



The FACC « Women in Business Committee » presents

Loi Copé-Zimmermann:
A Fast Approaching Deadline

Panel Discussion

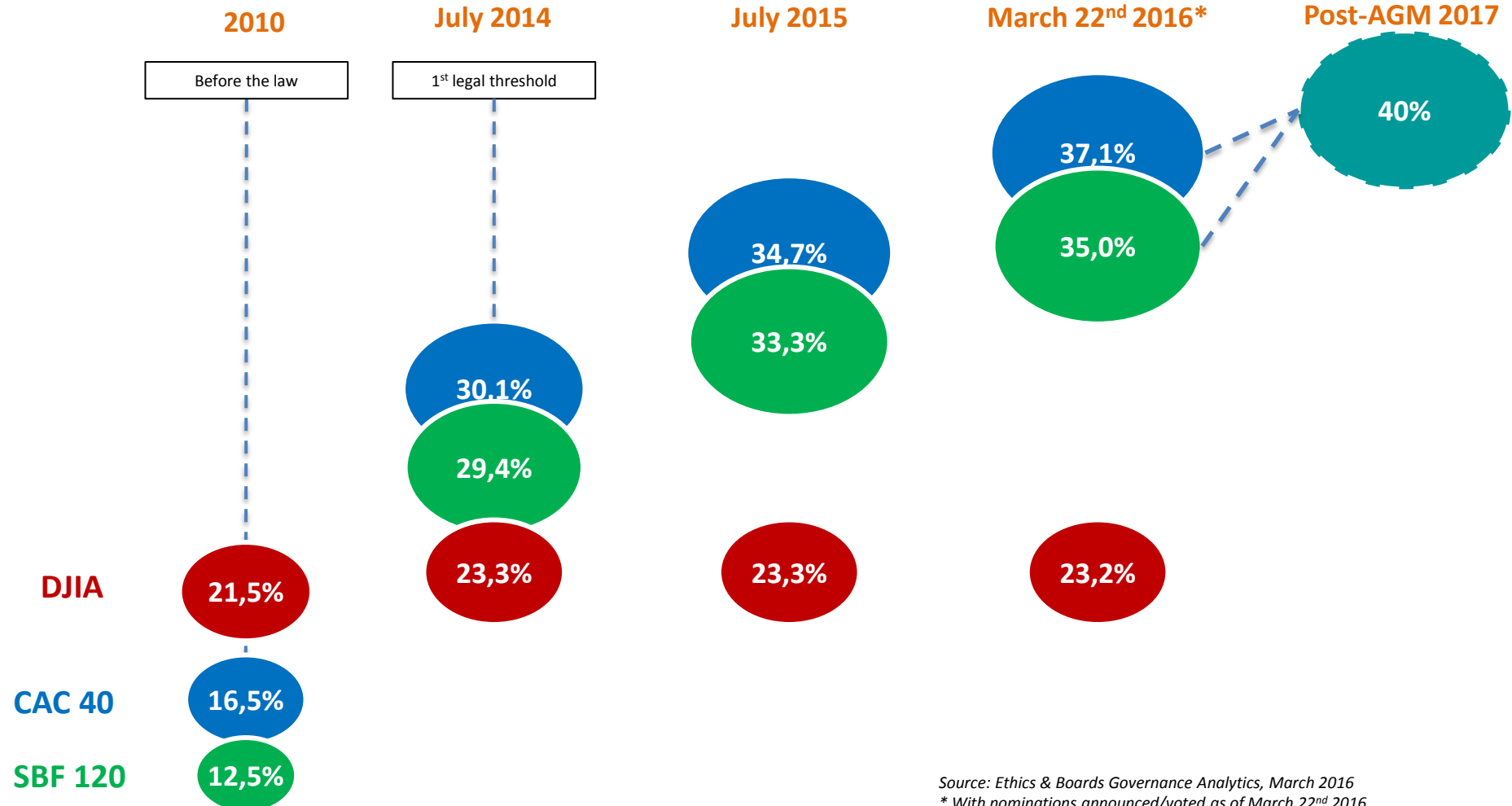
March 22nd 2016

March 22nd 2016

COPÉ-ZIMMERMANN LAW:

WHAT DO WE WATCH?

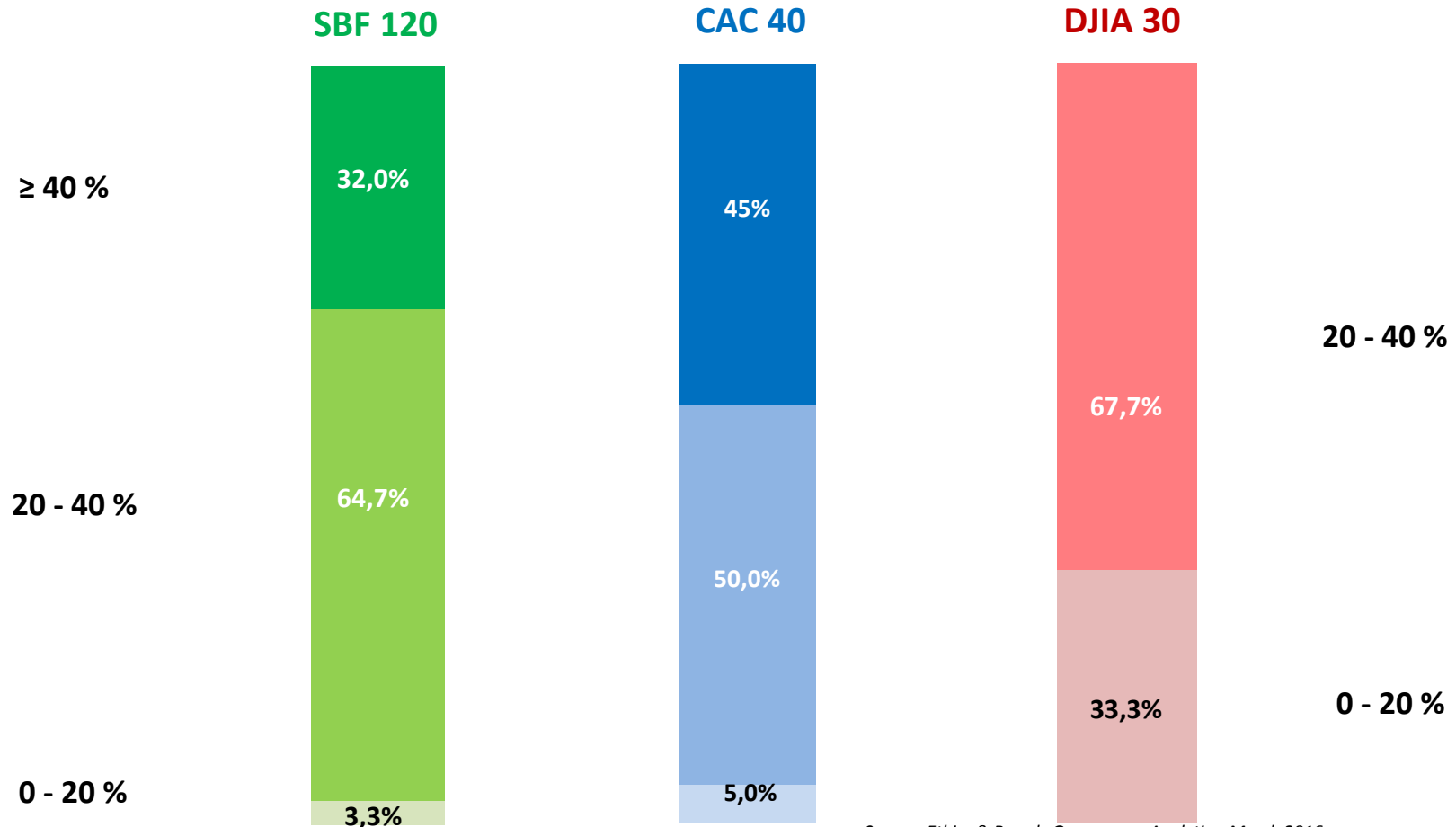
WOMEN'S REPRESENTATION ON BOARDS



Source: Ethics & Boards Governance Analytics, March 2016
* With nominations announced/voted as of March 22nd 2016

March 22nd 2016*

WOMEN'S REPRESENTATION ON BOARDS



% of Women on Boards:
(voting and elected by shareholders)

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Source: Ethics & Boards Governance Analytics, March 2016

* With nominations announced/voted as of March 22nd 2016

(33 companies of SBF 120, 15 companies of CAC 40 and 7 companies of DJIA 30) 4

AGM 2017

HOW MANY WOMEN TO MATCH THE 2nd THRESHOLD?

	SBF 120	French Listed Companies	French Non-Listed Companies*
Number of companies	120	859	n/a
Women to appoint	104 - 174	~ 500	n/a

Source: for SBF 120 - Ethics & Boards Governance Analytics, estimation as of January 1st 2016; for French Listed Companies - estimation as of November 2015 by AFECA in partnership with TELESCOPE, « La Féminisation des conseils progresse à des rythmes disparates », Le Monde du Chiffre, March 8 2016.

* The Copé-Zimmermann law applies to all French listed companies and to French non-listed companies with more than 500 employees and an annual turnover of more than 50M €.

AGM 2016

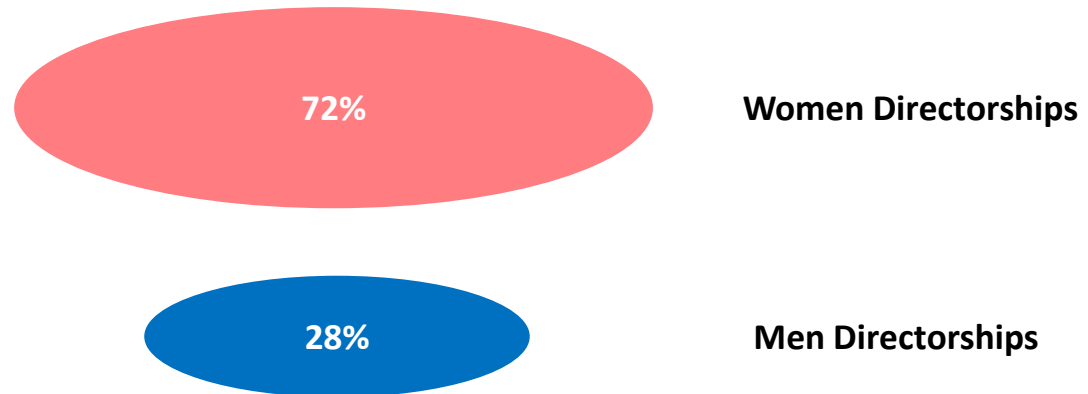
NOMINATIONS

WHAT DO WE WATCH?

SBF 120

AGM 2016

NOMINATIONS Announced/Voted*



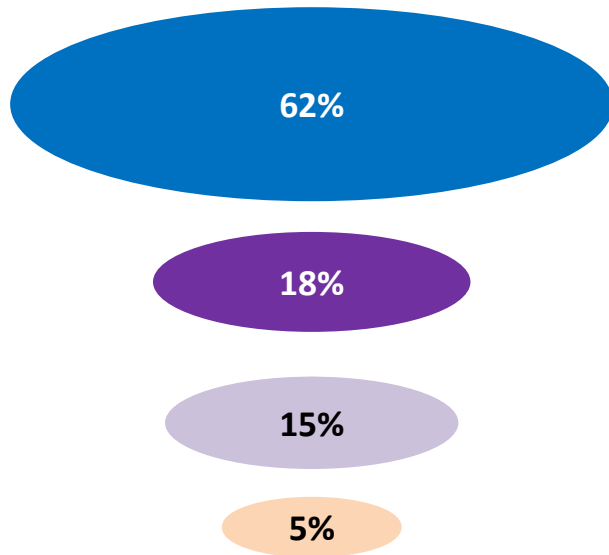
** As of March 22 2016: 33 companies of SBF 120 have already announced/voted 50 AGM Nominations: including 36 Women directorships and 14 Men directorships.*

SBF 120

AGM 2016

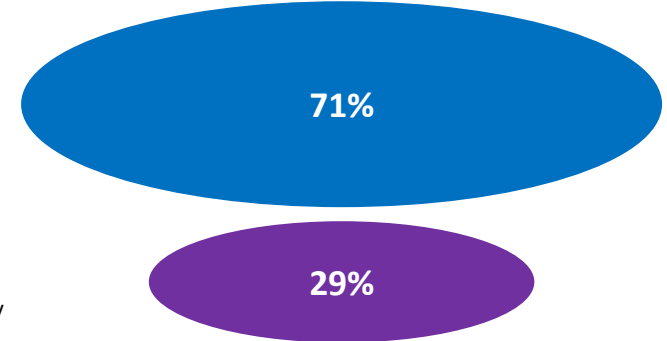
NOMINATIONS Announced/Voted*
International Diversity

**Women
Directorships**



36 nominations

**Men
Directorships**



14 nominations

- Company nationality
- Europe exc. Company Nationality
- North America
- Asia Pacific

Source: Ethics & Boards Governance Analytics, March 2016
* As of March 22 2016

SBF 120

AGM 2016

NOMINATIONS Announced/Voted*

Professional Background

**Women
Directorships**

19,4%

16,7%

13,9%

13,9%

11,1%

11,1%

8,3%

5,5%

Finance

**Industry,
Energy & Utilities**

Digital, Media

**Scientist/Non Profit, Legal,
Employee Shareholder Rep.**

Consumer Goods

Services

**Public Institutions
Government**

Professional Board Member

**Men
Directorships**

21,4%

42,9%

14,3%

21,4%

Source: Ethics & Boards Governance Analytics, March 2016
* As of March 22 2016

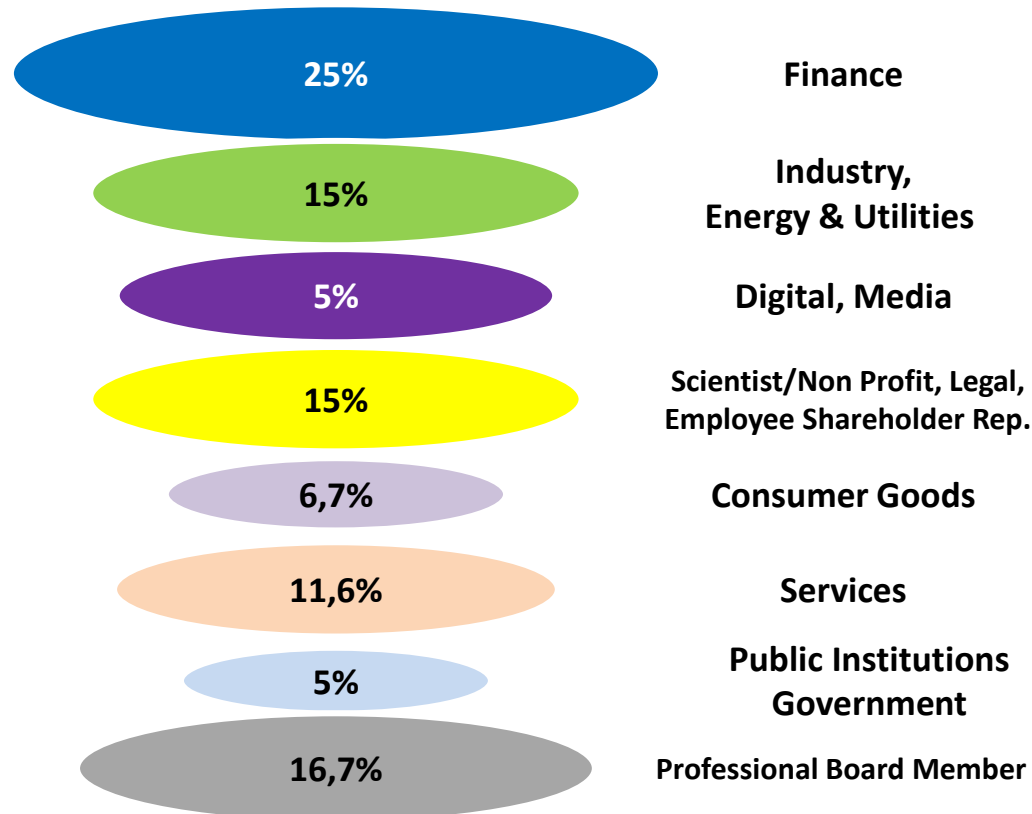
SBF 120

AGM 2015
60 NOMINATIONS*

Women Directorships

Professional Background

AGM 2016
36 NOMINATIONS Announced/Voted*



Source: Ethics & Boards Governance Analytics, March 2016

* 2015: from September 1st 2014 to May 31st 2015; 2016: as of March 22 2016

SBF 120

AGM 2016

NOMINATIONS Announced/Voted*

Multiple Directorship

Intra-SBF 120

Women

Directorships

Men

3,0%

5

3,0%

4

3,0%

3

18,2%

2

72,8%

1

7,1%

14,3%

78,6%

27,2%

21,4%

Source: Ethics & Boards Governance Analytics, March 2016
* As of March 22 2016

SBF 120

March 22nd 2016*

**Multiple Directorship
Intra-SBF 120**

Women

Directorships

Men

0,3%

5

0,8%

4

3,3%

3

13,5%

2

82,1%

1

0,4%

3,0%

11,2%

85,4%

17,9%

14,6%

Source: Ethics & Boards Governance Analytics, March 2016
* With nominations announced/voted as of March 22nd 2016

SBF 120

March 22nd 2016*

WOMEN'S REPRESENTATION IN NOMINATION COMMITTEES

32,9% of Women Members

30,9% Chaired by a Woman

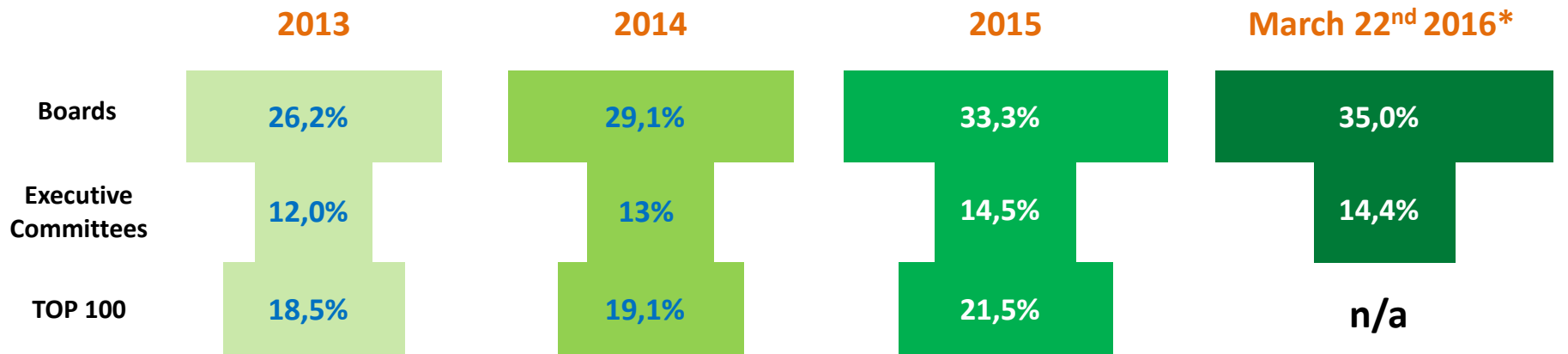
21,6% of Committees with No Woman

Source: Ethics & Boards Governance Analytics, March 2016

** With nominations announced/voted as of March 22 2016*

SBF 120

WOMEN'S REPRESENTATION IN SENIOR CORPORATE & EXECUTIVE GOVERNANCE POSITIONS

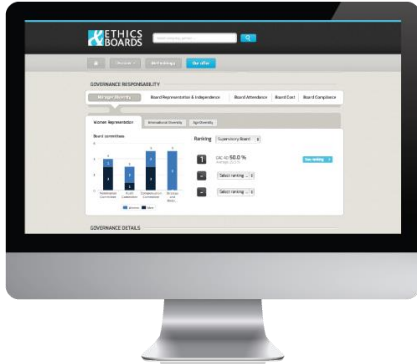


Source : Ethics & Boards – September 2013 Source : Ethics & Boards – September 2014

Source : Ethics & Boards – July 2015

Source : Ethics & Boards – March 2016

* With nominations announced/voted as of March 22 2016



Ethics & Boards Governance Analytics provide real time governance data to companies, analysts and investors of more than 500 listed companies in the world.

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