

20-FIRST's 2020 GENDER BALANCE SCORECARD

SEPTEMBER 2020

Top 14 Global Gaming Companies *Please Wait... Gender Balance Loading*

At 20-first we believe the best measure of progress towards gender-balanced businesses is the make-up of Executive top teams rather than Boards. Here we report on the Top 14 Global Gaming companies by revenue.

Key Findings

Despite making up 46% of all gaming enthusiasts and accounting for over 1 billion gamers around the world, women remain vastly underrepresented in the sector's top Executive Teams. Of 144 executives in the Top 14 companies, 121 are men and only 23 are women. Of the 23 women, the majority (57%) are in line roles, responsible for operational business areas (rather than more traditionally female staff roles).

A WINNING SCORE: With women making up 41% of the Executive Team, Google is the only company in the Top 14 to achieve our Balanced ranking - at least proving that gender balance is achievable in the sector.

EASTERN LAG? Our research shows a clear geographic split, with the best slots dominated by American companies and the worst reserved for Asian companies. It's not a big surprise to see the Japanese companies lagging, as so many of the country's companies are. But there is less excuse for the Chinese entries as China's tech companies generally have a higher proportion of female executives than their US counterparts.

SINGLE PLAYER MODE: Bravo to Warner Bros. Entertainment, the only company in the Top 14 to have a female CEO, Ann Sarnoff. The company also has 4 women in their Executive Team of 9 (31%), with half of these women in line roles.

TIME TO LEVEL UP: Five companies have no women on their Executive Teams, including the Chinese giant Tencent. These companies may find it hard to attract top talent in the future and to connect with many potential customers, unless they put in the effort to gender balance.

Gender Balance of Executive Teams of Top 14 Global Gaming Companies 2020



Our Rankings

The Top 14 companies on the following pages are segmented into one of five phases:

- Balanced.** With a maximum of 60% of any gender in top leadership roles, with close to equal contributions, this is the ideal gender-balanced organisation. The gold standard.
- Critical Mass.** With three or more women on the Leadership Team, their contribution becomes a norm. High top team numbers may promise a strong talent pool coming up.
- Progressing.** Two voices are stronger than one. With two female voices on the Leadership Team, particularly in line roles, it's less easy, consciously or not, to see them as 'the token woman'.
- Starting.** One woman on the Leadership Team. A bonus point if she's in a line or significant P&L role. Staff roles (HR, Legal, Communications) are important, but rarely lead to the very top.
- Asleep.** No women on the Leadership Team, in either staff or line roles. Some companies may have a weak succession pool with little prospect of bringing women on to the top team within 3-5 years.

Survey Methodology

The data for this survey is based on information provided by companies listed in the Newzoo Top 25 Public Companies by Game Revenues. Executive Team data is taken from websites and transparency reports, as of August 2020. The Executive Team is defined as the CEO and the executives who report directly to them, or as defined by each company. Some companies list a broader group of 'Top Leadership'. Where this is the case, we have reviewed the individuals' profiles and used our best judgement to identify those who report to the CEO, based on job title and role. Each company was given the opportunity to confirm the research for their organisation.

20-first research analyses progress on gender balance in the top companies of a number of industries and countries, as well as across the Top 100 companies of the Fortune Global 500. For more, go to <https://20-first.com/thinking>

2020 Global Gaming Scorecard: Top 14 Companies

Line or operational roles include CEO, CFO, Country Head, Business Unit Head, etc.
 Staff or support roles include Communications, HR, Legal, IT, Strategy, Public Policy, etc.

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

Google
Sundar Pichai

Balanced

Known For
• Stadia
• Android Mobile Games

Executive Committee
41% = Line = Staff
59%

Activision Blizzard
Bobby Kotick

Starting

Known For
• Call of Duty
• World of Warcraft
• Candy Crush

Executive Committee
20% = Line = Staff
80%

Warner Bros. Entertainment Inc
Ann Sarnoff

Critical Mass

Known For
• LEGO games
• Mortal Kombat
• Batman games

Executive Committee
31% = Line = Staff
69%

Century Huatong
Wang Ji

Starting

Known For
• Legend of Mir 2
• Maple Story
• Fallout Shelter

Executive Committee
13% = Line = Staff
87%

Apple
Tim Cook

Critical Mass

Known For
• App Store Games

Executive Committee
25% = Line = Staff
75%

NetEase
William Lei Ding

Asleep

Known For
• World of Warcraft
• Hearthstone
• Overwatch

Executive Committee
0% = Line = Staff
100%

Electronic Arts
Andrew Wilson

Progressing

Known For
• FIFA
• Battlefield
• The Sims

Executive Committee
22% = Line = Staff
78%

BANDAI NAMCO Holdings Inc
Mitsuaki Taguchi

Asleep

Known For
• Tekkan
• Cyberpunk
• Pac-Man

Executive Committee
0% = Line = Staff
100%

Microsoft
Satya Nadella

Progressing

Known For
• Halo
• Forza
• Gears of War

Executive Committee
13% = Line = Staff
87%

Nintendo
Shuntaro Furukawa

Asleep

Known For
• Mario Kart
• Legends of Zelda
• Animal Crossing

Executive Committee
0% = Line = Staff
100%

Take-Two Interactive
Strauss Zelnick

Starting

Known For
• WWE
• Grand Theft Auto
• Red Dead Redemption

Executive Committee
25% = Line = Staff
75%

Sony
Kenichiro Yoshida

Asleep

Known For
• The Last of Us Part II
• Gran Turismo
• Marvel's Spiderman

Executive Committee
0% = Line = Staff
100%

Ubisoft
Yves Guillemot

Starting

Known For
• Assassin's Creed
• Tom Clancy's Rainbow Six
• Watchdogs

Executive Committee
25% = Line = Staff
75%

Tencent Holdings Ltd.
MA Huateng (Pony Ma)

Asleep

Known For
• League of Legends
• Path of Exile
• Clash of Clans

Executive Committee
0% = Line = Staff
100%

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.

2

Start Smart

Launch an initiative with the right people and the right positioning

Wake Up

Engage leaders and managers

3

Align Leaders

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

4

Build Gender Bilingual Management Skills

Equip managers with skills needed to manage across genders

5

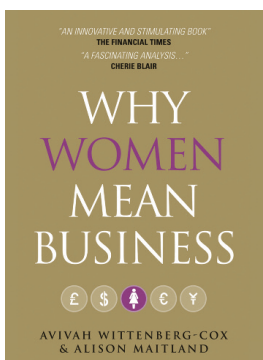
Sustain the Change

Keep up the momentum, track progress and reward success

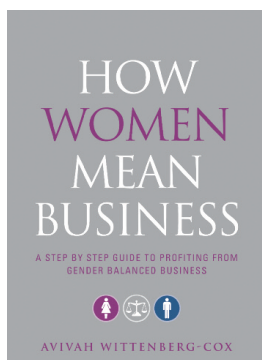
What makes us different

- The business imperative**
 We help companies to unlock 21st century market and talent opportunities
- Focus on gender bilingual leaders**
 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

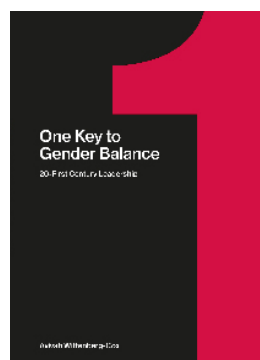
For more information, please contact queries@20-first.com



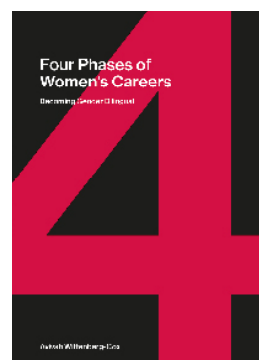
Business Case



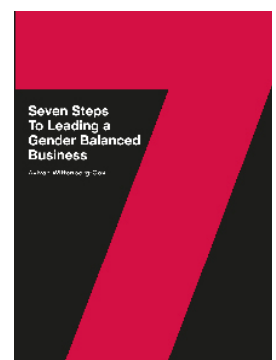
Implementation



Strategy



Talent



Leadership