



Banc Ceannais na hÉireann
Central Bank of Ireland

Eurosystem

Demographics Analysis 2025

Applications for Pre-Approval
Controlled Function (PCF) roles
within Regulated Firms

March 2026

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Foreword

This is the tenth annual publication of the Central Bank of Ireland's Demographics Report and comes alongside our ongoing commitment to a more diverse and inclusive financial services sector. As we reflect on fourteen years of data collection since the inception of the Fitness & Probity Regime in 2012, we are presented with both significant achievements and ongoing challenges in terms of greater diversity at senior levels of the sector.

At the Central Bank we are clear that diversity – particularly at senior and board levels – is a crucial foundation for effective governance and sound decision-making. Research consistently demonstrates that diverse leadership teams are better equipped to challenge overconfidence, manage risk more effectively, and make decisions that better serve the wider interests of their businesses, consumers and the broader economy.

Since we started collecting this data, the progress we have witnessed is undeniable. Female representation in applications for Pre-Approval Control Function roles has risen from 16% in 2012 to 31% in 2025—a fifteen percentage point increase that demonstrates the sector's growing recognition of the value of gender diversity at senior levels. Yet despite this positive rise, continued progress is not inevitable. And indeed, while for certain firms the share of female PCF role holders increased to 38% in 2025 from 36% in 2024, we have seen a three-

percentage point decline in applications across the whole sector this year, reversing the momentum that had been building over recent years.

While just one year of data, the decline in female applications is across all three industry categories—Banking & Payments, Capital Markets & Funds, and Insurance— suggesting that the sectors may be experiencing headwinds that are disproportionately affecting women seeking senior roles. This reversal is particularly pronounced in the Capital Markets & Funds sector, where female applications fell from 34% to 30%, representing a step backwards in a category that accounts for nearly 70% of all applications received.

Of particular concern is the composition of applications from new firms seeking authorisation, where female representation stands at only 28%. This suggests that new entrants to the regulated financial services sector may not be embedding diversity principles from their inception. This is a missed opportunity, as new firms have the chance to shape and establish inclusive cultures from the outset.

While we have observed some positive developments in the broader sector, such as the increase in female Chair role holders from 43% to 49%, these gains are insufficient to offset the broader downward trend in applications.

The Central Bank recognises that addressing these challenges requires a multi-faceted approach. We are committed to engaging in meaningful dialogue with regulated firms about their strategies for building inclusive organisations. We will continue to monitor diversity metrics as part of our supervisory framework, and we encourage all stakeholders—boards, senior management, human resources professionals, and industry bodies—to examine their own practices and consider what further steps are necessary to ensure that talent and capability, regardless of gender, are fully utilised across all sectors.

Diversity strengthens governance, enhances decision-making, and ultimately serves the public interest. The financial services sector has much to gain from embracing this fully. We look forward to working with our regulated firms to continue, and where necessary renew, progress towards a more diverse and inclusive financial services industry.

Mary Elizabeth McMunn

Deputy Governor, Financial Regulation, Central Bank of Ireland

Introduction

The Fitness & Probity (F&P) Regime was introduced by the Central Bank of Ireland (the Central Bank) under the Central Bank Reform Act 2010 (the Act) to ensure that individuals who work in Regulated Financial Service Providers (RFSPs) meet and maintain high standards of competence, integrity and honesty.

The F&P Regime imposes obligations on RFSPs, which must be adhered to, in order to ensure that senior and other key personnel comply with these fitness and probity requirements.¹

This report, now in its tenth year of publication, analyses Pre-Approval Control Function (PCF) applications submitted to the Central Bank since 2012, when the Fitness & Probity Regime came into effect. This report examines the diversity levels of persons seeking approval and approved to act in senior management and/or board level roles within certain regulated firms at 31 December 2025.

The analysis is primarily focused on gender diversity as there is limited data on other forms of diversity (beyond age). While this is only one form of diversity, it is an important one and is also indicative of wider diversity trends.

The 2025 data indicates a number of noteworthy trends which are summarised below.

¹ The F&P Gatekeeper process involves the applicant completing an online IQ, endorsed by the firm wishing to appoint the individual. The IQ is then submitted online to the Central Bank for decision. The IQ contains information about the applicant, which is required to demonstrate and assess their fitness and probity, to carry out that PCF role. An applicant may hold more than 1 PCF role (e.g. Chairperson and Director). As a result, the number of PCF roles will be higher than the number of IQ applications.

Summary of Analysis

- This report marks the fourteenth year of the Central Bank’s collection of data for PCF applications. From a low base, female representation in applications for PCF roles across the financial services sector has continued to increase since 2012, the first year data was available. In 2012, 16% of applications were for females, compared to 31% female representation in 2025, however this has decreased from 34% in 2024.
- Overall application numbers received in 2025 decreased by 1% compared to the previous year. The analysis is based on applications in which gender information was provided.
- There were 3,067 Individual Questionnaires (IQ) submitted in 2025, seeking approval to act in 3,790 roles. Of these applications, 54 applicants were excluded from the analysis for 2025, hence the analysis was based on 3,013 applications seeking approval to act in 3,724 roles.²
- The most significant change in application composition was in the Capital Markets & Funds industry category, where female applicants fell to 30% in 2025 compared to 34% in 2024. However, all industry categories observed a decrease in female representation with Banking & Payments and Insurance industry categories both falling by 1% in 2025.
- The gender balance for board level applications has shown improvement in some categories, however overall female applications for these positions has decreased from 32% in 2024 to 29% in 2025.
- For firms that are subject to close and continuous supervision under the Central Bank’s supervisory framework, the share of female PCF role holders increased to 38% in 2025 from 36% in 2024.
- In the same cohort, female role holders saw an increase in representation across Chair, Client Facing, Revenue Generating and Risk Management/ Control roles, with the most significant increase recorded in Chair roles, increasing to 49% in 2025 from 43% in 2024. Female representation in Directorship roles remained consistent at 39%.
- Existing regulated firms continue to show higher levels of gender diversity than new firms seeking authorisation, however this has decreased in 2025 to 33% from 38%. The % of female applications associated with new firm authorisations increased in 2025, with 28% of applicants being female, up from 26% in 2024.

² 13 applicants chose not to disclose gender. 41 applicants did not provide an answer

Methodology of Analysis

The data for the analysis has been sourced and anonymised from PCF applications submitted for senior management and/or board roles within regulated firms.

Applications are received from firms as part of their business application for authorisation (referred to as “new firms”) and/or from currently regulated firms (referred to as “existing firms”).

The analysis looks at the gender, age and nationality demographics and is set out in two sections. Section 1 provides an analysis based on incoming applications submitted to the Central Bank during the year 2025, whilst section 2 provides an analysis of existing role holders within certain regulated firms as at year-end 2025. The analysis in section 2 explicitly focuses on firms, within the Banking & Payments, Capital Markets & Funds and Insurance industry categories that could have a significant impact on the achievement of our safeguarding outcomes. In 2025, the Central Bank developed a revised supervisory approach in response to changes within the financial sector, in relation to digitisation, increasing complexity and interconnectedness. For more details see [guidance published on the CBI website](#). As such, the firms represented in Section 2 are new for 2025, and a retrospective analysis has been carried out against 2024 demographic data for the purposes of comparison within this report.

Industry Categorisation: Applications are categorised into three high level groupings:

1. **Banking & Payments** – Payment Institutions, Electronic Money Institutions, Bureau de Change firms, Asset Reference Token/E-money Tokens, Retail Credit firms, Credit Servicing firms, Home Reversion firms, High Cost Credit Providers, Credit Unions, Retail Banks, International Banks, ATM Deployers, Cash in Transit Companies;
2. **Capital Markets & Funds** - Funds, Management Companies, Administrators, Depositaries, MiFID Investment firms, Retail Intermediaries, Approved Professional Bodies, Crowd Funding firms, Debt Management firms, Trading Venues, Market Operators, High Frequency Trading Firms, Virtual/Crypto Assets Service Providers.
3. **Insurance** - Domestic Life insurers, Third Country Branches (Domestic Life sector), Domestic Non-life insurers, Domestic health insurers, Third Country Branches (Domestic Non-life sector), Life reinsurers, Captive insurers, SPRVs, Cross-border Life insurers, Cross-border Non-life insurers, Specialty insurers.

Role Categorisation: As the applications relate to over 50 PCF role types, these have been grouped into three high level categories namely board level, management level, and sole trader/ partner.

Key Figures

1%

decrease in overall applicants in 2025 compared to 2024.

31%

of applicants were female, compared to 34% in 2024.

29%

of applicants for board level roles were female, down from 32% in 2024. Applications for Board level roles represent 66% of all roles applied for in 2025.

49%

of all Chair role holders were female, up from 43% in 2024.

38%

of all role holders in the Capital Markets & Funds industry category are female, up from 34% in 2024.

58%

of chair role holders in Banking & Payments are female, up from 53% in 2024.



Section 1: Analysis of PCF Applications

The analysis is based on 3,013 Individual Questionnaire (IQ) applications submitted in 2025 seeking approval to act in 3,724 PCF roles.³

Section 1 provides an analysis based on incoming applications submitted to the Central Bank during the year 2025.

The volume of all applications received during the period represents a 1% decrease in comparison to 2024 volumes. The data illustrates that female applicants accounted for 31% of the total in 2025, compared to 34% in 2024.

Existing firms represented 70% of total applications, with the remainder relating to new firms seeking authorisation.⁴ The data below illustrates the percentage of applications submitted by each industry category with a further breakdown setting out where applications were associated with existing firms or new firms seeking authorisation.

The Capital Markets & Funds industry category accounted for the largest share of applications with 69% of total applications received in 2025.

Graphic 1 | Application weighting by Industry Categories, 2025 (2024)

<p><u>Banking & Payments</u></p> <p>18% (22%) of total applications representing an 85% / 15% split between existing and new firms</p>
<p><u>Capital Markets & Funds</u></p> <p>69% (63%) of total applications representing a 61% / 39% split between existing and new firms</p>
<p><u>Insurance</u></p> <p>13% (15%) of total applications representing 90% / 10% split between existing and new firms</p>

³ The F&P Gatekeeper process involves the applicant completing an online IQ, endorsed by the firm wishing to appoint the individual. The IQ is then submitted online to the Central Bank for decision. The IQ contains information about the applicant, which is required to demonstrate and assess their fitness and probity, to carry out that PCF role. As part of an IQ application, the applicant may apply to hold more than 1 PCF role (e.g. Chairperson and Director). As a result, the number of PCF roles will be higher than IQ applications.

⁴ Authorisations can include extension of services or activities.

1.1 Gender Statistics

Table 1 provides a breakdown by gender of applications submitted annually since 2012.⁵ The data illustrates that female applicants accounted for 31% of the total in 2025. This represents a 15% increase since 2012, when data was first recorded but a 3% decrease from 2024.

Table 1 | Applications Year on Year

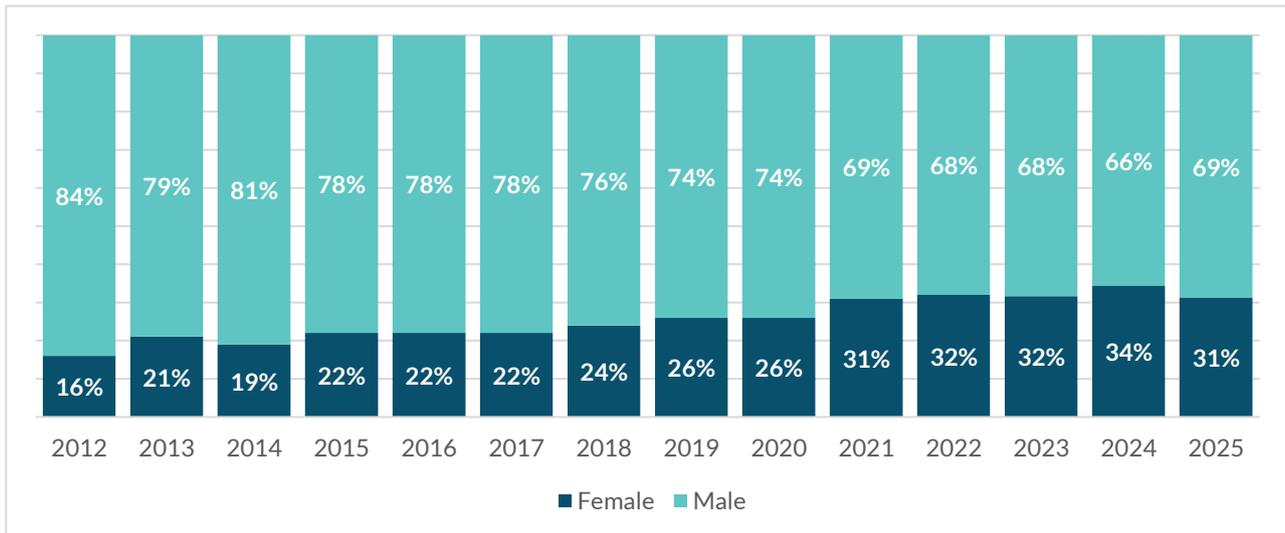
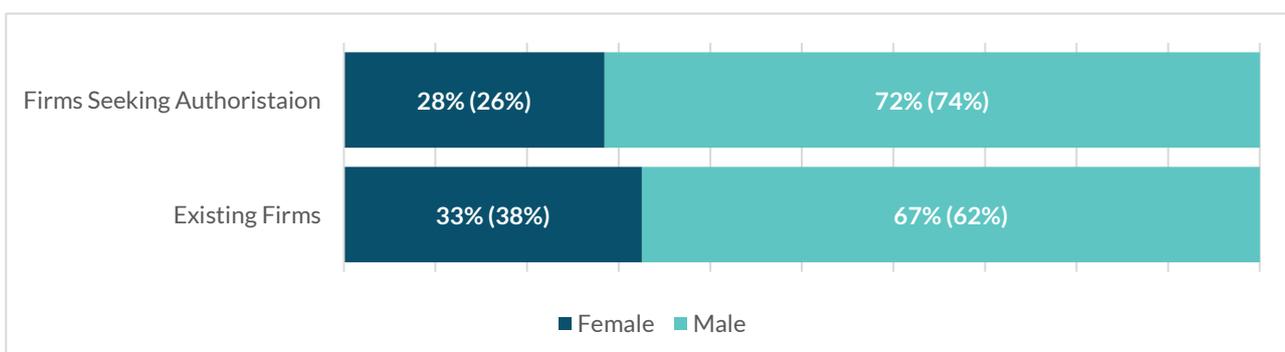


Table 2 compares applications from existing firms and applications from firms seeking authorisation. Existing firms represented over two thirds of total applications (70%) with the remainder of applications coming from new firms seeking authorisation.

Female applicants accounted for a higher share of applications from existing firms compared with those from new firms seeking authorisation. Applications from existing firms consisted of 33% female applicants, down from 38% in 2024. Of the applications received from new firms seeking authorisation, 28% were from female applicants, up from 26% in 2024.

Table 2 | Gender Breakdown by Firm Type 2025 (2024)



⁵Data on actual number of IQ applications for 2020 is re-stated (adjusted for applications originally received in 2020, which were unlocked at the applicants request so they could amend certain information, and were subsequently resubmitted by the applicant in 2021).

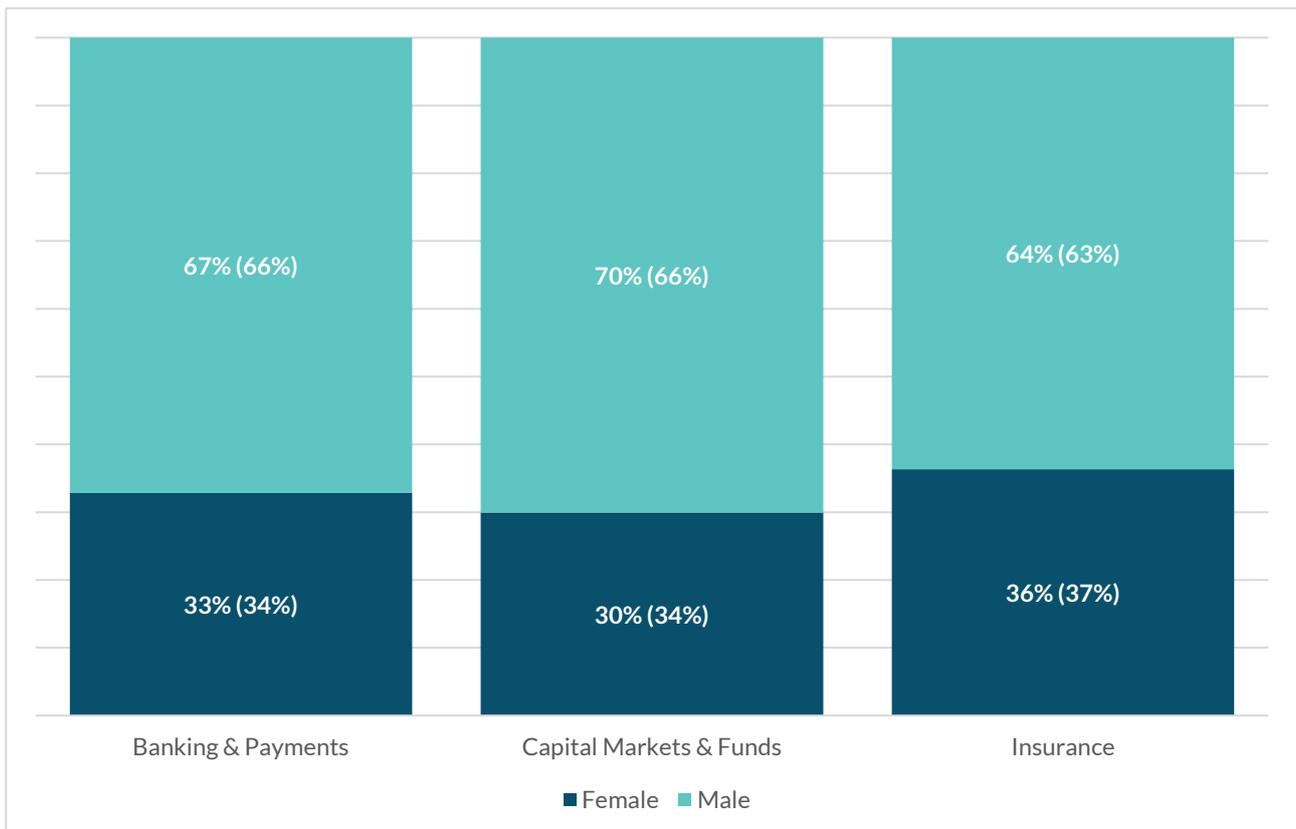
1.2 Gender Analysis by Industry Category

Table 3 provides a gender breakdown of applications by industry category. The table illustrates the share of applications from each industry category relative to the total IQ applications submitted.

The share of applications received from females ranges from 36% of applications in Insurance to 30% of applications for *Capital Markets & Funds*.

Compared to 2024, female applicants decreased in all categories in 2025.

Table 3 | Applications Breakdown by Industry Category 2025 (2024)



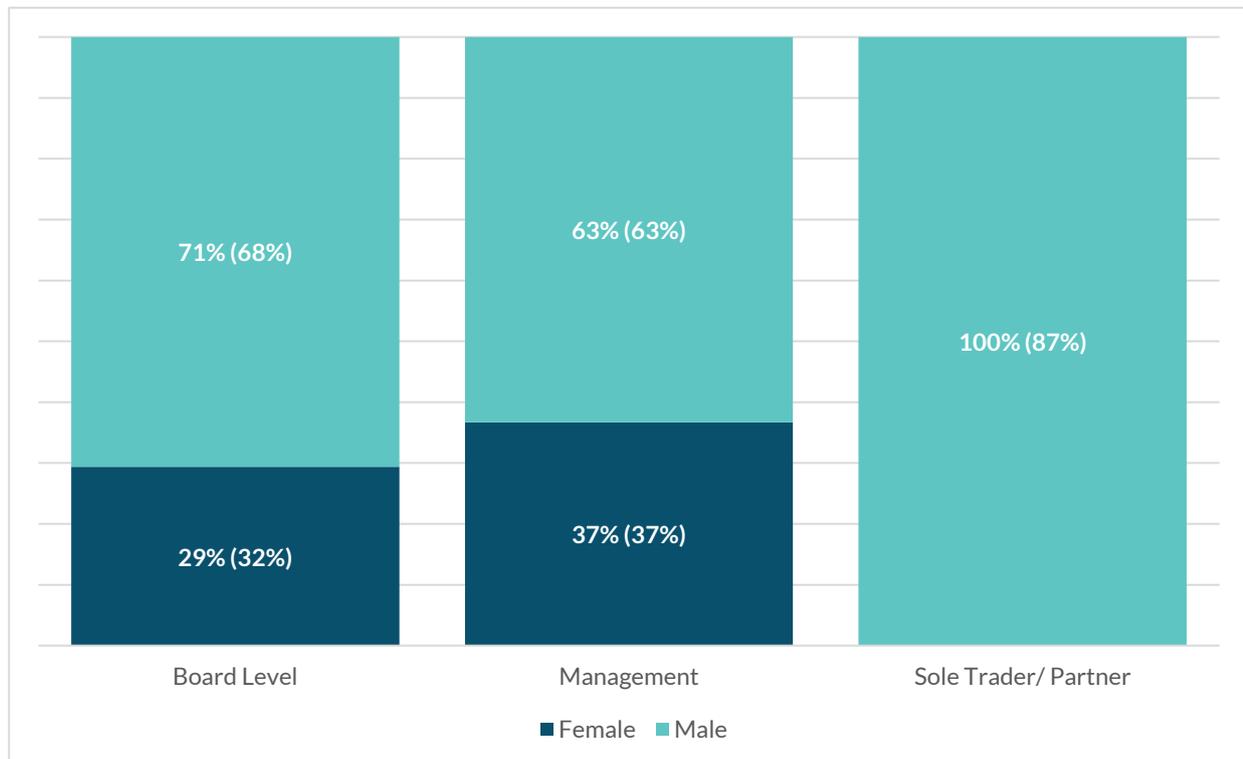
1.3 Gender Analysis by Role Type

Table 4 illustrates the roles applied for during 2025. The PCF role types have been grouped into three high level categories, namely board level, management level, and sole trader/partner. Two thirds (66%) of applications received in 2025 related to board level roles, followed by management level roles representing 34%, with less than 1% of applications falling under sole trader or partner type roles.

The data shows a decrease in the proportion of female applicants at board and sole trader/partner levels with board level roles decreasing to 29% from 32% with no applications received from female applicants at sole trader/ partner level. Female representation for senior management level roles remained the same at 37%.

Further details are provided in appendix 1a (for the period 2025) and appendix 1b (for the period 2024).

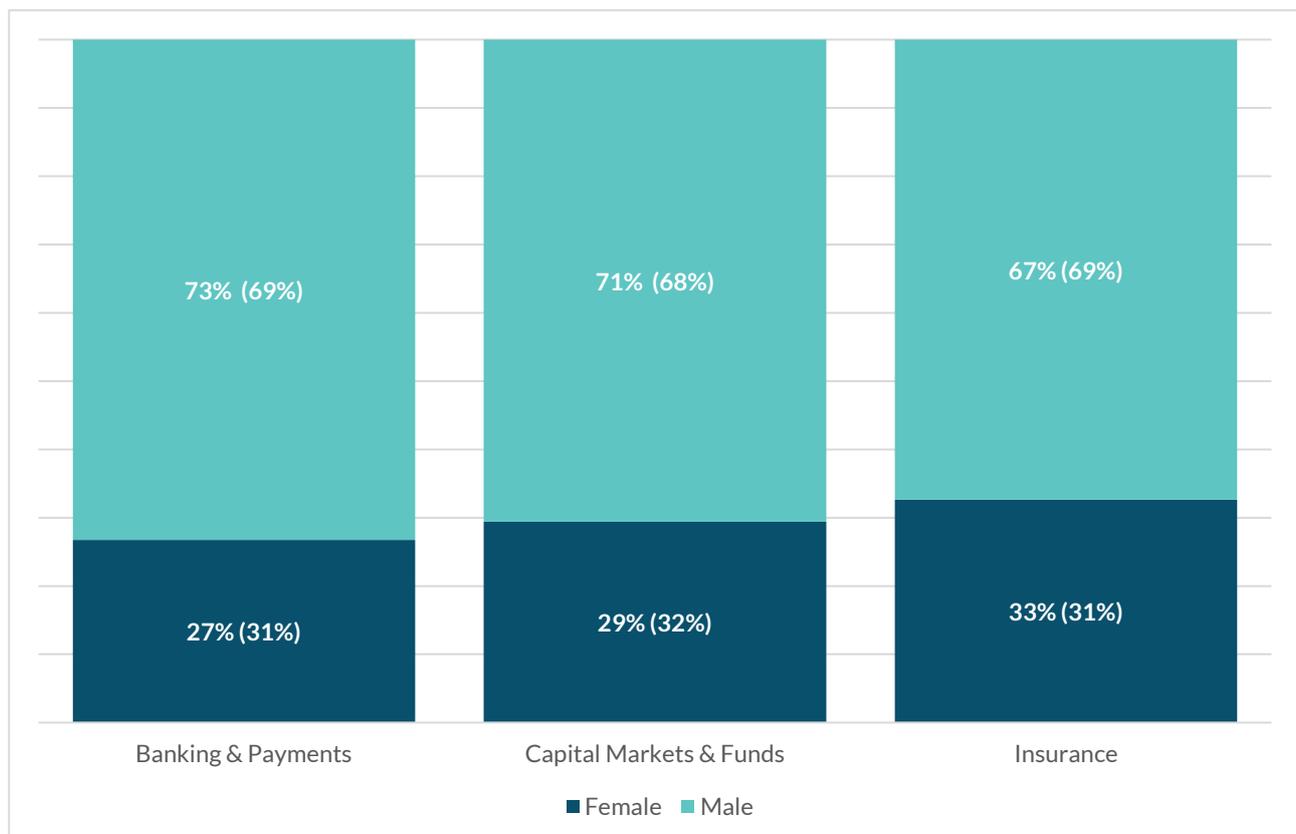
Table 4 | PCF Role Types by Gender 2025 (2024)



At board level (table 5 and appendix 1a & 1b), the following was identified:

- The proportion of applications received from female applicants ranged from 20% for PCF-8, The Office of Chief Executive to, 75% for HCPCF-1, The Office of Chair of the Board of the Holding Company.
- Board level roles with the highest proportion of female applicants in 2025 are:
 - HCPCF-1 The Office of Chair of the Board of the Holding Company at 75%;
 - PCF-7 Office of Chair of the Nomination Committee at 50%, and
 - PCF-6 Office of Chair of the Risk Committee at 49%.
- At an industry category level:
 - There were decreases in female applicants for board level roles across all categories, except Insurance, when compared to 2024.
 - Female representation in Insurance increased from 31% to 33% in 2025.
 - Capital Markets & Funds represented three quarters of all board level applications. Within Capital Markets & Funds female applicants represented 29% of applications, down from 32% in 2024.

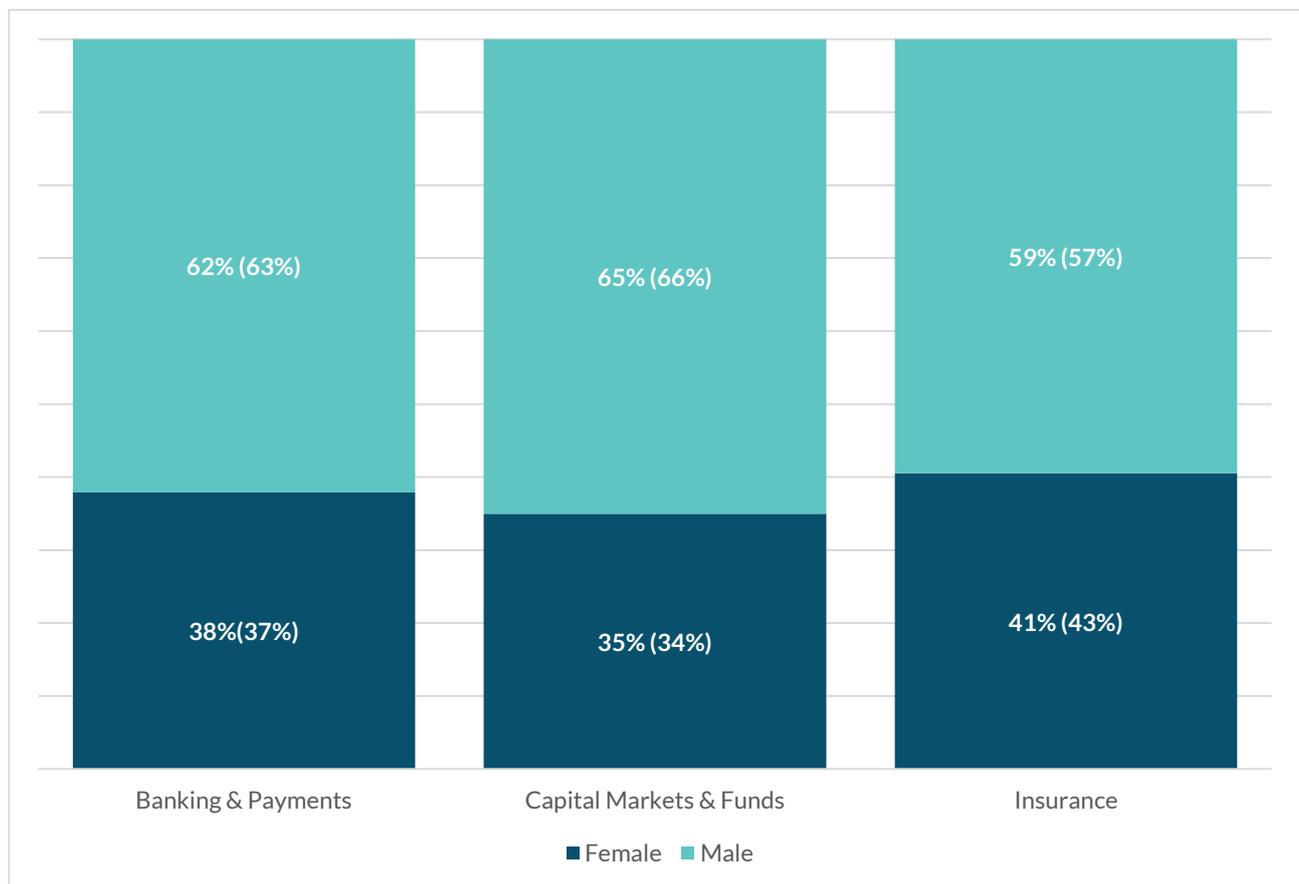
Table 5 | Board Level Roles by Industry Category and Gender 2025 (2024)



At management level (table 6 and appendix 1a & 1b), the following was identified:

- 58% of applications for management roles were received from the Capital Markets & Funds industry category, of which 35% were from female applicants, up from 34% in 2024.
- The role of Head of Compliance was the most applied for management level role, which accounted for 15% of all management related applications. Over half of applicants, at 52% for this role were female, an increase of 5% on 2024.
- Management roles with the highest proportion of female applicants in 2025 are:
 - PCF-46 Head of Investor Money Oversight at 100%
 - PCF-53 Head of Client Asset Oversight at 100%, and
 - CUPCF-3 Risk Management Officer at 78%

Table 6 | Management Level Roles by Industry Category and Gender 2025 (2024)



1.4 Age Analysis

Table 7 illustrates the age range of applicants for the period. The majority of applicants were in the age ranges 45-54. Table 7.1 provides a breakdown by industry category in the age range of roles.

Table 7 | Age Range of PCF Applicants, 2025 (2024)

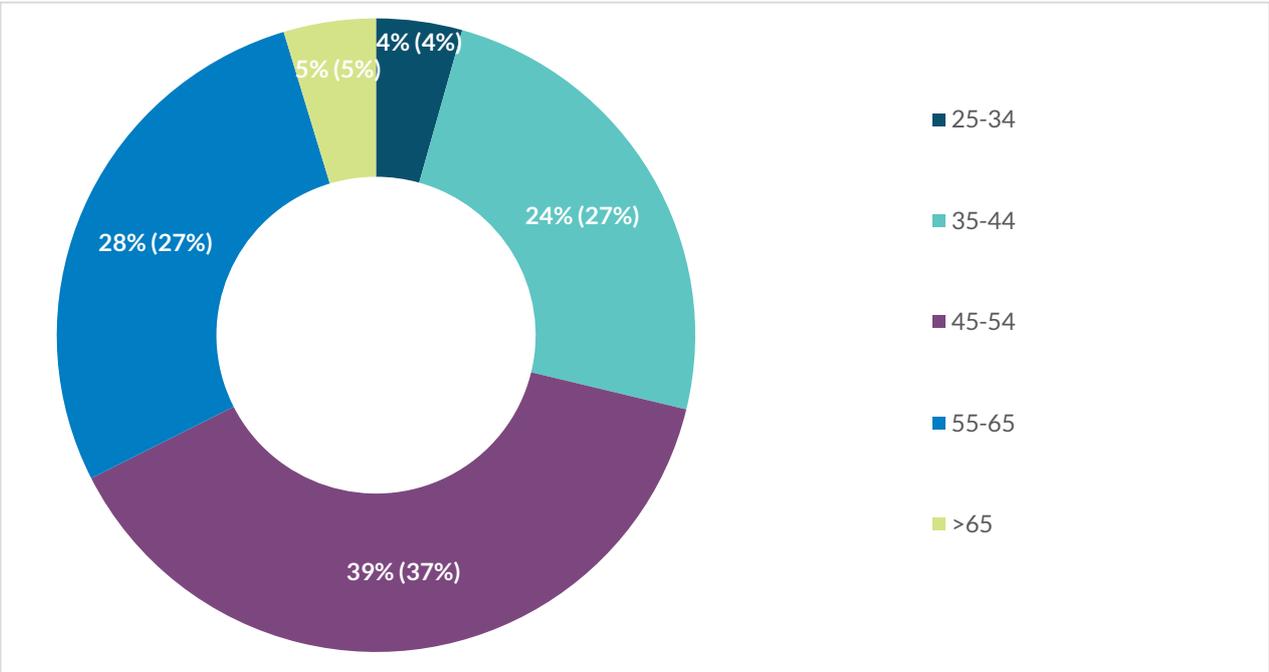


Table 7.1 | Age Range of PCF Applicants per Industry Category, 2025

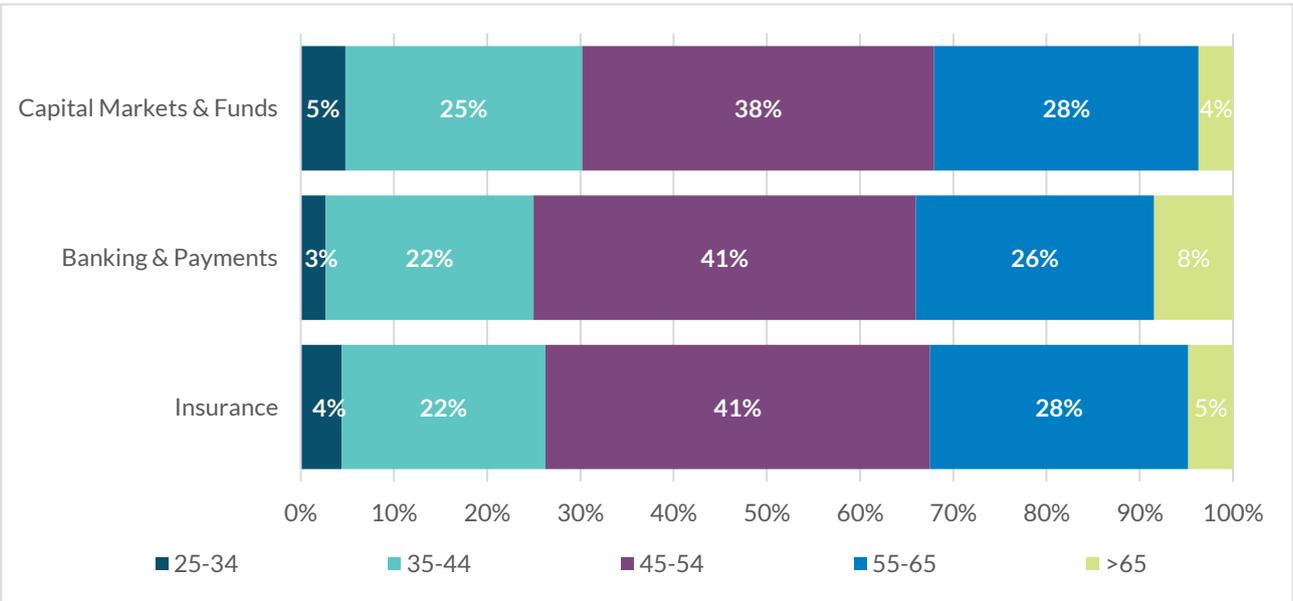


Table 8 provides a summary of the age range of applicants by role type. The data illustrates the following: At board level, 81% of applicants were aged 45 or over, with the largest representation in the 45-54 age range, at 38%.

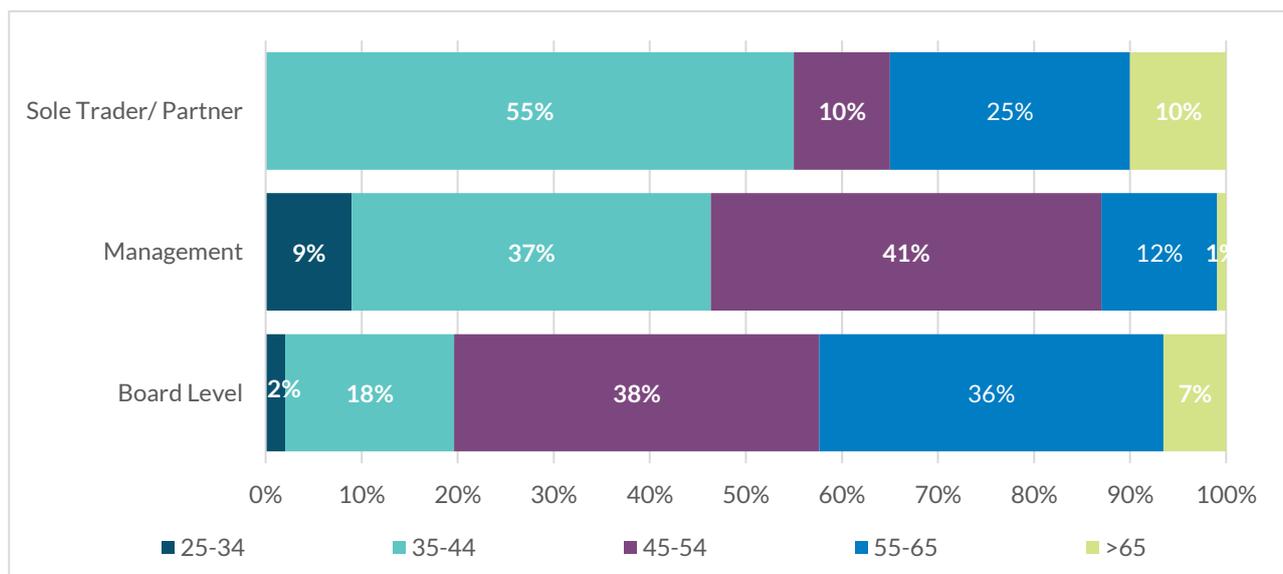
- Of those, females in the 45-54 age range represented:
 - 75% of applications for HCPCF-1, The office of Chair of the Board of the Holding Company, and
 - 24% of applications for HCPCF-2, The office of Director of the Holding Company.
- And males represented:
 - 40% of applications for PCF-8, The office of Chief Executive, and
 - 37% of applications for PCF-1, The office of Executive Director

At management level, the overall applicant age was lower, with 46% of applicants aged 44 or lower. Of these, the largest representation was in the range of 35-44 at 37%.

- Of those, females in the 35-44 age range represented:
 - 100% of applications for PCF-53, Head of Client Asset Oversight, and
 - 50% of applications for CUPCF-5, Head of Finance and PCF-43 Head of Claims.
- Males in the 35-44 age range accounted for:
 - 50% of applications for PCF-23, Head of Asset & Liability Management, and
 - 40% of applications for PCF-18, Head of Underwriting.

Please refer to Appendix 1c for further detail on the percentage breakdown of PCF roles by age range for the period 2025.

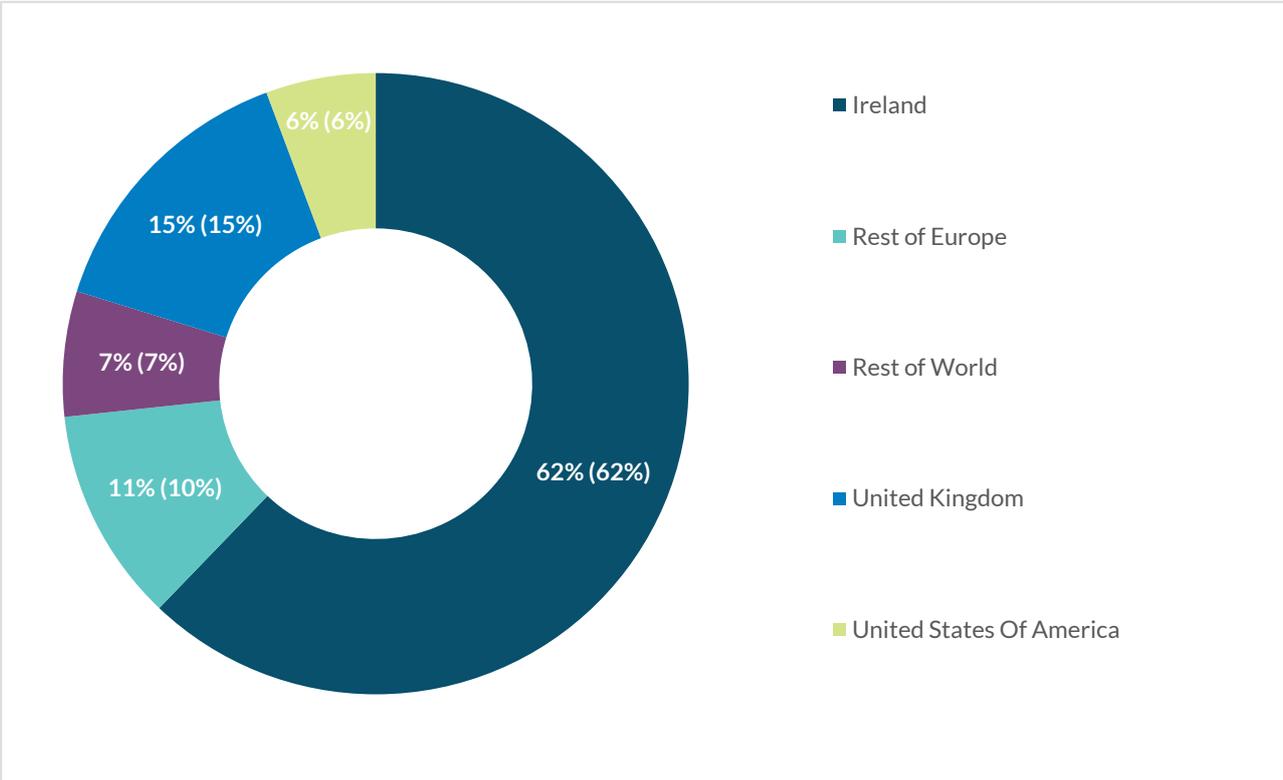
Table 8 | Age Range by PCF Role Type, 2025



1.5 Nationality Analysis

Table 9 provides a breakdown of applicant’s nationality. The data shows that Irish applicants accounted for the majority of applications representing 62%, consistent with 2024. The largest category of non-Irish born applicants continues to be individuals born in the United Kingdom, representing 15%.

Table 9 | Nationality of Applicants 2025 (2024)



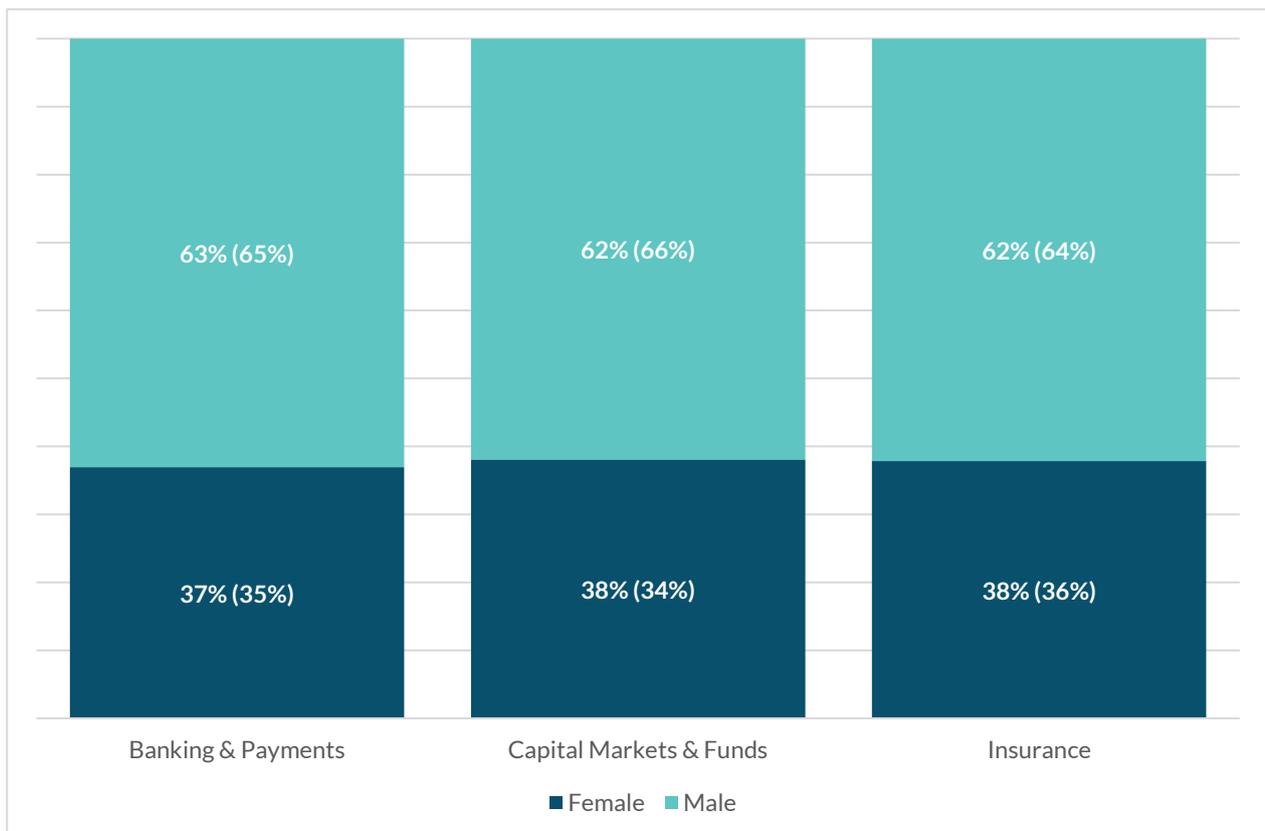
Section 2: Analysis of PCF holders within Regulated Firms

Section 2 provides a high-level analysis of existing PCF role holders for particular firms within Banking & Payments, Capital Markets & Funds and Insurance. These firms concerned are those that could have a significant impact on the achievement of the Central Bank’s safeguarding outcomes. The data is based at a point in time (i.e. 31 December 2025). Please refer to the methodology of analysis at the beginning of the report.

2.1 Gender Review

Table 10 provides a breakdown of current PCF role holders by gender. The data compares roles across the three industry categories and looks at the year on year trend between 2024 and 2025. The data illustrates that males continue to hold the highest proportion of roles, however female representation increased across all categories in 2025. The most notable increase in female representation is in the Capital Markets & Funds industry category, increasing from 34% in 2024 to 38% in 2025.

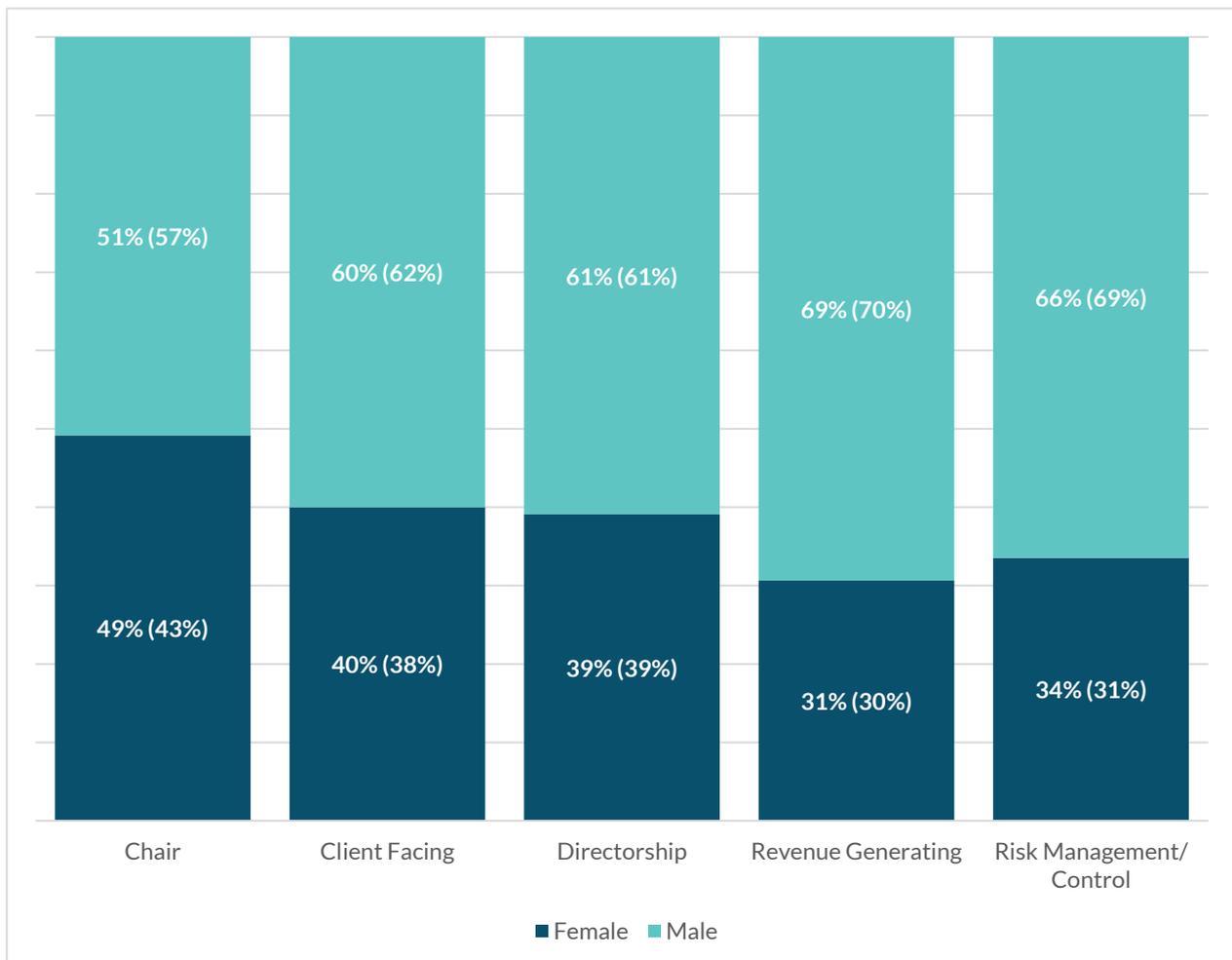
Table 10 | PCF Holders by Gender and Industry Category, 2025 (2024)



2.2 Gender Breakdown of PCF Role Type

Table 11 provides a gender based breakdown by role type. Overall, the share of female PCF role holders increased to 38% in 2025 from 36% in 2024. Please refer to Appendix 2 for further detail, which provides the percentage breakdown of PCF roles by gender for 2025.⁶ Female role holders saw an increase in representation across Chair, Client Facing, Revenue Generating and Risk Management/ Control roles, with the most significant increase recorded in Chair roles, increasing to 49% in 2025 from 43% in 2024. Female representation in Directorship roles remained consistent at 39%.

Table 11 | PCF Role Type by Gender 2025 (2024)



⁶For the purposes of this report, risk management/control roles include compliance, risk and internal audit type roles

Table 12 provides a breakdown of PCF role types at board and management level within the Banking & Payments industry category. The data illustrates the following:

- Female representation in Chair roles increased by 5% in 2025 to 58%.
- Directorship roles distribution was 40% female to 60% male representing a 1% decrease for female role holders in 2025.
- Of the revenue generating roles, 69% of role holders were male and 31% were female, remaining consistent with 2024.
- For risk management/control roles, the male to female distribution reflects 75% male and 25% female, up 4% on the previous year.

Table 12 | PCF Role Type by Gender – Banking & Payments 2025 (2024)

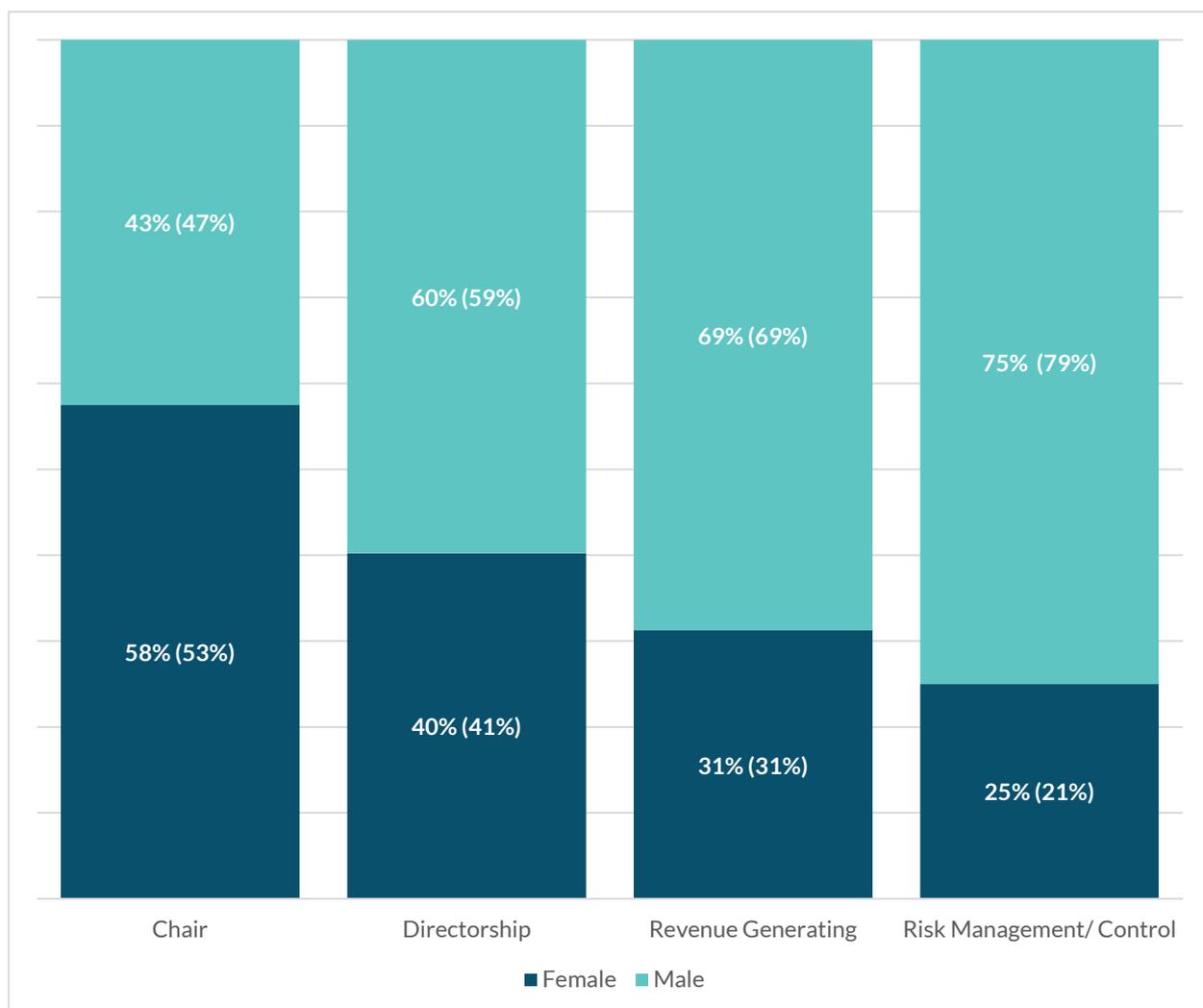


Table 13 provides a breakdown of PCF role types at board and management level within Capital Markets & Funds. The data illustrates the following:

- Within chair roles, female representation was 37% an increase of 5% on 2024.
- At directorship level, the distribution of roles was 59% male and 41% female, An increase of 4% for female representation on 2024.
- In revenue generating roles, female role holders accounted for 33%, consistent with 2024.
- In risk management/control roles, the distribution was 63% male and 37% female, up 5% on 2024.

Table 13 | PCF Role Type by Gender – Capital Markets & Funds 2025 (2024)

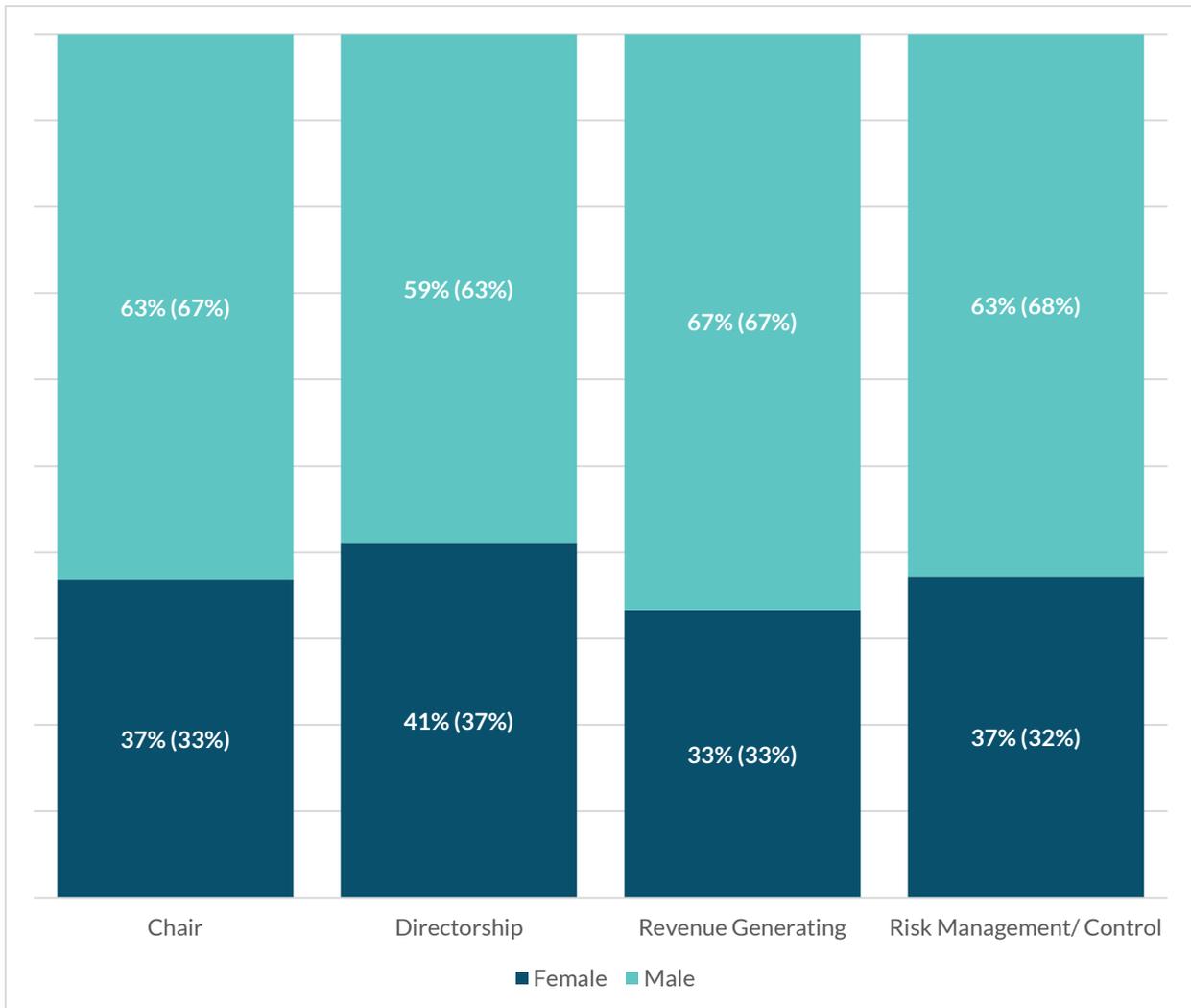
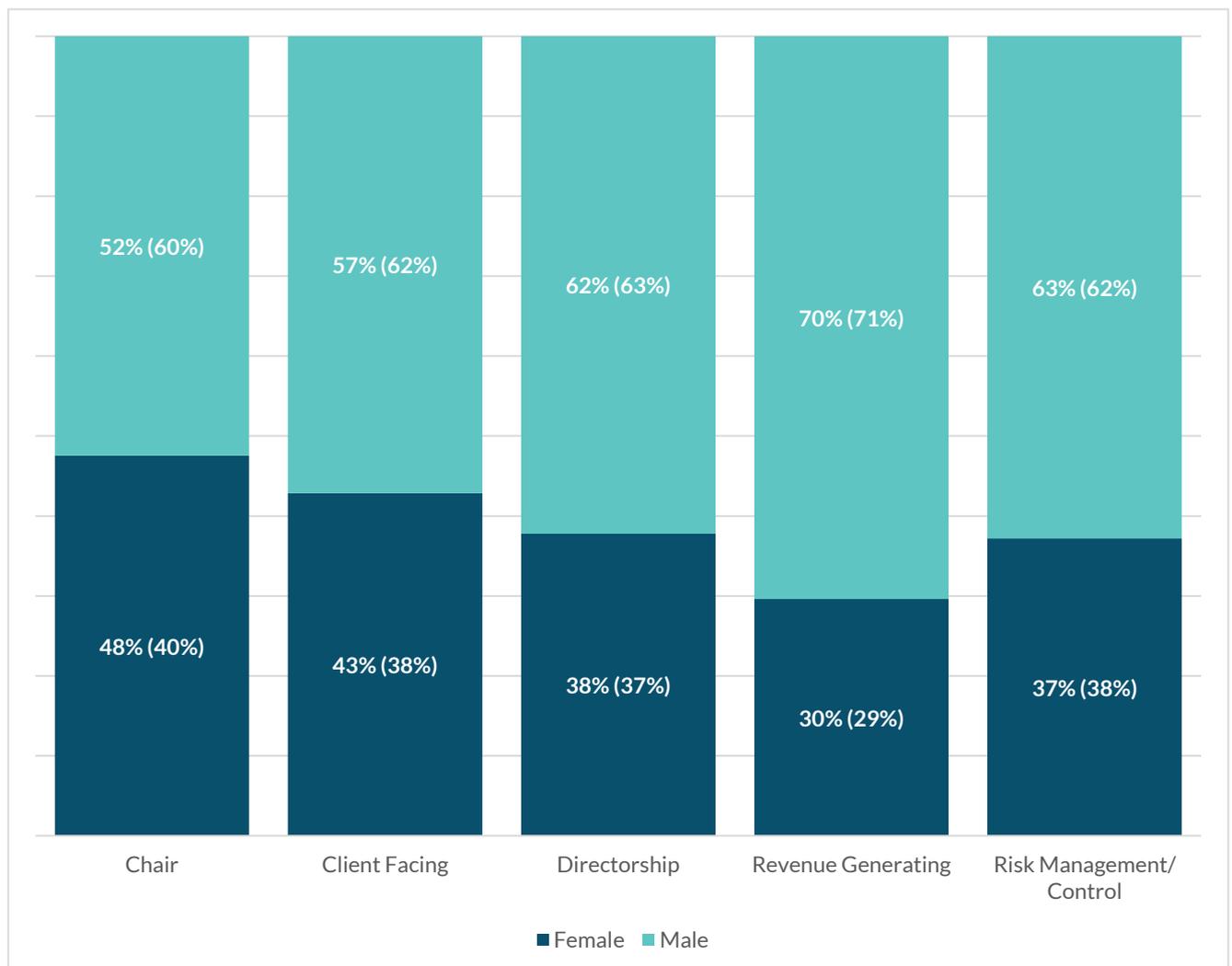


Table 14 provides a breakdown of PCF role types at board and management level within Insurance. The data illustrates the following:

- In chair roles, the percentage split is 52% male and 48% female, up 8% on the previous year.
- Female representation in Client Facing roles is 43%, up 5% on 2024.
- At directorship level, 38% of roles are held by females, up 1% on 2024.
- In revenue generating roles, 70% of roles are held by males while females hold 30% of such positions, up 1% on the previous year.
- For risk management/control roles, the male to female distribution is 63% male and 37% female, down 1% on 2024.

Table 14 | PCF Role Type by Gender – Insurance, 2025 (2024)

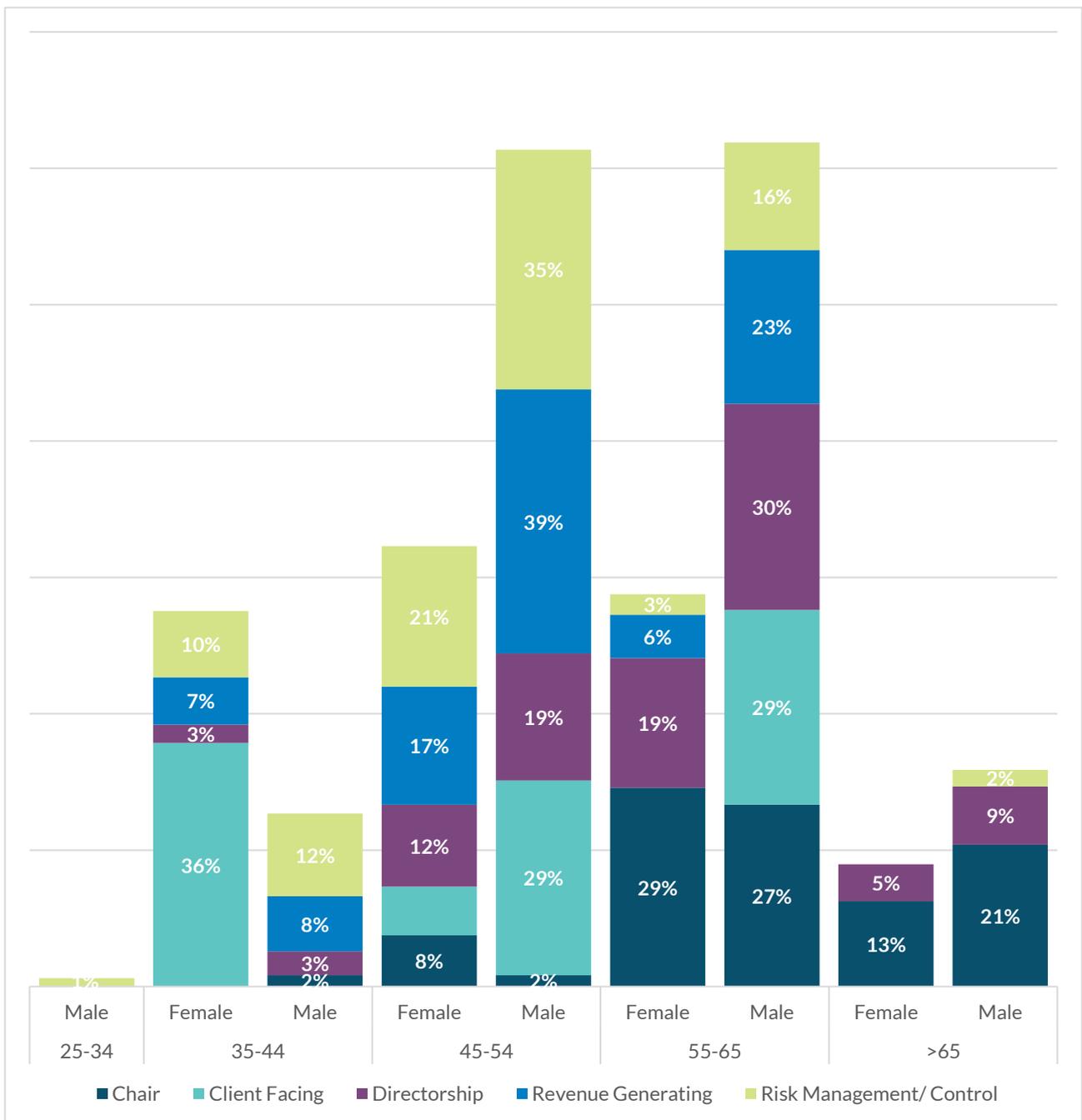


2.3 PCF Role Type by Gender and Age Range

Table 15 provides a high-level breakdown of PCF role types by gender and age range within the Banking & Payments, Capital Markets & Funds and Insurance industry categories.

The data illustrates that males within the 45-65 age range held the highest percentages across chair, client facing, directorship, risk management/control and revenue generating roles, ranging from 19%-39%. The largest representation of roles held by females is in the 35-44 age range with client facing roles representing 36%.

Table 15 | Role Type by Gender and Age Range 2025



Appendix 1a – PCF Applications: Gender percentages by roles 2025

Period 2025

	PCF Roles	Female	Male
Board Level	CUPCF-1 Chair of the Board of Directors	24%	76%
	HPCPCF-1 The office of Chair of the Board of the Holding Company	75%	25%
	HPCPCF-2 The office of Director of the Holding Company	31%	69%
	PCF-1 The Office of Executive Director	20%	80%
	PCF-2A Office of Non-Executive Director	24%	76%
	PCF-2B Office of Independent Non-Executive Director	41%	59%
	PCF-3 Office of Chair of the Board	33%	67%
	PCF-4 Chair of the Audit Committee	47%	53%
	PCF-5 Office of Chair of the Risk Committee	49%	51%
	PCF-6 Office of Chair of the Remuneration Committee	48%	52%
	PCF-7 Office of Chair of the Nomination Committee	50%	50%
PCF-8 The Office of Chief Executive	20%	80%	
Management Level	CUPCF-2 Manager	39%	61%
	CUPCF-3 Risk Management Officer	78%	22%
	CUPCF-4 Head of Internal Audit	10%	90%
	CUPCF-5 Head of Finance	50%	50%
	PCF-11 Head of Finance	31%	69%
	PCF-12 Head of Compliance	52%	48%
	PCF-13 Head of Internal Audit	47%	53%
	PCF-14 Chief Risk Officer	39%	61%
	PCF-16 Branch manager of branches established outside the State	13%	87%
	PCF-17 Head of Retail Sales	28%	72%
	PCF-18 Head of Underwriting	13%	87%
	PCF-19 Head of Investment	29%	71%
	PCF-21 Head of Treasury	0%	100%
	PCF-22 Head of Credit	25%	75%
	PCF-23 Head of Asset & Liability Management	0%	100%
	PCF-29 Head of Trading	0%	100%
	PCF-30 Chief Investment Officer	21%	79%
	PCF-32 Branch Managers within the State	0%	100%
	PCF-33 Head of Transfer Agency	25%	75%
	PCF-34 Head of Accounting (Valuations)	17%	83%
	PCF-35 Head of Trustee Services	33%	67%
	PCF-36 Head of Custody Services	40%	60%
	PCF-37 Head of Transfer Agency	50%	50%
	PCF-39A Designated Person with responsibility for Capital and Financial Management	35%	65%
	PCF-39B Designated Person with responsibility for Operational Risk Management	21%	79%
	PCF-39C Designated Person with responsibility for Fund Risk Management	32%	68%
	PCF-39D Designated Person with responsibility for Investment Management	21%	79%
	PCF-39E Designated Person with responsibility for Distribution	39%	61%
	PCF-39F Designated Person with responsibility for Regulatory Compliance	48%	52%
	PCF-41 The Manager of a branch in the State established in a non EEA country	0%	100%
	PCF-42 Chief Operating Officer	32%	68%
	PCF-43 Head of Claims	69%	31%
	PCF-45 Head of Client Asset Oversight	40%	60%
PCF-46 Head of Investor Money Oversight	100%	0%	
PCF-47 Head of Credit	0%	100%	
PCF-48 Head of Actuarial Function	30%	70%	
PCF-49 Chief Information Officer	17%	83%	
PCF-50 Head of Material Business Line	17%	83%	
PCF-52 Head of Anti-Money Laundering and Counter Terrorist Financing Compliance	48%	52%	
PCF-53 Head of Client Asset Oversight	100%	0%	
PCF-55 Head of Material Business Line for investment firms	33%	67%	
Sole Trader/ Partner	PCF-10 Sole Trader	0%	100%
	PCF-9 Each Member of a Partnership	0%	100%

Appendix 1b – PCF Applications: Gender percentages by roles 2024

Period 2024

	PCF Roles	Female	Male
Board Level	CUPCF-1 Chair of the Board of Directors	37%	63%
	HCPCF-1 The office of Chair of the Board of the Holding Company	20%	80%
	HCPCF-2 The office of Director of the Holding Company	33%	67%
	PCF-1 The Office of Executive Director	18%	82%
	PCF-2A Office of Non-Executive Director	33%	67%
	PCF-2B Office of Independent Non-Executive Director	45%	55%
	PCF-3 Office of Chair of the Board	37%	63%
	PCF-4 Chair of the Audit Committee	46%	54%
	PCF-5 Office of Chair of the Risk Committee	58%	42%
	PCF-6 Office of Chair of the Remuneration Committee	52%	48%
PCF-7 Office of Chair of the Nomination Committee	30%	70%	
PCF-8 The Office of Chief Executive	15%	85%	
Management Level	CUPCF-2 Manager	43%	57%
	CUPCF-3 Risk Management Officer	60%	40%
	CUPCF-4 Head of Internal Audit	40%	60%
	CUPCF-5 Head of Finance	67%	33%
	PCF-11 Head of Finance	36%	64%
	PCF-12 Head of Compliance	47%	53%
	PCF-13 Head of Internal Audit	45%	55%
	PCF-14 Chief Risk Officer	42%	58%
	PCF-16 Branch manager of branches established outside the State	22%	78%
	PCF-17 Head of Retail Sales	35%	65%
	PCF-18 Head of Underwriting	32%	68%
	PCF-19 Head of Investment	38%	63%
	PCF-21 Head of Treasury	33%	67%
	PCF-22 Head of Credit	0%	100%
	PCF-23 Head of Asset & Liability Management	0%	100%
	PCF-29 Head of Trading	0%	100%
	PCF-30 Chief Investment Officer	8%	92%
	PCF-32 Branch Managers within the State	0%	100%
	PCF-33 Head of Transfer Agency	43%	57%
	PCF-34 Head of Accounting (Valuations)	55%	45%
	PCF-35 Head of Trustee Services	40%	60%
	PCF-36 Head of Custody Services	57%	43%
	PCF-37 Head of Transfer Agency	100%	0%
	PCF-38 Head of Accounting Valuations	50%	50%
	PCF-39A Designated Person with responsibility for Capital and Financial Management	18%	82%
	PCF-39B Designated Person with responsibility for Operational Risk Management	34%	66%
	PCF-39C Designated Person with responsibility for Fund Risk Management	19%	81%
	PCF-39D Designated Person with responsibility for Investment Management	15%	85%
	PCF-39E Designated Person with responsibility for Distribution	31%	69%
	PCF-39F Designated Person with responsibility for Regulatory Compliance	39%	61%
	PCF-42 Chief Operating Officer	36%	64%
	PCF-43 Head of Claims	47%	53%
	PCF-45 Head of Client Asset Oversight	33%	67%
	PCF-46 Head of Investor Money Oversight	0%	100%
	PCF-47 Head of Credit	38%	63%
PCF-48 Head of Actuarial Function	31%	69%	
PCF-49 Chief Information Officer	12%	88%	
PCF-50 Head of Material Business Line	18%	82%	
PCF-51 Head of Market Risk	33%	67%	
PCF-52 Head of Anti-Money Laundering and Counter Terrorist Financing Compliance	42%	58%	
PCF-53 Head of Client Asset Oversight	0%	100%	
PCF-54 Head of Material Business Line for insurance undertakings	0%	100%	
PCF-55 Head of Material Business Line for investment firms	0%	100%	
Sole Trader / Partner	PCF-10 Sole Trader	17%	83%
	PCF-9 Each Member of a Partnership	0%	100%

Appendix 1c – PCF Applications: Roles by gender Female (F) / Male (M) and age range 2025

% Breakdown of PCF roles by gender and age range for the period 2025

	PCF Role	25-34		35-44		45-54		55-65		>65	
		F	M	F	M	F	M	F	M	F	M
Board Level	CUPCF-1 Chair of the Board of Directors	0%	0%	3%	10%	6%	17%	10%	20%	6%	30%
	HCPCF-1 The office of Chair of the Board of the Holding Company	0%	0%	0%	0%	75%	0%	0%	25%	0%	0%
	HCPCF-2 The office of Director of the Holding Company	0%	0%	0%	24%	24%	17%	7%	28%	0%	0%
	PCF-1 The Office of Executive Director	1%	5%	6%	20%	9%	37%	4%	17%	0%	2%
	PCF-2A Office of Non-Executive Director	1%	1%	8%	19%	10%	33%	4%	20%	0%	2%
	PCF-2B Office of Independent Non-Executive Director	0%	0%	4%	2%	15%	17%	21%	32%	1%	8%
	PCF-3 Office of Chair of the Board	0%	0%	4%	2%	9%	19%	18%	36%	2%	10%
	PCF-4 Chair of the Audit Committee	0%	0%	0%	0%	22%	11%	24%	31%	2%	11%
	PCF-5 Office of Chair of the Risk Committee	0%	0%	0%	4%	20%	8%	24%	29%	4%	10%
	PCF-6 Office of Chair of the Remuneration Committee	0%	0%	0%	0%	9%	17%	35%	30%	4%	4%
	PCF-7 Office of Chair of the Nomination Committee	0%	0%	0%	0%	6%	6%	44%	19%	0%	25%
	PCF-8 The Office of Chief Executive	0%	3%	5%	18%	11%	40%	4%	18%	0%	1%
	Management Level	CUPCF-2 Manager	0%	0%	17%	9%	4%	39%	17%	13%	0%
CUPCF-3 Risk Management Officer		0%	0%	11%	0%	61%	6%	6%	17%	0%	0%
CUPCF-4 Head of Internal Audit		0%	0%	0%	0%	10%	50%	0%	40%	0%	0%
CUPCF-5 Head of Finance		0%	0%	50%	25%	0%	0%	0%	25%	0%	0%
PCF-11 Head of Finance		4%	9%	7%	33%	15%	20%	5%	7%	1%	0%
PCF-12 Head of Compliance		3%	7%	24%	14%	21%	20%	4%	7%	1%	1%
PCF-13 Head of Internal Audit		4%	5%	22%	25%	20%	20%	1%	2%	0%	1%
PCF-14 Chief Risk Officer		0%	6%	17%	21%	18%	23%	4%	11%	1%	1%
PCF-16 Branch manager of branches established outside the State		0%	2%	6%	26%	6%	44%	2%	15%	0%	0%
PCF-17 Head of Retail Sales		3%	6%	6%	17%	14%	39%	6%	11%	0%	0%
PCF-18 Head of Underwriting		0%	13%	0%	40%	13%	13%	0%	20%	0%	0%
PCF-19 Head of Investment		0%	0%	14%	29%	14%	29%	0%	14%	0%	0%
PCF-21 Head of Treasury		0%	0%	0%	0%	0%	67%	0%	33%	0%	0%
PCF-22 Head of Credit		0%	0%	25%	0%	0%	75%	0%	0%	0%	0%
PCF-23 Head of Asset & Liability Management		0%	0%	0%	50%	0%	0%	0%	50%	0%	0%
PCF-29 Head of Trading		0%	0%	0%	33%	0%	67%	0%	0%	0%	0%
PCF-30 Chief Investment Officer		0%	0%	21%	29%	0%	29%	0%	14%	0%	7%
PCF-32 Branch Managers within the State		0%	0%	0%	0%	0%	33%	0%	67%	0%	0%
PCF-33 Head of Transfer Agency		0%	13%	13%	25%	13%	38%	0%	0%	0%	0%
PCF-34 Head of Accounting (Valuations)		0%	0%	0%	33%	8%	50%	8%	0%	0%	0%
PCF-35 Head of Trustee Services		0%	0%	33%	33%	0%	33%	0%	0%	0%	0%
PCF-36 Head of Custody Services		40%	0%	0%	20%	0%	40%	0%	0%	0%	0%
PCF-37 Head of Transfer Agency		0%	0%	0%	0%	0%	0%	50%	50%	0%	0%
PCF-39A Designated Person with responsibility for Capital and Financial Management		6%	0%	18%	35%	12%	24%	0%	6%	0%	0%
PCF-39B Designated Person with responsibility for Operational Risk Management		6%	12%	15%	35%	0%	21%	0%	12%	0%	0%
PCF-39C Designated Person with responsibility for Fund Risk Management		8%	24%	14%	24%	11%	8%	0%	11%	0%	0%
PCF-39D Designated Person with responsibility for Investment Management		0%	21%	8%	17%	8%	29%	4%	4%	0%	8%
PCF-39E Designated Person with responsibility for Distribution		13%	3%	16%	32%	6%	26%	3%	0%	0%	0%
PCF-39F Designated Person with responsibility for Regulatory Compliance		0%	5%	24%	24%	17%	14%	7%	10%	0%	0%
PCF-41 The Manager of a branch in the State established in a non-EEA country		0%	0%	0%	0%	0%	100%	0%	0%	0%	0%
PCF-42 Chief Operating Officer		0%	1%	6%	27%	21%	25%	5%	11%	0%	4%
PCF-43 Head of Claims		0%	0%	50%	0%	13%	25%	6%	6%	0%	0%
PCF-45 Head of Client Asset Oversight		0%	0%	0%	20%	40%	40%	0%	0%	0%	0%
PCF-46 Head of Investor Money Oversight		0%	0%	0%	0%	100%	0%	0%	0%	0%	0%
PCF-47 Head of Credit		0%	0%	0%	33%	0%	44%	0%	22%	0%	0%
PCF-48 Head of Actuarial Function	2%	13%	13%	28%	15%	28%	0%	0%	0%	0%	
PCF-49 Chief Information Officer	0%	4%	4%	22%	9%	46%	4%	11%	0%	0%	
PCF-50 Head of Material Business Line	0%	0%	0%	17%	17%	67%	0%	0%	0%	0%	
PCF-52 Head of Anti-Money Laundering and Counter Terrorist Financing Compliance	5%	9%	23%	16%	17%	23%	3%	5%	0%	0%	
PCF-53 Head of Client Asset Oversight	0%	0%	100%	0%	0%	0%	0%	0%	0%	0%	
PCF-55 Head of Material Business Line for investment firms	0%	0%	0%	33%	33%	0%	0%	33%	0%	0%	
Sole Trader/ Partner	PCF-10 Sole Trader	0%	0%	0%	65%	0%	12%	0%	12%	0%	12%
	PCF-9 Each Member of a Partnership	0%	0%	0%	0%	0%	0%	0%	100%	0%	0%

Appendix 2 – Gender percentages of PCF role holders 2025

Industry Category	Firm	PCF Roles (Female)	PCF Roles (Male)
Banking & Payments	Firm A	18%	82%
	Firm B	33%	67%
	Firm C	29%	71%
	Firm D	41%	59%
	Firm E	47%	53%
	Firm F	54%	46%
	Firm G	34%	66%
	Firm H	37%	63%
	Firm I	29%	71%
Capital Markets & Funds	Firm J	25%	75%
	Firm K	20%	80%
	Firm L	55%	45%
	Firm M	50%	50%
Insurance	Firm N	28%	72%
	Firm O	46%	54%
	Firm P	38%	63%
	Firm Q	41%	59%
	Firm R	40%	60%
	Firm S	39%	61%
	Firm T	46%	54%
	Firm U	32%	68%
	Firm V	57%	43%
	Firm W	43%	57%
	Firm X	41%	59%
	Firm Y	28%	72%
	Firm Z	39%	61%
Firm AA	34%	66%	
Firm BB	24%	76%	

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