

# 20-FIRST's 2022 GLOBAL GENDER BALANCE SCORECARD

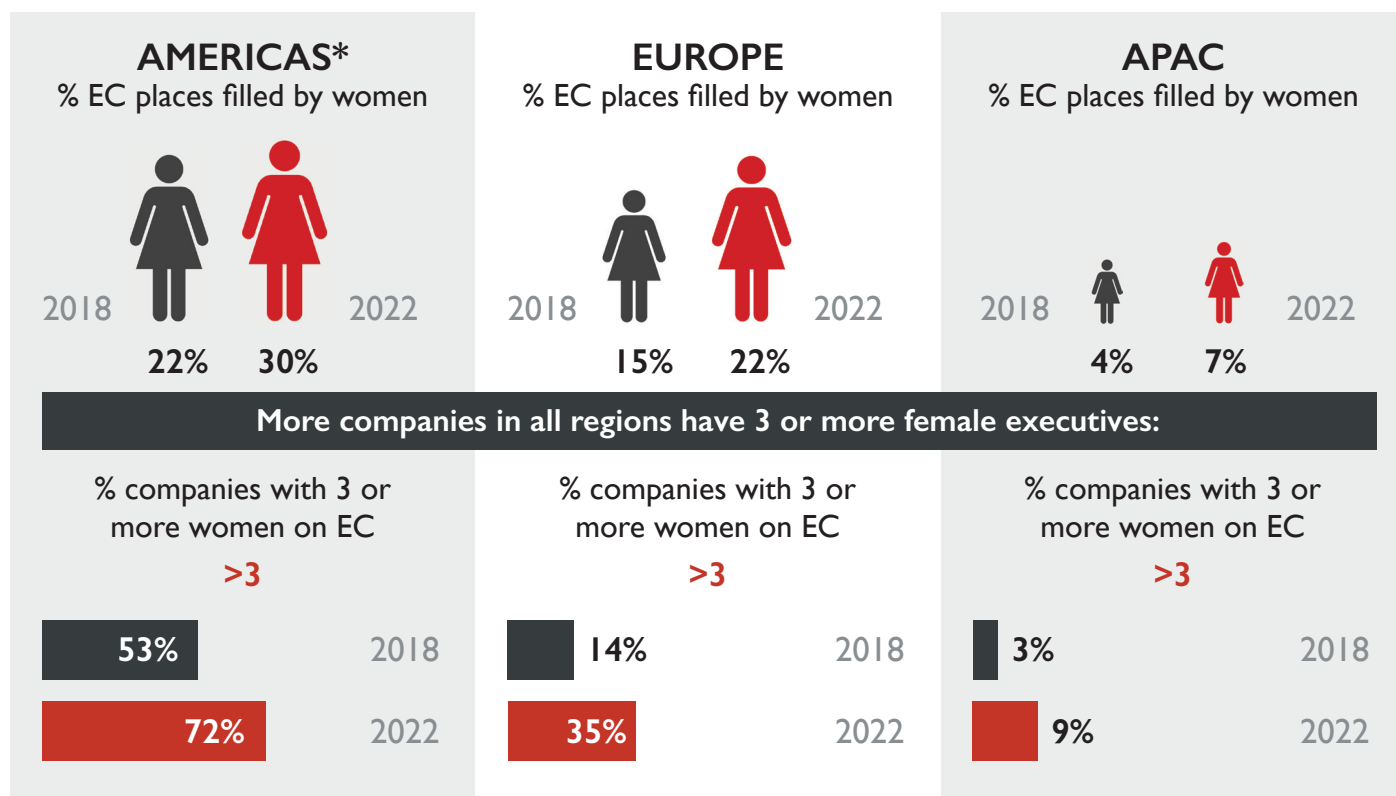
## Where the World's Top 100 Companies Stand

JANUARY 2022

### Spotlight on Executive Leadership

At 20-first we believe the best measure of corporate progress towards gender-balanced businesses is the make up of executive top teams. Board membership has received much focus and legislative pressure, but the ultimate evidence of long-term commitment and follow-through is the balance on Executive Committees - the CEO and their direct reports. Here's how the world's top 100 companies have changed since our last survey, in 2018.

Women are slowly filling more Executive Committee (EC) places,  
with big regional differences:



Since our last survey in 2018, companies in all 3 regions have made progress. In 2022, over 2 thirds of US Executive Committees (ECs) in the Fortune Global 100 have achieved 'Critical Mass', with 3 or more women executives. Well over a quarter of the European companies have also achieved this level. However, 72% of US and European EC seats are still filled by men. In APAC Fortune 100 companies men still hold 93% of seats. Showing that some companies are embracing today's talent and market realities and are forging ahead. Others are stuck in outdated corporate cultures and mindsets of self-replicating leadership homogeneity. What we've learned from over two decades of working with some of the best? Above all, gender balance takes intention, attention and alignment at the top. True leadership.

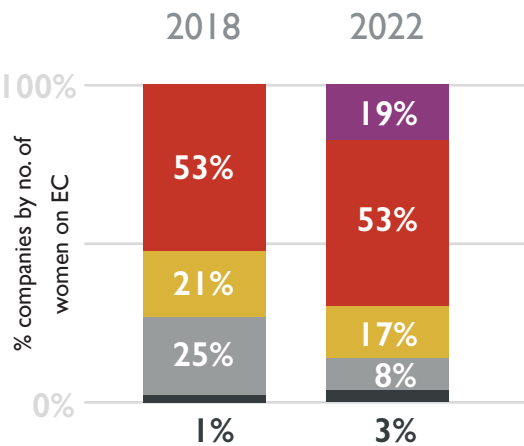
\* All 36 Fortune Global 100 companies from the Americas are US companies.

## Where are the Top 100 Companies?

These charts show the depth of women’s presence at the top tables, by percentage of companies in each of the below categories. Absolute numbers of women on an EC may matter more than percentages; when there are 3 or more women at the top there is likely to be a significant female talent pool at the next level down. In our experience, men also regularly comment on the different dynamics of EC meetings when women hold 3 or more seats at the table.

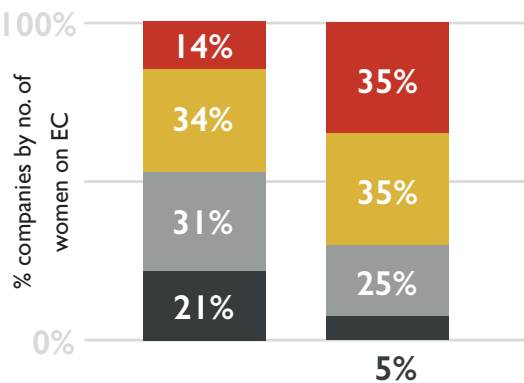
### AMERICAS

Of the 36 companies, almost 3 quarters now have 3 or more women on their EC. All but 3% of US companies have at least 1 woman on their EC. Congratulations to the 7 US companies that have achieved Balanced ECs.



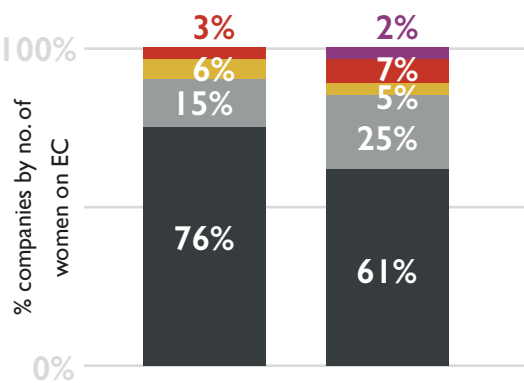
### EUROPE

European companies lag behind the US but there has been significant movement. In 2018, over half of European companies had zero or only 1 woman on their EC. Now 60% have 2 or more. No European companies have yet achieved a Balanced EC.



### APAC

While there are improvements, APAC companies remain unremittingly male. 61% don’t have a single woman on their ECs and a further 25% only have 1 woman. Congratulations to Hengli, the one APAC company that has achieved a Balanced EC.



### Key

Asleep	Starting	Progressing	Critical Mass	Balanced
No EC women. Some companies may have a weak succession pool.	One EC woman. A bonus point if she’s in a line or significant P&L role.	Two EC women, it becomes harder, for their views to be taken as token.	Three or more EC women, gender balance starts to become a norm.	A maximum of 60% of any gender on the EC, this is a balanced team.

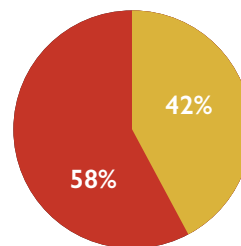
## Senior Women Moving into Line Roles

Staff roles (HR, Legal, Communications, etc.) are important but rarely shift the rules or the model - Line roles are far more likely to lead to the top job. There is an interesting question whether the business world values Line roles more highly than Staff roles specifically because traditionally women are more likely to be found in Staff roles.

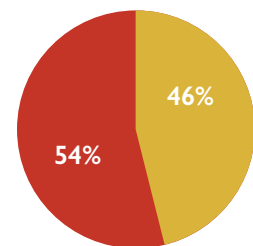
### AMERICAS

Over the 4 years, the percentage of women in EC Line roles has increased slightly. However, the top American companies were already close to balancing their female Staff and Line roles in 2018.

2018

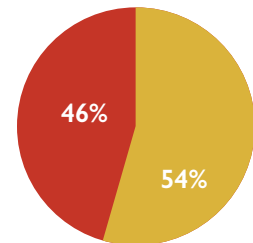
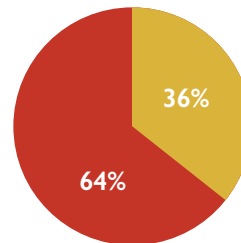


2022



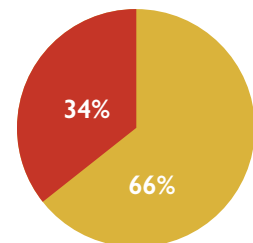
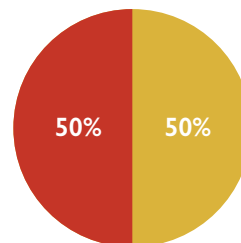
### EUROPE

Having previously been the furthest behind, European companies have seen a big change with the percentage of women in EC Line roles increasing by half since 2018.



### APAC

In 2018, APAC companies had already balanced their female Line and Staff EC roles. Four years later, their EC women are now bucking global tradition by skewing heavily towards Line roles.



■ Staff Roles  
■ Line Roles

## Survey Methodology

The data for this survey is based on information provided by firms listed in the 2021 Fortune Global 500. Data is taken from websites and transparency reports, as of December 2021. The EC 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 possible, we have reviewed the individuals' profiles and used our best judgement to identify those who report to the CEO/Managing Partner, based on job title and role.

**Note:** EC data was not available for 2 Chinese companies in the Top 100, we have substituted in the next 2 Chinese companies in the Top 500 where EC data is available (positions 101 and 107).

## Who we are

20-first is one of the world's leading global consultancies focused on gender and generational 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 Balance Management Skills**

Equip managers with skills needed to manage across genders and generations

# 5

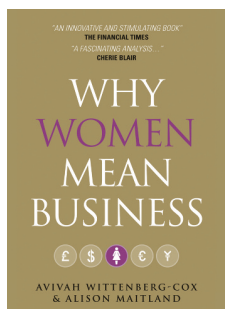
**Sustain the Change**

Keep up the momentum, track progress and reward success

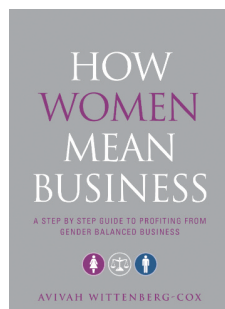
## What makes us different

- **The business imperative**  
We help companies to unlock 21st century market and talent opportunities
- **Focus on Leaders**  
We equip leaders with a strategic understanding and management competencies to work across genders and generations
- **Global perspectives**  
We are experienced working with global companies across all regions and cultures of the world

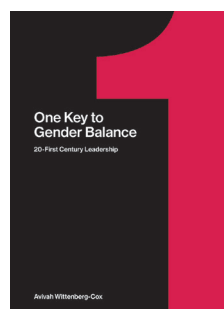
For more information, please contact [queries@20-first.com](mailto:queries@20-first.com)



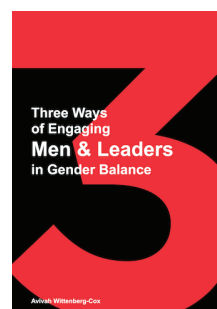
Business Case



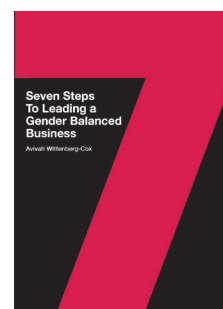
Implementation



Strategy



Engagement



Leadership



Generations