

# Balance *for* Better Business

## 5 YEAR SUMMARY Progress since Launch

### BOARDS



#### FEMALE REPRESENTATION

percentage point (pp) change since launch<sup>1</sup>

ISEQ20  
**+21**

OTHER LISTED  
**+18**

ALL LISTED  
**+21**

PRIVATE  
**+5**

#### NEW FEMALE APPOINTMENTS



PUBLIC<sup>2</sup>  
**50%**  
+20 pp

PRIVATE  
**37%**  
+6 pp

#### ALL MALE BOARDS

PUBLIC  
**6%** ↓  
-32 pp

PRIVATE  
**41%** ↑  
+2 pp

#### ACHIEVING CRITICAL MASS



3+ Females on Boards

PUBLIC  
**51%** ↑  
+26 pp

PRIVATE<sup>3</sup>  
**17%**



#### KEY DECISION MAKING ROLES



CHAIRS



SIDs

SENIOR  
INDEPENDENT  
DIRECTORS<sup>3</sup>

PUBLIC  
**43%** ↑  
+23 pp

PUBLIC  
**6%**  
no change

PRIVATE  
**13%** ↑  
+8 pp

### LEADERSHIP



#### FEMALE REPRESENTATION

percentage point (pp) change since launch

ISEQ20  
**+10**

OTHER LISTED  
**+2**

ALL LISTED  
**+8**

PRIVATE  
**+2**

MNC  
**-1**

#### NEW FEMALE APPOINTMENTS

PUBLIC  
**16%** ↓  
-3 pp

PRIVATE  
**39%** ↑  
+3 pp

MNC  
**38%** ↑  
+5 pp

#### ALL MALE LEADERSHIP TEAMS



PUBLIC  
**29%**  
-7 pp

PRIVATE  
**20%**  
-4 pp

MNC<sup>3</sup>  
**21%**

#### ACHIEVING CRITICAL MASS



3+ Females on Leadership Teams

PUBLIC  
**26%** ↑  
+18 pp

PRIVATE<sup>3</sup>  
**30%**

MNC<sup>3</sup>  
**33%**



#### KEY DECISION MAKING ROLES



CFO



CEO

PUBLIC  
**9%** ↓  
-2 pp

PRIVATE  
**21%** ↑  
+13 pp

MNC  
**18%**  
no change

PUBLIC  
**17%** ↑  
+8 pp

PRIVATE  
**28%** ↑  
+2 pp

MNC  
**28%**  
no change

## INTERNATIONAL HIGHLIGHTS

Comparing Irish Boards and Leadership teams to those across the EU27 we can see significant progress

**BOARDS IRELAND**  
EXCEEDS  
EU27 BY **3** ↑ +2pp  
since 2022

**CLOSING THE GAP**  
FROM **-8** to **+3** pp

**LEADERSHIP TEAMS IRELAND**  
EXCEEDS  
EU27 OF **22%** BY **4** pp ↑

**CURRENT RANKING** **6<sup>th</sup>**  
in the EU27

1. Percentage point differences are calculated based on current and launch values to one decimal place 2. Public refers to All Listed Public Companies. 3. No earlier value available.