

# 20first 2012

## GLOBAL GENDER BALANCE SCORECARD

### Focus on Germany

MARCH 2012

### THE CORE METRIC

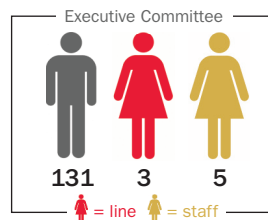
Every year, the 20-first Global Gender Balance Scorecard looks at a single measure of progress: the gender balance of the Executive Committee of the TOP 100 companies in three key regions of the globe (see [www.genderbalancescorecard.com](http://www.genderbalancescorecard.com) for global statistics).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

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 Germany have achieved to date.

### KEY FINDINGS

- In our sample of the TOP 20 companies in Germany, there are a total of 139 Executive Committee members. We define the Executive Committee as the group of executives who report directly to the CEO.
- 94% of these Executive Committee members are men (131); 6% are women (8).
- Of the 8 women, most of them (5, 4% of total) are in **staff or support roles**. Only 3 women (2% of the total) are in **line or operational roles**.
- Notable companies include Siemens, who is progressing with 20% of women on its top team. Allianz and Deutsche Telekom have both appointed one women in a line role to its top team. A large majority of companies (65%) do not have a single woman on their Executive Committee.



### 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.

### THE GENDER JOURNEY



(Sven Paustian)

Germany lags behind the big countries on gender issues. This is no surprise to anyone, and the DAX 30 has self-imposed targets of 30% women at all levels.

They have a lot of work ahead of them, as this survey shows. 65% of Germany's TOP 20 haven't yet a single woman at this level. In the US, only 10% of companies are at this stage. In fact, among these top German companies, there are only 8 women participating in the leadership teams. And 5 of them are in support functions, not operational roles.

Only Siemens stands beyond tokenism in our sample, with a 80% / 20% balance of men / women on its Executive Committee.

Leadership, as we have always written, is the key issue in successful balancing. Siemens was the first big German company to appoint a woman to their top team back in 2008, under the leadership of Peter Loscher.

Now, Allianz's Michael Diekmann and Deutsche Telekom's Rene Obermann have made their first steps, by appointing one woman each to their Executive Committees.

However, all this amounts to the lowest levels of gender balance in the key countries we are following. Germany's TOP 20 companies have 94% men and 6% women on their Executive Committee teams, compared to the US 84% / 16% or France at 89% / 11%.



Funny in a country led by a woman...

Avivah  
Wittenberg-Cox

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

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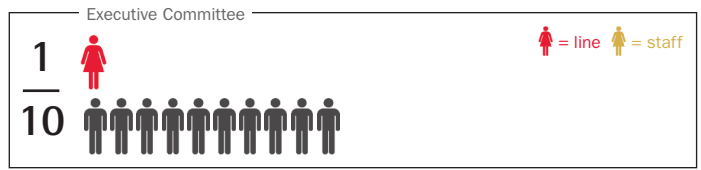
# 20-first's Gender Balance Scorecard

\*  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.



**ALLIANZ**  
Michael Diekmann

■ Starting Smart



**BASF**  
Dr. Kurt Bock

■ Token



**Bayer**  
Marijn Dekkers

■ Asleep



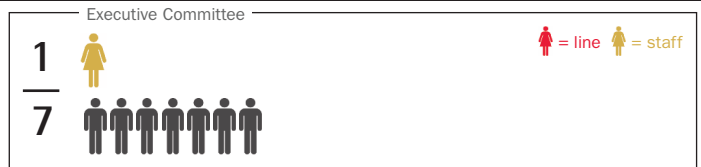
**BMW**  
Norbert Reithofer

■ Asleep



**Continental**  
Dr. Elmar Degenhart

■ Token



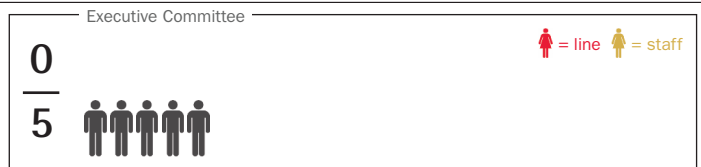
**DAIMLER**  
Dieter Zetsche

■ Token



**Deutsche Bahn**  
Dr. Rüdiger Grube

■ Asleep



**Deutsche Bank**  
Josef Ackermann

■ Asleep



**Deutsche Post**  
Dr. Frank Appel

■ Asleep





**Deutsche Telekom**  
René Obermann

■ Starting Smart



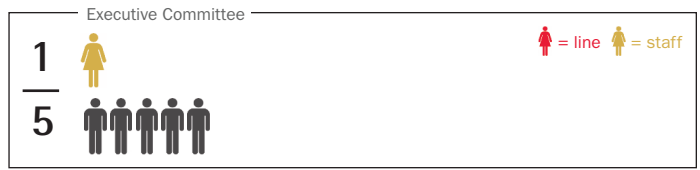
# Scorecard: Focus on Germany

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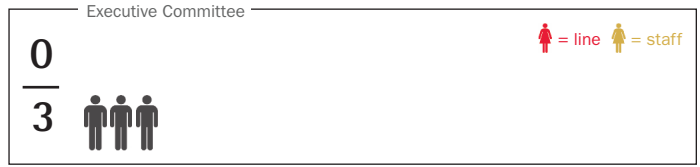
**E.ON**  
 Johannes Teysen

■ Token



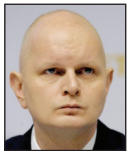
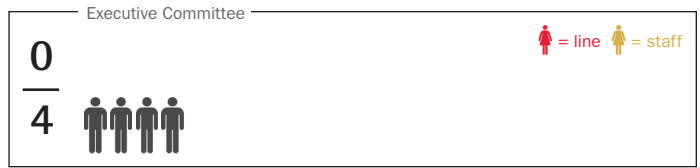
**Franz Haniel**  
 Jürgen Kluge

■ Asleep



**Lufthansa Group**  
 Dr. Christoph Franz

■ Asleep



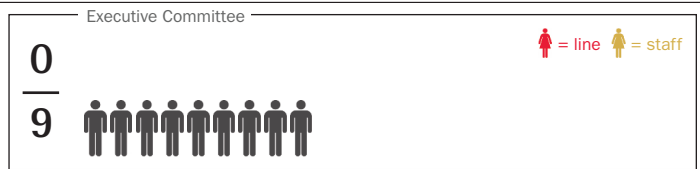
**Metro**  
 Olaf Koch

■ Asleep



**Munich Re Group**  
 Nikolaus von Bomhard

■ Asleep



**Robert Bosch**  
 Franz Fehrenbach

■ Asleep



**Rwe**  
 Jürgen Großmann

■ Asleep



**SIEMENS**  
 Peter Loscher

■ Progressing



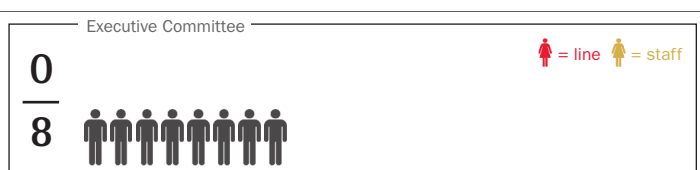
**ThyssenKrupp**  
 Heinrich Hiesinger

■ Asleep



**VOLKSWAGEN**  
 Martin Winterkorn

■ 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](mailto:queries@20-first.com)