

# Balance *for* Better Business

*fifth* Report November 2022

Tables



Rialtas na hÉireann  
Government of Ireland

The fifth report of Balance for Better Business, published in November 2022 included data tables relating the representation of women on boards and leadership teams. These tables are included here, along with additional tables referenced for the report. Charts are colour coded to correspond with the data set they refer to; purple for board data; blue for leadership data; orange for international data.

TABLE ONE

Female Directors of Listed Companies						
	ISEQ 20		Other Listed Companies		All Companies	
	Sep 2021	Sep 2022	Sep 2021	Sep 2022	Sep 2021	Sep 2022
Female Executive Directors	9.3%	13.16%	7.7%	11.76%	8.5%	12.5%
Female non-Executive Directors	36.9%	41%	24.7%	31%	32.2%	38%
Female Directors overall	30.7%	36%	19.7%	26%	26.2%	32%

TABLE TWO

Female Appointment Rate to Boards (Average Over Three Years)												
	Appointments 2020			Appointments 2021			Appointments 2022			Cumulative Appointments Over Three Years		
	Female	All	%	Female	All	%	Female	All	%	Female	All	%
ISEQ20	8	22	36.4	15	36	41.7	13	21	61.9	36	79	45.5%
Other Listed Companies	7	34	20.6	8	20	40.0	8	21	38.1	23	75	30.7%
All Companies	15	56	26.8	23	56	41.1	21	42	50.0	59	154	38.3%

TABLE THREE

Executive Directors Roles on Boards of Listed Companies (All Genders)		
	Sep 2021	Sep 2022
CEO	45.8%	50.0%
CFO	28.9%	37.5%
Other	25.3%	12.5%

TABLE FOUR

Female Appointment Rate to Leadership Teams (Average Over Three Years)												
	Appointments 2020			Appointments 2021			Appointments 2022			Cumulative Appointments Over Three Years		
	Female	All	%	Female	All	%	Female	All	%	Female	All	%
ISEQ20	17	29	58.6	9	36	25.0	7	18	38.9	33	83	39.8
Other Listed Companies	8	28	28.6	7	25	28.0	6	18	33.3	21	71	29.6
All Companies	25	57	43.9	16	61	26.2	13	36	36.1	54	154	35.1

TABLE FIVE

All Male Leadership Teams						
	ISEQ 20		Other Listed Companies		All Companies	
	Sep 2021	Sep 2022	Sep 2021	Sep 2022	Sep 2021	Sep 2022
Companies with No Female Executives	21%	21.1%	47.4%	44.4%	34.2%	32.4%

TABLE SIX

Gender Balance Policies for Company Boards in Other Jurisdictions by Policy Type				
Market	Requirement type	Requirement %	Year Introduced	Women on Boards of Largest Listed Companies (H1-2022)
Austria	Quota	30%	2018	33.6
Belgium	Quota	33%	2012	37.1
Bulgaria	-	-	-	16.9
Croatia	-	-	-	26.9
Cyprus	-	-	-	9.8
Czechia	-	-	-	21.3
Denmark	Target	40%	2013	38.7
Estonia	-	-	-	8.3
Finland	Target	40%	2020	36
France	Quota	40%	2011	46.3
Germany	Quota	30%	2015	36.5
Greece	Quota	25%	2020	23
Hungary	-	-	-	10.5
Iceland	Quota	40%	2010	47.1
Ireland	Target	33%	2018	33.2
Italy	Quota	40%	2020	39.6
Latvia	-	-	-	20.4
Lithuania	-	-	-	23.2
Luxembourg	Target	40%	2014	23.8
Malta	-	-	-	14.4
Netherlands	Quota	33%	2021	39.5
Norway	Quota	40%	2003	41.1
Poland	Targets	Not Specified	2015	25.3
Portugal	Quota	33.3%	2020	31.4
Romania	Targets	Not Specified	2015	17.2
Slovakia	-	-	-	28.9
Slovenia	Targets	Not Specified	2009	23.8
Spain	Quota	40%	2007	34.7
Sweden	Target	40%	2016	37.5
UK	Target	40%	2022	39

These tables informed the narrative in the report but are not printed in the report. They are provided here for reference.

TABLE SEVEN

From Zero to Critical Mass - Boards of Listed Companies						
Number of Female Directors	ISEQ 20		Other Listed Companies		All Companies	
	Sep 2021	Sep 2022	Sep 2021	Sep 2022	Sep 2021	Sep 2022
0	0.0%	0.0%	26.3%	16.7%	13.2%	8.1%
1	10.5%	5.26%	36.8%	33.3%	23.7%	18.9%
2	21.1%	21.05%	21.1%	22.2%	21.1%	21.6%
3+	68.4%	73.68%	15.8%	27.8%	42.1%	51.4%

TABLE EIGHT

Key Decision Making Roles on Boards						
	ISEQ 20		Other Listed Companies		All Companies	
	Sep 2021	Sep 2022	Sep 2021	Sep 2022	Sep 2021	Sep 2020
Female Chairs	5.6%	5.3%	15.8%	11.1%	10.8%	8.1%
Female Senior Independent Directors (SID) <sup>1</sup>	38.9%	33.3%	9.1%	16.7%	27.6%	26.7%

1. 18 out of 19 ISEQ 20 companies have a SID. 11 out of 19 other listed companies have a SID

TABLE NINE

Average Size of Leadership Teams in Listed Companies						
	ISEQ 20		Other Listed Companies		All Companies	
	Sep 2021	Sep 2022	Sep 2021	Sep 2022	Sep 2021	Sep 2022
Female Executives	8.9	9.7	5.7	6.0	7.3	7.8

TABLE TEN

All Male Leadership Teams						
	ISEQ 20		Other Listed Companies		All Companies	
	Sep 2021	Sep 2022	Sep 2021	Sep 2022	Sep 2021	Sep 2022
Companies with No Female Executives	21%	21.1%	47.4%	44.4%	34.2%	32.4%

TABLE ELEVEN

## From Zero Towards Critical Mass – Leadership Teams in Listed Companies

Number of Females on the Leadership Team	ISEQ 20		Other Listed Companies		All Companies	
	Sep 2021	Sep 2022	Sep 2021	Sep 2022	Sep 2021	Sep 2022
0	21.1%	21.1%	47.4%	44.4%	34.2%	32.4%
1	31.6%	10.5%	26.3%	11.1%	28.9%	10.8%
2	5.3%	26.3%	15.8%	33.3%	10.5%	29.7%
3+	42.1%	42.1%	10.5%	11.1%	26.3%	27.0%

TABLE TWELVE

## Percentage of Female Executives by Number of Positions on the Leadership Team

Number of Positions	Sep 2021	Sep 2022
1 to 5	8.9%	13.2%
6 to 8	16.4%	17.9%
9 to 11	23.9%	26.6%
12+	29.2%	32.7%

TABLE THIRTEEN

## Percentage of Females in CEO and CFO Roles

	ISEQ 20		Other Listed Companies		All Companies	
	2021	2022	2021	2022	2021	2022
CEOs	15.8%	16.7%	5.3%	5.6%	10.5%	11.1%
CFO	7.14%	12.5%	10.0%	18.2%	8.33%	14.8%