



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.

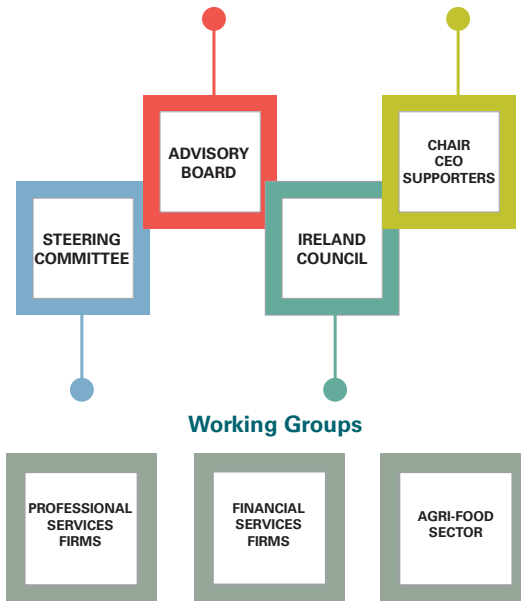
The business case



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 Service Directors, Client Experience, Asset Servicing, 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**
Country Head, 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:

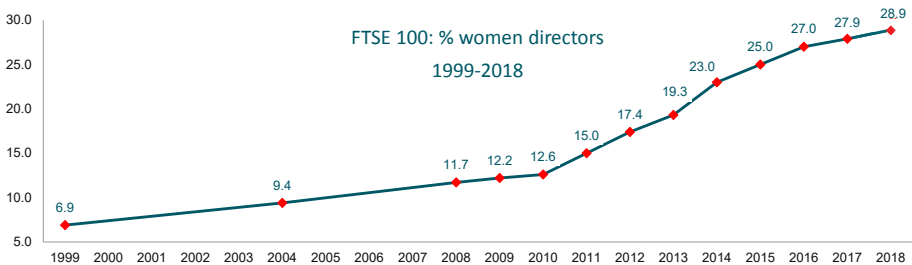
- three scholarships specifically aimed at promoting women's leadership in the important STEM area – DCU Master's in Computing or Engineering, NCI Master's in School of Computing and NUIG MSc in Technology Management
- two scholarships aimed particularly at healthcare and related sectors - RCSI Master's 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



A&L Goodbody	Chambers Ireland	DIAGEO Europe plc
ACCA Ireland	Chartered Accountants Ireland	Dropbox
Accenture	CIE	Dublin Bus
AdRoll	Citigroup	Dublin Chamber of Commerce
AIB	Coca-Cola Hellenic	eir
Airbus	Coca-Cola Ireland	EirGrid
Alexion Pharma	Coillte	Elavon
Alkermes Pharma Ireland Limited	Cook Medical Europe Ltd	Engineers Ireland
Allergan Pharmaceuticals Ireland	Core	Enterprise Ireland
Allianz	CPL Resources	Ericsson Ireland
Allianz Worldwide Care	Credit Suisse	Ervia
American Chamber of Commerce	CRH	ESB
An Post	daa plc	ESRI
Aon	Dalata	Eugene F Collins
Applegreen plc	Davy	Euronext Dublin (ISE)
Aramark Ireland	Dawn Meats	Eversheds International
Arthur Cox	DCC plc	EY
Arup	DCU	Facebook
Aryzta Europe & APAC	DeCare Dental Insurance Ireland	FBD Holdings plc
Atlantic Bridge Capital	Defence Forces	Fexco
Aurivo	Dell	Fidelity International Ltd
Aviva Ireland	Deloitte	Fidelity Investments
AXA Ireland	Department of Agriculture, Food and the Marine	FleishmanHillard Ireland
AXA Partners	Department of An Taoiseach	Food Safety Authority
AXA XL	Department of Communications, Climate Action & Environment	Fujitsu
Bank of Ireland	Department of Culture, Heritage and the Gaeltacht	GAM Fund Management Ltd
Barclays Bank Ireland PLC	Department of Defence	GE
Bausch and Lomb	Department of Education and Skills	Glanbia
Becton Dickinson	Department of Employment Affairs and Social Protection	GlaxoSmithKline
BlackRock	Department of Foreign Affairs and Trade	Goldman Sachs Asset Management
BNP Paribas	Department of Health	Google Ireland Ltd
BNY Mellon	Department of Housing, Planning and Local Government	Grant Thornton
Board Diversity Initiative	Department of Jobs, Enterprise and Innovation	Greencore
Bord Bia	Department of Justice and Equality	Hannover RE (Ireland) Ltd
Bord Gáis	Department of Public Expenditure and Reform	Hays
Bord Iascaigh Mhara	Department of Rural and Community Development	Health Service Executive
Bord na Móna	Depfa	Hermes Funds Managers Ireland Limited
British Irish Chamber of Commerce	Deutsche Bank	Hibernia College
Brown Brothers Harriman		Higher Education Authority
BT Ireland		Homecare Independent Living
Bus Éireann		HP Ireland
Business in the Community		HR Holfeld Group
Carne Global Financial Services Limited		HSBC
Central Bank of Ireland		Hubspot EMEA

Ibec	Mazars	Sky Ireland
IBI Corporate Finance Limited	McAfee	SMBC Aviation Capital
IBM Ireland	McCann FitzGerald	Smurfit Kappa
ICON plc	McKinsey	Society of Actuaries in Ireland
IDA Ireland	Medtronic Vascular Galway	Solas
IMI	Merc Partners	Sodexo
Indeed	Mercer	Sonica Fitout
Independent News & Media Plc	Microsoft Ireland	SSE Airtricity
Institute of Banking	Mitsubishi UFJ Financial Group	Standard Life
Institute of Directors Ireland	Morgan Stanley	State Street
Institute of Public Administration	MSD	TD Securities
Insurance Ireland	Murray Consultants	Teagasc
Intel Ireland Ltd	National College of Ireland	Technological Higher Education Association
Intertrust	National Shared Services Office	Tesco Ireland
Investec Bank plc	National Treasury Management Agency	The Doyle Collection
Irish Association of Pension Funds	New Ireland	The Institute of Banking
Irish Aviation Authority	Northern Ireland Chamber of Commerce and Industry	The Irish Times
Irish Cancer Society	Northern Trust Company	The Merriam Hotel
Irish Continental Group plc	NTR Plc	Transport Infrastructure Ireland
Irish Distillers Pernod Ricard	NUI Galway	Trinity College
Irish Fund Directors Association	NUI Maynooth	UCC
Irish Life	Odgers Berndtson	UCD
Irish Rail	Oracle	UCD Michael Smurfit Graduate School of Business
Irish Tax Institute	Oliver Carty	UDG Healthcare plc
Irish Universities Association	Origin Enterprises plc	Ulster Bank Ireland Limited
J.P. Morgan Bank (Ireland) plc	Ornua	Unipharm Group
JJ O'Toole	PayPal	University of Limerick
John Sisk & Son (Holdings) Ltd	Permanent TSB	U.S. Bank Global Fund Services
Johnson Controls International plc	Pfizer	VHI
Johnson & Johnson	Philip Lee	Viatal Ireland
Jones Lang Lasalle	PM Group	Virgin Media Ireland
Keelings	Primark	VMware
Kerry Group	Public Appointments Service	Vodafone Ireland
KKR Alternative Investments & KKR Credit Advisors	Public Relations Consultants Association (PRCA)	Walkers Ireland
Kleinwort Benson Investors Dublin Ltd	PwC	Wells Fargo Ireland
KPMG	Reputation Inc	William Fry
Liferay International	Ronan Daly Jermyn	Willis Towers Watson
M&M Walshe Group	Royal Bank of Canada	Workday
Macquarie Capital (Europe) Limited	Royal College of Surgeons in Ireland	Xilinx
Macra na Feirme	RSA Insurance Ireland	Zendesk
Malin Plc	RTÉ	
Man Asset Management (Ireland)	Salesforce Ireland	
Maples & Calder	Scotiabank Ireland	
Marks and Spencer Ireland Ltd	Shannon Group Plc	
Mason Hayes & Curran	Sherry FitzGerald Group	
Matheson		

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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30% Club

GROWTH THROUGH DIVERSITY