

women  
on  
boards  
and  
beyond  
2023

PROGRESS  
REPORT





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## Contents

<b>Executive summary</b> .....	<b>4</b>
Key findings.....	4
<b>Introduction: The drive to track diversity progress beyond women on boards</b> .....	<b>5</b>
<b>Who’s on board? Key trends in board gender diversity</b> .....	<b>7</b>
Total board seats .....	7
Reaching and retaining a critical mass .....	7
Sector analysis.....	9
Board-chair representation .....	11
<b>Beyond the board: Senior leaders’ and other workforce groups’ gender diversity</b> .....	<b>12</b>
CEO and CFO gender diversity.....	12
CEO gender pay gap.....	13
Gender disclosure, representation and diversity policies and programs .....	16
<b>A glimpse into racial/ethnic data and representation with new disclosure rules</b> .....	<b>19</b>
Racial/ethnic diversity at board level .....	19
Racial/ethnic diversity at the executive management level.....	24
<b>The road ahead</b> .....	<b>26</b>
<b>Appendix 1: Non-exhaustive list of data used for this report</b> .....	<b>28</b>
<b>Appendix 2: Companies with no women on boards by domicile, 2023</b> .....	<b>31</b>
<b>Appendix 3: Percentage of female CEOs and CFOs by sector, 2023</b> .....	<b>32</b>
<b>Appendix 4: Voting policies of the top-three asset managers by AUM</b> .....	<b>33</b>
<b>Appendix 5: Non-exhaustive list of diversity quotas</b> .....	<b>34</b>
<b>Appendix 6: CEO gender representation and pay data by domicile, 2022</b> .....	<b>37</b>
<b>Appendix 7: CEO gender representation and pay data by sector</b> .....	<b>39</b>

The information in this report is provided “as is” and does not constitute legal advice or any binding interpretation. Any approach to comply with regulatory or policy initiatives should be discussed with your legal counsel and/or the relevant competent authority, as needed.

## Executive summary

We have been reporting annually on the state of women’s representation on corporate boards since 2009. In this year’s update, we are widening our lens to document the state of progress on other aspects of diversity. As new regulations come into force and data disclosure improves, we hope to keep expanding the scope of the report to further scrutinize boards and workforce groups.

## Key findings

- In 2023, women held 25.8% of board seats at large- and mid-cap companies (MSCI ACWI Index),<sup>1</sup> up just over a percentage point from 2022.
- Female representation on boards was geographically skewed: Women continued to hold far more directorships in developed markets (DM) than emerging markets (EM).
- Boards in general were more diverse than executive suites, both in terms of gender and ethnicity.
- Board leadership roles were still mostly occupied by men. Only 9.1% of chair roles and 6.5% of chief executive officer (CEO) roles were held by women.
- Health care remained the sector with the highest ratio of companies having at least 30% women on boards. The information technology sector still had the highest portion of companies with all-male boards, and even increased this ratio from the previous year.
- Ethnic and racial diversity disclosures were still limited and incomplete. Data from the U.K. and the U.S. suggests that progress in increasing representation of ethnic and racial minorities on boards and executive management teams lagged increases in gender diversity.

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<sup>1</sup> Unless otherwise specified, the coverage universe of this report is the MSCI ACWI Index, which includes large- and mid-cap constituents across developed markets (DM) and emerging markets (EM). The MSCI World Index and the MSCI Emerging Markets Index cover large- and mid-cap constituents in DM and EM, respectively.

## Introduction: The drive to track diversity progress beyond women on boards

Apart from regulatory compliance, diversity, equity and inclusion (DEI) initiatives may often be driven by the business case or moral arguments. The business case is based on the idea that a wealth of perspectives brought by diverse teams leads to better decision making and ultimately better business outcomes.<sup>2</sup> Moral arguments promote corporate diversity as the right thing to do, not as a means to an end.<sup>3</sup>

Over the last few years, regulators, investors and other stakeholders have begun broadening their focus to aspects of diversity beyond the gender diversity of boards. This includes the gender pay gap, the representation of racial and ethnic minorities and other underrepresented groups, female representation among other senior leadership roles and increasing transparency of policies, targets and progress.

Recent regulatory developments underscoring this trend include the following:<sup>4</sup>

- The EU's Sustainable Finance Disclosure Regulation (SFDR) requires financial institutions to report on the gender diversity and gender pay gap of the boards of their investment holdings as part of the mandatory Principle Adverse Impact (PAI) indicators.<sup>5</sup>
- Japanese companies with 101 or more employees must set at least one numeric target to improve gender diversity, while those with 301 or more employees must also disclose gender pay gap data.<sup>6</sup>
- U.K.-listed companies must report the ethnic makeup of their boards and executive management teams for financial years starting on or after April 1, 2022.
- The U.K.'s Financial Conduct Authority (FCA) and Prudential Regulation Authority (PRA) have published a consultation aimed at the financial sector that, among other requirements, proposes expanding the scope of mandatory quantitative disclosure to include age, ethnicity,

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<sup>2</sup> "Diversity wins – How inclusion matters." McKinsey & Company, May 2020.

<sup>3</sup> Georgeac, Oriane, Rattan, Aneeta. 2022 "The Business Case for Diversity Backfires: Detrimental Effects of Organizations' Instrumental Diversity Rhetoric for Underrepresented Group Members' Sense of Belonging." *Journal of Personality and Social Psychology* 124:1.

<sup>4</sup> This information is provided "as is" and does not constitute legal advice or any binding interpretation. Any approach to comply with regulatory or policy initiatives should be discussed with your legal counsel and/or the relevant competent authority, as needed.

<sup>5</sup> European Commission. "Commission Delegated Regulation (EU) 2022/1288 of 6 April 2022 supplementing Regulation (EU) 2019/2088 of the European Parliament and of the Council with regard to regulatory technical standards specifying the details of the content and presentation of the information in relation to the principle of 'do no significant harm', specifying the content, methodologies and presentation of information in relation to sustainability indicators and adverse sustainability impacts, and the content and presentation of the information in relation to the promotion of environmental or social characteristics and sustainable investment objectives in pre-contractual documents, on websites and in periodic reports." *Official Journal of the European Union L 196* (July 25, 2022): 1-72.

<sup>6</sup> "Act on Promotion of Women's Participation and Advancement in the Workplace." Act No. 64, July 2022.

sex or gender, religion, disability or long-term health conditions and sexual orientation of not only members of boards and those in senior leadership positions, but all employees.<sup>7</sup>

Similar regulatory developments can be found in the U.S., Canada and Australia.

Investors and other stakeholders are also weighing in to move diversity momentum forward and expand it, with some of the largest institutional investors communicating diversity expectations concerning their holdings, although their support for DEI shareholder proposals has varied year-over-year (Appendix 4).<sup>8</sup>

This year, we expanded the scope of our report to include data on additional levels of management as well as data on ethnic and racial representation. To bring in an aspect of equity, we also assessed CEO pay by gender.

Expanding diversity considerations beyond gender and boards is not only in line with regulatory and investors' expectations, but it could also help companies leverage a greater pool of talent in their leadership succession planning, leaving them better positioned to find the right mix of skills, expertise and backgrounds to weather the storms and take advantage of emerging opportunities in a rapidly changing world.

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<sup>7</sup> "FCA finalizes proposals to boost disclosure of diversity on listed company boards and executive committees." FCA press release, April 20, 2022. Financial institutions that fall within the scope of the consultation would also be expected to report on sex or gender, gender identity, socio-economic background, parental responsibilities and carer responsibilities on a voluntary basis.

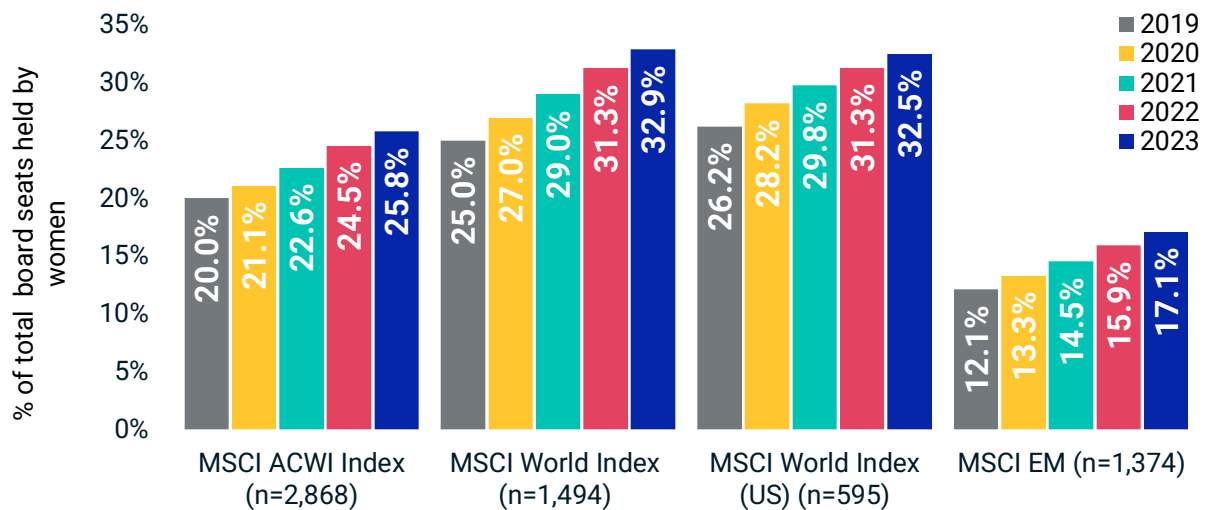
<sup>8</sup> Bell, David A., Llewellyn, Ron C. 2023., "What's Next for Diversity Shareholder Proposals." Harvard Law School Forum on Corporate Governance.

## Who’s on board? Key trends in board gender diversity

### Total board seats

Female representation on boards increased in 2023 across constituents of all indexes reviewed in this report, although there were differences in the pace of growth. Large- and mid-cap companies in DM still led the way, with 32.9% of board seats occupied by women, compared to 17.1% for corresponding companies in EM (Exhibit 1). Although there has been a year-over-year increase in the number of women directors, growth slowed compared to previous years (1.3% average growth in 2023 among constituents of the MSCI ACWI Index, compared to 1.9% in 2022).

**Exhibit 1: Overall percentage of total board seats held by women by index constituents, 2019-2023**



This chart shows the overall percentage of director seats held by women from 2019 to 2023 among constituents of the MSCI ACWI Index, MSCI World Index, U.S.-domiciled constituents of the MSCI World Index and MSCI EM Index (index constituents as of October of each corresponding year). Boards of directors (one-tier board structure) and supervisory boards (two-tier board structure) are considered in this assessment. Source: MSCI ESG Research, October 2023.

### Reaching and retaining a critical mass

As of October 2023, 41.2% of constituents of the MSCI ACWI Index had at least 30%<sup>9</sup> of board seats held by women, a milestone that many investors, regulators and other stakeholders have long advocated for (Exhibit 2). However, some European DM have already set 40% board gender-diversity mandates while the European Union has adopted a new target of 40% of nonexecutive director seats on corporate boards to be held by the underrepresented gender by June 2026 (Appendix 5).<sup>10</sup>

<sup>9</sup> At least 30% women directors and three or more women directors are often used interchangeably to represent a critical mass of female directors. Up until 2020 we used the three or more women directors benchmark in the Women on Boards series. Starting in 2021, we adopted the 30% benchmark instead to better align the report with the MSCI ESG Ratings methodology.

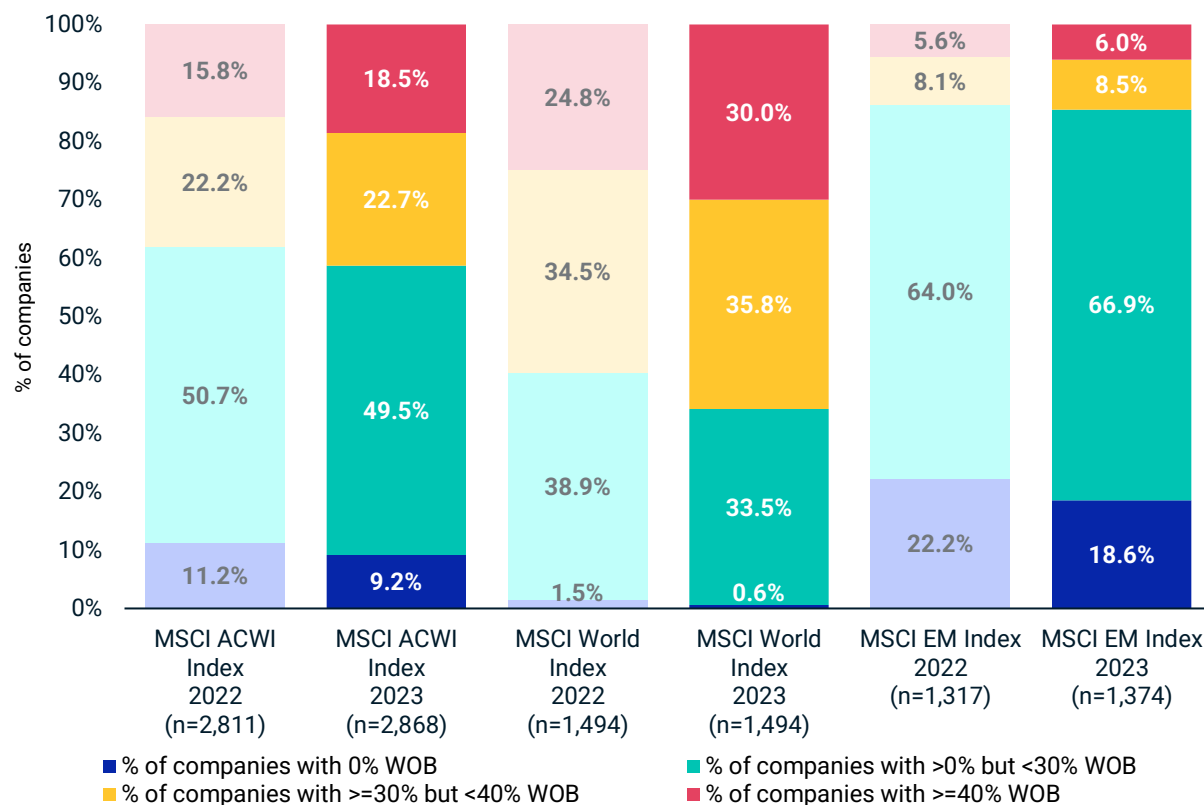
<sup>10</sup> “Gender Equality: The EU is breaking the glass ceiling thanks to new gender balance targets on company boards.” European Commission, November 2022.

The percentage of women on boards was trending upwards (Exhibit 1) and the number of all-male boards continued to decrease in both DM and EM. However, only 14.5% of the constituents of the MSCI EM Index had at least 30% women on boards and an even smaller group (6%) had at least 40% (Exhibit 2).

Among constituents of the MSCI World Index, the percentage of companies with at least 30% women directors was higher at 65.8% (Exhibit 2), and for the last three years, (between Nov. 1, 2020, and Oct. 31, 2023) 57.5% had been able to retain an average of at least 30% women directors. This average alone, however, may hide a high turnover rate among women directors and a downward trend in the percentage of board seats held by women. In fact, when tracking board-level longevity at individual director level, less than a quarter of the DM large- and mid-cap companies had boards with 30% women directors that had joined on or before Nov. 1, 2020. This could suggest a high turnover rate among women directors and therefore a need to pivot companies' efforts toward female talent retention.

As companies reach important board gender-representation milestones, initiatives aimed at the retention of female talent can help them create a pipeline of future leaders and sustain gender-balanced boards. And, together with other metrics, they can shed some light on corporate culture and ongoing challenges concerning equity and the inclusion of women in the workplace.

**Exhibit 2: Percentage of women on boards, by index constituents, 2022 vs 2023**



This chart shows the percentage of women directors among constituents of the MSCI ACWI Index, MSCI World Index and MSCI EM Index as of October 2023 and October 2022. Boards of directors (one-tier board structure) and supervisory boards (two-tier board structure) are considered in this assessment. The light-colored bars provide information concerning 2022 and the darker colored bars provide information concerning 2023. Source: MSCI ESG Research, October 2023.

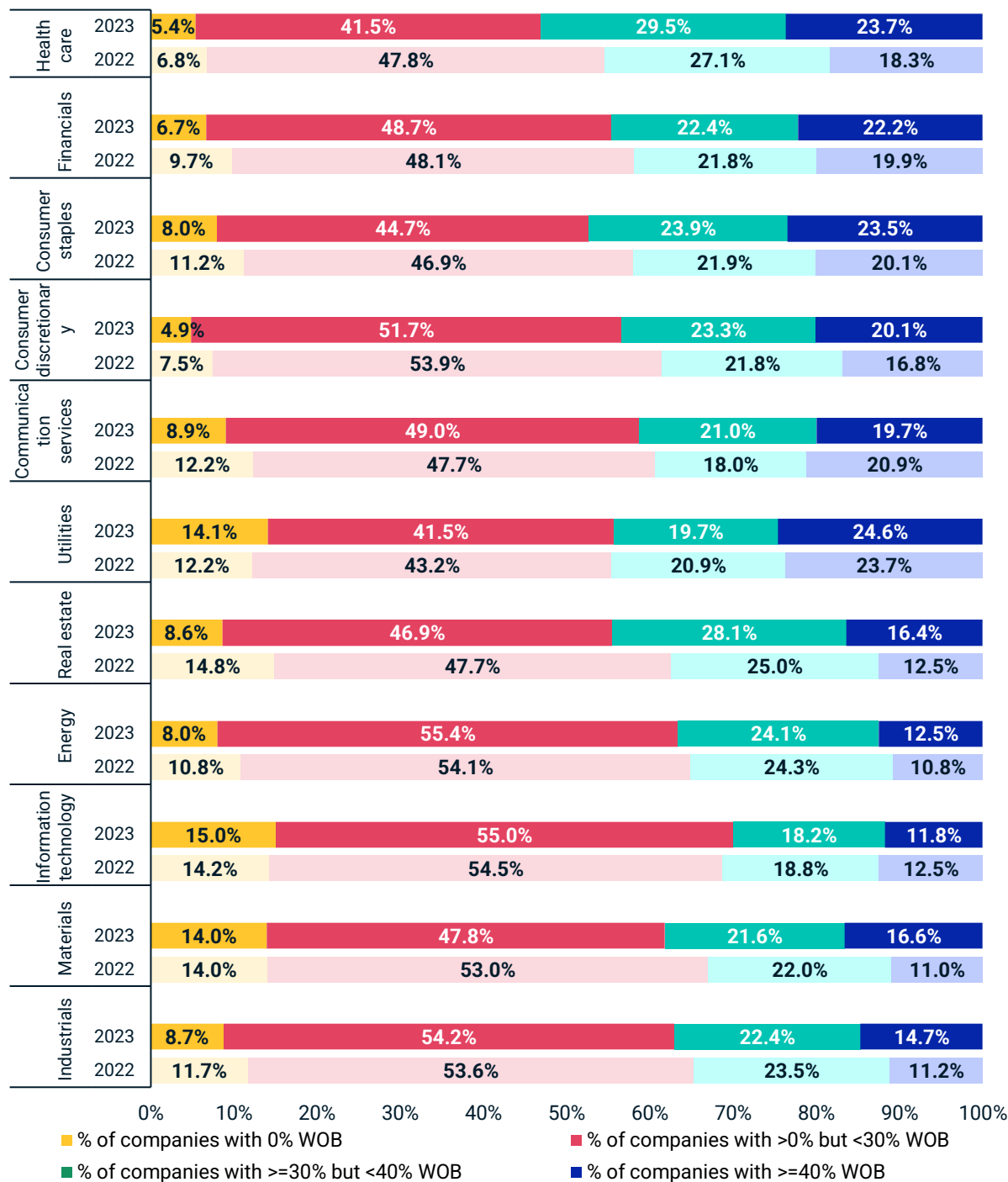


## Sector analysis

Health care maintained its leading position as the sector with the most boards with at least 30% women directors in 2023 – 53.2% of health care companies reached the mark (Exhibit 3). There was also a decrease in the percentage of health care companies with all-male boards (from 6.8% in 2022 to 5.4% in 2023).

The utilities sector led the way for boards with at least 40% female directors (24.6% of firms) while the materials sector had the largest increase in the percentage of companies with at least 40% female directors (from 11.0% of companies in 2022 to 16.6% in 2023). The information technology sector had the highest percentage of companies with no women directors on boards (15.0%), an increase of 0.8% from the previous year. Of the 11 sectors that we track, real estate experienced the steepest decline in all-male boards (from 14.8% of companies in 2022 to 8.6% in 2023).

**Exhibit 3: Percentage of women on boards by sector, 2022 vs 2023**



The chart shows the percentage of women directors by sector among constituents of the MSCI ACWI Index based on sector as per Global Industry Classification Standard (GICS®) as of October 2023 and October 2022. GICS is the global industry classification standard jointly developed by MSCI and S&P Global Market Intelligence. Boards of directors (one-tier board structure) and supervisory boards (two-tier board structure) are considered in this assessment. The light-colored bars provide information concerning 2022 and the darker colored bars provide information concerning 2023. Source: MSCI ESG Research, October 2023.

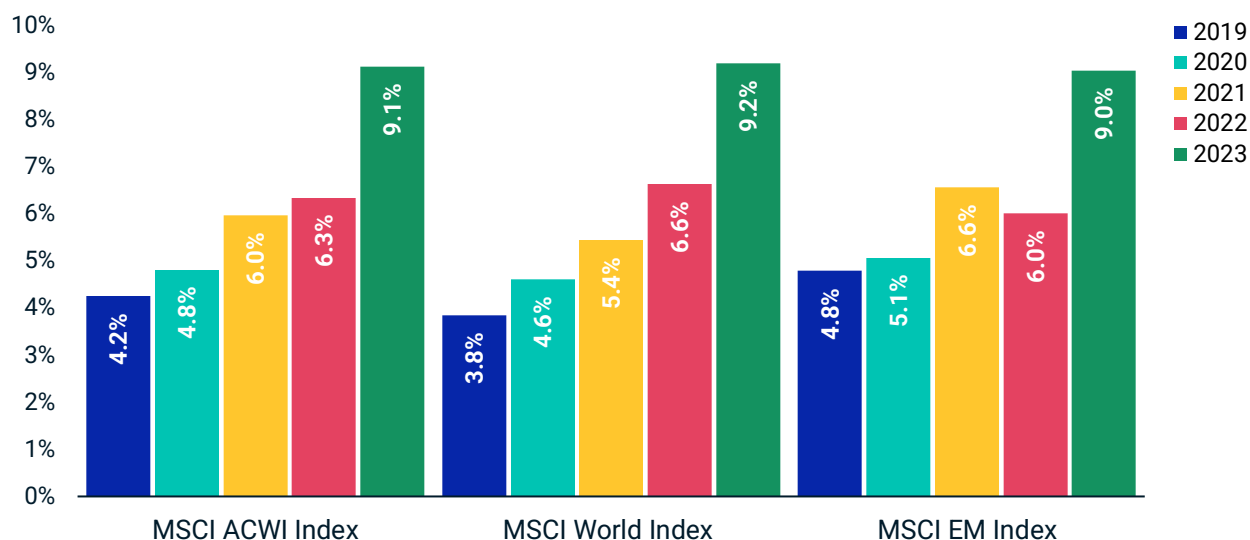
## Board-chair representation

Despite the overall progress in female representation at the board level, leadership roles, including the chair position, remained male-dominated. In 2023, only 9.1% of chair roles were held by women among the constituents of the MSCI ACWI Index. While still very low, this number has more than doubled since 2019 (Exhibit 4).

Recent data from the Diligent Institute indicates that women typically serve on a board for an average of 3.4 years before advancing to leadership positions,<sup>11</sup> underscoring the importance of retention once a woman has been appointed to a board. Nevertheless, as of October 2023, only 13.6% of constituents of the MSCI ACWI Index and 22.4% of constituents of the MSCI World Index maintained at least 30% continuous female representation on their boards over the previous three years.

On the regulatory front, while there have been several initiatives to enhance gender diversity,<sup>12</sup> similar efforts specifically targeting the most senior leadership roles are not as prevalent. Regulatory trends are starting to venture in this direction though. For example, the new U.K. listing rules<sup>13</sup> require that at least one senior board role like the chair, CEO, chief financial officer (CFO) or senior independent director should be held by a woman.

**Exhibit 4: Percentage of female board-chairs by index constituents, 2019-2023**



The chart shows the percentage of board-chair positions held by women among constituents of the MSCI ACWI Index, MSCI World Index and MSCI EM Index between 2019 and 2023 (data is provided as of October of each year). As of Oct. 31, 2023, women held 259 of the chair roles for MSCI ACWI Index and 28 constituents did not disclose the gender of their chair. Boards of directors (one-tier board structure) and supervisory boards (two-tier board structure) are considered in this assessment. Source: MSCI ESG Research, October 2023.

<sup>11</sup> "A Few Good Women: Gender and Leadership in the Boardroom." Diligent Institute, 2022.

<sup>12</sup> See Appendix 5.

<sup>13</sup> "PS22/3: Diversity and inclusion on company boards and executive management." FCA, April 20, 2022.

## Beyond the board: Senior leaders' and other workforce groups' gender diversity

### CEO and CFO gender diversity

Female representation at the CEO level for constituents of the MSCI ACWI Index saw a modest uptick (Exhibit 5). However, as with other senior leadership roles, CEO positions remained male dominated. As of October 2023, only 6.5% of MSCI ACWI Index constituents were female-led, compared to 5.8% in the previous year (an increase of 23 issuers). U.S.-domiciled companies contributed substantially to this improvement, moving from 6.8% in 2022 to 8.1% in 2023 (an increase of eight issuers). Constituents of the MSCI EM Index only experienced a 0.5% increase in female CEOs year-over-year, moving from 5.7% in 2022 to 6.2% in 2023.

Women held 18.8% of CFO roles across constituents of the MSCI ACWI Index (up from 16.9% in 2022 and an increase of 62 issuers). The figures were 21.3% for the MSCI EM Index (up from 19.9% and an increase of 31 issuers) and 16.4% for the MSCI World Index (up from 14.3% and an increase of 31 issuers).

**Exhibit 5: Women in CEO and CFO roles by index constituents, 2019-2023**

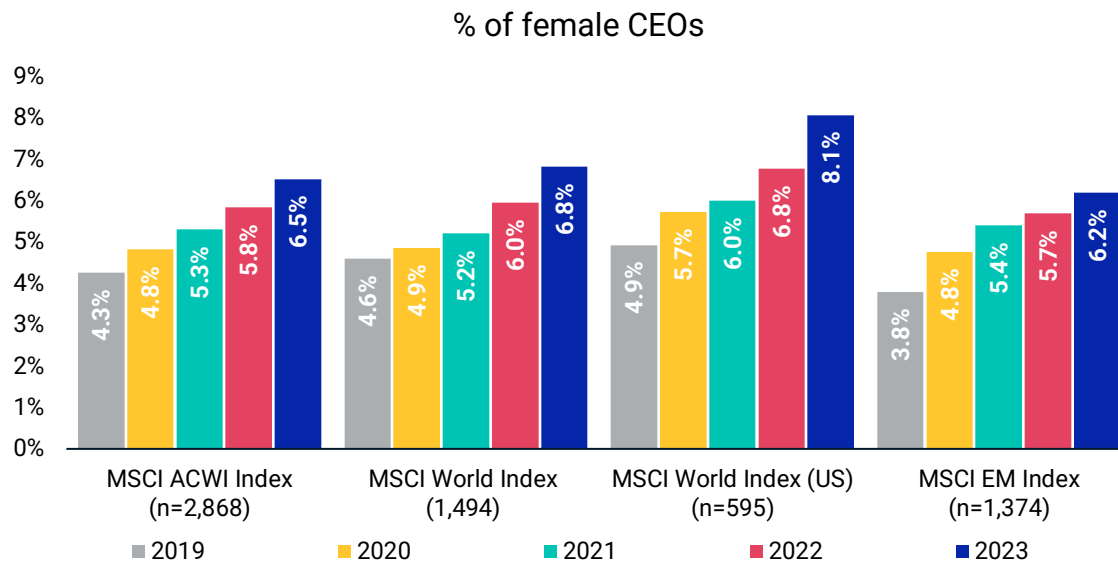
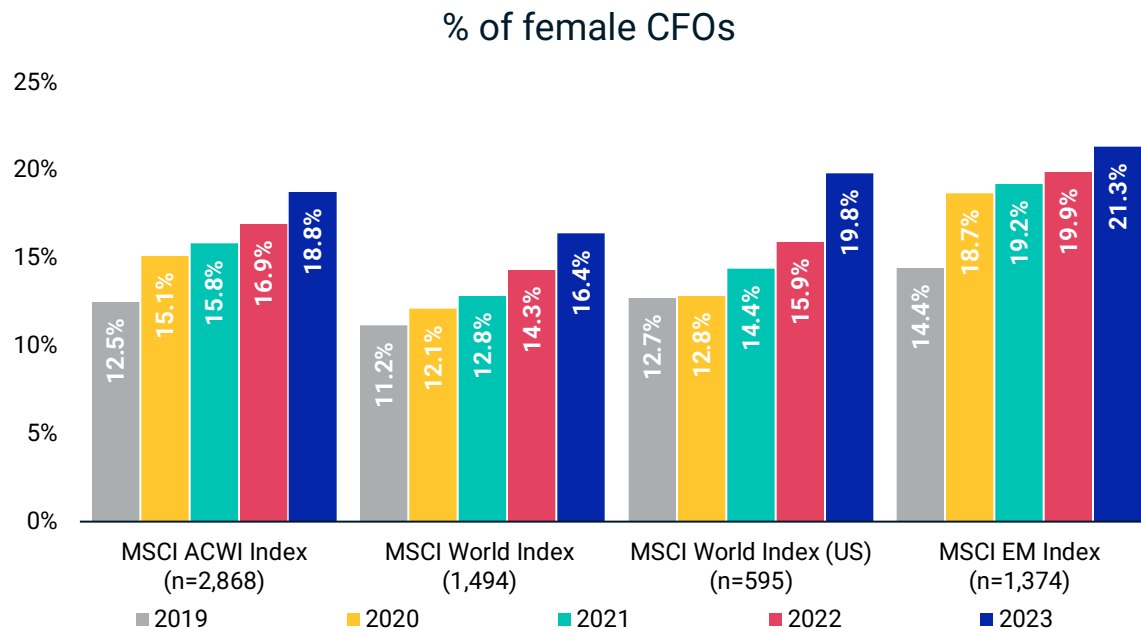


Exhibit 5: Women in CEO and CFO roles by index constituents, 2019-2023 (cont.)



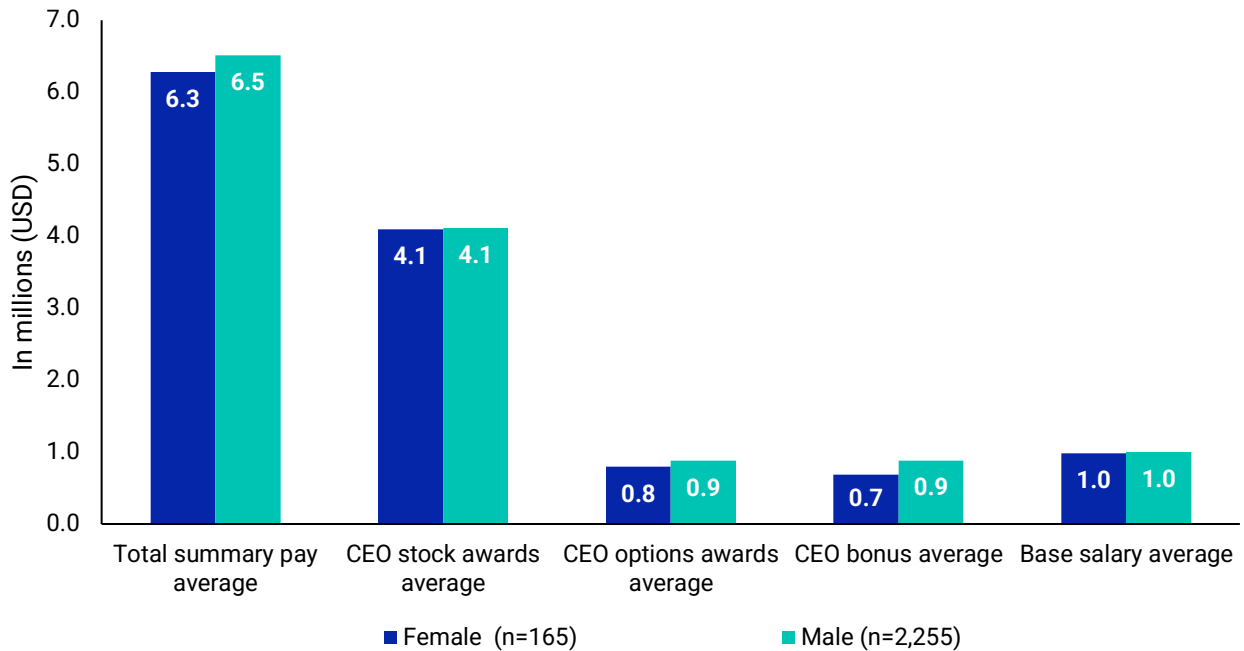
The charts show the percentage of CEO and CFO positions held by women from 2019 to 2023 among constituents of the MSCI ACWI Index, the MSCI World Index and the MSCI EM Index as of October of each corresponding year. Given that this assessment was aimed at identifying the number of women CEOs and CFOs, we only accounted for CEOs and CFOs identified as women according to the issuers’ disclosure. As a result, the remaining CEOs and CFOs include both male CEOs and CFOs as well as CEOs and CFOs whose gender have not been disclosed or where there was no information concerning the CEO/CFO available. Source: MSCI ESG Research, October 2023.

### CEO gender pay gap

An analysis of MSCI ACWI Index constituents revealed some interesting findings for investors keen on gender dynamics in executive pay. Despite the disproportionate CEO-gender ratio (165 female CEOs to 2,255 male CEOs), base salaries and stock awards were aligned between the genders, suggesting pay equity at the CEO level. A deeper dive indicated that in 2022, male CEOs received slightly higher annual bonuses (averaging USD 0.9 million) than their female counterparts (USD 0.7 million). Men also slightly edged women in option awards. Consequently, the average total pay was USD 6.3 million for women and USD 6.5 million for men in 2022 (Exhibit 6).<sup>14</sup> From a market perspective, CEOs in New Zealand stood out: three out of seven (42.9%) CEOs were women and their average total pay was USD 5.9 million, more than double that of their male counterparts, who averaged USD 2.6 million (Appendix 6).

<sup>14</sup> CEO pay is not normalized by sector or region and represents aggregation of various pay data points based on gender as of Oct. 31, 2023.

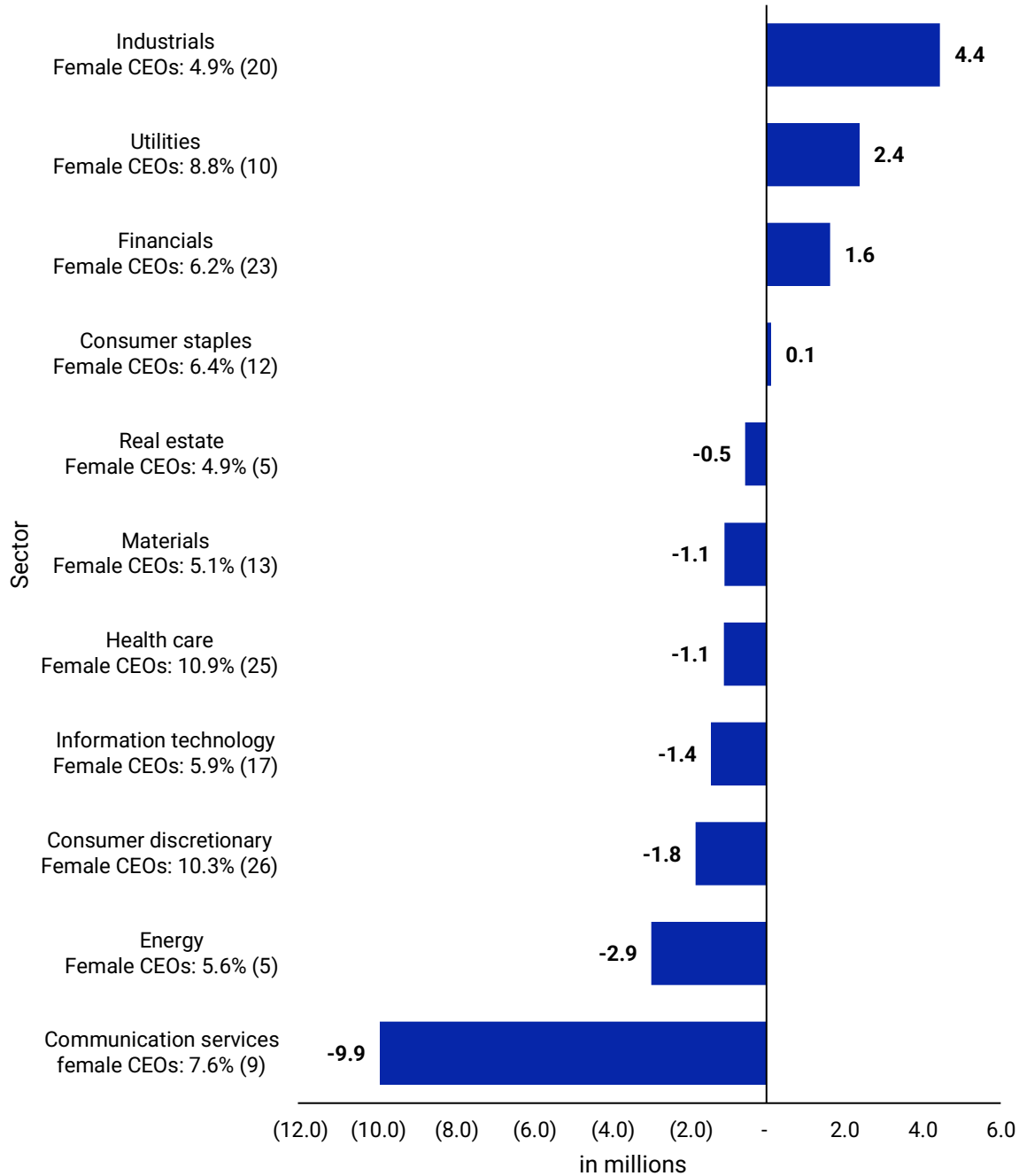
**Exhibit 6: Average value of key pay metrics for female CEOs vs male CEOs, 2022**



*This chart shows the average pay across several pay data points for CEOs of MSCI ACWI Index constituents based on the 2022 reporting year. Total summary pay average is based on base salary, bonus, option awards, stock awards, nonequity incentive pay and all other pay. CEO gender is based on issuers' disclosure. 448 MSCI ACWI Index constituents were not included in this analysis due to a lack of total summary pay, gender data and/or sector data as of Oct. 31, 2023. Currencies were converted to USD. Data used in this analysis was not normalized by sector or region. Source: MSCI ESG Research, October 2023.*

Across sectors, the communications sector had the most significant pay disparity, with male CEOs earning an average total pay of USD 9.9 million more than their female counterparts. In contrast, the industrials sector showed a reverse trend and women outearned men by an average of USD 4.4 million. The consumer staples sector showed the least pay disparity, with women averaging only USD 100,000 more than men in total summary pay (Exhibit 7).

**Exhibit 7: Sector-average total summary pay gap for female CEOs vs male CEOs, 2022**



■ Pay gap in USD (average female pay compared to men) (female = 165, male = 2,255)

The chart shows the pay gap of women CEOs compared to male CEOs for MSCI ACWI Index constituents based on the 2022 reporting year. The assessment considers 11 sectors represented in the index. Total summary pay average is based on base salary, bonus, option awards, stock awards, nonequity incentive pay and all other pay. CEO gender is based on issuers' disclosure. 448 MSCI ACWI Index constituents were not included in this analysis due to a lack of total summary pay, gender data and/or sector data as of Oct. 31, 2023. Currencies were converted to USD. Data used in this analysis was not normalized by sector. Source: MSCI ESG Research, October 2023.

## Gender disclosure, representation and diversity policies and programs

Despite the growing pressure to improve female representation beyond boards,<sup>15</sup> data on the percentage of women among executive management and senior management teams<sup>16</sup> is not yet as widely available as board data, especially in relation to the latter. As of October 2023, only 15% of constituents of the MSCI ACWI Index had disclosed the gender composition of their senior management teams (Exhibit 8). Even though EM companies were a little bit behind, it was not by much, with a 12.2% disclosure rate for the MSCI EM Index compared to 17.5% for the MSCI World Index.

**Exhibit 8: Percentage of companies that disclosed gender makeup beyond board by index, 2023**



*This chart shows the percentage of constituents of the MSCI ACWI Index, MSCI World Index and MSCI EM Index that have disclosed the gender makeup of their executive management team, senior management and workforce based on the most up to date data collected by MSCI ESG Research as of October 2023. The definitions of their executive management team, senior management and workforce may vary by jurisdiction. Source: MSCI ESG Research, October 2023.*

Among the 90.8% of constituents of the MSCI ACWI Index that have disclosed the gender composition of their executive management teams, 29.6% had no women among them and only 23.4% had at least 30% female executive managers (Exhibit 9). By comparison, only 9.2% of the

<sup>15</sup> For example: "Listing Rules LR 9.8.6R(9)." FCA, last amended on April 20, 2022, and "Listing Rules 14.3.33R(1)." FCA, last amended on April 20, 2022.

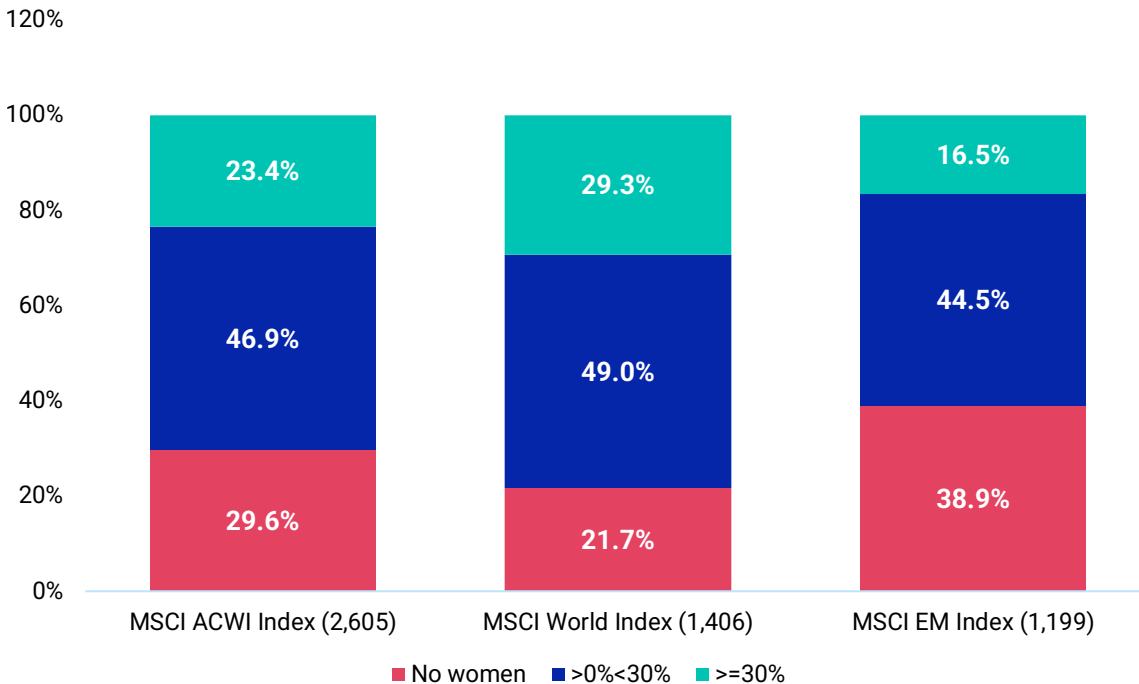
<sup>16</sup> The definition of executive management and senior management may vary depending on where the companies are domiciled. Executive management usually includes only C-suite employees, although there may be variations. Senior management may include managers and above.



MSCI ACWI Index constituents had all-male boards and 41.2% had at least 30% female directors (Exhibit 2).

DM companies tended to report having more women among senior executives, with 49.0% of the constituents of the MSCI World Index having more than zero but less than 30%, and 29.3% having at least 30% female executive managers (Exhibit 9). Similarly, fewer DM companies reported all-male executive management teams. The corresponding numbers were 21.7% and 38.9% for EM.

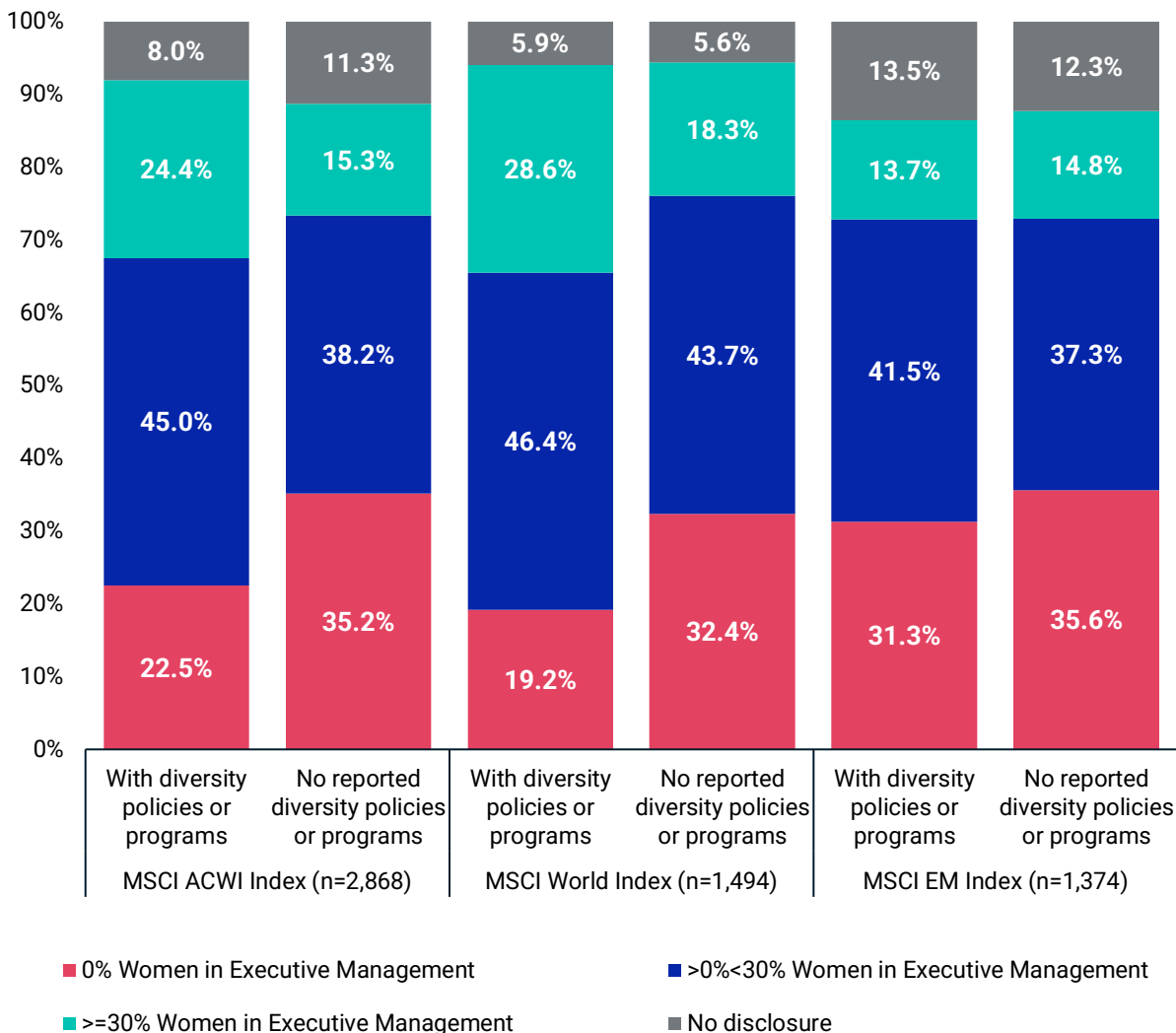
**Exhibit 9: Percentage of companies with women in the executive management team by index, 2023**



*This chart shows constituents of the MSCI ACWI Index, MSCI World Index and MSCI EM Index that have disclosed the gender composition of their executive management teams by the percentage of women among them. The definition of executive management team may vary by jurisdiction. Source: MSCI ESG Research, October 2023.*

We also looked at the existence of reported diversity policies and programs. We found fewer all-male executive management teams among companies that reported having implemented programs to facilitate workforce diversity and/or diversity policies, though the data does not tell us whether there is any causal relationship underpinning this correlation (Exhibit 10).

**Exhibit 10: Diversity policies/programs and women in leadership positions by index constituents, 2023**



*This chart shows constituents of the MSCI ACWI Index, MSCI World Index and MSCI EM Index that have disclosed the gender composition of their executive management teams by the percentage of women among them. It also differentiates between those that reported having implemented programs to facilitate workforce diversity and/or diversity policies and those that did not disclose such initiatives. The definition of executive management team may vary by jurisdiction. Source: MSCI ESG Research, October 2023.*

## A glimpse into racial/ethnic data and representation with new disclosure rules

### Racial/ethnic diversity at board level

The U.K.'s FCA is part of a group of regulators currently mandating board-diversity data disclosure beyond gender. To improve comparability and promote greater diversity at senior levels, its new listing rules<sup>17</sup> require (subject to exemptions) U.K. and overseas issuers<sup>18</sup> to disclose quantitative ethnic data about their board of directors and executive management teams based on six predefined demographic groups (Exhibit 11).

In 2021, the U.S. Security and Exchange Commission (SEC) approved the Nasdaq Board Diversity Rule<sup>19</sup> which, subject to transition periods and limited exceptions, requires all Nasdaq-listed companies to disclose board-level diversity data using the Nasdaq standardized board-diversity matrix or a substantially similar template. Under the new rule, in addition to gender, which includes a nonbinary option, companies are required to disclose the racial and ethnic makeup of their boards, based on eight predefined demographic groups (Exhibit 11), as well as the number of directors that self-identify as LGBTQ+.

#### Exhibit 11: Demographic groups under the Nasdaq Board Diversity Rule and the UK listing rules

Demographic groups under the Nasdaq Board Diversity Rule	Demographic groups under the U.K. LR 9.8.6R(9) and LR 14.3.33R(1)
White	White British or other White (including minority-white groups)
African-American or Black	Black/African/Caribbean/Black-British
Asian	Asian/Asian-British
Hispanic or Latinx	Mixed/multiple ethnic groups
Alaskan Native or Native American	Other ethnic group, including Arab
Native Hawaiian or Pacific Islander	Not specified/prefer not to say
Two or more races or ethnicities	
Did not disclose demographic background	

Source: MSCI ESG Research, October 2023.

<sup>17</sup> "PS22/3: Diversity and inclusion on company boards and executive management." FCA, April 20, 2022.

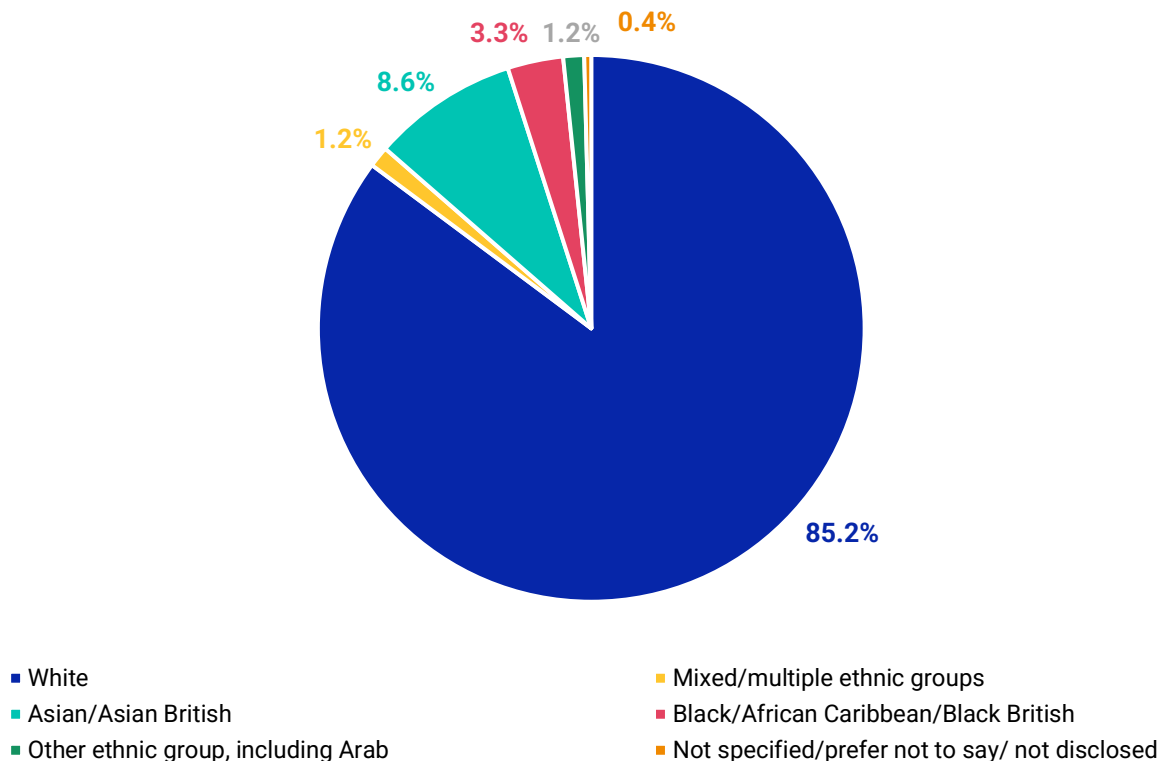
<sup>18</sup> Applicable to U.K.-listed issuers with equity shares, or certificates representing equity shares, admitted to the premium or standard segment of the FCA's Official List. Companies are required to report their data for financial years starting on or after April 1, 2022.

<sup>19</sup> "Order Approving Proposed Rule Changes, as Modified by Amendments No. 1, to Adopt Listing Rules Related to Board Diversity and to Offer Certain Listed Companies Access to a Complimentary Board Recruiting Service." SEC, Aug. 6, 2021.

Even though disclosures based on these demographic groups may provide a deeper understanding of companies' workforce makeup, they are in no way exhaustive. Under both regulations, companies are encouraged to disclose additional diversity data that may be relevant based on their geographical presence and business.

As of now, board racial and ethnic data remains scarce, and even after the full rollout of both rules, data will likely remain limited as only a subset of the investable universe will be subject to mandatory disclosure. In fact, the collection of racial and/or ethnic data may be prohibited in some countries.<sup>20</sup> Moreover, when it comes to such data, scarcity is not the only issue. The collection of racial data, for example, differs from the collection of gender data given that it tends to vary from jurisdiction to jurisdiction as they reflect the demographics of the countries they refer to, which means that they may not always be comparable other than at aggregated levels.

**Exhibit 12: Percentage of directors by demographic group among UK-listed companies, 2023**



*This chart shows the percentage of directors, by demographic groups (as defined under the FCA listing rules), among U.K.-listed constituents of the MSCI ACWI Index, based on the data available as of October 2023. We have only considered data disclosed under the new U.K. listing rules. The chart includes data concerning 23 companies. Source: MSCI ESG Research, October 2023.*

<sup>20</sup> For example: "Law No. 78-17 of January 6, 1978, on Information Technology, Data Files and Civil Liberties (as amended up to June 1, 2019)." WIPO Lex, 2019.

So far,<sup>21</sup> we have identified 23 constituents of the MSCI ACWI Index<sup>22</sup> that have disclosed ethnic data at the board level under the U.K. listing rules. Most directors reported were White, with Asian/Asian-British<sup>23</sup> directors making up the largest minority group at about 9% (Exhibit 12). All 23 reporting companies indicated they had at least one non-white director, but only one firm reported having more than 30% ethnic minority directors.

U.S. companies with 100 or more employees are required to collect data and report to the U.S. Equal Employment Opportunity Commission (EEOC) using the EEO-1 standard,<sup>24</sup> but they are not required to make the data publicly available. For the time being, only Nasdaq-listed companies are required to disclose the racial and ethnic data of their board of directors. Therefore, many U.S. companies may opt not to disclose their data and those that do so may only partially disclose, adopt different data-aggregation methodologies or publish reports with varying formats, content and scope. To improve data comparability, we have adopted a framework to collect and map companies' disclosure which leverages the EEO-1 standard and the Nasdaq demographic groups, but which includes more broadly defined categories that may comprise other dimensions of diversity, to accommodate a variety of disclosures. Based on current data, in the U.S., Black or African-American directors had greater representation than other minority demographic groups at the board level (Exhibit 14).

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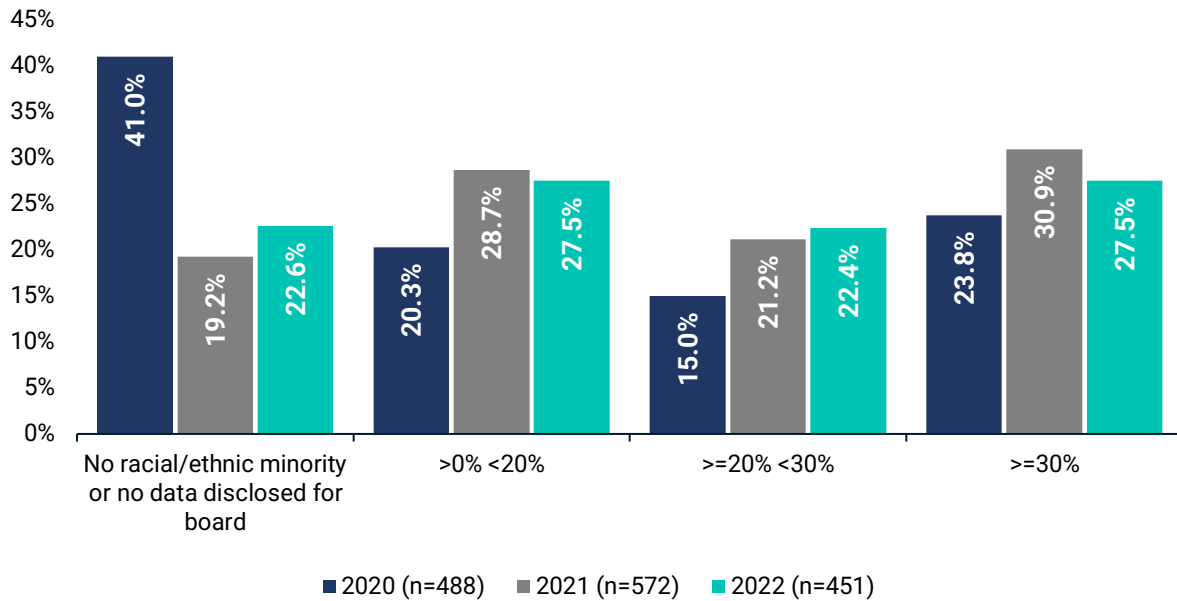
<sup>21</sup> U.K. listed companies are required to report their data for financial years starting on or after April 1, 2022, and therefore the first data disclosed under the new listing rules have been published in Q2 2023.

<sup>22</sup> This analysis only considers U.K.-listed constituents of the MSCI ACWI Index. As of October 2023, there were only 106 companies that met these criteria; 23 of them (22%) had already published the relevant data.

<sup>23</sup> Asian/Asian-British includes Indian, Pakistani, Bangladeshi, Chinese and any other Asian background.

<sup>24</sup> "EEO-1 Data Collection," U.S. EEOC. Accessed Oct. 30, 2023.

**Exhibit 13: Reported figures for racial and ethnic minority directors at US companies, 2020-2022**



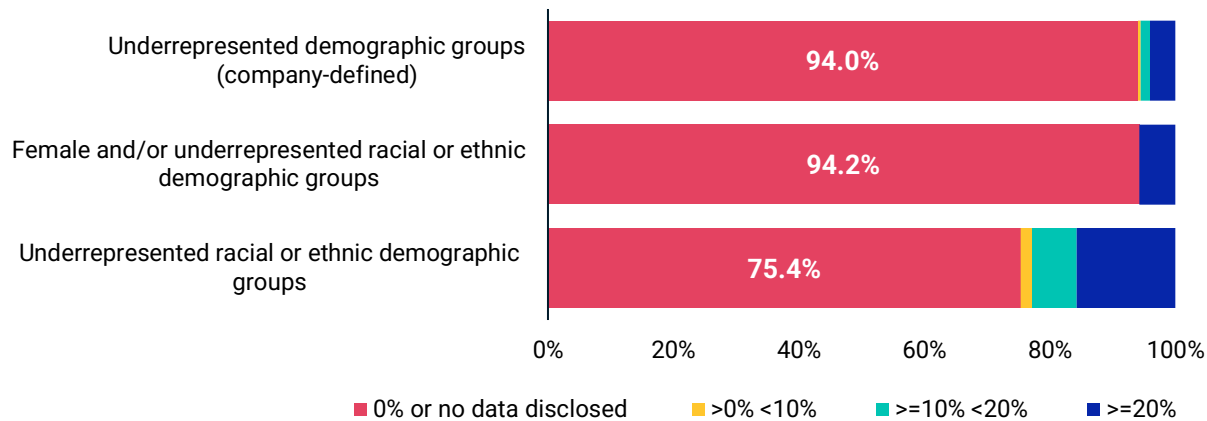
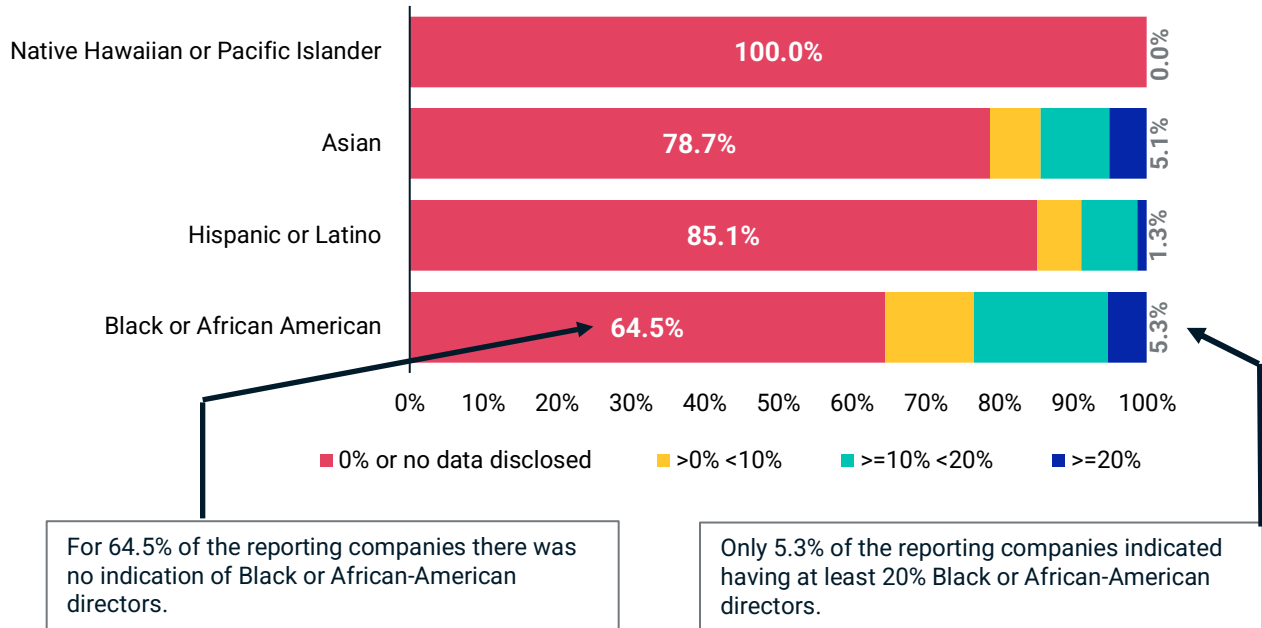
This chart shows U.S.-based constituents of the MSCI ACWI Index by the percentage of racial and ethnic minority directors as defined under the MSCI U.S. Racial and Ethnic data set as of October 2023. Given that some of the demographic groups under the MSCI U.S. Racial and Ethnic data set are broadly defined, they may include directors that were accounted for due to other aspects of diversity (such as gender or sexual orientation). Companies disclosing data points mapped to both specific demographic groups (such as Hispanic or Latino) and broadly defined demographic groups (such as underrepresented racial or ethnic demographic groups) for the same workforce group could lead to double counting. For this exercise, “U.S.-based” includes both companies with the U.S. as their home market and/or domicile. The data is calculated as a percentage of the overall number of companies that have disclosed racial and ethnic data mapped to one or more workforce groups (i.e., board of directors, executive officers, leadership and all employees) under the MSCI U.S. Racial and Ethnic data set, which vary from year to year (i.e., 488 companies for 2020, 572 companies for 2021 and 451 companies for 2022 as of October 2023). Source: MSCI ESG Research, October 2023.

Among U.S.-based<sup>25</sup> constituents of the MSCI ACWI Index that have disclosed racial and ethnic data that could be mapped to one or more workforce groups within the MSCI U.S. Racial and Ethnic data set (i.e., board of directors, executive officers, leadership and all employees), 22.6% had either zero racial and ethnic minority directors<sup>26</sup> or had not disclosed the racial and ethnic makeup of their board of directors. This represented a sharp decline, from 41.0% in 2020 (Exhibit 13).

<sup>25</sup> U.S.-based refers to companies that have their home market and/or domicile in the US.

<sup>26</sup> Interpreted as the sum of the percentage of the directors mapped to the following categories: Black or aor Latino, Asian, Native Hawaiian or Pacific Islander, underrepresented racial or ethnic demographic groups, female and/or underrepresented racial or ethnic demographic groups and underrepresented demographic groups (company-defined).

**Exhibit 14: Percentage of directors by demographic groups among US-based companies, 2022**



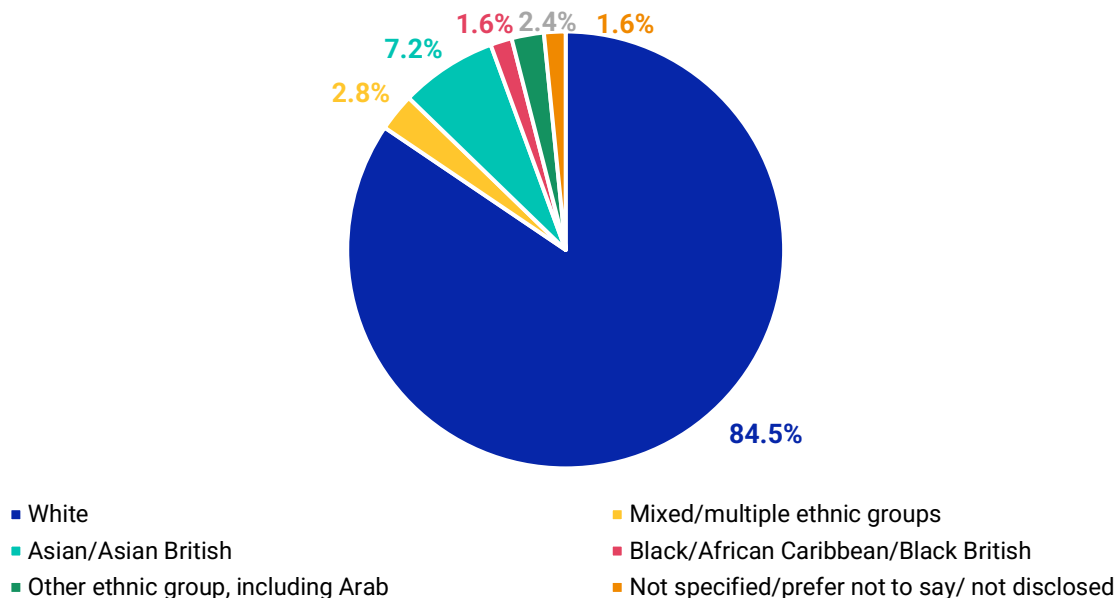
These charts show the percentage of racial and ethnic minority directors by demographic group (as defined under the MSCI U.S. Racial and Ethnic data set) among constituents of the MSCI ACWI Index with the U.S. as their home market and/or domicile. Given that some of the demographic groups under the MSCI U.S. Racial and Ethnic data set are broadly defined, they may include directors that were accounted for due to other aspects of diversity (such as gender or sexual orientation). Companies disclosing data points mapped to both specific demographic groups (such as Hispanic or Latino) and broadly defined demographic groups (such as underrepresented racial or ethnic demographic groups) for the same workforce group could lead to double counting. The data is calculated as a percentage of the overall number of directors among the companies that have disclosed racial and ethnic data mapped to one or more workforce groups (i.e., board of directors, executive officers, leadership and all employees) under the MSCI U.S. Racial and Ethnic data set, which vary from year to year (i.e., 488 companies in 2020, 572 companies in 2021 and 451 companies in 2022). Source: MSCI ESG Research, October 2023.

In 2023, the Canadian Security Authority (CSA) issued a notice and request for comment on the proposed amendments to Form 58-101F1 corporate disclosure,<sup>27</sup> which is aimed at increasing “transparency beyond gender among boards and executive officers” and providing investors with “decision-useful information.” The proposal includes two disclosure options, with only one of them requiring quantitative disclosure concerning the racial and ethnic composition of companies’ boards of directors and executive teams. We are yet to see what the result of the consultation will be and how it will (or will not) improve racial and ethnic data availability. Companies subject to the Canadian Business Corporations Act<sup>28</sup> are already required to disclose the number and percentage of board of directors and senior management members for each designated group (i.e., women, Aboriginal peoples, persons with disabilities and members of visible minorities).<sup>29</sup>

### Racial/ethnic diversity at the executive management level

Of the 23 U.K.-listed companies in our scope that have disclosed ethnic data, 30.4% had all-white executive management teams in 2023, which shows that, as with female inclusion in the C-suite, ethnic inclusion at this level also lags board-level inclusion (none of the U.K.-domiciled companies in our sample had all-white boards).

**Exhibit 15: Percentage of executive managers by demographic group among UK-listed companies, 2023**



*This chart shows the percentage of executive managers, by demographic groups (as defined by the U.K. listing rules), among the U.K.-listed constituents of the MSCI ACWI Index, based on the data available as of October 2023. The chart includes data concerning 23 companies. Source: MSCI ESG Research, October 2023.*

<sup>27</sup> “CSA Notice and Request for Comment – Proposed Amendments to Form 58-101F1 Corporate Governance Disclosure of National Instrument 58-101 Disclosure of Corporate Governance Practices and Proposed Changes to National Policy 58-201 Corporate Governance Guidelines.” Canadian Securities Administrators, April 13, 2023.

<sup>28</sup> “Canada Business Corporations Regulations, 2001 (SOR/2001-512).” Last amended on 2023-05-04. Accessed on Oct. 31, 2023.

<sup>29</sup> “Employment Equity Act. (S.C. 1995, c 44). Last amended on 2021-01-01. Accessed on October 31, 2023

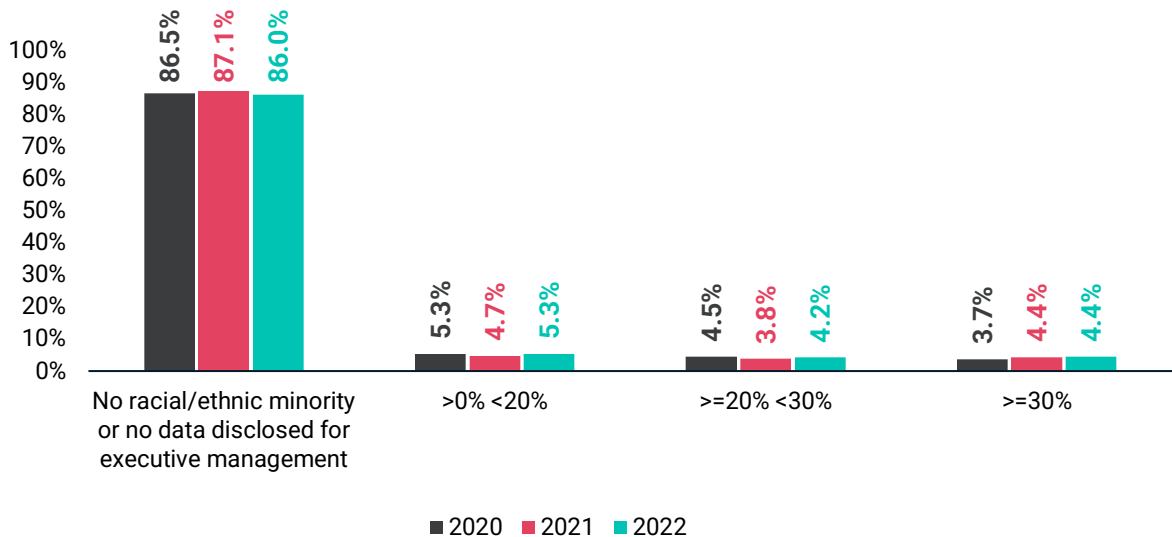


In total, 84.5% of executive management team members were White-British or other White. The second most represented ethnicity at this level was Asian or Asian-British, holding 7.2% of such positions, followed by persons belonging to mixed or multiple ethnic groups (2.8%). The least represented single ethnic group was Black/African Caribbean/Black-British, holding only 1.6% of executive management positions. As 2023 is the first year of reporting ethnic data, historical comparisons were not possible. Also, given that companies are only required to report their data for financial years starting on or after April 1, 2022, most U.K.-listed companies included in the MSCI ACWI Index were yet to report it.

Reported racial and ethnic data in the U.S. is structured differently than the data coming from U.K.-listed companies and may refer to different demographic groups, meaning we cannot always make like-for-like comparisons between companies in these two jurisdictions.

Based on the U.S. data, there was minimal to no growth in the representation of racial and ethnic minorities among their executive management teams between 2020 and 2022. The majority of companies that have disclosed racial and ethnic data mapped to one or more workforce groups under the MSCI U.S. Racial and Ethnic data set, 86.0% in 2022, either did not disclose such data for their executive management teams or did not have any racial and ethnic minorities among them, which is almost four times higher than the percentage of companies reporting no racial/ethnic minority directors or with no data disclosure at board level.

**Exhibit 16: Percentage of US-based companies with racial and ethnic minority executive managers, 2020-2022**



This chart shows US-based constituents of the MSCI ACWI Index by the overall reported percentage of racial and ethnic minority executive officers as defined under the MSCI U.S. Racial and Ethnic data set. Given that some of the demographic groups are broadly defined, they may include executive officers that were accounted for due to other aspects of diversity (such as gender or sexual orientation). Companies disclosing data points mapped to both specific demographic groups (such as Hispanic or Latino) and broadly defined groups (such as underrepresented racial or ethnic demographic groups) for the same workforce group could lead to double counting. For the purpose of this exercise, "U.S.-based" includes companies with the U.S. as their home market and/or domicile. The data is calculated as a percentage of the overall number of companies that have disclosed racial and ethnic data mapped to one or more workforce groups (i.e., board of directors, executive officers, leadership and all employees) under the MSCI U.S. Racial and Ethnic data set, which vary from year to year (i.e., 488 companies in 2020, 572 companies in 2021 and 451 companies as of October 2023). Source: MSCI ESG Research, October 2023.

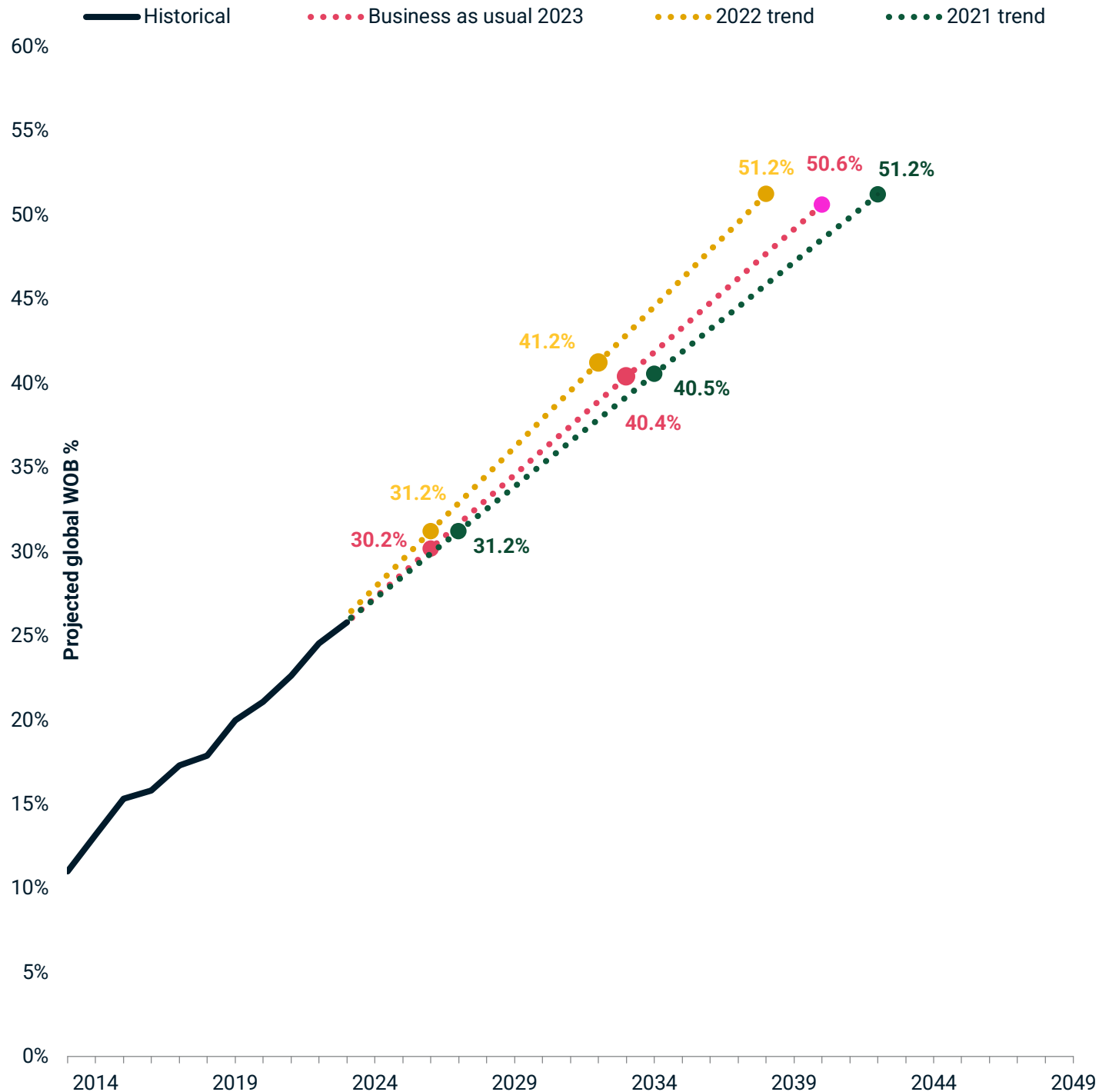
## The road ahead

Despite the slower growth rate in the number of women on boards, our projection for achieving 30% representation across all constituents of the MSCI ACWI Index has not changed compared to 2022's projection (2026).

As 40% female representation on boards appears to be the next big milestone in many jurisdictions and new regulations also point toward this target, we added a 40% threshold to our analysis. Using an average of the four-year trend from 2020 to 2023, we recalibrated our projections for the aggregate share of directorships held by women among constituents of the MSCI ACWI Index. At the current growth rate, we expect to reach the 40% threshold by 2033. Reaching a fully equal representation (50% threshold) appears to be further away; we currently project a 2040 date.

As for racial and ethnic representation on boards, the road ahead is potentially even longer and bumpier. Better disclosure practices may help achieve more equitable racial and ethnic representation. As data availability improves, we will continue to update our projections for other facets of diversity.

Exhibit 17: Projections to reach 30%, 40% and 50% women on boards



Business as Usual 2023 indicates a constant growth rate in the number of women directors year-over-year, which is based on the average growth rate of women directors in the defined period (2020 to 2023). For the 2022 Trend, we assumed that the average growth rate of women directors was to correspond to what we saw in 2022 (i.e., 1.9%). For the 2021 Trend, we assumed that the average growth rate of women directors was to correspond to what we saw in 2021 (i.e., 1.6%). Source: MSCI ESG Research, October 2023.

## Appendix 1: Non-exhaustive list of data used for this report

Factor name in ESG Manager	Short name	Exhibit
Sum of female directors	FEMALE_DIRECTORS	1, 2, 3
Total directors	TOTAL_DIRECTORS_EX_MGMT_BOARD	1, 2, 3
Female directors percentage	FEMALE_DIRECTORS_PCT	1, 2, 3
Chairman gender	CHAIR_GENDER	4
CEO gender	CEO_GENDER	5,
CFO gender	CFO_GENDER	5,
CEO base salary	CEO_BASE_SALARY	6, 7
CEO bonus	CEO_BONUS	6, 7
CEO stock awards	CEO_STOCK_AWARDS	6, 7
CEO options awards	CEO_OPTION_AWARDS	6, 7
CEO nonequity incentive plans	NON_EQUITY_INCENTIVE_PLAN_COMPENSATION	6, 7
CEO all other compensation	CEO_ALL_OTHER_COMPENSATION	6, 7
CEO total compensation	TOTAL_ANNUAL_COMPENSATION	6, 7
CEO total summary compensation	TOTAL_SUMMARY_COMPENSATION	6, 7
Programs to increase workforce diversity	WORKFORCE_DIVERSITY_PROGRAMS	10
Diversity policy for workforce	DIVERSITY_WORKF_POLICY_M	10
Women in executive management	WOMEN_EXEC_MGMT_RECENT	8, 9, 10
Board diversity – Black or African-American (% of directors)	DIVERSITY_BOARD_BLACK	13, 16
Board diversity – Native Hawaiian or Pacific Islander (% of directors)	DIVERSITY_BOARD_PACIFIC ISLANDER	13, 16
Board diversity – Asian (% of directors)	DIVERSITY_BOARD_ASIAN	13, 16
Board diversity – Hispanic or Latino (% of directors)	DIVERSITY_BOARD_HISPANICE	13, 16
Board diversity – Not identified as member of an underrepresented demographic group (% of directors) (U.S.)	DIVERSITY_BOARD_NOT IDENTIFIED	13, 16

Factor name in ESG Manager	Short name	Exhibit
Board diversity – Underrepresented demographic groups (company-defined) (% of directors)	DIVERSITY_BOARD_UNDERREPRESENTED_CO_DEFINED	13, 16
Board diversity – Underrepresented racial or ethnic demographic groups (% of directors)	DIVERSITY_BOARD_UNDERREPRESENTED_RACE_ETHNICITY	13, 16
Board diversity – Women and/or underrepresented racial or ethnic demographic groups (% of directors)	DIVERSITY_BOARD_FEMALE_OR_UNDERREPRESENTED	13, 16
Board diversity – White (% of directors)	DIVERSITY_BOARD_WHITE	13, 16
Executive diversity – Black or African-American (% of U.S. executive officers)	DIVERSITY_US_EXEC_OFFICERS_BLACK	13, 16
Executive diversity – Asian (% of U.S. executive officers)	DIVERSITY_US_EXEC_OFFICERS_ASIAN	13, 16
Executive diversity – Hispanic or Latino (% of U.S. executive officers)	DIVERSITY_US_EXEC_OFFICERS_HISPANIC	13, 16
Executive diversity – Native Hawaiian or Pacific Islander (% of U.S. executive officers)	DIVERSITY_US_EXEC_OFFICERS_PACIFIC_ISLANDER	13, 16
Executive diversity – Native American or Alaska Native (% of U.S. executive officers)	DIVERSITY_US_EXEC_OFFICERS_NATIVE_AMERICAN	13, 16
Executive diversity – Other underrepresented racial or ethnic demographic groups (not elsewhere specified) (% of U.S. executive officers)	DIVERSITY_US_EXEC_OFFICERS_OTHER_RACE_ETHNICITY	13, 16
Executive diversity – Other underrepresented racial or ethnic demographic groups (not elsewhere specified) (% of U.S. executive officers)	DIVERSITY_US_EXEC_OFFICERS_OTHER_RACE_ETHNICITY	13, 16
Executive diversity – Not identified as member of an underrepresented demographic group (% of U.S. executive officers)	DIVERSITY_US_EXEC_OFFICERS_NOT_IDENTIFIED	13, 16

Factor name in ESG manager	Short name	Exhibit
Executive diversity – Underrepresented demographic groups (company-defined) (% of U.S. executive officers)	DIVERSITY_US_EXEC_OFFICERS_UNDERREPRESENTED_CO_DEFINED	13, 16
Executive diversity – Underrepresented racial or ethnic demographic groups (% of U.S. executive officers)	DIVERSITY_US_EXEC_OFFICERS_UNDERREPRESENTED_RACE_ETHNICITY	13, 16
Executive diversity – Women and/or underrepresented racial or ethnic demographic groups (% of U.S. executive officers)	DIVERSITY_US_EXEC_OFFICERS_FEMALE_OR_UNDERREPRESENTED	13, 16
Executive diversity – White (% of U.S. executive officers)	DIVERSITY_US_EXEC_OFFICERS_WHITE	13, 16

## Appendix 2: Companies with no women on boards by domicile, 2023

Domicile	# of companies with no WOB	Total # of companies	% of companies with no WOB
Qatar	12	13	92.3%
Saudi Arabia	30	42	71.4%
Indonesia	11	22	50.0%
Kuwait	3	7	42.9%
Hungary	1	3	33.3%
China	146	669	21.8%
Mexico	5	23	21.7%
Luxembourg	1	5	20.0%
Taiwan	15	86	17.4%
Poland	2	13	15.4%
Turkey	2	18	11.1%
South Korea	10	100	10.0%
U.A.E.	1	11	9.1%
Brazil	4	44	9.1%
Hong Kong	6	68	8.8%
Singapore	2	24	8.3%
Thailand	3	41	7.3%
Philippines	1	14	7.1%
Ireland	1	23	4.3%
Japan	5	236	2.1%
Germany	1	55	1.8%
India	1	122	0.8%
U.S.	1	597	0.2%

### Appendix 3: Percentage of female CEOs and CFOs by sector, 2023

Sector	Total # of companies	# of companies with female CEO	% of companies with female CEO	# of companies with female CFO	% of companies with female CFO
Industrials	469	23	4.9%	69	14.7%
Energy	112	5	4.5%	20	17.9%
Materials	301	14	4.7%	59	19.6%
Information technology	340	18	5.3%	81	23.8%
Consumer staples	226	15	6.6%	41	18.1%
Real estate	128	9	7.0%	25	19.5%
Financials	464	27	5.8%	81	17.5%
Communication services	157	10	6.4%	36	22.9%
Utilities	142	11	7.7%	22	15.5%
Health care	241	25	10.4%	48	19.9%
Consumer discretionary	288	30	10.4%	56	19.4%

*Note: The table shows the percentage of CEO and CFO positions held by women among constituents of the MSCI ACWI Index as of October 2023. Given that this assessment was aimed at identifying the number of women CEOs and CFOs, we only accounted for CEOs and CFOs identified as women according to the issuers' disclosure. As a result, the remaining CEOs and CFOs include both male CEOs and CFOs as well as CEOs and CFOs whose gender have not been disclosed or where there was no information concerning the CEO/CFO available.*



## Appendix 4: Voting policies of the top-three asset managers by AUM

Name	Voting policy	Non-compliance consequence	Scope
BlackRock	At least one woman director	Vote against directors	Listed companies in Singapore, Malaysia, India and large listed companies in South Korea
BlackRock	30% diversity of membership, with at least two women directors and one director who identifies as a member of an underrepresented group	Vote against directors	U.S.-listed companies, with special encouragement to S&P 500
Vanguard Asset Management	Progress towards diversity and diversity-related disclosures	Vote against the nominating committee chair	U.S.-listed companies
Vanguard Asset Management	Either gender needs to make up at least 30% of the board	Vote against the nominating committee chair	FTSE 350 companies in the U.K., listed companies in Europe
Vanguard Asset Management	Comply with local standards (currently: at least one woman on board)	Vote against the nominating committee chair, board chair and / or the other most senior executive	TOPIX 100 in Japan
State Street Global Advisors	At least one woman director	Vote against all incumbent members of the nominating committee	Non-Russell 3000
State Street Global Advisors	30% women on board	Vote against all incumbent members of the nominating committee	Russell 3000
State Street Global Advisors	Disclose gender, race and ethnic composition of the board	Vote against the chair of the nominating committee	Russell 1000
State Street Global Advisors	At least one director from an underrepresented racial/ethnic community	Vote against the chair of the nominating committee	S&P 500

## Appendix 5: Non-exhaustive list of diversity quotas

	Market	Representation requirement	Type of requirement	Disclosure requirement
Gender diversity	California	At least one woman on board by 2019, at least two women if the company has five, or at least three women if the company has six directors, by 2021. Pertains to public companies with principal executive office in California.	Mandatory	Mandatory reporting on progress
	European Union	40% women among non-executive directors or 33% among all directors	Mandatory	Mandatory diversity policy, target and progress disclosure
	Hong Kong	No single-gender boards for IPO applicants. Existing issuers need to have at least one woman on board by 2024.	Mandatory	Mandatory disclosure of diversity of workforce. Listed companies must communicate targets and timeline to achieve that target.
	India	At least one independent woman director on boards of all listed and certain unlisted companies	Mandatory	Mandatory disclosure of board gender composition for the top 1000-listed companies
	Israel	35% women on boards for listed companies	At least one woman on board is mandatory, 35% is recommended by authorities	No mandatory gender disclosure requirements

Market	Representation requirement	Type of requirement	Disclosure requirement
Japan	At least one woman executive by 2025 and at least 30% women executives by 2030 in top-tier listed companies	Recommended by the government	Mandatory disclosure of targets, efforts to reach the targets and progress of towards reaching the targets. Mandatory gender pay gap disclosure from 2023.
Kenya	No gender should occupy more than two-thirds of board seats in state-owned companies where the state is the majority owner	Mandatory	No mandatory gender disclosure requirements
Norway	40% women on boards of both listed and large- and medium-sized private companies	Mandatory	Mandatory diversity policy, target and progress disclosure
Malaysia	At least 30% women directors	Mandatory	Mandatory diversity policy, target and progress disclosure
Pakistan	At least one female director on board in listed companies	Mandatory	No disclosure requirements
Singapore	20% by 2020, 25% by 2025, 30% by 2030, women on boards of large, listed companies	Recommended by authorities	Mandatory diversity policy, target and progress disclosure
South Korea	At least one woman on boards of listed companies with assets of at least USD 1.77 billion	Mandatory	No mandatory gender disclosure requirements
Switzerland	30% women on board for listed companies	Comply or explain	Disclosure of progress towards quota or explanation of lack of progress

	Market	Representation requirement	Type of requirement	Disclosure requirement
	U.A.E.	At least one woman on board in all listed companies	Mandatory	No mandatory gender disclosure requirements
	U.K.	40% women on boards of certain listed companies and at least one woman in senior board positions (same scope)	Comply or explain	Mandatory diversity policy, target and progress disclosure. Explanation if target is not reached.
	U.S.	At least one woman on board of Nasdaq-listed companies	Comply or explain	Mandatory reporting on progress
Ethnic/Racial diversity	California	At least one director from an underrepresented community by 2021, by 2022 corporations with boards of nine or more directors must have a minimum of three directors from underrepresented communities on their boards, and corporations with boards of more than four but less than nine directors must have a minimum of two directors from underrepresented communities	Mandatory	Mandatory disclosure of progress
	U.K.	At least one member of the board from a non-white ethnic minority background (U.K.-listed companies)	Mandatory	Mandatory reporting of board ethnic composition
	U.S.	At least one director who identifies as an underrepresented minority or LGBTQ+ (Nasdaq-listed companies)	Mandatory	Mandatory disclosure of each director's voluntary self-identified characteristics

## Appendix 6: CEO gender representation and pay data by domicile, 2022

Market	Number of female CEOs	Number of male CEOs	Total CEOs	% of female CEOs	Female total average summary pay in millions (USD)	Male total average summary pay in millions (USD)
Ireland	1	21	22	4.5%	33.7	9.7
U.S.	47	540	587	8.0%	14.5	17.3
Belgium	1	11	12	8.3%	11.1	4.3
Netherlands	1	30	31	3.2%	9.0	7.7
Germany	2	53	55	3.6%	8.7	5.7
Canada	3	82	85	3.5%	6.7	8.2
U.K.	7	81	88	8.0%	6.3	8.2
New Zealand	3	4	7	42.9%	5.9	2.6
Australia	9	47	56	16.1%	5.9	4.2
Denmark	1	14	15	6.7%	2.8	4.7
Singapore	1	15	16	6.3%	8.4	5.4
Hong Kong	3	59	62	4.8%	2.8	4.9
France	7	51	58	12.1%	2.8	5.6
South Korea	3	91	94	3.2%	2.6	2.3
Finland	2	11	13	15.4%	2.5	3.7
Sweden	5	33	38	13.2%	2.2	3.3
South Africa	5	26	31	16.1%	2.1	3.6
U.A.E.	1	5	6	16.7%	1.9	2.7
Norway	2	9	11	18.2%	1.5	1.6
Switzerland	1	45	46	2.2%	1.4	6.1
China	41	560	601	6.8%	1.3	0.8
Japan	2	177	179	1.1%	1.1	2.0
India	7	104	111	6.3%	0.8	2.1
Poland	1	11	12	8.3%	0.4	1.2

Market	Number of female CEOs	Number of male CEOs	Total CEOs	% of female CEOs	Female total average summary pay in millions (USD)	Male total average summary pay in millions (USD)
Greece	1	9	10	10.0%	0.3	1.5
Thailand	6	23	29	20.7%	0.1	0.2
Saudi Arabia	1	16	17	5.9%	0.0	0.1

*Note: The table shows the average pay across several pay data points for CEOs of MSCI ACWI Index constituents based on the 2022 reporting year. Total summary pay average is based on base salary, bonus, option awards, stock awards, nonequity incentive pay and all other pay. CEO gender is based on issuers' disclosure. 576 MSCI ACWI Index constituents were not included in this analysis due to a lack of one or more data points (i.e., total summary pay, gender data and/or domicile data) as of Oct. 31, 2023, or the fact that none of the constituents of the MSCI ACWI Index domiciled in the country had a female CEO. CEOs and CFOs as well as CEOs and CFOs whose gender have not been disclosed or where there was no information concerning the CEO/CFO available.*

## Appendix 7: CEO gender representation and pay data by sector

Sector	Number of female CEOs	Number of male CEOs	Total number of CEOs	% of female CEOs	Female total average summary pay in millions (USD)	Male total average summary pay in millions (USD)
Industrials	20	387	407	4.9%	9.4	4.9
Financials	23	348	371	6.2%	8.3	6.7
Utilities	10	104	114	8.8%	7.2	4.8
Information technology	17	272	289	5.9%	7.2	8.6
Health care	25	204	229	10.9%	6.2	7.3
Real estate	5	98	103	4.9%	6.2	6.7
Consumer staples	12	176	188	6.4%	6.0	5.8
Consumer discretionary	26	227	253	10.3%	4.7	6.5
Energy	5	85	90	5.6%	4.1	7.1
Materials	13	244	257	5.1%	2.8	3.9
Communication services	9	110	119	7.6%	2.7	12.6

*Note: The table shows the pay gap of women CEOs compared to male CEOs for MSCI ACWI Index constituents based on the 2022 reporting year. The assessment considers 11 sectors represented in the index. Total summary pay average is based on base salary, bonus, option awards, stock awards, nonequity incentive pay and all other pay. CEO gender is based on issuers' disclosure. 448 MSCI ACWI Index constituents were not included in this analysis due to a lack of total summary pay, gender data and/or sector data as of Oct. 31, 2023.*

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