A One Day Conference

Wednesday 16th May 2012

Creating the Next Generation of Women Business Leaders and Entrepreneurs

A Practical Guide to Making it Happen

Park Lane Hotel, London

A year after the publication of Lord Davies’ review of Women on Boards, it is clear that considerable progress is being made towards increasing the representation of women on the boards of the largest UK companies. The recently-published report from Cranfield School of Management predicts that if the pace of change continues, at least 25% of board positions at FTSE-100 firms will be filled by women by 2015, with 30% now a real possibility within that timeframe.

There is, however, no room for complacency.

Companies outside the FTSE-100 still have far fewer female board directors on average than larger firms, and while there is some evidence of change, a lot more work is clearly needed to achieve more balanced boards for the majority of UK quoted companies. Deepening and broadening the pipeline of senior female talent is a priority to help resolve both the lack of women on many FTSE-250 boards and in executive roles at all sizes of company, where there has also been more limited progress to date.

The 30% Club is committed to achieving more women on boards and at all levels of companies because we believe a better balance makes companies more effective. We want to see this achieved through voluntary, business-led approaches which are sustainable and will make a positive impact on corporate performance. With growing pressure from the EU for a quota instead, we are focused on practical steps that companies can take to achieve results themselves.

We are therefore delighted to support this conference, which focuses on those practical issues that need to be considered to improve diversity in the boardroom and beyond.

Helena Morrissey CBE, Chief Executive Officer, Newton Investment Management and 30% Club Founder

Baroness Goudie, Member of the House of Lords and Member of the 30% Club Steering Committee

Keynote Speakers include:

David Cruickshank, Chairman, Deloitte

Sir Philip Hampton, Chairman, Royal Bank of Scotland

Glen Moreno, Chairman, Pearson plc, Deputy Chairman, Financial Reporting Council and Deputy Chairman, Lloyds Banking Group

Helena Morrissey CBE, Chief Executive Officer, Newton Investment Management and 30% Club Founder

Sir Michael Rake, Chairman, BT plc

David Tyler, Chairman, J Sainsbury plc

Baroness Verma, Government Spokesperson for Higher Education (Business Innovation and Skills), Women and Equalities and Whip to the Cabinet Office

Arlene McCarthy MEP, Vice Chair of the Committee on Economic and Monetary Affairs, European Parliament

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Please see overleaf for full list of speakers
Premier Sponsor

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Organised with the Support of

The 30% Club is a group of Chairmen and organisations committed to bringing more women onto UK boards because we believe it's good for the overall effectiveness of the boardroom – and therefore good for business. The aim is to achieve the 30% goal of women on boards by 2015. It's NOT a call for a quota – indeed, the hope is that by taking a proactive, self-regulated approach, the threat of a quota (mainly from the EU) is averted. This approach is therefore consistent with the UK's 'complain or explain' Corporate Governance Code and culture. The 30% Club was launched in November 2010 with 7 founding Chairmen supporters. At that time, 12.5% of FTSE-100 board directors were women. The Club now has 45 Chairmen supporters and 15.8% of FTSE-100 board directors are women. We are aiming for 50 Chairmen supporters by mid-2012 and 20% female representation on FTSE-100 boards by end 2012. Website: www.30percentclub.org.uk

Supported by

The Miles Partnership LLP is an Executive Search business which was founded in 1996 by Miles Broadbent. The Partnership group comprises eight partners supported by experienced multi-lingual in-house research and administration teams. The company recruits chairmen, non-executive directors, CEOs and CFOs and other executives at Board level as well as senior management level reporting to the Board. Clients include public companies, private companies and not for profit organisations across a broad range of sectors based both in the UK and internationally. www.miles-partnership.com

Sapphire Partners is a unique executive search business founded in 2005. The firm has been a pioneer in working with UK corporates to promote diversity in the board rooms as well as in executive roles. Sapphire has exceptional networks with senior women executives and non-executives as well as men, who are eager to promote women’s representation in business. The company works in the UK and internationally across a range of sectors including FTSE firms and private companies keen to tap this wealth of talent. Sapphire has deep expertise across the spectrum from building women’s careers to getting women into the boardroom. www.sapphirepartners.co.uk

About City & Financial

City & Financial is an independent research-based conference organiser. Throughout the world we organise a number of high-level conferences under joint ventures with government departments, government agencies and leading organisations. Please visit our website for further information www.cityandfinancial.com

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Our packages can be tailored to meet your individual needs. To find out more please contact:

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The Programme

08:30 Coffee and registration

09:10 Chair's opening remarks
Baroness Goudie, Member of the House of Lords and Member of the 30% Club Steering Committee

09:20 Keynote address
What is the UK Government’s strategy for ensuring that the potential of women in the boardroom and in the senior management of the corporate world is being realised?
Baroness Verma, Government Spokesperson for Higher Education (Business Innovation and Skills), Women and Equalities and Whip to the Cabinet Office

09:40 Keynote address II
The European Commission’s approach to increasing gender diversity in the boardroom
Arlene McCarthy MEP, Vice Chair of the Committee on Economic and Monetary Affairs, European Parliament

10:00 What concrete steps can UK Boards take to enhance the representation of women in their senior management – a roundtable discussion
Moderator: Helena Morrissey CBE, Chief Executive Officer, Newton Investment Management and 30% Club Founder
Panellists: David Cruickshank, Chairman, Deloitte
Katushka Giltsoff, Partner, The Miles Partnership LLP
Sir Philip Hampton, Chairman, Royal Bank of Scotland
Christine Hodgson, Executive Chairman, Capgemini UK plc
Sir Michael Rake, Chairman, BT plc
David Tyler, Chairman, J Sainsbury plc
Jane Scott, UK Director, Professional Boards Forum

11:00 Morning Coffee and networking

11:20 Insights from successful women in the corporate world – Series of short presentations, followed by a moderated panel discussion
Moderator: Baroness Goudie, Member of the House of Lords and Member of the 30% Club Steering Committee
Panellists: Alita Benson, Group People Director, easyJet
Sally Bott, Group Human Resources Director and Executive Committee Member, Barclays plc
Diana Brightmore-Armour, Former Chief Executive Officer, Corporate Banking, Lloyds Banking Group and Non-Executive Director, Department for Communities and Local Government
Annemarie Durbin, Group Head, Corporate Governance, Property, Environment and Security, Standard Chartered Bank
Cathy Wolfe, CEO, Wolters Kluwer UK
Fiona Woolf, Consultant, CMS Cameron McKenna, and Former President of the Law Society

12:20 How do other countries approach these issues?
Overview:
Dr Ruth Sealy, Senior Research Fellow and Deputy Director, International Centre for Women Leaders, Cranfield School of Management
Panellists:
Janne Vangen Solheim, Chief Executive Officer, Janusfabriken A/S, Norway
Hélène Varella, Board Services Consultant, Spencer Stuart, France
Elsa Saboonchi, Director FacketFörändras.nu, TCO, The Swedish Confederation for Professional Employees; Senior Political Advisor, Sweden

13:10 Lunch

14:15 The role of institutional investors in promoting the diversity agenda a roundtable discussion
Moderator: Penny Shepherd, Chief Executive Officer, UKSIF
Panellists: Glen Moreno, Chairman, Pearson plc, Deputy Chairman, Financial Reporting Council and Deputy Chairman, Lloyds Banking Group
Emma Howard Boyd, Head of Sustainable Investment and Governance, Jupiter Asset Management
Deborah Gilshan, Corporate Governance Counsel, Railpen Investments
Joanne Segars, Chief Executive, NAPF Ltd
Andrew Ninian, Assistant Director, Head of Corporate Governance, Association of British Insurers
Paul Moxey, Head of Corporate Governance and Risk Management, ACCA

15:05 Effective corporate strategies for achieving diversity
Dr Emily Lawson, Senior Partner, McKinsey & Company

15:25 Taking forward the “Women on Boards” report proposals
Amanda Mackenzie, Chief Marketing and Communications Officer, Aviva plc

15:45 Developing the pipeline
Melanie Richards, Partner, KPMG
Caroline Carr, Head of Global Leadership and Diversity, Goldman Sachs
Karen Gill MBE, Co-founder, Everywoman Ltd
Moira Benigson, Managing Partner and Head of Board Practice, The MBS Group
Tom Hadley, Director of Policy & Professional Services, Recruitment & Employment Confederation Ltd

16:35 Drawing the threads together – what remains to be done?
Baroness Goudie, Member of the House of Lords and Member of the 30% Club Steering Committee

16:45 Close of proceedings followed by afternoon tea and networking

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## Delegates

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<td>The Park Lane Hotel Piccadilly, London W1J 7BX Phone: +44 (0) 207 499 6321 Fax: +44 (0) 207 499 1965 Website: <a href="http://www.sheratonparklane.com">www.sheratonparklane.com</a> Nearest Tubes: Hyde Park Corner, Green Park or Knightsbridge</td>
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### Accommodation

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