

# 20first 2012

## GLOBAL GENDER BALANCE SCORECARD

### Focus on the United States

MARCH 2012

### THE CORE METRIC

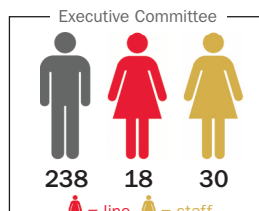
Every year, the 20-first Global Gender Balance Scorecard looks at a single measure of progress: the gender balance of the Executive Committee of the TOP 100 companies in three key regions of the globe (see [www.genderbalancescorecard.com](http://www.genderbalancescorecard.com) for global statistics).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

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 the US have achieved to date.

### KEY FINDINGS

- In our sample of the TOP 20 companies in the US, there are a total of 286 Executive Committee members. We define the Executive Committee as the group of executives who report directly to the CEO.
- 83 % of these Executive Committee members are men (238); 17 % are women (48).
- Of the 48 women, most of them (30, 10% of total) are in **staff or support roles**. Only 18 women (6% of the total) are in **line or operational roles**.
- Two companies in the survey have female CEOs: HP and IBM.
- Other notable companies include Cardinal Health, with a balanced split of 45% women and 55% men, and those that have achieved critical mass: Bank of America (31% women), Berkshire Hathaway (25% women), Chevron (29% women), Fannie Mae (31% women) and General Electric (26% women).
- Only 2 companies in the sample do not have a single woman on their top team (AIG and Exxon Mobil).



### THE GENDER JOURNEY



(Sven Paustian)

What a paradox the US is. It leads our global sample on the gender balance at ExCo level in its top companies. Only 10% of its top 20

companies have NO women on the Executive Committees. This compared to Germany, for example, where 65% of the top companies haven't even achieved tokenism.

Yet of the 286 people who sit on these leadership teams, only 17% are women. Worse, the vast majority (two thirds) of these senior women are responsible for support functions rather than business areas.

This is tokenism at its best. It has become politically necessary to have a woman on your team, but it is enough to have just one, and fine if she heads HR or Communications... this is hardly very sustainable progress.

As we have always said, the key criteria for gender balancing is leadership. But despite the decades of effort that the US has put into this topic, only a single company in our TOP 20 list has really achieved balance: Cardinal Health, with a 55% / 45% ratio of men to women.

A number of companies have reached 'critical mass', that we have defined as reaching a balance of at least 75% / 25% M/F at these levels. These include Bank of America (at 69% / 31%), Chevron (71% / 29%), IBM (75% / 25%) and General Electric (74% / 26%). Only AIG and Exxon Mobil have not a single woman in their top teams, which warrants a whole other editorial.

Given the reputation the US claims on this topic, and the fact that so many American companies tell us they have 'done' gender, the numbers are telling a very different story.

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 publicly 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.

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

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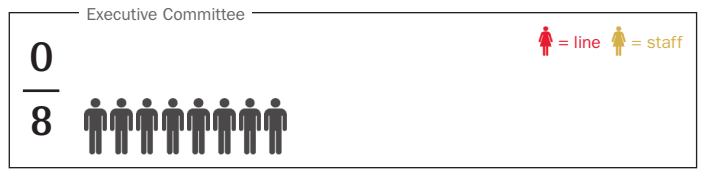
# 20-first's Gender Balance

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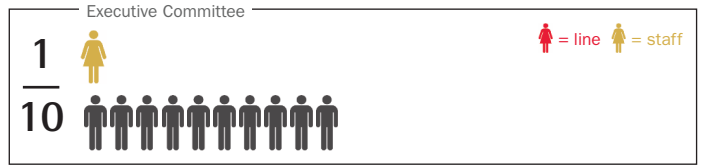
**American International Group**  
**Robert H. Benmosche**

 Asleep



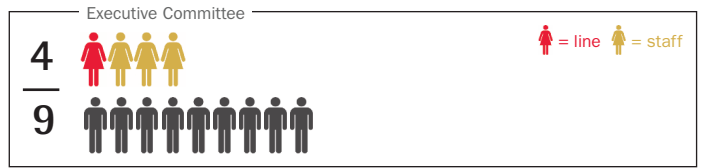
**AT&T**  
**Randall L. Stephenson**

 Token



**Bank of America Corp.**  
**Brian T. Moynihan**

 Critical Mass




**Berkshire Hathaway**  
**Warren E. Buffett**

 Critical Mass



**Cardinal Health**  
**George S. Barrett**

 Balanced



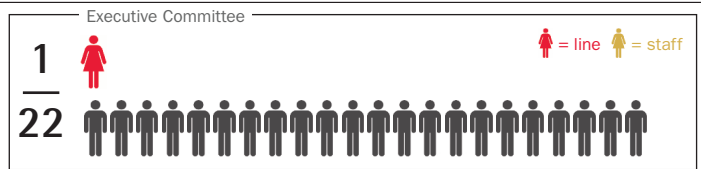
**Chevron**  
**John S. Watson**

 Critical Mass



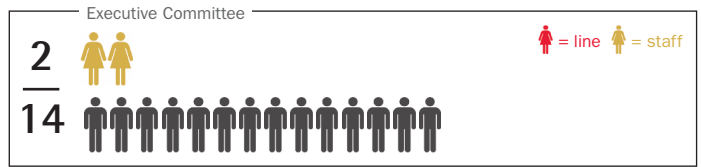
**Citigroup**  
**Vikram Pandit**

 Starting Smart



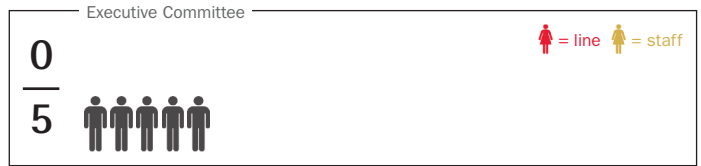
**ConocoPhillips**  
**J. J. Mulva**

 Token



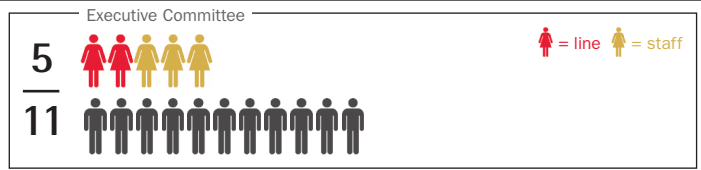
**Exxon Mobil**  
**Rex W. Tillerson**

 Asleep





**Fannie Mae**  
**Michael J. Williams**

 Critical Mass



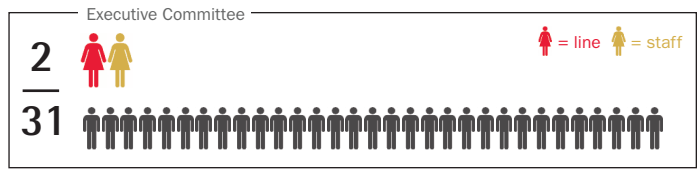
# Scorecard: Focus on US

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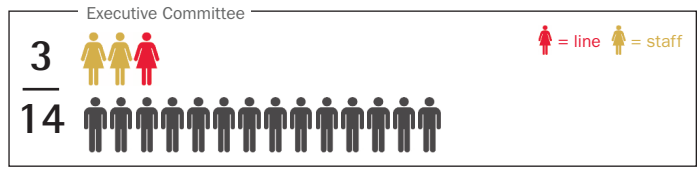
**Ford Motor**  
 Alan Mulally

Starting Smart



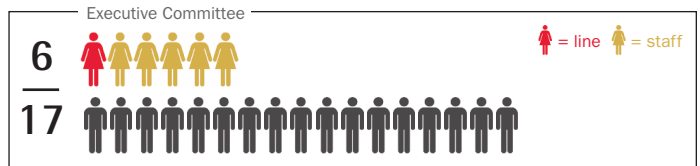
**Freddie Mac**  
 Ed Haldeman, Jr.

Progressing



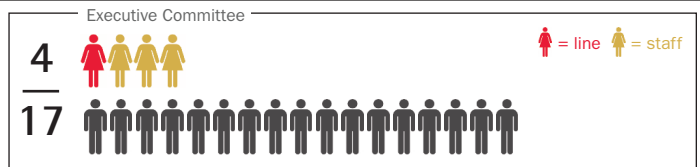
**General Electric**  
 Jeff Immelt

Critical Mass



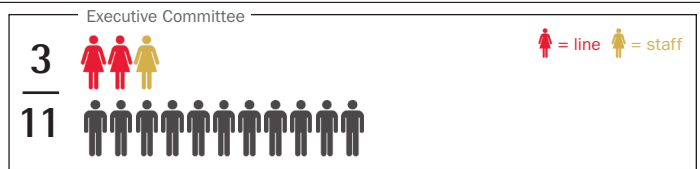
**General Motors**  
 Daniel F. Akerson

Progressing



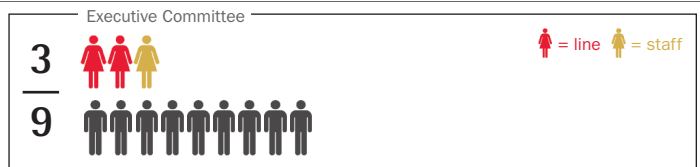
**Hewlett-Packard**  
 Meg Whitman

Progressing



**International Business Machines**  
 Virginia M. Rometty

Critical Mass



**J.P. Morgan Chase & Co.**  
 James Dimon

Starting Smart



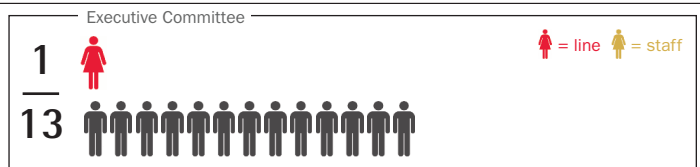
**McKesson**  
 John H. Hammergen

Token



**Verizon Communications**  
 Lowell C. McAdam

Starting Smart



**Wal-Mart Stores**  
 Michael T. Duke

Token



**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)