

DEI PERFORMANCE OF
GREEN & DIVERSITY ROOM
VS. COUNTRY BENCHMARK

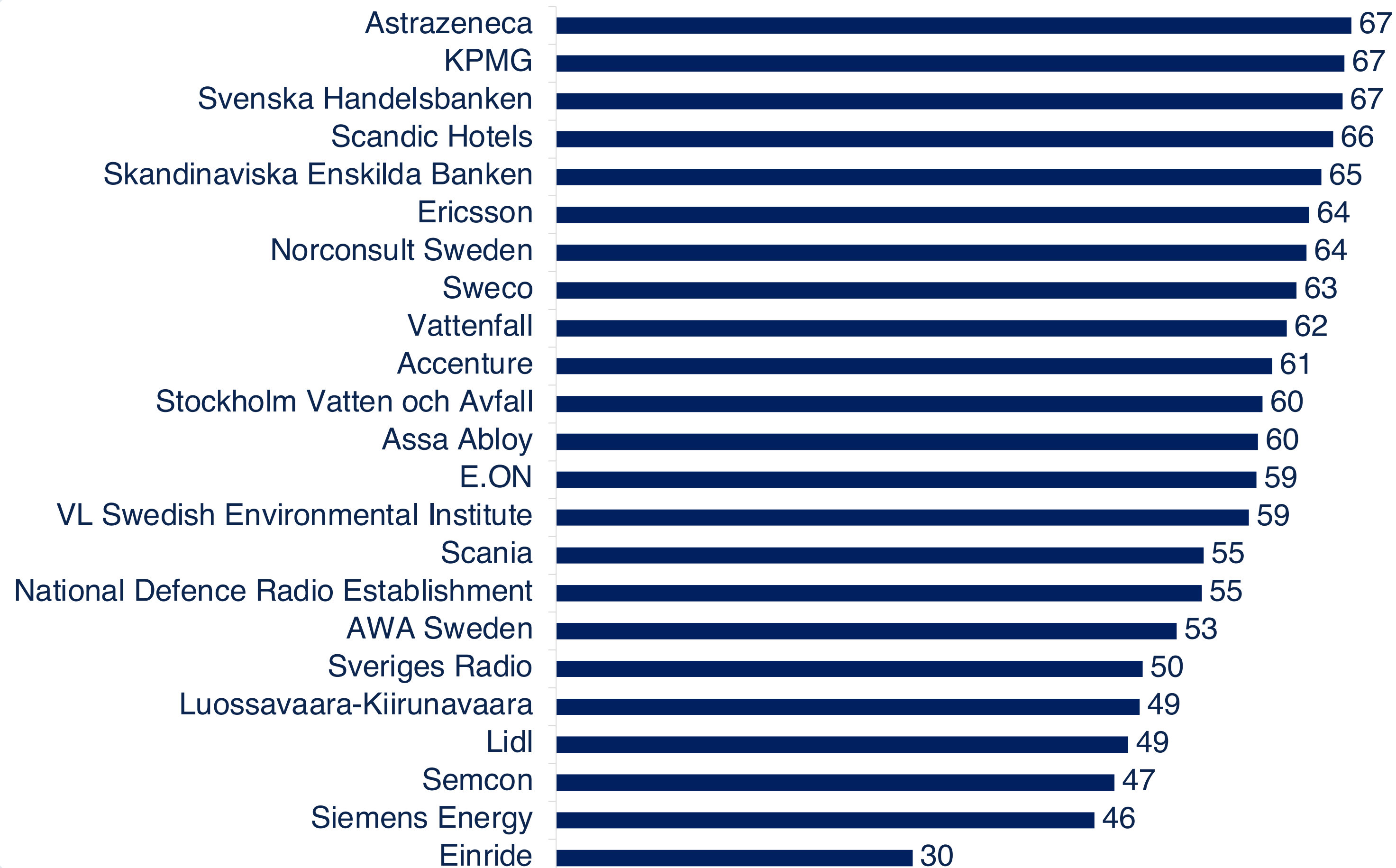
Denominator

THS ARMADA
NOVEMBER 21-22, 2023



Total Diversity, Equity, & Inclusion performance of companies in Green & Diversity Room

TOTAL DEI PERFORMANCE, PER COMPANY



TOTAL DEI PERFORMANCE, THS ARMADA VS. COUNTRY BENCHMARK



**GREEN &
DIVERSITY
ROOM, Avg.**



**SWEDEN
Avg.**



**TOTAL
DEI**

Score

57

Rating

A*



**TOTAL
DEI**

Score

53

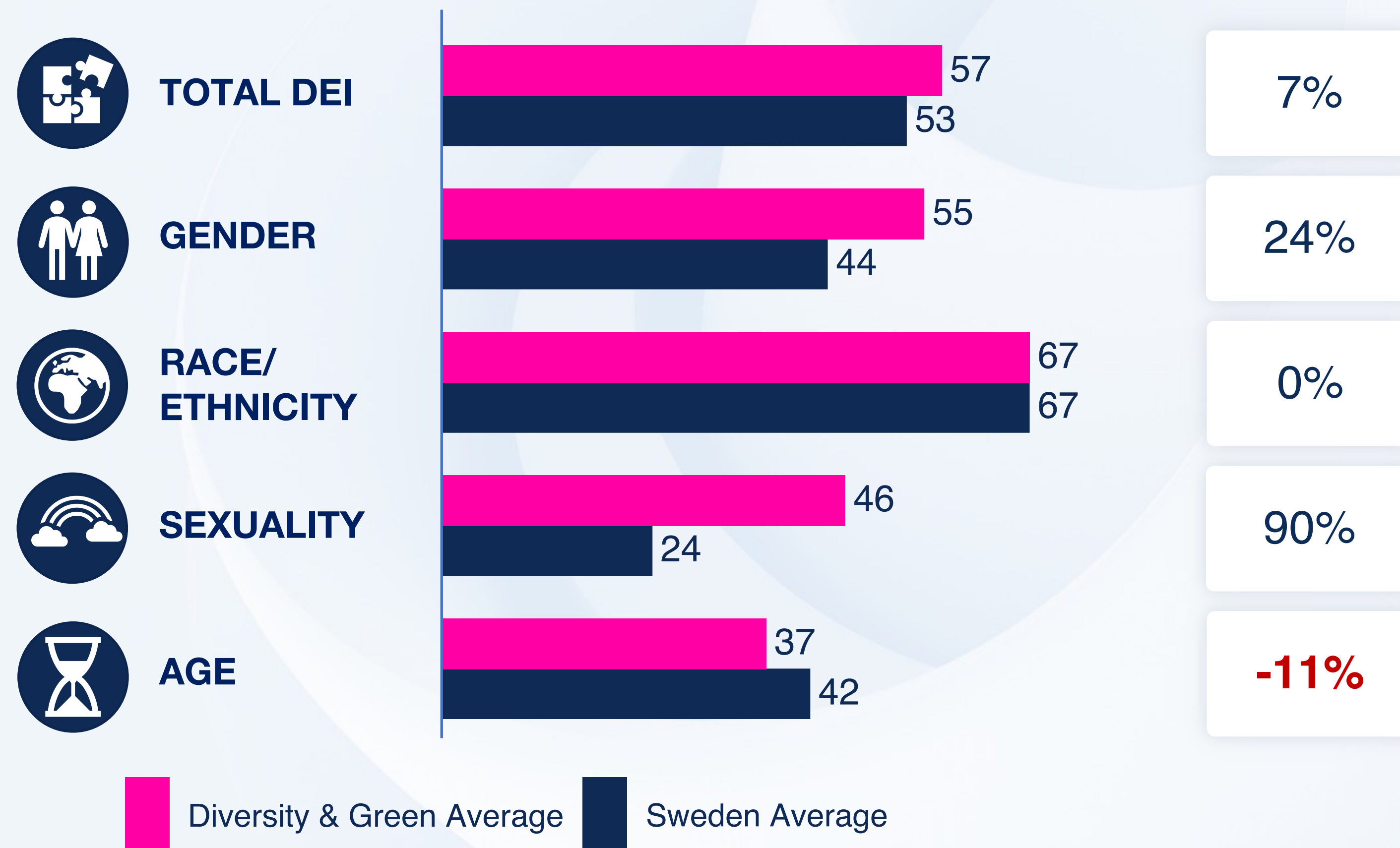
Rating

B***

Total DEI

Diversity & Green Room outperform country benchmark on DEI dimensions but trail on Age

DEI SCORES & % DIFFERENCE PER DIMENSION, DIVERSITY & GREEN ROOM VS. COUNTRY BENCHMARK



DATA TYPES

- **Board & Executive level:** DEI performance at the top leadership only
- **Company level:** Includes DEI performance at all levels from top leadership and middle management to employees and company policies

SCORE EXAMPLES

Scores are calibrated to macro level data:

- If **country Gender distribution** is ~50/50, the **model for gender** is calibrated to score 100 for equilibrium around 50/50
- **Race/Ethnicity is calibrated to country of operations:** a company with 100% Caucasian leadership in US scores less than a company with same ratio in Denmark, due to different race/ethnicity composition of the population (higher % of Caucasian in Denmark)

Gender

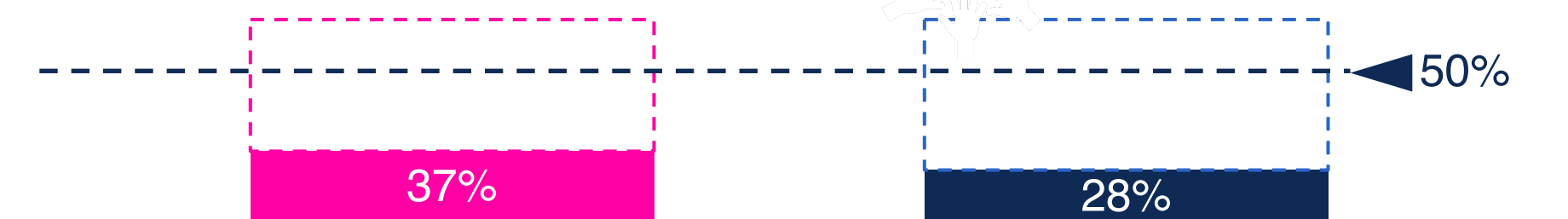
Companies in Diversity & Green Room outperform country Benchmark on Gender



**GENDER
SCORE**



**EXECUTIVE
WOMEN,
avg. %**



**BOARD
WOMEN,
avg. %**



OTHER GENDER DATAPOINTS

Denominator measures
**gender performance
across as many
different datapoints**

In addition to the
representation of
women in the **Board**,
and **Executive** team,
data points include:

- Gender pay gap
- Maternity leave policies/length
- Anti-discrimination
- Gender targets
- % women in middle mgmt.

Race/Ethnicity

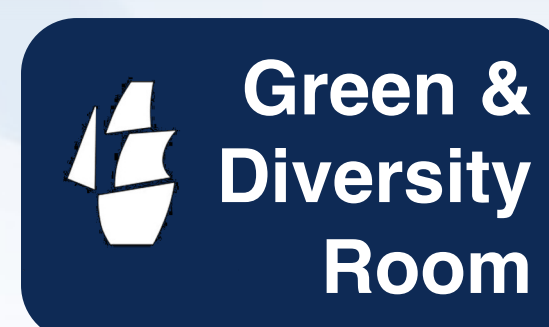
Companies in Diversity & Green Room perform at par with the country average



RACE/ ETHNICITY SCORE



NON- CAUCASIAN, EXECS, avg. % NON- CAUCASIAN, BOARD, avg. %



OTHER RACE/ ETHNICITY DATAPOINTS

Race/ethnicity scores contextualizes performance by considering **demographic differences in countries**

In addition to the racial representation in the **Board** and the **Executive** team. Data points include:

- Racial anti-discrimination
- Race ERGs
- Unbiased hiring
- Targets for representation

Sexuality

The companies in Diversity & Green Room outperform country average on Sexuality



SEXUALITY SCORE



LGBTQ+ SUPPORT INITIATIVES, Avg. %



LGBTQ+ EGS, Avg, %



OTHER SEXUALITY DATAPOINTS

Sexuality Scores consider the **inclusiveness of companies with regards to LGBTQ+**

Other sexuality related datapoints include:

- % LGBTQ+ employees, executive & board members
- Change of logo during pride

Age

There is room for improvement within Diversity & Green Room with regards to Age



**AGE
SCORE**

37

42

**EXECUTIVE
AVERAGE AGE**

55

53

**BOARD
AVERAGE AGE**

58

58



Green &
Diversity
Room



Sweden

OTHER AGE DATAPOINTS

Age Scores consider the **average working age over 18 within countries of operation**

Other age related datapoints include:

- Age Anti-Discrimination
- Age Targets
- Age Programs
- Age ERGs

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