



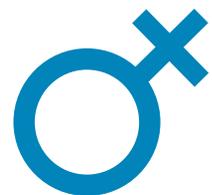
COUNTING EVERY WOMAN:

A SNAPSHOT OF FEMALE REPRESENTATION ON BOARDS AND EXECUTIVE COMMITTEES
ACROSS THE EUROPEAN CAPITAL MARKETS INDUSTRY

November 2014

by Yasmine Chinwala - Partner, New Financial

Only one in five board directors and fewer than one in six executive committee members of European capital markets companies and institutions are women



What this report is about

This report is an attempt to quantify gender diversity at senior levels across the capital markets industry. It aims to dig beneath the headline numbers about women on boards of listed companies and provide a snapshot of female representation on boards and executive committees across 11 different sectors within European capital markets. It aims to answer the following questions:

- What is the overall level of representation of women at senior levels in the capital markets industry?
- What are the differences between representation of women at board level and on executive committees and what is driving those differences?
- Is gender diversity an industry-wide issue? Which sectors are more or less male-dominated than others?

This report does not attempt to identify every problem women face in progressing their careers or provide a full set of recommendations. Nor are we naming and shaming those at the bottom end of the diversity scale.

The debate around gender balance in business is highly emotive. New Financial recognises that gender is just a starting point when it comes to diversity – but it is an important and highly visible one.

Methodology

New Financial collected data from more than 200 companies and institutions across 11 different sectors: pensions funds, asset managers, stock exchanges, banks, investment banks, central banks, law firms, private equity, hedge funds, trade bodies, and regulation and policymakers.

In each sector, we selected 20 companies or institutions with significant operations in Europe based on their size, activity in the capital markets, and availability and quality of information. All data was collected from public sources, FCA register data was collected using IMAS, and additional information requested from individual organisations from May to June 2014.

Where individual members of executive committees were not publicly available, the most senior named executives were included as a proxy. Where a company was a subsidiary of a listed entity and had no named board, the parent group board was recorded. For further information on the data set, contact Yasmine Chinwala, yasmine.chinwala@newfinancial.eu

Acknowledgements:

All the data used in this report was painstakingly gathered and analysed by New Financial researchers Laurence Bax and Georgia Mantalara, under the supervision of William Wright and myself. I owe a huge debt of gratitude to the New Financial team for their hard work, perseverance and superior knowledge of Excel. New Financial would also like to thank the many senior individuals from across the capital markets industry who have contributed to this report both directly and indirectly.

New Financial is a think tank and forum that believes Europe needs bigger and better capital markets to help drive its recovery and growth.

We think this presents a huge opportunity for the industry to embrace change and rethink how capital markets work.

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Data highlights



Only **one in five board directors** at European capital markets companies or institutions are women.



Fewer than **one in six executive committee members** are female.

0% to 71%

The range of female representation on executive committees across our sample.

220

The number of European capital markets companies and institutions surveyed for this report.

47

The number of organisations with no women on their executive committee.

10

The number of organisations where at least half of the executive committee are women.

3

The number of organisations where at least half of the board members are women.

Women in capital markets: where are we now?

1. The boards and executive committees of the biggest companies and institutions in European capital markets are overwhelmingly male-dominated. **Women hold just 19% of board positions and 15% of ex-co roles.** These averages are even lower than the 23% female representation on boards and 16% on ex-cos of FTSE 100 companies. This presents a huge opportunity for the industry to set an example by widening its talent pool.
2. There is a **big difference in gender diversity between boards and executive committees** – for example, at banks, average female representation on boards at 26% is more than double that of ex-cos at 11%. The focus of governments, regulators, policy makers and lobbying groups on boards has not yet had an impact on executive committees. The next step is encouraging all organisations to bring more women into senior management and to build a sustainable pipeline of female executives from the bottom up, to increase numbers rising to the top.
3. The **headline averages of 15% and 19% disguise a wide range of gender diversity between the different sectors** in our sample – average female representation on executive committees is lowest at 8% for investment banks, rising to 28% for trade bodies. A deeper view of data from the register of the Financial Conduct Authority shows that for the most male-dominated sectors (investment banks, private equity and hedge funds), the proportion of women decreases rapidly at higher levels of management. The factors hindering women from progressing in these sectors need closer attention.
4. Companies and institutions in **countries with mandatory quotas or “comply or explain” target setting approaches have better gender balance**, as do listed companies compared to private institutions. The Nordic countries, France and Germany are the top three for average percentage of female representation on boards, but again their ex-cos lag behind. When companies face scrutiny of their gender data, they make changes. Measuring female representation and setting targets and deadlines in public view ensures that future promises will be delivered.
5. The European capital markets industry is starting from a very low base when it comes to gender balance, and this situation is not going to change quickly. **The most common figure for the percentage of women on both boards and executive committees is zero, and a fifth of our sample have no women on their ex-cos.** On 95% of ex-cos and 98% of boards, women are in the minority. If the industry wants to address the lack of diversity in decision-making roles, it will need to commit to making a concerted effort over an extended period of time.

Only one in five board directors at companies and institutions in European capital markets are women – and fewer than one in six executive committee members are female.

Across a sample of more than 220 organisations, there are just 435 women out of a total of 2,295 board directors – that’s 19%. Of the 2,483 individuals on executive committees across the industry, 384 – just 15% – are women.

Gender balance in capital markets is worse than in the FTSE 100, suggesting this industry is not following best practice for recruiting, retaining and promoting its staff.

The 4 percentage point difference between the two averages may not seem large in absolute terms, but given how low the figures are, it is important. Policymakers have largely focused on getting more women on to boards, but clearly ex-cos also require their attention.

The headline averages disguise a wide range in female representation between different sectors (see Fig.2).

First, there is a significant disparity between sectors. At board level, just over a quarter of directors at pension funds (27%) and banks (26%) are women, compared to just 10% for trade bodies and 13% for stock exchanges.

On executive committees, investment banks (8%) have the lowest levels of female representation, followed closely by hedge funds and private equity (both on 9%). Trade bodies (28%), pension funds (27%) and regulators (24%) lead the pack.

There are also large differences within sectors: for example, just 11% of bank ex-cos are women, compared with 26% of their board directors. The difference in outcome when a company is forced or encouraged to increase diversity on boards but not in its senior management could point the way for future policy.

Fig. 1 **Counting every woman**

Average female representation at the highest levels across the capital markets industry*

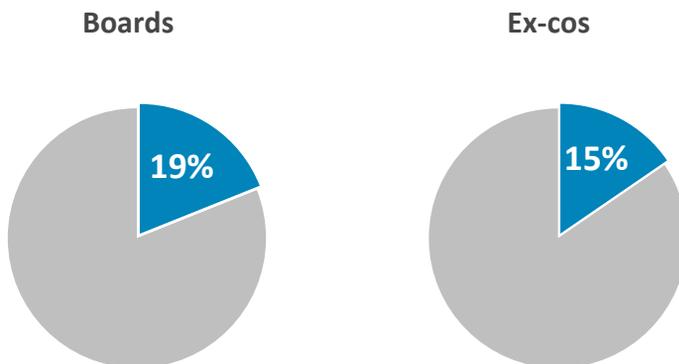
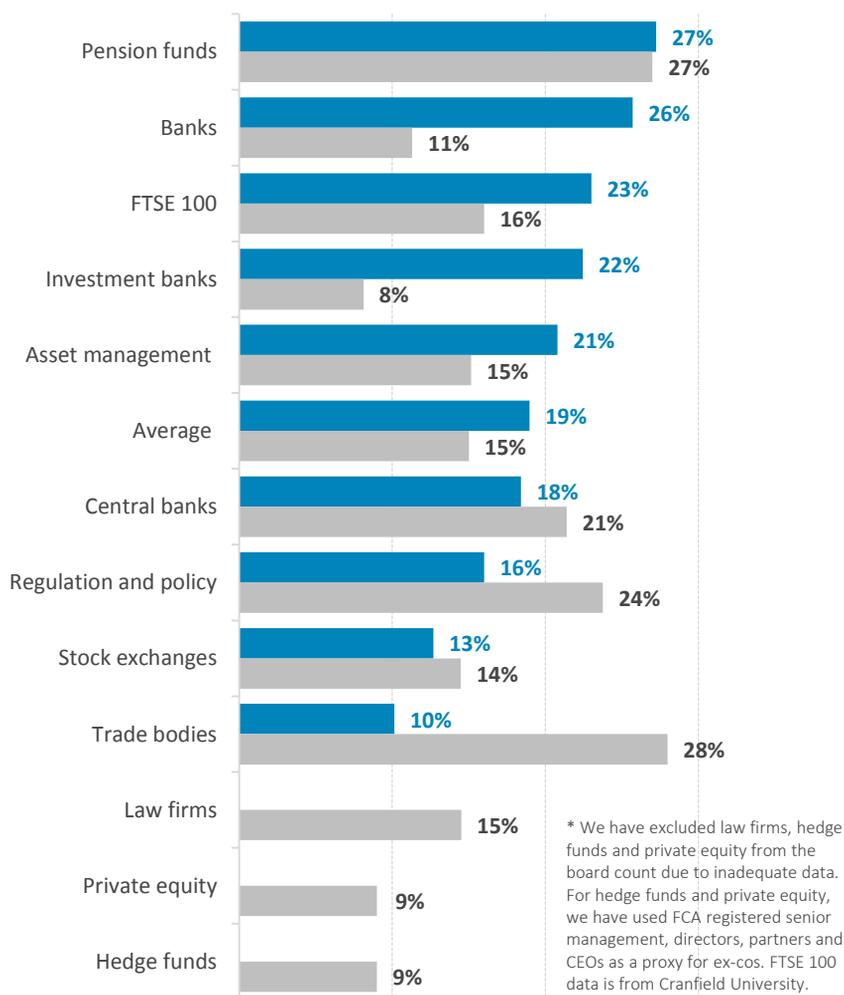


Fig. 2 **How the different sectors compare**

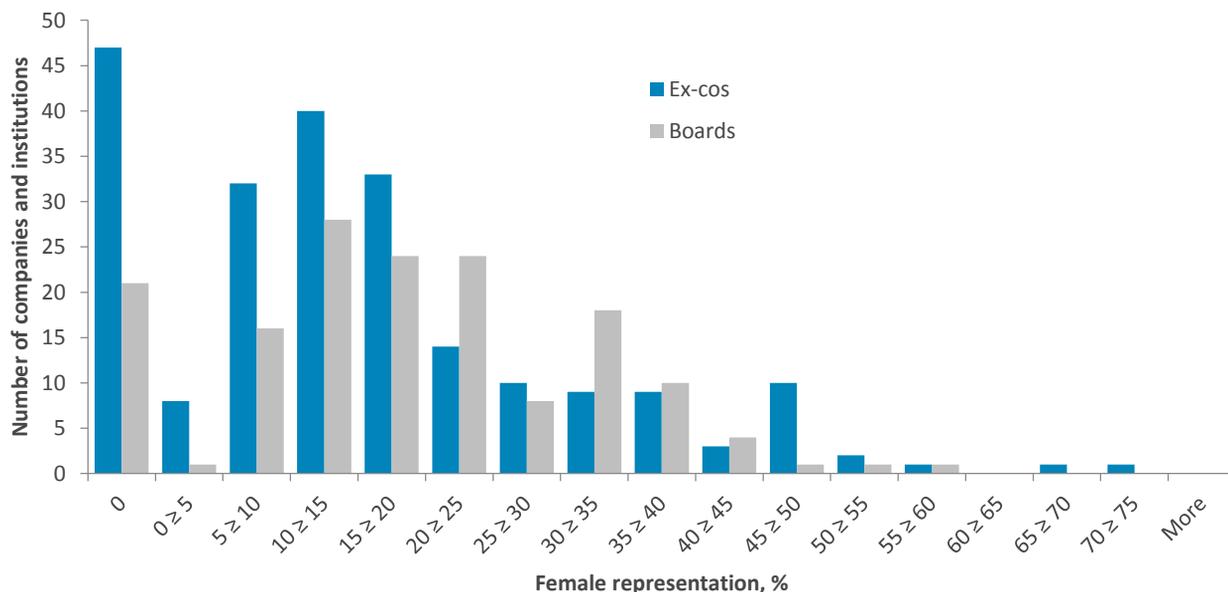
Average female representation at the highest levels by sector * ■ Board ■ Ex-co



* We have excluded law firms, hedge funds and private equity from the board count due to inadequate data. For hedge funds and private equity, we have used FCA registered senior management, directors, partners and CEOs as a proxy for ex-cos. FTSE 100 data is from Cranfield University.

Fig. 3 Starting from scratch

A distribution of all European capital markets organisations in our sample by percentage of female representation on boards and ex-cos



(Note: Hedge funds and private equity ex-cos include all FCA registered directors, partners and CEOs plus any named senior individuals listed on company websites)

We can see that gender balance has a long way to go in the European capital markets when the most common total number of women on boards or executive committees across the industry is 0.

Just over one fifth of the 220 companies and institutions in the sample have no women on their executive committees and women make up less than 10% of ex-cos at four out of 10 organisations (see Fig.3).

The distribution is clearly skewed towards 0 women on boards and ex-cos, and clusters around 5%-25%. The most frequently occurring value (mode) for both ex-cos and boards is 0%, and the halfway point (median) of the distribution is 13% for ex-cos and 18% for boards.

Women in senior management are scarcer in some sectors than others. Fig.4 shows the distribution of ex-cos with no women by sector. For example, eight out of the 20 investment banks in our sample have no women on their ex-cos.

The situation is similar for private equity and hedge funds. Gender balance on ex-cos is a long term project when so many are starting from nought.

Fig. 4 The power of nought

The percentage of ex-cos with no female representation, by sector

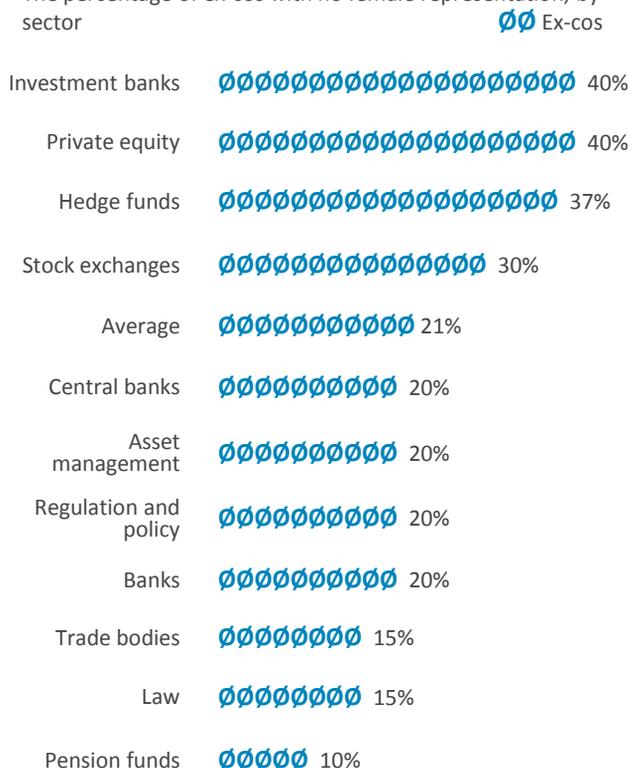


Fig. 5 **Top 25 capital market organisations for gender diversity**

This table ranks organisations by percentage of female representation on their boards and ex-cos. It would be easy to name and shame the worst performers as well but there are too many of them (there are 47 organisations that have no women at all on their executive committees) and this report is about encouraging better diversity, not exposing a lack of it. It is interesting to note that the top 25 for both boards and ex-cos are dominated by pensions funds, trade bodies, central banks and regulators. It is also noteworthy that two of the top three organisations for both boards and ex-cos have female CEOs.

Boards			
	Name	Sector	% Female
1	AP2	Pension funds	56%
2	AMF Pension	Pension funds	55%
3	Oslo Bors	Stock exchanges	50%
4=	AP3	Pension funds	44%
4=	Keva Finland	Pension funds	44%
6	Finansinspektionen	Regulation	43%
7	Financial Conduct Authority	Regulation	42%
8	Societe Generale	Banks	40%
9=	BNP Paribas	Banks	38%
9=	Comisión Nacional del Mercado de Valores	Regulation	38%
9=	Finanstilsynet	Regulation	38%
9=	PGGM	Asset management	38%
13	European Private Equity and Venture Capital Association	Trade association	36%
14	FRR France	Pension funds	35%
15=	Allianz (board of AGI and PIMCO)	Asset management	33%
15=	APG	Pension funds	33%
15=	Autorité des Marchés Financiers	Regulation	33%
15=	Bank of Finland	Central banks	33%
15=	Norges Bank	Central banks	33%
15=	Royal Bank of Scotland	Banks	33%
15=	Stichting Pensioenfond ABP	Pension funds	33%
15=	Norwegian Government Pension Fund	Pension funds	33%
23	Danmarks Nationalbank	Central banks	32%
24	Deutsche Bank	Banks	32%
25=	ATP Denmark	Pensions funds	31%
25=	Banque de France	Central banks	31%
25=	ING	Banks	31%

Ex-cos			
	Name	Sector	% Female
1	Federation of European Stock Exchanges	Trade association	71%
2	European Private Equity and Venture Capital Association	Trade association	67%
3	Swiss Fund and Asset Management Association	Trade association	57%
4=	Pensioenfond Metaal en Techniek	Pension funds	54%
4=	Sveriges Riksbank	Central banks	54%
6=	Autorité des Marchés Financiers	Regulation	50%
6=	Bank of Greece	Central banks	50%
6=	Comisión Nacional del Mercado de Valores	Regulation	50%
6=	Finansinspektionen	Regulation	50%
6=	Finanstilsynet	Regulation	50%
11	Norges Bank	Central banks	46%
12	Central and Eastern European Stock Exchange Group	Stock exchanges	45%
13	Financial Conduct Authority	Regulation	44%
14=	AMF Pension	Pension funds	43%
14=	BNP Paribas Investment Partners	Asset management	43%
16	HSBC Global Asset Management	Asset management	40%
17	International Swaps and Derivatives Association	Trade association	37%
18=	Alecta	Pension funds	36%
18=	Futures Industry Association Europe	Trade association	36%
18=	Ilmarinen	Pension funds	36%
18=	Varma Finland	Pension funds	36%
22=	AP3	Pension funds	33%
22=	British Private Equity & Venture Capital Association	Trade association	33%
22=	Groupe BPCE	Banks	33%
22=	Goldman Sachs Asset Management	Asset management	33%
22=	Latham & Watkins	Law	33%
22=	National Association of Pension Funds	Trade association	33%

(Note: Boards and ex-cos with fewer than 6 members were excluded from this table.)

The nationality of the company or institution has a surprisingly large impact on the overall level of gender diversity you are likely to encounter.

Fig. 6 offers a geographic perspective on our board and ex-co data, ranked by female representation on boards. It is not a coincidence that the top six countries have mandatory quotas or voluntary targets for gender balance on boards.

For all of the top six, ex-co figures lag boards, indicating that the focus on boards needs to be extended to management positions, and that setting targets with deadlines and monitoring progress works.

The Nordic region tops the list. Norway introduced a 40% quota for female board representation in 2003, the first country in the world to do so, while both Sweden and Finland have a “comply or explain” approach to gender balance on boards. Danish companies and state institutions also have to set targets for themselves by law.

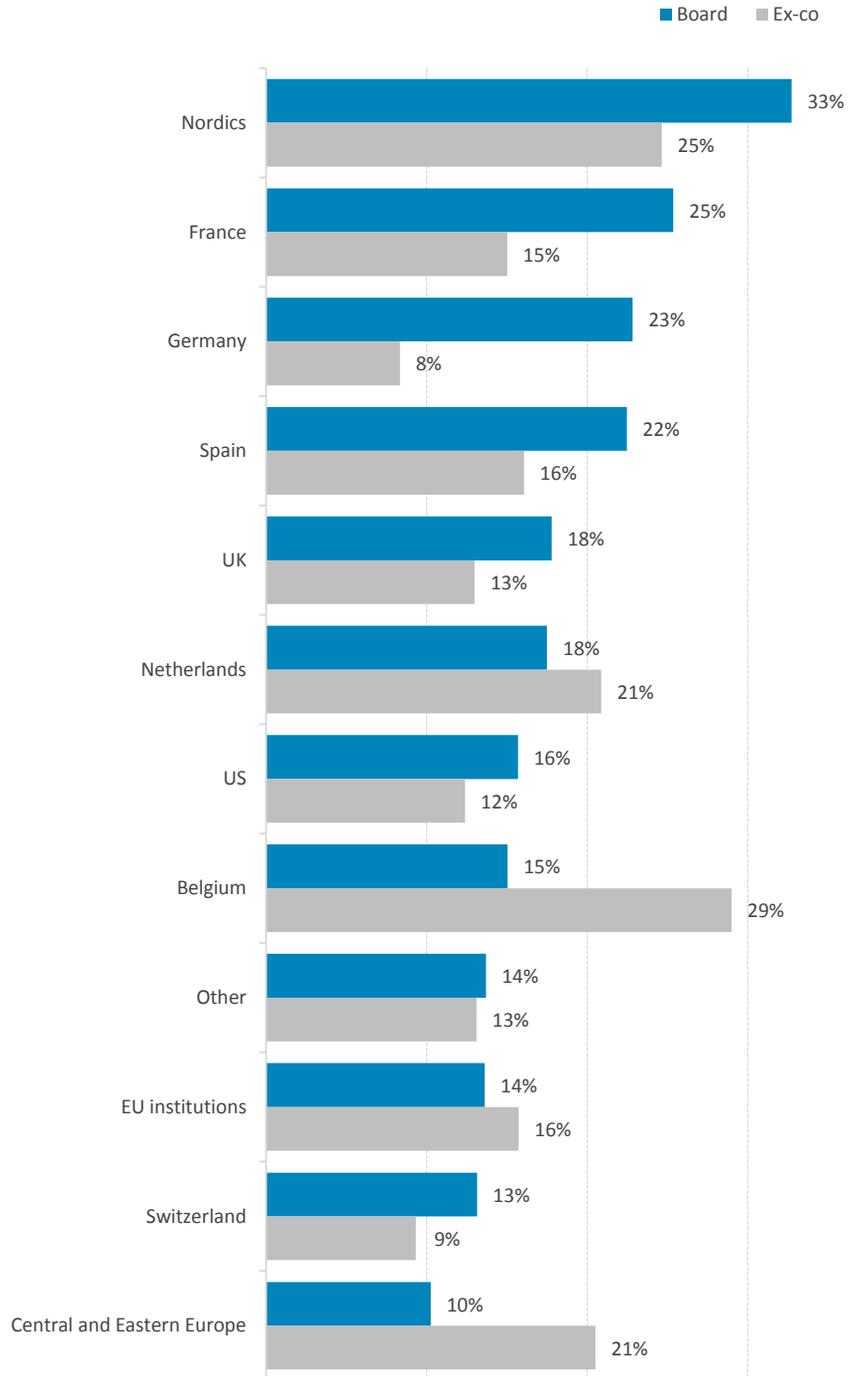
France and Spain both have quotas that require boards to have a minimum of 40% women by 2016, German supervisory boards need to reach 30% female representation by 2020 and the Netherlands has a quota of 30% by 2016. The UK has a voluntary target of 25% by 2015.

There is a stark gap between the performance of boards and ex-cos in some of these countries. At German companies and institutions in our sample, just 8% of ex-co members are women, roughly one third of the proportion of board members.

Policymakers can and should lead by example. It is notable that the six EU institutions (DG Markt, EBA, ECB, EIOPA, ESMA, ESRB) have not yet taken the opportunity to set an aspirational example for the industry they supervise, with just 14% female representation on their boards and 16% on ex-cos.

Fig. 6 Countries with board quotas lead the charge

Average percentage of female representation on boards and ex-cos by country or region



Note: All companies and institutions in the sample were allocated a country or region based on the location of their headquarters, except the EU institutions category, which includes DG Markt, EBA, ECB, EIOPA, ESMA, European Systemic Risk Board. Nordics includes Finland, Norway, Sweden, Denmark. Central and Eastern Europe includes Turkey, Romania, Czech Republic, Poland, Hungary. Any country with fewer than six organisations in the sample was grouped under “Other”.

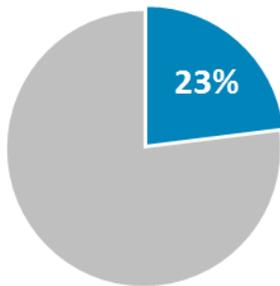
Fig.7 **Company behaviour in and out of the spotlight**

Percentage of female representation on boards and ex-cos by type of organisation

Listed companies

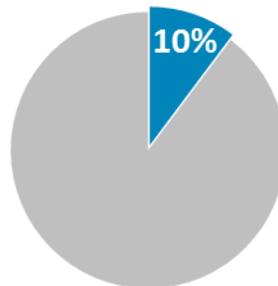
7.i Boards

(All sectors)



7.ii Executive committees

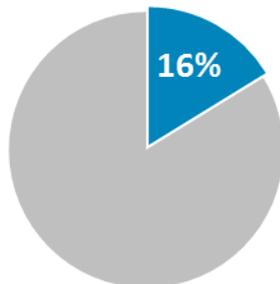
(All sectors)



All unlisted companies and institutions

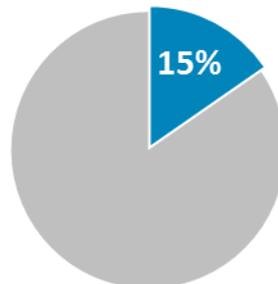
7.iii Boards

(All sectors)



7.iv Executive committees

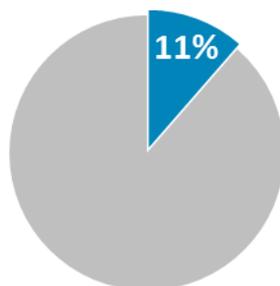
(All sectors)



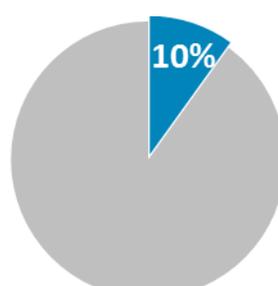
Privately-held companies only

(Asset management, investment banks, stock exchanges, hedge funds, private equity)

7.v Boards



7.vi Executive committees



Note: For those organisations in the sample that were subsidiaries of a larger listed company, the subsidiary ex-co was recorded as unlisted and the parent group board was recorded as listed.

There is a wide variation in gender diversity between companies and organisations in and out of the spotlight.

Many of the countries in our sample have introduced mandatory quotas or take a “comply and explain” target setting approach to improving gender balance, but for most part these rules only apply to the biggest listed companies. Fig.7 breaks down the organisations in our sample by whether or not they are listed companies, and shows there are clear differences in female representation.

For the listed companies in our sample, as shown in Fig.7.i and 7.ii, average female representation on boards is more than double that of ex-cos, as nearly all policy focus so far has been on boards. Company boards have to comply, but ex-cos do not.

For the non-listed companies and institutions in our sample, as shown in Fig.7.iii and 7.iv, the proportion of women on boards is a third lower than that of listed companies, because the pressure of public scrutiny is removed. But there is less of a gap between boards(16%) and ex-cos (15%). This implies that this is the ‘natural’ level of female representation in senior roles at these types of companies and institutions.

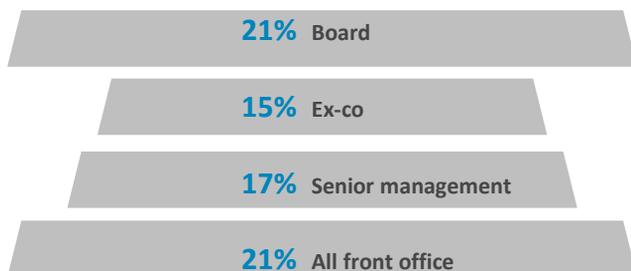
If we strip out institutions in our sample that are never listed (pension funds, central banks, regulators, trade bodies and law firms) the proportion of women falls even further among the remaining privately-held companies. The average female representation on this narrower sample of private company boards is less than half that of listed companies.

Again the board and ex-co figures are almost equal at 11% and 10%, indicating that without proactive measures, the proportion of women in top roles will just sit at this level.

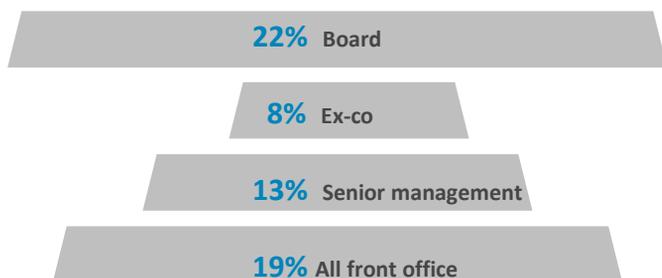
Fig. 8 **Moving up the corporate ladder**

Percentage of female representation at different levels of seniority for asset managers, investment banks, private equity firms and hedge fund managers, supplementing our board and ex-co data with data from the FCA register.

Asset management



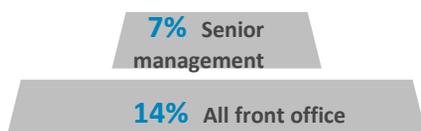
Investment banks



Hedge funds



Private equity



Note: Senior management is FCA registered directors, partners and CEOs. All front office are FCA approved individuals performing controlled functions. For hedge funds and private equity, senior management also includes all European partners named on company websites.

Approved persons performing controlled functions usually have significant influence on the conduct of the authorised firm's regulatory activities, e.g. directors, senior managers, finance, audit, compliance staff, proprietary traders, as well as those who deal with customers, particularly in an advisory capacity, e.g. financial advisers, sales traders and investment managers.

The top decision making roles are not the only ones dominated by male staff.

Fig.8 shows the progress of women working in front office roles in four sectors – asset management, hedge funds, investment banks and private equity. These were sectors for which we were able to collate comparable data from the FCA register for 'approved persons' as a proxy for all front office staff.

First, the percentage of these roles held by women starts from a low baseline – from just 12% for hedge funds to 21% for asset management. Improving gender balance at the most junior level will increase the pool of women available for promotion further up the pipeline.

Second, in addition to starting off with fewer women, there is a disproportionate drop off for women as they move up. If promotion through the company ranks was purely meritocratic and there were no artificial impediments to the promotion of talented women, we would expect the proportions to stay roughly constant.

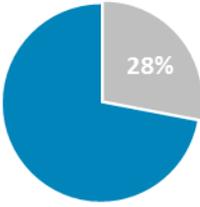
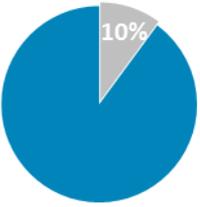
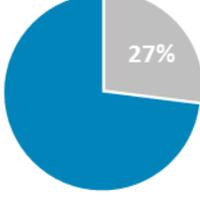
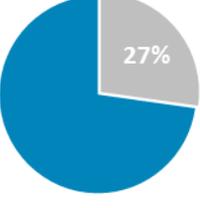
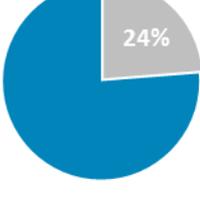
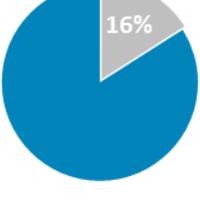
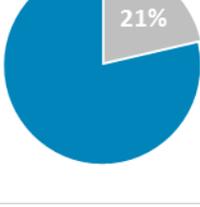
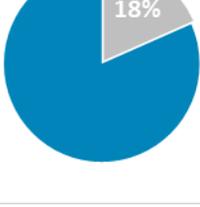
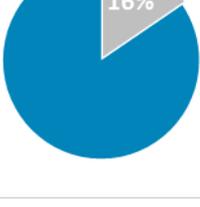
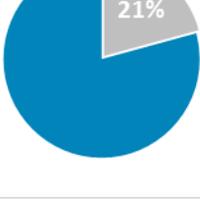
But in all four sectors, something is affecting women more than their male counterparts in gaining promotion from front office roles to senior management, and then from senior management to the executive committee level.

These factors are more pronounced for women working for investment banks and private equity than for asset management and hedge funds. This indicates that the nature of certain types of work and promotion mechanisms have a greater negative impact on female staff.

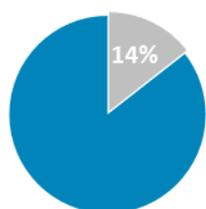
The board data for asset management and investment banks are again flattered by the inclusion of group level boards in the sample. The use of voluntary targets and mandatory quotas have been very powerful in effecting change on boards, and could be used more broadly.

Average female representation on boards and ex-cos and top 5 organisations for gender diversity in each sector

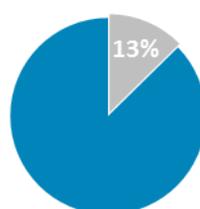
▲ Fewer than 6 members, * Group level

<p>Trade bodies</p> <p>Ex-cos</p>  <ul style="list-style-type: none"> 1 FESE 71% 2 European Private Equity and Venture Capital Association 67% 3 Swiss Funds and Asset Management Association 57% 4 International Swaps and Derivatives Assoc. 37% 5 Futures Industry Assoc. Europe 36% 	<p>Boards</p>  <ul style="list-style-type: none"> 1 EVCA 36% 2 European Fund and Asset Management Association 20% 3 British Private Equity and Venture Capital Association 18% 4 National Assoc. of Pension Funds 18% 5 Federation of European Stock Exchanges 15%
<p>Pension funds</p> <p>Ex-cos</p>  <ul style="list-style-type: none"> 1 Pensioenfonds Metaal en Techniek (PMT) 54% 2 ATP Denmark▲ 50% 3 BT Group UK Pension Scheme (Hermes)▲ 50% 4 AMF Pension 43% 5 RBS Group Pension Fund▲ 40% 	<p>Boards</p>  <ul style="list-style-type: none"> 1 AP2 56% 2 AMF Pension 55% 3 AP3 44% 4 Keva Finland 44% 5 FRR France 35%
<p>Regulation and policy</p> <p>Ex-cos</p>  <ul style="list-style-type: none"> 1 Finansinspektionen 50% 2 Comisión Nacional del Mercado de Valores 50% 3 Finanstilsynet 50% 4 Autorité des Marchés Financiers 50% 5 Financial Conduct Authority 44% 	<p>Boards</p>  <ul style="list-style-type: none"> 1 Finansinspektionen 43% 2 Financial Conduct Authority 42% 3 Netherlands Authority for the Financial Markets▲ 40% 4 Comisión Nacional del Mercado de Valores 38% 5 Finanstilsynet 38%
<p>Central banks</p> <p>Ex-cos</p>  <ul style="list-style-type: none"> 1 Riksbank 54% 2 Bank of Greece 50% 3 Norges Bank 46% 4 Bank of England 26% 5 Narodowy Bank Polski 22% 	<p>Boards</p>  <ul style="list-style-type: none"> 1 Bank of Finland 33% 2 Norges Bank 33% 3 Danmarks Nationalbank 32% 4 Banque de France 31% 5 Sveriges Riksbank 27%
<p>Asset management</p> <p>Ex-cos</p>  <ul style="list-style-type: none"> 1 BNP Paribas Investment Partners 43% 2 HSBC Asset Management 40% 3 Goldman Sachs Asset Management 33% 4 State Street Global Advisors 29% 5 Natixis Asset Management 29% 	<p>Boards</p>  <ul style="list-style-type: none"> 1 BNP Paribas* 38% 2 PGGM 38% 3 Allianz (AGI & PIMCO)* 33% 4 APG 33% 5 Deutsche Bank* 32%

Stock exchanges

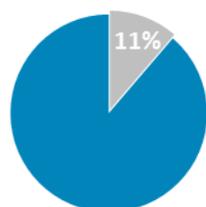


Ex-cos	
1 Irish Stock Exchange▲	50%
2 CEESEG	45%
3 Bucharest Stock Exchange▲	33%
4 TOM MTF	29%
5 Turquoise▲	25%

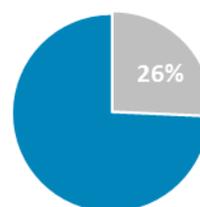


Boards	
1 Oslo Bors	50%
2 Deutsche Börse	22%
3 SIX Swiss Exchange	22%
4 NASDAQ	21%
5 BME (Spanish Exchanges)	20%

Banks

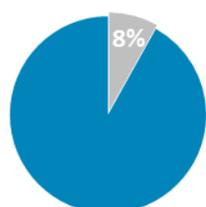


Ex-cos	
1 Groupe BPCE	33%
2 Barclays	30%
3 Banco Santander	25%
4 HSBC	20%
5 Intesa Sanpaolo	20%

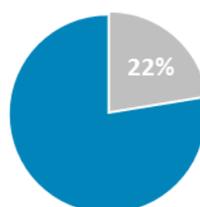


Boards	
1 Societe Generale	40%
2 BNP Paribas	38%
3 Royal Bank of Scotland	33%
4 Deutsche Bank	32%
5 ING	31%

Investment banks

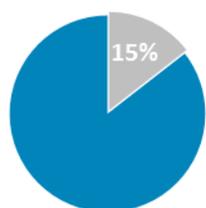


Ex-cos	
1 Credit Agricole CIB	19%
2 Goldman Sachs*	15%
3 UBS IB	14%
4 BAML Global Banking and Markets	13%
5 Morgan Stanley*	13%



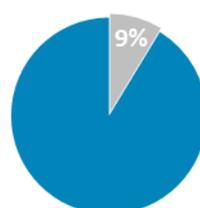
Boards	
1 Societe Generale*	40%
2 BNP Paribas*	38%
3 RBS*	33%
4 Deutsche Bank*	32%
5 BAML*	27%

Law firms*



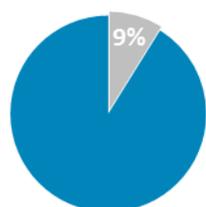
Ex-cos	
1 Latham & Watkins	33%
2 Norton Rose Fulbright	29%
3 Allen & Overy	25%
4 Hogan Lovells	18%
5 Herbert Smith Freehills	17%

Hedge funds*



Ex-co	
1 Winton Capital Management▲	40%
2 TCI	18%
3 Aquila Capital	16%
4 Cantab Capital	14%
5 Marshall Wace	13%

Private equity*



Ex-cos	
1 HgCapital	25%
2 Pantheon	21%
3 Collier Capital	16%
4 Carlyle Group	15%
5 Partners Group	11%

Methodology notes: New Financial selected 20 companies and institutions with significant operations in European capital markets from each of 11 sectors based on size, activity and availability and quality of information. All data was collected from public sources and additional information requested from individual organisations from May to June 2014.

Where individual members of executive committees were not publicly named, the most senior named executives were included as a proxy. Where a company was a subsidiary of a listed entity and had no named board, the parent group board was recorded. Law firms, hedge funds and private equity have been excluded from the board count due to inadequate data.

For further information on the data, contact Yasmine Chinwala
yasmine.Chinwala@newfinancial.eu

For private equity and hedge funds, FCA registered senior management, directors, partners and CEOs was used as a proxy for ex-cos; and the top five rankings also include all European partners named on company websites.

New Financial believes that gender diversity is just a starting point, and that diversity in its broadest form is an essential part of building better and more sustainable capital markets.

Over the coming year, we will be hosting a series of seminars and workshops on different aspects of diversity, and will be publishing a range of surveys and research reports.

If you would be interested in taking part in these events or receiving our publications, please contact Yasmine Chinwala on:

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10 suggestions for debate

Improving gender balance in European capital markets is not a straightforward issue. It is just the starting point for a wider discussion on diversity and the constant search for best practices in developing a more sustainable business model for the industry. Here are some suggestions to feed into the debate:

1. Is better gender diversity at the highest levels something to which the European capital markets industry genuinely aspires – and is it clear about why? This is a fundamental question, and our research shows that the answer cannot be taken for granted at many companies and institutions.
2. Increasing gender balance is not just an issue for women. It is a business imperative to maximise the available talent pool, and men must be part of the debate in order for it to progress.
3. All companies and institutions should measure and record female participation at every level within their organisations. Without that information, it is impossible to identify potential problems or potential solutions.
4. The focus of governments and policymakers on increasing female representation on boards has raised awareness around gender balance, but the spotlight must shift to women in executive positions in order to build a sustainable pipeline of experienced senior female staff.
5. Legislating is not the only way of successfully improving gender balance – aspirational targets and peer pressure have also been effective. By publicly stating their intentions, forward-thinking organisations can inspire others to follow suit and make the pursuit of gender balance part of best practice in managing staff.
6. The industry can choose to be brave and admit gender balance is a problem. Companies and institutions could be more open and honest about starting from a low base, but with plans in place to improve over time.
7. Intentions are meaningless without hard targets. Setting targets, realistic deadlines and monitoring the progress and effectiveness of different mechanisms to achieve better gender balance are essential.
8. Those bodies that can demand change in others should set an example. Asset owners and managers, regulators and policymakers can only be credible in calling for change among the companies in which they invest or those they supervise if they themselves are improving.
9. While not all decisions around recruiting, retaining and promoting staff should be viewed through a gender lens, managers need to be aware of gender biases and recognise the different needs of female staff compared to their male counterparts.
10. This is not going to turn around in the next few years, or even the next decade. Regulatory, policymakers and market participants must commit to change and be patient as those changes permeate the culture throughout their organisations.