



30% Club

GROWTH THROUGH DIVERSITY

Men and women working together
to achieve real change

February 2018



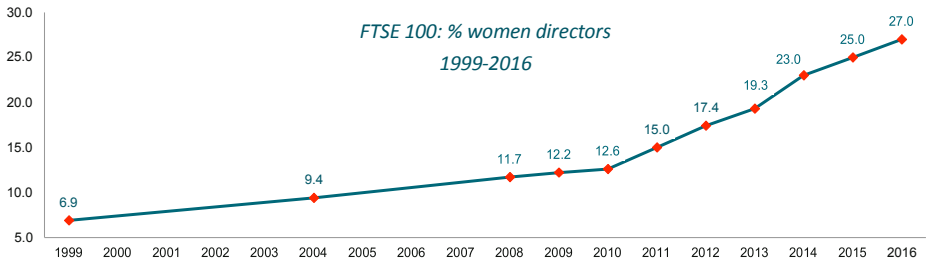
30% Club
GROWTH THROUGH DIVERSITY

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 January 2015 and has almost 200 confirmed supporters. 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
 - Provide a forum for discussion and shared learning among business leaders
 - Collaborate with existing and new initiatives which support improved gender balance
 - Intensify pipeline efforts and extend to encompass earlier stages of career and education
 - Develop effective workstreams to support particular sectors
- The 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 12.5% to 27%. 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.
- 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 has become an international, business-led approach with 30% Clubs in the US, Hong Kong, Southern Africa, East Africa, Australia, Malaysia, Canada, Italy and the GCC.

Women on Boards UK: a breakthrough



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

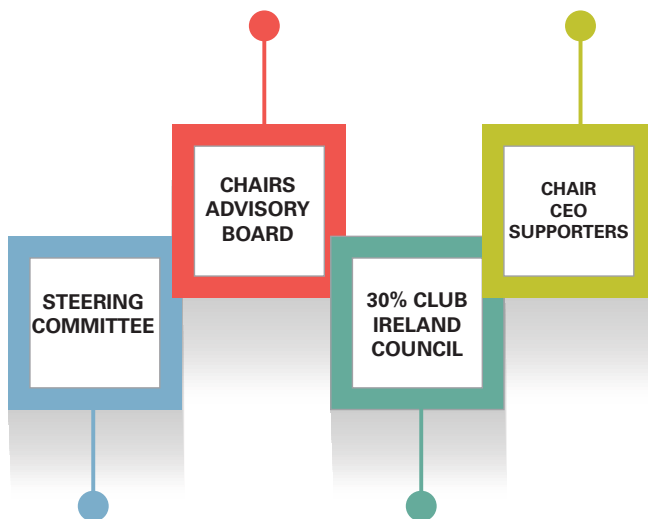
FTSE 100

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

FTSE 250

- 52 companies have already reached 30%
- 25.7% women NEDs – focus now on executive roles at 5.6%
- 13 all-male boards

Ireland Working Structure



Working Groups



How we work

- 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 - the under-representation of women at senior levels is a global phenomenon. 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.
- A small group of senior Chairs/CEOs act 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 hosting events (we do not charge attendance fees). In Ireland, we have been supported by BNY Mellon, PwC, KPMG, AIB, bbh, Mercer, Arthur Cox, ESB, Accenture and many others.
- 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.

Ireland Chairs Advisory Board



- **Michael Buckley**
Chairman of KKR Alternative Investments
& KKR Credit Advisors; Former Chairman of DCC
- **Nicky Hartery**
Chairman of CRH
- **Anne Heraty**
CEO of CPL
- **Vivienne Jupp**
Former Chairman of CIE
- **Gary Kennedy**
Chairman of Greencore
- **Kieran McGowan**
Former Chairman of Business in the Community & CRH
- **Pat O'Doherty**
CEO of ESB

Executive search community

“The international executive search market is extremely buoyant at present and, within certain sectors, in particular technology, we are starting to see a lot more women moving into leadership positions. However, we need to continue to advocate on behalf of gender equality and the benefits this brings to organisations - which I see as being key to our role as executive recruiters.”

- Anne Heraty, CEO, CPL

30% Club Ireland Steering Committee

- **Carol Andrews (Country Lead)**
Global Head of Client Service (AIS), BNY Mellon
- **Rachel Hussey (Deputy Chair)**
Partner, Arthur Cox
- **Darina Barrett**
Partner, KPMG
- **Peter Cosgrove**
Director, CPL
- **Orla Coughlan**
Steering Committee Member
- **Brid Horan**
Non-Executive Director, Former Deputy CEO, ESB
- **Richard Kinsella**
Director, Davy
- **Paula Neary**
Client Director, Accenture
- **Tara McCarthy**
CEO, Bord Bia
- **Meliosa O’Caoimh**
Senior Vice President, Northern Trust
- **Marie O’Connor (Former Country Lead)**
Steering Committee Member
- **Mary O’Hara**
Partner, PwC
- **Conor O’Leary**
Group Company Secretary, Greencore
- **Julie O’Neill,**
Executive Vice President, Alexion
- **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

Executive search community

“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,
Managing Partner, KKR Alternative Investments & KKR Credit Advisers

30% Club Ireland Strategic Pillars



Awareness/Influencing

- Building support among businesses
- Events – in-company and other organisations
- Annual CEO/Chairs event
- Engagement with Government – meeting Ministers; submission to Department of Justice & Equality re National Strategy for Women & Girls
- Research – Women in Leadership Study; Financial Services Research; Think Future Study – KPMG with UCD, UCC and DCU
- Women in STEM – linkage with CWIT (Connecting Women in Technology); Internship for trainee teachers

Supporting Organisations Overcoming Barriers

- Regular Council Meetings
- Working Groups: Financial Services Firms, Firms and Agri Food Sector
- Unconscious bias training; Information Portal; KPMG
- Building understanding; Engaging Men – Inclusion Together April 2019; programme October
- Executive Search



ns/Removing

Meetings

Professional
Financial Services
Sector

Training,
for supporters –

Networking among men:
Building Inclusion
2017; MARC
October 2016

Code with Ibec

Supporting Organisations/Removing Barriers

- Cross company mentoring programme with IMI – pilot 2015, programmes in 2016 and 2017
- Networking – joint events with Mercer, UCD, Northern Trust/UL, KPMG/NUIG, Hays
- Career development – with Trinity College: Build your Career – Tools of the Trade September 2016 – PwC & BDI
- Exec Education Scholarships: IMI and UCD Smurfit – 2015 and 2016; DCU in 2016; plus Trinity College, UL, NUIG, NCI in 2017, RCSI in 2018
- Available in Dublin, Cork, Galway and Limerick

30% Club Ireland Supporters

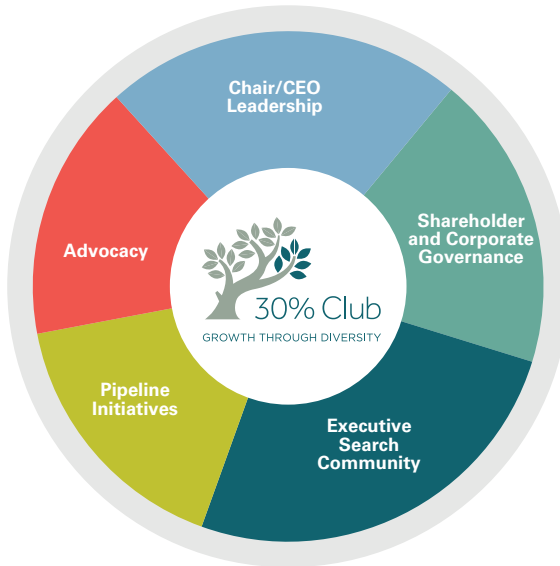
Julian Yarr, A&L Goodbody
Liz Hughes, ACCA Ireland
Alastair Blair, Accenture
Marius Smyth, AdRoll
Bernard Byrne, AIB
Julie O'Neill, Alexion Pharma
Paul Coffey, Allergan Pharmaceuticals Ireland
Sean McGrath, Allianz
Frank Mee, Allianz Worldwide Care
Mark Redmond, American Chamber of Commerce
Damian Ringwood, Amrop Strategies
Rachael Ingle, Aon Hewitt
Donal O'Brien, Aramark Ireland
Ciarán Bolger, Arthur Cox
Eoghan Lynch, Arup
Elaine Coughlan, Atlantic Bridge Capital
John Quinlan, Aviva Ireland
Francesca McDonagh, Bank of Ireland
Kevin Wall, Barclays Bank Ireland PLC
Damain Finn, Bausch and Lomb
Barry O'Dwyer, BlackRock
Derek Kehoe, BNP Paribas
Joe, Duffy, BNY Mellon
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
Ronan Murphy, Business in the Community
Catherine Guy, Byrne Wallace
John Donohoe, Came Global Financial Services Limited
Philip Lane, Central Bank of Ireland
Ian Talbot, Chambers Ireland
Barry Dempsey, Chartered Accountants Ireland
Ronan Gill, CIE
Vivienne Jupp, Former Chair CIE
Zdenek Turek, Citigroup
Aedamar Howlett, Coca-Cola Ireland
Bill Doherty, Cook Medical Europe Ltd
Anne Heraty, CPL Resources
Manish Vekaria, Credit Suisse
Nicky Hartery, CRH
Pádraig Ó Riordáin, daa plc
John Hennessy, Dalata
Brian McKiernan, Davy
Donal Murphy, DCC plc
Brian MacCraith, DCU
Miriam Hughes, DDFH&B Group
Maureen Walsh, DeCare Dental Insurance Ireland
Aongus Hegarty, Dell
Brendan Jennings, Deloitte
Aidan O'Driscoll, Department of Agriculture, Food and the Marine
Martin Fraser, Department of An Taoiseach
Katherine Licken, Department of Culture, Heritage and the Gaeltacht
Mark Griffin, Department of Communications, Climate Action & Environment
Maurice Quinn, Department of Defence
Sean O'Foglu, Department of Education and Skills
Niall Burgess, Department of Foreign Affairs and Trade
Jim Breslin, Department of Health
Orlaigh Quinn, Department of Jobs, Enterprise and Innovation
Oonagh McPhillips, Department of Justice and Equality
Robert Watt, Department of Public Expenditure and Reform
John McKeon, Department of Employment Affairs and Social Protection
Fiona Flannery, Depfa
Fiona Gallagher, Deutsche Bank
John Kennedy, DIAGEO Europe plc
Mary Rose Burke, Dublin Chamber of Commerce
Padraig McManus, 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
Laurence Crowley, Former Chair ESRI
Mark Walsh, Eugene F Collins
Alan Murphy, Eversheds International
Mike McKerr, EY
Gareth Lambe, Facebook
Fiona Muldoon, FBD Holdings plc
Paul Burd, Fidelity International Ltd
Sandeep Suri, Fidelity Investments
Rhona Blake, FleishmanHillard Ireland
Regina Moran, Fujitsu
Mark Elborne, GE
Siobhán Talbot, Glanbia
Fionnuala, Meehan, Google Ireland Ltd
Michael McAteer, Grant Thornton
Gary Kennedy, Greencore
Aidan Lynch, GSK
Debbie O'Hara, Hanover RE (Ireland) Ltd
Sean Rowland, Hibernia College
Graham Love, Higher Education Authority
Martin Murphy, HP Ireland

Martiena Milton, HR Holfeld Group
Alan Duffy, HSBC
Danny McCoy, Ibec
Peter O'Neill, IBM Ireland
Ciaran Murray, ICON plc
Martin Shanahan, IDA Ireland
Simon Boucher, IMI
Stephen Rae, Independent News & Media Plc
Maura Quinn, Institute of Directors Ireland
Marian O'Sullivan, Institute of Public Administration
Kevin Thompson, Insurance Ireland
Eamonn Sinnott, Intel Ireland Ltd
Imelda Shine, Intertrust
Michael Cullen, Investec Bank plc
Anne Nolan, Irish Aviation Authority
Averil Power, Irish Cancer Society
Eamonn Rothwell, Irish Continental Group plc
Jean-Christophe Coutures, Irish Distillers Pernod Ricard
David Harney, Irish Life
Padraic O'Connor, Irish Stock Exchange
Jim Miley, Irish Universities Association
Carin Bryans, J.P. Morgan Bank (Ireland) plc
Leisha, Daly, Janssen-Cilag Ltd
Vicki O'Toole, JJ O'Toole
Stephen Bowcott, John Sisk & Son (Holdings) Ltd
John Moran, Jones Lang Lasalle
Caroline Keeling, Keelings
Edmond Scanlon, Kerry Group
Sean Hawkshaw, Kleinworth Benson Investors Dublin Ltd
Michael Buckley, KKR Alternative Investments & KKR Credit Advisors
Shaun Murphy, KPMG

Ross Kennedy, Liferay
Kieran McGowan, Malin plc, Former Chair CRH
Nicholas Butcher, Maples & Calder
Ken Scully, Marks and Spencer Ireland Ltd
Declan Black, Mason Hayes & Curran
Michael Jackson, Matheson
Paul Walsh, McAfee
Barry Devereux, McCann FitzGerald
Sorcha, McKenna, McKinsey
Gerry Kilcommins, Medtronic Vascular Galway
Ruth Curran, Merc Partners
Tom Geraghty, Mercer
Cathriona Hallahan, Microsoft Ireland
Trudie Mulhall, Morgan Stanley
Ger Brennan, MSD
Gina Quin, National College of Ireland
Conor O'Kelly, National Treasury Management Agency
Michael Murphy, New Ireland
Clive Bellows, Northern Trust Company
Rosheen McGuckian, NTR Plc
Ciarán Ó hÓgartaigh, NUI Galway
Philip Nolan, NUI Maynooth
John Donnelly, Oracle
Rose Hynes, Origin Enterprises plc
Kevin Lane, Ornua
Louise Phelan, PayPal
Jeremy Masding, Permanent TSB
Paul Duffy, Pfizer
Paul Marchant, Primark
Fiona Tierney, Public Appointments Service
Nigel Heneghan, Public Relations Consultants Association (PRCA)
Feargal O'Rourke, PwC
John Keilthy, Reputation Inc
Padraig Kenny, Royal Bank of Canada

Cathal Kelly, Royal College of Surgeons in Ireland
Ken Norgrove, RSA Insurance Ireland
Dee Forbes, RTÉ
Rose Hynes, Shannon Group Plc
Mark FitzGerald, Sherry FitzGerald Group
Peter Barrett, SMBC Aviation Capital
Tony Smurfit, Smurfit Kappa
Maurice Whynns, Society of Actuaries in Ireland
Margot Slattery, Sodexo
Stephen Wheeler, SSE Airticity
Susan Dargan, State Street
Noel Cawley, Teagasc
Joseph Ryan, Technological Higher Education Association
Pat King, The Doyle Collection
Liam Kavanagh, The Irish Times
Lochlann Quinn, The Merrion Hotel
Patrick Prendergast, Trinity College
Patrick O'Shea, UCC
Andrew Deeks, UCD
Anthony Brabazon, UCD Michael Smurfit Graduate School of Business
Brendan McAtamney, UDG Healthcare plc
Gerry Mallon, Ulster Bank Ireland Limited
Maurice Pratt, Uniphar Group
Desmond Fitzgerald, University of Limerick
John O'Dwyer, VHI
Tony Hanway, Virgin Media Ireland
Aine Lyons, VMware
Anne O'Leary, Vodafone Ireland
Garry Ferguson, Walkers Ireland
Bryan Bourke, William Fry
Brian Curtis, Willis Towers Watson
Kevin Cooney, Xilinx

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 Ireland 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.

Agrifood Sector

The Agrifood 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 largest risks facing the food & 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.

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.

- 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.
- 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)
 - Credit Suisse The CS Gender 3000: Women in Senior Management (September 2014)
 - Credit Suisse Gender Diversity and Corporate Performance (August 2012)
 - Citigroup ASX100 Women on Board Analysis (August 2011)
 - Catalyst 'The Bottom Line: Corporate Performance and Women's Representation on Boards' (2007)
 - 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 Sub-Committee - Making the Change Count - a study of women in financial services in Ireland (January 2018)

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.
- 30% Club Scholarships are being offered across the chapters internationally. In Ireland, scholarships were awarded in 2015, 2016 & 2017 in conjunction with the Irish Management Institute, UCD's Michael Smurfit Graduate Business School, DCU, Trinity College Dublin, NUIG and University of Limerick. New scholarships in 2018 include National College of Ireland and Royal College of Surgeons in Ireland.

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

Contact points for further information

Social media

30% Club Ireland Website	30percentclub.org/about/chapters/ireland
Facebook	30% Club Ireland
Twitter	@30percentclubIE

Contacts

General enquiries	30percentclub@bnymellon.com
Media enquiries	carol.andrews@bnymellon.com
Financial Services Group	mo33@ntrs.com
Professional Services Firms	mary.ohara@ie.pwc.com rachel.hussey@arthurcox.com
Agrifood Sector	tara.mccarthy@bordbia.ie
Research	annemarietaylor1@gmail.com

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***





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