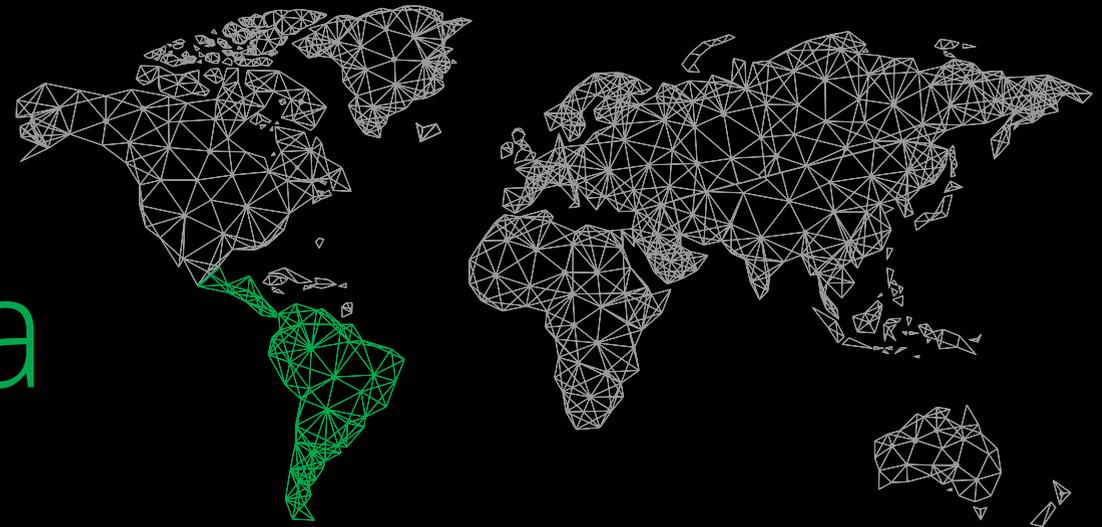


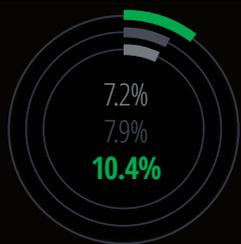
Latin and South America



Regional overview

WOMEN ON BOARDS

2021 2018 2016



BOARD SEATS HELD BY WOMEN



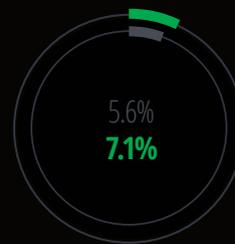
BOARD CHAIRS THAT ARE WOMEN

WOMEN IN THE C-SUITE

2021 2018 2016



CEOS THAT ARE WOMEN



CFOS THAT ARE WOMEN



256

WOMEN ON BOARDS



320

TOTAL COMPANIES ANALYZED

AVERAGE TENURE (YEARS)

2021 2018

BOARD MEMBER		CHAIR	
Men	Women	Men	Women
8.1	5.1	8.2	4.0
8.0	5.8	8.2	3.1

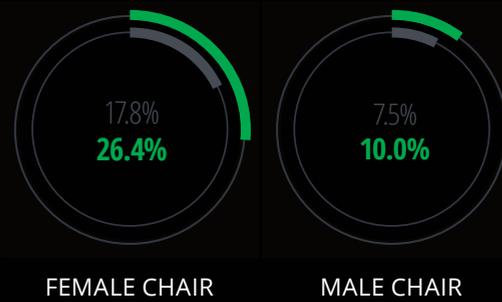
AVERAGE AGE (YEARS)

2021 2018

BOARD MEMBER		CHAIR	
Men	Women	Men	Women
59.9	54.3	59.9	62.2
60.2	53.3	62.2	59.7

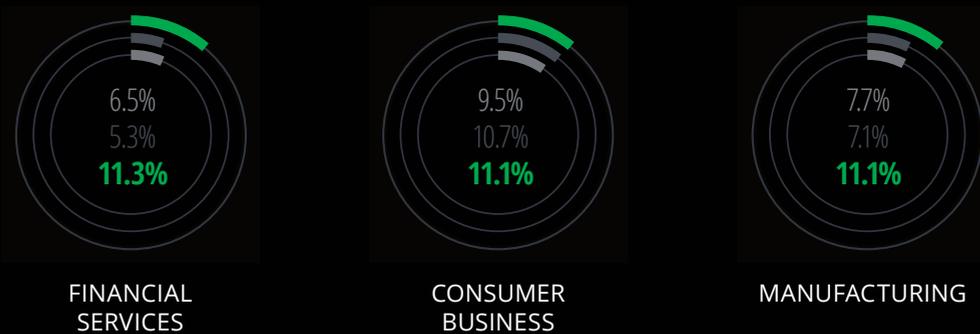
WOMEN ON BOARDS WITH

■ 2021 ■ 2018



TOP INDUSTRIES WITH THE HIGHEST PERCENTAGE OF WOMEN ON BOARDS

■ 2021 ■ 2018 ■ 2016



STRETCH FACTORS

■ 2021 ■ 2018 ■ 2016



WOMEN BOARD COMMITTEE PRESENCE

■ Members (2021) ■ Members (2018) ■ Members (2016)



■ Chairs (2021) ■ Chairs (2018) ■ Chairs (2016)



Argentina

Quotas

The General Inspectorate of Justice in Argentina now requires¹ that certain companies have a board composition consisting of an equal number of women and men. If the total number of directors is an odd number, women shall hold at least one-third of the positions.

Other initiatives

Not-for-profit organizations and companies in the private sector continue to promote gender equality through initiatives and policies intended to accelerate the pace of change.

Bolsas y Mercados Argentinos requires, on a voluntary basis, that listed companies report on women's representation in a new corporate governance dashboard. Listed companies that voluntarily signed up for this dashboard are required to have at least one woman on their boards.²

The revised corporate governance code for the local stock exchange was released in June 2019. The code highlights the importance of gender diversity on boards and in leadership roles, such as board chair and committee positions. The code also asks companies to consider gender equity in compensation decisions.³

The numbers	Percentage	% Change
Percentage of women on boards: Bolsas y Mercados Argentinos ⁴	10.8%	-

“The times in which we live invite us to adopt a gender perspective in the management of organizations, respect for human rights, and a clear commitment to mitigate the negative impacts on women.

Stakeholders demand concrete actions in favor of gender equality and diversity in business, which result in better decisions and, as a logical consequence, better results. The business sector must assume a proactive role and a commitment to advocating for an egalitarian environment, furthering gender parity in corporate decision-making.

It is also necessary to become fully aware of the impact COVID-19 has had on women, which represents a great opportunity to make a difference promoting equality throughout business without any distinction based on gender, sexual orientation, religion, race, or any other element.”

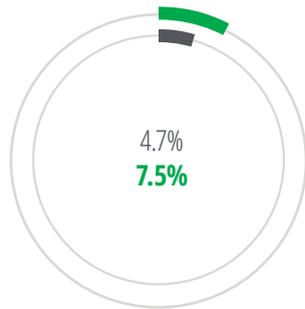
María Ines Del Gener

CEO, Southern Cone region, Deloitte Spanish Latin America

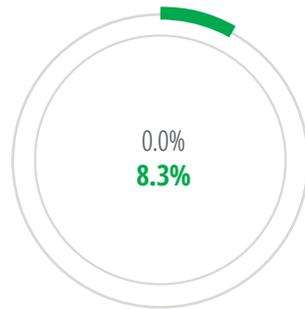
Argentina

OVERALL NUMBERS

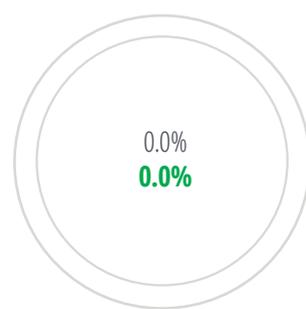
■ 2021 ■ 2018 ■ 2016 ■ 2014



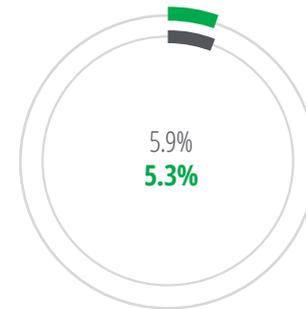
BOARD SEATS HELD BY WOMEN



BOARD CHAIRS THAT ARE WOMEN



CEOS THAT ARE WOMEN



CFOS THAT ARE WOMEN



14

WOMEN ON BOARDS



20

TOTAL COMPANIES ANALYZED

AVERAGE TENURE (YEARS)

MEN

WOMEN

7.7

7.2

3.5

2.7

2021

2018

2021

2018

BOARD MEMBER

MEN

WOMEN

9.4

9.1

3.1

—

2021

2018

2021

2018

CHAIR

AVERAGE AGE (YEARS)

MEN

WOMEN

57.5

56.2

57.1

56.2

2021

2018

2021

2018

BOARD MEMBER

MEN

WOMEN

60.8

57.1

61.5

—

2021

2018

2021

2018

CHAIR

STRETCH FACTOR

1.00

1.00

2021

2018

WOMEN

1.07

1.03

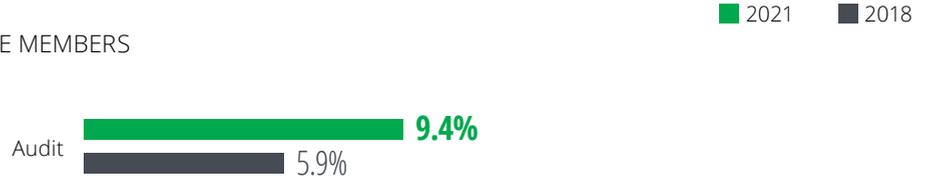
2021

2018

MEN

COMMITTEES

FEMALE MEMBERS



Brazil

Quotas

There are no quotas in place for women serving on boards in Brazil.

Two bills introducing a quota of 30% women on boards were presented in the Brazilian Congress in recent years. One suggested a quota of 30% female directors by 2022 at public companies, mixed private and state companies, and other companies in which the government, directly or indirectly, holds the majority of the shares. This bill, which had been discussed since 2017, was withdrawn in early 2021.¹

In March 2021, a new bill was introduced. It also suggests a 30% quota, but differs on the consequences of noncompliance: If the company does not achieve the 30% level, it cannot elect new directors or re-elect the current ones until the quota is met. If approved, the bill allows 48 months to reach the goal,² but it is unclear when it will come up for a vote.

Other initiatives

One goal of the local UN initiative known as ONU Mulheres is to increase the number of women in leadership positions. The Programa Ganha-Ganha³ is a joint effort of ONU Mulheres, the European Union, and the International Labour Organization to promote women's economic empowerment and leadership. The program recognizes companies that foster a culture of gender equity and women's empowerment in Brazil.

The 30% Club⁴ launched in Brazil in 2019. One of the objectives of the Brazilian chapter is to eliminate all-male boards on the B3 Novo Mercado, a Brazilian stock exchange listing segment, by 2021-22. Another goal is to reach 30% female directors on the boards of B3 IBrX 100 listed companies by 2025.

Brazil's Institute of Corporate Governance, in association with B3, the International Finance Corporation, the World Bank, and WomenCorporateDirectors, began a mentorship program⁵ in 2014 for female executives seeking board service roles. In 2020, the fifth installment of the program saw record enrollment.

The local Rede Brasil of the UN Global Compact has introduced a gender equality initiative to increase the representation of women in senior leadership positions to 30% by 2025 and 50% by 2030.⁶ Currently, 26 large companies have signed the pledge. This initiative is in line with Goal 5.5 of the United Nation's Sustainable Development Goals.

Measures to address racial and ethnic diversity

The Rede Brasil of the UN Global Compact has also launched an initiative for racial and ethnic equality.⁷ According to an Ethos Institute survey in 2016, Black professionals occupied 4.7% of leadership positions in Brazil's 500 largest companies and Black women represented only 0.4% of all board seats.⁸ The initiative intends to carry out diversity censuses at all participating companies.

The numbers	Percentage	% Change
Average percentage of women on boards ⁹	10.0%	–
Percentage of women on boards: A Bolsa do Brazil (B3) ¹⁰	12.1%	–

“In recent years, the business case for the importance of gender diversity on Brazilian boards has been made increasingly clear, and this awareness has led to concrete action by government and private enterprise to see these numbers improve. Seeing the Brazil numbers for women serving on boards increase from 8.6% to 10.4% is encouraging and a reminder that this focus and effort can have tangible results. For example, I am proud that here at Deloitte Brazil, this is an active focus area. That being said, there is still a long way to go, and we need to continue to focus on not just the outcome of greater gender diversity on boards, but the variety of factors that impact that outcome: the structural and cultural aspects of organizations and societies, the pipeline of talented female leaders, succession planning, and how we develop the next generation of female board leaders. Organizations need to approach this important topic with a wider lens so we can have the impact we desire in the short and longer term.”

Venus Kennedy

Partner and Delas leader, Gender Diversity Initiative, Deloitte Brazil

“Deloitte Brazil’s recent survey, Women @ Work, found that nearly half of Brazilian women (46%) feel less optimistic about their career prospects today compared to before the pandemic and 36% of women in Brazil say that to improve gender equality in the workplace, their employer should commit to gender representation at a senior level. It also found that providing better learning opportunities is the most beneficial thing that employers can do to support women’s career development, closely followed by providing better childcare support. Having said that, we can say that women still face barriers to reach top leadership positions. But, if we combine the individual efforts of companies, the support of NGOs, and the interest shown by the government, it makes me believe that we may see a real difference on the horizon.”

Angela Castro

Partner and D&I leader for All-in, 8 Pillars of Inclusion, Deloitte Brazil

“Gender diversity on Brazilian corporate boards remains very low, with only 12% of women on boards of IBrX 100 top listed companies in the country in 2020. IBrX 100 companies still had over 40% all-male boards, and companies that have recently gone public are also lagging behind with similar statistics. We need collective efforts to accelerate change, and we are currently seeing a growth of local and international institutional investors’ concerns towards gender diversity on Brazilian corporate boards. For meetings on or after February 1, 2022, ISS Proxy Advisors will recommend voting against director elections for issuers where the post-election board contains no female directors. So, we are expecting more engagement between investors and boards and enhanced board diversity over the next years in the country.”

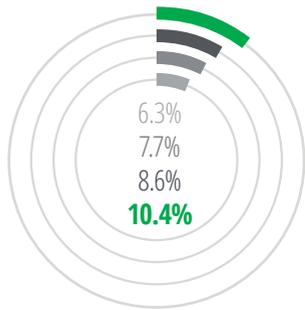
Olivia Ferreira

Cochair, 30% Club Brazil

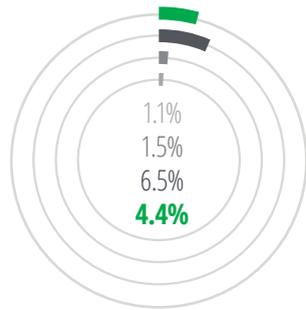
Brazil

OVERALL NUMBERS

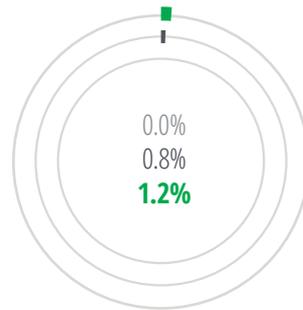
■ 2021 ■ 2018 ■ 2016 ■ 2014



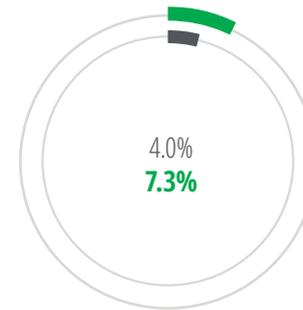
BOARD SEATS HELD BY WOMEN



BOARD CHAIRS THAT ARE WOMEN



CEOS THAT ARE WOMEN



CFOS THAT ARE WOMEN



115

WOMEN ON BOARDS



165

TOTAL COMPANIES ANALYZED

AVERAGE TENURE (YEARS)

MEN

WOMEN

5.8

5.9

4.4

5.2

2021

2018

2021

2018

BOARD MEMBER

MEN

WOMEN

5.7

6.1

4.4

3.0

2021

2018

2021

2018

CHAIR

AVERAGE AGE (YEARS)

MEN

WOMEN

58.6

59.5

52.6

52.8

2021

2018

2021

2018

BOARD MEMBER

MEN

WOMEN

61.1

62.8

62.0

59.0

2021

2018

2021

2018

CHAIR

STRETCH FACTOR

1.14

1.04

1.08

1.09

2021

2018

2016

2014

WOMEN

1.20

1.12

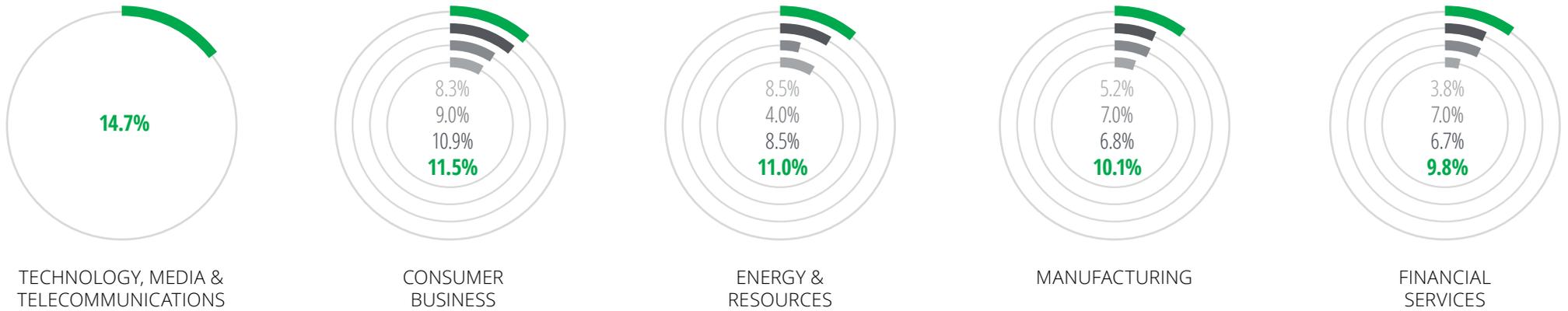
2021

2018

MEN

TOP INDUSTRIES WITH THE HIGHEST PERCENTAGE OF WOMEN ON BOARDS

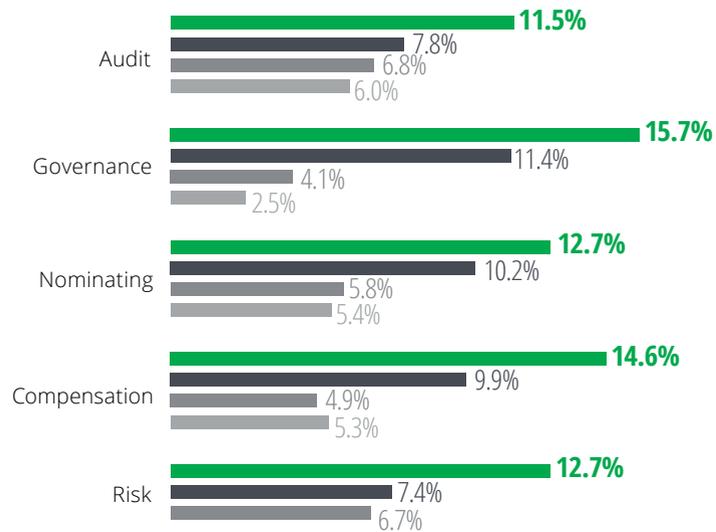
2021 2018 2016 2014



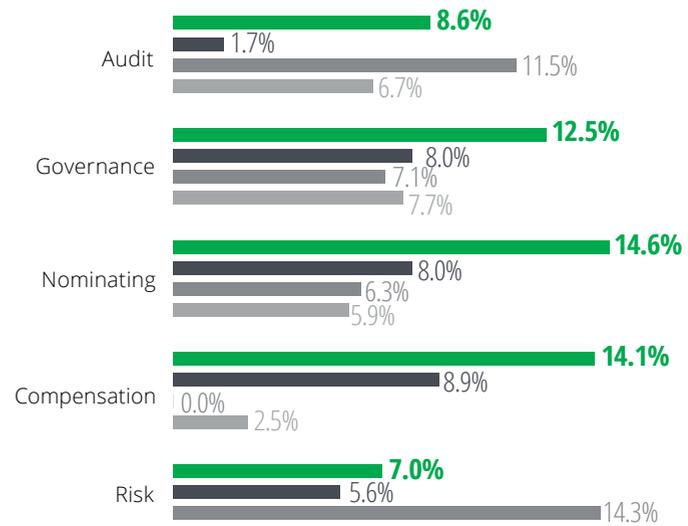
COMMITTEES

2021 2018 2016 2014

FEMALE MEMBERS



FEMALE CHAIRS



Chile

Quotas

Regarding public companies, Chile recently approved Law N° 21.356, which establishes a 60% ceiling for representation of each gender on boards of state-owned companies or companies with more than 50% state participation.¹

Regarding private companies, two additional bills were presented to the Chilean Congress related to quotas: one in September 2014 suggested a quota of 30% female participation on the boards of publicly traded companies with equity in excess of US\$60 million, and another in March 2017 set a maximum 60% participation for each gender on the boards of large corporations regulated under Law N° 18.045. There has been little progress on these bills.²

Other initiatives

There is a registry of female directors kept by the Ministry of Women and Gender Equity, which contributes to helping the aforementioned legislation achieve its objectives.³

Measures to address components of diversity beyond gender

The CMF, Chile's financial regulator, issued General Rules N° 385 and 386 in 2015. The first requires boards to disclose, on a comply-or-explain basis, whether they have informed shareholders of the diversity attributes they consider before the election of new board members. The second requires the annual financial statements of listed companies to disclose the gender, nationality, and age range of board members.

The CMF recently released a new rule (General Rule 461), which improves the ESG information reported by listed companies and requires those companies to disclose how they detect and reduce organizational, social, or cultural barriers to diversity. In addition, companies must report the composition of women and men within the organization by position or category of functions.⁴

The numbers	Percentage
Women on the boards of IPSA companies ⁵	14.0%
Women chairing the boards of IPSA companies ⁶	6.6%

“There has been progress in raising the awareness of the need to further diversify Chilean boards, since it is an essential step towards becoming a developed country with high standards of diversity and inclusion. This awareness has contributed to the slow uptick in women’s participation on boards.

Although there is a greater willingness to integrate women onto boards, there are still limitations, such as only seeking board candidates with previous experience as a CEO or as a board member, limiting the entry of new women who do not have that experience.

That is why the specific measures listed here should aim to modify the selection criteria for joining a board, validating experiences in first-line management (even if the person has not been CEO) and experience on the boards of nonprofit entities or medium and small companies.”

Fernando Gaziano

Risk Advisory partner, Deloitte Chile Boardroom Program leader

“Diversity and inclusion could become critical issues in determining economic success or failure in the next decade of the digital age.

It is imperative to take this process of digital renaissance as an opportunity to build an economy and society that embraces all perspectives. Starting with the incorporation of women in leadership and decision-making positions within companies. This is how the financial market is perceiving it, by making explicit its vision of the minimum diversity composition of boards of directors and requesting information on the strategy to increase the participation of women in leadership positions within the company.”

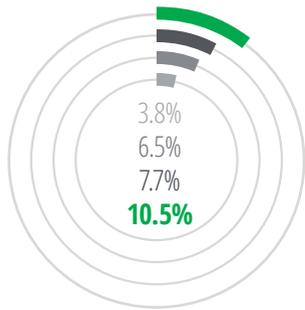
Maria Pia Aqueveque Jabbaz

30% Club Chile Chapter chair and board member

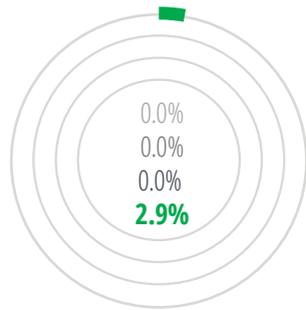
Chile

OVERALL NUMBERS

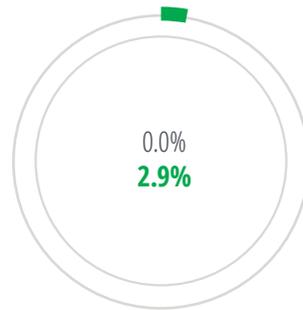
■ 2021 ■ 2018 ■ 2016 ■ 2014



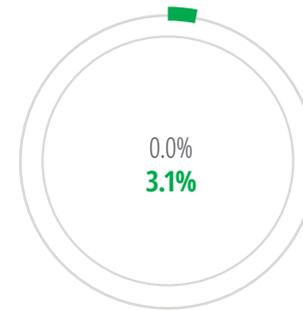
BOARD SEATS HELD BY WOMEN



BOARD CHAIRS THAT ARE WOMEN



CEOS THAT ARE WOMEN



CFOS THAT ARE WOMEN



28

WOMEN ON BOARDS



35

TOTAL COMPANIES ANALYZED

AVERAGE TENURE (YEARS)

MEN		WOMEN	
7.8	7.6	5.8	5.6
2021	2018	2021	2018

BOARD MEMBER

MEN		WOMEN	
8.4	7.0	2.4	—
2021	2018	2021	2018

CHAIR

AVERAGE AGE (YEARS)

MEN		WOMEN	
61.3	60.2	57.2	56.7
2021	2018	2021	2018

BOARD MEMBER

MEN		WOMEN	
64.2	63.1	—	—
2021	2018	2021	2018

CHAIR

STRETCH FACTOR

1.07	1.06	1.08	1.00
2021	2018	2016	2014

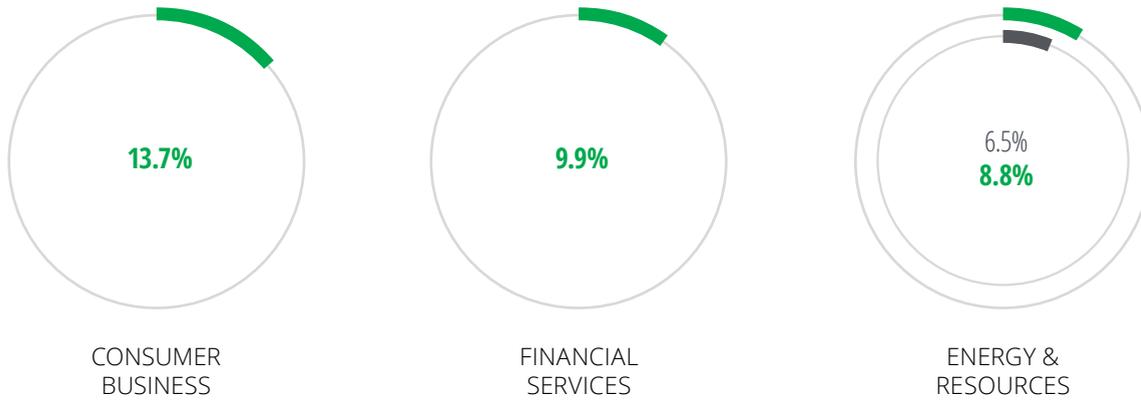
WOMEN

1.09	1.06
2021	2018

MEN

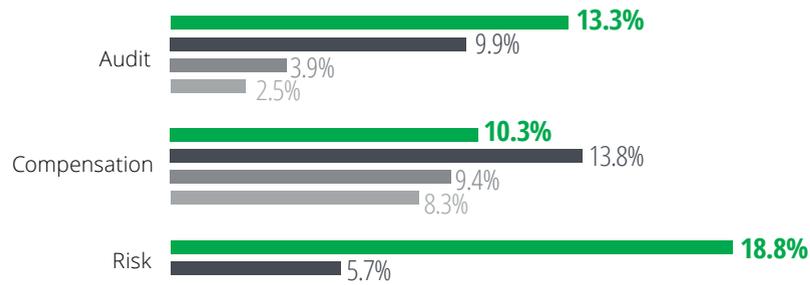
TOP INDUSTRIES WITH THE HIGHEST PERCENTAGE OF WOMEN ON BOARDS

■ 2021 ■ 2018

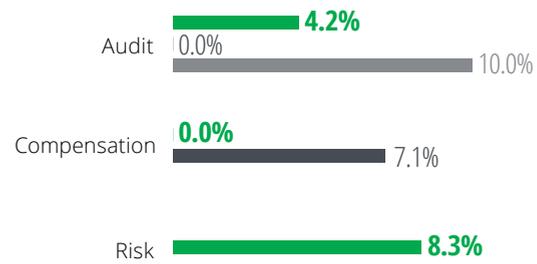


COMMITTEES

FEMALE MEMBERS



FEMALE CHAIRS



■ 2021 ■ 2018 ■ 2016 ■ 2014

Colombia

Quotas

Gender quota legislation was introduced in Colombia in 2000: State-owned companies, companies in which the state is the majority shareholder, and all government entities are required to have representation of at least 30% women in decision-making positions, including boards.¹

Other initiatives

There are no requirements for gender diversity on boards in the 2014 corporate governance code for listed companies.²

The Colombian Stock Exchange, CESA Business School, the International Finance Corporation (IFC), UN Women, and Deloitte Colombia have collaborated to support a number of diversity initiatives. The parties participate in an annual event focused on gender equality at the board and company leadership levels; they also sponsor an event where CEOs and board members discuss gender equality.

CESA Business School, through its Corporate Governance Studies Center, has overseen the creation and development of the Women on Boards of Directors Leadership Initiative, which is a collaboration led by CESA and developed in alliance with Aequales, ANDI (National Association of Industrialists), Deloitte Colombia, the IFC of the World Bank Group, the Colombian Institute for Corporate Governance, and the Page Executive. According to CESA, there are still wide gaps in gender equity, with women filling only 18.7% of positions on the Colombia's boards of directors in 2021.³ CESA designed the initiative

aimed at mitigating this problem in 2019, focused not only on devoted to matters of women's leadership and corporate governance, but to increase the presence of women serving on boards in Colombia. Women who participate in the program benefit not just from the training they receive, but from increased visibility and networking opportunities, with regards to open board seats.

The 30% Club launched a Colombian chapter in 2020 with the goal of achieving a representation of at least 30% women on boards by 2023.⁴

The numbers⁵	Percentage	% Change
Percentage of company board seats held by women	18.7%	-
Percentage of board Chairs that are women	12.0%	-

“The number of initiatives that promote equity and diversity in the governance bodies of public and private entities in Colombia has increased. The government promotes gender parity in the cabinet, and for the first time, a woman was elected as vice president. The Presidential Advisor Office for Equity for Women was created, which is part of the Office of the Vice President. All of this has improved the awareness of the business community, but a greater commitment is needed to provide more opportunities for women to continue to demonstrate their leadership and impact in organizations. This would help close the gaps more quickly.”

Jorge Hernandez

Risk Advisory lead partner, Deloitte Colombia

“The 30% Club Colombia has been working tirelessly to increase the number of women board members in our country since we launched in 2020, at a time when the percentage of women on boards of issuing companies in the country was just 17%. Today it is 18.7%. One of the most effective things we have done to increase women’s participation on boards in Colombia has been our partnership with CESA School of Business and Women in Connection which has created a CV repository that currently has 213 profiles—85% of these women are in senior management teams and 80% have experience on boards of directors. This offers businesses immediate access, free of charge, to a pool of female talent—debunking the myth there is a lack of women ready to assume board positions. We have already been involved in the recruitment process of 75 female leaders and secured 11 board seats—two of them at securities issuers. We are very proud of this achievement but there is much more for the chapter to do in Colombia.”

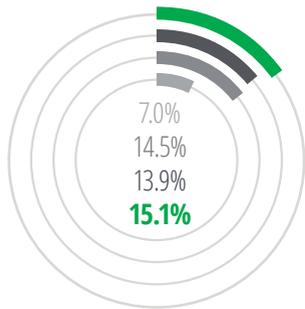
Monica Contreras Esper

30% Club Colombia chair

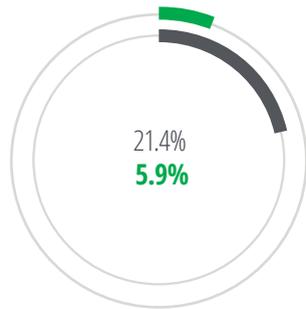
Colombia

OVERALL NUMBERS

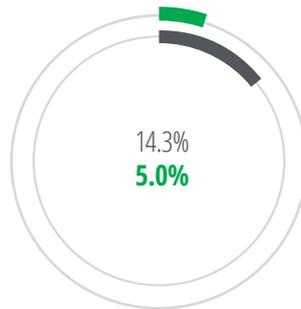
■ 2021 ■ 2018 ■ 2016 ■ 2014



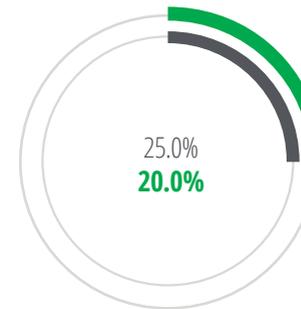
BOARD SEATS HELD BY WOMEN



BOARD CHAIRS THAT ARE WOMEN



CEOS THAT ARE WOMEN



CFOs THAT ARE WOMEN



21

WOMEN ON BOARDS



21

TOTAL COMPANIES ANALYZED

AVERAGE TENURE (YEARS)

MEN

7.6
2021

7.6
2018

WOMEN

5.6
2021

4.5
2018

BOARD MEMBER

MEN

10.2
2021

9.0
2018

WOMEN

5.9
2021

3.1
2018

CHAIR

AVERAGE AGE (YEARS)

MEN

61.3
2021

60.9
2018

WOMEN

60.3
2021

53.0
2018

BOARD MEMBER

MEN

64.7
2021

64.6
2018

WOMEN

67.0
2021

—
2018

CHAIR

STRETCH FACTOR

1.05
2021

1.00
2018

1.20
2016

1.00
2014

WOMEN

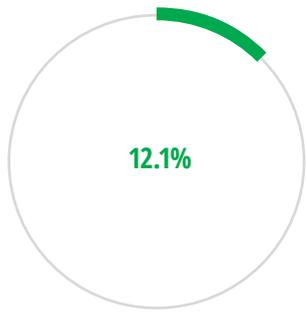
1.06
2021

1.08
2018

MEN

TOP INDUSTRIES WITH THE HIGHEST PERCENTAGE OF WOMEN ON BOARDS

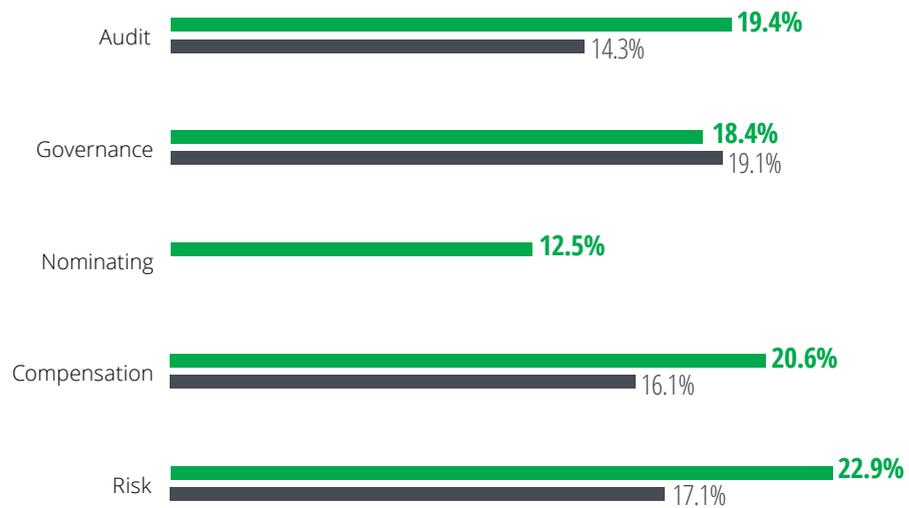
■ 2021 ■ 2018



FINANCIAL SERVICES

COMMITTEES

FEMALE MEMBERS



FEMALE CHAIRS

■ 2021 ■ 2018



Mexico

Quotas

There are no quotas in place for women serving on boards in Mexico.

Other initiatives

The 30% Club launched its Mexico chapter¹ in December 2020, led by the CEOs and board Chairs of some of the country's largest companies. The organization strives to increase women's participation on boards and in senior management roles to at least 30%, which is the level the global campaign believes is needed to have an impact on board dynamics. The club intends to adopt a more inclusive platform in which men and women work together to promote talented women into leadership positions, with the hope of reaching the 30% target within the next five years.

Individual companies often maintain their own policies on gender diversity in the boardroom. The Sustainability Index of the Mexican Stock Exchange² reviews the participation of women on boards or in senior management positions as part of its indexing process.

The Mexican Business Council's Code of Best Practices of Corporate Governance,³ released in 2018, recommends including women on boards. Although the policy is voluntary, and does not include a specific quota, companies that are publicly listed must report on their compliance each year.

Each year, 50/50 Women on Boards Mexico and WomenCorporateDirectors recognize the 10 listed companies with the highest percentage of women among their independent directors.⁴

For the third time, Mexico joined the Ring the Bell for Gender Equality global movement to raise awareness of the importance of equal opportunities and diversity in senior management positions and to foster transparency in gender policies by adherence to the UN's Women's Empowerment Principles.⁵

The numbers	Percentage	% Change
Percentage of women on boards: Bolsa Mexicana de Valores ⁶	7.8%	–
Women on the boards of 130 companies listed on the Mexican Stock Exchange ⁷	8.7%	0.5% (2018)

“Public companies in Mexico are beginning to appoint more women to boards as a result of the Code of Best Practices recommendation and the launch of the 30% Club’s Mexican chapter, but there is still a long road ahead. Women currently hold just below 10% of board seats in Mexico, which highlights the need to continue bringing the conversation to nomination committees and shareholder assemblies. We must take important steps in the coming years to increase women’s participation in the boardroom.”

Daniel Aguiñaga

Corporate governance lead partner, Deloitte Spanish Latin America

“At present, there are 8.7% women on boards in Mexico’s BMV index. However, the number is only 2.2% if we don’t count women who appear on multiple boards or who are relatives or company owners. Given the role that Mexico plays as a bridge between Latin America and the US market, we decided to launch the Mexican chapter of the 30% Club in December 2020. We aim to achieve a 10% women representation at the board level in the next three years to reach our first milestone by focusing on three initiatives that are crucial for embedding the importance of diversity inside and outside large conglomerates. These are cross-organization mentoring programs, HR best practice sharing, and investor groups. We already have 24 CEOs and chair members committing to our voluntary targets.”

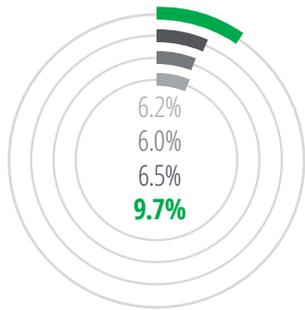
Claudia Corona

Cochair, 30% Club Mexico

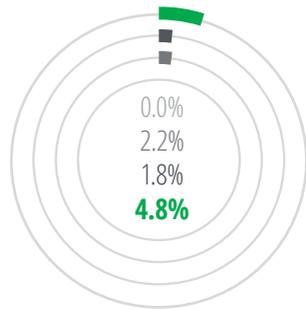
Mexico

OVERALL NUMBERS

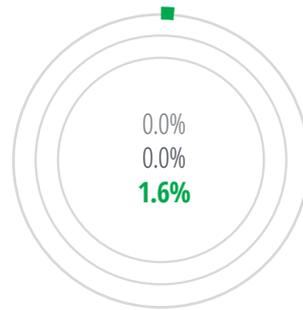
2021 2018 2016 2014



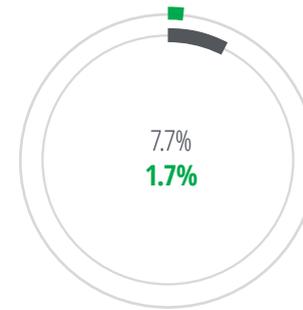
BOARD SEATS HELD BY WOMEN



BOARD CHAIRS THAT ARE WOMEN



CEOS THAT ARE WOMEN



CFOs THAT ARE WOMEN



65

WOMEN ON BOARDS



62

TOTAL COMPANIES ANALYZED

AVERAGE TENURE (YEARS)

MEN		WOMEN	
11.8	11.7	6.1	8.2
2021	2018	2021	2018

BOARD MEMBER

MEN		WOMEN	
14.8	14.6	3.4	3.7
2021	2018	2021	2018

CHAIR

AVERAGE AGE (YEARS)

MEN		WOMEN	
62.7	62.4	53.9	53.6
2021	2018	2021	2018

BOARD MEMBER

MEN		WOMEN	
62.1	61.1	61.5	67.0
2021	2018	2021	2018

CHAIR

STRETCH FACTOR

1.11	1.05	1.15	1.03
2021	2018	2016	2014

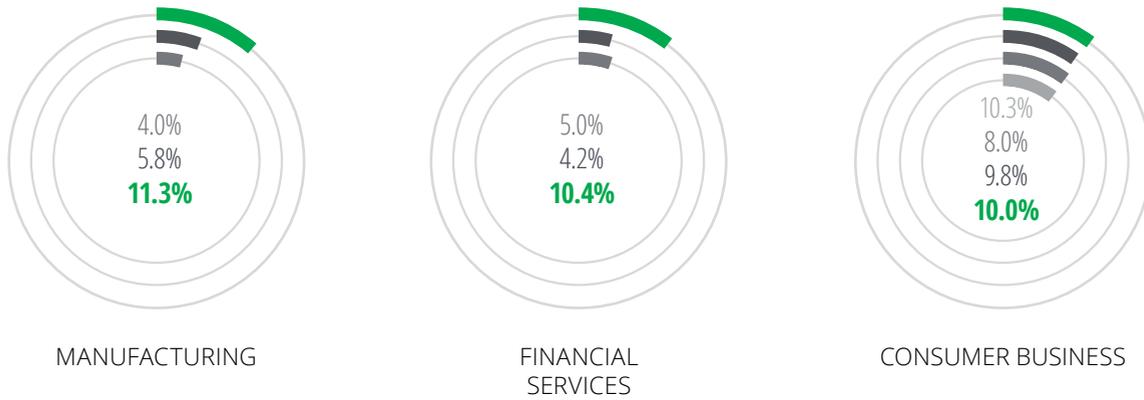
WOMEN

1.25	1.16
2021	2018

MEN

TOP INDUSTRIES WITH THE HIGHEST PERCENTAGE OF WOMEN ON BOARDS

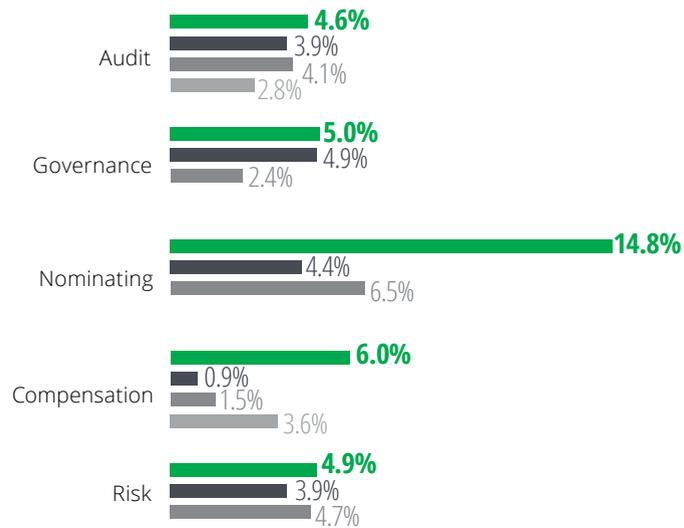
■ 2021 ■ 2018 ■ 2016 ■ 2014



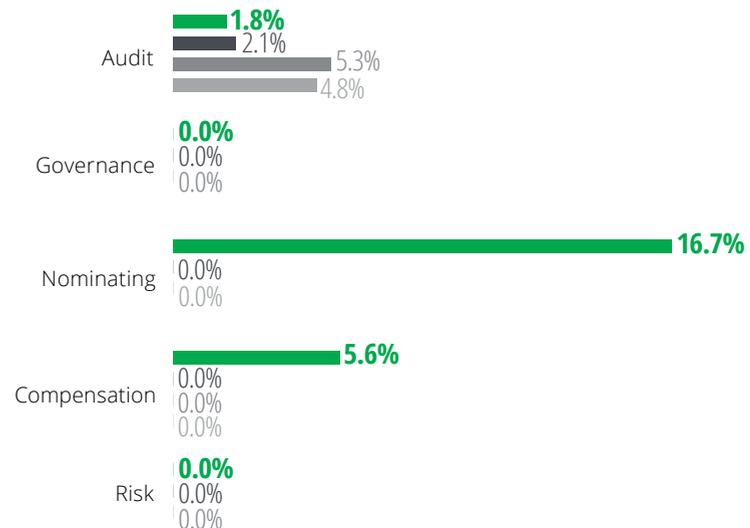
COMMITTEES

■ 2021 ■ 2018 ■ 2016 ■ 2014

FEMALE MEMBERS



FEMALE CHAIRS



Peru

Quotas

There are no quotas in place for women serving on boards in Peru.

A draft bill was introduced in Congress in 2016 that would require 30% representation of women on the boards of publicly traded companies. The bill still awaits legislative debate.¹

Other initiatives

Men and women in Peru have had equal opportunities since 2007, when legislation guaranteed the ability to exercise their rights to equality, dignity, growth, and well-being without discrimination.²

The National Policy on Gender Equality was approved in April 2019 to address the causes and effects of structural discrimination against women in Peru.³ It was followed by approval of the Multi-sectorial Strategic Plan for Gender Equality in March 2020, which guaranteed implementation of the policy to end discrimination against women and further the goal of an egalitarian country.⁴

The Ministry of Women and Vulnerable Populations has also made a number of proposals to empower women in business and society through economic opportunity and political representation.⁵

In 2021, the Lima Stock Exchange joined with other international stock exchanges for the Ring the Bell for Equality event, which emphasized the importance of women in business.⁶

The Ministry of Energy and Mines and the Inter-American Development Bank launched the Program for Emerging Women Leaders of the Extractive Sector in May 2018. This initiative seeks to promote gender equality in Peru by strengthening leadership skills and increasing the visibility of women with high potential.⁷

For the first time in Peru, the United Nations Development Program introduced the Seal of Gender Equality for Private and Public Companies certification program in April 2019. This global effort helps establish and achieve standards to empower women in the business community.⁸

The numbers	Percentage	% Change
Women's representation on boards in a sample of 232 companies ⁹	9.59%	-

“Although mandatory gender quota initiatives have not been approved for company boards in Peru, it is indisputable that there are many public and private initiatives to strengthen equity, increase the presence of women in leadership positions, foster equality, reduce discrimination, and promote diversity. Peruvian business culture has been positively affected by the influence of foreign investors and subsidiaries of multinationals that require or promote gender equity. But there is still a significant gap to close, and it is the responsibility of Peruvian executives and entrepreneurs to support these practices to speed progress.”

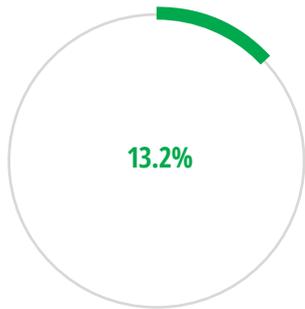
Karla Velásquez

CEO, Deloitte Peru

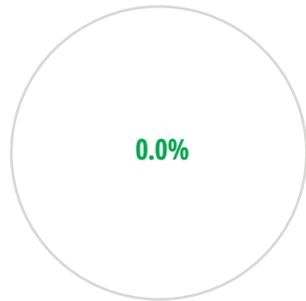
Peru

OVERALL NUMBERS

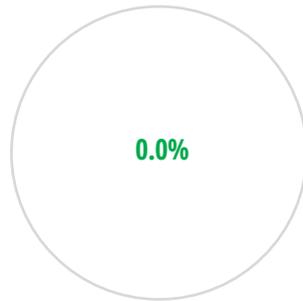
■ 2021



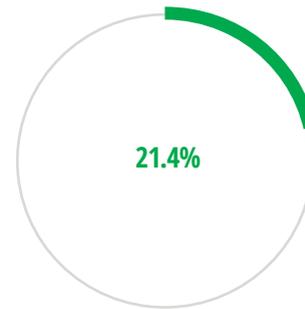
BOARD SEATS HELD BY WOMEN



BOARD CHAIRS THAT ARE WOMEN



CEOS THAT ARE WOMEN



CFOS THAT ARE WOMEN



13

WOMEN ON BOARDS



14

TOTAL COMPANIES ANALYZED

AVERAGE TENURE (YEARS)

MEN		WOMEN	
10.8	—	4.8	—
2021	2018	2021	2018

BOARD MEMBER

MEN		WOMEN	
12.0	—	—	—
2021	2018	2021	2018

CHAIR

AVERAGE AGE (YEARS)

MEN		WOMEN	
59.1	—	60.9	—
2021	2018	2021	2018

BOARD MEMBER

MEN		WOMEN	
60.7	—	—	—
2021	2018	2021	2018

CHAIR

STRETCH FACTOR

1.08	—	—	—
2021	2018	2016	2014

WOMEN

1.16	—
2021	2018

MEN

COMMITTEES

FEMALE MEMBERS

Audit 12.9%

■ 2021