

Women in Management – the Leadership Pipeline 2018



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 over 220 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. So we initiated this research in 2015 to provide some data as a base line. We are now in the fourth 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 member Anne-Marie Taylor for her work and leadership of the survey.

The results show that the participation rates of women at all levels in the management hierarchy have changed little since last year although there is evidence of a slight improvement since data collection began in 2015. 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 and functional variation in female representation.

In my industry, financial services, it is vital that we continue to focus on attracting and retaining talented female professionals in industry. The conversation is growing and we are moving to measurable outcomes, but it is clear that we are still working towards a goal of diverse senior leadership via the progression of female executives.

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 fourth year of a longitudinal study which will conclude in 2019.



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

Ibec is delighted to partner again with the 30% Club and DCU to describe the latest trends in 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 work supporting this initiative.

The findings of this survey show that while women are better represented at the highest levels of management, progress is irregular with some disciplines performing better than others. While much work has already been done by business, there remains considerable scope for all stakeholders to engage in further initiatives to overcome structural and attitudinal barriers that may still exist for female participation.

The business case for gender diversity at all levels of management is compelling and external forces such as the imminent introduction of gender pay gap reporting are heightening the level of focus on this issue. The survey therefore also sought for the first time, to explore respondents' readiness and approach to gender pay gap reporting and gender diversity.

The importance of female leadership contributions cannot be overstated and is well documented in global research. It is therefore imperative that business takes real action to encourage female advancement, continuing to provide opportunities and support as well as a business environment where the talents of all are valued.



Danny McCoy,
CEO, Ibec

DCU launched its new strategic plan last year entitled "Talent, Discovery, and Transformation" in which we state our commitment to help transform Irish society so that it ranks among the best in the world. To achieve this objective, we call out the importance of fostering the development of talent so that all people can flourish and add value in the evolving workplace and in wider society. By continuing to monitor gender balance in Irish industry, this research supports our endeavour and DCU is proud to be associated with it. We encourage Irish organisations to review their practices and policies to ensure an absence of obstacles to the career success of their employees. In doing so, the skills and energy of the total workforce can be harnessed effectively for the good of Irish society as a whole. I thank Dr Melrona Kirrane and Sandra Healy for their continued work on this initiative and wish the team well as it finalises the project next year.



Brian MacCraith,
President, Dublin City University

1 Introduction

Gender balance in the management hierarchy makes business sense. Capitalising on the unique perspectives of men and women supports effective problem-solving and decision-making and supports strong business performance across many professional domains. However, while women's continued advancement into the upper echelons of management is well-documented, many of the most senior positions continue to elude them. As a result, many organisations may fail to reap the benefits of a comprehensively gender-balanced management hierarchy. While many Irish organisations have clearly signalled their commitment to this endeavour, gathering evidence on the achievement of such aspirations is an important activity. This report presents the findings of our latest survey of women's progress into upper leadership roles in Irish organisations.

This research initiative began in 2015 and is an annual feature of the work of the 30% Club, the Leadership & Talent Research Institute at DCU Business School and Ibec's Research Unit. 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 in that 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. These trends have largely remained the same over the intervening years.

Gender diversity is a strategic issue for a large majority of respondents but only constitutes a managerial performance objective in under 40% of these companies. Respondent organisations reported continued financial support for gender-related initiatives. This year we also gathered data on readiness for gender pay gap reporting given the impending legislation in this domain. Most respondents described themselves as well-prepared and capable of providing such reports, with many having already begun this process. The data suggest there is more work to be done in relation to communicating clearly about this matter, both internally and externally.

The current report presents the findings of the fourth 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 important to note that as the organisational respondents to the survey each year, the data are intended to identify trends, rather than focus on the experience of individual organisations over time.

2 Findings

The participation of women in management roles appears quite static over the years and the same trend of lower participation of women in senior roles continues to be a clear feature of the data. Female leadership representation remains strong in the private sector, but women have greatest success in attaining senior positions of management in the public sector. Women continue to enjoy career success in the pharma sector, while strong growth in women's early leadership careers in the financial services sector is evident this year. The manufacturing and professional services sectors also appear to offer women good opportunities for entering management grades. As last year, women appear to do best in both smaller and large organisations, with apparent difficulties for women manifesting in mid-sized organisations. Women's strong participation across all management grades in the HR function is again evident, with both legal and marketing functions also appearing to offer good opportunities for women to enter management grades. That said, significant drop-offs in the numbers of women proceeding through the management grades in the legal as well as financial functions are a clear feature of the data this year. Women seem to have greatest difficulty entering management in a number of other functions including sales and IT. Similar to previous years, women appear to be more successful in reaching Director level under a female CEO, although this year we note that women are slightly better represented at the junior and middle management grades under a male rather than a female CEO.



The results of the survey this year provide much food for thought with respect to supporting women's progress up the management hierarchy. The data suggest that a one-for-all approach to enhancing gender balance may have less success than a range of carefully considered, tailored interventions specific to the challenges of different sectors and functional work areas.

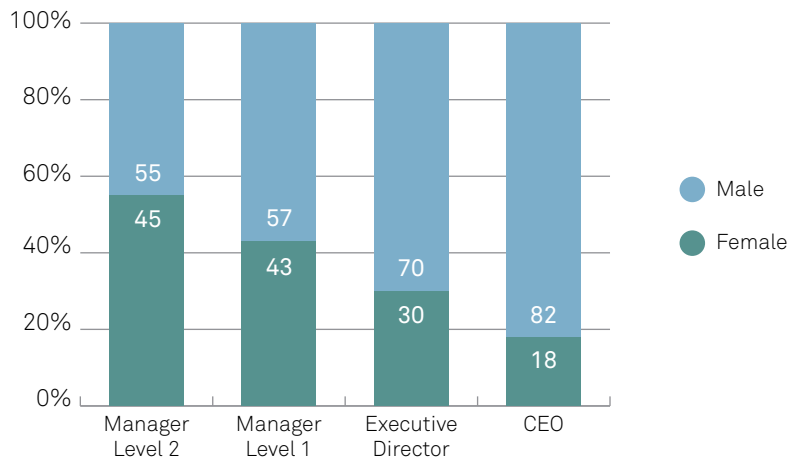
Professor Anne Sinnott,
Executive Dean, DCU Business School



WOMEN IN MANAGEMENT BY LEVEL

More men than women occupy the lowest level in the management hierarchy (55% and 45% respectively) which represents a reversal of last year's situation (48% male, 52% female). Women's lower participation in more senior management grades is again visible in the data this year, with women holding 43% of middle management roles and less than one third of Executive Director roles (see Figure 1). This year, the percentage of women holding CEO positions stands at 18%, a figure similar to previous years (19% in 2017, 17% in 2016 and 14% in 2015. See Appendix 2 for details of previous years' data.) As with the data from these earlier years, this figure is far higher than global standards in which surveys report single digit figures for numbers of females in CEO roles. One explanation for such disparity in numbers may be the differences between samples as well as the self-selection of well-performing organisations as respondents to the survey. It should be noted, however, that the figures overall represent gains for women since data collection began in 2015 and are therefore welcome.

FIGURE 1. WOMEN IN MANAGEMENT BY LEVEL





This report's conclusions underline continuing under-representation of women at senior levels of business management in Ireland, a trend also evident in publicly available information on companies listed on stock exchanges in many countries, including Ireland. For example, in February 2018, while 18% of Non-Executive Directors of companies listed on Euronext Dublin (ISEQ) were women, the proportion fell to only 7% of Executive Directors, i.e. those in management positions. Full participation of women at all levels of management is critical to create a pipeline for progression to executive and board levels and to ensuring future gender-balanced leadership, a key driver of business success.

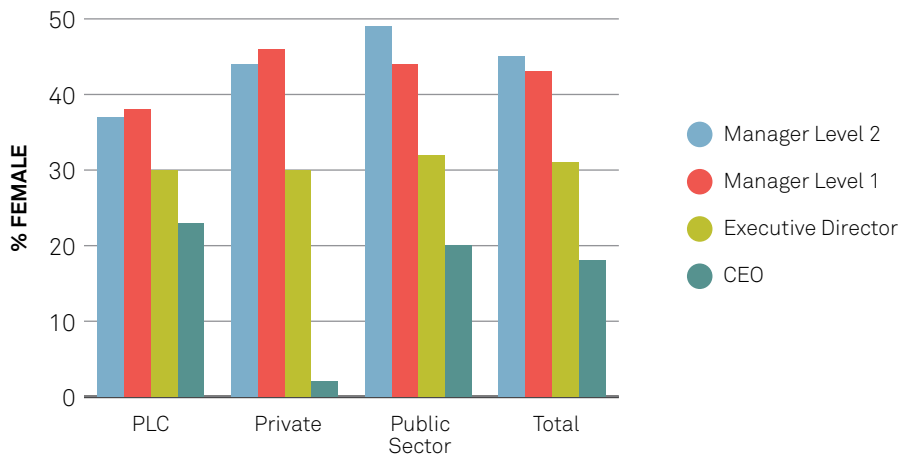


Brid Horan, Co-Chair, Better Balance for Better Business

WOMEN IN MANAGEMENT BY ORGANISATION TYPE

Female participation in all levels of management across all organisation types varies considerably from last year. Overall, women’s progress through the management grades in the public sector is strong except at CEO level where the numbers are lower than last year (20% versus 30%). The highest representation of female CEOs is in PLCs (23%), whereas the lowest representation of female CEOs among respondents is in private companies (2%). Proportions of women at Executive Director level are broadly similar across the organisation types surveyed as witnessed last year also, while the percentage of women at Manager Level 1 is higher in private companies than in both the PLC and public sectors – a trend also witnessed last year. Gender balance at the lowest level of management positions (Manager Level 2), is most evident in the public sector, while it is poorest in PLCs. While female leadership representation remains strong in the private sector, all figures for this year are slightly lower than last year. Overall, the data suggest that women appear to have most success entering and proceeding through management grades (except to the very top) in the public sector rather than in private sector companies or PLCs.

FIGURE 2. WOMEN IN MANAGEMENT BY ORGANISATION TYPE



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This survey is hugely valuable. While it does show what has been achieved, the emphasis must be on what is needed in the future. The public sector has made good progress, but much more is needed. I believe the public sector must be a leader, and be seen to be a leader in this area. Put simply, the public sector must be representative of the population it serves, and therefore having more women at senior and top management level is a must. All the research shows that diversity at the top leads to better organisation performance. Given the varied and ever evolving challenges facing modern society, it would be inexplicable not to avail of the talent and imagination which women can offer at the top levels of public sector management.

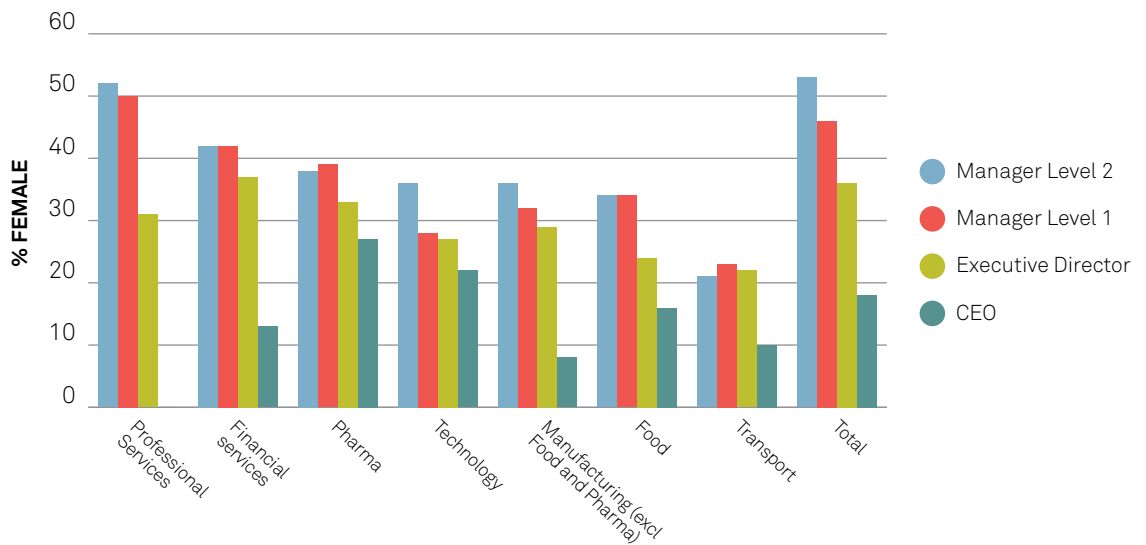
Tom Moran, Former Secretary General; current Chair, Public Appointments Service

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WOMEN IN MANAGEMENT BY SECTOR

The highest percentage of female CEOs in this survey are in the pharma sector (27%) followed by the technology and food sectors (22% and 16% respectively). This change in the profile of female CEOs from 2017 can probably be partially explained by sample differences. For example, last year there were 6 food companies included in the research whereas this year 16 food companies responded to the survey. Women at CEO level in the financial services sector also show significant growth in numbers compared to last year (13% in 2018 versus 7% in 2017), while the number of women CEOs in the manufacturing sector remains steady. There were no female CEOs in the professional services sector respondents this year. Women have sustained or increased their representation at junior management levels in professional and financial services and manufacturing, while numbers in the pharma sector remain unchanged. Numbers of women in the lower levels of the technology sector have dropped (36% in 2018 versus 49% in 2017).

FIGURE 3. WOMEN IN MANAGEMENT BY SECTOR



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In the context of current national economic growth forecasts, the business case has never been stronger for organisations to equip their senior leadership teams with the broadest possible pool of talent, perspective and insight. The Irish food and drinks industry has demonstrated leadership in this respect, and particularly in recognising the contribution women have to make in senior management, through the founding of the Agrifood Diversity & Inclusion Forum. By publishing a toolkit to assist companies in rolling out D&I initiatives, it is playing a key role in driving change and offering equality of opportunity at all levels.

Dan MacSweeney, Chair, Bord Bia

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I believe that for companies to succeed they must be very proactive in their approach to achieving gender balanced leadership. At State Street such an approach has seen female representation in senior roles increase by 10% in the last four years. There's more to be done. As a global organisation we recognise the importance of setting targets for all vital aspects of our business - revenue, new client wins, expense reduction - to name a few. I believe having set targets to work towards is also key to achieving diversity and inclusion goals.

Ann Prendergast, Head of State Street Global Advisors Ireland

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WOMEN IN MANAGEMENT BY ORGANISATION SIZE

In a reversal of the trend from previous years, the highest percentage of female CEOs was found in large (>1000 employees) organisations, followed by small (150-249 employees) organisations (21% and 17% respectively). It should be noted that many of these large organisations include public sector respondents where female representation in leadership positions is strong. In line with last year’s data, we again find that women have most success in entering and proceeding through the managerial ranks in organisations with fewer than 250 employees, or more than 1000 employees. They appear to have least success in mid-sized (500-1000 employees) organisations. The availability of senior roles along with sectoral differences may be explanatory features of these differences.

FIGURE 4. WOMEN IN MANAGEMENT BY ORGANISATION SIZE



It is encouraging to see that the percentages for the number of women in CEO and management roles is increasing, particularly in larger organisations such as our own. However, with the total overall percentages still at relatively low levels, we need to continue to monitor progress in this important area in all of our businesses to ensure that we see further improvements into the future.

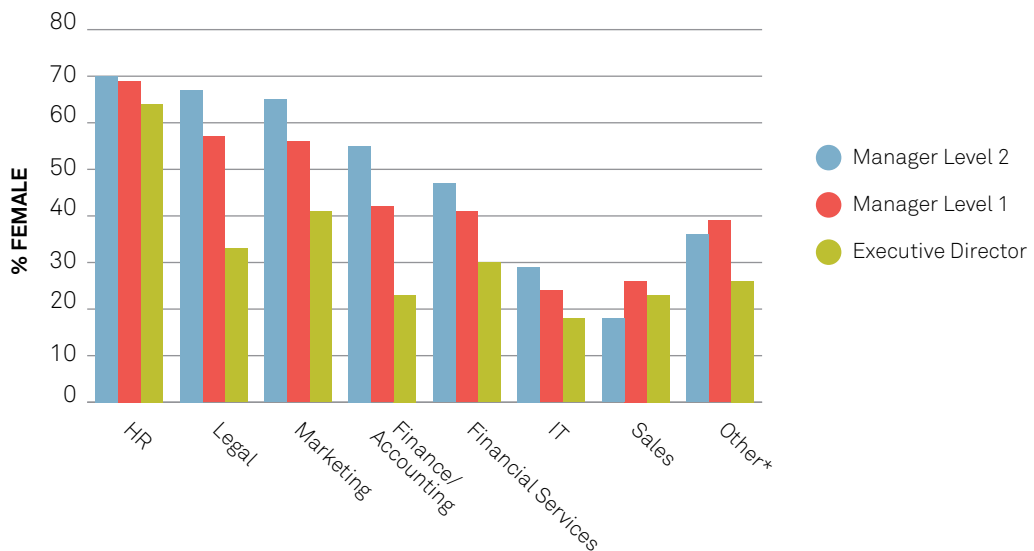


Feargal O'Rourke, Managing Partner, PwC

WOMEN IN MANAGEMENT BY FUNCTION

Continuing the trend from previous years, this year we again find that the highest percentage of women across all grades of management work in the HR function with a low drop-off between management grades. There are strong percentages of women at low management grades across many functions, however numbers of women in management in sales and especially IT functions are particularly low. While this is in line with international trends and to some degree may reflect women’s greater interest in people rather than things¹, organisations could consider means of attracting more women into these functions to improve their gender balance. The biggest drop-offs between low and senior management is in the legal and finance/accounting functions, suggesting that women have greatest difficulty in achieving seniority in these domains. While the demanding nature of senior positions in these functions may lead to some women choosing not to pursue them, companies could explore means by which women could be encouraged to maintain their career ambition while simultaneously examining the role of structural features of these positions that may function as obstacles to women’s career pursuits.

FIGURE 5. WOMEN IN MANAGEMENT BY FUNCTION



*Other includes customer services, manufacturing, materials, environment, engineering, and distribution.

¹ Schmitt, D. P., Long, A. E., McPhearson, A., O'brien, K., Rimmert, B., & Shah, S. H. (2017). Personality and gender differences in global perspective. *International Journal of Psychology*, 52, 45-56. Lippa, R. (2010). Gender Differences in Personality and Interests: When, Where, and Why? *Social and Personality Psychology Compass* 4/11 (2010): 1098–1110, 10.1111/j.1751-9004.2010.00320.x; Su, Rounds & Armstrong (2009). Men and Things, Women and People: A Meta-Analysis of Sex Differences in Interests. *Psychological Bulletin*, Vol. 135, No. 6, 859–884.

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This report shows that there is a lot to do to bring about greater gender parity, with gaps even in the sorts of corporate functions that are, on the face of it, surprising like law. Companies need to be more urgent in their approach to addressing female leadership with the forthcoming introduction of gender pay reporting. Experience in other countries suggests that women tend to be guided in their career choices away from companies with a large gender gap. The implications for companies trying to recruit from the widest pool of talent in a tight labour market are obvious. So the implications of gender pay reporting, which relates to the gender distribution across levels within companies, as well as the reward structure, needs to be very high on every CEO's strategic agenda.

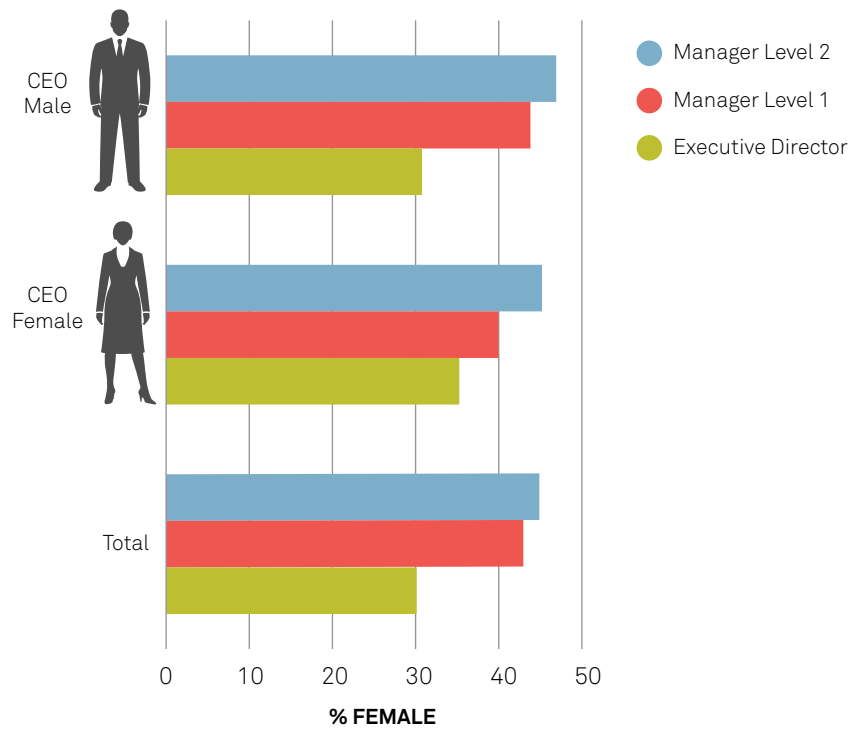
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Oonagh Buckley, Deputy Secretary General, Department of Justice and Equality

GENDER OF CEO

The data this year reveals that the gender of the CEO makes effectively no difference to the gender mix at the lowest level of management (47% females at Manager Level 2 where there is a male CEO; 45% where there is a female CEO). However, women appear to have slightly more success in advancing in the most senior roles under a female CEO (35% compared to 31%), perhaps illustrating the value of role models in maintaining career focus and ambition.

FIGURE 6. WOMEN IN MANAGEMENT AND CEO GENDER



ATTITUDES TOWARDS GENDER DIVERSITY

Last year we canvassed opinion on matters related to gender diversity in organisations, seeking to uncover whether gender diversity is part of organisations' strategies and whether ensuing initiatives are funded. We also wanted to gather opinion on the issue of perception of availability of female talent. In addition to these issues, this year we examined organisational readiness for gender pay gap reporting due to be introduced in Ireland shortly.

Looking at the first issue of gender diversity, there is great similarity in the responses compared to last year. Firstly, almost 72% of respondent organisations incorporate gender diversity into their organisational strategy which is encouraging. However, less than half of respondents reported that gender diversity (39%) formed any part of managers' performance objectives, a slight improvement on last year (31%). Secondly, we saw a slight increase to 64% of respondents (from 59%) reporting that their organisation provided ongoing financial support for gender related initiatives. Finally, while last year nearly 50% agreed that it is a struggle to source female job applicants at senior levels, that has improved very slightly with 45% agreeing with this statement in 2018.

TABLE 1. ATTITUDES TOWARDS GENDER DIVERSITY

	Strongly Agree	Agree	Disagree	Strongly Disagree
Gender diversity is incorporated into organisational strategy	33	39	24	4
Gender diversity forms part of managers' performance objectives	9	30	54	7
My organisation provides ongoing financial support for gender-related initiatives	23	41	34	2
My organisation struggles to source female job applicants at senior levels	8	37	42	13

What this data tell us is that there is a high level of awareness of gender diversity at strategic level, but that the practical step of making line managers responsible for gender diversity by including it as a key metric in performance management processes is much less widespread.

Moving to the issue of gender pay gap reporting, Ireland is due to introduce legislation on reporting in the coming months. Gender pay gap reporting would oblige companies to publish statutory calculations each year showing how large the pay gap is between what women earn as a group compared to what men earn as a group. On its own it will not identify or solve the myriad of structural, cultural and policy causes for the differences in male-female participation rates in the workforce, and the significant employment gaps between the genders. However, if an appropriate method of reporting is used, it could highlight specific issues that arise in certain organisations and industry sectors and enable more targeted interventions by all stakeholders.

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It's interesting to read the results around attitudes towards gender diversity. Whilst they show strong acknowledgment that gender diversity is incorporated into strategy, they also indicate that there is a low incidence of this being tied into managers' performance objectives.

It may not be an issue right now but as the available labour market changes and morphs this will no doubt become more of an issue. One wonders if the performance initiatives were tied in with gender diversity what the results and numbers would be? It is well documented that having performance objectives tied into remuneration can make for extra incentivisation and more speed to change.

Margot Slattery, Country President, Sodexo Ireland

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The survey found that 71% of respondents identified themselves as well prepared for the implementation of gender pay gap reporting with 73% putting a strong focus on their preparations for implementing reporting. Only 11% of respondents believed that the implementation of gender pay gap reporting would be problematic for their organisations.

TABLE 2. GENDER PAY GAP REPORTING

	Strongly Agree	Agree	Disagree	Strongly Disagree
My organisation is well prepared for the implementation of gender pay gap reporting	17	54	26	3
My organisation plans to focus strongly on preparing to implement gender pay gap reporting over the next 12 months	15	58	23	4
The implementation of gender pay gap reporting will be problematic for my organisation	1	10	69	20

The UK introduced gender pay gap reporting in 2016 and as such a number of respondents were quite familiar with the concept as 35% of respondents had a UK-based operation that had published their pay gap data for the snapshot date of April 5th 2018. This same cohort considered themselves more prepared for reporting in Ireland.

TABLE 3. ORGANISATIONS WITH A UK-BASED OPERATION

	Yes, have published gender pay gap information in the UK	Yes, have not yet published gender pay gap information	No UK-based operations
Does your organisation have a UK-based operation?	35	24	41

While the methodology for gender pay gap reporting in Ireland has yet to be confirmed, with proposals including a hybrid of elements of the UK and Australian models, 41% of employers have already begun to examine the gender pay gap in their own Irish operations. This is a positive step as the need for organisations to begin preparations is key.

TABLE 4. EXAMINATION OF THE GENDER PAY GAP WITHIN IRISH-BASED OPERATIONS

	Yes	No	Don't know
My organisation has examined the gender pay gap within our irish-based operation	41	50	9

Only 8% of respondents see the gender pay gap as a significant business issue while almost the same proportion of respondents see it as either a slight issue (39%) or not as an issue (40%) for their business at all.

TABLE 5. GENDER PAY GAP AS A BUSINESS ISSUE

	Significant Issue	Slight Issue	Not an Issue	Don't know
Gender pay gap will be a significant business issue for my organisation	8	39	40	13

There is an expectation that more requests for information will emerge from existing staff regarding the gender pay gap. This issue has been one of major confusion due to commentators often conflating the issue of equal pay with the gender pay gap and being unclear as to the conclusions that can and cannot be drawn from a gender pay gap figure. A gender pay gap does not indicate or denote discrimination, or indeed the absence of equal pay for equal value work. Instead, it reports a gender representation gap.

Given the level of public, political and media interest in gender pay gap reporting, in addition to the confusion and lack of understanding as to what it really constitutes, there is an expectation of a high level of stakeholder and media interest regarding what organisations report. Therefore, organisations need to be preparing a communication strategy for both their internal and external audiences. Only 37% of organisations report having or being in the process of defining their internal communications while almost 39% have or are in the process of defining their external communications.

It is essential to develop a strategy to identify the key messages, the key audiences, the key channels of communication and the sequencing of those communications. As much time and effort needs to be given to the communication to employees and internal stakeholders as to the external communications. If a gender pay gap is identified, it would be important for organisations to consider formulating an action plan outlining how they intend to address their gender pay gap. 10% of respondents are already considering future gender pay gap initiatives in their organisation while a further 36% are currently defining the initiatives they may introduce. Of note in the data is that 39% of respondents do not foresee such initiatives in their organisation.

TABLE 6. GENDER PAY GAP INITIATIVES

	Yes	Currently Defining	No	N/A; Don't Know
Internal communications on gender pay gap	7	30	48	15
External communications on gender pay gap	8	31	46	15
Future gender pay gap initiatives in my organisation	10	36	39	15

While gender pay gap reporting alone will not diagnose or solve the issue of gender balance in Ireland, transparent gender pay reporting could, if properly implemented, enable organisational leaders to identify the true obstacles holding their organisations and sectors back from greater gender balance in the management hierarchy. The myriad of social, cultural and economic causes of the gender pay gap require a ‘whole of society’ approach to address the issues. For further information on the gender pay gap please go to www.ibec.ie/0/genderpaygap.



An important issue in gender pay gap reporting is understanding exactly what it represents and the implications of reporting a gender pay gap. The potential risk for any business is that it could be perceived as less than fully committed to fair pay, promotion and development opportunities for women. One of the obvious consequences is being seen as a less attractive employer - undermining the ability to recruit when securing talented people is a key determinant of success.



Darina Barrett, Head of Financial Services, KPMG in Ireland

3 Conclusion

This report presents the findings of the fourth annual survey of business leadership in Ireland as it pertains to gender. As the respondent profile differs in some respects from previous years, identifying clear trends is made more difficult. Nonetheless, some progress in women's participation in management can be identified, albeit uneven in places. Company type, size, sector and functional operational area continue to be associated with differences in women's participation in leadership roles. Women appear to be least successful in achieving managerial success in mid-sized organisations while experiencing greatest success in the public sector, an outcome which may reflect the significant strides taken in this sector to address gender balance. Women appear to advance most fully in those domains traditionally associated with women (eg HR) and do less well in those domains traditionally associated with men. There are many explanations for these trends which are well-documented in the scientific literature. For example, research tells us that as societies become more gender equal, differences in occupation choice by men and women increase². Thus, what we could be witnessing are the early consequences of increasing gender equality within Irish society. However, to the extent that women aspire to 'non-traditional' professional roles, it behoves organisations to ensure an absence of structural and attitudinal barriers to their progress. In attending to such matters, organisations can capitalise on the full range of talent available to them and channel this into the successful achievement of organisational goals.

It appears from this year's data that interventions to address the dearth of women in senior leadership positions are still appropriate and relevant. Such interventions need to occur both within the context of individual organisations as well as at sectoral levels. Moreover, attending to factors that influence career choice, or serve as obstacles to such choices, should be addressed within educational, institutional, societal and cultural levels. The specific direction of policy changes and initiatives will become clearer as the study reaches its completion in 2019.

² Falk, A. & Hermle, J. (2018). Relationship of gender differences in preferences to economic development and gender equality. *Science*, 362, eaas9899. DOI: 10.1126; Stoet, G., & Geary, D. C. (2018). The gender-equality paradox in science, technology, engineering, and mathematics education. *Psychological science*, 29(4), 581-593.

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FURTHER INFORMATION

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or visit the website at 30percentclub.org/about/chapters/Ireland.

 [@30percentclubIE](https://twitter.com/30percentclubIE)

 <https://www.linkedin.com/30percent-club-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 and 30% Club membership. A total of 109 usable responses were received. Respondent 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.

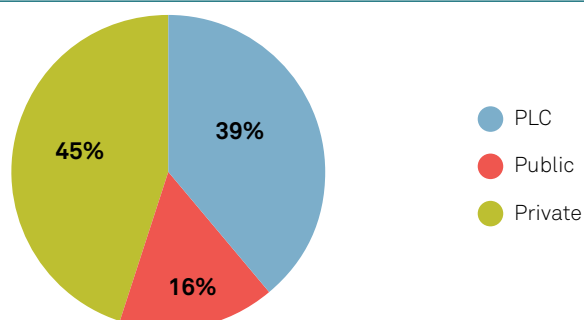
TABLE 7. MANAGERIAL LEVELS AS DEFINED IN THE SURVEY

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

Of the 109 organisations included in this report, 45% were private companies, 39% were PLCs and the remainder (16%) were public sector bodies. This is similar to last year's sample. 46% of the sample was Irish owned.

FIGURE 7. ORGANISATION TYPE



SECTORS

The financial services and food sectors are most strongly represented in the data, followed by the professional services and manufacturing. The different sectors represented more strongly this year may explain some differences in the pattern of results. 'Other' sectors included education and other services type companies.

TABLE 8. SECTORS REPRESENTED

Sector	Number	%	Sector	Number	%
Financial services	16	15	Pharma	11	10
Food	16	15	Transport	10	9
Professional services	14	13	Other	17	15
Manufacturing (excl. Food)	13	12	Total	109	100
Technology	12	11			

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 225,000 jobs in the Republic of Ireland (10% of the national employed labour force).

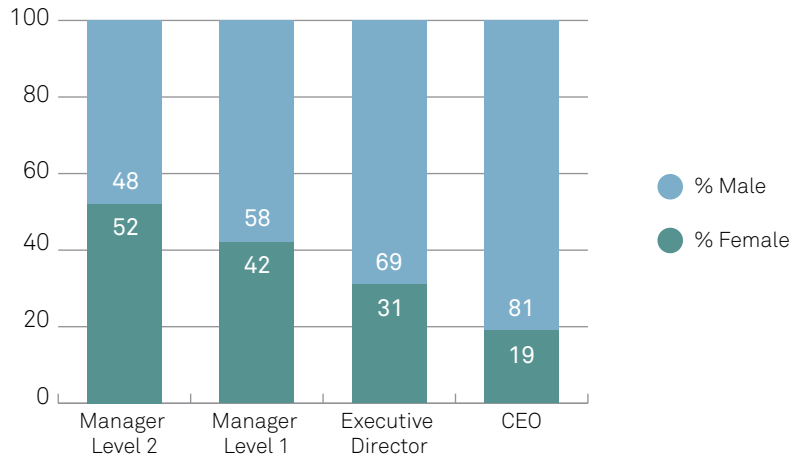
TABLE 9. SIZE OF ORGANISATIONS

Company size	Number	%
150-249 employees	23	21
250 -499 employees	32	30
500-1,000 employees	21	19
Over 1,000 employees	33	30
Total	109	100

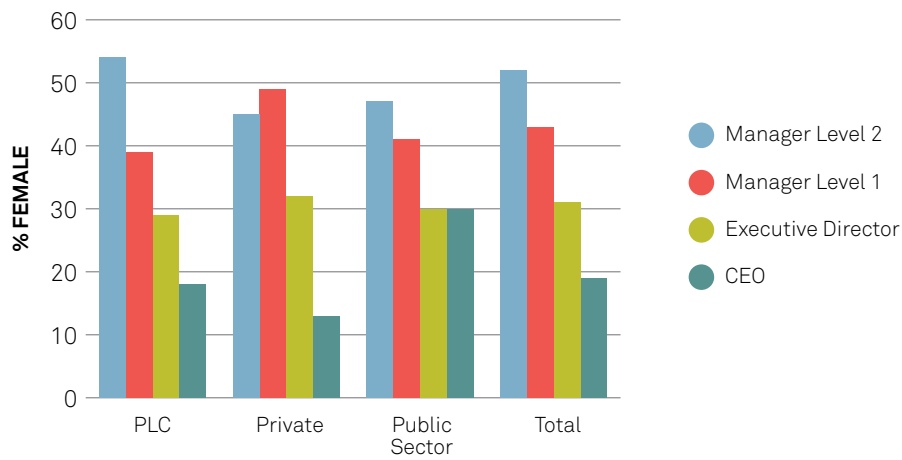
Appendix 2 – 2017, 2016 and 2015 Data

2017 Data

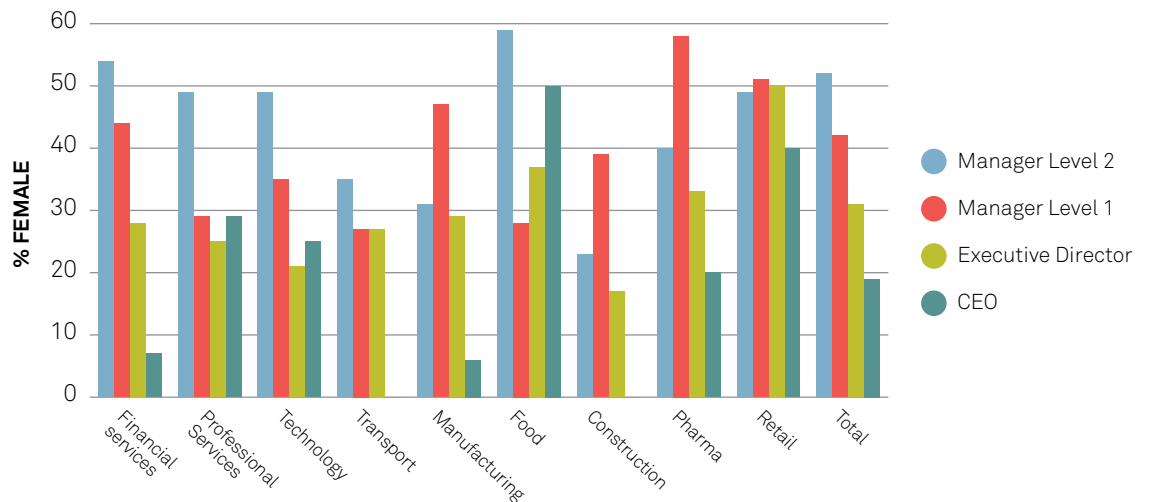
WOMEN IN MANAGEMENT BY LEVEL – 2017



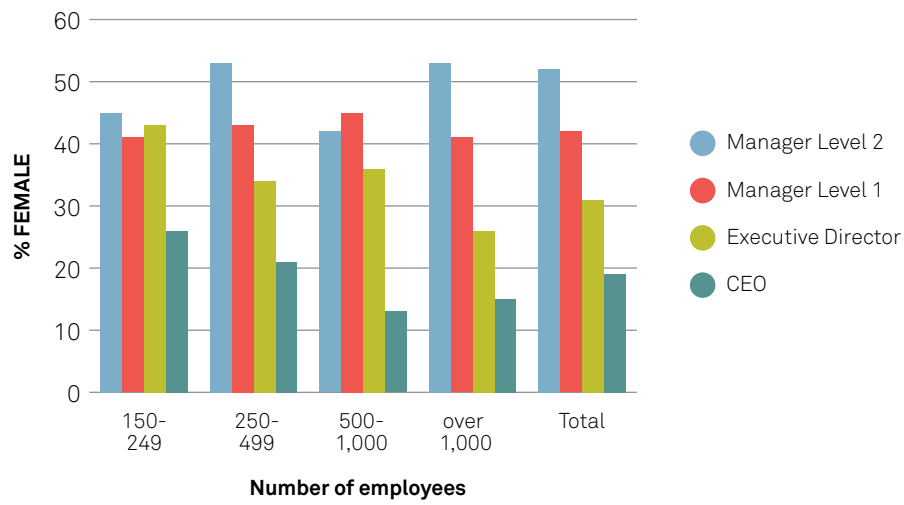
WOMEN IN MANAGEMENT BY ORGANISATION TYPE – 2017



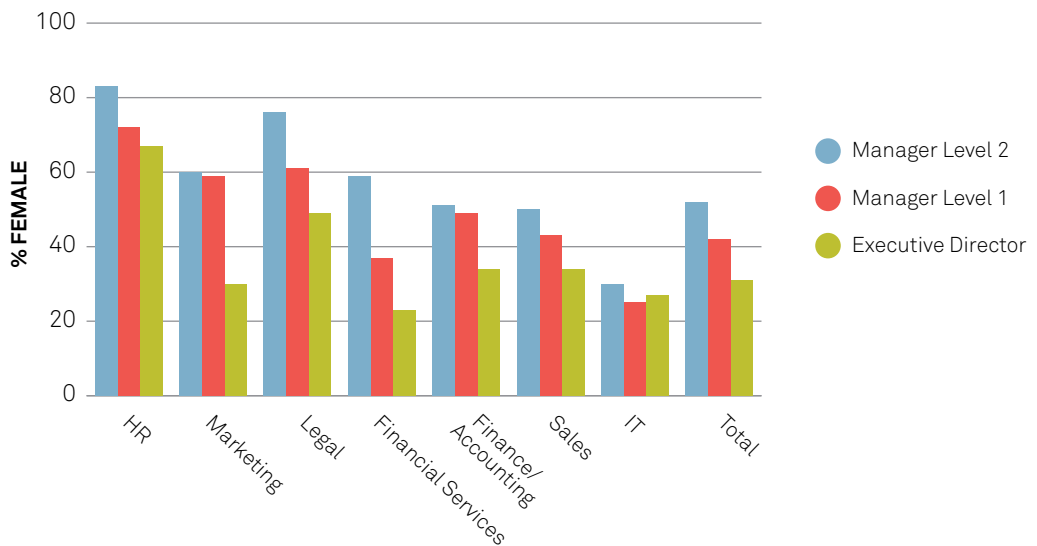
WOMEN IN MANAGEMENT BY SECTOR – 2017



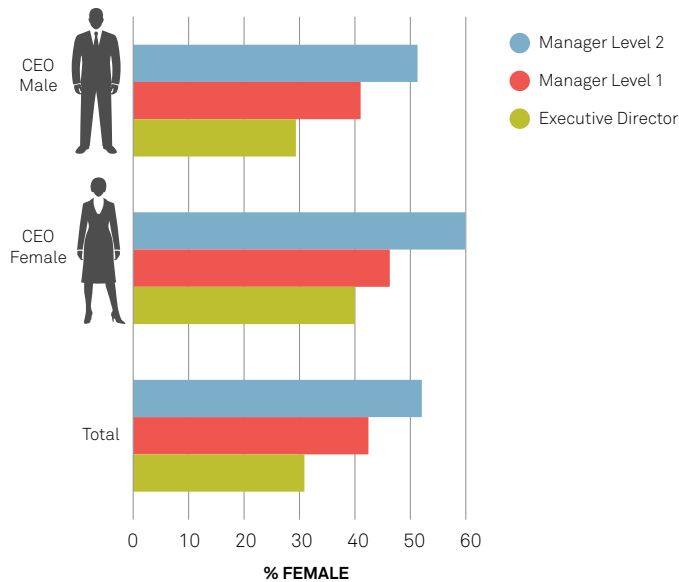
WOMEN IN MANAGEMENT BY ORGANISATION SIZE – 2017



WOMEN IN MANAGEMENT BY FUNCTION – 2017

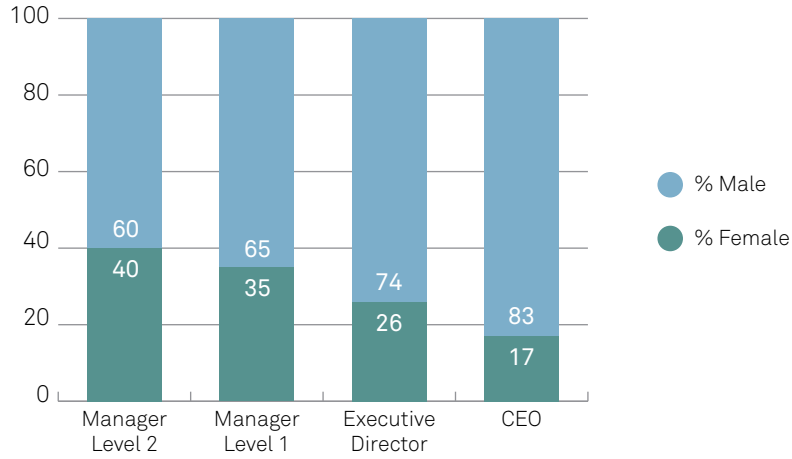


WOMEN IN MANAGEMENT AND CEO GENDER – 2017

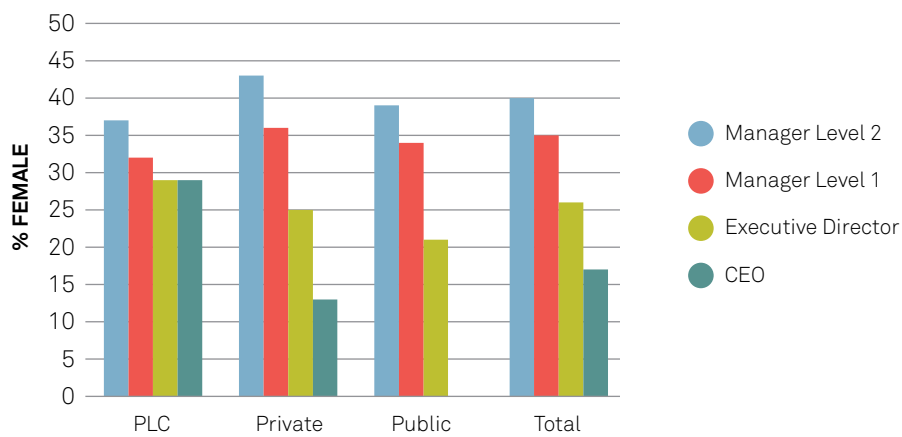


2016 Data

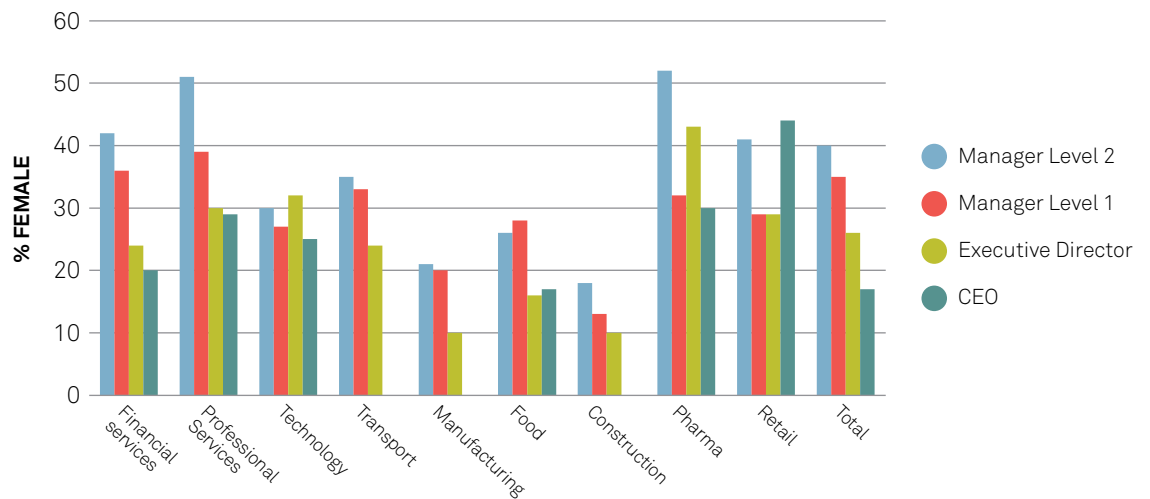
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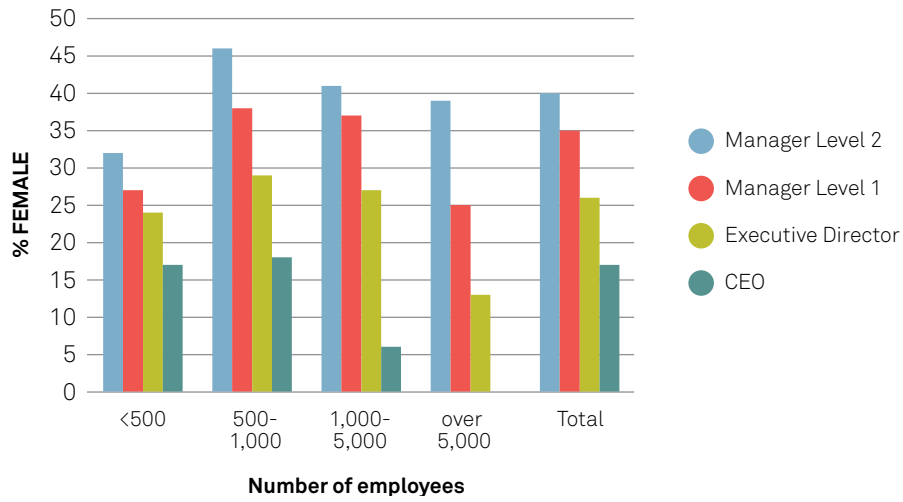
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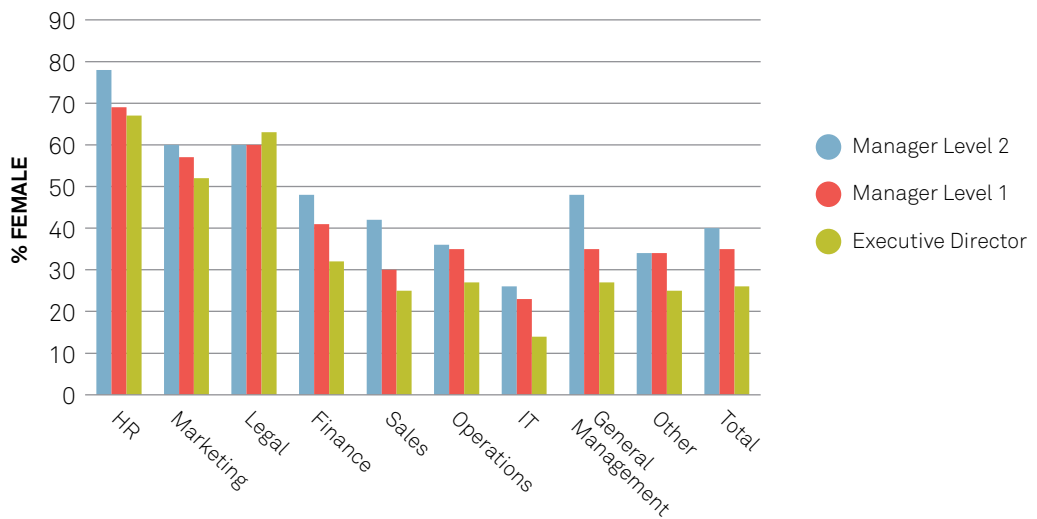
WOMEN IN MANAGEMENT BY SECTOR – 2016



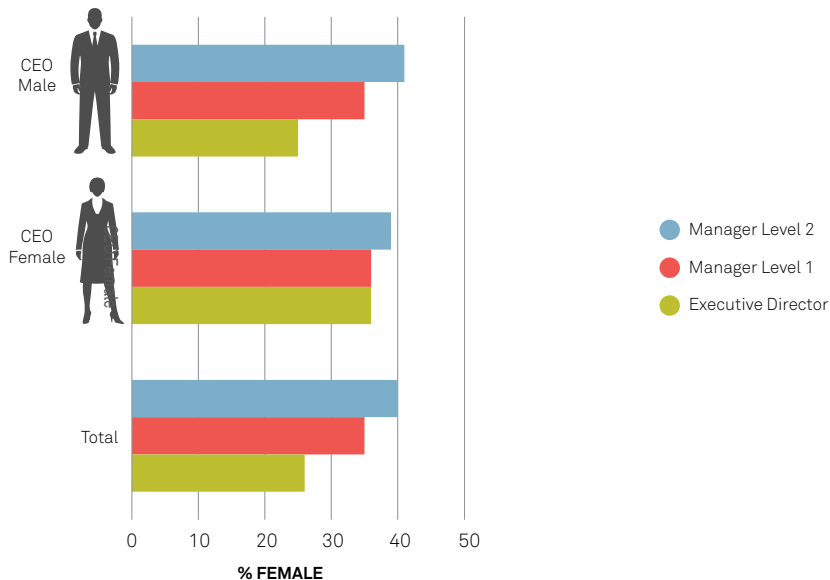
WOMEN IN MANAGEMENT BY ORGANISATION SIZE – 2016



WOMEN IN MANAGEMENT BY FUNCTION – 2016

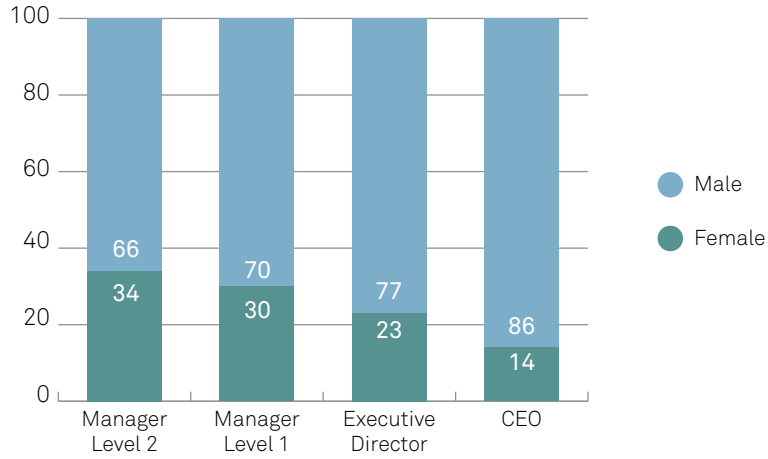


WOMEN IN MANAGEMENT AND CEO GENDER – 2016

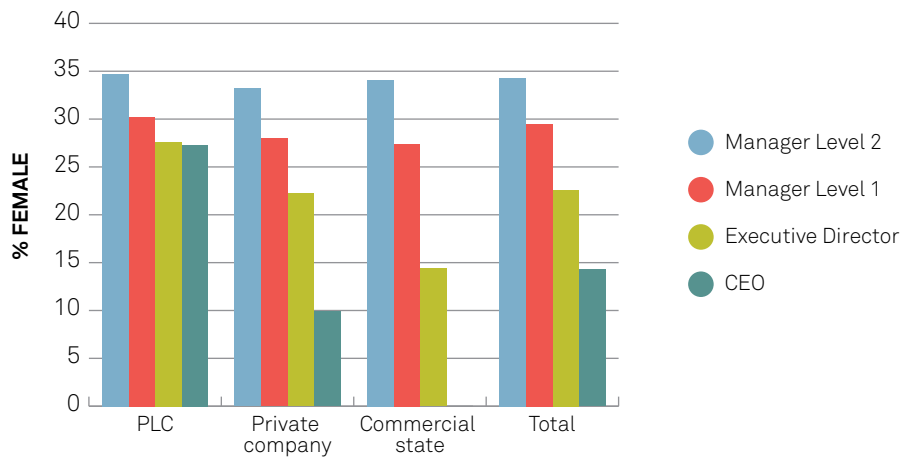


2015 Data

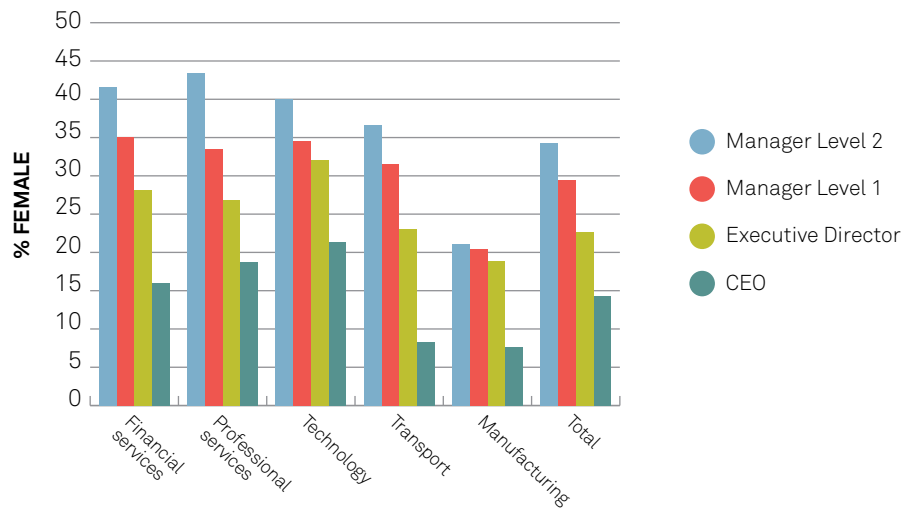
WOMEN IN MANAGEMENT BY LEVEL – 2015



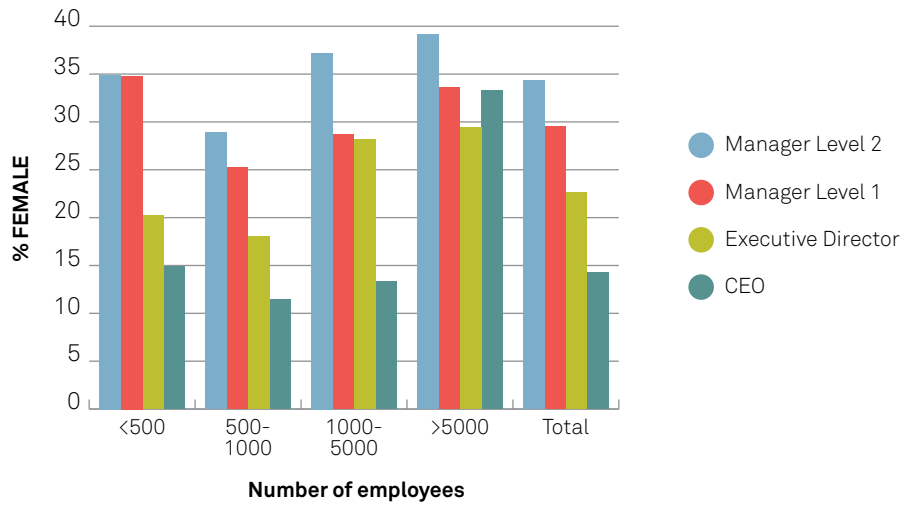
WOMEN IN MANAGEMENT BY ORGANISATION TYPE – 2015



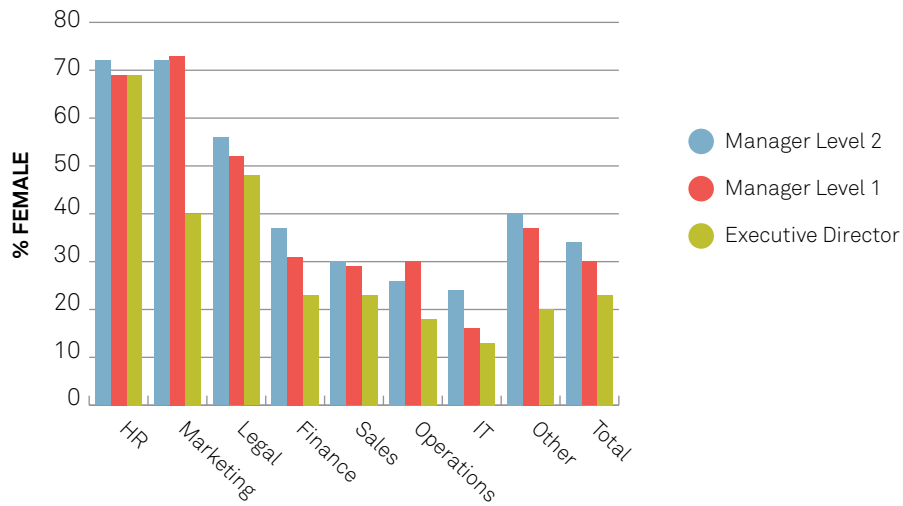
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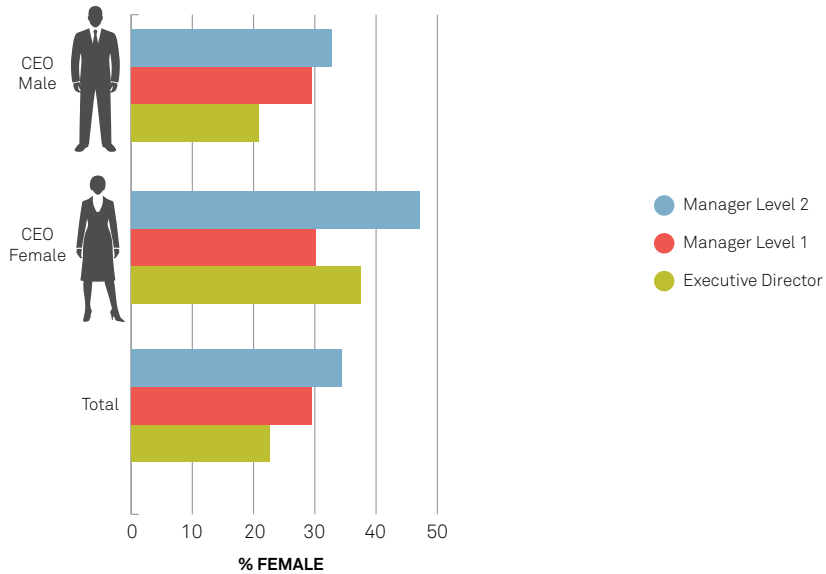
WOMEN IN MANAGEMENT BY ORGANISATION SIZE – 2015



WOMEN IN MANAGEMENT BY FUNCTION – 2015



WOMEN IN MANAGEMENT AND CEO GENDER – 2015



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