

Pathways, Pipelines & Barriers

INSIGHTS FROM INTERVIEWS WITH FTSE 350 CHAIRS

There is a **structural bottleneck**: only a small proportion of women reach CEO or CFO roles, yet these positions remain the most common feeder roles into Chair positions. The consensus is that improving the Chair pipeline requires earlier, sustained, and intentional action to strengthen the women executive pipeline.

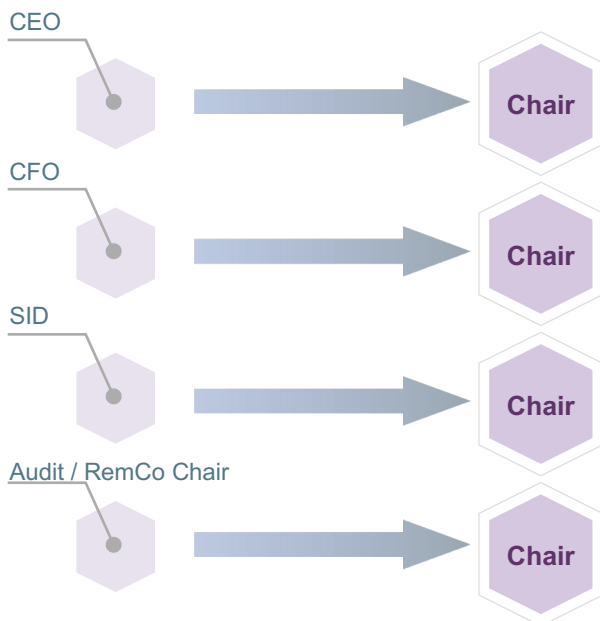
MYTHS TO BECOMING A CHAIR



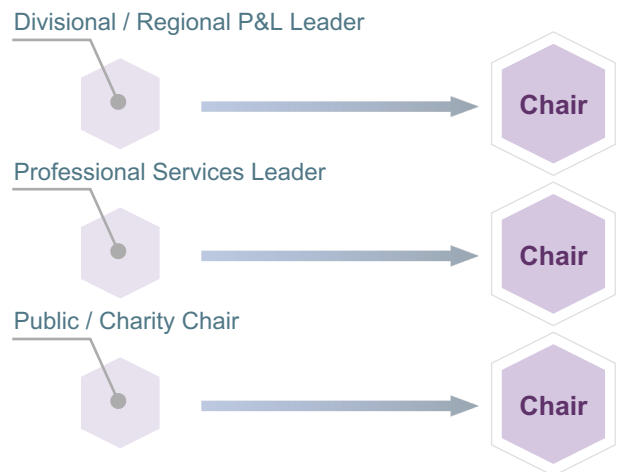
PATHWAYS TO THE CHAIR

There is no single route — but some routes are privileged

Strongest & most common pathways

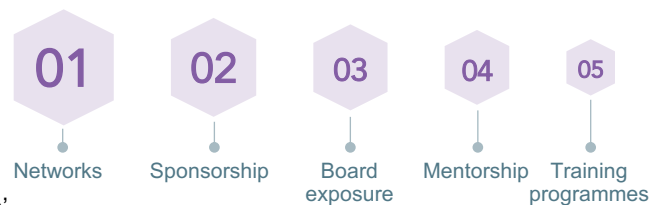


Emerging or under-used pathways



WHAT ACTUALLY DEVELOPS CHAIRS?

Impact on Progression (Highest → Lowest)



BARRIERS

- **P&L Opportunity Gap:** Women underrepresented in revenue roles
- **Early NED Drift:** Executive careers stall too soon
- **Risk-Averse:** Search “safe” profiles recycled
- **9-Year Rule:** Effects and application of ‘comply or explain’

WHAT NEXT?

