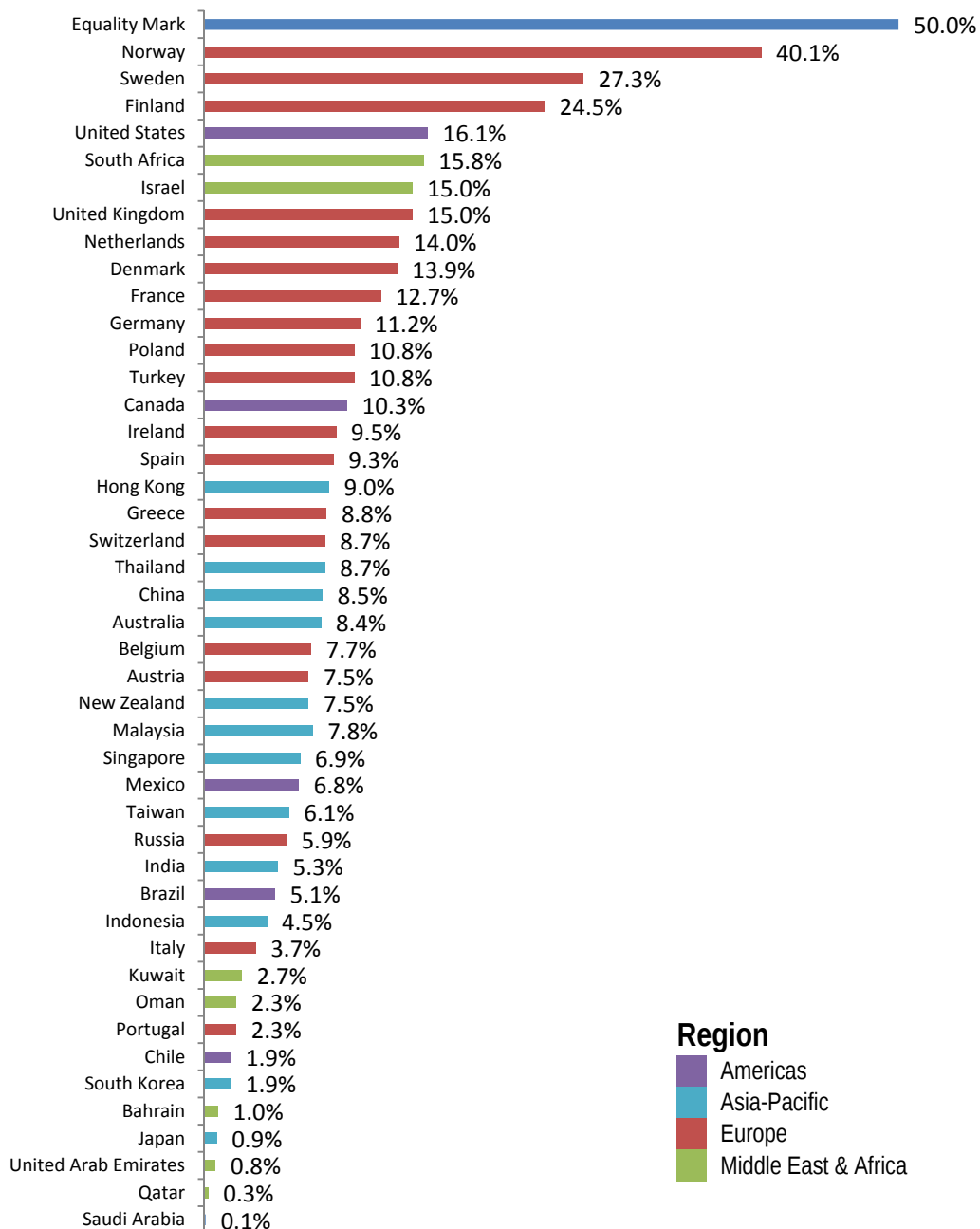


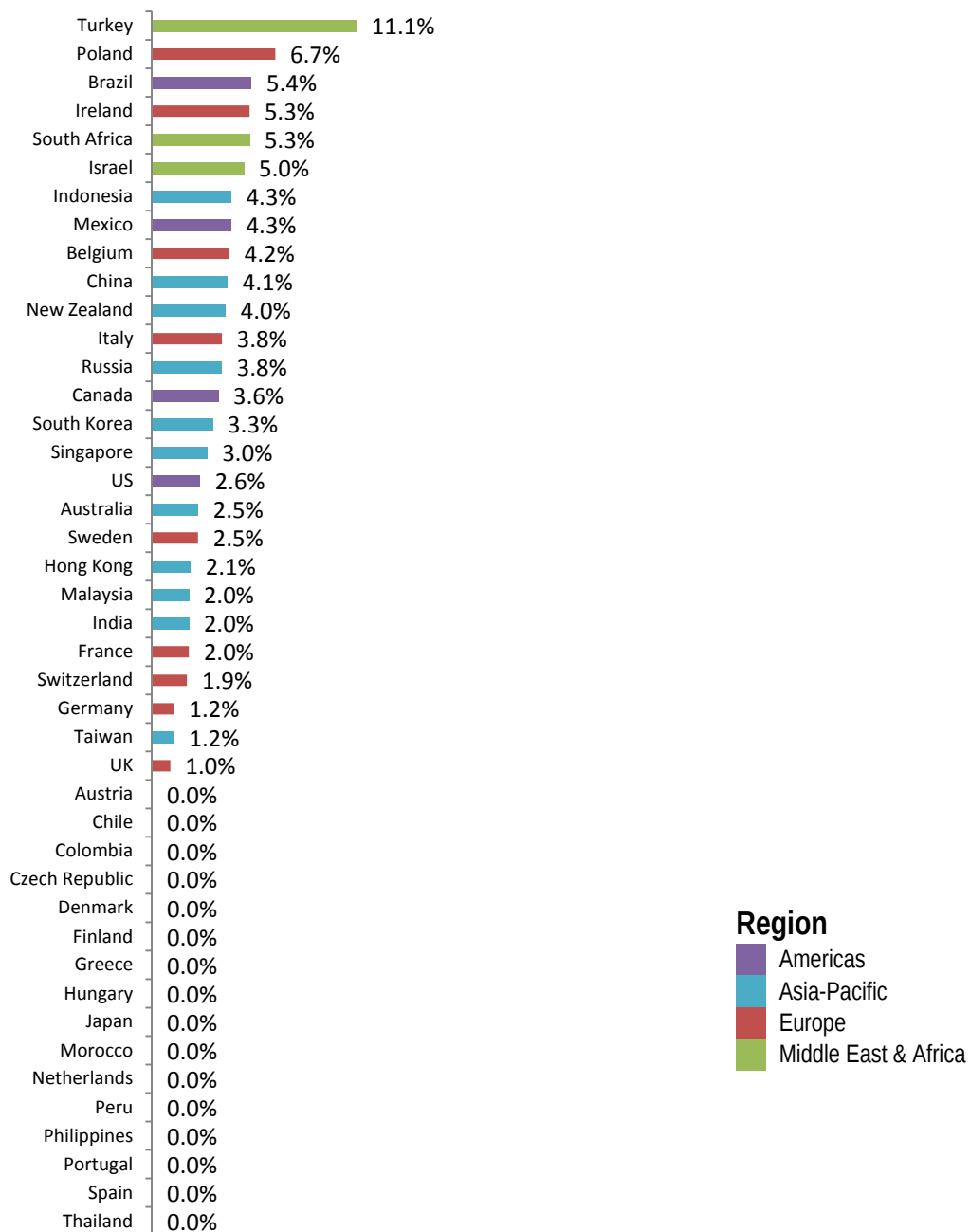
Women on Boards

Global Board Seats Held by Women^{±1}



Women on Boards

Global Women Board Chairs^{±2}

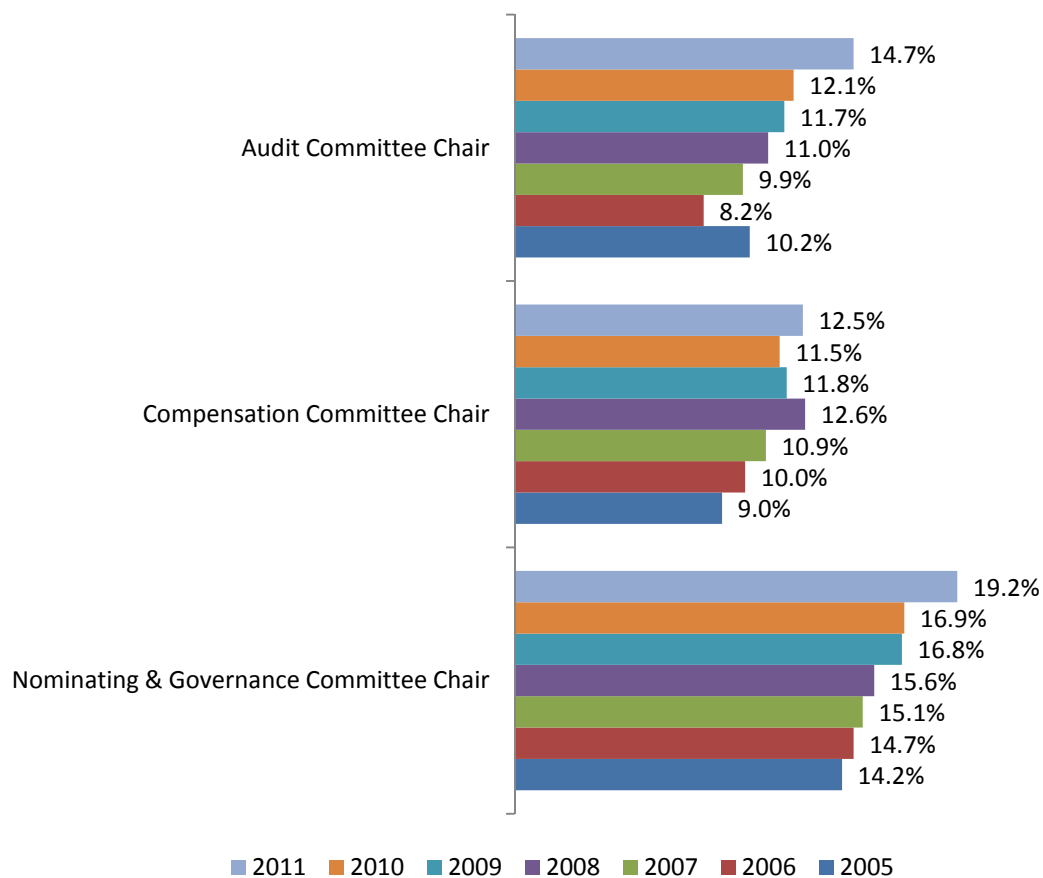


Women on Boards

Women's Historical Share of Board Leadership in Northern America U.S.

- In 2011, 8.3% of *Fortune* 500 lead directors were women, compared to 8.8% in 2010.³

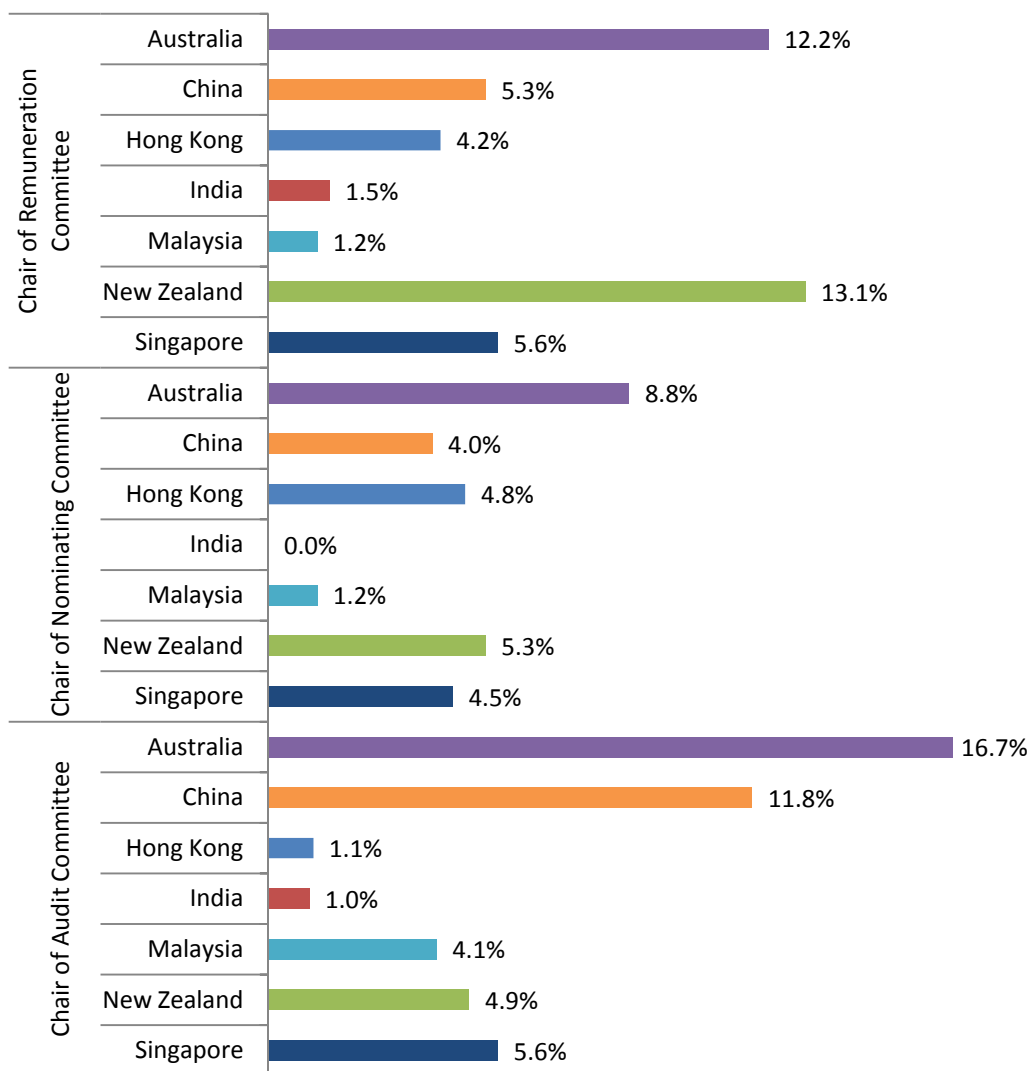
Women as *Fortune* 500 Board Committee Chairs⁴



Women on Boards

Asia/Pacific

Women as Board Leadership Chairs in 2011⁵

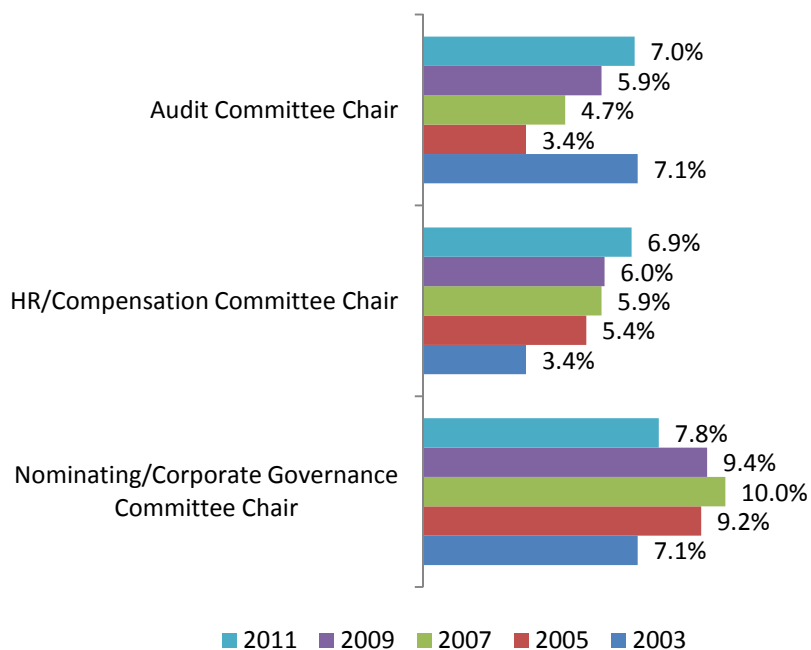


Women on Boards

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Canada

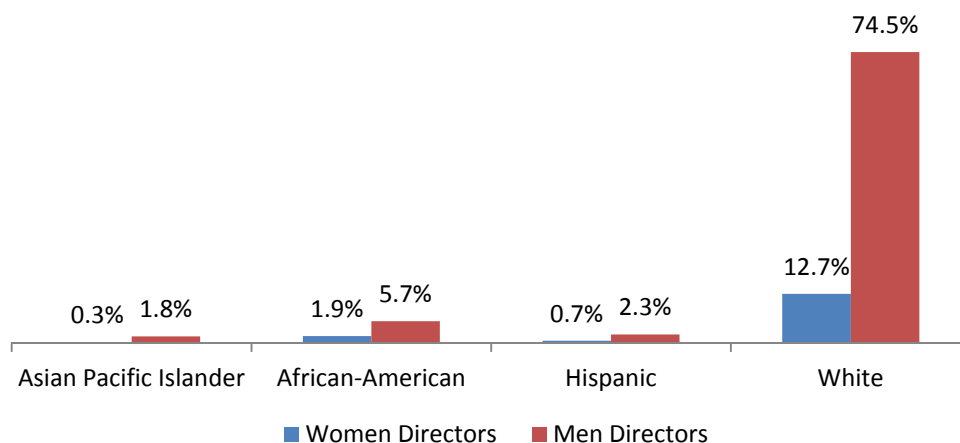
Women as *Financial Post* 500 Public Company Board Committee Chairs⁶



Women on Boards

Racially/Ethnically Diverse Directors in the U.S.

People of Color's Share of *Fortune* 500 Boards Seats⁷



Women of Color on Boards in the U.S.

- Among *Fortune* 500 companies in 2011:
 - o Women of color directors held 3.0% of overall board seats, compared to 13.1% of board seats held by white women.⁸
 - o Of all Women Directors:
 - Black women were 11.3%⁹
 - Latinas were 4.9%¹⁰
 - Asian women were 2.5%.¹¹
 - o Examining the data by company, 70.7% of *Fortune* 500 companies had no women of color directors serving on their board.¹²

Note:

± Reports data where available. Most data is based on a study conducted by Governance Metrics International, which did not include every company in each country, and only countries with at least 10 companies are included here. Different sources show slightly different numbers. Whenever possible, the most detailed source is used. Please see the chart source citations below for full details.

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¹With the exception of Catalyst and Catalyst-partnered data, we use the most recent data available. Unless otherwise specified below, data is derived from: Kimberly Gladman and Michelle Lamb, *GMI Ratings' 2012 Women on Boards Survey* (GovernanceMetrics International, 2012).

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