



Dublin, April 2020

**Gary Healy, Ph.D.**

**Senior Associate**

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Gary Healy is an expert in the fields of utility regulation, public policy and government affairs. He has over 20 years of experience working in telecommunications companies and regulators. He is the former director of regulatory affairs and public policy at eircom, Vodafone and Telefonica in Ireland. He was also Director of Market Development with ComReg, the Irish telecommunications regulator.

He has worked across the EU and Eastern Europe advising governments and regulators in the areas of competition assessments, market reviews and regulatory policy. He has also advised governments and companies on policy formation in the telecommunications and postal area; government affairs engagement strategies and influencing government policy in utility sectors.

He is a former Board member at the National Electricity grid operator in Ireland and was head of the Wind energy trade association dealing with energy policy and renewables policy in Ireland.

He holds a phd in the area of law and government from Dublin City University examining the role of independent regulators and has presented to the Irish parliament on the role of Economy Regulators.

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### Professional Experience

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**Apr 2020 – Current      Jacobs, Cordova & Associates**  
**Senior Associate**

Jacobs, Cordova & Associates, Inc., a global consulting firm specializing in regulatory reform and better business environments. Jacobs, Cordova & Associates, based in the United States, Ireland, and Mexico, provides a wide range of regulatory reform services around the world. The company has worked on regulatory reform and related issues in over 90 countries. The website at [www.regulatoryreform.com](http://www.regulatoryreform.com) contains detailed information on our services, reports and publications.

**Sept 17 – March 20      eir, limited**  
**Director of Regulatory and Public Affairs**

eir is the largest telecommunications operator in Ireland and the Director is a member of the senior management team reporting to the CEO.

Key Achievements and responsibilities:

- Leading the engagement with the regulator and government on all public affairs and compliance issues. Eir is a heavily regulated entity and regulation impacts both retail and wholesale aspects of eir's business
- Leading the engagement on the exit of eir from the National Broadband Plan and liaising with the Irish government on the continued support of the NBP. Supporting and attending eir's presentations to parliamentary committees on policy and broadband issues
- Leading the engagement with NBI and DCCAIE on the Infrastructure access agreement and the direct agreement which underpin the provision of eir's services to the NBP.
- Resetting the relationship with the regulator to address long standing regulatory governance issues and negotiating a settlement with the regulator to introduce a new regulatory governance model with the focus on risk management and the creation of an independent oversight board to assist in implementation.
- Ensuring ongoing compliance with the regulatory risk framework introducing new governance to CEO level and board. Also developing improved controls for regulatory risk across the organization and implementing IT transformation plans
- Leading a team of 20 economists, accountants and regulatory experts

**Sept 2016 – Sept 2017.      Irish Wind Energy Association**  
**CEO**

The Irish Wind Energy Association represents 2pprox. 100 wind farm developers and investors managing over 200 wind farms in Ireland, represents 4 billion in investment and generating over a ¼ of Ireland's Energy needs. Members include ESB, SSE, Element power, Energia, etc. The CEO is responsible for all stakeholder management and regulatory engagement and lobbying for the sector. Managing a team of 10 people who also organise conferences and courses for members nationally.

Key achievements:

- Extending the support mechanism for wind developers through lobbying the DCCAIE department and minister to ensure wind farms could continue to be put on the grid
- Refocusing media and stakeholder engagement to local community engagement and local representatives
- Conducting a reputation survey which led to a focus on a strategy to increase the level of renewables on the electricity system

- Improving internal governance and decision making of key fora to support the strategy and improve member services and messaging
- Organising member conferences and workshops on key issues
- Developing and supporting a team of 10/12 energy policy experts and training professionals
- With the support of the board develop a strategy which focused on the ambition of increasing renewables to 70% of the electricity system and improved community engagement

**Sept 11 – Sept 16            EirGrid  
Non-Executive Director**

In September 2011 appointed to the board of EirGrid as a non-executive director. As a new board member worked closely with the audit committee and the grid committee to get up to speed on EirGrid role and the energy market

Key achievements:

- A member of the board committee which improved the consultative processes at EirGrid, particularly on community gain and community outreach initiatives. Led to strategy document 'Your Grid, Your view'
- A member of the board committee which examined Grid 25 and pushed executives to reconsider Grid 25 and proposed alternative transmission plans for Grid Link and examined alternative plans for Grid West. Involved in assessing new application for North South Interconnector and assessing progress on proposed Celtic Interconnector
- Member of the audit committee and engagement with internal audit and risk. Supporting the appointment of external and internal audit firms.
- Worked with other audit committee members to improve the risk management process
- Chair of the pension committee

**Sept 14 – Sept 16            Vodafone Ireland  
Head of External Affairs & Regulation**

Head of External Affairs & Regulation is responsible for all external relationships including regulators, Government and stakeholders The role also involves responsibility for privacy compliance and all aspects of telecommunications regulatory strategy for Vodafone.

- Leading all engagement with the regulator and ministry on communications policy
- Leading engagements on compliance and enforcement with ComReg and ensuring compliance internally with key Vodafone Directors
- Developing and executing on Vodafone Ireland's external engagement strategy. Specifically improving stakeholder relations with ComReg, the Department of Communications, Energy & Natural Resources, government and media

- Leading an industry delegation and presenting to the Joint Oireachtas Committee for Transport & Communications on industry strategy in Ireland, spectrum policy and coverage issues
- Developing a reputation strategy for Vodafone including thought leadership, messaging and media strategy
- Key Achievements: Influencing ComReg to reduce costs for wholesale services, Leading Vodafone/ESB Broadband strategy and rural broadband engagement, improving relationships with both ComReg and DCENR. Publishing thought leadership research for rural broadband and mobile coverage

**Jun 10 – Aug 14                      Telefonica/O2**  
**Head of Public Policy & Regulation**

Head of Public Policy & Regulation is responsible for all aspects of the regulation of Telefonica/O2 commercial activities including ensuring compliance with all regulations and radio spectrum license obligations. The position reports directly to the CEO on all aspects of regulatory policy, privacy and all interactions with government, managing a team of 4 expert managers.

Key achievements:

- Led the bidding team for Telefonica Ireland’s participation in the 4G spectrum auction process including Telefonica Ireland’s strategy and valuation process in advance of the auction. Telefonica secured its desired spectrum package at their target price of €125ml.
- Led the Telefonica/O2 team engaged on the sale of Telefonica Ireland to 3 Ireland and all engagements with DG Competition, ComReg and DCENR.
- Led the Telefonica engagement with the Department of Communications on the National Broadband taskforce specifically addressing issues related to spectrum and barriers to investment.
- Led and contributed to a number of Telefonica group regulatory strategies engaging with the European Commission and including a presentation to members of the European Parliament in relation to the Roaming regulation.
- External to Telefonica/O2, responsibility extends to include vice chair of the IBEC telecommunications and internet federation and working closely with the Department of Communications on the National Broadband Plan. The vice chair also participates in the CEO advisory forum which includes the CEOs of the six leading telecommunications companies and industry level stakeholder management strategy with local authorities and government agencies.

**May 08 – Jun 10                      PricewaterhouseCoopers**  
**Senior Manager, Telecommunications Sector leader**  
**Advisory**

Advised a wide range of Irish and International clients on regulatory and telecommunications strategy.

Key activities include:

- **Department of Communications, Energy and Natural Resources**  
Advised the Department on the transposition of the third postal directive specifically assisting them in drafting the primary legislation and reviewing the post-liberalisation postal market and advising on the most appropriate regulatory framework for the postal services market.
- **Advisor on STT Acquisition of eircom**

I advised STT on the acquisition strategy of eircom from Babcock and Brown. Specifically advice on regulatory strategy with ComReg and engagement with parent department

In September 2008 was invited by the Minister to support the Department of Communications through chairing forums and workshops on Next generation access strategies and in 2009 chairing workshops on behalf of the department of Communications on the liberalisation of the postal market.

In September 2009 invited to make a presentation to a parliamentary committee on 'Regulatory Reform in Ireland'.

**Sept 07 – May 08                      Independent Regulatory Consultant  
Principal**

While completing a PhD undertook a number of assignments advising regulators and governments on regulatory and liberalisation strategy.

Including the following projects:

- **Croatian Regulatory Authority**  
Working on behalf of the European Commission, supported the Croatian Regulatory Authority in developing their market analysis process and presented workshops and conducted training with the Croatian Market Analysis team on competition law and developing market analysis guidelines. Also, drafted several market reviews on behalf of the Croatian regulator and advised the regulator on competition aspects of the Croatian Telecommunications Law.
- **Competition Commission, Kazakhstan**  
Advised the Competition Agency and telecoms sector regulator on best practice regulation for the development of a competition framework in Telecommunications for Kazakhstan.

- **Georgian National Communications Commission, Georgia**  
Advised the Georgia communications regulator and Ministry on best practice policy and regulation for the development of a competition framework in Telecommunications specifically in relation to the roll out of Broadband.
- **AKEP – Albanian Telecommunications Regulator**  
Conducted a review of the mobile market and assessed mobile operator marketing strategies and compliance with competition law
- **ARKEP – Kosovo Telecommunications Regulator**  
Conducted training on competition law and market dominance and advised on market assessments and SMP in the Kosovo market

**Sept 00 – Sept 07      ComReg - Commission for Communications Regulation  
Director of Market Development**

Led the Market Development division in ComReg managing a team of economists and legal advisors.

Key projects managed were:

- **Market Reviews Implementation**  
Responsible for ComReg’s market analysis implementation. ComReg was one of the first regulators to notify all their markets to the European Commission under the new regulatory framework. ComReg was also the first regulator to present and get approval for a joint dominance decision from the EU Commission on the Mobile Access & Call Origination market.

The project involved all market consultations including with the Competition Authority and the EU Commission. In many cases ComReg set precedent in terms of economic approach to a number of markets. The project was cross divisional in ComReg and involved the management of external consultants with a contract value in excess of €1ml

- **Chair of ERG Senior Project team on the review of the regulatory framework**  
Chaired the European Regulators Group (ERG) committee proposing changes to the European regulatory framework and developed ERG position papers on Functional Separation, Market Analysis simplification and changes to the European Commission list of relevant markets. Presented position papers to ERG plenaries involving the heads of all 27 telecoms regulators and conferences across the European Union.

- **ComReg Stakeholder management**  
Led a number of projects to promote the development of broadband in Ireland. Acted as liaison in ComReg with key government departments and other interest groups dealing with Broadband developments.
- **Development of ComReg market intelligence capability**  
Developed ComReg's market intelligence unit and coordinated the publication of ComReg's quarterly report and market surveys. Drafted ComReg's first strategy statement and developed a forward looking expert advice panel coordinating ComReg's future strategy inputs.

## 1985 - 2000

A number of positions including Chief Financial Officer for a Citibank subsidiary and Chief Executive for Thomson Reuters in Ireland.

The positions were mainly financial roles as a qualified accountant in Citibank for 6 years and in Thomson Reuters for 4 years. The key experience, relevant to this position is detailed below:

- Chief Executive for an FDI start up research facility in Dublin. This involved all initial recruitment, facility management and financial reporting to Thomson Reuters UK operation. The initial team was approx. 15/16 graduates with economic or financial backgrounds. The team grew to 65 over the period in charge.
- Chief Financial Officer in a Citibank subsidiary and has worked for Citibank in a number of European countries as financial accountant. Managed a number of smaller Citibank entities in Germany, Italy and the Netherlands.

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## Education

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### **Dublin City University**

PhD in Government & Law

Thesis: Factors influencing the independence of telecommunications regulatory authorities specifically for Radio Spectrum: case study of Ireland, UK and the Netherlands

2002 to 2008

### **Dublin City University**

Master of Business Administration (MBA)

Economics, Financial Management, Organisation behaviour

1995 to 1998

**Middlesex University**

Master of Arts (Distinction)  
Modern Social History  
1993 to 1995

**University of Westminster**

Bachelor of Arts (Honours) English and History  
1988 to 1993

**College of Commerce, Dublin, Ireland**

Membership of Certified Public Accountants in Ireland  
1982 to 1986