



BOARD DIVERSITY



PRESENTER

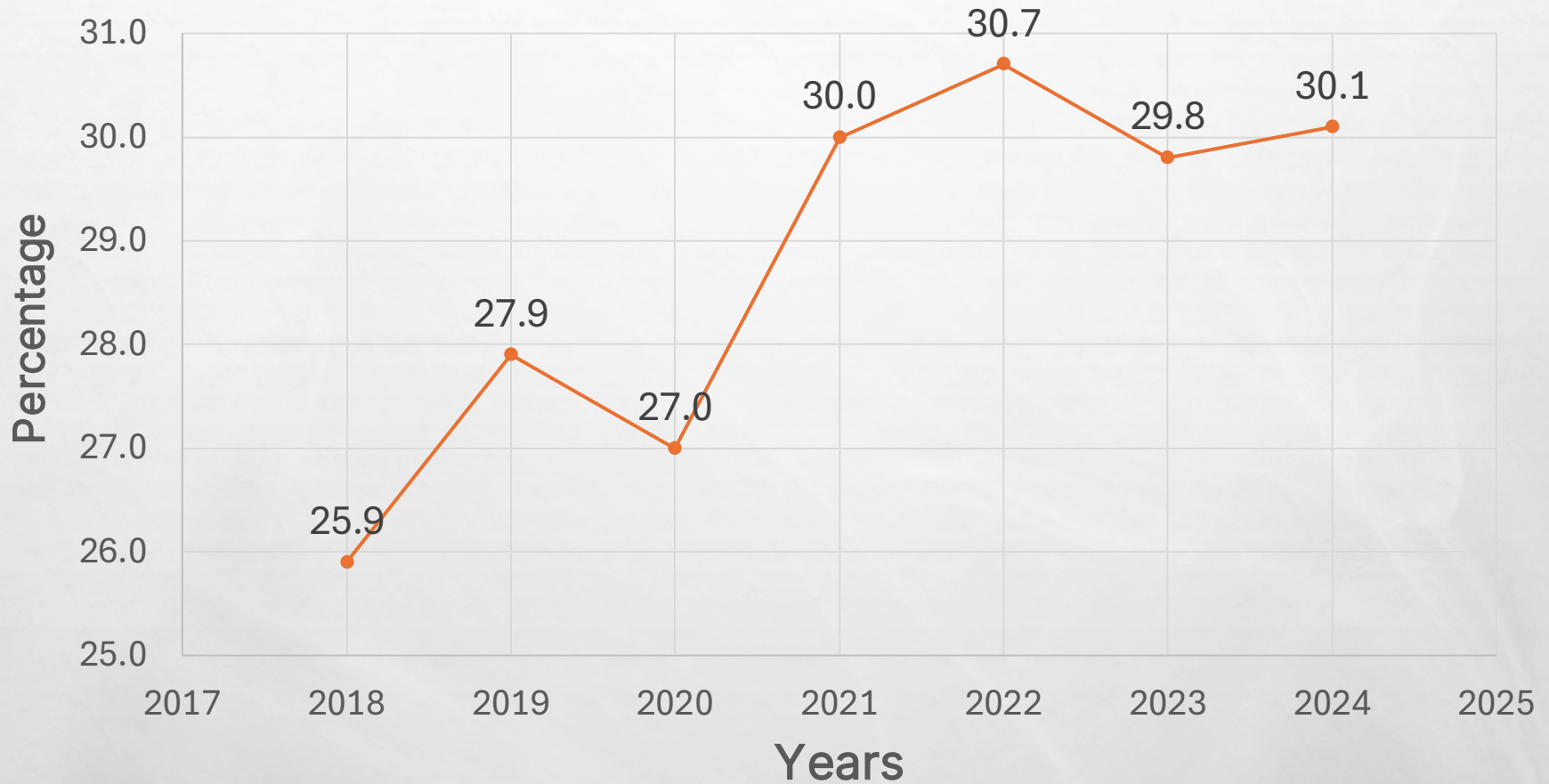


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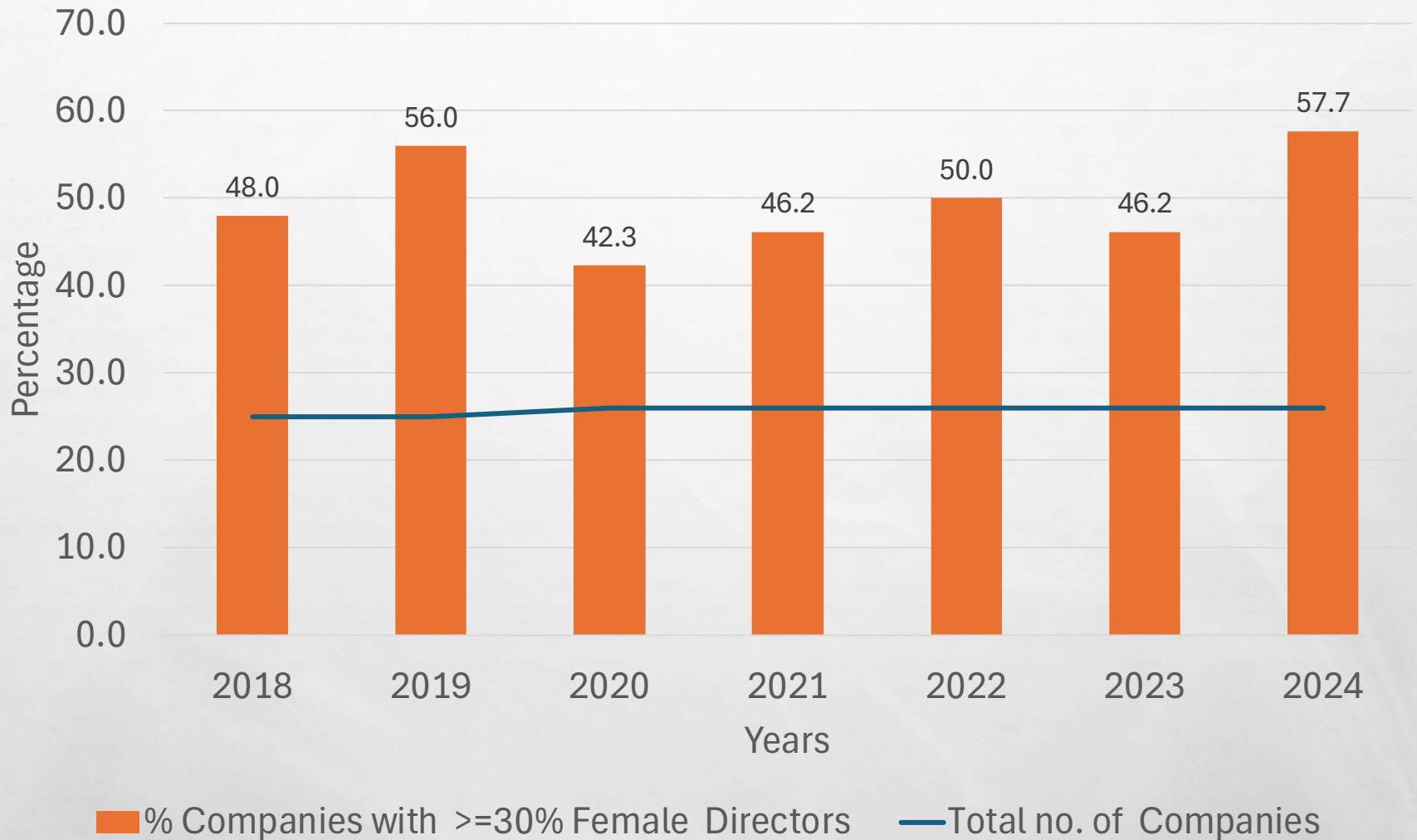
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% Female Directors



TRINIDAD & TOBAGO 2018-2024





30% THRESHOLD (T&T)



HOW DO WE COMPARE

- Gender diversity: steady gains, stubborn gaps
- Women at 23.3% of board seats worldwide, but only 8.4% of chairs and 6% of CEOs
- Percentage of women in top executive posts stalled or fell in 2024
- Trinidad & Tobago (T&T) listed companies (2024) – female directors 30.1%, chairs 15.4%, and CEOs 20%
- 30% threshold: international stats, 46.2% of companies; T&T 58%

DIVERSITY

Why it matters



Sharper
decisions and
less
groupthink



Stronger
governance
and risk
control



Correlation to
value
creation



Meets stakeholder
/regulatory
expectations



Talent magnet and
healthier culture

QUOTAS VS VOLUNTARY APPROACH

- Quotas / hard rules: legal or listing-rule minimums (e.g., EU 40% NED / 33% total NEDS & direct reports
e.g. EU directive; HKEX single-gender board ban

or

- Voluntary / comply-or-explain: public targets + standardized metrics, disclosure template
e.g. UK targets + Governance templates

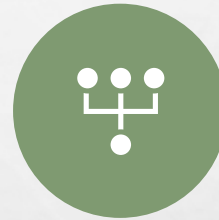
WHY PROGRESS IS SLOW

- Pipeline to the board: too few women in revenue critical roles & direct reports
- Low rates of board refreshment: few vacancies; long tenure; limited board turnover
- Search habits: narrow person specifications; over-emphasis on 'prior CEO and finance' experience vs Board skills matrix
- Limited disclosure and reporting requirements

WAY FORWARD - MARKET LEVEL



Set clear targets +
require the
publication of metrics
related to board &
exec and diversity
matrix (annual)



Adopt at least one
floor (e.g., No
single-gender
boards) with a
transition period



Standardize
disclosure templates
to enable investor
and stakeholder
comparisons



Insist on refreshment
levers (tenure and
independence) to
open seats

WAY FORWARD - COMPANY LEVEL

1

Build the pipeline to power: rotations into revenue critical, finance, and tech roles; sponsoring not just mentoring

2

Require diverse longlists and skills-based matrices for every board vacancy

3

Measure % women in revenue critical, finance, and tech roles; in direct reports; and promotions

4

Welcome 1st-time directors with relevant skills; invest in early chair/com. chair development

KEY TAKEAWAYS



Diversity is a decision-quality and risk-oversight asset



Representation has improved; the pipeline is a decisive battleground



Combine targets + disclosure + board refreshment + pipeline investment to sustain and improve gains.

THANK YOU