

20first 2012

GLOBAL GENDER BALANCE SCORECARD

Focus on France

MARCH 2012

THE CORE METRIC

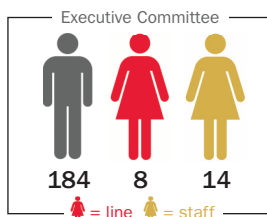
Every year, the 20-first Global Gender Balance Scorecard looks at a single measure of progress: the gender balance of the Executive Committee of the TOP 100 companies in three key regions of the globe (see www.genderbalancescorecard.com for global statistics). This companion survey focuses in on the gender balance of 20 top companies in France.

Whereas much attention has been paid to the gender balance of Boards, we argue that the Executive Committee is a much better indicator of corporate progress in managing and developing talent in a truly meritocratic and gender "bilingual" way.

Today, more and more companies are waking up to the 21st century reality, where most of the educated talent in the world and a majority of the consumer market is female. Many have begun to make gender balance in leadership a strategic priority. Let's take a look at what the top companies in France have achieved to date.

KEY FINDINGS

- In our sample of the TOP 20 companies in France, there are a total of 206 Executive Committee members. We define the Executive Committee as the group of executives who report directly to the CEO.
- 89 % of these Executive Committee members are men (184); 11 % are women (22).
- Of the 22 women, most of them (14, 7% of total) are in **staff or support roles**. Only 8 women (4% of the total) are in **line or operational roles**.
- Notable companies include CNP Assurances, with a balanced split of 43% women and 57% men. Both Renault and SNCF have achieved critical mass, with 33% and 25% women respectively on their top team. Significantly, almost half (45%) of France's Top 20 companies still have not a single woman on their Executive Committee.



THE GENDER JOURNEY



(Sven Paustian)
France is a very illustrative country on gender balance because it is so clearly divided between companies that 'get it' and

companies that haven't even started to think about it.

Almost half of the TOP 20 French companies haven't even a single woman on their Executive Committees. And this despite the steep jump in women on boards thanks to government quotas. They must still be focusing on where to find a woman to put on their board, and haven't yet started to worry about building their talent pipelines.

Of the 206 Executive Committee members that run the TOP 20, 89% of them are men. Yet that hasn't stopped CNP Assurance, Renault and the SNCF from balancing their top teams. In fact, these three companies account for 46% of the women at this level in this sample.

No one can think that these are typically women-friendly companies. Where one would have expected l'Oreal, one gets instead insurance, car manufacturers and train transport. Go figure. As we have long argued, the real issue is not the sector or the country. It's leadership.

Carlos Ghosn, the head of Renault, has been an avid and vocal supporter of gender balance for years. Of course, it also makes good sense for companies to gender balance. Ever wealthier and more empowered women make a majority of the purchasing decisions in insurance and cars these days, and it seems obvious that having a few on your Executive Committee might help connect with your consumer base. So CNP Assurance is intelligently positioned at 57% men / 43% women.

Funny that 45% of French companies haven't yet thought about this...

Avivah
Wittenberg-Cox

THE SIX PHASES OF THE GENDER JOURNEY

The Top 20 companies on the following pages are segmented into one of the following six phases:

- **Asleep.** Exclusively male team. 100% M / 0% F
- **Token.** One (or two) women in staff or support function. < 15% F
- **Starting Smart.** One (or two) women in central core or operational role. < 15% F
- **Progressing.** M/F ratio between 85% M / 15% F and 76% M / 24% F.
- **Critical Mass.** M/F ratio of at least 75% M / 25% F.
- **Balanced.** Minimum of 40% of either gender.

The data for this survey is based on publically available information provided by the Top 20 companies on their websites as of March 2012. The list of companies was drawn from the Fortune 500 Global rankings published in July 2011.

* ■ Staff or support roles include Communications, HR, Legal, IT, Strategy, Public Policy, etc.

■ Line or operational roles include CEO, CFO, Country Head, Business Unit Head, etc.

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20-first's Gender Balance Scorecard



Auchan
Vianney Mulliez

■ Asleep



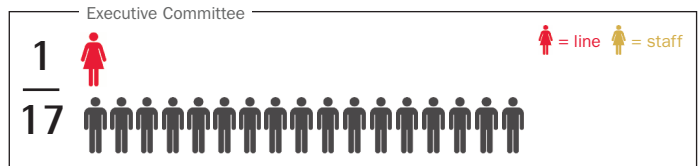
AXA
Henri de Castries

■ Asleep



BNP PARIBAS
Jean-Laurent Bonnafé

■ Starting Smart



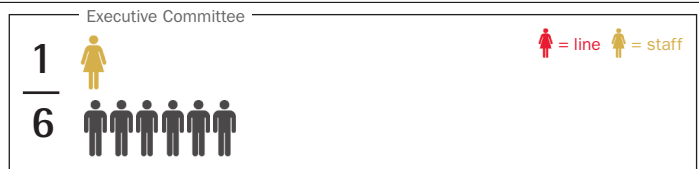
Bouygues
Martin Bouygues

■ Asleep



BPCE
François Pérol

■ Token



CARREFOUR
Lars Olofsson

■ Asleep



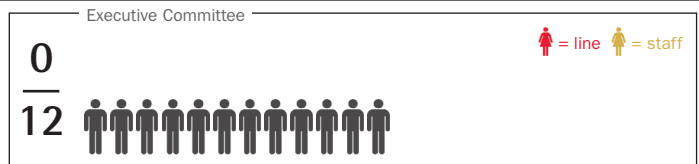
CNP Assurances
Gilles Benoist

■ Balanced



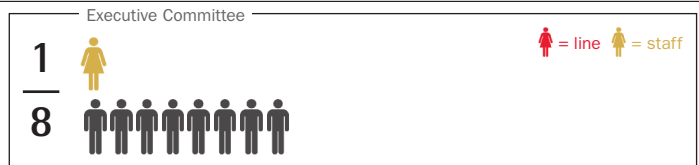
CREDIT AGRICOLE
Jean-Paul Chifflet

■ Asleep



Électricité de France
Henri Proglio

■ Token





France Télécom
Stéphane Richard

■ Starting Smart



Scorecard: Focus on France

*  Staff or support roles include Communications, HR, Legal, IT, Strategy, Public Policy, etc.
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GDF Suez
Gerard Mestrallet

 Progressing



Peugeot
Philippe Varin

 Asleep



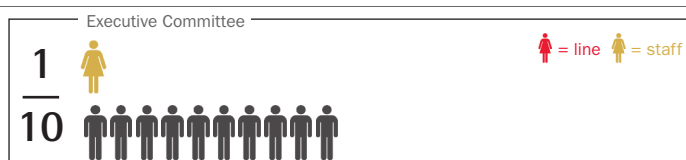
Renault
Carlos Ghosn

 Critical Mass



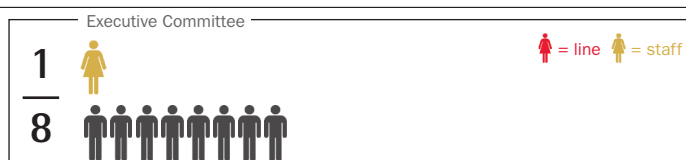
Saint-Gobain
Pierre-André de Chanlendar

 Token



Sanofi-Aventis
Christopher A. Viehbacher

 Token



SNCF
Guillaume Pepy

 Critical Mass



Societe Generale
Frédéric Oudéa

 Progressing



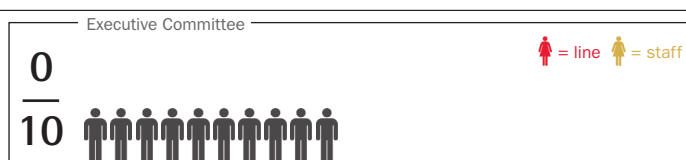
TOTAL
Christophe de Margerie

 Asleep



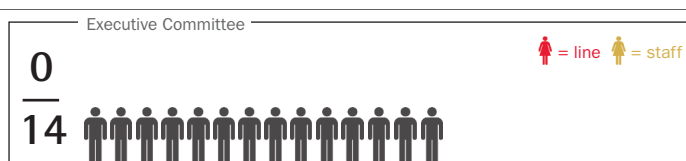
Veolia Environnement
Antoine Frérot

 Asleep



Vinci
Xavier Huillard

 Asleep



20-first works with leading global companies 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 co-author of WHY WOMEN MEAN BUSINESS (2008) and HOW WOMEN MEAN BUSINESS (2010), 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.

We have a global perspective and have worked with global companies across all regions and cultures of the world.

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

- **Audit** – Analyse how gender balanced your company and culture are today
- **Awareness** – Get buy-in on WHY gender is a business opportunity and HOW to scale it
- **Align** – Build 'gender bilingual' management competencies
- **Sustain** – Keep up the momentum, track progress and reward success

20first ON-LINE

- **Toolkit** – Provide a globally accessible multimedia resource with everything that managers need to know about gender balance - at the click of a mouse
- **e-Learning Course** – Cascade gender awareness to all the managers in your organisation

For more information, please contact queries@20-first.com