



Public Consultation on Measures to Tackle the Gender Pay Gap

30% Club Ireland Response

Introduction

The 30% Club is a group of Chairs and CEOs committed to better gender balance at all levels of their organisations through voluntary actions. Experience and research confirm that gender balanced leadership improves decision-making and overall performance in organisations. Business leadership is key to achieving change: this takes the issue beyond a specialist diversity effort and into mainstream business and talent management.

Details of our Chair/CEO Supporters, Advisory Board and Steering Committee are outlined in the 30% Club Ireland booklet included at Appendix 1.

Please note that the views outlined within this proposal document do not necessarily reflect those of all 30% Club Ireland supporters.

Executive Summary

The focus of our submission is on women in employment in business as that is the principal focus of the 30% Club in Ireland and globally.

The 30% Club advocates a voluntary approach, underpinned by targets, accountability and transparency in order to realise meaningful, sustainable change. One challenge with the gender debate is that it is often seen as a women's issue as opposed to a societal and business issue. We believe that leadership from government and employers is key to achieving meaningful and sustainable change.

We welcome the Government's National Strategy for Women and Girls 2017-2020 and the programme of action therein, including the focus on the gender pay gap. We believe that there is a need to identify the range of underlying factors affecting the current lack of gender balance in business leadership. Identifying and analysing the gender pay gap and associated data is an effective means to more fully explore these causes. This includes understanding broader issues such as concentration of gender pay disparity at certain levels, in particular roles (often lower paid) and as a result of working less hours but also recognising that there may be other drivers including unconscious bias.

Regarding the publication of data, there is no doubt that transparency can be helpful in changing behaviours. We believe, however, that the primary focus should be on the underlying causes and how these can be addressed and while data helps to identify the issues, it is not an end in itself. This is an opportunity for organisations to shift their attitude to addressing inequality and put strategic plans in place to accelerate change. It is about organisations learning from each other on how to create equal opportunities for all across the workplace.

The 30% Club welcomes the opportunity to provide input to the measures to tackle the gender pay gap. We would be delighted to meet with you to provide further input and to collaborate in whatever way may be helpful including collaborating with you in your independent review.

A handwritten signature in black ink, appearing to read 'Carol Andrews', with a stylized flourish at the end.

Carol Andrews
Country Lead 30% Club Ireland
4 October 2017

Index

Pages

| | |
|---|---------|
| Introduction to the 30% Club | 4 – 5 |
| Recommendations on key issues to be addressed | 5 – 6 |
| Factors creating gender pay gap | 6 – 8 |
| Actions that need to be taken | 9 – 10 |
| Contribution to implementing these actions | 11 |
| Recommendations on actions | 12 – 13 |
| 30% Club Contribution | 13 – 14 |
| Index to appendices | 15 |

Introduction to 30% Club

The 30% Club first launched in the UK in 2010 with a goal of achieving a minimum of 30% of women on FTSE-100 boards by the end of 2015 and since then the 30% Club has become an international, business-led approach focussed on gender balanced business leadership and on developing a pipeline of senior female talent.

Officially launched in Ireland in January 2015, the 30% Club has a goal to achieve better gender balance at all levels in leading Irish businesses. The 30% Club believes that gender balance on boards and executive leadership not only encourages better leadership and governance, but further contributes to better all-round performance for organisations, companies and their shareholders. The initiative is complementary to individual company efforts and existing networking groups, adding to these through collaboration and the visible commitment of senior business leaders.

In Ireland, the 30% Club is supported by Chairs/CEOs of almost 180 leading Irish businesses and organisations: public, private, state, Irish and multinational companies. These leaders are committed to accelerating gender balance in their organisations through voluntary actions. Our mission is to develop a diverse pool of talent and leadership. The 30% Club is a collaborative business-led effort to make real change in Ireland, aiming towards at least 30% female representation on boards and in senior management by 2020.

The 30% Club Ireland is led by a Steering Committee, comprising of 14 senior men and women from a wide range of businesses in Ireland including professional services, financial services, multinational and public companies. We are guided by a group of 7 Chairs/CEOs of our supporters who form our Advisory Board. All of these people volunteer their time and skills in an effort to improve gender balance at all levels of Irish business.

The 30% Club Ireland does not believe mandatory quotas are the right approach in the private sector at this time. We support a voluntary approach, underpinned by targets, accountability and transparency in order to realise meaningful, sustainable change. While some progress has been achieved, there is clearly more to be done.

The 30% Club Ireland is working to bring about real transformation through strategically addressing these three pillars:

- a. Increasing awareness and influencing;
- b. supporting organisations and removing barriers; and
- c. supporting individuals.

Initiatives include:

1. Encouraging and supporting Chairs and CEOs to appoint more women to their boards and executive positions.
2. Providing a platform for business leaders to share information on building a stronger and sustainable pipeline of female talent - looking at what works well and devising new collaborative actions.
3. Engaging men as champions of better gender balance.

4. Developing and initiating a number of interventions aimed at supporting businesses in developing female talent e.g. cross-company mentoring programme and executive education scholarships.
5. Collaborating with existing and future initiatives which support improved gender balance. We believe that collective, concerted effort can achieve much more than individual initiatives and are 'open source' in our approach. We are driven by our objective, rather than by any 'ownership' of the issue.
6. Intensifying pipeline efforts and extending our focus to earlier stages of careers and education.
7. Developing effective workstreams to support particular sectors, currently professional services firms and financial services, with a group now being established in Agri-Food sector.
8. Keeping the spotlight on the issue through our ongoing engagement with individual businesses, business organisations and our role in the public debate and through social media.
9. Organising events (free-of-charge to attendees) to provide insights on issues which have been suggested by supporters: mentoring, networking, unconscious bias and much more.

Leading research into gender balance metrics for leadership roles and related issues.

Recommendations on key issues to be addressed

The 30% Club Ireland believes in achieving better gender balance at board and executive committee level and throughout the wider talent pipeline, not only because it is the right thing to do but because it also makes good business sense. We believe that businesses and senior business leaders should drive this change and that meaningful and consistent transparency around gender pay gap information would be a significant step towards focusing the minds of employers on addressing the pay gap issue and ensuring that female employees are fairly represented in senior grades across businesses.

We firmly believe in the adage that *"what gets measured gets managed"*, and that measuring the extent and analysing the underlying drivers of the gender pay gap will provide companies with some of the information they need in order to tackle the issue most effectively. Furthermore, making the information publicly available will introduce competitive pressure amongst companies that will serve to drive further action and catalyse progress towards resolving the imbalance. External publication of the information should create a strong sense of accountability that will lead businesses to drive real progress towards levelling the playing field and reducing the barriers faced by women.

We believe that Government taking this initiative will make businesses realise that the Government is taking this matter very seriously.

We also believe that the positive impact of this initiative will not only benefit women and the companies they work for, but will also result in a net benefit to the Irish economy since any broadening of the talent pool will improve overall output.

Whilst we agree that publication of gender pay gap information will encourage employers to take positive actions, there is also a risk that we just end up dealing with crude averages.

The government therefore needs to carefully consider the scope of reporting. We believe there should be a minimum reporting requirement and that data needs to be comparable across organisations and sectors in order to maximise its impact, as well as to fully leverage the competitive element mentioned above. We also believe that it is important that companies be given the

opportunity to provide additional context to their figures in supporting commentary. In the provision of data, some employers may be concerned with commercial sensitivity coupled with the administrative burden. However, the value in supporting and encouraging employers to address the issue has the potential to go further and outweigh these concerns.

We believe that there needs to be one standardised approach and that the data not only needs to be comparable but, as mentioned previously, it needs to be publicly available.

We believe the success of this initiative hinges on how companies are required to report the data – and on the detail around the “what”, the “where” and the “how often”. If the information requirement is too general or vague (such as average pay data for male and female staff employed by the business as a whole) this may not actually progress matters much further. The more detailed information companies can track and publish, including differences at a grade level, the better. We know that the pay gap increases with age and seniority, and we also know that the gap is far greater in some industries than others so unless more detailed figures are tracked and published, comparing the pay of people in specific jobs, it will be impossible to determine whether a gender pay gap is due to employer-specific factors or industry-specific factors.

The publication of gender pay disparities may potentially and inadvertently exacerbate the issue of women avoiding certain traditionally male-gendered sectors by shining a spotlight on their poor record in this area. It is for this reason, amongst others, that we believe it is very important that companies be given the opportunity to provide narrative context to their gender pay data, and that they also be given the chance to communicate what steps they are taking to redress imbalances and to explain how they are reducing barriers to women etc.

Factors creating gender pay gap

There is no one single factor which has contributed to the gender pay gap. The gender pay gap is a multifaceted issue and we believe three areas which warrant particular focus in the context of business are:

- 1) female talent in management
- 2) lack of females in certain sectors and
- 3) work-life patterns.

1) Female talent in management

We already know, that there is less concentration of female talent at senior levels, that women are often in roles which are lower paid and working less hours and these factors contribute to the gender pay gap.

The “Women in Work Index”¹, an assessment of female economic empowerment, ranks Ireland 25th amongst the 33 OECD Countries, nine places behind the UK. In Ireland, the proportion of women

¹ Source: **PwC Women in Work Index (February 2017)**. An assessment of female economic empowerment across 33 OECD countries. The index is a weighted average of 5 indicators that reflect female participation in the labour market and equality in the workplace. (Appendix 2)

aged 30-34 who have third-level qualifications² has increased from 48.9% in 2007 to 58.6% in 2015. However, according to the 30% Club Ireland/DCU research “Women in Management Survey 2016”³, it is evident that women’s participation in management is inversely related to the leadership hierarchy, reflecting the ‘sticky floor’, rather than the glass ceiling, that women encounter as they get stuck in the bottleneck of middle management. Women hold 40% of positions at the lowest level of management (three steps down from CEO). This percentage decreases in line with each more senior step in the management hierarchy, falling to 17% of CEO positions. Where women have found seniority, they are more likely to be found in traditionally female dominated functions such as HR and marketing and less likely to occupy leadership positions in Finance, Sales, Operations and IT.

At board level, the picture is even bleaker. On the boards of companies listed on the Irish Stock Exchange, only 13% of directors are female, and 41% of boards have no female directors.

The 2016 KPMG “Think Future Study”⁴, whose research population included Generation Z students from UCD, DCU and UCC, had a number of valuable findings. However, two findings are particularly striking:

1. 53% of women students were confident that their gender will have no bearing on their career progression compared to 76% of men; and
2. 53% of women students express the view that gender will have no future bearing on their pay and reward compared to 78% of men.

Despite young women’s strong self-confidence, their doubts about the ‘female friendliness’ of traditional career structures may lead them to self-select out of certain industries or career moves, including waiting to apply for promotions until they meet ‘all’ of the criteria. Talent management processes are not typically gender-intelligent. “Cracking the Code”⁵, research led by behavioural psychologists YSC and KPMG for the 30% Club in the UK, found that women express confidence and claim ownership of performance outcomes in a way that talent management and appraisal processes may not be alive to. Talented women may go ‘unseen’ or be described as ‘not ready’ much earlier in the career path than is traditionally assumed. This pattern is amplified through the career, contributing to the sharp pyramid effect of under-representation of women at leadership levels. Until these contributing factors are addressed there is overwhelming evidence that the gender pay gap will continue.

2) Particular Sectors

There are a number of sectors/skillsets in which women are under-represented and this is inhibiting their ability to fully develop their career options and is also affecting pay levels.

Equally, this is limiting Ireland’s ability to meet the talent needs in certain sectors, particularly those related to science, technology, engineering and mathematics (STEM). Skills shortages, societal impact, talent development and technology trends combine to make STEM a pressing national question. Digital disruption is impacting on individuals and entire industries, with technology

² Source: Labour Force Survey (LFS)/Central Statistics Office

³ Source: “Women in Management – The Leadership Pipeline 2016” (Appendix 3)

⁴ 2016 KPMG “Think Future Study” (Appendix 8)

⁵ Source: Cracking the Code (2014)(Appendix 5)

fundamentally altering the world of work through automation, robotics and artificial intelligence. Rapidly developing areas like data analytics are creating roles that did not exist a decade ago. STEM-related skills are key to being on the right side of this disruption. To be competitive, Irish companies will need sufficient numbers of STEM-skilled people. Together, industry, government, parents and teachers must act now to ensure the gender gap does not pose a major economic problem for Ireland or create a skills deficit that will dog future generations of Irish women.

While several organisations and initiatives are aiming to raise awareness of this issue, action is needed to encourage girls and young women to embrace STEM and to ensure we fully avail of this vital source of talent in creativity and problem solving. The Irish Research Council has said that gender-balanced research teams have collectively higher intelligence, their work has the greatest impact, is more innovative and delivers the most societal benefit.

To trace perceptions of STEM in Ireland, Accenture Ireland, in partnership with Women Invent, published reports in 2013, 2015 and 2017 aimed at attracting more girls and young women into studying, and ultimately taking careers in, the STEM disciplines⁶⁷⁸.

This research identifies barriers preventing more girls from getting involved in this area and recommends ways to overcome them. We believe that encouraging girls to fully develop and exploit their talents - particularly in STEM subjects - has never been more important and is a key element in addressing one driver of the gender pay gap, particularly in the light of future developments. While the recommended actions extend beyond the workplace into education and beyond, we believe that this type of societal change is a vital component of sustainable change and of releasing the full talent and potential of women and girls.

It must also be recognised that there are particular sectors and skillsets which are currently dominated by women, for example teaching and nursing. Consideration should also be given to the underlying drivers for these patterns. Gender balance in all fields is both desirable socially and for optimum performance.

The central role of our education and guidance system in changing attitudes and perceptions of career options, gender stereotyping and subject choices should be understood and effective actions identified to address current imbalances.

3) Work-life patterns

One of the challenges for women in their careers can be that in dual working parent families, in general the mother still assumes a lot more of the home responsibilities. The ability to work flexibly and from home, especially with the advancement in technology tools to help us work from anywhere, should be promoted for both women and men.

⁶ Source: Girls in STEM: Powering Economic Growth: Attracting more young women into Science and Technology 1.0 (2013) (Appendix 9)

⁷ Source: Girls in STEM: Powering Economic Growth: Attracting more young women into Science and Technology 2.0 (2015) (Appendix 10)

⁸ Source: Girls in STEM: Powering Economic Growth: Attracting more young women into Science and Technology 3.0 (2017) (Appendix 11)

A study by the Institute for Fiscal Studies in 2016 shows that the gender pay gap tends to widen after the arrival of children, which coincides with career breaks.⁹

Flexibility in working arrangements often leads to women working in lower-paying sectors or occupations that can accommodate these preferences. Those who are returning to work on a full time basis face the challenge of overcoming bias against the gap in their cv's and this makes it difficult for the individual to return to highly-competitive and highly paid senior roles.

Actions that need to be taken

The potential gains from closing the gender pay gap are substantial. Achieving pay parity in the OECD could increase total female earnings by US\$2trillion¹⁰.

The Nordic countries continue to rank the highest in female economic empowerment with Iceland, Sweden and Norway occupying the top three positions in the PwC Women in Work Index.¹¹

It is estimated the increasing female employment to match Sweden's could increase GDP across the OECD by almost US\$6trillion and for Ireland alone this could be up to €5billion¹².

There is much more that businesses and governments can do to help in closing the gender pay gap and to fully harness female talent. Potential policies include:

- supporting women returning to work;
- improving access to affordable and quality childcare; and
- introducing stronger initiatives to encourage take-up of shared parental leave.

Businesses should ensure that all employees are fairly remunerated and support women's career advancement to develop a pipeline of female leaders. Promoting flexible working options is also an opportunity for businesses to fully leverage the talent of its female employees and access a wider talent pool.

Policy

Effective policies and business action are required to help close the gender pay gap. The gender pay gap is important not only because inequalities between women and men are of interest in their own right but also because this has serious implications for a woman's lifetime earnings and her ability to support her family and save for retirement.

Policymakers and businesses play an important role in taking proactive action to address the root cause of the gender pay gap. Policies to help close the pay gap include strengthening existing provisions for shared parental leave and increasing the availability of affordable childcare.

In all of these matters, it is important that there is a supportive and well-articulated public policy – so that business and government are working together to achieve the same aims.

⁹ Source: **The Gender Wage Gap – IFS Briefing Note BN186** (Appendix 6)

¹⁰ Source **PwC Women in Work Index (February 2017)**. Closing the gender pay gap. (Appendix 2)

¹¹ Source **PwC Women in Work Index (February 2017)**. Closing the gender pay gap. (Appendix 2)

¹² Source **PwC Women in Work Index (February 2017)**. Closing the gender pay gap. (Appendix 2)

We believe that government could support better gender balance, and therefore contribute to the reduction in gender pay gap, and the advancement of women in leadership in Irish business, by actively promoting and encouraging the following:

- Improved gender balance on the boards of companies, with a particular initial focus on companies listed on the Irish Stock Exchange
- Business leadership to consider adopting internal targets for gender balance at various levels in their organisation against which they can measure progress
- Gender pay gap calculation and appropriate narrative disclosure for organisations over certain size criteria - transparency and granularity of data is important
- Gender lens to be applied to policies around recruitment, promotion and retention, in order to remove inherent biases
- Continuous unconscious bias training to be promoted at all levels in business and education
- Business support for and take up of parental leave, particularly by men
- Development of agile and smart working environments
- Active career sponsorship and mentoring of females
- Promotion of more scholarships to encourage female continued education
- Recruitment/search firms to further support women seeking employment opportunities
- Male champions to promote gender balance.

Harnessing the potential of women returning from maternity leave

- Women returning from maternity leave or from career breaks represent real added potential for the Irish economy and for society. From the perspective of the government, resources and funds have been invested in women through the Irish education system. By supporting these women as they re-enter the workforce following a career break, the government can realise the value of that investment which could create significant value and improved services and performance.
- Research conducted on the UK labour market indicates that addressing the career break penalty could deliver gains of £1.7bn to the UK economy¹³. In the UK market, three in five professional women returning to the workforce are likely to move into lower-skilled or lower-paid roles, experiencing an immediate earnings reduction of up to a third. Two thirds could be working below their potential when they return to the workforce. Full details of the research and findings are included at Appendix 4. We would suggest that fully harnessing the power of more women returners would have significant economic benefit in Ireland. In this respect, the impact of childcare costs as well as the pressures of combining work and caring responsibilities represent significant barriers to women's full participation in the workforce and their career development.
- The 30% Club welcomes the Government's decision to extend eligibility for Springboard programmes to homemakers who want to return to the workforce and looks forward to Higher Education Institutions offering innovative programmes in this regard.

¹³ Women returners: The £1 billion career break penalty for women (November 2016)(Appendix 4)

Contribution to implementing these actions

Gender pay gap reporting

Closing the gender pay gap is an objective for business which the government should strongly support. We believe that businesses and senior business leaders should drive this change and that meaningful and consistent transparency in the matter of gender pay gap information would be a significant step toward focussing the minds of employers on addressing the pay gap issue thus ensuring that female employees are fairly represented in all grades across businesses. The publication of gender pay gap information will encourage employers to take actions that will help close the pay gap. The UK has recently introduced legislation in this regard and the first transparency reporting is expected in 2017. We firmly believe in the adage that “what gets measured gets managed” and that measuring the extent of the gap will provide companies with the information they need in order to tackle the issue most effectively. Furthermore, making the information publicly available will introduce competitive pressure amongst companies that will serve to drive further action and progress towards solving the imbalance.

The Government needs to carefully consider the scope of information which is required to be reported by organisations. While there is no doubt that transparency can be helpful in changing behaviours, challenges may arise in relation to the administration/systems required to analyse data and to commercial/competitive sensitivities in the publishing of data. To address these issues, we suggest that the option of requiring employers to participate in national surveys be considered as a first step. This could be supported and developed using toolkits/frameworks such as that currently available from Ibec. Results could be analysed by sector, size of company and provide a deeper analysis to offer insights into drivers of difference. This would protect individual data while also providing overall “benchmarks” and pointers for individual employers to drive change. This phase would also help to inform the approach to be adopted in further developments in relation to pay gap reporting.

Workforce participation

Women should be encouraged and facilitated to participate in the workforce. Business in Ireland is experiencing talent shortages and fuller employment of women can help to address this issue.

Promotion of agile working models, which are enabled by technology, support working parents/caregivers, especially women. Fathers should also be encouraged and facilitated to avail of parental leave so it is seen as a social norm. We are pleased that in September 2016, paid paternity leave of two weeks was introduced in Ireland. While some businesses are offering longer leave to fathers, businesses should also encourage equal take up of parental leave.

Recommendations on actions

The 30% Club recognises that closing the gender pay gap cannot be achieved overnight which is why we believe that action should be taken through targeted initiatives intended to strengthen the pipeline of women at all levels from the “schoolroom to the boardroom”. Actions and initiatives are needed at the schoolroom and higher education levels to ensure a sustainable pipeline and to further the objectives set out.

Voluntary targets - The 30% Club does not believe mandatory quotas for gender balance on boards are the right approach at this time. Instead, we believe that concerted voluntary action can realise meaningful, sustainable change. In the UK, the introduction of a voluntary initiative at board level¹⁴ has worked well because it introduced targets and encouragement in the furtherance of gender balance with strong and visible support from the UK Government. The introduction of a voluntary initiative or code would encourage businesses to look at the barriers to gender balance which may exist. By setting out targets rather than strict quotas, it could allow businesses to take actions suited to their particular challenges, recognising that creating better gender balance makes good business sense.

Accountability - Accountability and transparency are key to achieving real and measured advancements in this area. To support this voluntary drive, government should consider setting a framework and timelines for the expected progress and change and examine options to link business incentives to actions to improve gender balance and gender pay gap. We recommend that entities focus on implementing diversity policies and setting quantitative targets that can be measured and achieved.

Metrics and voluntary targets are critical tools for creating a sustainable approach to gender balance in organisations. We would encourage employers to publish their targets and progress against their targets. These steps, combined with visible leadership and genuine accountability at the most senior levels aimed at improving the representation of women in leadership and management, can help businesses to take the next step to gender balance and eliminating the gender pay gap in their organisations.

Parenting leave - More needs to be done to generally level the playing field, particularly in respect of maternity leave. Initiatives such as shared parental leave work well to improve balance between the genders and directly contribute to an improvement in gender pay gap. We recognise the changes which the government introduced in respect of two weeks’ paternity leave. However, we suggest that the government can encourage business to do more to encourage men to avail of paternity leave, parental leave or corporate career breaks or other forms of agile working.

Childcare - The high cost of childcare currently presents a significant barrier to women remaining in or returning to work and to remaining committed to their career development. For parents who decide to return to work after having a child, we propose that the cost of returning to work be mitigated by the introduction of tax relief or other measures to reduce the impact of childcare costs.

Returnships - Programmes that act as a bridge back to work for women or men who have taken an extended voluntary career break, may provide a path to return to the workforce and the government could put in place tax provisions or other programmes to incentivise both the individual

¹⁴ Source: Women on Boards February 2011 (Appendix 7)

and the employer in this regard. As mentioned previously, harnessing the power of more (in practice mainly) women returners would have significant economic benefit in Ireland and this could be particularly valuable in respect of highly trained and experienced women taking up senior roles in business and in other service sectors.

Other - Programmes such as agile working, optimising technology and corporate sponsored career breaks for both women and men contribute to success in this area. Furthermore, having a focus on such options for both men and women removes the bias towards women who choose to take time for maternity or family leave as the case may be. Currently men may be effectively discriminated against in this regard and this is undoubtedly going to become more and more of an issue for the millennial generation for whom dual career couples are the norm and who have very different motivations and priorities. Within a short period of years, the majority of workforce in Ireland will be millennials.

30% Club Contribution

The 30% Club strongly supports the aims of the National Strategy for Women and Girls 2017-2020 which includes specific actions aiming for greater gender balance in business and public sector leadership and is happy to engage with Government Departments as considered appropriate. In this regard, we draw particular attention to the following with reference to the actions set out in that strategy (numbering from the strategy document):

4.1 Commission an independent review of the situation of women in the governance and senior management of companies in Ireland and of measures to promote and to increase women's representation, such as targets for business.

We would welcome the opportunity to support such a review in any way considered appropriate by the Department of Justice and Equality, including sharing insights and experience from the research already conducted by the 30% Club.

4.2 Informed by the recommendations of the independent review (at action 4.1), develop and implement a package of measures to promote greater representation of women on corporate boards and in the senior management of companies.

Through our supporting organisations and working groups we will promote and support the implementation of such measures.

4.3 Encourage female involvement in decision-making and leadership in all parts of the agri-food sector, especially through mentoring and positive case studies.

The 30% Club Agri-Food Working Group will support such initiatives and will consider the appropriate approach to mentoring in the sector, including potential use of the existing 30% Club/IMI Cross Company Mentoring initiative.

4.9 Research with the ESRI on barriers preventing women from application for senior positions in the Civil Service, and follow-up action.

We are happy to share insights and experience from the research already conducted by the 30% Club, including research currently underway in the Financial Services sector.

4.10 Conduct a mapping exercise on gender balance in senior positions in the public service and assess possible barriers to achieving greater representation of women in senior positions. Based on the outcomes of actions to increase gender balance at senior level in the Civil Service and related learning in the public 11 service, evaluate and prioritise actions which could increase the representation of women in senior positions in the public service.

4.13 A new Systems Performance Framework for Higher Education Institutions will include a High Level Systems Level Indicator in relation to Gender Balance and a series of sub-indicators to monitor progress in relation to the governing authority/body, academic council, executive management, academic staff at each grade; professor grades (universities only); senior non-academic staff; achievement and retention of Athena SWAN awards; and level of perceived gender inequality amongst staff members.

Actions 4.11 and 4.12 of the Strategy contain specific provisions in relation to the Departments of Agriculture, Food and the Marine, and Foreign Affairs and Trade. - Under Action 1.18 of the National Strategy for Women and Girls 2017-2020 the Department of Justice and Equality, in consultation with stakeholders, will “consider the feasibility and benefits of an ‘Equality, Diversity and Inclusion mark’ for business”.

In relation to 4.10-4.13 above, we would be pleased to share insights and experience from other sectors represented by our supporters.

Index to Appendices

| Appendix | Detail | Hyperlink | Author |
|----------|---|---|------------------------------|
| 1 | 30% Club Ireland booklet | | 30% Club Ireland |
| 2 | PwC Women in Work Index (February 2017) | https://www.pwc.com/gr/en/publications/assets/women-in-work-index-2017.pdf | PwC |
| 3 | Women in Management – The Leadership Pipeline 2016 | https://www4.dcu.ie/sites/default/files/leadership-talent/women_in_management_the_leadership_pipeline_2016_2.pdf | 30% Club Ireland & DCU |
| 4 | Women returners: The £1 billion career break penalty for women (November 2016) | https://www.pwc.co.uk/economic-services/women-returners/pwc-research-women-returners-nov-2016.pdf | PwC |
| 5 | Cracking the Code (2014) | https://home.kpmg.com/content/dam/kpmg/pdf/2015/04/Cracking-the-code.pdf | 30% Club UK/KPMG/YSC |
| 6 | The Gender Wage Gap – IFS Briefing Note BN186 | https://www.ifs.org.uk/uploads/publications/bns/bn186.pdf | Institute for Fiscal Studies |
| 7 | Women On Boards: Global Trends in Gender Diversity on Corporate Boards (Nov 2015) | https://www.msci.com/www/blog-posts/women-on-boards-global-trends/0263383649 | MSCI |
| 8 | 2016 KPMG “Think Future Study” | https://assets.kpmg.com/content/dam/kpmg/pdf/2016/04/think-future-study.pdf | KPMG |
| 9 | Girls in STEM: Powering Economic Growth: Attracting more young women into Science and Technology 1.0 (2013) | https://www.accenture.com/ie-en/~media/Accenture/Conversion-Assets/DotCom/Documents/Global/PDF/Industries_14/Accenture-STEM-Powering-Economic-Growth.pdf | Accenture |
| 10 | Girls in STEM: Powering Economic Growth: Attracting more young women into Science and Technology 2.0 (2015) | https://www.accenture.com/ie-en/company-sponsorships-powering-economic-growth-2015 | Accenture |
| 11 | Girls in STEM: Powering Economic Growth: Attracting more young women into Science and Technology 3.0 (2017) | https://www.accenture.com/t20170905T101544Z__w_/ie-en/_acnmedia/PDF-60/Accenture-Girls-in-STEM-Research-Report-2017-online.pdf#zoom=50 | Accenture |