Credit Suisse Gender Research Institute

Credit Suisse Gender 3000 in 2019:

- 30,000 Executives
- 3,000 Companies
- 56 Countries
- Released in October 2019

**Purpose:** was to research the correlation between diverse leadership and financial performance.
## Board Representation

<table>
<thead>
<tr>
<th>Global board representation</th>
<th>Regional board representation</th>
</tr>
</thead>
<tbody>
<tr>
<td>2015 15.3% women</td>
<td>North America 24.7%</td>
</tr>
<tr>
<td>2019 20.6% women</td>
<td>Europe 29.7%</td>
</tr>
<tr>
<td></td>
<td>APAC 14.4%</td>
</tr>
<tr>
<td></td>
<td>Japan 5.7%</td>
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<tr>
<td></td>
<td>LatAm 7.8%</td>
</tr>
</tbody>
</table>

- All industries 20.6%
- Financial Services 22.2%
# Executive Management Representation

## Function
- Shared Services 32.31%
- Strategy/IR 17.8%
- Business management 13.5%
- CFO 14%
- CEO 4.4%

## Region
- North America 22%
- APAC 18%
- Europe 16%
- LatAm 10%
- Japan 3%

## CEO’s by Region
- APAC 5.6%
- Europe 4.1%
- North America 4.5%
- None in Japan

## CFOs
- APAC 18.9%
- Europe 13.3%
- North America 13.6%
Key Conclusions

- Greater diversity in the boardroom leads to better diversity in management
- There is a positive correlation between diverse leadership and financial performance
- There is a greater premium with diversity in executive management
- Having children can adversely impact women’s careers and financial prospects
- Countries with lower female representation on boards and in executive management were found to have a wider gender pay gap
What can we do?

Companies

➢ Diversity & Inclusion policies and practices
➢ Entire employee lifecycle

Policy makers

➢ Lower the barriers that exist to increase female labor participation
➢ Set targets and or expectations for companies