

20first 2012

GLOBAL GENDER BALANCE SCORECARD

Focus on the United Kingdom

MARCH 2012

THE CORE METRIC

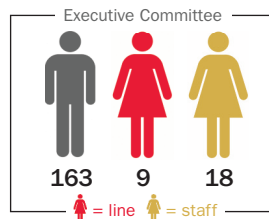
Every year, the 20-first Global Gender Balance Scorecard looks at a single measure of progress: the gender balance of the Executive Committee of the TOP 100 companies in three key regions of the globe (see www.genderbalancescorecard.com for global statistics). This companion survey focuses in on the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

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 UK have achieved to date.

KEY FINDINGS

- In our sample of the TOP 20 companies in the UK, there are a total of 190 Executive Committee members. We define the Executive Committee as the group of executives who report directly to the CEO.
- 86 % of these Executive Committee members are men (163); 14 % are women (27).
- Of the 27 women, most of them (18, 9% of total) are in **staff or support roles**. Only 9 women (5% of the total) are in **line or operational roles**.
- Notable companies include Astra Zeneca and Prudential, who both have achieved critical mass, with 25% women on their top teams. Only 15% of the UK's top teams have yet to include a woman on their Executive Committee.



THE GENDER JOURNEY



(Sven Paustian)

What a paradox the UK is. It leads Europe on the gender balance issue in its TOP 20 companies. Only 15% 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 190 people who sit on these leadership teams, only 14% are women. And the vast majority (two thirds) of them represent support functions rather than operational roles.

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.

As we have always said, the key criteria for gender balancing is leadership. But despite all the decades of effort that the UK has put into this topic, not a single company in our TOP 20 list has achieved balance.

Astra Zeneca's David Brennan and Prudential's Tidjane Thiam have both managed to reach 'critical mass', which we have defined as reaching a balance of at least 75% M / 25% F at these levels.

But given the reputation the UK claims on this topic, and the fact that so many British 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.

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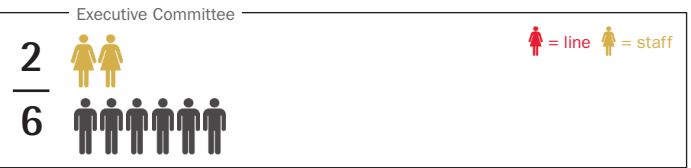
20-first's Gender Balance Scorecard

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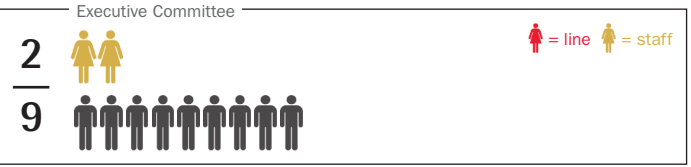
AstraZeneca
 David Brennan

■ Critical Mass



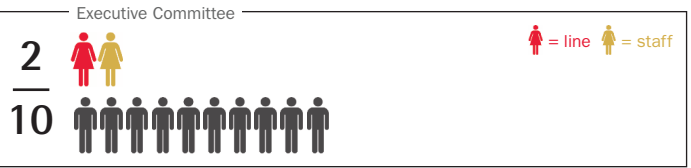
Aviva
 Andrew Moss

■ Progressing



BAE Systems
 Ian King

■ Progressing



Barclays
 Bob Diamond

■ Progressing



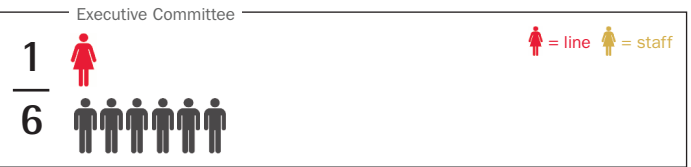
BP
 Robert Dudley

■ Asleep



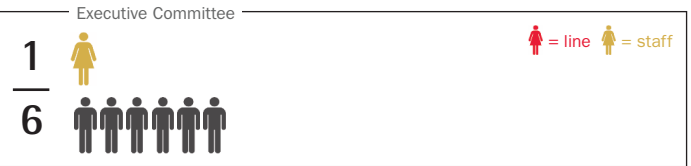
BT Group
 Ian P. Livingston

■ Starting Smart



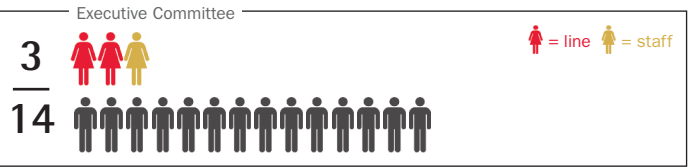
Centrica
 Sam Laidlaw

■ Token



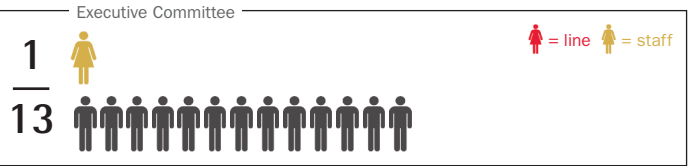
GlaxoSmithKline
 Andrew Witty

■ Progressing

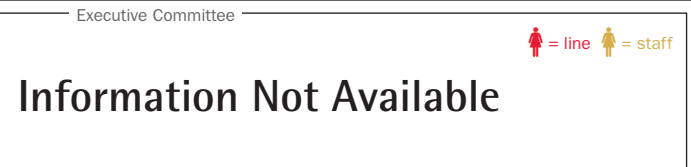


HSBC HOLDINGS
 Douglas Flint



■ Token



Ineos Group Holdings
 James A. Ratcliffe



Scorecard: Focus on the UK

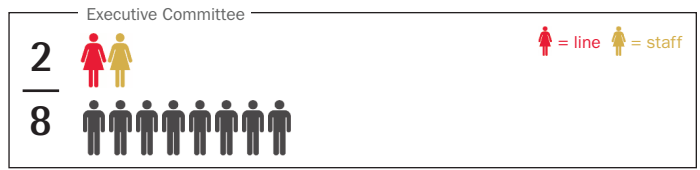
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J Sainsbury
Justin King

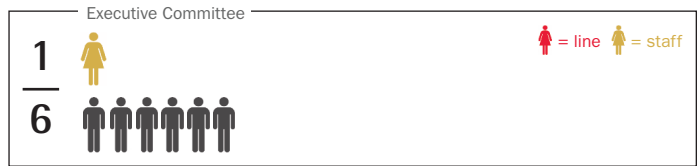
 Progressing

Sainsbury's



Legal and General Group
Tim Breedon

 Token



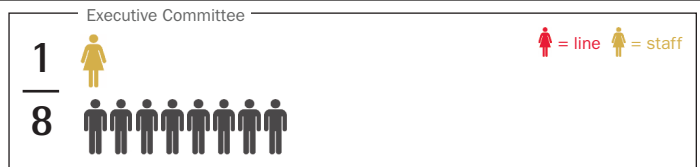
Lloyds Banking Group
Antonio Horta-Osorio

 Progressing



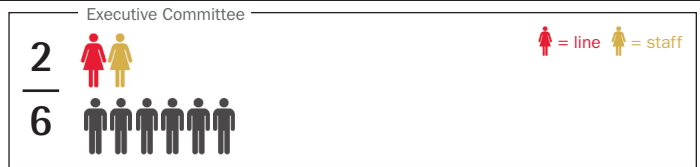
Old Mutual
Julian Roberts

 Token



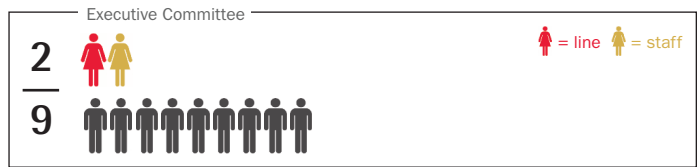
Prudential
Rob Devey

 Critical Mass



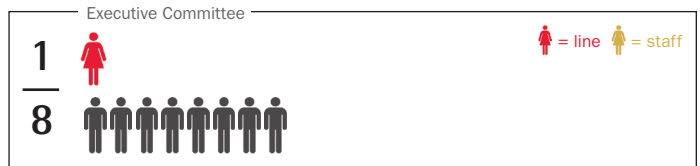
Rio Tinto Group
Tom Albanese

 Progressing



ROYAL BANK OF SCOTLAND
Stephen Hester

 Starting Smart



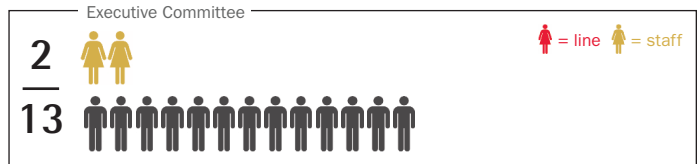
Scottish & Southern Energy
Ian Marchant

 Asleep



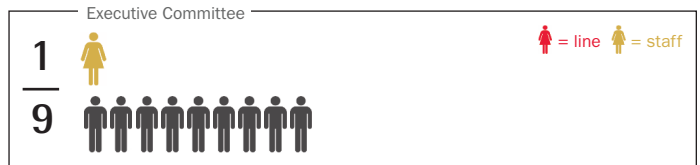
Tesco
Philip Clarke

 Token



Vodafone
Vittorio Colao

 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