Business Working Together for Inclusion

Elevate
The Inclusive Workplace Pledge

The Elevate Pledge 2022 Annual Report

Measuring Diversity to Drive Real Change

BUSINESS IN THE COMMUNITY IRELAND

Contents

Section – 1

Executive Summary 3
Foreword 4
BITCI Leaders' Group on Social Inclusion 7
Knowledge Partner 8
Elevate Pledge Signatories 10

Section – 2

Creating a Diversity Profile 11
Elevate Data Template 12
The Data Collection Process 13
Diversity Profile of Society 14
Diversity Profile of The Elevate Workforce 15
- Gender 16
- Age 21
- Nationality 23
- Ethnicity 25
- Sexual Orientation 26
- Disability 27

Improving Diversity Data 28

Section – 3

Cultivating Inclusion 30
Start with Strategy 31
Be Pro-Active on Culture 32
Engage ALL Colleagues 34
Build Capacity and Confidence on D&I 35
Implement Inclusive Hiring Practices 36

Section – 4

Conclusion and Recommendations 40
Recommendations 41
Future 42

Section – 5

Appendices 43
Progress on Signatory Commitments 44
BITCI Social Inclusion Programmes 51
References 53

Executive Summary

The purpose of the Elevate Pledge is to practically demonstrate commitment by Irish business to building an inclusive workforce as well as to encourage wider, complementary initiatives and actions, to assist companies achieve diversity, equity & inclusion targets whilst tackling inequalities in society.

Measuring and setting targets is a key action in successfully building more diverse and inclusive organisations. This inaugural report sets a crucial baseline for the Elevate Signatories in measuring the diversity profile of their workforce as a collective. It highlights the positive progress made in certain areas such as gender but it also uncovers gaps and identifies the most common challenges that come with measuring diversity. This report, which will be published annually, will allow us to follow the journey and share the learnings from some of Ireland's largest companies committed to creating more inclusive workplaces.

Fifty two members of Business in the Community have signed up to Elevate. This report is a reflection of their current activity on D&I (D&I). Each of the Signatories was asked to provide a diversity profile dataset. For many of the Signatories, this was the first time that diversity data had been collected and presented in this way, so not surprisingly some challenges were encountered during the process. These included: global restrictions on reporting diversity data at individual country level; internal Data Protection restrictions; and insufficient resources to capture and collate data. However, data was received from fifty of the fifty two Signatories. This data has enabled us to set a diversity profile baseline.

As anticipated, data on age and gender was very good, whereas data on the other indicators of diversity was sparse. However, there are useful insights from the submissions of those companies that have started collecting diversity data such as disability, ethnicity and sexual orientation. The data itself, but perhaps more importantly the experience of the data collection process has provided invaluable information on both the challenges and the benefits of measuring diversity for employers.

Gender has been the starting point and remains a primary focus for the D&I strategies of the majority of Signatories. The analysis of gender information across organisational hierarchy suggests that the Signatories are performing better than the national average on gender representation.

Many of the Signatories mention Age in their D&I Strategies, however the number that have begun to implement initiatives to ensure Age Diversity are in the minority. Given our aging workforce, having an understanding of the age profile of the workforce and developing strategies to mitigate risks is going to become increasingly important for employers.

Signatories capturing information on protected characteristics such as Disability, Ethnicity and Sexual Orientation rely on voluntary disclosure of employees. This is not a trivial task and requires a comprehensive strategy and campaign to build the trust of employees as to why the data is necessary and how it will be used. One Signatory company with a workforce of approximately 800 employees had disclosure rates of between 87-97% on Disability, Ethnicity and Sexual Orientation. Their positive experience can serve to inspire others.

In addition to creating a diversity profile of the Elevate collective workforce a information was also gathered on the activities and interventions Signatories have introduced to cultivate inclusion within their own workplaces. The actions that are recognised as being most impactful include: Start with Strategy; Be Pro-Active on Culture; Engage ALL Colleagues; Build Capacity and Confidence on D&I; Implement Positive Hiring Practices.

This report is a start for Elevate Pledge Signatories. It presents an initial baseline on the diversity profile of the collective workforce and it shares some insights from the Signatories on activities that are impactful for inclusion.

Foreword – BITCI

We no longer need to explain why diversity is good for business. The challenge ahead is how to ensure and sustain true inclusion across society, starting with our workplaces.

Whether driven by regulatory demands, customer and employee expectations or investor ratings, businesses are expected to be real drivers of the inclusion agenda. Employment is the single most impactful way of tackling inequality. Meaningful inclusion is a management and leadership approach to ensuring that no-one is left behind. This means eliminating barriers to accessing jobs, tackling discrimination in any form and ensuring that recruitment, promotion and opportunities to progress at work are open to all.

Diversity cannot be taken for granted. This is as much about building a better society as it is about making our businesses more competitive for the future ahead.

Business in the Community Ireland (BITCI) champions the business transition to more sustainable and inclusive models that leave no-one behind. We pioneer collective initiatives such as the Elevate Pledge, bringing together leading businesses and network of practitioners, promoting peer learning and knowledge sharing. Diversity and Inclusion is a core focus at BITCI. For over 20 years we have been designing and delivering high impact employment programs that support people from different backgrounds enter employment. We support businesses to be employers of choice and to create inclusive and diverse workplaces.

Measuring and setting targets is a key action in successfully building more diverse and inclusive organisations. This inaugural report sets a crucial baseline for our signatory companies in measuring the diversity profile of their workforce as a collective. It highlights the positive progress made in certain areas such as gender but it also critically uncovers gaps and identifies the most common challenges that come with measuring diversity. This report, which will be published annually, will allow us to follow the journey and share the learnings from some of Ireland's largest companies committed to creating more inclusive workplaces.

As 2022 is our baseline report, this year we'll focus on showcasing our current state data. As we progress and evolve over the coming years, the theme of the report will evolve alongside this. Each year we'll build on the data collections process to gather invaluable insights from our Signatories and focus our attention on a specific theme within the overall umbrella of Diversity and Inclusion, such as barriers to inclusion, building a culture of inclusion and benefits of inclusion for employees & employers.

I would like to acknowledge and thank Deloitte Ireland for being our Knowledge Partner on this report and for supporting the collation and interpretation of the data.

Thank you also to the BITCI Leaders' Group on Sustainability Sub-Group on Social Inclusion for driving the business agenda forward in building a more inclusive society with this Pledge.

I hope the insights and the successful initiatives shared in this report will help you take action and drive diversity and inclusion in your organisation.

Tomás Sercovich
CEO, Business in the Community Ireland
May 2022

Tomás Sercovich

CEO, Business in the Community Ireland

Foreword – Co-Chairs of the BITCI Leaders' Group on Social Inclusion

I am proud that we are presenting to you our first annual report of the Elevate, Inclusive Workplace Pledge. This represents the great work from all of our signatory companies participating in this report further to our launch of the Pledge one year ago in May 2021.

As I look back over the history of this working group, which I have co-chaired since its launch in May 2018, I think it is important to recognise that much has been achieved but we are still only at the beginning of our efforts to obtain a truly inclusive workplace that is reflective of all Irish society. Our subgroup was initially tasked with working together to remove barriers to social inclusion in Ireland by examining how Irish businesses can improve their processes and cultures to train, attract and retain marginalised and vulnerable people. This was at a time when Inclusion was not on the mainstream agenda and it was challenging for our group to identify mechanisms of making this more tangible.

We are proud of the important role that our Inclusive **Employer Blueprint**, launched in February 2019, continues to play as a practical guide to creating inclusive workplaces and reducing social inequality in Ireland. It was designed to be a starting point for any employer interested in building an inclusive society starting with their own company. Equally, for those companies already applying a social lens to their diversity and inclusion strategy the blueprint complements existing activities.

However, we could not rest there, and a key way for us to keep Inclusion at the forefront of the business agenda, measure progress and create a network of support for organisations becoming more inclusive, was to establish Elevate – the Inclusive Workplace Pledge. I am delighted that for the 52 signatory companies at least, building a truly inclusive workplace is a cornerstone of their future success plans.

This report constitutes our first progress measure further to the Pledge Launch in 2021. We will continue to evolve our measurement capability and build on success sharing to enable additional organisations to sign up to the Pledge and join us on this journey. This is new for many, and there will be challenges, but we will take the spirit of Inclusion to help our stakeholders work through these together. I trust you agree that this first annual report represents a significant step.

Sinéad Patton
Chief Financial & Commercial Officer, Veolia Ireland
May 2022

Sinéad Patton
Chief Financial & Commercial Officer, Veolia Ireland

Foreword – Co-Chairs of the BITCI Leaders' Group on Social Inclusion

The 'Social Inclusion Sub-Group', which I had the pleasure of co-chairing this year, recognised that social equality is a fundamental driver for sustainable economic growth and recovery, and set about identifying a responsible business approach to reducing inequalities and achieving a fairer more inclusive society. Building on the Inclusive Employer Blueprint published in 2019, Elevate now takes the next step in understanding the profile of our signatory companies, how we stack up against Irish society and sharing progress against each organisations committed actions in building an inclusive society, starting with their own organisation.

Last year, I signed the Elevate Inclusive Workplace Pledge on behalf of Deloitte committing to broaden the diversity profile of our own workforce. Since then, the world has continued to see seismic events, including a global pandemic and a global movement for inclusion. These events have forced us to think more deeply as to what we value as a society. They have highlighted vulnerable and marginalised sections, and the growing gap in access to information and resources. In turn, they have elevated the need for business to articulate and undertake its role as a responsible stakeholder – responsible to its people, its community, its planet. While few businesses anticipated these changes, this inclusive workplace pledge marked our commitment to clear and measurable targets to improve inclusion, holding ourselves accountable in our ambition.

We recognise that all employers are on a different journey, and there will always be more to do. I hope that our Signatories, and all organisations in Ireland find this publication insightful and that it inspires meaningful action in providing an inclusive workplace culture every day, built on a foundation of respect and appreciation for diversity in all its forms.

Inclusiveness should be inherent in business, and I look forward to continuing this journey with BITCI and my fellow Signatories to make an impact that matters, each and every day as we strive to build a better future.

Harry Goddard
CEO, Deloitte Ireland
May 2022

Harry Goddard
CEO, Deloitte Ireland

BITCI Leaders' Group on Social Inclusion

The Elevate Pledge is an output of BITCI's Social Inclusion Leader Group. This group is made up of representatives from BITCI member companies.

roadstone A CRH COMPANY	CRH operates in all sectors of the community with a diverse workforce from all areas and with different backgrounds. It is vital that we have an inclusive and comfortable atmosphere for all our employees to thrive and feel that they belong.
Deloitte.	The Elevate Pledge underpins our core values at Deloitte – to take care of each other and to foster inclusion. These values guide us as we support and empower our people in achieving their full potential every day in an inclusive, diverse and vibrant environment.
eir	eir is a founding signatory of the Elevate Pledge, supporting businesses to build more inclusive workplaces. eir is committed to maintaining a workplace that is open and inclusive for all people. As a demonstration of this commitment, eir has implemented a range of policies to support the various needs of the diverse employee population of eir, including Transgender Supports, Agile Working and flexible parental supports.
Gas Networks Ireland	GNI is committed to fostering and celebrating a diverse and inclusive work place, and this is enabled by our ibelong program which supports our employees to connect with each other on a range of diversity and inclusion matters to raise awareness, generate ideas and provide insight and input into our D&I activities and plan. We consider Diversity and Inclusion to be a key business priority, and are working to ensure that this is reflected in how we recruit, retain , develop and reward our teams.
janssen	D&I at Johnson & Johnson is not just a commitment – it is the reality of how we live and work. The best innovations can only come if our people reflect the world's full diversity of individuals, opinions and approaches.
sse	SSE has sought to demonstrate that doing the right thing by boosting diversity and inclusion has clear benefits for businesses. SSE's inclusion strategy is built around proactively recruiting people with different backgrounds and experiences into the organisation, encouraging them to stay with SSE and also supporting them to move up to the highest levels of the company.
VEOLIA	Since our Purpose is centred around enabling human progress through ecological transformation and our energy, water and waste management services, it's important that Sustainability is something that is evident in actions and behaviours, for all of our key stakeholder groups. This applies to our People, our Customers, our Shareholders, our Communities and our Environment. In Veolia Inclusion is a key pillar within our HR and overall strategy, helping us to live our purpose every day. For Veolia, inclusion is a key element of a sustainable workplace, and indeed a sustainable society.

Knowledge Partner

BITCI commissioned Deloitte to act as knowledge partner for the Elevate report – assisting with the data collection and analysis, research, design, and layout of this inaugural report.

Deloitte has a long-standing relationship with BITCI, through initiatives such as the Business Working Responsibly Mark, the Social Inclusion sub-group and the Development Internship for Asylum Seekers in Ireland.

Deloitte.

Deloitte's focus on D&I is encapsulated within their WorldClass and ALLIN strategies. Deloitte's D&I strategy is focused not only on ensuring that all Deloitte people live the organisation's values and understand the importance of an inclusive culture empowered by inclusive leadership, but also on designing and implementing specific interventions designed to achieve Deloitte's diversity goals.

As well as taking the role of knowledge partner for the Elevate Report, Deloitte is one of the 52 Signatories, whose data and actions have been evaluated as part of this report.

Deloitte is dedicated to providing access to opportunity for all people in society, to supporting and empowering all of its practitioners and professionals to achieve their full potential, and to delivering Deloitte's purpose to make an impact that matters, each and every day.

Elevate
The Inclusive Workplace Pledge

VISION: To build an **inclusive workforce** that reflects all of our society, starting now

Elevate is Business in the Community Ireland's Pledge to support businesses to build more inclusive workplaces. The pledge was launched in May 2021 and its ultimate ambition is for a workforce that is representative of all members of Irish society.

At BITCI we believe that addressing social inequality is an important driver for sustainable economic growth and recovery. We are aware of a rising prioritisation and increased expectation on diversity equity and inclusion. Our workplaces have become more diverse, incorporating a multiplicity of backgrounds, experiences and identities. This is complemented by an increased focus from investors as well as the next generation of talent to take a stand on inclusion. Diversity alone is not enough. Workplace inclusion is about creating a culture where everyone feels welcome, has access to opportunities and is supported to thrive.

The purpose of this Pledge is to practically demonstrate commitment by Irish business to building an inclusive workforce as well as to encourage wider, complementary initiatives and actions, to assist companies achieve diversity, equity & inclusion targets whilst tackling inequalities in society.

Signatories to Elevate commit to two principal activities:

1. Record the diversity profile of the workforce
2. Annually develop one new action relating to the recruitment or retention of diverse talent

Signing up to the Pledge not only shows a strong commitment and action on diversity and inclusion but it also provides a unique platform for learning and collaborating with your peers.

We encourage all members of BITCI to sign up.

Elevate Pledge Signatories

Note: For this first annual report, the CEOs who signed the Elevate Pledge are listed. Future reports will list the sitting CEO.

A&L Goodbody
Julian Yarr (Managing Partner)

Accenture
Alastair Blair (Country Managing Director)

Actavo
Brian Kelly (CEO)

AIB Group
Colin Hunt (CEO)

Aldi
Niall O'Connor (CEO)

Allianz
Sean McGrath (CEO)

Aviva Life and Pensions
Dave Elliot (CEO)

Aviva General Insurance
Declan O'Rourke (CEO)

Bank of Ireland Group
Francesca McDonagh (Group CEO)

Bidvest Noonan
Declan Doyle (Group CEO)

Britvic Ireland
Kevin Donnelly (Managing Director)

BT Ireland
Shay Walsh (Managing Director)

Cairn Homes
Michael Stanley (CEO)

Central Bank of Ireland
Gabriel Makhlouf (Governor)

Coillte
Imelda Hurley (CEO)

Compass Group Ireland
Deirdre O'Neill (Managing Director)

Cook Medical Ireland Ltd.
Bill Doherty (Executive Vice President for Cook Medical Europe)

Cork Chamber of Commerce
Conor Healy (CEO)

Deloitte
Harry Goddard (CEO)

DHL Supply Chain
Ciaran Foley (Managing Director)

Diageo Ireland
Oliver Loomes (Country Director)

Dublin Bus
Ray Coyne (CEO)

eir
Carolan Lennon (CEO)

EirGrid plc
Mark Foley (Group CEO)

Energia Group
Ian Thom (CEO)

Enterprise Rent-a-Car
Brendan Grieve (Managing Director Ireland)

Fujitsu Ireland
Tony O'Malley (CEO)

Gas Networks Ireland
Denis O'Sullivan (Chief Operations Officer)

Glenveagh Properties PLC
Stephen Garvey (CEO & Co-Founder)

HEINEKEN Ireland
Maarten Schuurman (CEO)

HSBC Ireland
Alan Duffy (CEO)

Iarnród Éireann
Jim Meade (CEO)

IBM Ireland Ltd.
Deborah Threadgold (Country Manager Ireland)

Irish Water
Niall Gleeson (CEO)

Janssen Pharmaceutical Sciences UC
Andrew Flynn (General Manager)

Janssen Sciences Ireland UC
Gary Hartnett (General Manager)

Lidl Ireland
John Paul Scally (CEO)

Marks & Spencer (Ireland) Ltd
Ken Scully (Finance Director)

Maveric Contractors
Maurice McNamara (CEO)

Mercury Engineering
Eoin Vaughan (CEO)

Momentum Support
Ian Anderson (CEO)

Musgrave Group
Noel Keeley (CEO)

Ornua
John Jordan (CEO)

Permanent TSB
Eamonn Crowley (CEO)

PwC
Feargal O'Rourke (Managing Partner)

Roadstone
Larry Bryne (Managing Director)

RSA Insurance Ireland and 123.ie
Kevin Thompson (CEO)

Sky Ireland
JD Buckley (Managing Director)

Sodexo Ireland
David Fox (Managing Director)

SSE
Stephen Wheeler (Managing Director, SSE Renewables)

Tesco Ireland
Kari Daniels (CEO)

Veolia
Sinead Patton (Chief Finance and Commercial Officer – Ireland, Regional Director – Northern Ireland)

William Fry
Owen O'Sullivan (Managing Partner)

Creating a Diversity Profile

A cornerstone of The Elevate Pledge is the presentation of a diversity profile of the collective workforce of signatory companies. To create this diversity profile, Signatories were asked to submit a dataset with their organisation's diversity profile in as much detail as they could provide. A detailed guidance document was provided to Signatories to help prepare the requisite dataset and ensure complete anonymity of individual employees. Each dataset received was further anonymised to remove any company identifier and was then aggregated into one collective dataset.

Elevate Data Template

At the outset we recognised that gathering data on workforce diversity is not a trivial task. We understand that building a complete diversity profile of the workforce will take time. As such for the inaugural report we presented a template to Signatories and asked for it to be completed **in so far as was possible**.

For some indicators of diversity – gender and age for example – information is generally readily available. However, other information – disability, ethnicity and so on is not something that companies will typically gather and to capture this information they rely on voluntary disclosure from employees. As such for this first report we expected to receive relatively complete data on age and gender and relatively sparse data on the other indicators of diversity.

In addition to the indicators of diversity Signatories were asked to provide, where possible data against a set of descriptors. For example, we asked data to be grouped by organisation level, where we provided an option set of four levels ranging from Entry to Executive/C-Suite. We included these descriptors to bring a richness to the data that wouldn't exist if we simply presented the diversity profile for the overall workforce. For example, the gender split of the overall workforce might be quite even, but when we look at gender across organisational level, the split might not be so balanced.

This data set also recognises that every employee's diversity profile is shaped by multiple aspects of their identity. These different characteristics of our identity may have an impact on the opportunities we have access to. Building a diversity profile in this way allows employers to identify areas of under-representation so that they can then build D&I programmes and interventions for everyone.

Data Requested

1	Jurisdiction	The information provided for these data points is used to segment the dataset for the purpose of analysis.
2	Terms of Employment	
3	Working Hours	
4	Organisational Level	
5	Salary Band	
6	Length of Service	
7	Pay Period	
8	Age Band	Information provided for these data points builds the diversity profile of the collective workforce.
9	Gender	
10	Nationality	
11	Ethnicity	
12	Disability	
13	Requires Accommodation	
14	Sexual Orientation	

Note: For this first data collection exercise we requested data against six indicators of diversity: Age; Gender; Disability; Ethnicity; Nationality; Sexual Orientation. In future reports we will also look to how we can included Socio-Economic status as an indicator.

The Data Collection Process

The aim of this report was to create an initial baseline of the diversity profile of our collective workforce. The data itself, but perhaps more importantly the experience of the data collection process has provided invaluable information on both the challenges and the benefits of measuring diversity for employers.

Data templates were sent to fifty-two signatory companies. Fifty datasets were returned and have been used to inform this report. For many of the signatory companies, this was the first time that diversity data had been collected and presented in this way, so not surprisingly some challenges were encountered during the process.

Challenges

- Global restrictions on reporting diversity data at individual country level. (3 Signatories)
- Internal Data Protection protocols restricted the provision of data in the template provided. (2 Signatories)
- Shortage of internal resources (2 Signatories)

Despite these challenges, each of the Signatories affected still managed to provide some level of data. However, this data was in summary format, so whilst contributing to overall employee workforce numbers in most cases it didn't allow for any detailed analysis.

As anticipated, data on age and gender was relatively complete, whereas data on the other indicators of diversity was sparse. However, there are useful insights from the submissions of those companies that have started collecting diversity data such as disability, ethnicity and sexual orientation.

Building on this initial data collection exercise, BITCI together with Signatory Companies will review both the data and the process to draw on the insights and experience gained in a bid to enhance the levels of disclosure and the quality of data for future Elevate Pledge reports.

Diversity Profile of Society

Reflecting Irish Society

The vision of the Elevate Pledge is to build an **inclusive workforce** that reflects all of our society, starting now.

This vision is borne from the belief that employment is the single most impactful way of tackling inequality.

The collective Elevate Workforce, drawn from employee numbers from 50 Signatories is almost 120K.

To reflect the diversity within Irish society we would expect

- 63K Men
- 56K Women
- 98K Irish Nationals
- 20K Non-Irish Nationals
- 8K Colleagues identifying as LGBTQ+
- 7K Colleagues with a disability
- 1K Black colleagues
- 500 Members of the Travelling Community

This profile presents the representation we would expect to see if there was equity of education and employment opportunities within our society. We know however, that certain groups within our society experience far higher unemployment rates than the general population.

The BITCI Diversity and Inclusion in Focus report published in 2021 found that the jobseekers experiencing dis-proportionate unemployment or under-employment included, Non-Irish Nationals, in particular Black Africans, people with a Disability and Members of The Travelling Community.

The Elevate Workforce

Until we have a relatively complete dataset for the diversity profile of the Elevate Workforce, we will not be in a position to understand how reflective it is of society. The following pages of the report present the demographic data as received for Gender, Age, Nationality, Ethnicity, Disability and Sexual Orientation.

Signatories are at different maturity levels when it comes to capturing diversity data. Some of them are just starting out whilst others have been working on this agenda for a long time. Regardless of their maturity levels, the founding Signatories of Elevate have taken a leadership role in building inclusive workplaces by committing to measure and disclose their diversity profiles.

Diversity Profile of The Elevate Workforce

Number of Signatories	**52**
Datasets Received	**50**
Collective Workforce	**118,675 Employees**
Industry Sectors Represented	**11**

Data Submitted

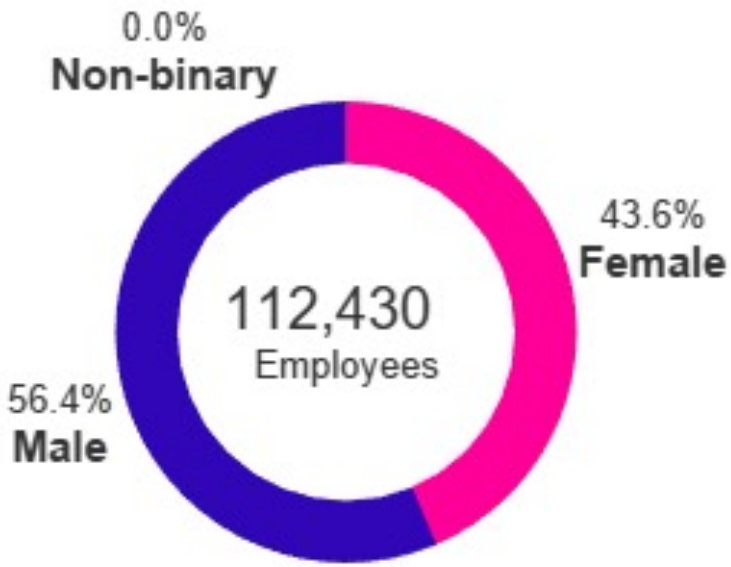
	Indicator	No. Signatories who provided information	No. Employees Information Declared on	% of Total Workforce
1	Jurisdiction	50	118675	100%
2	Terms of Employment	45	99033	83%
3	Working Hours	41	82728	70%
4	Organisational Level	38	80096	67%
5	Salary Band	32	63197	53%
6	Length of Service	40	84866	72%
7	Pay Period	42	79886	67%
8	Age Band	43	91471	77%
9	Gender	49	112431	95%
10	Nationality	31	66741	56%
11	Ethnicity	11	9628	8%
12	Disability	7	2930	2%
13	Requires Accommodation	5	7	0%
14	Sexual Orientation	3	4975	4%

Gender

Number of Signatories	49
Total Employees from 49 Signatories	117,582
Gender Responses	112,430 – 94% of Elevate Workforce
Disclosure rate for 49 Signatories	96%
Minimum Disclosure	45%
Maximum Disclosure	100%

Disclosure rates on gender were 100% for all but two signatories. The two that did not have 100% disclosure capture gender by asking colleagues to self-identify, rather than relying on gender description from standard HR systems.

Gender Breakdown of the Elevate Workforce



Gender Equality was made part of international human rights law in 1948 and it has been a focus area for employers for the best part of three decades. Very often Gender is the starting point for D&I strategies for employers and this is certainly the case for Elevate Signatories. The majority have gender as a primary focus of their D&I strategies and those who have set targets for representation typically start with gender.

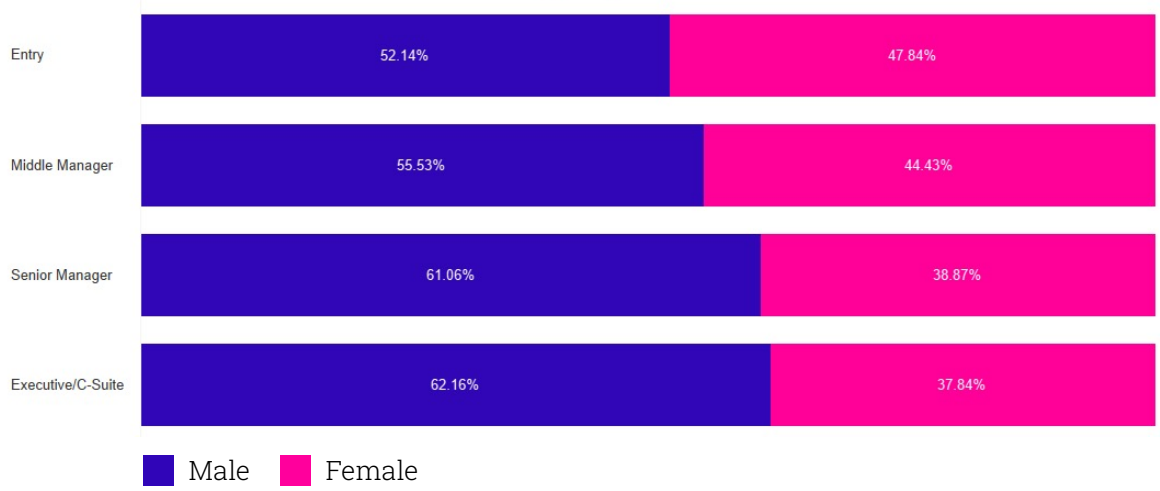
Given the high disclosure rates for gender, we were able to map the data against some of the descriptor values, for example Organisational Level.

For Organisational Level we asked Signatories to map their workforce into four simple categories defined from Executive/C-Suite down to Entry Level. 38 Signatories, representing 80,096 employees provided data on Organisational Level. Of this subset of the overall Elevate Workforce we had data for both Organisational Level and Gender for 74,951 Employees. This allowed us to map Gender against Organisational Level.

Gender

The most recent Gender Balance in Business Survey published by the CSO indicates a 29.7% representation at Senior Executive level, where Senior Executives were defined as those individuals at the highest level of management of an organisation who have the day-to-day tasks of managing that organisation and who hold executive powers delegated to them with and by authority of a Board of Directors and/or the shareholders. This definition is comparable to our definition of Executive/C-Suite category.

Gender % by Organisation Level



Based on Labourforce Participation rates, if the workforce was to be reflective of the diversity within our society we would expect the Male:Female ratio to be 53:47 at all levels within the workforce.

At Entry level position the workforce is reflective of society, but as we go up the hierarchy of organisations that ratio declines. However, at Executive level the numbers presented within the Elevate Workforce are much closer to reflecting society's diversity than the national average, at 37.8% for Elevate vs 29.7% for the national average.

Looking behind the aggregate data, 5 of the Signatories indicated a ratio of 50:50 at Executive/C-Suite Level. 21 Signatories are at 30% or higher female representation at Executive/C-Suite. The median value is 34% female representation at Executive/C-Suite level.

This data paints a relatively positive picture for the Signatories in relation to Gender. This is further enhanced when we look at the breakdown at Senior Manager Level, i.e. the level directly below Executive/C-Suite. The ratio of Male:Female is 61:39. In this category there was a high of 65% representation at Senior Manager level but a low of 4%. 21 Signatories are at 30% female representation at Senior Manager level. The median value is 32% female representation at Senior Manager.

Strong representation of Females at Executive and Senior Levels within our signatory companies.

Gender

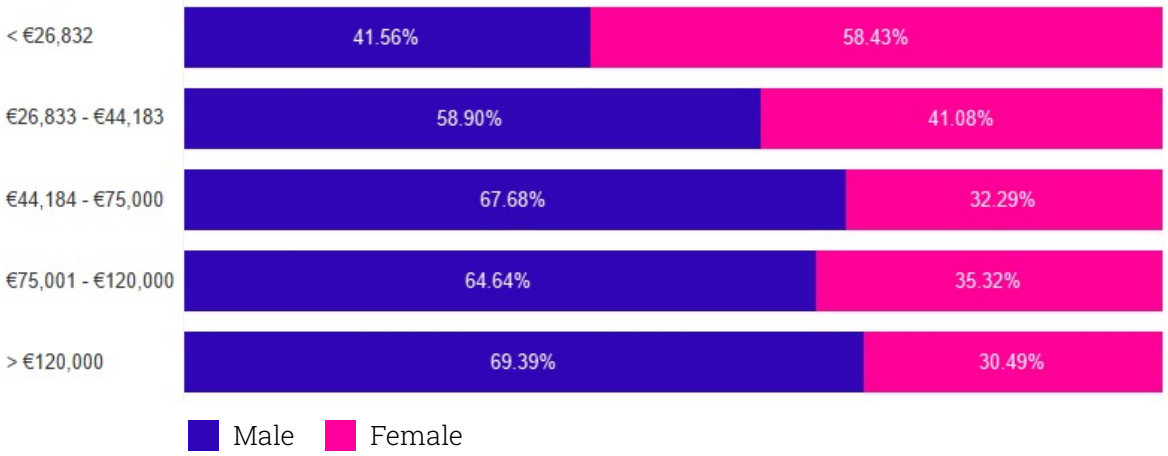
At Middle Manager level, as with Entry the representation is much closer to the levels we would expect to reflect society. 27 of the Signatories are at 30% or higher female representation at Middle Manager level. The median value is 45% female representation at Middle Manager Level. In this category there was a high of 73% female representation and a low of 13%.

Looking at the % breakdown across levels, where the % of females at Senior Manager level is more than 5% lower than those at Executive/C-Suite level there are 7 companies, which could flag a succession problem.

On the flip side there are 18 companies where the % of women at Senior Manager level is at least 5% points ahead of those at Executive/C-Suite. This could be an indicator of the success of Women in Leadership development programmes that many of the Signatories are implementing.

30% of Females in the Elevate Workforce are earning the highest Salary Bands

Gender % by Salary Range



Another way of looking at gender breakdown across the workforce is by Salary Band. 32 Signatories, representing 63,197 employees provided data on Salary Band. Of this subset of the overall Elevate Workforce we had data for both Salary Band and Gender for 58,069 Employees. This allowed us to map Gender against Salary Band.

This breakdown tells a similar story to the split by Organisational Level in that upwards of 30% of females in the Elevate Workforce are earning the highest Salary Bands. However, the disproportionate representation of Females in the lowest Salary Band should be noted.

Gender

Given the relatively complete data provided on gender, Deloitte as our Knowledge Partner have provided an insight on improving gender equity. Future reports will include more detailed insight sections for other indicators of diversity as the data is built out.

Deloitte Insight

I'm encouraged by the increased focus we are seeing in relation to achieving greater gender balance amongst Elevate's signatory companies, particularly at Executive and Senior Levels.

The benefits of gender diversity are well established and vital to a business's success – diverse organisations see enhanced group performance, improved decision making, access to top talent and increased employee satisfaction, to name a few.

This is particularly evident within the financial services industry (FSI), one of the biggest sectors within the Elevate workforce. Deloitte's assessment of the share of women by role categories in FSIs in 2021 establishes a baseline from where we can measure growth or decline annually. In 2019 the proportion of women in leadership roles within financial services firms was 21.9%, this grew to 24% in 2021 and is projected to grow to 28% by 2030 – a positive trend, however still below parity.

External factors, such as public policy, cultural norms and corporate social responsibility initiatives can impact gender equity progress. Legislative actions to achieve diversity quotas or government-backed diversity targets may play a role in the future, such as The Irish Corporate Governance (Gender Balance) Bill 2021, currently before the Dáil, as well as the imminent Gender Pay Gap Reporting policy. This will provide additional impetus for organisations to improve their gender parity.

Within the financial services, it was noted that for every woman added to the C-suite in an organisation, three women rise to senior leadership roles. This is known as the **multiplier effect**, and what I believe is key to improving gender balance at the highest levels. Knowing it can be done, as well as seeing and experiencing diverse leadership representation, can motivate women as they progress.

Gender

Regardless of sector, below are some actions to consider that can help improve gender equity:

- Listen to your workforce to understand their particular needs and challenges. Identify solutions to persistent needs or challenges, such as childcare, caring responsibilities, and the provision of flexible/hybrid work options – to demonstrate your commitment to recruiting, developing and retaining women.
- Ensure leaders offer continued and proactive support through sponsorship, mentorship, and networking opportunities for women at all levels. This is especially important when many employees are working remotely and may not have equal opportunities for networking as their male counterparts. Remember to accommodate different schedules and needs.
- Evaluate and refine succession-planning, talent development and promotion practices to ensure each opportunity is open to all potential candidates. This can help build a diverse pipeline of future leaders. Ensure that reward, succession and promotion processes address any unconscious bias.
- Restart programmes can be a powerful tool to attract and retain women. Firms should consider expanding these programmes to include senior leadership who want to return to the workplace, for example, Deloitte has recently launched a Return to Work Programme (with Women Returners) to help individuals transition back into the workforce after a career break of 18+ months.
- Above all, make diversity, equity, and inclusion (DEI) non-negotiable and part of your everyday culture. In a recent Deloitte survey 30% of women who question progressing in their career cited non-inclusive behaviours – such as micro-aggressions and exclusion from meetings and projects – as reasons why they question whether they want to progress within their organisation. I recognise that changing culture is difficult and takes time, but it is worth the investment.

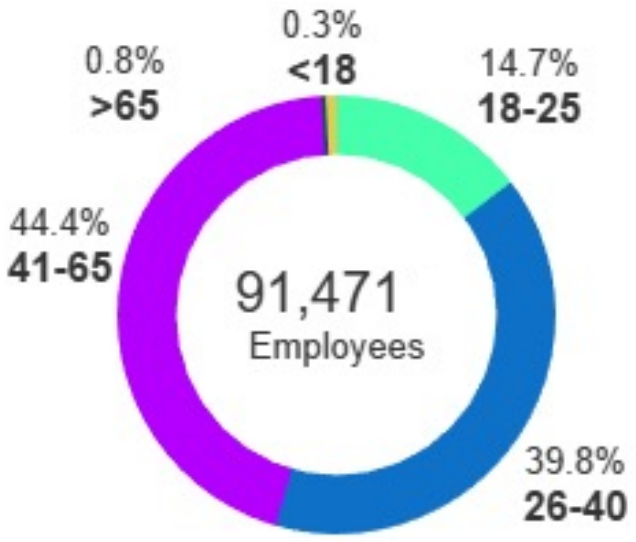
Valarie Daunt, Human Capital Partner, Deloitte Ireland

Valarie leads the Human Capital team at Deloitte Dublin. Human capital offer a joint service approach to assist clients in setting, reviewing, or reporting on their DEI strategies, covering each aspect of their client's DEI journey.

Age

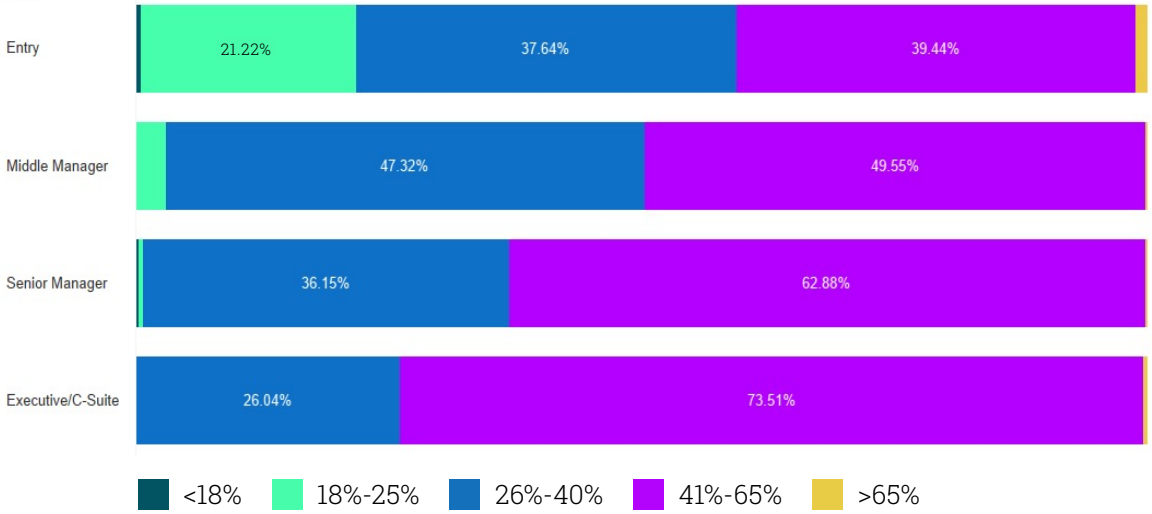
Number of Signatories	43
Total Employees from 43 Signatories	91,754
Age Responses	91,471
Disclosure rate for entire Elevate Workforce	77%
Disclosure rate for 43 Signatories	99.7%

Age Breakdown of the Elevate Workforce



Many of the Signatories mention Age in their D&I Strategies, however the number that have begun to implement initiatives to ensure Age Diversity are in the minority. Employers that look to developing age friendly workplaces can point to the benefits of a multi-generational workforce, such as diversity of thought leading to enhanced problem solving.

Age % by Organisation Level



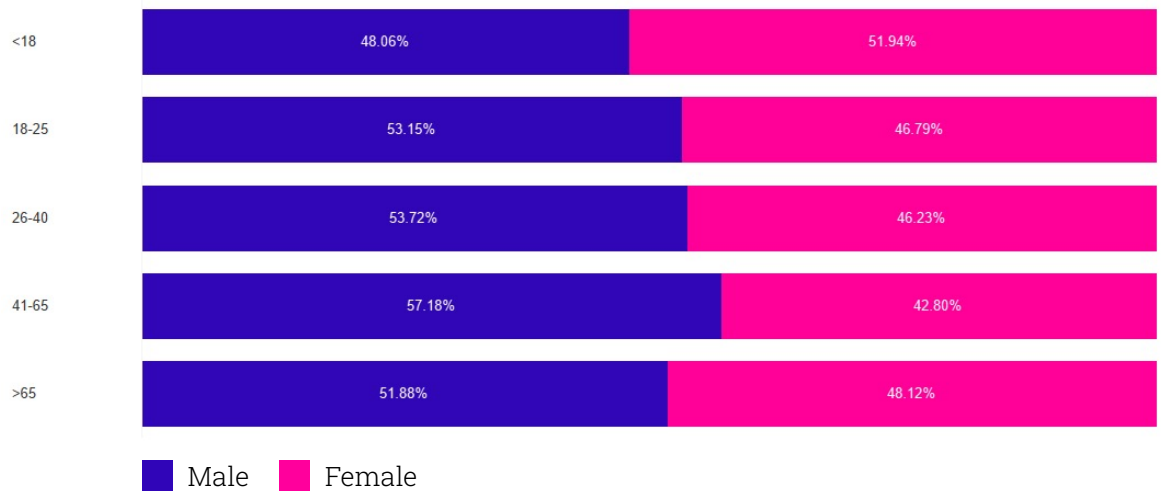
We know the Irish workforce is aging. Estimates from the Central Statistics Office indicate there will be about 1.5 million people aged 65 or over in Ireland by 2051. (In 2016 the figure was just under 630,000). Also, with the qualifying age for the old-age pension likely to be pushed out, people are going to be in the workplace for longer. As such having an understanding of the age profile of the workforce and developing strategies to mitigate risks is going to become increasingly important for employers.

Overall 44% of the Elevate Workforce are in the 41-65 Age Bracket. Looking behind the aggregate data we can see that 11 of the Signatories have 70% or more in this Age Bracket.

Age

73% of employees at the Executive/C-Suite Organisational Level are aged 41-65.
However, this age category has the lowest female representation at only 43% of employees.

Gender % by Age



The standard age of retirement for most of the Signatories is still stated as 65 although a number of Signatories have indicated that this is under review.

1% of the Elevate Workforce is identified as being over 65. Close to 60% of these are working part-time, with a little over 40% working full-time. There's a fairly even split between male and female.

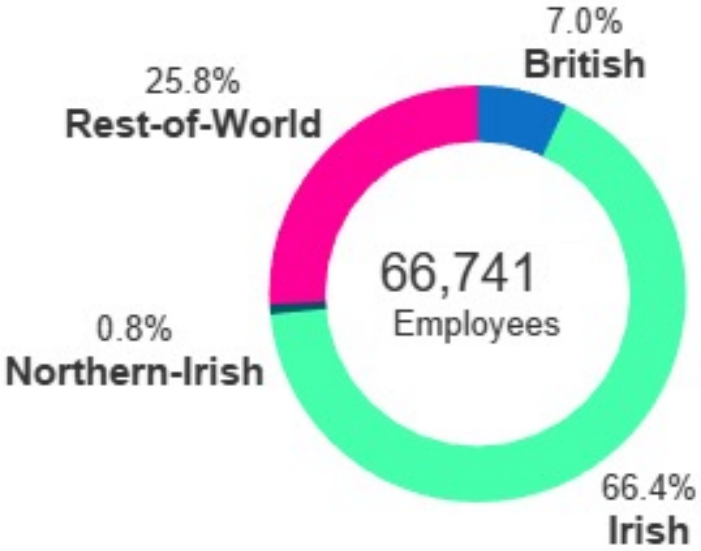
Strategies to mitigate the risks of an aging workforce are becoming increasingly important.

Nationality

Number of Signatories	31
Total Employees from 31 Signatories	73,707
Nationality Responses	66,741 – 54% of Elevate Workforce
Disclosure rate for 31 Signatories	91%
Minimum Disclosure	35%
Maximum Disclosure	100%

Of the 31 Signatories that provided information on Nationality, 19 of them had 100% disclosure for Nationality. Only 6 of the Signatories fell below 90% disclosure. As such the overall disclosure rate for Nationality is very high at 91%.

Nationality Breakdown of the Elevate Workforce

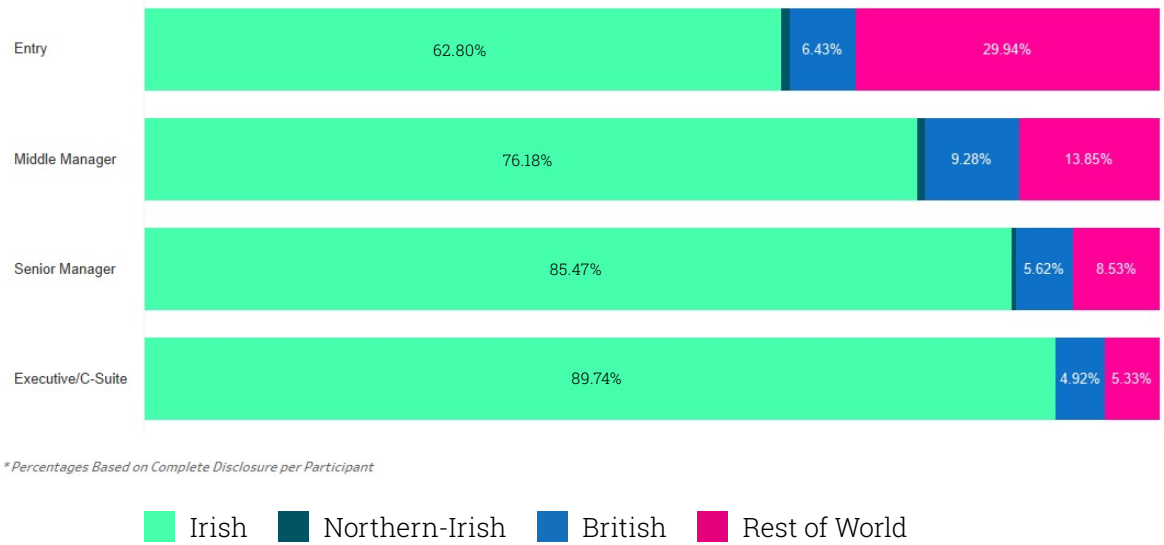


Based on Labourforce Participation rates, if the workforce was to be reflective of the diversity within our society we would expect the Irish:Non-Irish ratio to be 83:17.

The categories used in the data collection exercise were based on CSO representation of the Irish labourforce. However, we know that access to the Irish workforce is not equitable for all job seekers that would be categorised as "Rest-of-World". Jobseekers from outside the EU for example, may need visas or work permits. For future reports we will differentiate between EU and non-EU nationalities in the data collection process.

Nationality

Nationality % by Organisational Level



Relatively low movement at Senior levels is reflective in disproportionately higher number of Irish nationals holding positions in C-suite

However, in the Elevate workforce we can see that a disproportionate number of roles at Entry level are filled by non-Irish employees. Almost 30% of all Entry level roles are occupied by employees identified as "Rest-of-World" Nationality. The ratio at Middle Manager level is getting closer whilst at Senior Manager it is broadly in line with expectation. At Executive/C-Suite level the opposite is the case with Irish nationals holding a disproportionate percentage of these roles at 90%.

There are likely a number of factors at play here. For example, relatively low levels of mobility at Senior levels also the relative increase in non-Irish workforce in recent years and the time it will take for them to progesss. Future reports will track progress to understand if Signatories are progressing towards representation faster than their counterparts.

Ethnicity

Number of Signatories	11
Total Employees from 11 Signatories	19,639
Ethnicity Responses	9,628 – 8% of Elevate Workforce
Disclosure rate for 11 Signatories	49%
Minimum Disclosure	3%
Maximum Disclosure	100%

Although 31 Signatories provided data on Nationality, only 11 were in a position to do so for Ethnicity. As such our dataset on Ethnicity is very small, representing only 8% of the total Elevate workforce.

Ethnicity	No. Employees	% Disclosure
White	7702	80.00%
Asian	262	2.72%
Black	306	3.18%
Other	1356	14.08%
White – Irish Traveller	2	0.02%
Total	9628	8.11%

Given the small dataset we are unable to identify how reflective the Ethnic profile of the Elevate Workforce is of Irish Society.

For the next data collection process we are aiming to increase the disclosure rates for Ethnicity.

Sexual Orientation

Number of Signatories	3
Total Employees from 3 Signatories	12,659
Sexual Orientation Responses	4,975 – 4% of Elevate Workforce
Average Disclosure	39%
Minimum Disclosure	11%
Maximum Disclosure	88%

Only 3 Signatories provided data for Sexual Orientation resulting in a very small dataset. The number of employees for which data was available was 4,975 representing just 4% of the total Elevate workforce.

Sexual Orientation	No. Employees	% Disclosure
Bisexual	63	1%
Gay/Lesbian	153	3%
Heterosexual	4638	93%
Not declared	57	1%
Other	23	0%
Prefer not to say	41	1%
Total	4975	4%

Given the small dataset we are unable to identify how reflective the Sexual Orientation profile of the Elevate Workforce is of Irish Society.

For the next data collection process we are aiming to increase the disclosure rates for Sexual Orientation.

Disability

Number of Signatories	7
Total Employees from 7 Signatories	7,208
Sexual Orientation Responses	2,930 – 2% of Elevate Workforce
Average Disclosure	41%
Minimum Disclosure	2%
Maximum Disclosure	100%

Only 7 Signatories provided data for disability. The number of employees for which data was available was 2,930 representing just 2% of the total Elevate workforce.

Disability	No. Employees	% Disclosure
Chronic Illness	5	0.2%
Learning or Intellectual	22	0.8%
Other	44	1.5%
Physical	32	1.1%
Prefer not to say	16	0.5%
Psychological or Emotional Condition	9	0.3%
None	2802	95.6%
Total	2930	2.47%

Going behind the aggregate data we can see that of the 7 Signatories that provided data on disability: 2 Signatories identified 0% of colleagues that identified as having a disability. A further 2 Signatories identified 1% of colleagues that identified as having a disability. One Signatory identified 2% of colleagues and one Signatory identified 5% of colleagues. The final Signatory identified 11% of colleagues with a disability – this is based on 97% of colleagues within that Signatory company providing data through voluntary disclosure on disability.

Given the small dataset we are unable to identify how reflective the Disabilty profile of the Elevate Workforce is of Irish Society.

For the next data collection process we are aiming to increase the disclosure rates for Disability.

Improving Diversity Data

The old adage what you measure matters applies to D&I. If you're serious about D&I you have to start measuring it. As we can see from the data provided from Signatories, some employers are managing to successfully collect diversity data for their employees. However, the majority are not succeeding to the extent they would like. This data gap severely inhibits progress towards D&I ambition.

Data profiling is not a trivial task and there are challenges to this – relying on voluntary disclosure of employees key amongst them. However, although it may be difficult to build a diversity profile the benefits are worth the effort. When you measure and understand the current diversity profile of your workforce, you can see where there are challenges and under-representation. You can then identify priority areas to focus on and design targeted initiatives to make progress.

A recent Economist Impact survey of 1,000 employees in the UK and Ireland found that the majority of employees are willing to disclose diversity data to their employers, and that this willingness is especially pronounced when employees perceive that their organisations have made significant progress in encouraging D&I in recent years.

The report goes on to suggest that "**with employee willingness to share diversity data on the rise, it is the role of companies to take action. First, they must focus on becoming more inclusive: employees in non-inclusive workplaces are less likely to feel comfortable sharing their data. Organisations must create a culture where the voice of each employee, regardless of background, is valued. People from minority backgrounds in terms of gender, sexuality, ethnicity, race and religion, as well as individuals with disabilities, must feel safe and welcome in the workplace. It is only then that companies will be able to collect comprehensive data from their employees and make progress on diversity. To further encourage data sharing, companies must then regularly communicate with their employees, ensuring that employees understand how the data will be used and why it needs to be collected. Firms must embed data collection as part of a company-wide cultural transformation, and ensure that it covers all identity characteristics and avoids broadly grouping together characteristics. Finally, companies must employ data collection processes that are simple and continuous**".

Voluntary Disclosure

Whilst we recognise that we have a long way to go to build out the diversity profile of our collective Elevate workforce it is heartening to see some excellent examples from Signatory companies. Their successful campaigns will help to inspire and encourage other Signatories for future reports.

Improving Diversity Data

Note: The examples presented are based on progress made against the commitment made by Signatories when they signed up to Elevate.

Signatory Tips

- Consider data collection as an ongoing process rather than a snapshot in time.
- Communication is the key to achieving a well balanced and successful campaign.
- Encourage leaders to talk to their teams, inform them about the purpose of this process and how the contribution of every staff member will impact the overall result of the campaign.
- Engage Employee Resource Groups and other staff networks to ensure a wide reach.

Practical Examples

AVIVA	Bank of Ireland	FUJITSU	pwc
Starting with a disclosure rate ambition of 20%, Aviva has been able to capture 100% voluntary disclosure of Age and Gender and upto 70% voluntary disclosure of certain other protected characteristics.	Launched a Self ID Campaign (LGBTQ+, gender, ethnicity, disability) and currently 50% of employees have disclosed their diversity details.	Fujitsu's first action was to add voluntary D&I questions to the biannual Employee Engagement survey. The survey featured voluntary questions on Age, Gender, Disability, Ethnicity, Sexual Orientation and Social Mobility. Following this, the Fujitsu D&I team analysed the anonymised data to gain a greater understanding of diversity profile of the organisation. The next step of the project is to enhance the existing HR system by expanding the current data fields, and to encourage the voluntary disclosure of diversity data.	PwC Ireland extended their annual engagement survey to include questions and demographics that better enable the company to understand and measure diversity, inclusion, employee experience and belonging at PwC. With a record participation rate of 88% a rich source of data provides invaluable insight to further enhance the journey to build an inclusive culture at PwC. PwC is in the process of adding a range of new identity fields including Ethnicity, Religion and Gender Identity to their HR system. Finally, PwC has undertaken further analysis on their Gender Pay Gap in 2022, reporting on the gap, their progress and their action plan internally and externally.

Cultivating Inclusion

If building a diverse workforce is the first step. Then ensuring colleagues feel included and have equal access to opportunity for development and progression regardless of personal circumstances or background is the second step. To do this, employers need to cultivate a culture of inclusion where all colleagues feel accepted and valued. The Elevate Signatories are all committed to this ideal. In addition to providing data to build the diversity profile of the collective workforce, Signatories also pledged to share information on the activities they have developed to enhance inclusion. This section of the report presents insights from Signatories on the activities that are driving progress.

Start with Strategy

Note: The examples presented are based on progress made against the commitment made by Signatories when they signed up to Elevate.

In conversation with the Signatories, one of the things that stood out as being a critical step towards success is treating D&I as a strategic business imperative. It can be easy to articulate an intent for D&I but this is not enough. Employers need to demonstrate progress towards agreed goals, and the impact that is being made.

Having a strategy that the whole business can align to is essential to achieving progress. Implementing this strategy requires strong and committed leadership, sufficient resource allocation that reflects the wanted outcomes across the business. The strategy should resonate with everyone in the business and everyone should know the role they have to play. A D&I strategy cannot sit separate to corporate strategy as 'Side of the Desk' activity. It needs to be inter-woven across the business, with a D&I lens on all activity.

Set both long and short-term targets to provide appropriate milestones to support your D&I ambitions. Targets can focus on representation e.g. 50:50 gender split at Senior Management but should also include indicators of inclusion such as the percentage of colleagues that have a strong sense of belonging. The targets you set will drive the actions you need to develop.

Signatory Tips

- ☐ Embed D&I goals in business strategy.
- ☐ Engage all levels of organisation in strategy development and implementation.
- ☐ Engage all colleagues on the D&I agenda.
- ☐ Allocate dedicated resource and budget for D&I to make it sustainable.
- ☐ Recognise that small changes can have big impact and that every single hire matters.
- ☐ Conduct periodic strategic reviews of the workforce to assess if any groups are being left behind.

Practical Examples

ALDI	Banc Ceannais na hÉireann Central Bank of Ireland Eurosystem	eir
During 2021 we launched our Diversity and Inclusion strategy, 'Embrace', across Aldi UK and Ireland. This strategy included a variety of strategic actions informed by market trends on the evolving D&I landscape and initiatives which we believed would foster a culture of inclusion. One such initiative was our Embrace survey which concluded in November 2021. The results of this survey have provided valuable insights to help us better understand the current perceptions of diversity and inclusion within the business and a reference point to benchmark future progress on D&I.	Gender identity & Expression Policy launched and publicly available. Internal launch included leadership briefing, cascade of policy & toolkit to all staff, awareness video and a launch event in partnership with our Rainbow Network.	eir was the first Irish telecommunications company to publish a gender pay gap report in 2021, ahead of any legislative requirement, and is currently working on its second report, which will be published in the coming months. **Case Study on the eir #SheLeads gender diversity initiative**

Be Pro-Active on Culture

A truly inclusive workplace does not happen overnight. A successful D&I strategy is fundamentally about cultural change and requires effort and engagement of multiple layers of stakeholders inside and outside the organisation. While it's essential to have a D&I strategy in place, with set targets and plans to achieve goals, this will not be enough to create a culture where all colleagues feel accepted and valued. Employers have to work to actively cultivate inclusive practices throughout the organisation. Day to day workplace experiences and interactions with colleagues should be comfortable and seem almost effortless. However, the emotional tax on colleagues who have to hide something of who they are or brace themselves to encounter bias the experience can take its toll and hinder their full contribution to the business. In the same way proximity bias can result in the same people getting the more interesting or higher profile projects, exposure to senior managers and so on. Unless actively managed the culture of an organisation can allow unintentional biases to flourish. Employers that are serious about inclusion will pro-actively monitor the culture to ensure all colleagues have the same sense of belonging and the equity of opportunity.

Signatory Tips

- ☐ Incorporate Equity, Diversity, Inclusion, Belonging into Values.
- ☐ Embed D&I in every activity.
- ☐ Make D&I about everyone.
- ☐ Beware of the perception gap (it is not enough to say you're inclusive, colleagues have to believe it).
- ☐ Give everyone a voice and listen to diverse opinion.
- ☐ Don't just speak to the believers, plan for those that are unsure of how they fit into inclusion initiatives and define strategies for engagement – gender is not just for Females and ethnicity is not just for Black people.
- ☐ Empower colleagues to recognise and to call out inappropriate comments or jokes or flag examples of everyday.
- ☐ Create platforms to showcase what has been done and what can be achieved.
- ☐ Share colleague stories of personal experience.
- ☐ Engage with experts to deliver specific initiatives (eg: race awareness, disability confidence, menopause in the workplace etc.).

Be Pro-Active on Culture

Note: The examples presented are based on progress made against the commitment made by Signatories when they signed up to Elevate.

Practical Examples

permanent tsb	HSBC	LIDL	Deloitte.
As part of our annual "Every Voice Counts" colleague engagement survey, we had a section of the survey dedicated to D&I. 4 questions were included pertaining to D&I: • I feel comfortable being myself at work regardless of my background and life experiences • I am aware of the flexible work options that are available to me • Permanent TSB supports and cares about the health & wellbeing of its people • I feel safe to speak up if I saw inappropriate behaviour without fear of negative consequences	A thematic culture review was completed and its learnings are being implemented to enable the company drive the agenda and also engage & educate colleagues on D&I. Key actions like People Manager's Club and new Employee Resource Groups (D&I, Pride, Green Team, Corporate Sustainability and Mental Health) have been set up to embed D&I in the company's culture.	Diversity Forum at Lidl Ireland has been established with appointed lead and terms of reference now in place. It is currently progressing on delivery of D&I initiatives across all levels of the organisation. As our workforce is spread across store, warehouse and office environments, the forum allows us to get insights and input from all areas of the business.	The Inclusion Passport was piloted in early 2021 to facilitate staff in having a conversation with their line manager around potential supports or accommodations that would help them to thrive personally and professionally at work. Once agreed, the supports are documented in the Inclusion Passport, which can then be shared with colleagues, so that any change in team or project doesn't require a re-negotiation. Following the success of the pilot, the Inclusion Passport was embedded into the HR system (Workday) and launched firmwide in September 2021 as part of our Deloitte Works approach to hybrid working.

Engage ALL Colleagues

Note: The examples presented are based on progress made against the commitment made by Signatories when they signed up to Elevate.

Engaging all colleagues on the D&I agenda and actively listening to what they have to say is an important aspect of successful D&I strategies. There are many ways employers can facilitate employee voice. From D&I surveys either standalone or incorporated into employee engagement surveys to focus groups. From drop in coffee conversations on all things D&I to reverse mentoring programmes for senior leadership and colleagues from minority groups. From formal or semi-formal employee resource groups to formalised diversity action groups providing a sounding board on business activity. The majority of Signatories are using a combination of channels and initiatives to provide a holistic engagement experience for all colleagues with regard to Inclusion.

Signatory Tips

- ☐ Ensure a bottom-up and top-down approach to D&I strategy development.
- ☐ Actively seek colleague input.
- ☐ Prepare for and encourage difficult conversations.
- ☐ Allow employee voice to define what networks or resource groups are required.
- ☐ Utilise networks to implement initiatives at grassroot levels.
- ☐ Engage Employee Resource Groups in rolling out trainings, education sessions, talks, webinars, policies.
- ☐ Don't rely on the voluntary effort of colleagues that are particularly passionate about the agenda to progress Inclusion – recognise and reward the contribution.

Practical Examples

AIB	CAIRN
AIB conducted an employee survey as part of the Irish Centre for Diversity "Investors in Diversity" Silver accreditation process. This provided invaluable information on our approach to Inclusion &Diversity, what we are doing well and what more we could do. We have rolled out various initiatives on the back of this feedback, including our Universal Inclusion campaign which highlights the fact that everyone has a role to play in creating an inclusive culture. Case Study on the AIB Universal Inclusion campaign	Established a D&I Forum with volunteers from across the business to bring new perspectives to the fore, facilitate in-depth, qualitative reviews of survey results, drawing out issues and ensuring these are addressed sensitively and to increase awareness, knowledge and understanding of ED&I amongst members. Forum members are ambassadors for our ED&I Strategy.

Build Capacity and Confidence on D&I

When starting to look at particular aspects of D&I, training programmes to ensure all colleagues have the same basic knowledge and understanding are important. As the organisation matures in the approach to D&I, then training can be adapted and woven into the usual Learning & Development plan. Most of the Signatories have introduced Inclusive Leadership programmes and many have rolled out mandatory training to all people managers. As well as building the capacity and confidence of colleagues on the D&I agenda, it is important that employers ensure that D&I is built into all training offered within the business.

Signatory Tips

- ☐ Offer formal D&I training to all colleagues.
- ☐ Embed D&I into the standard Learning & Development programme.
- ☐ Review training collateral through a D&I lens.
- ☐ Provide informal education sessions on aspects of diversity.
- ☐ Include D&I ambition into induction programs.
- ☐ Assess the target group and create programs accordingly – what might be basic for some may not be for others.

Practical Examples

Iarnród Éireann Irish Rail	M&S EST. 1884	sse
The Equity, Diversity, Inclusion Training module has been reviewed and the in-house trainers are being trained on it. Pilot courses have been completed successfully and a combination of in person and virtual trainings will be launched to cover a workforce of 4000 employees in Q3 of 2022.	All people managers and hiring managers have been trained on unconscious bias as part of the new recruitment process. This process also allows for the candidates to progress with blind CVs and hiring managers do not have any visibility of a person's gender, background etc. The training is mandatory for all employees and is refreshed yearly.	Training for all Hiring Managers on embedding inclusion in the recruitment process was completed as part of the 'Ensuring Inclusive Behaviour at SSE' campaign.

Note: The examples presented are based on progress made against the commitment made by Signatories when they signed up to Elevate.

Implement Inclusive Hiring Practices

Signatories to the Elevate pledge believe that the first step to building a diverse workforce is to open the door for diverse candidates to join. There is no one secret formula to success and as with any other aspect of business, a mix of big and small initiatives can help bring about change. When advertising open roles, broadening the candidate pool to include as many diverse job seekers as possible is an important first step. If candidates do not see themselves working for a particular employer they will not apply for the role. Onboarding process should ensure that all new colleagues have the supports they need to develop, progress and reach their full potential. Monitoring progression data will help ensure that all employees have equity of opportunity. It will also help to identify which groups, if any are under-represented at different levels of the oganisation.

Signatory Tips

- [ ] Use simple and neutral language in job descriptions and advertisements.
- [ ] Review Job titles and change those which are more indicative of a job for certain gender.
- [ ] Add inclusion statements to job descriptions and advertisements.
- [ ] Use imagery in recruitment (and all employer brand collateral) to reflect the diversity you want to attract.
- [ ] Spotlight employee journeys to showcase development and progression opportunities.
- [ ] Develop diverse pipelines of talent for under-represented roles.
- [ ] Hire for potential – don't always focus solely on experience and qualification.
- [ ] Train all employees on D&I and ensure they are aligned with your D&I ambitions.
- [ ] Be pragmatic, listen to the challenges associated with diverse hiring and work with all stakeholders to develop solutions.
- [ ] Develop partnerships with employment support organisations.
- [ ] Diversify suppliers – this could be recruitment partners, ad agencies etc. choose partners that can help achieve D&I ambitions.
- [ ] Identify where in your hiring processes changes are needed to welcome diverse candidates.

Implement Inclusive Hiring Practices

Practical Examples

Note: The examples presented are based on progress made against the commitment made by Signatories when they signed up to Elevate.

Allianz	DIAGEO IRELAND	enterprise rent-a-car	sodexo	VEOLIA	BT	energia GROUP
Reviewed policies and practices through an I&D lens. This resulted in revisions to recruitment policies as well as changes to the process for example introducing Textio to identify any gender bias in job descriptions and contracts; introducing an I&D focus at induction; Interview training, board & manager training. moving from compliance to leadership. Partnership with Women's Aid and introduction of domestic violence policy.	Wide review of hiring activities across the company was conducted. Initiatives like use of gender-neutral language in job descriptions, use of imagery reflecting the company values; electronic screening of candidates to avoid "Like-Me" bias; training of managers to hire for potential; diverse interview panels were implemented.	Enterprise's Women in Leadership program is resulting in increased female hires across the company. One of the many initiatives used to attract female talent is a specific recruitment drive for female employees with a strong sports background recognising many of the skills required to excel at sport are transferable to business.	The aim of our Spotlight campaign was to share progression stories from a diverse group of colleagues. We wanted front line colleagues to see people similar to them, achieving and progressing through the business. We created a short questionnaire to create the stories, then selected 6 to profile – for example a cleaning manager who had started at entry level, a catering manager who had started as a kitchen porter. These colleague stories were then profiled at our National Town Hall and as a series in our weekly newsletter (presented both in English, and where applicable in the native language of the colleague in question). We are monitoring attrition rates to measure the success of this initiative.	A core element of our Future of Work planning is our Inclusion strategy and the pillar of Attraction and Selection was identified as a key priority for 2021. Initially a review of our job descriptions was completed using gender decoder to ensure neutral language is used and we also widened the recruitment channels used with new media, for example Indeed. As part of the job descriptions review, we also reviewed job titles and amended those traditionally associated with a particular gender to a more neutral title. When communicating across our business we began using more diverse imagery in all of our communication channels and externally to reflect the diversity of our current employees and to attract the diverse talent we need to work for us in the future. This included highlighting females in our technical roles to encourage increased female applications. Another key pillar of our Inclusion strategy is Awareness and Upskilling. During 2021 we facilitated Unconscious Bias training for the Leadership team and hiring managers across the business and the feedback has been extremely positive. We continually monitor these initiatives to measure their success through our application rates, retention rates and employee engagement survey.	In 2022 BT Ireland recruited 20 candidates to the Early Career Programmes including apprenticeships, internships and graduate placements. This programme puts a strategic focus on the attraction and development of the future leaders of our business, providing working environments that allow our early career colleagues to flourish and help develop a workforce that is powered by diversity of thought and is ready for our now and future skill requirements. Case Study on the BT Early Career Programmes	Created two fully virtual teams. One in the Customer Care and a second in the Sales and Retention areas of our business. We set up specific virtual recruitment campaigns. These roles were very popular, confirming that there is a real desire out there for people to work virtually. The nature of the roles allowed us to attract candidates from all over the country. From listening to candidate needs, we offered flexible roles that would tie in with the candidate's lifestyle, i.e., offering shifts that worked around school times, allowing parents to get back into the working world, but also be there to collect their children from school. Case Study on the Energia Virtual Teams campaign

Implement Inclusive Hiring Practices

Work Placements

Partnering with Employment Support organisations can be a very effective way to expand the candidate pool for open roles. Offering work placements or job trials can be particularly impactful. Employers can showcase particular roles to diverse jobseekers allowing them to see a viable career for themselves. Equally the jobseeker has the opportunity to show their potential to do the job. Employment support organisations can manage the pipeline of applicants and many of them will offer on the job support to both the employer and the job seeker.

Signatory Tips

- [ ] Build strong relationships with community based organisations working with job seekers from under-represented communities that you have identified.
- [ ] Start with a small number of placements.
- [ ] Get the process right and scale up from there.

Implement Inclusive Hiring Practices

Practical Examples

Note: The examples presented are based on progress made against the commitment made by Signatories when they signed up to Elevate.

A&L Goodbody	accenture	RSA	Bidvest NOONAN	sky
Partnered with a range of organisations like Trinity Access Programme, DCU Access, Career Leap amongst others, to widen the applicant pool. The partnership with Career Leap has given the opportunity to recruit two of their candidates. One candidate is now a permanent employee at A&L Goodbody (ALG) and the other candidate is on an internship. Also introduced a buddy mentoring system with Trinity and DCU to match ALG colleagues to provide support to third level access students in filling out intern and traineeship applications. This year 12 candidates came through this process for our traineeship, four were interviewed and one was successful in attaining a traineeship. Seven students applied for our summer internship 2022, three were interviewed and two were offered places. These two successful candidates will automatically get an opportunity to interview for the ALG traineeship programme.	Created a range of virtual internship programmes. Roles were focused on neurodiverse candidates, as well socioeconomic background, early talent, gender and cross-cultural diversity. Case Study on the Accenture Neurodivergent Internship Programme	Recruited two interns from Trinity Centre for People with Intellectual Disabilities. One of the two interns undertook an eight month placement in the company. As part of this initiative, their reporting managers were trained on managing intellectual disability. RSA Insurance Ireland has committed to delivering three employment-related workshops to TCPID students in May, and will work with TCPID to identify new interns to join the business in June/July.	In 2021, Bidvest Noonan undertook a comprehensive review of community activity under our CSR Programme (Sunrise), this resulted in us selecting **Employability** as the key social cause to support and where we believe we can have a significant impact. In practical terms, this means we are committed to the idea that everyone, at every skill level, has the opportunity to join and build a career with Bidvest Noonan that allow them meet their full potential. Early in 2022, we partnered with **BITCI's Employment Programmes** to develop pathways to employment for diverse jobseekers. Our early focus was on ensuring the recruitment process was not creating unnecessary blockages for these diverse jobseekers.BITCI employment programme staff supported applicants through the process which identified opportunities for Bidvest Noonan to streamline their recruitment process for jobseekers coming through BITCI programs. We have held a number of workshops on career opportunities addressing topics such as women in security. We were delighted to welcome our first new colleagues hired through the programme in April. We look forward to welcoming many more this year.	Growth and Development was identified as a key priority for 2021. We introduced the New Horizons programme to encourage growth and development of colleagues from minority groups into non-front-line roles. We created eleven placement opportunities across the business and ran an internal recruitment campaign. Successful candidates were each assigned a mentor from their new department, who supported and helped them with their development. Case Study on Sky Ireland's New Horizons Initiative

Conclusion and Recommendations

D&I is not a new topic for business but it is increasingly being prioritised by employers. Recognising both the business case and the societal benefits of a diverse workforce, more and more employers are including inclusion as an area of focus in their business strategy. Building a diverse workforce and cultivating an inclusive culture are not easy. Different industry sectors will face particular challenges. Some of the Signatories are just starting out whilst others have been working on this agenda for a long time. Regardless of their maturity levels, the founding Signatories of Elevate have taken a leadership role in building inclusive workplaces by committing to this public pledge.

Recommendations

This initial Elevate Annual Report provides the baseline against which Signatories can hold themselves accountable and build future ambition.

A number of insights and observations have been collated while writing this report.

Articulate your Intent

Clearly communicate what a diverse and inclusive workplace looks like for your organisation. Spell out your vision, the actions you plan to take and how you will hold yourself accountable for progress.

Establish a Baseline

The old adage what you measure matters applies to D&I. If you're serious about D&I you have to start measuring it. There are challenges to this – relying on voluntary disclosure of employees key amongst them. However, although it may be difficult to build a diversity profile the benefits are worth the effort. When you measure and understand the current diversity profile of your workforce, you can see where there are challenges and under-representation. You can then identify priority areas to focus on and design targeted initiatives to make progress.

Understand your Industry

Once you have your baseline, it is important to consider your regulatory/commercial operating environment. What commitments are your peers making? What do your customers expect? Are regulatory or policy changes anticipated (gender pay gap reporting for example)? This will inform how quickly you will need to adapt.

Set an ambitious target

Set both long and short-term targets to provide appropriate milestones to support your D&I ambitions. Targets can focus on representation e.g. 50:50 gender split at Senior Management but should also include indicators of inclusion such as the percentage of colleagues that have a strong sense of belonging. The targets you set will drive the actions you need to develop.

Align your D&I strategy to Corporate Strategy

Having a strategy that the whole business can align to is essential to achieving progress. It needs to have strong leadership, be resourced sufficiently and be visible right across the business. The strategy should resonate with everyone in the business and everyone should know the role they have to play. A D&I strategy cannot sit separate to corporate strategy. It should be inter-woven across the business and there should be a D&I lens on all activity.

Be Relentless

Although there might be some quick wins, progress on D&I does not happen over night. A successful strategy is fundamentally about cultural change. The approach to D&I has to be relentless. Real progress won't happen if D&I is "Side of the Desk". Recognise that small changes can have big impact and that every single hire matters over the long term.

Communicate, Communicate, Communicate

Employees (current and future) want to know that commitments to D&I are meaningful and lived in everyday actions across the business. Employers that can earn the trust of their employees on this agenda will see greater engagement in D&I initiatives, colleagues will be more likely to participate in voluntary disclosure campaigns.

Future

For this first report we requested data against six indicators of diversity: Age; Gender; Disability; Ethnicity; Nationality; Sexual Orientation. For future reports we want to increase the disclosure rates for each of these indicators of diversity. Before our next publication in 2023, we will work with Signatories to share the learnings and insights from this initial data collection exercise to support enhanced disclosure rates. Future reports will also aim to gather information on Socio-Economic status.

We will track our progress year on year to identify where we are making progress and what initiatives and interventions are the most impactful.

Appendices

Progress on Signatory Commitments

Signatory	Elevate Commitment for 2021	Progress
A&L Goodbody	Increase the number of diverse candidates presenting for interviews resulting in greater opportunities for underrepresented groups in our firm	We have partnered with a range of organisations like Trinity Access Programme, DCU Access, Career Leap amongst others, to widen the applicant pool. Our partnership with Career Leap has given us the opportunity to recruit two of their candidates. One candidate is now a permanent employee at A&L Goodbody (ALG) and the other candidate is on an internship. We have also introduced a buddy mentoring system with Trinity and DCU to match ALG colleagues to provide support to third level access students in filling out intern and traineeship applications. This year 12 candidates came through this process for our traineeship, four were interviewed and one was successful in attaining a traineeship. Seven students applied for our summer internship 2022, three were interviewed and two were offered places. These two successful candidates will automatically get an opportunity to interview for our traineeship programme.
Accenture	Offer a range of internship and apprenticeship programmes to attract and support diverse talent	Created a range of virtual internship programmes. Roles were focused on neurodiverse candidates, as well socioeconomic background, early talent, gender and cross-cultural diversity.
Actavo	To offer guaranteed interviews to candidates from underrepresented groups that meet the relevant requirements for the role	We have created a strategic plan to partner with employment support programs to engage more candidates from diverse backgrounds.
AIB Group	Conduct an employee D&I survey to gather demographic data on our staff makeup as well as their thoughts on AIB as an inclusive place to work	AIB conducted an employee survey as part of the Irish Centre for Diversity "Investors in Diversity" Silver accreditation process. This provided invaluable information on our approach to I&D, what we are doing well and what more we could do. We have rolled out various initiatives on the back of this feedback, including our Universal Inclusion campaign which highlights the fact that everyone has a role to play in creating an inclusive culture.
Aldi	Conduct an employee survey on perceptions of inclusion within the workplace	During 2021 we launched our Diversity and Inclusion strategy, 'Embrace', across Aldi UK and Ireland. This strategy included a variety of strategic actions informed by market trends on the evolving D&I landscape and initiatives which we believed would foster a culture of inclusion. One such initiative was our Embrace survey which concluded in November 2021. The results of this survey have provided valuable insights to help us better understand the current perceptions of diversity and inclusion within the business and a reference point to benchmark future progress on D&I.
Allianz	Enhance I&D in our policies and processes	Reviewed policies and practices through an I&D lens. This resulted in revisions to recruitment policies as well as changes to the process for example introducing Textio to identify any gender bias in job descriptions and contracts; introducing an I&D focus at induction; Interview training, board & manager training moving from compliance to leadership. Partnership with Women's Aid and introduction of domestic violence policy.
Aviva	Increasing disclosure of our employee D&I data, enabling us to better focus our D&I strategy & activity in a way that matters to our people and our business.	Starting with a disclosure rate ambition of 20%, Aviva has been able to capture 100% voluntary disclosure of Age and Gender and upto 70% voluntary disclosure of certain other protected characteristics.

Progress on Signatory Commitments

Signatory	Elevate Commitment for 2021	Progress
Bank of Ireland	Establish a baseline to understand ethnic and cultural minority representation across the group by the end of 2021	Launched a Self ID Campaign (LGBTQ+, gender, ethnicity, disability) and currently 50% of employees have disclosed their diversity details.
Bidvest Noonan	Accreditation mark for our ED&I programme. Input processes in place to capture ED&I data, where applicable.	In 2021 Bidvest Noonan was awarded 'Investors in Diversity' accreditation by the Irish Centre for Diversity.
Britvic Ireland	Create two placement for employees of diverse ability in partnership with KARE	In partnership with KARE, Britvic has successfully brought on board two candidates in work placements with such positive impact that both placements are to be extended
BT Ireland	Advance our early careers attraction, development and retention programme	In 2022 BT Ireland recruited 20 candidates to the Early Career Programmes including apprenticeships, internships and graduate placements. This programme puts a strategic focus on the attraction and development of the future leaders of our business, providing working environments that allow our early career colleagues to flourish and help develop a workforce that is powered by diversity of thought and is ready for our now and future skill requirements.
Cairn Homes	Create a D&I Forum. Providing a space for all employees to share their views and thoughts on the workplace, and influence procedures and policies relating to ED&I.	Volunteers to participate were sought from across the company and has now established a rhythm of engagement. The Forum was established to bring new perspectives to the fore at Cairn, e.g. highlighting more diverse celebrations and holidays that matter to our stakeholders, to facilitate in-depth, qualitative reviews of survey results, informally of drawing out issues and ensuring these are addressed sensitively; and to increase awareness, knowledge and understanding of ED&I amongst members. Forum members are then ambassadors for our ED&I Strategy; increasing awareness of diversity at Cairn and amongst our stakeholders including employees, supply chain and customers.
Central Bank of Ireland	Develop and implement a gender identity and expression in the workplace policy, toolkit and supports in H1 2021. Publish and promote the new policy internally and externally.	Policy launched and publicly available. Internal launch included leadership briefing, cascade of policy & toolkit to all staff, awareness video and a launch event in partnership with our Rainbow Network. The external publication was supported by social media (LinkedIn) posts and a news item on our public website. Awareness training commenced in 2021 and continues through 2022 – to date over 350 (c. 17.5%) of staff have completed training.
Coillte	Development of a Diversity and Inclusion policy and strategy	D&I Strategy for 3 years from 2022-2024 is in the final stages and will be launched in Summer 2022. The process included extensive internal workshops and external consultations, and the feedback received has been incorporated into the strategy document. The strategy will be delivered through an action plan which will be evaluated on an annual basis.
Compass Group Ireland	Develop a pathways to employment programme to attract entry level staff facing barriers to employment.	Progress on the pathways to employment programme has been negatively impacted due to COVID 19. A number of initiatives have commenced including a Chef Apprentice programme. However, overall strategy is in advanced stage of development and will be rolled out later this year.

Progress on Signatory Commitments

Signatory	Elevate Commitment for 2021	Progress
Cook Medical Ireland Ltd.	We are updating our recruitment content to reinforce that we are an inclusive employer and do not discriminate candidates on the basis of their background, beliefs or personal circumstances. We will be adding additional verbiage to job advertisements for full transparency.	An inclusion statement has been developed and is added to all job advertisements. The statement is as below: Cook Medical is proud to be an equal opportunity employer and we know that diversity makes us stronger and better as a company. Every day we make life-saving products and do what is best for patients worldwide, and the people that join Cook make this possible. In keeping with our Cook Group values, we are committed to treating all employees equally regardless of gender, civil status, family status, sexual orientation, religious belief, age, disability, race or membership of the traveller community. It is our policy to ensure that as much accommodation as possible is carried out to facilitate the participation of all individuals to ensure equity in the recruitment process and in the workplace.
Cork Chamber of Commerce	We commit to ringfencing at least one student placement to someone from a diverse group/background	A student from Ireland Fellow Program scholarship beneficiary under Irish Aid (Irish Government of Ireland's official international Development Aid Programme) has commenced a 6 month work placement with Cork Chamber. We also supported a student from direct provision in securing a work placement with a member company following several failed attempts of the student trying to secure a placement alone.
Deloitte	Launch an Inclusion Passport	The Inclusion Passport was piloted in early 2021 to facilitate staff in having a conversation with their line manager around potential supports or accommodations that would help them to thrive personally and professionally at work. Once agreed, the supports are documented in the Inclusion Passport, which can then be shared with colleagues, so that any change in team or project doesn't require a re-negotiation. Following the success of the pilot, the Inclusion Passport was embedded into the HR system (Workday) and launched firmwide in September 2021 as part of our Deloitte Works approach to hybrid working.
DHL Supply Chain	DHL Supply Chain commit to the completion of DHL Certified Inclusive Leadership Program (Bronze) for all Senior Managers in our business by the end of 2021.	All the new starters at Senior Management level completed the training. In the year 2022, we have 2x additional colleagues under this category, and they are in progress at getting their training completed.
Diageo	Attraction and sourcing strategies to identify the best, diverse talent pool available, identify and remove all barriers to access, with diverse interview panels and candidate shortlists	Wide review of hiring activities across the company was conducted. Initiatives like use of gender-neutral language in job descriptions, use of imagery reflecting the company values; electronic screening of candidates to avoid "Like-Me" bias; training of managers to hire for potential; diverse interview panels were implemented.
Dublin Bus	Dublin Bus recognises that female employees are under-represented in the company. To address the imbalance the company has launched a female driver recruitment campaign.	Since the campaign launched in 2019, Dublin Bus has increased female drivers by 60% despite dealing with the negative impact of COVID 19. Recognising our progress but intent on building on the momentum, Dublin Bus will re-activate the campaign in autumn 2022.
Eir	eir is committing to the publication of its next gender pay gap report in 2022, publicising the efforts made to close the gap.	eir was the first Irish telecommunications company to publish a gender pay gap report in 2021, ahead of any legislative requirement, and is currently working on its second report, which will be published in the coming months.

Progress on Signatory Commitments

Signatory	Elevate Commitment for 2021	Progress
Eirgrid plc	Conduct an employee survey on nurturing a culture of inclusion	Survey is complete and the feedback is feeding into the emerging strategy.
Energia	Establish Female Networks across Energia Group	Established Women in Energy Network at Energia which is further broken down into smaller groups for: Early careers Aspiring women Women's health Women Returners Carer's group The network was launched in October 2021 with 60 members including men.
Enterprise Rent-a-car	A key initiative for Enterprise is to increase our recruitment of female talent while also increasing representation of females at management levels across the organisation.	Enterprise's Women in Leadership program is resulting in increased female hires across the company. One of the many initiatives used to attract female talent is a specific recruitment drive for female employees with a strong sports background recognising many of the skills required to excel at sport are transferable to business.
Fujitsu Ireland	Identifying, understanding and improving our diversity data collection practices to develop a more diverse and inclusive workforce.	Fujitsu's first action was to add voluntary D&I questions to the biannual Employee Engagement survey. The survey featured voluntary questions on Age, Gender, Disability, Ethnicity, Sexual Orientation and Social Mobility. Following this, the Fujitsu D&I team analysed the anonymised data to gain a greater understanding of diversity profile of the organisation. The next step of the project is to enhance our existing HR system by expanding the current data fields, and to encourage the voluntary disclosure of diversity data.
Glenveagh Properties	Conduct staff survey to review our performance in D&I action	In 2021 Glenveagh Properties were awarded 'Investors in Diversity' Silver Standard accreditation as a result of the staff survey conducted by the Irish Centre for Diversity.
Gas Networks Ireland	Development of Inclusion Statement	An inclusion statement has been developed and is added to all job advertisements. The statement is as below: "We are committed to providing a diverse and inclusive place of work and have a robust strategy and framework called ibelong to enable this. We are an equal opportunity employer and through our recruitment process we welcome and encourage applications from interested and suitably qualified individuals regardless of gender, age, racial or ethnic origin, membership of the traveller community, religion or beliefs, family or civil status, sexual orientation/gender identity or disability."
HSBC Ireland	Undertake Thematic review on Culture based on CBI Thematic review of relevant financial industry	The Thematic review was completed and its learnings are being implemented to enable the company drive the agenda and also engage & educate colleagues on D&I. Key actions like People Manager's Club and new Employee Resource Groups (D&I, Pride, Green Team, Corporate Sustainability and Mental Health) have been set up to embed D&I in the company's culture.

Progress on Signatory Commitments

Signatory	Elevate Commitment for 2021	Progress
Heineken Ireland	Develop a 3 year roadmap for HEINEKEN Ireland's Diversity and Inclusion strategy	Inclusion & Diversity Roadmap developed with three principle tenets: I&D starts with **courageous leadership** We all contribute to **fostering an inclusive environment** Creating equal opportunities
Iarnród Éireann	External provider to work with our staff trainers on new EDI training module.	EDI Training module has been reviewed and the in-house trainers are being trained on it. Pilot courses have been completed successfully and a combination of in person and virtual trainings will be launched to cover a workforce of 4000 employees in Q3 of 2022.
IBM Ireland	Introduce "Skills First", an alternative talent pipeline to include Apprenticeships, Trainees and Neurodiverse talent	At IBM in Ireland we are committed to providing access and opportunities for training and upskilling as we continue to push the boundaries of technology for our clients. From school students to professionals who wish to reskill we are providing no-charge access to technical and professional skills which will help individuals from all backgrounds build a brighter future
Irish Cement	Enhance female representation in the Graduate Programme	More than 50% of the Graduate Programme hires are females
Irish Water	Establishment of an Ethnic & Cultural Network under the iBelong Umbrella of the D&I Council to promote and celebrate racial, ethnic and cultural diversity.	Established and launched the network and witnessed strong engagement from staff.
Janssen Sciences Ireland	Roll out Disability Confidence Training	Rolled out training sessions with hiring managers to heighten awareness of the diversity within disability and embed our D&I footprint in a more systematic way when engaging external labour. Quarterly disability confidence training sessions are scheduled for all employees and external speakers are engaged on various disability themed topics to build confidence and awareness amongst all employees.
Lidl Ireland	Establish a forum to get insights from employees' lived experience.	Diversity Forum at Lidl Ireland has been established with appointed lead and terms of reference now in place. It is currently progressing on delivery of D&I initiatives across all levels of the organisation. As our workforce is spread across store, warehouse and office environments, the forum allows us to get insights and input from all areas of the business.
Marks & Spencer (Ireland) Ltd	Implement appropriate mandatory diversity and unconscious bias training for all involved in recruiting and selecting and for all managers.	All people managers and hiring managers have been trained on unconscious bias training as part of the new recruitment process. This process also allows for the candidates to progress with blind CVs and hiring managers do not have any visibility of a person's gender, background etc. The training is mandatory for all employees and is refreshed yearly.
Maveric	Create a work placement programme for people in direct provision	Recruited a full-time employee in partnership with supported employment programs in 2021. More work placements on similar model to follow in 2022.

Progress on Signatory Commitments

Signatory	Elevate Commitment for 2021	Progress
Mercury Engineering	Mercury is committed to increasing the number of female employees in the organisation.	At the graduate level, 20% hires are females. Have also had success with females promoted to senior roles (19.5%) and recently hired a female Operations Manager
Momentum Support	We are committed to raising awareness and enhancing the understanding of Equality, D&I among the Momentum Support Management and Office Support Team, through the delivery of Equality, Diversity and Inclusion Workplace training.	Momentum Support successfully delivered Equality, Diversity and Inclusion training to the management and office support team.
Musgrave	Raise awareness of unconscious bias and its impact on decision making through training of People Managers and colleagues	Phase 1 of the program is in process with 14 internal facilitators being trained to deliver this program to all people managers across the company.
Ornua	Implement Women in Leadership program to provide progression opportunities to more females in the company.	Women in Leadership program at Ornua has been implemented with sponsorship from senior leadership. The core purpose of this program is to empower female leaders within the business. By end of 2021, 120 females have successfully completed the program.
Permanent TSB	Conduct a survey of our colleagues on their perceptions of Diversity and Inclusion within PTSB.	As part of our annual "Every Voice Counts" colleague engagement survey, we had a section of the survey dedicated to D&I. 4 questions were included pertaining to D&I: I feel comfortable being myself at work regardless of my background and life experiences I am aware of the flexible work options that are available to me Permanent TSB supports and cares about the health & wellbeing of its people I feel safe to speak up if I saw inappropriate behaviour without fear of negative consequences Currently, as part of a review of how we are progressing with our current 2021-2023 strategy, on building on our Bronze accreditation from 2021, we are undergoing a review by Irish Centre for Diversity. The ICD issued a survey to all colleagues in partnership to measure colleague perceptions of D&I in a more in-depth way, with over 50 questions included. We are currently awaiting the results of this assessment.
PwC	Evolve our data driven approach to improve the lived experience of all our people to create a truly inclusive workforce.	PwC Ireland extended their annual engagement survey to include questions and demographics that better enable the company to understand and measure diversity, inclusion, employee experience and belonging at PwC. With a record participation rate of 88% a rich source of data provides invaluable insight to further enhance the journey to build an inclusive culture at PwC. PwC is in the process of adding a range of new identity fields including Ethnicity, Religion and Gender Identity to their HR system. Finally, PwC has undertaken further analysis on their Gender Pay Gap in 2022, reporting on the gap, their progress and their action plan internally and externally.

Progress on Signatory Commitments

Signatory	Elevate Commitment for 2021	Progress
Roadstone	Partner with Local Employment Group (South Dublin Partnership) to increase candidate pool for open roles	Roadstone has developed a successful partnership with local employment group and is working with them to attract diverse applicants for open roles in the company.
RSA Group	Commence an internship programme to support people with intellectual disabilities to access work placements.	Recruited two interns from Trinity Centre for People with Intellectual Disabilities. One of the two interns undertook an eight month placement in the company. As part of this initiative, their reporting managers were trained on managing intellectual disability. RSA Insurance Ireland has committed to delivering three employment-related workshops to TCPID students in May, and will work with TCPID to identify new interns to join the business in June/July.
Sky Ireland	Make Sky's workforce more representative of our customers and local communities, at all levels, with a focus on gender and ethnic balance.	Growth and Development was identified as a key priority for 2021. We introduced the New Horizons programme to encourage growth and development of colleagues from minority groups into non-front-line roles. We created eleven placement opportunities across the business and ran an internal recruitment campaign. Successful candidates were each ass assigned a mentor from their new department, who supported and helped them with their development.
Sodexo Ireland	To promote retention from an inclusivity perspective, we are launching a 'spotlight on' campaign to raise awareness of our personnel who are from diverse cultures, heritage and ethnic backgrounds, particularly those who have progressed and developed internally within the business.	The aim of our Spotlight campaign was to share progression stories from a diverse group of colleagues. We wanted front line colleagues to see people similar to them, achieving and progressing through the business. We created a short questionnaire to create the stories, then selected 6 to profile – for example a cleaning manager who had started at entry level, a catering manager who had started as a kitchen porter. These colleague stories were then profiled at our National Town Hall and as a series in our weekly newsletter (presented both in English, and where applicable in the native language of the colleague in question). We are monitoring attrition rates to measure the success of this initiative.
SSE	We will ensure that all Hiring Managers complete an inclusive recruitment upskilling programme to understand how to be consciously inclusive	Training for all Hiring Managers on embedding inclusion in the recruitment process was completed as part of the 'Ensuring Inclusive Behaviour at SSE' campaign
Tesco Ireland	All our colleagues will complete mandatory Diversity and Inclusion training	Out of the workforce of more than ten thousand employees in Ireland, 80% employees have already completed the mandatory D&I training. It is also included as part of the induction program for all the new joiners.
Veolia	Review job descriptions, current recruitment channels and roll out unconscious bias training for our hiring managers.	All job descriptions for vacancies were reviewed using gender decoders to ensure use of neutral language. Recruitment channels have also been widened and new media introduced like Indeed to widen recruitment channels to source applicants. Unconscious Bias training for the Senior Leadership team commenced and an e-learning training module for hiring managers was launched.
William Fry	Partner with local DEIS schools and rural schools to encourage TY students to consider a career in law	More than 100 Transition Year students from DEIS and rural schools participated in this Trainee Led Programme in 2021-22, with 45 trainees actively involved in the programme development and delivery. In 2022, the programme will continue with target of 9 new schools (both in Dublin and rural areas) over the next 3 years.

BITCI Social Inclusion Programmes

Employment

One of the most pressing societal issues in Ireland is the continued high levels of unemployment experienced by marginalised people. This is a key focus for Business in the Community Ireland. We have been designing and delivering acclaimed education and employment programmes for over 20 years. Our current employment programmes are:

- EPIC supports migrant, refugees and asylum seekers to find employment through group preemployment and integration training, one to one career guidance and access to multiple business supports including IT skills training, mentoring, business workshops, mock interviews.
- EPIC is our largest employment programme, supporting over 200 new participants per year as well as continuing to work with previous participants who are still job seeking.
- EmployAbility/Ready for Work supports people with disabilities and health challenges to find employment through one to one career guidance, business workshops, group training, opportunities for work experience and in-work supports.
- The Women@Work programme supports women who are distanced from the workplace. It provides individual career coaching, group training, access to business supports and in-work supports.
- The Traveller Employment Programme is our newest programme and is just getting started. Members of the Travelling Community (a protected ethnic group in Irish society) face huge levels of discrimination. Unemployment rates within the community are consistently around 80% this compares with just under 6% for the general population. Suicide rates within the community are 5 times higher than the general population.

We support over 300 people per year, with up to 70% progressing into employment. Since 2002, we have supported more than 4000 disadvantaged job seekers from more than 100 nationalities.

BITCI Social Inclusion Programmes

Education

Our Schools' Business Partnership is a nationwide initiative that aims to develop mutually beneficial partnerships between schools and businesses in Ireland which support the Government's overall strategy on educational inclusion.

We operate by matching individual schools that are targeted through the School Completion Programme with a local company. We are the only business-education programme in Ireland that receives matching Government funds under the National Development Plan. Our suite of six programmes supports students, principals, teachers, the STEM agenda and children's literacy & numeracy in primary schools.

To date over 400 partnerships have been established nationally, impacting over 43,000 students nationwide.

Business Engagement

Business engagement is central to all BITCI's Social Inclusion Programmes. BITCI maximises the return on government funding by leveraging our unique position as a business network focussed on sustainability and inclusion. By accessing the skills, talents and resources of our member companies and their employees, we offer enhanced supports and opportunities to the students and job seekers we work with. Exposure to businesses and their staff increases the confidence and aspirations of our participants and improves outcomes. Businesses benefit by having access to a pool of diverse talent, and by offering their staff enjoyable and rewarding volunteering opportunities which develop their own skills and confidence.

References

CSO Database

CSO Labour Force Survey

CSO Labour Force Survey Q4 2020 (Table 1, Table A1)

CSO Census of Population 2016 – Profile 10 Education, Skills and the Irish Language

CSO Census of Population 2016 – Profile 8 Irish Travellers, Ethnicity & Religion

CSO Census of Population 2016 – Profile 5 of Homeless Persons in Ireland

CSO Survey on Income and Living Conditions

NDA-Factsheet-1-Disability-Statistics

NDA-factsheet-2-employment/

NDA-Employment Briefing

Power Wheel – Canadian Council for Refugees

Hive Learning – 5 Types of Privilege

ESRI Report on impact of COVID 19 on Non-Irish Nationals

Understanding the Pandemic's Impact on Working Women | Deloitte Global

The Impact of the COVID-19 Pandemic on jobs and incomes in G20 Economies

The Centrality of Race and Whiteness in the Irish Labour Market

Irish Government Report on Active Labour Market Policies

Ethnicity and Nationality in the Irish Labour Market

Age Discrimination Alive and Well in Irish Workplaces

Irish Population by Age

Elevate
The Inclusive Workplace Pledge

For more information on Business in the Community in Ireland: www.bitc.ie

For more information on The Elevate Pledge: https://www.bitc.ie/the-leaders-group-on-sustainability/inclusive-workplace-pledge/

For any queries on this publication please contact Linda O'Sullivan at losullivan@bitc.ie

Business in the Community Ireland is a movement for sustainable change in business. In a dynamic and changing environment, sustainable businesses are successful businesses. Our purpose is to inspire and enable businesses to bring about a sustainable, low carbon economy and a more inclusive society where everyone thrives. We act as trusted advisers in sustainability and corporate social responsibility. We provide access to best practice and support businesses with practical management and monitoring systems. By facilitating forums for reflection and action, we ensure that businesses anticipate and are ready to meet the current, pressing challenges of climate change, the pipeline of talent as well as the issues of social inclusion, diversity and accountability.

Thank you to the team at Deloitte Ireland for their support on analytics, insight, design and layout of this publication.

BUSINESS IN THE COMMUNITY IRELAND