

# 20-first's 2010 WOMENOMICS 101 Survey

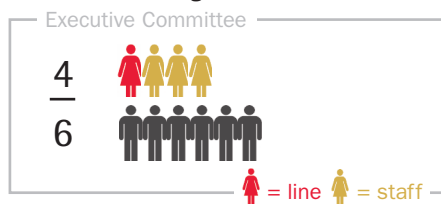
The New Core Metric of Competitiveness: Gender Balance on Executive Committees

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## THE CORE METRIC

It's time to move beyond the current focus on boards. A more revelatory indicator is the Executive Committee. After great progress on drawing attention to the dearth of gender balance on boards, this survey invites you to look deeper into companies, and use metrics that distinguish those serious about gender balance from the rest.



That's what WOMENOMICS 101 proposes to do. Every year, we will focus on a single measure of progress: the gender balance on the Executive Committee of the top 101 companies in three key regions of the globe.



In our second annual WOMENOMICS 101, the US confirms its lead over Europe and Asia in terms of the very modest measure of "at least one woman" on its Executive

Committees. Astonishingly enough, this puts them leagues ahead of their European and Asian peers, a majority of whom have not yet found it relevant to inject a single female perspective in defining and running their organizations.

But how true is this conclusion? A look at absolute numbers of female Executive Committee members shows a much more modest gap between regions, with the US at 15%, Europe at 7% and Asia trailing at 3%. Still ahead, but by a slightly less heady spread. And our constant concern with the overwhelmingly share of women at these levels in the US being limited to staff and support roles. Hardly a basis for continued improvement of gender balance in the future, where P&L experience is a prerequisite for leadership.

Asia, where most of the top companies are still Japanese, is only just waking up to these issues. Perhaps, as more Chinese firms grow to global heft, their greater gender balance may shift these rankings quite substantially.

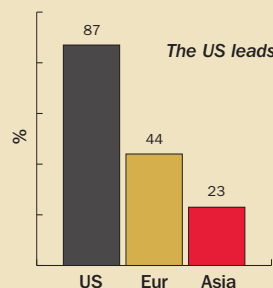
While progress remains modest, this survey suggests that the legitimacy of all-male leadership teams is clearly in question. And that as the percentages creep timidly up under growing pressure, companies will discover the actual benefits of balance.

Avivah  
Wittenberg-Cox

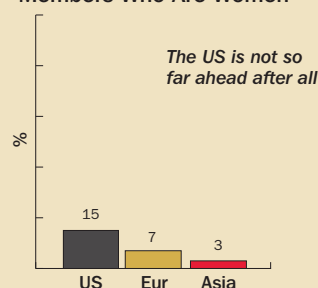
## KEY FINDINGS

- US Leads:** The US leads the way, well ahead with 87% of American companies having at least one woman on their Executive Committee. While this analysis makes the US look light years more progressive than the rest of the world, we suggest that some savvy window dressing is at work. Of the 1,230 Executive Committee members of America's top 101 companies 193 are women, or 15%. The vast majority of these Executive Committee members are in staff or support positions (139 out of a total of 193) such as HR, Communications or Legal, rather than operational P&L roles.
- Europe and Asia Lag:** In Europe 44% of companies have at least one woman on their executive committees however only 7% of the total number of executive committee members of the top 101 European companies are women. In Asia 23% of companies have at least one woman on their executive committees. However, of the 734 members that make up the Executive Committee of Asia's top 101 companies, only 20 are women (3%).
- Boards vs Executive Committees:** Our figures show that the spread of government quotas on corporate boards in several European countries (Norway, Spain and France to date) seems to be working in encouraging companies to get some women onto their boards... but not yet into the crucial roles of operational leadership at Executive Committee level. We fear that this focus on Boards may have the unintended consequence of plucking a generation of women leaders from hands-on operational jobs.

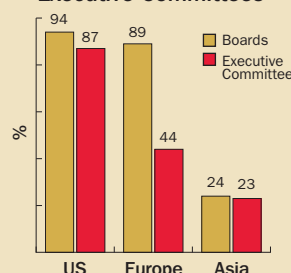
% Of Companies With At Least One Woman On Executive Committee



% Of Executive Committee Members Who Are Women



% Of Companies With At Least One Woman on Boards And Executive Committees



Info: [womenomics101@20-first.com](mailto:womenomics101@20-first.com)

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## WHY CARE?

A growing number of studies, from McKinsey, Catalyst and a range of universities, show the correlation between gender balance in leadership and improved corporate performance. Most companies now accept that improvement is necessary. The complementary skills and styles of men and women have a positive impact on business. Not surprising when most of the educated talent in the world, and a majority of the consumer market, is female.

## SURVEY METHODOLOGY

The data for this survey is based on publicly available information provided by the top Fortune 101 companies in each region (United States, Europe, and Asia) on their websites (Data collected as of July 31, 2010). When necessary we confirmed details by telephone or e-mail.

The Executive Committee is defined as the group of executives who report directly to the CEO.

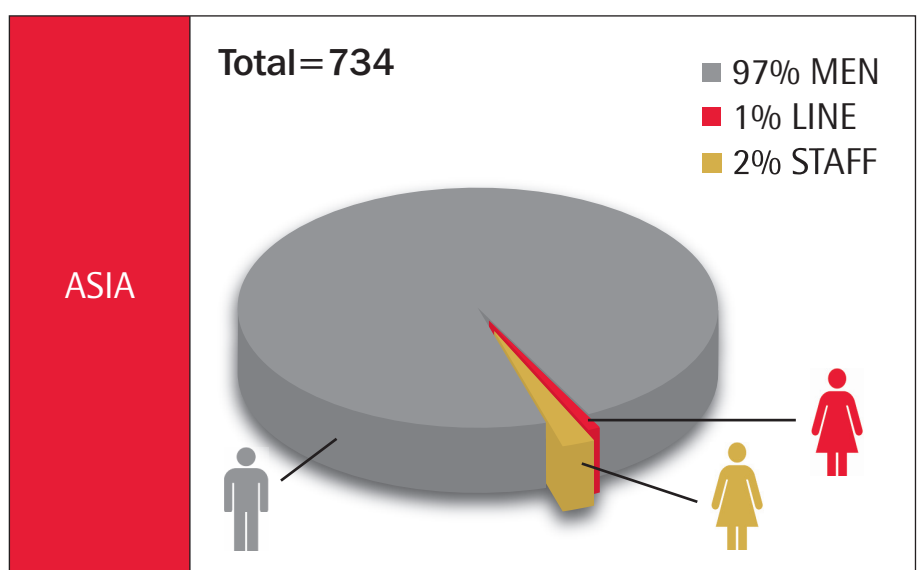
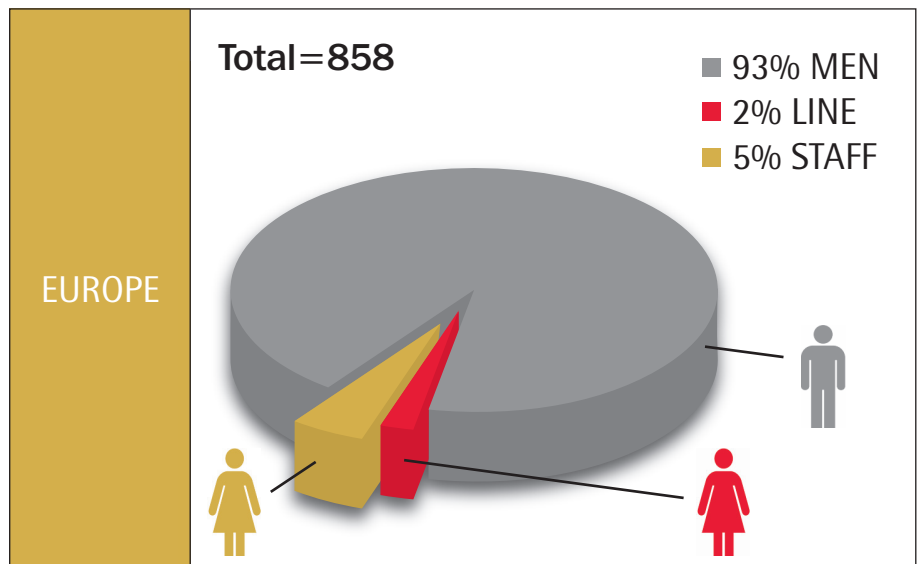
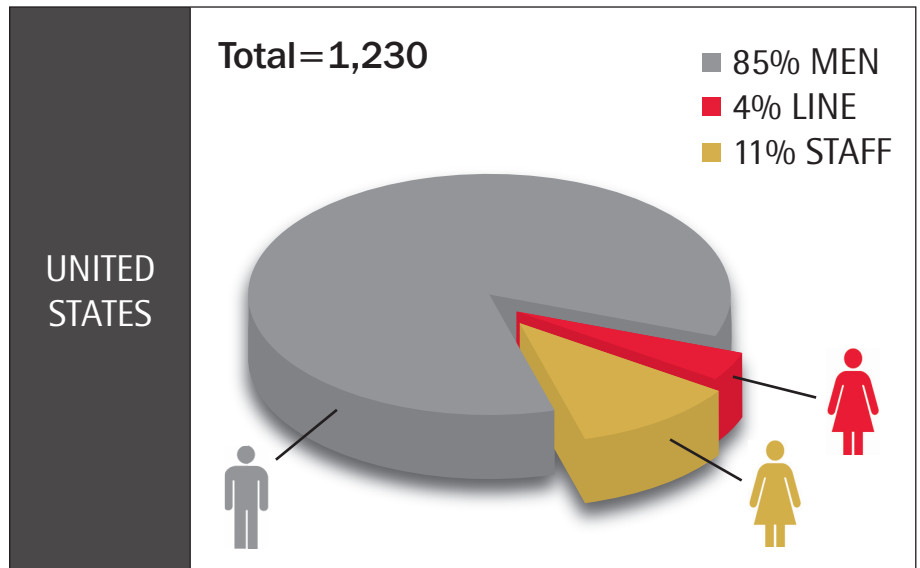
## GENDER UNDER COVER

Many companies are making it increasingly difficult to identify who is on their Executive Committees. Various techniques have become common, on corporate websites and in annual reports, to camouflage the gender of corporate leaders. These include removing all photos, reducing first names to an initial, or adding large numbers of people to something called 'the Leadership Team' which in some companies numbers up to 60 people.

37 companies out of the total 303 (26 in Asia) were excluded because we could not verify who was on the real Executive Committee. All percentages referred to in this document are based on the number of companies retained (266 out of 303).

This is the second survey of this kind and we hope that in the future companies will be more transparent about the people who serve on their Executive Committees.

# EXECUTIVE COMMITTEE MEMBERS OF THE TOP 101 COMPANIES



# THE NAMES AND THE NUMBERS

Number of women						
<b>UNITED STATES</b>	<p>13%</p> <p>Apple citigroup EXXON intel</p>	<p>25%</p> <p>ADM CISCO Coca-Cola DELL</p>	<p>26%</p> <p>Delta IBM Johnson &amp; Johnson MERCK</p>	<p>27%</p> <p>Abbott Laboratories The Walt Disney Company hp WELLS FARGO</p>	<p>5%</p> <p>THE HOME DEPOT WELLPOINT KRAFT TRAVELERS Allstate</p>	<p>4%</p> <p>Bank of America STATE FARM INSURANCE Pfizer</p>
<b>EUROPE</b>	<p>56%</p> <p>GENERALI BMW Deutsche Bank ArcelorMittal</p>	<p>28%</p> <p>bp Eni HSBC Nestle</p>	<p>13%</p> <p>SIEMENS STATOIL gsk SNCF</p>	<p>3%</p> <p>LLOYDS BANKING GROUP BAE SYSTEMS SOCIETE GENERALE</p>	<p>0%</p>	<p>0%</p>
<b>ASIA</b>	<p>77%</p> <p>Panasonic Canon LG TOYOTA</p>	<p>19%</p> <p>国家电网公司 STATE GRID SONY 中国建设银行 IndianOil</p>	<p>4%</p> <p>中国人寿 中国人寿 中国银行 BANK OF CHINA 中粮 COFCO</p>	<p>0%</p>	<p>0%</p>	<p>0%</p>

A number of companies were excluded from the above figures because the information was unavailable - see Gender Under Cover

**20-first** works with progressive companies around the world interested in optimizing both halves of the market and both halves of the talent pool – the male and female halves.

Avivah Wittenberg-Cox, ground-breaking author of HOW WOMEN MEAN BUSINESS (2010) and co-author of WHY WOMEN MEAN BUSINESS (2008), and a network of international experts work with CEOs, executive committees and managers to build 21st century gender 'bilingual' organisations.

## WHY OUR APPROACH IS DIFFERENT

20-first innovates in the area of gender by focusing on leaders rather than on women. We seek to promote 'gender balance' (a balance of men and women) rather than 'women in leadership'.

Gender balance is above all a business issue. In a constructive and optimistic way, 20-first helps companies unlock the market and talent potential – and helps them reap the considerable economic benefits – that gender balance brings.

## ROLL-OUT: HOW WE CAN HELP

Our experience has shown that companies need help at different levels of their organisation and at different stages of implementation.

Building buy-in among the leadership team is critical. So is the challenge of cascading a gender balance initiative across geographies, business lines and functions, and then to all managers and eventually, to all employees.

20-first has developed a suite of services to help companies design and implement a successful gender balance initiative – at every level, at every stage.

## 20first CONSULTING

- **Gender Quickscan** – Snapshot of how gender balanced your company and culture are today
- **Awareness Sessions** – WHY gender is a business opportunity and HOW to seize it

## 20first ON-LINE

- **Toolkit** – Everything that managers need to know about gender balance - at the click of a mouse
- **e-Learning Course** – Cascading gender awareness to all the managers in your organisation

## 20first KNOWLEDGE

- **Train the Trainers** – Equipping your internal team to deliver 20-first Awareness Sessions
- **Content** – Specialised content integrated into your environment

## CONTACTS

INFO: [Womenomics101@20-first.com](mailto:Womenomics101@20-first.com)

PRESS: [press@20-first.com](mailto:press@20-first.com) | [www.20-first.com](http://www.20-first.com)