Business Working Together for Inclusion

Elevate
The Inclusive Workplace Pledge

The Elevate Pledge 2023 Annual Report

Progressing From Measurement To Action

BUSINESS IN THE COMMUNITY IRELAND

Contents

Please click on the above headings to navigate through the report

Glossary of Terms

INCLUSION An inclusive working environment is one in which everyone feels that they belong, that their contribution matters, and they are able to perform to their full potential, no matter their background, identity, or circumstances. It is about ensuring that everyone in society is represented, and that people's differences are valued, ensuring there are equal opportunities for everyone to thrive at work.

DIVERSITY is understanding and recognising difference. A diverse workforce is one with a range of people from different backgrounds, ethnicities, races, cultures, accessibilities, sexual orientation, beliefs, ideologies and more.

RACE is defined based on people's shared distinctive physical traits, such as skin, hair, eyes, and bone structure. Race and Ethnicity are a similar concept however ethnicity also includes cultural characteristics such as those outlined in the definition below.

ETHNICITY is a broader concept than race which includes or combines nationality, citizenship, race, colour, language, ancestry, religion, and customs of dress or eating.

LGBTQI+ stands for: lesbian, gay, bisexual, transgender, queer, and intersex with the + encompassing any sexual orientations or gender identities that do not correspond to heterosexuality.

GENDER PAY GAP is an equality measure that shows the difference in average earnings between women and men. It is reflective of the types and seniority of roles that are commonly held by men and women. The gender pay gap is different to equal pay which ensures men and women are paid the same for doing the same role.

ETHNIC MINORITY refers to racial and ethnic groups that make up a small proportion of the population of a particular country or group. Minority ethnic groups vary in each country.

UNDERREPRESENTED GROUP refers to a population of people who are insufficiently or inadequately represented compared to their actual proportion of the general population. Terms such as underrepresented ethnic groups, underrepresented communities, and underrepresented cultures are also used to describe these groups.

EQUALITY means ensuring that everyone has the same opportunities and receives the same treatment, resources, and support. Inequality is used to describe a lack of equality.

EQUITY recognises that individuals have different circumstances and may require different types of treatment, resources, and support. It is about giving people what they need, to make things fair, rather than giving everyone the same. This is not the same as equality, nor is it the same as inequality.

ACCESSIBILITY Ensuring that everyone can access places, opportunities, resources, and support no matter their physical or mental abilities. Designing for use by all ensures no one is excluded. This involves considering who may not be able to access or use something, physically, online, visually, and ensure it is designed so everyone can benefit

INTERSECTIONALITY refers to a way of seeing people's experiences as shaped by (but not limited to) their race, socio-economic background, sex, gender, and sexuality all at the same time. This overlap or combination of differences makes up a person's unique identity.

With thanks to Signatory Company SSE Airtricity for the use of glossary – adapted from Driving Inclusion Powering Change Report.

Context

At Business in the Community Ireland (BITCI) we believe that businesses can only be sustainable in a fair and equal society. For over 20 years, we have been advancing this agenda through our education and employment programs that aim to increase access to opportunities for those who face barriers or challenges when entering the workforce. We are committed to working with employers to bring about a fairer, more inclusive society where everybody thrives. Elevate, The Inclusive Workplace Pledge is a public commitment from employers to actively work towards building a workforce that reflects the diversity within society. This report, the second annual Elevate Report, presents a diversity profile of the collective Elevate workforce and highlights practical actions that employers can take to improve their Diversity, Equity & Inclusion (DE&I) performance.

Foreword

Our second annual report shows clear progress made by business in Ireland to advance inclusion in the workplace. From 52 Signatories in 2022, representing just over 118,500 employees, in 2023 we have increased to 60 Signatories, representing just over 150,500 employees.

The first step in recognising strengths, as well as in identifying gaps and challenges, lies in having reliable and rich data. It is great to see that the data capture and reporting challenges, which were experienced by our Signatories when laying our baseline for our first annual report last year, have all progressed.

Disclosure on age, gender, disability and ethnicity have all improved. We saw a 96% disclosure on gender and the Elevate workforce continues to compare well to the national average with female representation at senior levels at 40% against 29%[1] nationally. Whilst a greater number of Signatories provided data on both Disability and Ethnicity, disclosure rates for these indicators are still low at 11% and 10% respectively (albeit they increased from 2% for disability and 8% for ethnicity in 2022).

Because of the low disclosure rates, it is difficult to assess how closely our workforce is to reflecting Irish society. The data allows us to see that less than 1% of employees disclosed a disability, when we should expect to see 7%[2], and that only 1.7% disclosed an ethnicity other than white, compared to an expectation of 15%[3]. Stigma around membership of the Traveller Community remains high, with only 3 Elevate employees identifying as an Irish Traveller. To reflect Irish society, we would expect to see 60 Travellers from the sample disclosed, and 600 across the entire Elevate workforce. Unemployment rates within the Traveller community have been at 80% for 30 years.

It is incumbent upon us and our work through the Elevate pledge to not just showcase our successes, and learn from each other's progress, but to also identify gaps and challenges so that we continue to work together to forge an inclusive workplace representative of society in Ireland. We recognise that all employers are on a different journey. We are pleased to see there has been progress, but it is also clear we must do more.

We want to see our action to date generate an exponential positive movement towards a fair and representative Irish workplace, and consequently, society. This can only help Ireland's position on the global stage as a good place to live, work and do business. We have seen from our Signatories' survey responses that partnerships and programmes work, and that jobs and opportunities for minority groups come through as a result of these partnerships. Employment is a key mechanism to tackle inequality, and meaningful inclusion supports will ensure no-one is left behind. As we build on the success of Elevate, we are committed to strengthening partnerships between NGOs, government and business to deliver fairer and more inclusive communities where everyone thrives.

We thank the Signatories for their support in driving progress and engagement with this priority in their own organisations, as we continue to do so in our own as well. We hope the insights shared both inspire and inform your inclusive strategies and actions in your organisation, and encourage you to commit to the Pledge, if you have not already done so.

Tomás Sercovich
CEO, Business in the Community Ireland

Sinéad Patton
Chief Finance and Commercial Officer – Ireland, Regional Director – Northern Ireland Veolia

Harry Goddard
CEO, Deloitte Ireland LLP

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, equity and inclusion but it also provides a unique platform for learning and collaborating with your peers.

We encourage all members of Business in the Community Ireland to commit to the Elevate Pledge and showcase their commitment to social inclusion in Ireland.
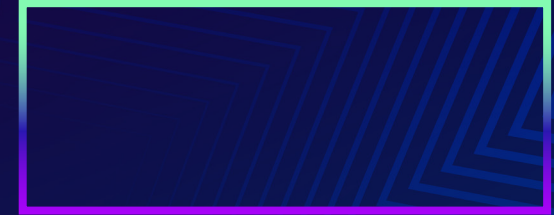
BITCI Leaders' Group on Social Inclusion

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

Knowledge Partner

Elevate Pledge Signatories

A&L Goodbody
David Widger (Managing Partner)

ABM Ireland
Ian Anderson (Managing Director –
All Ireland)

Accenture
Hilary O'Meara (Country Managing
Director)

Actavo
Brian Kelly (CEO)

AIB Group
Colin Hunt (CEO)

Aldi
Niall O'Connor (Group Managing
Director)

Allianz plc
Phillip Gronemeyer (CEO)

An Post
David McRedmond (CEO)

Aviva Life and Pensions
Dave Swanton (CEO)

Aviva General Insurance
Declan O'Rouke (CEO)

Bank of Ireland Group
Myles O'Grady (CEO)

Bidvest Noonan
Cormac Sheils (CEO)

Breedon Ireland
Rob Wood (CEO)

Britvic Ireland
Kevin Donnelly (Managing Director)

BT Ireland
Shay Walsh (Managing Director)

Bus Éireann
Stephen Kent (CEO)

Cairn Homes
Michael Stanley (CEO)

Calor
Duncan Osborne (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 (Managing Director)

Cork Chamber
Conor Healy (CEO)

Deloitte Ireland LLP
Harry Goddard (CEO)

DHL Supply Chain
Ciaran Foley (Managing Director)

Diageo Ireland
Barry O'Sullivan (Managing Director)

Dublin Bus
Billy Hann (CEO)

eir
Oliver Loomes (CEO)

Eason
Liam Hanly (Managing Director)

EirGrid plc
Mark Foley (CEO)

Energia Group
Ian Thom (CEO)

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

ESB
Paddy Hayes (Chief Executive)

ESW
Tommy Kelly (CEO)

Fujitsu Ireland
Tony O'Malley (CEO)

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

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

Grant Thornton
Michael McAteer (Managing Partner)

HEINEKEN Ireland
Sharon Walsh (Managing Director)

HSBC Ireland
Laura Trimble (CEO and Country Head
of Wholesale Banking)

Iarnród Éireann
Jim Meade (CEO)

IBM Ireland Ltd.
Deborah Threadgold (Country General
Manager)

Janssen Sciences Ireland
Dana Daneshvari (General Manager)

Janssen Pharmaceutical Sciences
Andrew Flynn (General Manager)

KPMG Ireland
Seamus Hand (Managing Partner)

Lidl Ireland
John Paul Scally (CEO)

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

Mercury Engineering
Eoin Vaughan (CEO)

Musgrave
Noel Keeley (CEO)

Ornua
John Jordan (CEO)

Permanent TSB
Eamonn Crowley (CEO)

PwC
Fergal O'Rourke (Managing Partner)

Roadstone
Donal Rigney (Managing Director)

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

Servier (Ireland) Industries Ltd.
Augustin Blanc (General Manager)

Sky Ireland
JD Buckley (CEO)

Sodexo Ireland
David Fox (Managing Director)

SSE
Klair Neenan (Managing Director, SSE
Airtricity)

Sumitomo Mitsui Trust (Ireland) Limited
Keiji Nakamura (CEO)

Sysco Ireland
Mark Lee (CEO)

Tesco Ireland
Natasha Adams (CEO)

Uisce Éireann
Niall Gleeson (CEO)

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

William Fry
Owen O'Sullivan (Managing Partner)

Insights from Deloitte Human Capital

Deloitte's Human Capital Practice advises and supports organisations on the development and implementation of their DE&I vision and strategy ensuring their DE&I plans are future focused and align with the organisation's purpose, values and strategy. Through our unique offerings and range of solutions, Deloitte supports organisations on their entire DE&I journey.

Deloitte has proudly been a long-time member of BITCI and further committed to the pledge in 2021 as part of the 2030 vision "to build an inclusive workforce that reflects all of our society", with Deloitte's CEO Harry Goddard acting as co-chair of the Social Inclusion Subgroup in 2022 and 2023. Deloitte has also been a Knowledge Partner within the Elevate Pledge report and has been providing insights on the emerging DE&I trends since 2022.

Leadership
In a world where leaders exist at all levels, everybody has a part to play in driving progress in DE&I. This entails cocreating value with your employees and teams, rallying people around an idea, and building influence. Those who are successful will do this to the benefit of their organisation, their workforce, and society at large.

Deloitte's 2023 Human Capital Trends report[4] notes that more than 90% of CEOs have built DE&I into their strategic priorities/goals, and it is clear that engagement and commitment of leaders within any organisation is critical to successfully embedding a positive DE&I culture. Leaders must visibly demonstrate their commitment to inclusive leadership, through means such as acknowledging cognisance of their own biases to their teams and role-modelling the steps to challenge any non-inclusive behaviours of their own or of others. Furthermore, accountability from leadership is crucial, and can be demonstrated through a commitment to personal action for maintaining and driving improvement in DE&I within their teams, providing teams with visibility of these goals both motivate and actively support their realisation. Meanwhile, performative actions—those focused on appearing to address issues without the commitment of time and resources to achieve real outcomes—may erode trust in leadership and the organisation, potentially impacting attrition and employer brand, particularly among marginalised identity groups.

Organisations that foster a truly inclusive environment will reap the benefits of these actions. Indeed, employees who identify their organisation as being highly inclusive report far higher levels of employee engagement, trust, and career satisfaction, and also plan to stay with their employers longer. Deloitte's research indicates that nearly two in five millennial and Gen Z employees say they have rejected a job or assignment because it did not align with their values. Meanwhile, those who are satisfied with their employers' societal and environmental impact, and their efforts to create a diverse and inclusive culture, are more likely to want to stay with their employer for more than five years.

A Journey without a Finish Line – From Activities to Outcomes
Becoming a diverse, inclusive, and equitable organisation takes focus, commitment, effort and many other factors to fuel the journey. Traditionally, Diversity, Equity & Inclusion (DE&I) progress has been measured based on activities and effort, often with little consideration for actual outcomes achieved. Organisations frequently underestimate the depth of the change required, adopting a compliance-oriented or programmatic approach to diversity and inclusion. In order to move the dial on your ambition, shifting your mindset from a tick-the-box exercise to one that focuses on the lasting outcomes of your efforts will be key to driving change.

Regardless of whether the intent is genuine or not, input actions and programmes that are diversity or inclusion focused do not always result in equitable outcomes. As an illustration, many organisations have developed leadership programmes for women in pursuit of more gender diversity in senior leadership roles. These programmes often are intended to promote diversity and enable a culture in which the programme participants feel included. Yet, many organisations may not update systemic processes, such as internal mobility or performance management practices, that may serve as barriers to equitable advancement. A focused programme does not guarantee equity for those programme participants. Instead, equity acknowledges that the organisation as a system is designed to give everyone—with both consideration for and regardless of identity—equitable opportunities to thrive. As such, it's important that organisations shift their mindset from being focused on inputs and instead look to the outputs of their efforts.

So, what do we mean by inputs? Inputs are the actions, tasks and resources that a company or team carries out to reach a particular objective. These are variables that companies have control over. Inputs are vital, as when implemented correctly, have the ability to generate the desired outcomes. When we talk about gender parity in senior leadership roles, inputs to achieving this goal could include the introduction of return-to-work programmes, flexible work policies etc. All of which are important steps forward for organisations to take. However, the effort shouldn't end there for organisations. As a new fundamental, organisations need to re-orient to outcomes, not just input activities.

And, what do we mean by outcomes? Outcomes are business results that may occur because of the inputs a company uses and implements, for example, gender parity at senior leadership roles. They are usually quantifiable occurrences related to a company's goals and objectives. It's really important for organisations to measure DE&I success according to their outcomes (i.e. what is actually changing? For example, asking have we reached gender parity in senior leadership roles?), not just what is being done (such as the introduction of new policies or programmes or the amount of euros spent). This allows organisations to track and monitor the impact of their inputs and pivot their effort when the ideal outcome is not reached. When measurable progress on equity is not being made, the instinct might be to double down on programmatic DE&I. However, sustainable change happens by connecting all internal and external parts of the business across the entire business ecosystem. Organisations should orient themselves towards equitable outcomes and then equip individuals accordingly. Organisations should be encouraged to move from activities to outcomes and to embrace a journey without a finish line: There's always room to grow and improve, making ongoing progress against your current and future DE&I vision and goals.

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. We received datasets from 60 Signatories. These datasets were aggregated to create one Elevate Workforce diversity profile.

In addition to diversity demographic data, Signatories also completed a short survey which captured characteristics of their approach to managing Equity, Diversity and Inclusion. The summary findings of this survey are also presented in this section.

Elevate Workforce Data Disclosure

Indicator	No. Signatories who provided information		No. Employees Information Declared on		% of Total Workforce	
Year	2022	2023	2022	2023	2022	2023
1 Jurisdiction	50	60	118,675	150,519	100%	100%
2 Terms of Employment	45	52	99,033	109,744	83%	73%
3 Working Hours	41	52	82,728	109,832	70%	73% ↑
4 Organisational Level	38	50	80,096	115,258	67%	77% ↑
5 Salary Band	32	43	63,197	82,689	53%	55% ↑
6 Length of Service	40	52	84,866	105,733	72%	70%
7 Pay Period	42	49	79,886	107,143	67%	71% ↑
8 Age Band	43	52	91,471	106,445	77%	71%
9 Gender	49	60	112,431	144,828	95%	96% ↑
10 Nationality	31	41	66,741	68,214	56%	45%
11 Ethnicity	11	18	9,628	15,444	8%	10% ↑
12 Disability	7	16	2,930	17,199	2%	11% ↑
13 Requires Accommodation	5	4	7	15,707	0%	10% ↑
14 Sexual Orientation	3	9	4,975	9,476	4%	6% ↑

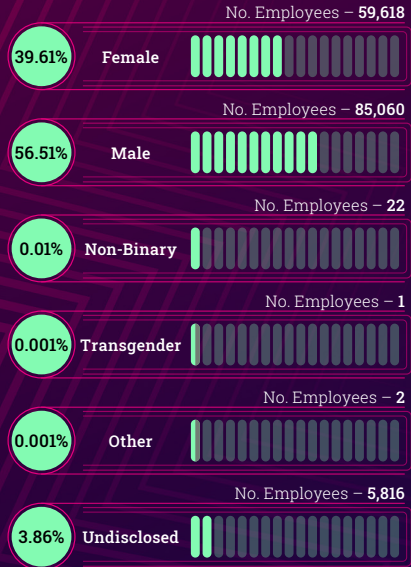|	2022	2023	% Increase
No. of Datasets	50	60	20.00%
Collective Workforce	118,675	150,519	26.83%

Elevate Signatories are representative of 11 industry sectors in Ireland

In absolute terms the number of employees that information was disclosed on went up for all data points. As percentage disclosure however, 4 data points decreased – this is because 3 of the largest employers didn't provide data for these fields. (i.e. Length of Service, Terms of Employment, Age and Nationality)
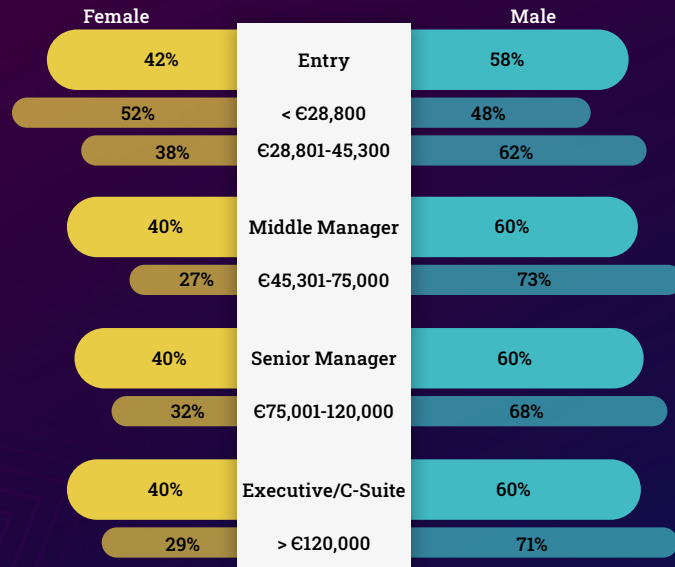
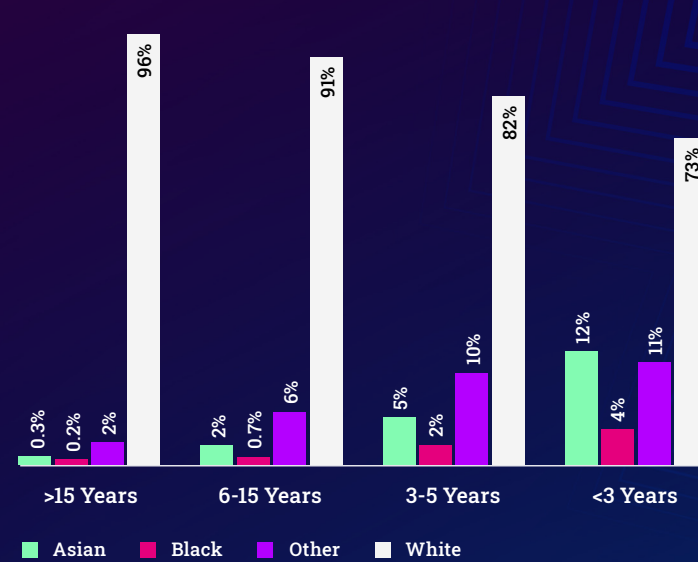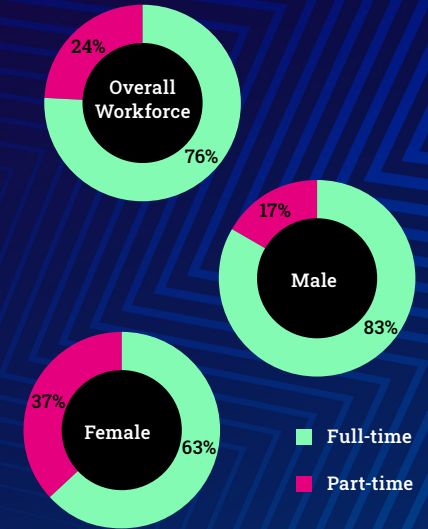# Elevate Workforce Diversity Profile

Gender Diversity

No. Employees – 59,618
39.61% | Female

No. Employees – 85,060
56.51% | Male

No. Employees – 22
0.01% | Non-Binary

No. Employees – 1
0.001% | Transgender

No. Employees – 2
0.001% | Other

No. Employees – 5,816
3.86% | Undisclosed

Gender by Org Level and Salary Band

Female		Male
42%	Entry	58%
52%	< €28,800	48%
38%	€28,801-45,300	62%
40%	Middle Manager	60%
27%	€45,301-75,000	73%
40%	Senior Manager	60%
32%	€75,001-120,000	68%
40%	Executive/C-Suite	60%
29%	> €120,000	71%

Ethnicity Representation by Tenure

	>15 Years	6-15 Years	3-5 Years	<3 Years
Asian	0.3%	2%	5%	12%
Black	0.2%	0.7%	2%	4%
Other	2%	6%	10%	11%
White	96%	91%	82%	73%

■ Asian   ■ Black   ■ Other   ☐ White

Working Hours by Gender

Overall Workforce
24% Part-time / 76% Full-time

Male
17% Part-time / 83% Full-time

Female
37% Part-time / 63% Full-time

■ Full-time   ■ Part-time

Age

Disclosure Rate **71%**

0.8% >65
0.07% >18
12% 18-25
51% 41-65
36% 26-40

Nationality

Disclosure Rate **45%**

0.3% Northern-Irish
11% Rest of World
7% British
19% EU Citizen
63% Irish

Ethnicity

Disclosure Rate **10%**

1% Prefer not to say
0.02% White – Irish Traveller
6% Asian
2% Black
8% Other
83% White

Disability

Disclosure Rate **11%**

0.2% Psychological or Emotional Condition
0.3% Chronic Illness
0.05% Prefer not to say
0.2% Learning or Intellectual
0.3% Physical
0.4% Other
99% None

Sexual Orientation

Disclosure Rate **6%**

0.01% Queer
0.6% Asexual
5% Prefer not to say
2% Bisexual
0.8% Other
3% Gay/Lesbian
90% Heterosexual

Signatory Approach to DE&I at a Glance

Maturity

Advanced	16
Intermediate	24
Emerging	15
Foundation	3
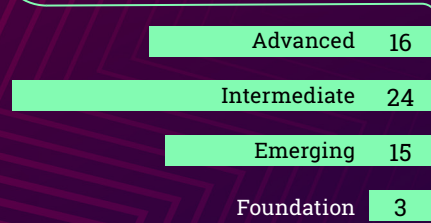
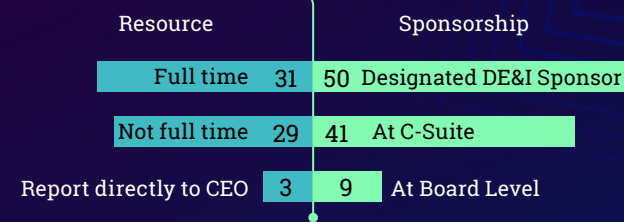Of the 16 that self-select as advanced 11 are multi-national organisations.

Female Representation

Females represent **40%** of Senior and Executive/C-Suite roles within the Elevate Workforce. 62% of Signatories have set formal targets for female representation at senior level. 15% of CEOs of Elevate Signatories are female.

Resourcing & Sponsorship

Resource			Sponsorship
Full time	31	50	Designated DE&I Sponsor
Not full time	29	41	At C-Suite
Report directly to CEO	3	9	At Board Level

Disability

40% of Signatories have begun to track disability. 9 Signatories made commitments towards recruiting more colleagues with disclosed disabilities. One third of Signatories offer disability confident training, but only 3 make it mandatory for all colleagues.

KPIs & Targets

33% of Signatories link Executive/C-Suite performance measurement to DE&I KPIs. More than 15% of Signatories link performance measurement to DE&I KPIs for All Colleagues.

Diversity Demographics

There has been an increase in the number of Signatories tracking demographics for their employees in each of the indicators of diversity. However, some Signatories capture the information as part of standalone systems or surveys that are not linked to HR – as such it can be difficult to build up a complete profile of the work force. Tracking diversity data, identifying gaps and taking corrective action are essential steps in building a diverse and inclusive workforce.
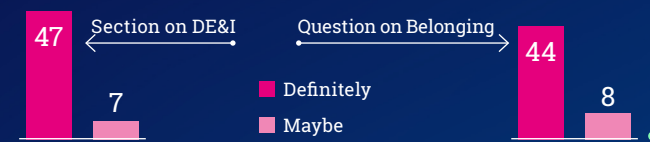
Communicating on DE&I

The most common form of communications amongst Signatories is a dedicated DE&I section on website, followed by a section in the annual report. Currently there is no legislative requirements to report on DE&I (apart from gender pay gap reporting), however 11 of the Signatories publish standalone DE&I reports.

Partnerships

85% of Signatories engage with colleges and/or universities to increase talent pool but only half have formal partnership with Access Programmes. Over half of the Signatories have partnered with employment support organisations and have collectively hired over 100 colleagues during 2022. Almost 60% of Signatories have partnerships with DEIS schools and local communities.
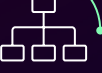
Employee Resource Groups

65% of Signatories have ERGs in place.

ERGs in place	39
Report to Sr. Leadership	33
KPIs for ERGs	14

Engagement Survey

90% of Signatories plan to conduct an employee engagement survey in 2023.

Section on DE&I — 47 / 7
Question on Belonging — 44 / 8
■ Definitely ■ Maybe

Exploring Key Indicators

This section of the report looks in greater detail at key indicators where we are seeing inroads namely Gender, Disability and Ethnicity. Commitments and the progress made by Signatories in these areas is shared alongside insights from NGO partners working to address equity and inclusion for these groups. In addition both the Traveller Community and Socio-Economic Inclusion are presented as specific areas where greater focus is required.

Focus on Gender (Female Representation)

What is the data telling us?

All 60 Signatories capture **Gender Demographics**

**49** Signatories track **Gender Demographics by Seniority**

37 Signatories have set **KPIs** and **Targets** for **Female representation** at Senior Level

40% female representation at Middle, Senior and Executive Level

One-third of Signatories have at least **30%** female representation at **Executive** and half have at least **30%** at **Senior Manager Level**

15% of Elevate Signatories have a **Female CEO**

29 Signatories have a **Gender Related Employee Resource Group**

26 Provide **feeding rooms**

19 Provide **gender neutral bathrooms**

Reflecting Irish Society*

Expectation

47% Female   **53%** Male

Vs

Reality

41% Female   **59%** Male
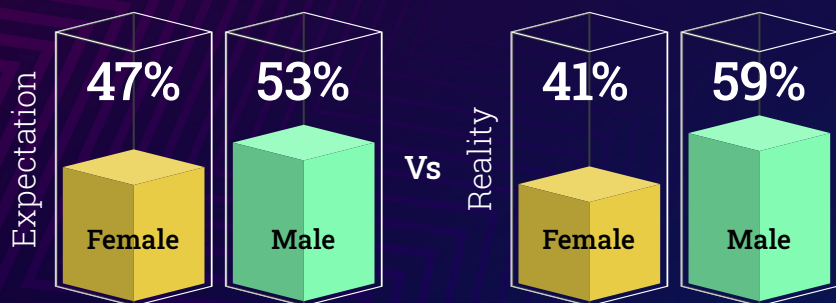
If the Elevate Workforce were to be reflective of the Irish Society, it would showcase **47% : 53%** Female to Male ratio. In the current Elevate workforce data, the Female to Male representation is **41% : 59%**.

*Comparisons are to the breakdown of the Irish Labourforce based on CSO data.

> "
> Tracking gender metrics as well as requirements to publicly report on gender pay is yielding benefits for gender equity. This progress can serve as inspiration for increasing under representation of other minority groups.
> "

Focus on Gender (Female Representation)

Gender And Seniority

Overall female representation in the Elevate workforce is at 41%. This is lower than the total Irish workforce at 47% and is down on last year, but can be explained by the number of new Signatories with traditionally large male workforces signing up to Elevate in the last year. The 10 new Signatories not included in 2022 figures have a female representation of 27%. Given overall representation is less than expected, a consistent **40% representation at management, senior and executive levels** is impressive and indicative of the successful approaches the Elevate Signatories are taking to achieve gender parity.

When we assess the Full Time and Part Time employment data across different age bands, it shows that the overall take up of Part Time roles is 24%. When the same information is segregated by Gender, the take up of Part Time roles increases for Females to 37% and reduces for Males to 17%. The higher number of Female employees taking up Part Time roles is an indication that it could be circumstantial or societal for them to choose that and can also mean that we as businesses are not doing enough to encourage Males to opt for Part Time roles.

Gender Pay Gap Reporting

Gender pay gap reporting only became mandatory in Ireland last year, and most organisations published their reports in December as such a complete picture of the gender pay gap in Ireland is just beginning to emerge. The gender pay gap measures the difference on average between the hourly wage rates of men and women within an organisation, and can therefore mask many differential effects within and across organisations.

A PwC analysis of up to 500 Irish organisations which published gender pay gap reports in December 2022 reported a mean gender pay gap of 12.6%.

The Elevate Signatories have a mean gender pay gap of 9.63%

← Click on the icons to read gender inclusion in action →

Focus on Gender (Female Representation)

Knowledge Partner Insight

Comparing this year's findings to last year, it is encouraging to see that some progress has been made on the journey towards gender equity in the workplace. While female representation at Executive level (30% or greater) has remained consistent with last year's findings (21 Signatories), a significant increase in those that have 30% or greater female representation at the Senior Manager level has been recorded (rising from 21 organisations to 32 this year). This is particularly encouraging considering that many of the new Elevate Pledge Signatories for this year come from traditionally male-dominated industries.

Although much has been achieved on the journey towards gender equity in the workplace, it is clear that there is still work to be done to drive further progress. We are seeing numerous trends in this space across a range of clients and industries, with efforts to increase gender representation remaining at the forefront of Irish and international organisations.

As reflected in this report, there has been a shift in the focus of workplace policies from solely supporting women to supporting families more broadly. This trend is illustrated by the increasing popularity of family policies in organisations, which go beyond just maternity leave to include paternity leave, parental leave, and flexible work arrangements for caregivers. This trend is further supported by the Work Life Balance and Miscellaneous Provisions Bill 2022, expected to be enacted in Summer 2023, that will see carers or parents given the right to request flexible or compressed working hours. Not only do family policies encourage a more equal sharing of family-related leave between men and women, but organisations benefit from improved employee retention and productivity, reduced absenteeism, and enhanced reputation as an employer of choice. While there is still work to be done to ensure that these policies are accessible and effective for all employees, the increasing popularity of family policies suggests a positive trend towards greater work-life balance and family-friendly workplaces.

Provisions such as these are particularly important for women and there needs to be continued progress in this area to support women in flexible working policies. Deloitte's 2022 Women @ Work report shows that burnout is alarmingly high among women, with many female employees seeking new, more flexible working patterns or, in some cases, are considering leaving the workforce entirely. Almost half of the women surveyed felt burned out. Elements of this were attributed to the "always on" culture as a result of hybrid working, with 42% of the group worried that their career progression would be affected if they were not constantly available, and 90% believing their workloads would not be adjusted accordingly if they were to request flexible working options.

Gender is not binary, and the interventions identified here are intended to support those who identify as women. However, organisations should also consider, as an integral component of their approach to gender equity, how to accommodate those employees who identify as non-binary / transgender. This can include initiatives including a dress code policy that allows individuals to choose to wear business clothes that express their gender identity, a facilities policy that enables individuals to use the building facilities they are comfortable with, and dedicated leave with pay for employees who undergo gender affirmation.`

To improve gender equity in the workplace, organisations can promote the following activities:

- **Diversity data** – organisations should continue to harness data as a metric of progress in gender equity, utilising the example set by the gender pay gap reporting legislation as a model for tracking other DE&I metrics. Organisations should consider setting ambitious but realistic DE&I targets and track progress against these targets through a DE&I dashboard. They can then use this data to communicate and discuss the outcomes with all employees to identify solutions together. Deloitte's 2023 Human Capital Trends report recommends considering an intersectional lens when identifying and measuring against targets by disaggregating the data, rather than tracking progress across different areas in siloes.

- **Recruitment & selection** – to ensure all prospective candidates are able to access the organisation, each stage of the recruitment process should be reviewed to ensure it is designed to be inclusive and provide additional accommodations to those who might require it (e.g., interview scheduling and location). Furthermore, bespoke onboarding processes could be offered to successful candidates from underrepresented backgrounds (e.g., structured supports for people returning to work after a career break, statistically this tends to be a higher proportion of females).

- **Training & professional development** – it is important to recognise that the journey to gender equity is the responsibility of all employees and leaders. Each individual has a role to play in making their organisation more inclusive. Organisations should move beyond isolated instances of training (e.g., unconscious bias courses), and devise a broader DE&I learning strategy that encompasses various modes of learning (virtual learning, small group discussions, coaching etc.) and accommodates all employees at different stages on their learning journey. Furthermore, organisations could take an equitable approach to coaching & development, providing specialised learning opportunities and mentoring designed for women throughout their career and offer accessible development opportunities (e.g., ones that can be undertaken during working hours).

- **Structure & culture** – organisations should actively encourage employees to take ownership of fostering an inclusive culture, through means such as the development of employee resource groups or inclusion think tanks. From a top-down perspective, organisations should continue to offer and push policies that were traditionally exclusive to women (e.g., maternity leave) to all employees (e.g., parental leave, adoptive leave).

Focus on Gender (Female Representation)

Signatory Actions for Gender Inclusion

⊙ Contact Us

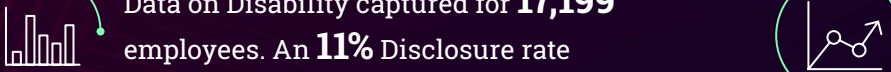# Focus on Disability

What is the data telling us?

Data on Disability captured for **17,199** employees. An **11%** Disclosure rate

24 Signatories measure disability demographics.
16 Signatories provided disability data of employees to Elevate – an **increase of 130%** on 2022

Only **1%** disclosed a disability, the remaining **99%** indicated no disability

22 Signatories have an **Ability Related Employment Resource Group**

**8** Signatories hired colleagues with a disability through partnerships with **Employment Support Organisations**

3 Signatories have made specific Disability awareness training mandatory for **All Colleagues**

8 Signatories provide a **Sensory Room**

Only **3** Signatories have availed of **Government Supports for hiring** of people with disabilities

7 Signatories operate an **Inclusion Passport**

Reflecting Irish Society*

7%
Expectation

Vs

<1%
Reality
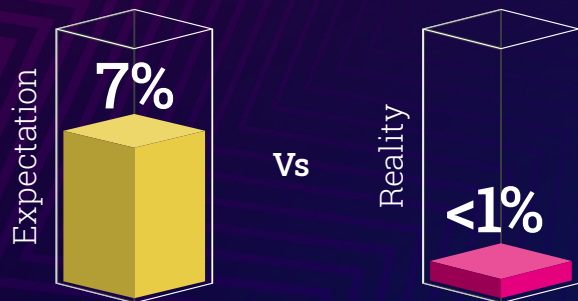
If the Elevate Workforce were to be reflective of the Irish Society, it would showcase at least 7% people with disability, but given the current data, people with disabilities are under-represented in the Elevate Workforce.

*Comparisons are to the breakdown of the Irish Labourforce based on CSO data.

❝ This year we have seen a big increase in the number of employers capturing data on disability. However, in overall terms disclosure rates are still quite low. For 2024 we encourage Signatories to enhance their disability data collection. ❞

Focus on Disability

The Practitioners

Disability is part of being human. Almost everyone will temporarily or permanently experience disability at some point in their life. A disability is defined as a mismatch between a person's traits and their environment, so this mismatch is a design issue, we need to view disability and accessibility as an ecosystem. We spoke with practitioners to understand how we can design for greater representation of people with disabilities in the workforce:
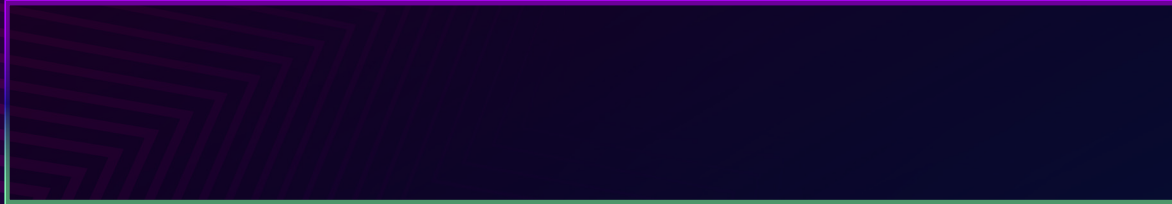
What do the practitioners say?

- Take a candidate centric approach.
- Eliminate unnecessary requirements on job descriptions. For example if you ask for excellent communication skills, does this automatically rule out anyone with a hearing or speech impairment?
- Be explicit about supports available.
- Make it standard practice at interview stage to ask all candidates about accommodations.
- Provide disability confident training for all colleagues to raise awareness and address potential fears.
- Avoid tokenism, ensure all colleagues are valued members of the team and are involved in activities similar to their peers.
- Be pragmatic, use the support of community-based organisations with a focus on disability.
- Listen to your people – within your workforce there will be people with a disability, get their input to understand what more the business can do.
- Ensure your website is accessible.
- Avail of Government Supports for hiring people with disabilities.

Click on the icons to read disability inclusion in action

Focus on Disability

Knowledge Partner Insight

Last year, BITCI aimed to increase the disclosure rates for disability, and it is extremely promising to see Signatories providing disability data for employees increase by 130% for 2023. This increase suggests the importance that companies are placing on investing in and empowering disability and neurodiversity in the workplace.

Indeed, there has been a growing trend towards creating more inclusive workplace cultures for individuals with disabilities, with many organisations recognising the unique perspectives that people with disabilities and neurodiverse employees can bring to the workplace in their approaches to work. Although slight, the uptake in Signatories availing of government schemes, such as the Disability Awareness Support Scheme & JobsPlus Scheme, suggests a positive trajectory.

Many organisations are also implementing varied strategies to support their workforce with disabilities, including providing accommodations such as accessible technology, flexible work arrangements and quiet workspaces.

However, the Irish Human Rights & Equality Commission reported[5] in December 2022 that more than half of Irish people (54%) still believe that people with disabilities do not receive equal opportunities in terms of employment, and 86% agree that employers need to do more to accommodate employees with disabilities. The ESRI reported[6] that Ireland had the **fourth lowest employment rates in comparison** with other EU countries in 2021. Therefore, it is evident that there is still some way to go to increase access and progression of people with disabilities in the workplace. To improve disability inclusion in the workplace, organisations can promote the following activities:

- **Incorporate disability inclusion into recruitment**: Organisations should ensure that their recruitment process is equitable and inclusive. Many organisations are completing internal talent acquisition audits to identify ways to improve. Actively partnering with disability organisations, providing accommodations and developing alternative application processes are all actions organisations can take to help support candidates with disabilities.

- **Post hire support**: It is critical to continue providing support to employees once hired, providing accommodations such as assistive technologies, setting up regular check-ins, creating employee resource groups, and facilitating training programmes for employees to help create an inclusive environment where the unique strengths of employees with disabilities are celebrated.

- **Capture disability data**: Despite the increase in Signatories capturing this information, there is still a hesitance among some employees with disabilities to disclose their status to employers. It is critical to capture diversity data for organisations to understand where they currently lie and outline areas to improve with diversity metrics. Deloitte's 2023 Human Capital Trends report notes the benefit of intersectional data collection among people with disabilities. By doing so, an organisation may learn that workers with physical disabilities and workers with learning disabilities could have different outcomes and therefore require different DE&I actions and supports. Organisations should create a culture where employees and candidates feel safe and comfortable in disclosing disability status, with messaging fully endorsed by leadership, by explaining the reasons for its collection, how it will be stored and how it will not have a negative impact on their experiences at work. Deloitte Ireland have developed an "Inclusion Passport" which enables employees to outline their needs and limitations and share with their managers and co-workers. Initiatives such as these help to reduce stigma and discrimination by raising awareness and promoting understanding of the challenges that employees with disabilities may face.

Leaders in all organisations can drive progress and support people with disabilities at work. As a leader, become a vocal advocate for disability inclusion by actively challenging negative perceptions around disability and continuing to educate yourself on the experiences of people with disabilities. This helps set the tone from the top that non-inclusive behaviours and practices will not be tolerated in organisations. Leaders should communicate benefits employees with disabilities bring to their team and company as a whole. They should make a conscious effort to celebrate the unique perspectives of people with disabilities and be held accountable towards creating a culture that promotes inclusion.

Focus on Disability

Signatory Actions for Disability Inclusion

Focus on Ethnicity

What is the data telling us?

Data on Ethnicity captured for **15,444** employees – **10% Disclosure rate**

22 Signatories **measure** ethnicity demographics.
18 Signatories **provided** ethnicity data for employees to Elevate – an **increase of 64% on 2022**

16.5% of the employees who **disclosed ethnicity** aren't white, but this only **makes up 1.7% of the entire Elevate Workforce.**

22 Signatories have an **Ethnicity related Employment Resource Group**

22 Signatories provide a **prayer/meditation room**

We are seeing **increased representation of ethnic minorities** in employees with less than 3 years tenure, suggesting **greater diversity in recruitment**

Reflecting Irish Society*

Expectation

15%

Vs

Reality

1.7%
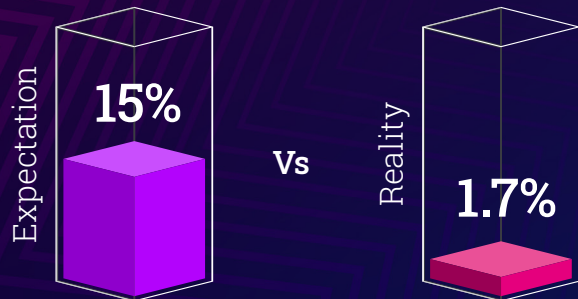
People of minority ethnicities are under-represented in the Elevate Workforce.

*Comparisons are to the breakdown of the Irish Labourforce based on CSO data.

❝ The data demonstrates an increased representation of ethnic minorities for employees with less than 3 years tenure suggesting greater focus on diverse recruitment practices amongst Signatories. ❞

Focus on Ethnicity

The Practitioners

Employers can support the work of government in tackling racism and addressing ethnic inequality though a focused approach to recruitment and development & retention of ethnic groups. Employers can also partner with employment NGOs working with ethnic minority groups to build structured employment programmes. We spoke with NGO practitioners to understand what businesses can do to ensure greater ethnic equity and build stronger communities.
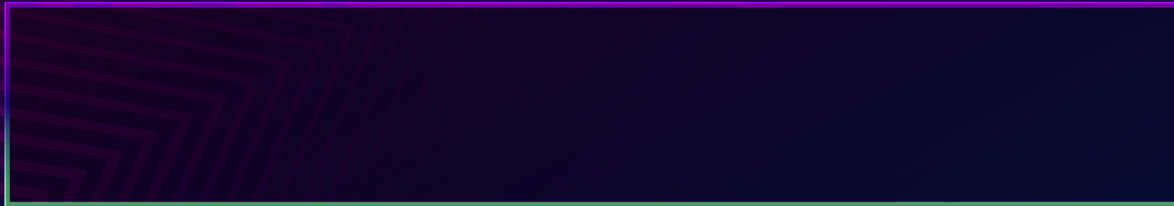
What do the practitioners say?

- Provide inter-cultural awareness training for all staff.

- Put in place workplace champions – cultural ambassadors.

- Recruitment should be aimed at target audience. If you can make this work (for those most distanced from workforce) it is good for everyone.

- Track where people are at in the recruitment process (identify blockers).

- Eliminate unnecessary requirements on job descriptions. For example if you ask for excellent English have you assessed exactly how important this is for the role – can you support candidates to learn?

- Ensure the job spec is reflective of the role. Often the description says one thing and when a candidate starts the role is different. Candidates may be too scared to ask for fear they have misunderstood.

- Build an induction plan for 3 to 6 months, include a mentor or buddy system.

- Consider ethnic pay gap reporting.

Click on the icons to read ethnicity inclusion in action

Focus on Ethnicity

Knowledge Partner Insight

Irish companies may choose to gather ethnicity data on employees for a variety of reasons, from understanding the ethnic makeup of their workforce, to ensuring fair employment practices. However, given the sensitivities around this type of data and the voluntary nature of the disclosure, it is not routinely captured by firms. This was reflected in the 10% disclosure rate captured in this year's report. This is a missed opportunity for organisations to better understand the ethnicity of their workforce as we know, from the 2016 Census*, that Ireland is becoming more diverse than ever before. An analysis of census data from 2006 and 2016 reveals that while the number of people who classified themselves as 'white Irish' rose by almost 210,000 over the decade, those who referred to themselves as belonging to other ethnic groups increased by more than 250,000. As such, diversity should extend to all the things that make us who we are, encompassing a rich mix of visible and non-visible differences that exist within our workforce, including ethnicity. Ethnic diversity helps us recognise and respect 'ways of being or working' that are not necessarily our own. To effectively improve ethnic diversity in the workplace, companies need to understand some of the key terms and definitions including:

Ethnic Group: Refers to a group of persons whose members identify with each other through such factors as common heritage, culture, ancestry, language, dialect, history, identity and geographic origin.

Ethnic Minority: The term does not only refer to ethnic groups that are a numerical minority. Instead, it refers to any ethnic group that is not dominant socially, economically or politically. As an example, in 2017 the Irish Government announced formal recognition for Travellers as a distinct ethnic group within the State.

* At the time of publication of this report, the 2022 Census data was not available.

The increased representation of ethnic minorities for Signatories' employees with less than 3 years tenure suggests a greater diversity in recruitment efforts, which is commendable. Organisations that are seeking to attract ethnic minorities should conduct a 'bias sense check' to ensure their job descriptions do not discourage groups from applying, e.g., companies should ask themselves if a "native English speaker" is specifically required for the role, or if "proficient in English" is suitable. Other actions organisations can take include ensuring their interview panels are ethnically diverse and panellists have completed cultural awareness and unconscious bias training to provide candidates from ethnic minorities with every opportunity to be selected.

It is also positive to see the establishment of Employee Resource Groups (ERGs) for ethnic and cultural diversity among Signatories, which are crucial for promoting inclusivity and creating a sense of belonging in the workplace. ERGs can be a powerful tool for advocating for policies that promote DE&I in the workplace. For group members, they provide a space to share knowledge and resources, discuss their experiences and perspectives, and celebrate diverse traditions and customs. For others, ERGs can help educate about different cultures, reducing misunderstandings and potential biases. Organisations Refers should actively support the establishment of ERGs for all groups and celebrate diversity within their company.

Focus on Ethnicity

Signatory Actions for Ethnic Inclusion

Focus on The Traveller Community

What is the data telling us?

Only **3 employees** from the Elevate Workforce of **150,519** disclosed their ethnicity as Irish Traveller

Unemployment rates within the Traveller community have been at **80%** **for 30 years**, **13 times** that of the general population

Travellers are **10 times** more likely to **experience discrimination** than White Irish[7]

70% of Travellers experienced **discrimination while seeking employment**[8]

Suicide rates are **7 times** higher for **men** and **6 times** higher for **women** than their settled counterparts[9]

50% of Travellers **die** before their **39th** birthday and some **70%** do not live past the age of **59**[10]

Reflecting Irish Society*

600

Vs

3

Expectation

Reality
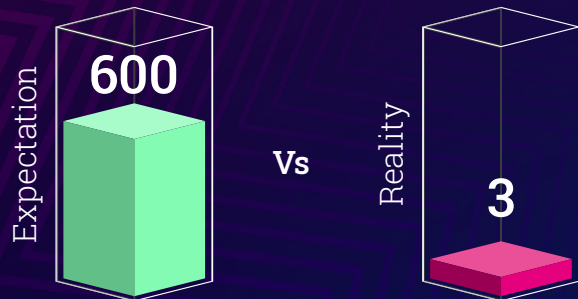
If the Elevate Workforce reflected Irish Society we would expect 600 employees identifying as Irish Traveller. The current disclosure in Elevate Workforce is 3.

*Comparisons are to the breakdown of the Irish Labourforce based on CSO data.

> Travellers have experienced high levels of racism and exclusion over the years. Business and society must move to create a space that is safe for Travellers to share their culture and identity. It will take time to build trust, but business can play a key role in this by welcoming employees and customers from the Traveller community, building knowledge of Traveller culture and promoting an inclusive workplace.

Focus on The Traveller Community

The Practitioners

The Traveller Community has been formally recognised as a distinct ethnic group in Ireland since 2017. Travellers are amongst the most disadvantaged and marginalised groups in Irish society today, if not the most. As a community, they fare badly on every indicator used to measure disadvantage; unemployment, poverty, social exclusion, health status, infant mortality, life expectancy, illiteracy, formal education and training levels. Unemployment rates within the Traveller community are at 80%, 13 times that of the general population.

We spoke with practitioners to understand how business can support greater representation of the Traveller community in the workforce.

What do the practitioners say?

- Operate a zero tolerance policy for micro-aggressions or casual racism or jokeism.
- Undertake Traveller Cultural Awareness training for employees.
- Build trust with the Traveller Community by demonstrating that your business welcomes them as customers and as employees.
- When recruiting, flag open roles in Traveller communities by contacting your local Traveller Project.
- Use the Traveller Voice magazine as a promotional tool for your business.
- As part of your recruitment advertisements, explicitly state that you welcome applicants from the Traveller Community.
- Advertise apprenticeship programmes via Irish Traveller Movement Apprenticeship Programme.
- Include Traveller projects in your Community Outreach programmes to show an openness to engage with the community.
- Attend Traveller Pride events.

No Signatories named specific actions related to the Traveller Community as part of their Elevate commitment.

For the 2024 Elevate report we encourage all Signatories to review the suggestions above and include one action focused on the Traveller Community.

BITCI's Traveller Employment Programme can support employers by acting as a conduit between business and Traveller organisations and can help identify opportunities for active engagement.

Contact Us

Focus on Socio-Economic Inclusion

What is the data telling us?

7 out of 60 Signatories have started to **capture socioeconomic demographics**

41 Signatories **pay the Living Wage** but only **19** Signatories **expect contractors to pay Living Wage**

10% of Elevate Workforce with permanent, full time positions **earn below the Living Wage**. The majority of these work in sectors where employment regulation orders apply

34 Signatories have partnered with **Employment Support Organisations**

32 Signatories have **hired jobseekers** through **Employment Support Programmes**

Over **100 people** have been **hired into the Elevate Workforce** from Employment Support Programmes in the last year

25 Signatories partner with **3rd Level Access Programmes**

33 Signatories partner with **DEIS schools**

35 Signatories engage with **local communities for recruitment**

Reflecting Irish Society
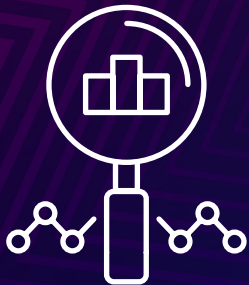
Socioeconomic status is not currently captured in Elevate Data. However, for our 2024 report we will support our Signatories to build their capacity to start to track this data. We encourage all Signatories to consider how they can incorporate this indicator into their diversity profiling.

> Elevate Signatories have collectively hired over 100 people into the Elevate Workforce from Employment Support Programmes in 2022.

Contact Us

Focus on Socio-Economic Inclusion

The Practitioners

Socio-economic background can affect an employee's work chances. To ensure greater representation in the workforce of those from lower socio-economic backgrounds we need to see more businesses opening up opportunities to school leavers and graduates from disadvantaged communities.

BITCI has been operating education and employment programmes designed to tackle social exclusion for over two decades. We work in partnership with NGOs, charities and schools in designated disadvantaged areas so have an in-depth understanding of the challenges faced by these communities.

BUSINESS
IN THE
COMMUNITY
IRELAND

Our education programmes aim to develop mutually beneficial partnerships between schools and business 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.

Our employment programmes support jobseekers from a variety of backgrounds to access training, education and ultimately employment supporting the Government's strategy on children, equality, disability, integration and youth.

What do the practitioners say?

- Employers need to change their thinking of what the ideal employee looks like. Consider the potential of that employee. Value soft skills and life experiences and look at their transferable skills.
- Outreach into the community, partner with local schools in World of Work Programme, provide Transition Year placements from DEIS schools, engage with NGOs working in supported employment.
- Be flexible around the experience that is required or deemed essential on job descriptions. Gaining work experience for some communities is very difficult. Look at roles where training can be offered so that job-seekers can learn the skills required.
- Consider the Government operated Jobs Plus scheme or apprenticeship programmes.
- Introduce interventions to support individuals from lower socio-economic backgrounds in the application and interview process for Graduate Programmes. Graduate programmes provide acccess to early career acceleration, missing out on the opportunity to get onto a programme means these graduates can fall behind their peers.
- Ensure all colleagues (including sub-contracted) are paid at least a living wage. In Ireland, this is currently €13.85 per hour.
- Increase financial literacy by signposting financial advice and guidance — practical tips on managing money, planning for key life events or claiming tax rebates.
- Support colleagues to upskill and progress into higher-paid roles. If promotion opportunities are scarce, equip colleagues for higher roles elsewhere.
- Review benefits packages to include finance-friendly initiatives — flexibility to choose the frequency of wage payments.
- Implement flexible working to support colleagues to maximise disposable income — balancing hours available to work with caring responsibilities, or choice of location to reduce commuting costs.

← Click on the icons to read social mobility in action →

Focus on Socio-Economic Inclusion

Knowledge Partner Insight

Different socio-economic backgrounds are a key source of diversity of thought, but also intersect with many other diversity traits. However, it is clear that socio-economic diversity is only emerging as part of organisations' DE&I initiatives and is in its infancy compared to other indicators. Deloitte's 2023 Human Capital Trends report highlights the benefits of tracking this data, as organisations can uncover equity barriers that exist across the talent life cycle which enables understanding of the root causes associated with each individual, especially from certain socio-economic backgrounds and can further support the production of a targeted plan to address. It is encouraging to see more Signatories are undertaking initiatives to support socio-economic status, for example, 25 Signatories partner with 3rd Level Access Programmes, 33 partner with DEIS schools and 34 partner with employment support organisations across the country. These programmes are vital to the success of an organisation's DE&I ambition and have the ability to really make an impact to those from low socio-economic backgrounds.

Socio-economic trends, such as worker and employer migration, increased life expectancy, and educational gaps, continue to magnify the numbers and kinds of people who work together in organisations. Arguably, socio-economic background has the strongest effect on an individual's access to the professional workforce and on their career progression, compared to any other diversity characteristic. However, it can be complex and emotive, requiring us to confront how an individual's low socio-economic status shapes the opportunities they have access to later in life.

The relationship between social class and education has long preoccupied Irish educational research – we know that the right to education has 'fundamental social purposes' and yet is distributed by the lottery of birth. In Ireland, initiatives such as the DEIS programme[11] (2005) have helped to bridge the gap between social disadvantage and access to education at primary and post-primary levels. One of the primary motivating factors for the introduction of this strategy "is the fact that rates of educational under-achievement and early school leaving remain much higher for students from disadvantaged communities than for other children". The consequences of early school and educational disadvantage is well documented and can lead to issues such as unemployment. Figures from the Central Statistics Office (CSO 2017) show that the unemployment rate for people who had attained a primary education at most was 34.6 per cent. Educational barriers, amongst many other systemic barriers, often manifest themselves as organisational barriers.

To improve socio-economic equity in the workplace, organisations can promote the following activities:

- **Building trust**: organisations should focus on building trust as the key to driving DE&I commitments, particularly around data collection on socio-economic backgrounds. Before any data collection begins, businesses should first explain to employees why this information is being gathered, how it will be used, and how it will be kept confidential. Many people would have built careers, networks, and friendships while hiding their lower socio-economic background, and will need to feel suitably protected and safe in the knowledge that their data will help others in the future.

- **Outreach programmes**: partnering with schools in low social mobility areas and access programmes in universities to provide pathways for underrepresented groups into the professional workforce. Providing young people from lower socio-economic groups with access and information about careers in professional sectors can be impactful and can ensure offering equal opportunity to all.

- **Hiring**: remove qualification barriers as these can often exclude disadvantaged applicants who may not have had the best opportunities but can thrive in an organisation. Also, to note, many organisations currently have recruitment policies and processes in place that tend to be unfavourable to those from lower socio-economic backgrounds. For example, network based hiring or internal referral policies usually result in the same type of people and socio-economic backgrounds being hired into the organisation. It has been suggested that behavioural based interview questions can favour those from the middle/upper class demographic. As such, inclusion should be driven in all aspects of the hiring process. Some of the ways are by enhancing the list of further education institutes that organisations' usually hire from and reviewing the interview process to check for fairness and inclusive hiring.

- **Progression**: remember that socio-economic inclusion is not just about who gets in, it's also about who gets on. Track and monitor hiring and retaining metrics and identify where employees from a lower socio-economic background stop growing. Create customised development plans to meet the needs of those employees to ensure continuous learning and fostering progression. Providing mentors can also support those employees to nurture and build the necessary skills and relationships which can help them to succeed.

Strong leadership paves the path and puts social mobility on the DE&I agenda. It is important to note that being able to lead teams with diverse backgrounds is not always intuitive, but frequently a learned skill that needs continuous development. Skills like inclusive leadership, leading with empathy and recognising unconscious bias can have a positive impact on employees from all backgrounds. Bias can appear anywhere in the employee lifecycle, for example, at the interview stage, questions on hobbies can indicate a social class and background. Leadership engagement also requires role-modelling to accelerate change. Employees from lower socio-economic background who have progressed to senior leadership levels should be encouraged to share their story. This can inspire junior colleagues that there are people similar to them who are succeeding at the leadership levels.

Various studies have shown that employees from a low socio-economic background can bring skills such as innovation, teamwork and improved and diverse strategic thinking. When companies embrace diversity and inclusion from a socio-economic perspective, it leads to a happier, healthier and more productive workforce. Employees feel more respected, and managers have a greater access to the talent and skillset they need for their organisations to thrive.

Focus on Socio-Economic Inclusion

Signatory Actions for Socio-Economic Inclusion
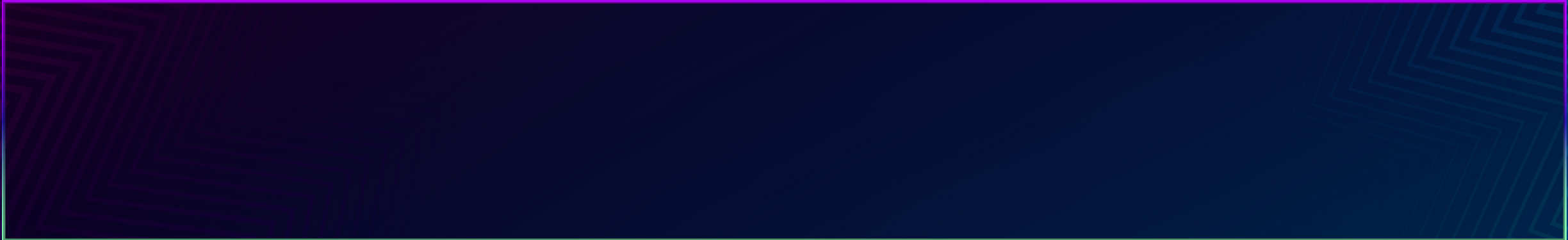
Progress Against Commitments

Measuring the diversity profile is a critical first step to building a diverse, equitable and inclusive workforce. Data helps to identify gaps and enables the design of interventions for improvement. In addition to providing data to build the diversity profile of the collective workforce, Signatories also pledge to share information on the activities they have developed to enhance inclusion. This section presents all of the Elevate Signatory commitments and progress over the last year. The commitments are grouped into one of five areas of focus as highlighted in the 2022 Elevate report, namely: Strategy, Culture, Engaging All, Building Capacity and Inclusive Hiring Practices.

Strategy

To achieve progress in DE&I, it is essential to have a strategy that the whole business can align to. Implementing this strategy requires strong and committed leadership and sufficient resource allocation that reflects the desired outcomes. The DE&I strategy should resonate with everyone in the business and everyone should know the role they have to play. It needs to be interwoven across the business ensuring there is a DE&I lens on all activity.

Commitments from Elevate Signatories relating to DE&I Strategy are listed below:

Allianz plc

Commitment

Enhance DE&I in our policies and processes.

Progress

In 2022 in Allianz we reflected upon and improved our Inclusiveness and Diversity ("I&D") strategy and demonstrated our full commitment to ensuring that I&D is at the centre of our business activities here in Ireland. An implementation programme accompanied our strategy and was set out in detail. Like many organisations and sectors, Allianz plc has had to adjust significantly with the unprecedented challenges brought on by the COVID-19 pandemic. Moving forward, the issue of I&D in the post-Covid hybrid working world is significant and was a key focus in 2022. In 2022, Allianz Ireland became a founding signatory to the Women in Finance charter, alongside becoming a signatory to the Business In the Community Elevate Pledge. As part of our inclusion strategy, we also undertook an anonymous Self-ID employee engagement exercise on disability demographics. The aim of collecting disability data is to drive cultural change and increase awareness on disability inclusion. This is key to establish a baseline of disability inclusion, for public commitments, global rankings and to drive cultural change. In conjunction with the Allianz Group, Allianz Ireland was also re-certified by EDGE and our approach to Equal Pay was successfully audited and confirmed for 2022. This was confirmed by Allianz Group in 2022 as part of a global announcement on achievement of Equal Pay.

Bidvest Noonan

Commitment

Accreditation mark for our EDE&I programme. Input processes in place to capture EDE&I data, where applicable.

Progress

Bronze accreditation achieved through the Diversity mark.

Strategy

Breedon Ireland*

Commitment

We commit to formalising a cohesive diversity and inclusion strategy based on research we undertook in 2022, so that we can implement the right approach to support our colleagues.

Coillte

Commitment

Launch of 2022-2024 DEI Strategy and the Ability Campaign

Progress

In 2022, Coillte published its DEI Strategy 2022-2024. It also held its first 'Ability Campaign' to raise awareness of acceptance of people with all different levels of abilities within Coillte and to support those with challenges, both visible and invisible. The campaign involved a number of colleague initiatives including disability awareness training, a partnership with the Trinity Centre for People with Intellectual Disabilities (TCPID), a series of guest speaker webinars, and personal stories shared by Coillte employees. We intend to further build on these important initiatives in the coming year as we work to deliver a diverse, equitable and inclusive organisation.

Diageo Ireland

Commitment

Diageo pledges to use attraction and sourcing strategies to identify the best and diverse talent pool available, as well as identifying and removing all barriers to access, forming diverse interview panels and candidate shortlists.

Progress

Diageo has made active progress in attracting diverse talent through the creation of an inclusive culture through the implementation of policies and strategic planning. Diageo is making efforts to remove barriers to access through the implementation of blind CVs and the introduction of mandatory unconscious bias training for all hiring managers. Diageo recognises that there is still a lot of work to be done, but we are happy to be on the right track.

*New Signatory for 2023, will report on progress against commitments in 2024.

Strategy

ESB*

Commitment

Following a refresh of our Inclusion & Diversity Strategy in 2022 we have set specific targets to grow female numbers and increase the female leadership pipeline in ESB, in particular across technical and STEM areas. Based on feedback from female colleagues on the challenges that they face on their career journeys, we are establishing a programme that will help to address these challenges. Our commitment is to have this programme successfully up and running in 2023.

Grant Thornton Ireland

Commitment

Investors in Diversity Silver Accreditation.

Progress

We achieved the Investors in Diversity Silver Accreditation in October 2022.

HSBC Ireland

Commitment

Create a Diversity and Inclusion Policy, including updating our Recruitment Principals to reflect our Diversity and Inclusion Principles.

Progress

A Diversity and Inclusion Policy was created detailing our approach to DE&I in HSBC Ireland. Our Recruitment Principles have been updated to ensure we hire and promote people at HSBC in a fair, transparent and inclusive way and importantly to ensure that we are progressing under-represented talent to senior levels.

Ornua

Commitment

Business Unit D&B Performance KPI for 2023.

Progress

Each Leadership Team across Ornua is setting a Performance KPI on D&B that is relevant to their particular business area.

*New Signatory for 2023, will report on progress against commitments in 2024.

Contact Us

Strategy

Servier (Ireland) Industries Ltd.

Commitment

Our 2022/23 action was to sign up to the Elevate Pledge and to launch a year of DE&I Awareness on site.

Progress

We successfully signed up to the Elevate Pledge with the full support of our Management Team and in January we announced the launch of our year of DE&I Awareness.

SSE

Commitment

Starting to capture social mobility.

Progress

Assessing how to report the socio economic background findings with a view to having 100% employee completion by end March 2024, through building the sharing of diversity data into the annual mandatory I&D training for all.

Sysco Ireland*

Commitment

We will launch our first DEI knowledge check survey in 2023. This survey will gauge the levels of awareness and knowledge across the business when it comes to DEI and from this, we will develop an appropriate education campaign to support. This survey will be taken again later to see how we have moved the dial with our colleagues in Ireland.

---

*New Signatory for 2023, will report on progress against commitments in 2024.

Contact Us

Be Pro-Active on Culture

A successful DE&I strategy is fundamentally about cultural change and requires effort and engagement of multiple layers of stakeholders inside and outside the organisation. Employers have to work to actively cultivate inclusive practices throughout the organisation and unless actively managed the culture of an organisation can allow unintentional biases to flourish.

Commitments from Elevate Signatories related to Culture are listed below:

Accenture

Commitment

Achieve a 50:50 Gender-Balanced Workforce by 2025.

Progress

At Accenture, we believe a future workforce is an equal one. We have set bold goals to accelerate gender equality, and we are well on our way to achieve gender parity – for those whose gender is binary – by 2025. To foster a culture of equality and help our female talent to thrive we have launched a number of new benefits to help support and retain our people, including the introduction of paid fertility leave, surrogacy leave, and pregnancy loss leave for all employees regardless of gender.
We have also launched a new partnership with The Menopause Hub Ireland to provide our people and members of their household with specialist advice and support.
As part of this partnership, we held a number of education and awareness webinars to help create awareness and foster a culture where our people feel more open talking about menopause in the workplace and able to seek the support they need.

An Post

Commitment

Develop a more accessible workplace for people of all abilities.

Progress

An Post have partnered with Ability Focus and rolled out Disability Awareness training across the company, with 1000+ employees trained to date and HR recruitment teams trained on inclusive recruitment of persons with disabilities. We have also refreshed our Disability Inclusion policy and will launch our reasonable accommodation passport and policy in March 2023.

Be Pro-Active on Culture

Bank of Ireland Group

Commitment

Review our current policies and supports, with an I&D lens and an aspiration to be as progressive as possible for colleagues.

Progress

In February 2023, we launched 'Family Matters', a set of new and enhanced people policies and supports for colleagues working at Bank of Ireland. As one of the biggest employers in Ireland, we want to build a progressive workplace and contribute to a progressive society. The new benefits included paid parents leave (ROI), shared parental leave (UK), new provision for foster care leave and early pregnancy leave. These policies were in addition to our fertility, surrogacy and menopause policies previously released. We also made all family leave policies 'day one' entitlements for colleagues, meaning they can avail of benefits from the first day of employment. These new policies are designed to have a positive impact on both the personal and financial wellbeing of our colleagues.

Deloitte Ireland LLP

Commitment

Launch an Inclusion Passport.

Progress

We first launched our Inclusion Passport in 2021 as part of our approach to hybrid working, Deloitte Works. However, we drove a targeted campaign in 2022 to increase uptake by running information sessions and embedding the Inclusion Passport in our objective setting process. This has resulted in over 60 people now having an Inclusion Passport with a wide range of supports being agreed to help people thrive professionally and personally.

eir

Commitment

At eir, we are committed to building a truly diverse and inclusive organisation. This is central to our purpose " Connecting for a Better Ireland".

Progress

Over the course of 2022 we have made significant progress in demonstrating this commitment. We reported a 4% reduction in our Gender Pay Gap year on year.
We updated all our marketing content to show female employees at work, to attract and promote female representation. We focussed significantly on the development of our talent; running our annual mentoring programme and developing a bespoke Leadership Programme for 85 of our senior leaders. The open eir Apprentice Programme was also launched and we welcomed 55 new apprentices to eir at the beginning of 2023.

Be Pro-Active on Culture

Energia Group

Commitment

To establish a Women's Network.

Progress

We have established our Network, we have implemented new women's health policies which include additional paid time off for pregnancy loss and fertility treatment. We have established an active women returners group and we have a new guide for supporting employees through the menopause. We have an annual calendar of in person and virtual events and have had a strategy session to review our vision and purpose. We have entered into a partnership with Riley who provide sustainable period products and they will be available to all employees at Energia Group at all locations.

Fujitsu Ireland

Commitment

Fujitsu's first action was to add voluntary Diversity & Inclusion 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 DE&I team analysed the anonymised data to gain a greater understanding to enhance our existing HR system by expanding the current data fields, and to encourage the voluntary disclosure of diversity data.

Progress

Since we signed our commitment to the Elevate Pledge, we have completed 3 employee surveys which included voluntary Diversity & Inclusion questions. 100% of survey respondents have completed the Diversity & Inclusion questions showing our workforce's openness to provide their data to inform action planning. We will build on this openness to progress our goal to enhance our existing HR system by expanding the current data fields, and to encourage the voluntary disclosure of diversity data.

Be Pro-Active on Culture

HEINEKEN Ireland

Commitment

We pledge to build an inclusive and diverse salesforce & workplace where everyone feels empowered to be unique and to achieve their full potential (with 35% female representation by 2025).

Progress

Female representation at Senior Management Team level is 40%. We are also rolling out Inclusive Leadership Training to People Manager and Leadership Team at HEINEKEN Ireland in 2023.

PwC

Commitment

Evolve our data driven approach to improve the lived experience of all our people to create a truly inclusive workforce.

Progress

Within PwC, we recognise the importance of authentic self-expression in the workplace – providing our people with the tools to express aspects of their personal and professional identity and celebrating what makes them unique. To support this, we launched our 'This is me' – a firmwide campaign encouraging our people to update and share their self-identification data (such as Gender Identity, Disability, Ethnicity, Disability etc information) in our HR system. Through our 'This is me' campaign, our aim was to gain a more comprehensive understanding of our people to understand the full spectrum of how they identify, power more impactful diversity and inclusion initiatives through data and ensure we are representative of the communities we live in. As part of the launch, we ran an innovative month-long communications campaign and developed key informational resources aimed at enhancing awareness around self-identification, its relevance to our I&D efforts and the tools available to facilitate authentic self-expression and advocate for comprehensive data. We also ran a firmwide workshop around identity and identity expression in the workplace and its importance in cultivating a culture of belonging. This ongoing campaign will help us to take a more data-driven approach to I&D – helping us to better understand the full spectrum of how our people identify, so we can make sure that we are cultivating a culture of belonging where our people feel comfortable bringing their full selves to work and are celebrated for who they are.

Be Pro-Active on Culture

Uisce Eireann

Commitment

Our Commitment is to continue to promote our ibelong programme of work building awareness of the benefits of having a diverse and inclusive workplace where all employees can bring their whole selves to work. In our commitment through our Gender Pay Gap report looking at our recruitment pipelines and supporting the work of the Women's Network in continuing to provide awareness to enhance female representations across Uisce Eireann. One key focus is crafting our Employee Value proposition in attracting and retaining a diverse workplace of employees that will represent everything of the value Uisce Eireann has to offer it's employees.

Progress

As part of the All-female Talent Development programme which included 105 participants in 2021, other measures include recruitment enhanced single sex shortlists, the gender balanced interview panels, unconscious bias training . The Ethnicity and Cultural Network launched a Mutual Mentoring and Development pilot programme to identify and develop high-potential individuals from minority backgrounds and equip them with building long-term career success within the organisation as well as enabling senior staff to learn more about the social issues affecting ethnic minority colleagues in Uisce Eireann, continuing to build a diverse workplace by attending the Graduate Fairs and by directly engaging with universities and schools through the Uisce Eireann Graduate Programme; a higher number of applicants from non-EEA countries applied across all programmes enhancing and diversifying our talent pools.47% of our graduates were female, the highest intake of female Graduates from non-EEA countries accounted for 21% of successful applicants.

William Fry

Commitment

Our overall objective is to have gender balance at a senior leadership level and at every level of the firm including business services.

Progress

We use gender decoders in our job advertisements and mandatory manager training to eradicate unconscious bias in interviewing processes. We provide flexible working options, enhanced family friendly policies and coaching programmes to support working parents. We anonymously survey colleagues on how inclusive our people think our culture is and identify actions to improve. We ensure gender balanced interviews and a minimum of 2 females shortlisted for all senior leadership roles. We report on quarterly job exits to the executive committee to commit to action against potential bias. We ensure gender balance on all matter work and business development opportunities including pitches, calls and events.

Contact Us

Engage All Colleagues

Engaging all colleagues on the DE&I agenda and actively listening to what they have to say is an important aspect of successful DE&I strategies. From formal or semi-formal employee resource groups to formalised diversity action groups providing a sounding board on business activity, a combination of channels and initiatives are important to provide a holistic engagement experience for all colleagues.

Commitments from Elevate Signatories relating to Engaging Colleagues on DE&I are listed below:

Cairn Homes

Commitment

As a signatory to the Elevate Pledge, we committed to setting up an EDI Forum in 2022 to encourage equality, diversity and inclusion throughout our company.

Progress

During 2022, we established a regular EDI Forum in Cairn. It was initially run virtually due to lingering Covid-19 working arrangements, however following our return to office we established a face-to-face forum. We have maintained an option for virtual attendance to ensure the forum is fully accessible to our workforce across Ireland. There is now a regular rhythm to the forum with it occurring bi-monthly. The forum is chaired by a representative from the ESG team but it is a collaborative space where all members contribute ideas and initiatives for roll out across the business.

Gas Networks Ireland

Commitment

Establish and Deliver a Female Development Program supported by a broad based mentoring program to support inclusion.

Progress

We have agreed a key focus of our DE&I approach this year will be centred on connecting people in our business through Targeted Female Development and Mentoring which we hope will increase intergenerational connections and learning within our groups.

Engage All Colleagues

Glenveagh Properties plc

Commitment

In 2023, Glenveagh has committed to setting up Employee Network Groups to develop a more inclusive workplace for all.

Progress

Each Employee Network Group is supported by a member of our Executive Committee. We have launched the following ENGs – Parents/Carers Network, Disability Network, LGBTQI+ Network, Ethnicity Network, Women's Network, and witnessed strong engagement from staff.

Iarnród Éireann

Commitment

We will establish employee resource groups for underrepresented groups within Irish Rail.

Progress

We have identified ERGs as a key factor in creating an inclusive culture at Irish Rail; our People Strategy goal is to have 50% of all employees in ERGs by 2027. We are writing a framework for the governance of these ERGs. Key amongst these are the establishment of ERGs on the subjects of gender equality and disability inclusion, and we will soon invite employees to come forward to lead these groups.

IBM Ireland Ltd.

Commitment

At IBM we are proud of the diversity of our workforce, and we are committed to continue exploring new initiatives through recruitment, retention, inclusion, opportunity and tailored development.

Progress

We have active Business Resource Groups dedicated to gender, LGBTQ+, people with diverse abilities, neurodiversity and multiculture. Our corporate social responsibility initiatives are aligned to our inclusion goals. IBM SkillsBuild provides free digital training and supports adult learners develop new skills and help find job opportunities. Through IBM's Community Engagement programme, our employees actively volunteer in the communities in which they live and work by bringing their expertise to local challenges; for example, helping identify cyber security risks that make education institutions vulnerable.

Contact Us

Engage All Colleagues

Lidl Ireland

Commitment

Last year, our commitment was to establish our DE&I forum for employees. This was been achieved and the group meets on a monthly basis. This year, we have established Board Champions for each of the following areas Gender Equality, LGBTQ+, Race & Ethnicity, Age in the Workplace, Disability and Low SES areas.

Progress

In 2022, the D&I forum was established with a lead, terms of reference, meeting schedule and agenda. The forum is made up of employees from our warehouses, stores and offices to ensure all perspectives are seen and heard.

Permanent TSB

Commitment

Conduct a survey of our colleagues on their perceptions of Diversity & Inclusion within PTSB.

Progress

In 2022 we achieved the Investors in Diversity Silver Accreditation in partnership with the Irish Centre for Diversity (ICD), the Silver accreditation is based on an external colleague's survey measuring colleague's perceptions of Diversity & Inclusion in PTSB. Based on the feedback from this survey and the requirements for Gold accreditation we have refreshed our DEI Strategy for 2023-2025 to ensure we continue to improve as we aim for Gold Accreditation. In addition we also completed our annual Every Voice Counts colleague engagement survey including a section dedicated to Diversity & Inclusion. 4 questions were included pertaining to DEI: 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

Roadstone

Commitment

Further develop and sustain the relationship with our new female network (employee representative group).

Progress

We have arranged the grouping in late 2022 as part of the Gender Pay Gap Report. The group has brought suggested improvements to HR. A number of these will be actioned. The group has also been involved in launching the International Womens Day celebration this March.

Build Capacity and Confidence on DE&I

When starting to look at particular aspects of DE&I, training programmes to ensure all colleagues have the same basic knowledge and understanding are important. As the organisation matures in the approach to DE&I, then training can be adapted and woven into the usual Learning & Development plan.

Commitments from Elevate Signatories relating to Capacity and Confidence building on DE&I are listed below:

ABM Ireland

Commitment

Deliver Diversity, Equity, and Inclusion Training to all levels within the organisation. This will increase awareness to all levels of the business from operative level to the senior leadership team. ABM Ireland will make this training accessible to all employees through our online training platform.

Progress

Training already completed by Management and Office Functions and the training will be rolled out to the other levels including operative level in 2023.

Aldi

Commitment

Women in Leadership Programme.

Progress

To roll out this mentorship programme in 2023.

Bus Éireann

Commitment

Develop and Implement a Training Strategy for Diversity and Inclusion (Pledged on 3rd Nov 2022).

Progress

In the three months that we committed the pledge, we have made significant progress. We have procured Inclusive leadership training for our Senior Leadership Team and our Senior Managers. We have procured training for our DEI champions which will commence in February 2023 and we have procured 4 online modules for all our employees to take from Feb 2023 on a phased roll out basis.

Build Capacity and Confidence on DE&I

Calor*

Commitment

Introduce mandatory Diversity & Inclusion training to deepen understanding of the need for a diverse & inclusive workplace.

Central Bank of Ireland

Commitment

Awareness and education – So that we build knowledge, understanding and skills to enable and empower all of our people to play their part in building a diverse and inclusive workplace.

Progress

In 2022, the Central Bank focused on raising the level of understanding of D&I across the organisation, at all levels. A new D&I e-learning module and complementary classroom-based training were designed, developed and launched during 2022. The D&I e-learning module was completed by over 1,450 staff (c. 70%) in 2022. At the leadership level, in addition to the Inclusive Leadership module delivered as part of our internal leadership development programme, two additional masterclass events were held for all leaders covering Inclusive Hybrid Working and Role-Modelling Inclusive Behaviour.

DHL Supply Chain

Commitment

DHL Supply Chain commit to the completion of DHL Certified Inclusive Leadership Program (Bronze) for all senior managers in our business.

Progress

All senior managers complete. Additionally we decided to role this initiative to all our people managers.

Eason

Commitment

Unconscious Bias and Diversity Awareness for all recruiters and hiring managers.

Progress

LMS has basic unconscious bias training available to all.

*New Signatory for 2023, will report on progress against commitments in 2024.

Build Capacity and Confidence on DE&I

ESW

Commitment

Introduce An Introduction to Diversity & Inclusion Training Module.

Progress

Currently at the planning stage of this project.

Janssen

Commitment

Create a mentoring programme to gain insights into the experiences of minority groups within the business to inform action on reducing barriers to progression.

Progress

a) Grow partnership with 3rd Level Disability Support Service mentoring programs.
b) Support Transition Year mentoring program with NCBI.
c) WiSTEM2D mentoring program in place that promotes sharing of experience & knowledge to support personal & professional development.

Marks & Spencer (Ireland) Ltd

Commitment

Implement appropriate mandatory diversity and unconscious bias training for all involved in recruiting and selecting and for all managers.

Progress

We continue to complete DE&I training for all colleagues every year. 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.

We are this year rolling out flexible working across the estate to support colleagues who have responsibilities/interests outside work.
This year we reported on Gender Pay and confirmed that females make up over 40% of our Store Management population. We will address our Gender Pay Gap by ensuring Women in our business feel empowered to access the development tools available and experience regular impactful career conversations and we'll continue to monitor and drive representation through our internal development programmes.

Build Capacity and Confidence on DE&I

Musgrave

Commitment

Raise awareness of unconscious bias and its impact on decision making through training of People Managers and colleagues.

Progress

12 new facilitators trained to deliver unconscious bias training. Over 240 people managers participated in the training in 2023.

RSA Insurance Ireland and 123.ie

Commitment

Commence an internship programme to support people with intellectual disabilities to access work placements.

Progress

Recruited three interns from Trinity Centre for People with Intellectual Disabilities. One of the three interns undertook an eight month placement in the company.
As part of this initiative, all reporting managers were trained on managing intellectual disability. RSA Insurance Ireland hosted three employment-related workshops for first-year TCPID students in May, and have recently recruited a new intern into the business.

Sky Ireland

Commitment

50/50 by Representation targets of 2025 Gender Balance and 10% Black Asian and Ethnic Minority Groups.

Progress

Inclusive recruitment processes in place, Unconscious Bias training, Balanced shortlistings.

Implement Inclusive Hiring Practices

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.

Commitments from Elevate Signatories relating to Inclusive Hiring Practices are listed below:

AIB Group

Commitment

As part of AIB's Inclusion and Diversity strategy for 2022 a tangible action in the area of diverse talent recruitment was committed to.

Progress

In September AIB launched a new apprenticeship programme, with apprentices drawn from programmes run by designated third-level institutions and industry bodies such as IFS/IBEC – Financial Services apprenticeships. 25 apprentices took up positions across the Group with placements in ROI, UK and AIB NI.

A&L Goodbody

Commitment

Increase the number of diverse candidates presenting for interviews resulting in greater opportunities for underrepresented groups in our firm.

Progress

We are now tracking the diversity criteria of applications of our graduate programmes and as a result can report on how many applications we are receiving from a gender, socio economic, LGBTQ+ and disability perspective. This means we now have a baseline to track progress against. In addition to this, as part of our social mobility strategy this year, we have committed to setting a target that 5% of all applications to the graduate recruitment programme will be from lower socio economic backgrounds. And that we will reserve five spots in our summer intern programme for access students. We are currently implementing a pilot mentoring programme with UCC's disability student services to mentor and provide guidance to students with disabilities applying for ALG graduate programmes. We partner with Career Leap to employ people from our local community (north east inner city). In the past year we have had a 100% increase from last year of people from the local community who reached interview stage and have employed two persons.

Implement Inclusive Hiring Practices

Actavo

Commitment

To support local students from disadvantaged communities with career advice and work experience opportunities.

Progress

We have partnered with 2 local DEIS schools to provide mock interview skills training, career overviews, mentoring and work experience to 5th year students.

Aviva

Commitment

Increasing disclosure of our employee DE&I data, enabling us to better focus our DE&I strategy & activity in a way that matters to our people and our business.

Progress

Disclosure Completion % so far: Gender – 100.0% | Race/Ethnicity 72.9% | Religion – 70.4% | Age – 100.0% | Disability – 30.3% | Carer or Parental Responsibilities – 30.8% | Socio-Economic Background – 28.5% | Socio-Economic Background_new – 13.8% | Sexual Orientation – 69.7% | Gender Identity – 71.1%.

Britvic Ireland

Commitment

Create two placements for employees of diverse ability in partnership with KARE.

Progress

In January 2022 we employed two people with diverse abilities through Kare on 6 month workplacement contracts. The placements were such a success that they were initially extended and in October we made them permanent members of the team.

Implement Inclusive Hiring Practices

BT Ireland

Commitment

Advance our early careers attraction, development and retention programme.

Progress

We're creating more early career opportunities, including graduate, apprentice, and intern positions. We attend recruitment fairs that give better diversity of candidates. We've formalised the process for apprentices mapping into Junior Field Engineer roles which has led to improved retention and development. We've seen an increase in both our apprentices and interns developing their careers into more senior roles within the business. We've an Early Careers employee resource group, with executive sponsors from the Leadership Team. We've seen an increase in engagement in our early career's cohort via surveys. We work with organisations such as Dublin City University to provide bursaries and work placements for students from socio-economically disadvantaged backgrounds. We raise awareness of tech careers through initiatives such as the BT Young Scientist & Technology Exhibition and the City of Dublin Separated Children's Service.

Compass Group Ireland

Commitment

We aim to address the inequalities that create barriers to progression, focusing on those from less advantaged and under-represented backgrounds.

Progress

We are now members of Open Doors Initiative and are working on a specific Compass Ireland activity to progress our aim as outlined above. We have amended our Job Descriptions and Job advertisements to remove any unconscious bias and in particular welcome applications from those coming out of the criminal justice system. We have worked with Working to Change and have supported people with interviews and job offers. We have employed colleagues with different abilities via Downs Syndrome Ireland and Disability Action [NI], among others. We have developed a new Ability Network internally to drive Education/Awareness and promote employment opportunities to those with different abilities. We are reviewing our Culinary Apprenticeship Programme to encourage more female participation, as this is an area we have struggled with.

Implement Inclusive Hiring Practices

Cook Medical Ireland Ltd.

Commitment

Develop a partnership with The Rehab Group to identify opportunities to remove barriers to employment for people with disabilities.

Progress

We developed a new 12 week graduate program, Campus2Career, in partnership with The Rehab Group. The program, which has been created for graduates with disabilities, provides participants with mentoring, on the job training, practical experience and the support they require to succeed, while working as a valued member of Cook.

Cork Chamber

Commitment

We committed to having a student from diverse background on placement.

Progress

We had 2 ideas in mind when we made this commitment. 1 that one of our normal placement students would be diverse, whether that be ethnicity, background etc. The other was around a partnership we were due to launch with Cork ETB on meaningful transition year work placements for students who dont have the social capital to secure these placements themselves. Unfortunately due to the war in Ukraine there has been a delay on the partnership with Cork ETB as their resources have been tied up dealing with that. We are hoping to launch that this year instead. In terms of the other commitment we fulfilled that and had a student from an ethnic minority join us for 6 months on placement.

Dublin Bus

Commitment

Increase the female participation within the organisation.

Progress

Since 2019, the number of female bus drivers has increased by 72%.

Implement Inclusive Hiring Practices

Enterprise Rent-A-Car

Commitment

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.

Progress

As of 31 July 2022 (end of our Fiscal Year), we had achieved 38% Female Hires. As of 31st January 2023 (mid-way through our new Fiscal Year) we have achieved 44% Female Hires. We are currently achieving 36% Females at customer facing (Branch and Assistant Manager) levels (from 28% at the launch of the Elevate Pledge) and have more than doubled our representation of females at a senior management level (going from only two to five in the previous six months).

Mercury Engineering

Commitment

To increase the number of female employees in the organisation to 18%

Progress

The construction industry is heavily male dominated with only 5.5% female representation. Mercury currently has 11% female representation. We had a head count growth of over 100% in the last year, which further brought down our gender representation from 16% to 11%. We have reviewed our strategy and now have a focused effort called 'Grow our Own' Agenda which emphasises on achieving this via our Graduate program and apprenticeship programmes. We started our graduate program with 7% female representation in 2020, that went up to 20% in 2021 and in 2022, our graduate program had a 27% female representation. Female representation in the apprenticeship program has grown by over 200% between 2020 and 2022. Retention of our female employees remain at 99% and we believe we will begin to see representation/% increase across professional levels up senior management level in the next 5 years, as we focus on 'grow our own' agenda. Between 2021-22, our female promotion was 19.2% against our male promotions of 15.2%. We are committed to removing barriers for women at entry point as well as committed to ensuring that they are supported at different stages of the professional career taking into consideration important life stages for women and how that can impact career growth.

Implement Inclusive Hiring Practices

Sumitomo Mitsui Trust (Ireland) Limited

Commitment

We will recruit for skillset and not education level.

Progress

Senior Management Team (SMT) have removed all reference to educational requirements from all job advertisements and job descriptions. Candidates are selected for interview based solely on their experience and skillset. This is aimed at encouraging people without formal education and minorities to apply for roles in SMT.

Veolia

Commitment

To continue to ensure Inclusive hiring practices. We committed to reviewing our job descriptions to use more inclusive language, to widen our recruitment channels to encourage more diverse applications and to focus on increasing awareness and upskilling across the business on inclusion by continuing unconscious bias training.

Progress

A core element of our Future of Work planning is our Inclusion strategy and the pillar of Attraction and Selection was again identified as a key priority for 2022. During 2022 Gender Decoder was built into our recruitment system to ensure every role advertised would be reviewed consistently to ensure gender neutral language to encourage more female applications. We also continued to use more female imagery in our job advertisements to showcase females in technical roles. We launched our new Employer Brand "See the world as we do" and used increased female imagery in the video and pictures and we also created a female engineer video to help build our brand with females and promote the opportunities available to see an increase in female applications. We also aimed to widen our recruitment channels and we are using additional job boards and we also advertised our apprenticeship vacancies externally for the first time whilst using female imagery. Another part of our commitment was to focus on awareness and upskilling and we continued this last year by continuing with unconscious bias and protected characteristic elearning for managers alongside various lunch n learns on a number of inclusion topics for all employees and relaunching and promoting our Inclusion Hub for all employees so they can access materials and resources to increase their understanding of Inclusion. We also reported on our gender pay gap for the first time and we now have a baseline to understand and key actions to move forward with.

Key Observations and Next Steps

Employers have long recognised the business case and societal benefits of a diverse workforce and are increasingly prioritising inclusion as an area of focus in their business strategy. Building an equitable, diverse and inclusive workforce is challenging and requires leadership, commitment and effort. Different industry sectors will face particular challenges. Gathering diversity metrics is the first step for organisations. Metrics create a baseline from which progress can be tracked over time. They also serve to identify gaps or under-representation and to inform interventions and actions for improvement. Progress may seem slow but every hire matters and has the potential to make a difference. This final section of the report summarises key observations from this data collection exercise and includes a call to action for continued progress.

Contact Us

What Gets Measured Matters

Measuring the diversity profile is a critical first step to building a diverse, equitable and inclusive workforce. Diversity metrics help organisations to identify areas where they need to improve and enables them to track progress over time. Data based decision making helps remove uncertainty and provides a framework for organisations to hold themselves accountable.

It is heartening to see that there has been an improvement in data gathering across the board for signatories. Some of our signatories are successfully collecting data on a range of diversity indicators and are able to track this data across different organisational levels. However, there is still a long way to go as many signatories have yet to capture data beyond age and gender. This data gap prevents us building a complete picture of the diversity profile of the collective Elevate workforce and as such makes it difficult to see how much progress we are making towards our vision to build a workforce reflective of the diversity within our society.

Some indicators of diversity such as Disability, Ethnicity and Sexual Orientation are classified as protected characteristic data. This does not mean you cannot collect the information, but that you must rely on voluntary disclosure by colleagues. The good news is that an Economist Impact Survey from 2021 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 DE&I in recent years.

Based on the data provided by signatories for this year's report we can clearly see that when it is possible to measure and use the data to set targets that results follow. Gender has been the starting point for most large employers over the last two or more decades. From our data we can see that Elevate signatories are ahead of the national average when it comes to female representation at senior level. Although disclosure levels are low for disability and ethnicity the data provides a starting point from which to build.

Over the coming year we would like to see all signatories make a resolute effort to improve their diversity metrics and to set ambitious targets for voluntary disclosure.

Accelerating Progress Towards Our Vision

Gender pay gap reporting is now a reality, ethnic pay gap reporting is under consideration. In January 2023, the Corporate Sustainability Reporting Directive (CSRD) came into force. This new directive modernises and strengthens the rules concerning the social and environmental information that companies have to report. Under the CSRD companies will be required to report on DE&I as well as access to opportunities within their own workforce.

In this, only the second annual Elevate report, it is heartening to see positive trends with regard to data collection and disclosure. Signatories are implementing measurement frameworks to enhance diversity reporting, they are also actively fostering cultures of inclusion to build the trust of colleagues and in so doing increase levels of diversity disclosure. In this environment of greater emphasis on non-financial reporting we expect this trend to continue at pace for future reports.

However, the vision of the Elevate Pledge is to build a workforce reflective of the diversity within Irish society. To achieve this vision we need to address under-representation across all levels within the workforce.

This won't be achieved without targeted action. Collecting diversity metrics provides the data on which strategic decisions can be made to design policies, interventions and activities to improve DE&I performance.

As our Elevate signatories mature in their approach to DE&I and as reporting and diversity profiling improves we would like to see specific focus on actions focused on addressing under-representation of minority groups.

Call to Action

We encourage our signatories to reflect on what the data is telling us and as they decide on their Elevate commitment for 2023/2024 to consider how they can best tackle under-representation in their own workplace. Throughout this report there are tips and suggestions that may help inform new commitments.

These include:

• Commit to improving diversity metrics.

• Set targets to increase voluntary disclosure.

• Work with partners to widen recruitment channels.

• Engage with DEIS schools to break cycles of exclusion from early on.

• Take one simple action to build trust with the Traveller Community.

We encourage signatories to reflect on these actions and build them into their current strategies.

If we are serious about building fairer more inclusive societies where everyone has the chance to thrive we must increase our rate of progress.

For next year's report we want to report real improvements on participation of under-represented groups, particularly people with disabilities, people from ethnic minorities and members of the Traveller community. This will require a concerted effort by all signatories, but we look forward to working as a collective to achieve this.

Appendices

BITCI Supporting Inclusive Workplaces

BITCI Social Inclusion Programmes

References

Contact Us

BITCI Supporting Inclusive Workplaces

Creating an inclusive workplace is a continuous process that requires leadership across an organisation and participation from everyone. BITCI has over 20 years of experience working with businesses to design, develop and deliver strategic initiatives for social impact. We are well-positioned to help businesses fully embrace inclusion and build inclusive workplaces.

Businesses can get involved in this work in the following ways:

• **Join our network** and sign up to our collective business led campaign **Elevate – The Inclusive Workplace Pledge**.

• Engage with our **Employment Programmes** to explore recruitment from non-traditional channels.

• Partner with our **Education Programmes** to inspire and positively impact on student's in DEIS areas.

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 migrants, 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 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. Members of the Traveller 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.

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

1. Gender Balance in Business Survey 2021 – CSO – Central Statistics Office

2. Characteristics – CSO – Central Statistics Office Disability in the Labourforce

3. Census2016SummaryPart1.pdf (cso.ie) – Ethnicity in the Labourforce

4. Deloitte Human Capital Trends Report, "Taking bold action for equitable outcomes" 2023

5. Irish Human Rights & Equality Commission "More than 8 in 10 Say Disabled People Face Barriers to Participation in Society", 2022

6. ESRI "New research highlights the education and employment disadvantages experienced by people with disabilities", 2022

7. Traveller Community National Survey (2017)

8. Travellers in the Mainstream Labour Market Situation, Experience and Identity Research Report (Jan 2021)

9. Pavee Point, Our Geels – the All Ireland Traveller Health Study (2010)

10. Travellers' Last Rights: Responding to Death in a Cultural Context (2004)

11. DEIS "Delivering Equality of Opportunity in Schools – An Action Plan for Educational Inclusion", 2005

12. Time to act: Seven principles for effective diversity, equity and inclusion data collection – Economist Impact

Elevate
The Inclusive
Workplace Pledge

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.

**BUSINESS
IN THE
COMMUNITY
IRELAND**