

Gender diversity in the banking industry
An international comparison

71 banks, 20 countries

**Board of Directors, Executive Committee, Middle Management, and
employee representation**

2017 Edition

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The study is based on **71 banks** in **20 countries** and over **four hierarchical levels**: board of directors, executive committee, middle management, and total representation.

Figures are extracted from annual reports of 2016

Principal conclusions by country:

- **The banking industry has reached parity in terms of overall employee representation**: women represent on average 52,10% of employees (maximum of 60,58% in Canada and minimum of 35,13% in Japan). The most feminized bank is Swedbank (Sweden) with 65% of female employees and the least feminized is Mitsubishi UFJ (Japan) with 22% of female employees.
- There is a **double glass ceiling** in banks. At increasing levels in the hierarchy, women's representation decreases. Women make up 52,10% of employees yet only 37,58% of middle managers (first glass ceiling). This representation is further reduced to 16,45% in executive committees (second glass ceiling).
- With 23,83% of women, **boards of directors are more feminized than executive committees** (16,45%). This is due to governmentally imposed quota policies for boards of directors in some countries, as well as shareholders' sensitivity to diversity issues.
- There is **high diversity in the level of feminization of corporate governance of banks around the world**. As such, Sweden (45,15%), France (34,70%) and Canada (34,58%) are the top three countries for women's representation in boards of directors.
- Inversely, Japan (12,04%), China (13,63%) and Singapore (15,28%) have the lowest female representation on boards of directors.

Gender diversity in the banking industry

An international comparison (2)

Principal conclusions by hierarchical level:

- Swedbank (Sweden) is the bank for which the mix of feminization of the board of directors (45,45%) and executive committee (31,58%) is the closest to parity.
- Sumitomo Mitsui Financial (Japan)) is the bank for which the mix of feminization of the board of directors (7,69%) and executive committee (0%) is the lowest.

Combining rates of women in **the boards of directors** and in **executive committees** yields four categories of banks:

- **Egalitarians**: the rate of women in both top managerial levels is above average.

We note: Swedbank (Sweden), Wells Fargo (US), Svenska Handelsbanken (Sweden), Canadian Imperial Bank of Commerce (Canada), and Commonwealth Bank of Australia (Australia).

- **Constrained feminists**: the rate of women in the board of directors is above average, mainly due to quotas in the country of origin, yet the rate of women in the executive committee is below average.

We note: BNPParibas (France), Skandi Viska Enskilda Banken (Sweden), HSBC (United Kingdom), UBS (Switzerland), and Danske Bank (Denmark).

- **Irreducible machos**: the rate of women in both top managerial levels is below average.

We note: Sumitomo Mitsui Financial (Japan), Oversea Chinese Banking (Singapore), Industrial Bank (China), PT Bank Central Asia (Indonesia), and Itau Unibanco (Brazil).

- **Potentially egalitarians**: the rate of women in the board of directors is below average, but the rate of women in the executive committee is above average.

We note: Hang Seng Bank (Hong-Kong), JPMorganChase (US), DBS Group (Singapore), Westpac Banking (Australia), and BOC Hong-Kong (Hong-Kong).

Gender diversity in the banking industry

An international comparison (3)

Combining rates of women in **executive committees** and in **middle management** highlights four categories of banks:

- **Feminine**: Banks use their highly feminized middle management pool to promote an above average rate of women in executive committee. The percentage of women is high at both levels.

We note: Hang Seng Bank (Hong-Kong), JPMorgan Chase (US), Royal Bank of Canada (Canada), Commonwealth Bank of Australia (Australia), and Standard Chartered (United Kingdom).

- **Masculine**: A low rate of women in executive committees reflects the low rate of women in middle management, thus constituting a smaller pool from which women are promoted. The percentage of women is low at both levels.

We note: Sumitomo Mitsui Financial (Japan), Mitsubishi UFJ (Japan), Credit Agricole (France), BBVA (Spain), and Banco Bradesco (Brazil).

- **Macho**: Banks do not make use of their highly feminized middle management in promoting women to the executive committee. The percentage of women in the executive committee is significantly lower than the percentage of women in middle management.

We note: BNPParibas (France), Unicredit (Italy), Credit Mutuel (France), China Merchants Bank (China), and Citigroup (US).

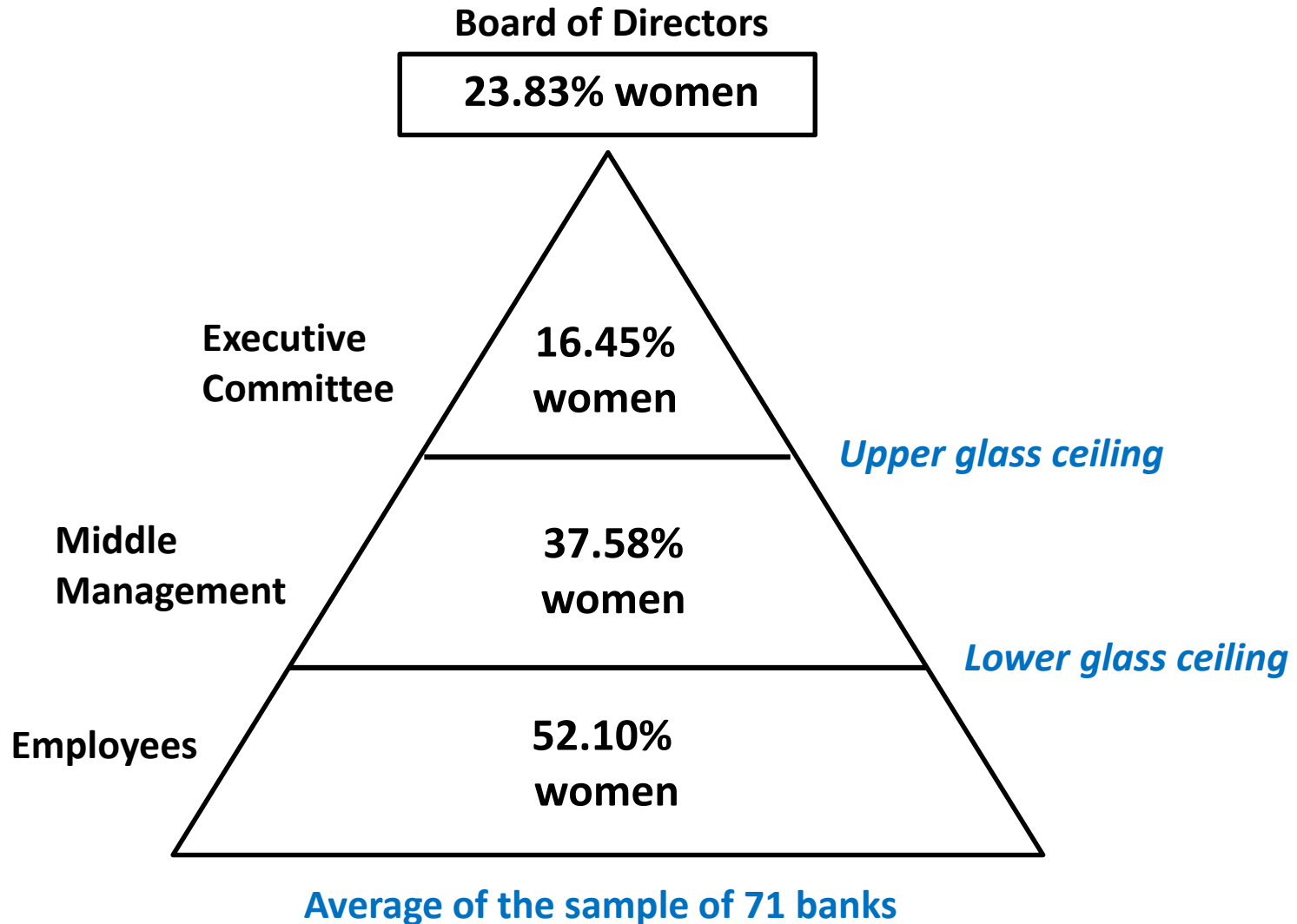
- **Amazonian**: The percentage of women in the executive committee is above average whereas the percentage of women in middle management is below average.

We note: Japan Post Bank (Japan), BB&T (US), Shanghai Pudong Development Bank (China), Bank of New-York Mellon (US), and State Street (US).

Women in the banking industry

An international comparison

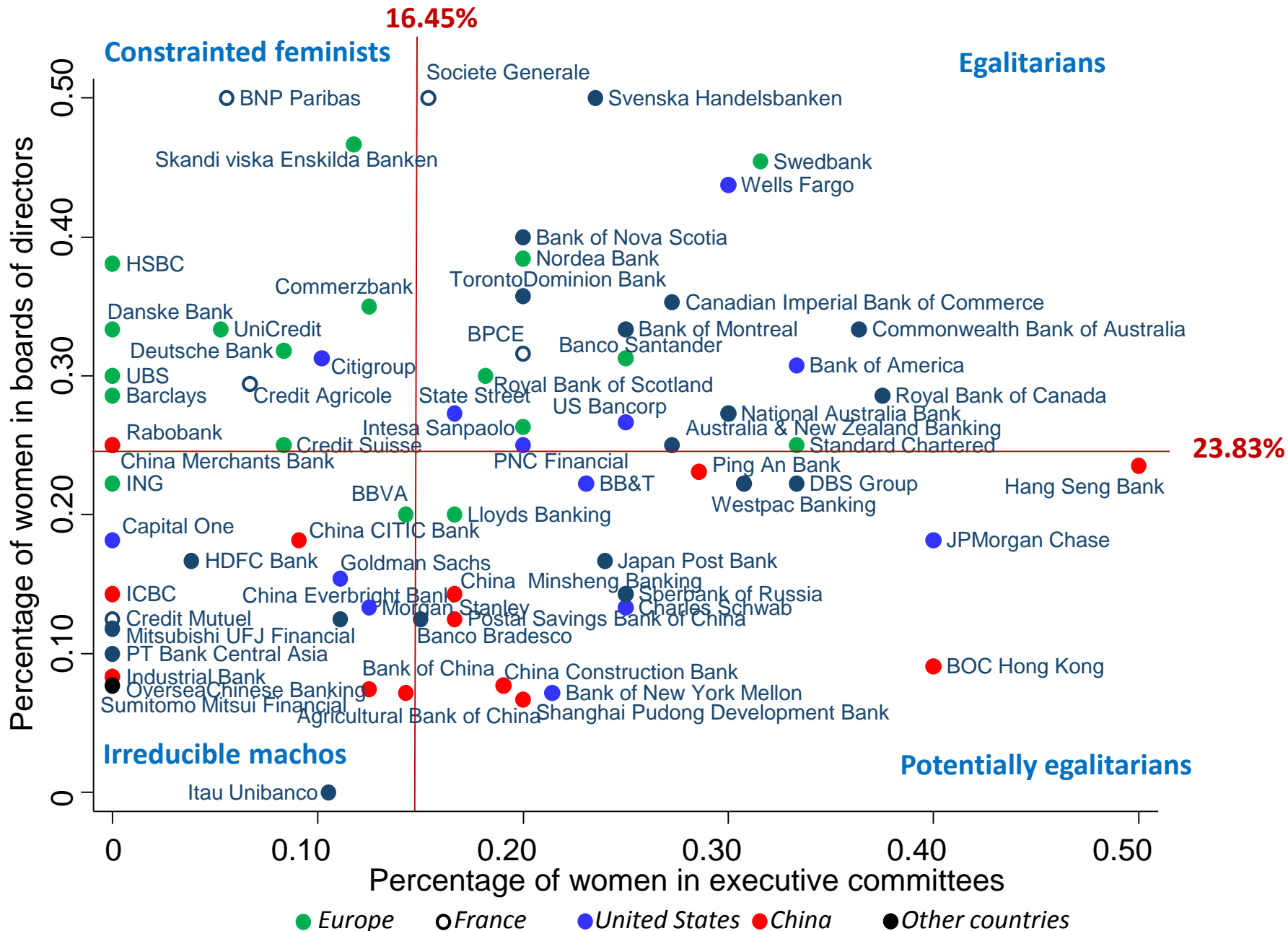
Double Glass Ceiling and Legislative Elevator



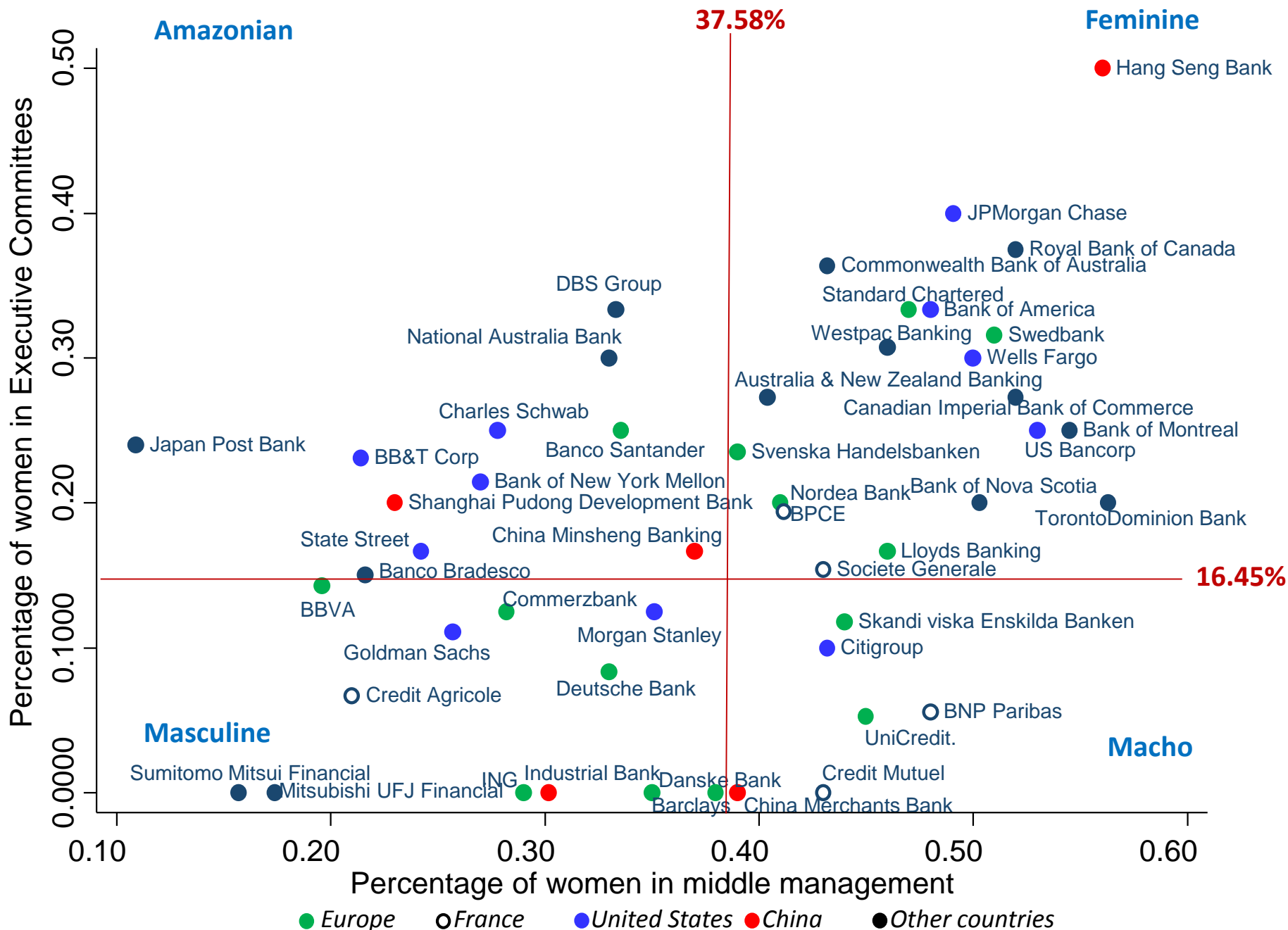
Feminization of levels of hierarchy by country

Country	Number	Board of Directors	Executive Committee	Middle Management	Employees
Sweden	4	45.15%	21.72%	43.75%	56.62%
France	5	34.70%	9.52%	39.20%	55.60%
Canada	5	34.58%	25.95%	53.02%	60.58%
Germany	2	33.41%	10.42%	30.60%	47%
Italy	2	29.82%	12.63%	45%	47.60%
United Kingdom	5	28.33%	13.64%	43.67%	52.08%
Switzerland	2	27.50%	4.17%	ns	38%
Australia	4	26.96%	31.10%	40.65%	57.40%
Spain	2	25.63%	19.64%	26.58%	55.90%
Netherlands	2	23.61%	0%	29%	51%
United States	13	22.50%	20.62%	36.77%	50.81%
Hong Kong	2	16.31%	ns	56.06%	58.14%
Singapore	2	15.28%	16.67%	33.33%	57%
China	11	13.63%	12.15%	32.30%	54.02%
Japan	3	12.04%	8%	14.67%	35.13%

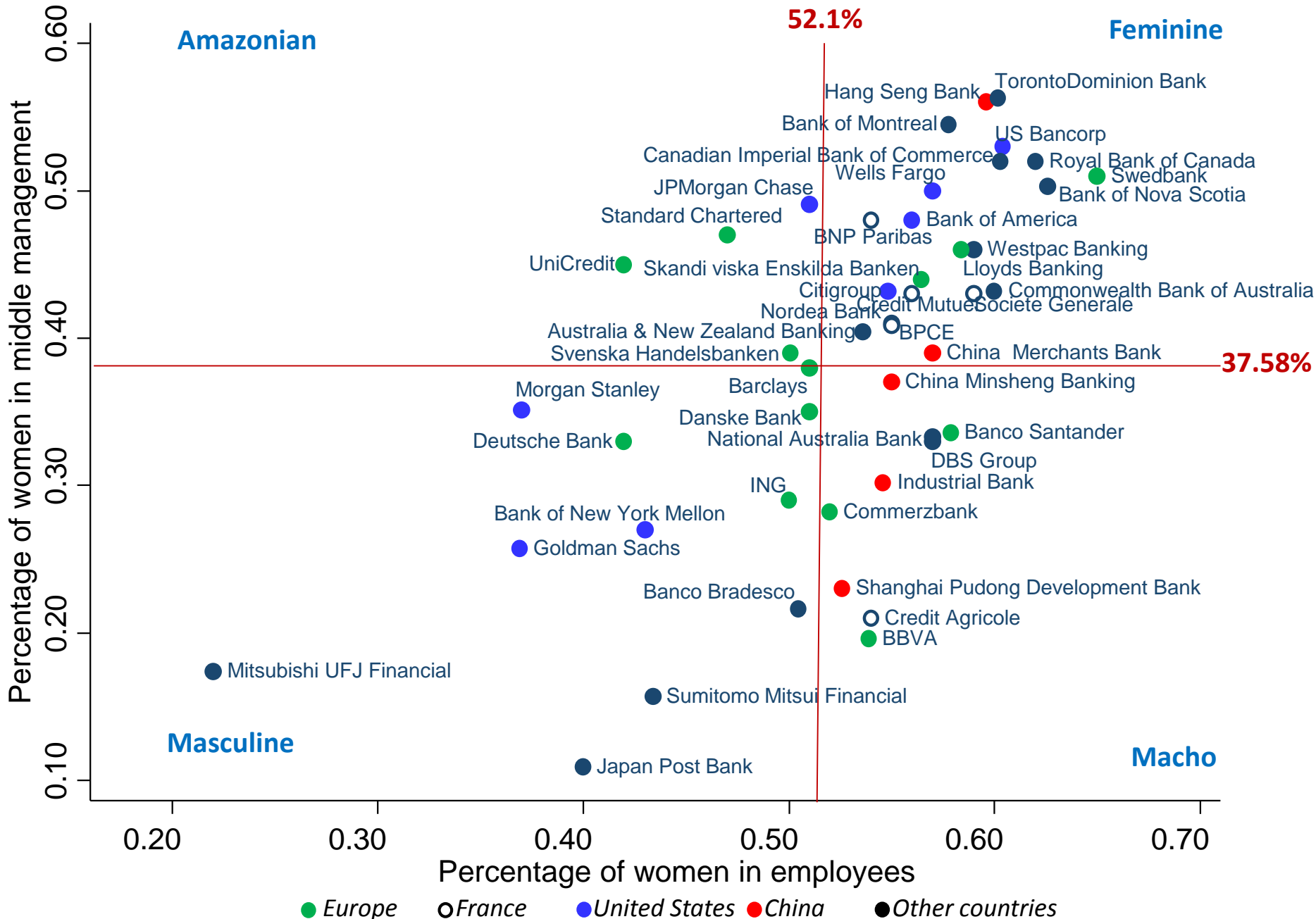
Women on Boards of Directors and Executive Committees



Women in Executive Committees and Middle Management



Women in Middle Management and as employees



SKEMA Observatory on the Feminization of Companies

Since 2007, the **SKEMA Observatory on the Feminization of Companies** provides an analysis of gender diversity in large companies, at four levels of organization: **board of directors, executive committee, middle management, and employees.**

The **SKEMA Observatory on the Feminization of Companies** also analyses the impact of diversity on companies' economic and financial performance.

The **Femina Index** follows up on the stock market performance of 10 of the CAC40 French companies where middle management is most feminized.

Publications by the Observatory are downloadable from the SKEMA website:

<http://www.skema-bs.fr/facultes-et-recherche/recherche/observatoire-de-la-feminisation>

Michel Ferrary is the founder of the Observatory in 2007, and is Professor of management at the University of Geneva and affiliate researcher at SKEMA Business School. He published in 2010, in the CNRS journal, *Travail, genre et sociétés* (/Work, Gender and Societies), the article "Do women influence the performance of companies?" (n23, pp. 181-191), in 2013 in *Revue Management & Avenir* (/Management and Future Journal) the article "Sexual bipolarization of companies: A study of the largest 50 French firms" (n61, pp. 79-89), and in 2013 the article "Femina Index: Betting on Gender Diversity is a Profitable SRI Strategy" in *Corporate Finance Review*.

His research on the feminisation of companies is regularly taken up by French media (*Le Monde, L'Express, Les Echos, France3, BFM...*) and foreign media (*Financial Times, Washington Post, Business Week, BBC*).

He is a consultant on issues of diversity in companies like Accenture, Kering, Mazars, GDFSuez, EMC, UBS, Walt Disney... as well as administrative bodies such as the French Ministry of Defense, Ministry of Interior, the Canton of Geneva...