

Corporate Champions:

- Accor
- Barclays
- Koç Holding
- McKinsey & Co
- PwC
- Schneider Electric
- Unilever
- Vodafone

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- BNP Paribas
- Danone
- De Beers Group
- Exelon
- UK Policing
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University Champions:

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- Kenyatta
- Nagoya
- São Paulo
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- Waterloo
- Wits

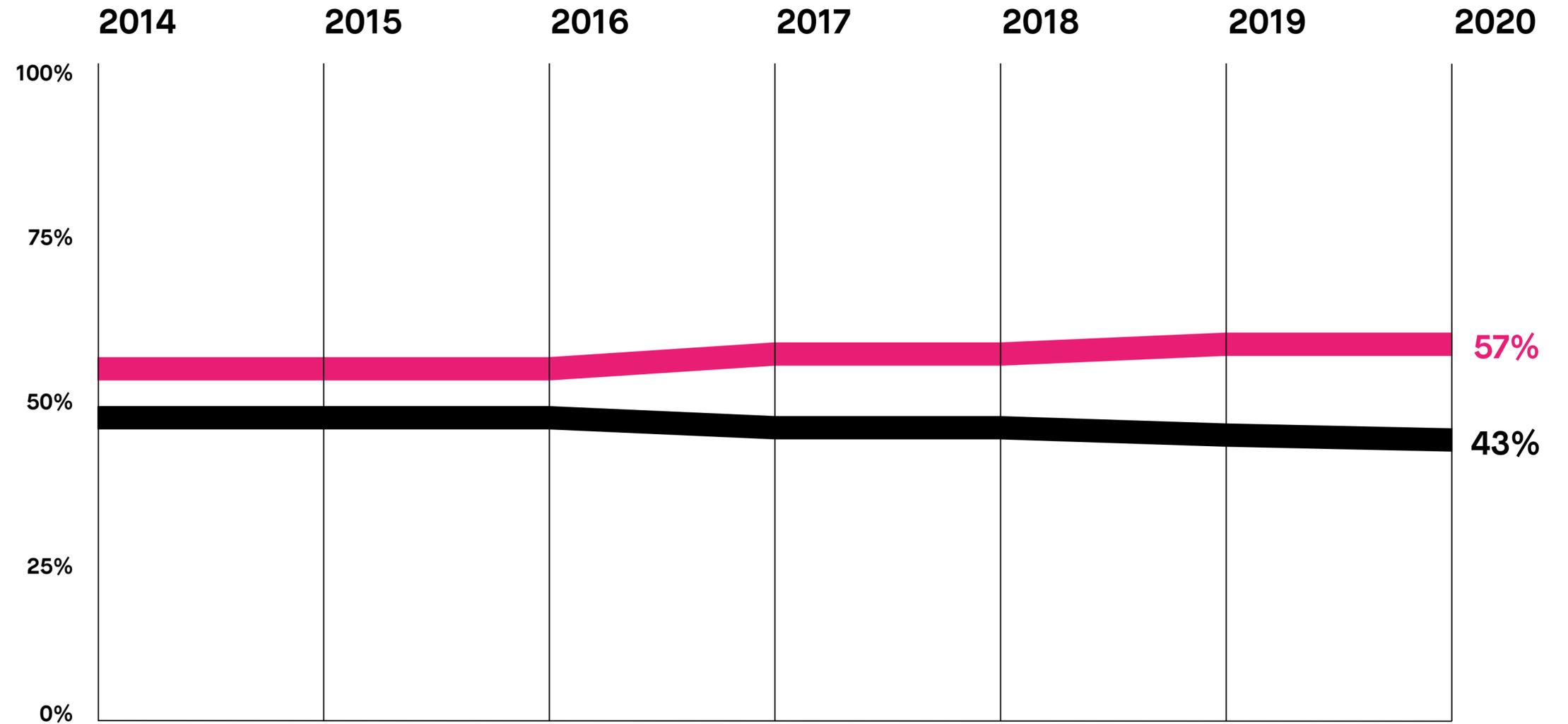
Accor

Overall company

Top Six Per Cent

Board

New Hires



Accor: Overall company 2014-2020

Female Male

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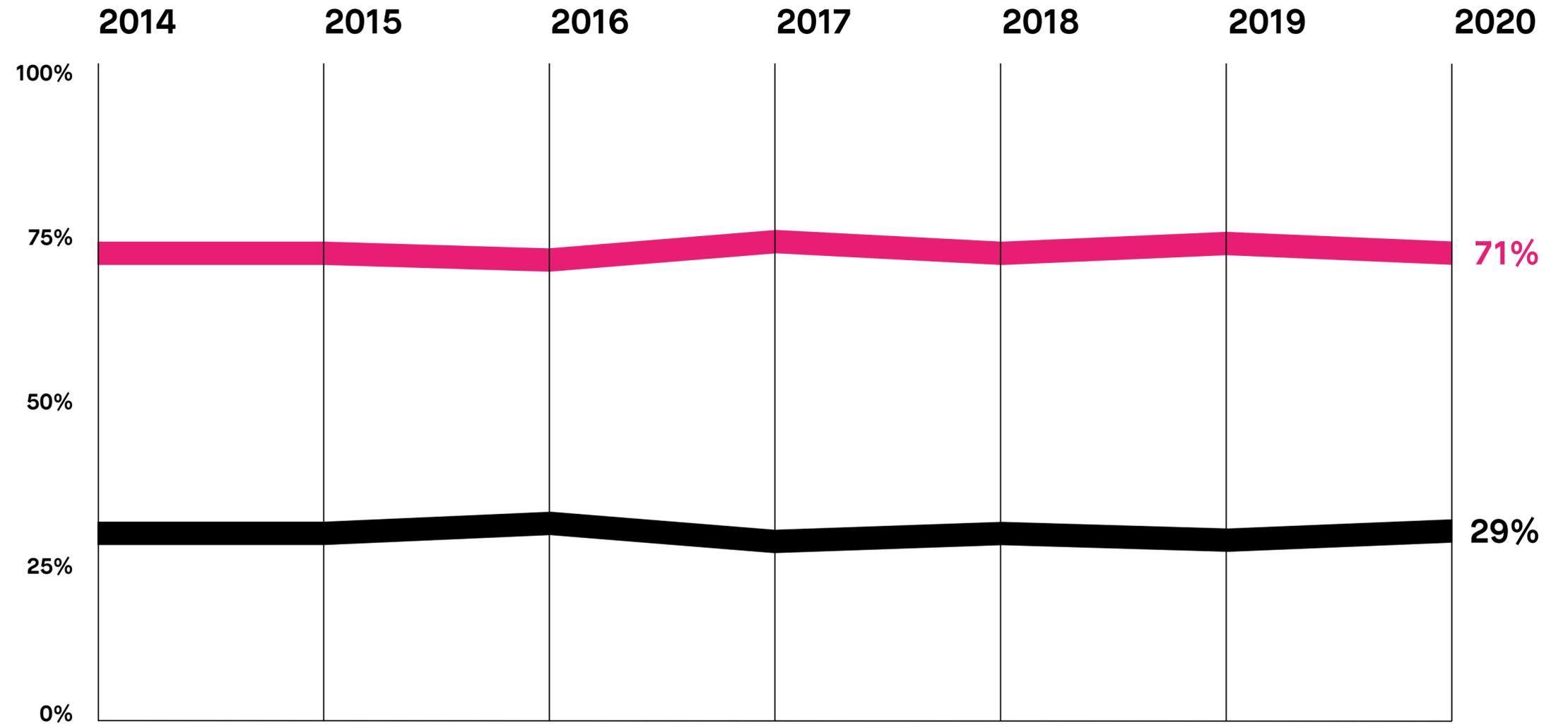
Accor

Overall company

Top Six Per Cent

Board

New Hires



Accor: Top Six Per Cent* 2014-2020

* SVP / Key position

Female Male

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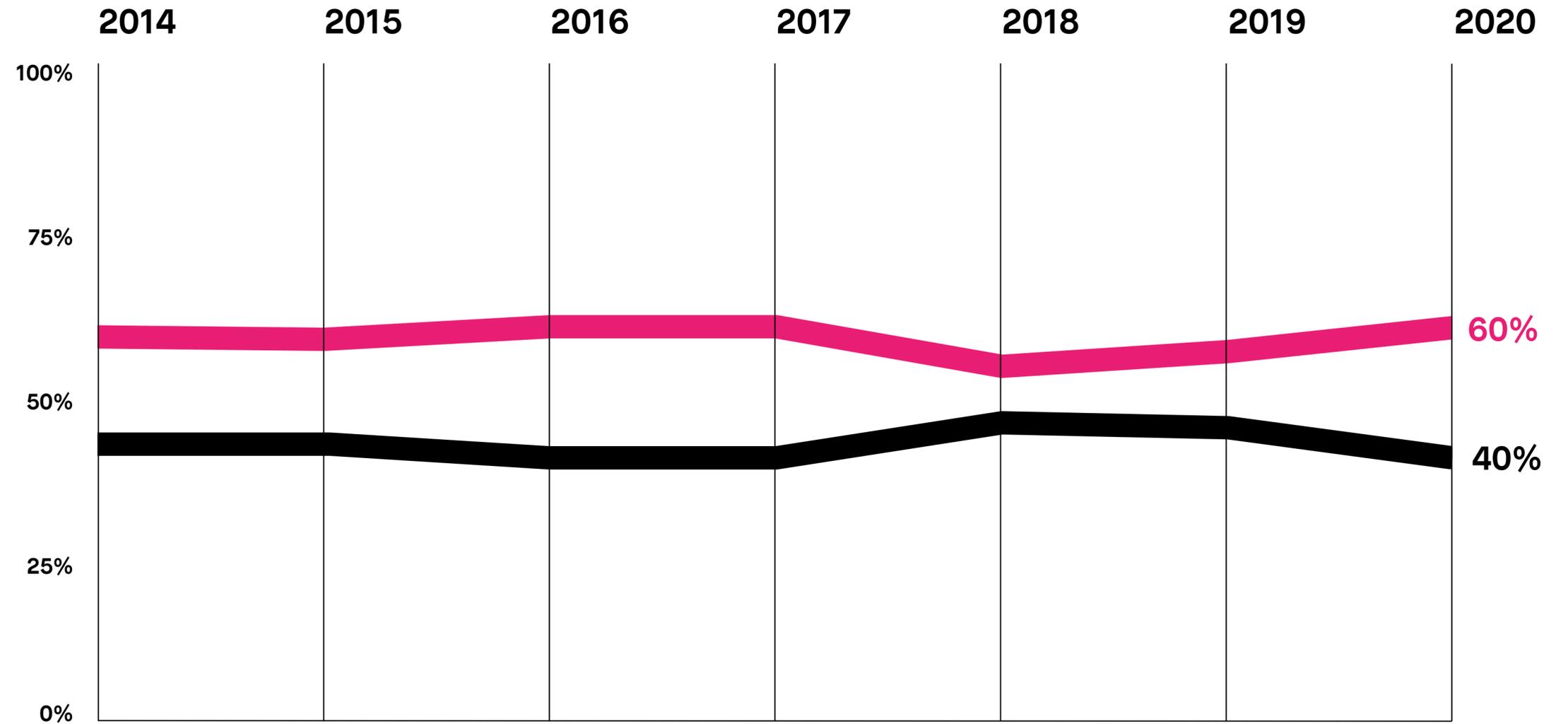
Accor

Overall company

Top Six Per Cent

Board

New Hires



Accor: Board 2014-2020

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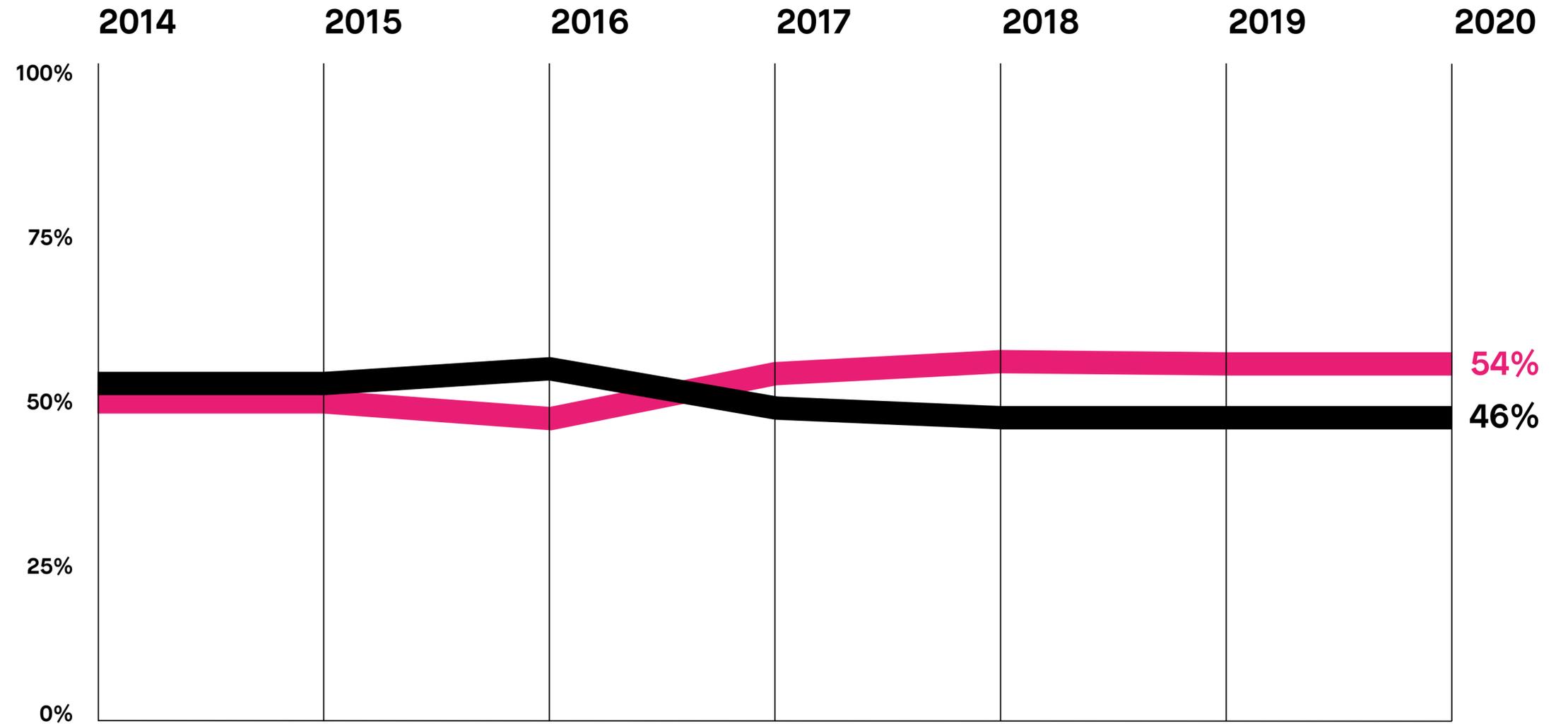
Barclays

Overall company

Top Six Per Cent

Board

New Hires



Barclays: Overall company 2014-2020

2017 figures impacted by divestment of Barclays Africa Group Limited

■ Female ■ Male

Corporate Champions:

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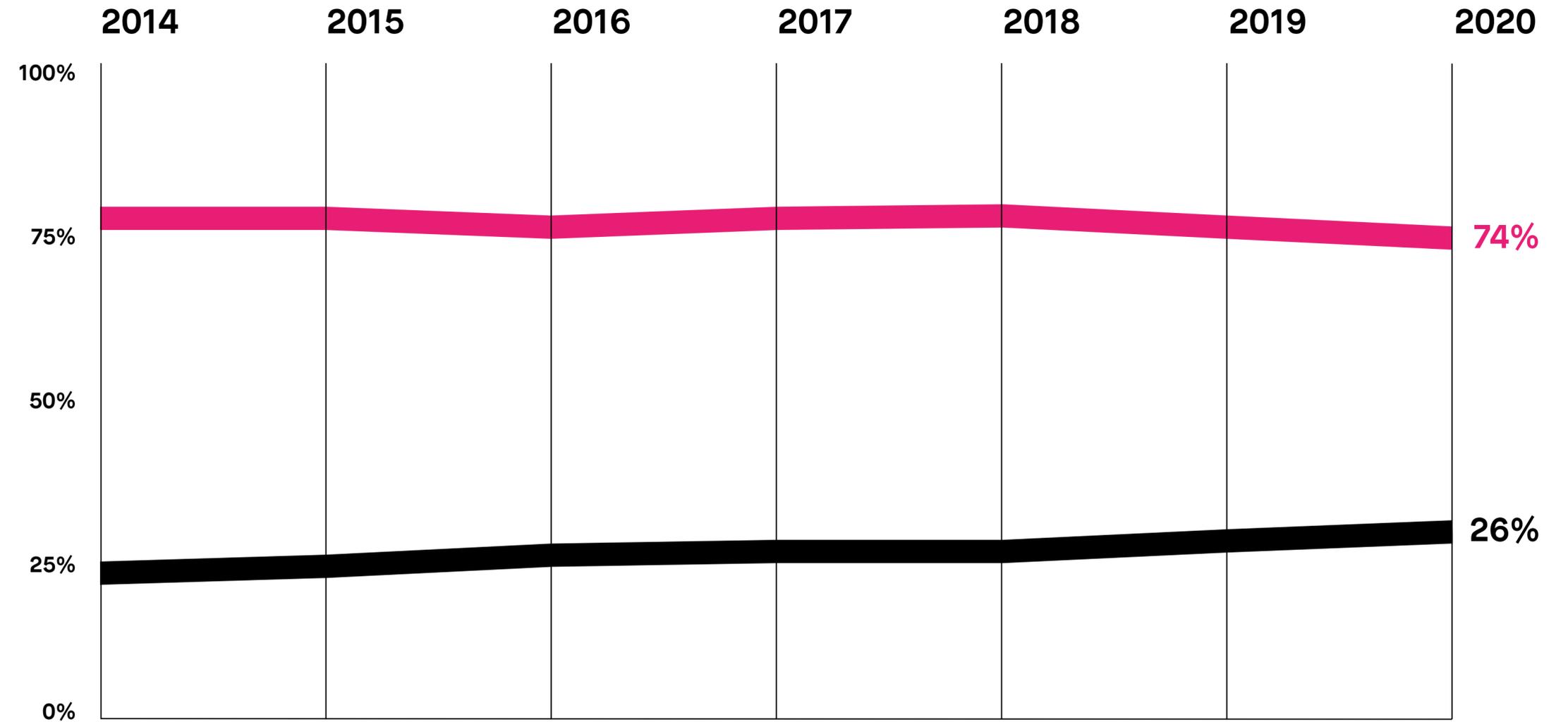
Barclays

Overall company

Top Six Per Cent

Board

New Hires



Barclays: Top Six Per Cent 2014-2020

2017 figures impacted by divestment of Barclays Africa Group Limited

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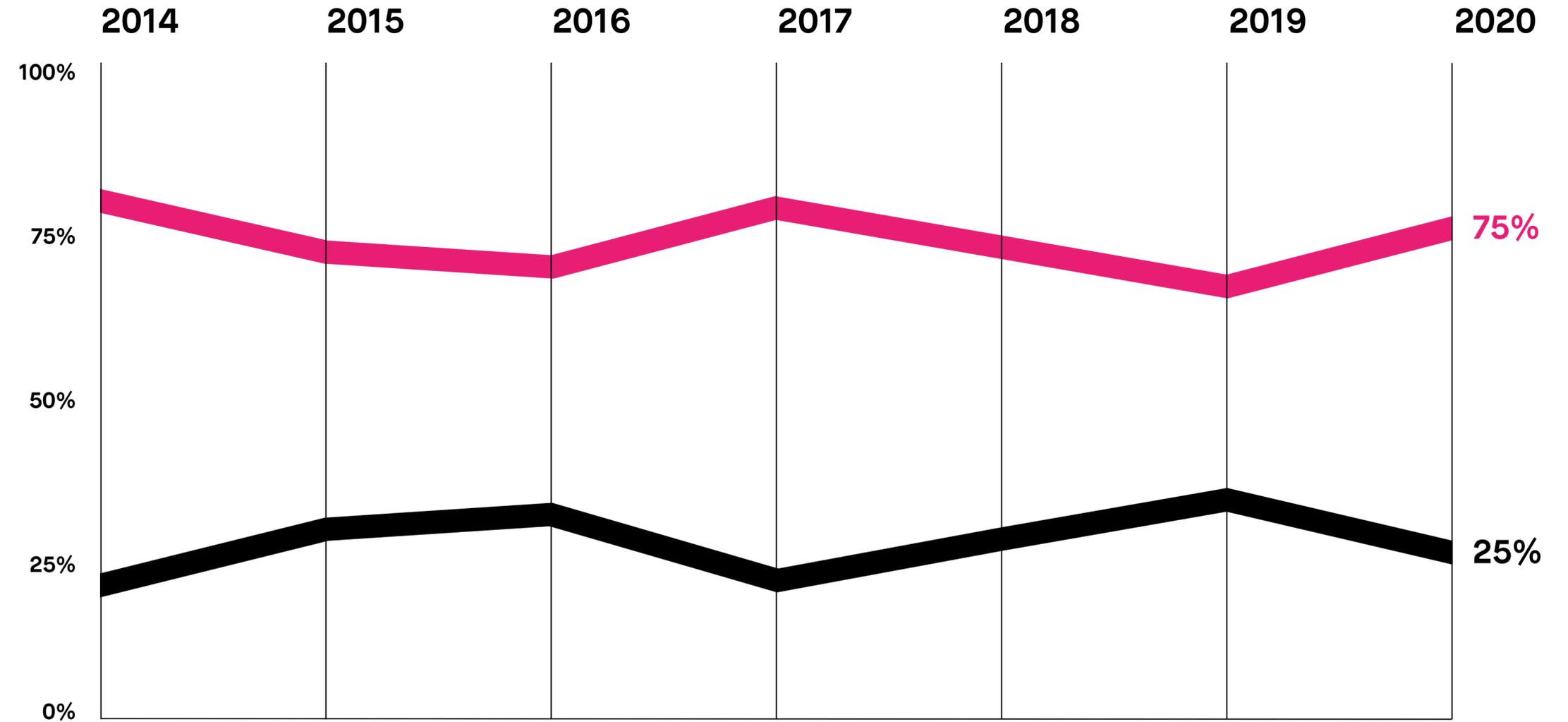
Barclays

Overall company

Top Six Per Cent

Board

New Hires



Barclays: Board 2014-2020

Female Male

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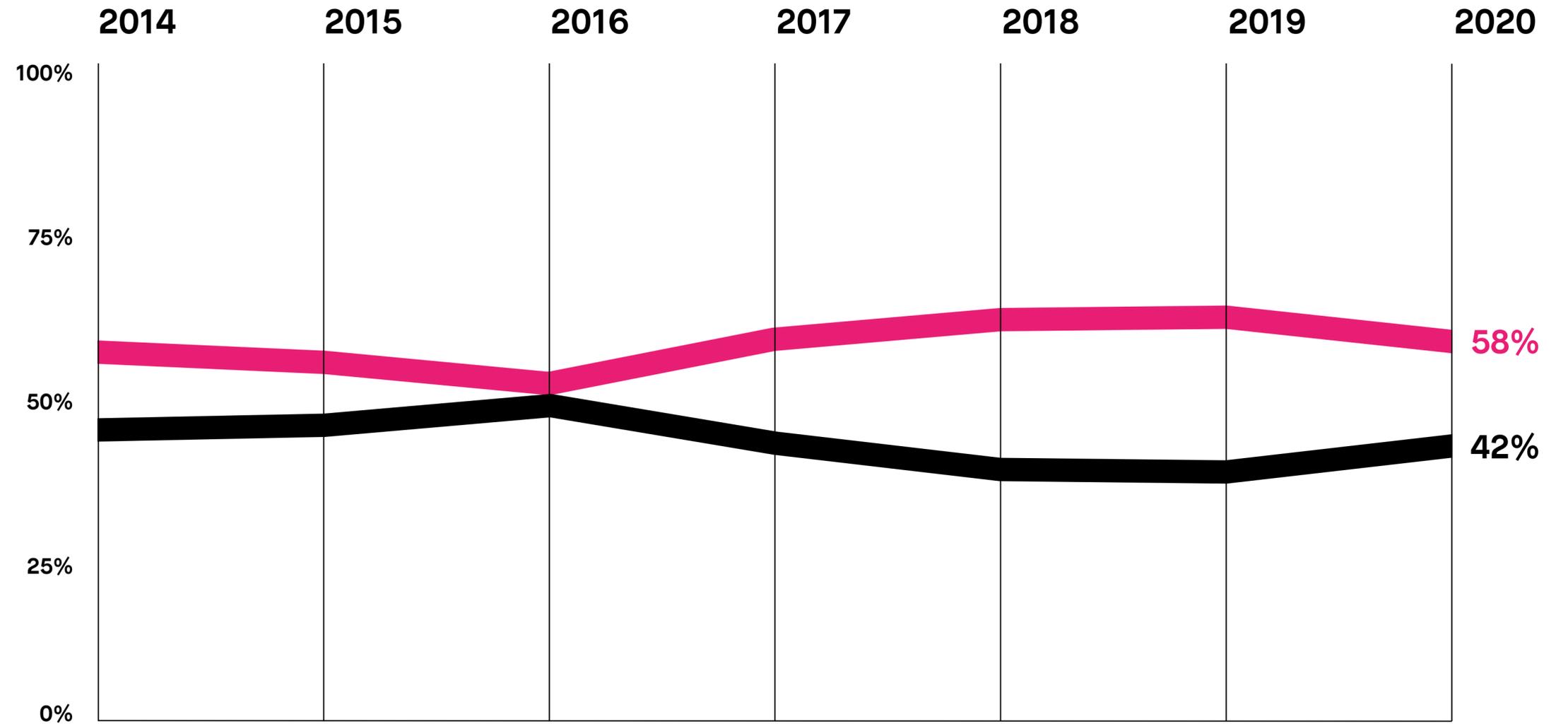
Barclays

Overall company

Top Six Per Cent

Board

New Hires



Barclays: New Hires 2014-2020

2017 figures impacted by divestment of Barclays Africa Group Limited

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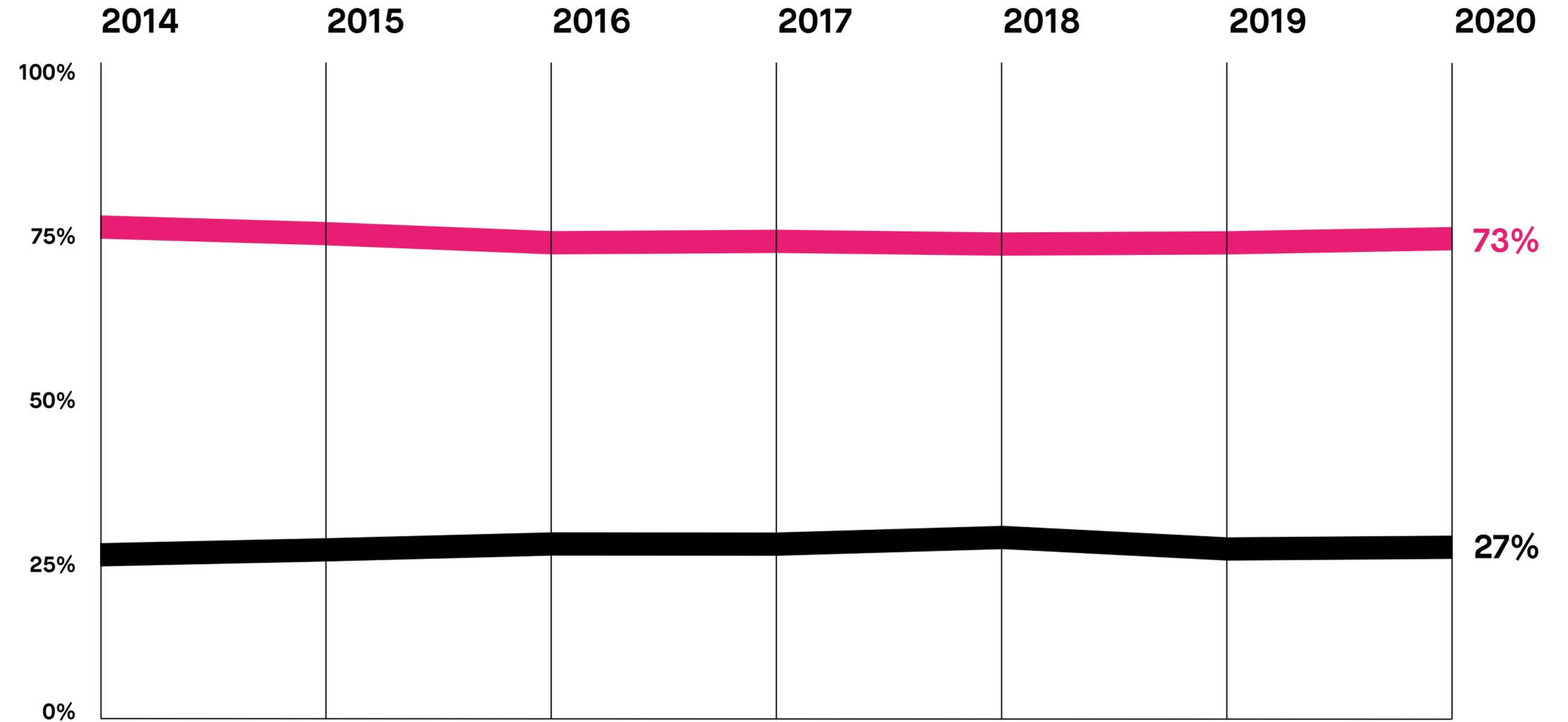
Koç Holding

Overall company

Top Six Per Cent

Board

New Hires



Koç Holding: Overall company 2014-2020

Female Male

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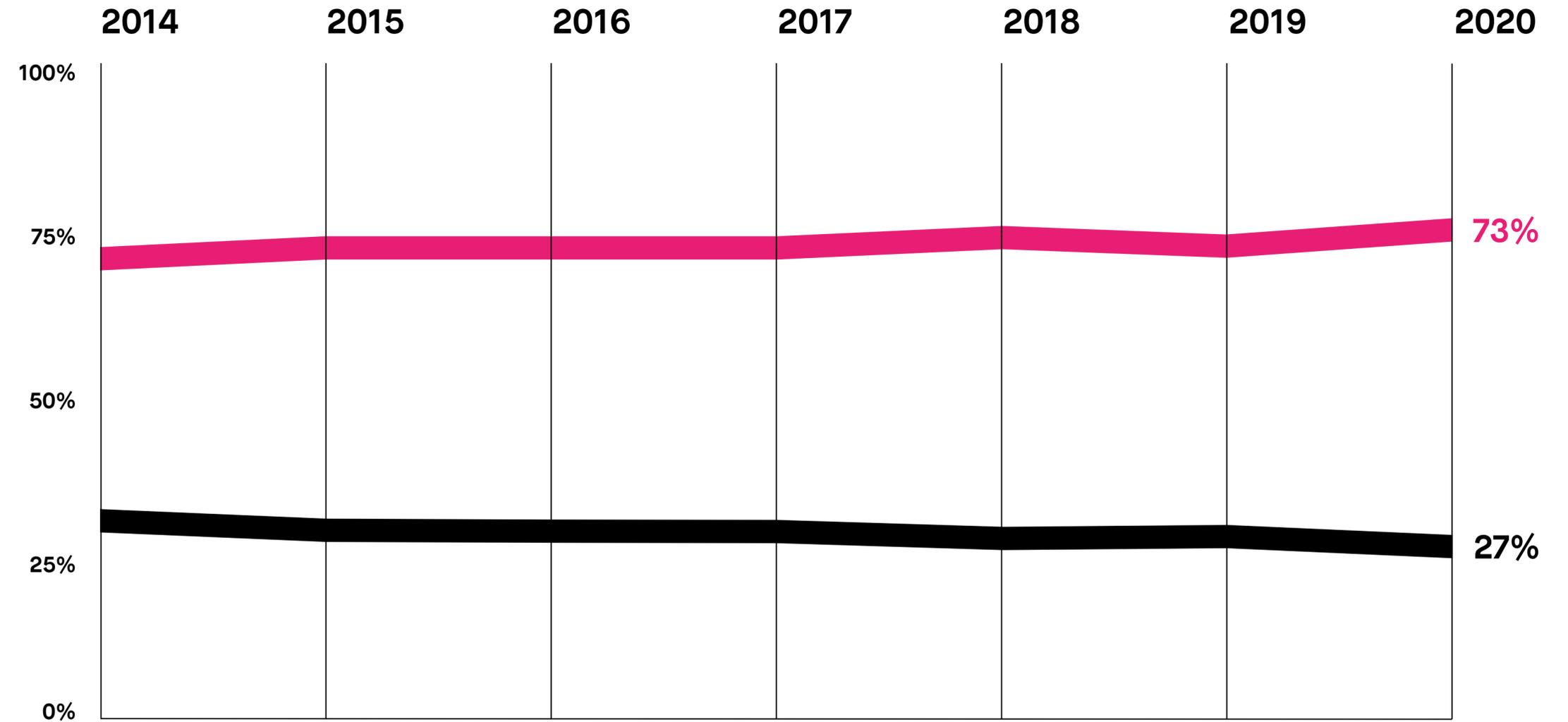
Koç Holding

Overall company

Top Six Per Cent

Board

New Hires



Koç Holding: Top Six Per Cent 2014-2020

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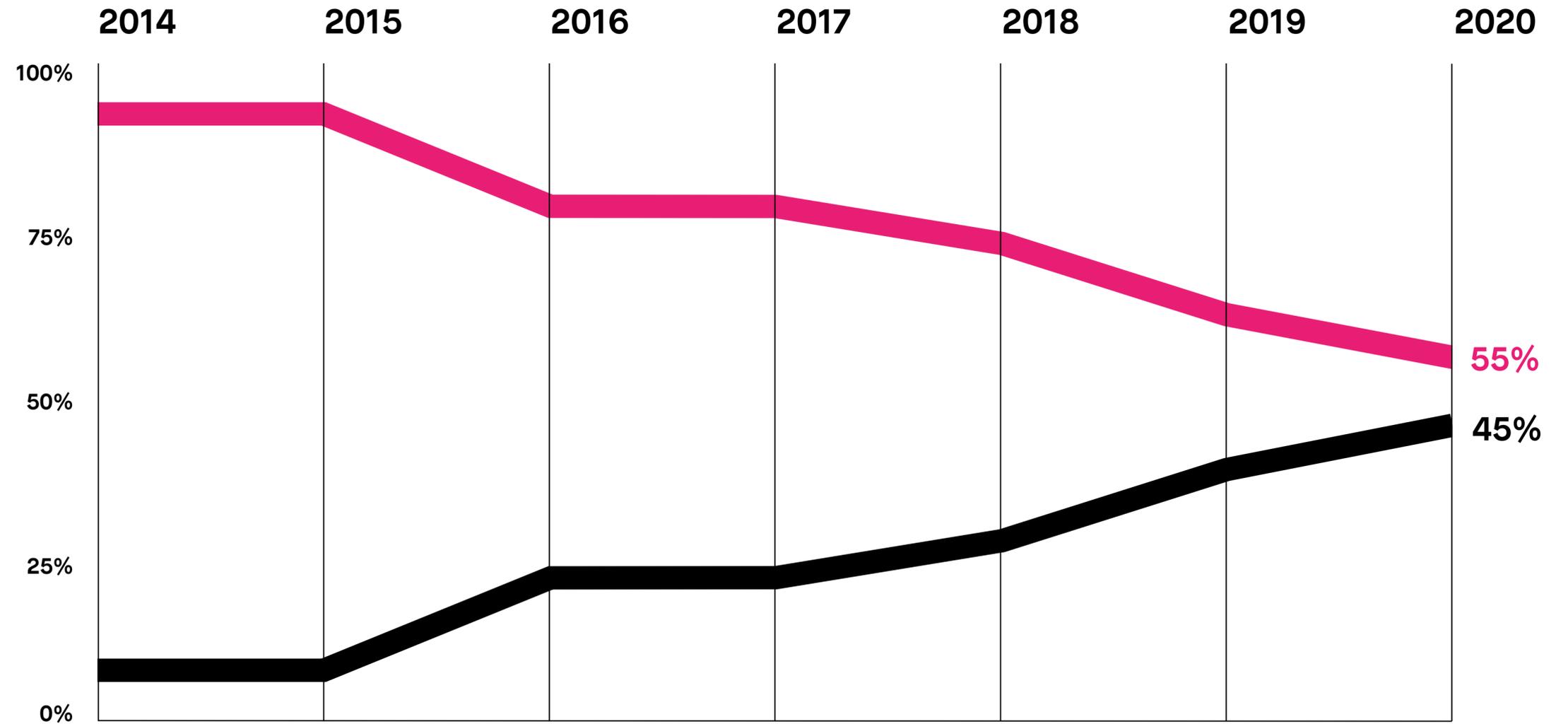
Koç Holding

Overall company

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New Hires



Koç Holding: Board 2014-2020

Female Male

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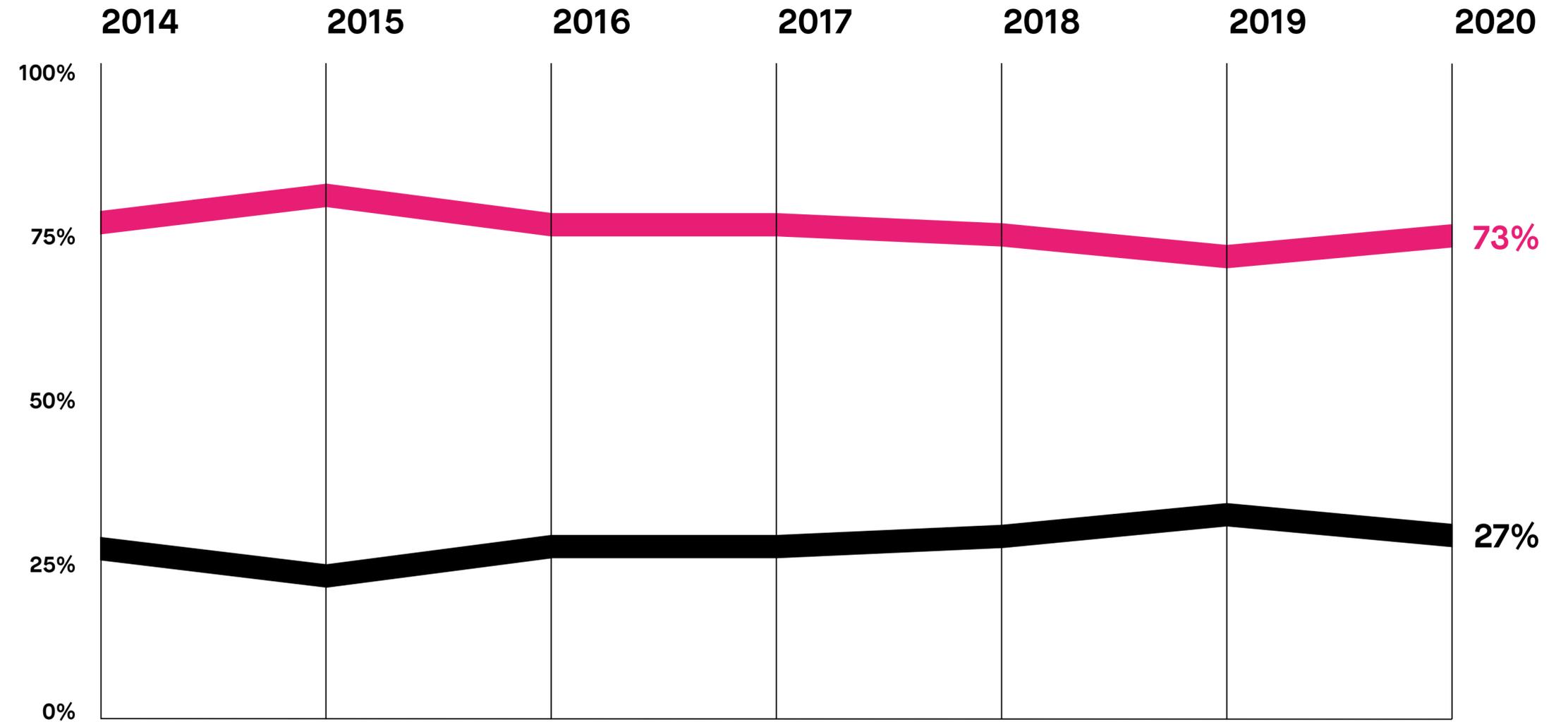
Koç Holding

Overall company

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New Hires



Koç Holding: New Hires 2014-2020

Female Male

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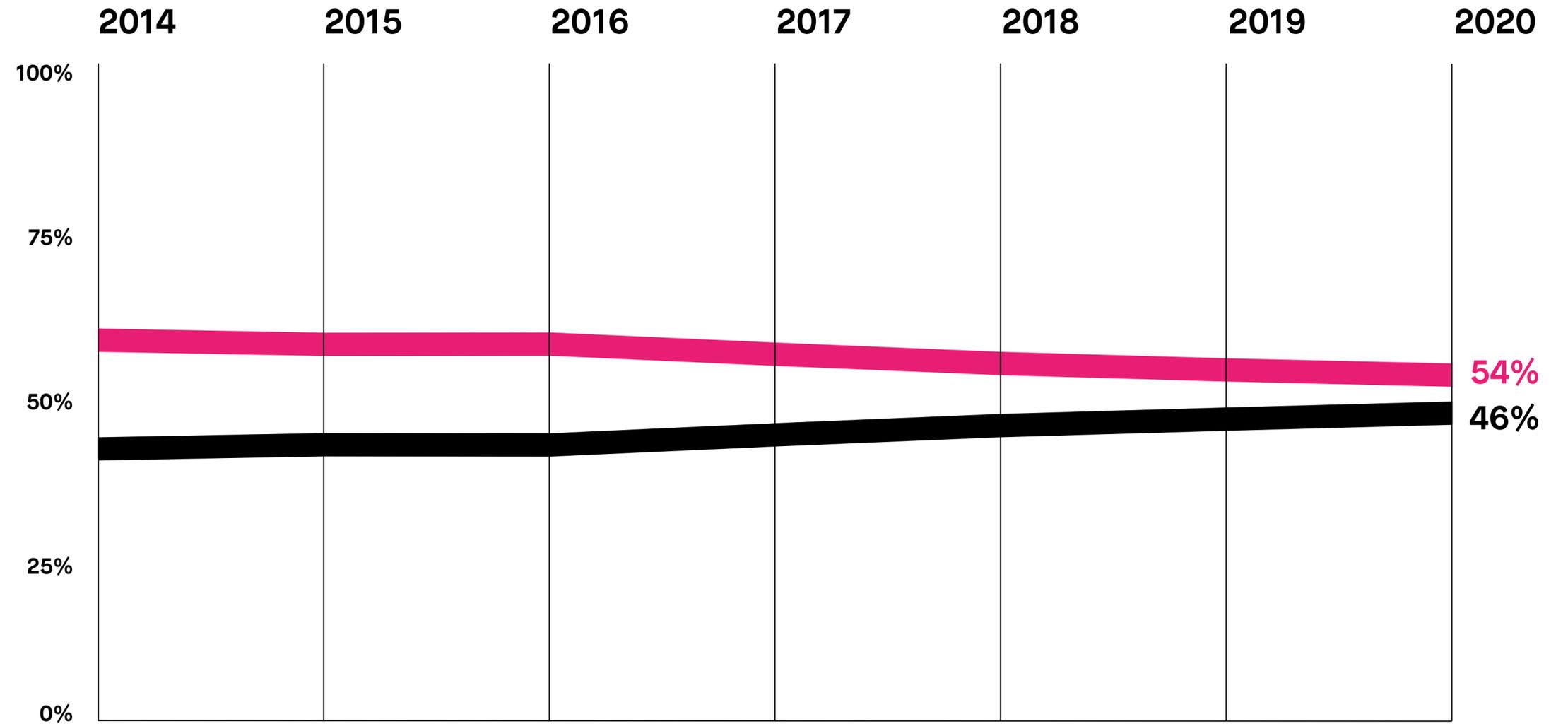
McKinsey & Co

Overall company

Top Six Per Cent

Board

New Hires



McKinsey & Co: Overall company 2014-2020

Female Male

Corporate Champions:

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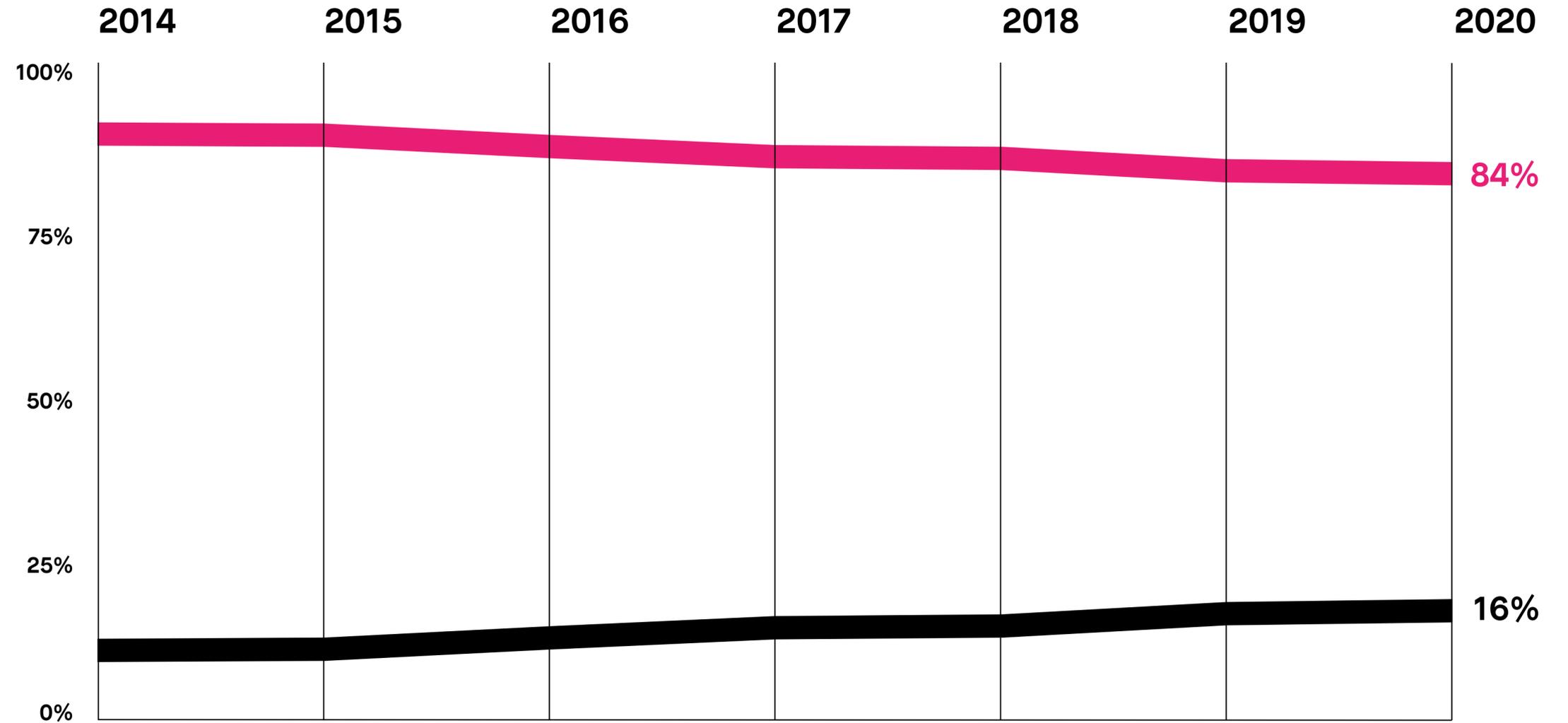
McKinsey & Co

Overall company

Top Six Per Cent

Board

New Hires



McKinsey & Co: Top Six Per Cent 2014-2020

Female Male

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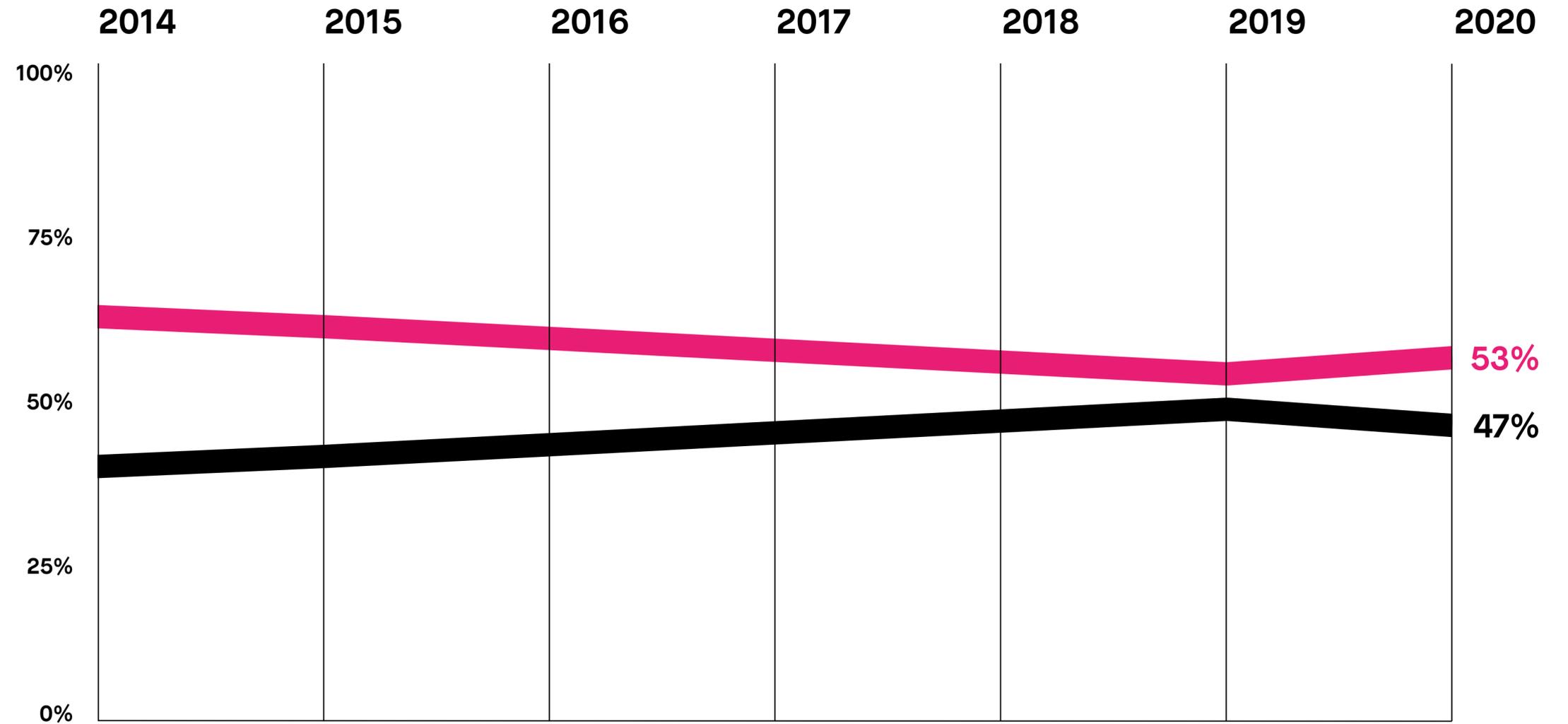
McKinsey & Co

Overall company

Top Six Per Cent

Board

New Hires



McKinsey & Co: New Hires 2014-2020

Female Male

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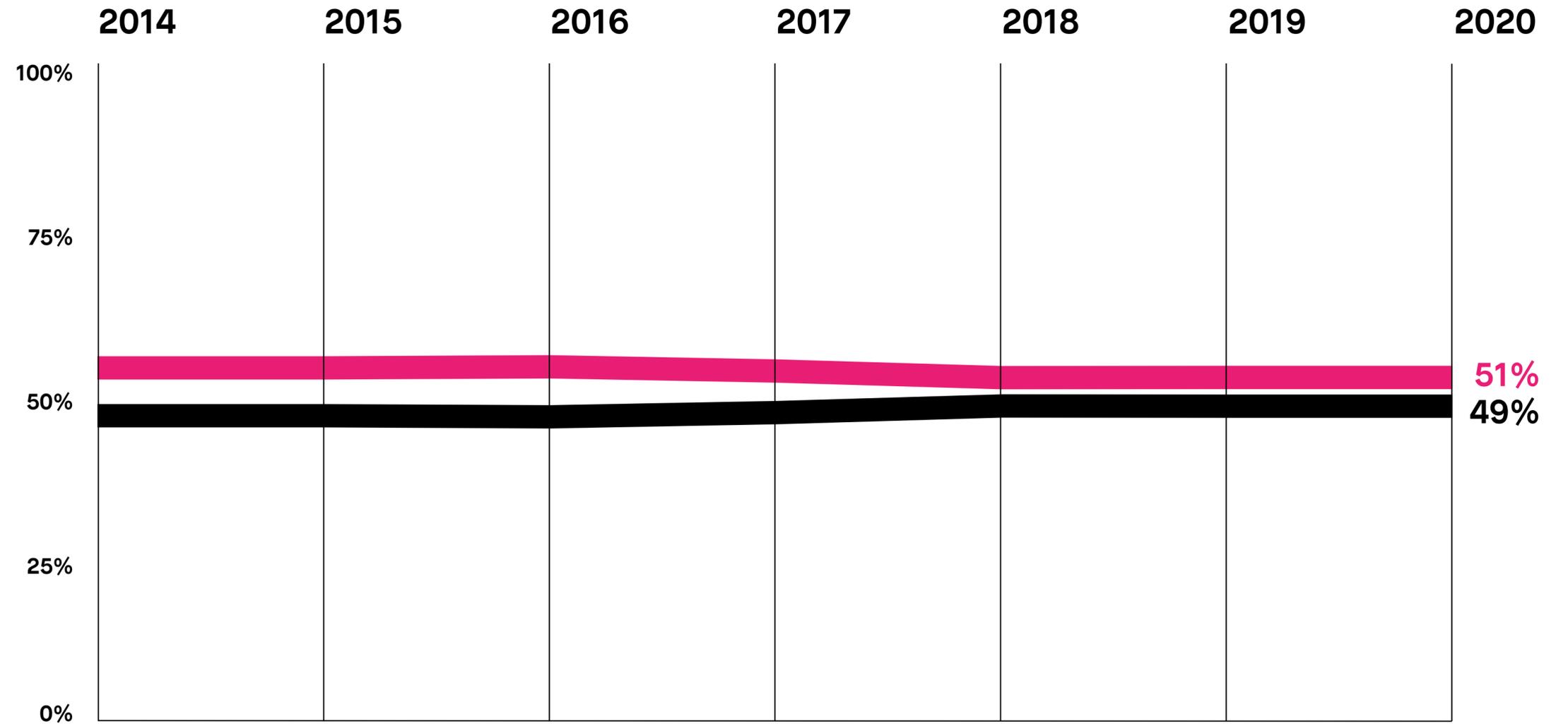
PwC

Overall company

Top Six Per Cent

Board

New Hires



PwC: Overall company 2014-2020

Female Male

Corporate Champions:

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- Barclays
- Koç Holding
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- PwC
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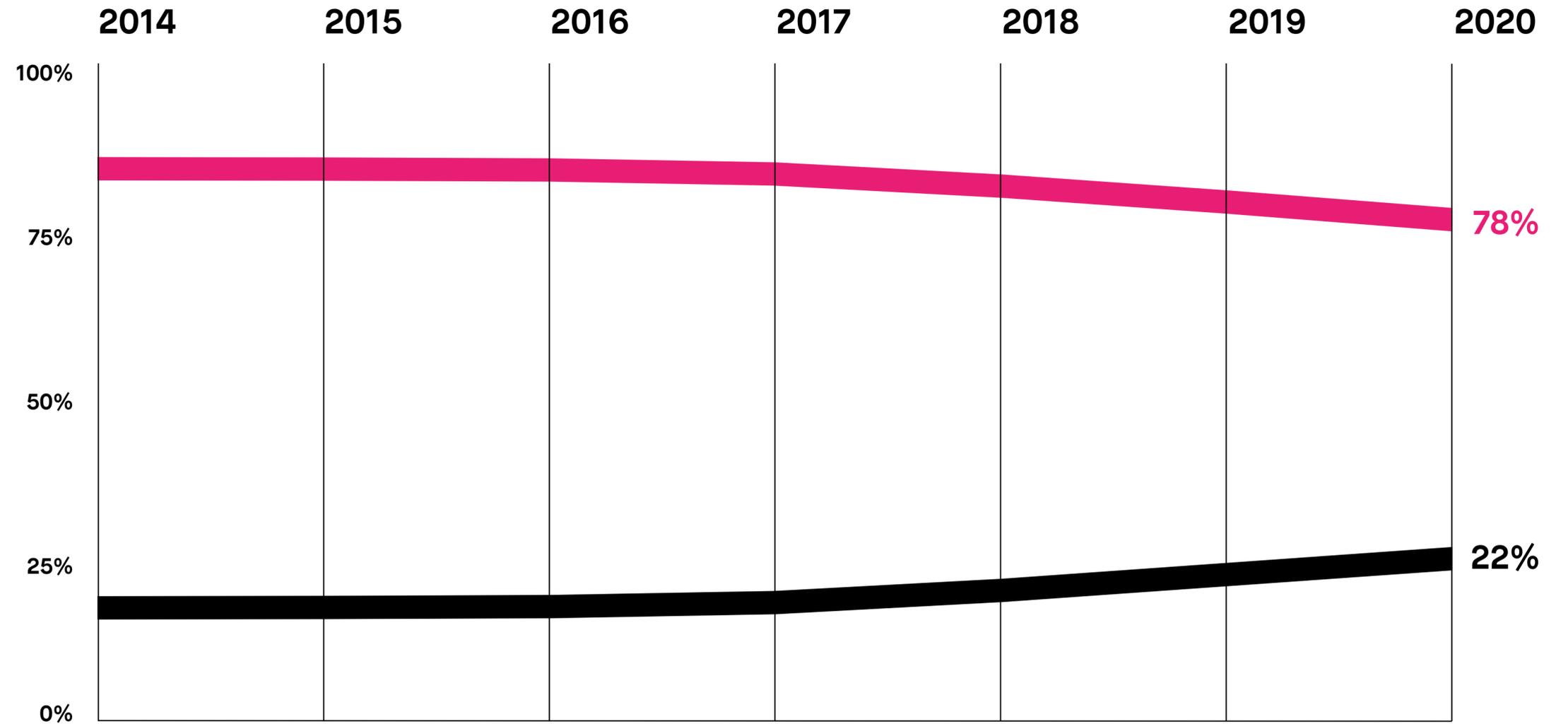
PwC

Overall company

Top Six Per Cent

Board

New Hires



PwC: Top Six Per Cent 2014-2020

Female Male

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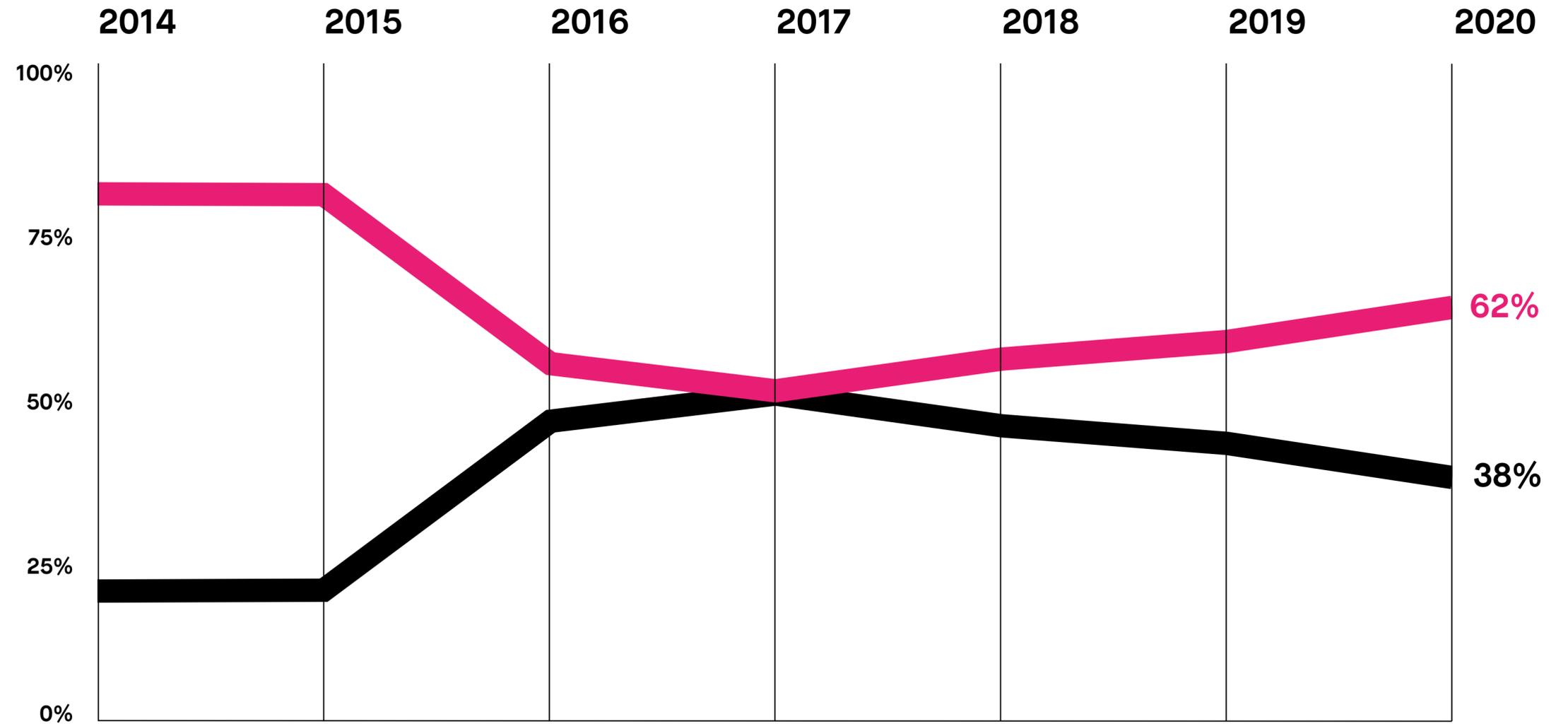
PwC

Overall company

Top Six Per Cent

Board

New Hires



PwC: Board 2014-2020

Female Male

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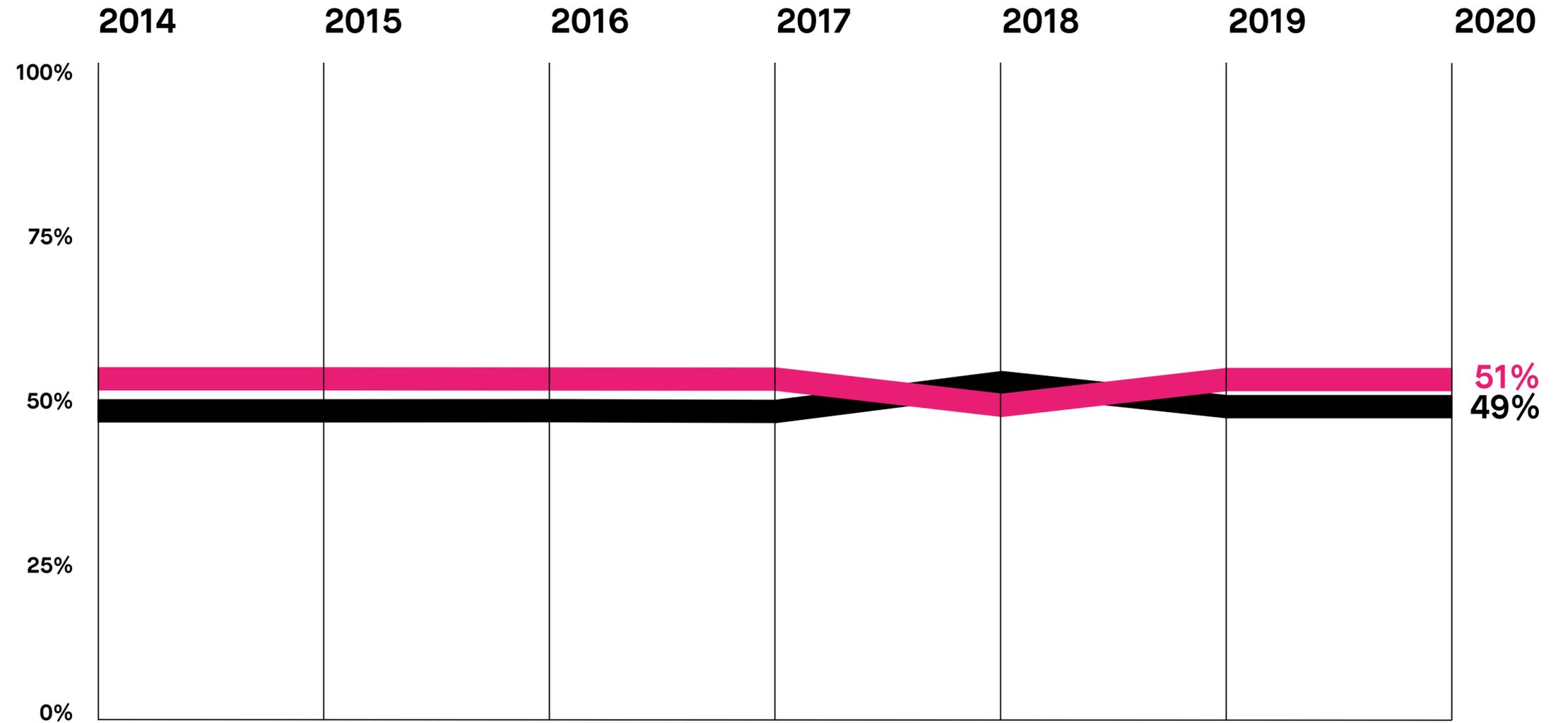
PwC

Overall company

Top Six Per Cent

Board

New Hires



PwC: New Hires 2014-2020

Female Male

Corporate Champions:

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- Barclays
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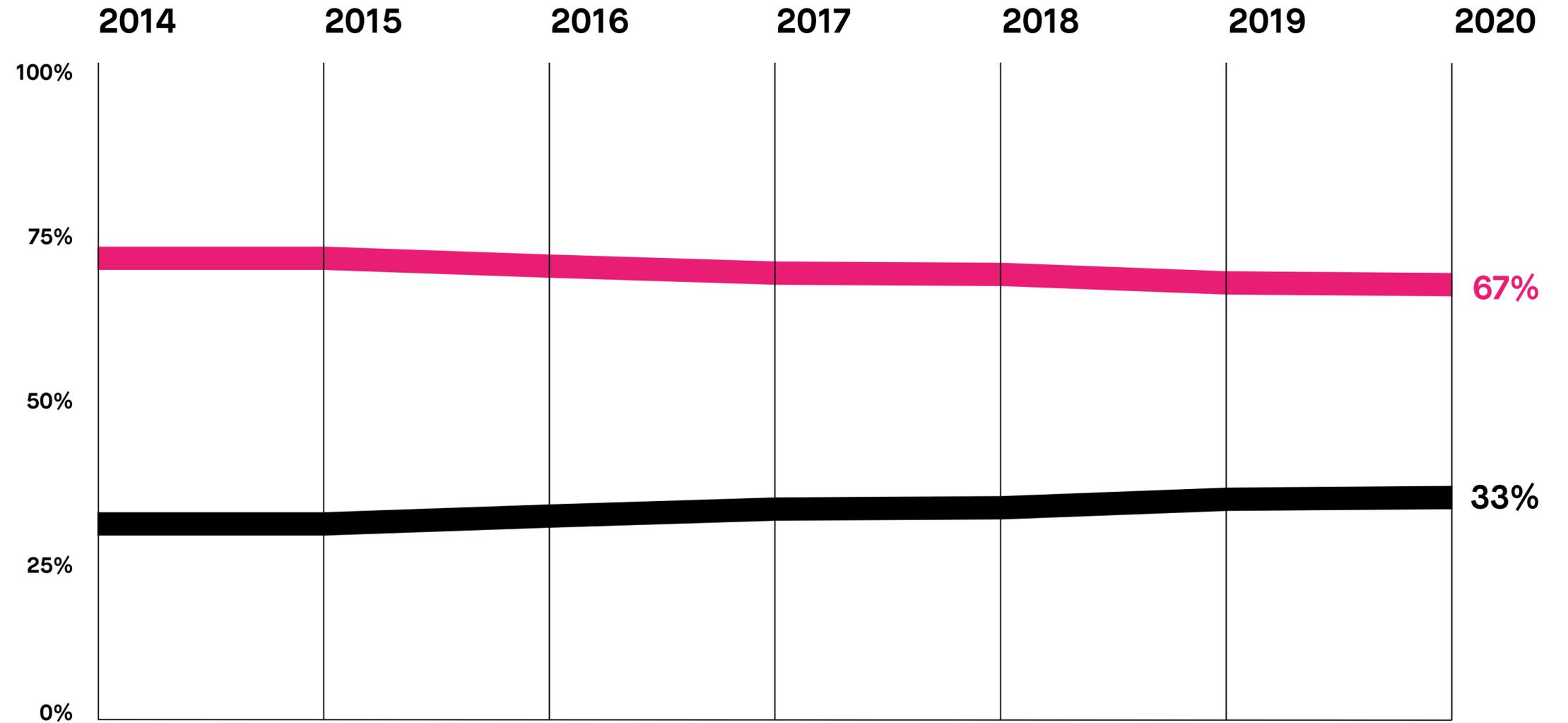
Schneider Electric

Overall company

Top Six Per Cent

Board

New Hires



Schneider Electric: Overall company 2014-2020

Female Male

Corporate Champions:

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- Barclays
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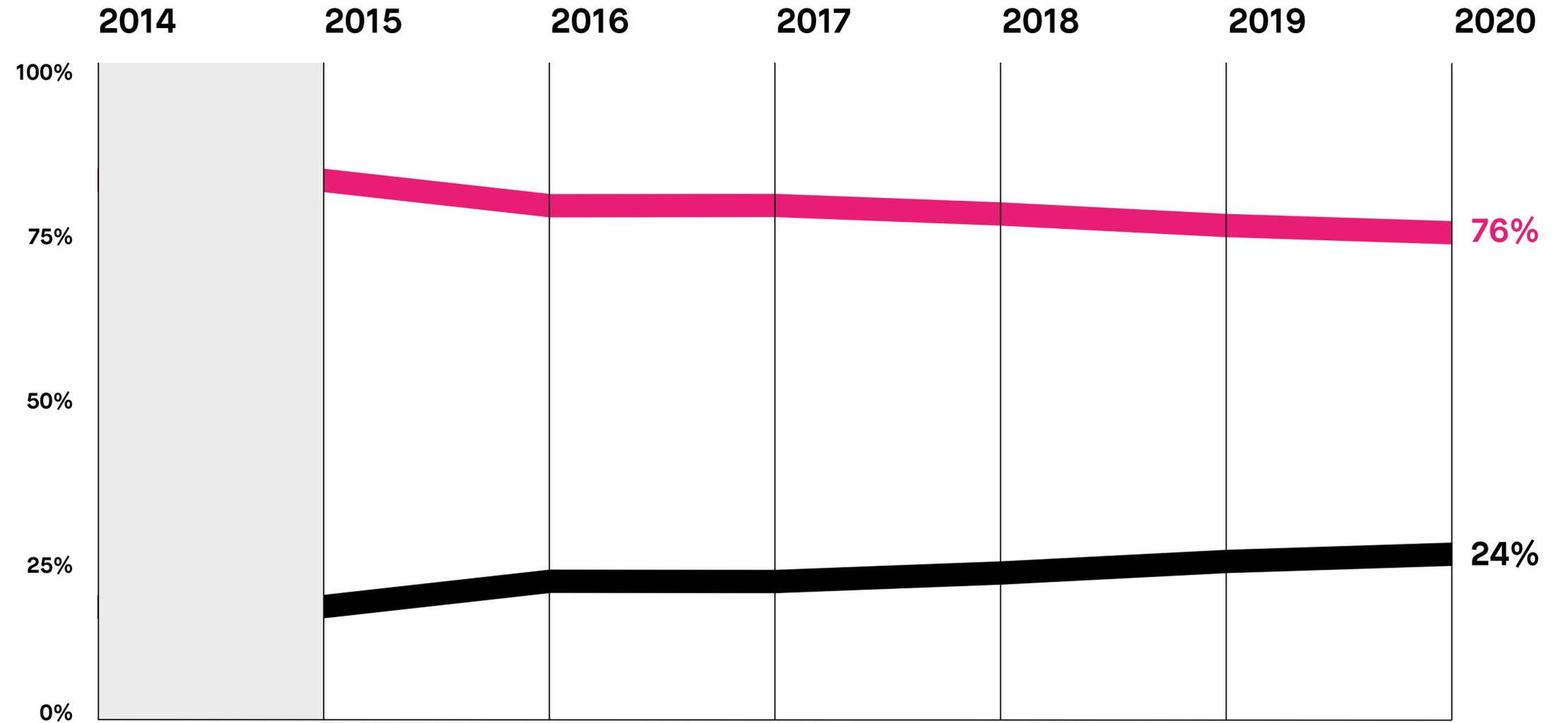
Schneider Electric

Overall company

Top Six Per Cent

Board

New Hires



Schneider Electric: Top Six Per Cent* 2014-2020

*In 2016, we changed our scope and methodology of defining our leadership pool (Top 1000 Leaders). As we did not restate the data for 2014, the baseline data point is 2015.

■ Female ■ Male

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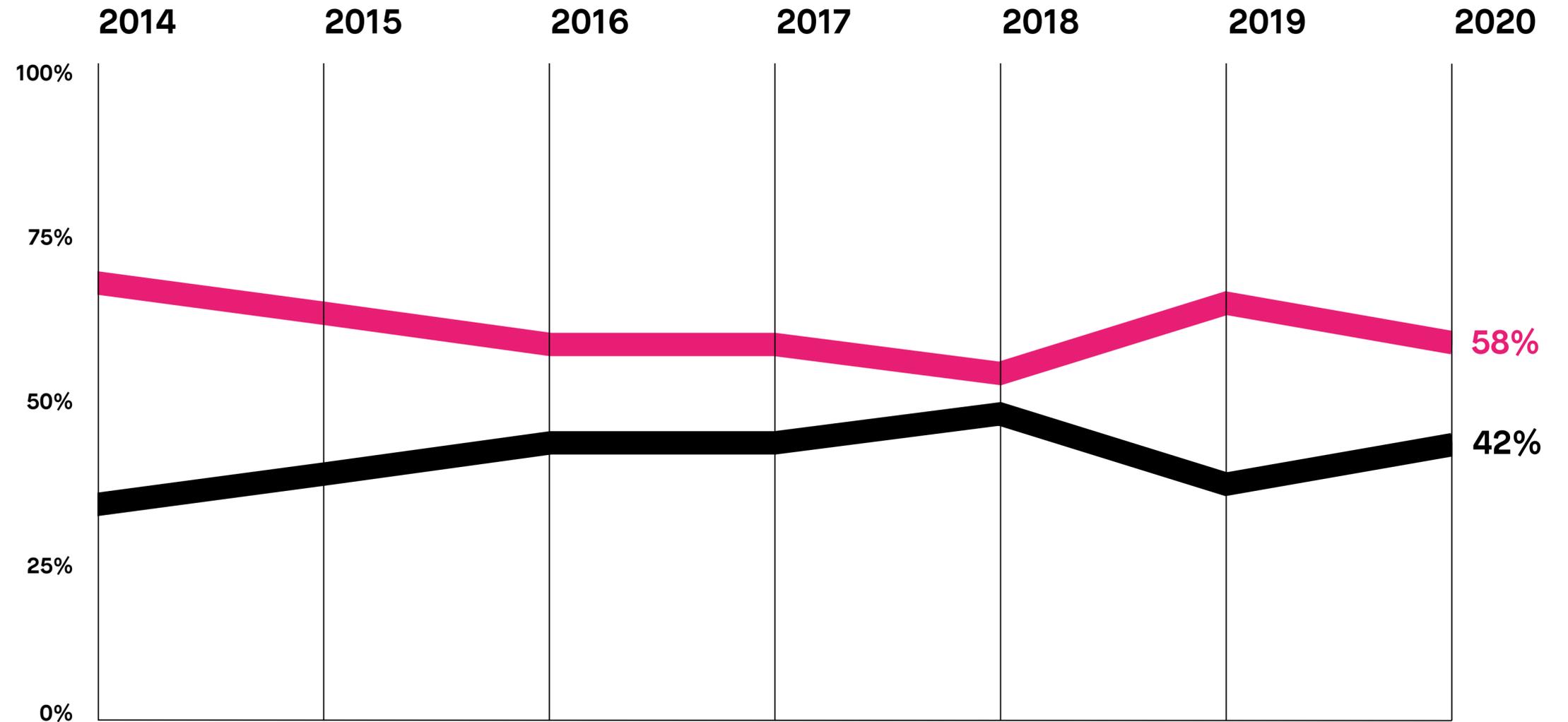
Schneider Electric

Overall company

Top Six Per Cent

Board

New Hires



Schneider Electric: Board* 2014-2020

*In 2019, Schneider Electric's Board went from 42% to 36% women as a result of the resignation of a board member in November 2019. Post the Annual Shareholder Meeting in April 2020, Schneider Electric's Board was 42% women.

■ Female ■ Male

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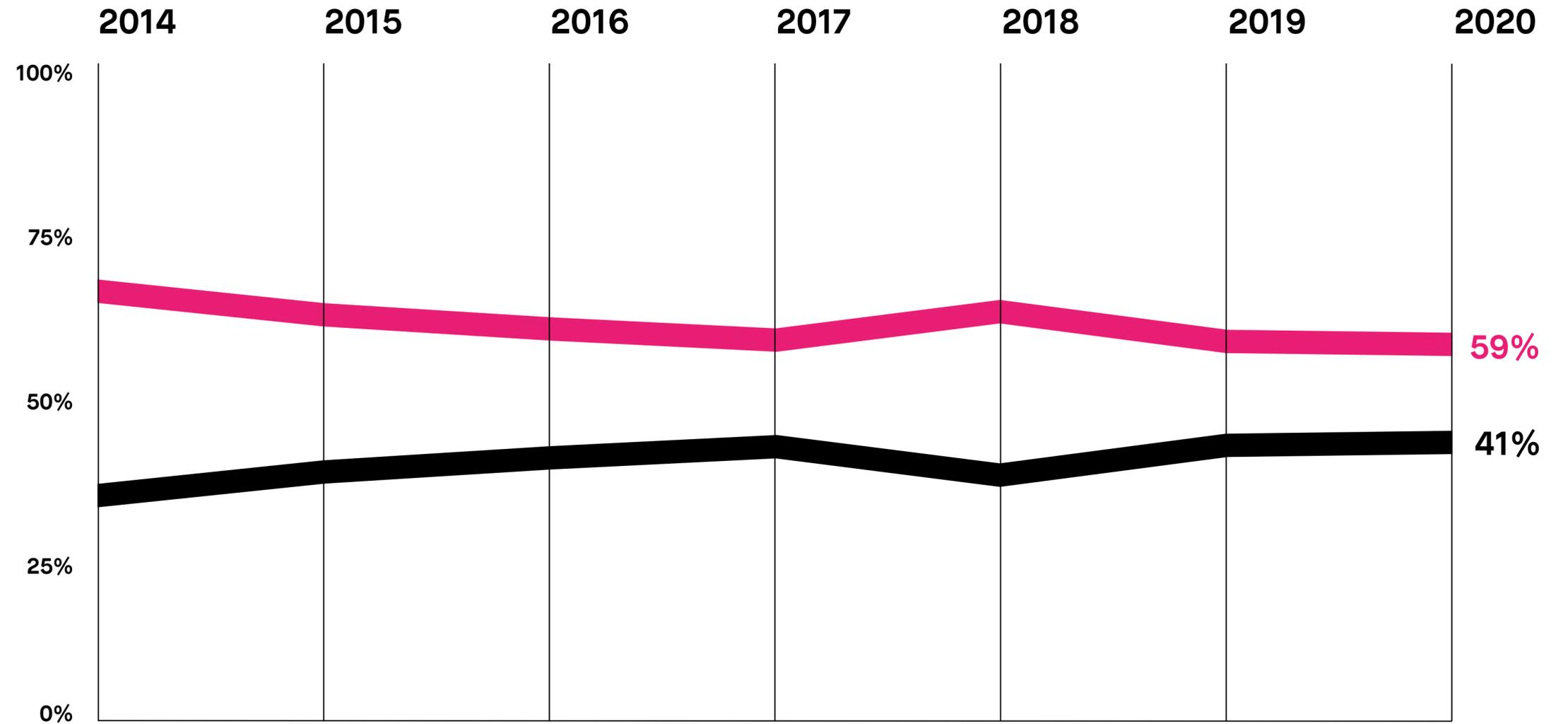
Schneider Electric

Overall company

Top Six Per Cent

Board

New Hires



Schneider Electric: New Hires* 2014-2020

*Schneider Electric new hires are only white collar employees.

■ Female ■ Male

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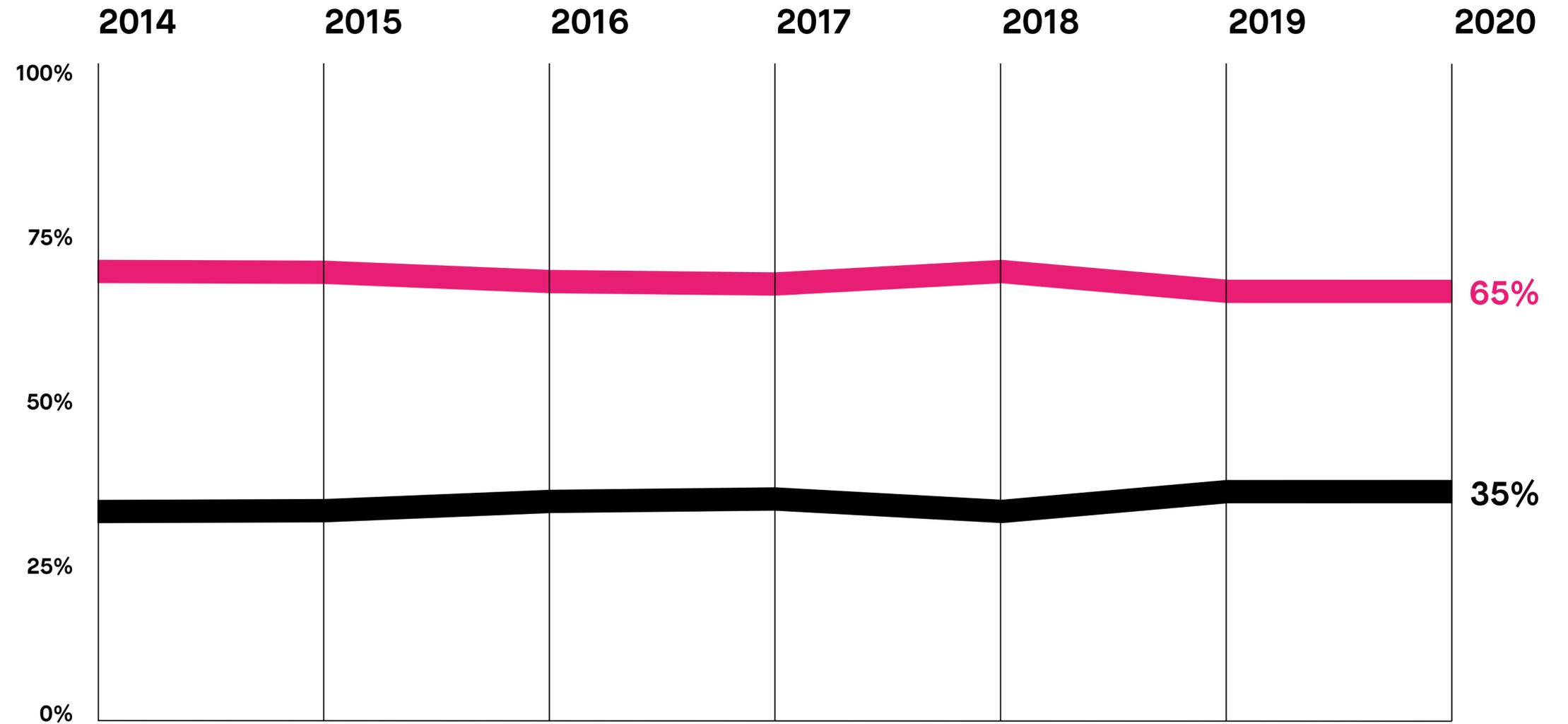
Unilever

Overall company

Top Six Per Cent

Board

New Hires



Unilever: Overall company 2014-2020

Female Male

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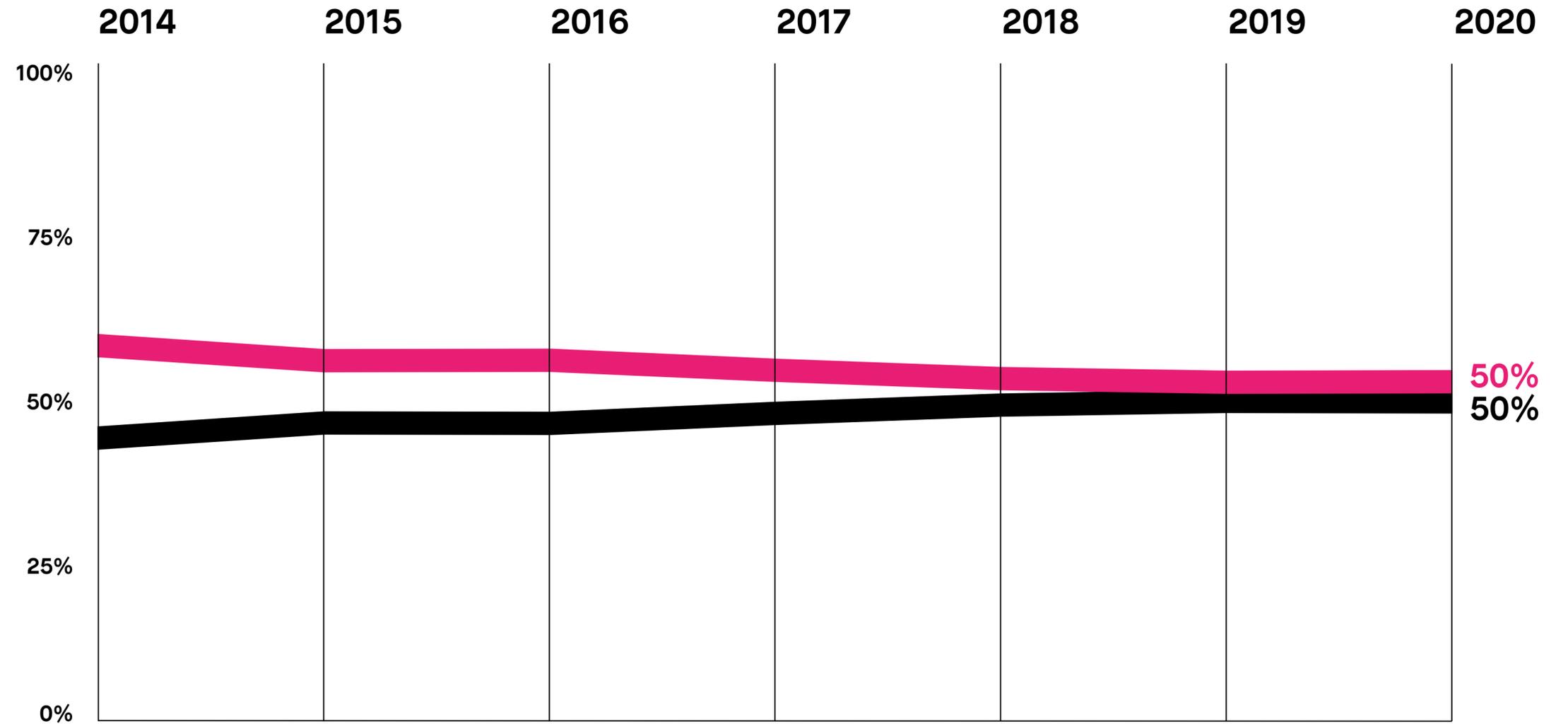
Unilever

Overall company

Top Six Per Cent

Board

New Hires



Unilever: Top Six Per Cent 2014-2020

Female Male

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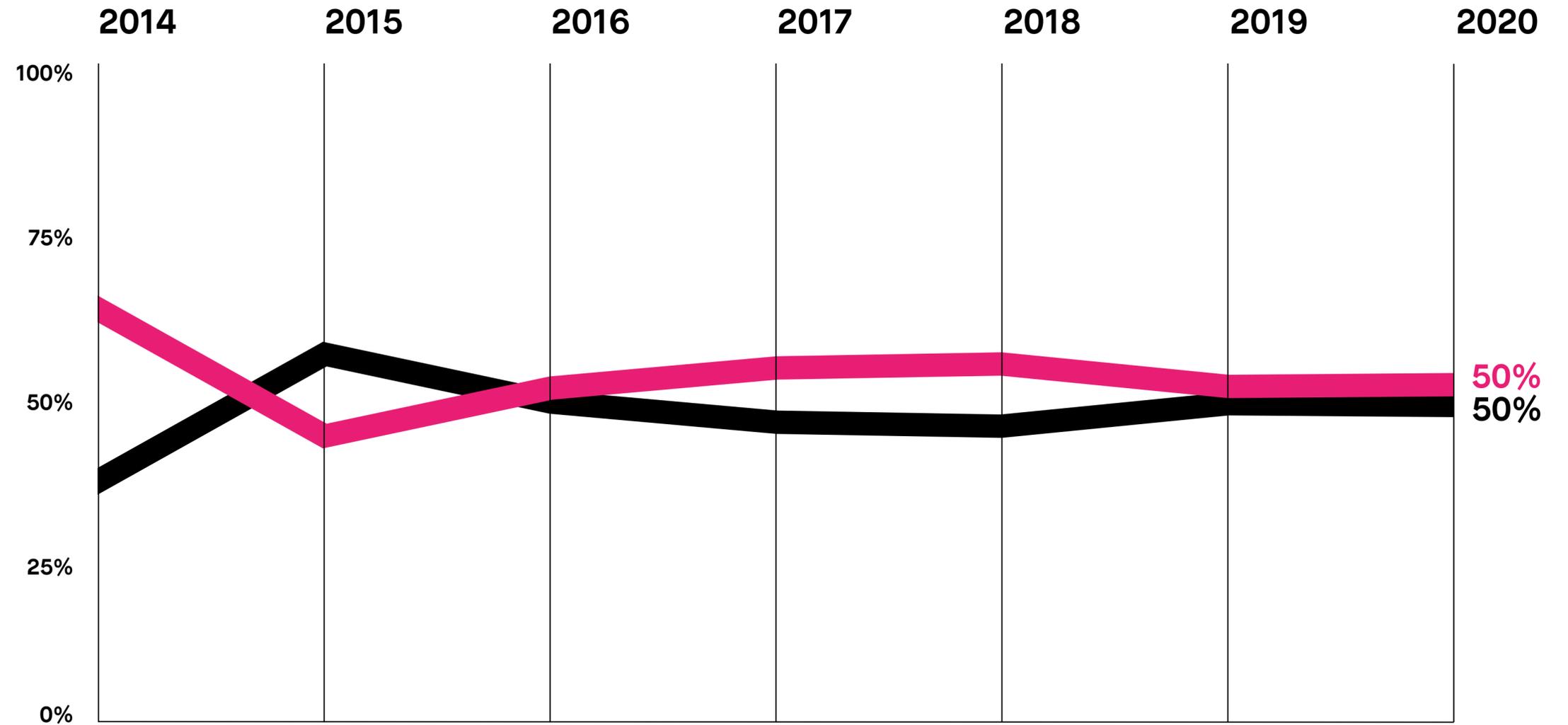
Unilever

Overall company

Top Six Per Cent

Board

New Hires



Unilever: Board 2014-2020

Female Male

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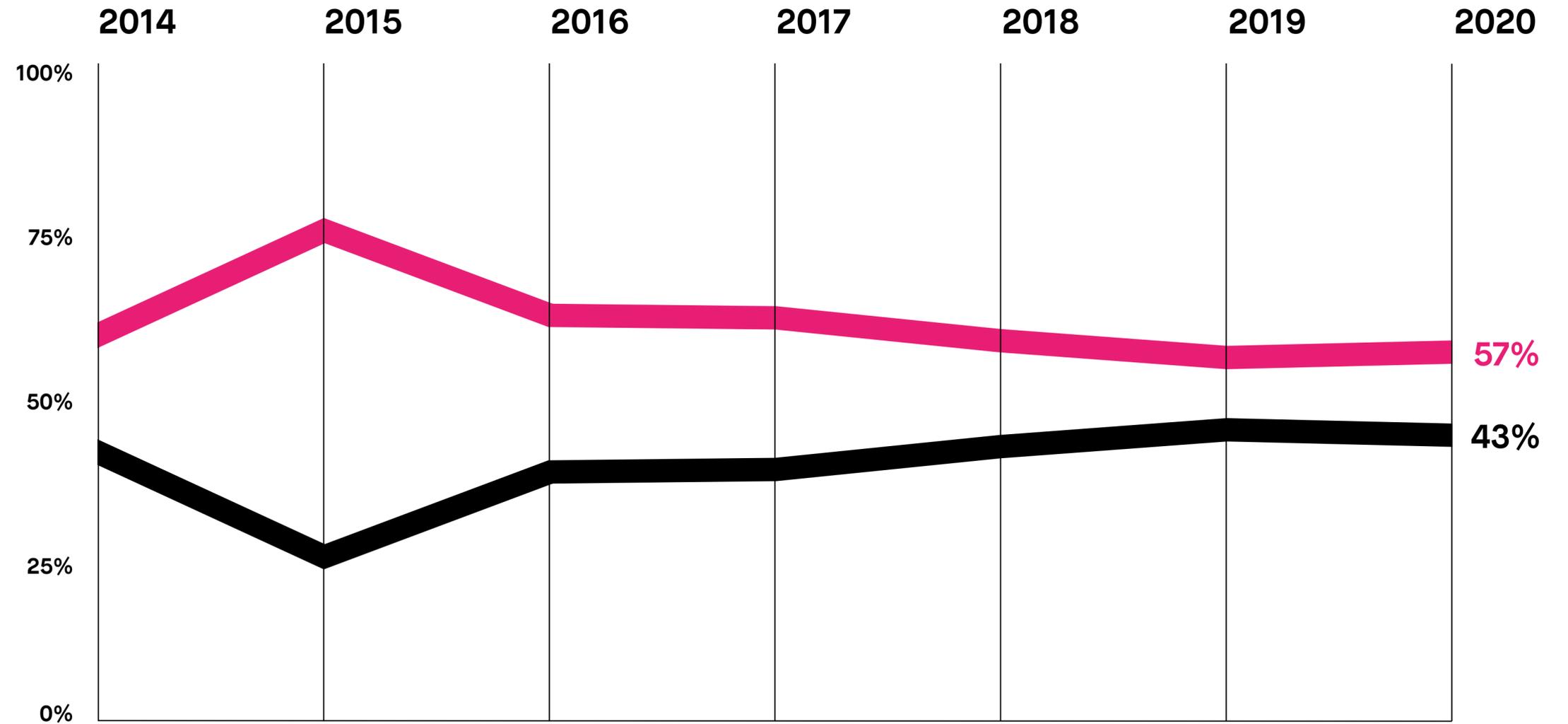
Unilever

Overall company

Top Six Per Cent

Board

New Hires



Unilever: New Hires 2014-2020

Female Male

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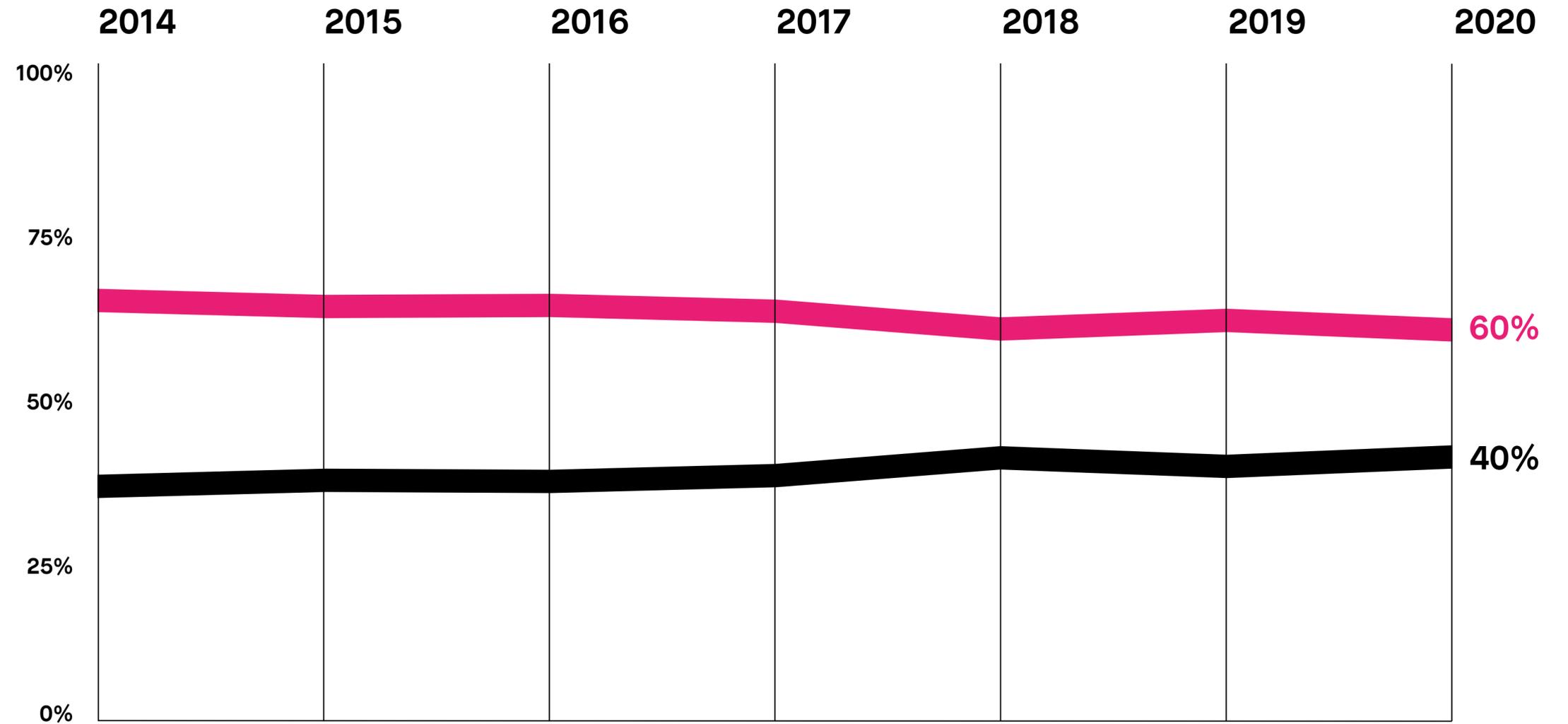
Vodafone

Overall company

Top Six Per Cent

Board

New Hires



Vodafone: Overall company 2014-2020

Female Male

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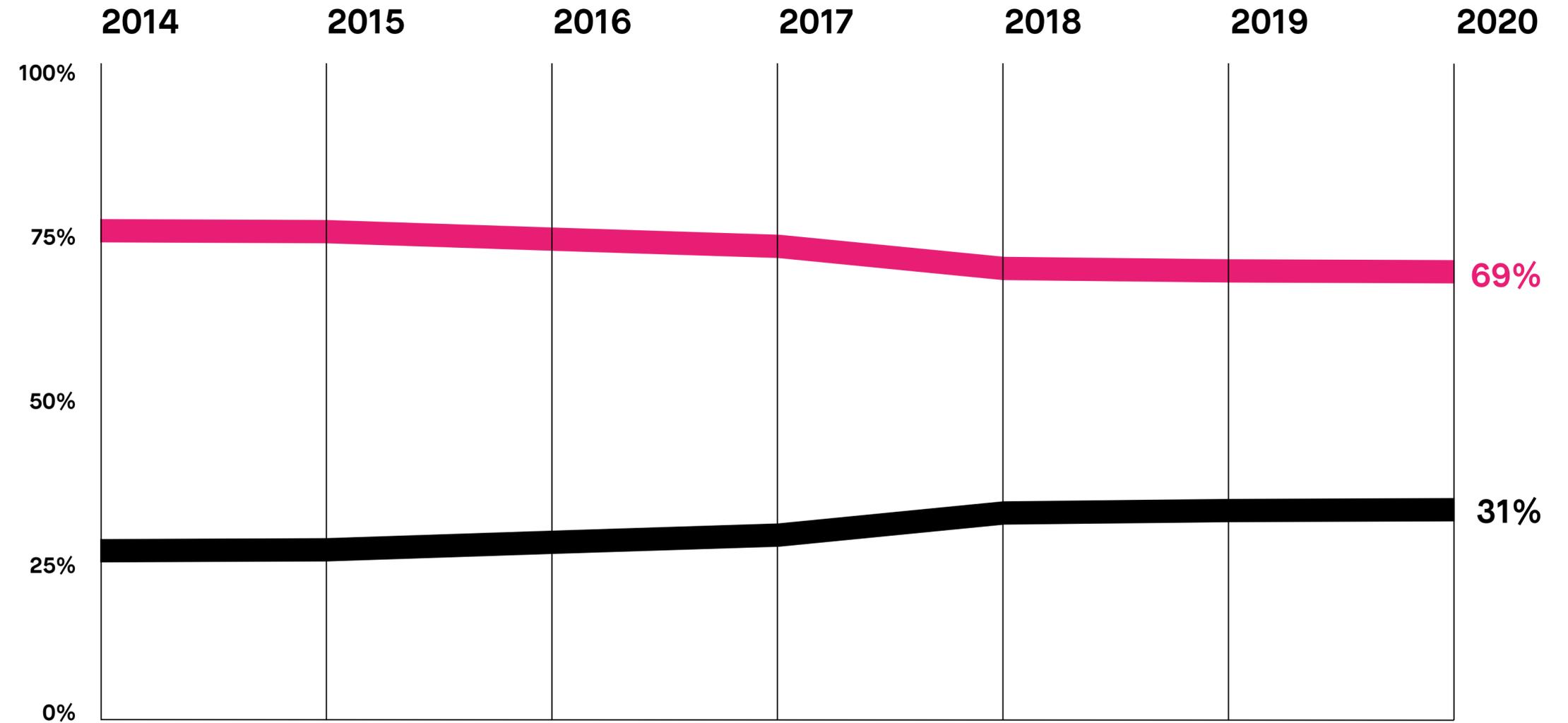
Vodafone

Overall company

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New Hires



Vodafone: Top Six Per Cent 2014-2020

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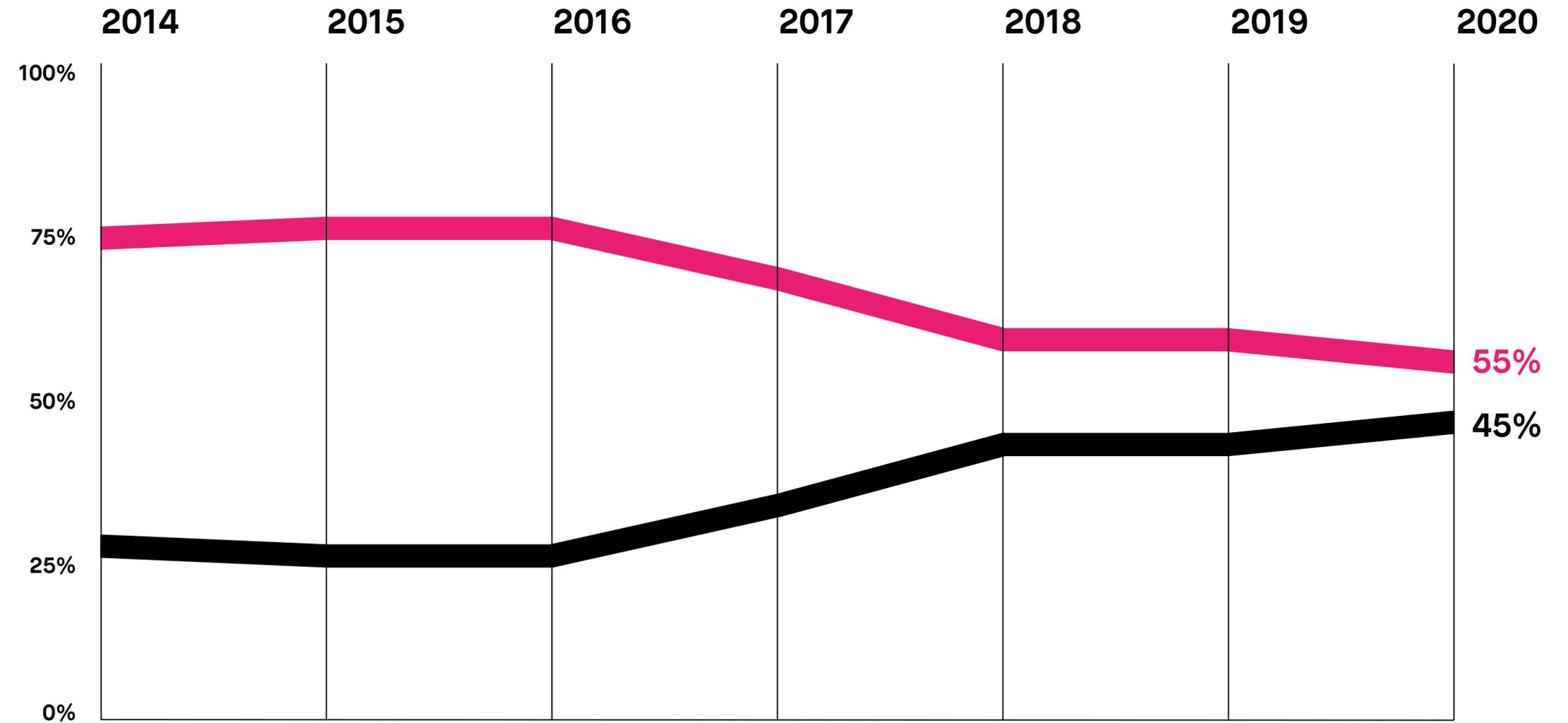
Vodafone

Overall company

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New Hires



Vodafone: Board 2014-2020

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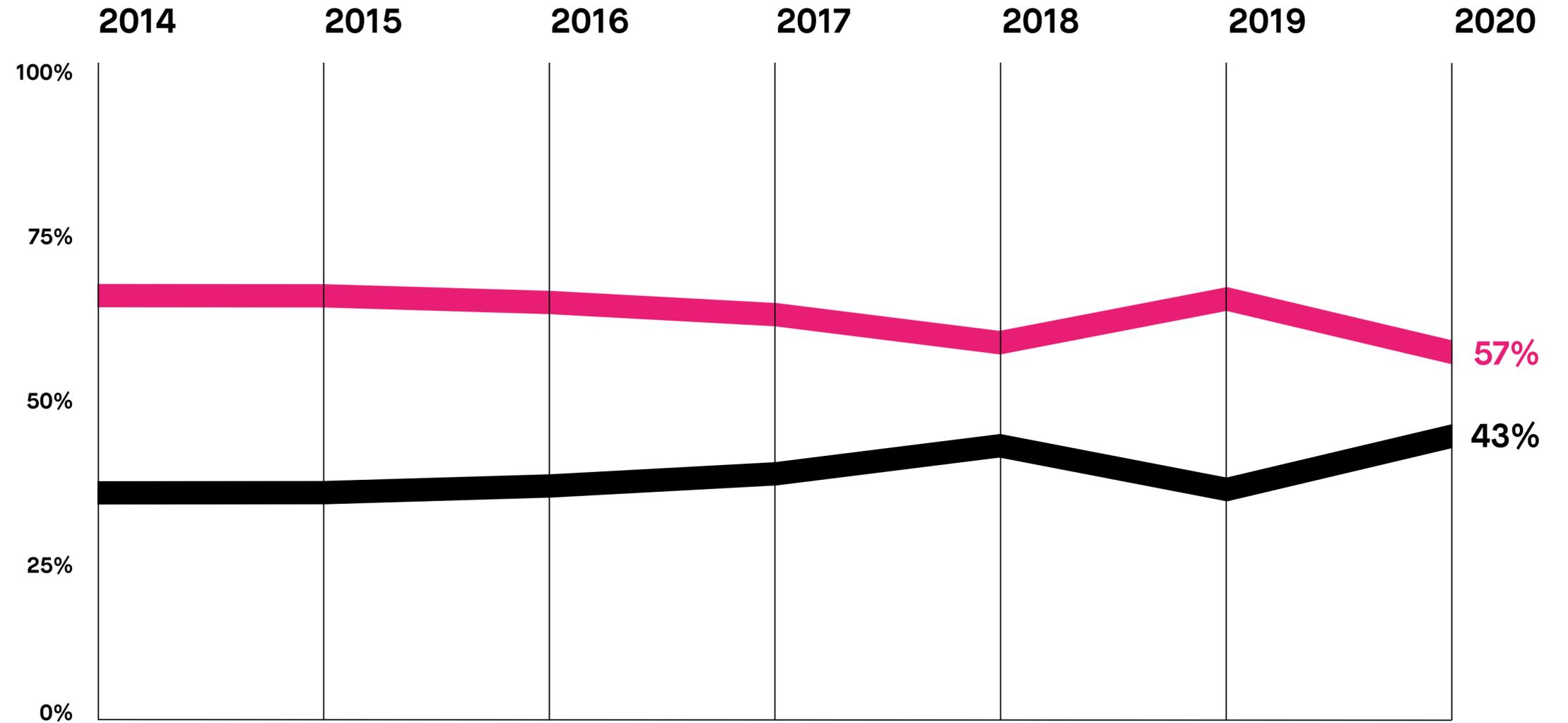
Vodafone

Overall company

Top Six Per Cent

Board

New Hires



Vodafone: New Hires 2014-2020

Female Male

Corporate Champions:

- Accor
- Barclays
- Koç Holding
- McKinsey & Co
- PwC
- Schneider Electric
- Unilever
- Vodafone

Thematic Champions:

- BNP Paribas
- Danone
- De Beers Group
- Exelon
- UK Policing
- Standard Bank Group
- World Scouting

University Champions:

- Georgetown
- Kenyatta
- Nagoya
- São Paulo
- Sciences Po
- Stony Brook
- Waterloo
- Wits

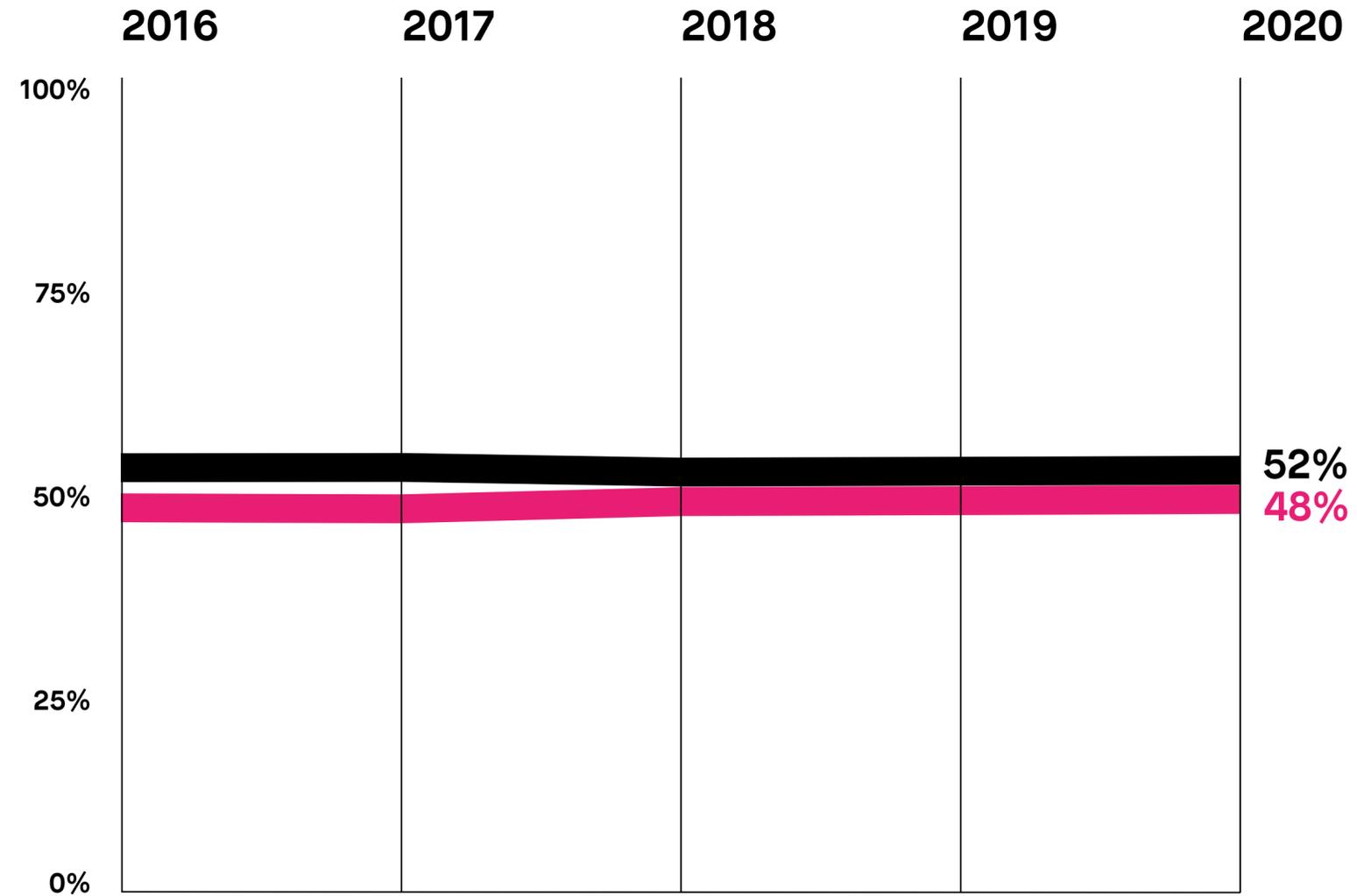
BNP Paribas

Overall company

Top Six Per Cent

Board

New Hires



BNP Paribas: Overall company 2014-2020

Female Male

Corporate Champions:

- Accor
- Barclays
- Koç Holding
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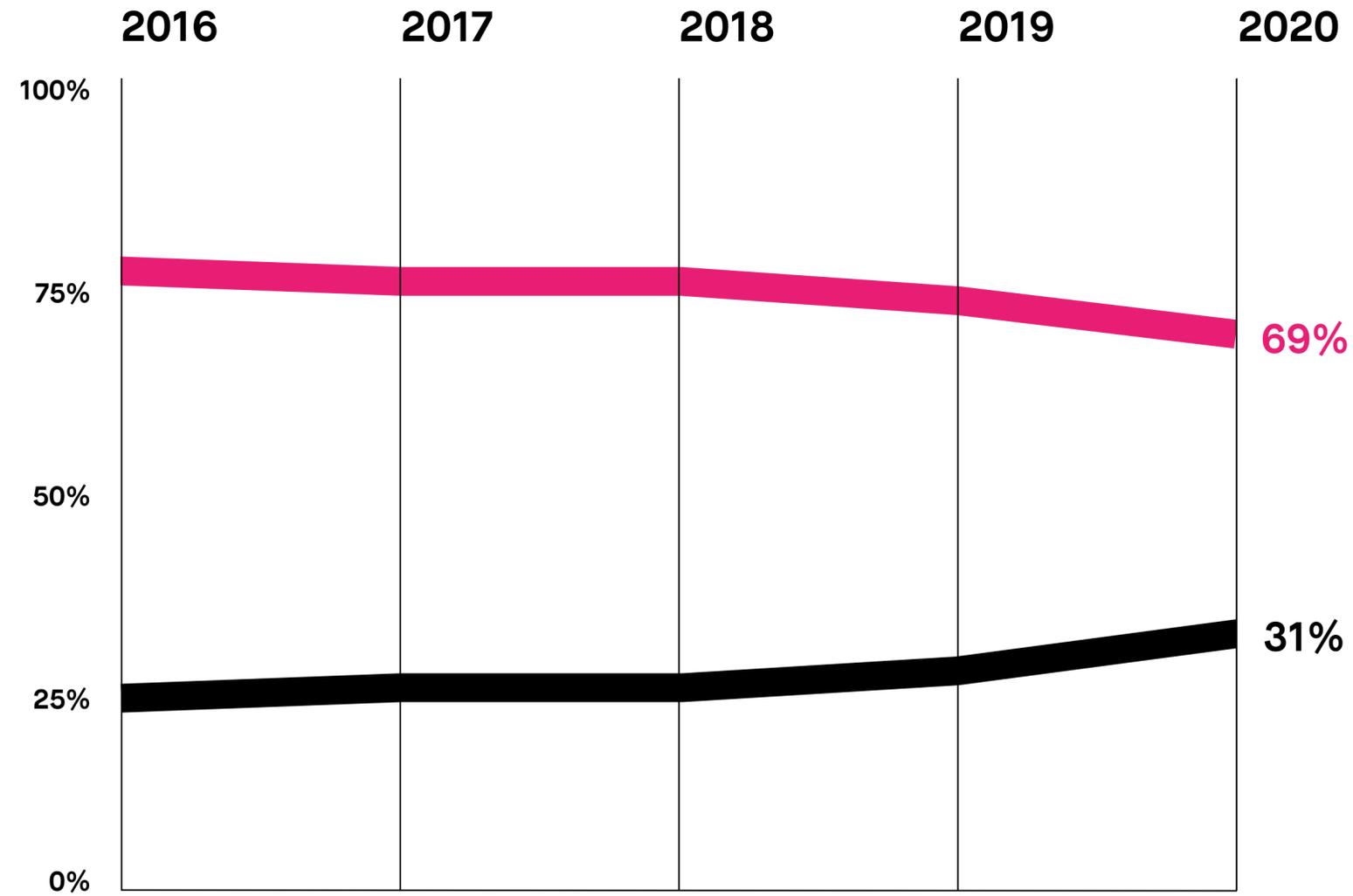
BNP Paribas

Overall company

Top Six Per Cent

Board

New Hires



*Corresponds to the Leadership for Change population (Top 500, i.e. members of cross-functional Executives Committees across business lines and/or countries)

BNP Paribas: Top Six Per Cent* 2014-2020

Female Male

Corporate Champions:

- Accor
- Barclays
- Koç Holding
- McKinsey & Co
- PwC
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- Unilever
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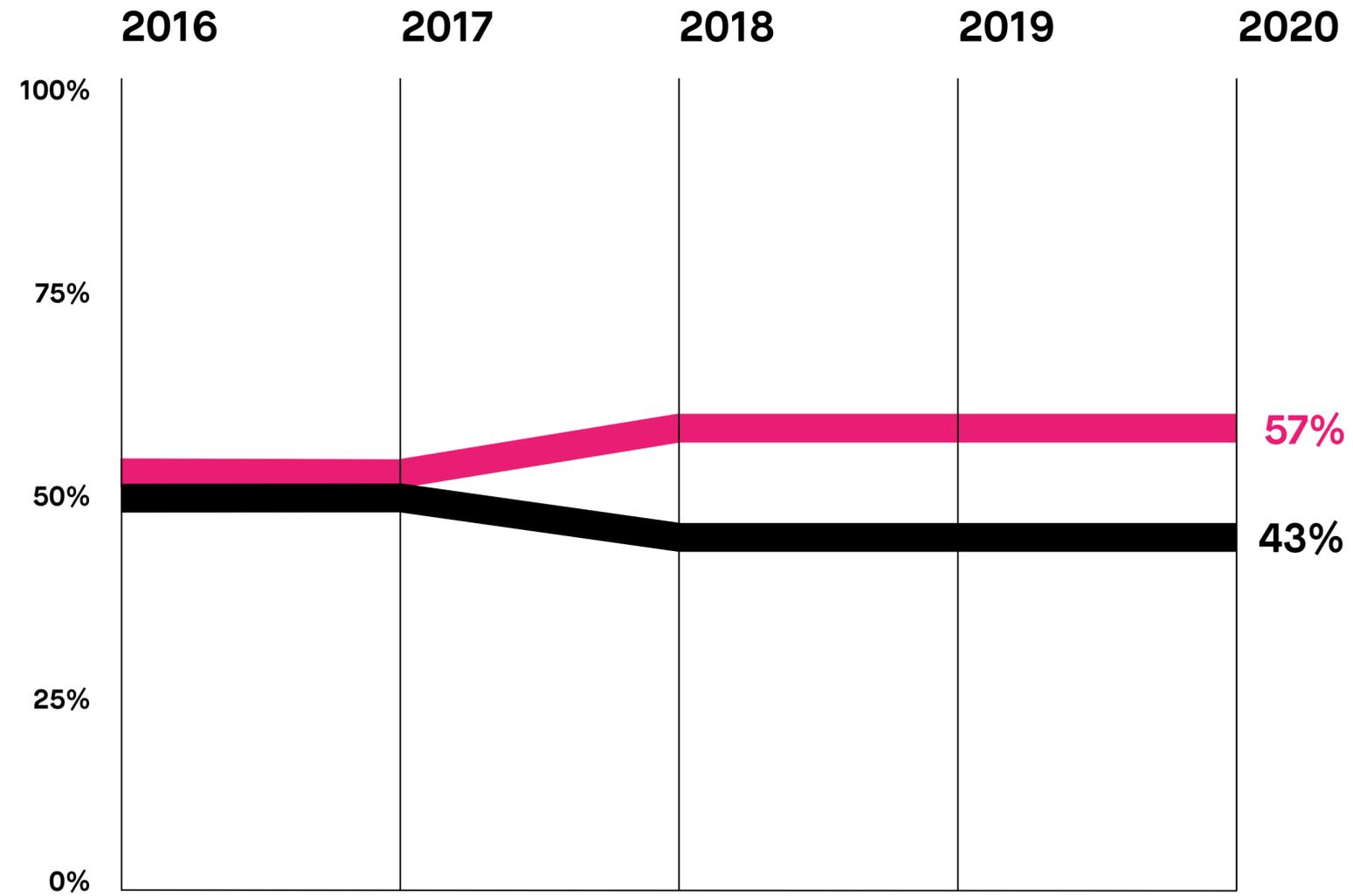
BNP Paribas

Overall company

Top Six Per Cent

Board

New Hires



BNP Paribas: Board 2014-2020

Female Male

Corporate Champions:

- Accor
- Barclays
- Koç Holding
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- PwC
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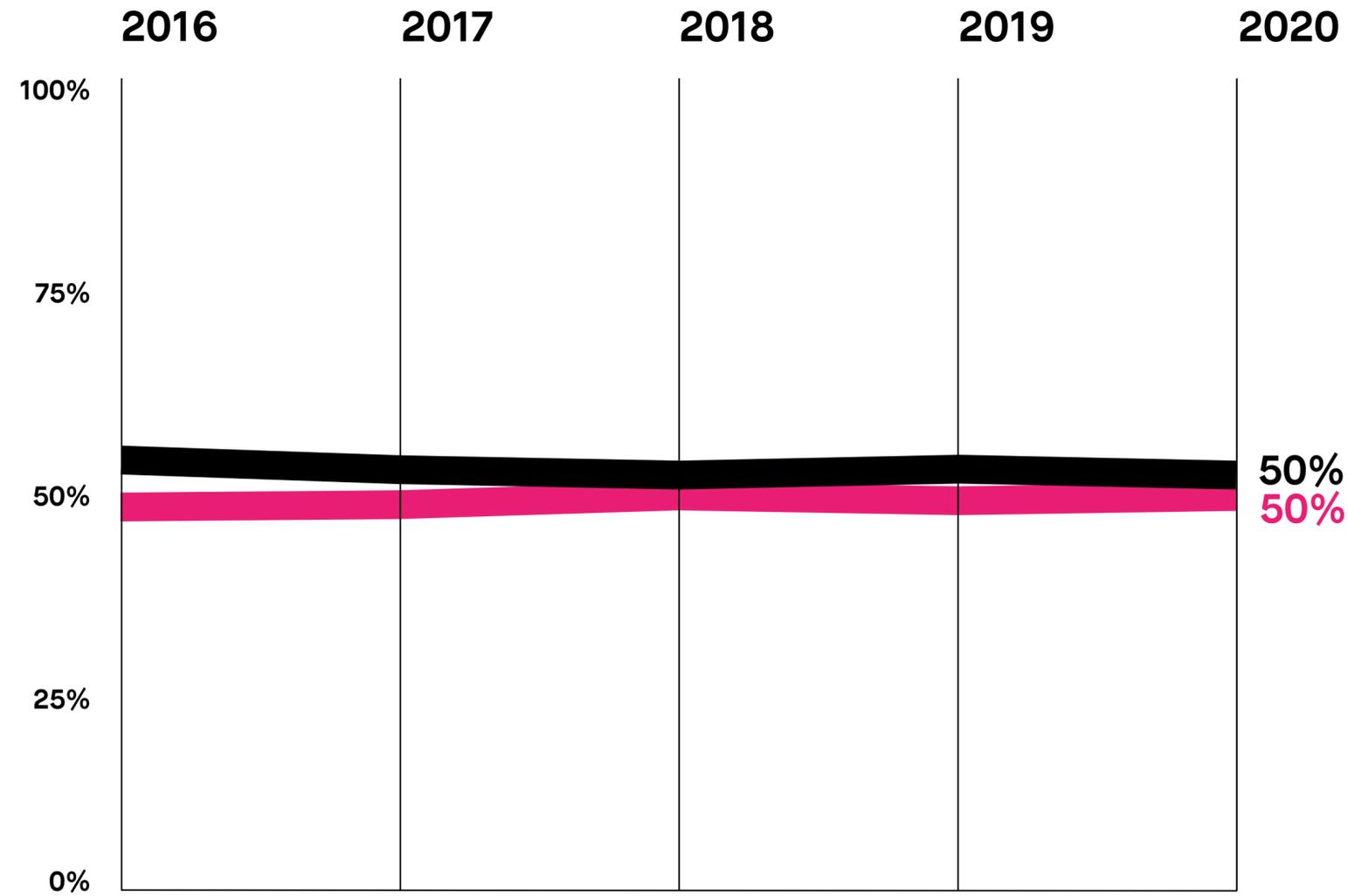
BNP Paribas

Overall company

Top Six Per Cent

Board

New Hires



BNP Paribas: New Hires 2014-2020

Female Male

Corporate Champions:

- Accor
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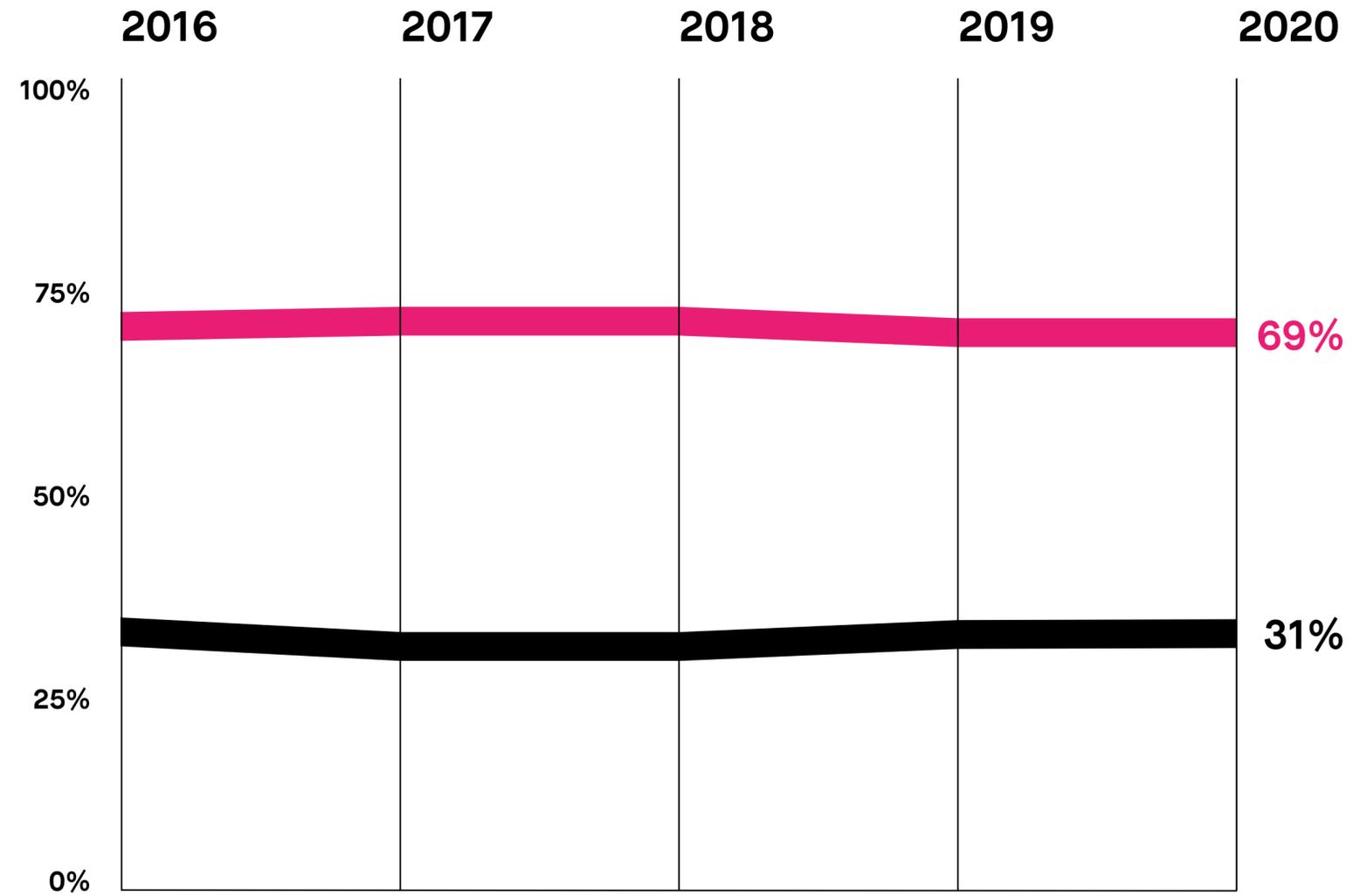
Danone

Overall company

Top Six Per Cent

Board

New Hires



Danone: Overall company 2014-2020

Female Male

Corporate Champions:

- Accor
- Barclays
- Koç Holding
- McKinsey & Co
- PwC
- Schneider Electric
- Unilever
- Vodafone

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- Kenyatta
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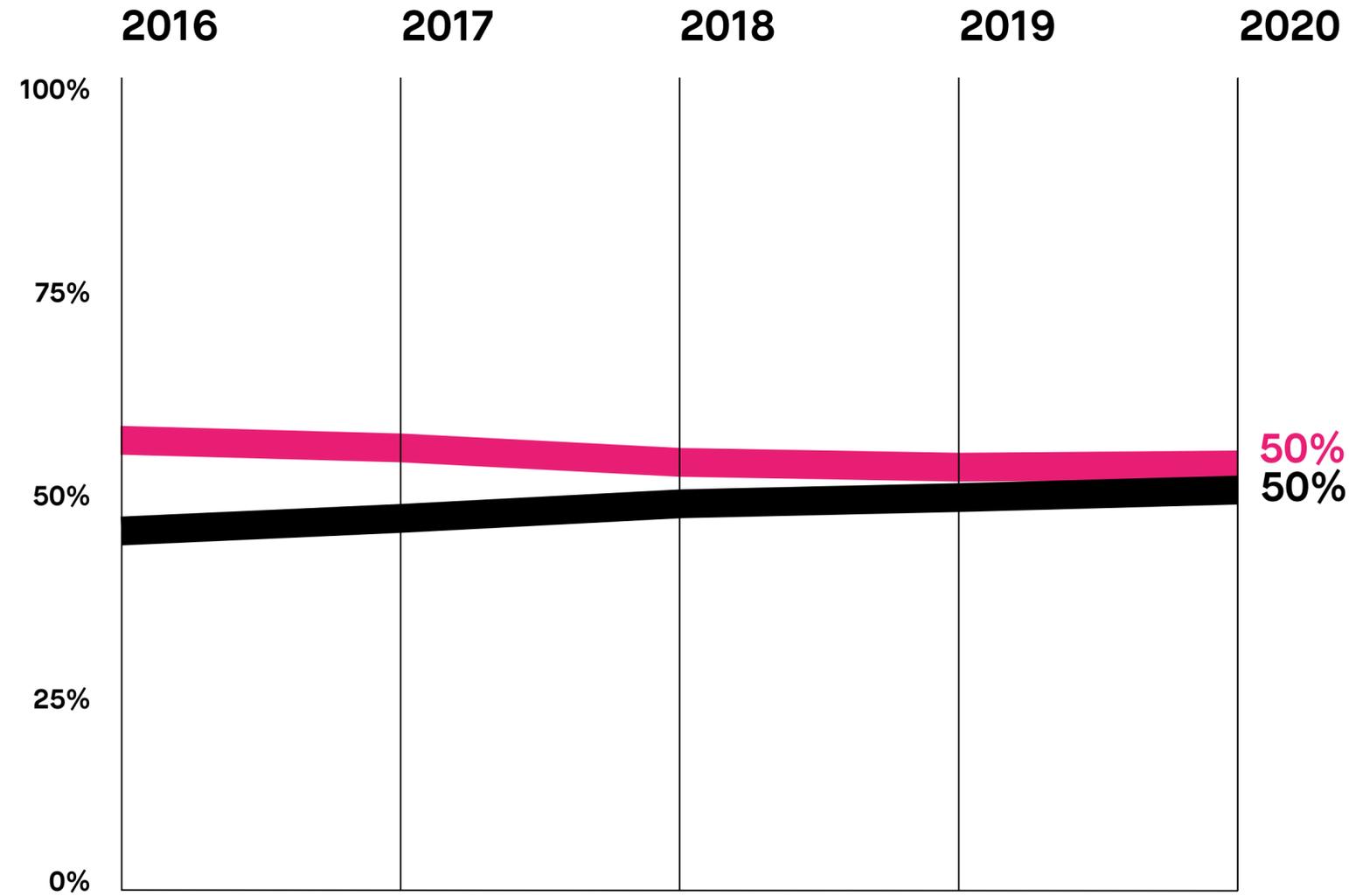
Danone

Overall company

Top Six Per Cent

Board

New Hires



*Based on Top 10% positions published in our Annual Report

Danone: Top Six Per Cent 2014-2020

Female Male

Corporate Champions:

- Accor
- Barclays
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- PwC
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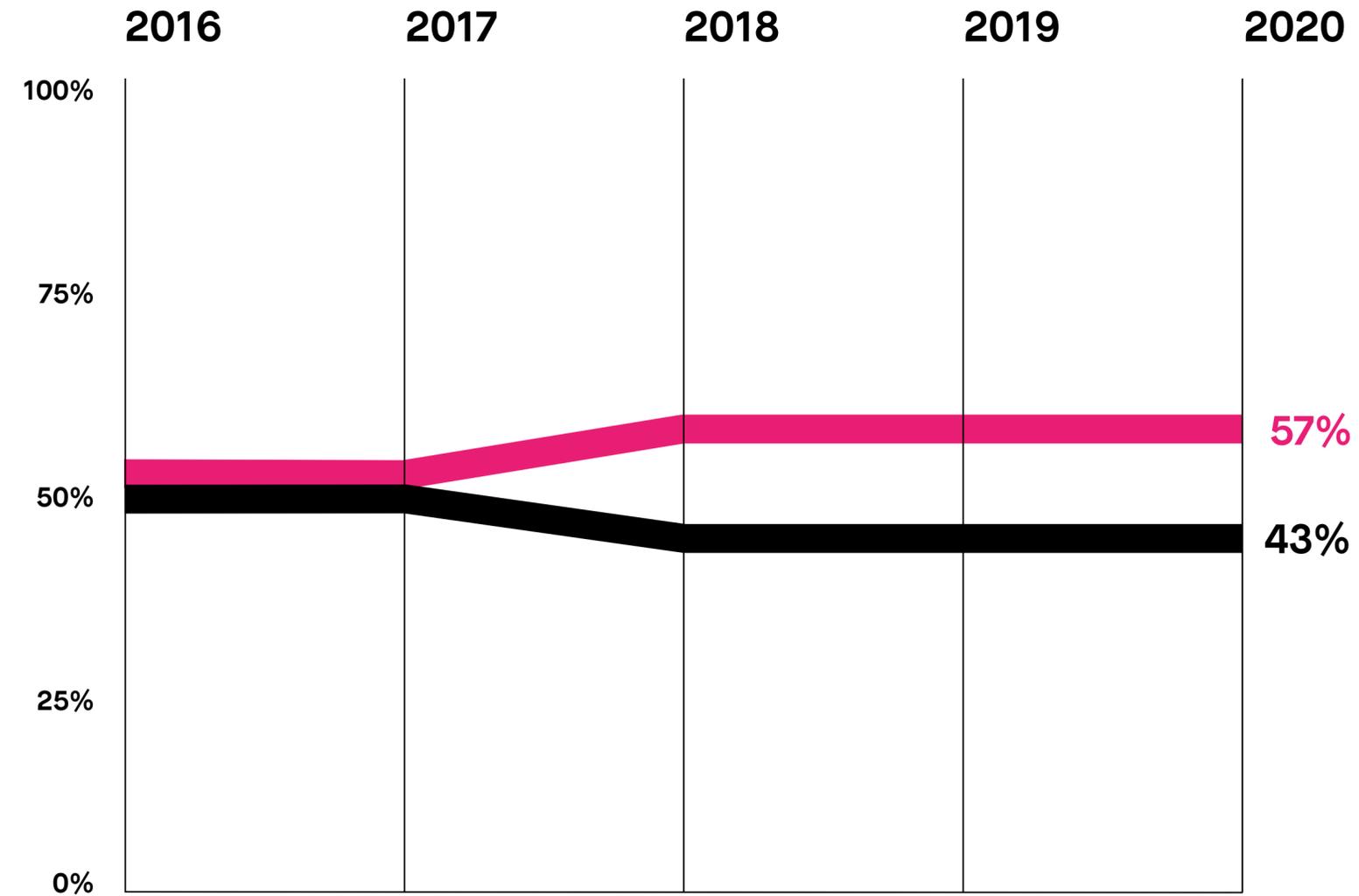
Danone

Overall company

Top Six Per Cent

Board

New Hires



Danone: Board 2014-2020

Female Male

Corporate Champions:

- Accor
- Barclays
- Koç Holding
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- PwC
- Schneider Electric
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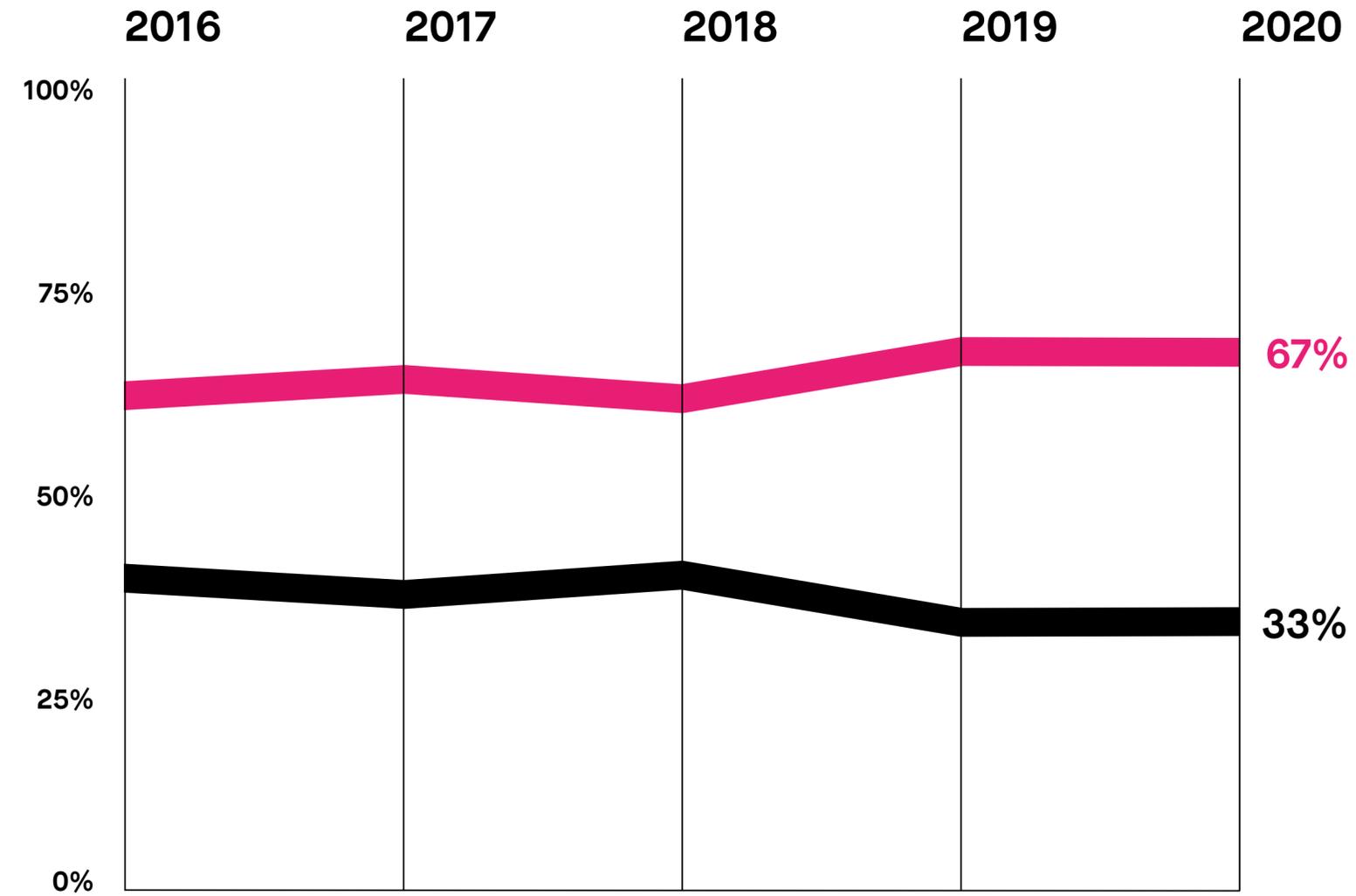
Danone

Overall company

Top Six Per Cent

Board

New Hires



Danone: New Hires 2014-2020

Female Male

Corporate Champions:

- Accor
- Barclays
- Koç Holding
- McKinsey & Co
- PwC
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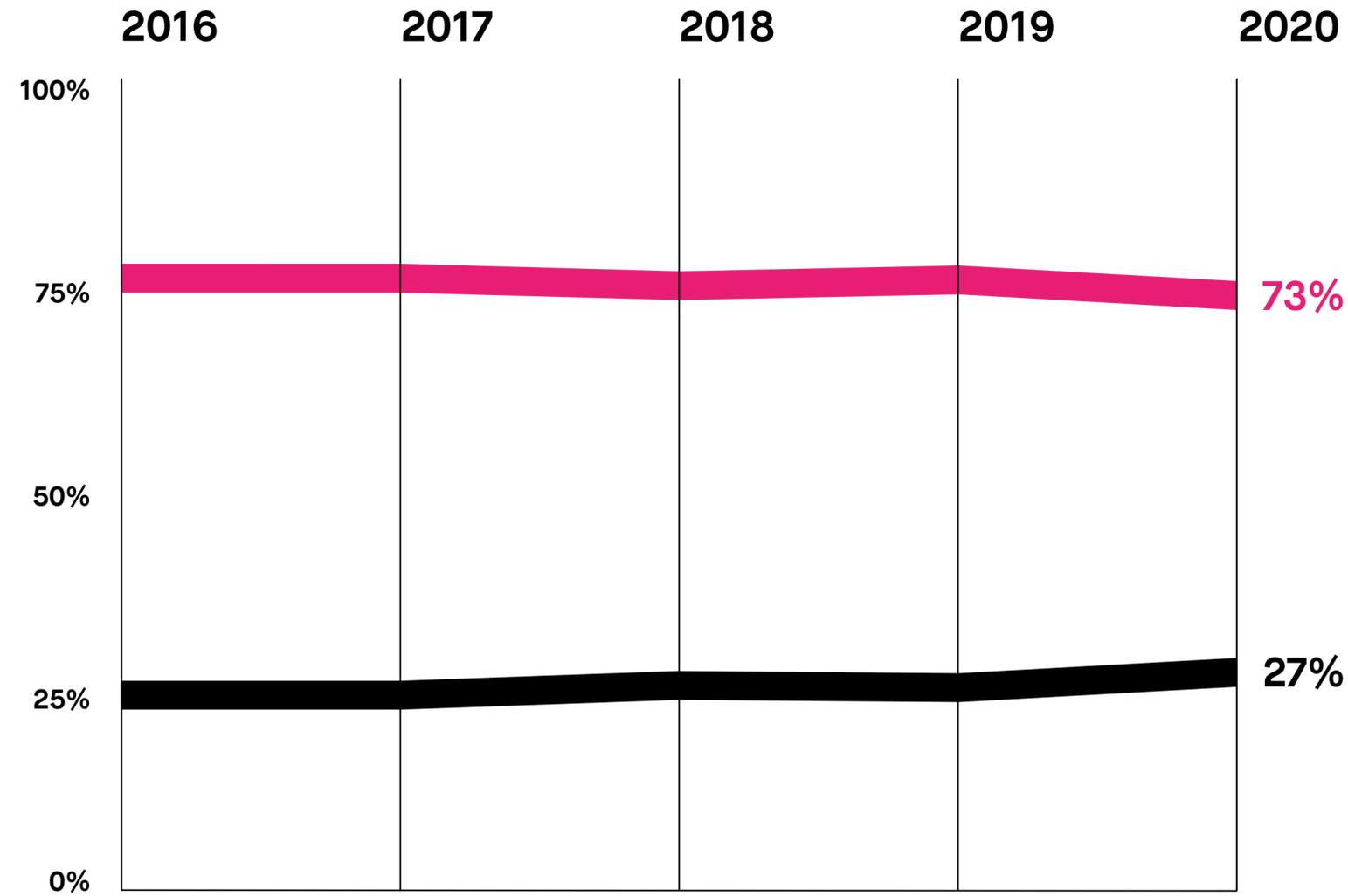
De Beers Group

Overall company

Top Six Per Cent

Board

New Hires



*Band 5+ Representation;

De Beers Group: Overall company* 2014-2020

Female Male

Corporate Champions:

- Accor
- Barclays
- Koç Holding
- McKinsey & Co
- PwC
- Schneider Electric
- Unilever
- Vodafone

Thematic Champions:

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- Danone
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University Champions:

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- Waterloo
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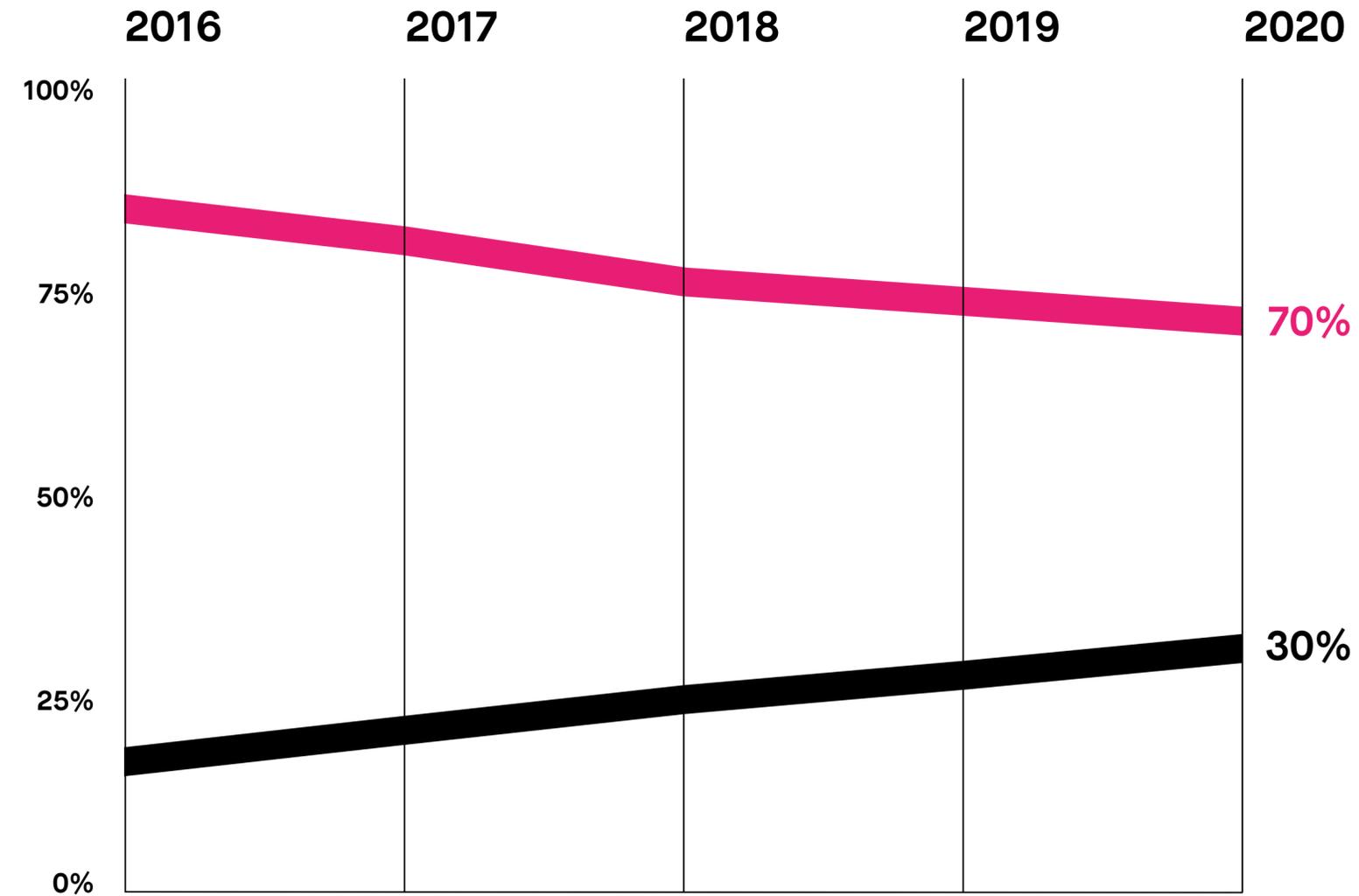
De Beers Group

Overall company

Top Six Per Cent

Board

New Hires



De Beers Group: Top Six Per Cent 2014-2020

Female Male

Corporate Champions:

- Accor
- Barclays
- Koç Holding
- McKinsey & Co
- PwC
- Schneider Electric
- Unilever
- Vodafone

Thematic Champions:

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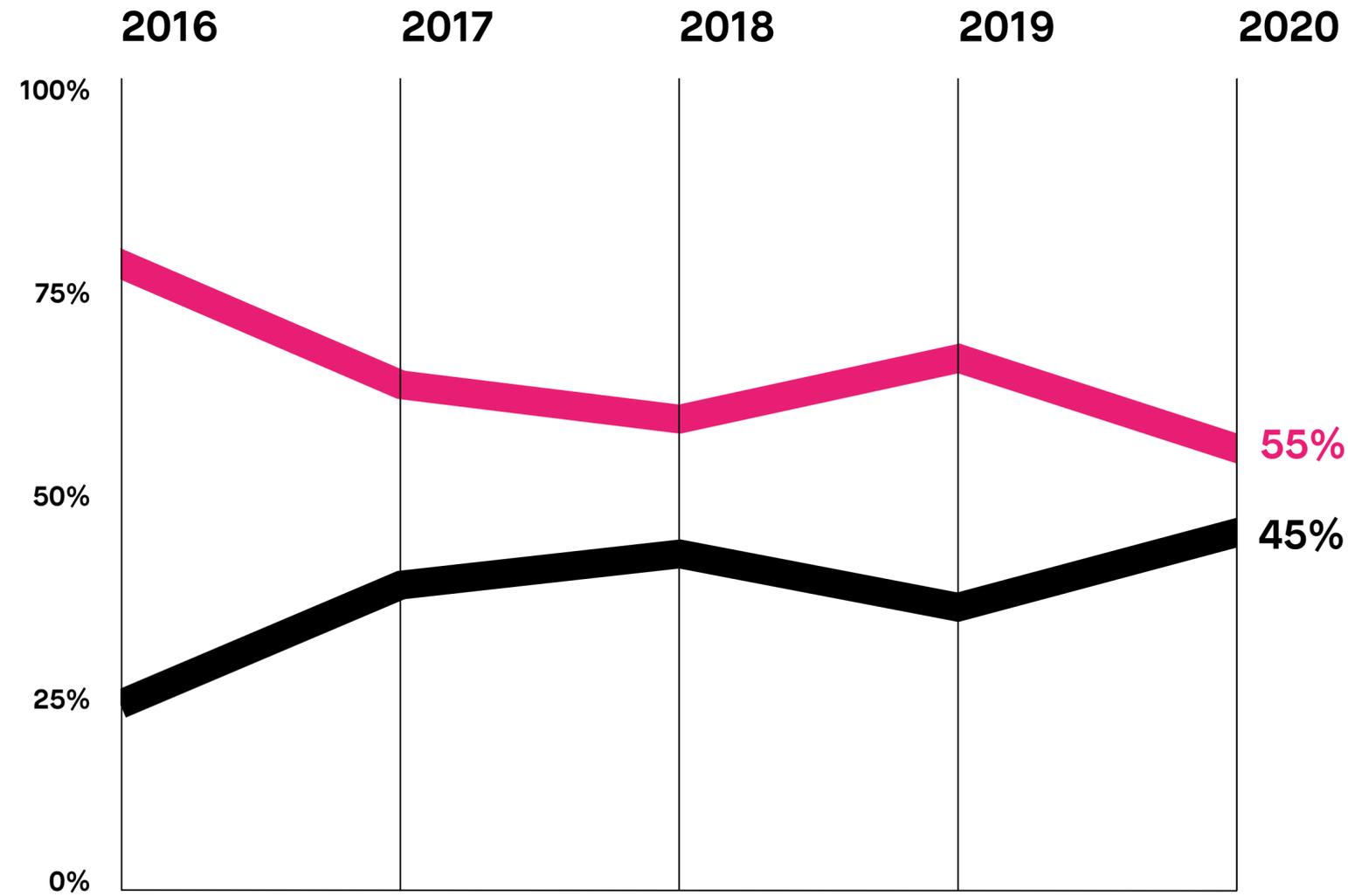
De Beers Group

Overall company

Top Six Per Cent

Board

New Hires



*Band 5+ appointment rate

De Beers Group: New Hires* 2014-2020

Female Male

Corporate Champions:

- Accor
- Barclays
- Koç Holding
- McKinsey & Co
- PwC
- Schneider Electric
- Unilever
- Vodafone

Thematic Champions:

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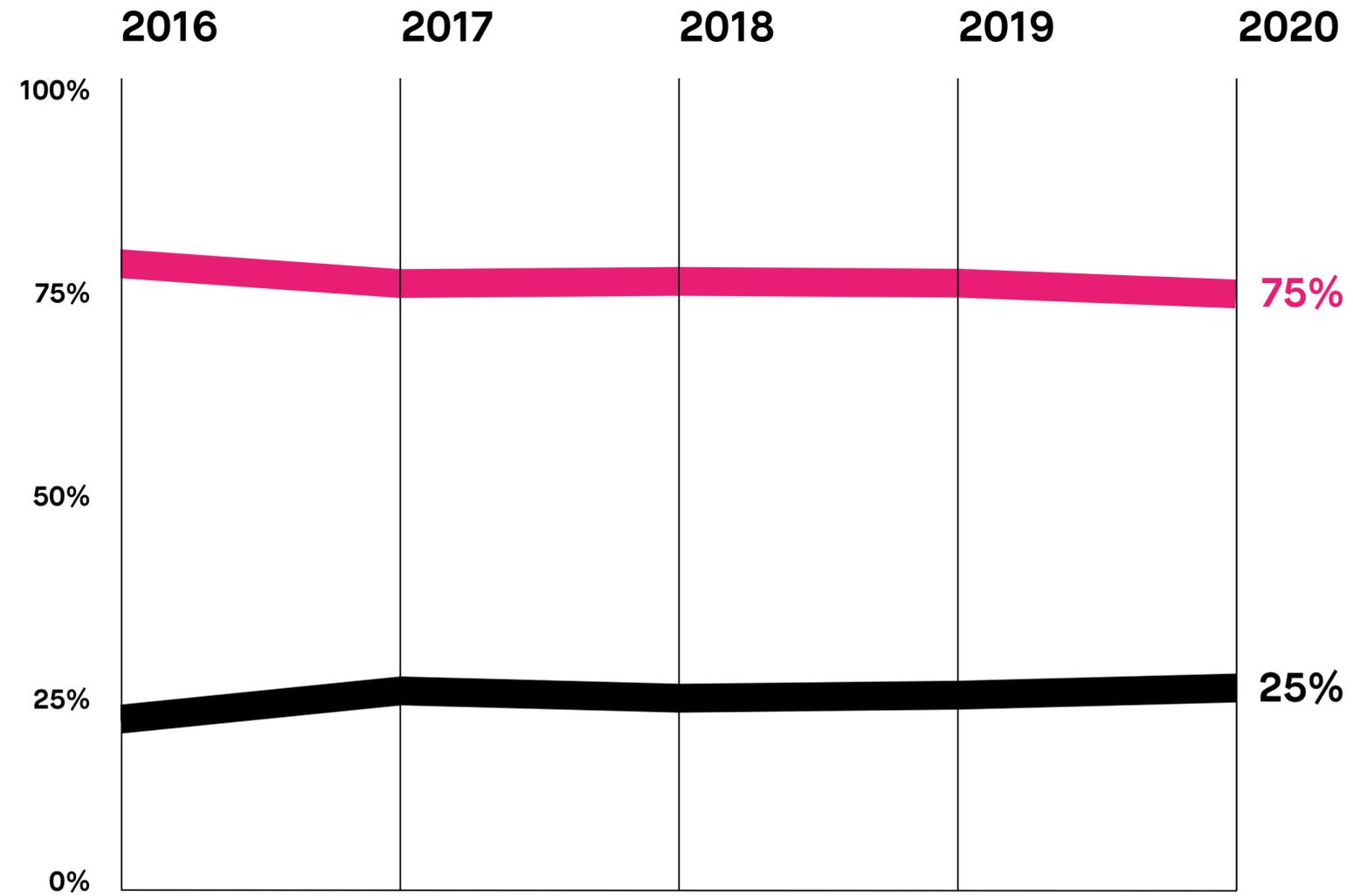
Exelon

Overall company

Top Six Per Cent

Board

New Hires



Exelon: Overall company 2014-2020

Female Male

Corporate Champions:

- Accor
- Barclays
- Koç Holding
- McKinsey & Co
- PwC
- Schneider Electric
- Unilever
- Vodafone

Thematic Champions:

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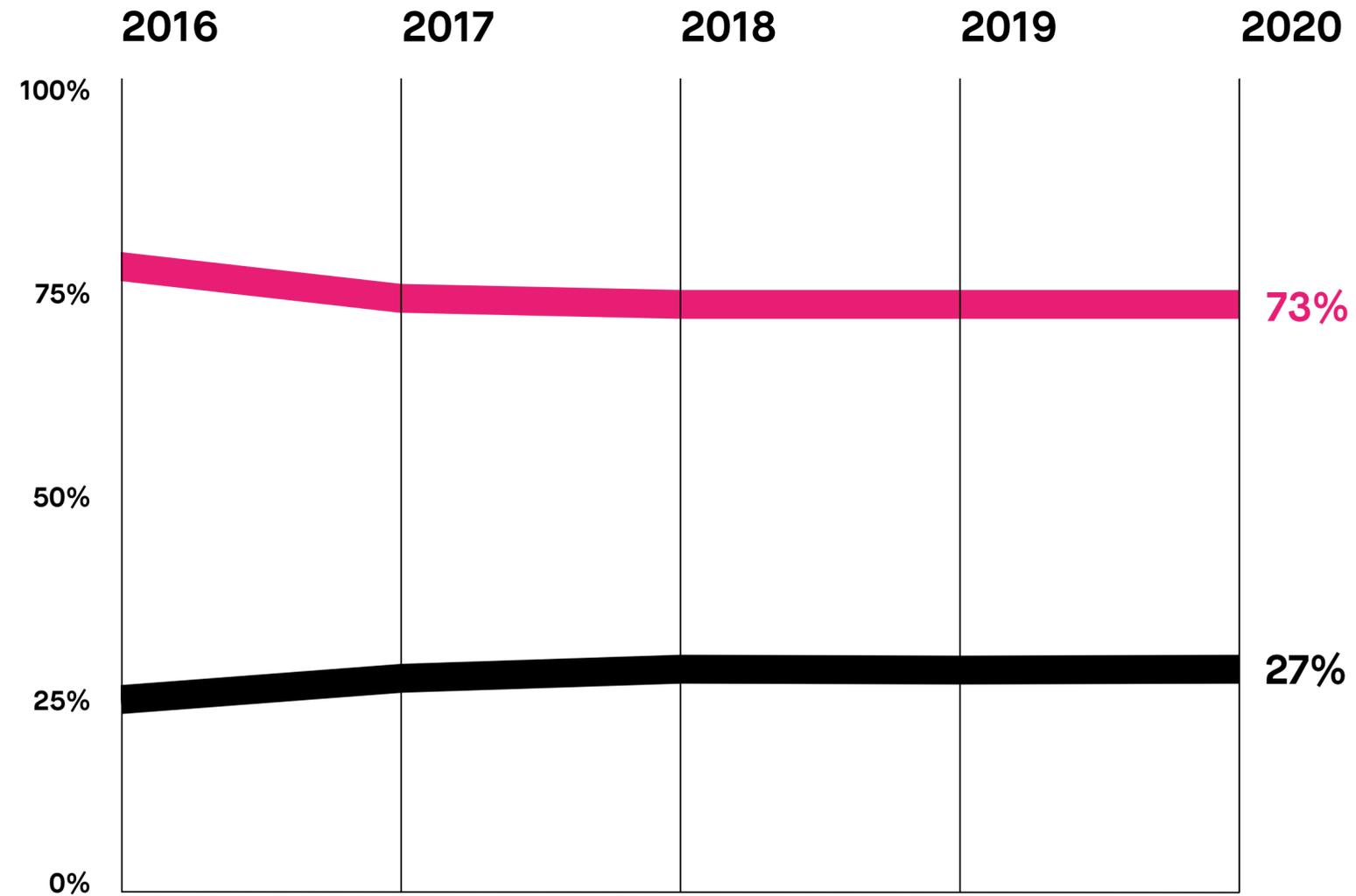
Exelon

Overall company

Top Six Per Cent

Board

New Hires



Exelon: Top Six Per Cent 2014-2020

Female Male

Corporate Champions:

- Accor
- Barclays
- Koç Holding
- McKinsey & Co
- PwC
- Schneider Electric
- Unilever
- Vodafone

Thematic Champions:

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University Champions:

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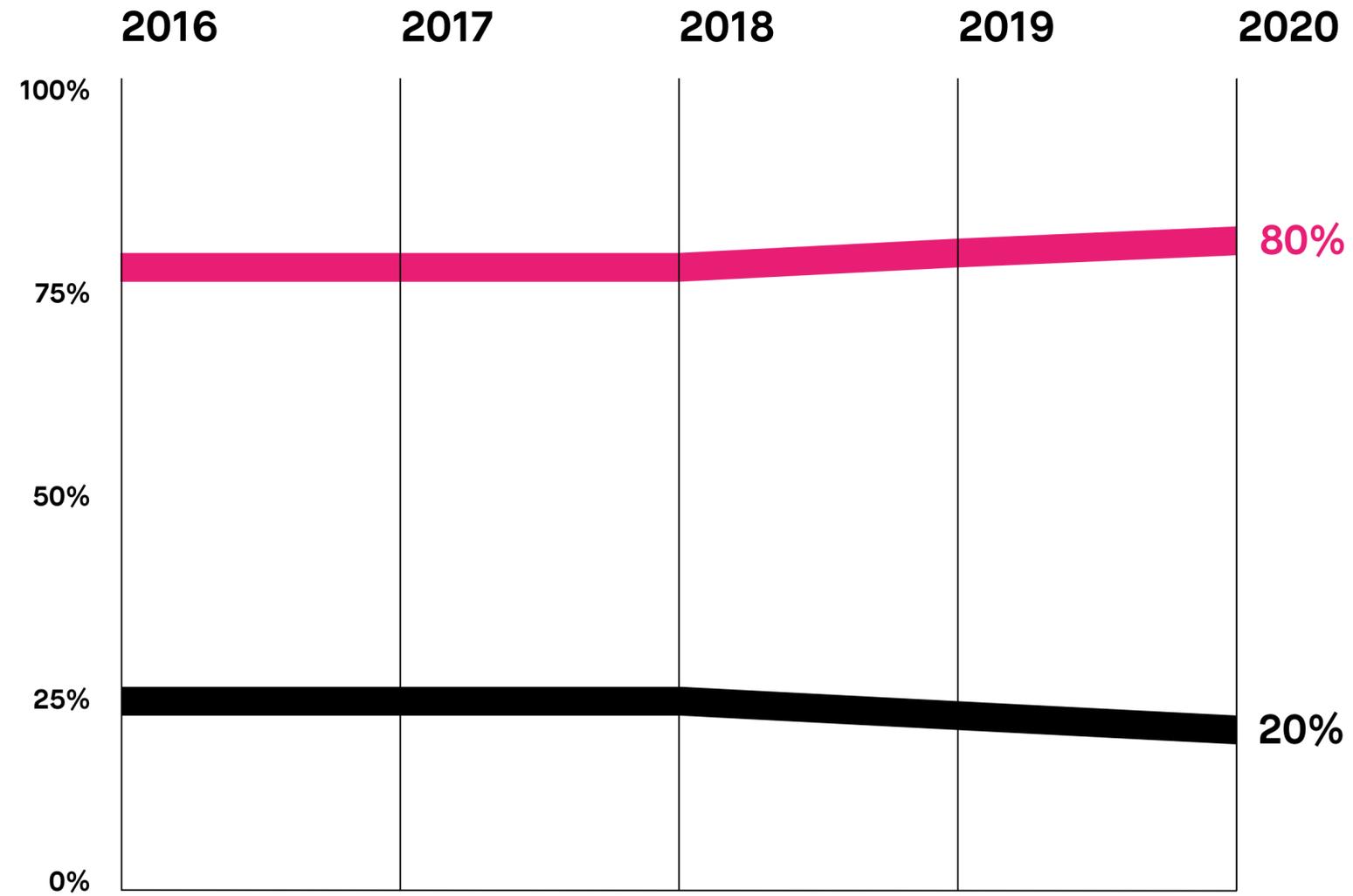
Exelon

Overall company

Top Six Per Cent

Board

New Hires



Exelon: Board 2014-2020

Female Male

Corporate Champions:

- Accor
- Barclays
- Koç Holding
- McKinsey & Co
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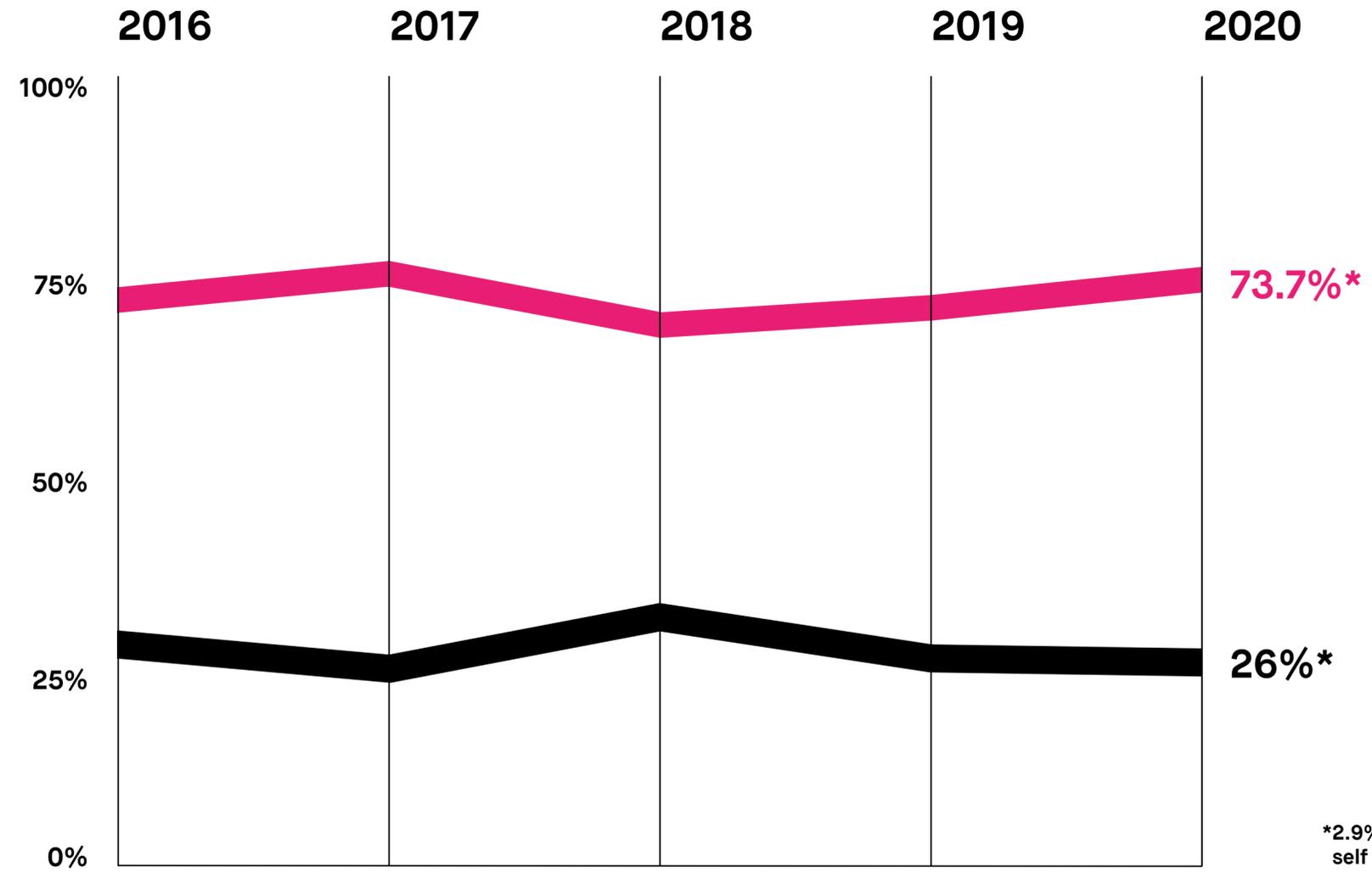
Exelon

Overall company

Top Six Per Cent

Board

New Hires



Exelon: New Hires* 2014-2020

■ Female ■ Male

Corporate Champions:

- Accor
- Barclays
- Koç Holding
- McKinsey & Co
- PwC
- Schneider Electric
- Unilever
- Vodafone

Thematic Champions:

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University Champions:

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- Waterloo
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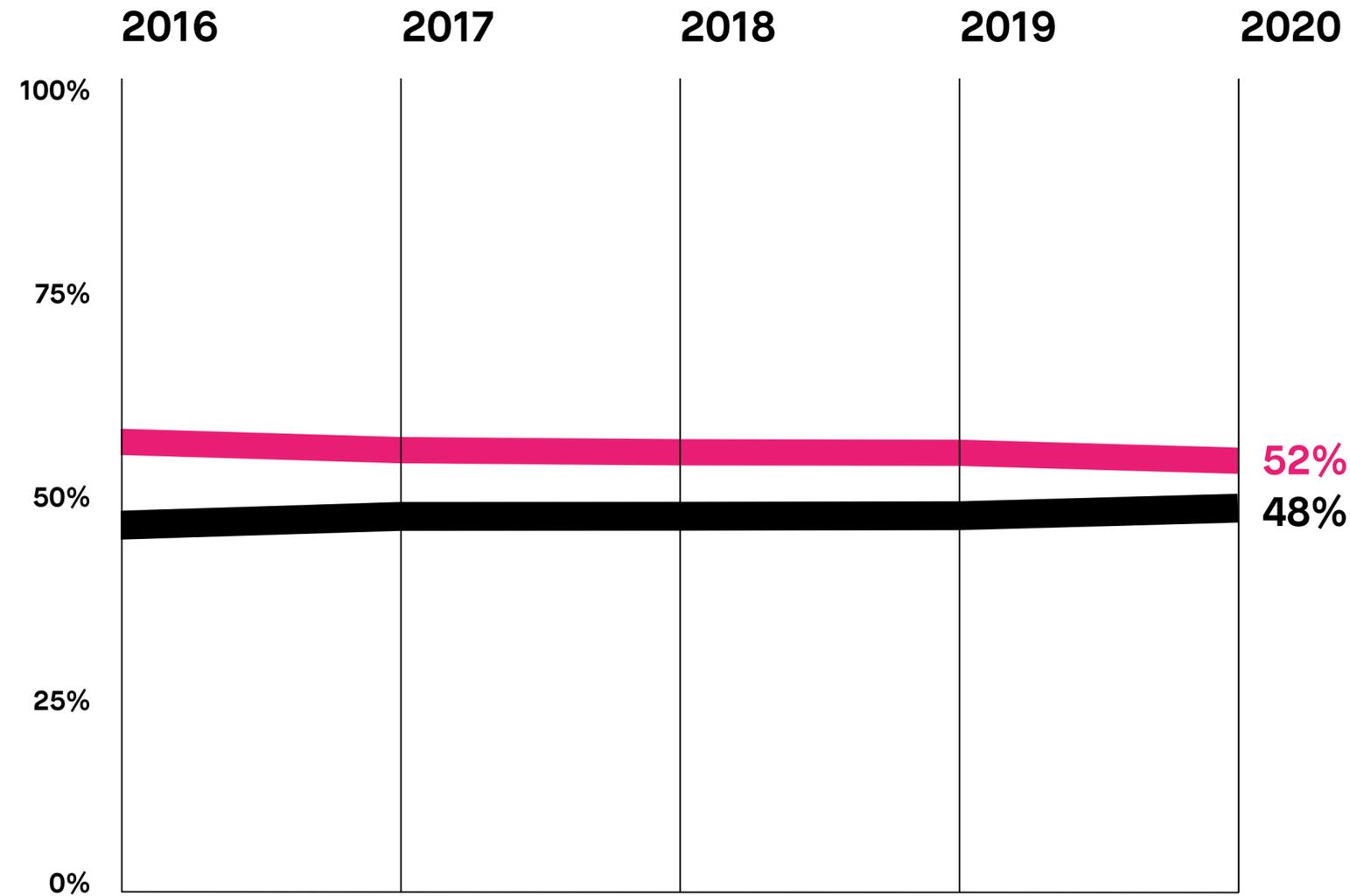
UK Policing

Overall company

Top Six Per Cent

Board

New Hires



UK Policing: Overall company 2014-2020

Female Male

Corporate Champions:

- Accor
- Barclays
- Koç Holding
- McKinsey & Co
- PwC
- Schneider Electric
- Unilever
- Vodafone

Thematic Champions:

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University Champions:

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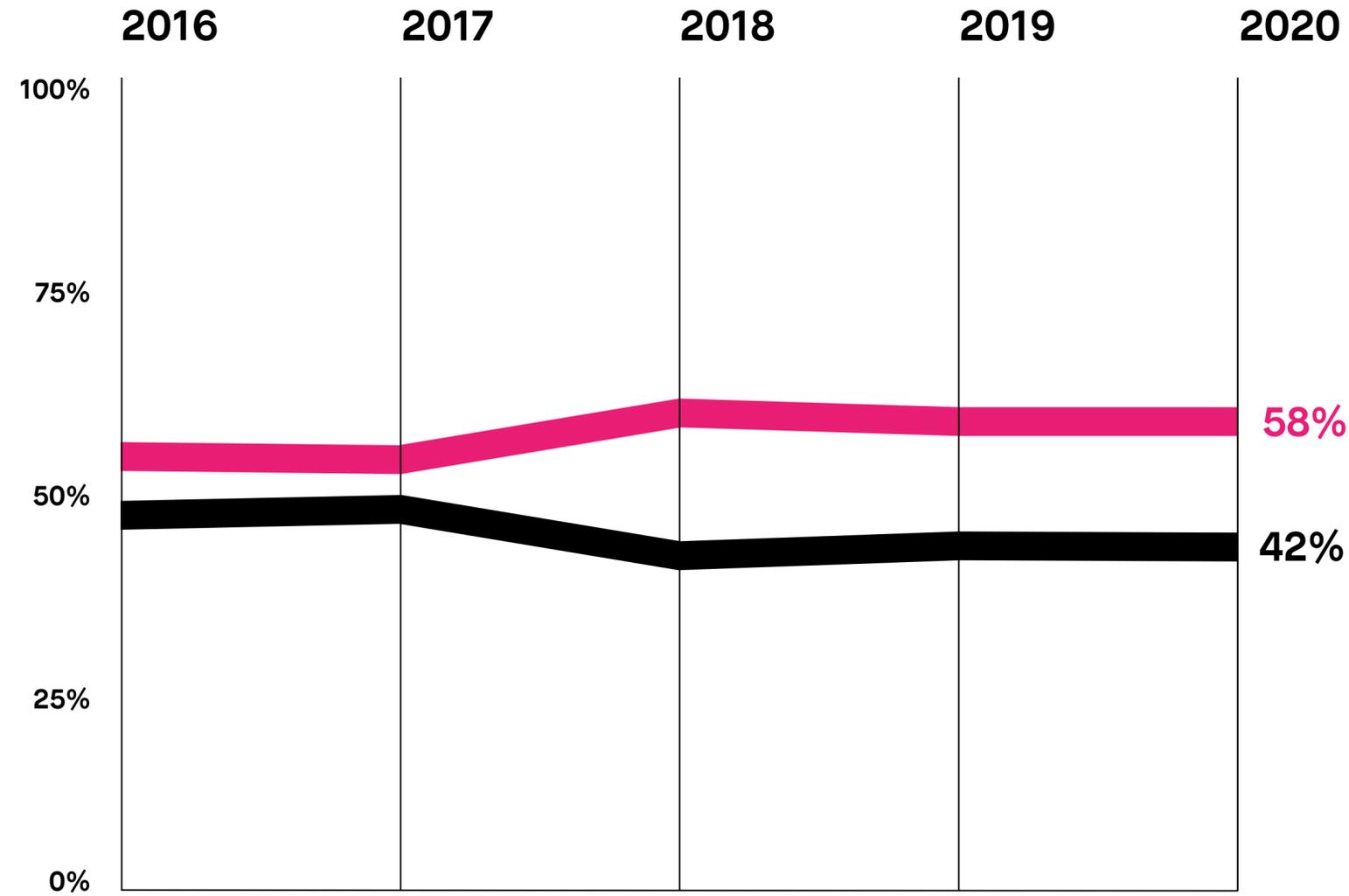
UK Policing

Overall company

Top Six Per Cent

Board

New Hires



UK Policing: Top Six Per Cent 2014-2020

Female Male

Corporate Champions:

- Accor
- Barclays
- Koç Holding
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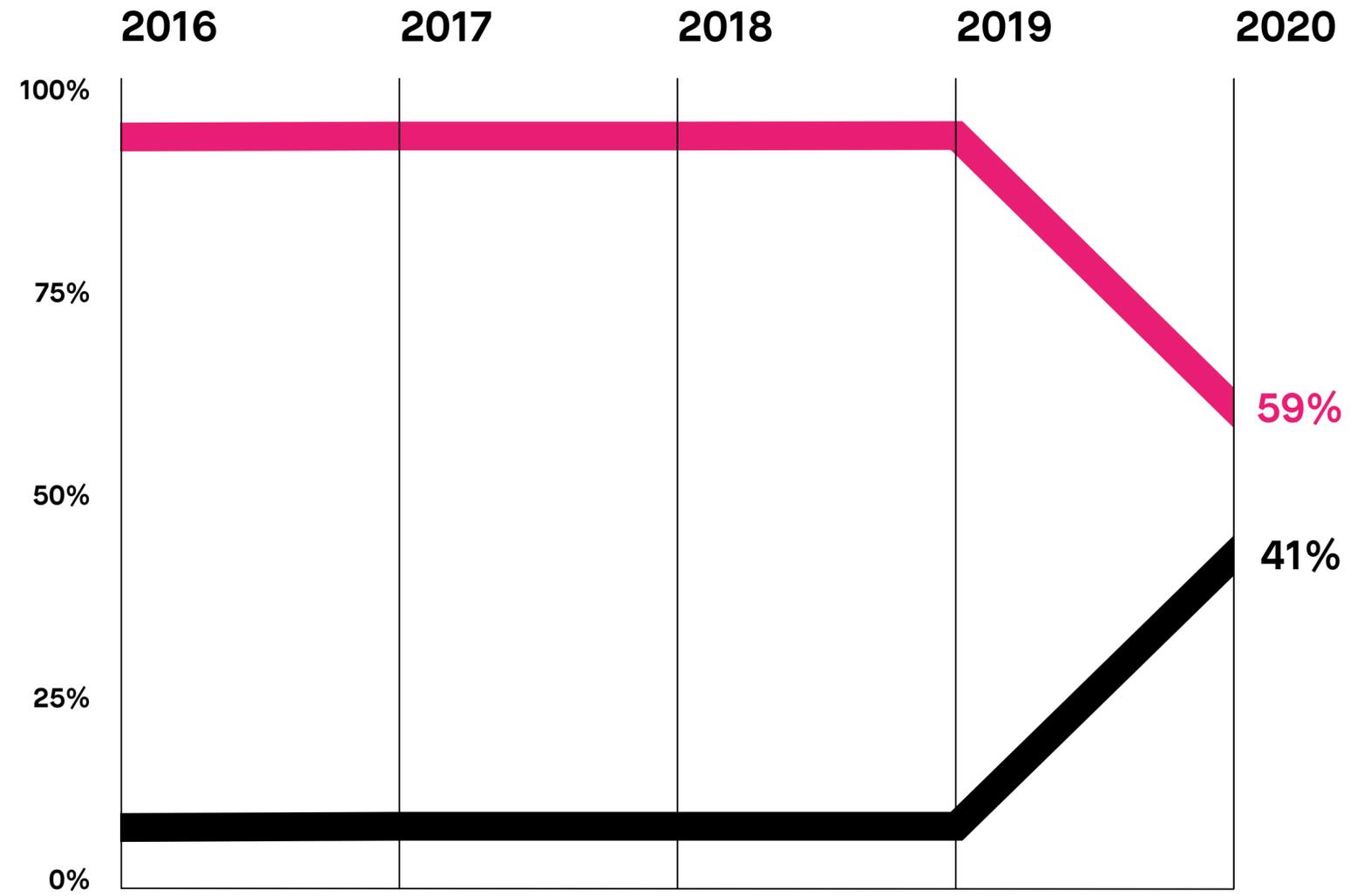
UK Policing

Overall company

Top Six Per Cent

Board

New Hires



UK Policing: Board 2014-2020

Female Male

Corporate Champions:

- Accor
- Barclays
- Koç Holding
- McKinsey & Co
- PwC
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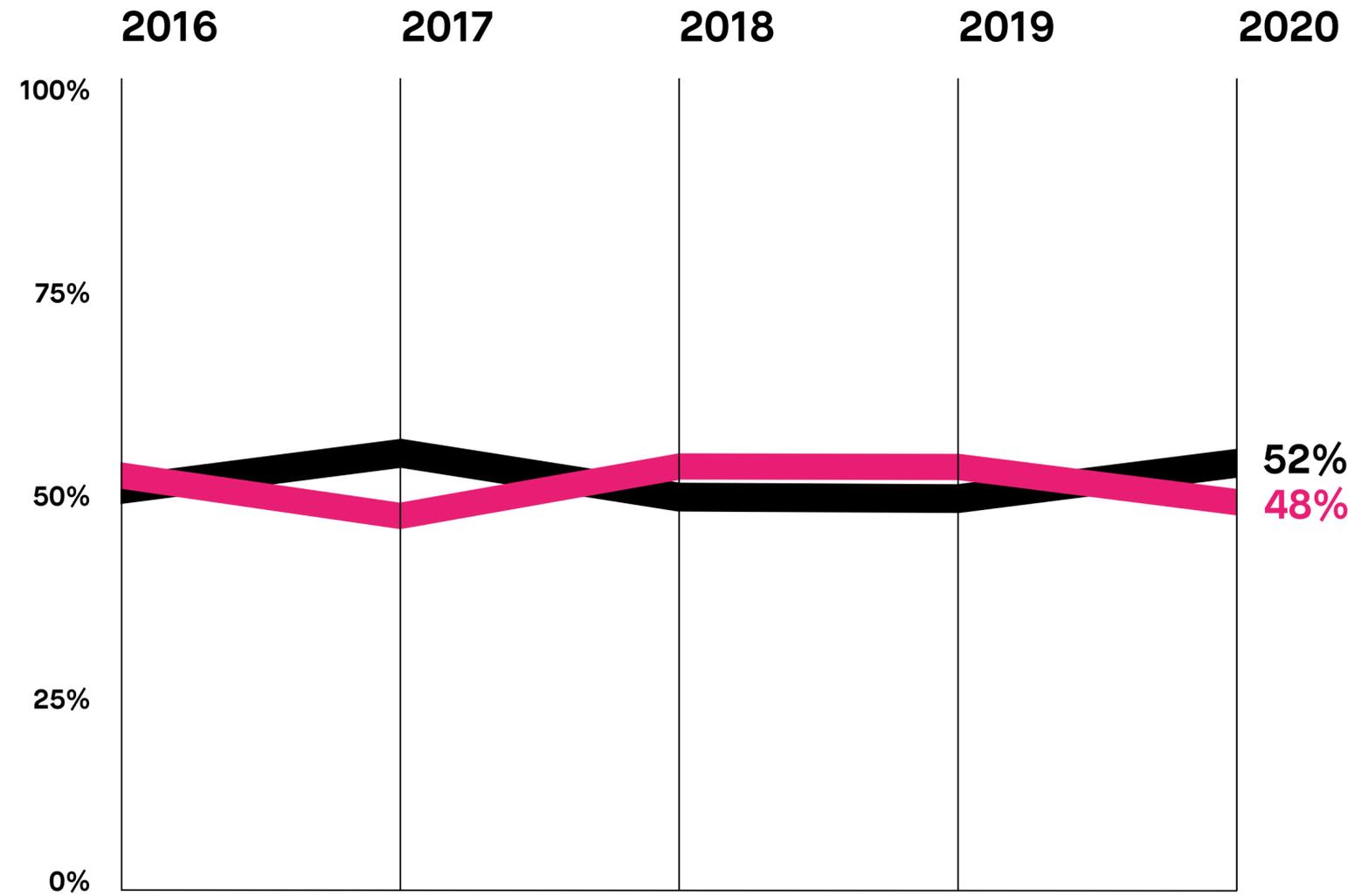
UK Policing

Overall company

Top Six Per Cent

Board

New Hires



UK Policing: New Hires 2014-2020

Female Male

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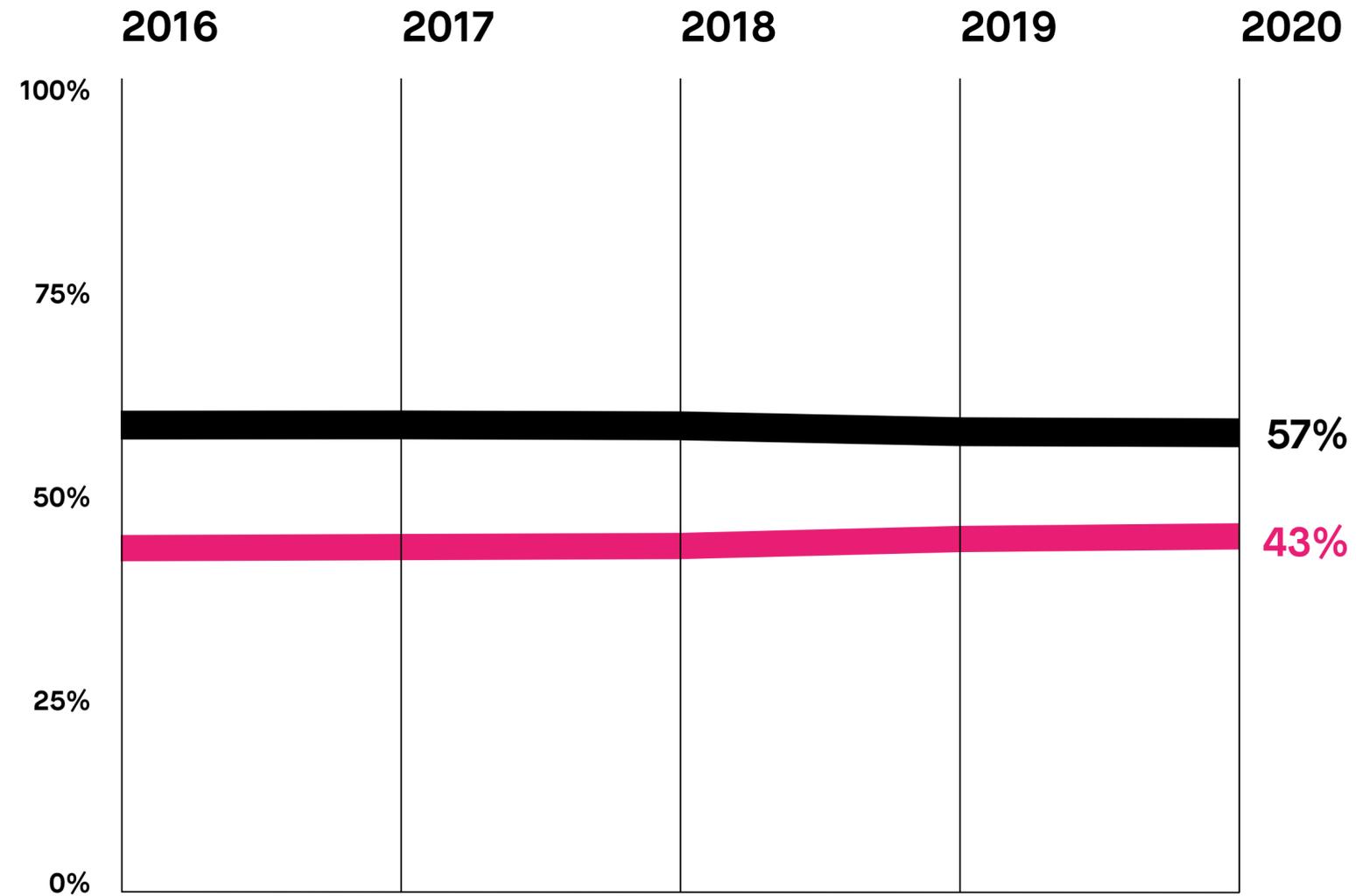
Standard Bank Group

Overall company

Top Six Per Cent

Board

New Hires



Standard Bank Group: Overall company 2014-2020

■ Female ■ Male

Corporate Champions:

- Accor
- Barclays
- Koç Holding
- McKinsey & Co
- PwC
- Schneider Electric
- Unilever
- Vodafone

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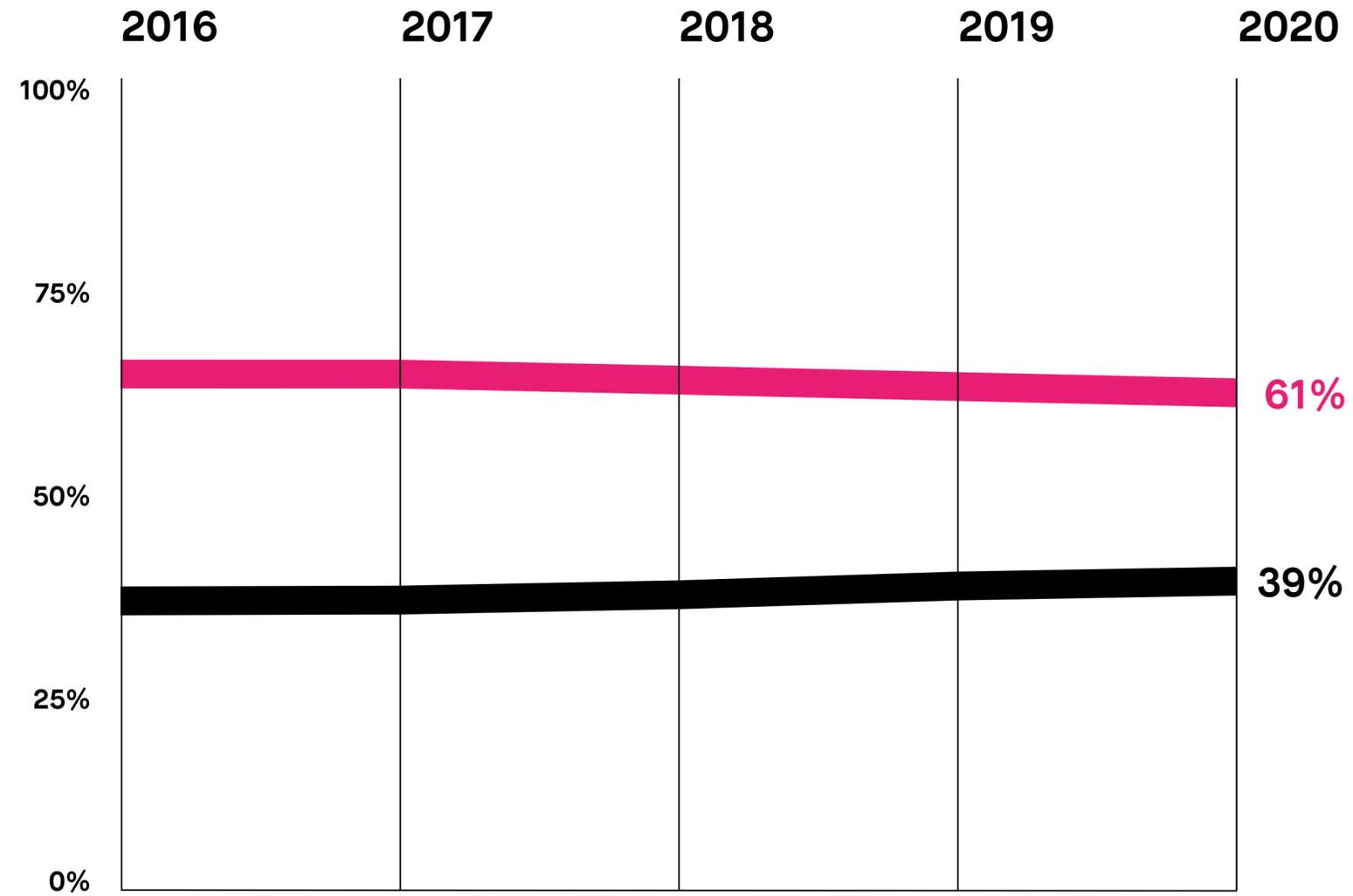
Standard Bank Group

Overall company

Top Six Per Cent

Board

New Hires



Standard Bank Group: Top Six Per Cent 2014-2020

Female Male

Corporate Champions:

- Accor
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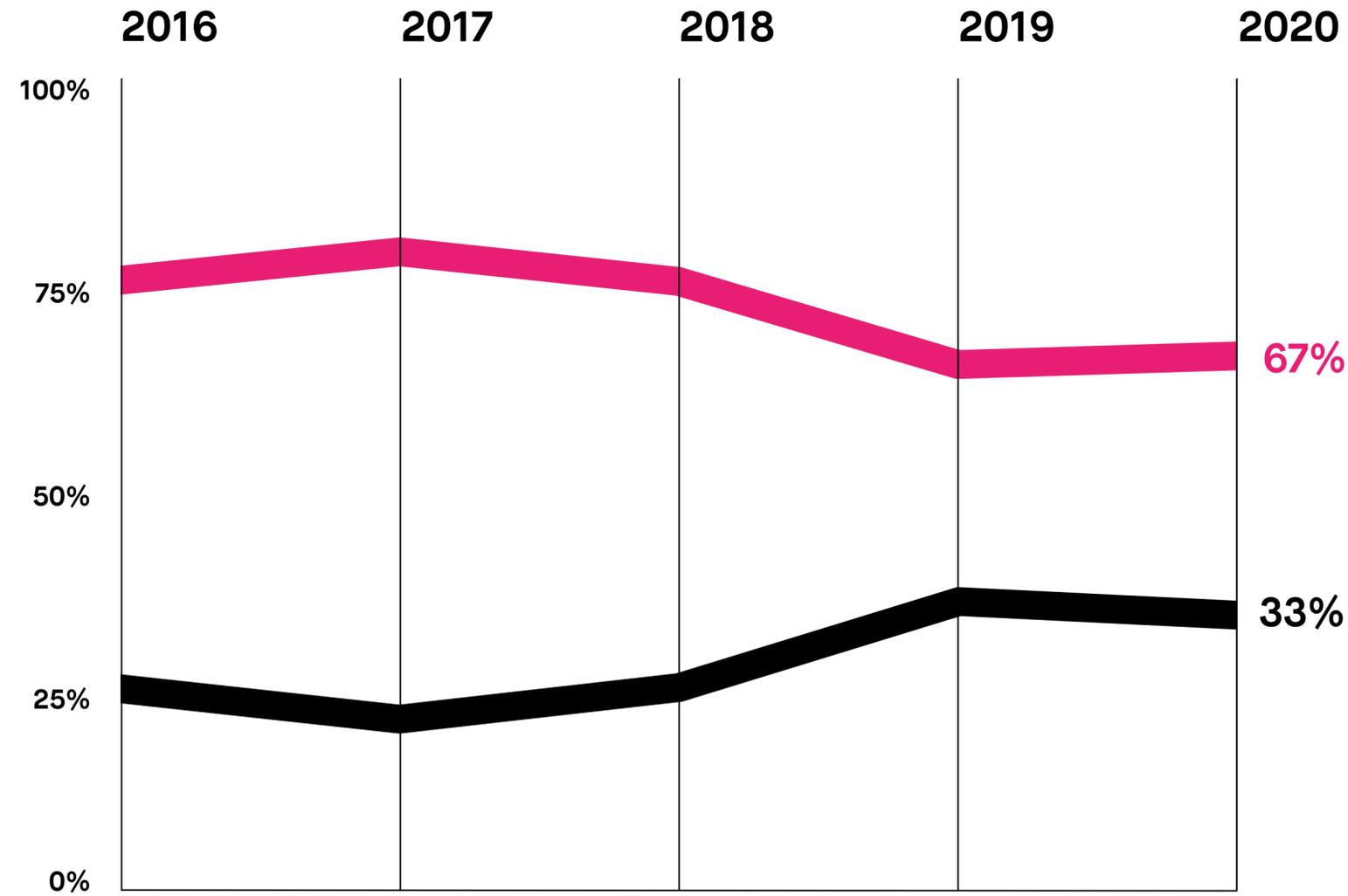
Standard Bank Group

Overall company

Top Six Per Cent

Board

New Hires



Standard Bank Group: Board 2014-2020

Female Male

Corporate Champions:

- Accor
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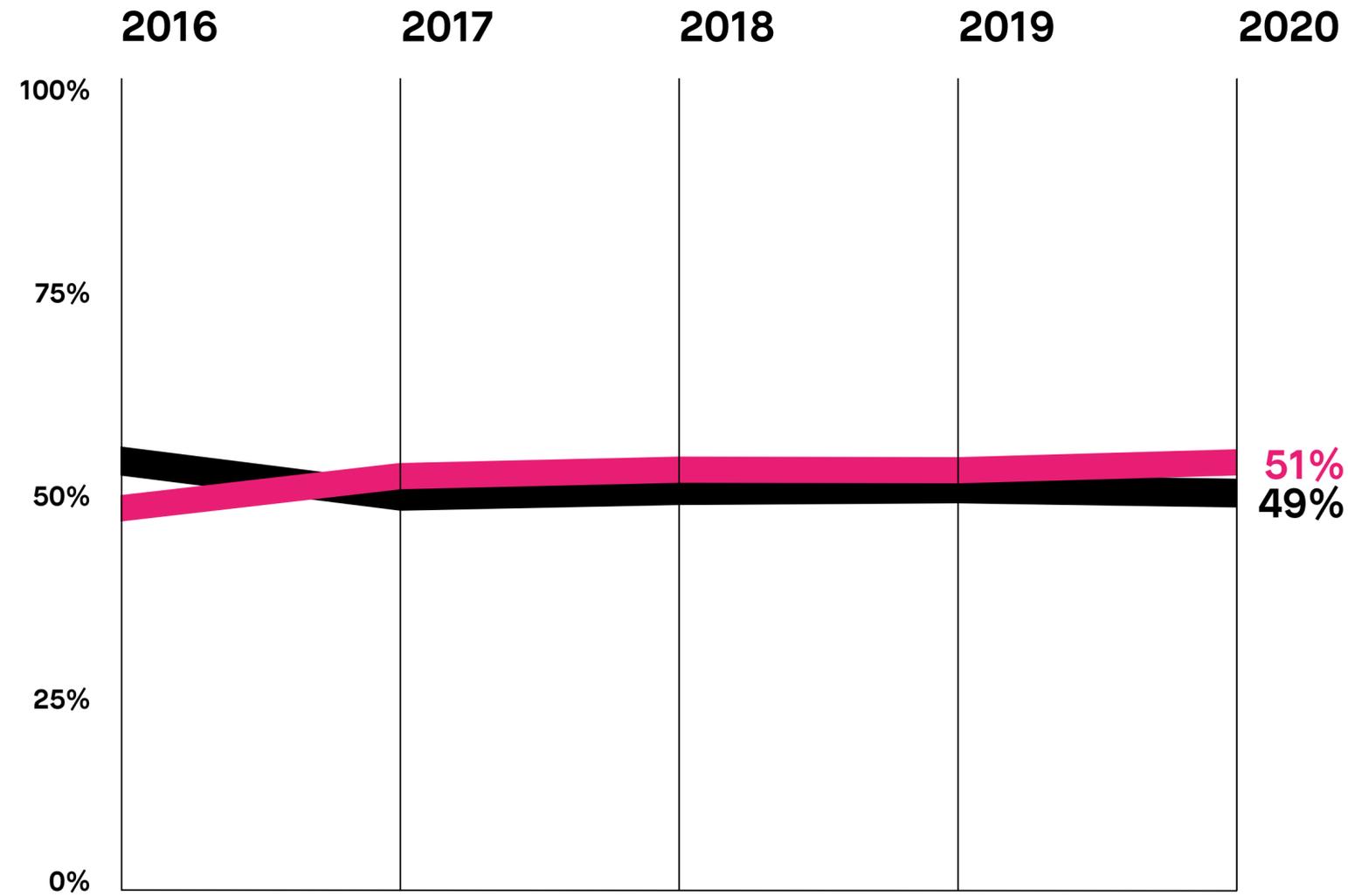
Standard Bank Group

Overall company

Top Six Per Cent

Board

New Hires



Standard Bank Group: New Hires 2014-2020

Female Male

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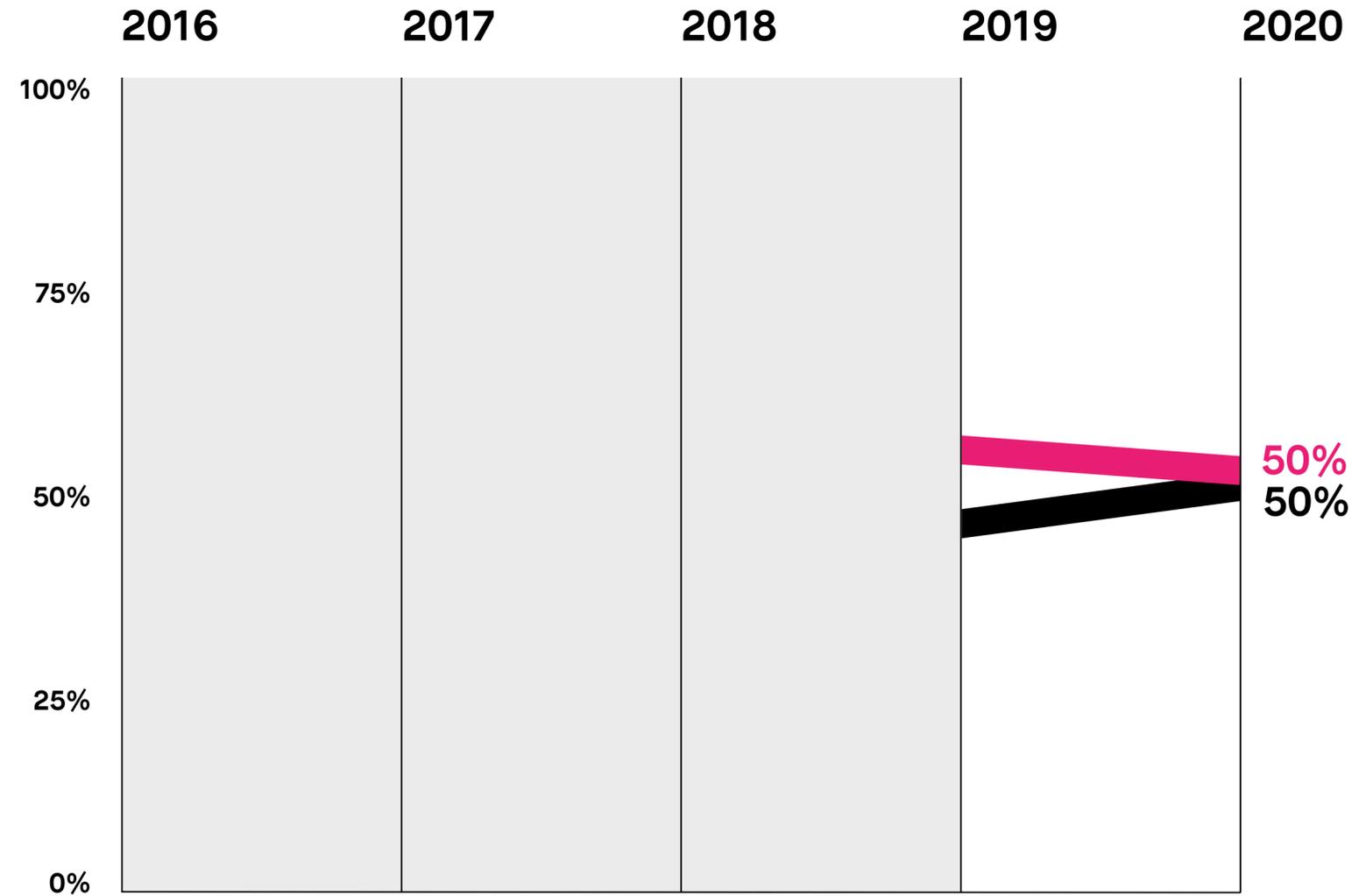
World Scouting

Overall company

Top Six Per Cent

Board

New Hires



World Scouting: Overall company 2014-2020

Female Male

Corporate Champions:

- Accor
- Barclays
- Koç Holding
- McKinsey & Co
- PwC
- Schneider Electric
- Unilever
- Vodafone

Thematic Champions:

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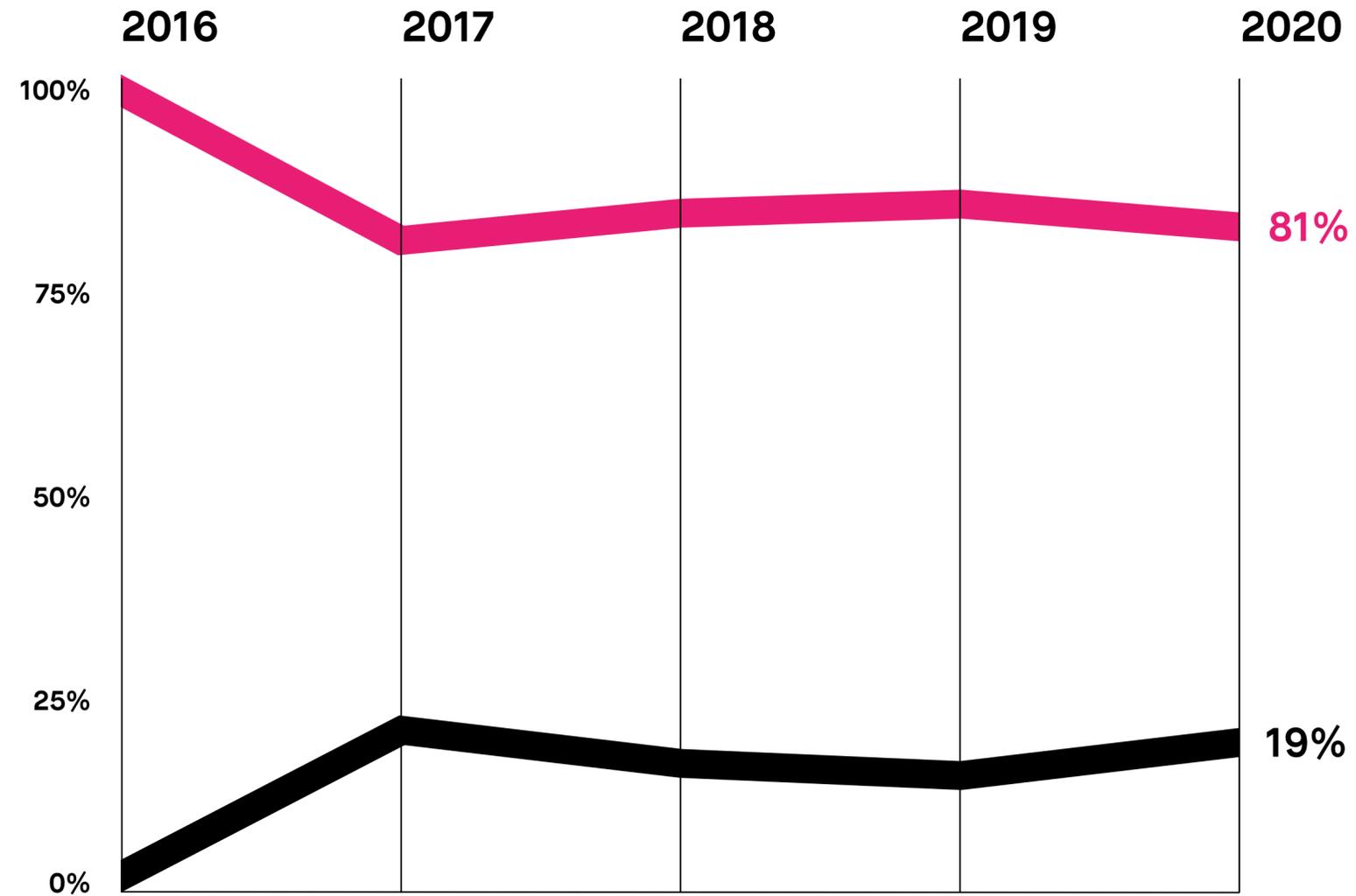
World Scouting

Overall company

Top Six Per Cent

Board

New Hires



World Scouting: Top Six Per Cent 2014-2020

Female Male

Corporate Champions:

- Accor
- Barclays
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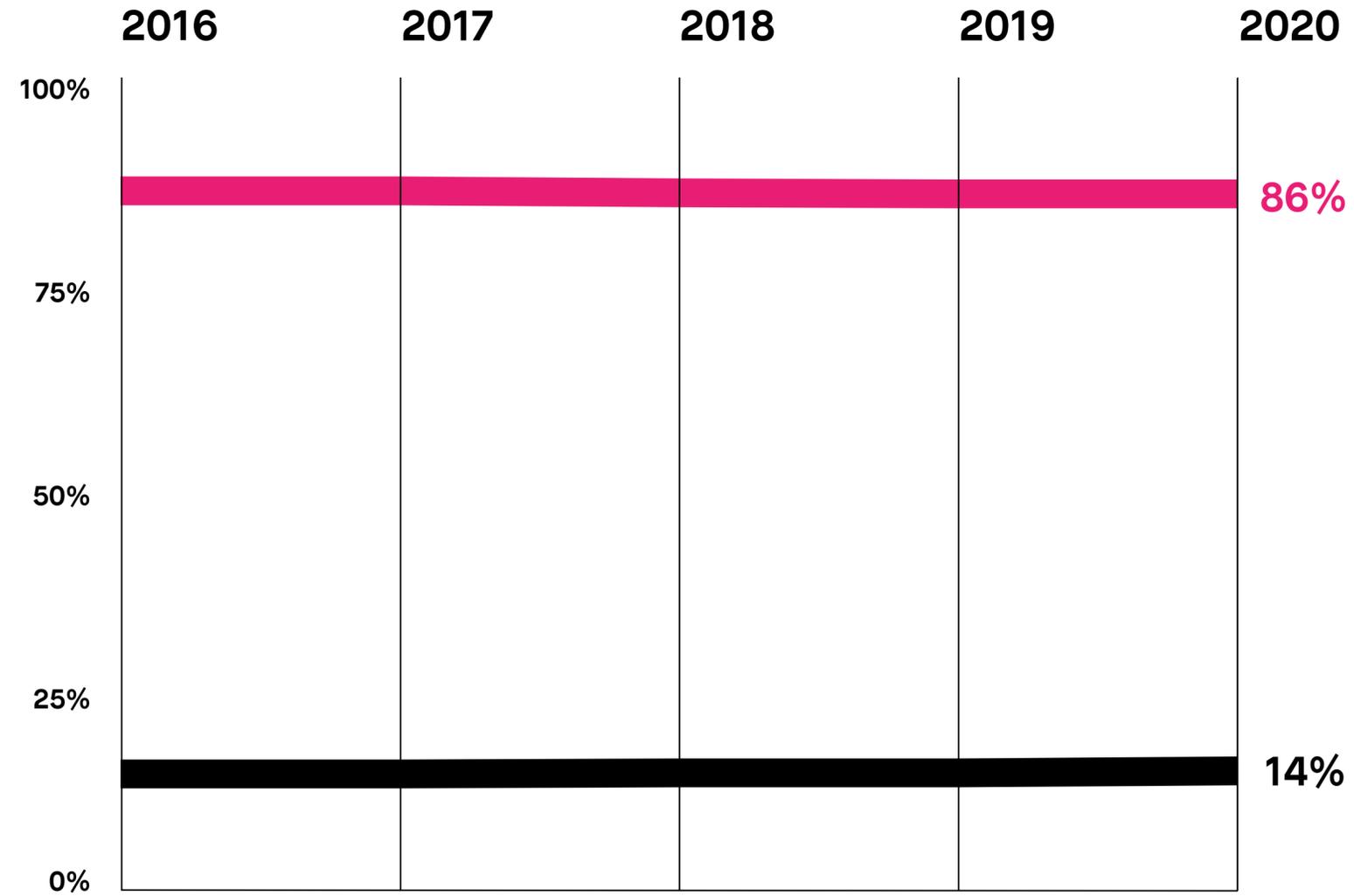
World Scouting

Overall company

Top Six Per Cent

Board

New Hires



World Scouting: Board 2014-2020

Female Male

Corporate Champions:

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- Barclays
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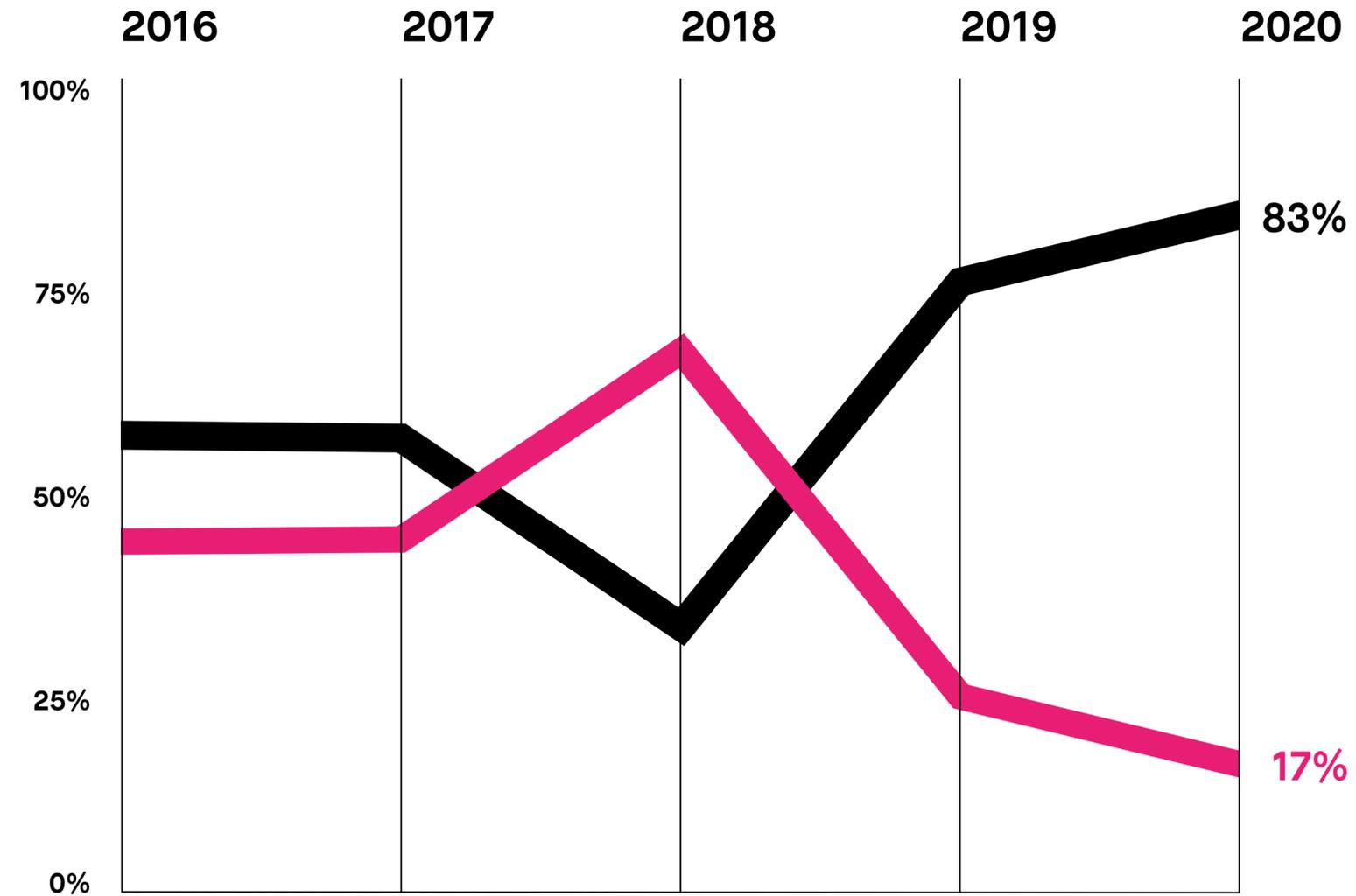
World Scouting

Overall company

Top Six Per Cent

Board

New Hires



World Scouting: New Hires 2014-2020

Female Male

Corporate Champions:

- Accor
- Barclays
- Koç Holding
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Georgetown University

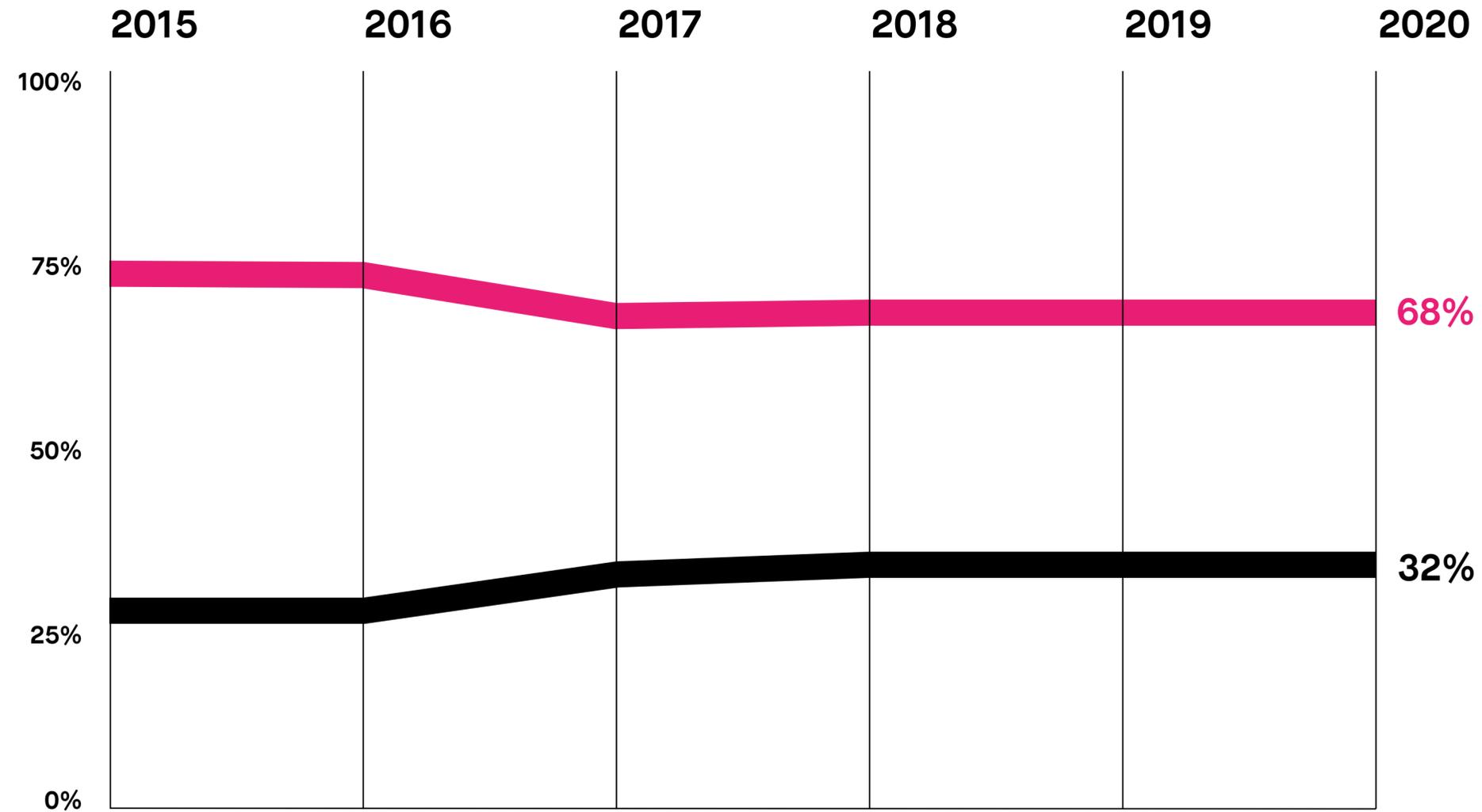
Senior Leadership

Tenured Professors

Full-Time Faculty

Graduate

Undergraduate



Georgetown University: Senior Leadership 2015-2020

Female Male

Corporate Champions:

- Accor
- Barclays
- Koç Holding
- McKinsey & Co
- PwC
- Schneider Electric
- Unilever
- Vodafone

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- Wits

Georgetown University

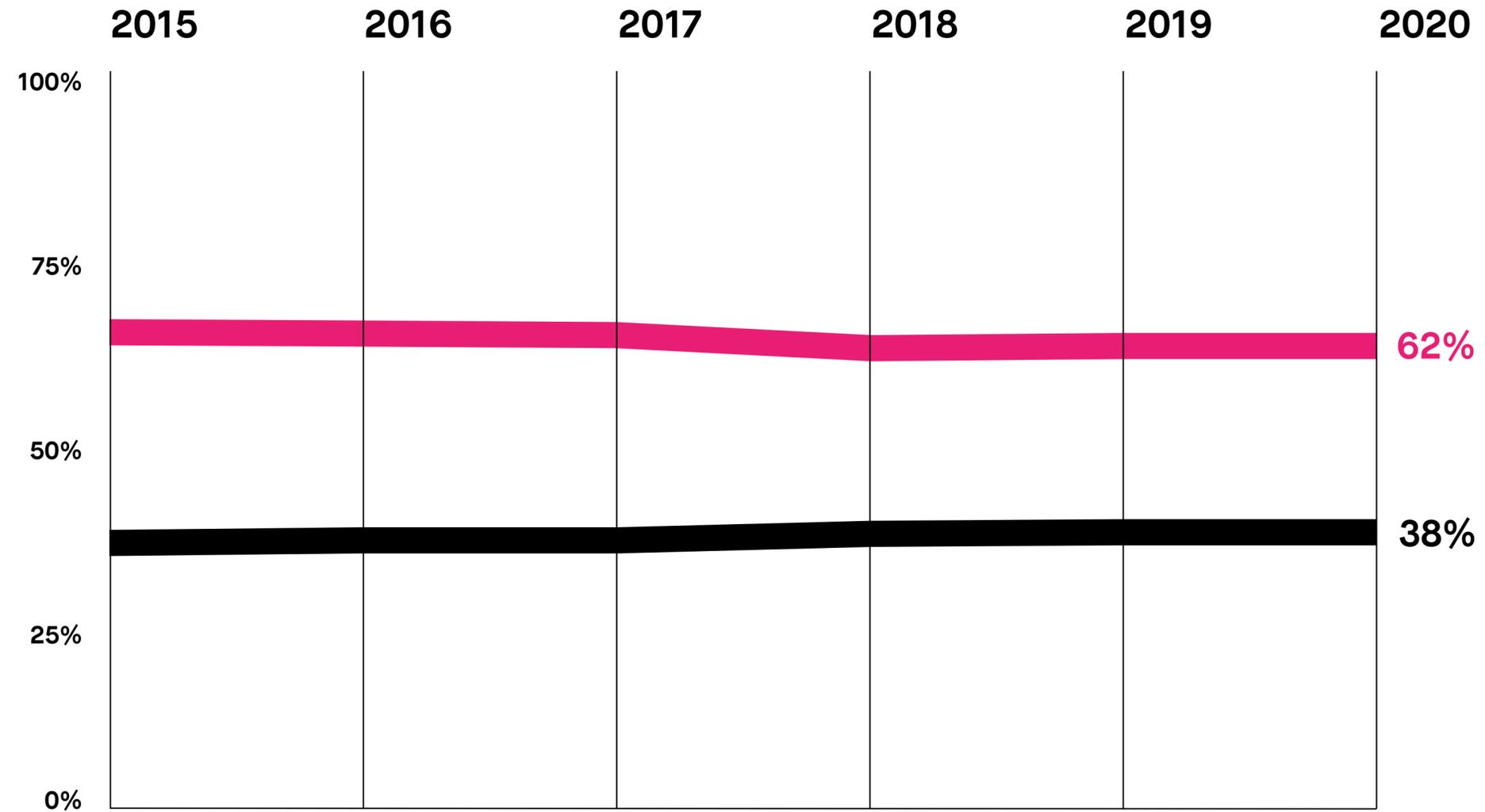
Senior Leadership

Tenured Professors

Full-Time Faculty

Graduate

Undergraduate



Georgetown University: Tenored Professors 2015-2020

Female Male

Corporate Champions:

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- Barclays
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University Champions:

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- Nagoya
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- Sciences Po
- Stony Brook
- Waterloo
- Wits

Georgetown University

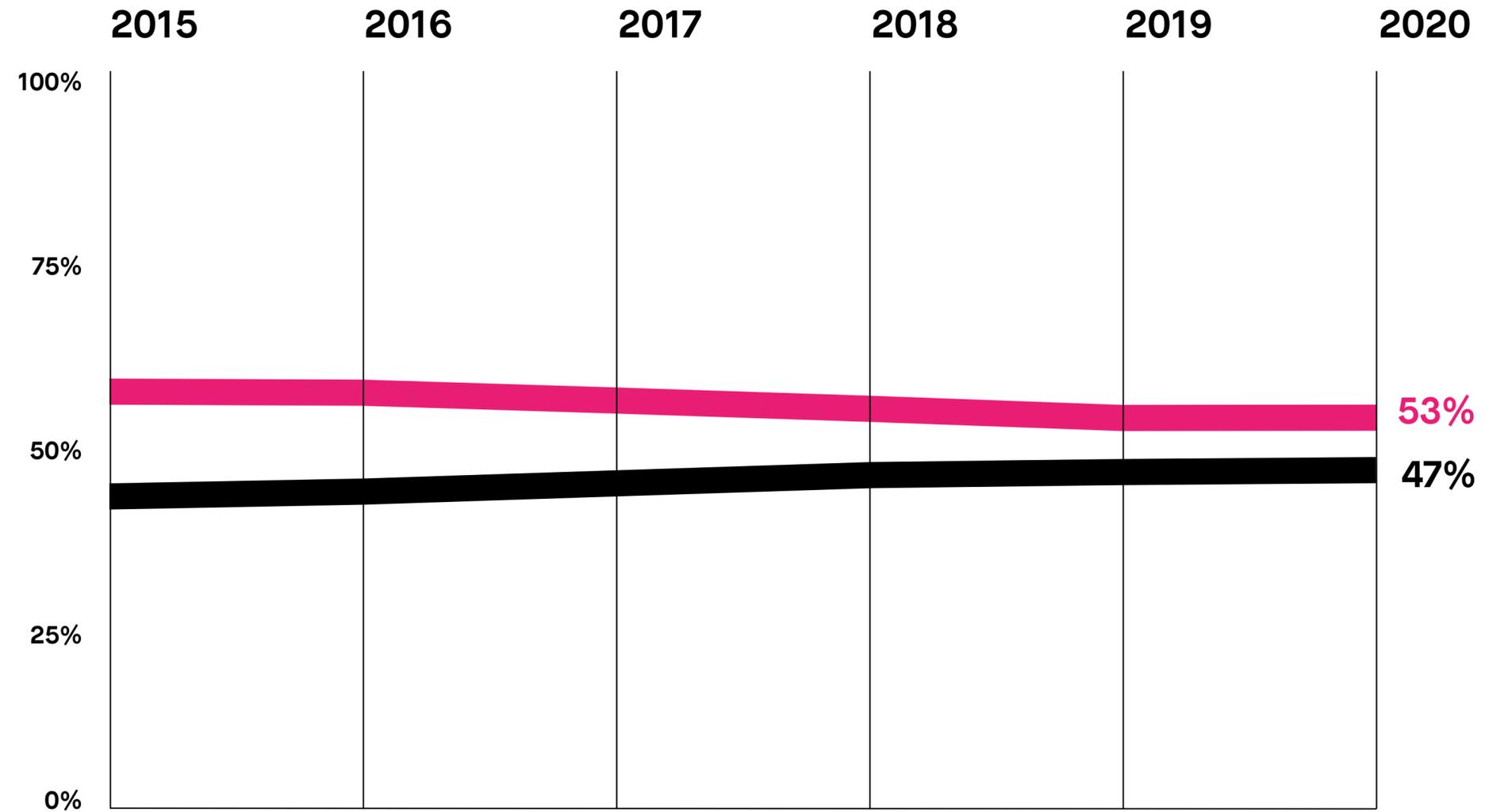
Senior Leadership

Tenured Professors

Full-Time Faculty

Graduate

Undergraduate



Georgetown University: Full-Time Faculty 2015-2020

Female Male

Corporate Champions:

- Accor
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- Koç Holding
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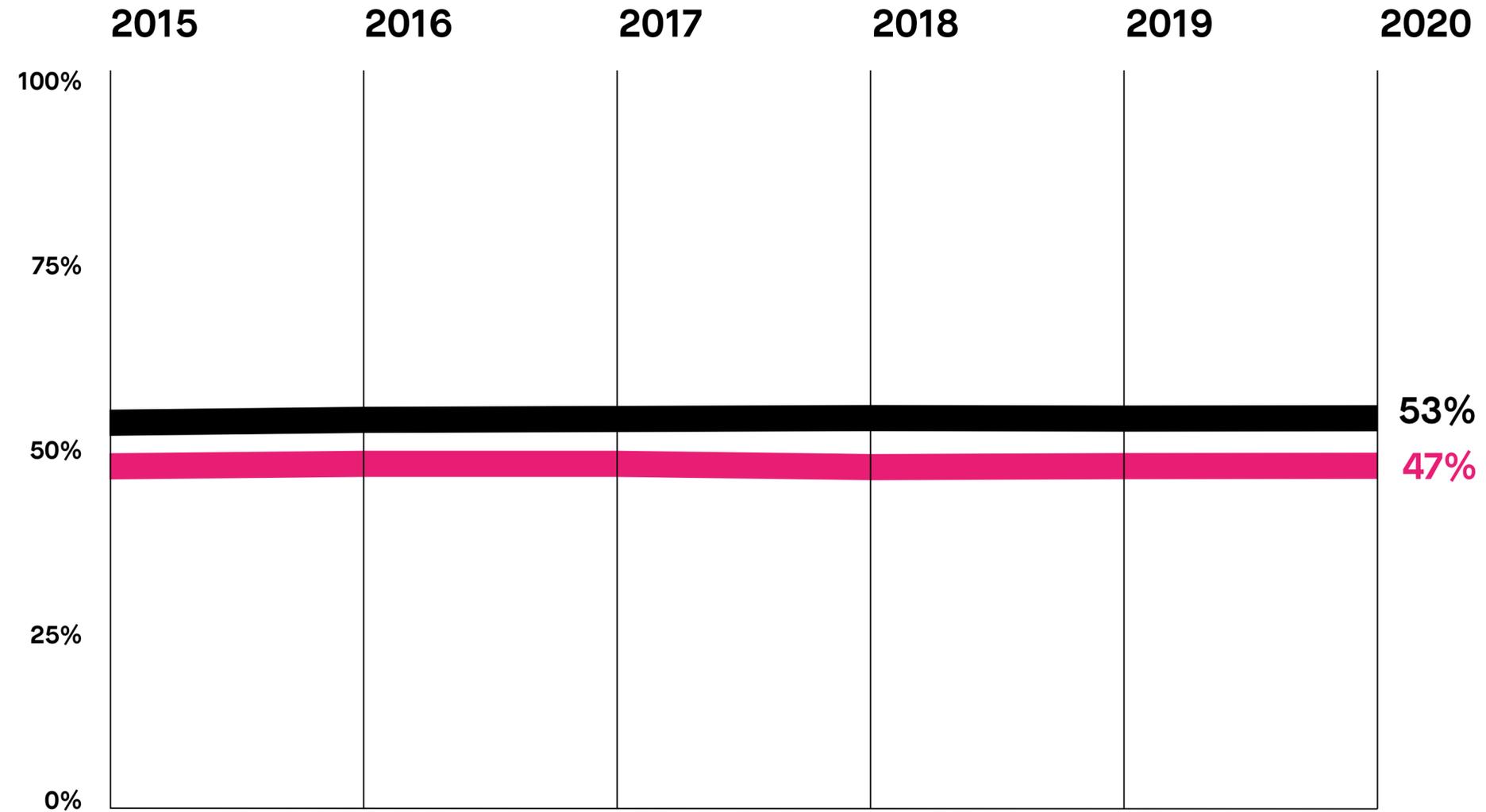
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Georgetown University: Graduate 2015-2020

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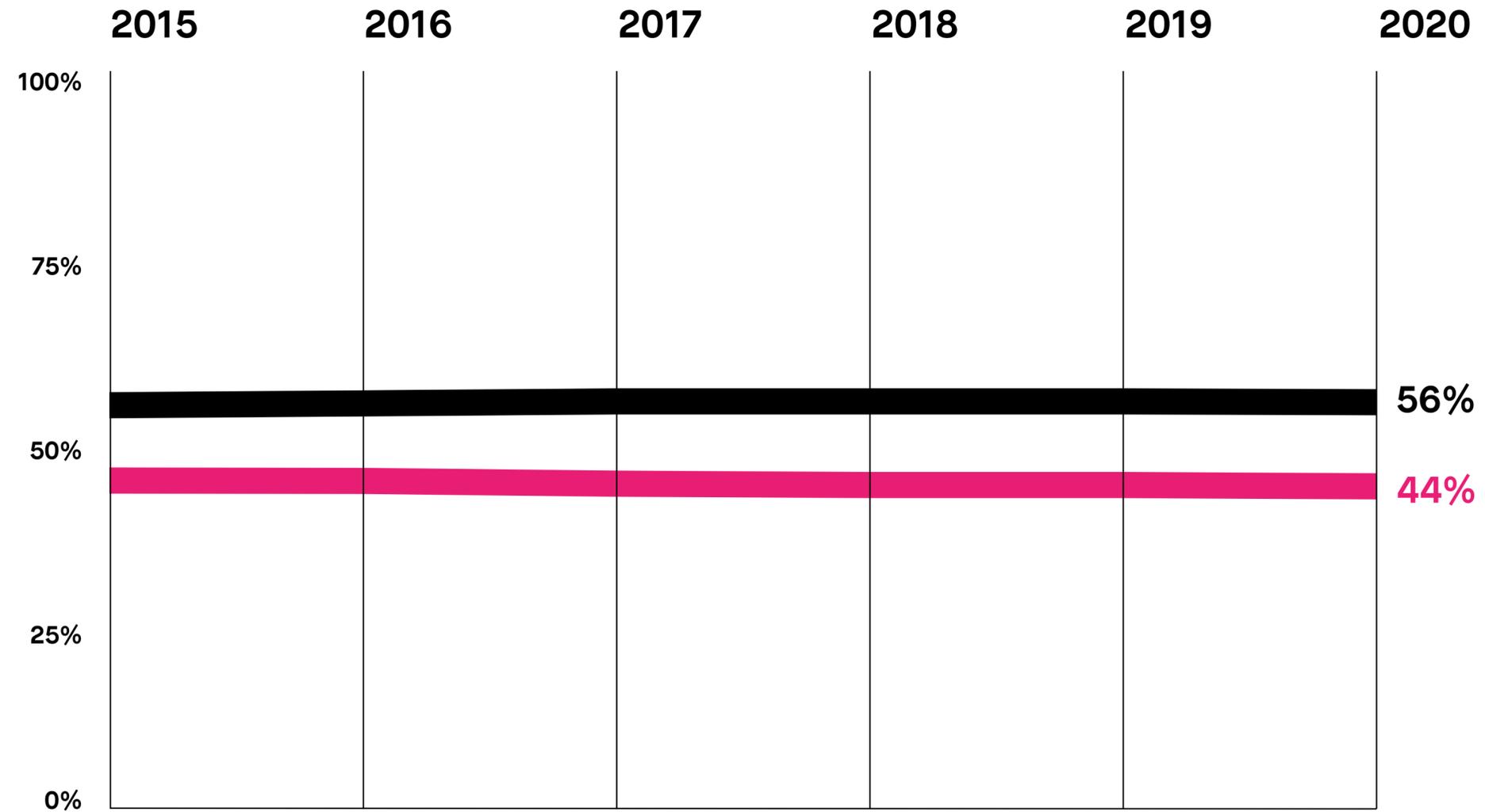
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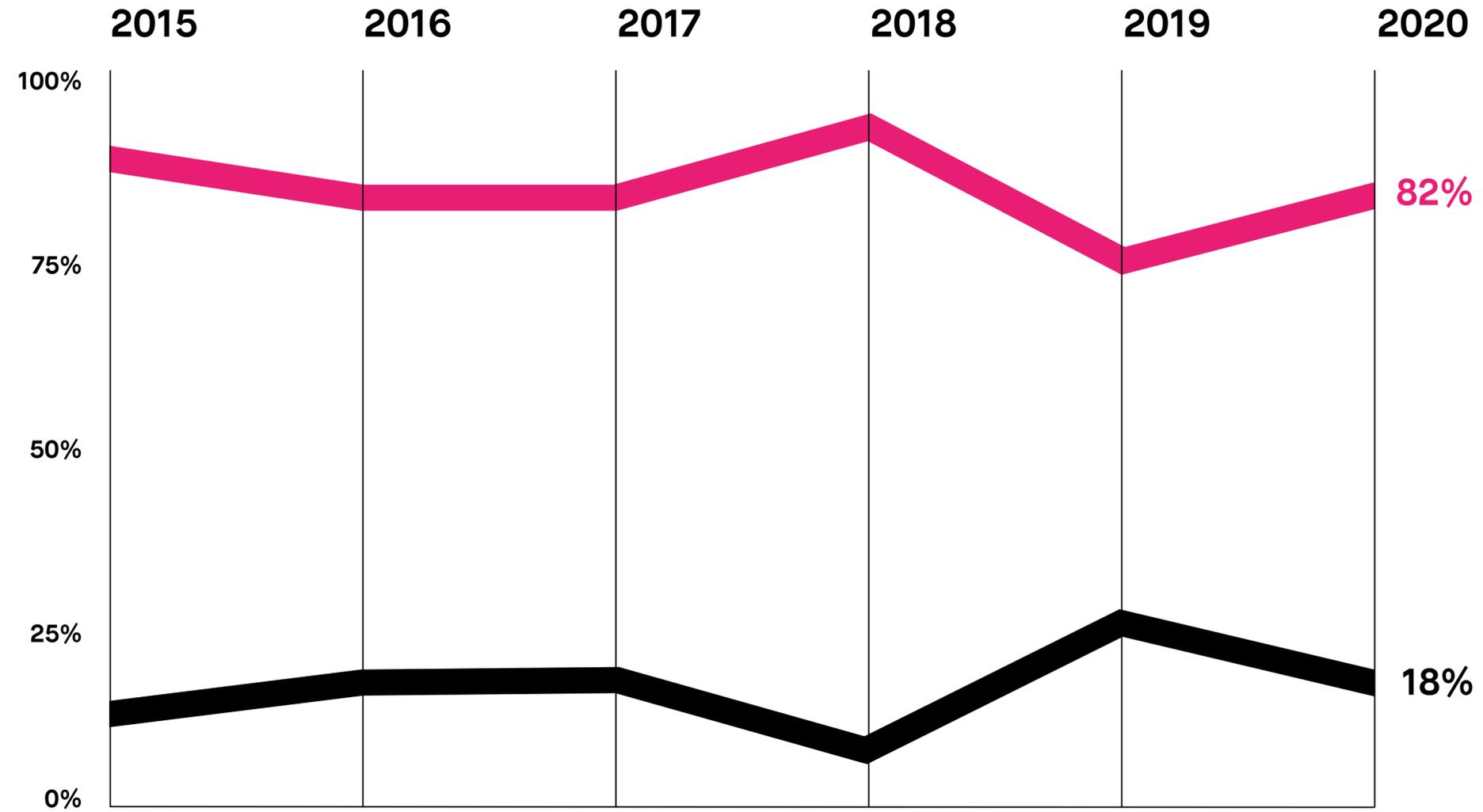
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Kenyatta University: Senior Leadership 2015-2020

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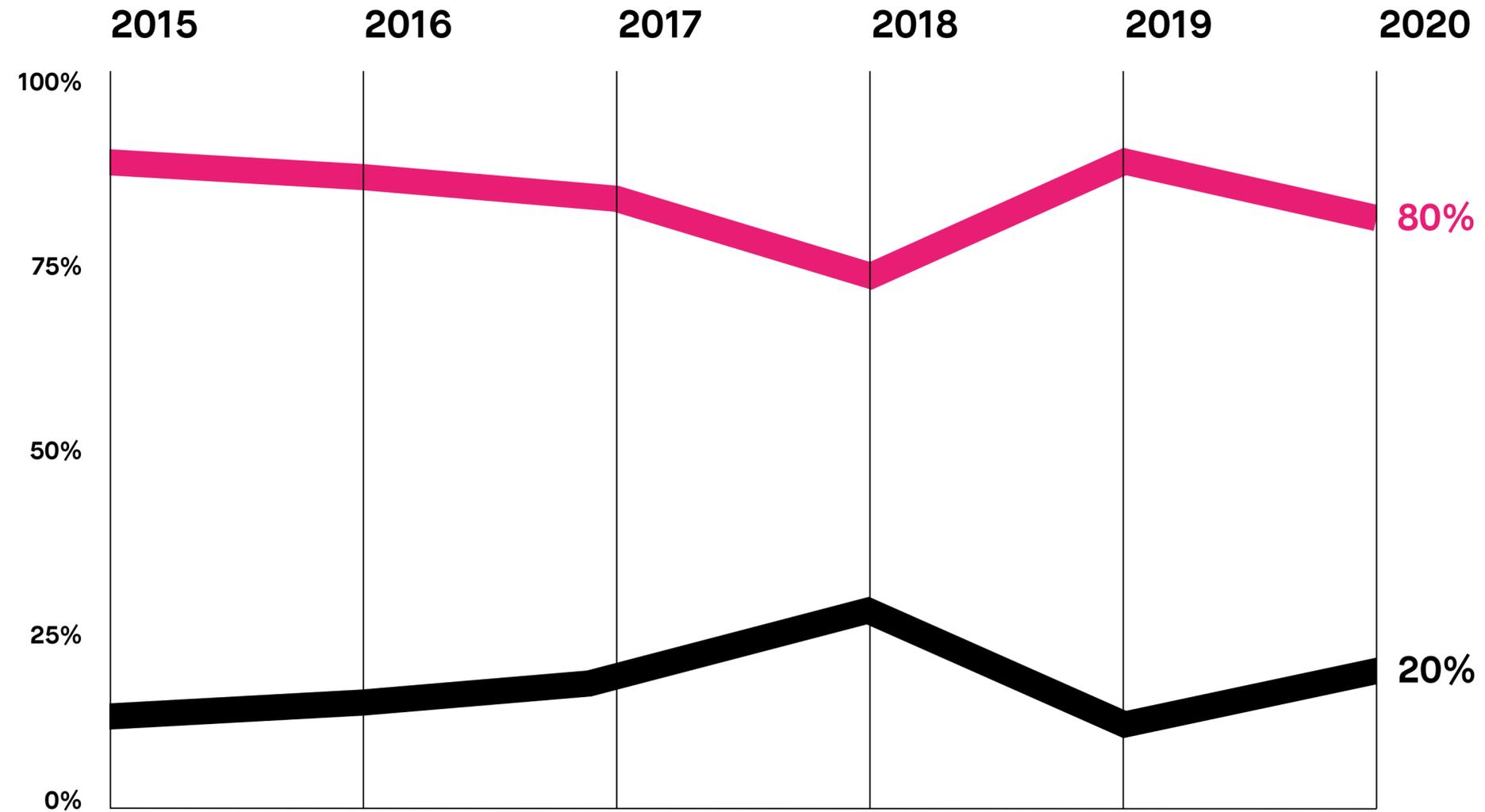
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Kenyatta University: Tenured Professors 2015-2020

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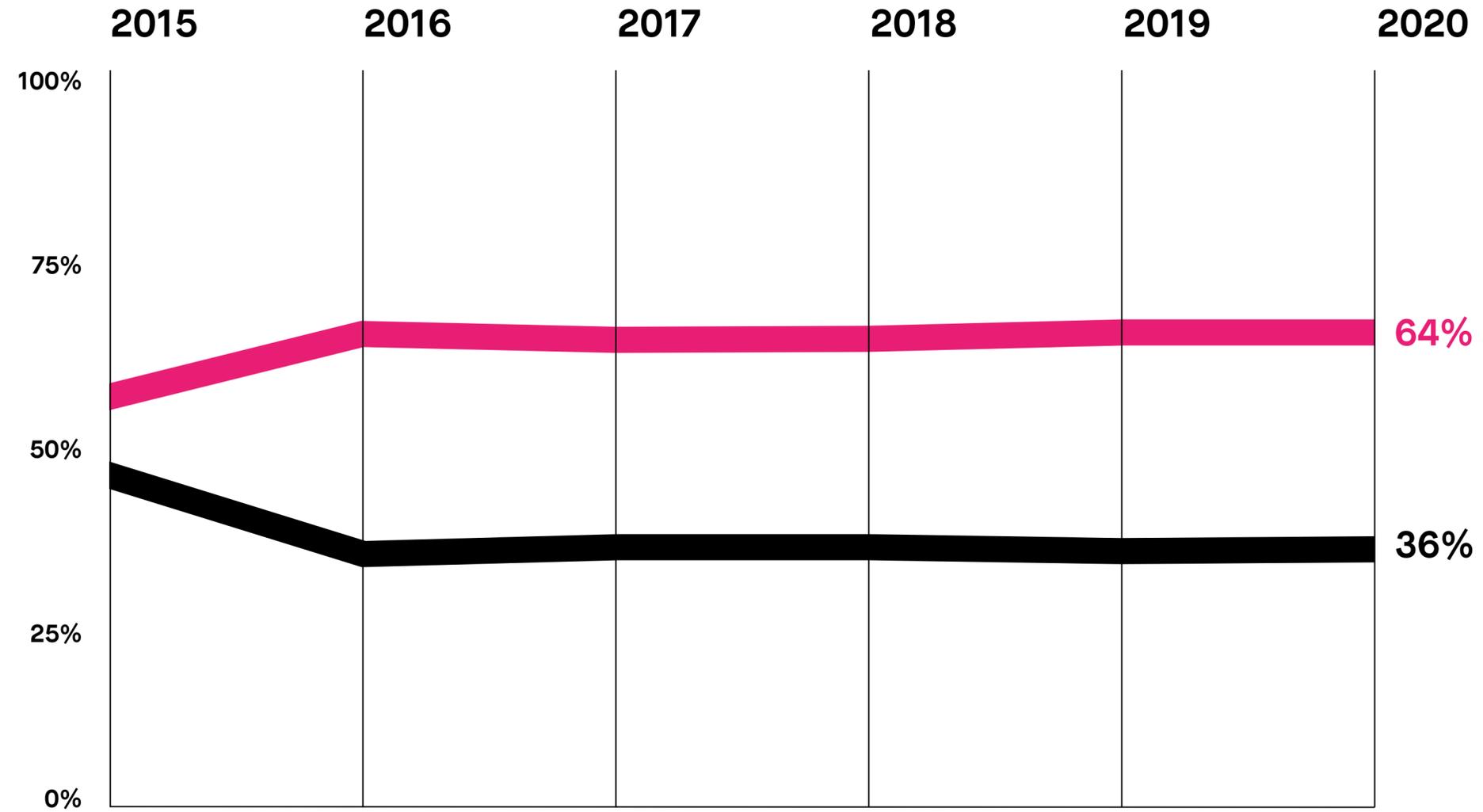
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Kenyatta University: Full-Time Faculty 2015-2020

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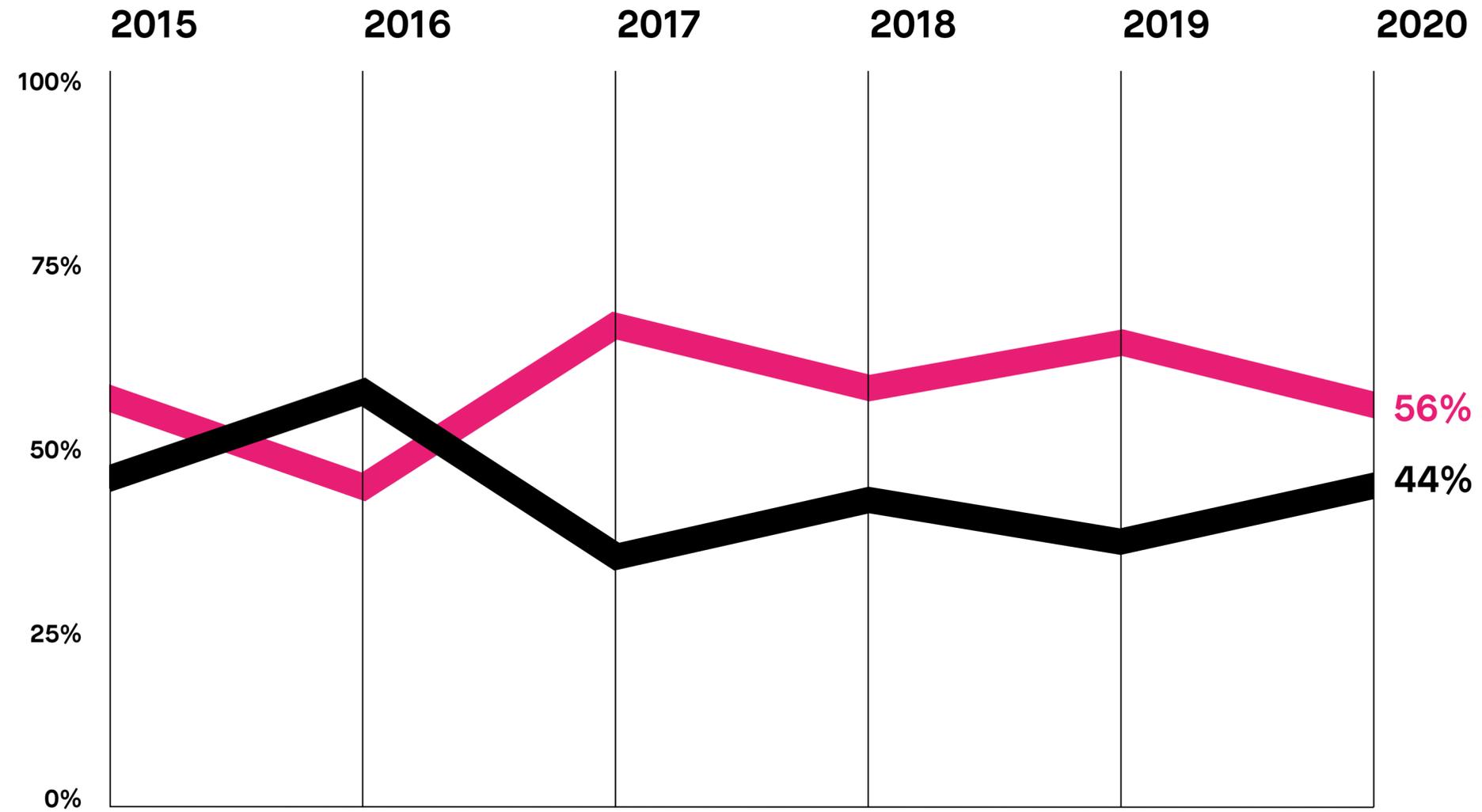
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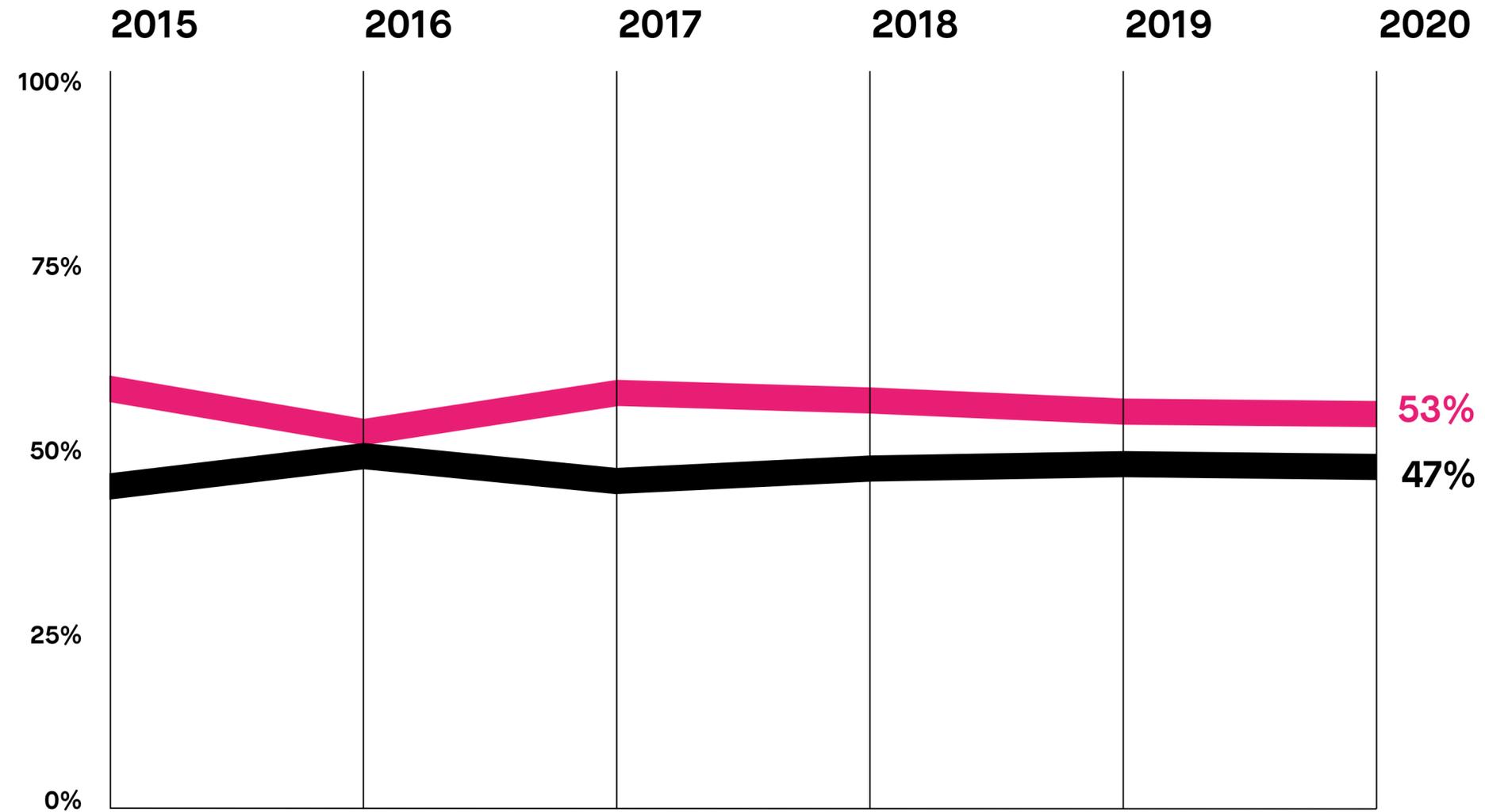
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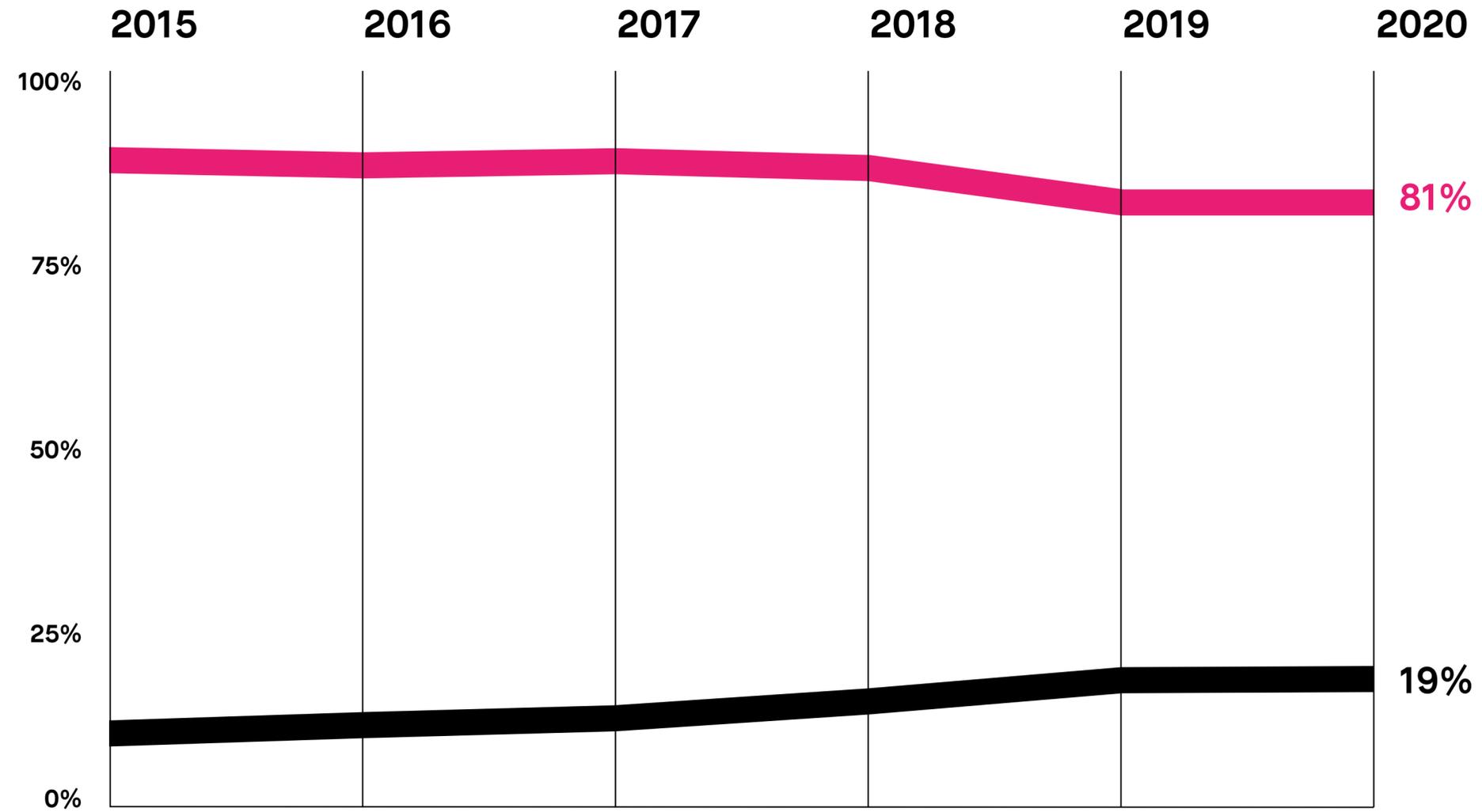
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Nagoya University: Senior Leadership 2015-2020

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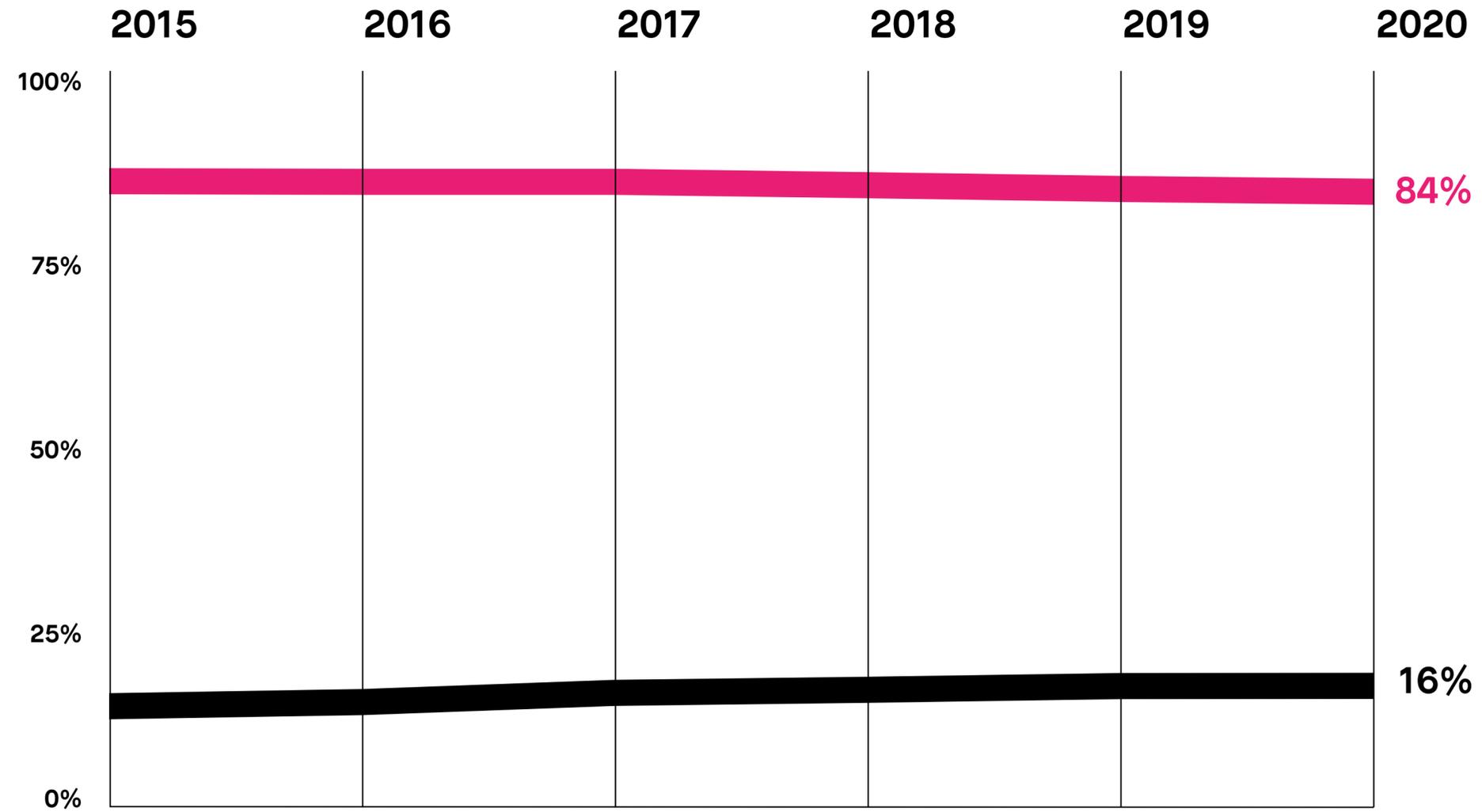
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Nagoya University: Tenured Professors 2015-2020

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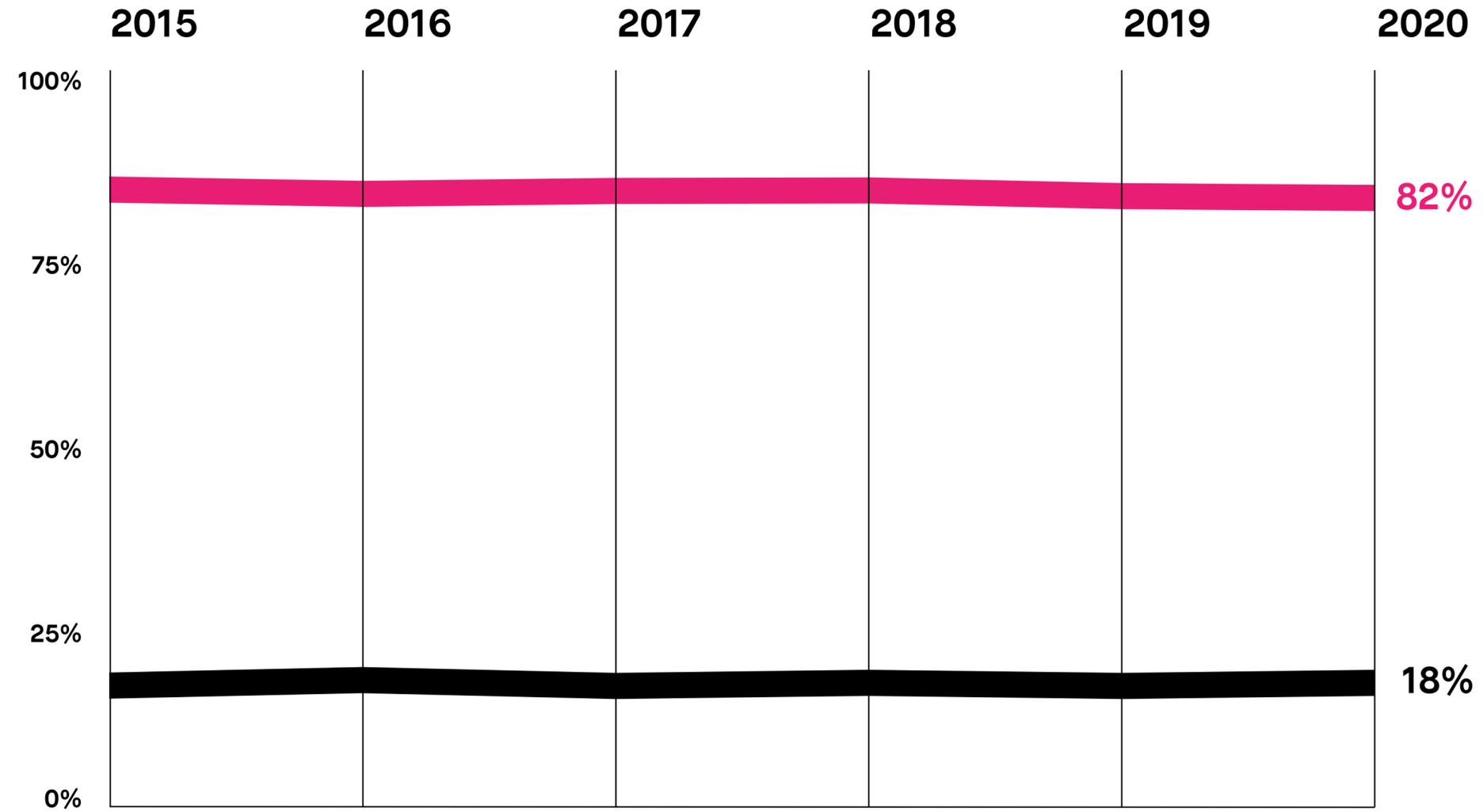
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Nagoya University: Full-Time Faculty 2015-2020

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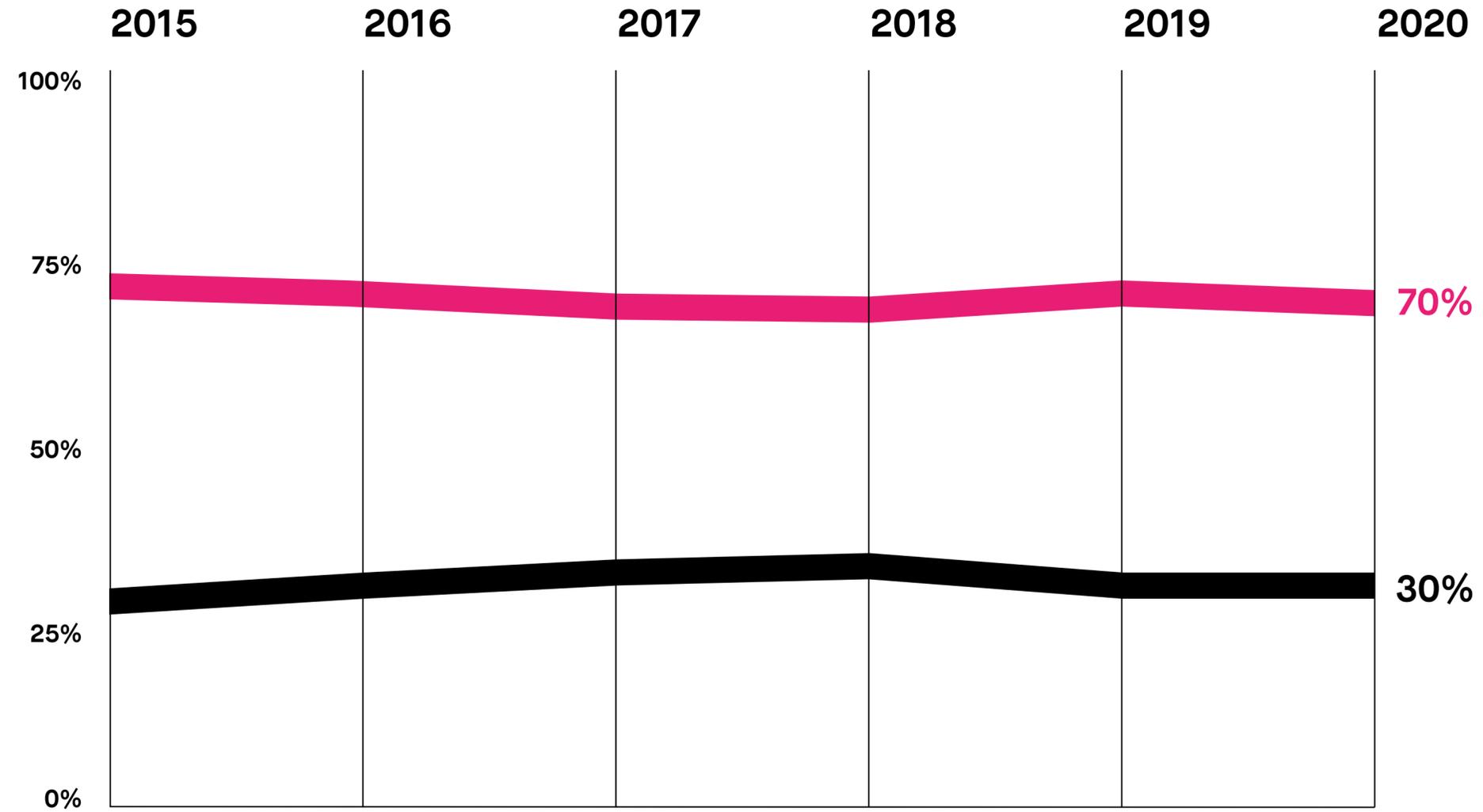
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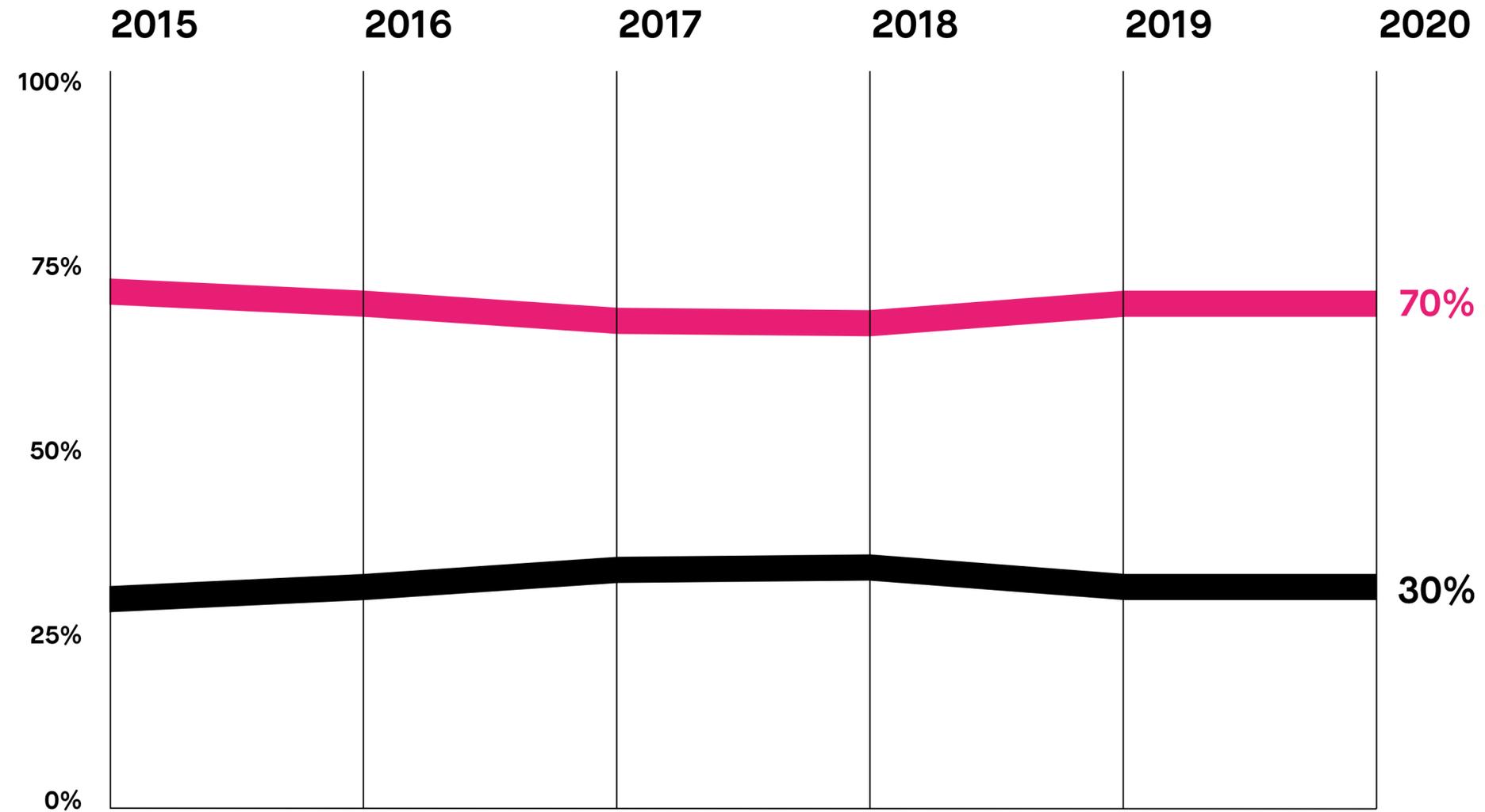
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Sciences Po

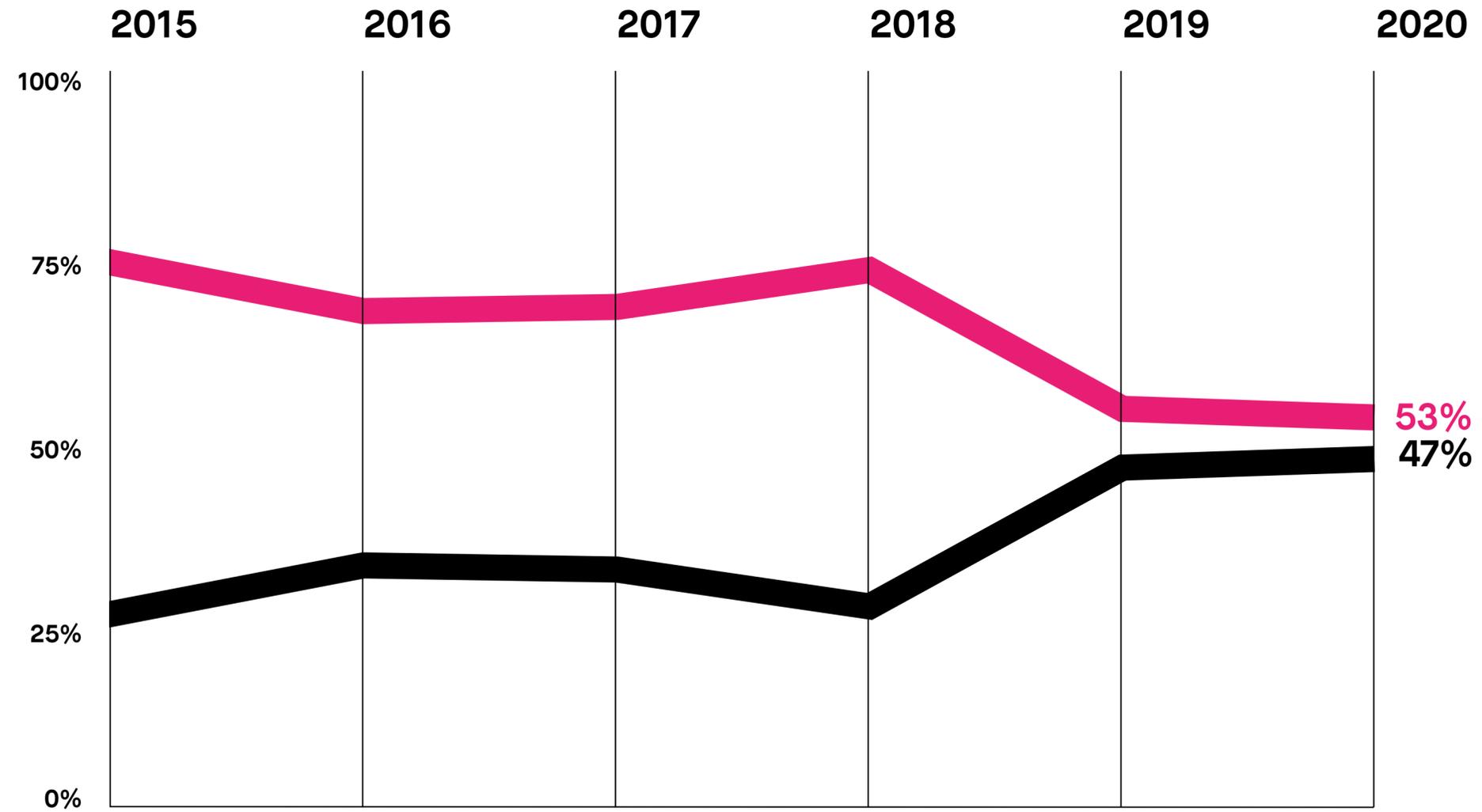
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Sciences Po: Senior Leadership 2015-2020

Female Male

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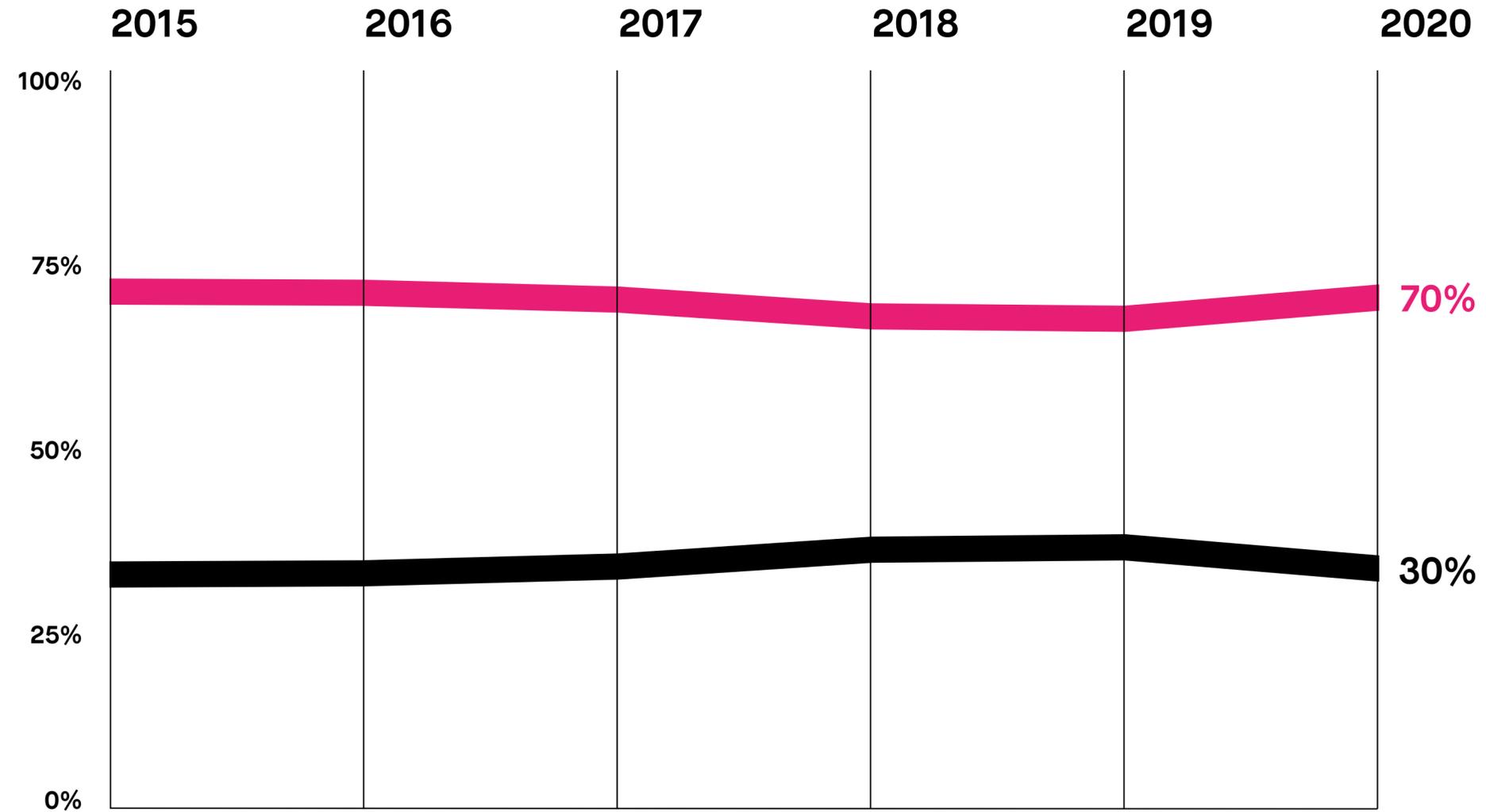
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Sciences Po: Tenured Professors 2015-2020

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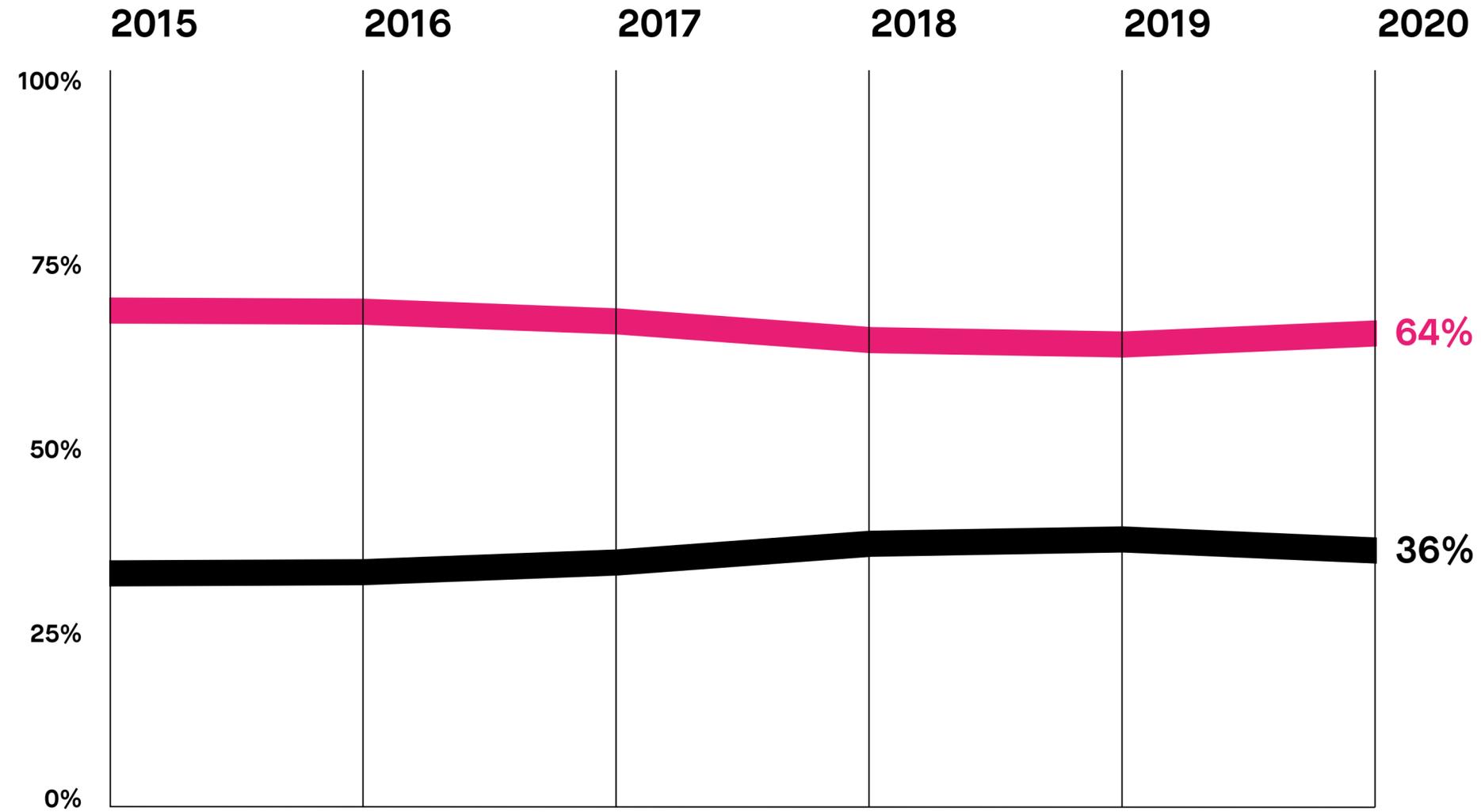
Senior Leadership

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Sciences Po: Full-Time Faculty 2015-2020

Female Male

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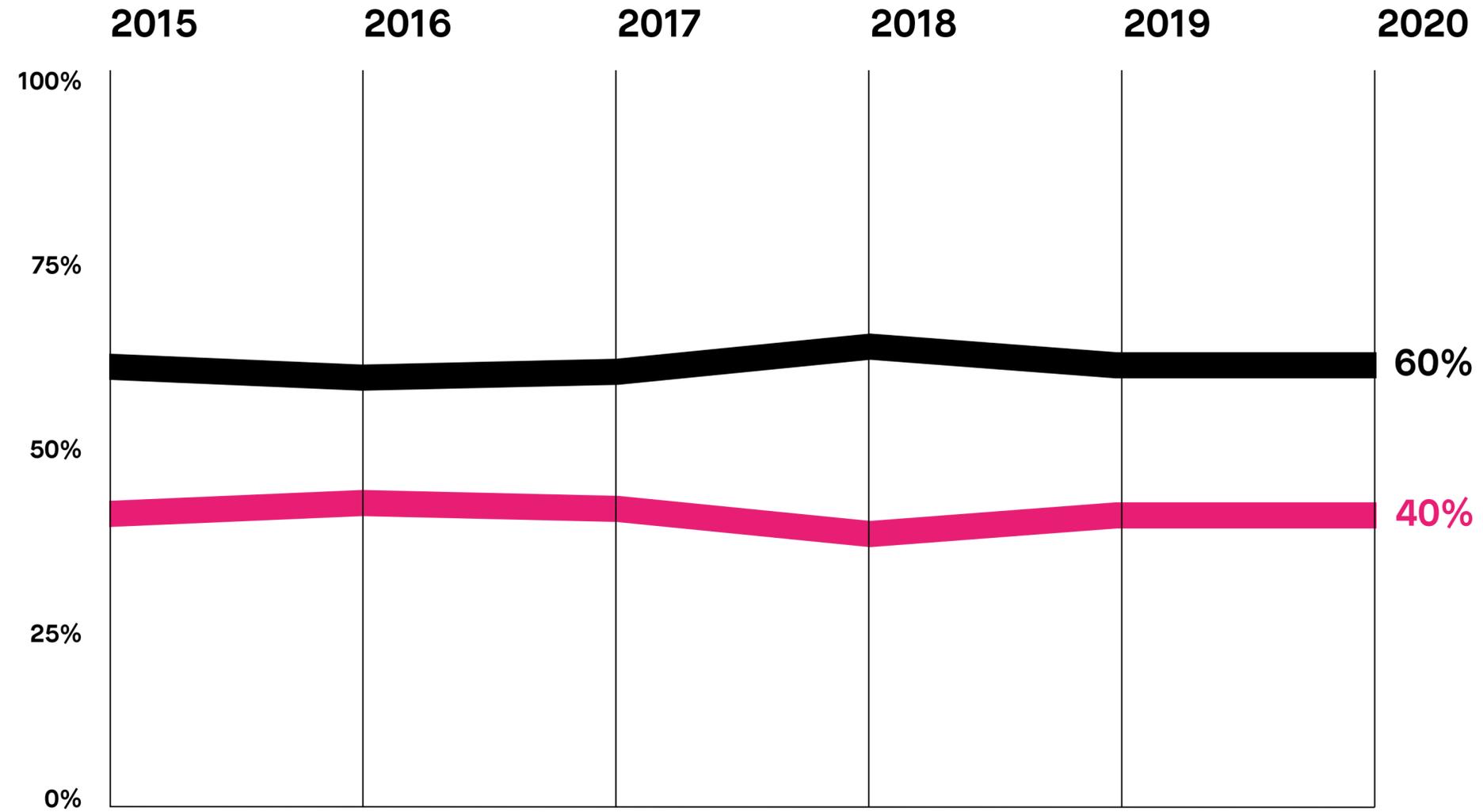
Senior Leadership

Tenured Professors

Full-Time Faculty

Graduate

Undergraduate



Sciences Po: Graduate 2015-2020

Female Male

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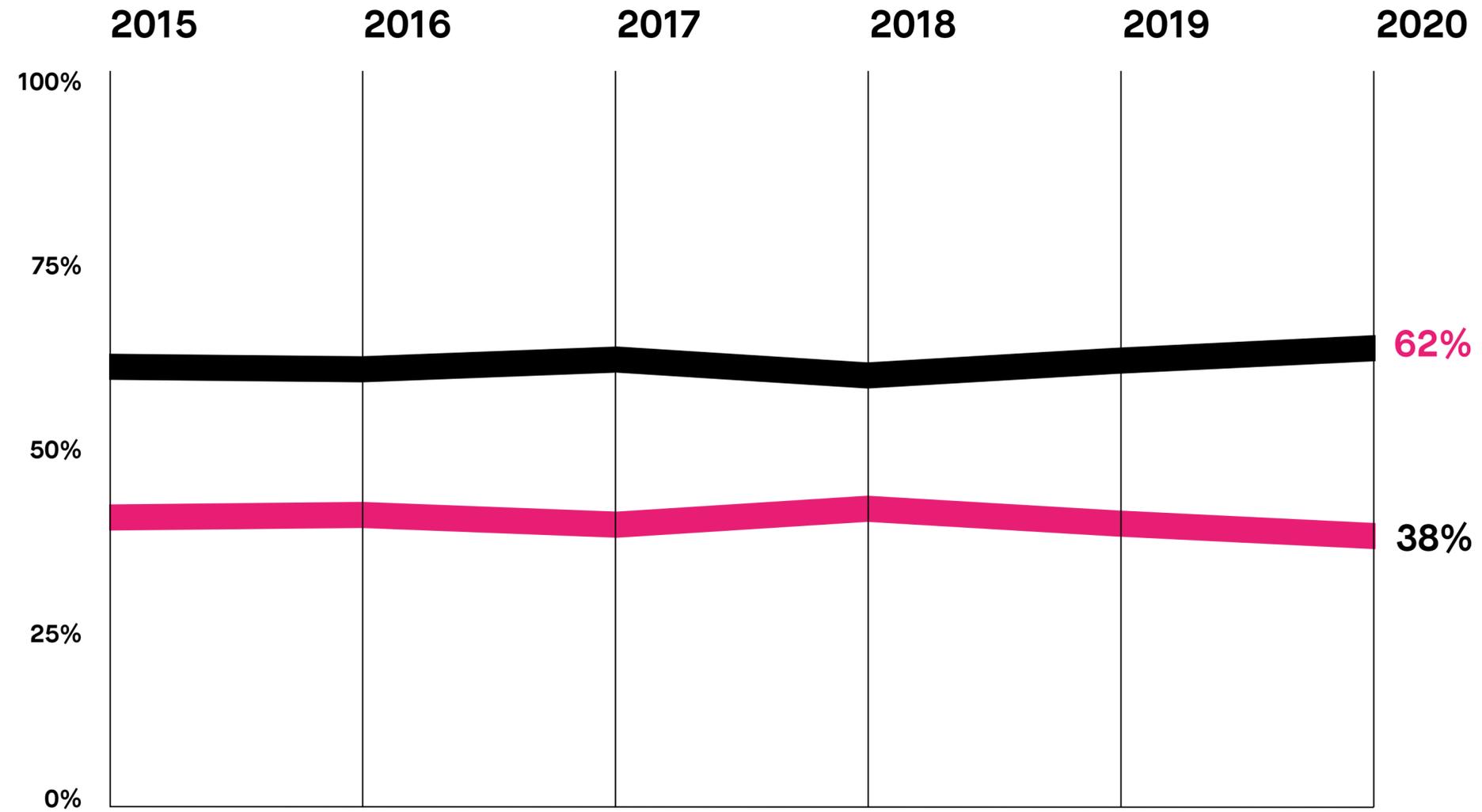
Senior Leadership

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Full-Time Faculty

Graduate

Undergraduate



Sciences Po: Undergraduate 2015-2020

Female Male

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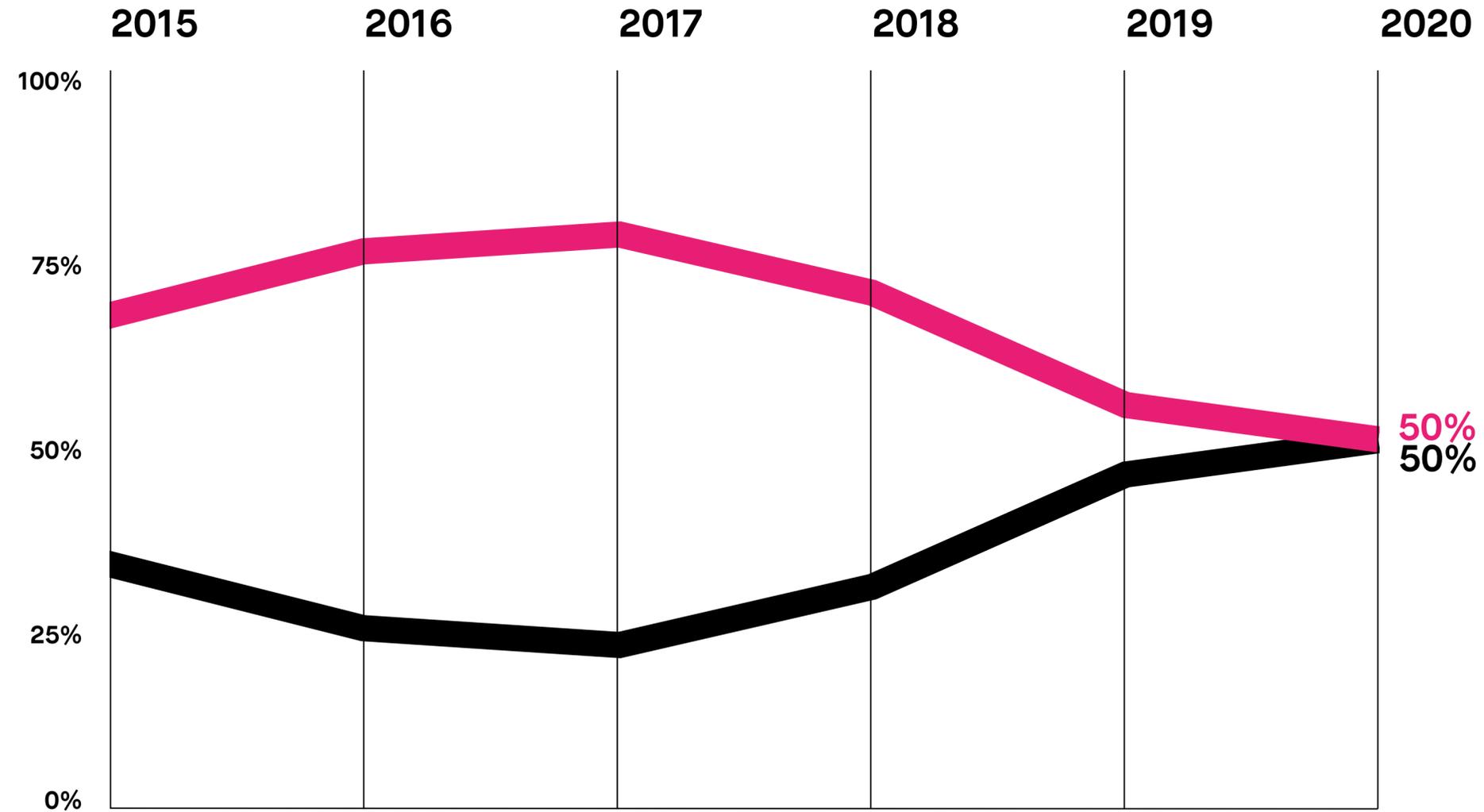
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Stony Brook University: Senior Leadership 2015-2020

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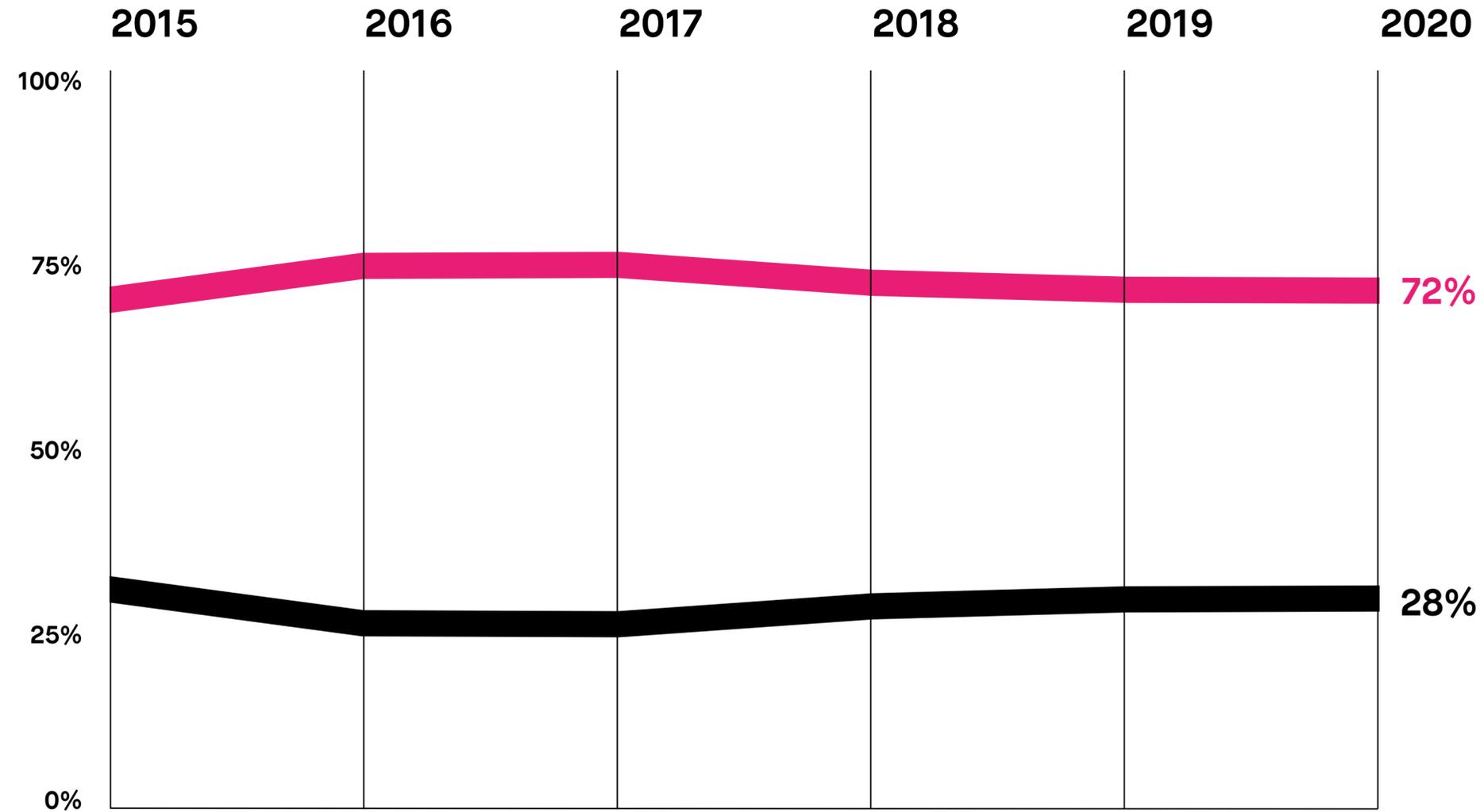
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Stony Brook University: Tenored Professors 2015-2020

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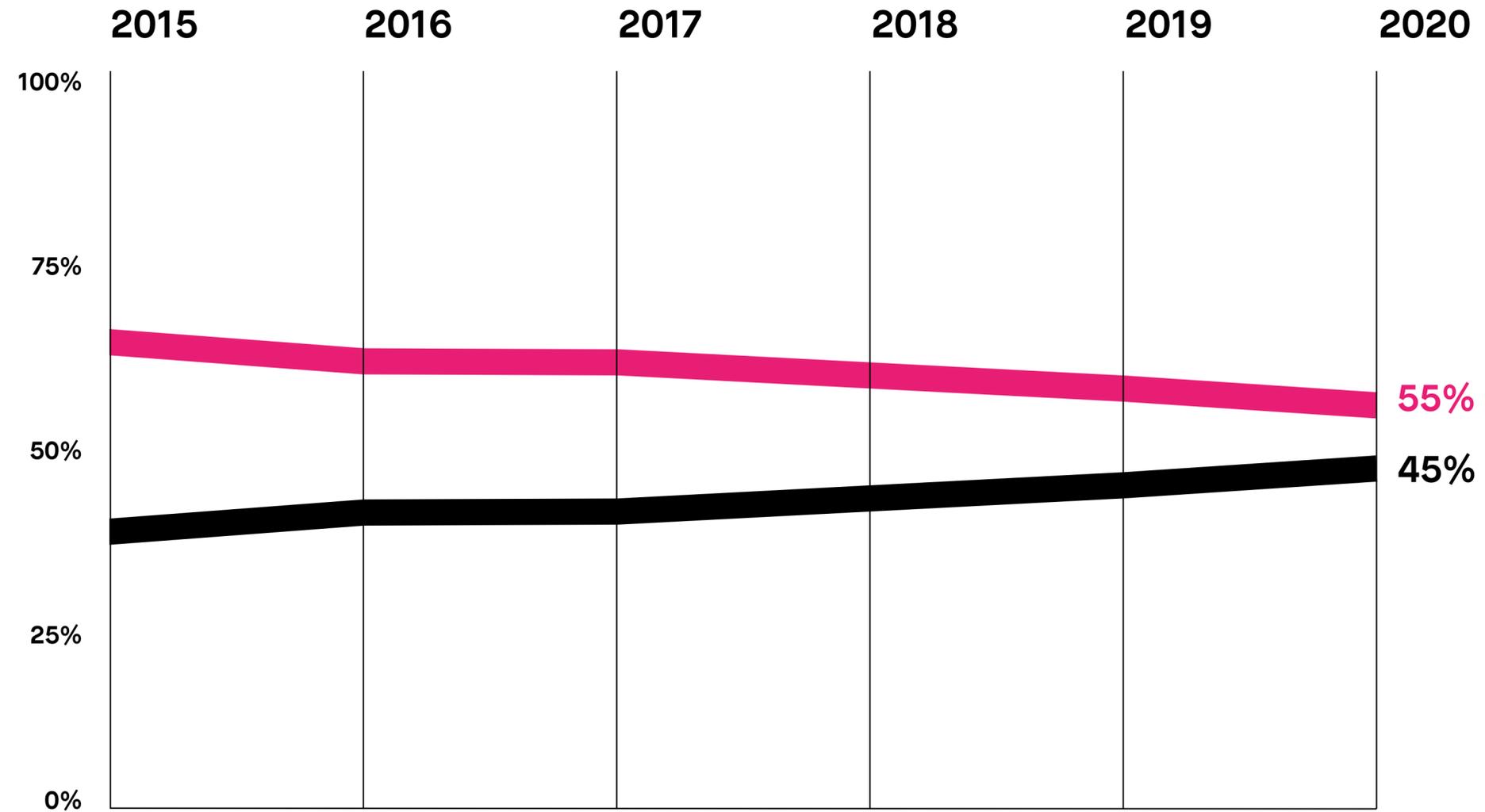
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Stony Brook University: Full-Time Faculty 2015-2020

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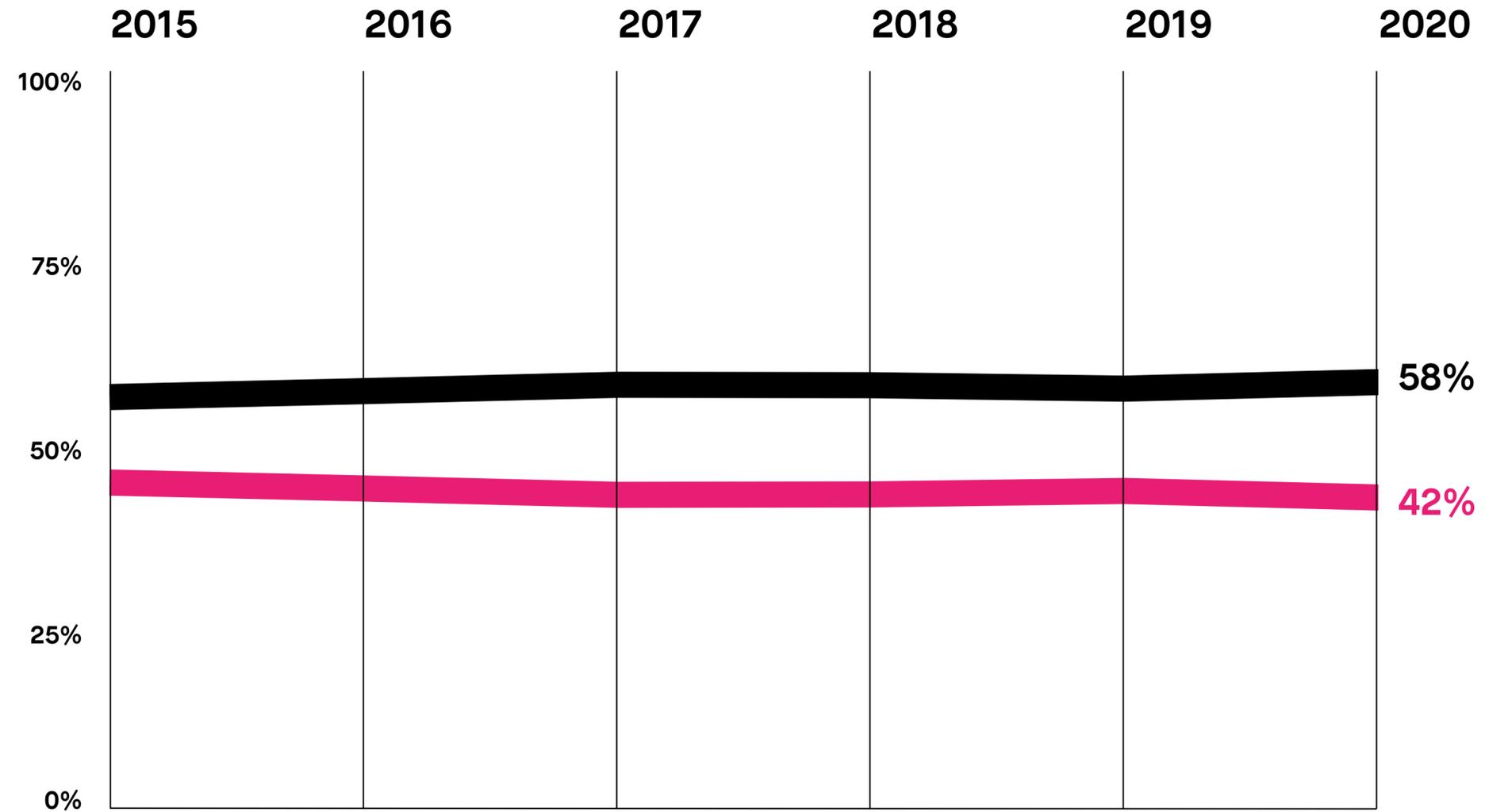
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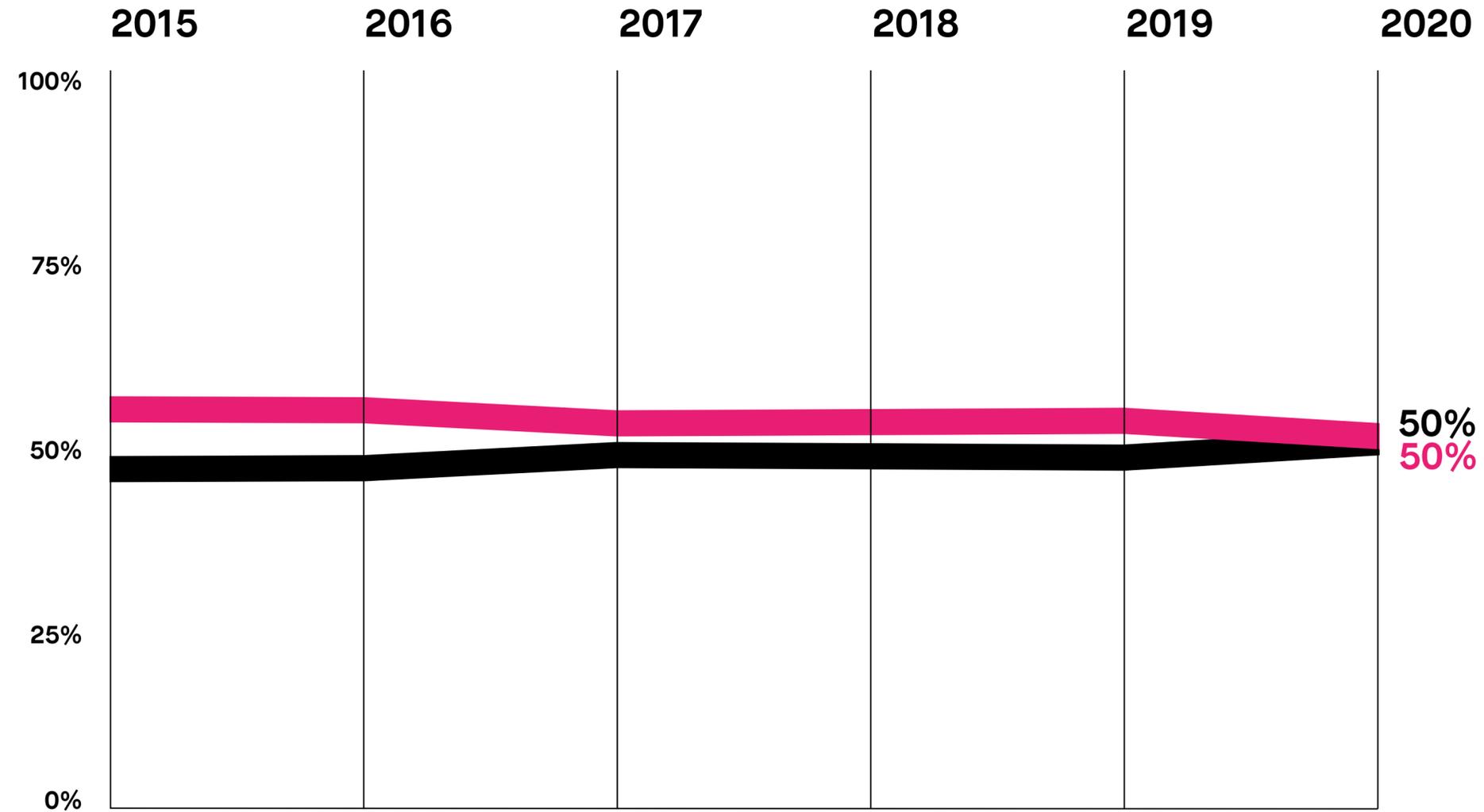
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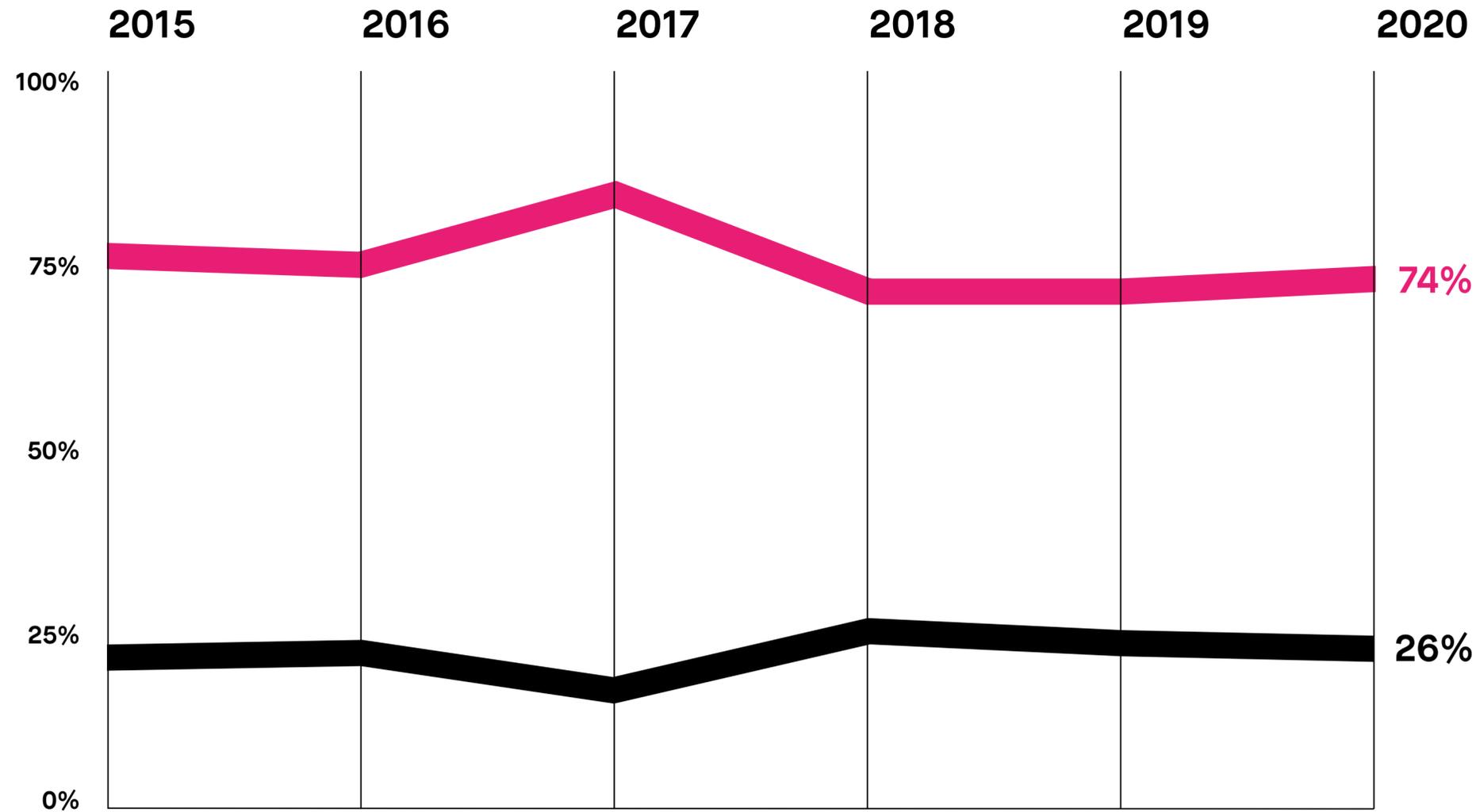
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University of São Paulo: Senior Leadership 2015-2020

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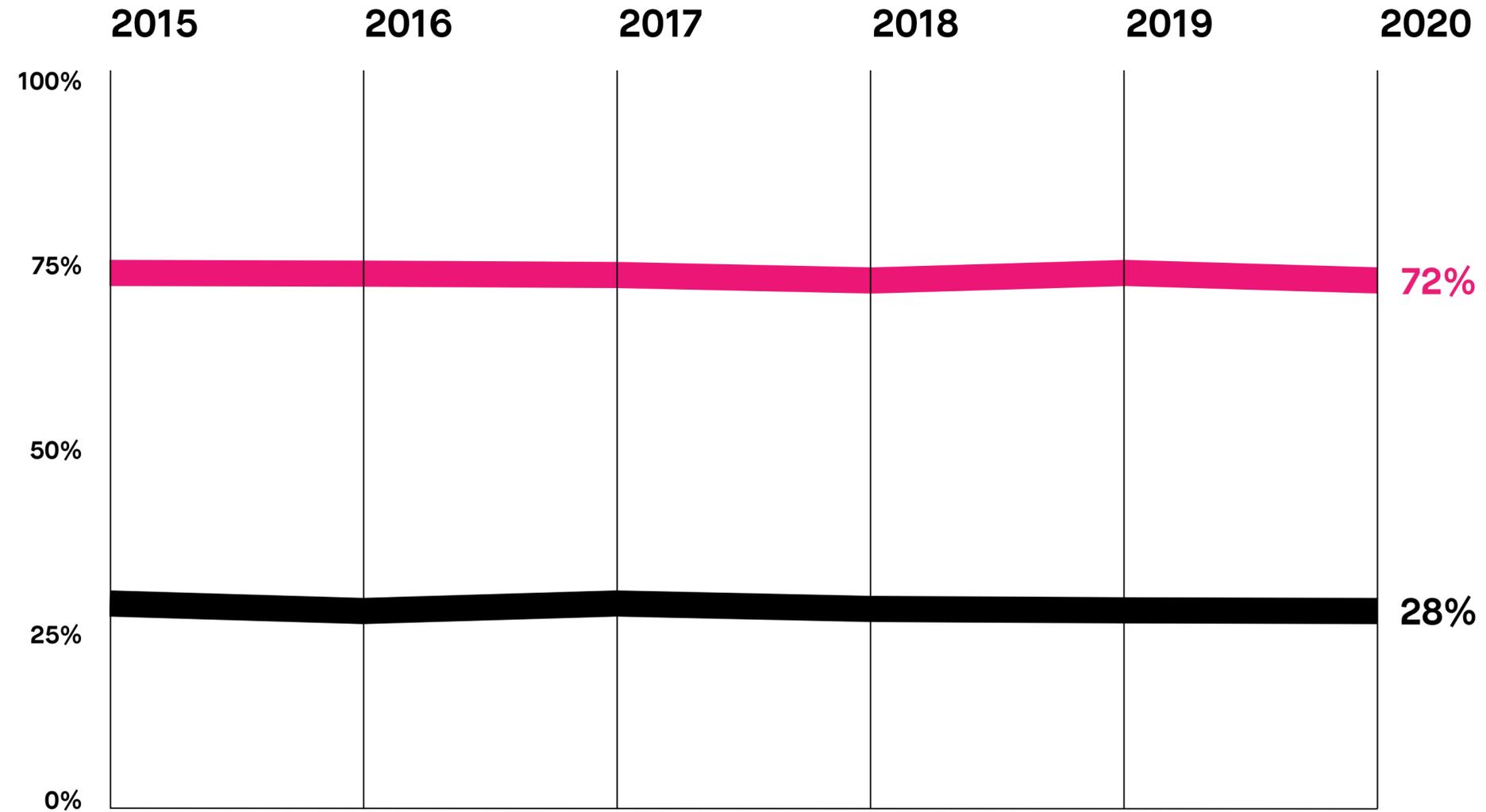
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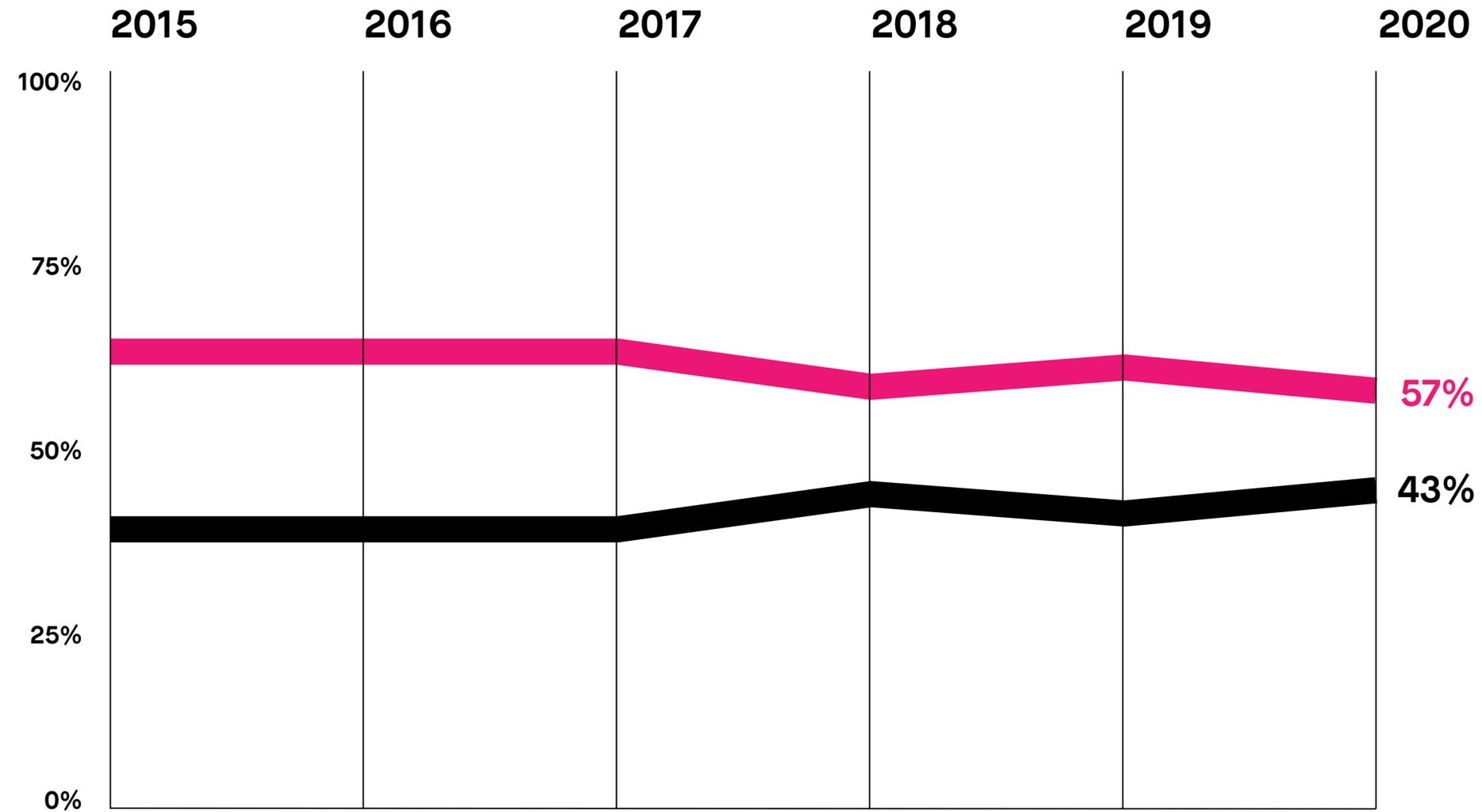
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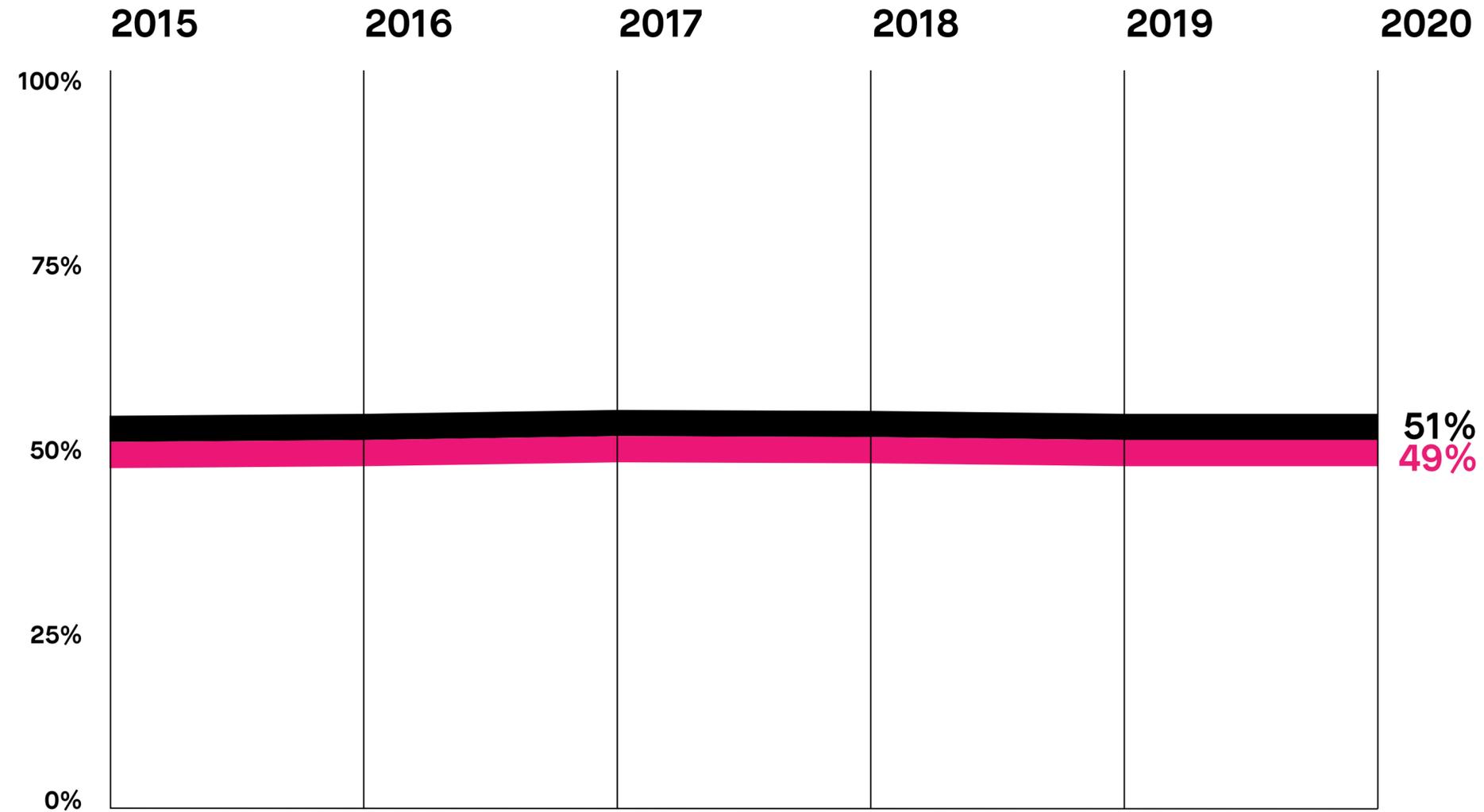
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University of São Paulo: Graduate 2015-2020

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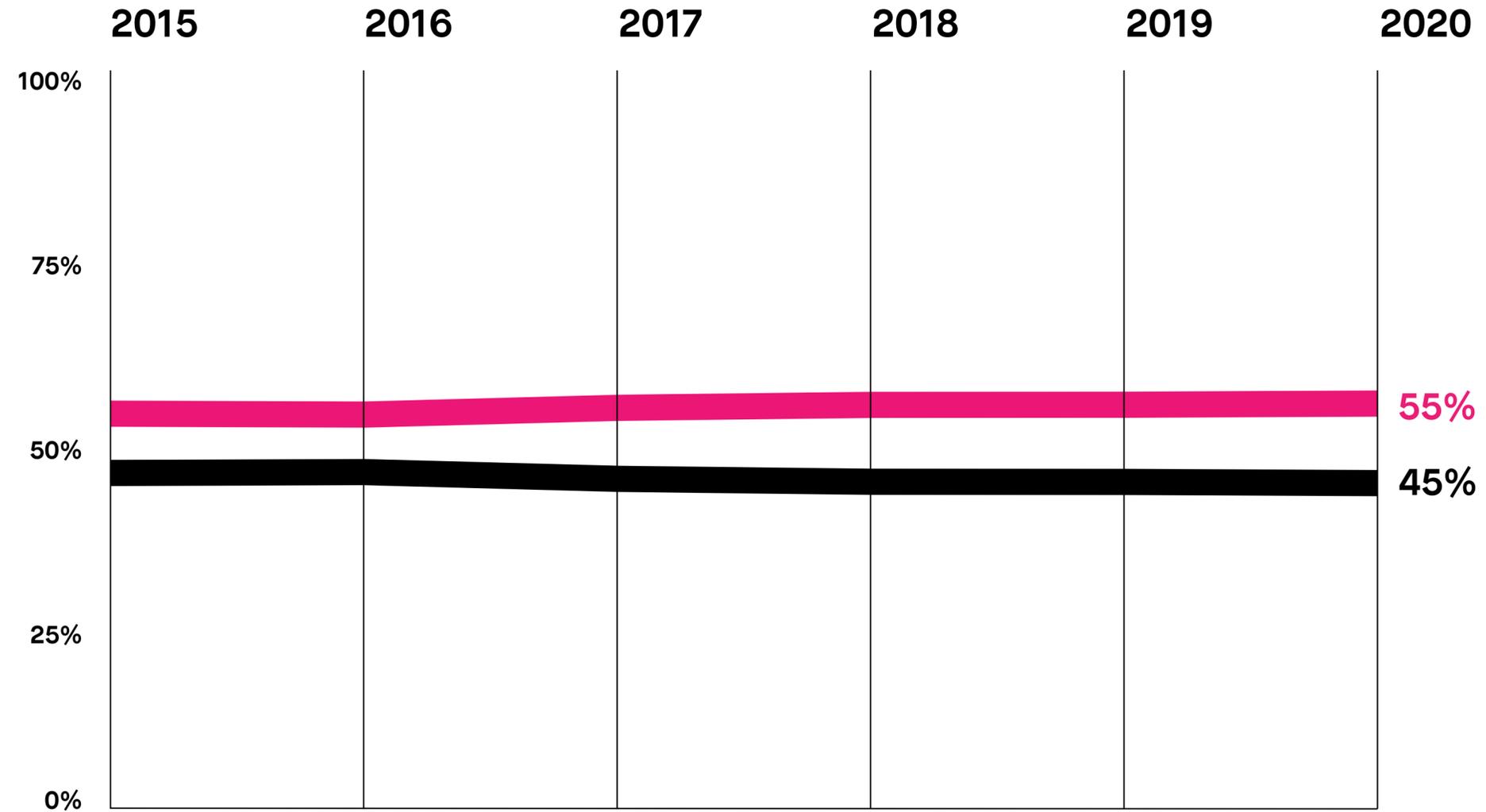
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University of São Paulo: Full-Time Faculty 2015-2020

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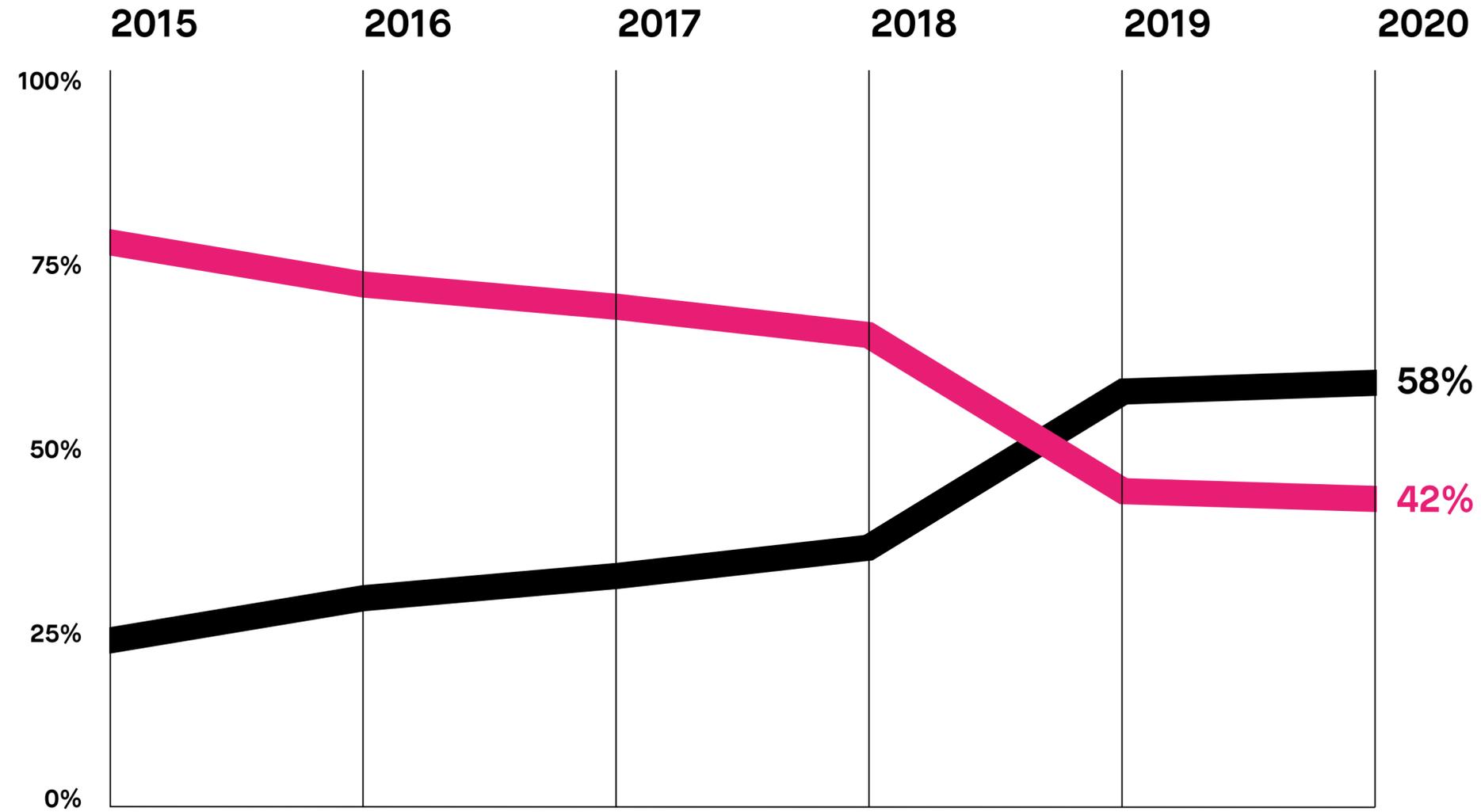
Senior Leadership

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University of Waterloo: Senior Leadership 2015-2020

Female Male

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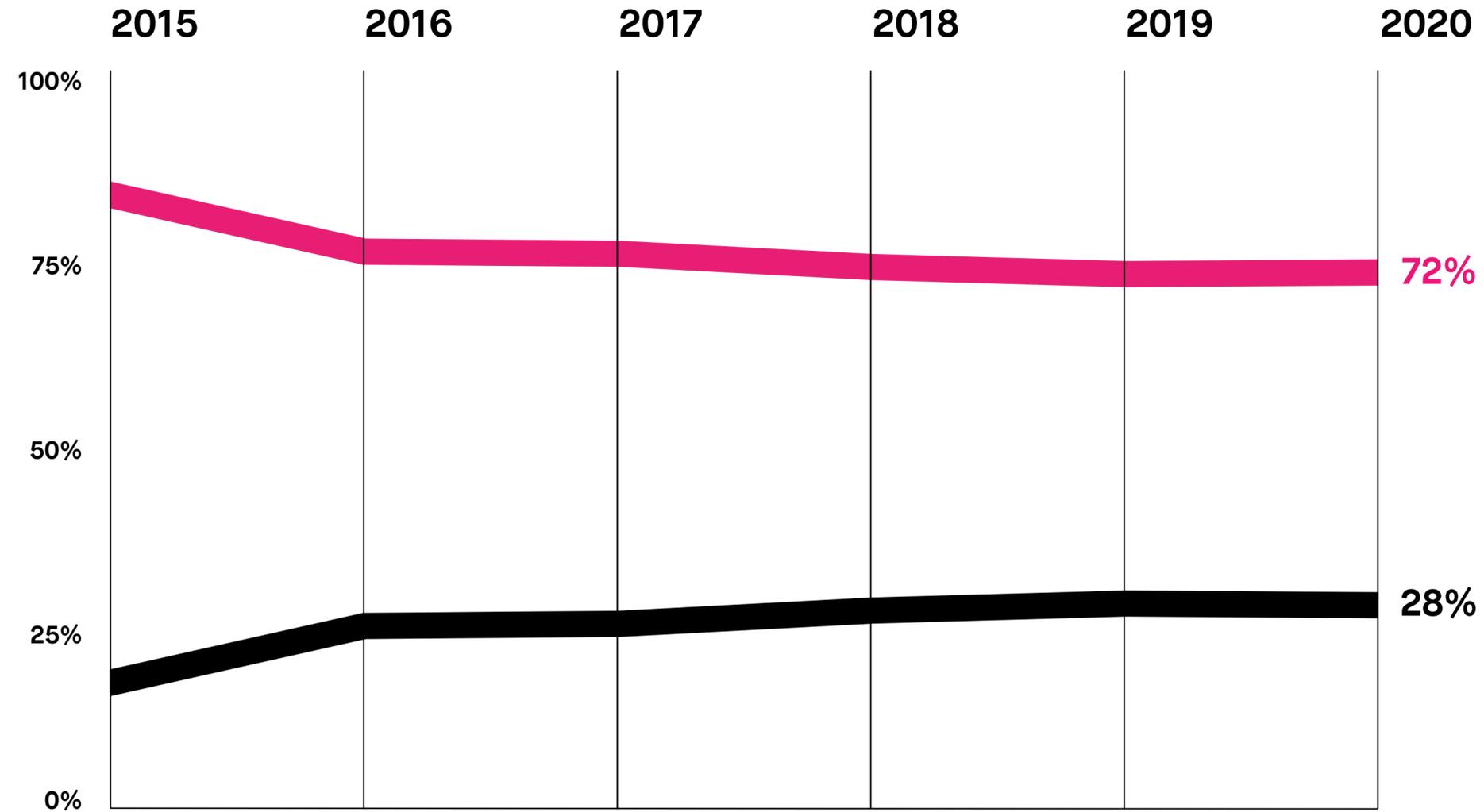
Senior Leadership

Tenured Professors

Full-Time Faculty

Graduate

Undergraduate



University of Waterloo: Tenored Professors 2015-2020

Female Male

Corporate Champions:

- Accor
- Barclays
- Koç Holding
- McKinsey & Co
- PwC
- Schneider Electric
- Unilever
- Vodafone

Thematic Champions:

- BNP Paribas
- Danone
- De Beers Group
- Exelon
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University Champions:

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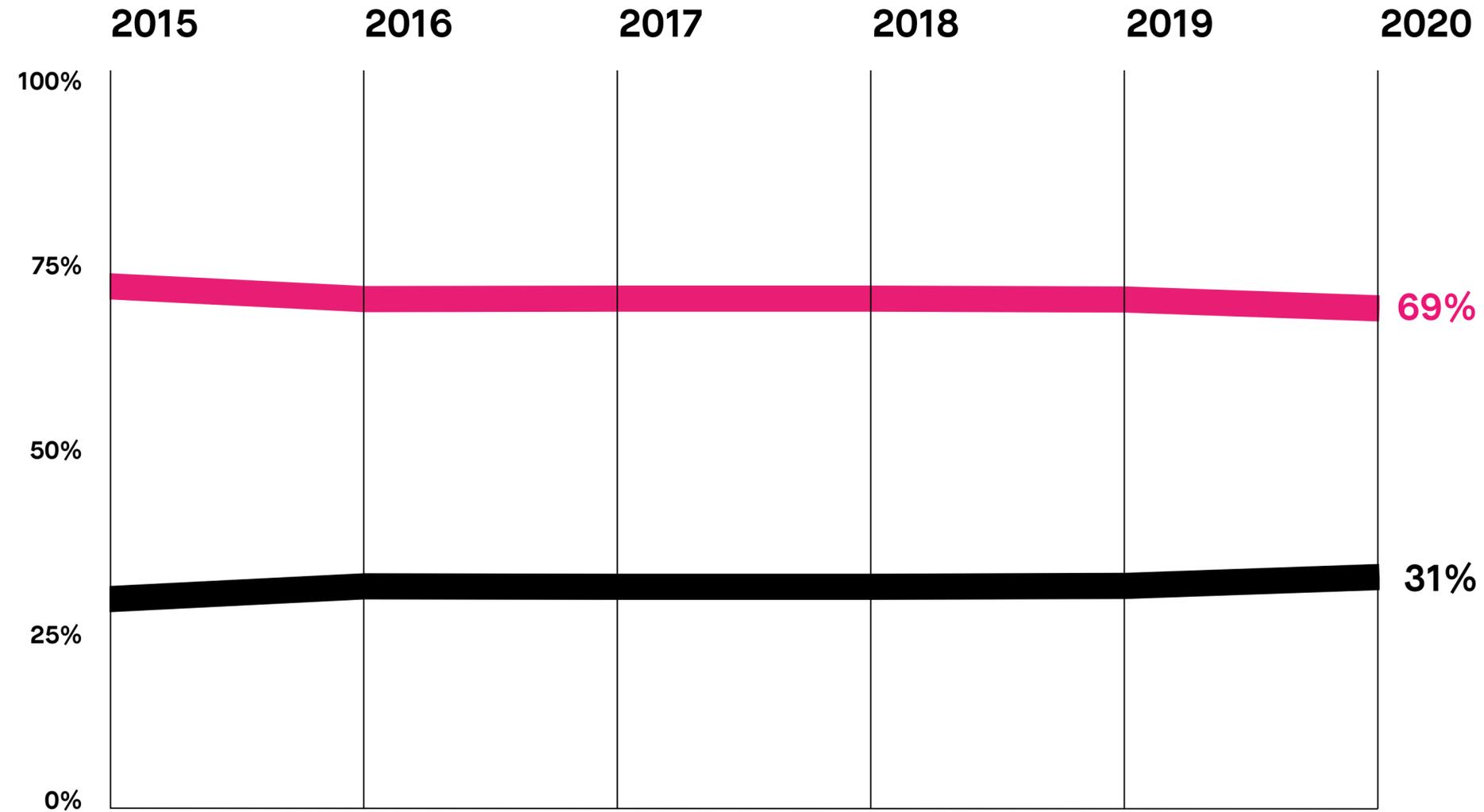
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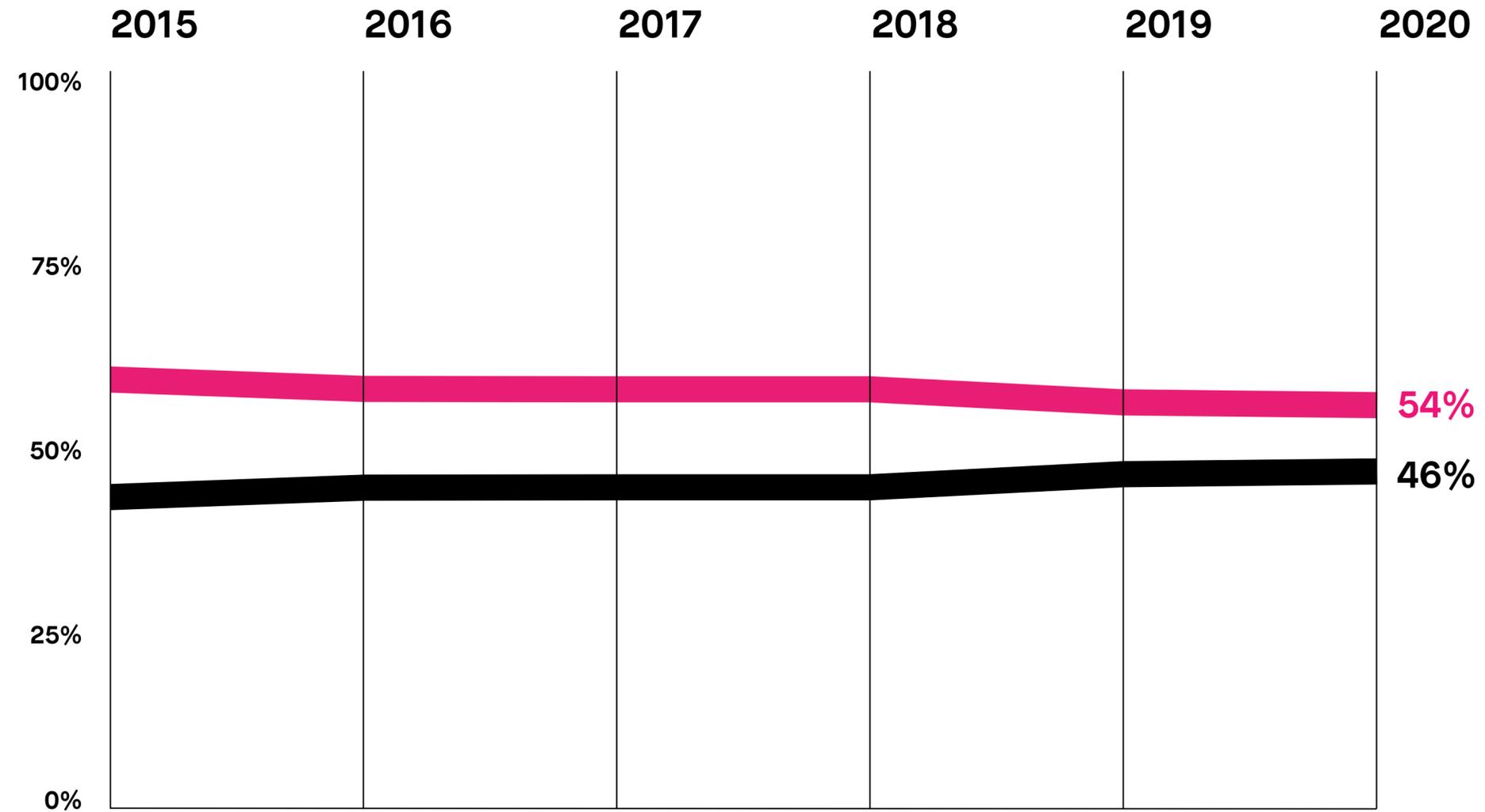
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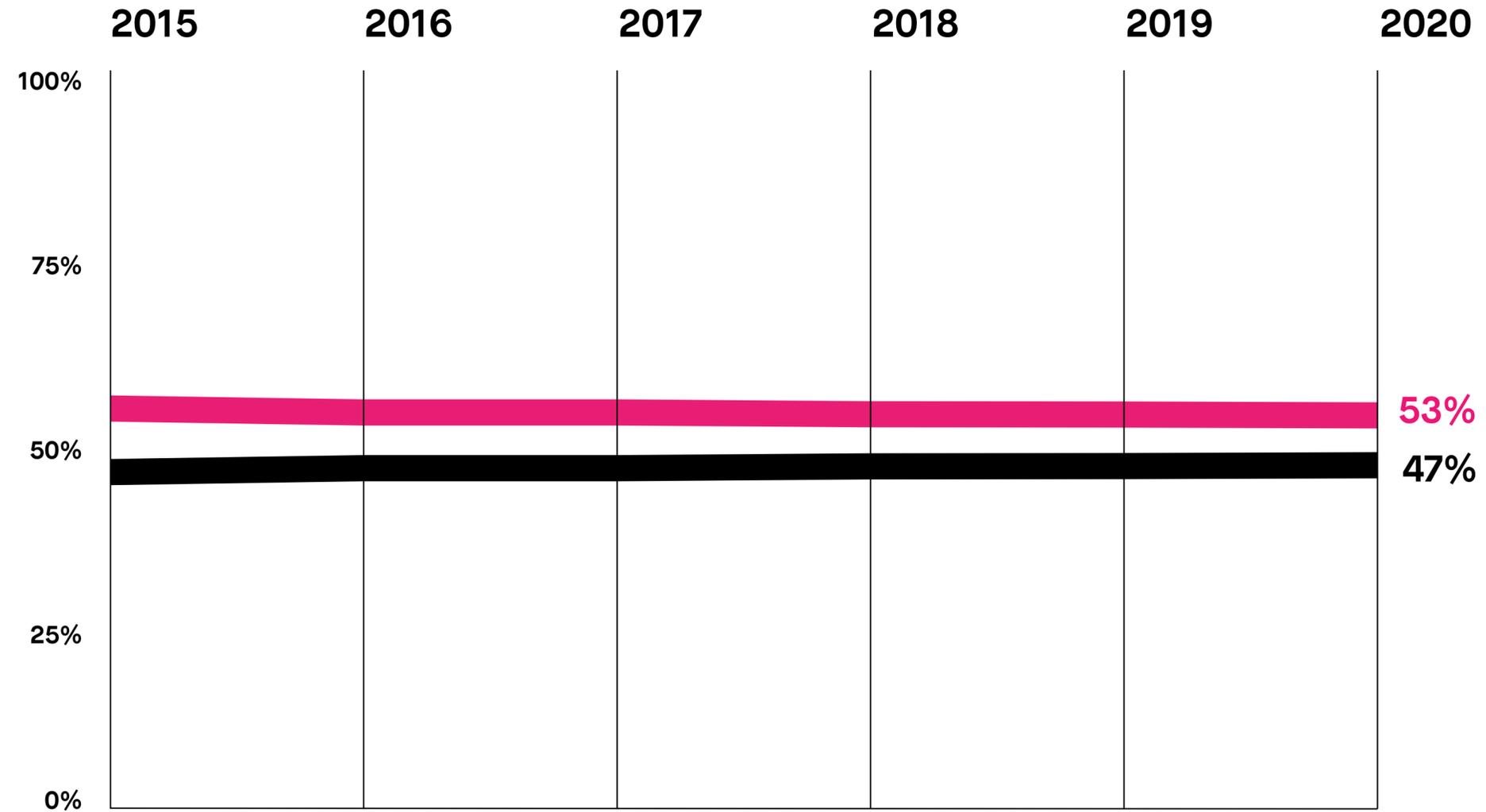
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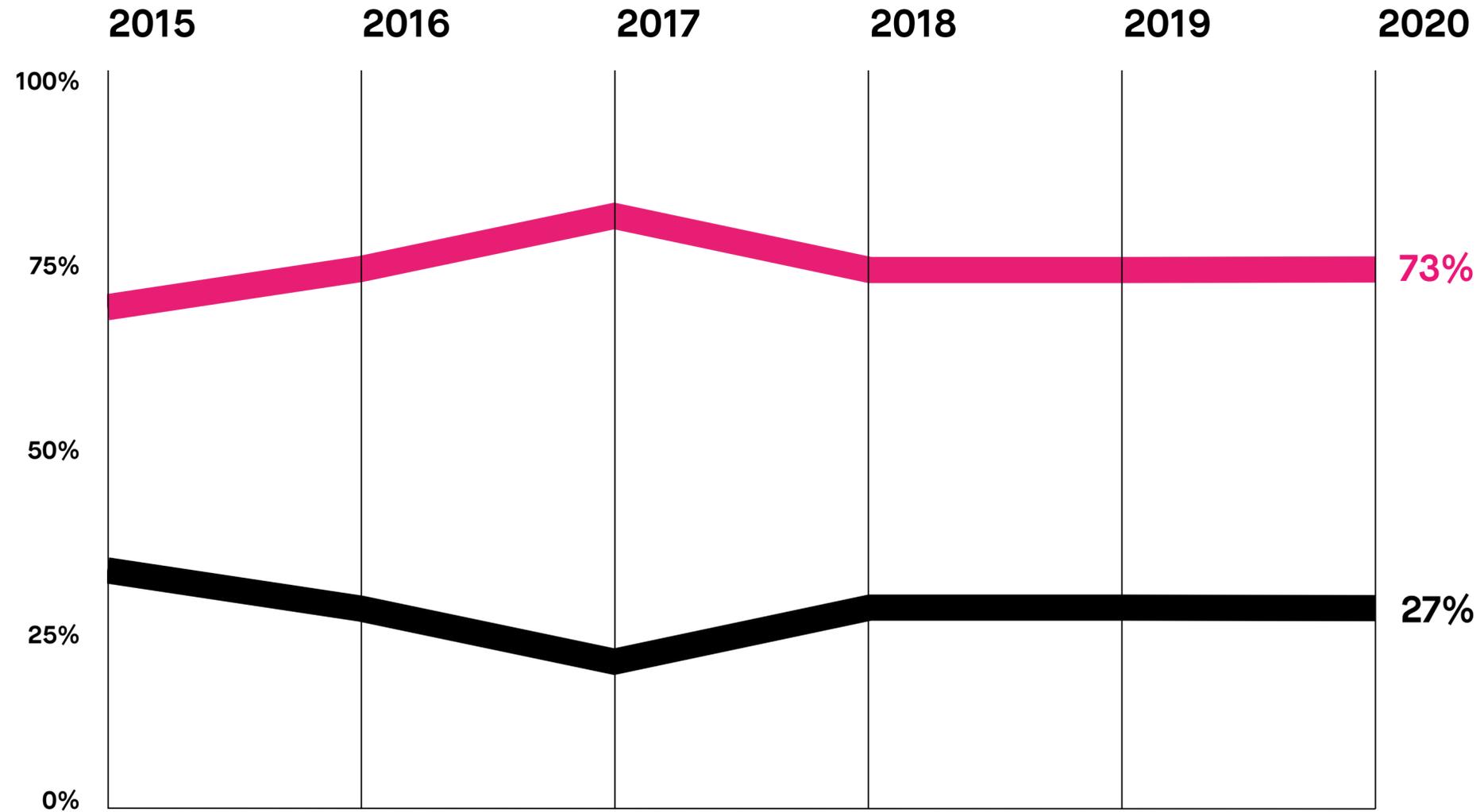
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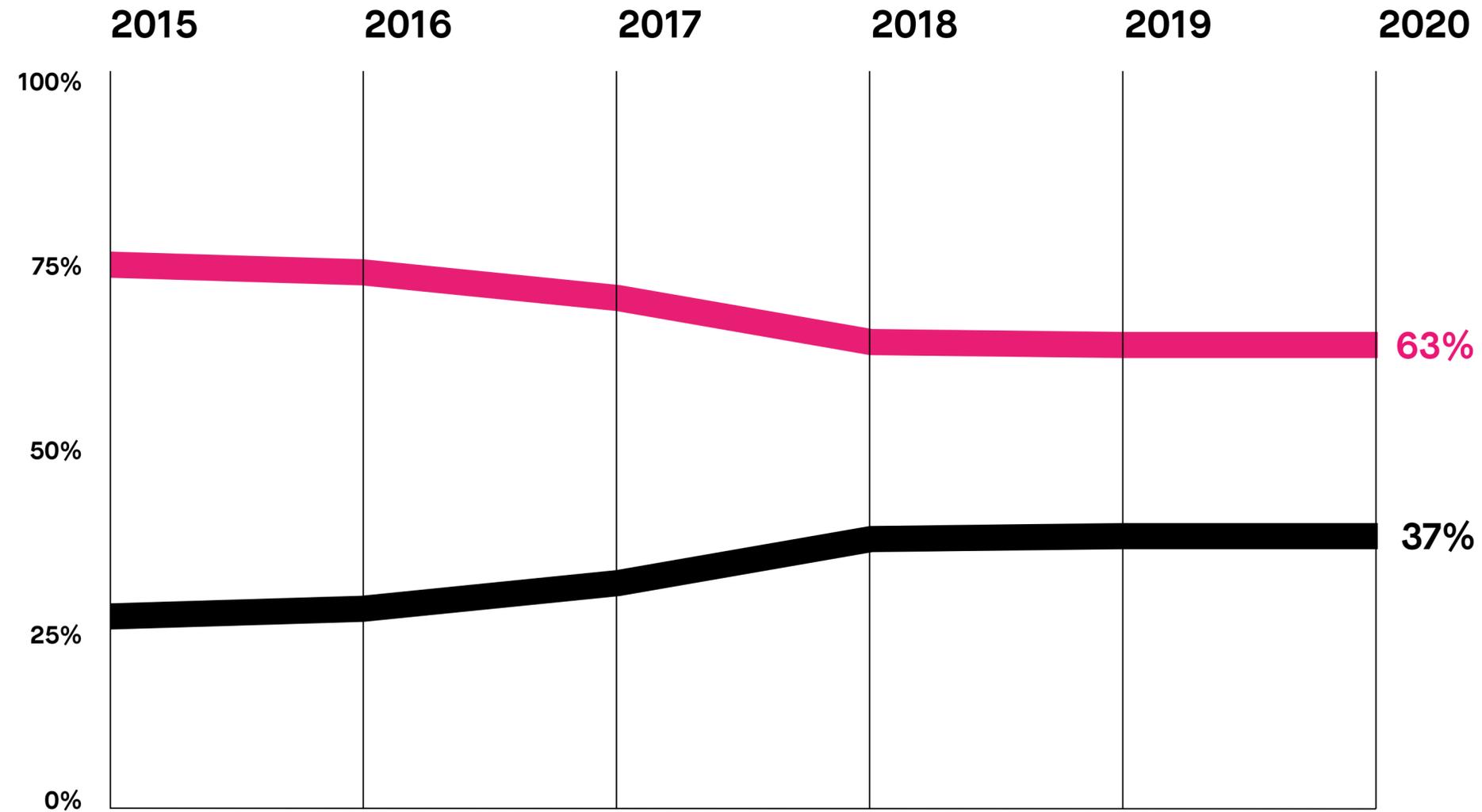
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University of the Witwatersrand: Tenured Professors 2015-2020 Female Male

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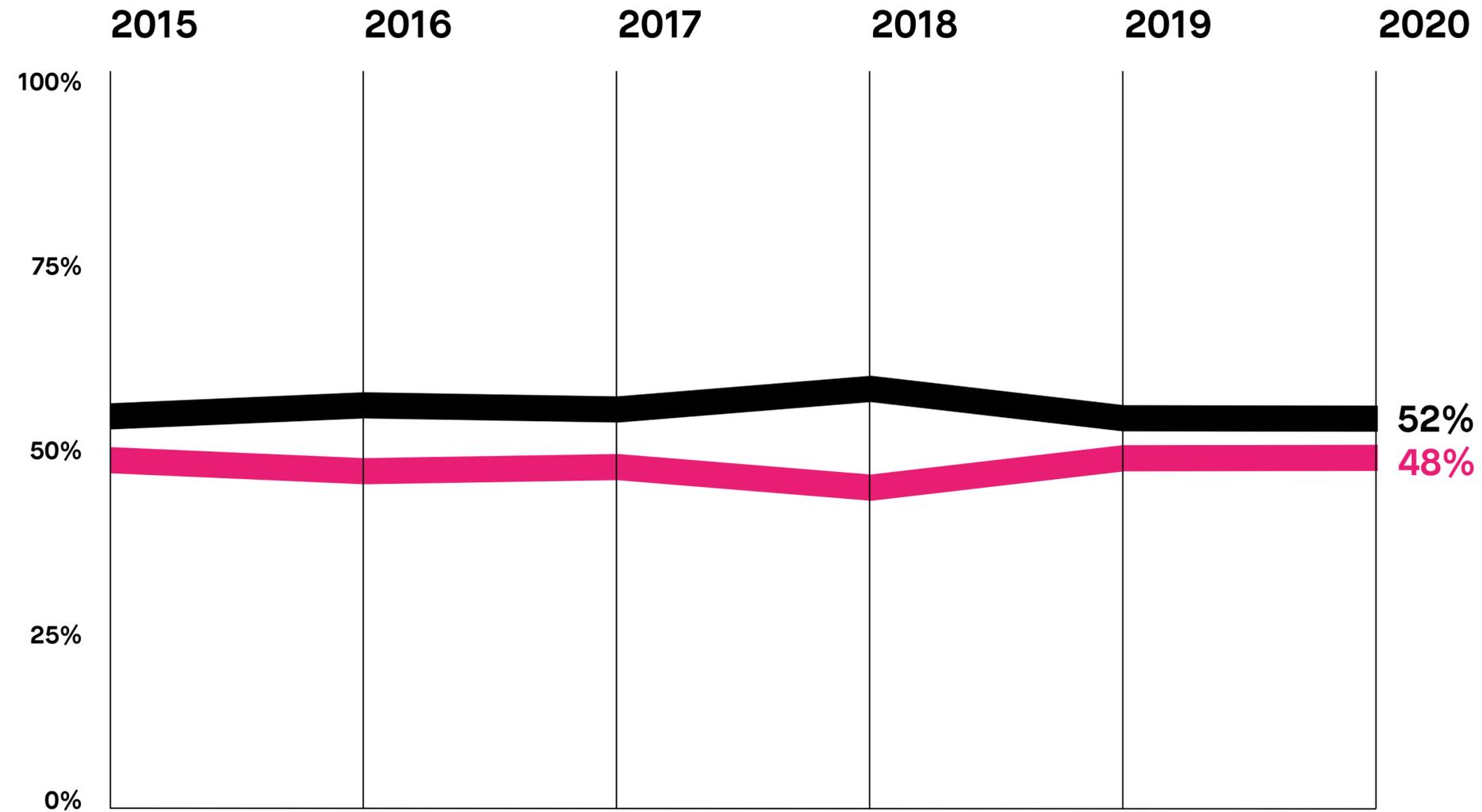
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Senior Leadership Tenured Professors Full-Time Faculty Graduate Undergraduate



University of the Witwatersrand: Full-Time Faculty 2015-2020

■ Female ■ Male

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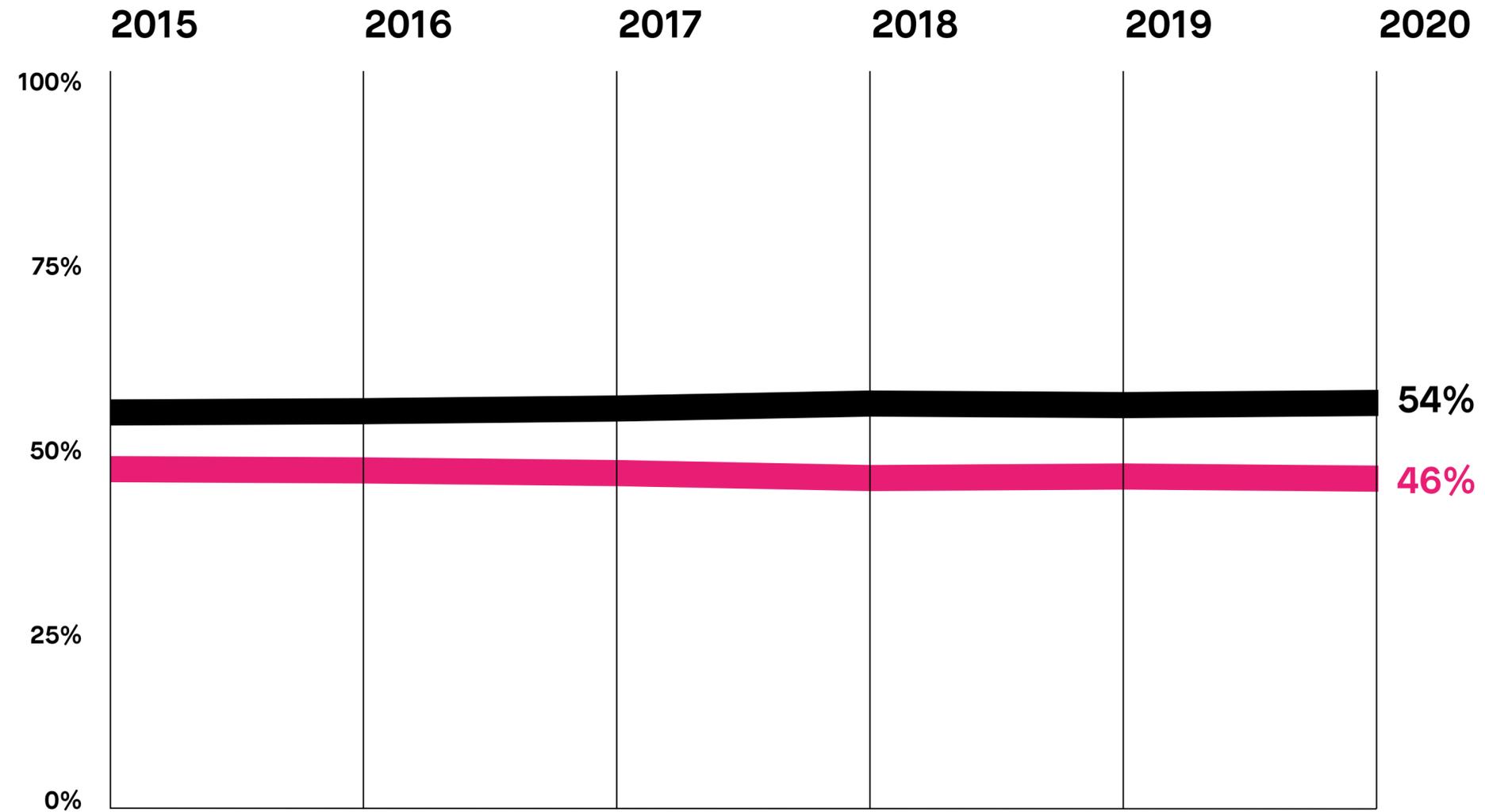
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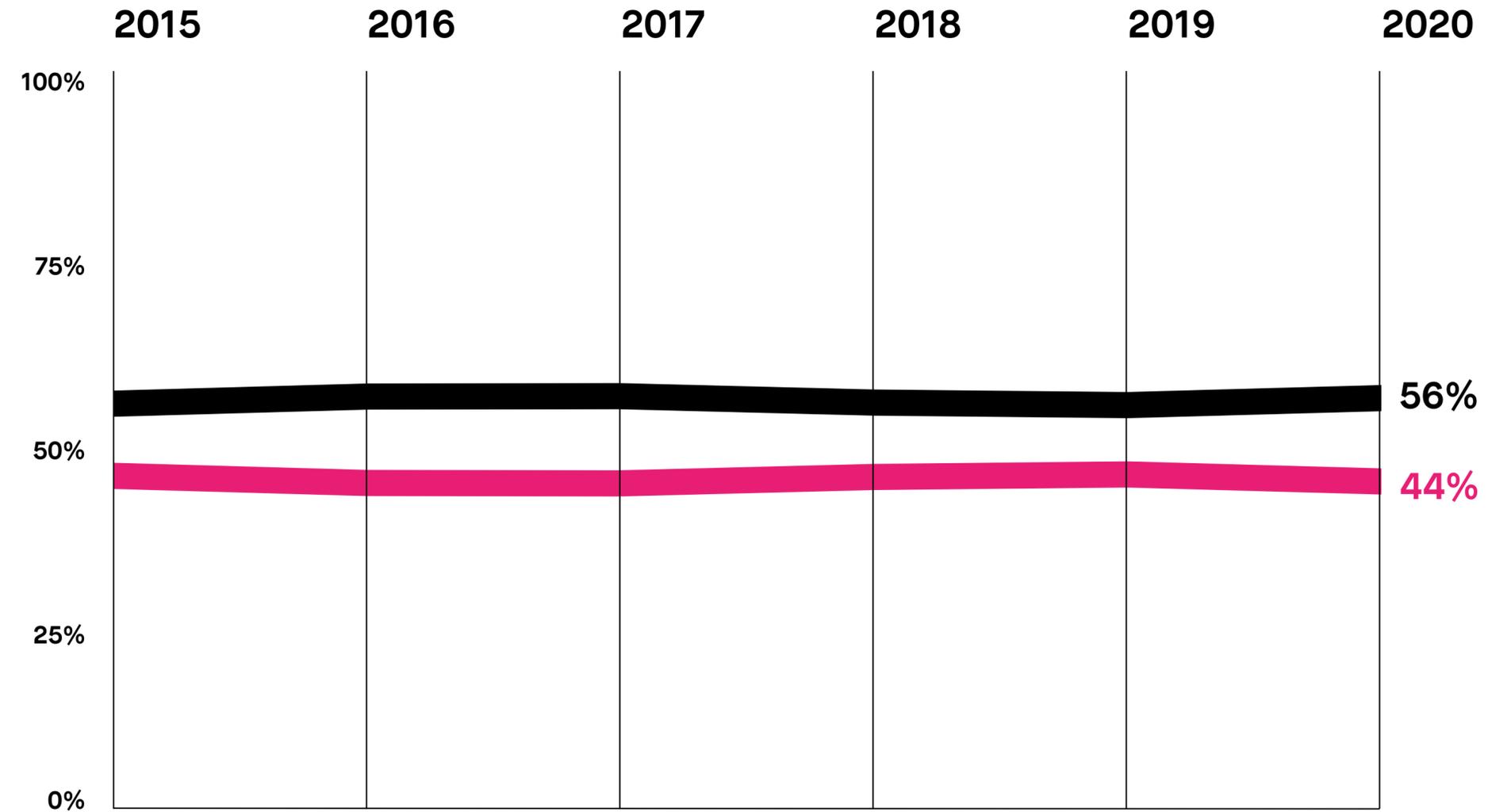
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