

Women in Management – the Leadership Pipeline 2017



BNY MELLON



Ibec
For Irish Business



DCU



30% Club
GROWTH THROUGH DIVERSITY

Foreword

The 30% Club was officially launched in Ireland in January 2015 and we are delighted it is now supported by the leaders of almost 200 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 on boards and in executive management by 2020. As a forum for sharing best practices and learning among business leaders, it is complementary to individual company efforts and collaborates with existing initiatives to improve gender balance in Ireland.

Data on the number of women on boards is published regularly but we identified a gap in information on women in management. Women in management today are the pipeline for the business leaders of the future. With this front of mind, we initiated this research in 2015 to provide some data as a base line. We are now in the third year of the survey.

We are grateful to Ibec and Dublin City University for their support in carrying out the 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% Club 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 increased. However there continues to be a drop in female representation at higher levels of management which shows that gender inequality remains a challenge. There also continues to be significant sectoral variation in female representation.

Speaking from a financial services perspective, my industry, we need to continue 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.

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 third year of a longitudinal study which will be repeated annually until 2020.



Carol Andrews,
Managing Director, BNY Mellon and Ireland Chair,
30% Club

Ibec is delighted this year to partner with the 30% Club and DCU, building on the two previous reports to describe the latest trends on women in business leadership and management in Ireland. Thanks to my colleagues Geraldine Anderson, Head of Research and Dr Kara McGann, Senior Policy Executive for their tireless work supporting this initiative.

Progress towards greater diversity in leadership is being achieved with a small increase in female representation since the last survey. However, the starting point is a low one and while the flow of female talent at entry levels in organisations is healthy, the pattern of improvement is not consistent with our ambition.

The business case for gender diversity at all levels is compelling yet despite a considerable focus on this issue over many years the reality is, representative female leadership remains a largely untapped opportunity with much work still to be done.

With a renewed focus on the gender pay gap and its roots in the representation of women in business, this offers us as a country an opportunity to work with all stakeholders – employers, government and individuals, to move the dial substantially.



Danny McCoy,
CEO, Ibec

DCU is pleased to continue its support for the 30% Club and to sponsor this report. As a recipient of a Bronze Award from Athena SWAN this year, DCU has demonstrated its commitment to and support for initiatives designed to address organisational gender balance. It is important that all organisations recognise the advantages of developing inclusive workforce cultures and learn to harness the power of diversity in their collective endeavours. The importance of this report lies in drawing attention to Irish industry approaches to these issues. Producing annual survey data is an important part of driving change in this arena. I am grateful to Sandra Healy, our new Head of Diversity & Inclusion at DCU, and Dr Melrona Kirrane of the Leadership & Talent Institute at DCU Business School for their on-going effort in driving this initiative forward.



Brian MacCraith,
President, Dublin City University

1 Introduction

Although women continue to make inroads into the management hierarchy, their presence in the most senior corporate leadership roles remains sparse. Research has identified many reasons for this situation including unconscious bias, resistance to women's leadership, caring responsibilities, under-investment in building social capital and prevailing organisational culture (1). The contributions to workplace performance of a diverse workforce are well-established (2). In particular, studies show that female leaders demonstrate a leadership style that drives employee performance towards organisational sustainability (3). With this in mind, a compelling case can be made for ensuring significant participation of women in senior managerial positions. While systemic action is required to achieve this, the starting point of addressing this corporate imperative is to maintain on-going assessment and evaluation of gender-based data as it pertains to the management hierarchy.

This report presents the findings of a survey designed to explore the gender breakdown in Irish management hierarchies and to assess trends over a five-year period from 2015 to 2020. The purpose of the study is to examine women's participation in organisational leadership, not just at its apex, but also throughout the leadership pipeline. The study was initiated by the 30% Club and the Leadership & Talent Research Institute at DCU Business School in 2015. This year, Ibec's Research Unit conducted the survey which forms the basis of this report.

The results of the first survey in 2015 revealed that the pattern of women's participation in managerial levels in Ireland largely mirrored international trends. Women were found to dominate the lower rather than the upper echelons of management across organisational type, sector and size. The only areas in which women were found to enjoy greater career success were in the traditionally female functions of HR and marketing.

While the findings in 2016 indicated slight growth in the proportion of women in managerial positions at every level, overall their participation in management positions remained inversely related to the management hierarchy. The current report presents the findings of the third iteration of this survey. Comparisons are made with the findings of previous years in an attempt to identify trends in the data over time. It is worth noting however that the organisations that respond to the survey varies year on year, thus the data is intended to identify trends, rather than focus on the experience of individual organisations over time.



I welcome this comprehensive survey of gender and business leadership in Ireland. It shows the real progress to date but also the challenges which remain as we all strive to ensure that the best person gets the job irrespective of gender.



Ellvena Graham OBE,
Chairman, ESB

2 Findings

This year the data reveal further progress in women's participation across the management hierarchy in Ireland. It should be noted, however, that the sample this year includes more smaller organisations than previous years, where gender balance appears to be stronger. Notwithstanding this, the senior levels of management in Ireland continue to be dominated by men. Women appear to have more success in entering management grades in PLCs, but enjoy greatest progress through managerial levels in private companies. Women have greater career success in the food, retail and pharma sectors and are more often found at CEO level in smaller rather than large organisations. Women's strong representation in the HR function continues this year, followed by the legal and marketing functions. Their managerial participation in the IT function remains low. For the third year in a row, we find that women enjoy greater career success in companies with a female CEO.

WOMEN IN MANAGEMENT BY LEVEL

The lowest level in the management hierarchy is nearly evenly split between men and women (48% and 52% respectively). However, this near-parity situation changes significantly as management levels increase in seniority. In this sample, just 42% of middle management roles and less than one third of Executive Director roles are held by women (see Figure 1a). It should be noted, however, that all these figures represent gains for women since data collection began in 2015 and are therefore welcome. This year, the percentage of women holding CEO positions stands at 19%, a slight increase from 17% in 2016 and 14% in 2015 (see Figures 1a, 1b and 1c). As with the data from these earlier years, this figure is far higher than global standards in which surveys report equivalent figures of 6.4%(4). There may be several reasons why the proportion of females at CEO level is relatively higher among respondents to this survey than the international figures would suggest. Firstly, the data reflects the experience among 86 responding companies which may or not be indicative of the experience of the overall national position. Secondly, there could be a greater propensity for companies with higher female representation at senior levels to respond to this type of survey.

FIGURE 1a. WOMEN IN MANAGEMENT BY LEVEL (2017)



FIGURE 1b. WOMEN IN MANAGEMENT BY LEVEL (2016)



FIGURE 1c. WOMEN IN MANAGEMENT BY LEVEL (2015)



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There is only modest progress in the participation rates of women at all levels of the management hierarchy but there continues to be a drop in female representation at higher levels of management. Modest progress is not good enough and overall it shows that we are actually going backwards. We urgently need a broader series of initiatives aimed at driving gender parity. Collective action and shared responsibility for driving gender parity must receive the highest priority including at government and policy maker level. We need an elbows-out, persistent approach to making that happen. And we need accountability.

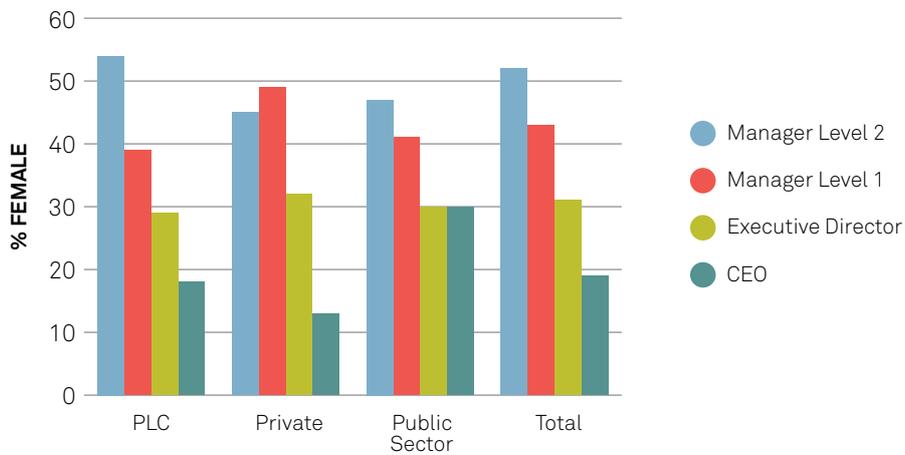
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Rose Hynes, Chairman, Origin Enterprises plc

WOMEN IN MANAGEMENT BY ORGANISATION TYPE

The survey results indicate that female participation in all levels of management across all sectors has increased since last year which is encouraging. Looking first at CEO level, the highest representation of female CEOs is in the public sector (30%), followed by PLCs (18%). As last year, the lowest representation of female CEOs is in private companies (13%). Proportions of women at Executive Director level are broadly similar across the sectors surveyed, while the percentage of women at Manager Level 1 is higher in private companies than in both the PLC and public sectors. At the lowest level of management positions across all sectors, representation is broadly in balance between males and females. This represents a significant increase in the female proportion from last year which is a further welcome trend. Women appear to have most success entering management grades in PLCs rather than in private or public sector companies. Evidence of women's continued career success up to CEO level in the public sector is new to the data this year and may be a result of the relatively low number of respondents in this particular grouping (See Appendix).

FIGURE 2. WOMEN IN MANAGEMENT BY ORGANISATION TYPE





The Civil Service has made strong progress over the last ten years in gender equality in management grades. In 2007, as part of the National Women’s Strategy 2007 – 2016, the Civil Service signed up to a target for female representation of 33% at Assistant Principal (AP) level and 27% at Principal Officer level. At the end of 2017, the figures stand at 49% of female representation in the AP grade and 42% of female representation in the Principal Officer grade. These grades are our pipeline to the grades represented on our Management Boards.

The Civil Service Management Board (which comprises of Secretaries General across the Civil Service) has agreed a range of new measures designed to ensure the composition of the senior workforce of the civil service reflects a further improved gender balance in the future. The Civil Service HR Strategy recognises the importance of its decision makers reflecting the society it serves.

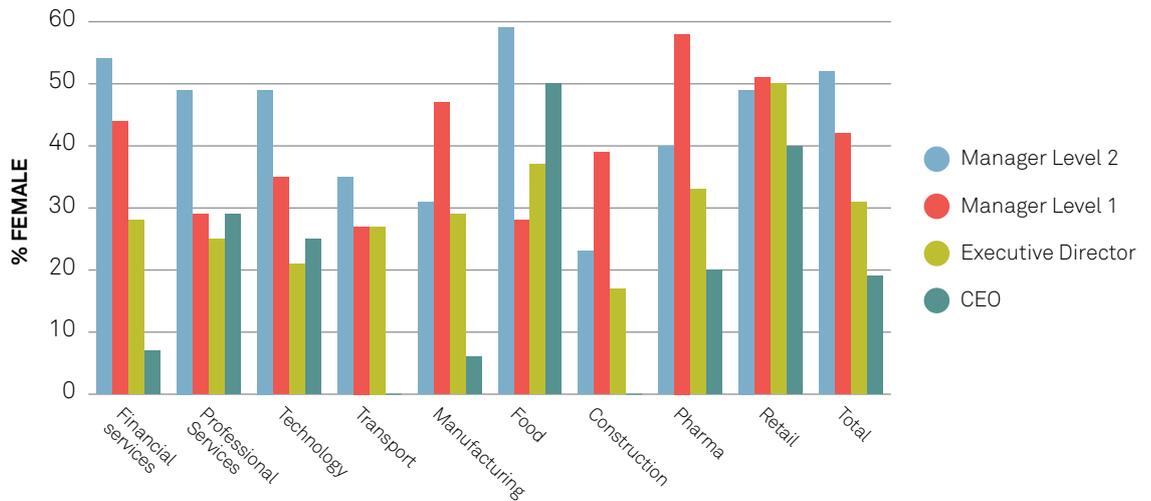
David Cagney, Chief Human Resources Officer for the Civil Service



WOMEN IN MANAGEMENT BY SECTOR

In line with international survey data, the highest percentage of female CEOs in this survey are in the food and retail sectors (50% and 40% respectively) though this may reflect the small number of respondents in these sectors. Women at CEO level in the financial services and pharma sectors show a significant drop in numbers compared to last year, while for the first time the presence of female CEOs in the manufacturing sector is identified in the data. Women have sustained or increased their representation at many management levels in the financial services, manufacturing, food and retail sectors, while their representation has decreased slightly across all such levels in the professional services sector. Women have made some progress into the lower levels of management in the construction and technology sectors, while female representation at lower levels of management in the pharma sector is more uneven. Within the data there are no female CEOs in construction or transport, with low numbers in the manufacturing sector in general.

FIGURE 3. WOMEN IN MANAGEMENT BY SECTOR



While it is good to see some progress, the scarcity, and in some cases complete absence, of women leaders in key sectors is of serious concern and places Ireland at a competitive disadvantage internationally. To address this imbalance we need to up our game on removing barriers to girls in pursuing STEM subjects and careers.



Mark Redmond, Chief Executive,
American Chamber of Commerce Ireland

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The results of this report reiterate the importance of Irish companies proactively ensuring active participation of women at all management levels particularly senior management level. For the Irish food and drinks industry there is a clear business case; attracting, retaining and developing talent is a significant risk facing our sector. Its future success will require the best management expertise from the widest possible talent pool and skillsets. We've started the journey but we need to ensure we're demonstrating real leadership in this area.

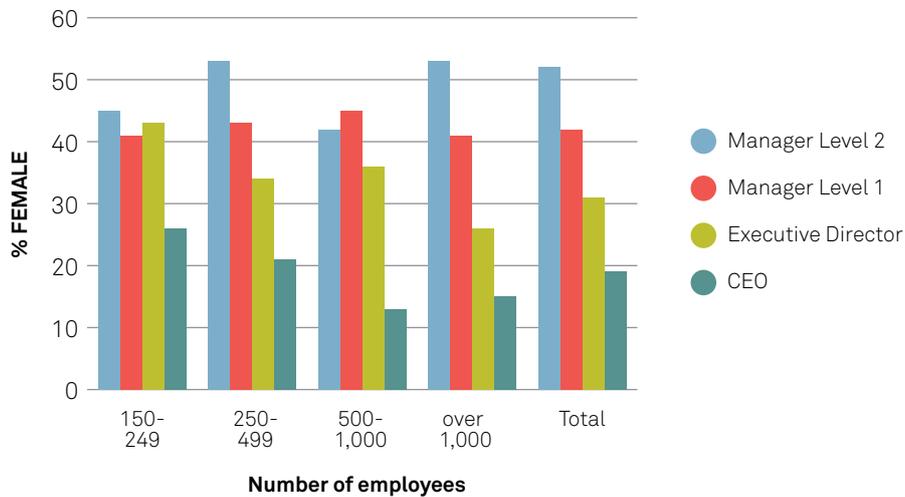
Tara McCarthy, CEO, Bord Bia

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WOMEN IN MANAGEMENT BY ORGANISATION SIZE

While the survey results indicate that company size is not the strongest determinant of female success, continuing the trend from last year, women are more commonly found in more senior managerial levels in smaller (<1000 employees) rather than larger organisations (1000+ employees). Indeed, female CEOs were more likely to be found in companies with <500 employees, with larger company CEOs (>500 employees) much more likely to be male. Women appear to be more successful in entering management grades in large (1000+ employees) and small (<500) rather than mid-size (500-1000) companies, although the data suggest they actually progress to the next level of management in higher numbers in the latter. This year we analysed smaller organisations (150-249 employees) in more detail and found that women have more success in progressing to senior levels of management in these organisations compared to larger organisations. Several reasons may exist for differing rates of female progress into senior management across the different size organisations, including the availability of senior roles, the ease of promotion within the company, the sector in which the company operates and the availability of an existing pool of female talent at lower management levels within the organisation, among other factors.

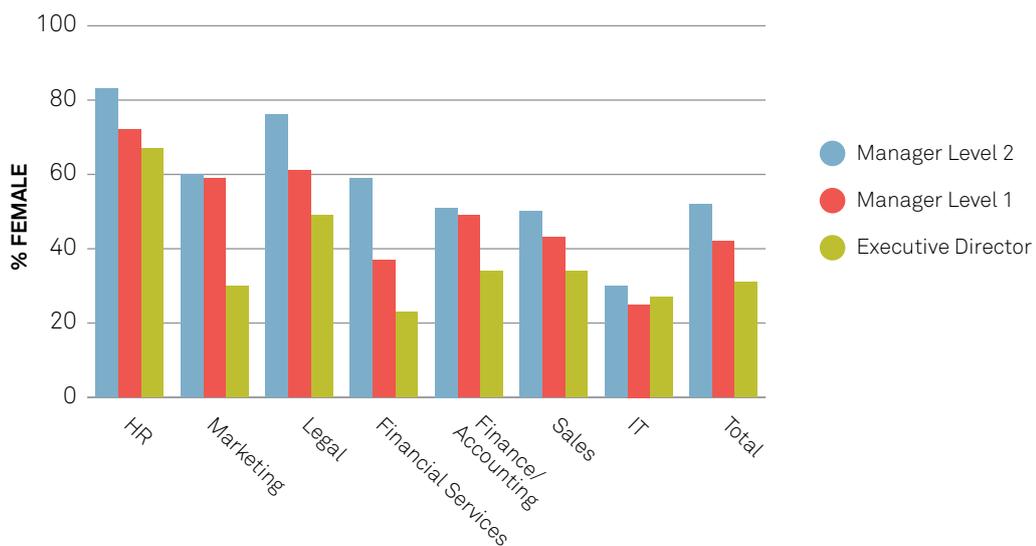
FIGURE 4. WOMEN IN MANAGEMENT BY ORGANISATION SIZE



WOMEN IN MANAGEMENT BY FUNCTION

Similar to the data from the last two years, this year the data also reveal that the highest percentage of women in management work in the HR function, followed closely by the legal and marketing functions. Within these functions, the path to seniority appears strongest within HR. However, as with all sectors, functions, organisation sizes and types, even in HR the proportion of female participation in management decreases as one moves up the levels. This trend is even more evident in the marketing function, with 60% at Manager Level 2 declining to c.30% at Executive Director level. In distinguishing between careers in the finance function, it appears women are more successful in accountancy-related functions than broader financial services functions which is in line with international trends (6). Representation of women in sales functions has increased since last year and there are also slight increases in female managers in IT, although this function continues to be one in which female managers are particularly poorly represented.

FIGURE 5. WOMEN IN MANAGEMENT BY FUNCTION



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We can capitalise on the strength of the female gender profile across the HR function through learning from the HR career path and how we can apply that success across other disciplines, in addition to leveraging the role of the HR function in the development of diversity strategies. It is interesting to see the stronger progression of females in female CEO led organisations - we need to continue to build on the strong collaborative partnership that exists between the HR Director and the CEO and the influence that can bring to real and sustained diversity progress.

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Triona Ferriter, Chief People Officer, AIB

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Every leader, whatever their level, has to be fully accountable when it comes to hitting and exceeding their business' D&I goals. Organisations need to set ambitious targets and drive plans internally to hit those targets if the current executive trends within functions like marketing are to be truly disrupted. At our company, we invest in unconscious bias training for everyone but place a specific emphasis on the matter for hiring managers involved in talent acquisition, and we also focus on the development of females as leaders which we facilitate through our Women in Leadership Programme. It is time for all businesses to invest in initiatives to drive their D&I goals?

Marius Smyth, MD, AdRoll

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GENDER OF CEO

The percentage of women in management under both male and female CEOs has increased since last year, with the strongest growth among women in the lowest level of management. A similar pattern in the data emerges again this year in relation to gender of CEO and women’s participation in management. For the third year in a row we see that more women progress to higher levels of management under a female rather than a male CEO, suggesting this is a common feature of the Irish corporate landscape. As research has established the positive effects of a female CEO on the careers of other women (7), it is unsurprising to see this pattern borne out in these data. This finding reinforces the important role that male CEOs and Executive Directors can play in improving gender balance in senior management through their visible commitment and leadership.

FIGURE 6. WOMEN IN MANAGEMENT AND CEO GENDER



ATTITUDES TOWARDS GENDER DIVERSITY

One addition made to the survey this year was to canvass opinion on matters related to gender diversity in organisations. Specifically, we sought to uncover whether gender diversity is part of organisations' strategies and whether resulting initiatives are funded. We also wanted to gather opinion on the issue of availability of female talent, given the oft-cited remark that women's poor presence in senior positions is due to a dearth of talent (8).

Looking at the first issue, over 75% of respondent organisations agree that gender diversity is incorporated into their organisational strategy which is encouraging (See Table 1).

TABLE 1. GENDER DIVERSITY IS INCORPORATED INTO ORGANISATIONAL STRATEGY

	Number	Percent
Strongly agree	31	36%
Agree	34	40%
Disagree	14	16%
Strongly disagree	1	1%
Missing	6	7%
Total	86	100%



Research clearly demonstrates the correlation between gender diversity and positive company performance. At our company we are committed to, believe in and support gender diversification across our company. I am encouraged by the data shown here but recognize we must all do more, especially in relation to growing the participation of women in senior level positions across all our companies.



Kevin Cooney, Senior Vice President and Managing Director EMEA,
Xilinx

Less than a third of respondents reported that gender diversity formed any part of managers' performance objectives (See Table 2).

TABLE 2. GENDER DIVERSITY FORMS PART OF MANAGERS' PERFORMANCE OBJECTIVES

	Number	Percent
Strongly agree	11	13%
Agree	15	18%
Disagree	45	52%
Strongly disagree	8	9%
Missing	7	8%
Total	86	100%

Approximately 60% of respondents reported that their organisation provided ongoing financial support for gender-related initiatives (See Table 3).

TABLE 3. MY ORGANISATION PROVIDES ONGOING FINANCIAL SUPPORT FOR GENDER-RELATED INITIATIVES

	Number	Percent
Strongly agree	23	27%
Agree	28	32%
Disagree	25	29%
Strongly disagree	3	4%
Missing	7	8%
Total	86	100%

Interestingly, 43% of female CEOs strongly agreed that financial support is provided for gender-related initiatives compared to 27% of male CEOs.

Finally, while nearly 50% believe that it is a struggle to source female job applicants at senior levels, over one third of respondents (42%) disagreed with this statement (See Table 4).

TABLE 4. IT IS A STRUGGLE TO SOURCE FEMALE JOB APPLICANTS AT SENIOR LEVELS

	Number	Percent
Strongly agree	13	15%
Agree	29	34%
Disagree	27	31%
Strongly disagree	9	11%
Missing	8	9%
Total	86	100

Interestingly, 57% of male CEOs agreed/strongly agreed with this statement compared to 36% of female CEOs.

What these results indicate is that there is a high level of awareness of gender diversity at a strategic level, but that the practical step of making line managers responsible for improving gender diversity by including it as a key metric in performance management processes is much less widespread. Given the difference in viewpoint between organisations led by male and female CEOs regarding the scarcity of female job applicants, it is worth considering if the lack of female job applicants at senior levels may be perceptual rather than real, or whether females are more likely to apply for senior roles in companies where there is a female CEO.

3 Summary

This report presents the findings of the third annual survey of business leadership in Ireland as it pertains to gender. While some progress in women's participation in management is evident, the results suggest there is more work to be done to ensure greater gender balance in the Irish management hierarchy. While the figures year on year show improving levels of management participation by women, it is clear that work on both the perception and reality of female experience is still required. From the data, we can see that female engagement in management is not evenly spread across company activity, size or organisation type. There are still significant gaps in female participation levels at senior management levels, even within functions where females predominate. Companies' analysis and understanding of these metrics for their own organisation may help to focus efforts to improve female representation at senior management level and provide a more favourable environment for female participation. It may also serve to support both male and female CEOs in contributing financial and other resources to encourage workforce diversity. Given the extensive research evidence on the valuable contribution gender balance makes to improving corporate performance and endeavours (9), this matter should remain high on the agendas of organisations.



The results of this survey draw attention to the slow pace of change in participation rates of women in the management hierarchy in Ireland. Continued monitoring of the situation, accompanied by greater levels of accountability, may be valuable approaches to achieving better gender balance in this domain.”

Professor Anne Sinnott, Executive Dean, DCU Business School



4 Action for progress

1. ADDRESS OCCUPATIONAL SEGREGATION THROUGH EDUCATION

There is a need to challenge occupational stereotypes by encouraging more females into male dominated industries (and vice versa) and investing in careers advice that provides real information and options to students. This means building an awareness of gender stereotyping into teacher training curricula, overcoming the challenges of subject availability and opening up girls' horizons to broader careers for example as entrepreneurs, in STEM or other technical fields. This requires career guidance, exposure to role models from industry and the availability of work placements in organisations in gender atypical areas.



Challenging entrenched, limiting beliefs is notoriously difficult. Teachers play a formative role in shaping thinking, opening eyes and creating an environment in which stereotypes can be challenged. Investment in teacher training to improve awareness of gender issues, and connecting teachers with industry role models who can provide inspiration to young women, are critical enablers for boosting the confidence and expanding the horizons of future generations.



Simon Boucher, CEO, Irish Management Institute

2. TACKLE STEREOTYPES IN CORPORATE CULTURES

Research findings illustrate that some women lack self-confidence in progressing their careers and putting themselves forward for opportunities. Data also suggest they may additionally remain unconvinced regarding the extent to which the workplace will nurture their talents and enable them to progress (10). Stereotypes and attitudes which feed corporate norms about how we do things, for example, in the way organisations identify talent and capability or offer developmental moves such as secondments, can allow this problem to persist. Organisations that are successfully influencing a change in gender balance have started by examining their policies and practices with a gender lens.

3. REVIEW RECRUITMENT AND SELECTION PRACTICES FOR BIAS OR UNINTENDED CONSEQUENCES

Employers are addressing issues within their recruitment and selection processes to ensure fairness and transparency as well as providing opportunities attractive to both males and females. This has included gender identities being removed from the application screening process; job descriptions being gender proofed to confirm they contain only essential requirements and that the language is genuinely gender neutral; “reaching in” to encourage female talent

to apply for roles and ensuring gender balance on selection panels. Ibec and the 30% Club launched a voluntary code in June 2016 for executive search firms and recruitment organisations who are involved in senior level recruitment. The 28 signatories are committed to supporting and promoting gender balance and working with employers to select the best candidate for the role from 100 percent of the talent pool.

4. ADDRESS THE IMPACT OF CARING RESPONSIBILITIES ON FEMALE LABOUR MARKET PARTICIPATION

The role of women and men in care work, whether child or elder care, and the division of unpaid work in the home has a significant impact on work and working arrangements, constraining ability to participate at the same level in the labour market. Greater balance is needed in the relative participation of men and women in child and elder care, making use of the generous parental leave and paternity leave that is provided for in Irish legislation and the acceptability of that in our organisations and society. We need to consider both men and women as having caring responsibilities and not see this as an obstacle to career progression. Furthermore, the provision of affordable, quality childcare is essential to addressing some of the challenges around gender balance in the labour market as despite the investment to date the provision is still not fit for purpose.

CONTRIBUTORS

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Brid Horan, 30% Club Ireland

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Dr Kara McGann, Senior Labour Market Policy Executive, Ibec

Anne-Marie Taylor, 30% Club Ireland

FURTHER INFORMATION

For further information on the 30% Club Ireland, email 30percentclubireland@bnymellon or visit the website at 30percentclub.org/about/chapters/Ireland.

APPENDIX 1 – Survey Details

PARTICIPANT RECRUITMENT

An online survey featuring a series of detailed questions around male and female engagement at different levels of management, and across different activities was sent to a broad sample of Ibec membership. A total of 257 responses were received. Of those responses, a subset was identified where the companies met the criteria for selection, similar to the two previous iterations of this survey. A final selection of 86 organisations was included. These organisations were engaged in a range of different activities, and were of varying sizes. All respondents included in this survey employ more than 150 employees.

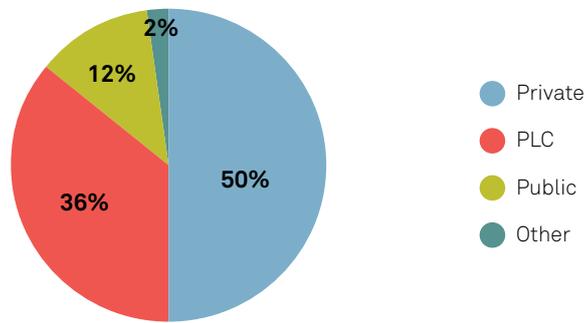
TABLE 5. MANAGERIAL LEVELS AS DEFINED IN THE SURVEY

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

ORGANISATION TYPES

In total, 86 organisations were selected for inclusion in this report. Half of the sample was made up of private companies, 36% were PLCs and 12% were public sector organisations. Two companies were categorised as ‘Other’. These proportions align well with the demographics of the sample over the last two years.

FIGURE 7. COMPANY TYPE



SECTORS

As last year, the sector with the highest representation is the financial services sector, followed by the professional services and technology sectors. ‘Other’ sectors included education and other services type companies.

TABLE 6. SECTORS REPRESENTED

Sector	Number	%
Financial services	16	19
Professional services	7	8
Technology	5	6
Transport	2	2
Manufacturing	17	20
Food	6	7
Construction	2	2
Pharma	5	6
Retail	5	6
Other	21	24
Total	86	100

ORGANISATION SIZE

Organisations also indicated the approximate number of people they employ in the Republic of Ireland. While exact numbers regarding number of employees are not available, a conservative estimate is that the responding organisations are responsible for approximately 100,000 jobs in the Republic of Ireland (approximately 5% of the total national labour force).

TABLE 7. SIZE OF ORGANISATIONS

Company size	Number	%
150-249 employees	19	22
250 -499 employees	22	26
500-1000 employees	18	21
Over 1000 employees	27	31
Total	86	100

APPENDIX 2 – References

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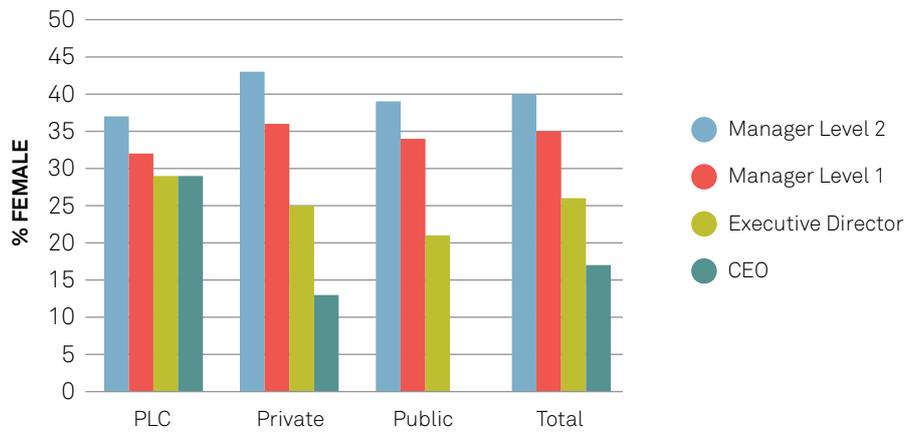
APPENDIX 3 – 2016 and 2015 Data

2016 Data

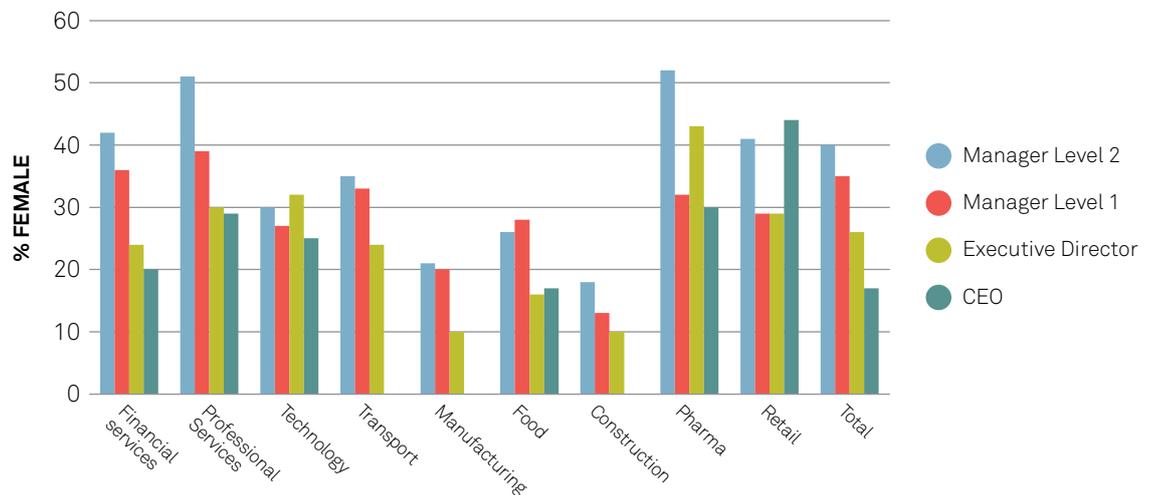
WOMEN IN MANAGEMENT BY LEVEL – 2016



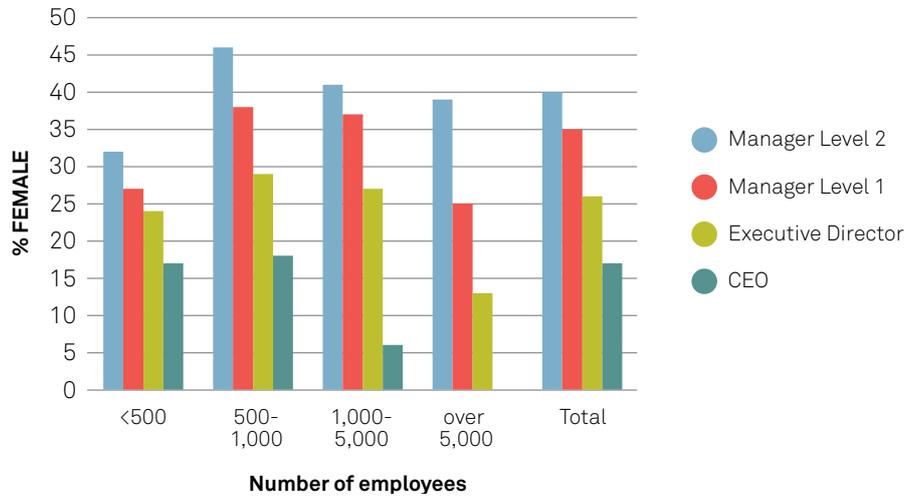
WOMEN IN MANAGEMENT BY ORGANISATION TYPE – 2016



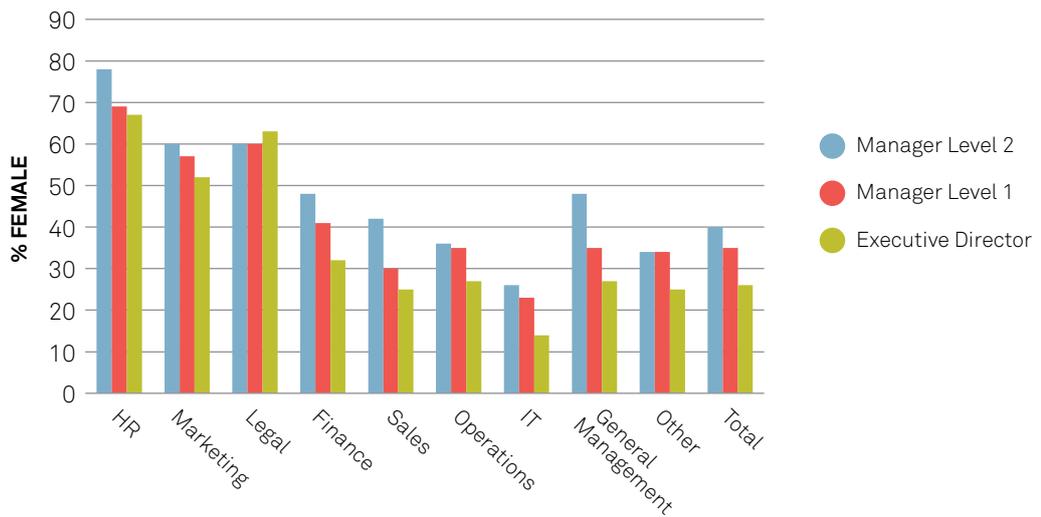
WOMEN IN MANAGEMENT BY SECTOR – 2016



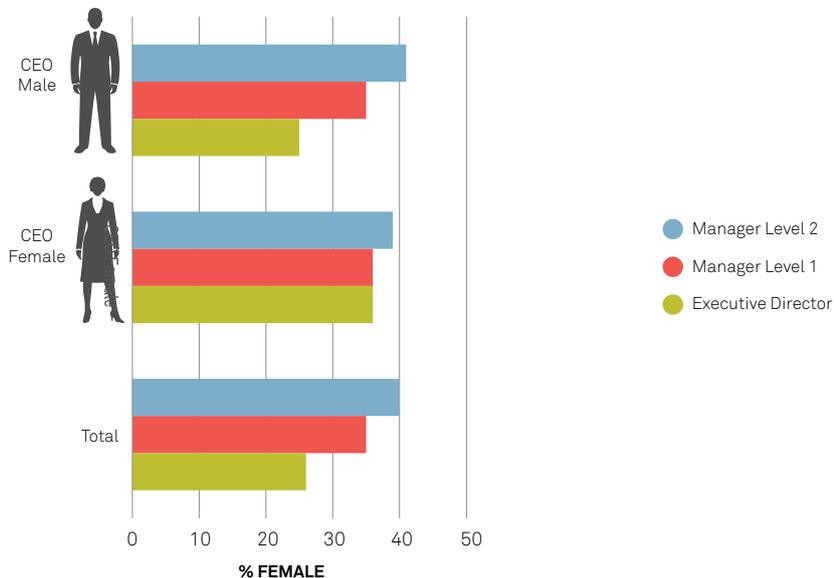
WOMEN IN MANAGEMENT BY ORGANISATION SIZE – 2016



WOMEN IN MANAGEMENT BY FUNCTION – 2016



WOMEN IN MANAGEMENT AND CEO GENDER – 2016

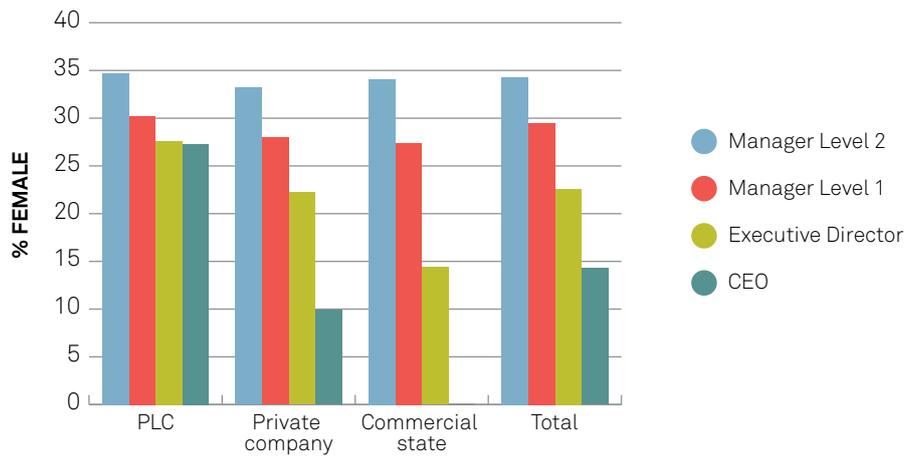


2015 Data

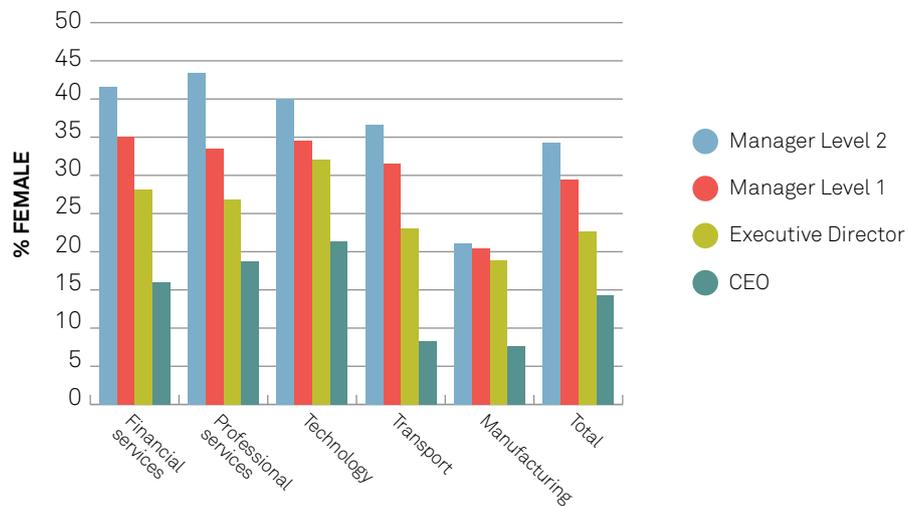
WOMEN IN MANAGEMENT BY LEVEL – 2015



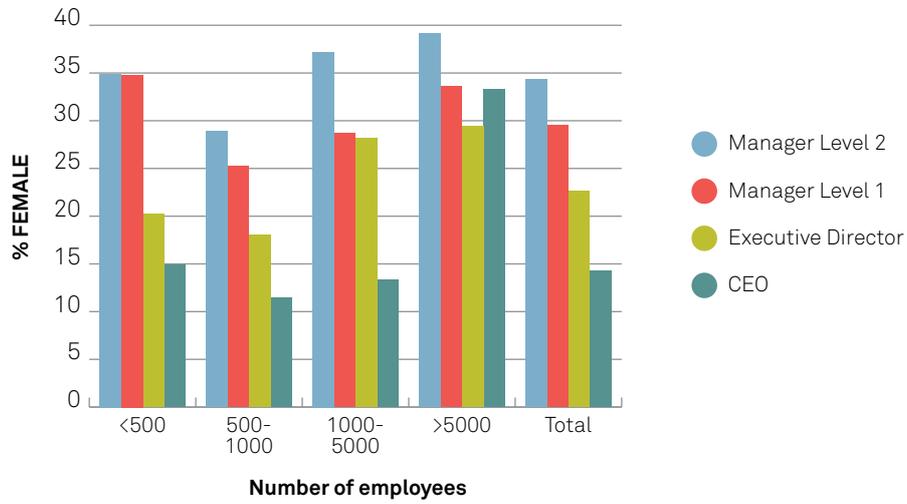
WOMEN IN MANAGEMENT BY ORGANISATION TYPE – 2015



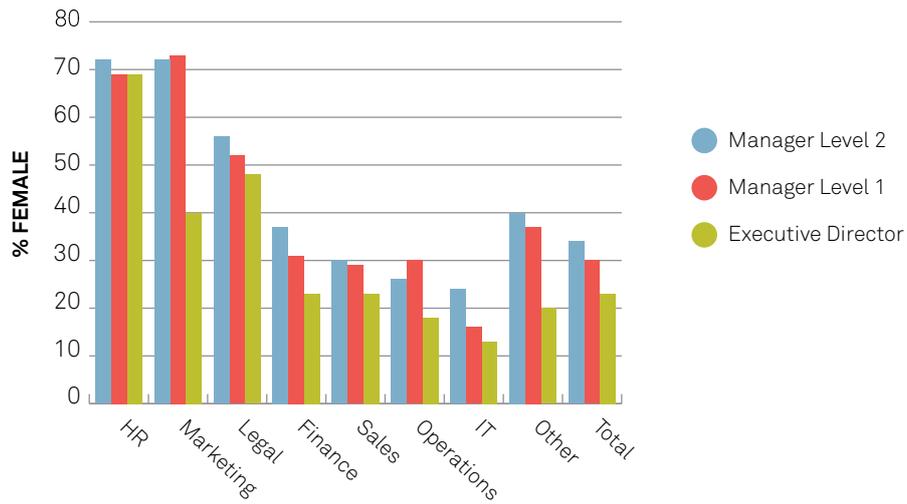
WOMEN IN MANAGEMENT BY SECTOR – 2015



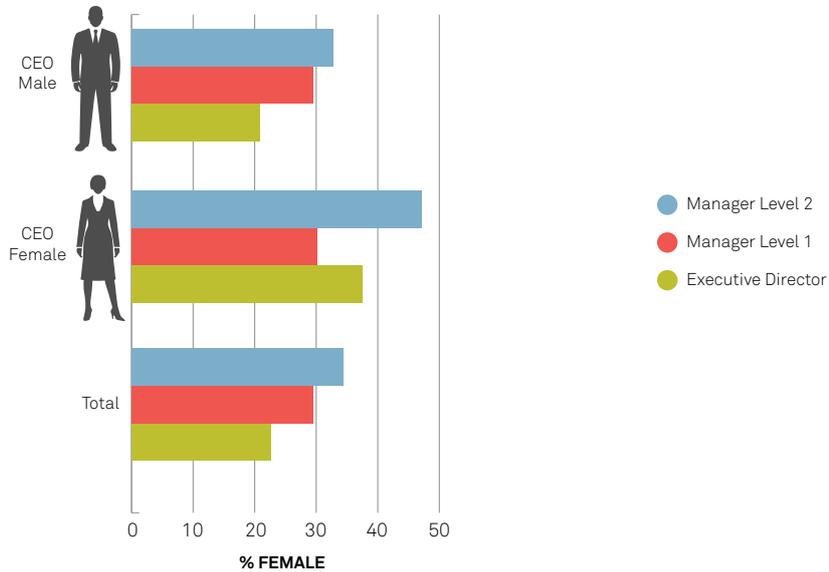
WOMEN IN MANAGEMENT BY ORGANISATION SIZE – 2015



WOMEN IN MANAGEMENT BY FUNCTION – 2015



WOMEN IN MANAGEMENT AND CEO GENDER – 2015



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