

Balance in the boardroom

Diversity and inclusion at the executive level

93%

of board-level **leaders** believe that **diversity** on the **board** has a positive impact on company **performance**



The gender gap ...



24% of senior management roles are held by women globally

Companies with the highest share of women in senior management achieve:

↑41% ↑56%

higher return on equity

better operating results

Nations with the **highest** percentage of women at board level:

36%



Norway

23%



Philippines

23%



Sweden

22%



Latvia

22%



Slovakia

Nations with the **lowest** percentage of women at board level:

0.4%



Portugal

0.9%



Japan

0.9%



UAE

1%



Korea

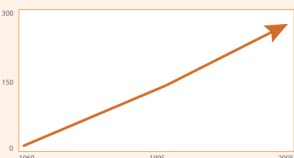
2.4%



Chile

The ethnicity gap ...

Number of **African-American** Directors on **Fortune 500** boards:



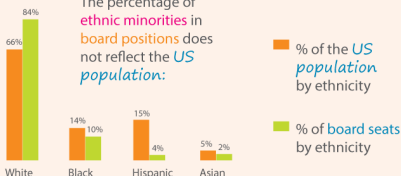
From 2003 to 2006 the number of **Hispanic** Directors on Fortune 500 boards **increased** by:

41%

One in 16 **FTSE 100** board members are from a **Black, Asian and Minority Ethnic (BAME)** background:



The percentage of **ethnic minorities** in **board positions** does not reflect the **US population**:



The age gap ...

Age of FTSE 100 chief executives:



Get the **most** of **diversity** through **inclusion**



Allow for **flexibility**



Celebrate **success**



Recruit from existing **diverse** talent pool



It's vital to find the right **balance** of diversity in your boardroom. Visible diversity is a step in the right direction – it is an indicator of **different backgrounds**, perspectives, qualities and opinions. But at Insights, we believe it's important to value diversity at the **individual** level.

Come talk to us about how we can help you to encourage diversity and inclusion within your organisation.

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