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:
  - 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.
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

- **Bríd 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

• Meliosa 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/Removing Barriers

- Regular Council Meetings
- Working Groups: Professional Services Firms, Financial Services and Agri-Food Sector
- Information Portal supported by KPMG
- Engaging Men – Building Inclusion Together programmes
- Executive Search 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
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 Malaye, 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
Ciara 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
Damian Finn, Bausch and Lomb
Liam Dillon, Becton Dickinson
Barry O’Dwyer, BlackRock
Derek Keohoe, 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
Phil 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, Coilte
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
Orlaith 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
Carolann 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’Keeffe, 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
Martiena Milton, HR Holfeld Group
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)

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