



CWDI Report on Women Board Directors of Top Retail and Consumer Product Companies Globally

Irene Natividad

President, Global Summit of Women and
Chair, Corporate Women Directors International

*Colloquium on Global Diversity: Creating a Level Playing Field for Women
February 21, 2014*

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Women's Consumer Power

- 91% of New Homes
- 66% of Personal Computers
- 92% of Vacations
- 80% of Healthcare
- 65% of New Cars
- 89% of Bank Accounts
- 93% of Food Purchases
- 93% of Over-the-Counter Medication
- 91% of Home Electronics

Source: (Marketing to Women Quick Facts, she-economy.com).



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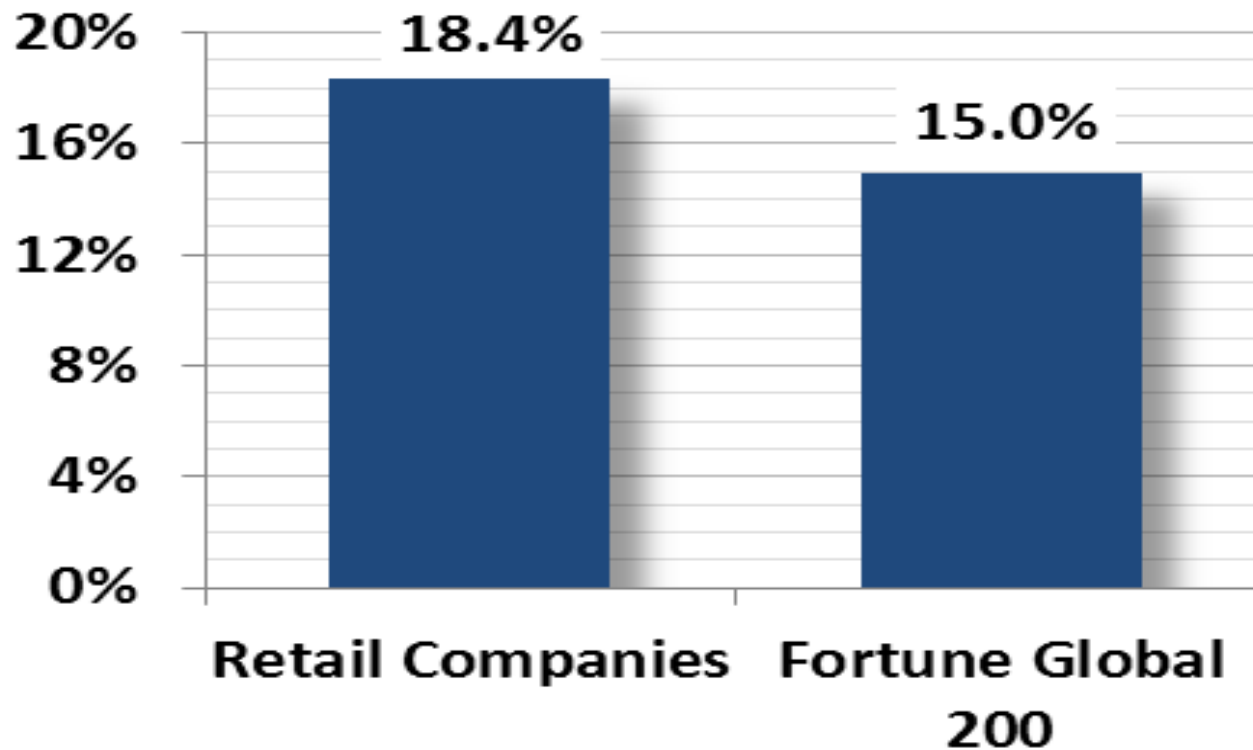
Women Board Directors of Top Retail and Consumer Product Companies Globally (as of June 30, 2013)

Number of companies in report	168
Number of companies with women board members	134
Percentage of companies with at least 1 woman board member	79.8%
Total number of board seats	1,764
Number of board seats held by women	325
Percentage of board seats held by women	18.4%



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Women Board Directors of Top Retail and Consumer Product Companies Globally vs. *Fortune* Global 200, 2013





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Women Board Directors of Top Retail and Consumer Product Companies Globally vs. Other Industries

Industry	Percentage of Companies with 1+ Woman Director
Retail and Consumer Products	79.8%
Healthcare	72.3%
Financial Services	67.8%
Utilities	66.9%
Telecommunications	60%
Energy	53.2%
Industrials	51.6%
Technology	47.5%
Mining	46%



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Highest Percentages of Women Board Directors of Retail and Consumer Product Companies
(as of June 30, 2013)

	Company Name	Description/ Products / Brands	Country	Number of Women Directors	Total Number of Board Directors	Percentage of Women Board Directors
1	Avon Products	Beauty, household/personal care products	United States	6	10	60.0%
2	Douglas Holdings	Perfume, jewelry, book retailer	Germany	9	16	56.3%
3 (tie)	H&M (Hennes & Mauritz)	Retail clothing company	Sweden	5	10	50.0%
	Axfood AB	Food Retailer	Sweden	5	10	50.0%
4	Estee Lauder	Cosmetics	United States	7	15	46.7%
5	Shoppers Drug Mart	Drug/Convenience Stores	Canada	5	11	45.5%
6	Burberry Group	Clothing and fashion accessories	United Kingdom	4	9	44.4%
7	Henkel AG	Beauty/home care manufacturer	Germany	7	16	43.8%
8	Procter & Gamble	Personal/household care manufacturer	United States	5	12	41.7%
9 (tie)	Macy's Inc	Department Stores	United States	4	10	40.0%
	Williams-Sonoma	Kitchenwares and furniture retailer	United States	4	10	40.0%
10 (tie)	Kering (formerly PPR)	Holding Co. for Gucci, Puma, etc	France	4	11	36.4%
	TJX Companies Inc.	Discount department stores	United States	4	11	36.4%



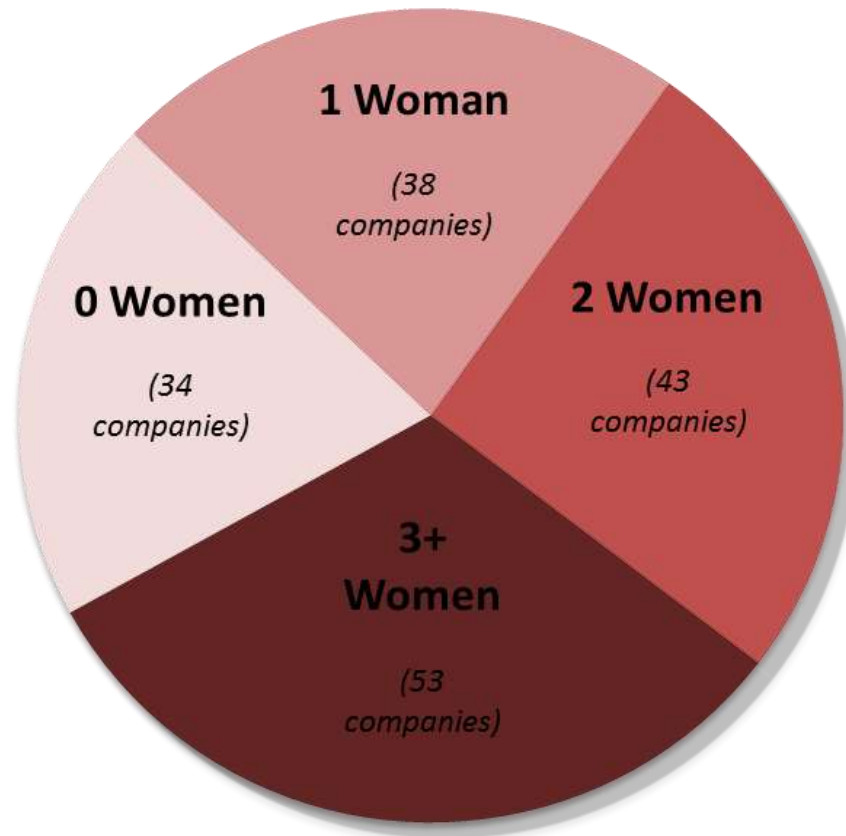
Highest Percentages of Women Board Directors of Retail and Consumer Product Companies
(as of June 30, 2013)

	Company Name	Description/ Products / Brands	Country	Number of Women Directors	Total Number of Board Directors	Percentage of Women Board Directors
11	Unilever	Brands include Dove, Lipton, etc.	Netherlands	5	14	35.7%
12 (tie)	Hormel Foods	Food product manufacturer	United States	4	12	33.3%
	PVH Corp	Tommy Hilfiger, Calvin Klein	United States	4	12	33.3%
	Beiersdorf AG	Skin Care co,-- Eucerin, etc.	Germany	4	12	33.3%
12 (tie)	Campbell Soup Co	Food manufacturer	United States	5	15	33.3%
	Coach Inc	Luxury hand bags	United States	3	9	33.3%
	Swatch Group AG	Watches and jewelry	Switzerland	2	6	33.3%
	Foot Locker	Footwear retailer	United States	3	9	33.3%
13	General Mills	Food Production	United States	4	13	30.8%
14 (tie)	J Sainsbury	Grocery Stores	United Kingdom	3	10	30.0%
	Tesco	Supermarkets	United Kingdom	3	10	30.0%
	Office Depot	Office supplies retailer	United States	3	10	30.0%
15 (tie)	Kesko Corp	Finnish retailing conglomerate	Finland	2	7	28.6%
	L'Oreal	Cosmetics/beauty co.	France	4	14	28.6%
	Nestle	Multinational food company	Switzerland	4	14	28.6%
	Morrison (Wm) Supermarkets	Supermarket chain	United Kingdom	2	7	28.6%
	Signet Jewelers Ltd	Retail Brands -- Jared and Ernest Jones	Bermuda	2	7	28.6%



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Number of Women Board Directors in Top Retail and Consumer Product Companies





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Women CEOs of Top Retail and Consumer Product Companies Globally



From left to right: Sheri McCoy, Avon (US), **Angela Ahrendts**, Burberry Group (UK), **Denise M. Morrison**, Campbell Soup (US), **Ana Maria Llopis**, Dia Corp. (Spain), Chair, **Simone Bagel-Trah**, Henkel (Germany), Chair

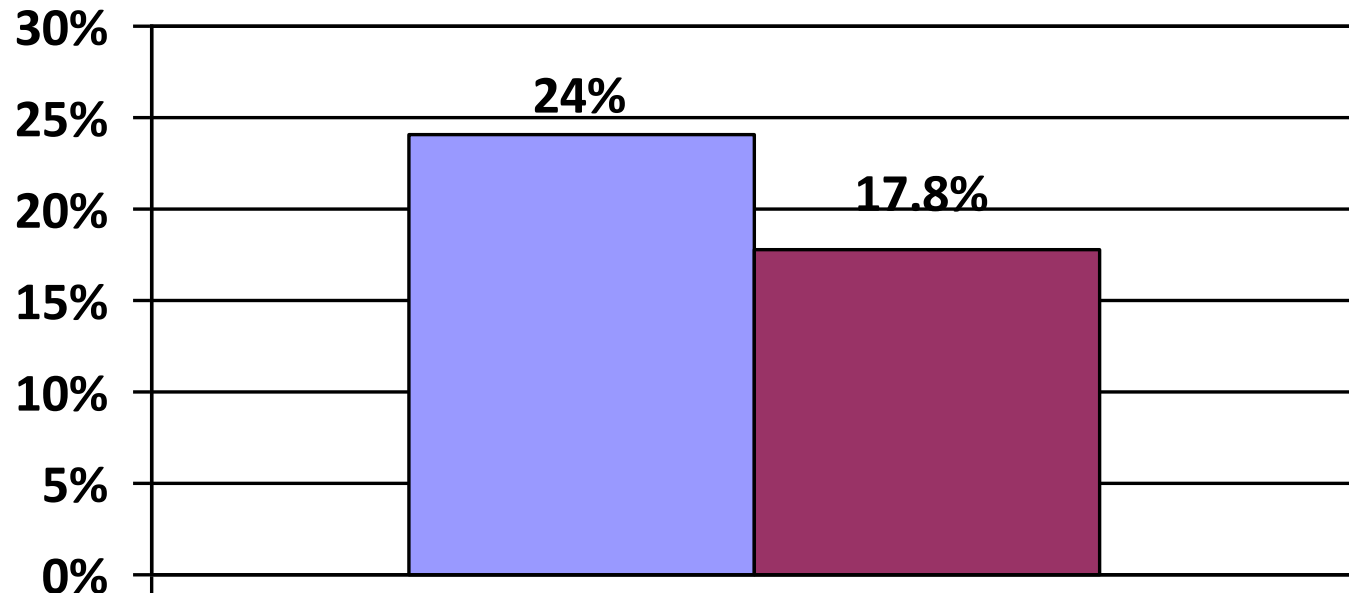


From left to right: Irene Rosenfeld, Mondelez International(US), **Nayla Hayak**, Swatch Group (Switzerland), Chair, **Laura Meyrowitz**, TJX Companies(US), **Laura J. Alber**, Williams-Sonoma (USA), **Xu Ying**, Wu-Mart (China)



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Women Board Directors in Countries With Quotas vs. Countries With No Quota














■ Women Directors in Countries with Quotas
■ Women Directors in Countries Without Quota



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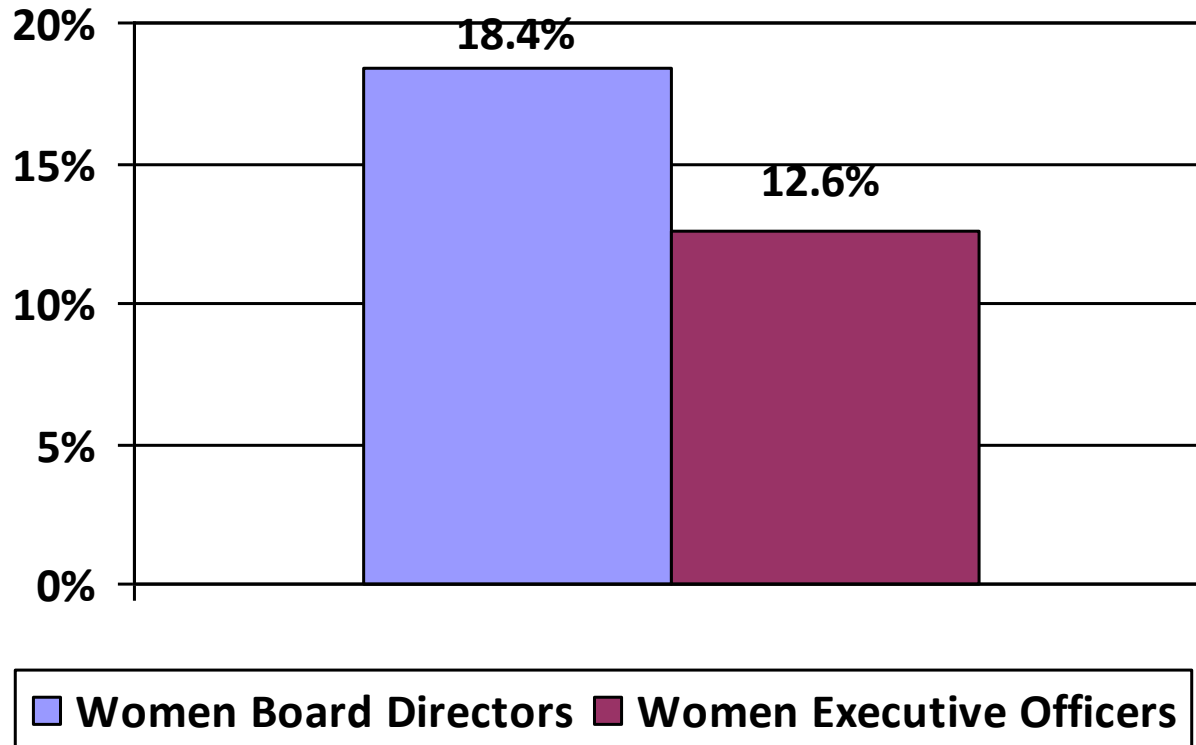
Women Directors of Top Retail/Consumer Products Companies in Countries with Gender Diversity Language in Corporate Governance Codes

Country	Number of Companies	Number of Women Directors	Total Number of Directors	Percentage of Women Directors
 Australia	2	6	23	26.1%
 Belgium	2	4	18	22.2%
 Finland	1	2	7	28.6%
 France	8	26	107	24.3%
 Germany	5	27	76	35.5%
 Hong Kong	2	1	24	4.2%
 Italy	1	2	13	15.4%
 Netherlands	2	7	22	31.8%
 Spain	2	4	19	21.1%
 Sweden	3	12	33	36.4%
 United Kingdom	10	22	94	23.4%
TOTAL	38	113	436	25.9%



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Women Board Directors and Women Executive Officers of Top Retail and Consumer Product Companies, 2013





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The Quota Legislative Strategy for Women Directors: A Global Overview

Countries with Quotas for Publicly-Listed Companies



Norway
(2003)



Spain
(2007)



Iceland
(2010)



France
(2010)



Belgium
(2011)



Malaysia
(2011)



Italy
(2011)



Netherlands
(2012)



Denmark
(2013 – soft target)



India
(2013 – 1 woman min.)

Countries with Quotas for State-Owned Companies



Israel
(1993)



South Africa
(1996)



Denmark
(2000)



Finland
(2004)



Ireland
(2004)



Iceland
(2006)



Kenya
(2010)



Austria
(2011)



Slovenia
(2011)



Poland
(2012)



UAE
(2012)



Greece
(2012)



Switzerland
(2013)

Municipal and Provincial Quotas



Berlin, Germany
(2002)



Nuremberg, Germany
(2009)



Quebec, Canada
(2006)

Proposed Quotas



European Commission



Brazil
(State-Owned Companies)



Israel
(Publicly-listed Companies)



Canada
(Publicly-listed Companies)



Philippines
(State-Owned Companies)

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Countries with Board Diversity Language in Corporate Governance Codes, Stock Exchange Listing or Securities Exchange Commission Requirements



Stock Exchange Commissions	Corporate Governance Commissions	Corporate Governance Commissions Cont'd
SPAIN (2007) 	KENYA (2002) 	FRANCE (2010) 
AUSTRALIA (2011) 	FINLAND (2003, 2008) 	UK (2010) 
ITALY (2011) 	SWEDEN (2004) 	AUSTRIA (2010) 
SINGAPORE (2011) 	NORWAY (2004) 	DENMARK (2010) 
JAPAN (2009) (inclusion of independent directors) 	NETHERLANDS (2008) 	MOROCCO (2010) 
POLAND (2010) 	BELGIUM (2009) 	MALAWI (2011) 
HONG KONG (2012) 	LUXEMBOURG (2009) 	NIGERIA (2011) 
NEW ZEALAND (2012) 	SOUTH AFRICA (2009) 	BOTSWANA (2014 Proposed) 
CANADA (2013) 	GERMANY (2010) 	Securities and Exchange Commissions USA (2010) 



Global Summit of Women



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