30% Club
GROWTH THROUGH DIVERSITY

THE 30% CLUB EXECUTIVE & BOARD RESOURCING CODE

A code of conduct for search professionals to adhere to in the placement of diverse talent across senior roles in organisations, with the support of business decision makers.

Developed in partnership with

Ibec
For Irish Business

INTRODUCTION

Search professionals, whether external or internal to an organisation, are committed to helping their client organisations increase the effectiveness of their boards and senior executive teams in the selection and appointment of diverse talent. Working in partnership with Chairs, Nomination Committees, CEO's and HRD's they take the appropriate steps to ensure focus, action and success throughout the execution of the resourcing process, whether through external search or in-house competitions.

The Executive & Board Resourcing Code, outlined below, lays out the key diversity principles for search professionals to follow from initial brief to final appointment. The supplementary expected behaviours outline how those principles should be delivered by search professionals; and the supporting actions that organisations can adopt, in order to partner effectively for successful outcomes.

THE CODE

Code of Conduct Principles. *What* we commit to achieve

1. Strategy & Goals

A clear statement of commitment to better diversity balance, including business strategy inclusion, targets, assigned accountability and sustainable

2. Talent Pipeline

A greater pipeline of credible talent though a combination of awareness raising, transparency of process, transferable skills building and sponsorship

3. Process

An effective resourcing process, operated in good faith, that will attract the broadest candidate pool, ensure selection decisions are made on appropriate bias-neutral judgement, and appointments contribute to the diversity of the group based on better balance, competence and capabilities

4. Monitoring & Reporting

A system of transparent and regular reporting that provides an internal benchmark for progress and external commitment to agreed standards and outcomes, for market comparison

HOW THE CODE IS APPLIED

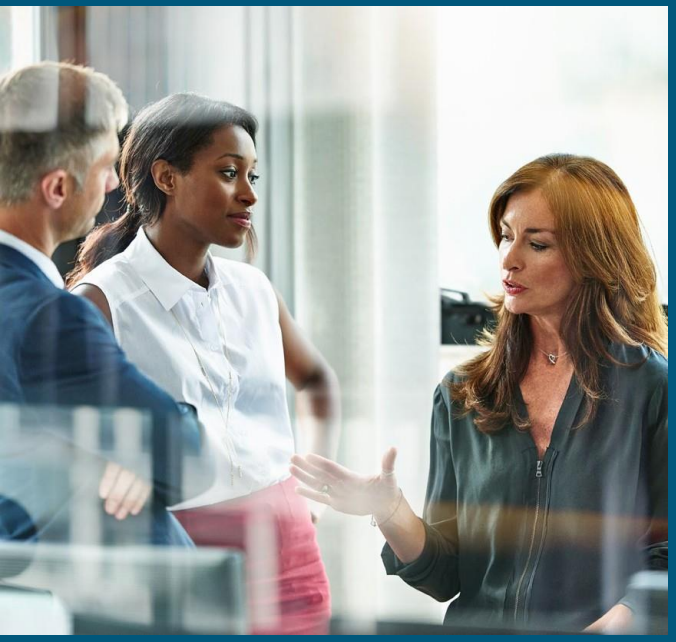
Organisations, executive search firms and search professionals, as signatories to the Code, commit to following the Code's provisions in their board and senior executive search processes, and to ensuring that the principles and key behaviours are embedded in their day to day practices. A list of signatories is published, and signatories are also encouraged to publicise their compliance through their website and through public reporting of measures of success.

Organisations are actively encouraged to support the principles set out in the Code and to work in collaboration with the executive search partner, whether in-house or external, in ensuring the Code is upheld; and that ultimately greater balance is achieved across senior decision-making functions with particular emphasis at board and c-suite executive levels. In particular, it is anticipated that Nomination Committees will encourage the adoption of the principles and the suggested behaviours in both Board and internal selection processes, supported by the CEO and the HRD.

The EXPECTED BEHAVIOURS *in support of the* CODE OF CONDUCT PRINCIPLES

Code of Conduct Principles ***What*** we commit to achieve	Executive Search Commitment ***How*** we will partner effectively – key behaviours	Organisation Collaboration ***How*** we will support – key behaviours
1. Strategy & Goals A clear statement of commitment to better diversity balance, including business strategy inclusion, targets, assigned accountability and sustainable planning	• Set and communicate a diversity strategy and standards which will be applied in all interactions – client and in-house • Provide input into clients' succession planning processes based on market awareness and skills forecasting • Understand the clients' diversity profiles and target goals and reflect in sourcing process	• Set and communicate diversity targets for Board, subsidiary boards and senior leadership levels • Build medium term succession plans with a 2-3 year forecast and set initiatives to support build or potential buy initiatives • Embed diversity ambitions into strategy planning
2. Talent Pipeline A greater pipeline of credible talent though a combination of awareness raising, transparency of process, transferable skills building and sponsorship	• Support training initiatives designed to raise board readiness • Provide and promote an appropriate vehicle for candidates to express an interest in roles, particularly at Board level • Actively engage with industry bodies and external networks to improve access to a range of talent • Encourage cross industry considerations in search options	• Align succession and senior leader development plans to grow individual competence and capability • Celebrate cross functional moves and release of talent • Support initiatives to improve board readiness, and board apprenticeship skills development • Include cross industry considerations and transferable skills in succession and talent planning
3. Process An effective resourcing process, operated in good faith, that will attract the broadest candidate pool, ensure selection decisions are made on appropriate bias-neutral judgement, and appointments contribute to the diversity of the group based on better balance, competence and capabilities	• Optimise breadth and reach in sourcing the initial applicant pool, including open advertising to generate longlists • Strive for composition rates of 50% long list, and 30% short list and challenge parameters and preconceptions • Use appropriate assessment tools and methodologies to eliminate bias and encourage focus on competence and capability	• Set out clear role specifications that prioritise competence, capability, and transferable skills rather than an exclusive focus on functional expertise • Train Hiring Managers in best practice to recruit, and enable diverse teams • Set, and commit to minimum target standards in longlist and shortlists expectations
4. Monitoring & Reporting A system of transparent and regular reporting that provides an internal benchmark for progress and external commitment to agreed standards and outcomes, for market comparison	• Monitor and highlight diversity ratios throughout all stages of resourcing process • Report annual aggregate outcomes to identify progress, challenges and trends	• Include diversity ambitions in balanced scorecard performance assessments for senior teams • Report on diversity targets and achievements in financial statements and market updates

ADDITIONAL TOOLS *and* SUPPORTS



The 30% Club Toolkit

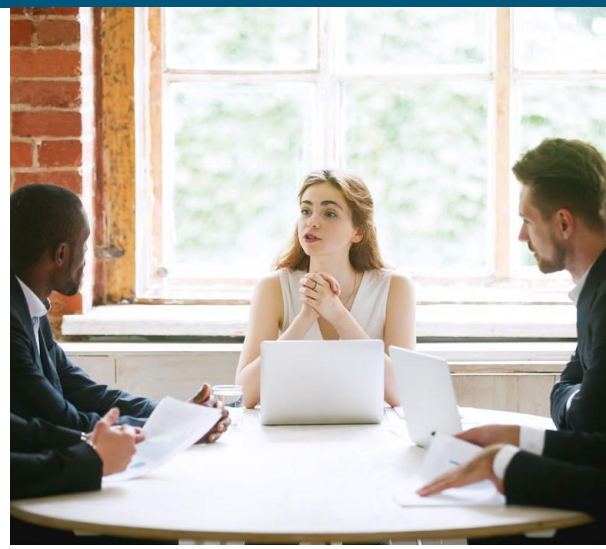
We continue to be struck by the generous spirit of collaboration across our supporters, and their commitment to creating gender balance, collectively, across all aspects of business in Ireland. We also found that our supporters range from those at the early stages of their journey who welcome the opportunity to benefit from those further ahead, and those well advanced in their journey who now ask, 'where to next'. It was against this backdrop that we built a comprehensive toolkit of ideas and supports to help organisations across all sectors as they plan their D&I journey.

The toolkit is made up of resources and ideas compiled and shared through the generosity of existing 30% Club supporter organisations and their teams. It offers suggestions and ideas to prompt creativity in your own plans. In line with our mission to support the progression of all women, the toolkit is not focused solely on gender and instead provides opportunity for highlighting what works across the full diversity and inclusion agenda and recognising the value of a holistic plan. It is designed to prompt ideas no matter the size of your organisation, or where you are at in your diversity journey. The toolkit is made up of an outline roadmap for success. Each stage of the roadmap contains suggested actions to follow to achieve progress. Each stage is further supported by links to sample policies, how-to guides, case studies and ideas for creating additional value. All the sample policies and case studies are live examples donated by our members. When planning for greater representation at Board and c-Suite level, the guides on Talent Progression, Succession Planning and Setting Targets should be of particular interest.

To access the toolkit, including how to guides, click here

30% Club Board Connections

In 2015 when the Irish Chapter of the 30% Club was launched the female gender balance across the Boards of the ISEQ 20 stood at 12%. By 2021, through a concerted effort by Chairs, CEO's and board actions the number had grown to 31%. Our objective is to ensure that number is established as the floor for best practice rather than as a ceiling, and to see the figure grow and extend to all businesses across Ireland. This growth is dependent on the availability of diverse talent, but more importantly on the visibility of diverse talent. To connect boards with such talent, the 30% Club now operates Board Connections – a unique directory of senior, highly qualified women, who are eager to commit their time and expertise to board roles. Board Connections was previously known as the Board Diversity Initiative which was established in 2009 and has been an important resource in assisting organisations identify senior women eminently capable of being board members. In order to secure the future sustainability of the Directory, ownership transferred to the 30% Club in 2021. The Board Connections directory is available on request to Boards, Search Firms and other agencies committed to achieving greater balance across their respective boards.



For more information see the 30% Club Website

30% Club
GROWTH THROUGH DIVERSITY

Diversity at senior levels in organisations leads to greater innovation, stronger financial performance and ultimately to better business outcomes for customers, employees and wider stakeholders. Achieving greater diversity of talent is a function of the organisation's resourcing process, whether through direct hires, or deployment of talent. This Code highlights the principles for success, based on commitment and collaboration between the search professional and the hiring organiations, working in partnership for more balanced outcomes. At the 30% Club Ireland we are very proud to present this Code and to support all parties in delivering on the commitment that it represents.

30% Club Ireland

Ibec
For Irish Business

Countries and companies around the world are realising the untapped potential of diverse talent and taking strides towards greater balance at senior management, executive and board level. A vital aspect of how we achieve this is by making smarter hiring decisions based on wider talent pipelines that consider 100% of the available talent, and challenge the norms and prototypes that may have governed resourcing decisions in the past. This Code represents a commitment from search professionals and employers alike to consciously and repeatedly focus on increasing the diversity of their candidates and hires and in turn the effectiveness of their senior executive teams and boards.

Ibec

Thank you to Arthur Cox for their financial support for graphics and design in producing this booklet

A copy of the Code and current search firm signatories is available at
https://30percentclub.org/about/chapters/ireland and www.ibec.ie