

## 25x25 Interactive Framework Tool Guidelines

December 2024

### A. Overview

The Interactive Framework Tool (IF Tool) has been developed to assess how robust an organisation's Succession & Talent Planning (STP) processes are based on the 25x25 Framework.

The 25x25 Framework is a set of best practice processes collated by 25x25 with its members and includes the input from the leadership teams (CEO, CPOs and equivalents and boards members) of over 400 organisations, in addition to other experts (Talent Leaders).

The analysis focuses on the Pathways to CEO methodology, which uses executive-gender balance as an indicator among others.

For more information, see our [website](#) and read our [Research Report](#). For illustrations of the 25x25 Framework listen to our Ambassadors on [Members' Voices](#).

The IF tool is freely available on the 25x25 website and can be accessed here: [IF Tool](#)

### B. Pathways to CEO Methodology

The 25x25 Framework uses the Pathways to CEO methodology and applies the following principles:

1. Talent Strategy should be aligned with Business Strategy.
2. Succession and Talent Planning requires full board consideration on a regular basis.
3. Structured talent planning tends to yield better results for an organisation than reactive appointments (according to Harvard Business Review, US\$1 trillion is lost by S&P 1500 companies every year as a result of poor CEO appointments<sup>1</sup>).
4. Sound talent planning needs to focus on the metrics that can help the organisation address the issues it's facing (our research shows that tracking representation or setting blanket targets haven't been very effective methods for improving executive pipelines).
5. Our conversations with Talent Leaders show that if the last mile, i.e. Exco-2 to CEO progression, is well managed, this will in time be reflected in the rest of the organisation. The leadership team however has to lead by example.
6. Bubble-up approaches don't work, as our research shows quite conclusively. Sectors with a majority of women haven't gone on to develop a greater proportion of women executives.
7. Talent planning should focus on the role not the individual. If there are certain roles that have historically led to CEO and there are no women in the pipeline to those roles, then this will be a structural problem which will need to be actively resolved. (Most workplaces have historically been designed to suit the needs of men).

---

<sup>1</sup> Harvard Business Review, [The High Cost of Poor Succession Planning](#).

8. Roles may change. If the Talent strategy is aligned with Business strategy, role-planning should be forward-looking. Therefore skills, experience, aptitude and potential should be measured on a forward-thinking, not a historical role-replacement, basis.
9. In tough macro-economic environments, leadership teams tend to make “traditional” or “risk-adverse” decisions, or decisions to accommodate regulators. This doesn’t necessarily lead to improved productivity or performance.
10. Talent planning must be systematic and long-term, otherwise any investment made in changing culture will rapidly fall away.

### C. Guidelines for the IF Tool

#### General guidelines

The IF Tool is a top-level diagnostic tool designed to help organisations assess the robustness of their pipeline. This first diagnosis is only a starting point and is as a precursor to a more in depth analysis which 25x25 undertakes with its members.

Data is by necessity historical. The metrics and approach used by 25x25 however are designed to be modular and to assist with forward-looking strategies. We start with the traditional pathways, i.e.: those which current CEOs have followed to become a CEO (**“traditional” or “Trad”**), as this reflects the current reality, and therefore the drivers of many companies’ Succession & Talent Plans.

We also include options for alternative pathways which the leadership team may consider as providing individuals with the right set of skills and experience to become a CEO in the future (**“alternative” or “Alt”**). These skills could include such as AI, digital, and transformation roles, among others.

Roles are classified as traditional or alternative based on existing data and or the company’s own assessment and aren’t meant to be used as 25x25 guidelines.

Roles vary by industry, for eg. in certain sectors the CFO role may be considered as functional, while in others this is a preferred pathway. To distinguish, we use a further modifier. Organisations can classify roles as having **Direct Profit Experience (DPCE); some DPCE or none**. In our research we have found no cases of CEOs in role having had no prior DPCE roles.

Some organisations require a person to undertake multiple roles as part of their pathway to CEO preparation. This matrix of roles isn’t captured in this simple diagnostic tool but will be addressed in the Private Benchmarking Tool (PBT) 25x25 is developing with its members.

The IF Tool is however designed to guide analysis away from pure representation metrics (for eg.: having 30% plus women at Exco) towards metrics which may provide a more meaningful assessment of how robust the Talent Planning is (for eg: if there is only one route to CEO – for eg.: Divisional CEO roles - and there are no women on that specific pipeline, then there may be structural barriers within the organisation which need to be addressed).

The 25x25 Pathways to CEO analysis focuses on metrics that:

- Are meaningful
- Can be applied systematically
- Can be measured against targets

- Can be used across different types of organisations (public and private sector), industries and businesses
- Are modular (to provide flexibility)
- Can be used for forward planning

The IF Tool has been designed for FTSE350 and large global or UK organisations, and these guidelines use FTSE100 metrics for illustration rather than guidance, given that the FTSE100 languishes behind other areas and therefore cannot be considered as a whole as a benchmark. For eg, on executive gender-balance at comparable high-public scrutiny roles:

- 10% FTSE100 CEOs are women, as at June 2024<sup>2</sup>
- 40% MPs are women, as at 5<sup>th</sup> July 2024<sup>3</sup>
- 53% Tribunal Judges are women, as at April 2024<sup>4</sup>

### IF Tool usage guidelines

The IF Tool is accessible [here](#):

- To proceed to the next question, the prior question needs to be answered.
- The tool only allows for one answer.
- The IF Tool has no data-sharing functionality. It has been designed so that any data inputted by the user is stored on the user's browser only for 24 hours.

Before using the tool, we recommend undertaking the preparatory work suggested below. If this preparation has been done the online self-assessment should only take ca. 15 minutes to complete.

Completing Table 1 below should provide most of the answers to the questions to Section 1 of the IF Tool. Not all this data is required, but is presented in this way for ease of reference.

As part of this analysis, 25x25 groups each role on the executive committee or equivalent (Exco) into ten categories as included in Appendix I. This equivalence table is based on FTSE100 roles from 31<sup>st</sup> March 2023 to June 2024. To complete the analysis, companies are asked to focus on the role not the person.

If you would like more assistance on using this tool, please contact us at [members@25x25.com](mailto:members@25x25.com).

These guidelines include reference data from 31<sup>st</sup> March 2023 to 31<sup>st</sup> March 2024, and are updated on a quarterly basis.

---

<sup>2</sup> LSEG- FTSE Index

<sup>3</sup> [House of Commons Research](#)

<sup>4</sup> [Government Judiciary Statistics](#)

**Table 1: Role allocation** (*illustrative answers in italics*)

A	B	C	D	F	E	G	H
	Exco role [1]	25x25 Exco Role Category [2]	Pathways to CEO Roles [3]	DPCE [4]	Woman [5]	Direct Reports [6]	Women Direct Reports
1	<i>CEO</i>	<i>CEO</i>	<i>YES/Trad</i>	<i>YES</i>	<i>YES</i>	<i>Number</i>	<i>Number</i>
2	<i>CFO</i>	<i>CFO</i>	<i>YES/Alt</i>	<i>SOME</i>	<i>NO</i>	<i>Number</i>	<i>Number</i>
3	<i>CEO, Commercial</i>	<i>Divisional Head</i>	<i>YES/Trad</i>	<i>YES</i>	<i>YES</i>	<i>Number</i>	<i>Number</i>
4	<i>CEO, Wealth</i>	<i>Divisional Head</i>	<i>YES/Trad</i>	<i>YES</i>	<i>NO</i>	<i>Number</i>	<i>Number</i>
5	<i>CEO, Consumer</i>	<i>Divisional Head</i>	<i>YES/Trad</i>	<i>YES</i>	<i>YES</i>	<i>Number</i>	<i>Number</i>
7	<i>Chief Risk Officer</i>	<i>Other Finance</i>	<i>NOT</i>	<i>NO</i>	<i>YES</i>	<i>Number</i>	<i>Number</i>
8	<i>Chief People Officer</i>	<i>People</i>	<i>NOT</i>	<i>NO</i>	<i>NO</i>	<i>Number</i>	<i>Number</i>
9	<i>Chief Transformation Officer</i>	<i>Strategy &amp; Digital</i>	<i>YES/Alt</i>	<i>YES</i>	<i>YES</i>	<i>Number</i>	<i>Number</i>
10	<i>Chief Marketing Officer</i>	<i>Commercial</i>	<i>NOT</i>	<i>NO</i>	<i>NO</i>	<i>Number</i>	<i>Number</i>
11	<i>Director of Corporate Development</i>	<i>Strategy &amp; Digital</i>	<i>YES/Alt</i>	<i>NO</i>	<i>YES</i>	<i>Number</i>	<i>Number</i>
12	<i>Chief Legal Officer &amp; General Counsel</i>	<i>Legal</i>	<i>NOT</i>	<i>NO</i>	<i>NO</i>	<i>Number</i>	<i>Number</i>
13	<b>Total roles</b>		<b>Sum YES/Trad</b>	<b>Sum YES</b>	<b>Sum YES</b>	<b>Sum Total</b>	<b>Sum Total</b>
14			<b>Sum YES/Alt</b>				
15			<b>Sum NO</b>				

[1] All Exco roles should be listed as they appear on the company's website or annual report. Exco is also referred to as Level 2 (Level 1 is the Group CEO).

[2] For 25x25 Role Categories, see equivalence table in Appendix I.

[3] Pathways to CEO roles can be either "Trad", "Alt" or "Not" - see definition above.

[4] Direct Profit Centre Experience (DPCE) can be either "YES", "SOME" or "NO" - see definition above.

[5] We consider as a woman any person who identifies as a woman.

[6] Direct Reports are also referred to as Exco-1 or Level 3.

## D. Interactive Framework Tool Questions

We highlight in red where answers correlate to Table 1 grid coordinates: Columns A-H; rows 1-15.

### 1. Pathways to CEO Analysis

1.1 Is your CEO a woman? **Yes/No** ..... **(Answer in E-1)**

*Note: CEO or equivalent such as Senior Partner, Director General, etc.*

For context, the number of women CEOs in FTSE100:

31<sup>st</sup> Mar 2023: 9

30<sup>th</sup> Jun 2023: 10

30<sup>th</sup> Sep 2023: 9

31<sup>st</sup> Dec 2023: 9

31<sup>st</sup> Mar 2024: 10

30<sup>th</sup> Jun 2024: 11

30<sup>th</sup> Sept 2024: 10

31<sup>st</sup> Dec 2024: 9

Source: 25x25 Analysis based on publicly available data.

1.2 Was your CEO appointed internally? ..... **Yes/No**

*Note: If your CEO wasn't at your company three years prior to becoming CEO consider as an external appointment.*

For context, the number of CEOs promoted internally in FTSE100:

31<sup>st</sup> Mar 2023: 48%

30<sup>th</sup> Jun 2023: 48%

30<sup>th</sup> Sep 2023: 50%

31<sup>st</sup> Dec 2023: 50%

31<sup>st</sup> Mar 2024: 48%

30<sup>th</sup> Jun 2024: 49%

30<sup>th</sup> Sept 2024: 48%

31<sup>st</sup> Dec 2024: 49%

Source: 25x25 Analysis based on publicly available data.

1.3 How many people are on your Exco? ..... **(Answer in B-13)**

*Note: Executive Committee (Exco) is equivalent to the most senior global or group management team reporting to the Global or Group CEO, and includes the Global or Group CEO.*

For context, we include the average distribution in Table 2.

**Table 2: FTSE100 Average distribution of Exco members**

Total number of Exco Members by company	31 <sup>st</sup> Mar 2023	30 <sup>th</sup> Jun 2023	30 <sup>th</sup> Sep 2023	31 <sup>st</sup> Dec 2023	31 <sup>st</sup> Mar 2024	30 <sup>th</sup> Jun 2024	30 <sup>th</sup> Sep 2024	31 <sup>st</sup> Dec 2024
Do not report	15%	15%	12%	13%	11%	12%	12%	14%
<9	18%	18%	20%	20%	22%	20%	21%	22%
9-11	33%	33%	35%	33%	32%	36%	31%	33%
12-14	25%	25%	22%	25%	25%	22%	28%	24%
>14	9%	9%	11%	9%	10%	10%	8%	7%
Total	100%	100%	100%	100%	100%	100%	100%	

Source: 25x25 Analysis based on publicly available data.

1.4 How many women are on your Exco? ..... **(Answer in E-13)** (Include CEO)

For context, FTSE100 Women on Exco were:

31<sup>st</sup> Mar 2023: 29%

30<sup>th</sup> Jun 2023: 29%

30<sup>th</sup> Sep 2023: 29%

31<sup>st</sup> Dec 2023: 29%

31<sup>st</sup> Mar 2024: 31%

30<sup>th</sup> Jun 2024: 32%

30<sup>th</sup> Sept 2024: 32%

31<sup>st</sup> Dec 2024: 32%

Source: 25x25 Analysis based on publicly available data.

1.5 What was the Pathway to CEO for your current CEO? (Select one option)

*Note: These Pathways reflect current data and don't represent a 25x25 guideline.*

- **CEO at another company\*** .....
- **Divisional Head\*\*** .....
- **CFO/Finance** .....
- **Ops & Supply** .....
- **Other\*\*\*** .....

\* We consider as an external appointment if promoted to CEO within three years of joining.

\*\* Divisional Heads include Product and Regional Heads

\*\*\*Strategy & Digital, Commercial, People, Comms & Reg, Other Finance, Legal, Founder, NED – see Appendix I for equivalence table.

For context, we highlight Pathways to CEO for current FTSE100 CEOs in Table 3.

**Table 3: FTSE100 Pathways for current CEOs (based on immediate prior role)**

Prior Role	31 <sup>st</sup> Mar 2023	30 <sup>th</sup> Jun 2023	30 <sup>th</sup> Sep 2023	31 <sup>st</sup> Dec 2023	31 <sup>st</sup> Mar 2024	30 <sup>th</sup> Jun 2024	30 <sup>th</sup> Sep 2024	31 <sup>st</sup> Dec 2024
CEO at another company	13%	13%	13%	13%	13%	13%	14%	13%
Divisional Head	44%	44%	44%	45%	44%	44%	42%	43%
CFO/Finance	19%	19%	19%	18%	18%	18%	20%	20%
Ops & Supply	14%	14%	14%	14%	15%	15%	14%	14%
Other*	10%	10%	10%	10%	10%	10%	10%	10%
Total	100%	100%	100%	100%	100%	100%	100%	100%

\* Strategy & Digital, Commercial, People, Comms & Reg, Other Finance, Legal, Founder, NED

Source: 25x25 Analysis based on publicly available data.

- 1.6 What are the current **traditional Pathways to CEO** within your organisation? Please select as many as applicable

*Note: This selection reflects current pathways and doesn't represent a 25x25 guideline.*

- **CEO at another company** .....
- **Divisional Head** .....
- **CFO/Finance** .....
- **Ops & Supply** .....
- **Other\*** .....

\*Strategy & Digital, Commercial, People, Comms & Reg, Other Finance, Legal, Founder, NED.

For context see Table 3 above.

- 1.7 How many people on your Exco are on **traditional pathway(s)**? Please select as many as applicable **(Total should match D-13 – Sum YES/Trad)**

*Note: This selection reflects current pathways and doesn't represent a 25x25 guideline.*

- **CEO at another company** .....
- **Divisional Head** .....
- **CFO/Finance** .....
- **Ops & Supply** .....

For context, we include the percentage of people on Exco by Role in Table 4.

**Table 4: FTSE 100 People on Exco by Role (%)**

People by role (%)	31 <sup>st</sup> Mar 2023	30 <sup>th</sup> June 2023	30 <sup>th</sup> Sept 2023	31 <sup>st</sup> Dec 2023	31 <sup>st</sup> Mar 2024	30 <sup>th</sup> Jun 2024	30 <sup>th</sup> Sep 2024	31 <sup>st</sup> Dec 2024
CEO	10%	10%	10%	10%	10%	10%	10%	10%
Divisional Head	32%	32%	32%	31%	32%	30%	31%	31%
CFO/Finance	10%	10%	10%	10%	10%	10%	10%	10%
Ops & Supply	6%	6%	7%	7%	6%	6%	6%	6%
Strategy & Digital	12%	11%	11%	11%	11%	13%	12%	11%
Commercial	6%	6%	6%	6%	6%	7%	6%	5%
People	8%	8%	8%	8%	8%	8%	8%	9%
Other*	16%	18%	18%	16%	19%	16%	17%	18%
Total	100%	100%	100%	100%	100%	100%	100%	100%

\*Comms, Reg & Compliance, Other Finance, Legal (See Appendix I for full equivalence table)

Source: 25x25 Analysis based on publicly available data.

1.8 How many women on your Exco are on **traditional pathway(s)**? **(Answer is a subtotal of D- YES/Trad and E)**

*Note: This selection reflects current pathways and doesn't represent a 25x25 guideline.*

- **CEO at another company** .....
- **Divisional Head** .....
- **CFO/Finance** .....
- **Ops & Supply** .....

For context, we include the percentage of Women on Exco by role in Table 5.

**Table 5: FTSE 100 Exco Women by Role (%)**

Women by Role %	31 <sup>st</sup> Mar 2023	30 <sup>th</sup> Jun 2023	30 <sup>th</sup> Sep 2023	31 <sup>st</sup> Dec 2023	31 <sup>st</sup> Mar 2024	30 <sup>th</sup> Jun 2024	30 <sup>th</sup> Sep 2024	31 <sup>st</sup> Dec 2024
Divisional Head	20%	20%	19%	21%	21%	22%	23%	23%
CFO/Finance	22%	22%	25%	25%	25%	24%	22%	21%
Ops & Supply	22%	22%	21%	22%	20%	25%	22%	21%
Strategy & Digital	25%	25%	24%	24%	29%	30%	30%	30%
Commercial	39%	41%	38%	41%	40%	38%	40%	43%
People	74%	77%	77%	79%	76%	78%	76%	77%
Other*	40%	43%	44%	42%	43%	44%	44%	44%

\*Comms, Reg & Compliance, Other Finance, Legal (See Appendix I for full equivalence table).

Source: 25x25 Analysis based on publicly available data.

1.9 How many people on your Exco are on **alternative pathways**? Please select as many as applicable.

*Note: This selection reflects current pathways and doesn't represent a 25x25 guideline.*

- **Strategy & Digital** .....
- **Commercial** .....
- **People** .....
- **Other\*** .....



\*Comms, Reg & Compliance, Other Finance, Legal (See Appendix I for full equivalence table).

For context, see Table 4.

1.10 How many women at Exco are on **alternative pathways**? Please select as many as applicable **(Answer in a subtotal of D – YES/Alt and E)**

- **Strategy & Digital** .....
- **Commercial** .....
- **People** .....
- **Other\*** .....

\*Comms, Reg & Compliance, Other Finance, Legal (See Appendix I for full equivalence table).

For context, see Table 5.

1.11 At Exco-1/Direct Report, enter the total number of:

*Note: Direct Report also known as Exco-1 or level 3 includes all people reporting directly to Exco members.*

People: ..... **(Answer in G13)**  
 Women: ..... **(Answer in H13)**

1.12 For people on Pathways to CEO, at Exco-1/Direct Report enter the number of:

*Note: This percentage is a good indicator of gender-balance pipeline strength.*

People: ..... **(Answer in a subtotal of D and G)**  
 Women: ..... **(Answer in a subtotal of D, E and H)**

1.13 **Self-assessment question:** What does your **Pathways to CEO** pipeline look like? Tick as appropriate.

*Note: The 25x25 Private benchmarking tool will measure progress. The aim here is to provide realistic self-assessment, not an unsustainable representation.*

1.13.1 At Exco:

- **Very good: >45%** .....
- **Healthy: 31-45%,** .....
- **Being worked on: 20-30%** .....
- **Needs more work: <20%** .....

1.13.2 At Exco-1/Direct Report:

- **Very good: >45%** .....
- **Healthy: 31-45%,** .....
- **Being worked on: 20-30%** .....
- **Needs more work: <20%** .....

..... End of Section 1 .....

This second section focusses on best practice procedures on Succession and Talent Planning Processes currently adopted by our Talent Leaders.

## 2. Succession and Talent Planning Analysis

2.1. Who reviews your **CEO succession plan**? Please select as many as applicable.

- Board .....
- Partners .....
- Nominations Committee .....
- Regulator .....
- Other\* .....

\*If Other please describe: .....

2.2. Who reviews your **Senior Executive succession plan**? Please select as many as applicable.

- CEO & CHRO .....
- Exco .....
- Nominations Committee .....
- Regulator .....
- Partners .....
- Board .....

2.3. Board composition:

- How many people? .....
- How many women? .....

2.4. Nominations Committee (Nomco) composition:

- How many people? .....
- How many women? .....

2.5. Board Review process:

2.5.1. How many times a year is the **CEO succession plan** reviewed? Please select one option.

- Once .....
- Twice .....
- Quarterly .....
- More often .....

2.5.2. How many times a year is the **Senior Executive succession plan** reviewed? Please select one option.

- **Once** .....
- **Twice** .....
- **Quarterly** .....
- **More often** .....

2.5.3. Are the two processes integrated? **Yes/No**

2.5.4. How many times a year does the CPO/CHRO attend the Board meetings to discuss Talent Planning? Please select one option.

*Note: Chief People Officer (CPO); Chief Human Resources Officer (CHRO).*

- **Never** .....
- **Once** .....
- **Twice** .....
- **Quarterly** .....
- **More often** .....

2.6. Metrics tracked:

2.6.1. Is the **Senior Executive succession plan** undertaken by role category? **Yes/No**

*Note: Role category reflects each role currently represented on Exco*

2.6.2. Is the **Senior Executive succession plan** undertaken by Pathways to CEO? **Yes/No**

*Note: Pathways to CEO reflect roles selected in sections 1.7 and 1.9 above*

2.6.3. Do you track metrics on people within direct profit center experience (DPCE) or central to revenue generation (CRG) at:

- Exco-1/Direct Report: **Yes/No**
- Exco-2: **Yes/No**
- Exco-3: **Yes/No**

2.6.4. Do you track metrics on potential external hires at:

- CEO level: **Yes/No**
- Exco level: **Yes/No**
- Other levels: **Yes/No**

2.7. **Self-assessment questions:** How robust is your **CEO Succession and Talent Planning** with respect to (Please select one option):

Process:

- **Very** .....
- **Quite** .....
- **Adequate** .....
- **Needs work** .....

Outcome:

- **Very** .....

- Quite .....
- Adequate .....
- Needs work .....

Gender:

- Very .....
- Quite .....
- Adequate .....
- Needs work .....

2.8. How Robust is your **Senior Executive** Succession and Talent Planning with respect to (Please select one option):

Process:

- Very .....
- Quite .....
- Adequate .....
- Needs work .....

Outcome:

- Very .....
- Quite .....
- Adequate .....
- Needs work .....

Gender:

- Very .....
- Quite .....
- Adequate .....
- Needs work .....

### 3. Targets (or levels of ambition)

3.1. Do you have **public targets** on gender balance? **Yes/No**

**Table 7: Examples provided in italics**

	Target (%)	Time horizon (End year)
Exco	<i>40%:40%:20%</i>	<i>2025</i>
Exco-1/Direct Report	<i>40%:40%:20%</i>	<i>2025</i>
Exco-2	.....	.....
Overall workforce	.....	.....

3.2. Do you have different **internal targets** on gender-balance? **Yes/No** (shaded areas are compulsory if option Yes is selected)

**Table 8: Examples provided in italics**

	Target (%)	Time horizon (End year)
Exco	<i>40%:40%:20%</i>	<i>2025</i>
Exco-1/Direct Report	<i>40%:40%:20%</i>	<i>2025</i>
Exco-2	.....	.....
Overall workforce	.....	.....

3.3. Do you have **targets on Pathways to CEO**? **Yes/No**

#### 4. Challenges

*Note: This is an opportunity to list challenges which may have affected progression.*

Please select as many as applicable:

- Entry level constraints (for e.g. STEM graduates)
- Restrictions on external hiring (i.e. dependent on people making it up the ranks e.g. Armed Forces)
- Structural issues (i.e. organisations not adapted to women's needs e.g. oil rigs, ships, etc.)
- Cultural issues (i.e. sector not attractive to women)
- Regulatory constraints (e.g. senior manager regime in financial services, nationality)
- Specialist roles (i.e. lack of specially trained talent)
- Work-life balance (i.e. losing people given high demands/hours/responsibility/stress)
- Promotions at middle-management level (i.e. losing people due to lack of promotion at mid-level)
- Poor outcomes of succession planning processes (e.g. key person dependency – low numbers so a couple of people leaving can affect outcomes)
- Insufficient support from recruitment agencies (i.e. not providing enough women for shortlists)

Any other you may wish to add: .....

.....

..... End of Section 2 .....

# Appendix I – FTSE100 Exco Role Category Equivalence Table, as at 30<sup>th</sup> June 2024

Index	25x25 Role Category	Exco Role categories as listed on companies website or annual reports
1	<b>CEO</b>	Chief Executive Officer (CEO), Group CEO, Chief Executive (CE), Group Chief Executive, Interim CEO
2	<b>CFO</b>	Chief Financial Officer (CFO), Group CFO, Finance Director, Group Finance Director, Interim CFO
3	<b>Divisional Head</b> (Any head of Product, Region or Sector)	Any of the the titles below followed by the Division name – which could be either a Product, a Region or a Sector: Co-CEO (given there is a CEO and a co-CEO) CEO / CE of Global Head of, Head of, Global Co-Head of, Co-Head of Global Managing Director of, Group Managing Director of, Managing Director of, Director of General Manager of Group President of, President of, Executive Vice-President (EVP) of, Vice-President (VP) of, Business Group President Chair of, Chairman of, Divisional Chair
4	<b>Ops</b> (Operations or supply chain)	Chief Officer /Head/Director/Manager/EVP/VP of: Operating (COO), Operations, Business Operations Supply Chain, Offer and Sourcing Transport, Logistics
5	<b>Strategy &amp; Digital</b>	Chief/Head/Director/Manager/EVP/VP of: Strategy, Corporate Development, M&A, Business Development, Development, New Businesses, Enterprise Investment (CIO) Technology (CTO), Digital, Data, R&D, Innovation, Transformation Projects, Security, Solutions, Information Technology (IT), Information Systems, Networks Scientific,
6	<b>Commercial</b> (Sales or marketing)	Chief Officer/Head/Director/Manager/EVP/VP of: Commercial, Consumer, Customer Operations, Sales, Clients, Partners, Partnerships, Trade, Trading Marketing, Merchandising, Brand, Visual, Creative, Product
7	<b>People</b> (HR, Talent or Chief of Staff)	Chief/Head/Director/Manager/EVP/VP of: Human Resources (CHRO), People (CPO), Culture, Organisation, Talent, Strategic Talent, Chief of Staff
8	<b>Comms &amp; Reg</b>	Chief/Head/Director/Manager/EVP/VP of: Communication, Information, Investor Relations, Corporate Affairs Global Affairs, Public Policy, Sustainability, ESG Regulatory Affairs, Compliance, Quality, Conduct, Financial Crime
9	<b>Other Finance</b>	Deputy CFO or Finance Director if there already is a CFO Chief/Head/Director/Manager/EVP/VP of: Risk, Underwriting, Audit, Assurance, Tax, Treasury, Financial Control
10	<b>Legal &amp; Company Secretary</b>	Chief/Head/Director/Manager/EVP/VP of: Legal or Governance General Counsel, Company Secretary,