The business case for women in leadership: Attracting, retaining and developing talent
According to Eurostat women only make up 39.2% of the total high-tech manufacturing labour force in the EU and internationally only 4% are CEOs. However, Fortune 500 companies with more than three women on their board have a 66% higher return on invested capital and 42% higher return on sales.

‘The business case for women in leadership’ event will bring together senior businesses leaders to learn about practical strategies to effectively drive changes in their organisations to increase the number of women in leadership.

### Agenda

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<td>10.00-10.30</td>
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| 10.30-10.40 | Welcome remarks  
Ciara Finlay, Ibec Medtech and Engineering Executive |
| 10.40-11.00 | Growth through diversity - Accelerating progress at leadership level  
Mary O’Hara, 30% Club Ireland Steering Committee and PwC Partner |
| 11.00-11.20 | Advancing Diversity – it’s simply good for business  
Tony Neary, Medtronic Galway VP and General Manager |
| 11.20-11.40 | Returning and retaining women in science and engineering  
Paula McDonnell, Medtronic Galway Senior R&D Manager |
| 11.40-12.15 | Break                                                                   |
| 12.15-12.35 | Mentoring for success  
Eithne Lynch, Boston Scientific Clonmel, Manager Process Development |
| 12.35-12.55 | Life work integration  
Brid Hallinan, Boston Scientific Senior Supply Chain Manager |
| 12.55-13.30 | Where are all the women and the gender pay gap  
Kara McGann, Ibec Senior Labour Market Policy Executive |
| 13.30-14.00 | Q&A                                                                     |
Overview

Ireland’s manufacturing sectors are world-renowned with Ireland’s medtech sector standing out as a global hub with 9 of the world’s top 10 medtech companies having a base here. With 38,000 people working in the medtech sector, it is one greatest employers of medtech professionals in Europe, supported by a strong base of contract manufacturers with 7,000 people working in the polymer technology sector.

Internationally, manufacturing lags behind for the level of women in leadership, and this trend holds true for Ireland where only 6% of manufacturing firms have a female CEO.

As the manufacturing industry in Ireland is known for its dynamism, innovativeness and competitiveness the Ibec Medtech and Engineering group established a Gender Leadership Development taskforce to tackle this problem. Leading manufacturing businesses are working together on the taskforce’s vision, scope and priorities.

Vision: Ibec Medtech and Engineering sectors will work to increase the percentage of women in middle and senior management roles working in manufacturing.

Initial taskforce scope

- Activities agreed by the taskforce must make an impact, on vision, in an 18-24 month period, and be actionable by the taskforce;
- Policies agreed by the taskforce must make a positive impact on enabling more women to participate at a senior level within the workplace, such as lobbying against tax disincentives, collaborating with the 30% Club, and developing a ‘Code of Gender Leadership’.

Priorities for the group

1. Develop programmes for senior/middle managers to increase women in leadership
2. Get commitment at CEO level to make gender leadership an industry priority
3. Benchmark diversity in leadership in manufacturing
4. Identify best practices for those working manufacturing sectors

We hope that the case studies presented at 'The business case for women in leadership’ event and described in this special booklet helps you and your business make real, meaningful change.

If you would like to join the Ibec Medtech and Engineering Gender Leadership Taskforce please contact Ciara Finlay by emailing ciara.finlay@ibec.ie.

Ciara Finlay
Ibec Medtech and Engineering Executive

Tony Neary
Medtronic Galway VP and General Manager,
Ibec Medtech and Engineering Gender Leadership Taskforce Chair
The business case for women in leadership: Attracting, retaining and developing talent

Mary O’Hara
30% Club Ireland
Steering Committee and PwC Partner

What is the problem you’re trying to address?

The 30% Club Ireland, formally launched in January 2015, is part of an international organisation founded in the UK in 2010.

Our aim is to develop a diverse pool of talent for all businesses through the efforts of our Chair and CEO members who are committed to better gender balance at all levels of their organisations. Business leadership is key to our mission, taking the issue beyond a specialist diversity effort and into mainstream talent management.

We believe that gender balance on boards not only encourages better leadership and governance, but diversity further contributes to better all-round board performance, and ultimately increased corporate performance for both companies and their shareholders.

What initiatives have you put in place to tackle it?

The 30% Club approach – collaborative, concerted business-led efforts – can help accelerate progress towards better gender balance at all levels of organisations. We do not believe mandatory quotas are the right approach. Instead, we support a voluntary approach underpinned by targets, accountability and transparency in order to realise meaningful, sustainable change.

The 30% Club Ireland is working to bring about real transformation through strategically addressing 3 strategic pillars:

a. Awareness/Influencing: Our approach is to build support among businesses, to engage with government and to collaborate with others who are promoting a business-led approach to better gender balance in business.
b. **Supporting Organisations/Removing Barriers:** Our Council is made up of senior management representation from our supporter companies and organisations, their role is to contribute to our key initiatives, and participate in a forum of exchange of information and shared learning. We hold several events each year to facilitate this. Each event focuses on an area identified and we continue to engage new supporter companies and organisations who seek to participate in driving female diversity in Irish business. We also have a number of Working Groups/Programmes, including, Professional Services, Men In Leadership, Financial Services and Agrifood groups.

c. **Supporting Individuals:** Our Executive Education programme, in partnership with UCD, IMI, Trinity College, NUIG, UL, DCU and RCSI awarded scholarships to a range of women many of whom would not have had the opportunity for such investment without the program. Our partnership with IMI also includes a formal Cross-Company Mentoring Programme.

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**How have you made progress and what lessons have you learnt?**

We now have almost 200 confirmed supporters in Ireland and 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 organisations. 30% Club efforts are complementary to individual company efforts and existing networking groups, adding to these through collaboration and the visible and voluntary commitment of senior business leaders.
Advancing diversity

Tony Neary
Medtronic Galway VP and General Manager

What is the problem we are trying to address?

Medtronic is committed to creating a diverse workforce that reflects patients, physicians, and customers. The business case is simple - it is well established that diverse teams have better outcomes and who would not want better outcomes? At Medtronic this is our key motivation factor when it comes to developing our talent pipeline. From a diversity perspective there are many factors at play – we not only focus on female diversity as there are clear advantages to having employees with a wide variety of backgrounds and geographies with differing experiences. If we all remain grounded in the principle of ensuring we have diverse teams for an overall better outcome, it helps us to focus on the decisions we make when establishing teams and building our talent pipeline. It is also well established that the pool of available female talent diminishes through the career progression cycle making it difficult to ensure we have a good balance of gender diversity at senior leadership levels.

Advancing Women Matters, research shows it’s simply good for business.

- Fortune 500 firms with the best record of promoting women to high positions are between 18% and 69% more profitable than the median. (European Project on Equal Pay, Adler, 2010)

What initiatives have you put in place to tackle it?

Medtronic Women’s Network (MWN)
Our Medtronic Women’s Network (MWN) is an enabling network to create and sustain an environment that inspires, develops and advances women to achieve their potential. The MWN focuses on three broad areas:

- Ensuring we build a talent pipeline with skills that meet future business needs.
- Developing partnerships that enhance business and career development.
- Engaging employees in articulating their career aspirations and driving their own career development.
**Women in Science and Engineering (WISE)**

Women in Science and Engineering (WISE) is a collaborative initiative that aims to drive innovation by increasing the representation of women at all levels within engineering.

The WISE ROAD’s vision is to create engineering and scientific organisations that out-perform and out-innovate by leveraging gender diversity in our teams. The WISE ROAD focuses on Research and Development Culture, Outreach, Acquisition and Development.

- From a culture perspective it is trying to create inclusive R&D cultures which leverage diversity to achieve improved business results.
- From the outreach perspective, its focuses on broadening community outreach so Medtronic is recognised as a leader in STEM and WISE.
- From an acquisition perspective it is looking to enhance effective hiring pathways to attract top talent
- From a development perspective is it focusing on developing leadership and technical skills to provide equal access for growth opportunities.

Through WISE, a number of initiatives for women in Research & Development have been rolled out including:

- Supporting female employees through work life balance challenges including family, return from maternity leave and flexibility within roles.
- Getting women back into the workforce with its’ Career 2.0’ programme. This is a re-entry programme for women engineers who have been out of the workforce for a period of time.

**How have you made progress and what lessons have you learned?**

We began this journey a number of years ago by starting a conversation and have made progress by turning conversations into tangible actions. We consider the work we do in this space a smart way of running a business. It needs to be a multi-pronged approach and our progress this far can be attributed to a number of factors – our MWN and WISE programmes incorporated with the real and visible commitment of senior leadership and engaging men as advocates and change agents. Our key lesson learned is that our work in this space must be embed in the core principles and practices to which we operate every day.
Mentoring for success

Eithne Lynch
Boston Scientific Clonmel, Manager Process Development

What is the problem you’re trying to address?

In 2015, the senior leadership in Boston Scientific Clonmel had become aware of a lack of women in leadership and began to work to understand the issues and try to close the gap. As part of Focus Groups, it was highlighted that, in the absence of women role models, there was a desire to develop a strategy around mentoring to support women in their development. As part of a bigger strategy covering a wide range of issues, mentoring was adopted as a key activity of the Women’s Network, supported by the leadership team on site.

What initiatives have you put in place to tackle it?

Often, programs exist within the wider network of an organisation that have not been widely implemented. Boston Scientific mentoring program is a structured program which drives the mentor to really understand the issues they are experiencing and so ensures that the process is effective. Mentoring is a self-directed program, which will only be successful if you are clear in your objectives and prepare well.

Initially the process was piloted within the Women’s Network team and was supported by the senior leadership team. The mentee selected the appropriate director, ensuring the no one was mentored by someone who would have direct influence on pay or promotion. Avoiding the direct influence relationship is key as it ensures that the conversation does not drift between mentoring and coaching.

Once the pairings were made, the meetings were set up and the relationships started form. Not all pairings were successful – some found little common ground between mentor and mentee and found that there was not a benefit seen in the process – but by in large, the relationships were successful and those initial pairings are still in place today. While initially there was a structured cadence of meetings, over time these relationships have moved to a more adhoc format, with the mentee using the mentor to help in their development when needed.

Over the first year, we learnt about the process and figured out whether there was an appetite for this on site. From our initial launch, people on site became more aware of the process and it was clear that both men and women wanted to partake in the process.
How have you made progress and what lessons have you learnt?

At the end of 2015, the process was refined and we then reached out to all employees to sign up. By March 2016, 17 employees had signed up for the process and the interest level had increased across the site. Mentoring continues to be a successful strategy for the Women’s Network, with approximately 50 active pairings and is still being managed through this ERG.

Over the duration of this project we have learnt the following:

- Mentorship is not confined to the path to leadership – over the years we have moved from looking at women interested in moving to leadership roles to creating mentor relationships across the full breadth of the organisation

- You need to put the work in upfront to make the process work and so the mentee needs to ensure they have a good understanding of what they want to learn from their mentor

- Not all mentor/mentee relationships work, even when the work is put in. People are different and some relationships do not work

- What is good for the goose in good for the gander – while this started as an initiative targeted at women, it has developed into a process the both women and men are using and gaining value from.
Life work integration

Brid Hallinan
Boston Scientific Senior Supply Chain Manager

What is the problem you’re trying to address?

Boston Scientific is committed to providing a work environment where employees can achieve a balance between their work life, personal interests and obligations. Accommodating ‘Life Work Integration’ practices help us to keep talented employees motivated and satisfied.

The company recognises that at different life stages, interests and priorities vary. People at different stages of life have different needs. Boston Scientific is committed to finding a balance for employees by supporting flexibility with the reasonable needs of the business.

What initiatives have you put in place to tackle it?

The Workflex option was introduced in 2016 to meet both business and employee needs. Workflex helps to create an arrangement that suits everybody by engaging with the person seeking flexibility.

The first step for implementation requires assessing the nature of the job, the impact the change will have on other team members and the proposed duration of the new arrangement. This helps those involved to reach an informed decision on how to proceed.

In addition to assessing the situation from the individual perspective, business needs are assessed starting with the nature of the job and the potential impact of changes on others. The expected cost of the proposed Workflex option are also considered.

As a global organisation, employees are frequently required to conduct work across multiple time zones. But thanks to technical advancements that promote virtual collaboration and communication, Workflex can better accommodate the personal and business needs now.

Lastly, the company’s interest in keeping employees motivated, satisfied and retaining talented is a key factor in promoting the successful Workflex programme.
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Some of the work life integration facilities Boston Scientific Clonmel offer includes:

- Career breaks
- Working from home
- Part time
- Paid maternity leave
- Paid paternity leave
- Flexible starting and finished times
- Flexible parental leave
- Banking on site
- Time in lieu
- Job sharing

How have you made progress and what lessons have you learnt?

The promotion of flexible work arrangement on site has given high performing female employees the chance to balance work and home life commitments resulting in greater diversity, employee engagement and talent retention.
A new balancing act

Dr Kara McGann
Ibec Senior Labour Market Policy Executive

What is the problem you’re trying to address?

Ireland has made very positive strides in progressing the gender balance across organisations. The latest joint report from Ibec, 30% Club and DCU “Women in Management – the Leadership Pipeline 2017” reveals that the percentage of women holding CEO positions in Ireland is up from 14% in 2015, to 19% in 2017. This is much higher than global standard of 6.4%.

Despite this we’ve yet to achieve the level necessary to ensure fairness and maintain competitiveness.

There’s a myriad of reasons for the differences in the participation and progression rates between the genders. These include occupational segregation which often stems from the segregation of educational choices, family and domestic responsibilities, work-patterns, and unconscious bias.

What initiatives have you put in place to tackle it?

Ibec has a strong track record of collaborating with employers to develop strategies to address barriers in their organisation to gender balance. We propose a range of solutions that are needed to address the imbalance including:

- Address subject availability and review teacher training curricula across school types to avoid creating channels of occupational segregation
- Deliver accessible, affordable, quality childcare to ensure strong labour market participation
- Develop a comprehensive eldercare strategy to identify and provide for long-term care needs
- Examine organisational culture and offer unconscious bias training to promote understanding
- Ensure fair HR practices with balanced recruitment and transparent promotion processes
- Tackle gender stereotypes and norms which influence the roles both men and women take up

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How have you made progress and what lessons have you learnt?

The “Women in Management – The Leadership Pipeline 2017” survey highlights some of the successes and challenges.

While company size is not the strongest determination of female success, greater numbers of female CEOs are found in small organisations with fewer than 500 employees. Additionally, females appear to be more successful in entering management in either large organisations, those with 100+ employees, or small organisations. This may be associated with both the availability of opportunities and talent. For the third successive year, women are also shown to have greater career success in companies with female CEOs.

There are significant differences across sectors as female career success is found most often in food, retail, and pharma sectors with roles in HR, legal and marketing areas dominating more broadly.

Moves by Ibec’s Medtech and Engineering Group and its members to seriously tackle the issue of gender imbalance is an important step driving meaningful change across manufacturing sectors. As we know, when CEOs and boards have made gender balance a priority and developed targets we are more likely to see cultural change.

However a lack of qualified female candidates presenting themselves for promotion continues to be cited as an explanation for the lack of female leadership. Given that women represent the majority, 52%, of third level graduates this suggests that we need to do more to “reach in” to make sure the best candidates compete for promotions, and that jobs descriptions are unbiased.

So, while there has been demonstrable progress, we need a ‘whole society’ approach to tackle this important business issue. According to McKinsey there will be 40 million too few college educated workers by 2020. But at the current rate of change, female executive representation across Europe is not likely to reach 20% until 2035. This is a real waste of talent.
Where’s the gap?

Dr Kara McGann
Ibec Senior Labour Market Policy Executive

What is the problem you’re trying to address?

Currently the gender pay gap in Ireland is 13.9%, less than the EU average of 16.7% and the 11th lowest out of 28 EU countries.

Even though women make up over half the world’s population, they are not fulfilling their potential in measured economic activity, growth and competitiveness, with serious macroeconomic consequences.

In Europe, gender gaps in the labour market are attributable for an estimated 10% GDP per capita loss, while in the UK, McKinsey calculates that increasing gender parity in labour market participation, hours worked and sector mix of employment could add £150 billion in GDP by 2025.

The gender pay gap is really an issue about the representation of men and woman in the workforce and gender pay gap reporting using an appropriate method has the potential to offer a real diagnostic tool to highlight the particular issues facing distinct organisations, sectors and regions alike, to enable more targeted interventions by all stakeholders.

What initiatives have you put in place to tackle it?

The proposal in Ireland is to have gender pay reporting by employers of 50+ employees, comparing the pay of all working men and all working women based on average hourly earnings. This measure fails to compare payments by people in the same or similar jobs, with the same work patterns and so on.

Not only does this risk impacting employer brand, it fails to accurately identify the cause and by extension solution to the problem. Ibec fully supports the need to increase the gender parity across organisations using the appropriate measure. Failure to use the correct measure could lead to a misdiagnosis of the problem and set-back the work of organisations dedicated to reducing the gap.

In the Ibec submission to the Irish Government, we have proposed that gender pay reporting would report the gender representation gap in organisations, in addition to the like for like differences between standardised occupational categories for managers and non-managers. This model would allow employers who calculate a gender pay gap to quickly establish at what level it exists and identify whether there may be policy, discriminatory, structural or cultural issues that are causing a gender pay gap in their workplace. Only in this way can the location of the representation gap be identified, causes of gap analysed and corrective action taken by the appropriate stakeholders – whether that means employers, trade unions, government or society. Additionally reporting
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should be introduced on a phased basis initially to organisations of 250+ employees, with a 12 month period to calculate the pay gap. In this way, smaller employers can be assisted in the process by first learning best practice from larger organisations.

Additionally, we believe that a whole-of-society approach to the issue of gender pay and gender balance is needed. Reporting alone will not identify or solve the myriad of structural, cultural and policy causes for the differences in participation rates and the employment gaps between genders.

How have you made progress and what lessons have you learnt?

Ibec has been working on various diversity and inclusion issues including gender for many years, working with employers and developing policy and resources to address gender imbalance and the attrition of women from the labour market.

This has ranged from hosting STEM careers events for secondary school girls; developing maternity and parenting toolkits as well as best practice guides to tackle recruitment and selection, performance management and succession planning, issues that impact gender balance in organisations.

Many of our employer members have been actively engaged in challenging the issues pertinent to their organisation and sector from engaging in school career talks with female role models; supporting women in leadership programmes; bringing in shared parenting leave; providing mentoring and coaching and engaging the men in their organisation around the importance of gender balance.

Ibec has also co-hosted leadership and gender conferences with the Department of Justice and Equality and led or participated in European funded projects to further the aims of gender balance in employment.

We are continuing to consult with our members and advocating for a comprehensive approach to gender pay reporting with the capability to identify gaps and offer solutions to address them.
Biographies

Ciara Finlay
Ibec Medtech and Engineering Executive

Ciara joined the Ibec Medtech and Engineering team in May 2015 to represent businesses from some of Ireland’s worldclass manufacturing sectors. In this capacity she leads projects for and contributes to regular Irish Medtech Association Board meetings and Plastics Ireland Council meetings. She also manages a number of working groups in strategic areas such as public relations, gender leadership development, entrepreneurship, health technology assessment, IR/HR and skills.

She sits on a number national and international committees, namely, the Health Information and Quality Authority Scientific Advisory Group, MedTech Europe Most Economically Advantageous Tender Committee, MedTech Europe HTA Advocacy Team, and MedTech Europe Communications Committee.

Ciara has worked in Ibec since 2012, and previously held roles in Ibec as a Corporate Affairs and Communications Executive, and on the EU Presidency Planning Team.

She earned a BA in Sociology and Social Policy from Trinity College Dublin, an MSc in International Political Science from Trinity College Dublin, and is currently studying part-time for an MSc in Health Economics from NUI Galway.

Mary O’Hara
30% Club Ireland Steering Committee and PwC Partner

Mary O’Hara, is a Partner in PwC where she works with businesses to achieve and maintain a sustainable competitive advantage through their people.

Mary has more than 25 years’ experience in advising leading Irish and multinational companies across all sectors in relation to employment taxation, international workforce mobility, workforce rationalisation and reward planning as well as wider workforce and HR issues. In addition, she leads a number of specialist teams advising on immigration, global mobility policy matters and workforce restructuring.

Mary is also a founding member of the Steering Committee of the 30% Club Ireland and she co-leads the 30% Club Ireland’s workstreams on professional services and cross-company mentoring.

Mary is a Fellow of Chartered Accountants Ireland. She is a regular media contributor on employment tax policy matters.
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Tony Neary
Medtronic Galway VP and General Manager

Tony Neary is Vice President and General Manager at Medtronic’s Centre of Excellence for Operations and R&D at Parkmore in Galway. In this role, he has responsibility for the site strategy and leadership of all activities at the site in support of multiple businesses for Medtronic across the Cardiac and Vascular Group. With over 20 years’ experience in the medical technology industry, Tony has gained expertise across a range of functions including manufacturing engineering, process development, research and development, operations management and integrations leadership. Today, he is a member of the Global Operations Leadership Team for the Cardiac and Vascular Group.

Tony has a Bachelor of Engineering from UCD, an MSc with the Open University and an MBA with the University of Leicester.

On a national level, Tony has strong involvement with a number of industry and business groups including Board membership of the Irish Medtech Association and engagement with the IDA, the American Chamber of Commerce and Ibec among others. Tony also supports local business and community organisations through a range of collaborations and employee involvement.

Paula McDonnell
Medtronic Galway Senior R&D Manager

Paula is a Senior Research & Development Manager in Medtronic, and during her extensive career with the company, has held various roles in quality, advanced manufacturing engineering and project management.

In her Research & Development role, Paula has held both functional leadership responsibilities as well as product development projects roles, driving success in key strategic projects through her technical acumen and team leadership. Paula has a degree in Applied Science from GMIT, has 6 patents granted and was awarded Technical Contributor Awards recognising her contribution to technical excellence in Research & Development.

Paula is the Galway Site Lead for Medtronic WISE (Women in Science & Engineering). She recently received a Medtronic SWE (Society of Women Engineers) Award for her positive contribution and significant impact to the growth of Women in STEM careers at Medtronic.
Eithne Lynch
Boston Scientific Clonmel, Manager Process Development

Eithne joined Boston Scientific Clonmel in 2006 and has held a variety of roles during her time in Clonmel, initially as a Supplier Engineer, moving on to a role as a Quality Engineer and finally transitioning to Process Development in 2015. Eithne currently holds a Manager role, responsible for test software and automation process development.

Boston Scientific Clonmel is at the forefront of some of the industry’s most complex medical devices. The pacemakers, defibrillators, spinal cord stimulators and deep brain stimulators, that are designed, developed and manufactured in Clonmel, help treat the world’s major health issues. Boston Scientific’s dedication to advancing science for life helps patients around the globe live longer, healthier lives.

Eithne is passionate about the promotion of STEM and has taken a leading role in developing STEM programmes within Boston Scientific Clonmel and across the Boston Scientific network in Ireland. She is working within her community to build a pipeline of future talent in the STEM disciplines, particularly focussed on educating the educators and the development of young women in the area of STEM. Eithne is also a founding member of the Women's Network in Clonmel, whose vision is to promote diversity at all levels within Boston Scientific Clonmel, by creating a culture that empowers women to reach their maximum potential.

Eithne holds a Bachelor of Science, a Masters in Material Science and a PhD in Engineering from University College Cork.

Brid Hallinan
Boston Scientific Senior Supply Chain Manager

Brid has been working in Boston Scientific as the Senior Supply Chain Manager since 2014 in Clonmel. Prior to this she studied for a Bachelor of Science Field Of Study Biochemistry in University College Cork.

Kara McGann
Ibec Senior Labour Market Policy Executive

Dr Kara McGann is a Senior Labour Market Policy Executive at Ibec. Kara provides advice and support on diversity, education, training and labour market policy and practices to Ibec member organisations. This includes the development of tools and guidelines, lobbying and developing policy positions. She is also a board member of Skillnets.

Prior to joining Ibec in 2008, Kara worked for a number of years as an organisational psychologist and human resources manager in industry and lectured at undergraduate, postgraduate and executive level.

Kara holds a PhD in psychology from UCD, a Master of Business Studies and is also a practicing psychotherapist.