Overall company: **Accor**

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**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
### Accor

**Overall company** | **Top Six Per Cent** | **Board** | **New Hires**
--- | --- | --- | ---

<table>
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<tr>
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<td>71%</td>
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* SVP / Key position

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- Sciences Po
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- Wits

---

**Accor: Top Six Per Cent* 2014-2020**
Overall company | Top Six Per Cent | Board | New Hires


Male | Female

Accor: Board 2014-2020

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Barclays

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- Wits

Barclays: Overall company 2014-2020


Overall company | Top Six Per Cent | Board | New Hires

Female | Male

2017 figures impacted by divestment of Barclays Africa Group Limited.
Barclays

Overall company | Top Six Per Cent | Board | New Hires

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Barclays: Top Six Per Cent 2014-2020

2017 figures impacted by divestment of Barclays Africa Group Limited
Overall company

Koç Holding: Overall company 2014-2020

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Koç Holding

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<th>Board</th>
<th>New Hires</th>
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Koç Holding: Board 2014-2020

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- PwC
- Schneider Electric
- Unilever
- Vodafone

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- Sciences Po
- Stony Brook
- Waterloo
- Wits
Koç Holding

Overall company | Top Six Per Cent | Board | New Hires

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</table>

Koç Holding: New Hires 2014-2020
McKinsey & Co

Overall company

Top Six Per Cent

Board

New Hires


Male Female

75% 25%

54% 46%
McKinsey & Co

Overall company | Top Six Per Cent | Board | New Hires


Male

Female

McKinsey & Co

Overall company | Top Six Per Cent | Board | New Hires


Male
Female

53%
47%

Corporate Champions:
Accor
Barclays
Koç Holding
McKinsey & Co
PwC
Schneider Electric
Unilever
Vodafone

Thematic Champions:
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São Paulo
Sciences Po
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Wits
PwC: Overall company 2014-2020

<table>
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- **Corporate Champions:**
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  - Koç Holding
  - McKinsey & Co
  - PwC
  - Schneider Electric
  - Unilever
  - Vodafone

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  - Danone
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  - Exelon
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  - Standard Bank Group
  - World Scouting

- **University Champions:**
  - Georgetown
  - Kenyatta
  - Nagoya
  - São Paulo
  - Sciences Po
  - Stony Brook
  - Waterloo
  - Wits

- **PwC:**
  - Male: 51%
  - Female: 49%
PwC

Overall company
Top Six Per Cent
Board
New Hires


Male
Female

PwC: Top Six Per Cent 2014-2020
### PwC: Board 2014-2020

**Overall company**

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**Top Six Per Cent**

<table>
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<tbody>
<tr>
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**Board**

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**New Hires**

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<tr>
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**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
Overall company

Top Six Per Cent

Board

New Hires


Male Female

PwC: New Hires 2014-2020

Corporate Champions:
Accor
Barclays
Koç Holding
McKinsey & Co
PwC
Schneider Electric
Unilever
Vodafone

Thematic Champions:
BNP Paribas
Danone
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PwC
Schneider Electric

Overall company | Top Six Per Cent | Board | New Hires


Corporate Champions:
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University Champions:
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Schneider Electric: Overall company 2014-2020

Male: 67%
Female: 33%
Schneider Electric

Overall company  Top Six Per Cent  Board  New Hires


100%  75%  50%  25%  0%

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.
Schneider Electric

**Overall company**

<table>
<thead>
<tr>
<th>Year</th>
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<th>Female</th>
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<tbody>
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**Top Six Per Cent**

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**Board**

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**New Hires**

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<tr>
<td>2020</td>
<td>58%</td>
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</tbody>
</table>

*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.
**Schneider Electric**

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---

**Schneider Electric: New Hires* 2014-2020**

*Schneider Electric new hires are only white collar employees.

---

**Overall company**

**Top Six Per Cent**

**Board**

**New Hires**

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Unilever: Overall company 2014-2020

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<td>2018</td>
<td>75%</td>
<td>65%</td>
<td></td>
<td></td>
</tr>
<tr>
<td>2019</td>
<td>75%</td>
<td>65%</td>
<td></td>
<td></td>
</tr>
<tr>
<td>2020</td>
<td>75%</td>
<td>65%</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

Female: 35%
Male: 65%
Unilever: Top Six Per Cent 2014-2020

Overall company

Top Six Per Cent

Board

New Hires


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

Unilever: Top Six Per Cent 2014-2020

Female
Male
Unilever

Overall company

Top Six Per Cent

Board

New Hires


Unilever: Board 2014-2020
Unilever

Corporate Champions:
- Accor
- Barclays
- Kaç 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

Unilever: New Hires 2014-2020

<table>
<thead>
<tr>
<th>Year</th>
<th>Female</th>
<th>Male</th>
</tr>
</thead>
<tbody>
<tr>
<td>2014</td>
<td>57%</td>
<td>43%</td>
</tr>
<tr>
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<tr>
<td>2016</td>
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<tr>
<td>2017</td>
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<td>2018</td>
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<td></td>
</tr>
<tr>
<td>2019</td>
<td></td>
<td></td>
</tr>
<tr>
<td>2020</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>
Vodafone: Overall company 2014–2020

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

Male and Female representation across various categories from 2014 to 2020.
Vodafone

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

Overall company | Top Six Per Cent | Board | New Hires
--- | --- | --- | ---
Male | 75% | 75% | 75% | 75% | 75% | 75% | 55%
Female | 25% | 25% | 25% | 25% | 25% | 25% | 45%

Vodafone: Board 2014-2020
<table>
<thead>
<tr>
<th></th>
<th>Overall company</th>
<th>Top Six Per Cent</th>
<th>Board</th>
<th>New Hires</th>
</tr>
</thead>
<tbody>
<tr>
<td>Male</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Female</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

**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

**Vodafone: New Hires 2014-2020**

- 2014: 30%
- 2015: 30%
- 2016: 30%
- 2017: 30%
- 2018: 57%
- 2019: 43%
- 2020: 57%
Corporate Champions:
- Accor
- Barclays
- Koç Holding
- McKinsey & Co
- PwC
- Schneider Electric
- Unilever
- Vodafone

Thematic Champions:
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- Danone
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- Exelon
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- Standard Bank Group
- World Scouting

University Champions:
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- Sciences Po
- Stony Brook
- Waterloo
- Wits

**BNP Paribas**

<table>
<thead>
<tr>
<th>Overall company</th>
<th>Top Six Per Cent</th>
<th>Board</th>
<th>New Hires</th>
</tr>
</thead>
<tbody>
<tr>
<td>2016</td>
<td>2017</td>
<td>2018</td>
<td>2019</td>
</tr>
<tr>
<td>100%</td>
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<td></td>
</tr>
<tr>
<td>75%</td>
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<td></td>
</tr>
<tr>
<td>50%</td>
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<td></td>
<td></td>
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<tr>
<td>25%</td>
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</tr>
<tr>
<td>0%</td>
<td></td>
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<td></td>
</tr>
</tbody>
</table>

**BNP Paribas**: Overall company 2014-2020
Overall company  |  Top Six Per Cent  |  Board  |  New Hires

<table>
<thead>
<tr>
<th></th>
<th>2016</th>
<th>2017</th>
<th>2018</th>
<th>2019</th>
<th>2020</th>
</tr>
</thead>
<tbody>
<tr>
<td>Male</td>
<td>100%</td>
<td>75%</td>
<td>75%</td>
<td>75%</td>
<td>69%</td>
</tr>
<tr>
<td>Female</td>
<td>0%</td>
<td>25%</td>
<td>25%</td>
<td>25%</td>
<td>31%</td>
</tr>
</tbody>
</table>

*Corresponds to the Leadership for Change population (Top 500, i.e. members of cross-functional Executives Committees across business lines and/or countries)
Overall company: New Hires 2014-2020

<table>
<thead>
<tr>
<th>Year</th>
<th>2016</th>
<th>2017</th>
<th>2018</th>
<th>2019</th>
<th>2020</th>
</tr>
</thead>
<tbody>
<tr>
<td>0%</td>
<td>0%</td>
<td>0%</td>
<td>0%</td>
<td>0%</td>
<td>0%</td>
</tr>
<tr>
<td>25%</td>
<td>25%</td>
<td>25%</td>
<td>25%</td>
<td>25%</td>
<td>25%</td>
</tr>
<tr>
<td>50%</td>
<td>50%</td>
<td>50%</td>
<td>50%</td>
<td>50%</td>
<td>50%</td>
</tr>
<tr>
<td>75%</td>
<td>75%</td>
<td>75%</td>
<td>75%</td>
<td>75%</td>
<td>75%</td>
</tr>
<tr>
<td>100%</td>
<td>100%</td>
<td>100%</td>
<td>100%</td>
<td>100%</td>
<td>100%</td>
</tr>
</tbody>
</table>

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: New Hires 2014-2020

Female: 50%  
Male: 50%
Danone

<table>
<thead>
<tr>
<th>Overall company</th>
<th>Top Six Per Cent</th>
<th>Board</th>
<th>New Hires</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>2016</td>
<td>2017</td>
<td>2018</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

Danone: Overall company 2014-2020

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

Thematic Champions:
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- 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
### Danone

<table>
<thead>
<tr>
<th>Overall company</th>
<th>Top Six Per Cent</th>
<th>Board</th>
<th>New Hires</th>
</tr>
</thead>
<tbody>
<tr>
<td>2016</td>
<td>100%</td>
<td>75%</td>
<td>50%</td>
</tr>
<tr>
<td>2017</td>
<td>50%</td>
<td>25%</td>
<td>50%</td>
</tr>
<tr>
<td>2018</td>
<td>0%</td>
<td>0%</td>
<td>0%</td>
</tr>
<tr>
<td>2019</td>
<td>50%</td>
<td>50%</td>
<td>50%</td>
</tr>
<tr>
<td>2020</td>
<td>50%</td>
<td>50%</td>
<td>50%</td>
</tr>
</tbody>
</table>

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

---

**Corporate Champions:**
- Accor
- Barclays
- Koç Holding
- McKinsey & Co
- PwC
- Schneider Electric
- Unilever
- Vodafone

**Thematic Champions:**
- BNP Paribas
- De Beers Group
- Exelon
- UK Policing
- Standard Bank Group
- World Scouting

**University Champions:**
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- Kenyatta
- Nagoya
- São Paulo
- Sciences Po
- Stony Brook
- Waterloo
- Wits
Danone

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

Danone: Board 2014-2020
Danone

Overall company | Top Six Per Cent | Board | New Hires

2016 | 2017 | 2018 | 2019 | 2020

75% | 25% | 67% | 67% | 67%

50% | 50% | 33% | 33% | 33%

25% | 25% | 0%  | 0%  | 0%

0%  | 0%  | 0%  | 0%  | 0%

Danone: New Hires 2014-2020

**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

**New Hires 2014-2020**
- Male
- Female
### De Beers Group

<table>
<thead>
<tr>
<th>Year</th>
<th>Overall company</th>
<th>Top Six Per Cent</th>
<th>Board</th>
<th>New Hires</th>
</tr>
</thead>
<tbody>
<tr>
<td>2016</td>
<td>75%</td>
<td>73%</td>
<td></td>
<td></td>
</tr>
<tr>
<td>2017</td>
<td>75%</td>
<td>73%</td>
<td></td>
<td></td>
</tr>
<tr>
<td>2018</td>
<td>75%</td>
<td>73%</td>
<td></td>
<td></td>
</tr>
<tr>
<td>2019</td>
<td>75%</td>
<td>73%</td>
<td></td>
<td></td>
</tr>
<tr>
<td>2020</td>
<td>75%</td>
<td>73%</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

*Band 5+ Representation;

---

**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

---

**De Beers Group: Overall company** 2014-2020

- **Female**: Black
- **Male**: Pink
De Beers Group

Overall company          Top Six Per Cent          Board          New Hires

Male          Female

2016          2017          2018          2019          2020

0%             25%           50%           75%           100%          55%          45%

*Band 5+ appointment rate
Overall company | Top Six Per Cent | Board | New Hires

| 2016 | 2017 | 2018 | 2019 | 2020 |

| Male | Female |

73% | 27%

Exelon: Top Six Per Cent 2014-2020
Exelon

Overall company | Top Six Per Cent | Board | New Hires
--- | --- | --- | ---
2016 | 2017 | 2018 | 2019 | 2020
100% | 75% | 80% | 20% | 20%
Exelon

**Overall company**

<table>
<thead>
<tr>
<th>2016</th>
<th>2017</th>
<th>2018</th>
<th>2019</th>
<th>2020</th>
</tr>
</thead>
<tbody>
<tr>
<td>100%</td>
<td></td>
<td></td>
<td></td>
<td></td>
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</tbody>
</table>

**Top Six Per Cent**

<table>
<thead>
<tr>
<th>2016</th>
<th>2017</th>
<th>2018</th>
<th>2019</th>
<th>2020</th>
</tr>
</thead>
<tbody>
<tr>
<td>75%</td>
<td></td>
<td></td>
<td></td>
<td></td>
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</tbody>
</table>

**Board**

<table>
<thead>
<tr>
<th>2016</th>
<th>2017</th>
<th>2018</th>
<th>2019</th>
<th>2020</th>
</tr>
</thead>
<tbody>
<tr>
<td>50%</td>
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<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

**New Hires**

<table>
<thead>
<tr>
<th>2016</th>
<th>2017</th>
<th>2018</th>
<th>2019</th>
<th>2020</th>
</tr>
</thead>
<tbody>
<tr>
<td>25%</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

*2.9% in 2019 and .03% in 2020 did not self-identify gender

Exelon: New Hires* 2014-2020

**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
### UK Policing

<table>
<thead>
<tr>
<th>Overall company</th>
<th>Top Six Per Cent</th>
<th>Board</th>
<th>New Hires</th>
</tr>
</thead>
<tbody>
<tr>
<td>2016</td>
<td>2017</td>
<td>2018</td>
<td>2019</td>
</tr>
<tr>
<td>100%</td>
<td>75%</td>
<td>50%</td>
<td>0%</td>
</tr>
</tbody>
</table>

#### Thematic Champions:
- BNP Paribas
- Danone
- De Beers Group
- Exelon
- UK Policing
- Standard Bank Group
- World Scouting

#### Corporate Champions:
- Accor
- Barclays
- Koç Holding
- McKinsey & Co
- PwC
- Schneider Electric
- Unilever
- Vodafone

#### University Champions:
- Georgetown
- Kenyatta
- Nagoya
- São Paulo
- Sciences Po
- Stony Brook
- Waterloo
- Wits

**UK Policing:** Overall company 2014-2020
UK Policing

Overall company | Top Six Per Cent | Board | New Hires
--- | --- | --- | ---

2016 | 2017 | 2018 | 2019 | 2020

Female | 100% | 75% | 0% | 75% | 75%
Male | 50% | 25% | 25% | 25% | 25%

UK Policing: Top Six Per Cent 2014-2020

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

Thematic Champions:
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University Champions:
- Georgetown
- Kenyatta
- Nagoya
- São Paulo
- Sciences Po
- Stony Brook
- Waterloo
- Wits
Overall company | Top Six Per Cent | Board | New Hires
--- | --- | --- | ---
2016 | 2017 | 2018 | 2019 | 2020

Corporate Champions:
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- UK Policing
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University Champions:
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- Kenyatta
- Nagoya
- São Paulo
- Sciences Po
- Stony Brook
- Waterloo
- Wits

UK Policing: Board 2014-2020
UK Policing

Overall company | Top Six Per Cent | Board | New Hires

<table>
<thead>
<tr>
<th>Year</th>
<th>2016</th>
<th>2017</th>
<th>2018</th>
<th>2019</th>
<th>2020</th>
</tr>
</thead>
<tbody>
<tr>
<td>Female</td>
<td>48%</td>
<td>52%</td>
<td>50%</td>
<td>50%</td>
<td>52%</td>
</tr>
<tr>
<td>Male</td>
<td>52%</td>
<td>48%</td>
<td>50%</td>
<td>50%</td>
<td>48%</td>
</tr>
</tbody>
</table>

UK Policing: New Hires 2014-2020

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

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- Stony Brook
- Waterloo
- Wits
Standard Bank Group

<table>
<thead>
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<th>Overall company</th>
<th>Top Six Per Cent</th>
<th>Board</th>
<th>New Hires</th>
</tr>
</thead>
<tbody>
<tr>
<td>2016</td>
<td>2017</td>
<td>2018</td>
<td>2019</td>
</tr>
<tr>
<td>75%</td>
<td>25%</td>
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<tr>
<td>50%</td>
<td>50%</td>
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</tr>
<tr>
<td>25%</td>
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</tr>
<tr>
<td>0%</td>
<td>0%</td>
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</tr>
</tbody>
</table>


Corporate Champions:
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- McKinsey & Co
- PwC
- Schneider Electric
- Unilever
- Vodafone

Thematic Champions:
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- Standard Bank Group
- World Scouting

University Champions:
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- Kenyatta
- Nagoya
- São Paulo
- Sciences Po
- Stony Brook
- Waterloo
- Wits
Standard Bank Group

Overall company | Top Six Per Cent | Board | New Hires

2016 2017 2018 2019 2020

100% 75% 50% 25% 0%

61% 39%


Female Male

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

Thematic Champions:
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- Danone
- De Beers Group
- Exelon
- UK Policing
- Standard Bank Group
- World Scouting

University Champions:
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- Kenyatta
- Nagoya
- São Paulo
- Sciences Po
- Stony Brook
- Waterloo
- Wits
Overall company | Top Six Per Cent | Board | New Hires
--- | --- | --- | ---
2016 | 2017 | 2018 | 2019 | 2020
75% | 25% | 67% | 33%
## Standard Bank Group

<table>
<thead>
<tr>
<th>Overall company</th>
<th>Top Six Per Cent</th>
<th>Board</th>
<th>New Hires</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>2016</td>
<td>2017</td>
<td>2018</td>
</tr>
<tr>
<td></td>
<td>100%</td>
<td>75%</td>
<td>50%</td>
</tr>
<tr>
<td></td>
<td>50%</td>
<td>25%</td>
<td>0%</td>
</tr>
<tr>
<td></td>
<td>0%</td>
<td>0%</td>
<td></td>
</tr>
</tbody>
</table>

### Corporate Champions:
- Accor
- Barclays
- Koç Holding
- McKinsey & Co
- PwC
- Schneider Electric
- Unilever
- Vodafone

### Thematic Champions:
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- Danone
- De Beers Group
- Exelon
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- Standard Bank Group
- World Scouting

### University Champions:
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- Kenyatta
- Nagoya
- São Paulo
- Sciences Po
- Stony Brook
- Waterloo
- Wits

---

World Scouting

Overall company | Top Six Per Cent | Board | New Hires

<table>
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<tr>
<th>2016</th>
<th>2017</th>
<th>2018</th>
<th>2019</th>
<th>2020</th>
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World Scouting: Overall company 2014-2020
World Scouting

Overall company | Top Six Per Cent | Board | New Hires

<table>
<thead>
<tr>
<th>Year</th>
<th>Female</th>
<th>Male</th>
<th>2016</th>
<th>2017</th>
<th>2018</th>
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<td>75%</td>
<td>25%</td>
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</table>

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

World Scouting: Top Six Per Cent 2014-2020
Corporate Champions:
- Accor
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- Sciences Po
- Stony Brook
- Waterloo
- Wits

World Scouting: Board 2014-2020

Overall company | Top Six Per Cent | Board | New Hires
---|---|---|---
2016 | 2017 | 2018 | 2019 | 2020
86% | 14%
World Scouting

<table>
<thead>
<tr>
<th>Overall company</th>
<th>Top Six Per Cent</th>
<th>Board</th>
<th>New Hires</th>
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<td>100%</td>
<td>75%</td>
<td>50%</td>
<td>25%</td>
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Corporate Champions:
- Accor
- Barclays
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- McKinsey & Co
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- Schneider Electric
- Unilever
- Vodafone

Thematic Champions:
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- De Beers Group
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- UK Policing
- Standard Bank Group
- World Scouting

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


Female  Male
Georgetown University

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<td>Unilever</td>
<td>Vodafone</td>
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<td>De Beers Group</td>
<td>Exelon</td>
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<td>Standard Bank Group</td>
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<td>Nagoya</td>
<td>São Paulo</td>
<td>Sciences Po</td>
<td></td>
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<tr>
<td></td>
<td>Stony Brook</td>
<td>Waterloo</td>
<td>Wits</td>
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<tr>
<th>Senior Leadership</th>
<th>Tenured Professors</th>
<th>Full-Time Faculty</th>
<th>Graduate</th>
<th>Undergraduate</th>
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<td>75%</td>
<td>25%</td>
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</table>

Georgetown University: Senior Leadership 2015-2020

- **Female**: 68%
- **Male**: 32%
Georgetown University

Senior Leadership  Tenured Professors  Full-Time Faculty  Graduate  Undergraduate

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<thead>
<tr>
<th>Year</th>
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<th>Male</th>
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<tr>
<td>2020</td>
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</tbody>
</table>

Graduate: 62%
Undergraduate: 38%

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

Georgetown University: Tenured Professors 2015-2020

Female: __%
Male: __%
### Georgetown University

#### Senior Leadership

<table>
<thead>
<tr>
<th>Year</th>
<th>2015</th>
<th>2016</th>
<th>2017</th>
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<td>Female</td>
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#### Tenured Professors

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#### Full-Time Faculty

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<td>47%</td>
<td>47%</td>
<td>47%</td>
<td>47%</td>
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</table>

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

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- PwC
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University Champions:
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- Nagoya
- São Paulo
- Sciences Po
- Stony Brook
- Waterloo
- Wits

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**Georgetown University**

<table>
<thead>
<tr>
<th>Senior Leadership</th>
<th>Tenured Professors</th>
<th>Full-Time Faculty</th>
<th>Graduate</th>
<th>Undergraduate</th>
</tr>
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<tbody>
<tr>
<td>100%</td>
<td>75%</td>
<td>50%</td>
<td>25%</td>
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</table>

Georgetown University: Graduate 2015-2020

- 53% Female
- 47% Male
Georgetown University

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

Georgetown University: Undergraduate 2015-2020
Kenyatta University

Senior Leadership

<table>
<thead>
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<th>Male</th>
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<tbody>
<tr>
<td>2015</td>
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<td>18%</td>
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<tr>
<td>2020</td>
<td>18%</td>
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Kenyatta University: Senior Leadership 2015-2020
Kenyatta University

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

Kenyatta University: Tenured Professors 2015-2020

<table>
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<tr>
<th>Year</th>
<th>Male</th>
<th>Female</th>
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<tbody>
<tr>
<td>2015</td>
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<tr>
<td>2020</td>
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</table>

- Male: 80%
- Female: 20%
Kenyatta University

Senior Leadership | Tenured Professors | Full-Time Faculty | Graduate | Undergraduate


100% | 100% | 100% | 100% | 100% | 100%

75% | 75% | 75% | 75% | 75% | 75%

50% | 50% | 50% | 50% | 50% | 50%

25% | 25% | 25% | 25% | 25% | 25%

0% | 0% | 0% | 0% | 0% | 0%


University Champions: Georgetown, Kenyatta, Nagoya, São Paulo, Sciences Po, Stony Brook, Waterloo, Wits.

Kenyatta University: Full-Time Faculty 2015-2020
Kenyatta University: Graduate 2015-2020
Kenyatta University: Undergraduate 2015-2020

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

Thematic Champions:
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- 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

Kenyatta University: Undergraduate 2015-2020

<table>
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<th>Female</th>
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<tbody>
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</table>
### Corporate Champions:
- Accor
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- Koç Holding
- McKinsey & Co
- PwC
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- Unilever
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### University Champions:
- Georgetown
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- Wits

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#### Nagoya University

<table>
<thead>
<tr>
<th></th>
<th>Senior Leadership</th>
<th>Tenured Professors</th>
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<th>Graduate</th>
<th>Undergraduate</th>
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**Nagoya University: Senior Leadership 2015-2020**

- **Female**
- **Male**

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Nagoya University

<table>
<thead>
<tr>
<th>Senior Leadership</th>
<th>Tenured Professors</th>
<th>Full-Time Faculty</th>
<th>Graduate</th>
<th>Undergraduate</th>
</tr>
</thead>
</table>

**Nagoya University: Full-Time Faculty 2015-2020**

- Male: 2015 - 2020
- Female: 2015 - 2020

**Corporate Champions:**
- Accor
- Barclays
- Koç Holding
- McKinsey & Co
- PwC
- Schneider Electric
- Unilever
- Vodafone

**Thematic Champions:**
- BNP Paribas
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- De Beers Group
- Exelon
- UK Policing
- Standard Bank Group
- World Scouting

**University Champions:**
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- Nagoya
- São Paulo
- Sciences Po
- Stony Brook
- Waterloo
- Wits
Corporate Champions:
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- Barclays
- Koç Holding
- McKinsey & Co
- PwC
- Schneider Electric
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- Standard Bank Group
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University Champions:
- Georgetown
- Kenyatta
- Nagoya
- São Paulo
- Sciences Po
- Stony Brook
- Waterloo
- Wits

Nagoya University: Graduate 2015-2020

<table>
<thead>
<tr>
<th>Year</th>
<th>Male</th>
<th>Female</th>
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<tbody>
<tr>
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<tr>
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</table>
Senior Leadership | Tenured Professors | Full-Time Faculty | Graduate | Undergraduate

Nagoya University: Undergraduate 2015-2020

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

Nagoya University
### Sciences Po

#### 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

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#### Senior Leadership

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**Sciences Po: Senior Leadership 2015-2020**

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#### Tenured Professors

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#### Full-Time Faculty

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#### Senior Leadership

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#### Tenured Professors

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#### Full-Time Faculty

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#### 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
Sciences Po

Senior Leadership

Tenured Professors

Full-Time Faculty

Graduate

Undergraduate


Corporate Champions:
Accor
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Koç Holding
McKinsey & Co
PwC
Schneider Electric
Unilever
Vodafone

Thematic Champions:
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Exelon
UK Policing
Standard Bank Group
World Scouting

University Champions:
Georgetown
Kenyatta
Nagoya
São Paulo
Sciences Po
Stony Brook
Waterloo
Wits

Sciences Po: Graduate 2015-2020

60%
40%

Female
Male
Sciences Po

Senior Leadership | Tenured Professors | Full-Time Faculty | Graduate | Undergraduate


| 100% | 75% | 50% | 25% | 0% |

62% 
38%

Corporate Champions:
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Thematic Champions:
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University Champions:
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- Sciences Po
- Stony Brook
- Waterloo
- Wits

Sciences Po: Undergraduate 2015-2020
Stony Brook University

Senior Leadership

Tenured Professors

Full-Time Faculty

Graduate

Undergraduate

Corporate Champions:
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Nagoya
São Paulo
Sciences Po
Stony Brook
Waterloo
Wits

Stony Brook University: Senior Leadership 2015-2020
### Stony Brook University

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- World Scouting

#### University Champions:
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- Kenyatta
- Nagoya
- São Paulo
- Sciences Po
- Stony Brook
- Waterloo
- Wits

### Senior Leadership vs. Tenured Professors vs. Full-Time Faculty

<table>
<thead>
<tr>
<th>Year</th>
<th>Senior Leadership</th>
<th>Tenured Professors</th>
<th>Full-Time Faculty</th>
</tr>
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<tbody>
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<tr>
<td>2020</td>
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</tbody>
</table>

#### Gender Distribution

- **Female**: 28%
- **Male**: 72%
Stony Brook University

Senior Leadership

Tenured Professors

Full-Time Faculty

Graduate

Undergraduate

Stony Brook University: Full-Time Faculty 2015-2020

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

Male

Female
Stony Brook University

Senior Leadership  Tenured Professors  Full-Time Faculty  Graduate  Undergraduate


100%

75%

50%

25%

0%

58%

42%

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

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

Stony Brook University: Graduate 2015-2020

<table>
<thead>
<tr>
<th>Year</th>
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<tbody>
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- Female: 58%
- Male: 42%
# Stony Brook University

## Senior Leadership

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## Tenured Professors

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## Full-Time Faculty

<table>
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*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
### University of São Paulo

#### Senior Leadership

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#### Tenured Professors

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#### Full-Time Faculty

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#### Graduate

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#### Undergraduate

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**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
Corporate Champions:
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- Barclays
- Koç Holding
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- Waterloo
- Wits

**University of São Paulo**

<table>
<thead>
<tr>
<th>Senior Leadership</th>
<th>Tenured Professors</th>
<th>Full-Time Faculty</th>
<th>Graduate</th>
<th>Undergraduate</th>
</tr>
</thead>
</table>

- **Male**
  - 2015: 75%
  - 2016: 75%
  - 2017: 75%
  - 2018: 75%
  - 2019: 75%
  - 2020: 72%

- **Female**
  - 2015: 25%
  - 2016: 25%
  - 2017: 25%
  - 2018: 25%
  - 2019: 25%
  - 2020: 28%

**University of São Paulo:** Tenured Professors 2015-2020

- **Female**
- **Male**
University of São Paulo

Senior Leadership  Tenured Professors  Full-Time Faculty  Graduate  Undergraduate

<table>
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</tbody>
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Corporate Champions:
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- Vodafone

Thematic Champions:
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- Exelon
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- Standard Bank Group
- World Scouting

University Champions:
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- Kenyatta
- Nagoya
- São Paulo
- Sciences Po
- Stony Brook
- Waterloo
- Wits

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

Senior Leadership | Tenured Professors | Full-Time Faculty | Graduate | Undergraduate

<table>
<thead>
<tr>
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<th>Female</th>
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**University of São Paulo**

<table>
<thead>
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<th>Senior Leadership</th>
<th>Tenured Professors</th>
<th>Full-Time Faculty</th>
<th>Graduate</th>
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**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

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**University of São Paulo: Full-Time Faculty 2015-2020**
Corporate Champions:
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- Waterloo
- Wits

University of Waterloo: Senior Leadership 2015-2020
University of Waterloo

Senior Leadership | Tenured Professors | Full-Time Faculty | Graduate | Undergraduate


Corporate Champions:
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University Champions:
- Georgetown
- Kenyatta
- Nagoya
- São Paulo
- Sciences Po
- Stony Brook
- Waterloo
- Wits

University of Waterloo: Tenured Professors 2015-2020

- Male: 72%
- Female: 28%
University of Waterloo

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<th>Senior Leadership</th>
<th>Tenured Professors</th>
<th>Full-Time Faculty</th>
<th>Graduate</th>
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University of Waterloo: Full-Time Faculty 2015-2020
Corporate Champions:
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- Barclays
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- PwC
- Schneider Electric
- Unilever
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University Champions:
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- Kenyatta
- Nagoya
- São Paulo
- Sciences Po
- Stony Brook
- Waterloo
- Wits

University of Waterloo

Senior Leadership

Tenured Professors

Full-Time Faculty

Graduate | Undergraduate

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University of Waterloo: Graduate 2015-2020

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University of Waterloo

Senior Leadership

Tenured Professors

Full-Time Faculty

Graduate

Undergraduate


100%

75%

50%

25%

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University of Waterloo: Undergraduate 2015-2020

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

Female

Male
University of the Witwatersrand

Senior Leadership 2015-2020

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Tenured Professors 2015-2020

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Full-Time Faculty 2015-2020

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Graduate 2015-2020

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Undergraduate 2015-2020

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Corporate Champions:
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Thematic Champions:
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University Champions:
- Georgetown
- Kenyatta
- Nagoya
- São Paulo
- Sciences Po
- Stony Brook
- Waterloo
- Wits

University of the Witwatersrand: Senior Leadership 2015-2020

- Male: 73%
- Female: 27%
### University of the Witwatersrand

#### Senior Leadership

<table>
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<tr>
<th>Year</th>
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**University of the Witwatersrand: Tenured Professors 2015-2020**

- **Female**: 37%
- **Male**: 63%
University of the Witwatersrand

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- Waterloo
- Wits

University of the Witwatersrand: Graduate 2015-2020

- **Female**: 54%
- **Male**: 46%
University of the Witwatersrand

Senior Leadership | Tenured Professors | Full-Time Faculty | Graduate | Undergraduate

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University of the Witwatersrand: Undergraduate 2015-2020

- Female
- Male