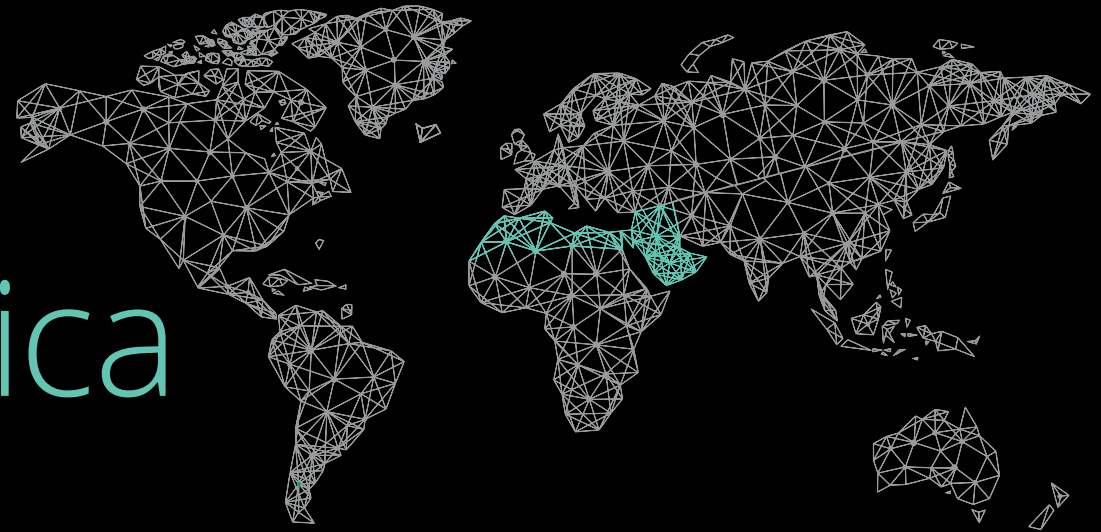


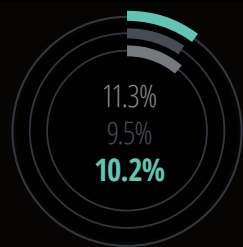
Middle East and North Africa

Regional overview

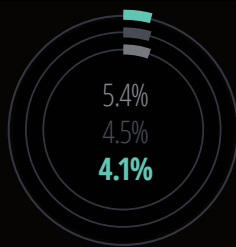


WOMEN ON BOARDS

2021 2018 2016



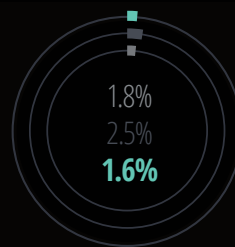
BOARD SEATS HELD BY WOMEN



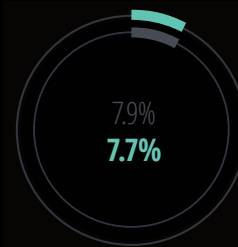
BOARD CHAIRS THAT ARE WOMEN

WOMEN IN THE C-SUITE

2021 2018 2016



CEOS THAT ARE WOMEN



CFOS THAT ARE WOMEN



255

WOMEN ON BOARDS



317

TOTAL COMPANIES ANALYZED

AVERAGE TENURE (YEARS)

2021 2018

BOARD MEMBER		CHAIR	
Men	Women	Men	Women
6.6	4.9	7.4	7.0
6.8	4.9	7.5	8.7

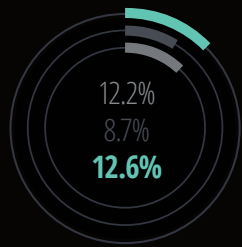
AVERAGE AGE (YEARS)

2021 2018

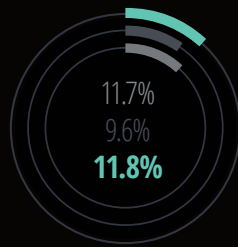
BOARD MEMBER		CHAIR	
Men	Women	Men	Women
60.0	57.6	62.2	58.6
59.7	57.0	61.5	58.4

TOP INDUSTRIES WITH THE HIGHEST PERCENTAGE OF WOMEN ON BOARDS

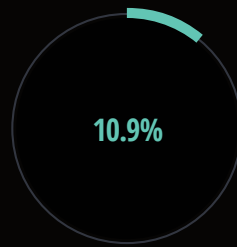
2021 2018 2016



TECHNOLOGY, MEDIA & TELECOMMUNICATIONS



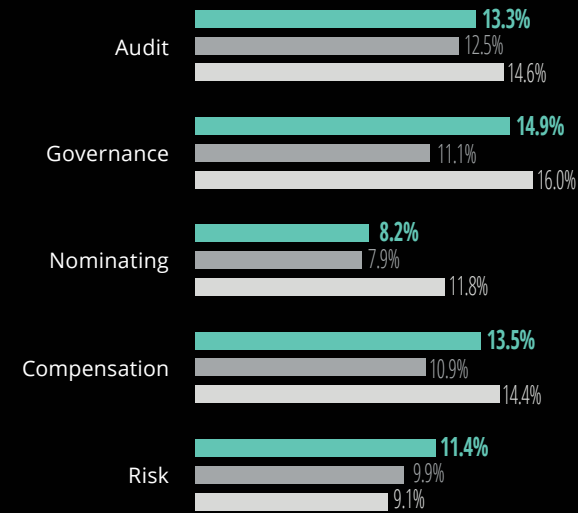
CONSUMER BUSINESS



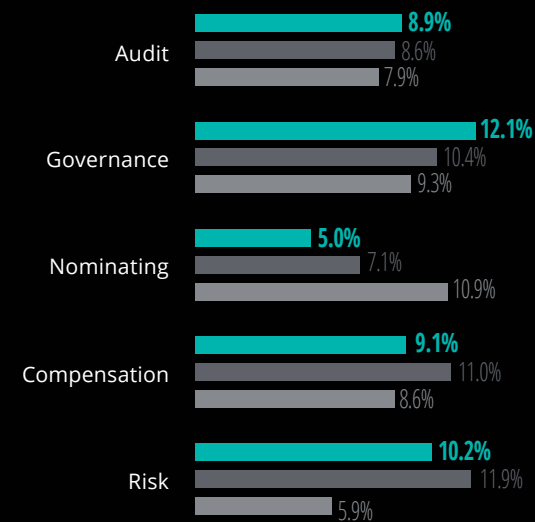
LIFE SCIENCES & HEALTH CARE

WOMEN BOARD COMMITTEE PRESENCE

Members (2021) Members (2018) Members (2016)



Chairs (2021) Chairs (2018) Chairs (2016)



STRETCH FACTORS

2021 2018 2016

1.12

1.06

1.10

1.05

1.08

Men

Women

Israel

Quotas

Under the 16th Amendment to the Israeli Companies Law, passed in 2011, boards consisting of only one gender must add members of the other gender in any new non-executive director appointments.¹

All government-owned companies are required to have proper representation of each gender on their boards.² According to an Israeli Supreme Court ruling, proper representation should be interpreted as equal representation unless there are special circumstances justifying otherwise.³

There has been no new legislation or regulation passed in recent years related to gender diversity on boards in Israel.

Measures to address components of diversity beyond gender

The 16th Amendment to the Israeli Companies Law, cited above, also states that the boards of state-owned entities should have proper representation of Arab, Ethiopian, ultra-Orthodox, immigrant, and disabled directors. Proper representation is not defined in quantitative terms.

The numbers	Percentage	% Change
Board seats held by women in public companies (635 directors as of June 2020) ⁴	20.8%	0.8% (2018)
Board Chairs held by women in public companies ⁵	3.2%	-3.5% (2018)
Board seats held by women in state-owned entities (as of February 2020) ⁶	40.1%	-2.9% (2018)
Board Chairs held by women in state-owned entities (as of February 2020) ⁷	5.0%	+0.0% (2018)

Industry view⁸

The numbers	Percentage
Board seats held by women in public companies—finance sector (69 directors)	20.2%
Board seats held by women in public companies—infrastructure and energy sector (124 directors)	22.5%
Board seats held by women in public companies—food sector (71 directors)	22.5%
Board seats held by women in public companies—high-tech sector (87 directors)	20.6%
Board seats held by women in public companies—insurance sector (153 directors)	21.5%
Board seats held by women in public companies—investment firms sector (52 directors)	19.2%
Board seats held by women in public companies—health care sector (49 directors)	24.4%
Board seats held by women in public companies—media sector (30 directors)	10.0%

“Balanced representation of women in boardrooms has continued to be in the spotlight of Israeli discourse, with a consensus forming around the significance and advantageousness of diversity in the boardroom, gender and otherwise. The understanding that balanced gender representation has numerous benefits, including increased productivity, versatility, and business performance, has led to further attempts to increase the levels of representation, including public pressure, intra-company measures, and attempts at additional government legislation. We hope to see these efforts lead to an acceleration of boardroom diversity, allowing a wider spectrum of voices and more diverse skills.

Despite overall positive trends, the past two years have seen a stagnation of gender diversity among board Chairs. The next step toward increasing female representation in decision-making positions will be to tackle the issue of leadership diversity head-on. To actualize the wide range of business and strategic advantages of diversity, we will need to ensure that women are seen and heard at all the levels of companies, including at the top.”

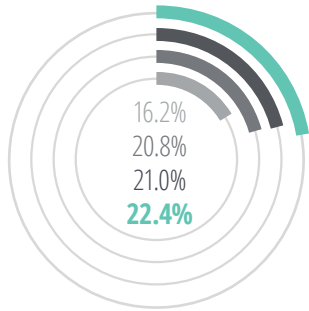
Irena Ben Yakar

Leader, Israeli boardroom program, Deloitte Israel

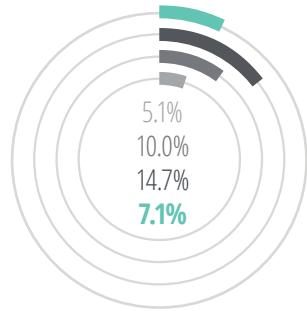
Israel

OVERALL NUMBERS

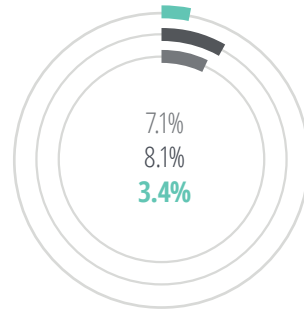
2021 2018 2016 2014



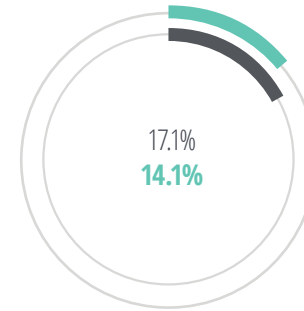
BOARD SEATS HELD BY WOMEN



BOARD CHAIRS THAT ARE WOMEN



CEOS THAT ARE WOMEN

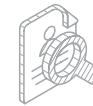


CFOs THAT ARE WOMEN



133

WOMEN ON BOARDS



85

TOTAL COMPANIES ANALYZED

AVERAGE TENURE (YEARS)

MEN		WOMEN	
7.1	7.8	4.7	6.3
2021	2018	2021	2018

BOARD MEMBER

MEN		WOMEN	
8.3	8.1	7.1	7.1
2021	2018	2021	2018

CHAIR

AVERAGE AGE (YEARS)

MEN		WOMEN	
62.1	62.6	57.5	57.1
2021	2018	2021	2018

BOARD MEMBER

MEN		WOMEN	
64.2	65.1	58.2	58.8
2021	2018	2021	2018

CHAIR

STRETCH FACTOR

1.14	1.03	1.10	1.20
2021	2018	2016	2014

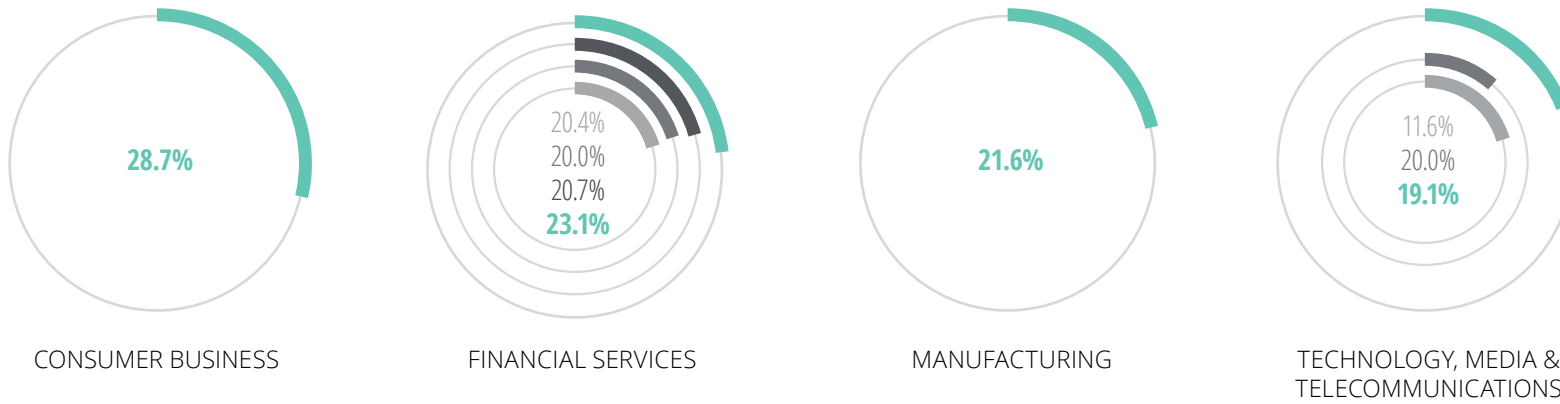
WOMEN

1.09	1.04
2021	2018

MEN

TOP INDUSTRIES WITH THE HIGHEST PERCENTAGE OF WOMEN ON BOARDS

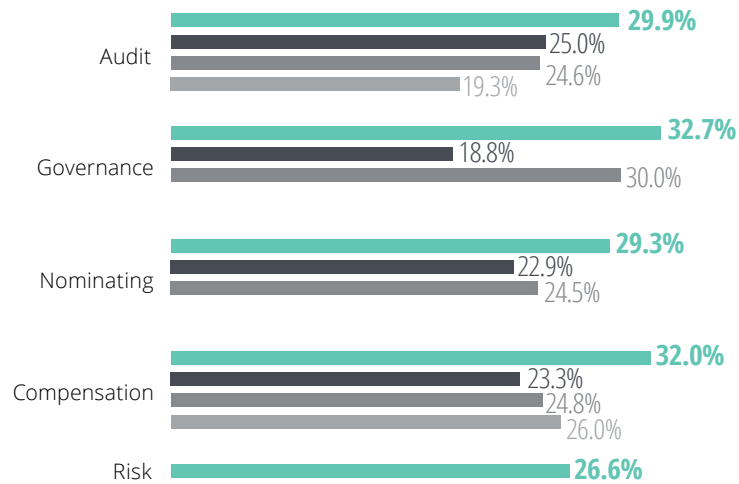
2021 2018 2016 2014



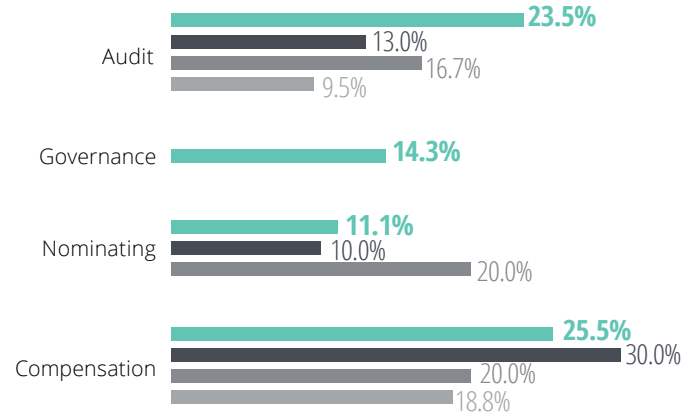
COMMITTEES

2021 2018 2016 2014

FEMALE MEMBERS



FEMALE CHAIRS



Morocco

Quotas

In an effort to increase women's representation on boards in Morocco, new legislation imposes a gender quota for boards of listed companies:¹

- At least a 30% representation of each gender within the next three years
- At least a 40% representation of each gender within the next six years
- Board-level committees should include at least one person from each gender.

Appointments to the board not made in accordance with the requirements can be invalidated, and director fees can be withheld in cases of noncompliance.

The numbers	Percentage
Percentage of women on boards of listed companies ²	17.0%
Percentage of women on boards of state-owned companies ³	42.0%
Percentage of women chairing boards of listed companies ⁴	3.9%

“In Morocco, women remain underrepresented not only in the boardroom, but also in political and economic decision-making processes.

There is awareness and a strong desire to strengthen women’s representation in leadership, particularly with the introduction of the new law on public limited companies that implements a gender quota for Moroccan listed companies. It remains to be seen if this will lead the charge toward broader change at the highest levels of decision-making in Morocco.”

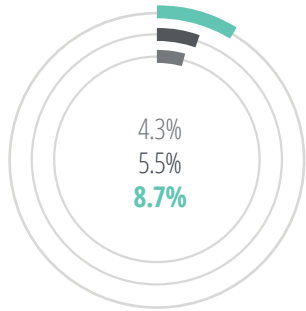
Sakina Bensouda Korachi

Audit managing partner, Deloitte Morocco

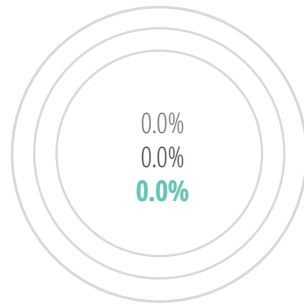
Morocco

OVERALL NUMBERS

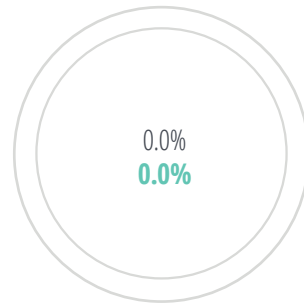
■ 2021 ■ 2018 ■ 2016



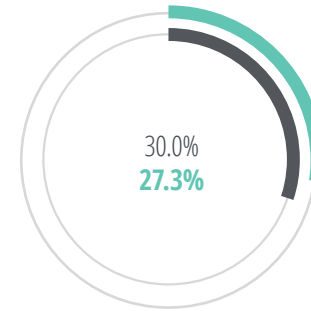
BOARD SEATS HELD BY WOMEN



BOARD CHAIRS THAT ARE WOMEN



CEOS THAT ARE WOMEN



CFOs THAT ARE WOMEN



10

WOMEN ON BOARDS



11

TOTAL COMPANIES ANALYZED

AVERAGE TENURE (YEARS)

MEN		WOMEN	
6.2	6.7	2.2	5.0
2021	2018	2021	2018

BOARD MEMBER

MEN		WOMEN	
9.6	9.0	—	—
2021	2018	2021	2018

CHAIR

AVERAGE AGE (YEARS)

MEN		WOMEN	
59.2	56.8	53.5	—
2021	2018	2021	2018

BOARD MEMBER

MEN		WOMEN	
62.4	58.5	—	—
2021	2018	2021	2018

CHAIR

STRETCH FACTOR

1.00	1.00	1.00	—
2021	2018	2016	2014

WOMEN

1.21	1.12
2021	2018

MEN

COMMITTEES

FEMALE MEMBERS

Audit  14.3%

■ 2021

Tunisia

Quotas

There are no gender quotas for women on boards or in senior management positions in Tunisia.

Other initiatives

The *Guide de Bonnes Pratiques de Gouvernance des Entreprises Tunisienne*¹ recommends that Tunisian public enterprises appoint one or more women to each board of directors. For the private sector, the *Guide des Bonnes Pratiques de Gouvernance des Entreprises Tunisienne*² recommends that boards must be increasingly open to women and that the threshold of 25% of women members should be considered as a floor.

To increase the pool of qualified women candidates for board roles, the Advanced Certificate Women Board Ready Program was launched by l'Université Centrale, a Tunisian business school, in partnership with ESSEC Business School in Paris. This mentoring and coaching initiative was designed in consultation with the individuals who partnered together to introduce gender quota legislation in France.³

“Deloitte Tunisia has continuously been committed to gender equity in Tunisia and in Africa in general. In 2019, in collaboration with the Africa CEO Forum, Deloitte Francophone Africa developed the first charter for gender equity following the second edition of the Women in Business Annual Leadership Meeting. As an active member of the Women for Change board, which promotes gender diversity in institutions and businesses in Africa, Deloitte Francophone Africa and the CEO Forum published a barometer on gender equality to shed light on the different measures implemented by companies on gender diversity and pay equity. Deloitte Francophone Africa continues to play a major role in the region by promoting women’s empowerment through its mentoring program in collaboration with the Women in Africa initiative for the third consecutive year.

Although gender diversity is widely acknowledged in Tunisia through many important initiatives from both the private and public sectors, it is crucial to say that a quota policy is almost unavoidable, and Tunisia has all it takes in terms of its legislature, culture, and infrastructure to further reinforce the country’s position as a leader in the region in terms of women’s access to boardrooms and to decision-making positions in general.”

Emna Kharouf

Consulting business leader, Deloitte Francophone Africa

Turkey

Quotas

There are no quotas in place for women serving on boards in Turkey.

Other initiatives

A ruling on corporate governance principles issued by the Capital Markets Board of Turkey (CMBT) came into effect in 2012, recommending the inclusion of at least one woman on the boards of publicly listed companies. By 2020, 33.8% of BIST companies still did not have any women on their boards, down from 37.8% in 2019.¹

The CMBT revised the provision in 2013, partly in response to the Independent Women Directors project. The revised comply-or-explain rule requires listed companies to set a goal of no less than 25% female directors, as well as a target date and policy for achieving it. Despite the target, women held just 17% of board seats in publicly listed BIST companies in 2020.²

The boards of public companies are expected to evaluate and report on the progress made toward the target each year. The CMBT's 2020 reporting framework³ aims to monitor compliance more effectively, accurately assess areas of poor compliance, and implement policy changes faster, including the goal of having 25% women directors. In Turkey, implementation often relies on market pressures rather than regulatory enforcement. A project run by Sabancı University's Corporate Governance Forum involves purchasing shares from companies with all-male boards in an effort to attend and ask questions at their general shareholders' meetings about compliance with the regulation, in an effort to push companies toward action.⁴

The Ministry of Family, Labor and Social Services published the 2018–2023 Women's Empowerment Strategy Paper and Action Plan,⁵ which sets a voluntary target of having at least one woman on the boards of publicly listed companies.

The 30% Club's Turkey Chapter,⁶ launched in 2017, continues its efforts to increase the presence of women on boards.

A project launched by the European Bank for Reconstruction and Development (EBRD) in 2019 which brought together government agencies, companies, and NGOs to promote gender diversity on corporate boards resulted in a National Strategic Plan ("The Roadmap"). The Roadmap, shared with the press in April 2021,⁷ proposes five actions:

- Reviewing the existing rules and regulations and their effectiveness, compared against global practices
- Developing a board nomination toolkit to help companies overcome biases in nomination
- Designing and delivering a training, education, and certification program for all potential directors regardless of gender
- Developing a board apprenticeship program for qualified women who have yet to serve on boards
- Creating a digital platform to create awareness and inform the stakeholders about the project's progress.⁸

The numbers	Percentage	% Change
Women on the boards of a sample of the largest listed companies ⁹	17.5%	2.2% (2018)
Percentage of women on boards: Borsa Istanbul ¹⁰	14.9%	–
Women serving on all BIST company boards ¹¹	17.0%	1.1% (2019)
Women serving on BIST 100 company boards ¹²	15.6%	1.8% (2019)
Women on boards of 30% Club member companies ¹³	20.0%	-0.3% (2019)
Women on boards of 30% Club member companies and their subsidiaries ¹⁴	16.7%	0.1% (2019)

“Turkey should make it a priority to increase gender diversity in boardrooms. Gender diversity not only provides different perspectives and more challenge in the boardroom, but also offers more innovative and complex solutions. Importantly, developing a sustainable supply of female talent may also require broader cultural reform of working practices. There is a strong public interest in Turkey to deliver a more equal and effective business world, and at Deloitte Turkey, we commit to a lead-by-example approach regarding those efforts.”

Murat Gunaydin

Risk Advisory director, Deloitte Turkey

“Improvement in gender diversity on Turkey’s corporate boards continues to be painfully slow, despite the enduring efforts of countless initiatives, clear requirements of the corporate governance code and availability of qualified women. Best practice in board nomination is undermined by controlling shareholders and entrenched boards. This is reflected in the remarkable underrepresentation of women in government and politics in general. An EBRD funded project that aimed to change this bleak picture produced a Roadmap with the participation of representatives from regulators, the stock exchange, related ministries and business NGOs. We hope that this initiative will accelerate the pace of change.”

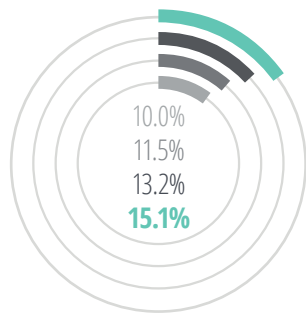
Dr. Melsa Ararat

Chair of the Steering Committee, 30% Club Turkey; Member of the 30% Club Global Advisory Board

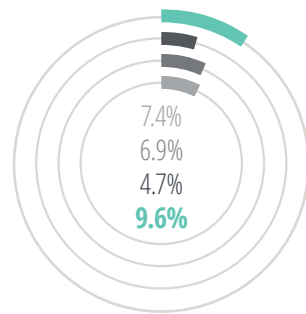
Turkey

OVERALL NUMBERS

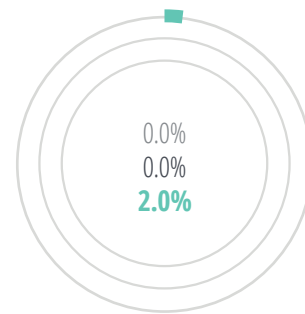
■ 2021 ■ 2018 ■ 2016 ■ 2014



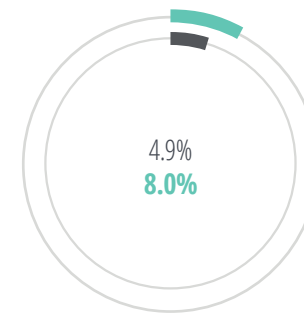
BOARD SEATS HELD BY WOMEN



BOARD CHAIRS THAT ARE WOMEN



CEOS THAT ARE WOMEN



CFOS THAT ARE WOMEN



67

WOMEN ON BOARDS



52

TOTAL COMPANIES ANALYZED

AVERAGE TENURE (YEARS)

MEN		WOMEN	
5.6	5.6	6.3	3.8
2021	2018	2021	2018

BOARD MEMBER

MEN		WOMEN	
6.7	6.5	8.4	12.6
2021	2018	2021	2018

CHAIR

AVERAGE AGE (YEARS)

MEN		WOMEN	
59.9	59.0	58.5	56.6
2021	2018	2021	2018

BOARD MEMBER

MEN		WOMEN	
61.1	61.0	58.0	57.5
2021	2018	2021	2018

CHAIR

STRETCH FACTOR

1.09	1.09	1.06	1.18
2021	2018	2016	2014

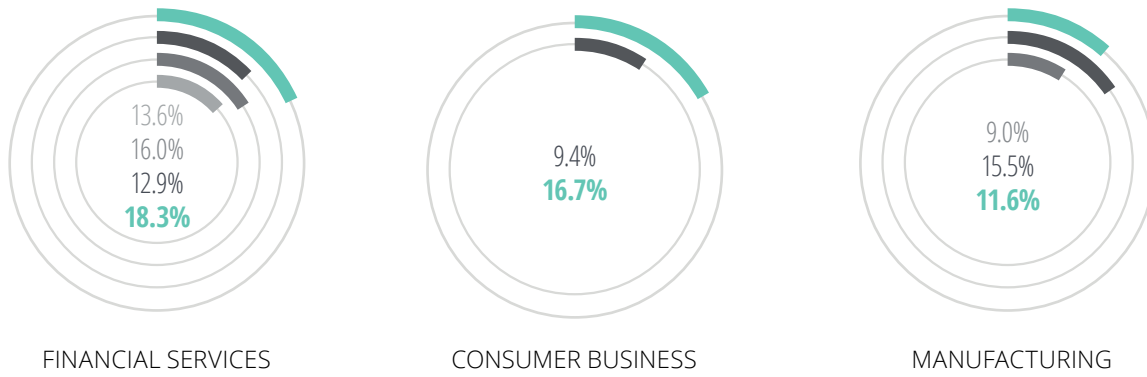
WOMEN

1.18	1.11
2021	2018

MEN

TOP INDUSTRIES WITH THE HIGHEST PERCENTAGE OF WOMEN ON BOARDS

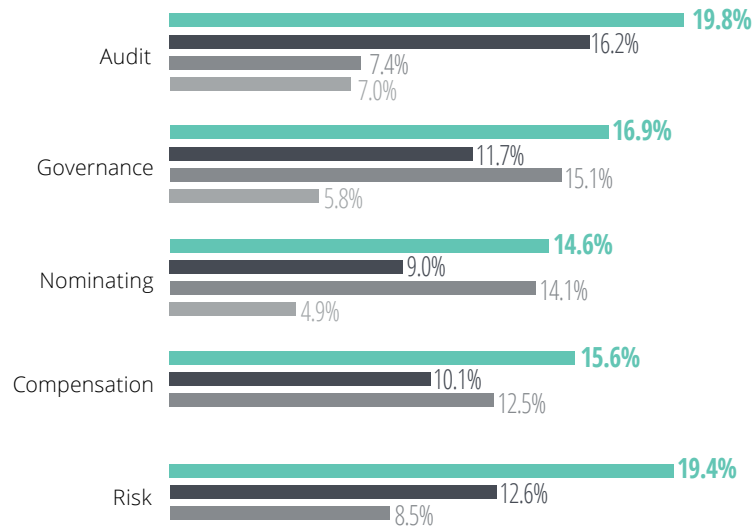
2021 2018 2016 2014



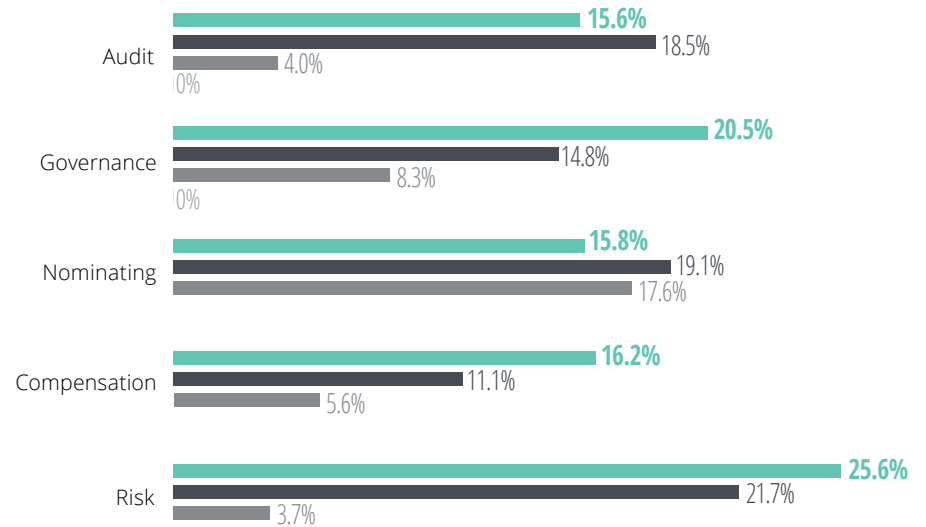
COMMITTEES

2021 2018 2016 2014

FEMALE MEMBERS



FEMALE CHAIRS



Middle East and North Africa spotlight

Quotas

The Middle East and North Africa (MENA) region has limited public data available on women's participation in business, and there is a scarcity of research on this topic.¹

Gender quota legislation and other strategies to increase women's representation in boardrooms remain controversial, but some MENA countries have started to use them to address the gap in women's participation in decision-making positions.²

As of March 2021, the United Arab Emirates, which includes both the Dubai and Abu Dhabi stock markets, requires all listed companies to have at least one woman on their boards.³

Other initiatives

United Arab Emirates

- The central bank of the UAE is collaborating with Aurora50 to increase women's representation on public and private company boards.⁴ Aurora50 data shows that only around a quarter of UAE listed companies had a woman on their boards, and women held just 3.5% of all board seats in the UAE.⁵
- Hawkamah, a corporate governance institute focused on the MENA region, offers a program to prepare women to serve on boards. It also has a director development program that includes exposure to board members from around the globe.⁶

- The 30% Club MENA, a voluntary business-led initiative, seeks to increase the presence of women on the boards of companies in the Middle East and North Africa by working with regional leaders, board chairs, CEOs, and member organizations. Since it began in 2015, the MENA chapter has worked to strengthen gender diversity in leadership positions, enhance equitable and inclusive work practices, and promote a culture of voluntary disclosure of gender-based KPIs among the listed companies across the region. To support these efforts, the 30% Club MENA has established a board mentorship program, launched the Bloomberg Gender Equality Index, and developed material to help companies address gaps in gender-inclusive policies and programs.⁷
- A nonprofit mentoring program known as Reach is dedicated to helping young professionals unlock their potential through structured mentoring and professional support. Its primary objective is to produce a new generation of female leaders—and perhaps future board members—from and for the Middle East.⁸
- Abu Dhabi Global Market's (ADGM) Gender Equality Initiative seeks to increase diversity across all aspects of work, including at the senior management and leadership level.⁹
- The UAE Gender Balance Council, a federal entity, oversees the UAE's gender balance agenda, with the goal of closing the gender gap in all government sectors, increase the UAE's position in global gender equality rankings, reaching gender balance in decision-making positions, and making the UAE a benchmark for gender-balance legislation. This agenda will ultimately also impact the gender balance of boards in the UAE.¹⁰

“While women continue to be underrepresented on boards in the Middle East region, many companies are realizing the significant benefits of having a diverse pool of skilled leaders, particularly women. Deliberate actions will continue to be taken to further advance women across different sectors. The Deloitte Middle East executive leadership team is taking an active role in sponsoring women to accelerate in their careers and assume leadership positions. Albeit slowly, we hope to continue to witness progress towards a more inclusive work environment with women at the forefront.”

Rana Ghandour Salhab

People & Purpose partner, Deloitte Middle East

Middle East and North Africa spotlight

Saudi Arabia

- Saudi Arabia's 2030 vision sets forth a goal to increase women's participation in the workforce from 22% to 30% by providing equal opportunities and attracting talent.¹¹
- A December 2020 agreement between the Saudi Ministry of Human Resources and Social Development and the Capital Market Authority sets out to support and increase the number of women on listed company boards in Saudi Arabia.¹²

Lebanon

- The Lebanese League for Women in Business is leading the Women on Boards initiative, which calls for 30% representation of women on Lebanese boards by 2025. The organization also provides Lebanese businesswomen with a platform to compare experience, network, and receive training.¹³

Jordan

- The Jordan Forum for Business and Professional Women is a nonprofit organization that offers training and legal guidance to professional women and advocates for regulation in support of women in the public arena.¹⁴ This is another effort to increase the pool of qualified women candidates for future board roles in the region.

Egypt

- The Code of Corporate Governance adopted by the Egyptian Institute of Directors of the Ministry of Investment sets standards for promoting diversity.¹⁵
- The Women on Boards Observatory¹⁶ seeks to increase boardroom gender diversity in Egypt and across the MENA region. Some objectives of the effort include discussing gender issues with male board members, bringing women into the boardroom from other sectors, and advocating for policy and legislation geared toward increasing the number of women on boards.¹⁷

“With the increased focus on responsible investments and ESG metrics, we are seeing significant momentum by regional governments and regulators to allow for a more inclusive approach to corporate governance and to board composition, with a target to increase women’s representation on boards. While this represents a great step, we see opportunities in bridging the gap between qualified women who are able and willing to serve and the supply of women in the market. A greater collaboration between the public and private sectors can support a quicker shift to achieving a minimum of 30% female representation on boards.”

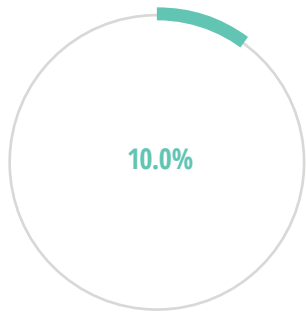
Raeda Al Sarayreh

Chair, 30% Club MENA Steering Committee

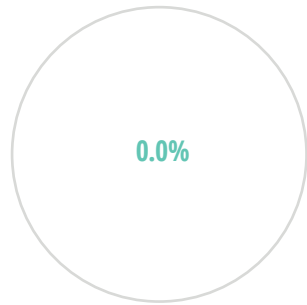
Egypt

OVERALL NUMBERS

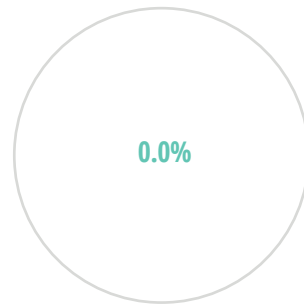
2021



BOARD SEATS HELD BY WOMEN



BOARD CHAIRS THAT ARE WOMEN

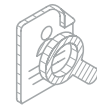


CEOS THAT ARE WOMEN



11

WOMEN ON BOARDS



12

TOTAL COMPANIES ANALYZED

AVERAGE TENURE (YEARS)

MEN

6.1

2021

WOMEN

4.8

2021

BOARD MEMBER

MEN

6.1

2021

WOMEN

—

2021

CHAIR

AVERAGE AGE (YEARS)

MEN

59.8

2021

WOMEN

—

2021

BOARD MEMBER

MEN

—

2021

WOMEN

—

2021

CHAIR

STRETCH FACTOR

1.00

2021

WOMEN

1.01

2021

MEN

COMMITTEES

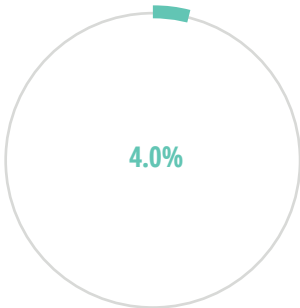
FEMALE MEMBERS

Audit  **8.6%**

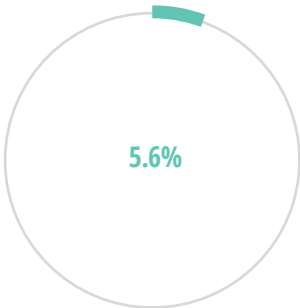
■ 2021

Kuwait

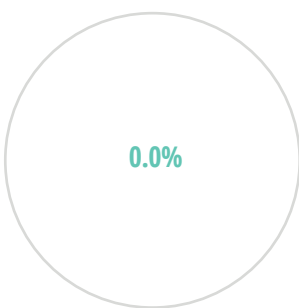
OVERALL NUMBERS ■ 2021



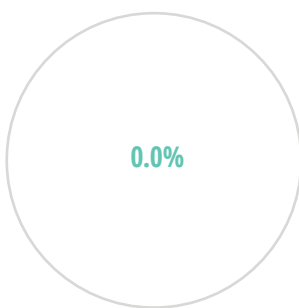
BOARD SEATS HELD BY WOMEN



BOARD CHAIRS THAT ARE WOMEN



CEOS THAT ARE WOMEN



CFOS THAT ARE WOMEN



6

WOMEN ON BOARDS



18

TOTAL COMPANIES ANALYZED

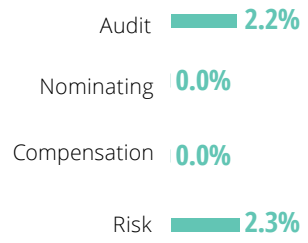
AVERAGE TENURE (YEARS)	
MEN	WOMEN
9.9 2021	6.8 2021
BOARD MEMBER	
MEN	WOMEN
8.5 2021	4.8 2021
CHAIR	

AVERAGE AGE (YEARS)	
MEN	WOMEN
66.4 2021	— 2021
BOARD MEMBER	
MEN	WOMEN
69.5 2021	— 2021
CHAIR	

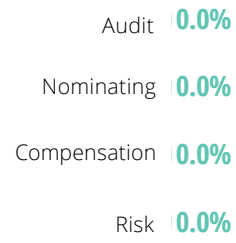
STRETCH FACTOR
1.00 2021
WOMEN
1.04 2021
MEN

COMMITTEES

FEMALE MEMBERS



FEMALE CHAIRS

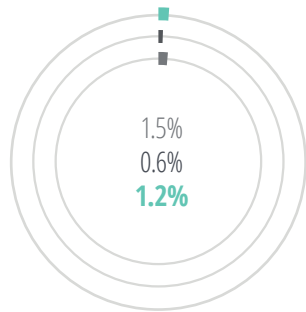


■ 2021

Qatar

OVERALL NUMBERS

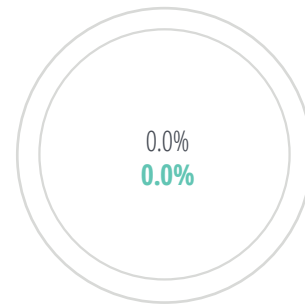
■ 2021 ■ 2018 ■ 2016



BOARD SEATS HELD BY WOMEN



BOARD CHAIRS THAT ARE WOMEN



CEOS THAT ARE WOMEN

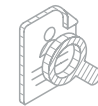


CFOS THAT ARE WOMEN



3

WOMEN ON BOARDS



28

TOTAL COMPANIES ANALYZED

AVERAGE TENURE (YEARS)

MEN		WOMEN	
7.9	8.1	6.1	8.0
2021	2018	2021	2018

BOARD MEMBER

MEN		WOMEN	
8.8	7.9	—	—
2021	2018	2021	2018

CHAIR

AVERAGE AGE (YEARS)

MEN		WOMEN	
53.0	53.9	—	—
2021	2018	2021	2018

BOARD MEMBER

MEN		WOMEN	
56.8	51.4	—	—
2021	2018	2021	2018

CHAIR

STRETCH FACTOR

1.00	1.00	—	—
2021	2018	2016	2014

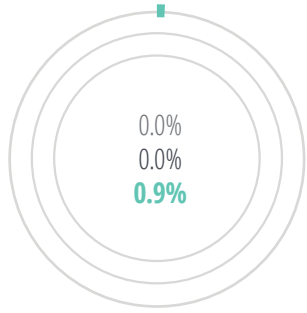
WOMEN

1.19	1.03
2021	2018

MEN

TOP INDUSTRIES WITH THE HIGHEST PERCENTAGE OF WOMEN ON BOARDS

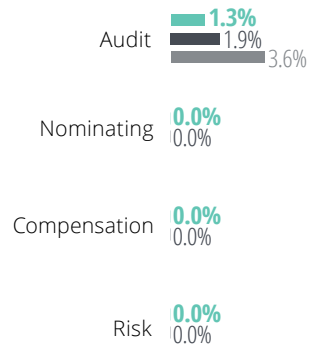
■ 2021 ■ 2018 ■ 2016



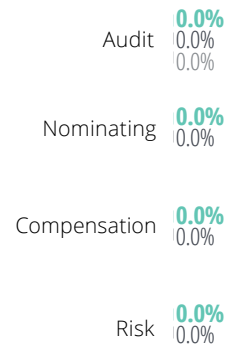
FINANCIAL SERVICES

COMMITTEES

FEMALE MEMBERS



FEMALE CHAIRS

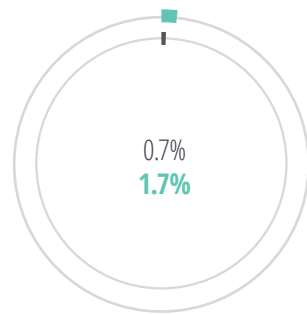


■ 2021 ■ 2018 ■ 2016

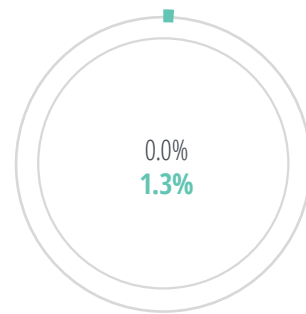
Saudi Arabia

OVERALL NUMBERS

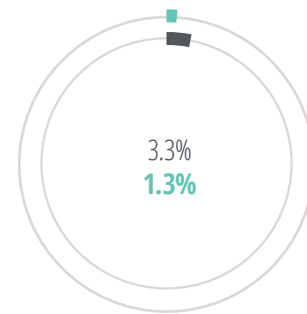
■ 2021 ■ 2018 ■ 2016



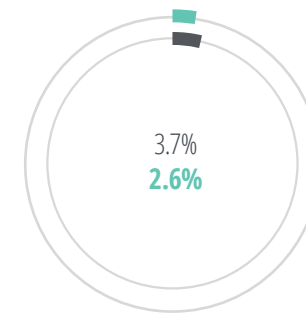
BOARD SEATS HELD BY WOMEN



BOARD CHAIRS THAT ARE WOMEN



CEOS THAT ARE WOMEN



CFOS THAT ARE WOMEN



12

WOMEN ON BOARDS



79

TOTAL COMPANIES ANALYZED

AVERAGE TENURE (YEARS)

MEN		WOMEN	
5.2	5.8	3.1	2.7
2021	2018	2021	2018

BOARD MEMBER

MEN		WOMEN	
6.6	8.6	1.2	—
2021	2018	2021	2018

CHAIR

AVERAGE AGE (YEARS)

MEN		WOMEN	
56.6	58.7	54.6	—
2021	2018	2021	2018

BOARD MEMBER

MEN		WOMEN	
60.2	67.3	64.0	—
2021	2018	2021	2018

CHAIR

STRETCH FACTOR

1.00	1.00	—	—
2021	2018	2016	2014

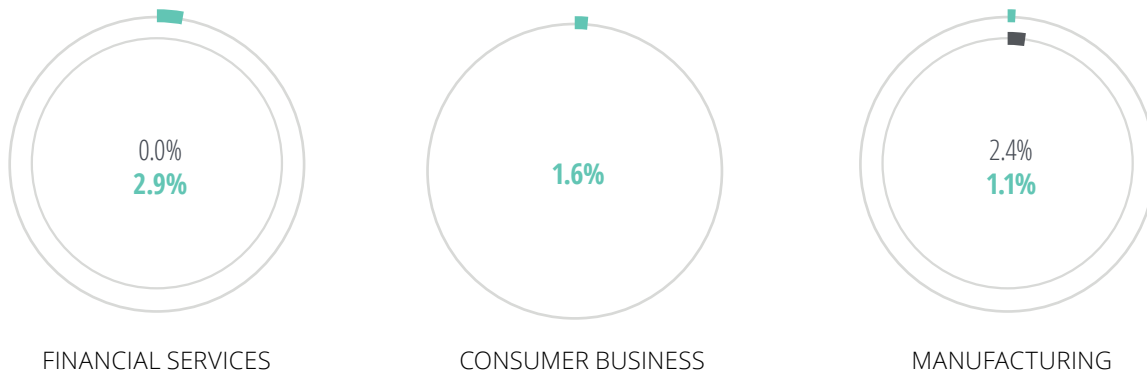
WOMEN

1.08	1.01
2021	2018

MEN

TOP INDUSTRIES WITH THE HIGHEST PERCENTAGE OF WOMEN ON BOARDS

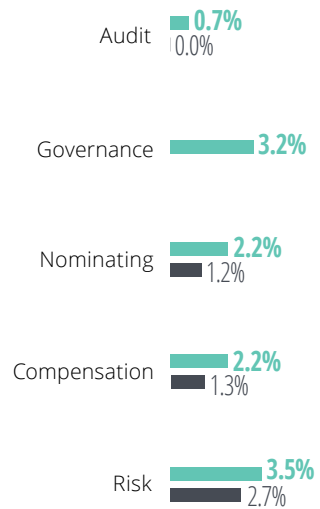
2021 2018 2016



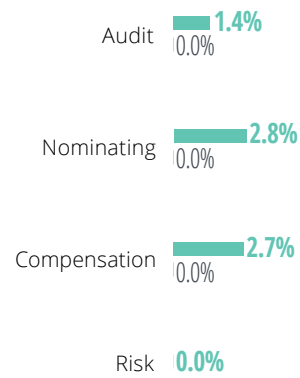
COMMITTEES

2021 2018 2016

FEMALE MEMBERS



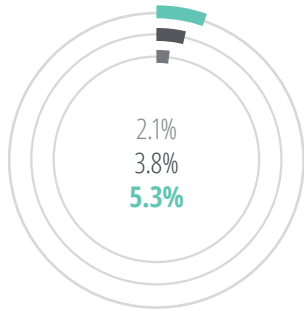
FEMALE CHAIRS



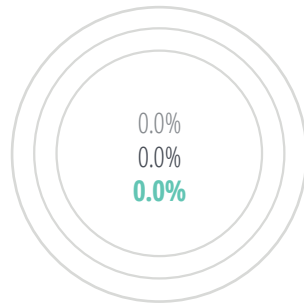
UAE

OVERALL NUMBERS

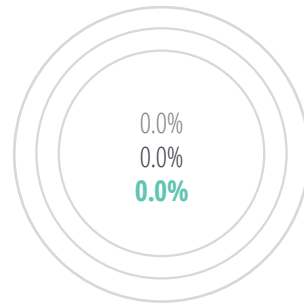
■ 2021 ■ 2018 ■ 2016



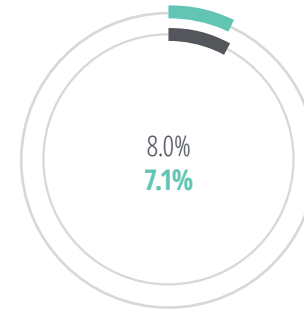
BOARD SEATS HELD BY WOMEN



BOARD CHAIRS THAT ARE WOMEN



CEOS THAT ARE WOMEN



CFOs THAT ARE WOMEN



13

WOMEN ON BOARDS



32

TOTAL COMPANIES ANALYZED

AVERAGE TENURE (YEARS)

MEN		WOMEN	
7.8	8.1	2.7	2.3
2021	2018	2021	2018

BOARD MEMBER

MEN		WOMEN	
6.0	7.1	—	—
2021	2018	2021	2018

CHAIR

AVERAGE AGE (YEARS)

MEN		WOMEN	
55.2	54.5	56.0	65.0
2021	2018	2021	2018

BOARD MEMBER

MEN		WOMEN	
57.5	56.1	—	—
2021	2018	2021	2018

CHAIR

STRETCH FACTOR

1.08	1.00	1.00	—
2021	2018	2016	2014

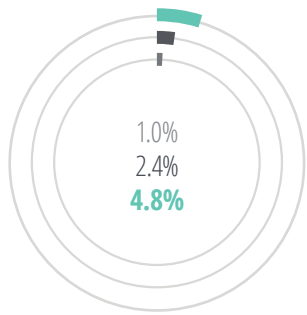
WOMEN

1.09	1.08
2021	2018

MEN

TOP INDUSTRIES WITH THE HIGHEST PERCENTAGE OF WOMEN ON BOARDS

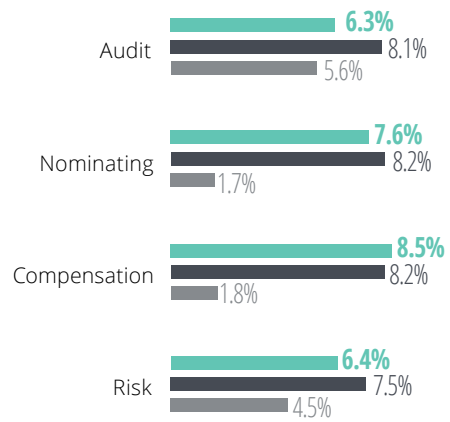
2021 2018 2016



FINANCIAL SERVICES

COMMITTEES

FEMALE MEMBERS



FEMALE CHAIRS

