

i f i a c i a l e \_ i c e 2020







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# EFFACE

AUTHORS: JESSICA CLEMPNER, MICHELLE DAISLEY, ASTRID JAEKEL





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

Source: McKinsey & Company, "Women on Boards: A Global Perspective," 2014.



Source: McKinsey & Company, "Women on Boards: A Global Perspective," 2014.



## Women in Financial Services

Women in financial services are still under-represented in senior roles. The industry is not doing enough to attract and retain women. There is a need for more flexible working arrangements and better work-life balance. The industry should focus on creating a more inclusive and supportive environment for women.

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Diony Lebot, Deputy  
CEO, Société Générale

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## STRENGTHENING INITIATIVES

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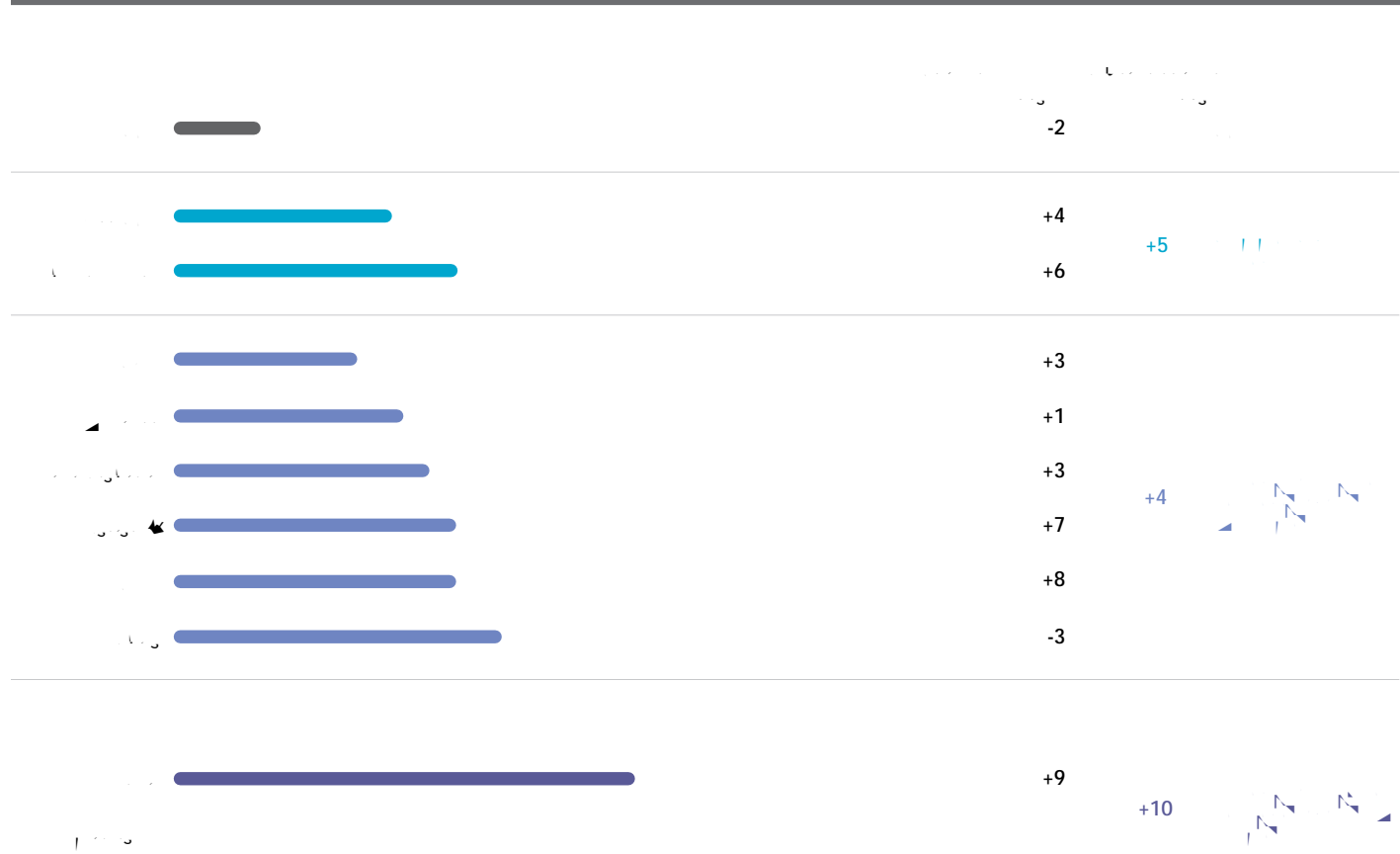
## BROADENING FAMILY FLEXIBILITY

There is a need for more flexible working arrangements and better work-life balance. The industry should focus on creating a more inclusive and supportive environment for women.

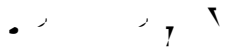
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## EXHIBIT 2. REPRESENTATION OF WOMEN ON EXECUTIVE COMMITTEES BY ROLE IN MAJOR FINANCIAL SERVICES FIRMS GLOBALLY (%)



Source: McKinsey & Company, "Women on Boards: A Global Perspective," 2019



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3. **Customer Support**  
4. **Product Development**  
5. **Operations**  
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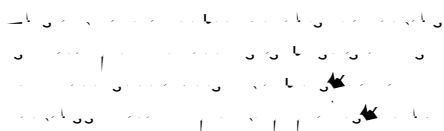
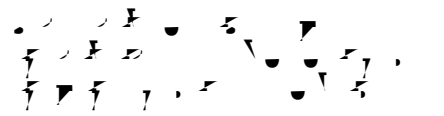
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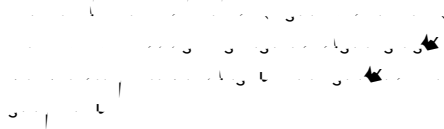
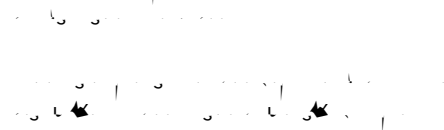
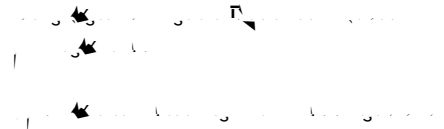
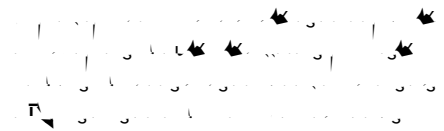
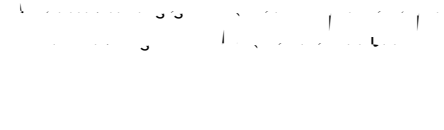
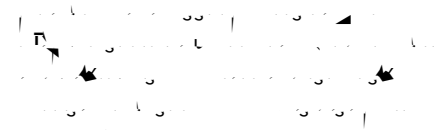
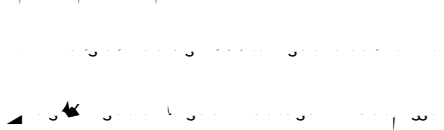




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Vandana Siney, Group  
CCO, Barclays



Sandra Kerr CBE, Race Equality  
Director, BITC







1 2 3 4

# EAGLE

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

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G, F  
E, F  
E, D, G

of, 1, 1  
- - - -  
is controlled  
by women.<sup>1</sup>











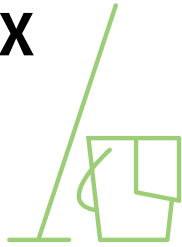
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Globally, women spend

**2-10x**

more hours per  
week on

household work  
than men.<sup>22</sup>



Between the ages of

**30-50**

women are less likely to  
make sacrifices in their  
private life than men, with  
more women than men  
around caring for children  
or elderly parents coming  
into play.<sup>23</sup>



**35%**

of women worldwide have

experienced intimate partner  
violence, with many survivors losing jobs  
due to reasons related to the  
abuse and experiencing  
economic hardship.<sup>24</sup>



ERS















ZZZZ

# ECA A E C A E F E R R R

AUTHORS: DOUGLAS ELLIOTT, MARIA JARDIM FERNANDES, TED MOYNIHAN



بِسْمِ اللَّهِ الرَّحْمَنِ الرَّحِيمِ  
مَنْ يَتَّقِ اللَّهَ يَجْعَلْ لَهُ مَخْرَجًا  
وَيَرْزُقْهُ مِنْ حَيْثُ لَا يَحْتَسِبُ  
وَمَا يُلَاقِهِ فِي الْحَسَابِ  
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# ACCE ERA, G C A GE A A E DE R

AUTHORS: CHRISTIAN EDELMANN, JULIA HOBART, WHITNEY SCHURINGA



Handwritten musical notation on a staff, including notes, rests, and clefs.

Handwritten musical notation on a staff, including notes and clefs.

Handwritten musical notation on a staff, including notes and clefs. Includes the text: **Chavon Tcey ofholders, g36n Tcey ofnc 97t**

Handwritten musical notation on a staff, including notes and clefs.

Handwritten musical notation on a staff, including notes and clefs.







C A GE C E ,  
C A GE R E F





▶ **Business** is a **collaborative** effort to create value for all stakeholders. It is a **dynamic** process that evolves over time and is shaped by the **external environment**. It is a **complex** system that involves multiple **interconnected** elements and is characterized by **uncertainty** and **ambiguity**. It is a **continuous** process that requires **constant** adaptation and **innovation**. It is a **holistic** approach that considers the **entire organization** and its **relationship** with the **external environment**. It is a **strategic** process that involves **setting** a clear **vision** and **mission** and **developing** a **strategy** to achieve them. It is a **practical** process that involves **implementing** the strategy and **monitoring** and **evaluating** the results.

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**Sucheta Nadkarni,**  
Sinyi Chair and Professor of Strategy and International Business, Head, Strategy and International Business Group, Director, Wo+Men's Leadership Centre, Cambridge Judge Business School



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**Sam White, CEO, Pukka Insure**

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

ANN

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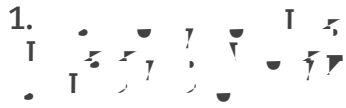




بسم الله الرحمن الرحيم  
 الحمد لله رب العالمين  
 والصلاة والسلام على  
 سيدنا محمد وآله  
 الطيبين الطاهرين

اللهم صل على محمد  
 وآل محمد  
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 وبركة  
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 رب العالمين

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 سيدنا محمد وآله  
 الطيبين الطاهرين







Handwritten musical notation for a piece in G-flat major (one flat) and 3/4 time. The notation is a single melodic line on a five-line staff. It begins with a treble clef, a key signature of one flat (B-flat), and a 3/4 time signature. The melody starts on a half note G4, followed by a quarter note A4, a quarter note B-flat4, and a quarter note C5. The piece continues with various rhythmic patterns including eighth and sixteenth notes, and ends with a double bar line.

3.

Handwritten musical notation for exercise 3, consisting of a single melodic line on a five-line staff. The notation begins with a treble clef, a key signature of one flat (B-flat), and a 3/4 time signature. The melody starts with a half note G4, followed by a quarter note A4, a quarter note B-flat4, and a quarter note C5. The piece continues with various rhythmic patterns including eighth and sixteenth notes, and ends with a double bar line.



**Maria Jardim Fernandes**

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**Isabella Tanase**

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Dr. ...  
Dr. ...

Dr. ...  
Dr. ...

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