

20first 2012

GLOBAL GENDER BALANCE SCORECARD

Focus on Natural Resources Industry

MARCH 2012

THE CORE METRIC

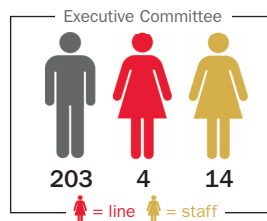
Every year, the 20-first Global Gender Balance Scorecard looks at a single measure of progress: the gender balance of the Executive Committee of the TOP 100 companies in three key regions of the globe. This companion survey focuses in on the gender balance of 24 top companies in the Natural Resources Industry.

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 Natural Resources industry around the world have achieved to date.

KEY FINDINGS

- In our sample of 24 companies, there are a total of 221 Executive Committee members. We define the Executive Committee as the group of executives who report directly to the CEO.
- 92% of these Executive Committee members are men (203); 8% are women (18).
- Of the 18 women, most of them (14, 6% of total) are in staff or support roles. Only 4 women (2% of the total) are in line or operational role.*
- Notable companies include Anglo American, the only company of this sample with a female CEO. Marathon Oil has achieved critical mass on its team, with 33% of the team made up of women (3 women and 6 men). Repsol YPF and Rio Tinto are just behind with 25% women on their top teams.



THE GENDER JOURNEY



(Sven Paustian)

Natural resources is not a sector that people automatically associate with gender balance. In fact, most people assume that oil, mining and mineral companies would be 'naturally' male dominated.

And so it is. Half of the 24 companies in our survey have not a single woman on their Executive Committees in 2012. But is that really the sector, have women really simply written it off in disinterest?

A few companies have proven that it is far from an absolute truth. Three companies stand out in our Global Natural Resources Scorecard: Marathon Oil (33%), Rio Tinto and Repsol with 25% of their ExCom members being women. While Anglo-American is led by Cynthia Carroll (and her all male ExCom).

So it isn't the sector that defines the outcome. As in most of the companies in our Global Scorecard, what counts above all on the issue of gender balance is leadership. Not how good a company is, but how badly it wants to balance. That is the biggest determinant of the statistics you will find on the next two pages.

It is also consistency that counts. For example, at companies like BP and Shell, which used to be models of developing more gender balanced leadership teams, everything changed when the people at the top did.

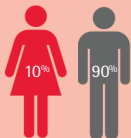
So there is a lot of work - and opportunity - ahead. Gender balance could be a powerful lever in managing everything from stakeholder relations and environmental issues to talent development and community connections.

A handful of companies are lighting the way.

Avivah
Wittenberg-Cox

GLOBAL SURVEY

Executive Committee Members Globally



20-first's Global Gender Balance Scorecard 2011 found that 90% of Executive Committee members are men, and only 10% are women.

- **US Leads.** Of the 1,227 Executive Committee members of America's Top 100 companies, only 205 (or 17%) are women and 1022 (or 83%) are men. The majority of these female Executive Committee members are in staff or support positions (145, or 13% of total) such as HR, Communications or Legal, whereas only 60 women (or 5% of total) are in line or operational roles.
- **Europe Struggles.** Of the 938 Executive Committee members of Europe's Top 100 companies, only 78 (or 8%) are women and 860 (or 92%) are men. Again most of these women (56, or 6% of total) are in staff or support roles. Only 22 women (or 2% of total) are in line or operational roles.
- **Asia Lags.** Compared to the 926 men (98%) on Executive Committees in Asia, there are only 14 women in staff roles (1.5% of total) and a mere 6 women in line or operational roles (0,6% of total).

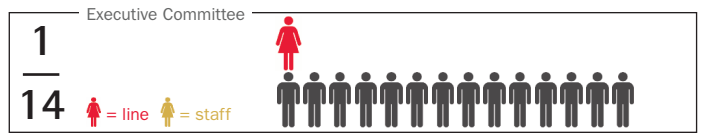
* Examples of staff or support roles include Communications, HR, Legal, IT, Strategy, Public Policy, etc. Examples of line or operational roles include CEO, CFO, Country Head, Business Unit Head, etc.

20-first's Gender Balance Scorecard:



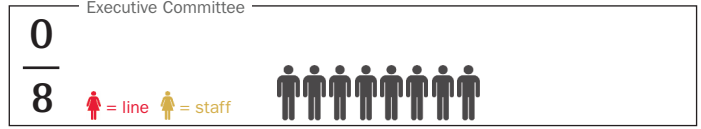
Anglo American
Cynthia Carroll

■ Europe



Arcelor Mittal
Lakshmi N. Mittal

■ Europe



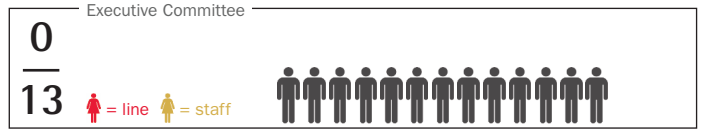
BHP Billiton
Marius Kloppers

■ Asia



BP
Robert Dudley

■ US



Chevron
John S. Watson

■ Europe



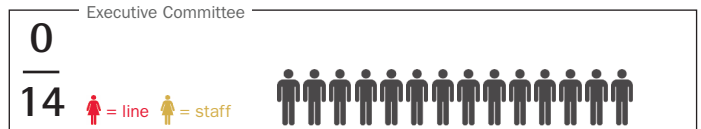
China Metallurgical Group
Wang Weinmin

■ Asia



China National Petroleum
Jiang Jiemin

■ Asia



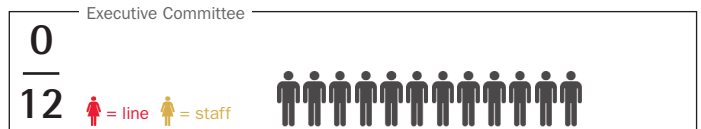
ConocoPhillips
J. J. Mulva

■ US



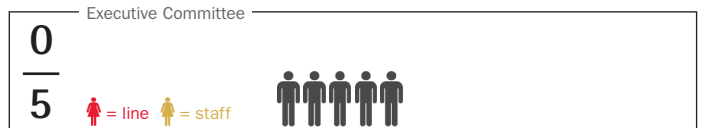
ENI
Paolo Scaroni

■ Europe



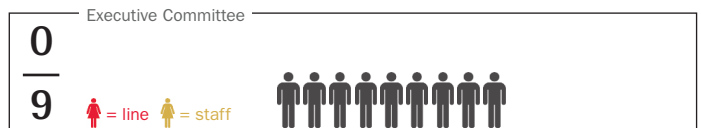
Exxon Mobil
Rex W. Tillerson

■ US



Hess
John B. Hess

■ US



Marathon Oil
Clarence P. Cazalot Jr.

■ US

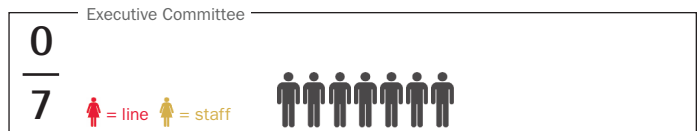


Focus on Natural Resources Industry



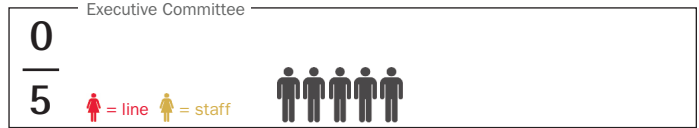
Nippon Steel
Akio Mimura

■ Asia



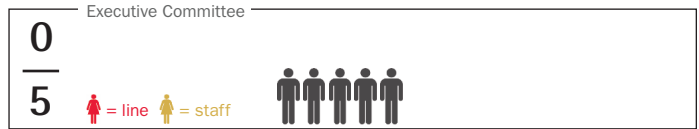
Petronas
Dato' Shamsul
Azhar Abbas

■ Asia



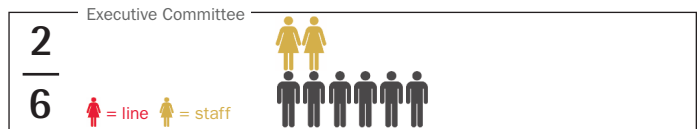
Reliance Industries
Mukesh D. Ambani

■ Asia



Repsol YPF
Antonio Brufau Niubó

■ Europe



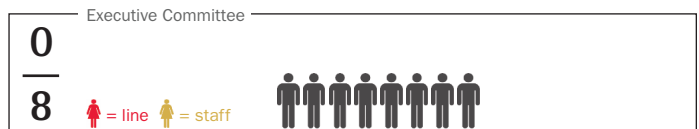
Rio Tinto Group
Tom Albanese

■ Europe



Royal Dutch Shell
Peter Voser

■ Europe



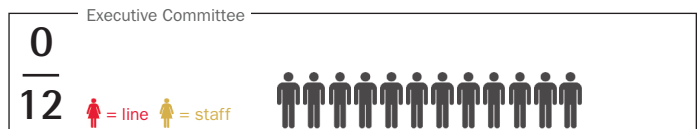
Schlumberger
Paal Kibsgaard

■ US



Sinopec
Wang Tianpu

■ Asia



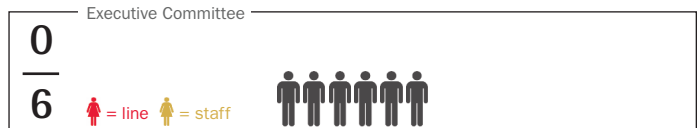
Statoil
Helge Lund

■ Europe



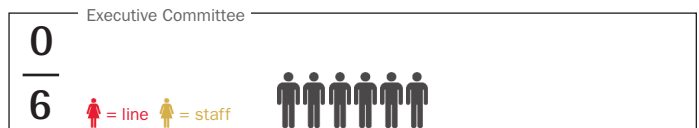
ThyssenKrupp
Heinrich Hiesinger

■ Europe



Total
Christophe de Margerie

■ Europe



Valero Energy
Bill Klesse

■ US



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