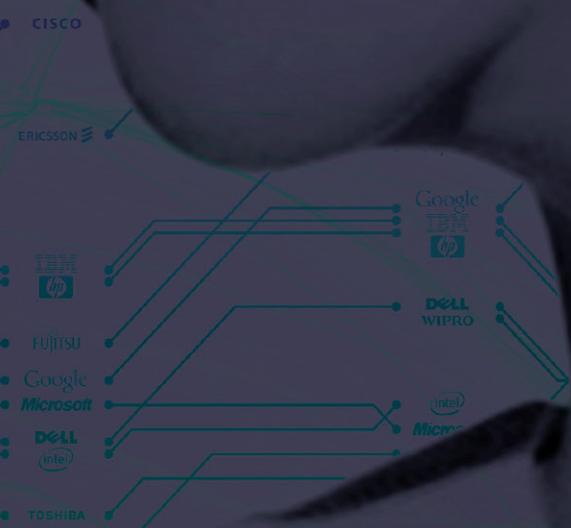




Accelerating the Path to Leadership for Women in Marketing and Media

Executive Summary

A study from *She Runs It™* Powered by *EY* and *LinkedIn™* Corporation





Why we did this study:

She Runs It™ is a national organization that focuses on paving the way for women to lead at every level of marketing and media. She Runs It™ commissioned this research to gain a clear understanding of the career journeys of women in this industry, knowing that data could effectively illuminate key differences between careers of men and women and identify specific calls-to-action for individuals and organizations to accelerate gender parity in our industry.



Our approach:

The study drew insights from LinkedIn™ Corporations rich data and analytical capabilities shaped by EY's deep strategic experience to offer a fact-based approach to understanding the career dynamics of the industry.

Findings will be used to stimulate dialogue and identify actions that companies and individuals can take to advance more women into positions of influence and leadership across the marketing and media ecosystem.

The study explores the full range of subsectors that comprise the ecosystem. The subsectors that were evaluated to facilitate the insights were:

1. Publishers
2. Pure-Play Digital Publishers
3. Broadcast and Cable Networks
4. Ad tech
5. Creative and Media Agencies
6. Public Relations
7. Advertisers



Studying Career Journeys:

A core mission of the research was to analyze individuals' journeys and surface differences between men and women as they progress through their careers. There are four core levels that comprise the focus for the study:

Executive Leaders: Executive leaders (C-suite, presidents, etc.) who typically run the company

Non-Executive Leaders: Leaders, excluding executive leadership, who influence culture and drive change

Influencers: Part of the “Messy Middle”: Mid-career professionals on their way to leadership roles

Progressors: Early stage professionals beginning their career journeys

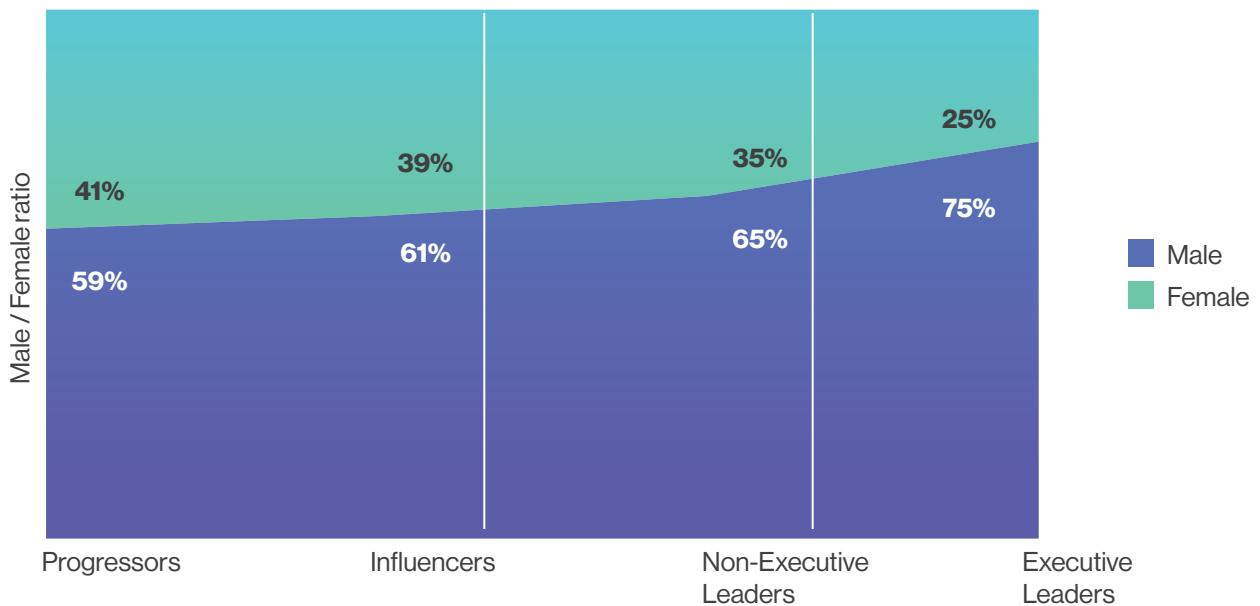
The majority of the titles correspond to each grouping above, and were provided by marketing and media industry experts. These were then mapped to LinkedIn™ Corporation's membership base to include highly-related titles to achieve a more representative and healthy sample size.

The study looks at more than 4,000 companies across the 7 subsectors. The resulting sample set reflects more than 3.7MM members globally across all career stages.

What We Learned

The Numbers

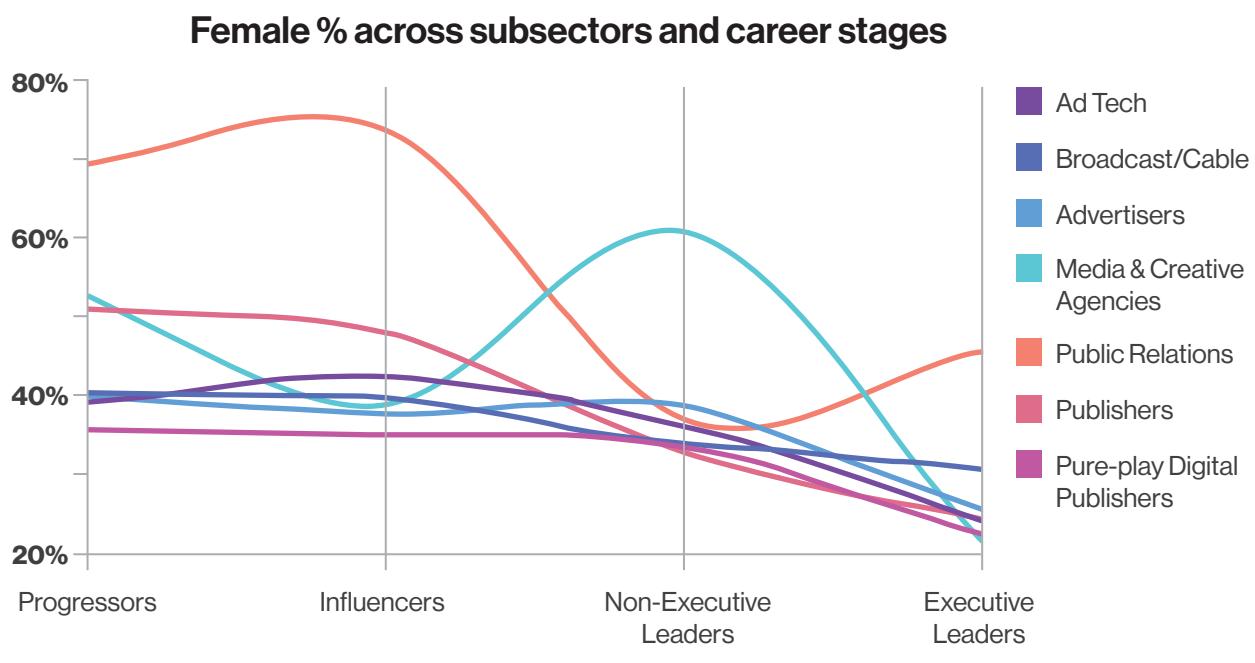
41% of the early stage professionals within marketing and media industries are women.



By the time people reach positions of executive leadership, women comprise only 25% of those roles.

Heading in the Wrong Direction

Career trajectories vary by subsector and are heading in the wrong direction overall for women, with the exception of PR.



In mature disciplines like Media, Creative, PR and Publishing, women comprise 50% or more of the early stage talent base, but in Broadcast/Cable and the growth sectors of Ad Tech and Pure Play Digital, the female talent base is only 40% or less.

For all subsectors, the biggest barrier for women continues to be the C-suite, particularly in Media and Creative Agencies. **The number of women in executive leadership hovers at the 25% range for most industry subsectors.** The exception is PR which sees a 46% composition of women in executive leadership ranks.

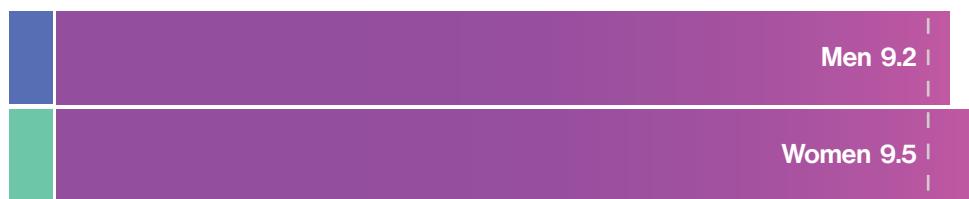
The most significant drop-off point for women occurs once women reach the non-executive leadership level. These leaders are progressing to the top, but then they stop progressing in the largest numbers before reaching chief executive levels.

Personal Brand

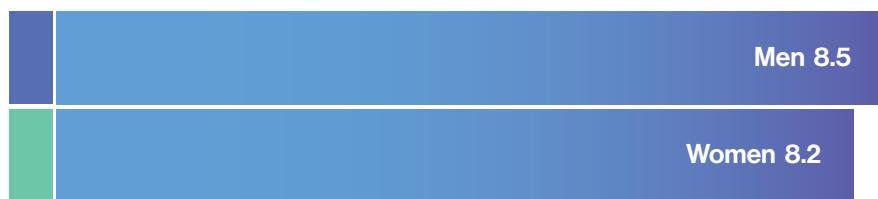
Women need to do a better job of building their personal brand, at every stage of their careers.

Gender Gaps in Professional Brand Score

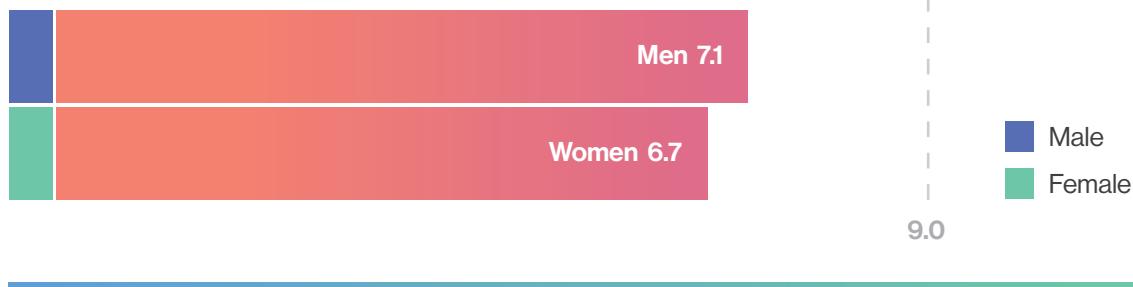
Leaders ($\Delta = 0.3$)



Influencers ($\Delta = -0.3$)



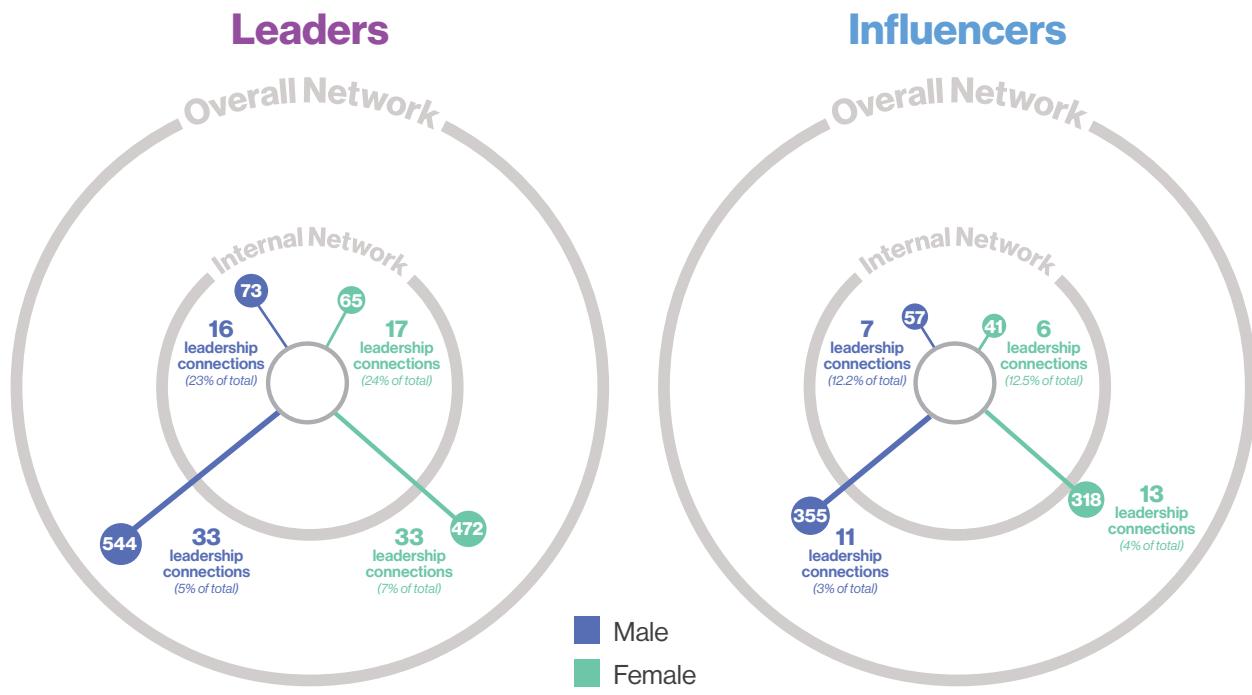
Progressors ($\Delta = -0.4$)



An ability to build a personal brand is a key factor in upward mobility, and men are better than women at making this happen. Women also need to put more focus and energy into building relationships in their professional life, as reflected by the rich and robust networks on social media, such as LinkedIn™ Corporation, Facebook and Twitter.

Personal Networks

Women need to build their personal networks as well as men, at every stage of their career.



On average, men in leadership roles have 15% more connections than women in their overall network.

At the influencer stage, men maintain 15% more connections than women do.

Skills Gap

Companies and individuals have an opportunity, particularly in areas of HR, Finance and Strategy, to bridge the gap between leadership roles and the “messy middle” for women.

Top 10 Skill Families for Leaders

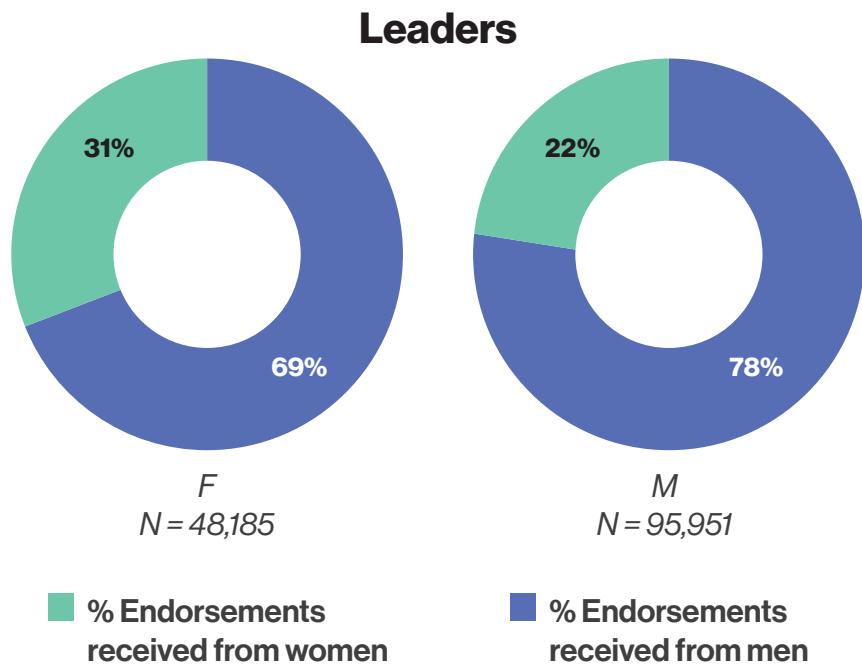
1. HR
2. Finance
3. Strategy and Strategic Planning
4. Management Consulting, Business Strategy and Analysis
5. Marketing
6. Management and Leadership
7. Business
8. Sales
9. IT Infrastructure and System Management
10. Computer

Skill families with
>25% gap
between women
Influencers and
women Leaders

In addition, women can take more ownership of being recognized for skills, particularly strategy and leadership.

Leadership and Endorsements

Women need to more actively endorse one another.



On average, close to **70% of all professional endorsements are coming from men**. In addition, men tend to endorse men at a higher rate as compared to women. At the leadership level across media and marketing, that percentage of endorsements provided by men rises to 78%; and the numbers are similar at the influencer level.



Summary

Gender parity in marketing and media leadership is achievable. The study reveals data points that support very specific and actionable steps to advance more women into leadership roles. As an organization committed to paving the way for women to lead at every level of marketing and media, She Runs It™ orchestrates more than 50 initiatives each year — in the form of workshops, mentoring programs, training sessions and other educational programs for women and men.

She Runs It™ also works with corporate alliance partners to give more women access to the resources, training and personal development they need to succeed.

For more information visit
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