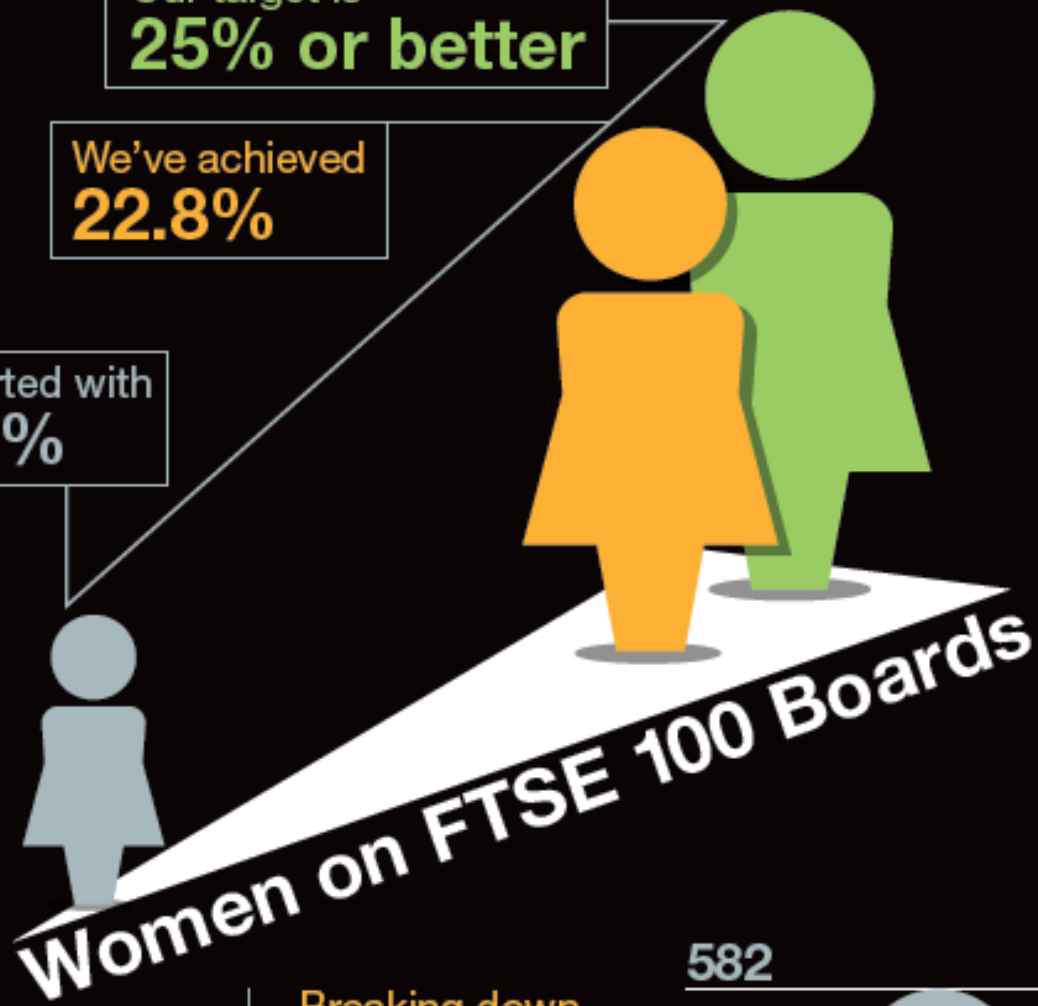


Where we are now: FTSE 100 October 2014

Our target is
25% or better

We've achieved
22.8%

We started with
12.5%



0%
FTSE boards
are all male



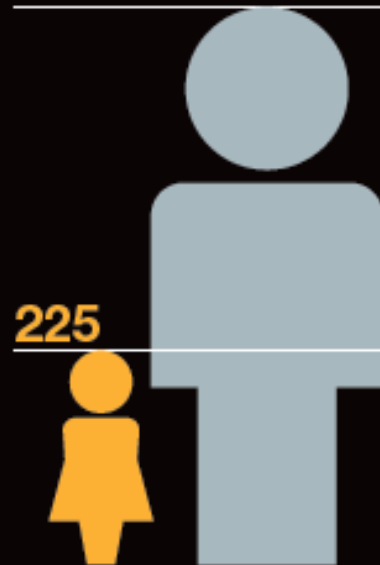
100%
FTSE boards include
both men and women

Breaking down
22.8%
Number of male and
female directorships



8.4%
Executive Directors
are women

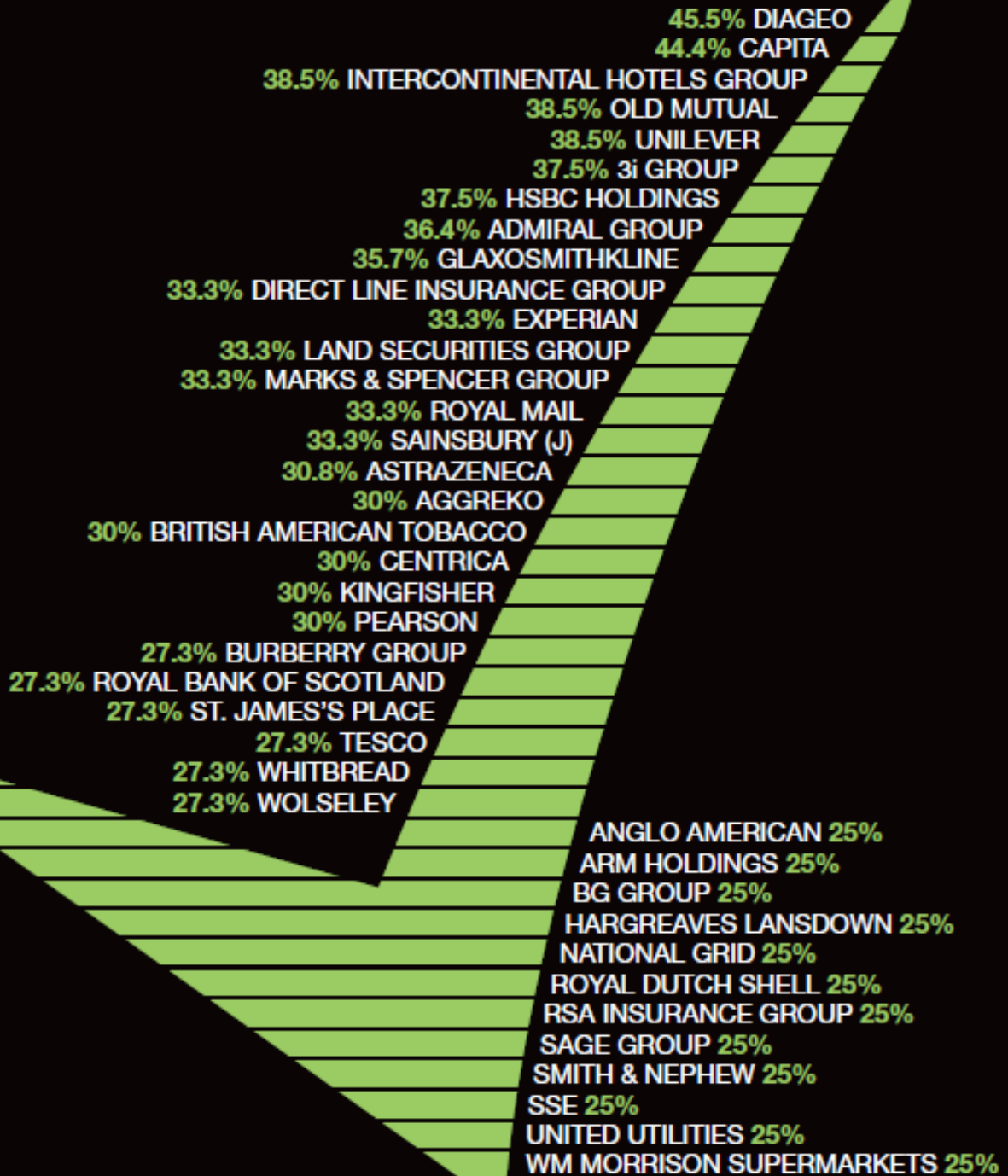
582



27.9%
Non-Executive Directors
are women



39 companies with
25% or better
women on boards: October 2014



Ranking of 39 FTSE 100 Companies with at least 25% Women on Boards¹

Current Position (March position)	FTSE 100 Company	Women on Boards October 2014	Women on Boards March 2014
1 (1)	Diageo	▲ 45.5%	44%
2 (1)	Capita	▬ 44.4%	44%
3 (9)	Intercontinental Hotels Group	▲ 38.5%	31%
3 (5)	Old Mutual	▲ 38.5%	33%
3 (3)	Unilever	▲ 38.5%	36%
6 (new)	3i Group	▲ 37.5%	new
6 (19)	HSBC Holdings	▲ 37.5%	28%
8 (9)	Admiral Group	▲ 36.4%	31%
9 (5)	GlaxoSmithKline	▲ 35.7%	33%
10 (new)	Direct Line Insurance Group	▲ 33.3%	new
10 (26)	Experian	▲ 33.3%	25%
10 (20)	Land Securities Group	▲ 33.3%	27%
10 (16)	Marks & Spencer Group	▲ 33.3%	29%
10 (3)	Royal Mail	▼ 33.3%	36%
10 (11)	J Sainsbury	▲ 33.3%	30%
16 (26)	Astrazeneca	▲ 30.8%	25%
17 (70)	Aggreko	▲ 30%	17%
17 (26)	British American Tobacco	▲ 30%	25%
17 (20)	Centrica	▲ 30%	27%
17 (20)	Kingfisher	▲ 30%	27%
17 (38)	Pearson	▲ 30%	22%
22 (11)	Burberry Group	▼ 27.3%	30%
22 (20)	Royal Bank of Scotland	▬ 27.3%	27%
22 (new)	St. James's Place	▲ 27.3%	new
22 (20)	Tesco	▬ 27.3%	27%
22 (26)	Whitbread	▲ 27.3%	25%
22 (38)	Wolseley	▲ 27.3%	22%
28 (44)	Anglo American	▲ 25%	21%
28 (59)	ARM Holdings	▲ 25%	18%
28 (44)	BG Group	▲ 25%	21%
28 (26)	Hargreaves Lansdown	▬ 25%	25%
28 (26)	National Grid	▬ 25%	25%
28 (91)	Royal Dutch Shell	▲ 25%	10%
28 (59)	RSA Insurance Group	▲ 25%	18%
28 (74)	Sage Group	▲ 25%	14%
28 (26)	Smith & Nephew	▬ 25%	25%
28 (5)	SSE	▼ 25%	33%
28 (26)	United Utilities	▬ 25%	25%
28 (16)	WM Morrison Supermarkets	▼ 25%	29%

There are 7 companies which have fallen below 25% Women on Boards since March 2014.

Current Position (March position)	FTSE 100 Company	Women on Boards October 2014	Women on Boards March 2014
40 (8)	WPP	▼ 23.5%	32%
41 (16)	Aberdeen Asset Management	▼ 23.1%	29%
41 (26)	Lloyds Banking Group	▼ 23.1%	25%
45 (11)	Imperial Tobacco	▼ 22.2%	30%
45 (20)	Next	▼ 22.2%	27%
45 (26)	Smiths Group	▼ 22.2%	25%
61 (11)	BT Group	▼ 20.0%	30%

¹ Data from 2nd October 2014 BoardEx and Women on Boards Davies Review Annual Report March 2014; presented by Cranfield University, International Centre for Women Leaders and BIS

Ranking of 61 FTSE 100 Companies with less than 25% Women on Boards²

Current Position (March position)	FTSE 100 Company	Women on Boards October 2014	Women on Boards March 2014
40 (8)	WPP	▼ 23.5%	32%
41 (16)	Aberdeen Asset Management	▼ 23.1%	29%
41 (37)	International Consolidated Airlines	▬ 23.1%	23%
41 (26)	Lloyds Banking Group	▼ 23.1%	25%
41 (74)	London Stock Exchange	▲ 23.1%	14%
45 (47)	TUI Travel	▲ 23.1%	20%
45 (44)	Vodafone Group	▲ 23.1%	21%
45 (78)	Associated British Foods	▲ 22.2%	13%
45 (47)	Carnival	▲ 22.2%	20%
45 (11)	Imperial Tobacco	▼ 22.2%	30%
45 (47)	Johnson Matthey	▲ 22.2%	20%
45 (38)	Mondi	▬ 22.2%	22%
45 (20)	Next	▼ 22.2%	27%
45 (47)	Petrofac	▲ 22.2%	20%
45 (38)	Reed Elsevier	▬ 22.2%	22%
45 (47)	Shire	▲ 22.2%	20%
45 (26)	Smiths Group	▼ 22.2%	25%
45 (38)	Weir Group	▬ 22.2%	22%
58 (47)	Barclays	▲ 21.4%	20%
58 (new)	Dixons Carphone		new
58 (74)	Rolls Royce	▲ 21.4%	14%
61 (11)	BT Group	▼ 20.0%	30%
61 (85)	Compass Group	▲ 20.0%	11%
61 (59)	Hammerson	▲ 20.0%	18%
61 (47)	IMI	▬ 20.0%	20%
61 (47)	Intertek Group	▬ 20.0%	20%
61 (new)	Intu Properties		new
61 (47)	SABMiller	▬ 20.0%	20%
61 (58)	Prudential	▲ 20.0%	19%
69 (59)	Aviva	▬ 18.2%	18%
69 (59)	BAE Systems	▬ 18.2%	18%
69 (47)	British Land	▼ 18.2%	20%
69 (47)	Easyjet	▼ 18.2%	20%
69 (59)	G4S	▬ 18.2%	18%
69 (59)	Legal and General	▬ 18.2%	18%
69 (95)	Reckitt Benckiser	▲ 18.2%	9%
69 (59)	Standard Life	▬ 18.2%	18%
69 (70)	Tullow Oil	▲ 18.2%	17%
78 (47)	CRH	▲ 16.7%	15%
78 (97)	Fresnillo	▲ 16.7%	8%
78 (59)	Severn Trent	▼ 16.7%	18%
78 (78)	Sports Direct	▲ 15.4%	13%
82 (59)	Babcock International	▼ 15.4%	18%
82 (72)	BHP Billiton	▬ 15.4%	15%
82 (78)	Friends Life	▲ 15.4%	13%
82 (59)	Rio Tinto	▼ 15.4%	18%
86 (78)	Travis Perkins	▲ 14.3%	13%
87 (74)	BP	▼ 13.3%	14%
87 (78)	BSKYB	▬ 13.3%	13%
89 (99)	Glencore	▲ 12.5%	0%
89 (78)	ITV	▬ 12.5%	13%
91 (91)	Ashtead Group	▲ 11.1%	10%
91 (85)	Bunzl	▬ 11.1%	11%
91 (85)	GKN	▬ 11.1%	11%
91 (85)	Meggitt	▬ 11.1%	11%
91 (85)	Persimmon	▬ 11.1%	11%
91 (91)	Randgold Resources	▲ 11.1%	10%
97 (91)	Standard Chartered	▬ 10.5%	10%
98 (99)	Antofagasta	▲ 9.1%	0%
99 (95)	Schroders	▼ 8.3%	9%
100 (97)	CocaCola	▬ 7.7%	8%

² Data from 2nd October 2014 BoardEx and Women on Boards Davies Review Annual Report March 2014; presented by Cranfield University, International Centre for Women Leaders and BIS

Overview of Women on Boards Statistics October 2014³

FTSE 100

- Women now account for 22.8% of overall board directorships, up from 20.7% in March 2014 and 12.5% in 2011
 - Of this, women account for 27.9% of non-executive directorships and 8.4% of executive directorships.
- Women directorships account for 249 of the 1,094 FTSE 100 board positions.
- There are now no all-male boards in the FTSE 100, there were 2 in March 2014 and 21 in 2011.
- 24 new women appointments need to be made to reach Lord Davies' 25% target
- 39 companies now have 25% or better women's representation on their boards, up from 36 in March 2014. However, 7 companies have moved from above 25% representation to below since March 2014.
- Overall, there are 17 companies in the FTSE 100 whose women's representation figures have fallen in the last 6 months.
- There have been 27 new female appointments in the last 6 months; there were 33 in the previous 6 months.
- 31.8% of all new appointments went to women in the last 6 months, down from 35.5% in the previous 6 months.

FTSE 250

- Women now account for 17.4% of overall board directorships, up from 15.6% in March 2014 and 7.8% in 2011
 - Of this, women account for 22% of non-executive directorships and 5.1% of executive directorships
- Women directorships account for 349 of the 2,008 FTSE 100 board positions.
- There are now 28 all-male boards in the FTSE 250, there were 48 in March 2014 and 131 in 2011.
- 64 now have 25% or better women's representation on their boards, up from 51 in March 2014.
- There have been 44 new female appointments in the last 6 months; there were 33 in the previous 6 months.
- 24.3% of all new appointments went to women in the last 6 months, down from 33.3% in the previous 6 months.

³ Data from 2nd October 2014 BoardEx and Women on Boards Davies Review Annual Reports; presented by Cranfield University, International Centre for Women Leaders and BIS