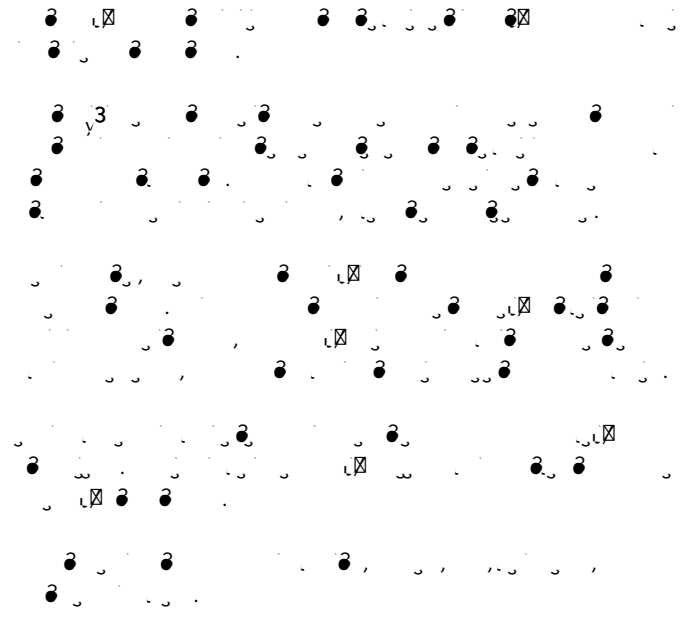
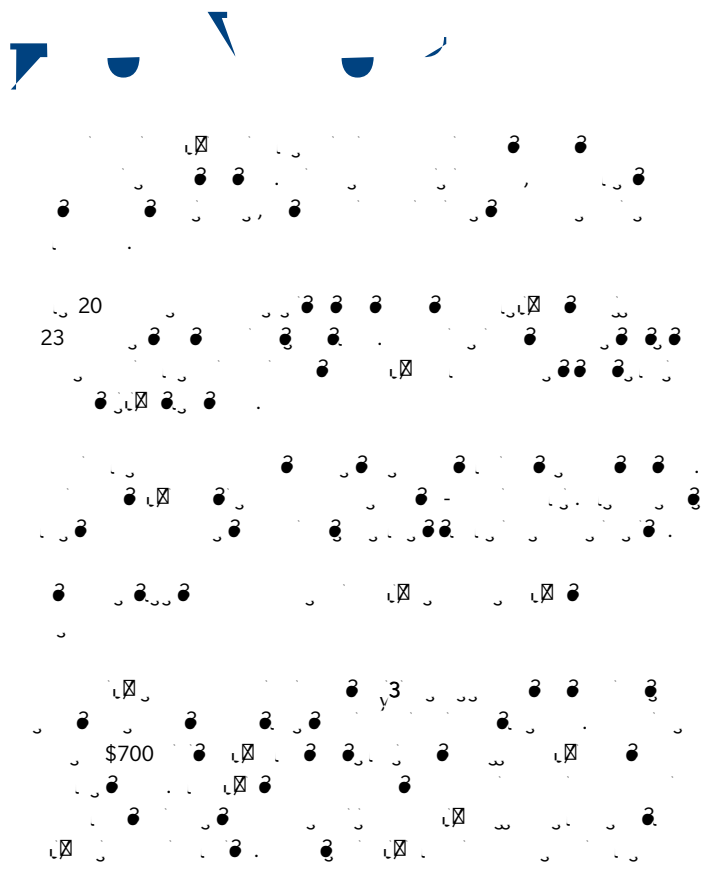




i f i a c i a l e \_ i c e 2020





Jessica Clempner, *Women in Financial Services 2020*  
 Ted Moynihan,



Parsons Brinckerhoff, CEO, 1211 17th St NW, Washington, DC 20036, USA, Tel: +1 202 350 1211, Fax: +1 202 350 1212, Email: [info@parsonsbrinckerhoff.com](mailto:info@parsonsbrinckerhoff.com)  
 Champion, CEO UK & Ireland, 1211 17th St NW, Washington, DC 20036, USA, Tel: +1 202 350 1211, Fax: +1 202 350 1212, Email: [info@parsonsbrinckerhoff.com](mailto:info@parsonsbrinckerhoff.com)



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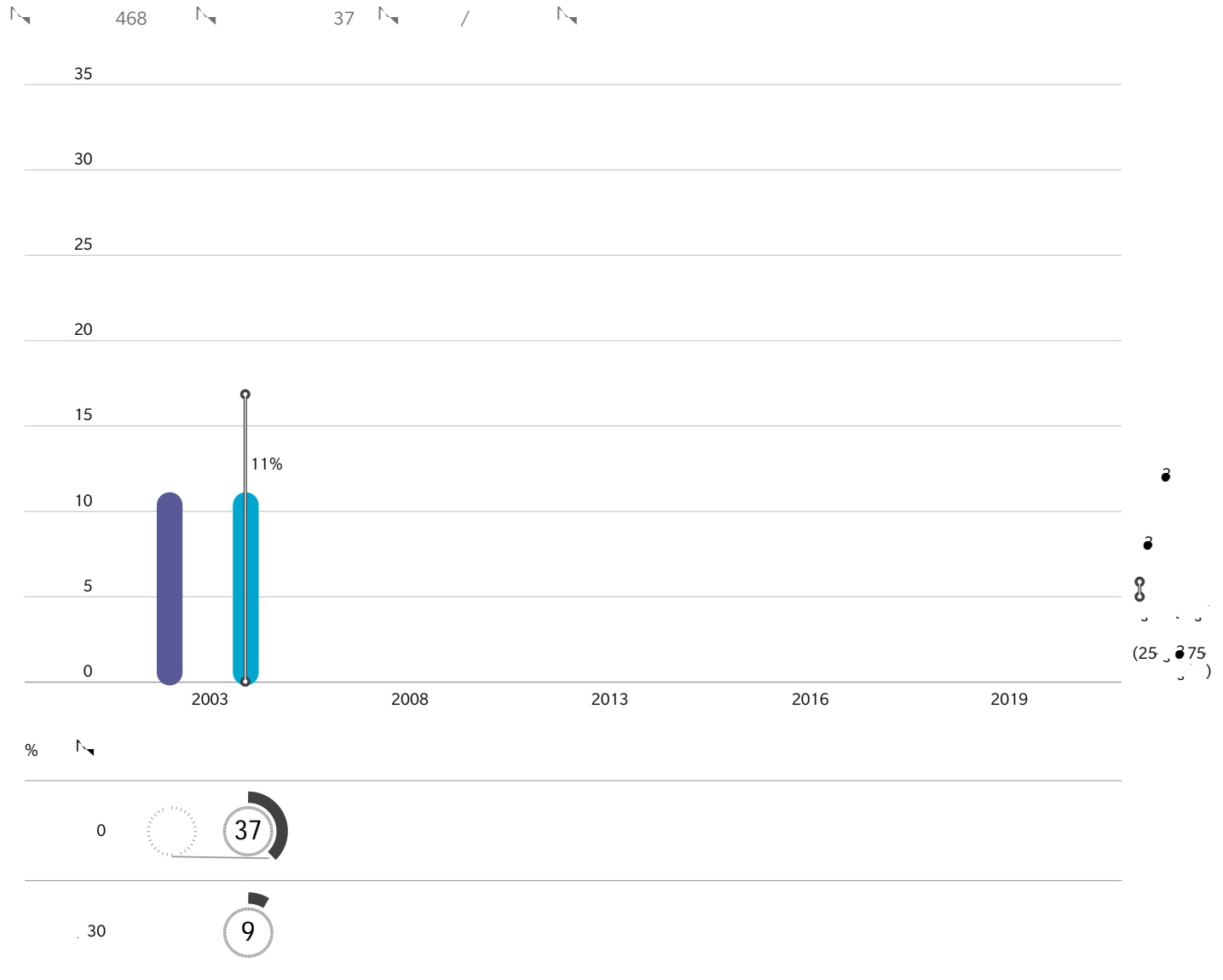
2020

# EFFACE

AUTHORS: JESSICA CLEMPNER, MICHELLE DAISLEY, ASTRID JAEKEL



EXHIBIT 1. REPRESENTATION OF WOMEN ON EXECUTIVE COMMITTEES AND BOARDS IN MAJOR FINANCIAL SERVICES FIRMS GLOBALLY (%)





Women in Financial Services

2014, 2016, 2019

Year	Percentage
2014	37
2016	46
2019	53

Diony Lebot, Deputy CEO, Société Générale

"Diversity and inclusion are not just a matter of social justice, they are a business imperative. At Société Générale, we are committed to creating a workplace where everyone can thrive and contribute to our success."

### BROADENING FAMILY FLEXIBILITY

Initiatives to support work-life balance and family flexibility.

Year	Number of Employees
2014	10,000
2016	20,000
2019	30,000

SOCIÉTÉ GÉNÉRALE (S.G.) - 100 rue de la Harpe - 75004 Paris - France

460, 37, 100, 2019

Year	Percentage
2014	37
2016	46
2019	53

2003, 20, 23, 26, 30, 37

Year	Percentage
2003	20
2004	23
2005	26
2006	30
2007	37
2008	40
2009	43
2010	46
2011	49
2012	52
2013	55
2014	58
2015	61
2016	64
2017	67
2018	70
2019	73

### STRENGTHENING INITIATIVES

Initiatives to strengthen diversity and inclusion.

Year	Number of Employees
2014	10,000
2016	20,000
2019	30,000



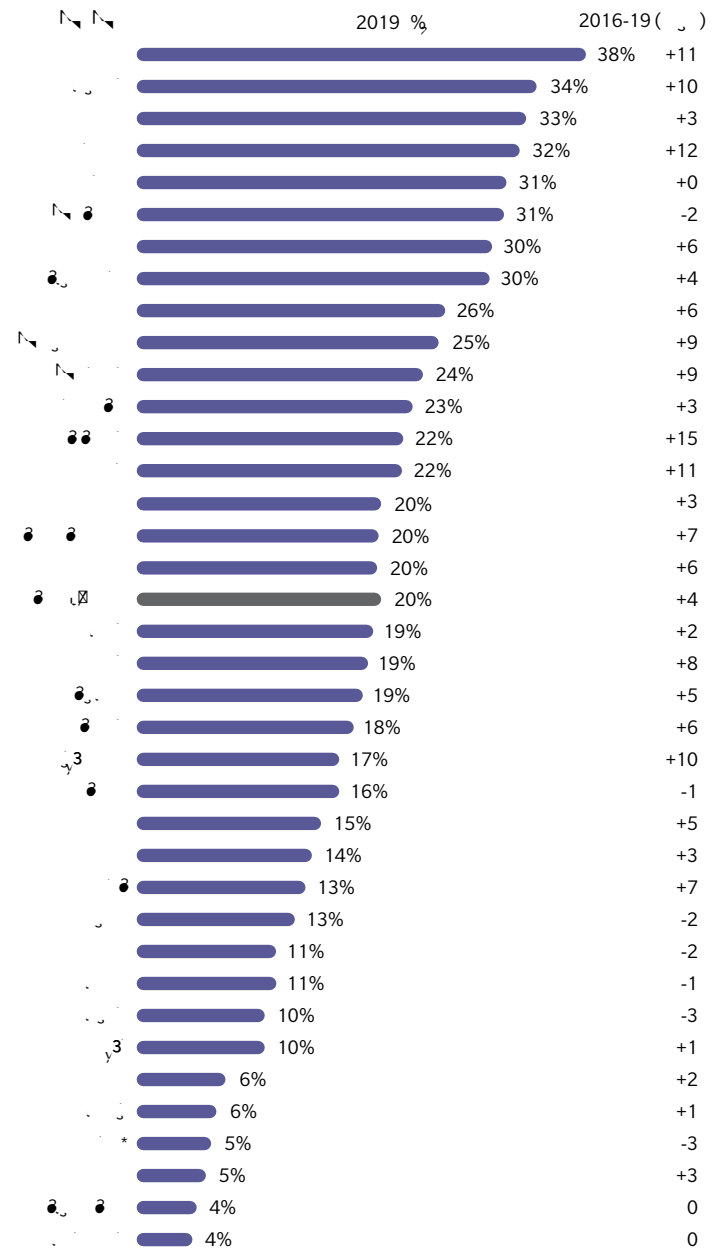
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Ana Peralta, Board member, BBVA

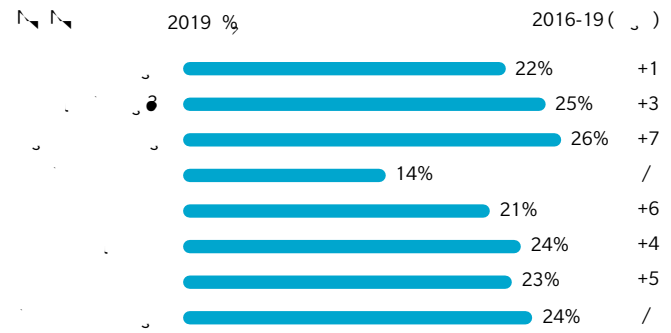
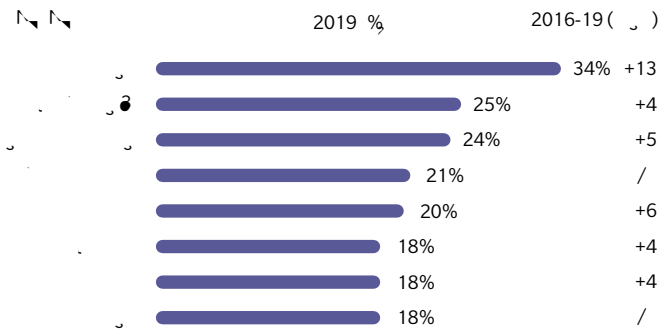
Sergio P. Ermotti,

EXHIBIT 3. REPRESENTATION OF WOMEN ON EXECUTIVE COMMITTEES IN MAJOR FINANCIAL SERVICES FIRMS BY COUNTRY/JURISDICTION (%)



Source: [Source information]

EXH



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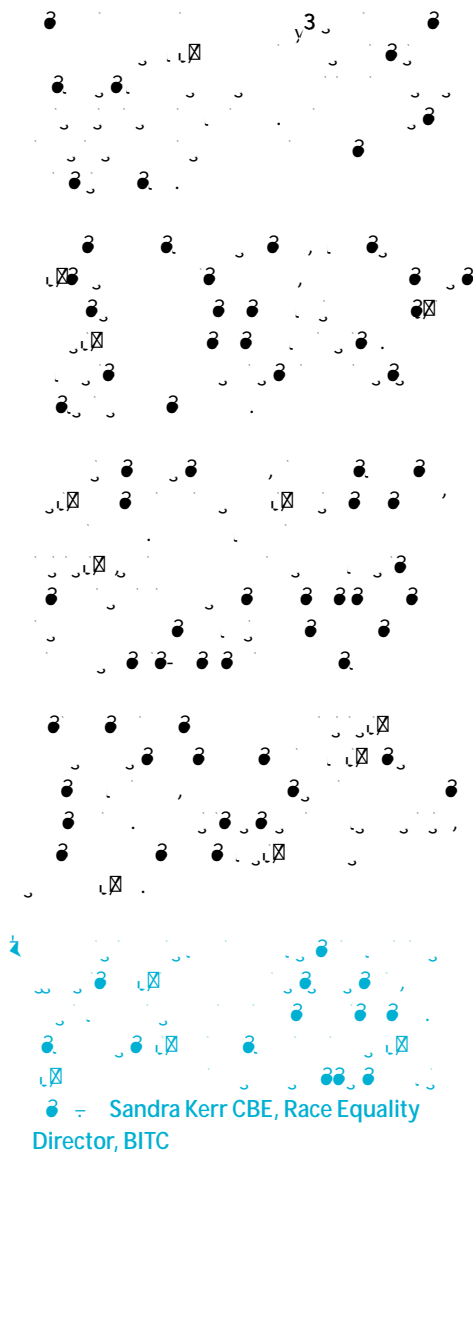
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2016

The diagram consists of several horizontal rows of symbols. The top row features a large number '30' followed by a series of circles and arrows pointing right. Below this, there are several rows of smaller circles, some with arrows, and some with square boxes containing an 'X'. The symbols are arranged in a way that suggests a sequence or a flow of information. The number '30' appears again in the middle section, and '2016' appears in the bottom section. The overall layout is dense and appears to be a technical or scientific representation.



● = Vandana Siney, Group  
CCO, Barclays

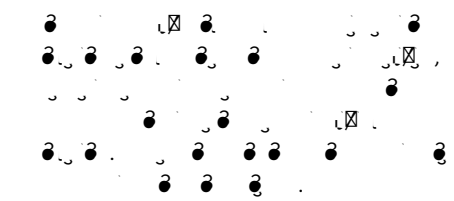
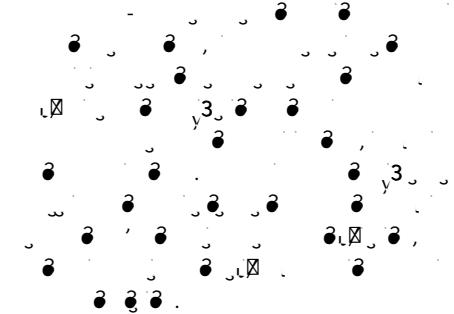


● = Sandra Kerr CBE, Race Equality  
Director, BITC



Gilson Finkelsztain, CEO, B3

### 1. DIVERSITY: JUMPSTARTING THE CHANGE FOR LEADERSHIP



Debbie Crosbie, CEO, TSB



Jacques Ripoll, CEO, CACIB



Diane S. Reyes, Global General Manager and Head of Liquidity and Cash Management, HSBC









# EAGLE

AUTHORS: CHAITRA CHANDRASEKHAR, JESSICA CLEMPNER,  
MADELINE KREHER, MARIYA ROSBERG, ELIZABETH ST-ONGE

G, F  
E, D, G

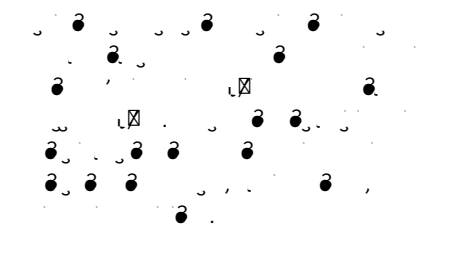
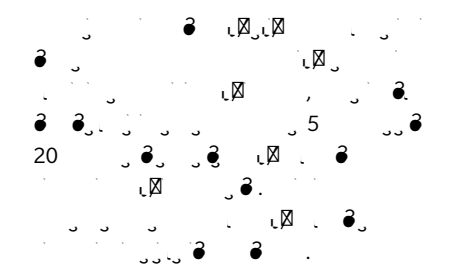
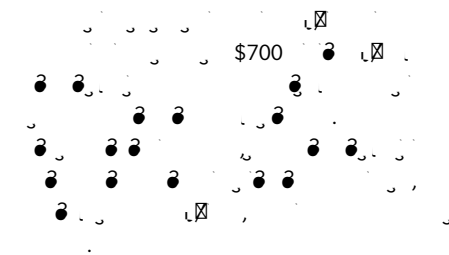
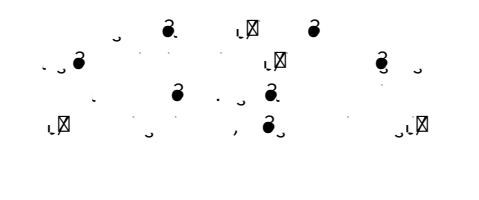
of, l... l  
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is controlled  
by women.<sup>1</sup>



Vishakha Mulye, Executive Director, ICICI Bank



Brian Hartzler, CEO, Westpac

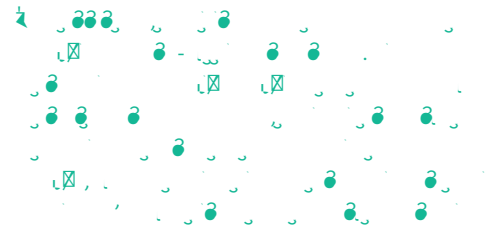








Mary Ellen Iskenderian,  
President and CEO, Women's World Banking



Charlotte Ransom,  
CEO, Netwealth



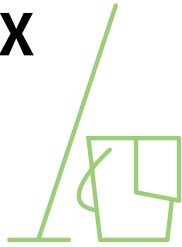
**FE**

Globally, women spend

**2-10x**

more hours per week on

household work than men.<sup>22</sup>



Between the ages of

**30-50**

women are less likely to make sacrifices in their private life than men, with around caring for children or elderly parents coming into play.<sup>23</sup>



**35%**

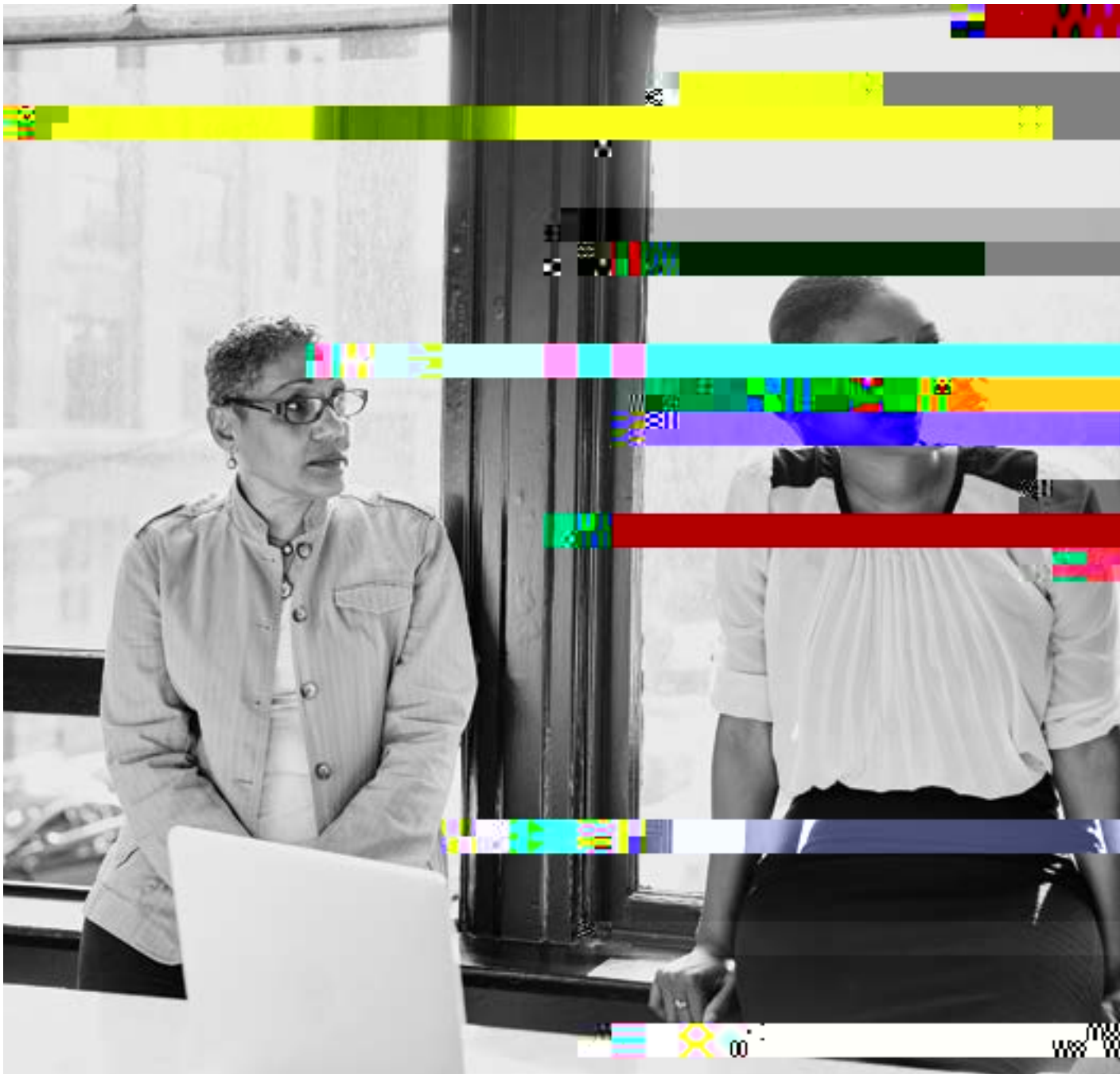
of women worldwide have experienced intimate partner violence, with many survivors losing jobs due to reasons related to the abuse and experiencing financial hardship.<sup>24</sup>



ERS



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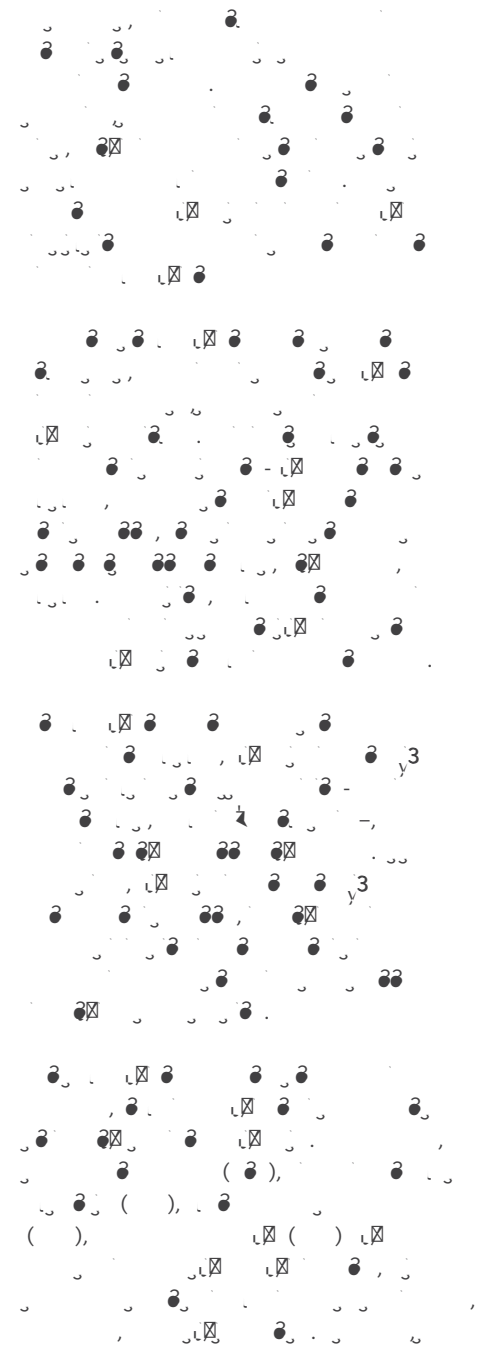






# ECA A E C A E F E R R R

AUTHORS: DOUGLAS ELLIOTT, MARIA JARDIM FERNANDES, TED MOYNIHAN



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" Margarita Delgado,  
 Deputy Governor, Banco de España

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ACCEPTANCE

AUTHORS: CHRISTIAN EDELMANN, JULIA HOBART, WHITNEY SCHURINGA



Carla Antunes Da Silva, Group Strategy,  
Corporate Ventures and Investor Relations  
Director, Lloyds Banking Group



Jenny Tozer, Partner and  
Investment Manager, LGT Vestra



Richard Lacaille,  
Global Chief Investment Officer, State Street  
Global Advisors

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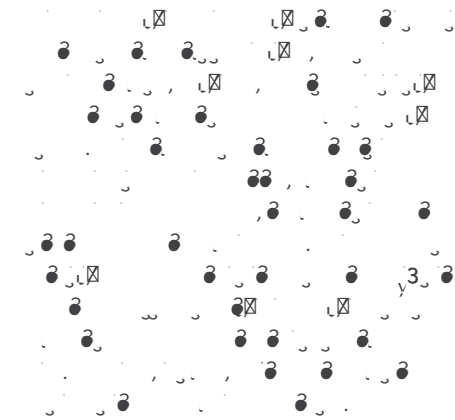






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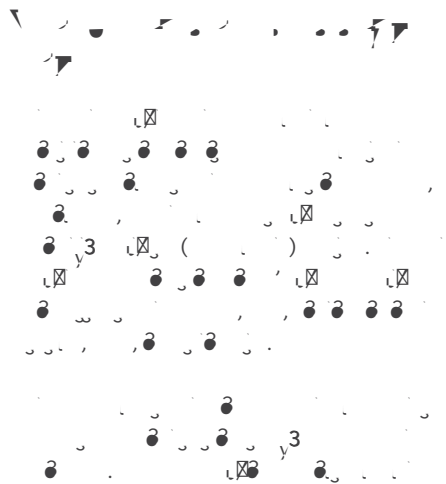




Sucheta Nadkarni,  
Sinyi Chair and Professor of Strategy and  
International Business, Head, Strategy  
and International Business Group, Director,  
Wo+Men's Leadership Centre, Cambridge  
Judge Business School



Sam White, CEO, Pukka Insure  
Lorraine Heggessey,  
former CEO, Royal Foundation of the Duke  
and Duchess of Cambridge and the Duke  
and Duchess of



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Ana Carla Abrao

u ♯ y 3 & ♯

Christopher Allchin

u ♯ y 3 & ♯

Chaitra Chandrasekhar

u ♯ y 3 & ♯

Wei Ying Cheah

u ♯ y 3 & ♯

Michelle Daisley

u ♯ y 3 & ♯

Christian Edelmann

u ♯ y 3 & ♯

Douglas Elliott

u ♯ y 3 & ♯

Julia Hobart

u ♯ y 3 & ♯

Astrid Jaekel

u ♯ y 3 & ♯

Rupal Kantaria

u ♯ y 3 & ♯ 6 (26 (26 11 ♯

Maria Jardim Fernandes

Stefanie Dolpp, Joe Eady, Robert Hunter, Olga Kim & Knowledge Services Team, Zoë Reachill, and Vía Stanojevic.

Madeline Kreher

Stefanie Dolpp, Joe Eady, Robert Hunter, Olga Kim & Knowledge Services Team, Zoë Reachill, and Vía Stanojevic.

Tiphaine Ramenason

Stefanie Dolpp, Joe Eady, Robert Hunter, Olga Kim & Knowledge Services Team, Zoë Reachill, and Vía Stanojevic.

Whitney Schuringa

Stefanie Dolpp, Joe Eady, Robert Hunter, Olga Kim & Knowledge Services Team, Zoë Reachill, and Vía Stanojevic.

Ryan Spatz

Stefanie Dolpp, Joe Eady, Robert Hunter, Olga Kim & Knowledge Services Team, Zoë Reachill, and Vía Stanojevic.

Isabella Tanase

Stefanie Dolpp, Joe Eady, Robert Hunter, Olga Kim & Knowledge Services Team, Zoë Reachill, and Vía Stanojevic.

Stefanie Dolpp, Joe Eady, Robert Hunter, Olga Kim & Knowledge Services Team, Zoë Reachill, and Vía Stanojevic.

# ACKNOWLEDGMENTS

I would like to thank my parents, Mr. and Mrs. J. H. Smith, for their love and support throughout my life. I am also grateful to my friends and colleagues for their encouragement and assistance. My special thanks go to my advisor, Dr. J. D. Jones, for his guidance and patience. I would also like to thank the members of the faculty and staff of the University of California, Berkeley, for their contributions to my education. Finally, I thank the National Science Foundation for their generous support of this research.

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