

20first 2015

GLOBAL GENDER BALANCE SCORECARD *Focus on Business Schools*

MARCH 2015

Each year, the 20-first Global Gender Balance Scorecard looks at a single measure of progress: the gender balance of the executive committee of top companies. This survey applies this idea to the world's top business schools.

Why?

FUTURE LEADERS: Because MBA programmes attract the future leaders of the world's largest companies. Of the world's 500 largest listed companies, 31% are led by an MBA graduate. Business schools prepare students to be leaders.

FUTURE SKILLS: Business schools could play a crucial role in educating both men and women about "gender balanced" companies and leadership. They are an ideal place to develop talent that is 21st century-ready, i.e. that is both meritocratic and gender "bilingual".

The Approach

This first **Gender Balance Scorecard for Business Schools** gives an overview of the TOP 100 business schools (Financial Times ranking, 2015). It also takes an in-depth look at the TOP 12, or 'top tier'. It focuses on the gender balance achieved at two levels: among MBA students and among faculty.

Key findings

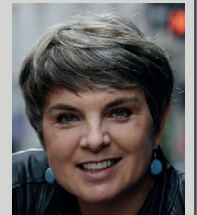
- **BETTER MBA BALANCE:** Most of the TOP 100 business schools show some improvement in the gender balance of the MBA student body since 2010.
- **STATIC FACULTY BALANCE:** Gender balance on the faculty, however, seems more challenging.
- **THE MOST BALANCED:** Star performing schools with female student numbers over 40% and female faculty numbers over 30% are: University of Hong Kong, Imperial College, Lancaster, Bath, Queens, Birmingham and Fudan business schools. None are in the FT's "top 12 tier" of schools and 2 have a female Dean.
- **THE BEST ARE MOST BALANCED re MBAs:** 4 of the top 12 schools now have student participation at 40% and above: Harvard, Wharton, Stanford and University of California.
- **AND LEAST BALANCED re FACULTY:** However, only 1 school in this group has female faculty numbers above 30% (IE Business school) and a third have less than 20%: INSEAD, Colombia Business School, University of Chicago Booth and CEIBS.

A note on the FT rankings: The rankings are based on quantitative measures of 'success' of both the alumni (3 years after graduation) and the school (using the previous years' data) in terms of diversity of staff and students and academic research. Only 5% of the overall FT weighting is given to gender balance criteria (measuring faculty, students and advisory board). This is half the weighting given to factors such as international reach and nationality. So gender balance has only a small influence on the overall rankings.

Footnote: The data for this survey is based on publicly available information provided by The Financial Times' Global MBA Rankings 2015.

Educated by men

A raft of research shows that improving gender balance leads to enhanced business performance. But business schools, a feeder pool into companies themselves



working on balancing their talent, seem stuck in yesterday's statistics. Is this good for careers in a more gender balanced 21st century?

Despite the fact that women are 60% of university graduates, the number falls precipitously at business schools. Female faculty are in even shorter supply. The learning tools used on MBA programmes feature case studies dominated by men. The faculty are mostly men (tenured faculty even more so). And executive programs are even more male dominated than the MBA classes. Add all this up, and neither women nor men are getting much experience of gender balance at business schools.

There is a deeper issue here: embedding change across the internal culture of these schools. Phase 1 seems underway with schools recognising the need to attract more female students. Phase 2 - addressing the cultures and styles that dominate in most leading schools - has barely begun.

As Harvard has courageously confessed, even when the ratios improve, the cultures don't automatically become more gender bilingual. You'd think business schools would be leading the way, not trailing their customers. It's time for business schools to deliver on their purpose - access to the world's best talent. All the talent.

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TOP TIER Business Schools*

Business School	Students (MBA)	Faculty
 1. Harvard Business School Nitin Nohria 	 41% Female 59% Male	 25% Female 75% Male
 2. London Business School Sir Andrew Likierman 	 36% Female 64% Male	 27% Female 73% Male
 3. University of Pennsylvania: Wharton Geoffrey Garrett 	 40% Female 60% Male	 22% Female 78% Male
 4. Stanford Graduate School of Business Garth Saloner 	 42% Female 58% Male	 21% Female 79% Male
 5. INSEAD Ilian Mihov 	 31% Female 69% Male	 15% Female 85% Male
 6. Columbia Business School Glenn Hubbard 	 36% Female 64% Male	 17% Female 83% Male
 7. IESE Business School Jordi Canals 	 22% Female 78% Male	 21% Female 79% Male
 8. MIT: Sloan David Schmittlein 	 39% Female 61% Male	 21% Female 79% Male
 9. University of Chicago: Booth Sunil Kumar 	 36% Female 64% Male	 16% Female 84% Male
 10. University of California at Berkeley: Haas Richard Lyons 	 43% Female 57% Male	 22% Female 78% Male
 11. CEIBS Helmut Schutte 	 33% Female 67% Male	 13% Female 87% Male
 12. IE Business School Santiago Iñiguez de Onzono 	 28% Female 72% Male	 37% Female 63% Male

*The data for this survey is based on information published from the Financial Times Global MBA 2015 rankings published in January 2015. The list of schools was drawn from the Top Tier or first 12 schools of the 100 schools ranked.

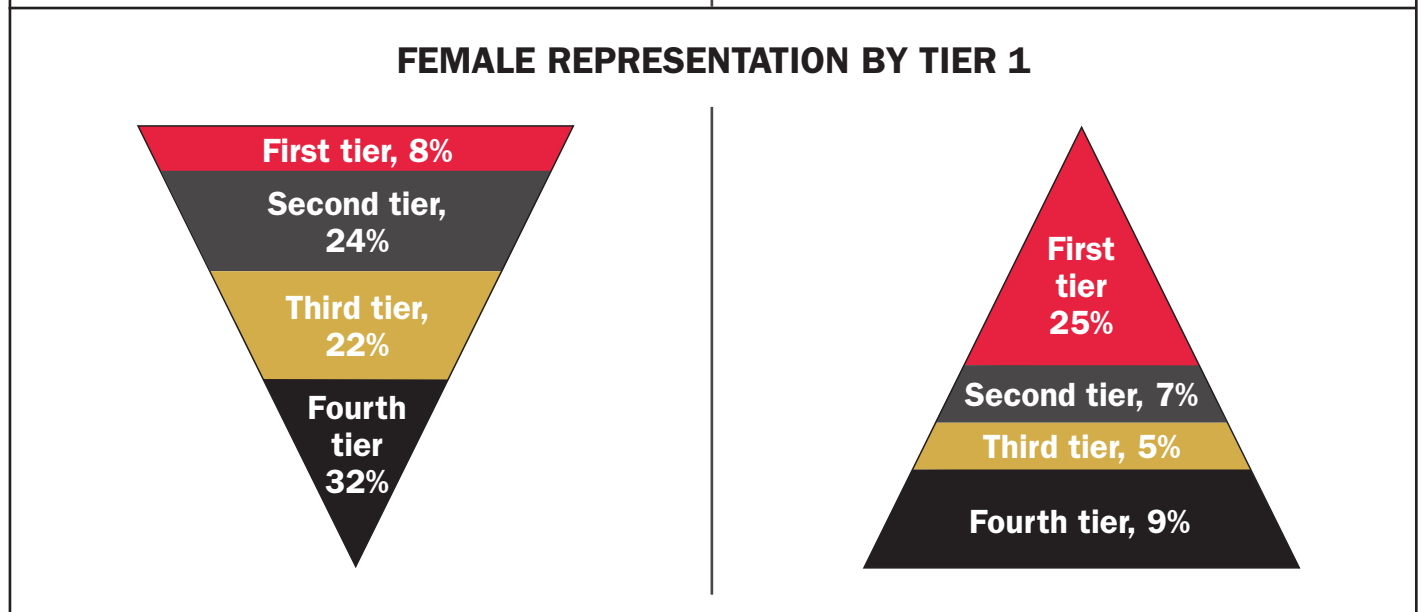
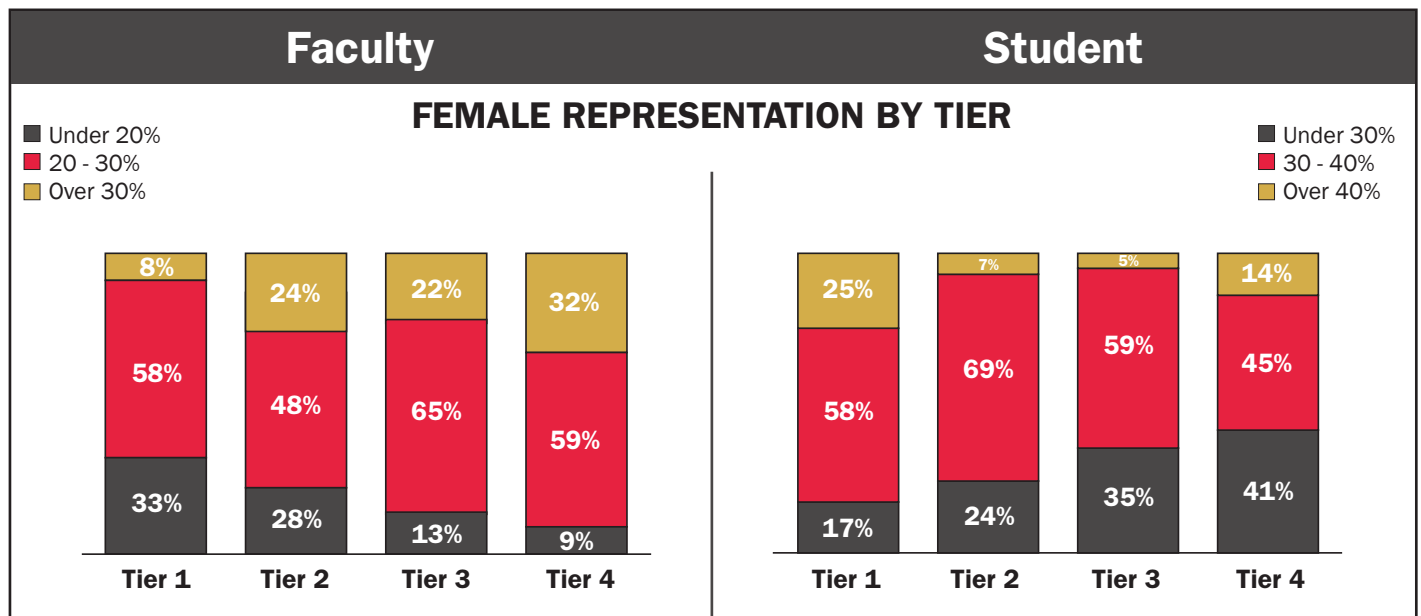
Overview of 100* top tier Global Business Schools Gender Balance

What are business school tiers?

The Financial Times divides the top 100 - ranked business schools into four tiers each year based on the pattern of clustering within the final scores.

	Faculty %	Students %
Harvard Business School	▲ 4	▲ 5
London Business School	▲ 3	▲ 9
University of Pennsylvania: Wharton	▲ 2	0
Stanford Graduate School of Business	▲ 2	▲ 8
INSEAD	▲ 1	▲ 2
Columbia Business School	0	▲ 3
IESE Business School	▲ 3	▼ 3
MIT: Sloan	▼ 1	▲ 1
University of Chicago: Booth	▲ 1	▲ 1
University of California at Berkeley: Haas	▼ 3	▲ 15
CEIBS	▼ 2	▲ 0
IE Business School	▲ 4	▼ 2

TOP TIER BUSINESS SCHOOL PROGRESS FROM 2010 TO 2015



Who we are

20-first is one of the world's leading global consultancies focused on gender balance as a business and economic opportunity.

We work with many of the best known global companies that seek to move from 20th century mindsets, management styles and marketing approaches into more progressive 21st century forms – and to stay first at the game.

Hence our name. It underlies our purpose, and those of the clients we serve.

1

Wake Up
Engage leaders and managers

2

Start Smart
Launch an initiative with the right people and the right positioning

3

Align Leaders
Get buy-in on why balance is a business opportunity and how to scale it

4

Build Management Skills

Equip managers with skills needed to manage across genders

5

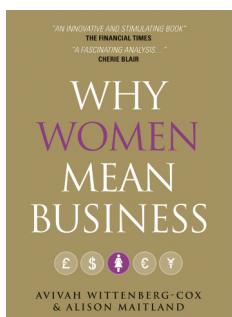
Sustain the Change

Keep up the momentum, track progress and reward success

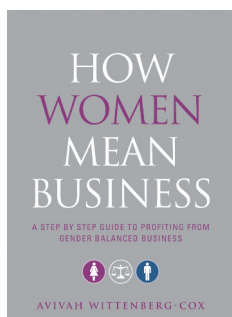
What makes us different

- **The business Imperative:** We help companies to unlock 21st century Market and Talent opportunities
- **Focus on leaders, not on women:** We equip leaders with a strategic understanding and management competencies to work across genders
- **Global perspectives:** We are experienced working with global companies across all regions and cultures of the world

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

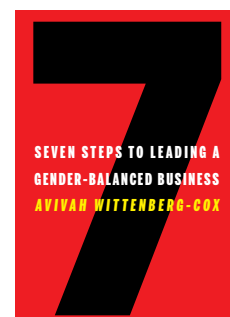


Business Case



Implementation

And just published by Harvard Business Review, the new e-book: **Seven Steps to Leading Gender-Balanced Businesses**



Leadership