



THE MISSING MIDDLE.

Changing the workplace for gender-balanced leadership.

Employers have to redouble efforts to recruit, develop and retain female managers if they are to create diverse and balanced organisations over the next decade, according to new analysis from CMI.

HALF A MILLION MISSING WOMEN



There are
3.3 million
managers
in the UK today...



...but only
34%
are women...



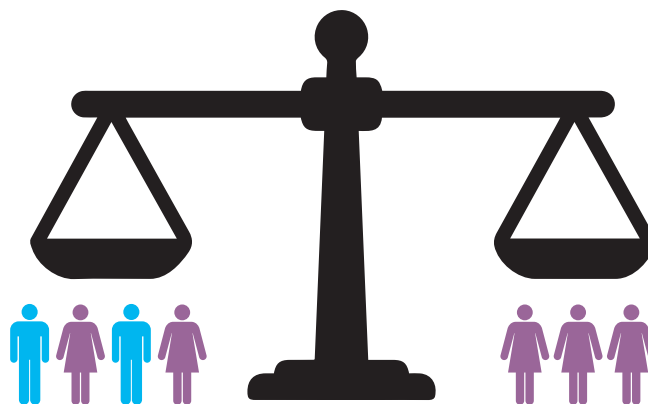
...that means
513,000
women are missing
from management.



Progress is too slow.
On current trends,
the gap will still be
480,000
in 2024.

ACHIEVING 50/50 LEADERSHIP

By 2024,
the UK needs
1.9 million
new managers



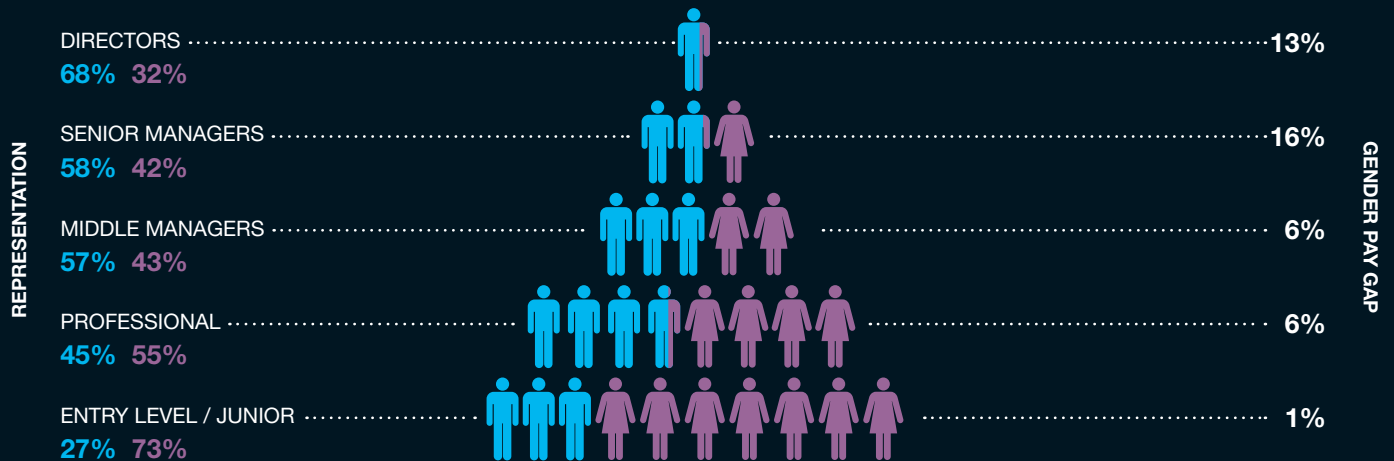
To achieve
equal numbers,
1.5 million
of the new
managers need
to be women.¹

Find out more about the Blueprint for Balance and join
CMI Women now at www.managers.org.uk/cmi-women

Follow [#cmiwomen](https://twitter.com/cmiwomen) for the latest



The talent pipeline is broken thanks to a 'missing middle'. Women fill a majority of junior roles but disappear at more senior levels and they are still paid less.



Male managers are **40%** more likely to be promoted than women



And the gender pay gap among managers still stands at:



WHAT'S THE BUSINESS CASE FOR ACTION?

Diverse teams deliver better results



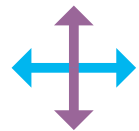
An **18% ROI premium** for gender-diverse leadership teams.³



Diversity could add **\$12 trillion annually to the global economy⁴** and **£150 billion a year to the UK economy⁵ in 2025.**



Diverse companies are **15%** more likely to out-perform competitors.⁶



Diversity improves decision-making and reduces risk.

Women score **5%** higher on the ethic of care.⁷

CMI WOMEN – A BLUEPRINT FOR BALANCE



Diversity is the foundation for good leadership and management. It improves financials, creates a better culture and ensures less risky decision-making.

CMI Women exists to inspire and support women throughout their careers and provide organisations with a Blueprint for Balance so they can benefit from being a diverse organisation.

References:

1. CMI analysis of UK Commission for Employment and Skills data, from *Working Futures 2014-2024* (2016)
2. *National Management Salary Survey 2016* (2016), XperHR, with CMI analysis
3. Credit Suisse, *The GS Gender 3000* (2014 and 2016)
4. McKinsey Global Institute, *The Power of Parity: How Advancing Women's Equality Can Add \$12 Trillion To Global Growth* (2015)
5. McKinsey Global Institute and McKinsey & Company United Kingdom, *The Power of Parity: Advancing Women's Equality in the United Kingdom* (2016)
6. McKinsey, *Diversity Matters* (2015)
7. CMI, *Managers and their MoralDNA* (2014)

Find out more about the Blueprint for Balance and join CMI Women now at www.managers.org.uk/cmi-women

Follow **#cmiwomen** for the latest

