

# Article Title Page

## The Current State of Female Leadership in the United Arab Emirates

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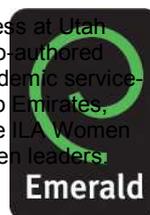
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**Structured Abstract:**

**Purpose:** To research the state of affairs in the United Arab Emirates (UAE) for the presence (or absence) of women in senior business leadership positions, and to investigate where they are located within organizations (e.g., board members, chief officers, vice presidents, top management, division or unit heads).

**Design/methodology/approach:** This is a quantitative gender analysis of 954 organizations; based on data available from the Zawya database that tracks information about public and private companies in the Middle East and North Africa (MENA) region.

**Findings:** Women are still underrepresented in senior company and top department leadership positions, however, they are found slightly (but not significantly) more in departmental leadership, pseudo services and hospitality industries, and in smaller and public companies.

**Research limitations:** The database utilized did not contain completed company data; specifically any response variable; hence, the study was descriptive in nature and lacked advanced statistical techniques for comparison and relationship analysis.

**Practical implications:** This study provides helpful insights for government leaders, as well as educators, and scholars, who work to help prepare women for leadership in this region. For business practitioners, the presence and development of female business leaders extends choice and increases value in the human resource pool.

**Social implications:** The authors believe that it is important that UAE females take up roles in both the public and private sector so they can become more effective role models to a rising generation of female workers.

**Originality/value:** This is one of the first scholarly studies conducted on the presence of women leaders in various sectors within the UAE.

**Keywords:** women and leadership, UAE, female leaders

**Article Classification:** Research Paper

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Running head: FEMALE LEADERSHIP OF TODAY IN THE UAE

## **The Current State of Female Leadership in the United Arab Emirates**

Keywords: women and leadership, UAE; female leaders, MENA, Middle East

Type: Research Paper

### Abstract

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### **The Current State of Female Leadership in the United Arab Emirates**

Research on women and leadership in the Middle East North Africa (MENA) region is finally beginning to emerge. This is particularly true of the United Arab Emirates (UAE), where a number of researchers (e.g., Kemp, 2011; Madsen, 2009, 2010; Moore, 2012) have begun to explore, through qualitative approaches, the lifetime development, experiences, and perspectives of women leaders in education, government, and industry. In addition, a literature review specifically about female business leadership in the Middle East evidences a rise in their numbers and status. This increase of women in leadership positions in the UAE is acknowledged and supported (Dubai Women Establishment, 2011). The change has been facilitated by increased access to education for women, which has led to a generation of more qualified, competent, and confident women. The country is led by an enlightened political leadership, and women are now beginning to gain influence, particularly in the public sector (Ministry of State for Federal National Council Affairs, 2008). Cultural change is occurring; women are more accepted in the workplace, and family support for education and work outside the home continues to increase. Yet, there is still concern about the progress of women to leadership positions within business.

Although women have increased leadership roles in the public sector, there is awareness of their lack of presence in the private sector. In fact, a recent non-scholarly article, published

February 13, 2012, in the Emirates 24/7 Business (Kapur, 2012), reported on a new study based on data provided by 35,542 listed companies around the world: countries in the Gulf Cooperation Council (GCC)<sup>1</sup> remain at the bottom of the list when it comes to women filling leadership positions in companies. Of the 44 participating countries, “Kuwait is on 35<sup>th</sup> position, Oman on 38<sup>th</sup>, followed by Bahrain on 40<sup>th</sup>, UAE on 42<sup>nd</sup> and Saudi Arabia at 44<sup>th</sup> position” (Kapur, 2012, para. 4). The Kapur (2012) study also shows that in the UAE only 0.99 percent of top employees in a company are women. Although this study has not been published in a peer-reviewed journal, it provides some data to consider. In addition, a report by Grant Thornton International (2012)—based on 2011 United Nations statistics—stated that relatively few senior leadership positions in the UAE are held by women, but the report’s percentage, 15%, is far greater than 0.99%. Clearly there are definitional differences between top employees, senior leaders, and other terms found in various studies. The main point here is that although the lack of female presence in leadership positions has already been documented, no literature provides a detailed look at specific data from organizations to provide a more in-depth look at this phenomenon.

The purpose of this paper is to report on the results of a study that was based on data analyzed from a major database in the MENA region that tracks information about public and private companies. The paper outlines the state of affairs in the UAE, with nearly 1000 organizations analyzed, in terms of the presence of women in senior leadership positions. In

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<sup>1</sup> The GCC countries are Bahrain, Kingdom of Saudi Arabia, Kuwait, Oman, Qatar, and the UAE, <http://www.gcc-sg.org/eng/indexc64c.html?action=GCC> (accessed Feb. 2012).

other words, this quantitative research reveals important statistics of the presence (or absence) of women in senior positions within the UAE. It includes analysis of where the female top leaders are located within organizations (e.g., board members, chief officers, vice presidents, top management, division or unit heads) and then compares those results with pertinent demographics (e.g., sector, ownership, number of employees). The aim of this article is to provide the details of the study, review its value, and discuss plans for similar studies in various countries within the MENA region.

### **Literature Review**

There have been numerous studies conducted on women in management and leadership in the United States of America and Europe (e.g., Adler, Brody, & Osland, 2000; Boon, 2003; Madsen, 2007). It is recognized, however, that there has been little academic research to date on this topic in the UAE (Burke, 2001; Mostafa, 2005). Robertson, Al-Habib, and Lanoue (2001) stated that the Middle East had been left out of international and cross-cultural research. They discovered that “an analysis of all articles from the *Journal of International Business Studies* from 1990 to 1999 reveals that less than one percent of the 236 articles published in the decade focused on a Muslim country in the Middle East” (p. 224). Of course, those focusing on females are even rarer. In fact, Zahra (2011) suggested the Middle East to be “fertile ground” for scholarship, particularly to investigate the gap between availability of highly educated women and the incidence of females in business leadership (p. 17).

Omar and Davidson (2001) conducted a review of women in management across various cultures, which may have been the first review of female managerial status in the Middle East. At this time, there was a deficit of female managers; few females were actually employed due to religion-based structures that precluded them from working outside the home. Interestingly, a

book entitled *Women in Management Worldwide*, published in the early 21<sup>st</sup> century, does not even reference the Gulf countries (Davidson & Burke, 2004). Then, in 2008, Omair (2008) published a review of 20 scholarly articles about women in management in the Middle East. By that time there was a growing body of knowledge about women in management in the region, although the number of females in management remains limited and publications about them were still comparatively rather rare. Yet, progress had been made. For example, Madsen (2010) conducted the first study on early leadership development with female students in the UAE. Kemp (2009, 2012) extended that study to discover influences in the early lives of female leaders.

### *Context and Progress*

The UAE is a small country in the Arabian Gulf. The latest data from the World Bank (2012) shows the population is now estimated at 5,314,317; an estimated 73.9% of the population in the 15–64 age group is non-national and “other Arab and Iranian 23%, South Asian 50%, other expatriates (includes Westerners and East Asians) 8%” (CIA, 2012, p. 3). Women (citizens and expatriates) are 30% of the population in the UAE, according to a market report from a private company (Al Masah Capital Ltd, 2012).

For citizens of the country, Emiratis, the increase of females in employment has been supported through a program of *Emiratization* aimed at increasing the numbers of both genders in the workforce (Zeffane & Kemp, 2012). Hence, the UAE has seen an increase in women in business over recent years (Dubai Women Establishment, 2011). In fact, the number of national females working in all fields quadrupled in a ten-year period, and by 2010 it had reached 100,000—20.3 percent of the national workforce (Emirates News Agency, 2012). Similar to other countries in the GCC, the UAE now supports women working in business settings and has

“launched a five-year plan to develop the role of women and find future female leaders” (Al Masah Capital Ltd., 2012, p. 3). Female expatriates work in the country through international recruitment or they obtain employment on work visas issued following relocation to the UAE.

Women’s participation in the UAE workforce is the second highest in the GCC (behind Kuwait); approximately 40% of UAE women work, 28% of whom are Emirati, but this lags behind other countries (e.g., 72% in the USA) (Hoteit, Shehadi, Lamaa, & Tarazi, 2011). Although support for business ownership in the UAE is well funded, there is a very low participation rate by women—0.39% of the working population (Global Entrepreneurship Monitor, 2012).

In the past two decades, one of the key drivers of change for women has been that they are now encouraged to become college educated. In fact, a strategic priority of the UAE government is “a first-rate education system,” and the country now has a 91% literacy rate among females (United Arab Emirates The Cabinet, 2012, para. 3). The Human Development Indicator for education shows that the UAE, with an average of 9.3 years of schooling, is second highest in the Middle East region, and that access to education has grown; female nationals with secondary or higher education among those aged 15–29 years of age is at 85%, compared with 69% for those aged 30 years and older (Gallup, 2011). Another indication of an improvement in the level of education for a younger generation in the UAE is that 95% of the female population now applies to college (Madsen, 2010). According to Abdullah and Ridge (2011), “70% of students in tertiary education in the United Arab Emirates are women” (p. 2), and Randeree (2009) recognized that 69% of Emirati university graduates in 2009 were women. Remarkably, according to statistics provided in the last UAE census, in 1975 there were 3,000 Emirati females with degrees, and 30 years later there were 61,000 (Ministry of Economy, 2005). However,

despite the increase in educational attainment, Marmenout (2009) explained that this does not reflect a large number of women in employment, as “only 14.7 percent of Emirati women were in full-time employment in 2003” (p. 8). Low numbers in employment reduces potential for women to rise to senior positions.

According to the World Economic Forum, “access to education is one of the primary indicators of women's status and is the root of women's emancipation” (Randeree, 2009, p. 78). Education enables women to participate in the public sphere and contribute to the growth in Middle East economies (Fernea, 2000). In the UAE, there is now support from the very highest level in the UAE for women to gain qualifications through education that will lead to positions of influence. His Highness Sheikh Zayed bin Sultan Al Nahyan, founder of the country, said:

Nothing could delight me more than to see the woman taking up her distinctive position in society.... Nothing should hinder her progress.... Like men, women deserve the right to occupy high positions according to their capabilities and qualifications. (Sheikh Mohammed bin Rashid Al Maktoum, 2010, para. 3)

Now that the UAE has more educated females, career choices have increased as well. Although in small numbers, Emirati women are now represented in the forces, military and police, and across the professions. Interestingly, because of the cultural requirement that only women can treat women, in science and medicine there are probably more female doctors than the global average. HH Sheikha Fatima bint Mubarak noted in a speech (UAE Interact, Oct. 31, 2010) that women now play a number of important roles, e.g., judges, UAE Cabinet ministers, Federal National Council members, diplomats, and ambassadors. Her Highness also noted that “females occupy 66% of public posts, 30% of them being top decision-making positions, ...Over one-third of the workforce in banking and financial services is made up of Emirati women”

(para. 7). Although the banking and financial services are quoted as having 33% females, it has not yet been verified how many females are in senior management in that sector.

Another sign of progress is that, according to HH Sheikha Fatima bint Mubarak (UAE Interact, 2010), the UAE has also “passed numerous laws that ensure the constitutional rights of women” (para. 5), including their right to education, to work, and to manage businesses.

### *Barriers*

Although women have made gains in the UAE workforce, there continue to be many cultural and traditional barriers to their future progress. Aguirre, Cavanaugh and Sabbagh (2011) argued that UAE women have to constantly prove themselves in an organizational culture dominated by men. Aguirre *et al.* (2011) and Feiner and Golley (2012) termed this the *cement* or *mosaic ceiling*, presumably a harder or more colorful ceiling to break through than the *glass ceiling*, a term used to refer to a similar phenomenon in the USA and Europe.

One barrier to females in business is stated by many authors (e.g., Al Jenaibi, 2010; Elamin & Omair, 2010; Omair, 2010; Tlaiss & Kauser, 2010) as being the traditional attitudes against working females. Cultural traditions may hinder independence for women through protectionism (e.g., family restrictions on traveling alone). That societal barrier is somewhat supported by a religious background, as that is an important influence on cultural norms in the Middle East. Beliefs about cultural and religious norms, whether true or not, affect business leadership in the region (Irfaeya, Maxwell, & Krämer, 2008; Omar & Davidson, 2001; Sidani, 2005). The perception of women being incapable of undertaking a senior role may exist in private (foreign-managed) companies, due to their attire (covered hair/face or in the covering of the body through wearing the *abaya*) (Kemp, 2009; Marmenout, 2009). The work ethic of female Arabs potentially lacks a fit with an organizational environment of change, because change to

tradition is perceived as being against religious decree (Sidani & Thornberry, 2010). In the UAE, Gallant and Pounder (2008) argued that cultural factors are slower to change than economic factors. That negatively affects the rate of female employment, which, as a consequence, will slow the rise of females to leadership positions.

Cultural myths are somewhat challenged in various articles (Metcalf, 2007; Neal, Finlay, & Tansey, 2005; Yaseen, 2010). Omar and Davidson (2001) stated that religious interpretation about gender roles has been somewhat misplaced and that Islam supports working females. The Dubai Women Establishment (2011) researchers conducted interviews with 94 women leaders. They found that the majority of participants agreed that Islam is pro-women, and that interpretation is driven by cultural norms. Neal *et al.* (2005), with the title, "My father knows the minister," compares the differences between leadership authority held by Arab women in Oman, Lebanon, and the UAE. They found evidence of a shared belief in the value of leadership authority in the Gulf countries, dissimilar to those held in Lebanon, and thus this research challenges accepted notions of a shared or set style of Arab leadership. Findings relating to cultural barriers to female leadership are prevalent in the literature—"culture does matter" (Omar & Davidson, 2001, p. 55).

A number of other barriers preventing women obtaining leadership positions are noted in the literature. For example, a current deficiency of women in senior management roles means that there is a lack of role models for emerging women managers and leadership, and it also reemphasizes leadership and management as masculine roles (Aguirre *et al.*, 2011). Comparisons between the genders in business are obviously a healthy aspect of the literature (Al-Jenaibi, 2010; Read & Oselin, 2008; Yaseen, 2010), but sadly, with samples in 22 countries, in 2001 the Gallup Organization found people still had a preference for a male boss (Simmons, 2001). Using

the Schein Descriptive Index to investigate managerial sex-role stereotyping, Marmenout (2009) found that in the Kingdom of Saudi Arabia, women and men had a similar stereotyped view of management characteristics to those in the western nations. In the UAE, Mostafa (2005), using the “multidimensional aversion to women who work scale,” found that men held less positive attitudes to women managers than did females (p. 524). It is important to note, however, that there is a “growing conviction in the research community that there are more useful and valid research tasks than trying to identify inherently male or female approaches to leadership (Barrett & Moores, 2009).

### **Research Methods**

The purpose of this study was to research the state of affairs in the UAE in terms of the presence (or absence) of women in senior business leadership positions generally, and also to determine where women are located within organizations (e.g., board members, chief officers, vice presidents, top management, division or unit heads). Due to the nature of the database utilized, this study is descriptive in nature and focuses on a search for new, valuable information related to women employment in leadership positions that can help scholars, educators, practitioners, and UAE leaders gain insight into this phenomenon. This research is based on data available from the Zawya database that tracks information about public and private companies. Zawya is a major online business intelligence platform that focuses on the Middle East and North Africa (MENA) region and includes detailed profiles on the top companies in the region as well as comprehensive industry- and asset-class research. The original list of possible data categories found in Zawya database includes the following:

- Country (GCC, Levant, North Africa, Overseas, Algeria, Bahrain, Egypt, Iran, Iraq, Jordan, Kuwait, Lebanon, Libya, Morocco, Oman, Palestinian Territories, Qatar, Saudi Arabia, Sudan, Syria, Tunisia, UAE, Yeman)
- Location of investments
- Sector/Industry
- Ownership type
- Company size (number of employees, market capital (USD million), total revenue (USD million), total revenue growth (%), total assets (USD million), total assets growth (%), net profit (USD million), net profit growth (%))
- Profile, officers, and news

The authors of this article decided not to use the variables that did not have thorough data for the majority of companies involved in the study. For example, less than 10 percent of the companies analyzed had information on market capital, total revenue, total revenue growth, total assets, total asset growth, net profit, and net profit growth. Hence, these variables were dropped from this study due to lack of data although they were excellent response variables that would have allowed us to use more advanced statistical techniques to analyze the data. Details of the variables used in this study can be found in the accompanied tables. This study focuses solely on data analyzed from the 954 largest UAE private and public companies in Zawya database.

Preparing the data for analysis was done manually by research assistants. Variable categories were created for analysis, and raw numbers were coded appropriately. The most challenging task was finding the number of managers and leaders in 20 categories. The database included names of senior personnel divided into board members, top managers, key officers, and heads and managers. The data also included role designation (i.e., departmental responsibility).

Research assistants were able to determine whether individuals were male and female as many were designated by “Mr.,” “Ms.,” or “Mrs.” Other regional titles that indicate gender include “Sheikh” (male) or “Sheikha” (female). Some individuals were designated by “Dr.,” and in some cases there was no title given or the individual was designated by his or her royal status common to both genders, e.g., H.H (His or Her Highness) or H.E. (His or Her Excellency). For the data on individuals where gender was not obvious, research assistants from the region assigned gender based on their knowledge of regional names.

Again, this descriptive study investigates the presence of women in senior leadership positions in public and private businesses within the UAE. This includes analysis of where the female top leaders are located within organizations (e.g., board members, chief officers, vice presidents, top management, division or unit heads) and then compares those results with pertinent demographics (e.g., sector, ownership; number of employees). Frequencies and percentages of senior and top department leaders, type of business sector, number of company employees, and ownership (public or private) are displayed in multi-dimensional contingency tables and classified by gender.

### **Results and Discussion**

The statistical findings are organized into four tables that highlight various results related to business leaders in UAE companies classified by gender. These include position, sector, number of company employees, and ownership. The first demographic variable, *position*, highlights the frequencies and percentages of leaders in two categories. The *senior company leaders* section outlines results for eight position categories, and the *top department leaders* section reports on 12 position categories. Table 1 summarizes the numbers and percentages of males and females in each category and position. The rank order list (see Figure 1) highlights the

percentage of female leaders in rank order. It is no surprise that top positions in human resource, public relationship/governmental relations, and marketing top the list and account for almost 39% of the positions when the data are combined. It is well-documented that these positions tend to draw more women globally. Also the low percentages of women as vice presidents and in top administration, 4.8% and 6.4%, respectively, are similar to global percentages. However, this list is the first of its kind in the UAE and provides a baseline to track improvements in upcoming years.

[Insert Table 1 here]

**Figure 1: Percentage of Female Leaders by Position in Rank Order**

1. Top HR (15.2%)
2. Top PR/governmental/external relations (13.4%)
3. Top marketing, etc. (10.2%)
4. Key officers (8.3%)
5. Top administration (6.4%)
6. Top management (6.2%)
7. Department heads (5.5%)
8. Heads and managers (4.8%)
9. Top legal (4.8%)
10. Vice presidents (4.8%)
11. Directors (3.5%)
12. Top project management (2.7%)
13. Board members (2.3%)
14. Top finance et al. (2.3%)
15. Top operations et al. (2%)
16. Chief officers (1.9%)
17. General managers (1.6%)
18. Top business development (1.2%)

Researchers then analyzed the second demographic variable, *sector*, by calculating the frequencies and percentages of males and females in seven sector categories. Table 2 provides a list of these categories with details of industries within each sector. The associated rank order list (see Figure 2) highlights the percentage of female leaders in each sector as well. Pseudo services (education, government, healthcare, services, and legal) clearly lead the list with 10.7%, while

hospitality and sales rank second and third, with 7.7% and 6.6%, respectively. It is no surprise that industry category (agriculture, construction, manufacturing, mining and metal, oil and gas, and power and utilities), male dominated professions, is ranked last with 2.3%.

[Insert Table 2 here]

**Figure 2: Percentage of Female Leaders by Sector in Rank Order:**

1. Pseudo Services (10.7%)
2. Hospitality (7.7%)
3. Sales (6.6%)
4. Transport (5%)
5. Technology (5%)
6. Finance (4.3%)
7. Industry (2.3%)

The third demographic variable, *Number of Company Employees*, was analyzed within five categories. Table 3 highlights the categories, number of companies analyzed, employee total, male leaders, and female leaders. The associated rank order list (see Figure 3) highlights the percentage of female leaders by size of company as categorized by number of employees. The rank order list shows that as company size increased, the percentage of women in senior and departmental leadership decreased, signifying an inverse relationship between the company size and the percentage of women in leadership position in these companies.

[Insert Table 3 here]

**Figure 3: Percentage of Female Leaders by Number of Employees in Rank Order:**

1. 250–499 employee companies (6.4%)
2. 500–999 employee companies (6.4%)
3. 1000–2499 employee companies (4.5%)
4. 2500–4999 employee companies (4%)
5. 5000+ employee companies (3.2%)

The final demographic variable, *Ownership*, was analyzed by classifying a company as public or private, and by percentage of males and females in different leadership positions within

these companies. Table 4 highlights the 15 positions/job titles and the male and female frequencies and percentages within both privately owned and public companies. Overall, there is a 1.3-percentage-point difference between the percentages of leaders who are female in private (4.4%) versus public (5.7%) companies—with public having more women in leadership positions. However, both percentages are still surprising low, and serious decisions need to be made to improve these percentages for a future generation of working women in the UAE.

[Insert Table 4 here]

### **Contribution and Future Research**

This is one of the first known scholarly studies conducted on the presence of women leaders in various sectors within the UAE. Because of the limited data variables available in the database utilized, the statistical analysis provided was descriptive in nature. However, this study still provides helpful insights for government leaders, as well as educators, scholars, and practitioners who work to help prepare women for leadership positions in this important region. For business practitioners, the presence and development of female business leaders provides a baseline from which to compare and note improvements in upcoming years. Understanding the current state of affairs is critical to track movement toward a more equitable workforce environment. Companies working strategically on this issue can help extend choice and increase value in their own human resource pool. The presence of women in business leadership in the region is growing, and attention is needed in terms of academic research and publication. The authors believe that it is important that UAE females take up senior roles in both the public and private sector so they can become more effective role models to a rising generation of female workers.

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**Table 1: Position—Business Leaders in UAE Companies by Gender**

<b>Category</b>	<b>Males No. (%)</b>	<b>Females No. (%)</b>
<b>SENIOR COMPANY LEADERS</b>		
Board members	2629 (97.7)	62 (2.3)
Top management	5917 (92.8)	393 (6.2)
Key officers	100 (91.7)	9 (8.3)
Regional/branch/division/unit heads and managers	890 (95.2)	45 (4.8)
Chief officers—CEO, CFO, COO	890 (98.1)	17 (1.9)
General managers	972 (98.4)	16 (1.6)
Vice presidents	320 (95.2)	16 (4.8)
Directors	2665 (96.5)	98 (3.5)
TOTAL	14383(95.6)	656 (4.4)
<b>TOP DEPARTMENT LEADER</b>		
Department heads	380 (94.5)	22 (5.5)
Top positions in finance, banking, investor relations, and wealth	817 (97.7)	19 (2.3)
Top HR positions	484 (84.8)	87 (15.2)
Top IT/data/information positions	342 (98.8)	4 (1.2)
Top marketing, sales, communication, corporate affairs, brand, and circulation	716 (89.8)	81 (10.2)
Top operations, turbocharge, strategy, and commercial positions	336 (98.0)	7 (2.0)
Top project management positions	110 (97.3)	3 (2.7)
Top administration	205 (93.6)	14 (6.4)
Top legal positions	40 (95.2)	2 (4.8)
Top business development/head branch positions	1071 (98.8)	13 (1.2)
Top asset, service, institutional effect positions*	3 (60.0)	2 (40.0)
Top PR and government/external relations positions	103 (86.6)	16 (13.4)
TOTAL	4607 (94.45)	270 (5.55)

\*Not included in rank order as it is too small a sample.

**Table 2: Sector—Business Leaders in UAE Companies by Gender**

Category	Company Employee Count	Male Leaders No. (%)	Female Leaders No. (%)
Industry (agriculture, construction, manufacturing, mining and metal, oil & gas, power & utilities)	1,102,924	3459 (97.7)	84 (2.3)
Sales (consumer goods, real estate, retail)	387,510	1365 (93.4)	95 (6.6)
Pseudo services (education, government, healthcare, services, legal)	194,639	716 (89.3)	85 (10.7)
Finance (financial services, Islamic finance)	72,447	929 (95.7)	41 (4.3)
Hospitality (leisure and tourism, food and beverage)	249,781	1384 (92.3)	116 (7.7)
Technology (IT, media, telecom)	167,164	591 (95.0)	31 (5.0)
Transport (transport)	231,603	1092 (95.0)	57 (5.0)
TOTAL	2,406,068	9536 (94.9)	509 (5.1)

**Table 3: Number of Company Employees—Business Leaders in UAE Companies by Gender**

Category	No. of Companies Analyzed	Employee Total	Male Leaders No. (%)	Female Leaders No. (%)
250–499 employee companies	258	95,995	2125 (93.6)	146 (6.4)
500–999 employee companies	194	123,968	1831 (93.6)	125 (6.4)
1000–2499 employee companies	224	322,622	2167 (95.5)	102 (4.5)
2500–4999 employee companies	95	311,535	964 (96.0)	40 (4.0)
5000+ employee companies	112	1,551,948	1510 (96.8)	50 (3.2)
<i>Missing: 94</i> TOTAL	863	2,406,068	8,597 (94.9)	463 (5.1)

**Table 4: Ownership—Business Leaders in UAE Companies by Gender**

Category	Private		Public	
	Male No. (%)	Female No. (%)	Male Female No. (%)	No. (%)
Chief officers—CEO, CFO, COO	732 (97.9)	16 (2.1)	158 (99.4)	1 (.6)
General managers	907 (98.4)	15 (1.6)	65 (98.5)	1 (1.5)
Vice presidents	220 (95.6)	10 (4.4)	100 (94.3)	6 (5.7)
Directors	2196 (95.9)	94 (4.1)	469 (99.2)	4 (.8)
Department heads	171 (93.9)	11 (6.1)	209 (95)	11 (5)
Top positions in finance, banking, investor relations, and wealth	729 (97.6)	18 (2.4)	88 (98.9)	1 (1.1)
Top HR positions	448 (84.9)	80 (15.1)	36 (83.7)	7 (16.3)
Top IT/data/information positions	302 (98.7)	4 (1.3)	40 (100)	0 (0)
Top marketing, sales, communication, corporate affairs, brand, and circulation	649 (89.9)	73 (10.1)	67 (89.3)	8 (10.7)
Top operations, turbocharge, strategy, and commercial positions	294 (98.7)	4 (1.3)	42 (93.3)	3 (6.7)
Top project management positions	105 (98.1)	2 (1.9)	5 (83.3)	1 (16.7)
Top administration	187 (93.5)	13 (6.5)	18 (94.7)	1 (5.3)
Top legal positions	28 (96.6)	1 (3.4)	12 (92.3)	1 (7.7)
Top business development/head branch positions	1015 (98.8)	12 (1.2)	56 (98.2)	1 (1.8)
Top PR and government/external relations positions	87 (84.5)	16 (15.5)	16 (100)	0 (0)
<b>TOTAL</b>	<b>8070 (95.6)</b>	<b>369 (4.4)</b>	<b>1322 (94.3)</b>	<b>80 (5.7)</b>