



ACCELERATING BOARD DIVERSITY: AN UPDATE

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CWDI Report: Accelerating Board Diversity

The Quota Legislative Strategy: A Global Overview

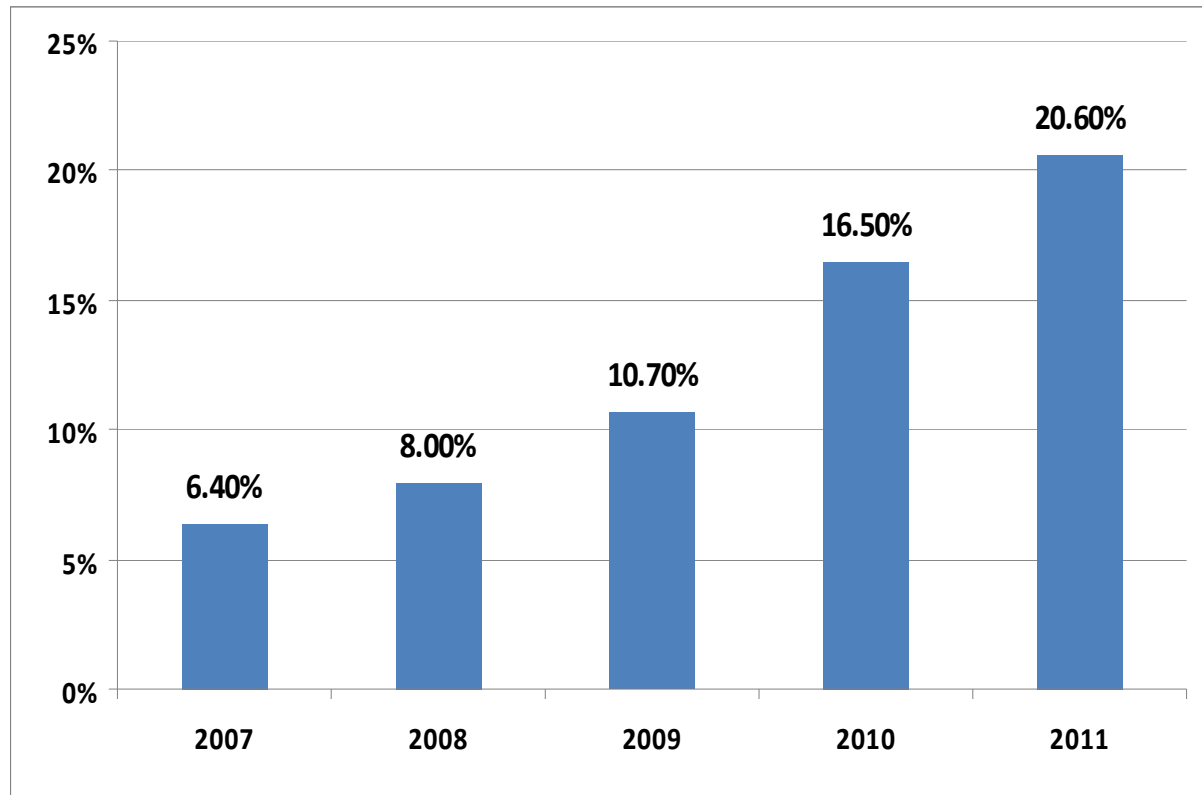
(listed in order of enactment)

| Countries with Quotas for Public Limited Companies | Countries with Quotas for State-Owned Companies | Municipal and Provincial Quotas |
|---|---|--|
|  Norway (2003) |  Israel (1993) |  Berlin (2002) |
|  Spain (2007) |  South Africa (1996) |  Quebec (2006) |
|  Iceland (2010) |  Denmark (2000) |  Nuremberg (2009) |
|  France (2010) |  Finland (2004) | Proposed Quotas |
|  Netherlands (2011) |  Ireland (2004) | |
|  Malaysia (2011) |  Iceland (2006) |  Canada |
|  Italy (2011) |  Austria (2011) | |
|  Belgium (2011) | | |



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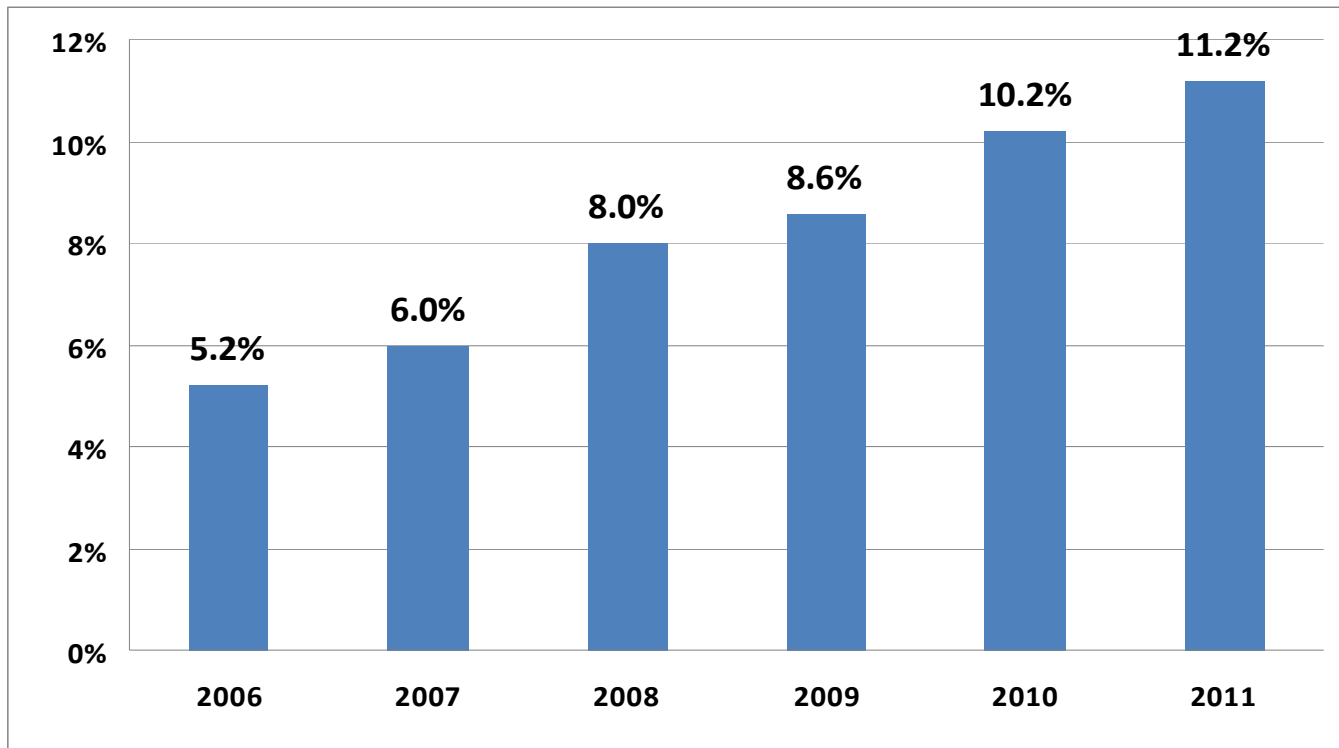
Percentage Increase of Women Board Directors of France's CAC40, 2007 - present





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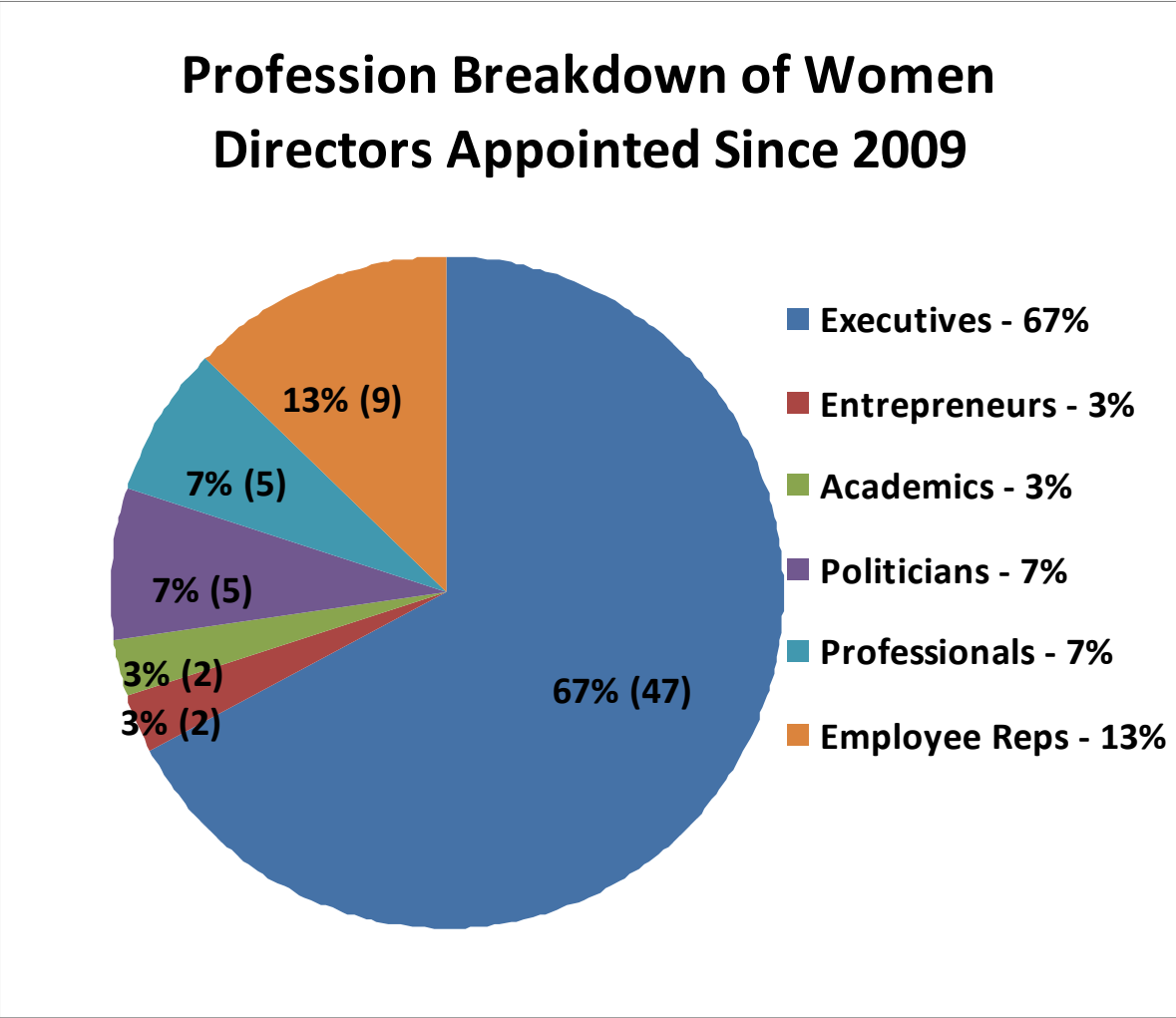
Percentage Increase of Women Board Directors of Spain's IBEX35, 2006 - present





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Who Are Women Directors of CAC40 since 2009?





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The Norwegian Quota Initiative: Findings from the Institute of Social Research

- **36% of female directors had 6 years or more of university education** compared to only 22% of the men.
- **The notion of ‘golden skirts’ is not accurate.** In fact, male directors were more likely to have multiple board appointments than women.
- No CEO or employment association indicated that they had problems finding suitable candidates for board seats.
- **The quota is “trickling down.”** There is an increase in women in other management positions both in the firms which were targeted by the reform, but also in other firms that were not.
- **Voluntary ‘soft’ targets as opposed to quotas do not work.**



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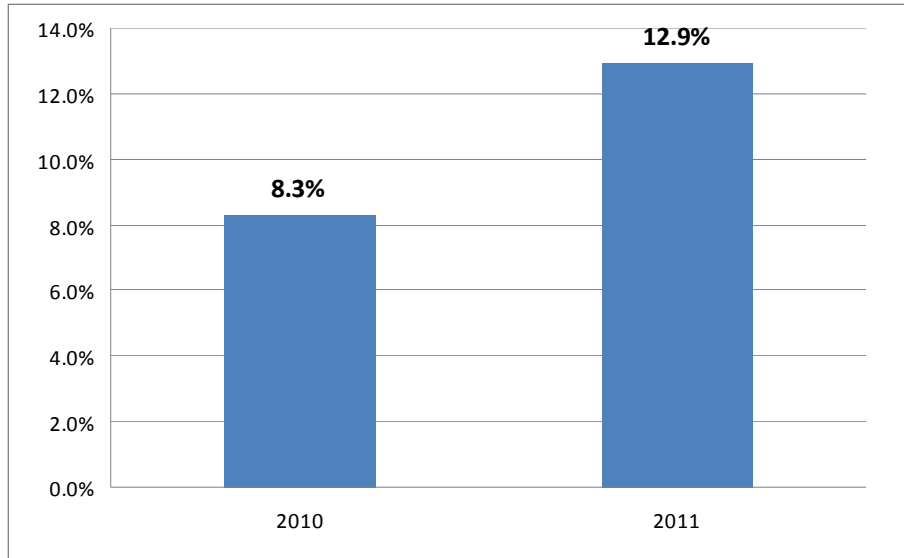
Corporate Governance Code, Stock Exchange, and Securities Exchange Commission Initiatives

| Stock Exchange Commissions | Corporate Governance Commissions | Corporate Governance Commissions Cont'd |
|---|---|--|
| (Spain 2007)  | Finland(2003, 2008)  | France (2010)  |
| Japan (2009)  | Sweden (2004)  | UK (2010)  |
| Australia (2011)  | Netherlands (2008)  | Austria (2010)  |
| Securities and Exchange Commissions | Belgium (2009)  | Denmark (2010)  |
| | Luxembourg (2009)  | Poland (2010)  |
| USA (2010)  | Germany (2010)  | |

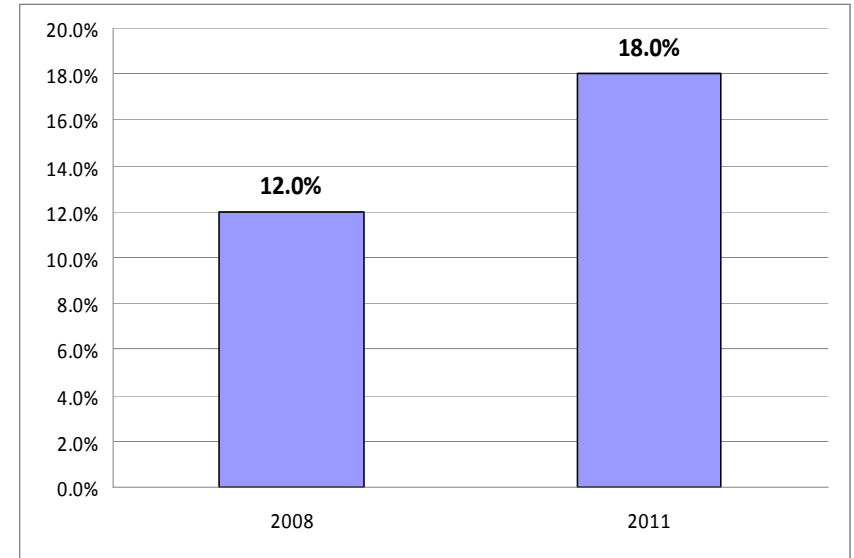


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Percentage Increase of Women Board Directors of Australia's ASX 200, 2010 - present



Percentage Increase of Women Board Directors of Finland's Listed Companies, 2008 - present



















Note: Percentage is for all Listed Companies; Percentage for large-cap companies is 23%



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THE BUSINESS CASE:

MORE DIVERSE BOARD INCLUDING WOMEN LEADS TO INCREASED CORPORATE PROFITABILITY

| Country/ Researcher | Publication Date and Sample Size | Country/ Researcher | Publication Date and Sample Size |
|---|---|--|---|
|  USA Pepperdine University -Professor Roy Adler | November 2001; US <i>Fortune</i> 500 companies |  Finland Finnish Business and Policy Forum | 2007; 12,728 Finnish companies with over 10 employees |
|  Canada Conference Board on Canada | 2001; 500 Canadian companies |  Spain Univ. of Stirling and; Univ. of Cartagena | 2007; 68 listed Spanish companies |
|  Netherlands Vrije University | 2004; 80 largest Dutch companies |  US CalPERS | 2009; US <i>Fortune</i> 100 companies |
|  Denmark Aarhus School of Business | 2005; 2500 largest Danish Companies |  US Columbia University | 2009; 1,500 largest U.S. Public Companies |
|  US Catalyst | 2007; US <i>Fortune</i> 500 Companies |  France Ceram Business School | 2009; 40 largest companies in France (CAC40) |
|  US Oklahoma State University | 2007; US <i>Fortune</i> 500 Companies |  Vietnam Mekong Capital | 2009; 247 publicly-listed companies in |
|  Europe McKinsey and Co. | 2007; 600 European companies |  Netherlands Erasmus University | 2010; 99 listed Dutch companies |
|  Global Eversheds LLP | 2011; 250 companies in Europe, US, and Asia |  Turkey Sabanci University | 2010; 100 largest companies listed on Istanbul Stock Exchange |



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Initiatives of Diversity Advocates

- **Engaging Corporate Leaders**
- **Engaging All Stakeholders**
- **Developing Databank of Corporate Directors**
- **Board Training and Mentoring**