

20-FIRST's 2020 GENDER BALANCE SCORECARD

in Collaboration with AVANDIS

DECEMBER 2020

Africa Report 2020

Large Differences Across Regions

At 20-first we believe the best measure of progress towards gender-balanced businesses is the makeup of Executive Teams. Here we report on the Top 5 companies in each African region (North, East, South and West), as listed in African Business Magazine's Top 250 Companies.

Key Findings

There are 210 Executive Team members in the Top 5 companies of North, East, South and West Africa. Of these, 77% (162) are men, and 23% (48) are women.

RELATIVELY BALANCED The average gender balance of Africa's top Executive Teams, at 23% female, is significantly above the global average, which was just below 15% in our 2018 Global Scorecard. A promising advantage for the region's future.

POWER vs INFLUENCE The majority (54%) of the women on these Executive Teams are in line roles, compared to 46% in staff roles. This suggests the continent's top companies not only have more women at the top, but also appoint them to more powerful roles than some of our global benchmarks.

REGIONAL DIFFERENCES The East region has the most companies ranked at Critical Mass (3), and the South region has the highest average percentage of women (30%) on Executive Teams across its 5 top companies. Meanwhile, of the 5 companies that had a ranking of Asleep, 3 are in the North region.

CALL TO ACTION It's not all plain sailing. 25% of the companies surveyed have no women on their Executive Teams at all, and only 1 has a female CEO. Room for improvement.

Gender Balance of Executive Teams of Africa's Top Companies



Our Rankings

The companies on the following pages are segmented into one of 5 phases:

- Balanced.** A maximum of 60% of any gender in top leadership roles, this is a gender-balanced organisation.
- Critical Mass.** With three or more women on the Executive Team, gender balance starts to become a norm.
- Progressing.** Two women on the Executive Team may mean it's still hard for their views to be taken as token.
- 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 shift the rules or the model.
- Asleep.** No women on the Leadership Team. These companies may have a weak succession pool with little prospect of bringing women on to the top team.

Survey Methodology

The data for this survey is based on information provided by companies listed in African Business Magazine's Top 250 Companies in 2020 survey. Executive Team data is taken from websites and transparency reports, as of December 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. The top 5 companies in each region (North, East, South and West) were included, with certain companies omitted if they were subsidiaries of other companies already in the ranking or if did not have their main operations in Africa. Each company was given the opportunity to confirm the research for their organisation, when contact information was available.

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

20-first Gender Balance Scorecard – Focus on Africa

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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East Region

	Standard Chartered Kenya Kariuki Ngari		Executive Committee 36% = Line = Staff 64%
	Equity Group Holdings James Mwangi		Executive Committee 20% = Line = Staff 80%
	Co-operative Bank of Kenya Gideon Muriuki		Executive Committee 17% = Line = Staff 83%
	East African Breweries Andrew Cowan		Executive Committee 20% = Line = Staff 80%
	KCB Group Joshua N Oigara		Executive Committee 0% = Line = Staff 100%

North Region

	Orange Egypt Yasser Shaker		Executive Committee 27% = Line = Staff 73%
	Commercial International Bank Hussein Abaza		Executive Committee 17% = Line = Staff 83%
	Attijariwafa Bank Mohamed El Kettani		Executive Committee 0% = Line = Staff 100%
	Maroc Telecom Abdeslam Ahizoune		Executive Committee 0% = Line = Staff 100%
	Qatar National Bank Alahi Mr. Mohamed Osman El-Dib		Executive Committee 0% = Line = Staff 100%

South Region

	Standard Bank Group Sim Tshabalala		Executive Committee 35% = Line = Staff 65%
	FirstRand Alan Pullinger		Executive Committee 31% = Line = Staff 69%
	AngloAmerican Natascha Viljoen		Executive Committee 33% = Line = Staff 67%
	Naspers Bob van Dijk		Executive Committee 33% = Line = Staff 67%
	Vodacom Group Mohamed Shameel Aziz Joosub		Executive Committee 20% = Line = Staff 80%

West Region

	Sonatel Sekou Drama		Executive Committee 35% = Line = Staff 65%
	MTN Nigeria Ferdinand Moolman		Executive Committee 27% = Line = Staff 73%
	Dangote Cement Aliko Dangote		Executive Committee 22% = Line = Staff 78%
	Airtel Africa Raghunath Mandava		Executive Committee 8% = Line = Staff 92%
	BUA Cement Yusuf Binji		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

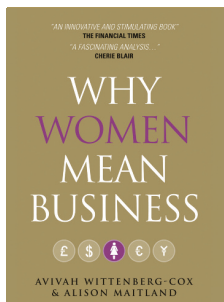
Sustain the Change

Keep up the momentum, track progress and reward success

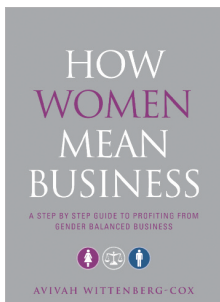
What makes us different

- **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



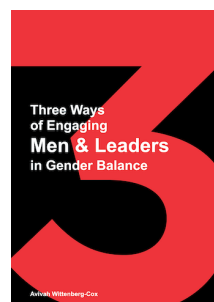
Business Case



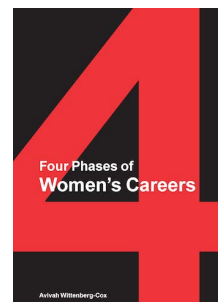
Implementation



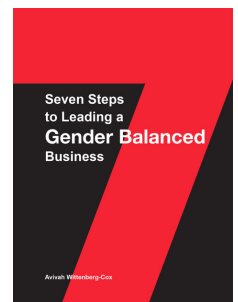
Strategy



Engagement



Talent



Leadership