



30% Club

GROWTH THROUGH DIVERSITY

Men and women working together
to achieve real change

2019

What is the 30% Club?

- The 30% Club is a group of Chairs and CEOs committed to better gender balance at all levels of their organisations through voluntary actions. Business leadership is key: this takes the issue beyond a specialist diversity effort and into mainstream talent management to achieve sustainable change.
- The 30% Club formally launched in Ireland in 2015 and has more than 200 confirmed supporters (listed on pages 11 and 12).

Our focus is on gaining visible and practical support for gender balance at all levels from business leaders in private, public, State, local and multinational companies, as well as other interested groups.

- 2020 Ireland goals:
 - 30% women on boards and executive management by 2020 in Irish business
 - Build commitment among business leaders and others to gender balance in business leadership
 - Provide a forum for discussion and shared learning among business leaders
 - Collaborate with existing and new initiatives to support improved gender balance
 - Intensify and develop pipeline efforts and extend these to encompass earlier stages of career and education
 - Develop effective working groups to support particular sectors
- The 30% Club is complementary to individual company efforts and existing networking groups, adding to these through collaboration and the visible commitment of senior business leaders – mostly men.
- Scarce representation of women at senior levels is a global phenomenon. The 30% Club, founded in the UK, has become an international, business-led approach with 30% Clubs in Ireland, US, Hong Kong, Southern Africa, East Africa, Australia, Malaysia, Canada, Italy and the GCC.

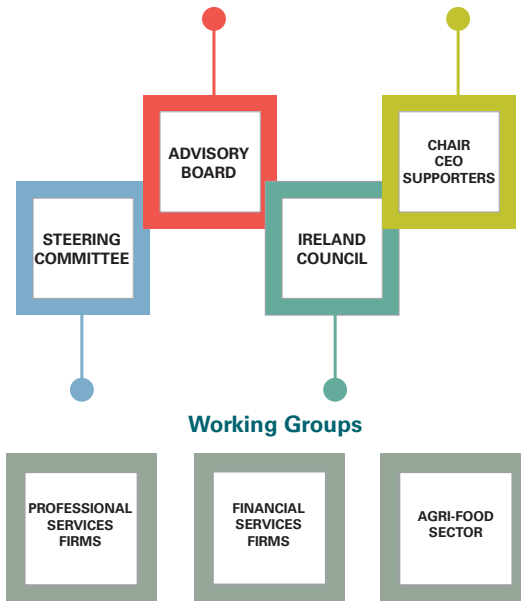
The business case



There is a powerful argument for having a diverse board and executive team, with complementary skills, less danger of 'groupthink', the full development of female talent and improved understanding of diverse customer needs.

- The 30% Club is focused primarily on the greater effectiveness of organisational diversity. Numerous studies based on experiences in different countries show that more diverse boards contribute to improved corporate performance. Visit www.30percentclub.org for many articles supporting the business case which include:
 - ★ McKinsey 'Women Matter' Series (2011-2017)
 - ★ The CS Gender 3000: The Reward for Change (September 2016)
 - ★ Petersen Institute: Is Gender Diversity Profitable? Evidence from a Global Survey (February 2016)
 - ★ MSCI Women On Boards: Global Trends in Gender Diversity on Corporate Boards (November 2015)
 - ★ Grant Thornton The Value of Diversity (September 2015)
 - ★ Other research of interest includes the following:
 - Cracking the Code, research led by behavioural psychologists YSC and KPMG for the 30% Club, explores ten myths about what holds women back and offers practical steps for companies so efforts can become more on-target.
 - The Female Millennial: A New Era of Talent, PwC research on a new generation of talent exploring what they want from their careers.
 - ★ The 30% Club has conducted research in Ireland as follows:
 - Women in Management Research - the Leadership Pipeline 2015, 2016 and 2017 (30% Club, Ibec & DCU)
 - 30% Financial Services - Making the Change Count - a study of women in financial services in Ireland (January 2018)
- 30% is the proportion when the contributions of a member of a minority group are valued in their own right – critical mass.
- Institutional investors are increasingly considering overall board effectiveness including diversity as an important aspect of good governance.

30% Club Ireland Working Structure



How we work

- The 30% Club Ireland has now over 200 supporters - Chairs/CEOs of leading business in Ireland. See pages 11/12 for our current listing of supporters.
 - The ‘asks’ of Chair/CEO Supporters are a belief in the value of better gender balance at senior levels and the conviction that businesses and senior business leaders should drive the change.
 - There is no requirement for supporters to have 30% women on the board or management committees. Achieving gender balance is an important aspiration and our goal is to secure genuine commitment to that goal and to take action to achieve it.
 - Each supporting organisation is represented on the 30% Club Ireland Council which provides a forum for exchange of information and shared learning. The Council provides feedback and influences and shapes the direction of 30% Club activities.
 - The Advisory Board acts in an advisory capacity to the Steering Committee.
 - There is no membership charge. The 30% Club works through individuals volunteering their time and companies and other organisations generously supporting our work including by hosting events (we do not charge attendance fees).
- In Ireland, we have been supported by BNY Mellon, PwC, KPMG, AIB, Arthur Cox, EY, Bank of Ireland, Bord Bia, Accenture and many others. Our Executive Education Scholarship Programme is currently supported by eleven universities (further information on page 9).

Ireland Advisory Board



- **Michael Buckley**
Chairman of KKR Alternative Investments
& KKR Credit Advisors; Former Chairman of DCC
- **Nicky Hartery**
Chairman of CRH
- **Brid Horan**
Non-Executive Director, Former Deputy CEO, ESB
- **Anne Heraty**
CEO of CPL
- **Vivienne Jupp**
Non-Executive Director, Former Chairman of CIE
- **Gary Kennedy**
Chairman of Greencore
- **Tara McCarthy**
CEO of Bord Bia
- **Kieran McGowan**
Former Chairman of Business in the Community and CRH
- **Pat O'Doherty**
CEO of ESB
- **Orlaigh Quinn**
Secretary General, Department of Business, Enterprise & Innovation

Patrons

The 30% Club Ireland is privileged to count as our patrons, Mary McAleese, 8th President of Ireland and member of the Council of Women World Leaders; and Dr Martin McAleese, Chancellor, Dublin City University.

30% Club Ireland Steering Committee

- **Carol Andrews (Country Lead)**
Global Head of Client Service (AIS), BNY Mellon
- **Rachel Hussey (Deputy Chair)**
Partner, Arthur Cox
- **Gillian Harford (Country Executive)**
Former Head of Diversity + Inclusion, AIB
- **Darina Barrett**
Partner, KPMG
- **Peter Cosgrove**
Consultant and Author
- **Orla Coughlan**
Management Consultant
- **Shane Hamill**
Bord Bia
- **Richard Kinsella**
Director, Davy
- **Paul McCabe**
Site Leader & Executive Director, Alexion Pharma
- **Paula Neary**
Client Director, Accenture
- **Melíosa O’Caoimh**
Managing Director, Northern Trust Ireland
- **Marie O’Connor (Former Country Lead)**
Former Partner, PwC
- **Mary O’Hara**
Partner, PwC
- **Niamh O’Keeffe**
Reputation Inc
- **Conor O’Leary**
Group Company Secretary, Greencore
- **Anne-Marie Taylor**
Management Consultant

Bringing together efforts and creating new initiatives



From schoolroom to boardroom

- This is a collaborative approach to creating change
- A business initiative, NOT a diversity business
- Targeted efforts to evolve workplace culture

Board leadership is key - questions boards should ask

“Whether they and the leadership team are committed enough and their practices are smart enough to both identify and use the right levers to make substantial progress within the next few years; and

Whether as a Board they are committed enough to give an explicit commitment to engaging with shareholders and to disclosing both targets and performance to them as well as to employees and other stakeholders, as a key part of their overall communication both on culture and on long term business strategy.”

- Michael Buckley,
Chairman, KKR Alternative Investments & KKR Credit Advisers

Working groups

Financial Services

The Financial Services Group was established in 2016. It aims to be a focused catalyst for meaningful change within the financial services industry, where the opportunity to develop and capitalise on a diverse talent pool can provide real positive commercial and competitive benefit to the sector primarily and ultimately to the Irish economy and Irish society.

Professional Services Firms

The Professional Services Firms’ Group was established in 2015 to consider ways in which the 30% Club can support efforts to increase gender balance in law, accounting and consulting firms in the Irish market. The initiative is supported by the Managing Partners of Ireland’s leading professional services firms.

Agri-food Sector

The Agri-food Diversity & Inclusion Forum was established in 2017 to promote diversity and inclusion in the Irish food and drink sector. Attracting, retaining and developing talent is one of the biggest risks facing the food and drinks sector. This initiative aims to secure commercial success through the recognition that attracting the best talent depends on making current and future workers feel they are valued and that their contribution is recognised. The Forum is supported by Bord Bia and Aon and membership is made up of business leaders from the Irish food and drinks sector.



Awareness/Influencing

- Building support among businesses and business leaders
- Events – in-company and with other organisations
- Annual Chairs/CEO event
- Engagement with Government – meeting Ministers and Departments
- Research – Women in Leadership Study; Financial Services and Agri-Food Sector Research; Think Future Study - KPMG with UCD, UCC and DCU
- Women in STEM - collaborating with others to increase awareness and participation including DCU internship programme for trainee teachers

Supporting Organisation Barriers

- Regular Council Meetings
- Working Groups: Financial Services Firms, Financial Services and Agri Food Sector
- Information Portal KPMG
- Engaging Men – Better Together program
- Executive Search Firms

Supporting/Removing

Meetings

Professional
Financial Services
Director

supported by

Building Inclusion
Programmes

Code with Ibec

Supporting Individuals

- Cross company mentoring programme with IMI – since 2016 – Dublin and Munster
- Networking – joint events including with Mercer, UCD, Northern Trust/UL, KPMG/NUIG, Hays
- Career development – including with Trinity College, PwC and Deloitte
- Executive Education Scholarships: with 11 colleges countrywide
- IMI taking the lead, women in leadership programme

Developing the pipeline: key to sustainable change

- Factors behind the under-representation of women at senior levels include sociological, cultural and traditional working practices.
- Creating a better gender balance at all levels requires a sustained series of talent management efforts, modernising working practices for all.
- We are aiming to reach all phases of girls' education and women's careers. The 30% Club Ireland is supporting initiatives such as cross-company mentoring and networking, business education scholarships, career strategy programmes and school-related initiatives.

Chair/CEO leadership

"In making appointments we seek to appoint the best people. This necessitates us sourcing from the total available talent pool, not just part of it. What fisherman fishes in half the lake?"

- Gary McGann

Expanded 30% Club Ireland 2018 Executive Education Scholarship Programme



Globally, the 30% Club has established partnerships with a number of business schools to rectify the under-representation of women pursuing post-graduate management education, by offering scholarships aimed at women. Through these partnerships, we seek to build a continuum of change, highlighting the impact of executive education in accelerating career development and helping women to decide to undertake further education.

In Ireland, our Executive Education Scholarship Programme continues to attract generous support from the six colleges who provided scholarships in 2017 - DCU, the IMI, NUIG, Trinity College Dublin, UCD Smurfit Business School and University of Limerick. The programme was further enhanced in 2018 by:

- introducing scholarships from five new partners: the National College of Ireland, UCC, Maynooth University, and the Irish Times each providing one scholarship and two scholarships from the Royal College of Surgeons
- second scholarships from UCD Smurfit Business School; NUIG and DCU

Adding to our valuable range of business-focused opportunities, the new scholarships added in 2018 bring three important dimensions to the programme:

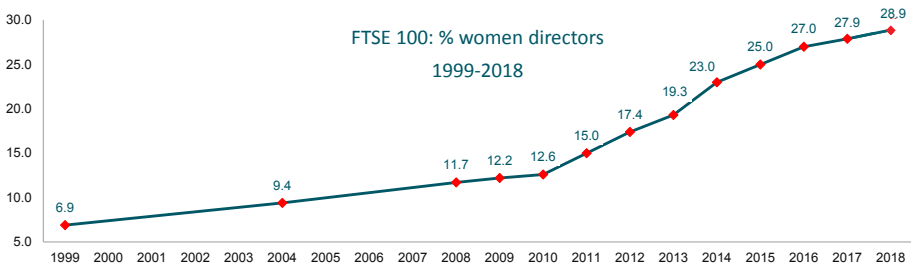
- three scholarships specifically aimed at promoting women's leadership in the important STEM area – DCU Master's in Computing or Engineering, NCI Master's in School of Computing and NUIG MSc in Technology Management
- two scholarships aimed particularly at healthcare and related sectors - RCSI Master's in Leadership and RCSI Diploma in Clinical Leadership.
- UCD's scholarship for a Master's in Public Policy.

In all, the 2018 30% Club Ireland Scholarship Programme offered 14 scholarships in partnership with 11 providers and we look forward to similar numbers in 2019. For updates please follow us on LinkedIn 30% Club Ireland.

For information on each of the scholarships please see our website.

Women on Boards UK: a breakthrough

- The 30% Club launched in the UK in 2010 with a goal of a minimum of 30% women on FTSE-100 boards by the end of 2015. There are now 200 members of the UK Club and the proportion of female FTSE-100 directors has risen from 12.6% to 28.9%. In 2016 the scope of the target was extended and the goal is a minimum of 30% women on FTSE-350 boards by the end of 2020. In tandem with this – and in order to ensure that this 30% remains sustainable – the aim is to reach a minimum of 30% women on Executive Committees of FTSE-100 companies by 2020.



An epiphany over the past 8 years in the UK: now seen as a *business* issue not a women's issue

FTSE 100

- 45 companies have already reached 30%
- 31.4% women NEDs – focus now on executive roles at 9.7%
- 0 all-male boards

FTSE 250

- 61 companies have already reached 30%
- 25.7% women NEDs – focus now on executive roles at 5.6%
- 11 all-male boards, down from 131 in 2010

30% Club Ireland Supporters



Julian Yarr, A&L Goodbody
Caitriona Allis, ACCA Ireland
Alastair Blair, Accenture
Marius Smyth, AdRoll
Bernard Byrne, AIB
Colin Hunt, AIB
Mickael Melaye, Airbus
Shane Doyle, Alexion Pharma
Paul Coffey, Allergan Pharmaceuticals Ireland
Sean McGrath, Allianz
Frank Mee, Allianz Worldwide Care
Mark Redmond, American Chamber of Commerce
David McRedmond, An Post
Rachael Ingle, Aon Hewitt
Donal O'Brien, Aramark Ireland
Ciarán Bolger, Arthur Cox
Eoghan Lynch, Arup
Kevin Toland, Aryzta Europe & APAC
Elaine Coughlan, Atlantic Bridge Capital
Aaron Forde, Aurivo
John Quinlan, Aviva Ireland
Francesca McDonagh, Bank of Ireland
Kevin Wall, Barclays Bank Ireland PLC
Damain Finn, Bausch and Lomb
Liam Dillon, Becton Dickinson
Barry O'Dwyer, BlackRock
Derek Kehoe, BNP Paribas
Joe Duffy, BNY Mellon
Vivienne Jupp, Board Diversity Initiative
Tara McCarthy, Bord Bia
Jim O'Toole, Bord Iascaigh Mhara
Michael Barry, Bord na Móna
John McGrane, British Irish Chamber of Commerce
Seán Páircéir, Brown Brothers Harriman
Shay Walsh, BT Ireland
Stephen Kent, Bus Éireann
Ronan Murphy, Business in the Community
Fergal Brennan, Byrne Wallace
John Donohoe, Carne Global Financial Services Limited
Philip Lane, Central Bank of Ireland

Ian Talbot, Chambers Ireland
Barry Dempsey, Chartered Accountants Ireland
Ronan Gill, CIE
Cecilia Ronan, Citigroup
Aedamar Howlett, Coca-Cola Ireland
Fergal Leamy, Coillte
Bill Doherty, Cook Medical Europe Ltd
Alan Cox, Core
Anne Heraty, CPL Resources
Sinead Mahon, Credit Suisse
Nicky Hartery, CRH
Dalton Philips, daa plc
John Hennessy, Dalata
Brian McKiernan, Davy
Niall Browne, Dawn Meats
Donal Murphy, DCC plc
Brian MacCraith, DCU
Miriam Hughes, DDFH&B Group
Maureen Walsh, DeCare Dental Insurance Ireland
Aongus Hegarty, Dell
Brendan Jennings, Deloitte
Brendan Gleeson, Department of Agriculture, Food and the Marine
Martin Fraser, Department of An Taoiseach
Mark Griffin, Department of Communications, Climate Action & Environment
Katherine Licken, Department of Culture, Heritage and the Gaeltacht
Maurice Quinn, Department of Defence
Sean O'Foghlu, Department of Education and Skills
John McKeon, Department of Employment Affairs and Social Protection
Niall Burgess, Department of Foreign Affairs and Trade
Jim Breslin, Department of Health
Orlaigh Quinn, Department of Jobs, Enterprise and Innovation
Aidan O'Driscoll, Department of Justice and Equality
Robert Watt, Department of Public Expenditure and Reform

Kevin McCarthy, Department of Rural and Community Development
Fiona Flannery, Depfa
Fiona Gallagher, Deutsche Bank
John Kennedy, DIAGEO Europe plc
Adrienne Gormley, Dropbox
Ray Coyne, Dublin Bus
Mary Rose Burke, Dublin Chamber of Commerce
Carolan Lennon, eir
Aidan Skelly, EirGrid
Caroline Spillane, Engineers Ireland
Terence O'Rourke, Enterprise Ireland
John Griffin, Ericsson Ireland
Mike Quinn, Ervia
Pat O'Doherty, ESB
Alan Barrett, ESRI
Mark Walsh, Eugene F Collins
Daryl Byrne, Euronext Dublin (ISE)
Alan Murphy, Eversheds International
Frank O'Keefe, EY
Gareth Lambe, Facebook
Fiona Muldoon, FBD Holdings plc
Denis McCarthy, Fexco
Carmel Mitchell, Fidelity International Ltd
Fidelity Investments
Rhona Blake, FleishmanHillard Ireland
Pamela Byrne, Food Safety Authority
Tony O'Malley, Fujitsu
Tom Dowd, GAM Fund Management Ltd
Mark Elborne, GE
Siobhán Talbot, Glanbia
Eimear Caslin, GlaxoSmithKline
Fionnuala Meehan, Google Ireland Ltd
Michael McAteer, Grant Thornton
Gary Kennedy, Greencore
Aidan Lynch, GSK
Debbie O'Hare, Hannover RE (Ireland) Ltd
Michael McDonagh, Hays
Sean Rowland, Hibernia College
Paul O'Toole, Higher Education Authority
Marc Waters, HP Ireland
Martiana Milton, HR Holfeld Group

Alan Duffy, HSBC
 Christian Kinnear, Hubspot EMEA
 Danny McCoy, Ibec
 Tom Godfrey, IBI Corporate Finance Limited
 Paul Farrell, IBM Ireland
 Ciaran Murray, ICON plc
 Martin Shanahan, IDA Ireland
 Simon Boucher, IMI
 Chris McDonald, Indeed
 Michael Doorly, Independent News & Media Plc
 Maura Quinn, Institute of Directors Ireland
 Marian O'Sullivan, Institute of Public Administration
 Kevin Thompson, Insurance Ireland
 Eamonn Sinnott, Intel Ireland Ltd
 Imelda Shine, Intertrust
 Michael Cullen, Investec Bank plc
 Peter Fahy, Irish Association of Pension Funds
 Peter Kearney, Irish Aviation Authority
 Averil Power, Irish Cancer Society
 Eamonn Rothwell, Irish Continental Group plc
 Jean-Christophe Coutures, Irish Distillers Pernod Ricard
 David Harney, Irish Life
 Frank Allen, Irish Rail
 Martin Lambe, Irish Tax Institute
 Jim Miley, Irish Universities Association
 Carin Bryans, J.P. Morgan Bank (Ireland) plc
 Leisha Daly, Janssen-Cilag Ltd
 Vicki O'Toole, JJ O'Toole
 Stephen Bowcott, John Sisk & Son (Holdings) Ltd
 John Moran, Jones Lang Lasalle
 Caroline Keeling, Keelings
 Edmond Scanlon, Kerry Group
 Michael Buckley, KKR Alternative Investments & KKR Credit Advisors
 Sean Hawkshaw, KBI Global Investors Ltd
 Shaun Murphy, KPMG
 Veronica Rodriguez Cabezas, Liferay
 John Walshe, M&M Walshe Group
 Denis Duggan, Macra na Feirme
 Nicholas Butcher, Maples & Calder
 Ken Scully, Marks and Spencer Ireland Ltd
 Declan Black, Mason Hayes & Curran
 Michael Jackson, Matheson
 Mark Kennedy, Mazars
 Paul Walsh, McAfee
 Barry Devereux, McCann FitzGerald
 Sorcha McKenna, McKinsey
 Gerry Kilcommins, Medtronic Vascular Galway
 Ruth Curran, Merc Partners
 John Mercer, Mercer
 Cathriona Hallahan, Microsoft Ireland
 Trudie Mulhall, Morgan Stanley
 Ger Brennan, MSD
 Gina Quin, National College of Ireland
 Hilary Murphy-Fagan, National Shared Services Office
 Conor O'Kelly, National Treasury Management Agency
 Michael Murphy, New Ireland
 Clive Bellows, Northern Trust Company
 Rosheen McGuckian, NTR Plc
 Ciarán Ó hÓgartaigh, NUI Galway
 Philip Nolan, NUI Maynooth
 Damien Ringwood, Odgers Berndtson
 John Donnelly, Oracle
 Rose Hynes, Origin Enterprises plc
 John Jordan, Ormua
 Louise Phelan, PayPal
 Jeremy Masding, Permanent TSB
 Paul Duffy, Pfizer
 Philip Lee, Philip Lee
 Dave Murphy, PM Group
 Paul Marchant, Primark
 Shirley Comerford, Public Appointments Service
 Nigel Heneghan, Public Relations Consultants Association (PRCA)
 Feargal O'Rourke, PwC
 John Keilthy, Reputation Inc
 Richard Martin, Ronan Daly Jermyn
 Padraig Kenny, Royal Bank of Canada
 Cathal Kelly, Royal College of Surgeons in Ireland
 Ken Norgrove, RSA Insurance Ireland
 Dee Forbes, RTÉ
 David Dempsey, Salesforce Ireland
 Nicola Vavasour, Scotiabank Ireland
 Rose Hynes, Shannon Group Plc
 Mark FitzGerald, Sherry FitzGerald Group
 Peter Barrett, SMBC Aviation Capital
 Tony Smurfit, Smurfit Kappa
 Maurice Whymys, Society of Actuaries in Ireland
 Margot Slattery, Sodexo
 Stephen Wheeler, SSE Airtricity
 Michael McKenna, Standard Life
 Tadhg Young, State Street
 Liam Herlihy, Teagasc
 Joseph Ryan, Technological Higher Education Association
 Karl Daniels, Tesco Ireland
 Pat King, The Doyle Collection
 Liam Kavanagh, The Irish Times
 Lochlann Quinn, The Merrion Hotel
 Michael Nolan, Transport Infrastructure Ireland
 Patrick Prendergast, Trinity College
 Patrick O'Shea, UCC
 Andrew Deeks, UCD
 Anthony Brabazon, UCD Michael Smurfit Graduate School of Business
 Brendan McAtamney, UDG Healthcare plc
 Jane Howard, Ulster Bank Ireland Limited
 Maurice Pratt, Unipharm Group
 Desmond Fitzgerald, University of Limerick
 John O'Dwyer, VHI
 Paul Rellis, Viatel Ireland
 Tony Hanway, Virgin Media Ireland
 Aine Lyons, VMware
 Anne O'Leary, Vodafone Ireland
 Garry Ferguson, Walkers Ireland
 Bryan Bourke, William Fry
 Brian Curtis, Willis Towers Watson
 David Clarke, Workday
 Chris Byrne, Workday
 Kevin Cooney, Xilinx
 Tiffany Apczynski, Zendesk

Bringing together efforts and five replicable factors of success

1. A measurable goal with a defined timetable
2. Supportive public policy
3. Change driven by those in leadership positions
4. Openness to collaborate
5. Concerted, consistent, cohesive actions - from schoolroom to boardroom

Supercharged by the realisation that including more diverse talent is the future

For further information

Social media

30% Club Ireland website	www.30percentclub.org/about/chapters/ireland
Facebook	30% Club Ireland
Twitter	@30percentclubIE
Scholarships	www.30percentclub.org/about/chapters/Ireland (under Working Groups)

Contacts

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