

ASX 200 DIRECTOR SNAPSHOT

The below graphs provide a snapshot of the skills, expertise and executive experience of ASX 200 directors. The purpose of this analysis is to understand what type of individuals are serving on and being appointed to ASX 200 boards. The information provided below is based on individuals on ASX 200 boards as at August 2016, according to the 2016 Company Annual Reports.

WHAT ARE THE BACKGROUNDS OF ASX 200 BOARD MEMBERS?

Key Findings

- The top three areas of expertise for both male and female board members are: finance and accounting (36.4% for men and 30.4% for women), business operations & general management (24.6% for men and 28.5% for women) and legal (12.5% for men and 19.1% for women).
- The top five sector backgrounds for female board members are: banking, finance & insurance (53.9%), mining, resources & energy (18.8%), IT & telecommunications (16.5%), government & public sector (15.2%) and healthcare & pharmaceutical (14.4%).
- The top five sector backgrounds for male board members are: banking, finance & insurance (45.1%), mining, resources & energy (20.9%), property (10.9%), IT & telecommunications (10.7%) and healthcare & pharmaceutical (10.1%).
- There are notably more male board members with engineering experience than female board members with engineering experience
- There are more female board members with sales & marketing and consulting experience than male board members.
- The lowest represented area of expertise for male and female board members is publishing, editorial and journalism (0.2% for men and 1.3% for women).
- The lowest represented sector experience for male and female board members is utilities (1.3% for men and 2.6% for women).

Expertise	% F NEDs	% M NEDs
Finance & accounting	30.4%	36.4%
Legal	19.1%	12.5%
Business operations & general management	28.5%	24.6%
Engineering	2.6%	11.6%
Sales & marketing	8.6%	4.5%
Consulting	7.1%	4.0%
Human resources	1.8%	0.5%
Science	8.9%	8.4%
Publishing, editorial & journalism	1.3%	0.2%
Education	1.6%	1.4%
Information technology	5.2%	2.4%

Sector Experience	% F NEDs	% M NEDs
Banking, Finance & Insurance	53.9%	45.1%
Mining, Resources & Energy	18.8%	20.9%
Materials & Industrials	3.4%	3.3%
Utilities	2.6%	1.3%
IT & Telecommunications	16.5%	10.7%
Healthcare & Pharmaceutical	14.4%	10.1%
Professional Services: Accounting	8.4%	7.6%
Professional Services: Law	11.3%	6.5%
Consulting	12.3%	8.6%
Government & Public Sector	15.2%	9.0%
Education	6.3%	4.2%
Retail	11.3%	6.7%
Property	11.0%	10.9%
Media	7.9%	8.0%
Manufacturing	5.5%	4.2%
Tourism, Hotels & Hospitality	3.7%	3.2%
FMCG	7.9%	6.8%

BOARD MEMBER EXPERIENCE BY COMMITTEE AND GENDER

Key Findings

- Almost two thirds (64.4%) of all board members have C-Suite experience. This is the case for members of all committees. A greater percentage of male (69.9%) than female (48%) board members have C-suite experience.
- Just under 15% of all board members have a professional services background (14.9%). This percentage is lower for members of the WHS committee (11.1%) and higher for members of the Audit & Risk committee (18.5%). A greater percentage of female (18.8%) than male (13.5%) board members have a professional services background.
- Almost three quarters of all board members are male. This percentage is now 74.6% (31 May 2017).
- Of all the committee chairs, less than 30% are female, however the percentage of female chairs of ASX 200 boards is much lower at 5.5% (31 May 2017).

% C Suite Experience						
Audit & Risk	Nom & Rem	WHS	Other	All Board Members	All Male	All Female
64.2%	64.0%	66.7%	64.1%	64.4%	69.9%	48.0%

% Professional Services Backgrounds						
Audit & Risk	Nom & Rem	WHS	Other	All Board Members	All Male	All Female
18.5%	15.7%	11.1%	12.8%	14.9%	13.5%	18.8%

% Male				
Audit & Risk	Nom & Rem	WHS	Other	All Board Members
70.1%	72.3%	72.0%	70.8%	74.4%

	Audit & Risk	Nom & Rem	WHS	Other
% F Committee Chairs	26.4%	22.4%	28.3%	29.5%
% M Committee Chairs	73.6%	77.6%	71.7%	70.5%

NB: Audit & Risk is the combination of Audit & Risk committees, Audit committees and Risk committees. Nom & Rem is the combination of Nomination & Remuneration committees, Nomination committees and Remuneration committees.

NB: Other committees include Human Resources, Investment, Technology and Governance.

NB: Professional Services Backgrounds is the combination of Accounting and Law professional services sector experience.

TENURE BY COMMITTEE AND GENDER

Key Findings

- Over half of all board members (54.3%) have been on the board for under 5 years. This is a similar percentage to members of committees. 71.6% of female board members have been on the board for under 5 years, compared to 48.6% of male board members.

% Tenure Under 5 Years						
Audit & Risk	Nom & Rem	WHS	Other	All Board Members	All Male	All Female
53.1%	50.7%	54.5%	50.2%	54.3%	48.6%	71.6%

DIVERSITY TARGET AND FIGURES REPORTING

Key Findings

- Less than 60% of ASX 200 companies published a numerical gender diversity target (58.5%).
- All ASX 200 companies with female chairs reported gender diversity results/figures.
- There is also a trend in the type of diversity reporting and percentage of female board members. The more comprehensive the reporting, the greater the percentage of female board members.

Diversity Target	% Target (with Date)	% Target (No Date)	Non-Numerical	None
Overall % of ASX200	42.0%	16.5%	32.0%	9.5%
% F NEDs in each category	30.0%	26.6%	18.6%	17.6%
% F Chairs in each category	4.8%	9.1%	3.1%	0.0%

Diversity Figures Reporting	Yes	Within WGEA Report Only	No
Overall % of ASX200	94.0%	4.5%	1.5%
% F NEDs in each category	24.9%	21.6%	13.9%
% F Chairs in each category	4.5%	0.0%	0.0%