

# Women in Management – the Leadership Pipeline 2016



BNY MELLON



30% Club  
GROWTH THROUGH DIVERSITY

## Foreword

The 30% Club and DCU are to be commended on this report – the second in a series of annual reports to be produced as part of a 5-year study on women in business leadership and management positions in Ireland. It enhances the evidence base for addressing gender inequality in the world of work in Ireland and raises awareness of this critically important issue. While highlighting Ireland’s huge progress in addressing gender inequality in recent decades, it also shows the extent to which this remains a challenge.

Gender equality is not only a basic human right for women and men, it is vital to social cohesion and economic prosperity. In today’s febrile political climate across the Western world, the values of equality, diversity and inclusivity are in danger of erosion, and so it is vital Ireland plays a leadership role in championing these values. Only by ensuring that everyone’s talents are fully realised – and fairly recognised and rewarded – will we be able to compete in the global economy.

This report highlights the challenges we still face in Irish business in respect of both vertical and horizontal segregation by gender. While the increasing proportion of women at managerial levels is to be welcomed, men still dominate. Women hold 40% of positions at the lowest level of management surveyed, with this proportion decreasing at each level of seniority, falling to 17% of CEO positions. Furthermore this gender inequality is particularly marked in the male-dominated areas of manufacturing and construction.

The work of the Expert Group which undertook the Higher Education Authority’s National Review of Gender Equality in Irish Higher Education observed a similar picture in higher education, in which 81% of professorial positions and 72% of the highest paid non-academic positions are held by men, who dominate in science, technology, engineering and mathematics, as well as on institutions’ governing and management boards. The implementation of the recommendations of the Report of the Expert Group will make an important contribution to addressing this gender-imbalance in the leadership of higher education.

Another interesting finding of this 30% Club/DCU report is that in Ireland more women tend to be in executive director roles in companies in which the CEO is female by comparison with those in which the CEO is male. This suggests the importance of female role-models and mentors in addressing gender inequality. Given the intractable problem of the under-representation of women at senior levels across all sectors, we need to proactively empower women to realise their full potential.

What we want to get to is an Ireland where women in previously male-dominated areas of life are a given, rather than an exception. Where, from their earliest schooldays, girls are encouraged to undertake the STEM subjects. Where constraining assumptions are relentlessly tackled with data.

Above all, we want to get to an Ireland where women have the full richness of choice and of possibility at all stages in their life cycle to which they are entitled.



Máire Geoghegan-Quinn,  
Former European Commissioner for Research,  
Innovation and Science

DCU continues to support this initiative and its valuable objective of achieving gender equality in corporate Ireland and I would like to express my gratitude to Dr Melrona Kirrane for leading this research on behalf of DCU. This year's data show some interesting and welcome trends with respect to women's participation in leadership roles in Ireland. However, the data suggest there is still much ground to cover to ensure equal representation of women throughout the managerial hierarchy. Gender equality confers many advantages to organisations and the absence of gender balance can inhibit progress on the path to growth and prosperity. It is my hope that equality in leadership roles will continue to improve in Irish firms, thereby enhancing Ireland's competitive position on the world stage.



Brian MacCraith,  
President Dublin City University

The 30% Club was officially launched in Ireland in January 2015 and we are delighted it is now supported by the leaders of over 150 Irish businesses committed to accelerating gender balance in their organisations through their voluntary actions. It is a collaborative approach to creating change in Ireland, aiming towards 30% women being on boards and in executive management by 2020.

Data on the number of women on boards is published regularly but we identified a gap in information on women in management. So we initiated this research in to provide some data as a base line. Women in management today are the pipeline for the business leaders of the future. We are grateful to Dublin City University for their support in carrying out this survey, to BNY Mellon for their continued sponsorship, to those organisations who participated in the survey, and to the business leaders whose comments are included. Sincerest thanks also to our 30% Steering Committee members Anne-Marie Taylor and Brid Horan for their work and leadership of the survey.

The results show that the participation rates of women at all levels in the management hierarchy have risen slightly. However there continues to be a drop in female representation at higher levels of management. The lack of female representation in key operational roles will continue to impact gender diversity at CEO and board level so it is important that women understand the value of core business area experience. We hope that participating companies will find this survey useful to compare their data to other organisations and measure progress over time as this is the second year of a longitudinal study which will be repeated annually.

The 30% Club is a forum for sharing best practices and learning among business leaders, is complementary to individual company efforts and collaborates with existing initiatives to improve gender balance in Ireland.



Marie O'Connor,  
Partner PwC and Country Lead  
30% Club Ireland

Concerted efforts from many stakeholders are needed to improve the proportion of senior female leaders in Irish business. Since the launch of the 30% Club Ireland two years ago, I have been greatly encouraged by how the gender diversity discussion is moving from a 'women's issue' to being a central business and economic issue.

Within Financial Services, we need to attract more talented female professionals to our industry and also work to retain them and maximise their development opportunities to reach their full potential. Only then will we achieve meaningful and sustainable change. This applies to other sectors too. The good news is that many Irish companies are sharpening their focus on gender balance in the executive leadership pipeline. They are setting targets and monitoring and reporting on progress.

We at BNY Mellon strongly support diversity and inclusion which is why we actively support the 30% Club Ireland. BNY Mellon is the Investments Company for the World. We don't just say this; we live it. Improving lives through investing is our vision and helping people realise their full potential is our mission. That's why we apply the same rigor, prioritisation and focus to our best assets: our people.

We welcome this latest research on gender in business and encourage businesses to review the 'action for progress' suggested in section four. As we all work to grow the Irish economy and maintain a competitive edge over our international counterparts, it's important we make the most of our talent and skills. Better use of women's skills could be worth billions of euros to our economy each year. The message is clear. We are on the right path, but there is a long way to go. Let's continue to drive forward for sustainable change.



Carol Andrews, Global Head of Client Service (AIS) BNY Mellon and Steering Committee member, 30% Club Ireland

# 1 Introduction

Women have more representation and more visibility in the workplace today than they had 30 years ago, but employment opportunities and career experiences among women continue to be characterized by inequality. While women are occupying increasing numbers of managerial positions, they are still outnumbered by men in decision-making and senior leadership positions. In some countries, including Canada, Germany and Spain, the share of women in management positions actually declined between 2000 and 2011. Women earn less than men in nearly all occupations for which gender comparisons are possible, and female-dominated occupations generally have lower median earnings than male-dominated occupations. In the organisational environment, barriers to women's advancement include unconscious bias, resistance to women's leadership, family and domestic responsibilities, women's reluctance to invest in social capital and prevailing organisational culture.

In recent years, different approaches to achieving workplace diversity have been taken. In the US, workplace equality is driven by both affirmative action legislation and proactive corporate initiatives. Asian countries have set quotas to increase the representation of minority groups, while countries in the European Union have spearheaded attempts to achieve gender balance in corporate leadership through the use of both quotas and targets. However progress in addressing and overcoming obstacles has been slow. Women hold just 17% of the seats on Fortune 500 boards and only 4% of chief executive officers at Fortune 500 companies are women. The situation in the UK is better, perhaps due to the Government's stated commitment to gender equality and the Lord Davies reports on women on boards. 26% of board positions in FTSE100 firms and 20.4% in FTSE250 firms are held by women. There are now no all-male boards in the FTSE100 firms and just 15 all-male boards in the FTSE250 firms.

A diverse workforce opens many doors for organisations. It allows companies to access talent and understand customers, to better reflect the heterogeneous societies in which they operate, and to benefit from diverse thinking, learning and innovation. The value of women's equitable participation in organisational leadership is clear. While some studies relate board diversity to higher economic return, the key contribution of women to corporate performance has been well-captured by robust empirical investigations. These studies show that female leaders encourage organisations to adopt a broad perspective to corporate performance that goes beyond shareholder value to include employee welfare and the impact of the organisation on its external environment. As a result of such initiatives, greater employee satisfaction and commitment ensue which support performance improvements, leading to enhanced customer retention and stronger corporate performance.

Recognising the value of women's representation, businesses are increasingly concerned about achieving gender balance. The best approach to this task lies in taking steps to ensure women's progress through the leadership pipeline as it is from these ranks that tomorrow's corporate leaders will emerge. Achieving work-place gender balance requires a collective effort that focuses on systemic issues at individual, organisational, societal and cultural levels. To gain ground in this arena, an essential step is to rigorously and continually measure and monitor gender-based data as it pertains to women's careers.



**We meet exceptionally talented women every day who would thrive in many companies. Gender disparity at the most senior levels, however, remains stark and is not reflective of our society. Clearly equal opportunities should permeate all levels of business. We cannot remain passive. Companies must ensure they have the right structures so that women can succeed in leadership roles across disciplines. In parallel, women need to work with employers to identify and pursue career opportunities. Our clients recognise this and are seeking diversity at senior levels; it is important that female talent is given the chance to shine.**



Ruth Curran, Managing Partner MERC Partners & Global  
Chair IIC Partners

## 2 Findings

Women make up 46% of all those in employment in Ireland however data on the leadership pipeline as it refers to gender is scant. In 2015, the 30% Club Ireland and the Leadership & Talent Research Institute at DCU Business School undertook the first survey of women in management in Ireland. The purpose of the study was to ascertain the participation rates of women in management hierarchies throughout corporate Ireland. This investigation found that the situation in Ireland is not unlike that found in many European countries and the United States. Women were less likely than men to hold management positions in all sectors of Irish industry across organisation types and size. Indeed women's participation in management was found to be inversely related to the leadership hierarchy, reflecting the 'sticky floor' rather than the glass ceiling that many women encounter as they get stuck in the bottleneck of middle management. Where women did achieve seniority, they were more likely to be found in traditionally female-dominated functions of HR and Marketing and less likely to occupy leadership positions in Finance, Sales, Operations or IT. The current report presents the findings of the second iteration of this survey. Comparisons are made with the findings of 2015 in order to detect changes in the data which speak to women's progress in achieving managerial positions (see Appendix 2).



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**At its core this is about participation and progression. There is no scarcity of talented, qualified women in Ireland but we need to improve diversity in the pipeline for executive positions. Organisations need to identify and develop people who drive business performance, to challenge structures and processes that create a “sticky floor” for women and ensure we have an inclusive and balanced approach to all talent decisions. High potential women need to be encouraged into general management career paths with P&L responsibility as it is these commercial roles that typically lead to the top.**

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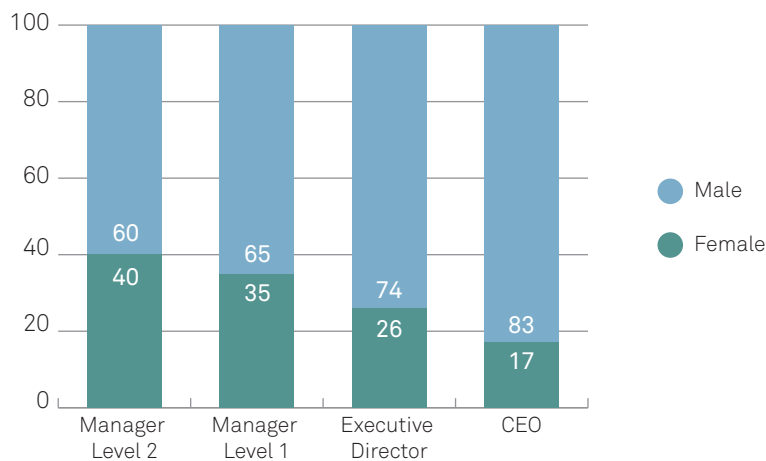
Nicola McCracken, Head of Group HR, DCC plc



### WOMEN IN MANAGEMENT BY LEVEL

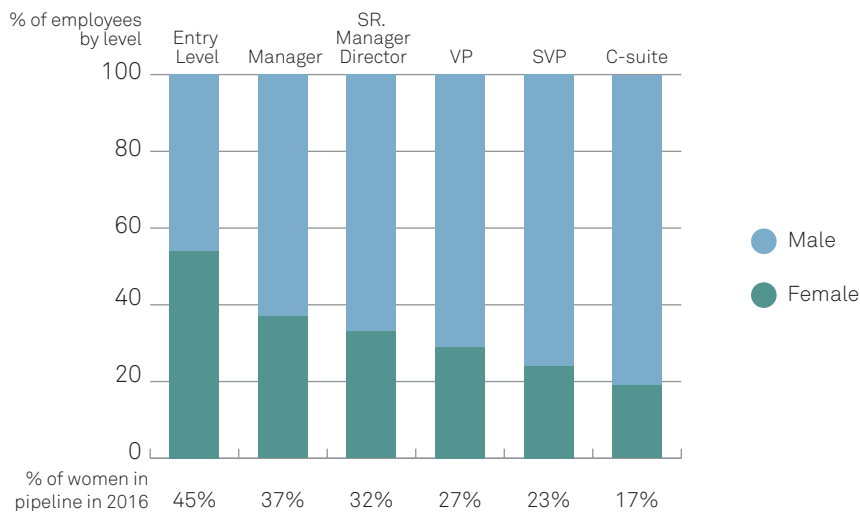
Women hold 40% of positions at the lowest level of management surveyed (3 steps down from CEO). This figure decreases in line with each more senior step in the management hierarchy, falling to 17% of CEO positions. Two points are worthy of note: first, while the pattern is the same as last year, the participation rates of women at all levels in the management hierarchy have risen slightly. While this is a positive finding, it is perhaps too early to draw firm conclusions. Repeated data gathering over the five year time-span of this research will allow more confidence in this trend. Secondly, as last year, women’s representation at CEO level is far higher than global standards. This may again represent a greater willingness among organisations already authentically committed to gender equality to disclose their figures in this regard.

FIGURE 1. WOMEN IN MANAGEMENT BY LEVEL



It is interesting to note that these findings are exactly in line with a recent report by McKinsey, whose data is illustrated below, which states that “In corporate America, women fall behind early and continue to lose ground with every step”<sup>1</sup>.

GENDER REPRESENTATION IN THE CORPORATION PIPELINE IN 2016 (McKINSEY, 2016)



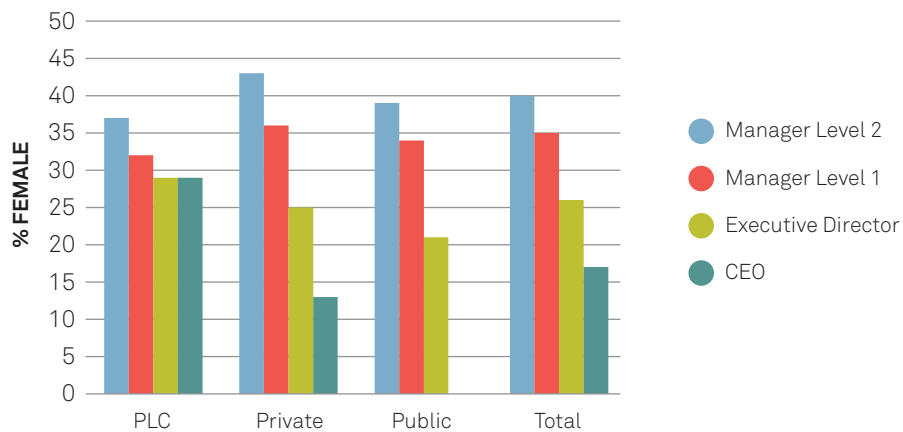
<sup>1</sup> McKinsey (2016) Women in the Workplace.



## WOMEN IN MANAGEMENT BY ORGANISATION TYPE

There is over twice the proportion of females at CEO level in PLCs compared to private sector organisations, while there is no female CEO of a public sector body among the respondent organisations. There are more female Executive Directors in PLCs than in any other sector, however, women are more highly represented in both private and public sector organisations at lower level management compared to PLCs. Compared to 2015, and except for CEO level in public sector bodies which remains at zero, this year all categories show an increase in the proportion of female managers. This is especially the case at more junior levels in public and private sector organisations. Together these findings suggest 'getting on the ladder' may be somewhat more likely for women in private and public sector bodies, but achieving positions of seniority is more likely in PLCs.

FIGURE 2. WOMEN IN MANAGEMENT BY ORGANISATION TYPE





**The data suggest a gap in awareness of career opportunities across sectors and functions which should be addressed through education and early stage management development.**

**Organisations need to assess their employment model for best people development and to increase female executive and senior management participation, which will also support boardroom diversity.**

**Meanwhile complacency is not an option. Boards need to resolve to diversify. It is an undoubted fact that having better gender balance in the boardroom brings a wider range of experience and perspectives - ones that stakeholders relate to favourably.**



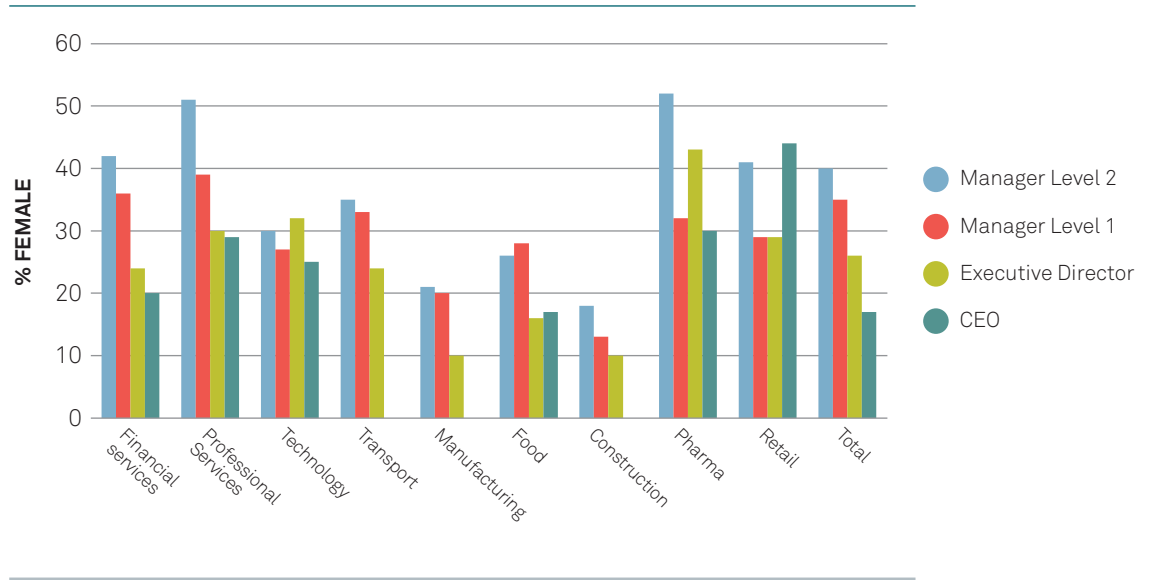
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Gary Kennedy, Chairman Greencore

### WOMEN IN MANAGEMENT BY SECTOR

This year, the highest percentage of women at CEO level is in the retail and pharma sectors (new sectors this year), followed by the professional services, technology and financial services sectors. In the latter sector, the progression of women to higher levels of seniority is severely curtailed. There are no female CEOs in the transport, manufacturing or construction sectors among the respondent organisations. In the technology sector, the percentage of women at each managerial level is relatively flat, suggesting that entering management grades in this sector is particularly difficult. The lowest participation of women in management is in the manufacturing and construction sectors. Compared to 2015, most growth, at all levels, is seen in the professional services sector. Female participation in more junior levels of management in the technology sector has shown a significant decline. This would be a worrying trend if it persisted in subsequent surveys. While the results suggest there are more women in CEO positions in many sectors, these percentages represent small numbers in real terms making it difficult to draw firm conclusions.

FIGURE 3. WOMEN IN MANAGEMENT BY SECTOR





**Achieving gender diversity at Board and Senior Executive levels is a clear business objective across Financial Services. Progress is dependent on clear accountability and on taking action to bring real change. Trend data helps pinpoint areas for attention at national and industry level, and if and where we are making progress. The 2016 data reinforces our need to invest in the talent pipeline across functions, particularly those with P&L responsibility; to improve structures to support progress from middle to senior management, and ultimately to create a modern and agile work environment that develops and retains key talent.**



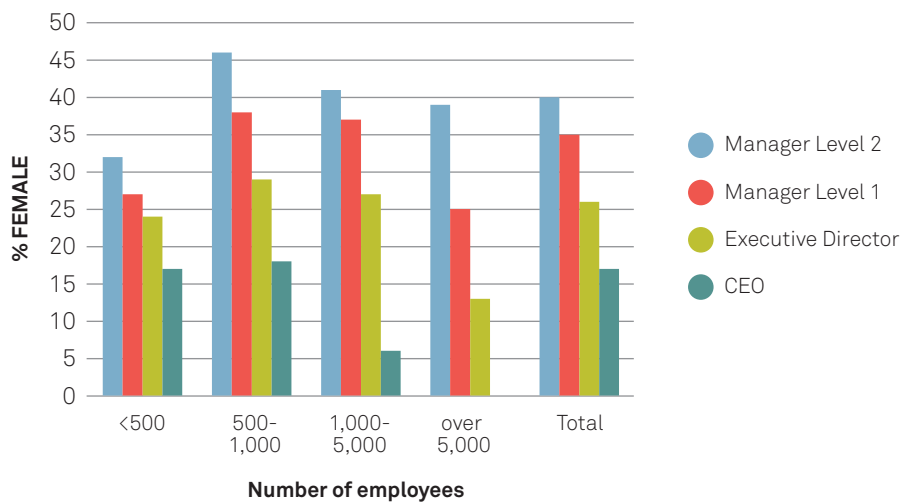
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Bernard Byrne, Chief Executive Officer, AIB

### WOMEN IN MANAGEMENT BY ORGANISATION SIZE

Women are most commonly found throughout the managerial ranks in medium sized organisations (500-1000 employees). In companies with less than 1,000 employees, women are more successful at achieving high levels of seniority than in large organisations (5,000+ employees). There are no female CEOs in large organisations in the survey this year. Compared to 2015, women show greater progress in entering higher levels of management in small to mid-sized organisations. Female representation at more senior levels in large organisations has declined this year, although this may be explained by the different types of large organisations who responded to the survey.

FIGURE 4. WOMEN IN MANAGEMENT BY ORGANISATION SIZE



**Under-representation can be impacted by ensuring clear career paths for all roles - right through to management levels. Clarity on requirements will ensure equality in promotion opportunities. P&L responsibility is a key element in that career path definition. Additionally given the disparate experience across functions, it would be interesting to understand what is being done in areas such as Legal that is leading to more positive outcomes and assess the potential learning for other areas. While not directly comparable, it is pleasing to see that we are moving the needle (albeit too slowly).**



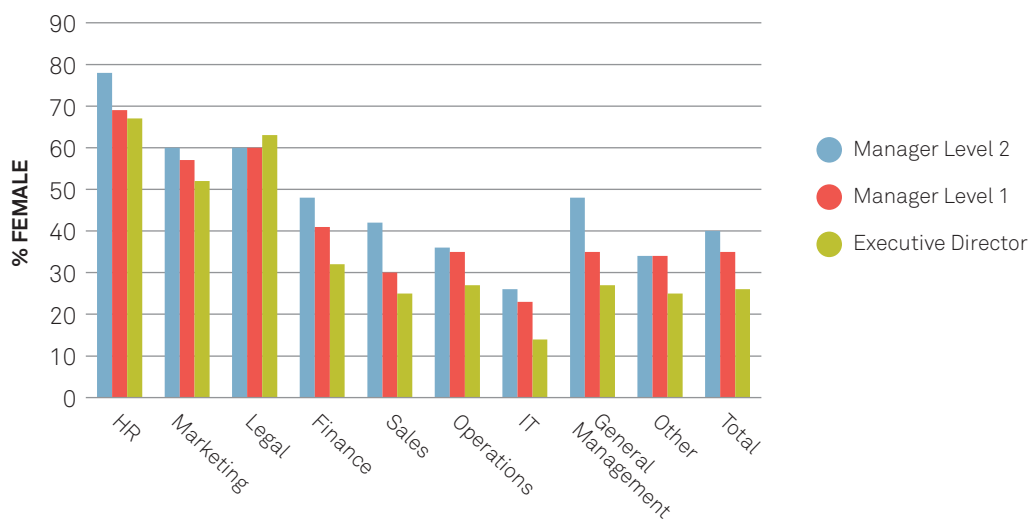
Tom Geraghty, Europe Pacific Retirement Leader & Chairman  
MMC Ireland at Mercer

## WOMEN IN MANAGEMENT BY FUNCTION

Most women in management work in the HR function of their organisations, followed by Legal and Marketing roles. It is interesting to note that in the Legal function, women are well represented throughout all levels of management. Women are also solidly represented in the Finance functions of their organisations. However, women are poorly represented at all levels in the IT function of organisations.

Compared to 2015, women have demonstrated progress in entering managerial roles at all levels across virtually all functions, except Marketing. These findings are again consistent with the 2016 McKinsey report which found that by the time women reach the Senior Vice President level, they hold just 20% of roles which have a P&L responsibility. The report notes that “...this hurts their odds of getting the top job because the vast majority of CEOs come from line positions”.

FIGURE 5. WOMEN IN MANAGEMENT BY FUNCTION



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**This report once again highlights the challenges facing those sectors in the Technology and STEM areas where the level of participation by women remains critically low. Innovative solutions are needed in these sectors to address the big issues facing humanity, in terms of water, energy, telecommunications, transport, housing, health and food production in a post carbon era, and the best solutions will always come from a diversity of thinking. It is our responsibility as the senior leaders of today to ensure this diversity is nurtured in the leadership of tomorrow. We need to act now.**

”

Pat O'Doherty, Chief Executive, ESB

## GENDER OF CEO

Overall, there are more women in management roles in companies where the CEO is female compared to companies where the CEO is male. This is especially the case at Executive Director level and is in line with the findings from 2015. This year, there are slightly more women at lower levels of management under a male CEO than under a female CEO. These findings may be due to sample differences and further iterations of the survey will add greater insight into this pattern.

FIGURE 6. WOMEN IN MANAGEMENT AND CEO GENDER



### 3 Summary

This document presents the findings of the latest 30% Club/DCU survey on women's representation in management in Ireland. As last year, the results continue to depict a generally bleak landscape in relation to gender equality. Women continue to occupy significantly fewer senior management positions in Ireland. Moreover, when women do reach management level, their career progression appears to be significantly worse than that of their male counterparts.

The data also reveal some interesting positive indications. The increasing proportion of women in all managerial grades, albeit slight, is to be welcomed. Women appear to have more senior career success in PLCs and in the professional services, retail and pharma sectors. They also enjoy more seniority in HR, Legal and Marketing functions. However, women lag significantly behind men in the Manufacturing and Construction sectors and in the IT, Operations and Sales functions of their organisations. Women are most highly represented in senior ranks of management in small to medium-sized organisations but continue to face challenges in moving into the upper echelons of industry in large organisations. That women achieve more senior career success under a female rather than a male CEO deserves some attention.

Some caution is advised in interpreting the findings as the analysis was based on just 143 organisations. Notwithstanding the fact that these organisations represent 10% of the total workforce (approximately 220,000 employees), a true picture of women's participation in the leadership pipeline will only emerge as data collection continues and expands. Continuing to monitor this situation is important, not just for women's career prospects, but also for its implications for organisational and national economic performance. We strongly encourage individual organisations to gather, monitor and interrogate their own data in this regard so they can identify the issues affecting women's career paths in their organisations and begin the task of addressing such matters effectively.

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**Sustained leadership commitment and innovation is needed to create a break-through. Leaders need to be open to changing all elements of how they run their business, from how they attract potential candidates to pursue a career in their sector to how they hire, integrate and develop female leaders. I personally have particularly benefitted from mentoring, female networks and availing of opportunities to take lateral career opportunities to balance my work and family life through my career.**

”

Ann-Marie Holmes, Vice President Intel Technology and Manufacturing Group



## 4 Action for progress

Diversity management involves planning, coordinating and implementing strategies, policies, initiatives and development activities to accommodate and foster a diverse workforce. While diversity management is an issue of strategic business importance, there is also a moral imperative for diversity. Research has suggested a number of steps that organisations can take to be more effective in this regard including:

### RECRUITMENT AND PROMOTION

- Gender-proof recruitment and selection processes
- Do not rely on personal referrals or networks to recruit personnel
- Establish objective criteria and measures of performance
- Allow additional time for development and assessment of leadership potential for those with parental/caring responsibilities
- Train personnel to be aware of bias in assessments and decision-making in order to reduce evaluation bias
- Encourage recruitment and search firms to have at least 30% of the candidates from either gender on long lists

### ORGANISATION CULTURE

- Invest in unconscious bias training and cascade this throughout the organisation, from new recruits to C-suite personnel
- Adjust the perception that the ideal worker is one who works late and sacrifices their personal life
- Encourage men to recognise that gender equality is a win-win situation
- Assess roles to identify opportunities to provide greater flexibility for all employees
- Encourage men to avail of shared parental leave

### DEVELOPMENT

- Prepare women for line management leadership rather than predominantly support roles
- Encourage women to avail of executive coaching and to think strategically about their career development and leadership effectiveness
- Ensure women have equal access to developmental roles and job assignments associated with career advancement, ensuring that the selection process for such opportunities is free from bias
- Encourage women to obtain 360 degree feedback
- Raise awareness among women regarding training/development programmes to enhance their leadership capability and support their participation
- Offer sponsorship/mentoring programmes matching high-potential women with senior, influential leaders (either in-company or externally)

- Provide access for women to formal and informal networking opportunities (both in-company and externally)
- Actively encourage and support women in returning to work after career breaks

## ACCOUNTABILITY

- Set internal targets for the percentage of leadership positions at all levels to be held by women within a given timeframe
- Make senior leaders accountable for achieving progress towards these targets
- Capture gender based data for all levels in the organisation, including gender pay gap data, and review progress over time
- Make managers accountable for supporting the career development of their female staff by incorporating this dimension into their performance reviews.



**This report, the second in a five year longitudinal study, is a welcome addition to metrics around gender diversity in Irish business at all levels. The results are interesting and will, I hope, inspire organisations to conduct similar and deeper analysis of their own data. The importance of collecting and understanding an organisation's data and statistics cannot be overstated – underlying patterns can be investigated with a view to identifying issues and developing possible solutions.**



Rachel Hussey, Partner, Head of Business Development & Client Relations, Arthur Cox

## AUTHORS

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Brid Horan, 30% Club Ireland

## ACKNOWLEDGEMENTS

The authors would like to thank Ann-Marie Brennan who assisted in the data collection and analysis phase of this project.

## FURTHER INFORMATION

For further information on the 30% Club Ireland, email [30percentclubireland@bnymellon.com](mailto:30percentclubireland@bnymellon.com) or visit the website at [30percentclub.org/about/chapters/Ireland](http://30percentclub.org/about/chapters/Ireland).

## APPENDIX 1 – Survey Details

The survey was completed by 143 organisations across a range of industry sectors in the Republic of Ireland. Participants were asked to provide the gender balance of employees at four managerial levels and according to division/function.

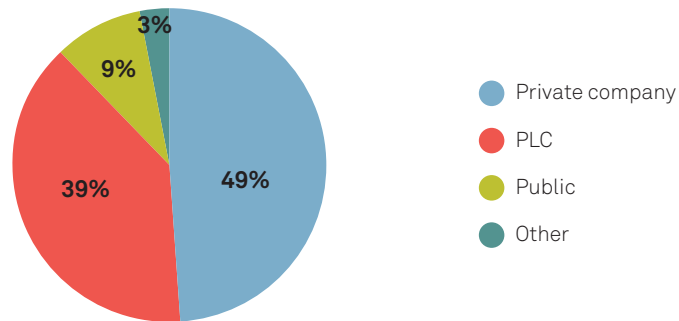
**TABLE 1. MANAGERIAL LEVELS AS DEFINED IN THE SURVEY**

Managerial level	Definition
<b>CEO / Head of Operations in the Republic of Ireland</b>	<ul style="list-style-type: none"> <li>• The highest-ranking individual in the organisation</li> <li>• Bears ultimate responsibility for organisational performance</li> </ul>
<b>Executive Director</b>	<ul style="list-style-type: none"> <li>• Is generally one level down from the Ireland CEO</li> <li>• Is generally accountable for the performance and results of a large and strategically important division, business unit or function.</li> </ul>
<b>Manager Level 1</b>	<ul style="list-style-type: none"> <li>• Is generally two levels down from the Ireland CEO</li> <li>• Is generally accountable for the performance and results of multiple units or a large functional area, department or region.</li> </ul>
<b>Manager Level 2</b>	<ul style="list-style-type: none"> <li>• Is generally three levels down from the Ireland CEO</li> <li>• Generally manages professional employees and/or supervisors, or supervises technical, business support or production activities.</li> </ul>

## THE SAMPLE

In total, 143 organisations contributed data to the study comprising private companies (49%, N=70), PLCs (39%, N=56) and public sector organisations (9%, N=13). 4 companies (3%) were categorised as 'Other'.

**FIGURE 7. TYPES OF ORGANISATIONS WHO RESPONDED**



In this year’s survey, similar numbers of private and public sector companies responded to the survey as in 2015. Greater numbers of responses were recorded from PLCs (56 compared to 44 in 2015).

## SECTORS

The sector with the highest representation is the financial services sector, followed by the technology and professional services sectors. ‘Other’ sectors included refinery, logistics and hospitality.

**TABLE 2. SECTORS REPRESENTED**

Sector	Frequency	%
Financial services	25	17.5
Technology	20	14
Professional services	14	9.8
Manufacturing	13	9
Food	12	8.4
Pharma	10	7
Transport	10	7
Construction	9	6.3
Retail	9	6.3
Energy	4	2.8
Health	4	2.8
Media & Marketing	1	0.7
Other	12	8.4

## ORGANISATION SIZE

While exact numbers of employees are not available, a conservative estimate is that the responding organisations this year are responsible for approximately 220,000 jobs in the Republic of Ireland (approximately 10% of the total national labour force).

**TABLE 3. SIZE OF ORGANISATIONS**

Number of employees	Frequency	%
<500	58	41
500-1000	33	23
1000-5000	46	32
>5000	6	4

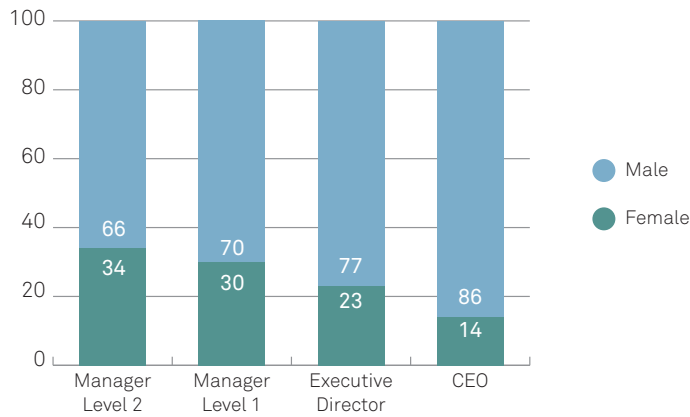
## PARTICIPANT RECRUITMENT

The survey targeted organisations with over 150 employees in the Republic of Ireland. Organisations were selected using company details available in the Irish Times Top 1000 Companies. A total of 650 companies were contacted by email/ telephone and invited to participate..

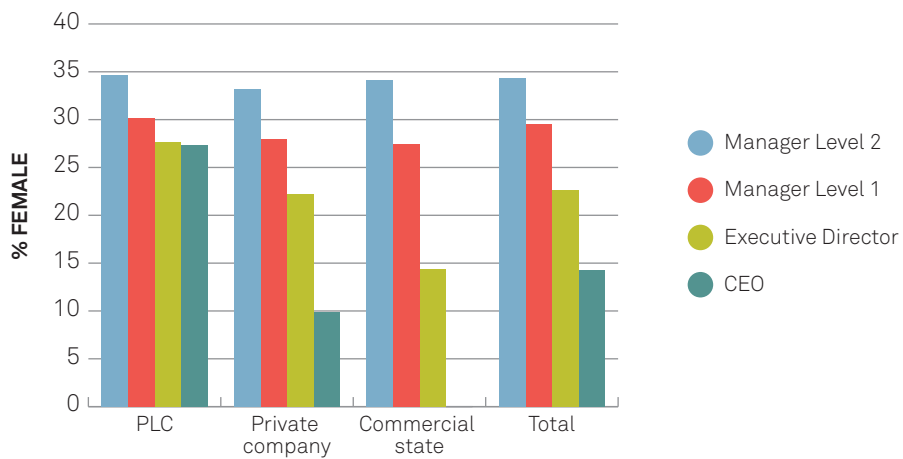
# APPENDIX 2: 2015 Data

This appendix includes the charts from the 2015 survey.

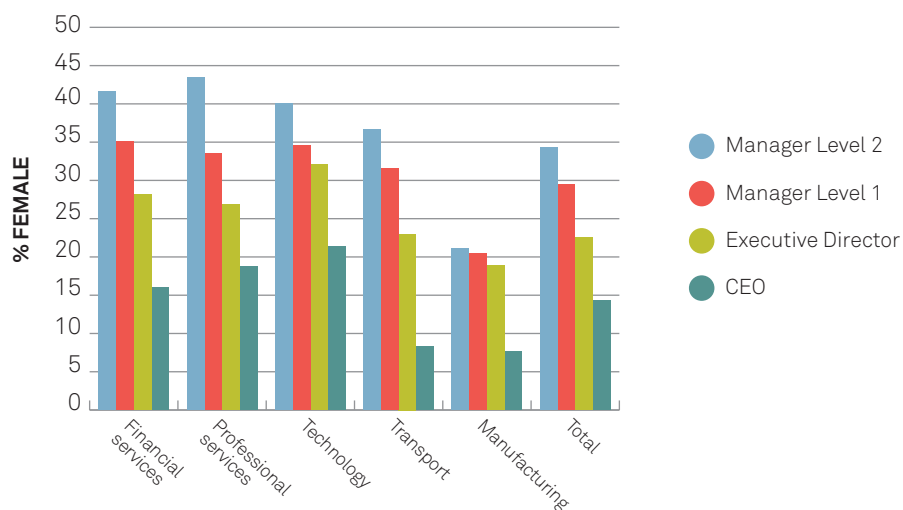
## 1. WOMEN IN MANAGEMENT BY LEVEL – 2015



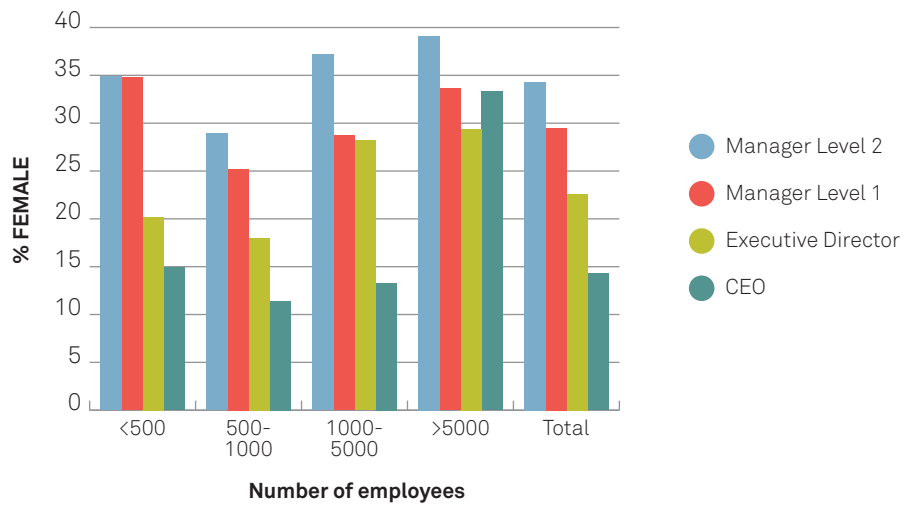
## 2. WOMEN IN MANAGEMENT BY ORGANISATION TYPE – 2015



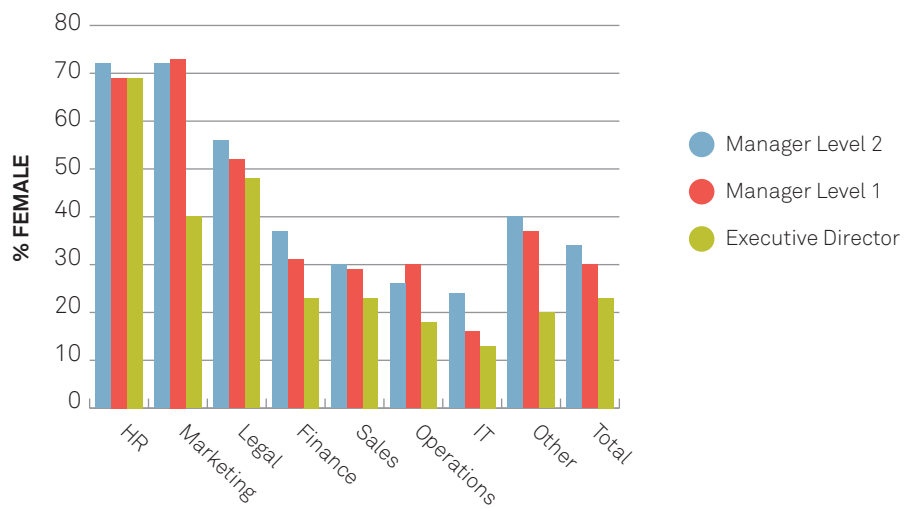
## 3. WOMEN IN MANAGEMENT BY SECTOR – 2015



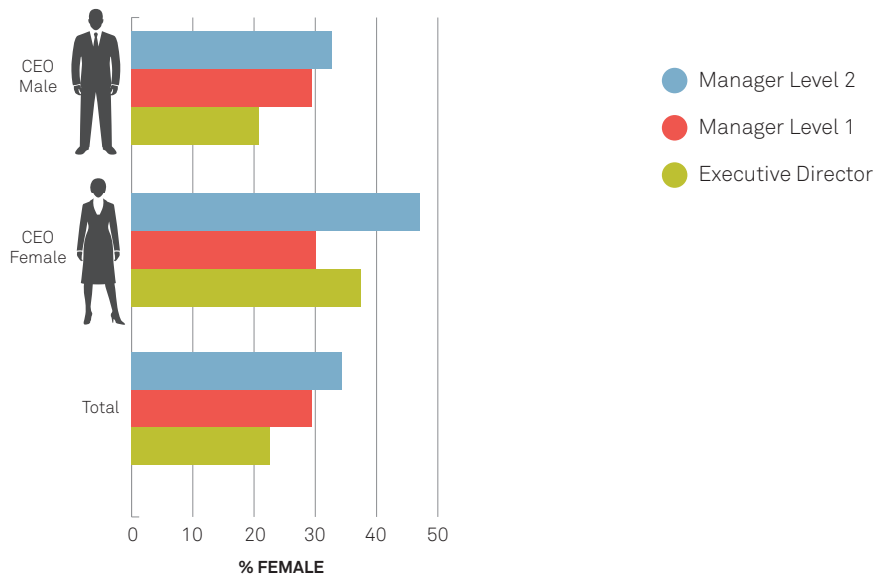
#### 4. WOMEN IN MANAGEMENT BY ORGANISATION SIZE – 2015



#### 5. WOMEN IN MANAGEMENT BY FUNCTION – 2015



#### 6. WOMEN IN MANAGEMENT AND CEO GENDER – 2015



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