

Balance *for* Better Business

fifth Report November 2022

Research References

Career Paths of CEOs and Chairs of
Irish Publicly Listed Companies



Rialtas na hÉireann
Government of Ireland

Research References

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Introduction

The fifth report of Balance for Better Business, published in November 2022 included research findings on Career Paths of CEOs and Chairs of Irish Publicly Listed Companies. Bibliographic references and tables relating to the research are included here. In the interest of confidentiality, tables which specifically refer to individuals have not been included. An anonymised version of the tables may be requested from the Programme Director of Balance for Better Business.

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Tables

Table 1 Previous Role Codes

Coding based on BoardEx Role Name data

Code	Detail
1	Leading lines of business/head of Function including MD, Regional MD, Director SD, ED, Division President
2	Leading Finance including MD Business Banking, Head of Trading
3	Board Role Secretary (Group Secretary/Company Secretary)
4	Board Role Director, NED, INED, Board Member
5	Board Role CFO/Director Finance/Deputy Director Finance
6	Board Role COO
7	Previous CEO Experience including, active founder* Deputy CEO if in different company to current and/or for longer than 6 months
8	Board Role Chief Technology Officer
9	Other including Senior Manager, Exec. VP, founder/ manager/ various positions
11	Chairman/President

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Table 2 CEOs' Previous Roles

Previous Roles (reverse chronological)	Role 1	Percentages Role 1	Role 2	Percentages Role 2
Total Leading lines of business/head of Function including MD, Regional MD, Director SD, ED, Division President	4	12	8	24
Total Leading Finance, including MD Business Banking, Head of Trading	1	3	1	3
Total Board Role Secretary (Group Secretary/Company Secretary)	1	3	0	0
Total Board Role Director, NED, INED, Board Member	9	27	7	21
Total Board Role CFO/Director Finance/Deputy Director Finance	4	12	3	9
Total Board Role COO	3	9	2	6
Total Previous CEO Experience including, active founder* Deputy CEO if in different company to current and/or for longer than 6 months	6	18	3	9
Total Board Role Chief Technology Officer	1	3	1	3
Total Other including Senior Manager, Exec. VP, founder/manager/various positions/Regional MD	2	6	7	21
Total Chairman/President	2	6	1	3

Table 3 Previous CEO Experience

Data Coding Assumptions: Previous CEO experience was counted if longer than 6 months. Previous CEO experience is not necessarily gained in the same company currently CEO of. Deputy CEO roles were included if the role was occupied for longer than 6 months. This table is not published due to the individual data included.

Table 4 Internal promotion to CEO

Data Coding Assumptions: Shorter than 6 months not included

This table is not published due to the individual data included.

Table 5 CEOs' Career Paths Descriptions and Examples

Code	Career path	Description and examples
1	Finance	Responsible for managing investments, accounts and financial documents e.g. Chartered Accountant, Head of Investment
2	Operations	Actions/decisions related to production, distribution, service, use of resources & management necessary for functioning of company. Examples...Continent Manager, Function Manager
3	Business Development	A combination of Sales & Marketing, Planning & Strategy, along with analysis and negotiation. Business Development professionals assist companies in expanding their business operations and value. E.g. Group Development Director, Head of Sales
4	Entrepreneurship	Creation or extraction of economic value e.g. Founder / Investor
5	Technology	Design and develop IT systems used in computers, modern machinery and electronic equipment. Management roles include Head of Information Systems and progression to Chief Technology Officer
6	Engineering	Science concerned with design, construction and use of machines, systems and structures, e.g. Project Engineer
7	Legal/Corporate Law	A legal professional who represents business, e.g. General Counsel

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Table 6 CEOs' Career Development Taxonomy – Career sector and Path

This table is not published due to the individual data included.

Table 7 CEOs and Career sector percentages

Tier 1 : Career sector	Percentage of CEOs
FINANCIALS	18
CONSUMER STAPLES	9
CONSUMER DISCRETIONARY	12
REAL ESTATE	6
HEALTH CARE	9
INDUSTRIALS	21
BASIC MATERIALS	9
ENERGY	6
TECHNOLOGY	9

Table 8 CEOs and Career Path percentages

Tier 2: Career path	Percentage of CEOs
Finance	49
Operations	18
Business Development	15
Entrepreneurship	9
Technology	3
Engineering	3
Law/Corporate Law	3

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Table 9 CEOs' Career sector history

This table is not published due to the individual data included.

Table 10 Chairs' Career Path Taxonomy – Career sector and Path

This table is not published due to the individual data included.

Table 11 Chairs' Percentages for Career sector

Tier 1: Career sector	Percentage of Chairs
Financials	20
Consumer Staples	11
Consumer Discretionary	11
Real Estate	6
Health Care	9
Industrials	17
Basic Materials	6
Energy	14
Technology	6

Table 12 Chairs' Percentages for Career path

Tier 2: Career path	Percentage of Chairs
Finance	57
Operations	3
Business Development	26
Entrepreneurship	0
Technology	0
Engineering	3
Law/Corporate Law	9

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Table 13 Chairs' Previous Experience Analyses

First board role was based on BoardEx Role Name and was first role in the C-Suite, and included Managing Director (MD) in private firms where MD was equivalent to CEO

This table is not published due to the individual data included.

Table 14 Chairs' Current Role

This table is not published due to the individual data included.