

## **C2: Smashing the Glass Pyramid: are the cracks visible?**

**Author:** Ann Francke, Chief Executive, The Chartered Management Institute

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Women face a 'glass pyramid' at work, with a stubbornly wide gender pay gap for those in management jobs – and systematic under-representation at the higher levels of UK organisations. With gender pay gap reporting rules now in place, can we see the cracks in the pyramid?

CMI Chief Executive Ann Francke will share findings from CMI research conducted throughout 2017, including the latest data on management pay from the National Management Salary Survey, covering over 100,000 managers; insights into the prevalence of gender-biased behaviour in the workplace; and fresh analysis of why the companies have to tackle 'missing middle'.

We will outline why business leaders should get on the front foot by embracing transparency to drive change, drawing on the latest data on the gender pay gap from the National Management Salary Survey – a tracking survey dating back as far as 1973 – and insights into the lower rates of pay and bonuses received by women. We will look at how far employers are succeeding in tackling the twin challenges around pay and under-representation, and make the case that diversity delivers results.

Ann Francke – Chief Executive at the Chartered Management Institute – sits on the Government Equalities Office's Business Reference Group which advised on the development of the Section 78 regulations for reporting on the gender pay gap. She was also a witness to the Women and Equalities Select Committee Inquiry into the gender pay gap, and is a regular commentator on business and leadership issues.

Ann previously held senior positions at Boots and Yell; was European Vice President at Mars, and spent 14 years at Procter & Gamble including a role as Global General Manager. She authored 'The Financial Times Guide to Management' and holds advisory board positions at Grant Thornton International, Tongal – a digital community content creator, and Lancaster Management School, Open University and Nottingham Trent Business School.

Ann was named in the top 100 'Women to Watch' in the 2015 Female FTSE Cranfield report; and is an expert on gender balance in businesses. Ann was recently awarded the 'Louis Armstrong award for outstanding leadership of a UK professional body' at the 2016 MemCom Awards.