



Gender balance in governing bodies

The table below illustrates gender balance on the governance bodies, on the Supervisory Board and in the Senior Executives category:

AS AT 31 DECEMBER		2019		2018
Governing bodies (Executive Committee and Operations Committee)				
Proportion of women	13/24	54.2%	10/21	47.6%
Proportion of men	11/24	45.8%	11/21	52.4%
Overall female representation				
Supervisory Board (Excluding the employee representative on the Supervisory Board)		50.0%		50.0%
Senior executives ¹		45.8%		44.0%

(1) This category comprises the 83 positions with the highest levels of responsibility according to the classification used by the Group.