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 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

- **Meliosa 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.
30% Club Ireland Strategic Approach

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 Organisations/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 programme
- 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
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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

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