

Appendix 3: Details of interviewees' profiles (anonymized)

		Personal characteristics			Professional characteristics		
		Kids	Marriage	Age	# of companies	Size current company	Repres. of females
A-level managers	Mary	Yes (2)	Re-married	~40	1 company (FMCG)	>90,000 employees ~65 billion EUR revenues in 2017	45% of females globally and roughly 50% in Belgium with high discrepancies between hierarchy levels
	Karen	Yes (2)	Divorced	~50	2 companies (Banking, information service)	>20,000 employees ~3 billion EUR revenues in 2017	35% in her business unit, 2 women in the executive team only
	Helen	Yes (3)	Married	~40	3 companies (Consulting, high tech and ecommerce)	>3,000 employees ~3 billion EUR revenues in 2017	Lower levels are close to 50-50, 3 women out of 11 in the executive committee
	Amy	Yes	Married	~60	3 companies (Arts, financial services, construction)	>10,000 employees ~7 billion EUR revenues in 2017	Very few females, 11-12% of female managers
	Anna	Yes (2)	Divorced	~50	2 companies (Banking)	>3,000 employees ~498 trillion EUR turnover in 2017	Lower levels are close to 50-50, not a lot in the management team but at key positions (e.g., global CEO, CEO BeNeFra, CEO Finland)

B-level managers	Kathleen	No	Single	~30	1 company (FMCG)	>150,000 employees ~55 billion EUR revenues in 2017	Overall more females than males in the company (esp. in marketing) with roughly 50-50 at executive board level
	Julia	Yes (1)	Married	~30	3 companies (Consulting, personal care, pharmaceuticals)	>100,000 employees ~35 billion EUR revenues in 2017	Larger number of females in all positions – apart from executive committee where closest to 50-50 between genders
	Rose	Yes (2)	Legal partner	~30	5 companies (Energy, recruiting, retail, pharmaceuticals)	>100,000 employees ~30 billion EUR revenues in 2017	Getting better, new female CEO and 2-3 other women in executive committee but far from 50-50
	Jane	No ¹	Married	~40	1 company (FMCG)	>150,000 employees ~55 billion EUR revenues in 2017	Lower levels are close to 50-50, biggest differences start after 10 years, A-level managers are only 20-30% women
	Sara	Yes (1)	Married	~40	1 company (personal care)	>80,000 employees ~30 billion EUR	Vast majority of females at lower levels (until middle

¹ Pregnant at the time of the interview – considered as without kids when analysing her answers

						revenues in 2017	management) with large majority of males starting at director level
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