Global Board Seats Held by Women

- Equality Mark: 50.0%
- Norway: 27.3%
- Sweden: 24.5%
- Finland: 16.1%
- United States: 15.8%
- South Africa: 15.0%
- Israel: 15.0%
- United Kingdom: 14.0%
- Netherlands: 13.9%
- Denmark: 12.7%
- France: 11.2%
- Germany: 10.8%
- Poland: 10.8%
- Turkey: 10.8%
- Canada: 10.3%
- Ireland: 9.5%
- Spain: 9.3%
- Hong Kong: 9.0%
- Greece: 8.8%
- Switzerland: 8.7%
- Thailand: 8.7%
- China: 8.5%
- Australia: 8.4%
- Belgium: 7.7%
- Austria: 7.5%
- New Zealand: 7.5%
- Malaysia: 7.8%
- Singapore: 6.9%
- Mexico: 6.8%
- Taiwan: 6.1%
- Russia: 5.9%
- India: 5.3%
- Brazil: 5.1%
- Indonesia: 4.5%
- Italy: 3.7%
- Kuwait: 2.7%
- Oman: 2.3%
- Portugal: 2.3%
- Chile: 1.9%
- South Korea: 1.9%
- Bahrain: 1.0%
- Japan: 0.9%
- United Arab Emirates: 0.8%
- Qatar: 0.3%
- Saudi Arabia: 0.1%

Region:
- Americas
- Asia-Pacific
- Europe
- Middle East & Africa
### Global Women Board Chairs±2

<table>
<thead>
<tr>
<th>Region</th>
<th>Percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td>Turkey</td>
<td>11.1%</td>
</tr>
<tr>
<td>Poland</td>
<td>6.7%</td>
</tr>
<tr>
<td>Brazil</td>
<td>5.4%</td>
</tr>
<tr>
<td>Ireland</td>
<td>5.3%</td>
</tr>
<tr>
<td>South Africa</td>
<td>5.3%</td>
</tr>
<tr>
<td>Israel</td>
<td>5.0%</td>
</tr>
<tr>
<td>Indonesia</td>
<td>4.3%</td>
</tr>
<tr>
<td>Mexico</td>
<td>4.3%</td>
</tr>
<tr>
<td>Belgium</td>
<td>4.2%</td>
</tr>
<tr>
<td>China</td>
<td>4.1%</td>
</tr>
<tr>
<td>New Zealand</td>
<td>4.0%</td>
</tr>
<tr>
<td>Italy</td>
<td>3.8%</td>
</tr>
<tr>
<td>Russia</td>
<td>3.8%</td>
</tr>
<tr>
<td>Canada</td>
<td>3.6%</td>
</tr>
<tr>
<td>South Korea</td>
<td>3.3%</td>
</tr>
<tr>
<td>Singapore</td>
<td>3.0%</td>
</tr>
<tr>
<td>US</td>
<td>2.6%</td>
</tr>
<tr>
<td>Australia</td>
<td>2.5%</td>
</tr>
<tr>
<td>Sweden</td>
<td>2.5%</td>
</tr>
<tr>
<td>Hong Kong</td>
<td>2.1%</td>
</tr>
<tr>
<td>Malaysia</td>
<td>2.0%</td>
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<tr>
<td>India</td>
<td>2.0%</td>
</tr>
<tr>
<td>France</td>
<td>2.0%</td>
</tr>
<tr>
<td>Switzerland</td>
<td>1.9%</td>
</tr>
<tr>
<td>Germany</td>
<td>1.2%</td>
</tr>
<tr>
<td>Taiwan</td>
<td>1.2%</td>
</tr>
<tr>
<td>UK</td>
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</tr>
<tr>
<td>Austria</td>
<td>0.0%</td>
</tr>
<tr>
<td>Chile</td>
<td>0.0%</td>
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<tr>
<td>Colombia</td>
<td>0.0%</td>
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<tr>
<td>Czech Republic</td>
<td>0.0%</td>
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<tr>
<td>Denmark</td>
<td>0.0%</td>
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<tr>
<td>Finland</td>
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<tr>
<td>Greece</td>
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<tr>
<td>Hungary</td>
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<tr>
<td>Japan</td>
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<tr>
<td>Morocco</td>
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<tr>
<td>Netherlands</td>
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<tr>
<td>Peru</td>
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<tr>
<td>Philippines</td>
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<tr>
<td>Spain</td>
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</tr>
<tr>
<td>Thailand</td>
<td>0.0%</td>
</tr>
</tbody>
</table>

**Region**
- Americas
- Asia-Pacific
- Europe
- Middle East & Africa
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
Asia/Pacific

Women as Board Leadership Chairs in 2011

<table>
<thead>
<tr>
<th>Country</th>
<th>Chair of Remuneration Committee</th>
<th>Chair of Nominating Committee</th>
<th>Chair of Audit Committee</th>
</tr>
</thead>
<tbody>
<tr>
<td>Australia</td>
<td>12.2%</td>
<td></td>
<td>16.7%</td>
</tr>
<tr>
<td>China</td>
<td>5.3%</td>
<td></td>
<td>11.8%</td>
</tr>
<tr>
<td>Hong Kong</td>
<td>4.2%</td>
<td></td>
<td>1.1%</td>
</tr>
<tr>
<td>India</td>
<td>1.5%</td>
<td></td>
<td>1.0%</td>
</tr>
<tr>
<td>Malaysia</td>
<td>1.2%</td>
<td></td>
<td>4.1%</td>
</tr>
<tr>
<td>New Zealand</td>
<td>13.1%</td>
<td></td>
<td>4.9%</td>
</tr>
<tr>
<td>Singapore</td>
<td>5.6%</td>
<td></td>
<td>5.6%</td>
</tr>
</tbody>
</table>

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Canada

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

<table>
<thead>
<tr>
<th>Committee Chair</th>
<th>2011</th>
<th>2009</th>
<th>2007</th>
<th>2005</th>
<th>2003</th>
</tr>
</thead>
<tbody>
<tr>
<td>Audit Committee Chair</td>
<td>7.0%</td>
<td>5.9%</td>
<td>4.7%</td>
<td>3.4%</td>
<td>7.1%</td>
</tr>
<tr>
<td>HR/Compensation Committee Chair</td>
<td>6.9%</td>
<td>6.0%</td>
<td>5.9%</td>
<td>5.4%</td>
<td>3.4%</td>
</tr>
<tr>
<td>Nominating/Corporate Governance Committee Chair</td>
<td>7.8%</td>
<td>9.4%</td>
<td>10.0%</td>
<td>9.2%</td>
<td>7.1%</td>
</tr>
</tbody>
</table>
Women of Color on Boards in the U.S.

- Among Fortune 500 companies in 2011:
  - Women of color directors held 3.0% of overall board seats, compared to 13.1% of board seats held by white women.\(^8\)
  - Of all Women Directors:
    - Black women were 11.3\(^%\)\(^9\)
    - Latinas were 4.9\(^%\)\(^10\)
    - Asian women were 2.5\(^%\)\(^11\)
  - 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.
SOURCES

‘With 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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Canada: Statistic reported is the percent of board seats held by women in public companies only. This statistic is more comparable to the other data sources utilized in this chart than the percent of board seats held by women across the entire Financial Post 500 list. See the 2012 Catalyst Census: Financial Post 500 Women Board Directors Appendix 1 - Methodology for more information.
Liz Mulligan-Ferry, Morgan Friedrich, and Sabra Nathanson, 2011 Catalyst Census: Financial Post 500 Women Board Directors (Catalyst, 2012);

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Women on Boards


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