

SAIS Global Women in the Boardroom Conference The Campaign for Board Diversity

Summary of Strategic Partner Advancements

2020 Women on Boards

Summary

2020 Women on Boards (2020WOB) is a national campaign to increase the percentage of women on U.S. company boards to 20% or greater by the year 2020. This consumer-oriented, grassroots campaign is redefining good corporate governance and gender diversity standards. 2020WOB's strategy is unique: we provide stakeholders an ability to voice the need for change on a national stage. Our education and advocacy efforts translate ideas into action – from legislative initiatives, media coverage, and original research to corporate engagement and public dialogue.

2020WOB maintains the 2020 Gender Diversity Directory, a database of 2000 public and private companies categorized by the percentage of women on their boards. The campaign's primary research initiative, the 2020 Gender Diversity Index, provides an annual analysis of the board composition of Fortune 1000 companies. 2020 Women on Boards has thousands of active supporters and 2020 campaign committees in cities across the U.S.

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30% Club

Summary

The U.S. 30% Club is a group of chairmen and CEO's who are committed to better gender balance at all levels of their organizations through voluntary actions. The Club launched in June 2014 with a goal of achieving 30% female directors on S&P 100 boards by 2020. Today, 23.3% of S&P 100 directors are women, up from 20.2% at launch. Even more encouraging, the US membership has achieved an average of 28% women on their boards, up from 21.9% when it launched- a testament to what business leaders are able to achieve when they commit to driving change. Members focus on five key influencers critical to success: business leadership, advocacy, pipeline initiatives and the investor and executive search communities.

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ABA Commission on Women in the Profession

Summary

Earlier this year, the ABA Commission sponsored a resolution that addressed diversity in corporate boardrooms. Several other ABA entities supported this effort. The Resolution was passed by the ABA in February 2016.

The Resolution reads:

RESOLVED, That the American Bar Association urges public companies in the United States to diversify their boards to more closely reflect the diversity of society and the workforce in the United States. FURTHER RESOLVED, That the American Bar Association urges public companies in the United States to adopt plans, policies and practices to diversify their boards and to include board composition in public disclosure materials. FURTHER RESOLVED, That the American Bar Association urges governments, investors and other market players to call on public companies in the United States to voluntarily adopt plans, policies and practices for achieving diverse boards and to publicly disclose such plans, policies and practices.

The Commission has publicized and written about this Resolution in various publications. Additionally, it continues to collaborate with DirectWomen.

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Association of Executive Search and Leadership Consultants

Summary

As the governing body for the global executive search and leadership consulting profession, AESC actively promotes and provides solutions for board diversity, as well as diversity more broadly within the executive ranks and beyond. We, as a profession, believe that diverse boards are better boards and that diversity enhances business results and drives innovation. One of the six tenets of the AESC Code of Professional Practice, of which all 350+ member organizations of AESC worldwide subscribe, is Diversity and Inclusion. AESC publishes, for both its membership and for organizational leaders, Board Search & Advisory Services Guiding Principles as well as a formal position on Diversity as a Business Imperative. AESC also partners with various organizations supporting diversity in leadership, including global organizations WomenCorporateDirectors (WCD) Global Board Ready Women (GBRW) and Fletcher Women on Boards, among others. AESC is also an active, board-endorsed member of The 30% Club in both the UK and US.

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Australian Institute of Company Directors

Summary

The AICD has been working in partnership with the Australian chapter of the 30% Club since May 2015. We are engaging with the chairs of the ASX 200 to achieve the target of 30% women on ASX 200 boards by the end of 2018. The focus has been on three core strategic areas:

1. Partnerships: with the chairs of the ASX 200 and with external organisations to pool resources and collaborate on new initiatives;
2. Research and reports: focused on furthering the debate through data, showcasing the efforts of individuals working in diversity or talented female directors and executives and exposing biases and misconceptions.
3. Programs for women: to develop their boardroom skills and develop the networks required for access to board roles.

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Catalyst

Summary

Founded in 1962, Catalyst is the leading nonprofit organization accelerating progress for women through workplace inclusion. With operations in the United States, Canada, Europe, India, Australia, and Japan, and more than 800 supporting organizations, Catalyst is the trusted resource for research, information, and advice about women at work. Catalyst provides information on the current landscape and solutions to make progress on boardroom diversity through its research and its Corporate Board Services (CBS) department. CBS includes programs such as Catalyst Women On Board, which promotes the appointment of women to corporate boards by engaging CEOs and board chairs to mentor and sponsor CEO-endorsed women board candidates. Launched in Canada in 2007 and expanded to the United States in 2015, over 50% of Women On Board alumnae have been appointed to corporate boards.

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Committee for Economic Development

Summary

Through the Every Other One initiative, the Committee for Economic Development (CED) outlines multi-year guidelines implemented through direct outreach to CEOs and chairs of nominating and governance committees of Fortune 1000 companies. The initiative began with a letter sent to Fortune 1000 nominating and governance committee chairs, signed by CED Members, describing the importance of increasing the number of women on corporate boards. The Every Other One initiative advocates that if every other seat vacated by a retiring director were filled with a woman, while retaining existing female seats, women would occupy nearly a third of board seats in the next five years and ultimately reach parity. Today, women occupy less than 18% of Fortune 1000 directorships, just 3.3 percentage points higher than in 2011.

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Corporate Women Directors International

Summary

For the past 19 years, Corporate Women Directors International has issued reports on women directors in different countries, regions, and industries all over the world resulting in 24 studies. The latest report was released in Warsaw, Poland at the Warsaw Stock Exchange in 2016 -- "Women Directors in Central & Eastern Europe's Blue Chip Companies." CWDI also convenes women directors at Market Opens now in 16 Stock Exchanges and has engaged key leaders and stakeholders in each country to secure support for increasing the number of women-held board seats.

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Council of Women World Leaders

Summary

Since its formation in 1996, the Council of Women World Leaders has enhanced the involvement of democracy globally by expanding the number, effectiveness, and visibility of women leaders. The Council was established by Vigdís Finnbogadóttir, President of Iceland (1980-1996) and first woman in the world to be democratically elected president, Mary Robinson, President of Ireland (1990-1997) and Laura Liswood, Secretary General. Its network of current and former prime ministers and presidents has led to numerous summits, ministerial initiative, partnerships, fellows, and programs. Through its extensive network, the Council supports women's full participation and representation in the political process. The Council is hosted at the UN Foundation.

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Direct Women

Summary

DirectWomen is a national non-profit that works to increase the representation of women on corporate boards. Through its Board Institute, Sandra Day O'Connor Board Excellence Award Luncheon, Alumnae Institute, and a series of regional panels, the organization has built a robust network consisting of hundreds of law firm managing partners, C-Suite executives, board search consultants, and directors. Because of the strength of this network, 23% of DirectWomen's Board Institute alumnae now serve on at least one large corporate board. For more information on the organization's activities, visit its website at www.directwomen.org.

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Hispanic Association of Corporate Responsibility

Summary

The Hispanic Association on Corporate Responsibility (HACR) is the nation's largest organization committed to advancing Hispanic inclusion in Corporate America. We measure corporate responsibility and market reciprocity through our four pillars: employment, procurement, philanthropy, and governance. On the board governance pillar, HACR advocates for more Hispanics on corporate boards. This includes our census count of Hispanics on Fortune 500 boards, our HACR Corporate Inclusion Index which scores companies based on our four pillars of Hispanic inclusion, and our stock purchase program which gives us a shareholder voice. We are the only Hispanic organization with a research institute dedicated to insightful analysis of board level Hispanic inclusion. Each year, HACR convenes the Corporate Directors Summit which is a conference that brings together Hispanic leaders who serve on corporate boards for a weekend of best practices, continuing education, and networking.

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International Corporate Governance Network

Summary

In 2013, the ICGN issued its first Statement and Guidance on Gender Diversity on Boards in order to provide a principles-based approach to elevate the dialogue surrounding gender between shareholders and boards, when boards are recruiting and filling board seats and when shareholders are voting on director candidates. In recent years, studies and global discussions on Board diversity have focused principally on gender. Boards around the world are still overwhelmingly comprised of men and the small percentage of female directors has increased only modestly despite the extraordinary gains of women in education and in the workplace. Diverse, independent board candidates face a similar challenge.

A more broad Diversity Statement was developed that focuses on the roles of companies and shareholders in promoting and supporting diversity on Boards. The Statement was overwhelmingly ratified by the membership at the 2016 Annual Meeting in San Francisco. It sets out the ICGN's view on Board diversity that it continues to be an important governance issue which greatly contributes to the effectiveness of Boards and, ultimately, the long-term sustainability of companies. Boards are charged with oversight of the enterprise on behalf of all shareholders. A Board's own composition and the talent management of company associates, for leadership positions, should mirror the commitment to increase the representation of skilled and diverse candidates to serve on Boards. In the end, it will strengthen a company's culture of inclusion and ultimately contribute to long-term value for all shareholders.

ICGN will be broadcasting the Statement throughout its membership and will continue to promote diversity during its conferences, newsletters, Viewpoint publications and speaking engagements.

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International Finance Corporation

Summary

IFC continues to promote the business case for women on boards. To date we have almost reached our 2015 goal of 30% female representation in boards of our investee companies, and we aim for full parity in the future. We are researching the non-financial impact of board diversity and ethical outcomes, and conducting an analysis of international and national corporate governance codes to identify board diversity references and provisions. We are looking at effective mentorship and sponsorship models to replicate. IFC is conducting a diagnostic study of gender diversity in East Asia and the Pacific. We are increasing our focus on training of women executives and potential directors by developing a training curriculum to include soft skills. IFC collaborates with regulators and stock exchanges to enhance the overall corporate governance standards of listed companies and elevate the board diversity agenda.

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ION

Summary

ION Member Organizations have a compelling track record of getting more women onto both public and private company boards. Member Organizations (MO's) focus on both the supply and demand side employing various strategies to fulfill our mission. ION member organizations engage in advocacy and outreach meeting with CEO's, board chairs, nom/gov chairs and others who either directly or indirectly elect or influence board appointments. This aspect of our work is akin to professional business development and account management and consumes hours of meetings and advocacy by our members. We also collaborate with executive recruiters providing candidates for their searches. ION MO's also engage in preparing, positioning and coaching qualified women executives to ensure they represent themselves and their career track records in the most compelling and effective way for board consideration. This includes formal board training programs and workshops; access to and help from women who already serve on corporate boards as well as one on one coaching. Underlying all of this is the collegial best practice sharing with each other so that each ION member reaps the benefits of the experiences of the others.

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National Association of Corporate Directors

Summary

NACD has been championing board diversity for almost four decades, from the position that the directors around the boardroom table should bring the necessary skills, perspectives, and experiences that align with the organization's strategic goals. We are pleased that 80 percent of NACD Board Recruitment Services' placements in 2015 were diversity candidates. NACD's Report on the Diverse Board: Moving From Interest to Action and Diversity Discussion Guide for Directors offer practical tools to help boards structure conversations about diversity and build a process to ensure effective diversity in their boardrooms. NACD will hold the annual Diversity Symposium at our Global Board Leaders' Summit on September 17, 2016 in Washington, DC. Visit NACD's Board Resource Center on Board Diversity to learn more about our efforts to promote diversity in the boardroom.

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PWN Global

Summary

PWN Global is a global movement of people working towards gender-balanced leadership through professional development and international, cross-industry networking. We offer you a home, place to learn from like-minded individuals; develop new skills (via our tried and tested volunteering programme), air your professional concerns and frustrations and find solutions! Become a member of the PWN Global community and you can: Access a ready-built support network that will help you achieve your professional aspirations and learn from a wealth of practical advice on how to deal with inequality in the workplace. Become a Corporate Partner and access in-depth knowledge that will support your organisation in putting gender balance at the very core of your operations. Connect, share, learn, advance – yourself and the world!

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The Executive Leadership Council

Summary

In 2011, The ELC created the Corporate Board Initiative (CBI) program to address one of our strategic goals of increasing the number of seats held by black executives on boards of publicly traded companies. CBI enhances the preparedness of black executives for service on corporate boards by building awareness, improving readiness and enhancing the visibility of ELC members who are interested in and actively pursuing board service.

In addition to hosting general membership events, The ELC has partnered with key sponsors — Heidrick & Struggles, AT&T, Mondelez, General Motors Foundation and McKesson — to identify and prepare smaller cohort groups of ELC members for corporate board training and networking opportunities that will position them as candidates for corporate board directors. The CBI cohorts participate in workshops, webinars, individual coaching sessions, networking receptions, panel discussions and board related conferences as part of a comprehensive development track. We also sponsor a select group of members for participation in the National Association of Corporate Directors Fellows program for board development.

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Thirty Percent Coalition

Summary

The Thirty Percent Coalition has grown its membership since 2011 to more than 80 members today and includes public companies, private equity, institutional investors, professional service firms, national women's organizations, and government officials for the first time working together to drive the pace of change. In 2012, the Thirty Percent Coalition's institutional investors launched the "Adopt a Company" campaign. To date, following collaborative engagements, including two state initiatives, over 100 companies have elected women to boards that previously had been all male.

The Thirty Percent Coalition has grown the Champions of Change initiative to include 20 corporate leaders who have made a commitment to actively advance gender diversity in U.S. corporate boardrooms, leading by example and acting as public advocates for this needed change.

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U.S. Chamber of Commerce

Summary

The U.S. Chamber continues to work with the business community to promote industry driven solutions for board diversity. The Chamber has worked with Rep. Maloney on the Gender Diversity in Corporate Leadership Act to promote diversity in boardrooms through a holistic dialogue of stakeholders driven through the private sector.

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Women Presidents' Organization

Summary

The Women Presidents' Organization is the ultimate affiliation for successful women entrepreneurs worldwide. WPO uses a proprietary methodology to help members accelerate their business growth, enhance competitiveness and promote economic security. The system is based on collaborative peer learning groups. Accomplished women entrepreneurs representing diverse, noncompetitive industries tackle a multitude of strategic and operational issues. The precious ability to tap into the wisdom of their peers offers support, empowerment and inspiration.

Since our members address business concerns in a roundtable format, functioning as an informal board of directors, they are singularly well suited to sit on boards. We also bring opportunities to serve on boards to our members' attention on an ongoing basis, sharing this information with 1900 members in 130 chapters on 6 continents.

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WomenCorporateDirectors Education and Development Foundation

Summary

The Women Corporate Directors Foundation (WCD) is a 501C3 organization working to enhance and improve corporate governance practices around the world. Comprised of more than 3500 women serving on more than 8500 public and private corporate boards globally, and organized into 35 regional chapters on six continents which deliver continuing education and collaborative opportunities throughout the year, WCD is both a powerful network of and high impact resource for visionary leaders. In the process, WCD demonstrates both the power and potential of diversity.

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