

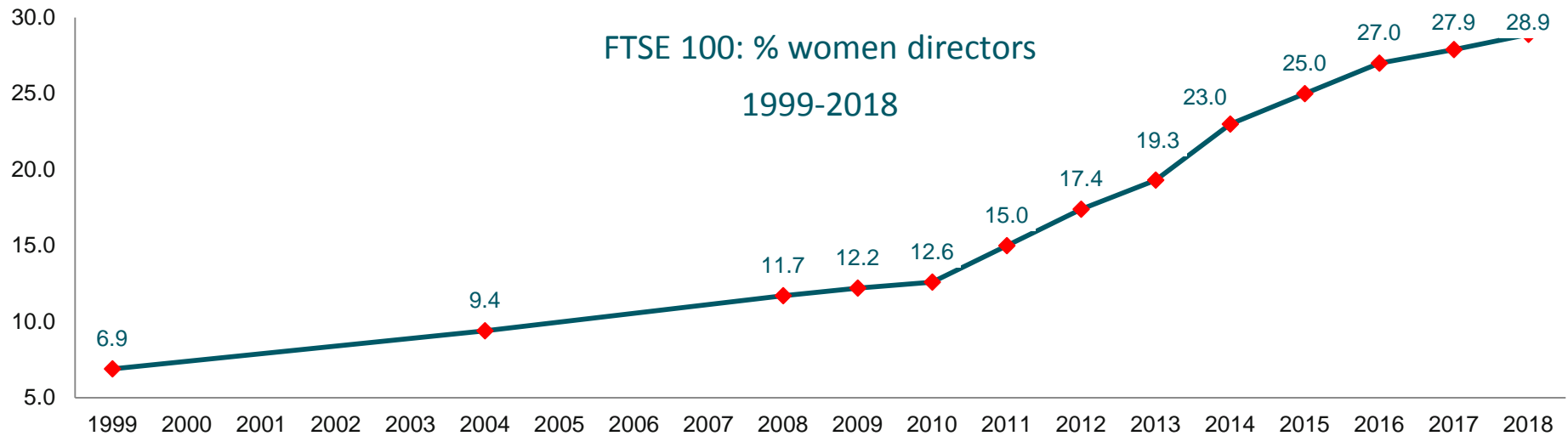


Men and women working together for real change

- The 30% Club is a global campaign that signs up Chairs and CEOs to take 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 target of a minimum of 30% women on FTSE-100 boards by 2015. There are circa 300 members of the UK Club and the proportion of female FTSE-100 directors has risen from 12.5% to 28.9%*.
- As of 2016 the scope of the above target was extended to a minimum of **30% women on FTSE-350 boards by end 2020** (currently at 25.3%*).
- In tandem with the above – and in order to ensure that this 30% remains sustainable – we have also established a pipeline target of a minimum of **30% women at senior management level of FTSE-100 companies by 2020** (currently 25.2% at Executive Committee + direct report levels**).
- The 30% Club is becoming an international community. It complements and amplifies individual company efforts and existing initiatives through collaboration, sharing of best practice, 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 the Davies and Hampton-Alexander Reviews.
- 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, the GCC and Turkey.

Business leadership: the catalyst for accelerating real change

Women on Boards: a breakthrough



An epiphany over the past 6 years in the UK: now seen as a *business* issue not a women's issue

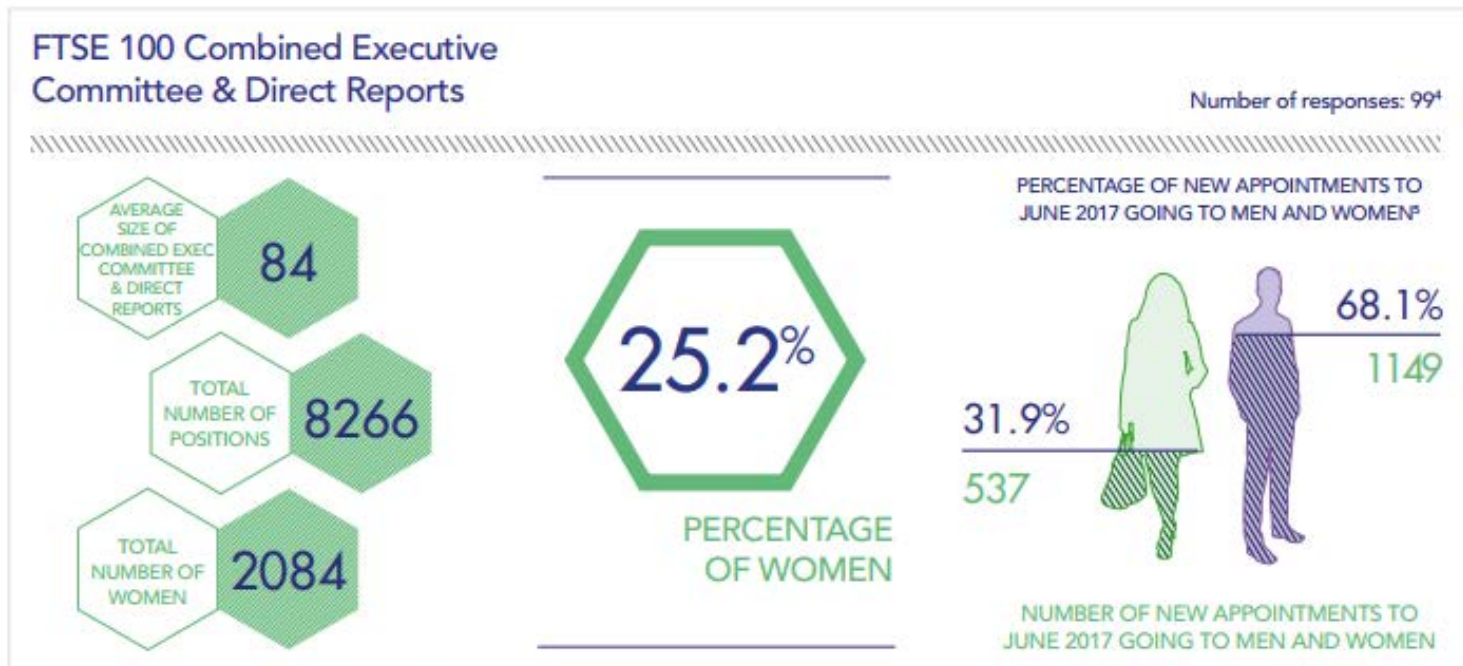
FTSE 100

- 45 companies have already reached 30%*
- 0 all-male boards*

FTSE 250

- 61 companies have already reached 30%*
- 11 all-male boards, down from 131 in 2010*

Women at Executive Committee & Direct Report Levels



4. Excluding one Investment Trust with no eligible employees to declare

5. Period 1st July 2016 to 30th June 2017

FTSE 100

- 27 companies have already reached 30%
- There are 7 all-male Executive Committees
- Women more likely to hold functional rather than operational and C-suite roles

30% Club – FTSE 350 Chair Members



FTSE-100

John Allan, Chair, [Barratt Developments*](#)/ Tesco
Richard Baker, Chair, [Whitbread*](#)
John Barton, Chair, EasyJet
Donald Brydon, Chair, Sage/ London Stock Exchange
Dame Alison Carnwath, Chair, [Landsec*](#) (*stepping down in 2018*)
Sir Roger Carr, Chair, [BAE Systems*](#)
Stuart Chambers, Chair, Anglo American
Ian Davis, Chair, [Rolls Royce*](#)
Andrew Duff, Chair, [Severn Trent*](#)
Anita Frew, Chair, Croda International
Sir Peter Gershon, Chair, National Grid
John Gildersleeve, Chair, British Land
Sir Gerry Grimstone, Chair, Standard Life Aberdeen (*stepping down in 2019*)
Sir Philip Hampton, Chair, [GlaxoSmithKline*](#)
Rick Haythornthwaite, Chair, Centrica
Andrew Higginson, Chair, WM Morrison
Susan Saltzbarth Kilsby, Chair, [Shire*](#)
Sir John Kingman, Chair, [Legal & General Group*](#)
Ken Mackenzie, Chair, [BHP*](#)
John McFarlane, Chair, Barclays
Sir Adrian Montague, Chair, Aviva
Deanna Oppenheimer, Chair, [Hargreaves Lansdown*](#)
Patrick O’Sullivan, Chair, [Old Mutual*](#) (*stepping down in 2018*)
Sir John Peace, Chair, [Burberry*](#)
Sir Michael Rake, Chair, Worldpay Group

FTSE-100

Carl-Henric Svanberg, Chair, BP (*stepping down in Dec 2018*)
Sidney Taurel, Chair, Pearson
David Tyler, Chair, [Sainsbury’s*](#)

FTSE-250

Charles Berry, Chair, Weir
Geoff Cooper, Chair, Card Factory
Roger Devlin, Chair, [William Hill*](#)
Andrew Duff, Chair, [Elementis*](#)
Sir Charles Dunstone, Chair, TalkTalk
Ian Durant, Chair, [Greggs*](#)/ Capital & Counties Properties
Mike Evans, Chair, ZPG
Gary Hoffman, Chair, Hastings Group
Dennis Holt, Chair, Beazley
Mike Humphrey, Chair, IP Group
Paul Lester, Chair, Essentra/ McCarthy & Stone
Greg Lock, Chair, Computacenter
Frank Meysman, Chair, [Thomas Cook Group*](#)
Sir John Parker, Chair, [Pennon Group*](#)
Sir Ian Powell, Chair, Capita
Sir Nigel Rudd, Chair, [BBA Aviation*](#)/ Meggitt
David Tyler, Chair, Hammerson

30% Club – FTSE 100 CEO Members



FTSE-100

Keith Barr, CEO, InterContinental Hotels Group**

Alison Brittain, CEO, Whitbread

Lord Stephen Carter, CEO, Informa Group**

Vittorio Colao, CEO, Vodafone

Mike Coupe, CEO, Sainsbury's

Mark Cutifani, CEO, Anglo American

Jeremy Darroch, CEO, Sky

John Fallon, CEO, Pearson

John Flint, CEO, HSBC Holdings

Liv Garfield, CEO, Severn Trent**

Martin Gilbert, Co-CEO, Standard Life Aberdeen

Moya Greene, CEO, Royal Mail Group**

Chris Grigg, CEO, British Land**

Chris Hill, CEO, Hargreaves Lansdown

António Horta-Osório, CEO, Lloyds Banking Group

Véronique Laury, CEO, Kingfisher

Dave Lewis, CEO, Tesco

Andrew Mackenzie, CEO, BHP**

FTSE-100

John Martin, CEO, Ferguson

Ross McEwan, CEO, RBS**

Ivan Menezes, CEO, Diageo**

Steve Mogford, CEO, United Utilities Group**

Robert Noel, CEO, Landsec **

Gavin Patterson, CEO, BT

Paul Polman, CEO, Unilever **

Steve Rowe, CEO, Marks & Spencer**

Keith Skeoch, Co-CEO, Standard Life Aberdeen

David Sleath, CEO, Segro

Jes Staley, CEO, Barclays

David Thomas, CEO, Barratt Developments

Emma Walmsley, CEO, GlaxoSmithKline

David Warren, Interim CEO & Group CFO, London Stock Exchange Group**

Andrew Williams, CEO, Halma

Mark Wilson, CEO, Aviva**

Nigel Wilson, CEO, Legal & General Group**

Charles Woodburn, CEO, BAE Systems

30% Club – FTSE 250 CEO Members



FTSE-250

Alan Aubrey, CEO, IP Group

Lance Batchelor, CEO, Saga**

Brian Bickell, CEO, Shaftesbury**

Philip Bowcock, CEO, William Hill

Olivier Brousse, CEO, John Laing Group

Alex Chesterman OBE, CEO, ZPG

Stephen Clarke, CEO, WH Smith

Tim Cobbold, CEO, UBM**

Peter Fankhauser, CEO, Thomas Cook Group

Rod Flavell, CEO, FDM Group**

Jayne-Anne Gadhia CBE, CEO, Virgin Money**

Tristia Harrison, CEO, TalkTalk Group

Andrew Horton, CEO, Beazley

Karen Hubbard, CEO Card Factory**

FTSE-250

Alex Kanellis, CEO, PZ Cussons**

Stephen Koseff, CEO, Investec (*stepping down in 2018*)

Jonathan Lewis, CEO, Capita

Chris Loughlin, CEO, Pennon Group

Dame Louise Makin, CEO, BTG

Paul Moraviec, CEO, ConvaTec Group

Preben Prebensen, CEO, Close Brothers

Andrew Rashbass, CEO, Euromoney Institutional Investor

David Squires, CEO, Senior plc

Jon Stanton, CEO, Weir

Tobias van der Meer, CEO, Hastings Group Holdings

Guy Wakeley, CEO, Equiniti Group

Roger Whiteside, CEO, Greggs**

30% Club UK Members (ctd)



PROFESSIONAL SERVICES

John Amaechi OBE, CEO, Amaechi Performance Systems

Ian Anderson, Executive Director, Icen Projects

Nicolas Aubert, CEO, Willis Towers Watson GB

John Banister, CEO, Wiggin

Antonia Belcher, Senior partner, MHBC

Ray Berg, Managing Partner, Osborne Clarke

Mark Bomer, Senior Partner, BDO

Marcus Bowman, Managing Partner, Holman Fenwick Willan LLP

Edward Braham, Senior Partner, Freshfields Bruckhaus Deringer

Clare Butler, Global Managing Director, Laurence Simons

Alex Chadwick, Managing Partner, Baker & Mackenzie

Michael Chissick, Managing Partner, FieldFisher

Emma Cleveland, Managing Director, Cleveland & Co. Associates

Jeremy Cohen, UKME Chief Executive Officer & Partner, Dentons

Steve Cooke, Senior Partner, Slaughter and May

Katherine Corich, Chair, Sysdoc

David Cruickshank, Chair, Deloitte Global

Fiona Dunsire, UK Market Leader and CEO, Mercer UK

Peter Ellingworth, CEO, Association of British HealthTech Industries

Richard Foley, Senior Partner, Pinsent Masons

Matthew Layton, Managing Partner, Clifford Chance

Michael Francies, Managing Partner, Weil, Gotshal & Manges

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

Sandra Guzman, Co-Founder, Unida Consulting

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

David Hudd, Deputy CEO, Hogan Lovells

Simon Konsta, Senior Partner, Clyde & Co

Lisa Mayhew, Managing Partner, Berwin Leighton Paisner

Mike McTighe, Chair, WYG plc

Bill Michael, UK Chairman & Senior Partner, KPMG

Neil Micklethwaite, Partner, Brown Rudnick LLP

Carlos Miranda, CEO, I.G. Advisors

Sir Terry Morgan, Chair, Ricardo

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

David Patient, Managing Partner, Travers Smith

Dave Shemmans, CEO, Ricardo

Paul Smith, Chair, Eversheds

Tamar Tammes, Managing Partner Elect, Burness Paull

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

Simon Williams, CEO, NTT Data UK

30% Club UK Members (ctd)



FINANCIAL SERVICES

Martin Armstrong, Chair, Armstrong Executive Search Ltd
Mark Austen, Chair LV= Asset Management
James Bardrick, Citi Country Officer, UK, Citi
Sir Brian Bender, London Metal Exchange
Andrea Blackman, Managing Director, Moody's Analytics UK
Ana Botín, Chair, Santander
Dominic Christian, CEO, Aon UK
Roger Cobley, Chair, Stamford Associates
Noreen Doyle, Chair, Credit Suisse International, BBA, Newmont Mining
Kevin Ellis, Chair & Senior Partner, PricewaterhouseCoopers
Sian Fisher, CEO, Chartered Insurance Institute
Peter Flavel, CEO, Coutts
Karin Forseke, Chair, Sisters Capital
Euan Fraser, Global CEO, Alpha Financial Markets Consulting
Joe Garner, CEO, Nationwide Building Society
Hans Georgeson, Managing Director, Architas
Richard Gnodde, Co-CEO, Goldman Sachs International
Simon Haslam, Interim President, Fidelity International
John Heaps, Chair, Yorkshire Building Society
Johannes Huth, Head of EMEA, KKR
Lady Barbara Judge, Chair Institute of Directors / Pension Protection Fund
Rich Laxer, President and CEO, GE Capital International
Dominic Lester, Head of Investment Banking EMEA, Jefferies International
Julie Meyer, Chair and CEO, Ariadne Capital
Simon Miller, Chair, Brewin Dolphin
Nicolas Moreau, Head of Deutsche Asset Management
Helena Morrissey, Chair, The Investment Association
John Nelson, Chair, Lloyd's of London

David Nicol, CEO, Brewin Dolphin
Sir Simon Robertson, Founder, Simon Robertson Associates
Andrea Rossi, CEO, AXA Investment Managers
Baron David de Rothschild, formerly Rothschild
David Roberts, Chair, Nationwide Building Society
William Rucker, CEO, Lazard UK
Ashesh Sarkar, CEO, Salary Finance
Kalpana Shah, Chair, Riverstone Managing Agency Ltd
Mitesh Sheth, CEO, Redington Ltd.
Andrew Sibbald, Senior MD, Vice Chair and CEO of Europe, Evercore
Robert Swannell, Chair, UK Government Investments
Tamira Treffers-Herrera, Regional Head Europe, Rabobank
Lance Ugglá, President, IHS Markit
Sir David Walker, Chair, Winton Capital Group
Bob Wigley, Chair, Tantalum Corporation
Roger Yates, Chair, Pioneer Investments

RECRUITMENT/ EXECUTIVE SEARCH

Paul Smith, President and CEO, CFA Institute
Chris Cooke, CEO, NP Group
Juliet Eccleston, CEO, AnyGood?
Nadia Edwards-Dashti, Co-Founder, Harrington Starr Ltd
Karen B. Greenbaum, President and CEO, AESC
Brian Hamill, Chair, Redgrave Partners
James Haspel, Managing Partner, J. D. Haspel
Richard Pickard, CEO, Longbridge
Sarah Mitchell, Director, Mitchell Rayner Ltd
Jeremy Mobbs, CEO, Wilton & Bain
Sharon Mullen, Founding Director, Mullwood Partnership
Laura Rycroft, CEO, Progress Recruitment Solutions

30% Club UK Members (ctd)



RECRUITMENT/ EXECUTIVE SEARCH CONTINUED

Nina Alag Suri, Founder and Chief Entrepreneur, Nastrac

Owen Thomas, Principal, DGJ Search

Alice Weightman, Founder & CEO, Hanson Search

COMMUNICATIONS/ MEDIA

Susan Gilchrist, CEO, Brunswick Group

Debbie Klein, CEO, Engine Europe and Asia

Hugh Morrison, Founding Partner, Montfort Communications

Sir Alan Parker, Chair, Brunswick Group

Clare Parsons, Chair, Lansons

CORPORATE

Ibilola Amao, Principal Consultant, Lonadek Limited

Evelyn Bourke, CEO, BUPA

Robert Gillespie, Chair The Boat Race Company

Peter Hickson, Chair, Communisis

Brent Hoberman, Chair, Founders Forum, Founders Factory, firstminute capital

Sir George Iacobescu, Chair and CEO, Canary Wharf Group

Morgan Jones, Co-CEO, Hansteen Holdings

Dame Fiona Kendrick, Chair & CEO, Nestlé UK & I

Tessa Laws, Chair, Bagir Group Limited

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

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

Paul Van der Burgh, President & Managing Director, Toyota (GB)

Ian Watson, Co-CEO, Hansteen Holdings

UNIVERSITIES & HIGHER EDUCATION

Apurv Bagri, Chair, London Business School

Dame Glynis Breakwell, V-C, University of Bath

Garry Coutts, Chair of Court, University of the Highlands and Islands

Professor Karen Cox, Vice-Chancellor & President, University of Kent

Jennifer Craw, Member of Board of Governors, Robert Gordon University

Professor Sir Paul Curran, President City University of London

Chris Day, Vice-Chancellor & President, Newcastle 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

Professor Alice Gast, President, Imperial College London

Muriel Gray, Chair of Board of Governors, Glasgow School of Art

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

Dame DeAnne Julius, Chair of Council, University College London

Jane Kelly, Chair of Council, Brunel University London

Stephen Hart MBE, Chair of Court, University of Westminster

Professor Koen Lamberts, President and V-C, University of York

Professor Sally Mapstone, Principal and V-C, University of St. Andrews

Professor Max Lu, President and V-C, University of Surrey

Professor Anton Muscatelli, Principal and V-C, University of Glasgow

30% Club UK Members (ctd)



UNIVERSITIES & HIGHER EDUCATION CONTINUED

Professor Paddy Nixon, V-C, University of Ulster
Professor Andrea Nolan, Principal & V-C, Edinburgh Napier University
Professor Malcolm Press, V-C, Manchester Metropolitan University
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
Professor Nigel Seaton, Principal and V-C, Abertay University
Sir Christopher Snowden, President & Vice-Chancellor, University of Southampton
Professor Elizabeth Treasure, Vice-Chancellor, Aberystwyth University
Sir David Warren, Chair of the Council, University of Kent
Professor Shearer West, President and Vice-Chancellor
Barbara Wilding, Chair of Governors, Cardiff Metropolitan University
Rob Woodward, Chair of Court, Glasgow Caledonian University

PUBLIC SECTOR

Sir James Bevan, CEO, Environment Agency
Sir Win Bischoff, Chair, Financial Reporting Council and JP Morgan Securities
Lesley Cowley, Chair, DVLA
Sir Martin Donnelly CMG, Permanent Secretary, Department for International Trade
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, Member of Parliament
Mark Neale, CEO, Financial Services Compensation Scheme

Andrew Parker, Director General, MI5
Philip Rutnam, Permanent Secretary, Department for Transport

THIRD SECTOR

Tracey Bleakley, CEO, Hospice UK
Miranda Curtis, Chair, Camfed International
Tahirih Danesh, Executive Director, Persia Educational Foundation
Jeremy Farrar, Director, Wellcome Trust

INDEPENDENT AMBASSADORS

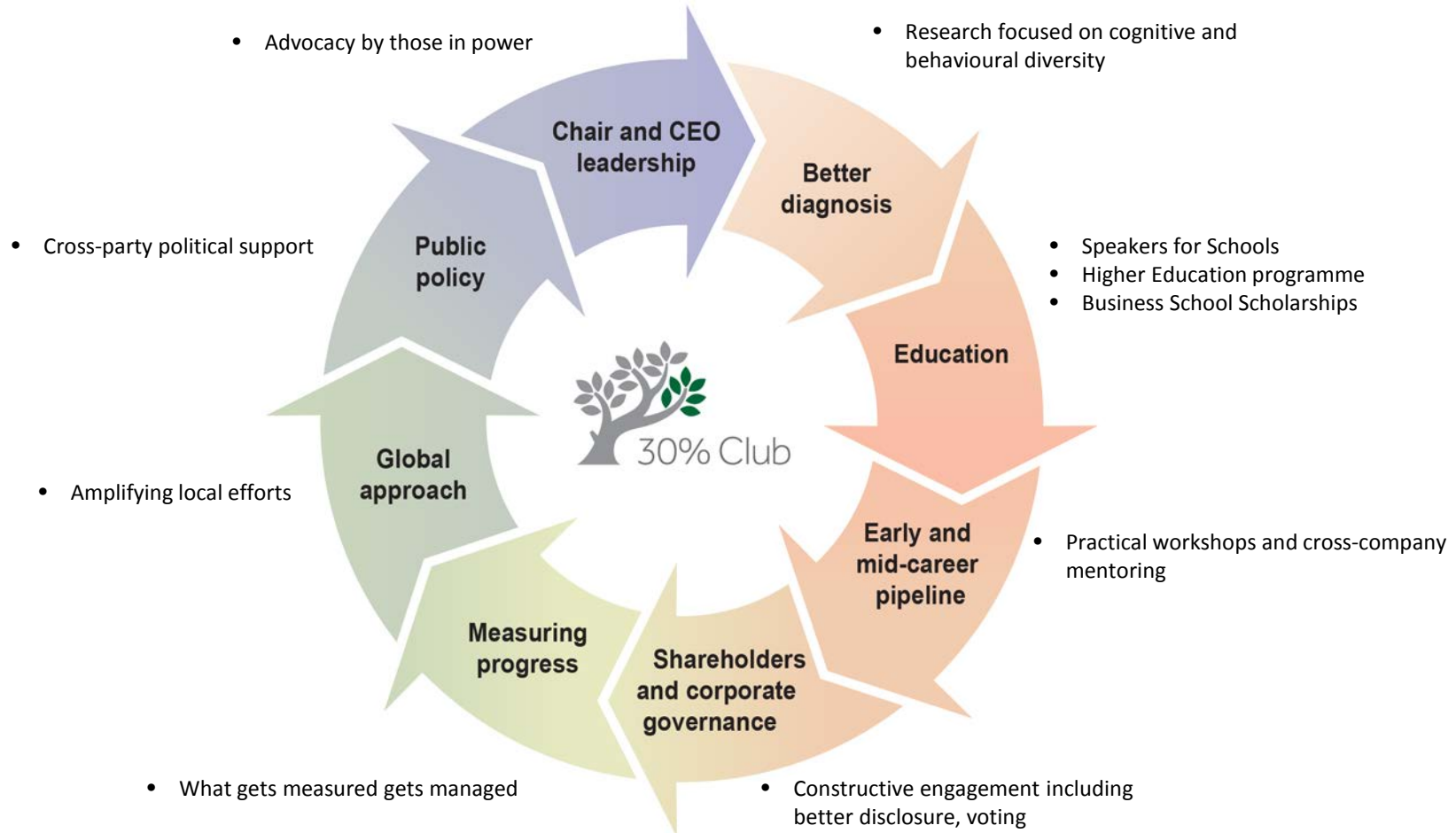
Robin Buchanan, formerly Chair, PageGroup
David Childs, formerly Managing Partner, Clifford Chance
Michael Cole-Fontayn, formerly Chair, BNY Mellon EMEA
Simon Collins, formerly Chair and Senior Partner, KPMG UK
Ian Dormer, formerly Chair, Institute of Directors
Robert Elliott, Chair & Senior Partner, Linklaters
Douglas Ferrans, formerly Chair, Investment Management Association
Sir Ian Gibson, formerly Chair, Wm Morrison
Tony Hobson, formerly Chair, Sage Group
Dr Franz Humer, formerly Chair, Diageo
Sir David Lees, formerly Chair, Bank of England
Sir Nicholas Macpherson, formerly Permanent Secretary, HM Treasury
Jac Nasser, formerly Chair, BHP Billiton
Sir Richard Olver, formerly Chair, BAE Systems
Sir John Peace, formerly Chair, Burberry
Glen Moreno, formerly Chair, Virgin Money
Jonathan Scott, formerly Senior Partner, Herbert Smith Freehills
John Stewart, formerly Chair, Legal & General Group
Michael Treschow, formerly Chair, Unilever

In joining Chairs and CEOs agree to:

- lend their name to the 30% Club campaign and signal to both the public and to their organisations alike that they support gender diversity as a business imperative
- use their influence to drive change within their organisations
- set explicit targets at board level and senior management level
- be publicly listed as Members of the 30% Club – in the 30% Club’s literature, on the website and in communication campaigns
- actively promote the 30% Club and its aims to CEOs, Chairs and key influencers
- list their membership of the 30% Club in their bio

❖ For further detail please request a copy of the Membership “Asks” from francoise.higson@anz.com

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, 10 studies based on different geographies corroborate the intuition that diversity at board and management levels helps improve financial performance:
 1. [The CS Gender 3000: The Reward for Change](#) (September 2016)
 2. [Petersen Institute: Is Gender Diversity Profitable? Evidence from a Global Survey](#) (February 2016)
 3. [MSCI Women On Boards: Global Trends in Gender Diversity on Corporate Boards](#) (November 2015)
 4. [The Power of Parity: How Advancing Women’s Equality Can Add \\$12 Trillion to Global Growth](#) (September 2015)
 5. [Grant Thornton The Value of Diversity](#) (September 2015)
 6. [Credit Suisse The CS Gender 3000: Women in Senior Management](#) (September 2014)
 7. [Credit Suisse Gender Diversity and Corporate Performance](#) (August 2012)
 8. [McKinsey ‘Women Matter’ Series](#) (2011-2014)
 9. [Citigroup ASX100 Women on Board Analysis](#) (August 2011)
 10. [Catalyst ‘The Bottom Line: Corporate Performance and Women’s Representation on Boards’](#) (2007)
- 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 pipeline efforts 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, ANZ, BA, Barclays, BBA, BNY Mellon, BP, Centrica, Direct Line, FCA, GE Capital, Google, HSBC, IMI plc, J P Morgan, Jupiter, Knight Frank, KPMG, Lloyds, Marks & Spencer, More Difference, Oliver Wyman, Pernod Ricard, Standard Life, The Miles Partnership, Travelport
- '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 fifth year, with 85 organisations involved and over 1500 participants taking part.
- Partnerships with business schools have grown from strength to strength and the 30% Club now offers 30+ scholarships for women thanks to its relationships with Cambridge Judge, Edinburgh Business School, ESMT (Germany), Henley, Imperial College, the Irish Management Institute, Ivey Business School, London Business School, Manchester Alliance Business School, MP Graduate School of Business (Milan), SAID Business School (Oxford University), SDA Bocconi School of Management (Milan), Queen's Smith Business School (Canada) and Warwick Business School.
- 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
- Concerted efforts to raise awareness of Women Returner programmes: to promote and endorse them as a practical tool that works well with other gender balance initiatives and can have immediate impact; reinforce the message that encouraging women back to work is a good first step and also requires continued changes to work environments that will not only increase the chances of programme success, but also create a better working environments for all

The 30% Club Investor Group was established in 2011. Its purpose is to:

- ❖ co-ordinate the investment community's approach to diversity, in particular to explain the investment case for more diverse boards and senior management teams;
 - ❖ exercise our ownership rights, including voting and engagement, to effect change on company boards and within senior management teams;
 - ❖ encourage all investors to engage on the issue of diversity with chairs of boards and senior management teams.
- As asset owners and asset managers we are responsible for the stewardship of the investments we make on behalf of our members and clients. Part of that responsibility includes the assessment of the boards and senior management teams of our investee companies.
 - We believe boards that genuinely embrace cognitive diversity, as manifested through appropriate gender representation and a broad spectrum of skills and experience, are more likely to achieve better outcomes for investors.
 - The Investor Group has 32 institutional members:
 - ❖ Aviva Investors, Axa Investment Managers, Baring Foundation (The), Barrow Cadbury Trust (The), BlackRock, BMO Global Asset Management, Border to Coast Pensions Partnership, Brunel Pension Partnership, Church Investors Group, EdenTree Investment Management, Environment Agency Pension Fund, Government Pension Investment Fund (GPIF), Hermes Investment Management, J.P. Morgan Asset Management, Jupiter Asset Management, Legal & General Investment Management, LGPS Central Ltd, Liontrust Investment Ltd, Local Authority Pension Fund Forum, Local Pensions Partnership, M&G Investments, NEST, Newton Investment Management, Old Mutual Global Investors, Quilter Cheviot Investment Management, Royal London Asset Management (CIS) Limited, RPMI Railpen Investments, Sarasin & Partners LLP, Standard Life Aberdeen, Sumitomo Mitsui Trust Bank, The Health Foundation and West Midlands Pension Fund.
 - The Investor Group seeks to encourage all investors to engage on the issue of board diversity with Chairs of Boards, independent board members and senior management teams; and to consider the issue when voting on the Report & Accounts and the appointment and re-election of board members.
 - A Statement of Intent was launched in October 2016, the main purpose of which is to signal the collective voice of the 30% Club Investor Group to companies and the wider marketplace, and to demonstrate the ways in which members will use their ownership rights and undertake stewardship to encourage progress on gender diversity.

[Using the exercise of ownership rights to deliver long term sustainable outcomes on gender representation](#)

1. A measurable goal with a defined timetable
2. Supportive public policy – political consensus that the status quo was unacceptable
3. Change driven by those in power
4. Openness to collaborate
5. Concerted, consistent, cohesive actions - from schoolroom to boardroom
6. Continuous media engagement

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

- 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
 - ❖ in Turkey in 2017
- 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

International Footprint – WOB Statistics



UNITED KINGDOM

28.9%

FTSE 100

TURKEY

14.3%

BIST

AUSTRALIA

27.1%

ASX-200

UNITED STATES

23.6%

S&P100

SOUTHERN AFRICA

19.9%

JSE TOP 40

IRELAND

10.3%

ISEQ OVERALL

MALAYSIA

19.1%

FTSE BURSA TOP 100

HONG KONG

13%

HANG SENG-50

ITALY

33.0%

QUOTA

CANADA

20.6%

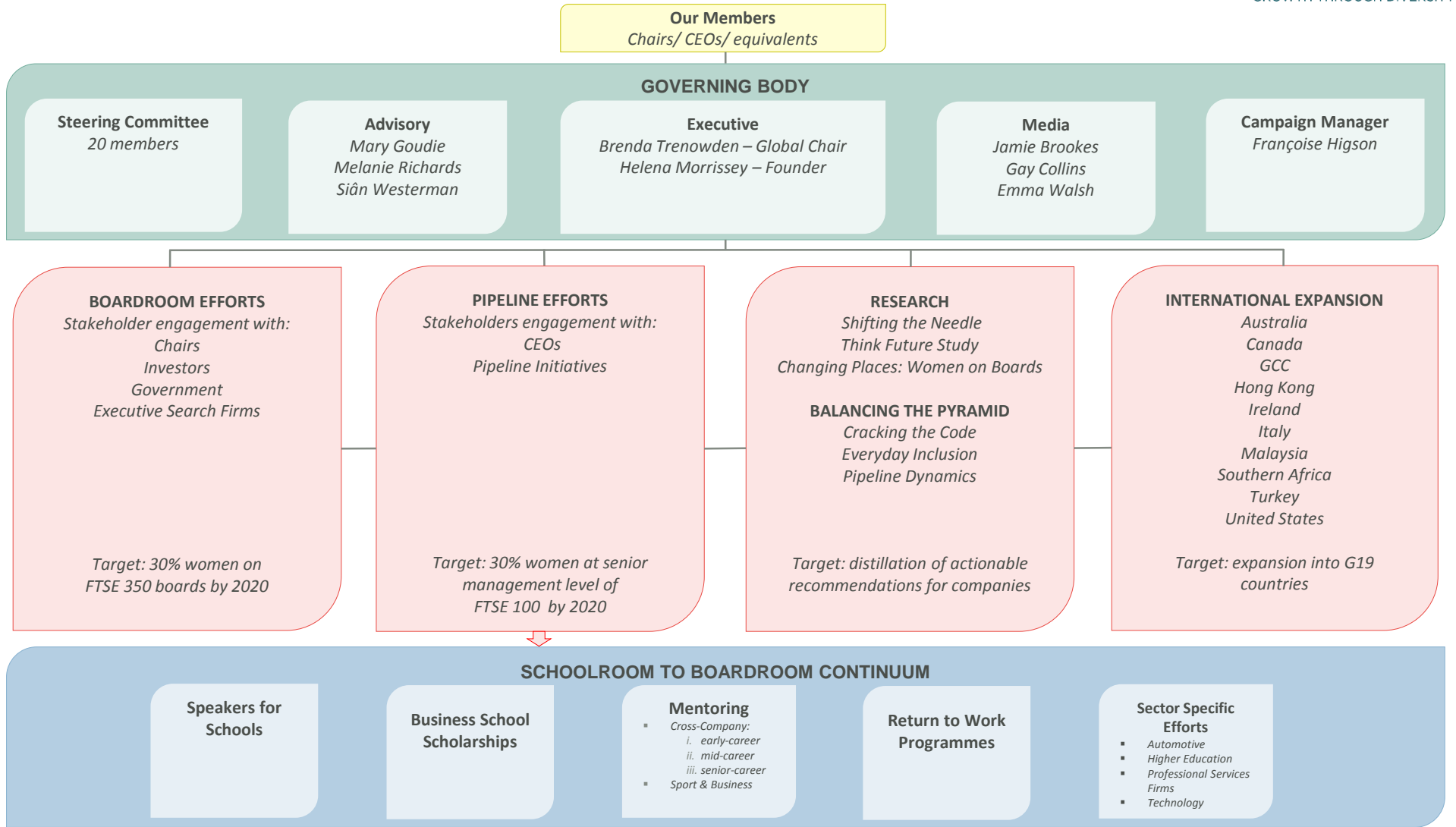
TSX Composite

GCC

N/A

DATA NOT AVAILABLE

Working Structure (UK)



Advisory Group, Steering Committee & Ambassadors



ADVISORY GROUP

- Baroness Mary Goudie, Labour Peer
- Emma Howard Boyd, Environment Agency
- Emily Lawson, NHS England
- Melanie Richards, KPMG
- Brenda Trenowden, ANZ (Global Chair, 30% Club)
- Siân Westerman, Rothschild

STEERING COMMITTEE

- Karin Barnick, Korn Ferry
- Tamara Box, Reed Smith
- Sophie Chandauka, Morgan Stanley
- Gay Collins, Montfort Communications
- Pavita Cooper, More Difference
- Liz Dimmock, Women Ahead
- Deborah Gilshan, Standard Life Investments
- Françoise Higson, ANZ
- Nick Jarman, PwC
- Avril Martindale, Freshfields
- Sarah Morris, Aviva
- Julia Muir, Gaia Innovation
- Clare Payn, Legal & General Investment Management
- Melanie Richards, KPMG
- Henrietta Royle, British Bankers' Association
- Joanna Santinon, EY
- Brenda Trenowden, ANZ (Global Chair, 30% Club)
- Louisa Vincent, Lazard Asset Management
- Emma Walsh, Brunswick
- Margaret Young, Blackrock

AMBASSADORS

- Diana Brightmore-Armour, ANZ
- Jamie Brookes, Williams & Glyn
- Caroline Carr, Permira
- Niamh Corbett, Board Intelligence
- Melissa Di Donato, SAP
- Mary FitzPatrick, GE Capital
- Melanie Gee, Lazard
- Katushka Giltsoff, The Miles Partnership
- Vimi Grewal-Carr, Deloitte
- Kate Grussing, Sapphire Partners
- Claudia Harris, The Careers & Enterprise Company
- Claudia Kohler
- Heather McGregor, Taylor Bennett
- Dame Helena Morrissey, LGIM (Founder, 30% Club)
- Elizabeth Passey, J Stern & Company
- Anne Richards, M&G Investments
- Jane Scott, Professional Boards Forum
- Rachel Short, Why Women Work
- Su-Mei Thompson, MediaTrust
- Georgie Whittle, Yellow Jersey
- Sarah Wiggins, Linklaters

Contact Points



Website	www.30percentclub.org	
General enquiries	info@30percentclub.org	
Media enquiries	media@30percentclub.org	
Campaign Manager	francoise.higson@anz.com	
International enquiries	marygoudie@hotmail.com	
Australia	Country Lead: Patricia Cross	Main contact: RRichardson@aicd.com.au
Canada	Country Lead: Beatrix Dart	Main contact: Bdart@Rotman.Utoronto.Ca
GCC	Country Lead: Farah Foustok	Main contact: farah.foustok@lazard.com
Hong Kong	Country Co-Lead: Su-Mei Thompson	Main contact: sthompson@thewomensfoundationhk.org
Hong Kong	Country Co-Lead: Tim Payne	Main contact: GWilmerding@brunswickgroup.com
Ireland	Country Lead: Marie O'Connor	Main contact: carol.andrews@bnymellon.com
Italy	Country Lead: Odile Robotti	Main contact: odile.robotti@learningedge.it
Malaysia	Country Lead: Anne Abraham	Main contact: anne@lead-women.com
Southern Africa	Country Lead: Colleen Larsen	Main contact: colleen@businessengage.co.za
US	Country Lead: Kiersten Salander	Main contact: ksalander@bloomberg.net