

Blakes Interim Board Report 2017: Opportunities for Women General Counsel

The Canadian Public Company Landscape for Legal Professionals on Boards

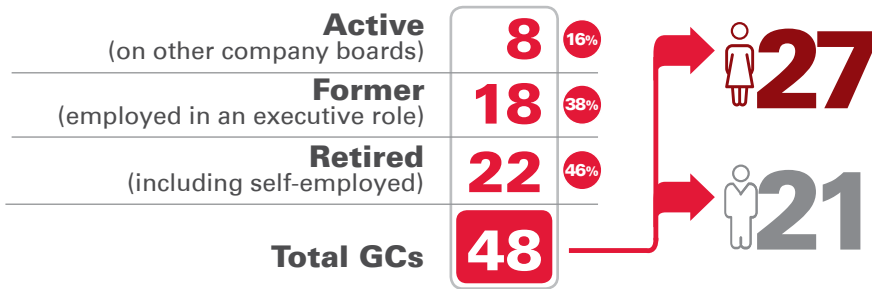


2017 S&P/TSX Composite Board Study

DATA GATHERED FROM:

245 COMPANIES | **1,907 INDIVIDUALS** | **2,319 BOARD POSITIONS**

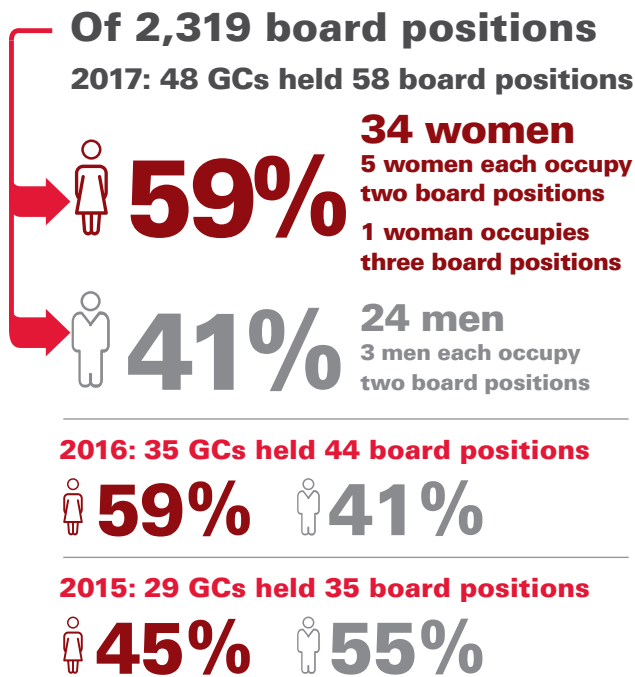
Of 1,907 individuals...who are the GCs?
















Of 2,319 board positions

58
are held by GCs

Representation of total General Counsel



Board positions held by

Industry:	TSX % ¹	women			men		
		GCs	Lawyers	% ²	GCs	Lawyers	% ³
 Banking/Insurance	34.7	6	8	4.2	4	27	9.2
 Energy	20.1	8	2	2.3	9	29	8.7
 Materials	11.5	7	6	2.6	5	40	9.1
 Consumer/Retail	7.0	3	8	5.4	0	15	7.4
 Transportation	5.0	4	1	7.1	0	12	17.1
 Telecommunications	4.7	0	2	4.7	0	4	9.3
 Industrials	4.7	2	6	4.1	2	10	6.2
 Utilities	3.4	3	4	5.2	2	9	8.2
 Technology	3.1	0	2	2.0	1	5	6.0
 Real Estate	2.5	1	4	3.3	0	20	12.4
 Hotel/Leisure	1.6	0	2	6.1	1	1	6.1
 Media	1.3	0	1	1.6	0	8	12.5
 Health Care/Pharma	0.6	0	1	2.0	0	7	13.7

185 companies (76%) had at least **one legal professional on their board**

60 companies (24%) have **no legal professionals on their board**

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This study is based on 2017 proxy data provided by ISS Corporate Solutions Inc.
¹ Percentage of S&P/TSX Composite Index by market capitalization as of October 2017.
^{2,3} Percentage of board seats held by female and male legal professionals, respectively in each sector.