies. According to the law the gender ratio on the boards of limited liability companies as well as official companies with over 50 employees should not be under 40% if the board has more than three members. If the board consists of three members at least one member should be of the opposite sex.

Of the twelve companies ten had over 50 employees in 2016. In ten of those companies the total number of board members were 52, thereof 25 women. The ratio of women on the board of these companies was therefore 48%. However, the ratio at the two remaining companies that the law of gender equality does not apply to, that is, Fallorka and Orkusalan, was only 17%.

Despite the even gender mix on the board of the companies that fall under the law is even, only two of ten companies had a female chairman. These two companies are Reykjavík Energy and Landsnet. The chairman of Fallorka is also female. Fallorka had merely seven employees in 2016 and is therefore exempt from article 39 of the law on private companies.

### Proportion of women on boards



Only four of the twelve companies had women in majority on the board. It was: Landsnet, Westfjord Power Company, Reykjavík Energy and Rarik (Iceland State Electricity). It should be mentioned that at the annual meeting of Landsvirkjun on April 27, 2017, the board membership changed, women are now the majority of board members.

The analysis shows that companies that are bound by the law act accordingly. However, gender equality is not demonstrated when it comes to chairmen, as 75% of them are male. The trend seems to be to assign men to the most responsible position of the board.

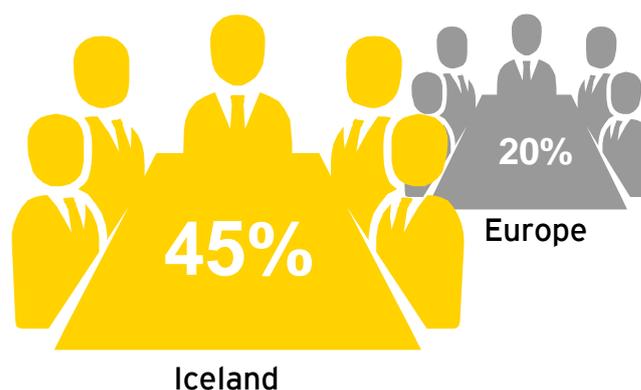
Legislative minimum of each gender on companies' boards



There is more gender equality in Icelandic energy companies is better than internationally. The law is stricter in Iceland.

In 2016 45% of board members of Icelandic energy companies were female. In international comparison, there is more gender equality in Iceland when it comes to decision-making authority and responsibility. In 2015 20% of board members of the 77 biggest energy companies in Europe were female. Of the 200 biggest energy companies, globally the ratio was only 12%.

### Comparison of the proportion of women on boards in Iceland and in Europe



**Women are 24% of managers in the sample. Only one company has a female CEO**

The illustration to the side shows the ratio of female vs male managers. There are in total 58 managers in the sample, thereof 14 women. Women are 24% of managers in the energy sector according to the study.

It is interesting that of all the companies in the sample only one has a female CEO.

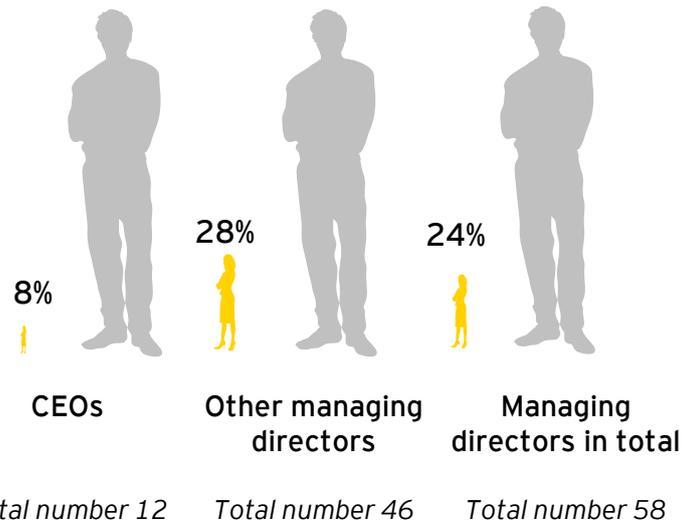
**More equality with regards to seniority of managers**

Graph 1 shows managers of the 12 energy companies categorized by sex and duration of employment.

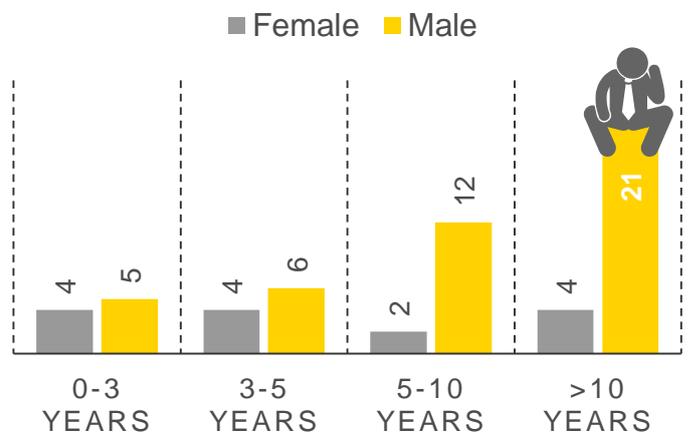
As shown, gender equality is much greater among managers who have been less than five years on the job. Of managers with 0-3 years of experience 44% are female. Of managers with 3-5 years' experience the percentage is 40. The ratio is reduced to 14% in the 5-10 years category. For managers with over 10 years' experience the ratio is 16%.

The gender equality among managers with less than 5 years' experience is interesting in light of the changes to laws on LLCs and private companies. The main changes were: Gender equality was to be considered when managers were being hired, and gender balance among managers was to be documented in the state company registry of Iceland. Whether the changed law impacted the increased gender balance is hard to say. In comparison, department heads follow the same trend in the sample.

**The proportion of women as managing directors**



**Graph 1. Gender segregation and age analysis of Managing Directors**



**75% of senior managers in the sample have over 5 years work experience with the company**

Although only one of twelve senior managers in the sample is a woman, the good gender balance among managers with less than five years employment indicates that the number of female managers will go up in the future.

As can be seen in Graph 2, 75% of all senior managers in the sample have over five years of employment. In early 2017 42% of all managers with under five years on the job were female, but only 15% of managers with over five years in the role.

With regard to gender balance among managers with short period of employment compared to managers with longer period of employment it can be assumed that the gender balance is more likely than not to increase in the coming years. Furthermore, it will be interesting to see if the gender balance continues to improve in higher levels of seniority in the companies and the gender balance among CEOs gets better in the future.

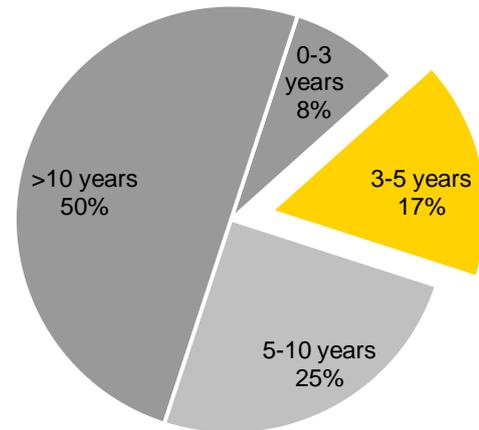
**32% of department heads in the sample are female**

Of 123 department heads in the sample 39 are female. The ratio of female department heads in the energy sector is therefore 32%. The trend seems to be positive concerning department heads in the energy companies as gender balance among department heads with less than ten years in the role is much better as can be seen in Graph 3. The ratio among female department heads with under ten years in the role in 2016 was 44%.

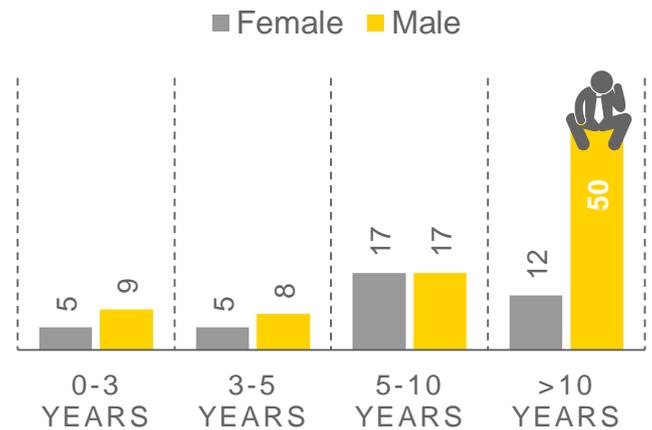
**Women are a quarter of all full-time employees in the energy sector**

We were able to obtain the total number of full-time positions in the years 2014-2016 in the sampled energy companies. The ratio of women in the workforce was quite stable over the period. In 2014 it was 24.9%, 24.7% in 2015 and 25.9% in 2016. Total number of full-time positions in the fourteen companies in 2016 was 1,334. There of 345 positions were manned by women.

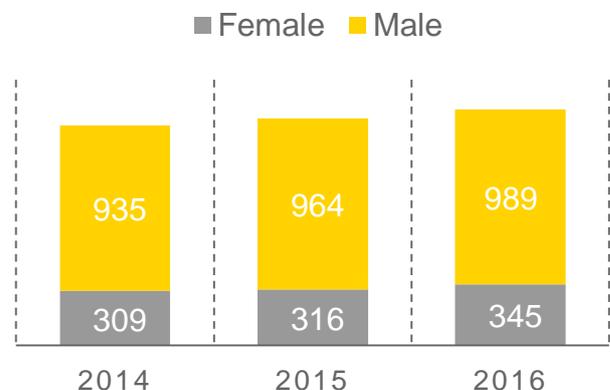
**Graph 2. Length of work experience of CEOs / Managing Directors**



**Graph 3. Gender segregation and age analysis of Managing Directors**



**Graph 4. Full-time equivalent in the sample, 2014 - 2016**



### Just over half of the sample has implemented gender equality or equal pay policy

Nine of twelve companies have already implemented gender equality and an equal pay policy. Table 3 shows the companies that have implemented these policies. They are sorted by women's decision-making authority within the companies.

Fallorka, Nordurorka and HS Orka have not implemented gender equality or equal pay policy. According to the information from HS Orka the company is in the process of implementing equal pay policy. The same holds true for Nordurorka, a parent company for Fallorka.

It is also worth noting that according to its managers Landsnet was in the process of implementing equal pay policy when the research was being done.

Interestingly, the three companies that scored lowest for gender equality in decision-making authority, have all implemented both gender equality and equal pay policies.

The two lowest ranking companies are subsidiaries of other companies in the sample. They are Orka Náttúrunnar (ON Power) and Orkusalan. Orka Náttúrunnar had 75 employees in 2016 and Orkusalan 13. The third lowest ranking company, Landsvirkjun, had 260 employees, 33 department heads and 9 managers and division heads.

Table 3. Status of gender equality or equal pay policy

Company	Gender equality policy	Equal pay policy
Veitur	Yes	Yes
Landsnet	Yes	No
Reykjavík Energy	Yes	Yes
Fallorka	No	No
Rarik	Yes	Yes
Nordurorka	No	No
Westfjord Power Company	Yes	Yes
HS Veitur	Yes	No
HS Orka	No	No
Landsvirkjun	Yes	Yes
Orka náttúrunnar	Yes	Yes
Orkusalan	Yes	Yes

# Relationship between equality and increased profitability

At the end of the day the question is whether increased diversity leads to increased profitability. It is therefore pressing to investigate whether increased gender equality in managerial positions leads to improved bottom line.

Many international studies have shown correlation between more gender equality on boards of companies and managerial positions and increased profits.

Many hypotheses have been proposed to explain this positive effect. For example, a theory published by ACCA and ESRC in 2012 that states that increased diversity leads to improved decision-making, increased independence, better governance, more innovation and less herd mentality<sup>1</sup>.

## Positive correlation was between women's increased decision-making authority and increased return on investment in the sampled companies

It was decided to investigate whether there was connection between gender balance in decision-making positions and responsibility, and profits.

A regression analysis was performed on the companies in the set as an independent variable and median return on investment as a dependent variable. Return on investment was used as measurement on profitability since it reflects both performance and prudence of the company directors.

There is correlation between increased return on investment and gender equality



The results of the regression analysis showed positive correlation between equality in decision-making and profitability.

Correlation coefficient shows that 10% increase in gender balance in decision-making increases return on investment by 1.05%.

According to our analysis on the authority of women within the sampled companies, on average 30% the decision-making authority and responsibility was in the hands of women. If full gender balance was reached, that is an increase of 20% in the sample, regression analysis shows that it would lead to 2.1% increase in return on investment.

1. Noeleen Doherty and Ruth Sealy, "Women in Finance: a springboard to corporate board positions?" Association of Chartered Certified Accountants and the Economic Social Research Council,

It should be noted that the results of the regression analysis is not statistically significant because of the small size of the sample.

It should also be noted that transfer and distribution of electricity is performed under exclusive license and profit percentages are mandated by Orkustofnun (National Energy Authority). Under normal circumstances the profit percentage does not limit the use of return of investment as a measurement of companies' health. However, the profit margin Orkustofnun uses is based on past operation cost and that blunts the incentive to make prudent decisions.

Despite above mentioned limitation, international studies have shown the same results. That is, positive effect of women on the health and earnings of companies.

The most important study is the international study of EY that was performed on the biggest energy companies in the world over the last three years. The results show significantly better performance of companies that are most gender equal when it comes to management compared to companies that are less gender equal<sup>2</sup>. Our analysis on Icelandic energy companies showed the same conclusion. The six companies that had the most gender equality in decision-making positions had on average 5.6% higher return on investment compared the bottom six with the least gender equality in decision-making positions.

Furthermore, a study that was performed by McKinsey has shown that companies with three or more women in management do better on return on investment and EBIT ratio than do other companies that have fewer female managers<sup>3</sup>.

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2. Women in Power and Utilities, EY, 2016.

3. Women matter, McKinsey & Company, 2007.

# Other Companies in Connection with the Energy Sector

## Other companies and institutions

The analysis of the Samorka federation shows that gender equality is lacking when it comes to key positions, such as CEOs and chairmen.

Education and experience is a key factor when it comes to hiring for top positions. The study objective was to study women's authority in Icelandic energy sector companies, and to widen the scope to spot potential future managers.

Data on the authority of women was obtained for all associate members of the Samorka federation. The associate companies can be seen in Table 4. The federation consists of companies that are connected to the energy sector, but do not produce or distribute energy. Of the seven associate members one company, Arctic Hydro ehf, is in the process of developing, building and running its own power plants.

In addition to the associate members of the Samorka federation we also obtained data on women's authority in companies that produce other types of energy than electricity. At the same time, data was gathered on women in other state institutions. Data on women working for Múlavirkjun was also gathered. Múlavirkjun is a member of the Samorka federation and producer of electricity. It was excluded because of its small operation size.

## Consulting services

Three of the associate members of Samorka are engineering firms that provide consulting services for the energy sector. The information company Netorka hf. is also an associate member of Samorka. It offers data and accounting services for the sector.

Table 4. Other companies and organizations

Associate members of the Samorka federation	Operations
Arctic Hydro	Producer of electricity*
Efla hf.	Engineering firm
ÍSÖR	State institution
Mannvit hf	Engineering firm
Netorka hf	Information company
Orkustofnun	State institution
Verkís hf	Engineering firm
Other organizations	Operations
Metan ehf.	Methane producer
CRI ehf.	Methanol producer
ANR	State institution
Múlavirkjun	Producer of electricity

One of the seven marketing department of Efla engineering firm is the energy and distribution division. The department head is male. Within the department there are five disciplines with five discipline heads. Of the five discipline heads one is female. The discipline has 35 employees, thereof 5 women.

The main business of Mannvit engineering firm is split between three sectors; energy, industry and construction. Even though one-third of the company's revenue in 2016 came from the energy sector, only one employee is registered to that particular sector. Many disciplines within the company work on energy related projects. 33 women work for these disciplines.

The engineering firm Verkís has an energy department with 100 employees. Of them 26 are women. Three discipline heads are in the department, department head, division head and business operations head. The department head is male, the other two are female.

Netorka had six employees in 2016. No women worked for the company. The only manager in the company is the CEO. He is male. The board consists of five members. All are male.

### **State agencies**

Íslenskar orkurannsóknir (Icelandic Energy Research) is a state agency that appertains to Ministry for the Environment and Natural Resources. It is also an associate member of Samorka. The agency averaged 89 full-time positions in 2016, thereof 32 female workers. The agency has five board members, the chairman is female and two of four members are women. The agency has three managers. The CEO is male but the chief financial officer is female. The third manager, the vice-president, is male. Of four department heads two are women. Using the same calculation as we did on energy companies 45% of decision-making authority at the agency is in the hands of women.

Orkustofnun who is also an associate member of Samorka is the public administration in energy matters and appertains to the Ministry of Industries and Innovation. There are no managers, department or division heads in the agency. The CEO is Director General for Energy. He is male. The agency had 24.7 full-time positions in 2016. 42% of them were manned by women.

The energy sector appertains to Ministry of Industries and Innovation. We investigated the authority of women in the division for energy and industries. The minister of Ministry of Industries and Innovation is female but the undersecretary and chief of staff are both male. The ministry's office employs four to five people. Of them, two are female.

### **Arctic Hydro and Múlavirkjun**

The company Arctic Hydro is an associate member of Samorka. It is a relatively young company but it aims to develop, build and run power plants. There are two board directors for Arctic Hydro. Both of them are male. The only full-time position in the company is the CEO. He is male.

The company Múlavirkjun owns and operates a power plant in Straumfjarðará in Snæfellsnes. Two individuals man the board of Múlavirkjun. Both of them are male. One of them is also titled the CEO. They had no employees in 2016.

### **Other energy producers**

The company Metan ehf. produces methane gas with the aim to increase the use of environmentally friendly fuel for transportation. The company has limited operation. There was only a 0.1 full-time position in the company in 2016. Metan has three board members. The chairman is male and one of two board members is female. The only manager in the company is the CEO and he is male.

Carbon Recycling International, CRI ehf. produces methanol from carbon dioxide. The methanol is used to fuel transportation among other things. The company had 40 full-time positions in 2016. 8% of them are filled by women. The board consists of six members. The chairman and two members are female. Of the three managers in the company, one is female. One of three division heads is a woman.



It is most important to review continuing education and seniority of managers and division heads with less than five years period of employment in the energy sector.

The findings of the report is that majority of decision-making authority and responsibility of Icelandic energy companies lies in the hands of men. Only three of twelve companies in the sample, that includes the biggest energy companies in the country, had over 40% decision-making authority and responsibility in the hands of women.

The prominence of women in the Icelandic energy sector is better than in most countries. The outcome was also affirmative for gender equality in relation to most positions of employment.

Despite all this the report shows that for top level managers men are favored. Although the company boards were gender equal 75% of chairmen were male. Only one of twelve top executives in the sample was female.

To correct this imbalance in the top levels of the energy sector, it is important that the equality that has been reached in hiring of managers and division heads in the last few years continue up the corporate ladder. To reach that goal it is very important that all people in charge, regardless of sex, have equal opportunities when it comes to retraining and career advancement.

It will be widely beneficial if the good gender balance that has been reached among managers with less than five years employment leads to improved gender balance among future managers. Especially as international studies have shown strong positive correlation between return of investment and healthy gender balance.



# Appendix A

## Data collection methodology

### Method of gathering data

To analyze the authority of women in the Icelandic energy and utility sector the population was defined as all energy producers and distributors. A sample that would give a good overall picture of the population was then selected with regard to members of Samorka. The final sample EY consists of all members of Samorka, minus smaller municipal geothermal, water and sewage utilities as well as Múlavirkjun.

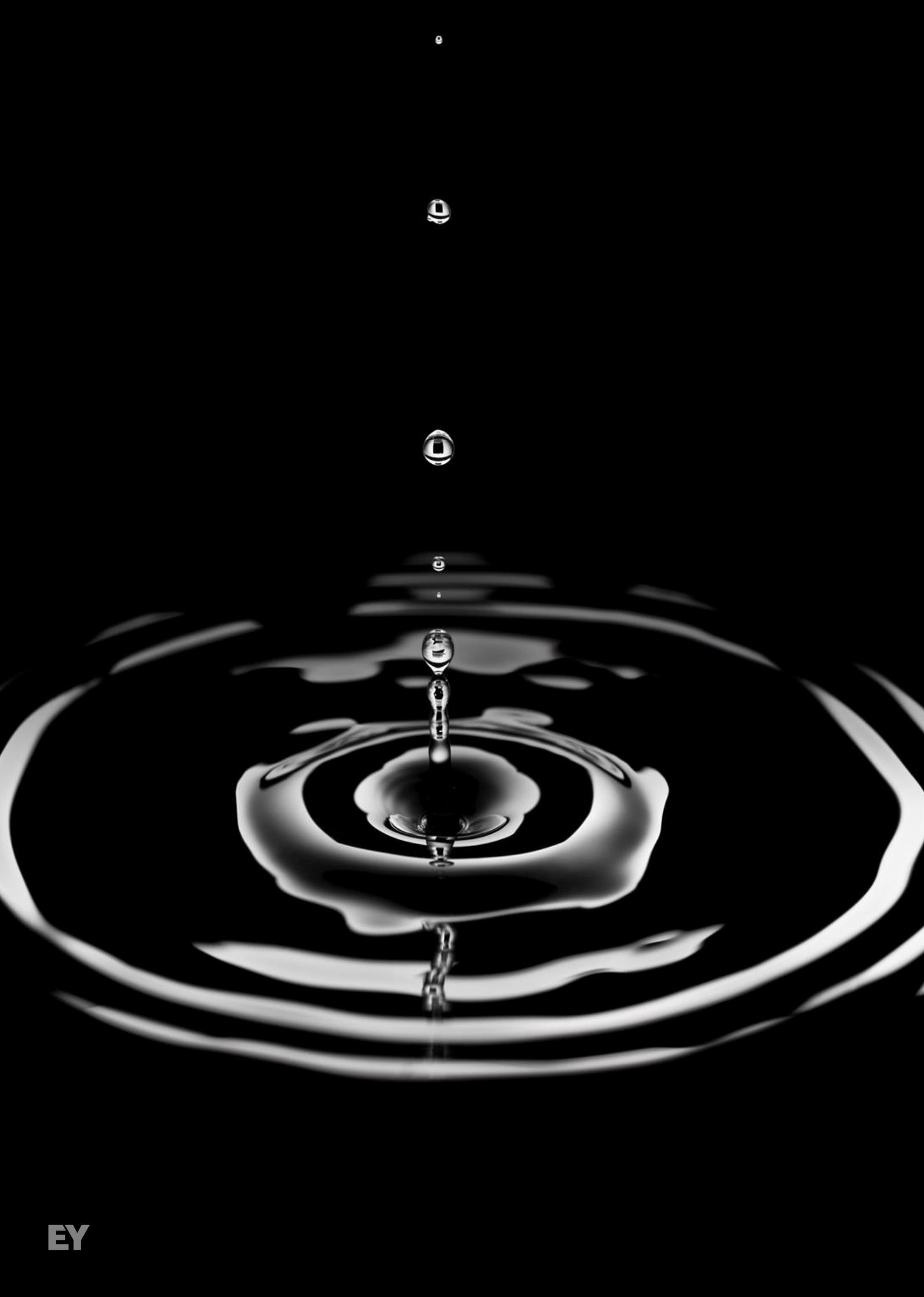
The main partners in Samorka that were adjusted in our sample were removed from the sample to ensure the comparability of the analysis.

Data was gathered from the sample by giving the companies access to a survey that was hosted by EY. Information on number, gender and seniority of managers and board members of the companies was provided via the survey. Employees at the companies in question answered the survey. Information on full-time positions and gender policies was also gathered in the survey. Lastly, financial statements of the companies in the sample for the three previous years were studied.

### Methodology in evaluation of decision-making authority

To analyse gender balance in decision-making authority within the sampled companies we categorized each group of managers and board members and gave them a score. The methodology is based on an international methodology EY when gender balance is evaluated for decision-making authority within companies. Since structure and governance polity in Iceland differs somewhat from international companies the score was adjusted accordingly.

The board of respective company was assigned the highest score. Thereof the chairman got a score that was double the score of a board member. Directors, or CEOs, if there was no director, got the second highest score. Then other managers and department heads and internal auditors. Finally, division heads were given the lowest score.



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### Women within the Icelandic Energy

#### About Women within the Icelandic Energy

The Women within the Icelandic Energy (i. Konur í orkumálum) was founded in early 2016 after a few months of preparation by five women in the energy sector. The goal of the company is to increase the impact of women in the energy sector, improve their capacities, increase visibility and hopefully bring more women into the sector.

More information about the group on their website [www.kio.is](http://www.kio.is)

Women within the Icelandic Energy give special thanks to following sponsors for the support of the preparation of this report.



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