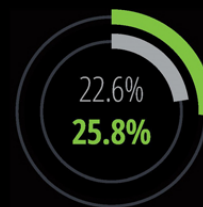


EUROPE

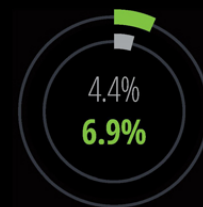
Regional overview

WOMEN ON BOARDS

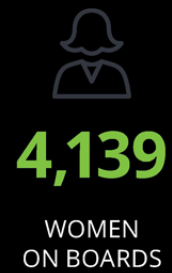
2018 2016



BOARD SEATS HELD BY WOMEN



BOARD CHAIRS THAT ARE WOMEN



WOMEN ON BOARDS



TOTAL COMPANIES ANALYZED

AVERAGE TENURE (YEARS)

2018

7.3

Men

4.8

Women

6.6

Men

3.6

Women

BOARD MEMBER

CHAIR

AVERAGE AGE (YEARS)

2018

59.4

Men

55.1

Women

62.7

Men

57.5

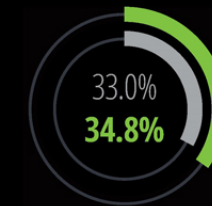
Women

BOARD MEMBER

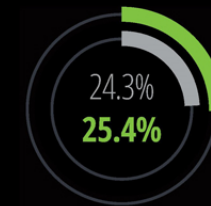
CHAIR

WOMEN ON BOARDS WITH

2018 2016



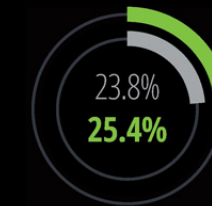
FEMALE CEO



MALE CEO



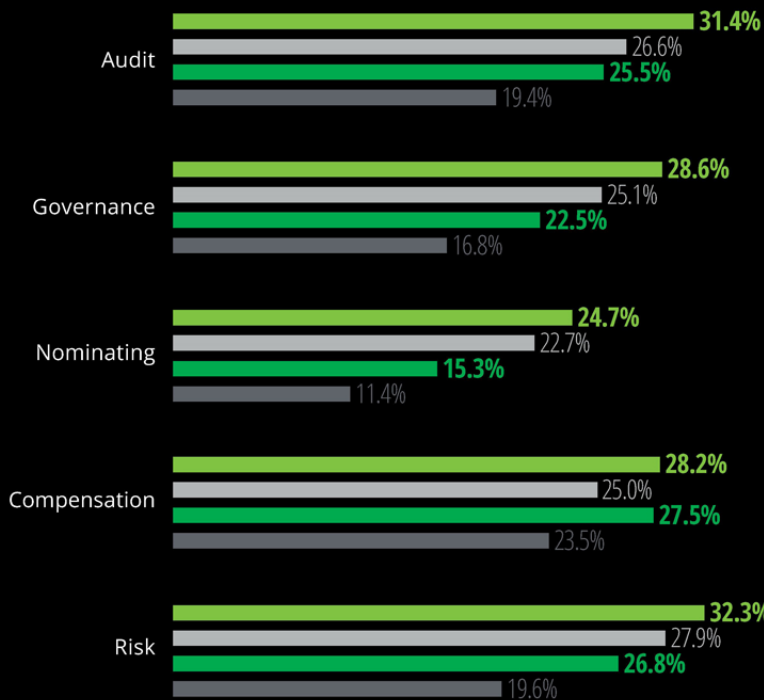
FEMALE CHAIR



MALE CHAIR

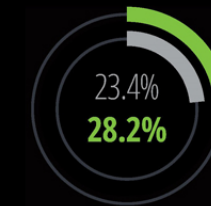
WOMEN BOARD COMMITTEE PRESENCE

Members (2018) Members (2016) Chairs (2018) Chairs (2016)

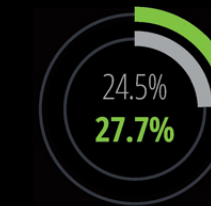


TOP INDUSTRIES WITH THE HIGHEST PERCENTAGE OF WOMEN ON BOARDS

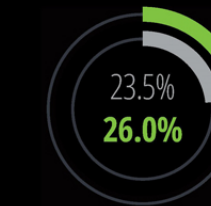
2018 2016



LIFE SCIENCE & HEALTH CARE



CONSUMER BUSINESS



FINANCIAL SERVICES

STRETCH FACTORS

2018 2016

1.14

Men

1.25

Women

1.20

CEOS THAT ARE WOMEN

2018 2016

3.8%

5.0%

CFOS THAT ARE WOMEN

2018

12.2%