

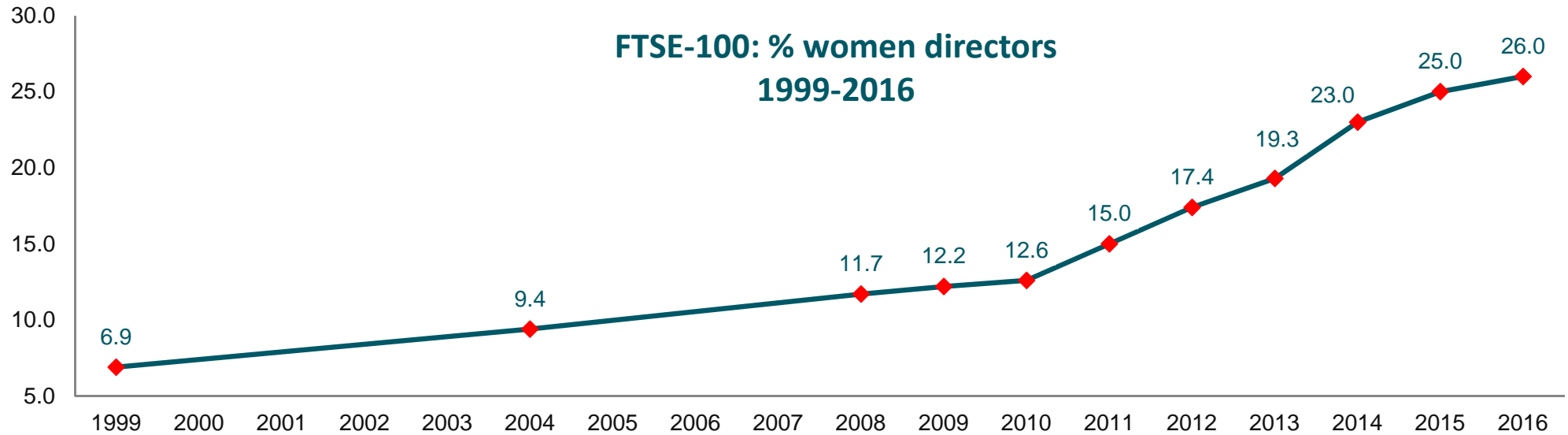


**Men and women working together for real change**

- The 30% Club is a group of Chairs and CEOs taking action to create a better balance of men and women at all levels of their organisations as a business imperative rather than a ‘women’s issue’
- The Club launched in the UK in 2010 with a goal of a minimum of 30% women on FTSE-100 boards. There are now 196 members of the UK Club and the proportion of female FTSE-100 directors has risen from 12.5% to 26%
- As of 2016 we have extended the scope of the above target and the goal is a minimum of **30% women on FTSE-350 boards by end 2020** (currently at 22.2%) . In tandem with this – and in order to ensure that this 30% remains sustainable – we are also aiming to reach a minimum of **30% women on Executive Committees of FTSE-100 companies by 2020** (currently at circa 15%).
- The 30% Club is becoming an international community. It complements and amplifies individual company efforts and existing groups through collaboration, measurable goals and joined-up actions
- The 30% Club does not believe in mandatory quotas. Instead, the 30% Club is aiming for meaningful, sustainable, business-led change, as recommended by Lord Davies
- Scarce representation of women at senior levels is a global phenomenon. Local 30% Clubs have been launched in the US, Hong Kong, Ireland, Southern Africa, Australia, Malaysia, Canada, Italy and the GCC.

**Business leadership: the catalyst for accelerating real change**

# Women on UK Boards – a breakthrough



Source: Professional Boards Forum BoardWatch. Data kindly provided by BoardEx and The Female FTSE Board Report

- 61 FTSE-100 companies now have at least 25% women on their boards
- 31 FTSE-100 companies have already reached 30%
- 31.3% women non-executive directors – focus is now on executive roles
- FTSE-250 seeing strong improvements from a low base; now 16 all-male boards down from 131 in 2010

**An epiphany over the past 5 years in the UK: now seen as a *business* issue not a women's issue**

# 30% Club UK Members



## **FTSE-100**

**John Allan**, Chair, Barratt Developments/ Tesco/ London First

**Richard Baker**, Chair, [Whitbread\\*](#)

**John Barton**, Chair, [EasyJet\\*](#)/ [Next\\*](#)/ Catlin Group

**Donald Brydon**, Chair, Sage/ London Stock Exchange

**Dame Alison Carnwath**, Chair, [Land Securities\\*](#)

**Sir Roger Carr**, Chair, [BAE Systems\\*](#)

**Stuart Chambers**, Chair, ARM Holdings/ Rexam

**Ian Davis**, Chair, Rolls Royce

**Andrew Duff**, Chair, [Severn Trent\\*](#)/ Elementis

**Sir Charles Dunstone**, Chair, Dixons Carphone/ TalkTalk

**Douglas Flint**, Chair, [HSBC Holdings\\*](#)

**Sir Peter Gershon**, Chair, [National Grid\\*](#)/ Tate & Lyle

**John Gildersleeve**, Chair, British Land

**Sir Gerry Grimstone**, Chair, [Standard Life\\*](#)

**Sir Philip Hampton**, Chair, GlaxoSmithKline

**Rick Haythornthwaite**, Chair, Centrica

**Andrew Higginson**, Chair, WM Morrisons/ [N Brown\\*](#)

**Dr Franz Humer**, Chair, [Diageo\\*](#)

**Susan Saltzbarth Kilsby**, Chair, [Shire\\*](#)

**John McFarlane**, Chair, [Barclays\\*](#)/ TheCityUK

**Sir Adrian Montague**, Chair, Aviva Group

**Glen Moreno**, Chair, [Virgin Money\\*](#)

**Patrick O'Sullivan**, Chair, [Old Mutual\\*](#)

**Sir John Parker**, Chair, Anglo American/ Ombu Group/ Pennon Group

**Sir John Peace**, Chair, [Burberry\\*](#)/ Standard Chartered

**Sir Michael Rake**, Chair, BT Group

**John Stewart**, Chair, [Legal & General Group\\*](#)

**Carl-Henric Svanberg**, Chair, BP/ AB Volvo

**Robert Swannell**, Chair, [Marks & Spencer\\*](#)/ Shareholder Executive

**Sidney Taurel**, Chair, [Pearson\\*](#)

**Michael Treschow**, Chair, [Unilever\\*](#)

**David Tyler**, Chair, Hammerson/ [Sainsbury's\\*](#)

**Mark Wilson**, CEO, [Aviva\\*\\*](#)

## **FTSE-250**

**Dame Helen Alexander**, Chair, [UBM](#)

**Charles Berry**, Chair, Senior/ Weir

**Allan Cook**, Chair, [WS Atkins\\*](#)/ SEMTA

**Geoff Cooper**, Chair, Card Factory/ Bourne Leisure/ Truth Corps

**Ian Durant**, Chair, [Greggs\\*](#)/ Capco

**Anita Frew**, Chair, Croda International

**Stephen Koseff**, Chair, Investec

**Paul Lester**, Chair, John Laing Fund/ Greenergy/ Survitec/ Norland/ Peverel/ Parabis/ Essentra

**Greg Lock**, Chair, Computacenter

**Frank Meysman**, Chair, [Thomas Cook Group\\*](#)

**Preben Prebensen**, CEO, [Close Brothers Group plc \\*](#)

**Sir Nigel Rudd**, Chair, Meggitt/ Heathrow Airport Holdings/ Business Growth Fund

**Martin Thomas**, Chair, [Lancashire Holdings\\*](#)

# 30% Club UK Members (ctd)



## PROFESSIONAL SERVICES

**Nicolas Aubert**, CEO, Willis Towers Watson GB

**John Banister**, CEO, Wiggin

**Mark Bomer**, Senior Partner, BDO

**William Boss**, Partner, King & Wood Mallesons

**Marcus Bowman**, Managing Partner, Holman Fenwick Willan LLP

**Edward Braham**, Senior Partner, Freshfields Bruckhaus Deringer

**Michael Chissick**, Managing Partner, FieldFisher

**Jeremy Cohen**, CEO UKMEA, Dentons

**Simon Collins**, Chair and Senior Partner, KPMG UK

**David Cruickshank**, Chair, Deloitte Global

**Fiona Dunsire**, UK Market Leader and CEO, Mercer UK

**Robert Elliott**, Senior Partner, Linklaters

**Richard Foley**, Senior Partner, Pinsent Masons

**Michael Francies**, Managing Partner, Weil, Gotshal & Manges

**Charlie Geffen**, Chair of the London Corporate Practice Gibson, Dunn & Crutcher

**Christine Hodgson**, Chair, CapGemini /The Careers & Enterprise Company

**David Hudd**, Deputy CEO, Hogan Lovells

**Matthew Layton**, Managing Partner, Clifford Chance

**Lisa Mayhew**, Managing Partner, Berwin Leighton Paisner

**Mike McTighe**, Chair, WYG plc

**David Morley**, Worldwide Senior Partner, Allen & Overy

**Ann Olivarius**, Senior Partner, McAllister Olivarius

**Chris Osborne**, Co-Chair, Europe, Middle East and Africa, FTI Consulting

**Nick Owen**, Chair, Deloitte UK

**Stephen Parish**, Global Vice Chair; Chair, Europe, Middle East and Asia, Norton Rose Fulbright

**Ian Powell**, Chair and Senior Partner, PwC UK

**Paul Rawlinson**, Managing Partner, Baker & Mackenzie

**Christopher Saul**, Senior Partner, Slaughter and May

**Paul Smith**, Chair, Eversheds

**Alexander Y. Thomas**, Global Managing Partner, Reed Smith

**Ben Tidswell**, Chair, Ashurst

**Steve Varley**, Chair and UK&I Managing Partner, EY

**Penelope Warne**, Senior Partner and Chair of the UK Board, CMS Cameron McKenna

## FINANCIAL SERVICES

**Mark Austen**, Chair LV= Asset Management

**James Bardrick**, Citi Country Officer, UK, Citi

**Sir Brian Bender**, London Metal Exchange

**Ana Botín**, Chair, Santander

**Roger Cobley**, Chair, Stamford Associates

**Michael Cole-Fontayn**, Chair, BNY Mellon EMEA

**Noreen Doyle**, Chair, Credit Suisse International

**Karin Forseke**, Chair, Sisters Capital

**Euan Fraser**, Global CEO, Alpha Financial Markets Consulting

**Hans Georgeson**, Managing Director, Architas

**Richard Gnodde**, Co-CEO, Goldman Sachs International

**Bill Gourlay**, CEO, Idea Group

**John Heaps**, Chair, Yorkshire Building Society

# 30% Club UK Members (ctd)



## FINANCIAL SERVICES CONTINUED

**Lady Barbara Judge**, Chair Institute of Directors / Pension Protection Fund

**Rich Laxer**, President and CEO, GE Capital International

**Julie Meyer**, Chair and CEO, Ariadne Capital

**Helena Morrissey**, Chair, The Investment Association

**John Nelson**, Chair, Lloyd's of London

**Sir Simon Robertson**, Founder, Simon Robertson Associates

**Baron David de Rothschild**, formerly Rothschild

**William Rucker**, Chair, Crest Nicholson / CEO Lazard UK

**Andrew Sibbald**, Senior Managing Director, Vice Chair and CEO of Europe, Evercore

**Paul Smith**, President and CEO, CFA Institute

**Sir David Walker**, Chair, Winton Capital Group

**Bob Wigley**, Chair, Tantalum Corporation

**Roger Yates**, Chair, Pioneer Investments

## RECRUITMENT/ EXECUTIVE SEARCH

**Chris Cooke**, CEO, NP Group

**Karen B. Greenbaum**, President and CEO, AESC

**Brian Hamill**, Chair, Redgrave Partners

**James Haspel**, Managing Partner, J. D. Haspel

**Sharon Mullen**, Founding Director, Mullwood Partnership

## COMMUNICATIONS/ MEDIA

**Susan Gilchrist**, CEO, Brunswick Group

**Debbie Klein**, CEO, Engine Europe and Asia

**Sir Alan Parker**, Chair, Brunswick Group

**Clare Parsons**, Chair, Lansons

## CORPORATE

**Miranda Curtis**, Chair, Waterstone's

**Jeremy Farrar**, Director, Wellcome Trust

**Robert Gillespie**, Chair The Boat Race Company

**Peter Hickson**, Chair, Chemring

**Brent Hoberman**, Chair, mydeco.com / made.com

**Tessa Laws**, Chair, Bagir Group Limited

**Lord Leitch**, Chair, Bupa, Intrinsic Financial Services and FNZ

**Sir George Iacobescu**, Chair and CEO, Canary Wharf Group

**Charlie Mayfield**, Chair, John Lewis and UK Commission for Employment & Skills

**Ahmed Mazhari**, SVP, Genpact

**Andrew Morrison**, President, Large Enterprise Europe, Xerox UK Limited

**James Muir**, Volkswagen UK

**Peter Norris**, Chair, Virgin Group Holdings

**Alex Ricard**, Chair & CEO Pernod Ricard

**Debra Searle**, Founder, MIX Diversity Developers

**Jane Silber**, CEO, Canonical Group Ltd

**Shoshana Stewart**, CEO, Turquoise Mountain

## UNIVERSITIES & HIGHER EDUCATION

**Apurv Bagri**, Chair, London Business School

**Sir Leszek Borysiewicz**, V-C, University of Cambridge

**Dame Glynis Breakwell**, V-C, University of Bath

**Hazel Brooke**, Chair of Court, Glasgow Caledonian University

# 30% Club UK Members (ctd)



## UNIVERSITIES & HIGHER EDUCATION CONTINUED

**Garry Coutts**, Chair of Court, University of the Highlands and Islands  
**Jennifer Crow**, Member of Board of Governors, Robert Gordon University  
**Geoff Dawson**, Chair of Board of Governors, Sheffield Hallam University  
**The Earl of Derby**, President of the Council, University of Liverpool  
**Professor Alistair Fitt**, V-C, Oxford Brookes University  
**Professor Simon Gaskell**, President & Principal, Queen Mary University of London  
**Muriel Gray**, Chair of Board of Governors, Glasgow School of Art  
**Professor Sir David Greenaway**, V-C, University of Nottingham  
**Peter Horrocks**, V-C, The Open University  
**Stephen Howlett**, Pro Chancellor, The University of Greenwich  
**Mark I'Anson**, Chair of Council and Pro Chancellor, Newcastle University  
**Professor Patrick Johnston**, President and V-C, Queen's University Belfast  
**Dame DeAnne Julius**, Chair of Council, University College London  
**Jane Kelly**, Chair of Council, Brunel University London  
**Peter Kyle**, Chair of Court, University of Westminster  
**Professor Koen Lamberts**, President and V-C, University of York  
**Sir Moir Lockhead**, Senior Governor of Court, University of Aberdeen  
**Professor Max Lu**, President and V-C, University of Surrey  
**Professor April McMahon**, V-C, Aberystwyth University  
**Professor Anton Muscatelli**, Principal and V-C, University of Glasgow  
**Professor Paddy Nixon**, V-C, University of Ulster  
**Professor Andrea Nolan**, Principal & V-C, Edinburgh Napier University  
**Professor Tim O'Shea**, Principal, University of Edinburgh  
**Professor Louise Richardson**, V-C, University of Oxford

**Dr Gill Rider**, Chair of Council, University of Southampton  
**Professor Colin Riordan**, President & V-C, Cardiff University  
**Dame Nancy Rothwell**, President & V-C, University of Manchester  
**Fiona Sandford**, Chair of Court, University of Stirling  
**Eric Sanderson**, Chair of Court, University of Dundee  
**Professor Nigel Seaton**, Principal and V-C, Abertay University  
**Professor Christina Slade**, V-C, University of Bath Spa  
**Janet Swadling**, Acting CEO, Scotland's Rural College  
**Professor Garry Taylor**, Acting Principal and Master of the United College, University of St Andrews  
**Sir David Warren**, Chair of the Council, University of Kent  
**Barbara Wilding**, Chair of Governors, Cardiff Metropolitan University

## PUBLIC SECTOR

**Sir James Bevan**, CEO, Environment Agency  
**Sir Win Bischoff**, Chair, Financial Reporting Council and JP Morgan Securities  
**Tracey Bleakley**, CEO, Hospice UK  
**Lesley Cowley**, Chair, DVLA  
**Martin Donnelly CMG**, Permanent Secretary for the Department of Business, Innovation & Skills  
**Nathan Elvery**, CEO, London Borough of Croydon  
**John Griffith-Jones**, Chair, Financial Conduct Authority  
**Dame Deirdre Hutton**, Chair, Civil Aviation Authority  
**Sir Bob Kerslake**, Chair, Peabody Trust  
**Stephen Lovegrove**, Permanent Secretary, Ministry of Defence  
**Sir Nicholas Montagu**, Chair, Financial Ombudsman Service  
**Nicky Morgan**, Secretary of State for Education & Minister for Women and Equalities

# 30% Club UK Members (ctd)



## **PUBLIC SECTOR CONTINUED**

**Mark Neale**, CEO, Financial Services Compensation Scheme

## **INDEPENDENT AMBASSADORS**

**Andrew Parker**, Director General, MI5

**Philip Rutnam**, Permanent Secretary, Department for Transport

**Robin Buchanan**, formerly PageGroup

**David Childs**, formerly Clifford Chance

**Ian Dormer**, formerly Institute of Directors

**Douglas Ferrans**, formerly IMA

**Sir Ian Gibson**, formerly Wm Morrison

**Tony Hobson**, formerly Sage

**Sir David Lees**, formerly Court of The Bank of England

**Sir Nicholas Macpherson**, formerly HM Treasury

**Sir Richard Olver**, formerly BAE Systems

**Jonathan Scott**, formerly Herbert Smith Freehills

**Debbie White**, formerly Sodexo



# US 30% Club Members



## Peter Grauer, Founding US Chair and Chairman of Bloomberg

**Dominic Barton**, Global Managing Director, McKinsey & Co.

**Bob Bechek**, Worldwide Managing Director, Bain & Co

**Wayne Berson**, CEO, BDO USA and Global Chairman, BDO

**Michael Blair**, Presiding Partner, Debevoise

**Scott Brandman**, Co-Managing Partner NY, Baker McKenzie

**Craig Bromley**, President, John Hancock

**Warren Buffett**, Chairman & CEO, Berkshire Hathaway

**Patrick J. Burke**, President & CEO, HSBC USA

**Ursula Burns**, Chairman & CEO, Xerox Corporation

**Andre Calantzopoulos**, CEO, Philip Morris International

**Dominic Casserley**, Deputy CEO, Willis Towers Watson

**John T. Chambers**, Executive Chairman, Cisco

**Kevin M. Connelly**, CEO, Spencer Stuart

**Mike Corbat**, CEO, Citigroup

**William S. Demchak**, Chairman, President & CEO, PNC

**Richard Edelman**, President & CEO, Edelman

**Roger W. Ferguson, Jr.**, President & CEO, TIAA-CREF

**Larry Fink**, Chairman & CEO, BlackRock

**David Fox**, Partner, Kirkland & Ellis

**Mike Fucci**, Chairman, Deloitte LLP

**Karen B. Greenbaum**, President & CEO, AESC

**David Greenwald**, Chairman, Fried Frank LLP

**Mindy Grossman**, CEO, HSN, Inc.

**Peter Hancock**, CEO, AIG

**Gerald Hassell**, Chairman & CEO, BNY Mellon

**Rick Haythornthwaite**, Chairman, MasterCard

**Stephen R. Howe**, Americas Managing Partner, EY

**Stephen J. Immelt**, CEO, Hogan Lovells

**Kenneth M. Jacobs**, Chairman & CEO, Lazard

**Nancy Karch**, Chair of the Board, Kate Spade

**Muhtar Kent**, Chairman & CEO, Coca Cola

**William P. Lauder**, Executive Chairman, Estée Lauder, Inc.

**Rich Lesser**, President & CEO, Boston Consulting Group

**Andrew N. Liveris**, Chairman & CEO, The Dow Chemical Company

**Terry J. Lundgren**, Chairman, President & CEO, Macy's Inc.

**Rodney O. Martin Jr.**, Chairman & CEO, Voya Financial

**Ted Mathas**, Chairman & CEO, New York Life Insurance Company

**Mickey Matthews**, International Chairman, Stanton Chase

**James McCaughan**, CEO, Principal Global Investors

**Raymond W. McDaniel**, President & CEO, Moody's Corporation

**Bob Moritz**, Chairman & Senior Partner, PwC

**Brian Moynihan**, Chairman, President & CEO, Bank of America

**Clarke Murphy**, CEO, Russell Reynolds Associates

**Sheila Penrose**, Chair of the Board, Jones Lang LaSalle

**Valerie Radwaner**, Deputy Chair, Paul Weiss

**Michael Roth**, Chairman & CEO, Interpublic

# US 30% Club Members (ctd)



## Peter Grauer, Founding US Chair and Chairman of Bloomberg

**Sheryl Sandberg**, Chief Operating Officer, Facebook

**George A. Scangos**, CEO, Biogen Idec

**Ralph Schlosstein**, President & CEO, Evercore

**Greig T. Schneider**, U.S. Leader, Egon Zehnder

**Adam Siegel**, US Regional Managing Partner, Freshfields

**James C. Smith**, President & CEO, Thomson Reuters

**Truett Tate**, CEO Americas, ANZ

**Conrado Tenaglia**, Partner, Linklaters

**Kent Thiry**, Chairman & CEO, DaVita Healthcare

**Alexander Y. Thomas**, Global Managing Partner, Reed Smith

**“Tiger” Tyagarajan**, President & CEO, Genpact

**William B. Tyree**, Managing Partner, Brown Brothers Harriman

**John Veihmeyer**, Global Chairman, KPMG

**John D. Williams**, President & CEO, Domtar

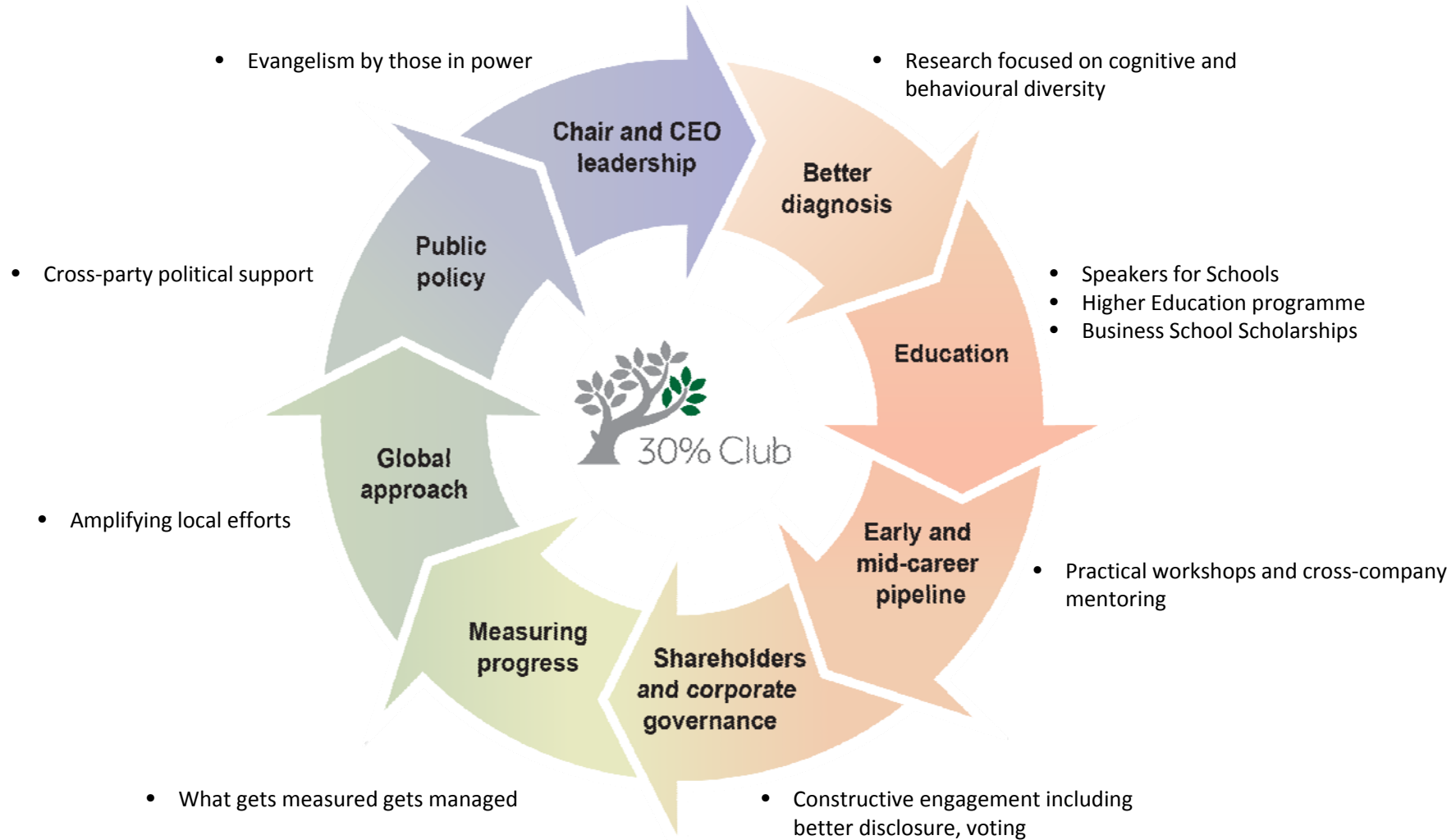
**Tracy R. Wolstencroft**, CEO, Heidrick & Struggles

# The Role of Chair/CEO Members



- The 'asks' are a belief in the value of better gender balance at senior levels and the view that businesses and senior business leaders should drive the change (not a quota)
- There is no requirement to have 30% women on the board or management committees - the under-representation of women at senior levels is a global phenomenon, so better gender balance is usually an aspiration rather than a reality
- A small group of senior Chairs act in an advisory capacity to each local steering committee
- There is no membership charge. The 30% Club works through individuals volunteering their time and companies and other organisations hosting events (we do not charge attendance fees). Events have been hosted by, amongst others, No. 10 Downing Street, Bloomberg, BNY Mellon, Deloitte, EY, the Financial Times, GE Capital, Goldman Sachs, KPMG, Linklaters, the London Stock Exchange, Nomura, Rothschilds
- A steering committee and sub-groups work on components of an intensive, concerted programme of change. There are global efforts – such as the investor group and pipeline initiatives – plus local actions to address country-specific needs

# Bringing cohesion from schoolroom to boardroom



- There is clearly a powerful intuitive argument for having a varied board and executive team, with complementary skills and less danger of ‘groupthink’
- 30% is the proportion when the contributions of a member of a minority group are valued in their own right – critical mass
- Institutional investors are increasingly considering overall board effectiveness including diversity as an important aspect of good governance
- The 30% Club is focused primarily on the greater *effectiveness* of organisational diversity. However, 7 studies based on different geographies corroborate the intuition that diversity at board and management levels helps improve financial performance. Please see [www.30percentclub.org](http://www.30percentclub.org) for these reports:
  1. *Catalyst* ‘The Bottom Line: Corporate Performance and Women’s Representation on Boards’ (2007)
  2. *Citigroup* ASX100 Women on Board Analysis (August 2011)
  3. *McKinsey* ‘Women Matter’ Series (2011-2014)
  4. *Credit Suisse* Gender Diversity and Corporate Performance (August 2012)
  5. *Credit Suisse* The CS Gender 3000: Women in Senior Management (September 2014)
  6. *Grant Thornton* The Value of Diversity (September 2015)
  7. MSCI Women On Boards: Global Trends in Gender Diversity on Corporate Boards (November 2015)
  8. Petersen Institute: Is Gender Diversity Profitable? Evidence from a Global Survey (February 2016)
- Academic research into the Norwegian experience also suggests achieving balanced boards through quotas can have a detrimental effect (University of Michigan The Changing of the Boards: The Impact of Mandated Female Board Representation May 2011)

# Developing the pipeline: key to sustainable change



- Broad factors behind the under-representation of women at senior levels: sociological, cultural and traditional working practices
- Creating a better gender balance at all levels requires a sustained series of talent management efforts, modernising working practices for all. Countries with boardroom quotas have failed to develop the pipeline (only 2% of CEOs in Norway are women)
- The 30% Club initially focused on professional services firms, where graduate intake is 50:50 but few women make partner. McKinsey led a project involving 700 people from 17 firms, reporting findings December 2012. The results formed the basis for recommendations made to business leaders to translate the findings of the study into collective, workable best practice, and over the past three years these firms have sought to drive change, leveraging the shared learnings across the sector. For law firms, the likelihood of men being promoted compared to women has now reduced from 10x to 3x.
- The 30% Club's 'Balancing the Pyramid' project involves a broader group of companies:
  - Accenture, Amazon, BA, Barclays, BNY Mellon, BP, BT, Centrica, Christies, Diageo, FCA, GE Capital, IMI plc, J P Morgan, KPMG, Ladbrokes, Lloyds Banking, LVMH, Marks & Spencer, McKinsey, More Difference, Newton, Pearson, Pernod Ricard, PwC, Sainsbury's, Shell, Standard Life, The Miles Partnership, Windsor Leadership and YSC
- 'Cracking the Code', research led by behavioural psychologists YSC and KPMG for the 30% Club, explodes ten myths about what holds women back and offers practical steps for companies so efforts can become more on-target
- The 30% Club's cross-company mentoring scheme is now in its third year, with 47 organisations involved and over 630 participants taking part.
- Partnerships with business schools have grown from strength to strength and the 30% Club now offers 19 scholarships for women thanks to its relationships with Cambridge Judge, ESMT (Germany), Henley, Imperial College, the Irish Management Institute, London Business School, SAID Business School at Oxford University and Queen's Smith Business School in Canada.
- A Higher Education initiative was launched in 2015 with 4 key focus areas: improving gender diversity within governing bodies, improving gender diversity within faculties, surveying female and male student attitudes to ambition, opportunity and University culture and raising awareness around academia as a source of talent for corporate boards.
- A programme for UK state schools launched January 2015 in collaboration with Speakers for Schools

# The investor group – engaging constructively



- Our approach is one of *constructive engagement* with listed companies as part of broader analysis of a company's governance and development of future top talent.
- Individual countries obviously have differing governance codes and local practices – we are working within each of these through a 'soft power' approach (*not* hard-line activism)
- 30% Club Investor group coordinates institutional investors and asset owners. We have agreed best practice guidelines for constructive engagement with companies around the issue
- There are 27 institutional members of the Investor group representing c.£11trn AUM:
  - ❖ Aberdeen Asset Management, Allianz Global Investors, Aviva Investors, AXA Investment Managers, BlackRock Asset Management, Church Investors Group, Ecclesiastical, F&C Asset Management, Goldman Sachs Asset Management, Hermes Investment Management, HSBC Bank Pension Trust UK, J P Morgan Asset Management, Jupiter Asset Management, Legal & General Investment Management, The Local Authority Pension Fund Forum, The London Pensions Fund Authority, Mercer, Newton Investment Management, Old Mutual Wealth/Quilter Cheviot/Old Mutual Global Investors, PIMCO, Royal London Asset Management (CIS), RPMI Railpen, SSgA, Standard Life Investments, Threadneedle and Towers Watson.
- Local initiatives are developed alongside an overarching approach
- We encourage improved disclosure beneath the board and exco levels, so progress can be measured
- Where insufficient action is taken, individual members of the investor group are prepared to use their voting rights to encourage greater response

**Moving the issue beyond a specialist ESG effort into mainstream company analysis**

# Five replicable factors of success



1. A measurable goal with a defined timetable
2. Supportive public policy – working closely with the Davies Committee
3. Change driven by those in power
4. Openness to collaborate
5. Concerted, consistent, cohesive actions - from schoolroom to boardroom

**Supercharged by the realisation that including more diverse talent is the future**

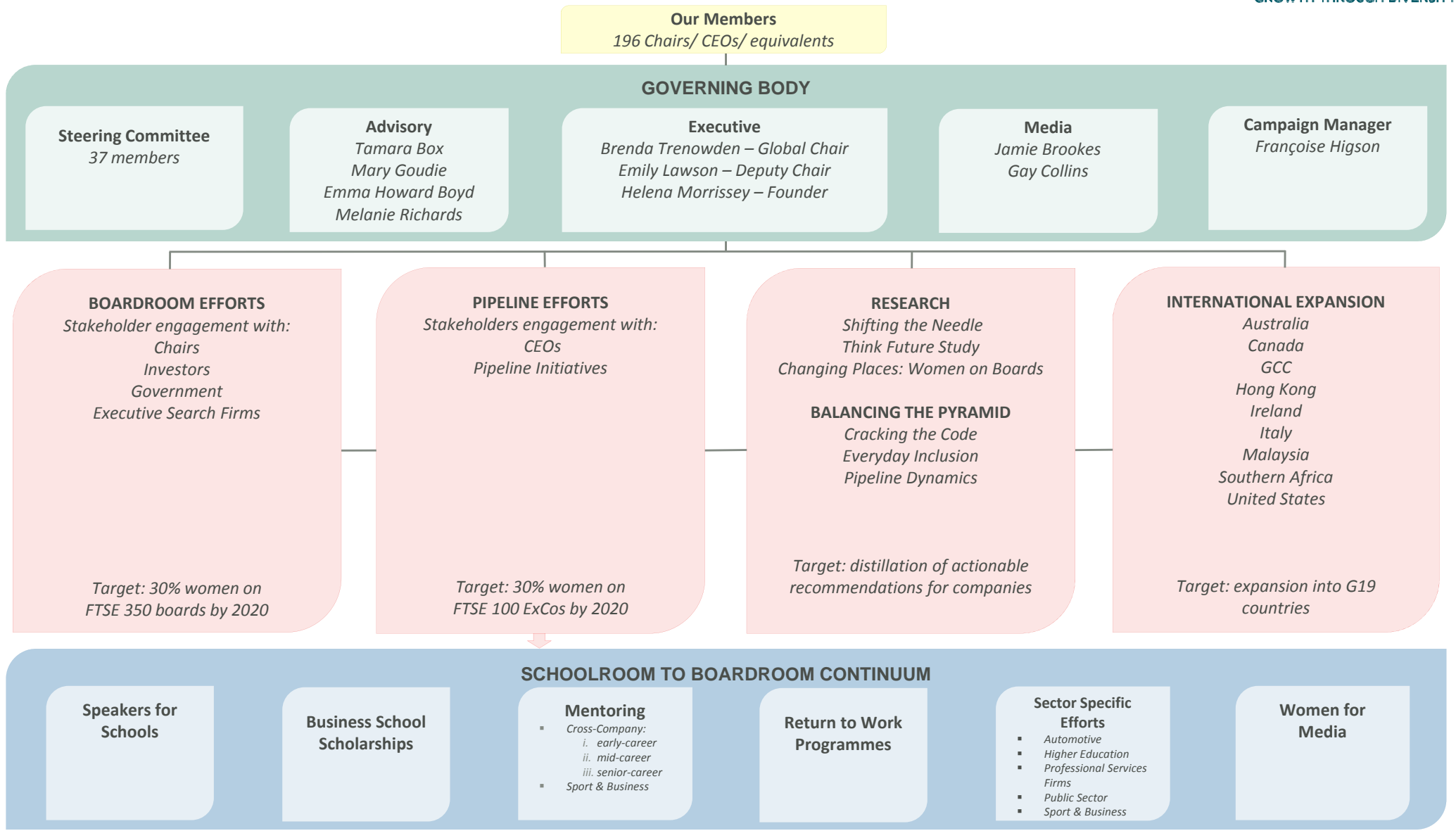


# The international mission



- Scarce representation of women at senior levels is a global phenomenon; the aim is to encourage an international, concerted effort to solve this, learning from the positive UK experience
- The 30% Club is complementary to individual country and company efforts – working together we can accelerate change. A global network of business leaders amplifies the impact
- 30% Clubs were launched in:
  - ❖ in Hong Kong in 2013
  - ❖ in the Southern Africa, the US and Ireland in 2014
  - ❖ in Australia, Malaysia, Canada, Italy and the GCC in 2015
- The approach is relevant for countries with quotas (to help with the pipeline) and those where existing voluntary efforts are fragmented and progress has stalled
- Established efforts can be globalised where appropriate (investor group, pipeline initiatives and executive search approach), supplemented by initiatives relevant to the local marketplace

# Working Structure (UK)



- Karin Barnick, Korn Ferry
- Jo Bostock, Women's Sport Trust
- Tamara Box, Reed Smith
- Diana Brightmore-Armour, ANZ
- Jamie Brookes, Consultant, Burnt Cake Media
- Caroline Carr, Goldman Sachs
- Gay Collins, Montfort Communications
- Pavita Cooper, More Difference
- Niamh Corbett, Board Intelligence
- Melissa Di Donato, Salesforce
- Liz Dimmock, Women Ahead
- Mary FitzPatrick, GE Capital
- Melanie Gee, Lazard
- Deborah Gilshan, Railpen Investments
- Katushka Giltsoff, The Miles Partnership
- Mary Goudie, Labour Peer
- Vimi Grewal-Carr, Deloitte
- Claudia Harris, The Careers & Enterprise Company
- Françoise Higson, ANZ
- Emma Howard Boyd, ShareAction
- Nick Jarman, PwC
- Claudia Kohler, Newton
- Emily Lawson, Kingfisher
- Avril Martindale, Freshfields
- Heather McGregor, Taylor Bennett
- Helena Morrissey, Newton (Founder)
- Elizabeth Passey, J Stern & Company
- Anne Richards, Aberdeen Asset Management
- Melanie Richards, KPMG
- Henrietta Royle, British Bankers' Association
- Joanna Santinon, EY
- Jane Scott, Professional Boards Forum
- Rachel Short, Why Women Work
- Claire Tracey, The Boston Consulting Group
- Brenda Trenowden, ANZ (Global Chair)
- Siân Westerman, Rothschild
- Sarah Wiggins, Linklaters

# Contact points for further information



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US	Country Lead: Kiersten Salander	Main contact: <a href="mailto:ksalander@bloomberg.net">ksalander@bloomberg.net</a>