



# WOMENCOUNT2017

*Role, Value and Number of Female Executives in the FTSE 350*



# ABOUT THE PIPELINE & THE AUTHORS

---

*The Pipeline was established in 2012 to deliver exceptional Executive Leadership programmes specifically designed for women. For us this is an economic issue as we believe organisations are more able to succeed in our globalised world when they have greater gender diversity at senior levels. The Pipeline runs great leadership programmes for female executives and also offers a wide range of advisory services for CEOs, Executive Committees and Boards.*



**Margaret McDonagh**  
*Co-founder*

Margaret McDonagh is a dynamic business woman and member of the House of Lords. She has had a successful corporate career serving as a NED for both Standard Life and Spanish based infrastructure company Abertis -TBI (global airports). Margaret was also the founding Chairperson of Smart Energy GB. She actively supports several charities including serving as trustee of AFC Wimbledon Foundation and is the Chairperson of the Orthopaedic Research & Education Fund, which uses big data to improve outcomes for patients. By profession, Margaret is a global expert in leading 'big campaigns'. She ran Labour's 1997 and 2001 General Election campaigns, which produced the most successful results for any party in Britain's history.



**Lorna Fitzsimons**  
*Co-founder*

Lorna thrives on helping employers and their female executives achieve agreed outcomes. Until recently, she also led The Alliance Project, a £150m public-private partnership to bring back textile manufacturing to the UK. She is a non-executive director on the UK Fashion and Textile Board and sits on the Greater Manchester Local Enterprise Partnership. As previous CEO to the Britain Israel Communications and Research Centre (BICOM) Lorna turned this organisation into an internationally renowned centre of excellence. Lorna was also Associate Director at Rowland Sallingbury and Casey, NED of Endsleigh Insurance and a visiting Fellow at the Advanced Research and Assessment Group at the Defence Academy. She is a former Member of Parliament and President of the National Union of Students.

***“Margaret and Lorna are driven by purpose. They established The Pipeline because they believe more women at senior levels helps organisations be successful over the long-term”***

# FOREWORD

---



**Donald Brydon**  
*Chairman  
London Stock  
Exchange Group*

July 2017

I am delighted to welcome the second annual Women Count report.

This is a highly valuable report as it is the only one tracking the number of women on executive committees in the FTSE 350 and their resulting economic impact.

Women Count 2017 continues to confirm that FTSE 350 companies with 25% or more women on their Executive Committees perform better financially. It is therefore very concerning that the percentage of women on Executive Committees has stagnated at 16% for the second year. It is clear companies will have to do more systematically to meet the Government's target of 33% by 2020.

Disappointingly, there has also been a drop in the percentage of women on executive committees in FTSE 350 companies that hold

P&L roles. This is adversely affecting the opportunities for companies to appoint female executive directors to main plc boards and decreases the likelihood of creating more female FTSE CEOs.

Facing such rapid changes, today's responses will no longer meet tomorrow's challenges. With this disruption, where people can't learn as fast as technology is changing, we need agile leaders. Evidence shows more women on executive committees improves decision making. The ability to ask great questions and create diverse teams is key and these are core skills McKinsey research finds women apply more frequently than men<sup>1</sup>.

In such turbulent times optimising all our talent, especially one that is seen to have such a correlation on increasing returns, should be a priority for any organisation.

# EXECUTIVE SUMMARY

---

Since Women Count 2016, we've seen gender pay regulation, sector initiatives, such as the Women in Finance Charter, and the important, independent review by Helen Alexander and Sir Philip Hampton bring gender diversity in business to the fore. Despite all this investment of time and money, there has been no improvement on this.

***“Disappointingly, the percentage of women of FTSE 350 Executive Committees remains at 16%”***

## NO PROGRESS IN THE NUMBER OF WOMEN ON EXECUTIVE COMMITTEES

- ▶ More FTSE 350 companies are publishing the gender make-up of their Executive Committee (241 this year versus 221 in 2016)<sup>2</sup>. As a result, the number of executive members, both male and female, has increased.
- ▶ Disappointingly, the percentage of women on FTSE 350 Executive Committees remains at 16%.
- ▶ More FTSE 350 companies since 2016 (an increase of 8) have no women on their Executive Committee.

## POSITIVE CORRELATION BETWEEN WOMEN IN SENIOR ROLES AND PERFORMANCE

Our research on net profit margin<sup>3</sup> identified that:

- ▶ FTSE 350 companies with no women on their Executive Committee perform the worst of all groups.
- ▶ Profit margins are almost double in companies with at least 25% females on their Executive Committee compared to those with none.
- ▶ If all FTSE 350 companies performed at the same level as those with at least 25% females on their Executive Committee, the impact could be a £5bn gender dividend for Corporate UK.

Our findings, as at 14th April 2017, confirm the positive correlation between gender diversity and better business outcomes found in studies by other renowned organisations, such as McKinsey and the IMF<sup>4</sup>.

***“If all the FTSE 350 performed at the same level as those with at least 25% women on their Executive Committee, the impact could be a £5bn gender dividend for Corporate UK”***

## FIGURES REVEAL THE SCALE OF THE PROBLEM

The Pipeline's research shows that:

- ▶ The percentage of FTSE 350 women executives in profit and loss (P&L) roles<sup>5</sup> has dropped from 38% to 35%.
- ▶ More companies have no women in executive P&L roles (an increase of 16 since 2016).
- ▶ Just 6% of Executive Committee members are women in P&L roles.
- ▶ 60% of women on Executive Committees in the FTSE 350 hold functional roles, such as HR, marketing, legal or compliance.

***“The percentage of FTSE 350 women in P&L roles on Executive Committees has dropped”***

## THE NUMBER OF WOMEN EXECUTIVES ON MAIN PLC BOARDS IS LOW

Women Count 2017 looked at women who sit on FTSE 350 main plc boards as an Executive Director – the count was low:

- ▶ There are 791 Executive Directors, only 65 of these were women – this means women represent less than 10%<sup>6</sup>.



## WOMEN PROMOTE WOMEN

Our study found that once in role women promote more women to senior roles than men. FTSE 350 companies with a female CEO have, on average:

- ▶ Almost twice the number of women on their Executive Committee.
- ▶ Over three times the number of female executives in P&L roles on their Executive Committee.
- ▶ More than twice as many female executives on their main plc board.

***“More FTSE 350 companies have no women in P&L roles on their Executive Committee”***

If female CEOs are more likely to appoint women executives to their Executive Committees including those in P&L roles, then the companies have a greater likelihood of benefiting from the gender dividend.

***“Less than 10% of Executive Directors are women”***

## OUR RECOMMENDATIONS

Based on these findings and experience, we believe the following seven interventions improve gender diversity:

- ▶ **Start at the top** – begin by increasing the number of women in the most senior roles. They act as great role models to more junior women and will pull them through.
- ▶ **Get there faster** – invest in exceptional leadership development for women; essential to this is having open and honest conversations as women miss out on clear and direct feedback<sup>7</sup>.
- ▶ **CEOs need to lead** – change only occurs when the CEO owns the issue and communicates its importance through deed and word.
- ▶ **Set targets publicly and reward progress** – embedded behaviours do not change in secret.
- ▶ **Champion sponsorship** – women are over mentored and under sponsored; it is sponsorship that makes the difference<sup>8</sup>.
- ▶ **Address the ‘Attainment Trap’** – men are promoted for potential and women for attainment, when this is fully understood behaviours change.
- ▶ **Recognise risk aversion** – organisations are unconsciously risk averse to promoting women into senior roles. To resolve this, it needs to be understood and addressed.

## CONTENTS

The Count	5
Women on Executive Committees	5
Women executives on main plc boards	9
Women executives across industry	11
Conclusion	11
Background	12
Methodology	13
Footnotes	14

The Pipeline would like to thank BBM Campaigns and Andrew Graves from Ortus Economic Research for their help with the research and analysis.

For advice on any of these areas, or on building an executive pipeline with talented women, please contact us on 020 7636 9002 or [info@execpipeline.com](mailto:info@execpipeline.com).

# THE COUNT

This section presents all the analysis undertaken within the 2017 Women Count research project. The key findings are grouped into three themes:

- ▶ Women on Executive Committees
- ▶ Women executives on main plc boards
- ▶ Women executives across industry

The data is collated from FTSE 350 companies which published the full details of their Executive Committee on 14<sup>th</sup> April 2017. Encouragingly, 20 more companies have published their Executive Committee information this year compared with last year (241 in 2017 versus 221 in 2016)<sup>9</sup>.

However, now companies are required to publicise their data on gender pay it's disappointing there isn't even greater transparency on Executive Committees and gender diversity. We support the recommendation made by the Hampton-Alexander Review<sup>10</sup> to amend the UK Corporate Governance Code so that all FTSE 350 listed companies disclose in their Annual Report and Accounts the gender balance on the Executive Committee and direct reports to the Executive Committee.

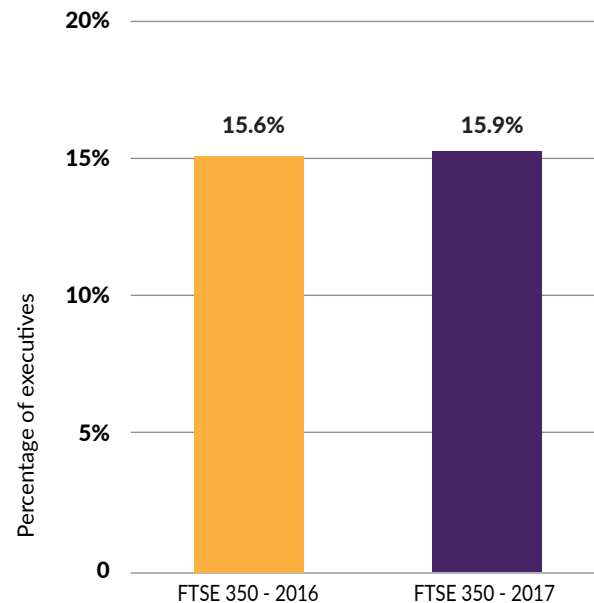
## 1. WOMEN ON EXECUTIVE COMMITTEES

### 1.1 Total number of women executives

Since 2016 there has been no progress in the overall representation of women on Executive Committees – it continues to be only 16%.

**FIGURE 1**

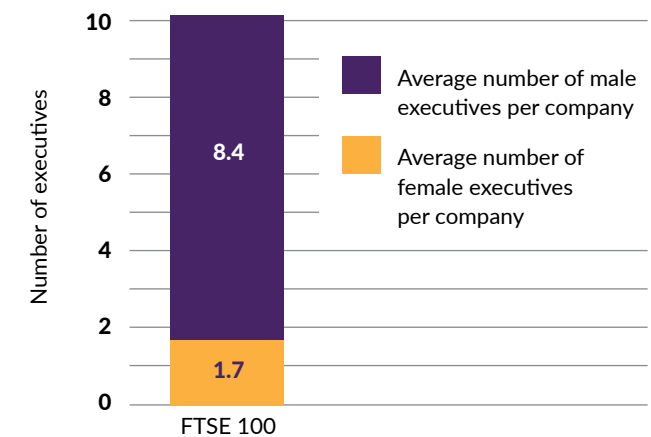
*Percentage of women on Executive Committees in the FTSE 350*



We looked at the make-up of the Executive Committee and found that in the FTSE 100 on average there were 10.1 executives on the committee of which 1.7 were women (i.e. 8.4 were men). This shows companies still have work to do to achieve 25% representation of women.

***“The percentage of women on Executive Committees in the FTSE 350 stays stagnant at only 16%”***

**FIGURE 2** *Average number of executives in FTSE 100 Executive Committees*



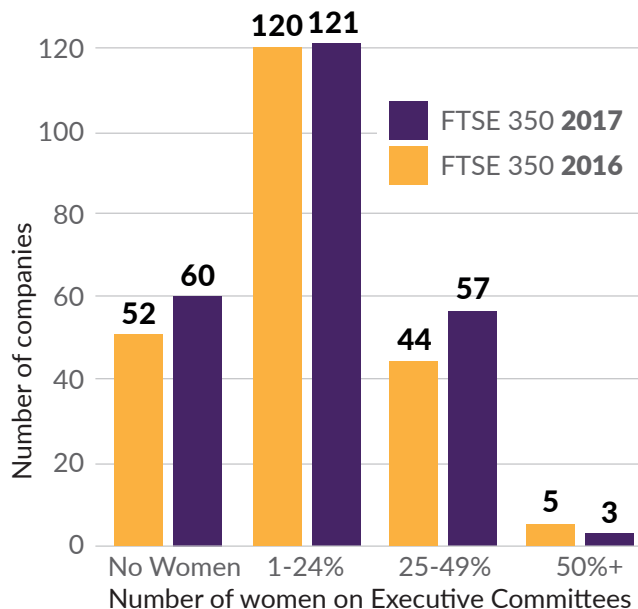
## 1.2 Proportion of executives that are women

Female executives are not evenly distributed across companies and the number of women on each Executive Committee can vary considerably.

In the FTSE 350 we have gone backwards in the number of women executives. There are more FTSE 350 companies with no women on their Executive Committee – an increase of 8 companies in the last 12 months.

There has been a slight improvement in those with at least 25% women – 11 more since 2016. However, FTSE 350 Executive Committees with less than 25% women or over 50% women stayed at similar levels.

**FIGURE 3** Number of FTSE 350 firms with female executives on their Executive Committee



## 1.3 Links between women on Executive Committees and performance

We looked at net profit margin<sup>11</sup>, as our first measure of performance. We found that FTSE 350 Executive Committees with no women perform the worst of all groups (3.2% net profit margin). On the flip side, profit margins are almost double in companies with at least 25% females on their Executive Committee compared to those with none.

If all FTSE 350 companies performed at the same level as those with at least 25% females on their Executive Committee, the impact could be a £5bn gender dividend for Corporate UK.

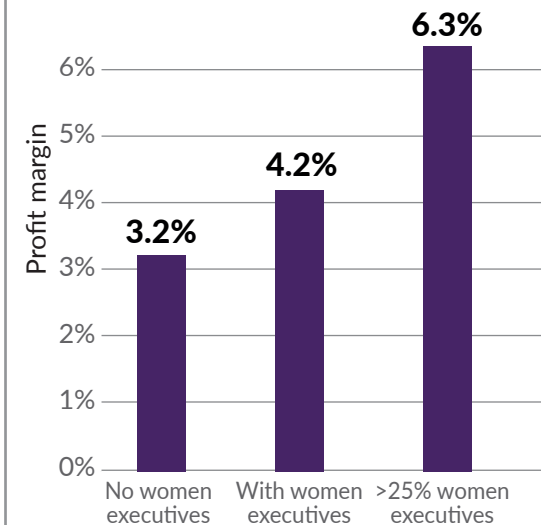
**“If all FTSE 350 companies had women on their Executive Committees there could be a £5bn uplift in profit before tax”**

Turning our attention to the second measure of performance, Return on Capital Employed (ROCE)<sup>12</sup> and the data shows that once again, companies with no female executives (0.95% ROCE) perform worse than companies with women on their Executive Committees (1.02%).

Furthermore, their performance is significantly lower than companies that have an Executive Committee which is at least 25% female (Figure 5).

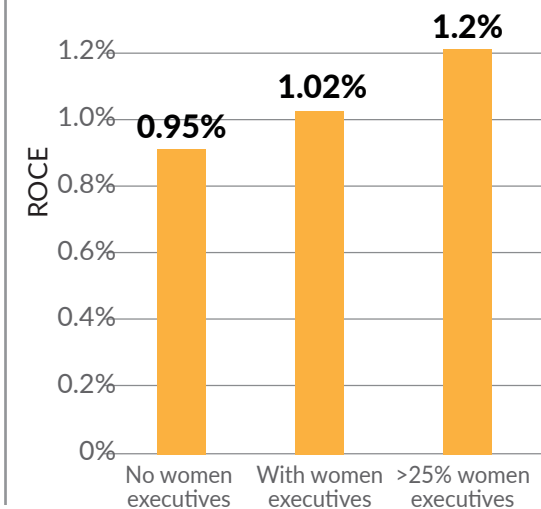
**FIGURE 4**

Net Profit Margin for FTSE 350 companies by women on Executive Committees



**FIGURE 5**

Return on Capital Employed for FTSE 350 companies by women on Executive Committees



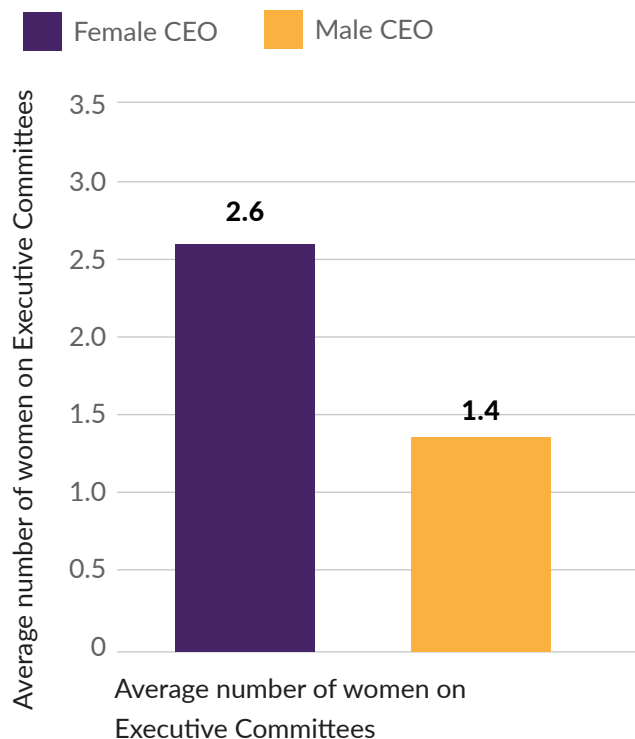
### 1.4 Influence of a female CEO

We continue to see that having a women CEO increases the number of women in their executive leadership team. Companies with a female CEO have, on average, almost twice the number of women on Executive Committees than those run by men.

**“Female CEOs have almost twice the number of women on Executive Committees than those run by men”**

**FIGURE 6**

*Average number of women on the FTSE 350 Executive Committees by CEO gender*

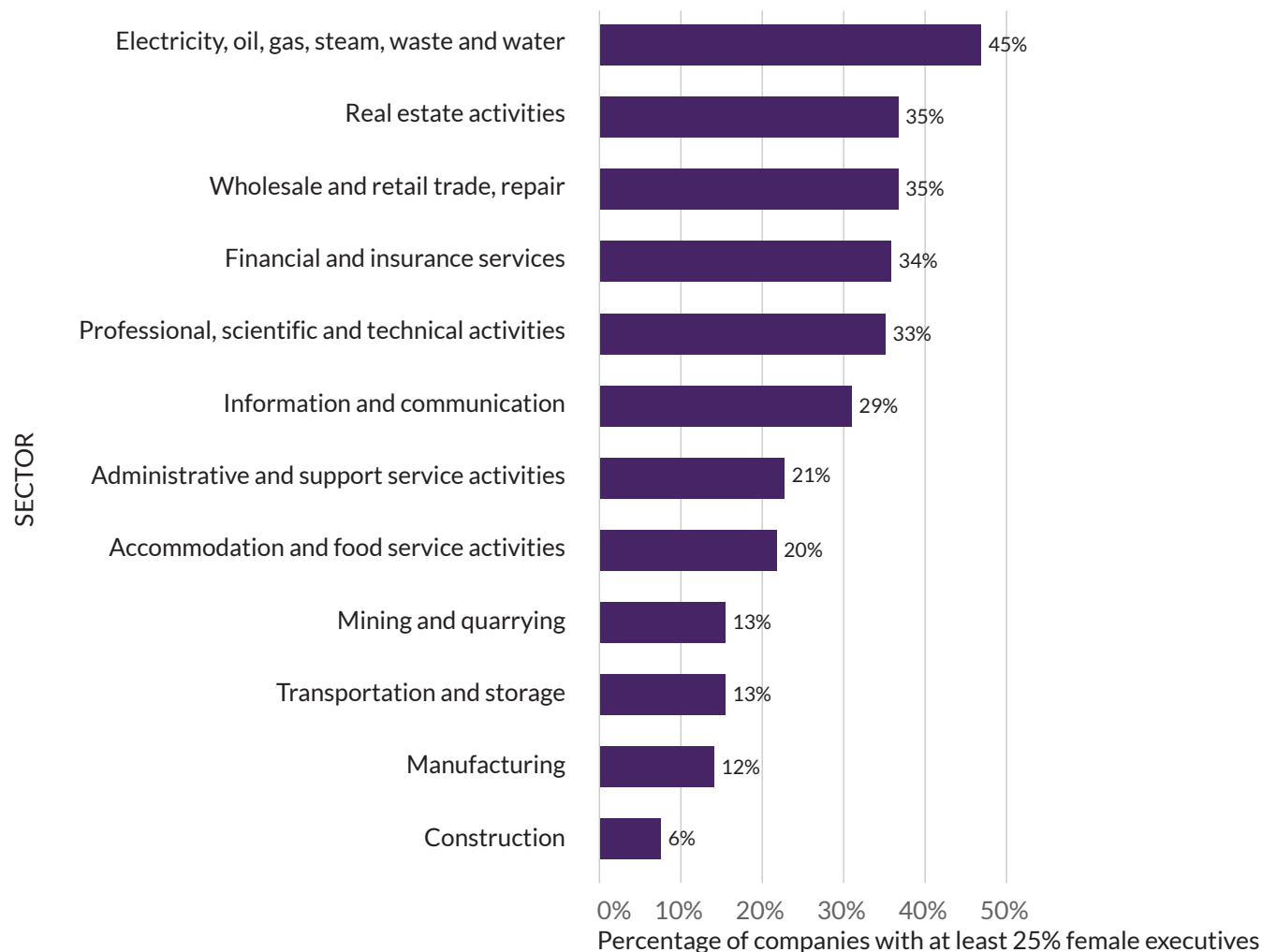


### 1.5 Women executives by sector

Electricity, Oil, Gas, Steam, Waste and Water stands out as a high performer. The companies in this sector rely on employees with STEM based skills so it is

exceptional that they are outperforming other sectors. Wholesale & Retail Trade also was a high performer. This was more expected as a sector which employs a high percentage of women.

**FIGURE 7** *Percentage of companies on the FTSE 350 with at least 25% females on their Executive Committees by sector*



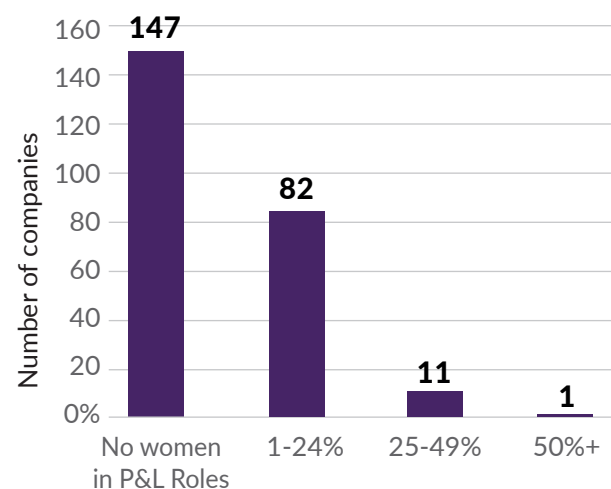


### 1.6 Women on Executive Committees with P&L roles

The percentage of women in P&L roles<sup>13</sup> in FTSE 350 Executive Committees has gone down from 38% in 2016 to 35% this year. This correlates to 123 of all female executives in P&L roles which is similar to 2016 (122). Strikingly, Women Count 2017 uncovered that 147 FTSE 350 companies with no women on their Executive Committees in P&L roles. Also the proportion of executives that are female and in P&L roles remains the same at 6%.

**FIGURE 8**

*Number of FTSE 350 Executive Committees that have women with P&L roles*



The Pipeline's research on women in P&L roles proves the importance of female CEOs in promoting women to key positions. Figure 10 outlines that in companies with a female CEO, the average number of women executives in P&L is 1.4 per company compared with 0.4 for those with male CEOs. Unfortunately, this measure has stayed at similar levels since 2016. So, there is more work to be done.

**FIGURE 9**

*Percentage of female executives by job group<sup>14</sup>*

JOB GROUP	
CEO/Regional CEO/President	12%
Managing Director/Chief Operating Officer/Executive Vice President	7%
Business/Commercial/Operation, Group or Division Director	12%
Chief Finance Officer or Group Finance Officer	9%
Functional role - HR, PR, Corporate Affairs, Legal, Digital or Marketing	60%

We analysed the job titles of women executives in the FTSE 350 and grouped them. There wasn't much change in the percentage since 2016; indeed 60% of women on the Executive Committee still hold functional roles in areas such as HR, PR, Corporate Affairs, Legal, Digital and Marketing.

***“The percentage of FTSE 350 women executives in P&L roles has dropped from 38% to 35%”***

**FIGURE 10**

*Average number of women executives in P&L roles by gender of CEO*

Average number of women executives in P&L roles	
Female CEO	1.4
Male CEO	0.4

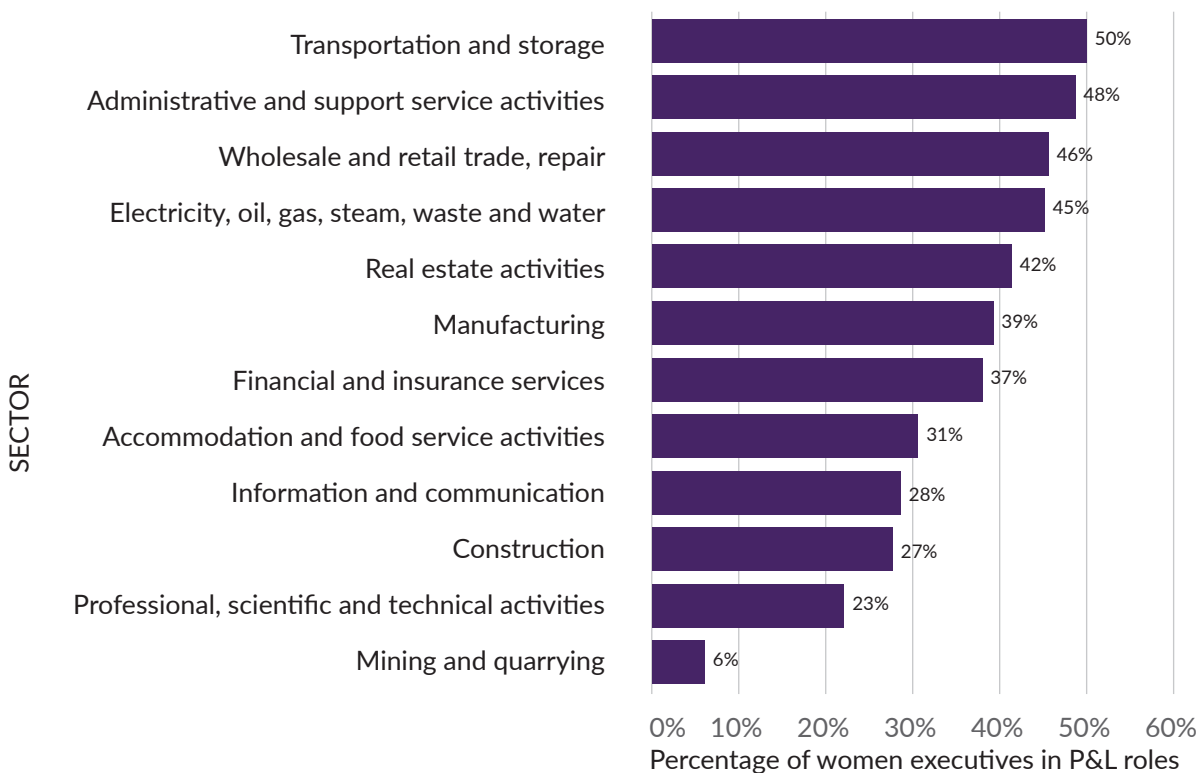
### 1.7 Women executives in P&L roles by sector

The surprising and positive result in Figure 11 is how well Transport & Storage are performing in terms of women in P&L roles on the Executive Committee. Although this sector is a lower performer in the number of companies with at least 25% women on their Executive, it is better placed on the number of women in P&L roles. This might be explained because they are a smaller number of companies than others in this list (although still large enough to include in

this analysis). Also two of the companies in Transport and Storage have female Chief Executives and as Women Count 2017 has already revealed in Figure 10, companies led by female CEOs have on average 1.4 women in P&L roles compared with just 0.4 in those led by male CEOs.

As highlighted in section 1.5, again Accommodation & Food Services is positioned lower than we would expect for such a high employer of women.

**FIGURE 11** Percentage of FTSE 350 women executives that are in P&L roles by sector



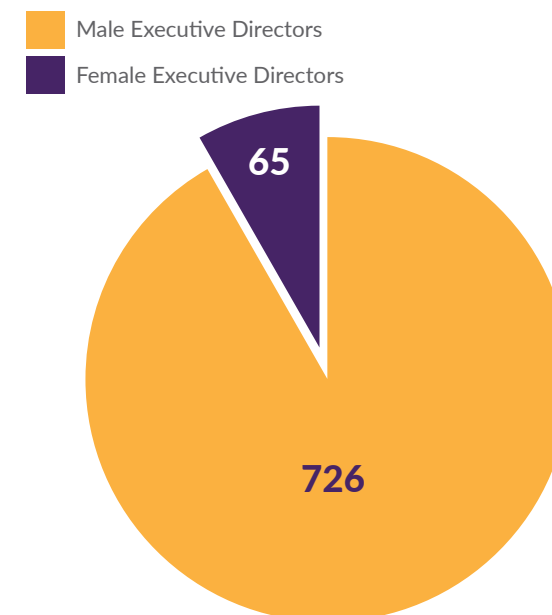
## 2. WOMEN EXECUTIVES ON MAIN PLC BOARDS

There are 791 Executive Directors on main plc boards, only 65 of these were women – this means women represent less than 10%<sup>15</sup>.

**“Less than 10% of Executive Directors are women”**

A staggering 262 companies have no women executives on their main plc board. And the companies that do have women Executive Directors on their main plc boards, in most cases only have one.

**FIGURE 12** Number of Executive Directors on FTSE main plc boards

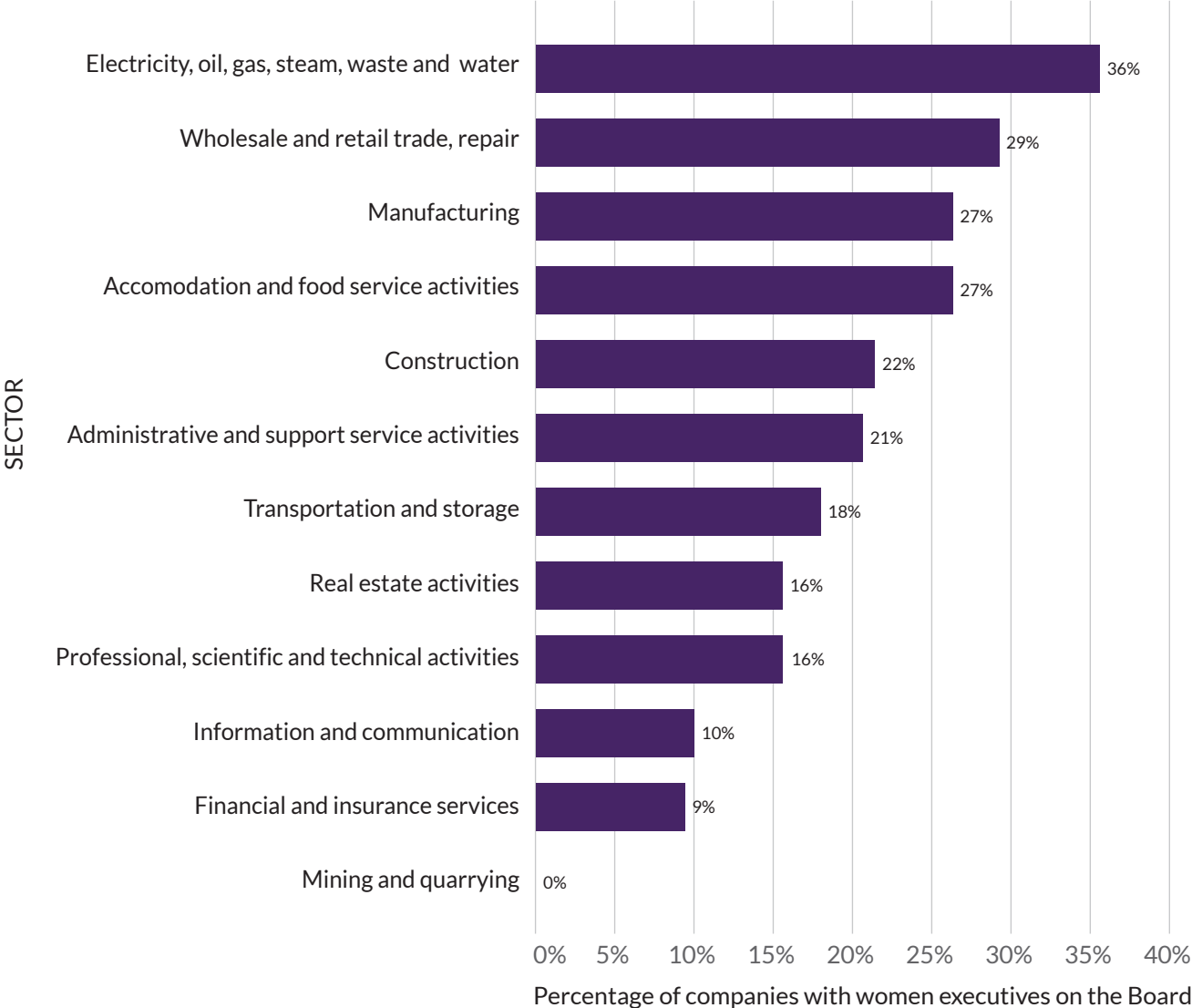


Electricity, Oil, Gas, Steam, Waste & Water has a high percentage of companies with women executives on their main plc board. As noted before, this is positive as they rely on employees with STEM based skills and it will be inspirational for women building careers in this sector. Two sectors which are high employers of women, Wholesale & Retail Trade and Accommodation & Food Services also perform well in terms of main plc boards with women executives. The position of the latter sector is reassuring as it didn't perform well on Executive Committees with women and women executives with P&L roles (Figures 7 and 11).

***“Female CEOs are twice as likely to appoint female executives on to their main board than male CEOs”***

We looked at whether there are any differences in the extent to which female executives also appear on main plc boards by the gender of the company CEO. Women Count 2017 reveals that FTSE 350 companies with female CEOs are twice as likely to appoint women executives on to their main board than those with male CEOs. This is because the proportion of female executives that appear on main boards with female CEOs is significantly higher (22%) than those run by men (10%).

**FIGURE 13**  
*Percentage of FTSE 350 companies with women executives on their main plc board, by sector*



### 3. WOMEN EXECUTIVES ACROSS INDUSTRY

This section looks at three measures across industry:

- ▶ Presence of 25% women on Executive Committees.
- ▶ Women executives in P&L roles.
- ▶ Women executives on main plc boards.

Two noteworthy points are:

- ▶ The stand out sector is Electricity, Oil, Gas, Steam, Waste & Water as it always appeared in the top quartile in all three categories.
- ▶ Retail (part of Wholesale & Retail Trade) was very successful at appointing women to executive roles. One in two retailers have Executive Committees with at least 25% women - double the number found across the FTSE 350.

#### 3.1 Financial and Insurance Services

The Financial and Insurance Services sector is clearly at the early stages of their gender work with only 34% having at least 25% women on Executive Committees and 37% women executives in P&L roles. However, there is still more to be done especially as only 9% of companies have female executive directors on their main plc boards.

#### 3.2 Pharma

Pharma (part of Professional, Scientific & Technical Activities) was a high performer of Executive Committees with at least 25% women. Last year, this sub-sector had one female CEO and has since appointed another - which is a positive example to their competitors. Therefore, we see great potential for an improvement by next year's

Women Count, particularly in numbers of women in P&L roles and women executives on main plc boards.

#### 3.3 Mining and Construction

Mining companies systematically under-perform on all three counts. Interestingly, construction companies perform better on one measure: number of women executives on their main plc boards. Given the outlier performance of Electricity, Oil, Gas, Waste & Water where, similar to construction and mining, STEM based skills are important to their business. We know it is possible for mining and construction companies to make the right interventions to achieve higher numbers of women in senior roles. In fact, BHP Billiton's CEO has set a target for 2025 of 50:50 across the company.

## CONCLUSION

Women Count 2017 reconfirms the value women bring to organisations. Disappointingly despite this, and all the time and treasure spent by government and organisations over the last twelve months, we have stood still. The percentage of women on FTSE 350 Executive Committees has stayed stubbornly at 16%.

Where companies have at least 25% females on their Executive Committees their profit margins are almost double compared to those with none. Yet, the number of FTSE 350 companies with no women on their Executive Committee has increased by 8 since 2016.

Women Count 2017 finds that contrary to popular belief, women promote women, particularly at CEO level. Companies led by female CEOs, on average, have almost twice the number of women on their Executive Committee and more than twice as many female executives on their main board.

We know the fastest way to achieve gender diversity in companies is by investing in the women you already have. After four years of running our Top Flight programme<sup>16</sup> (for women typically one level below executive committee), 88.6% of participants are still with, and

thriving at, their company. Boston Consulting Group's recent research validates our conclusions, whilst senior managers tend to focus on recruiting more women, retaining and promoting women already in the pipeline had a far greater impact<sup>17</sup>.

We welcome any positive moves by government and industry bodies but most of all, companies themselves, must seize this economic opportunity by increasing women in senior roles.

# BACKGROUND

---

## BUSINESS PERFORMANCE

There is a growing body of evidence supporting the case that not only are initiatives to improve gender diversity the right thing to do, but it makes good business sense too.

McKinsey, for example, has invested significant effort over a decade to raise awareness that narrowing the gender gap in the global labour market shows a correlation with equity and economic performance. In Women Matter<sup>18</sup>, they estimate that advancing women's equality could add as much as \$12 trillion in the USA (or 11% to global GDP by 2025) and \$2.1 trillion to Western Europe's GDP by 2025.

Further evidence of the potential economic gain that gender diversity can generate is provided by the IMF<sup>19</sup>, whose research, examining two million firms in 34 countries in Europe, finds that the more women there are in senior managerial positions and corporate boards, the more profitable firms are.

## BARRIERS TO PROGRESS

Significant barriers to achieving these gains remain, however. McKinsey's research<sup>20</sup> identifies two important issues that slow down progress. Firstly,

women are promoted and hired less frequently than men, meaning fewer women become senior leaders. Secondly, at more senior levels, women move away from the types of roles that are commonly promoted to higher positions (i.e. away from 'line' roles and into 'staff' roles). These factors together exacerbate the challenges facing women in taking up senior leadership roles.

## RETAINING AND PROMOTING WOMEN IS A CRITICAL INTERVENTION

Research<sup>21</sup> found that whilst senior managers were inclined to focus on recruiting more women, interventions to support retaining and promoting women already in the pipeline had a far greater impact.

***“too many women with high potential languish in lower level roles”***

This resonates with our experience; clients find that far too many women with high potential languish in lower level roles. They are stuck in the 'attainment trap'. In response, we provided executive leadership development designed for women. We are proud that 88% of women on our Top Flight programme<sup>22</sup> stayed

with their company. Top Flight was created to help women with potential make that last difficult step to Executive Committee and CEO roles.

## WOMEN ARE PROMOTED FOR ATTAINMENT

The attainment trap is based on the understanding that women are promoted for attainment and men for potential<sup>23</sup>. This general environment causes many women to overvalue becoming a subject matter expert and develop great attention to detail. They also fail to understand the wider value they bring to the organisation. These factors combined with other behaviours results in them delivering an excellent job but failing to demonstrate capabilities which are key to future career success such as developing strategic networks, building a strong personal brand amongst decision makers and having the support of sponsors.

Failure to progress means that women have few female role models to learn from and this leads them to believe that they themselves will not succeed hence the retention problem. This enhances the attainment trap as companies put pressure on female executives to be perfect because women who have made a mistake are less likely to be promoted than their male counterparts<sup>24</sup>.



## WOMEN ON BOARDS

The Hampton-Alexander Review builds on the success of the voluntary business-led approach of the Davies Review for Women on boards, extending the scope to include FTSE 350 Executive Committees and the Direct Reports to the Executive Committee. It reports the pace of increase on Women on boards' ratios has slowed in the last 12 months, particularly in the FTSE 100 where it is only marginally up at 26.6%. It also identified that there is a lack of public disclosure on gender performance at senior levels particularly in the FTSE 250.

## LESS GENDER DIVERSITY IN SENIOR ROLES

When looking beyond company boards, there is still evidence of significant challenges for women in taking up senior company positions. For example, recent articles in the Financial Times<sup>25</sup> indicate that the share of women plunges dramatically as employees move up through the ranks in Financial Services and progress tackling this issue has been painstakingly slow. For example, women made up 25.5% of senior roles in 2016, compared with 23.7% in 2014 whilst the number of women in mid-level jobs stayed flat at just over 39% for the same period. At this rate, it will be 2044 before we reach 50%.

## THE IMPORTANCE OF P&L RESPONSIBILITY

We know that executive positions matter because they offer the pathway to the most senior jobs. Wichert<sup>26</sup>

asserts that the roles and occupations that women tend to work in may have an impact on progression to senior positions. It has been argued that, because women are more likely to be in functional roles (such as HR, marketing, legal, finance), they may not get the opportunities to gain experience that senior leaders are expected to have, such as profit and loss (P&L) accountability and running operations.

***“Interventions to support retaining and promoting women already in the pipeline had a far greater impact”***

## INTERNATIONAL COMPARISONS

McKinsey's research<sup>27</sup> confirms the challenge of getting sufficient numbers of women into executive positions. They state that only 17% of Executive Committee members are women and women comprise only 32% of the corporate boards of companies listed in the major market indices in Western Europe (though this is up 6 points since 2012 for Executive Committees and 10 points for corporate boards). In the US, their data indicates that women make up 17% of Executive Committees and 18.7% of boards. These findings are supported by our Women Count 2016 report, which highlighted the challenges facing women in acquiring executive positions in FTSE 350 companies.

## METHODOLOGY

The Pipeline has produced Women Count 2017 to follow up on the baseline set out in our inaugural report last year. The Women Count series is the only study undertaken to measure and monitor the role, value and number of women executives in the FTSE 350. This year, we have extended the report to investigate female executive directors on main plc boards.

The data was gathered through a mixed-methods approach examining company websites, annual and other reports and direct contact with companies, as at 14th April 2017.

# FOOTNOTES

---

- 1 McKinsey & Company (2008): Women Matter 2.
- 2 The FTSE 100 listing includes two entries for Royal Dutch Shell, to represent two separate classes of shares. We have counted these as one company and have combined the market capitalisation of the two entries to create a single figure for this company. This reduces the total number of companies in our dataset to 349. Furthermore, not all companies in the FTSE 350 publish the make-up and structure of their Executive Committee, as at 14 April 2017. Therefore, the dataset used for the analysis of Executive Committees covers 241 companies, of which 86 are from the FTSE 100 and 155 from the FTSE 250.
- 3 Net Profit Margin, is the ratio of net profits before tax to turnover (i.e. revenue). Expressed as a percentage, Net Profit Margin expresses how much of each pound collected in revenue is converted to profit.
- 4 McKinsey & Company (2015): Diversity Matters - IMF (2016): Unlocking Female Employment Potential in Europe
- 5 For the purpose of this research, we identified the following roles as having P&L responsibility: Chief Executive, Deputy Chief Executive, Chief Finance Officer, Finance Director, Managing Director, President/Executive Vice-President/Senior Vice-President/Director of a division, country/region or product, Chief Operations/Supply Chain Officer, Chief Commercial Officer, Sales Director and Trading/Merchandising Director. We also analysed biographies on company websites to determine if their role involved responsibility for running P&L accounts.
- 6 The analysis is based on our original dataset of 349 as described in footnote 2. We found there were 31 cases with insufficient data for us to clearly identify the executive membership, male or female, of the main board (as at 14 April 2017). This reduces the total number of companies in this dataset to 318.
- 7 Sylvia Ann Hewlett (2014): Executive Presence: The Missing Link Between Merit - LeanIn.Org and McKinsey & Company (2016): Women in the Workplace.
- 8 Harvard Business Review (2010): Why men still get more promotions than women - Catalyst (2011): Sponsoring women to success.
- 9 See Footnote 2
- 10 Hampton-Alexander Review (2016): FTSE Women Leaders
- 11 See Footnote 3
- 12 Return on capital employed, measures the efficiency with which a company's capital is used to create profits. It is measured as Net profits before tax divided by shareholder equity (less current debt liabilities)
- 13 See Footnote 5
- 14 The percentage of women executives in P&L roles (35%) is lower than the implied total when job roles alone are analysed (40%). This is because in a small number of cases, some roles with descriptions which fitted into the top four categories were not confirmed as having distinct P&L responsibility.
- 15 See Footnote 6
- 16 [www.execpipeline.com/the-pipeline-top-flight](http://www.execpipeline.com/the-pipeline-top-flight)
- 17 The Boston Consulting Group (2017): What's Working to Drive Gender Diversity in Leadership.
- 18 McKinsey & Company (2016): Women Matter.
- 19 IMF (2016): Unlocking Female Employment Potential in Europe
- 20 LeanIn.Org and McKinsey & Company (2016): Women in the Workplace.
- 21 See Footnote 17
- 22 See Footnote 16
- 23 Denise Kingsmill (2001): Review of women's employment and pay.
- 24 See Footnote 23
- 25 Financial Times (4th April 2017): 'Women still miss out in management in finance', Laura Noonan, Alan Smith, David Blood and Martin Stabe  
Financial Times (4th April 2017): 'Equal pay and opportunities for women in finance: why the hold-up?', Laura Noonan, Madison Marriage and Patrick Jenkins.
- 26 Wichert (2011): 'Where have all the Senior Women Gone?' Palgrave Macmillan.
- 27 See Footnote 18



# **WOMEN**COUNT**2017**

*Role, Value and Number of Female Executives in the FTSE 350*

[www.execpipeline.com](http://www.execpipeline.com)