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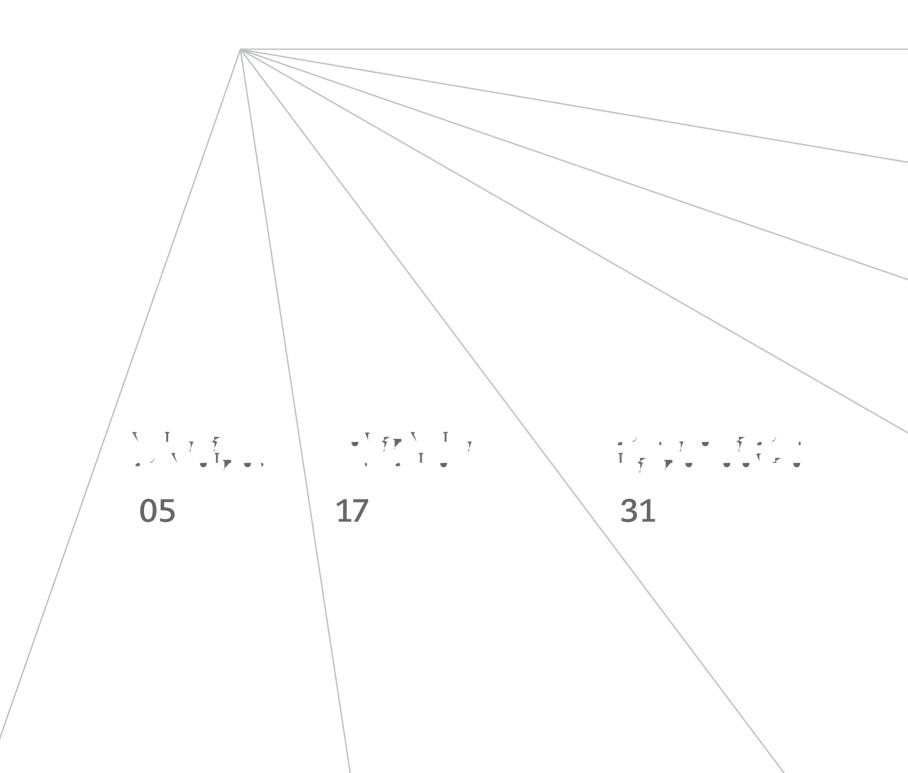


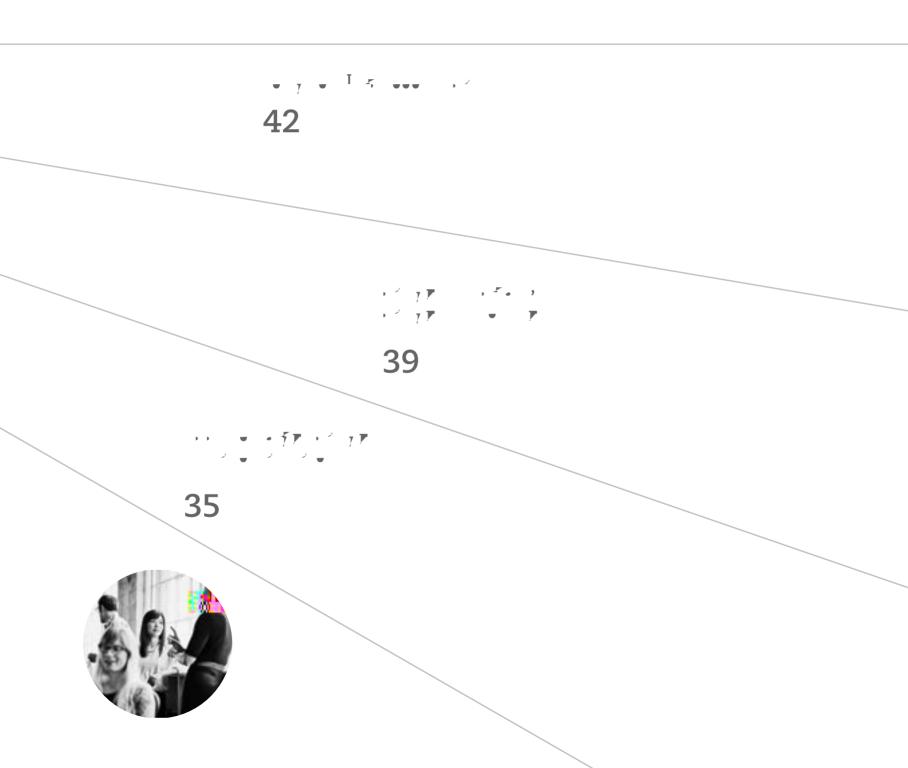
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Jessica Clempner, Women in Financial Services 2020 Ted Moynihan,

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AUTHORS: JESSICA CLEMPNER, MICHELLE DAISLEY, ASTRID JAEKEL



EXHIBIT 1. REPRESENTATION OF WOMEN ON EXECUTIVE COMMITTEES AND BOARDS IN MAJOR FINANCIAL SERVICES FIRMS GLOBALLY (%)

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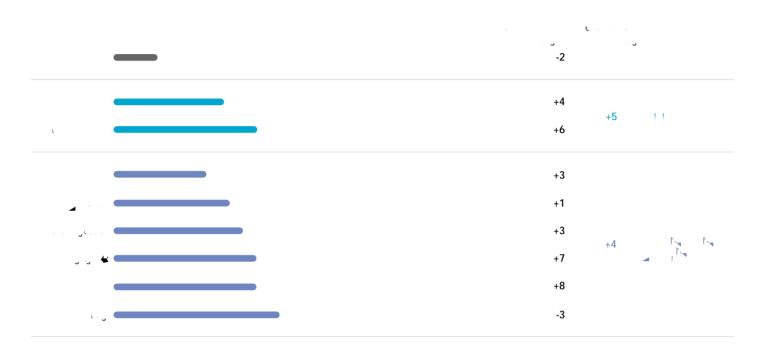
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BROADENING FAMILY FLEXIBILITY

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EXHIBIT 2. REPRESENTATION OF WOMEN ON EXECUTIVE COMMITTEES BY ROLE IN MAJOR FINANCIAL SERVICES FIRMS GLOBALLY (%)





Source: Un 🎸 and 🐇 🔍 and 🖓 and And

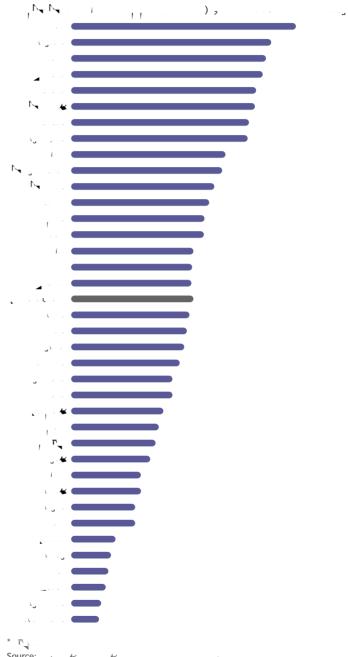


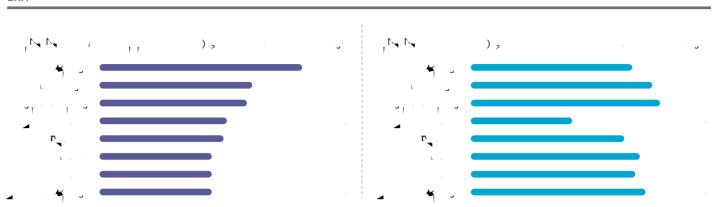
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Ana Peralta, Board member, BBVA

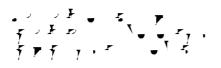
Sergio P. Ermotti,

EXHIBIT 3. REPRESENTATION OF WOMEN ON EXECUTIVE COMMITTEES IN MAJOR FINANCIAL SERVICES FIRMS BY COUNTRY/JURISDICTION (%)









Vandana Siney, Group CCO, Barclays

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Gilson Finkelsztain, CEO, B3

1. DIVERSITY: JUMPSTARTING THE CHANGE FOR LEADERSHIP

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Jacques Ripoll, CEO, CACIB



2. INCLUSION AND BELONGING: MAKING IT HAPPEN

James P. Gorman, Chairman and CEO, Morgan Stanley

Laura Ahto, COO, Asset Servicing, BNY Mellon

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AUTHORS: CHAITRA CHANDRASEKHAR, JESSICA CLEMPNER, MADELINE KREHER, MARIYA ROSBERG, ELIZABETH ST-ONGE

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Vishakha Mulye, Executive Director, ICICI Bank

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Brian Hartzer, CEO, Westpac

un- and under-insured than men. new written premiums from new customers new fees to wealth and asset managers from and higher premium per customer, even moving money held in deposits into AUM, in the after accounting for differences in income. first year alone. This uplift would be compounded in This would translate to a margin of roughly the years to come as women's wealth grew. 12, 13, 14, 15 \$100 billion accounting for claims returned to customers, distribution costs, and investment income. The opportunity could be even higher if the value of unpaid domestic work and childcare was insured. ^{10, 11}

Mary Ellen Iskenderian, President and CEO, Women's World Banking

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Globally, women spend **2–10X** more hours per week on than men.²² Between the ages of **30-50**

women are less likely to make sacrifices in their private life than men, with

around caring for children or elderly parents coming into play.²³ 。 35%

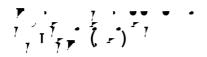
of women worldwide have

with many survivors losing jobs due to reasons related to the abuse and experiencing

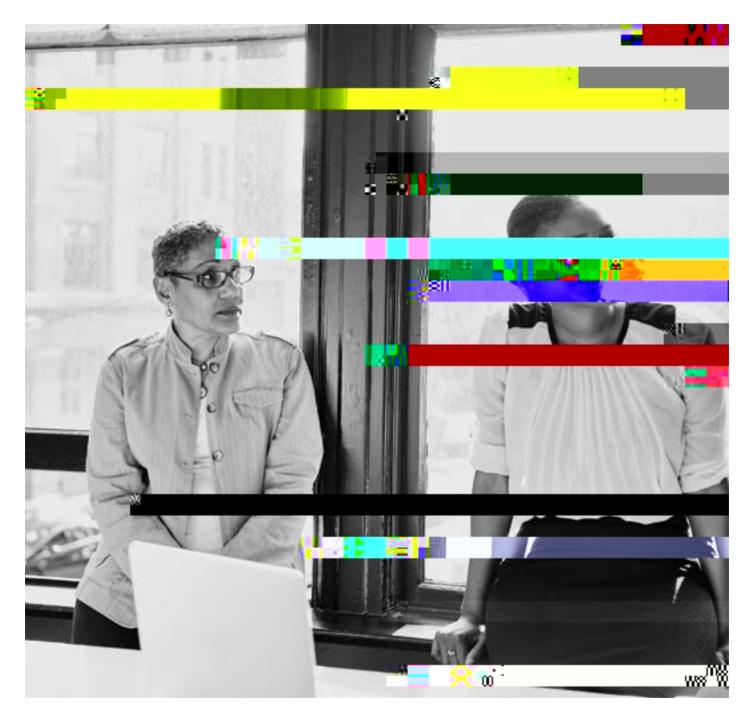
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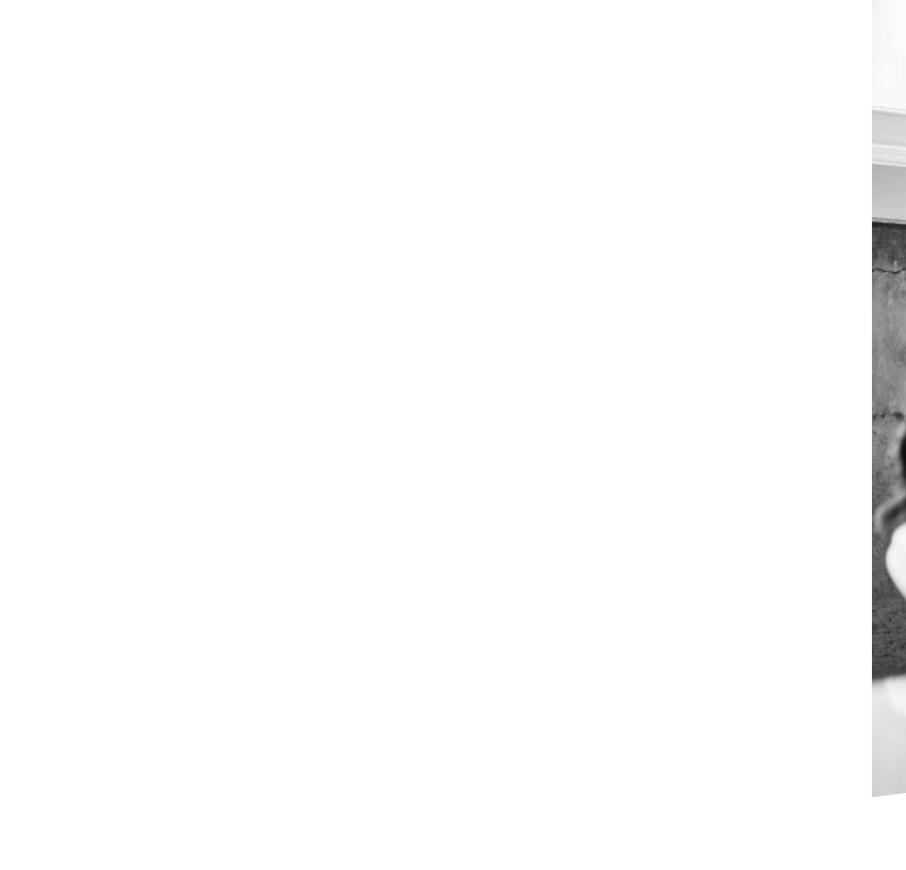
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AUTHORS: DOUGLAS ELLIOTT, MARIA JARDIM FERNANDES, TED MOYNIHAN



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AUTHORS: CHRISTIAN EDELMANN, JULIA HOBART, WHITNEY SCHURINGAL



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Carla Antunes Da Silva, Group Strategy, **Corporate Ventures and Investor Relations Director, Lloyds Banking Group**

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Sam White, CEO, Pukka Insure

. J* Lorraine Heggessey, former CEO, Royal Foundation of the Duke and Duchess of Cambridge and the Duke and Duchess of

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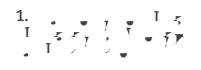
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Stefanie Dolpp, Joe Eady, Robert Hunter, Olga Kim Knowledge Services Team, Zoë Reachill, and Vla Stanojevic

ACKNOWLEDGMENTS

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