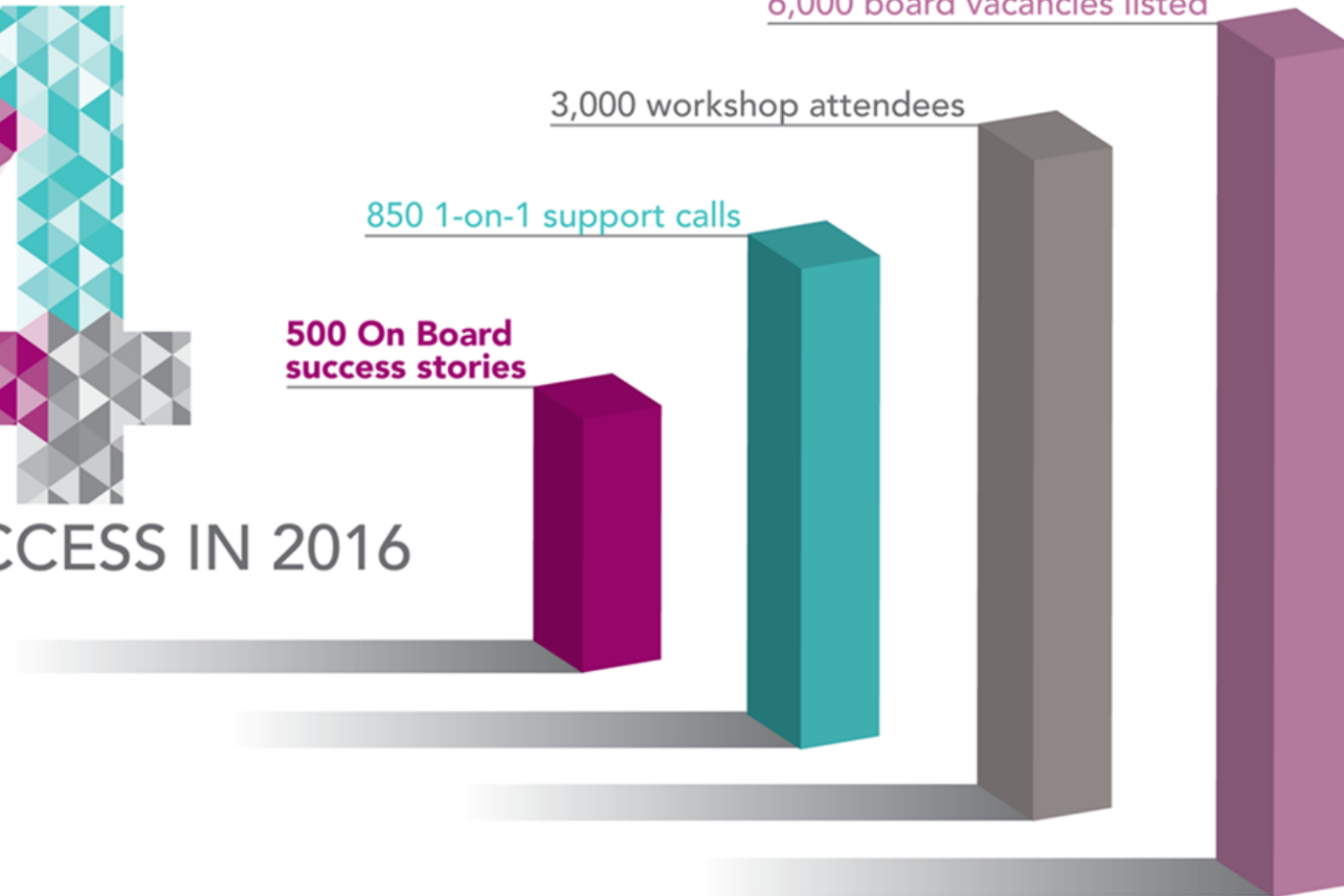


CELEBRATING

YEARS
OF SUCCESS IN 2016500 On Board
success stories850 1-on-1 support calls3,000 workshop attendees6,000 board vacancies listed

Corporates



Linklaters



Aberdeen



J.P.Morgan



Morgan Stanley

MAYER • BROWN



NOMURA

ashurst

GOODMAN DERRICK^{LLP}

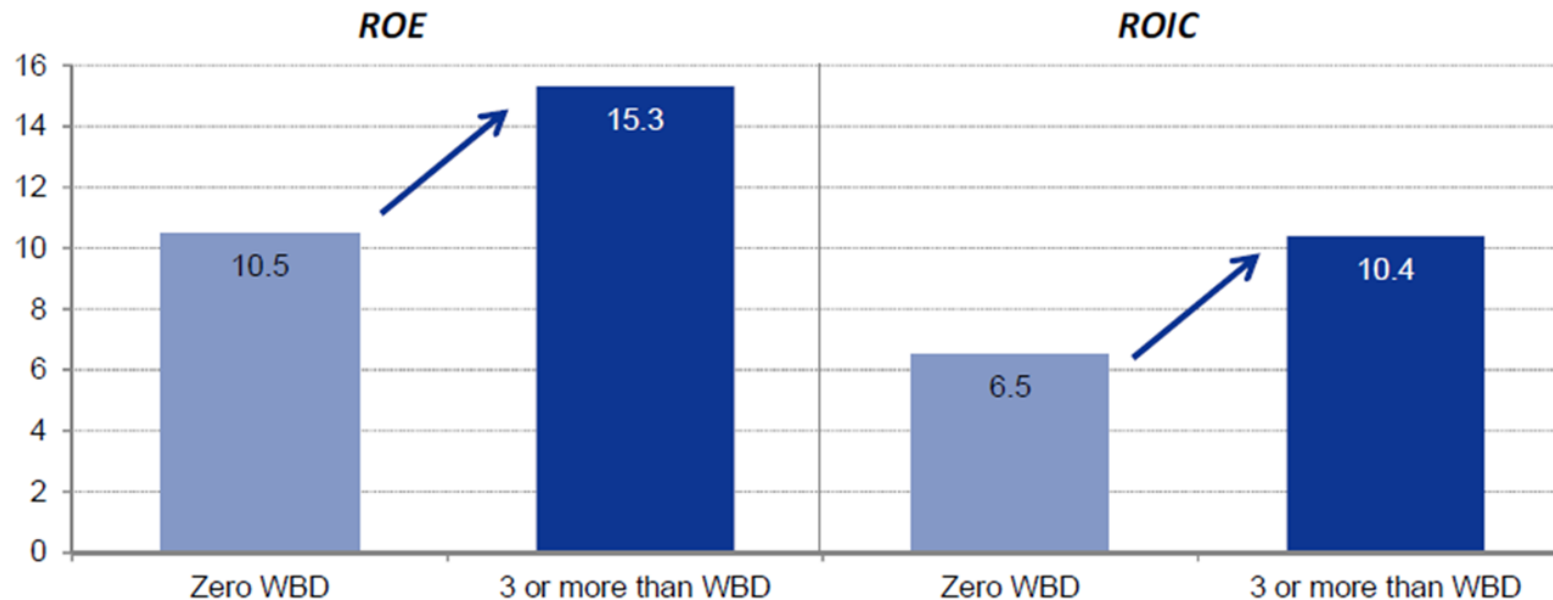
WPP



ORACLE

The Data

Exhibit 20: Financial performance of Fortune 500 firms with sustained high representation of women board directors (WBD) significantly outperform those with low representation
%

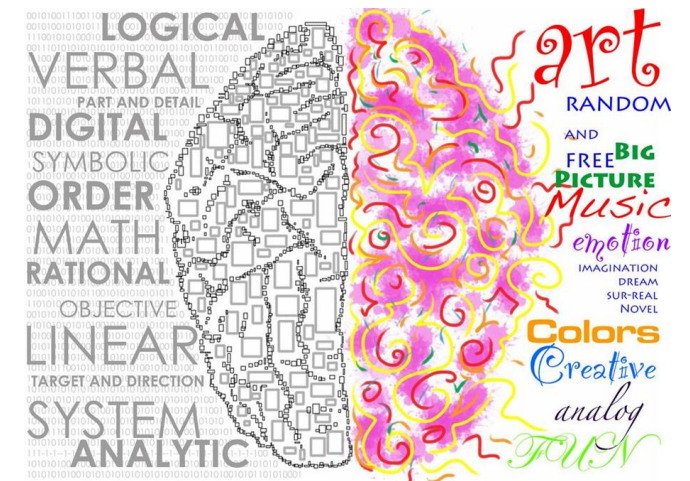


Note: Companies with sustained high representation of WBD (3 or more WBD in at least 4 of 5 years vs. those with sustained low representation (zero WBD in at least 4 of 5 years)

Source: Pimco & Goldman Sachs Investment Research, 2013

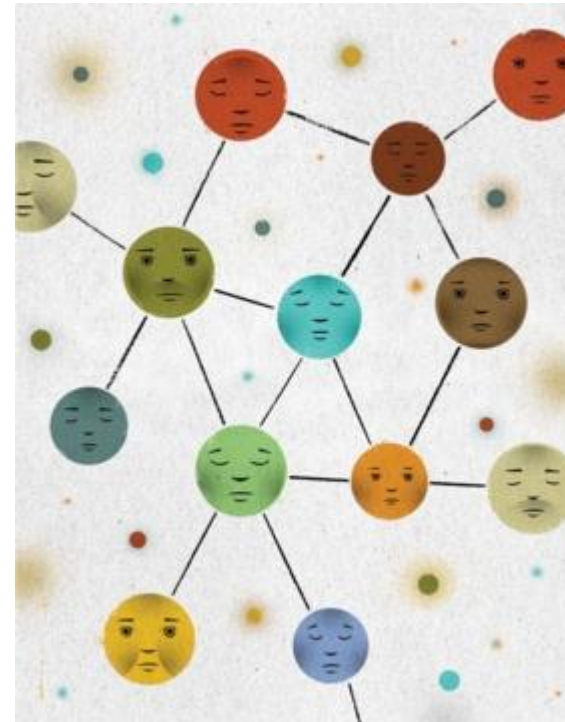
Diverse workforces – the benefits

- Better business outcomes
- Greater customer loyalty
- Better negotiations
- Efficient capital usage
- Improved talent retention



Diversity Makes Us Smarter

- Diversity confers expertise
- Enables innovation & creativity
- Enables problem solving
- Changes the way you think



The Global World - IMF



Christine Lagarde - Head of IMF
Source : Independent

The Research

- S&P 1500 Index study

 - R&D to Assets – *Uni. Maryland & Columbia*

- 177 US Banks

 - Financial Performance v racial diversity & product innovation** – *Uni. Texas*

How Diversity Provokes Thought

- **Murder Mystery Research** — *Stanford and Northcraft Uni*
- **Political discussion** — *Stanford Uni*
 - Dissenting perspective research
 - Political discussion research

What makes the Group Smarter?



Source: Prof Anita Wolley, Carnegie Mellon's Tepper School of Business



Collective Intelligence - BUT



Not collective IQ

BUT



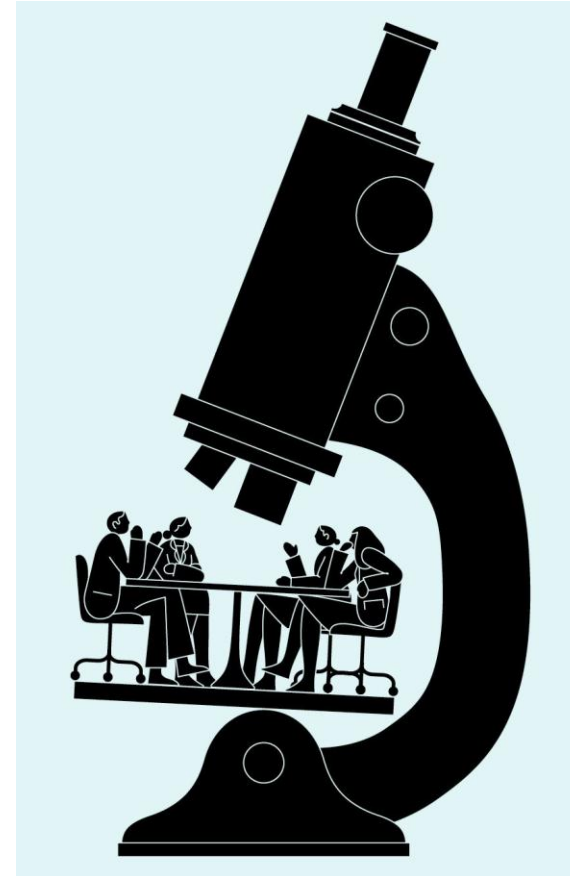
Social sensitivity - which women tend to be better at

Project Aristotle

- Julia Rozovsky

GoogleTM

51,000 individuals



Source: Illustration by James Graham

New Style Leadership



Source : Reference for Business

The Myth of Merit



People like ME!

Source: Lauren A Rivera, Prof. NW Uni Kellogg Sch. of Management

Men over 6ft 2



Source : Journalist Malcolm Gladwell

Image Source : Juice Images Cultura Getty Images

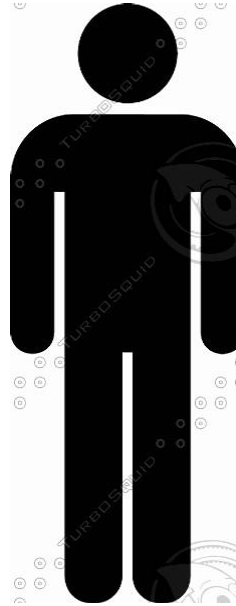
The problem?

- Our society is hardwired **with bias**
- **Men don't intentionally keep women**
- Men have yet to truly buy into the business case for advancing women

Executive Committee Members Globally



10%



90%

Source : Avivah Wittenberg-Cox

Minorities it seems to need to be.....

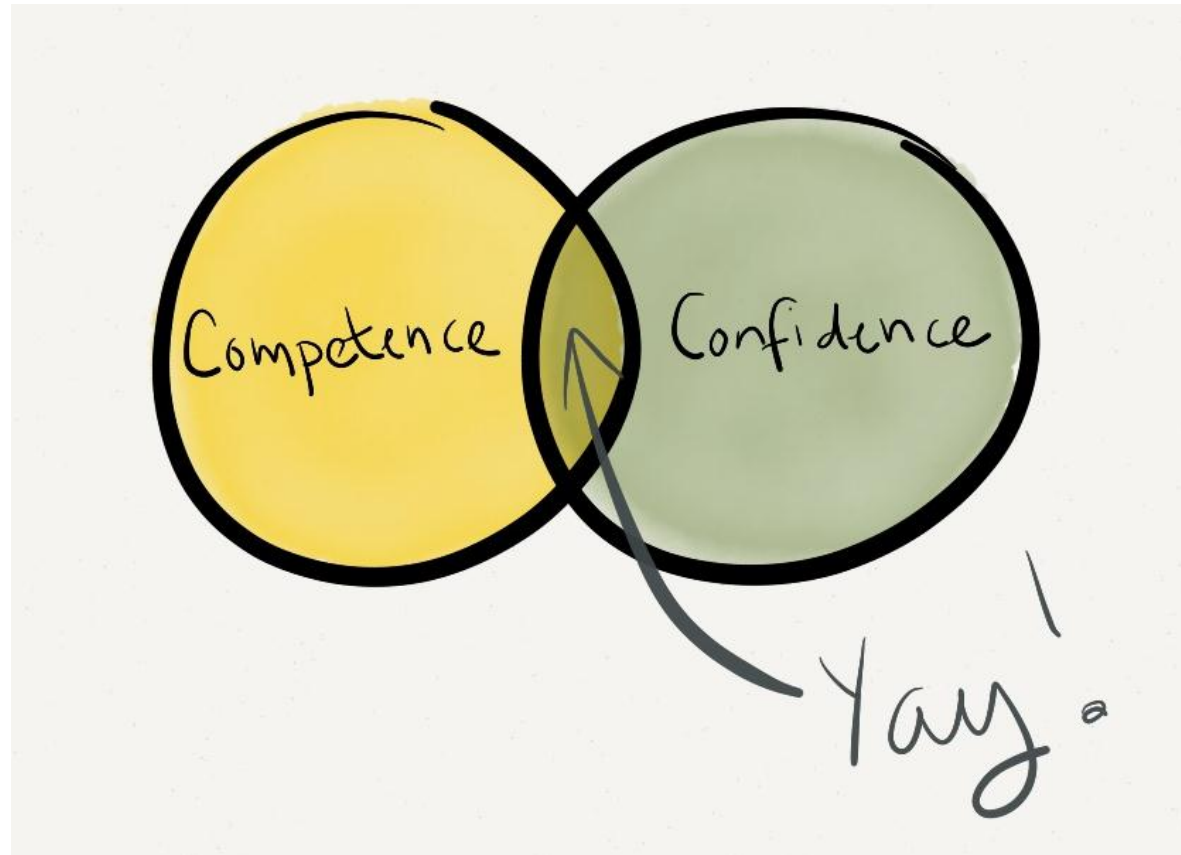


Image Source : Rosie Sherry

Targets



Temporary special measures



Source: Jennifer Whelan, Melbourne Business School

Pipeline to Success

Managing your Career & On Track for Success



Questions to ask

- How balanced is my leadership team
- How much do I know about inherent differences between individuals in my team
- Does my team have a side spectrum of styles, traits, strengths and behaviours to ensure we are ready for everything
- Do my team members understand different styles of thinking and respect them to ensure results
- What can I do to attain advantage of the an integrated leadership model