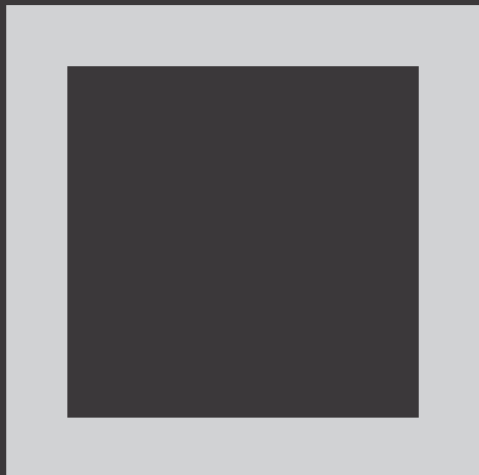
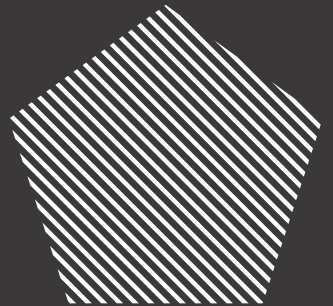


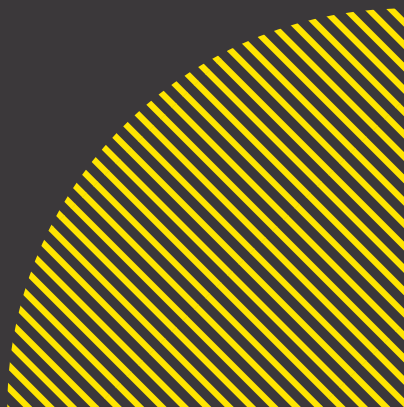
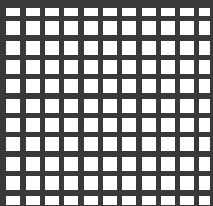
Everybody in?

EY Ireland 2019 Diversity & Inclusion
Survey Report



EY

Building a better
working world





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Scope and methodology

Our third survey of Diversity & Inclusion in organisations on the island of Ireland was conducted between November 2018 and January 2019. During this time, we surveyed more than 150 C-suite leaders, Human Resource Directors and Diversity & Inclusion Leads. Respondents were drawn from both indigenous Irish and global organisations of varying sizes, across a range of diverse sectors, resulting in a sample range that is highly reflective of the market in Ireland.

Users of EY's Diversity & Inclusion Advisory Services also contributed their experiences through documented case studies. For a breakdown of respondents by specific sector and industry, see Appendix.

Welcome to EY Ireland's 2019 Diversity & Inclusion survey report.

We are extremely grateful to more than 150 organisations who participated, and in particular, to the clients who shared their insights and experiences of progress made through our Diversity & Inclusion Advisory Transformation Programme. These include:

- Avolon
- Cpl Resources plc
- Permanent TSB
- A Professional Services firm

Foreword



Olivia McEvoy

Director

Diversity & Inclusion

People Advisory Services

EY Ireland

Olivia leads a dedicated consultancy team in EY to help clients achieve their Diversity and Inclusion ambitions as a key driver of talent acquisition and employee engagement and ultimately, success and growth in the marketplace.

Through the use of data analytics and detailed diagnostics, our experts help clients to understand their D&I activity by creating sustainable strategies, building a defined roadmap and inclusive leadership.

It is such a privilege to be entrusted with the information that allows us to provide this annual stock take and benchmarking of Diversity and Inclusion (D&I) in organisations across the island of Ireland. We hope this report inspires your organisation to 'deliver on D&I'.

It is encouraging to note that the considerable appetite for D&I remains constant; 100% of businesses now say it is vital to business performance and recognise the impact of thought diversity on decision and risk excellence. Indeed, there is no shortage of appreciation of the connection with D&I and greater customer and employee engagement, productivity, innovation and creativity, as well as talent acquisition and retention.

With the pending Gender Pay Gap legislation evidently front of mind for organisations, significant numbers are also embracing a key means of addressing the gender pay gap; a smart working culture. The legislation will provide welcomed impetus and transparency, especially in the public communication of goals and targets.

However, there is still a 'D&I disconnection' between what organisations are saying and what they are doing in this space. Leadership behaviour is the cornerstone of an inclusive environment and enables a culture of psychological safety, but there are still too few taking responsibility to call out inappropriate behaviour and language. Leadership accountability is one of the greatest game changers in achieving

meaningful transformation but a critically low number of leaders have D&I goals or targets tied to their performance metrics and rewards. Measuring the impact of D&I rewards is instrumental but a rarity in organisations. Investment is also inextricably linked to enhanced organisational reputation, decision making and talent attraction, but yet too many organisations invest little to nothing.

With 'business as usual' often enough to overwhelm, it is easy to get distracted and presume that if 'someone else' in the business is talking about it, it is enough. Indeed, lots of talk about it, leads us to believe that the D&I box is being ticked. But box ticking is not enough. Talking is simply not enough. In order to make meaningful change, there has to be a concerted strategic effort with transformative change to systems, structures and processes, otherwise it will be all too slow.

As evidenced in the report, there is some progress in a number of areas but regression in others and certainly nothing like the 'gear change' called for last year. Rather than make exaggerated claims or simply aspire to progress, we need to be able to proclaim positive outcomes and actual results and really 'deliver on D&I'. Everybody in?



Frank O'Keeffe
Managing Partner
EY Ireland

This time last year I spoke about our own D&I journey at EY. We have made very solid progress since then, but 2019 is the year that we're truly delivering on D&I, and I'm extremely proud of that. Since taking on the role of Managing Partner here at EY Ireland, I've handed the vitally-important role of Partner Sponsor for Diversity & Inclusion over to my talented colleague Marcus Purcell. We now have true D&I leadership accountability, with D&I metrics included on every partner's scorecard. We have a full-time dedicated D&I Manager, a focused D&I strategy for the business, and our D&I Steering Committee has grown, with senior representation from across our entire firm. We have huge momentum driving our D&I agenda forward as we continue our journey, and we're striving every day to make EY the most inclusive organisation in the market for both our people and our clients.

We have conducted our current research to inspire and encourage organisations to push the boundaries and to challenge business leaders' thinking on D&I. Yet while there is almost unanimous acknowledgement of the business value of D&I, most organisations are not yet where they need or want to be. When I read the findings, what stands out to me is that so many organisations have yet to get leadership backing for what is needed to drive D&I forward in a sea of competing priorities.

What also stood out to me is how organisations are still grappling with measuring the true impact of the D&I programmes they've now put in place. My ask to you as leaders is that you make 2019 the year your organisation delivers on D&I. Find your leadership allies, put proper structures and governance in place and measure what you're doing. As the old adage goes, 'what gets measured gets done,' so please continue to make D&I a business issue.

Since taking on my role as Managing Partner, D&I remains a top priority for us in EY Ireland, and will continue to remain central to how we operate our business into the future. Diverse, inclusive organisations are better organisations; they're the organisations that think differently, that lead the way in innovation, that succeed in challenging circumstances and that attract and retain the best people in the market. In today's environment, what leader wouldn't want an organisation like that?

Thank you to everyone who kindly participated in this important research, and do reach out to my colleague Olivia McEvoy for advice or to share your thoughts.

Executive summary

Now in its third year, EY's annual Diversity & Inclusion Survey is conducted to examine the understanding, investment and prioritisation of Diversity & Inclusion in organisations and how it translates into business impacts.

The survey found that 100% of organisations acknowledge the importance of an inclusive environment as vital for business performance. Though encouraging, there is still a huge gap between the importance organisations report they attach to D&I and what translates into action. Just 16% of organisations measure the impact of D&I on performance and even where considered a business priority, only 53% have a strategy in place.

This is further evidenced by the lack of data collection and measurement of D&I in general and only 41% setting goals with targets. Most lack the means to visually present the data.

31% of organisations spend €0 on D&I.

There is consistency across 2018 and 2019 in the top four areas where organisations have seen a positive impact due to progress in D&I. They include 'strengthened cultural values' (63%), 'improved engagement and productivity of existing staff' (43%), 'increased ability to attract and retain highly talented people' (37%) and 'enhanced corporate reputation' (35%).

Leading from the front

There has been an increase in the gender composition of boards, with women on boards increasing by 5% to 31%. Despite that, Boards remain predominantly white (92%) and male (69%). The majority of Boards do not have any representation from LGBT persons or persons with disabilities.

Lack of leadership accountability

The disconnection between what is aspired to and what is actioned is again evident, with just 23% of senior leadership held accountable for implementing D&I strategies and having targets tied to their performance metrics. Despite the low levels of accountability for implementing D&I strategies, some 43% of senior leadership have undertaken inclusive leadership training. Just 27% of Board members have undertaken inclusive leadership training.

67% of organisations also 'need more support' from their senior leadership to advance D&I significantly. This includes calling out non-inclusive language or behaviour, an essential element of an inclusive culture and currently happening in just over half of organisations surveyed.

Gender pay gap

Some 59% of respondents favour regulation or legislation as a driver for creating more diverse and inclusive organisations. In advance of the specific legislation pertaining to the gender pay gap, 35% of organisations have already taken appropriate measures to address the causes of any gender pay gap. Yet, just 60% believe their own people are aware of the difference between 'equal pay' and the 'gender pay gap'. While 83% of organisations aspire to gender parity across all levels of the organisation, 13% explicitly state that they do not. In addition, some 29% believe men are more likely to be promoted to leadership positions in their organisation.

Smart working

While the demand for smart working is gender neutral, it is the most common action companies took to address the gender pay gap in the UK since the implementation of legislation in 2017. Many organisations (71%) indicate they have a smart working culture that is 'open to everyone' while just 12% suggest they do not. However, just over half of team leads (55%) are trained or equipped to support people on their teams with smart working arrangements.

Disability inclusion

In spite of the progress made in terms of smart working, disability inclusion remains a key challenge for organisations. Three quarters of organisations (74%) do not have persons with disabilities in senior leadership roles.



31%

of organisations
spend €0 per year

WHAT'S NEW?

Call out non-inclusive language or behaviour:

53%

Measures the impact of D&I on performance:

16%

Senior leadership accountable for implementing D&I strategies:

23%

Allow employees to work remotely:

65%

Aspire to gender parity:

83%

Do not aspire to gender parity:

13%

Taken appropriate measures to address gender pay gap:

35%

Men more likely to be promoted to leadership positions:

29%

People of non-Irish ethnicity are fully accepted and integrated into our organisation:

86%

Stated commitment to D&I:

56%

WHAT'S CHANGED?

Spending €0 on D&I:

31%
+16%

Spend on training:

64%
+12%

Number of women on Boards:

31%
+5%

Senior leadership undertaking inclusive leadership training:

43%
+12% since 2017

Favour regulation or legislation as a driver for creating more diverse and inclusive organisations:

59%
+10%

WHAT HAS STAYED THE SAME?

D&I considered vital to business performance:

100%

D&I strategy in place:

48%

D&I as regular/fixed board agenda item:

33%

Organisations without persons with disabilities in senior leadership roles:

74%

Initiatives to develop women leaders:

43%

No LGBT representation on Boards:

77%

State of the nation:

PART 1 Diversity & Inclusion in Ireland

Here, we outline how D&I is viewed and positioned within organisations on the island of Ireland. We also assess the impact of, challenges to and supports needed to progress D&I within organisations, including the investment of resources.

Commentary

Overview

100% of organisations in Ireland now say 'an inclusive environment is vital for business performance.' A further 80.5% say it is a 'business priority in our organisation' and 82.1% recognise 'the link between thought diversity and better decision making'.

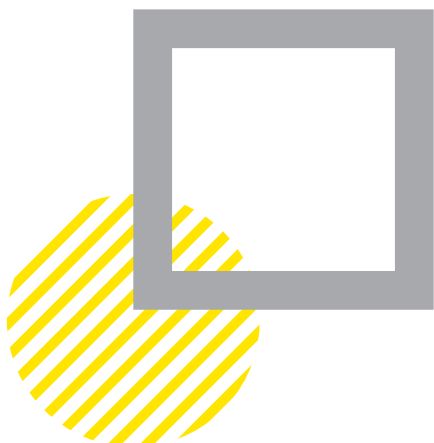
Just 16.3% of organisations measure the impact of D&I on performance (e.g. sales revenue, profitability and team performance).

This may help explain the chasm between the importance organisations say they attach to D&I versus what translates into action; if organisations are not measuring the impact, how can D&I compete with multiple business priorities? Even where D&I is considered a business priority, just 53.1% have a strategy in place.

Culture

Three quarters of organisations (76.4%) align their D&I efforts with their overall programme on culture and/or purpose with strengthened cultural values a key positive impact due to progress in D&I.

There is a strong sense that organisations are largely accepting of difference, with 85.6% of the view that 'people of non-Irish ethnicity are fully accepted and integrated into our organisation'. However, just over half (52.5%) call out non-inclusive language or behaviour. An essential element of an inclusive culture is to ensure non-inclusive language or behaviour is not tolerated in an organisation. This is another strong example of the gap between words and action on D&I.





We asked, 'to what extent do you agree with the following statements?'

BUSINESS PERFORMANCE

An inclusive environment is vital for business performance

100%

Diversity & Inclusion is a business priority in our organisation

80.5%

Our organisation recognises the link between thought diversity and better decision making

82.1%

Our organisation measures the impact of D&I on performance (e.g. sales revenue, profitability, team performance etc.)

16.3%

CULTURE

People who 'don't fit in' are pushed out of the organisation

8.9%

Diversity & Inclusion is aligned to/forms part of our organisation's overall programme on culture and/or purpose

76.4%

Non-inclusive language or behaviour is called out in our organisation

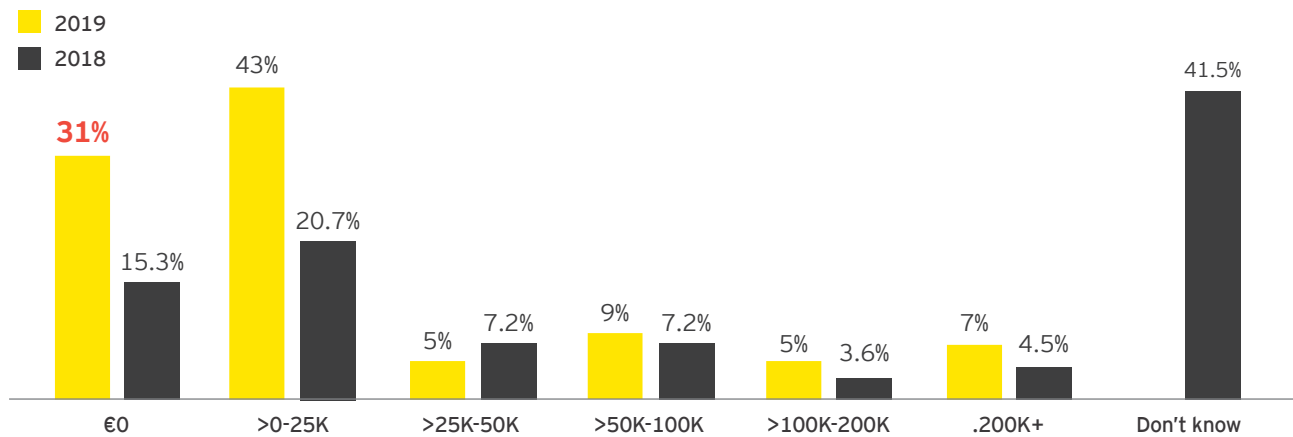
52.5%

People of non-Irish ethnicity are fully accepted and integrated into our organisation

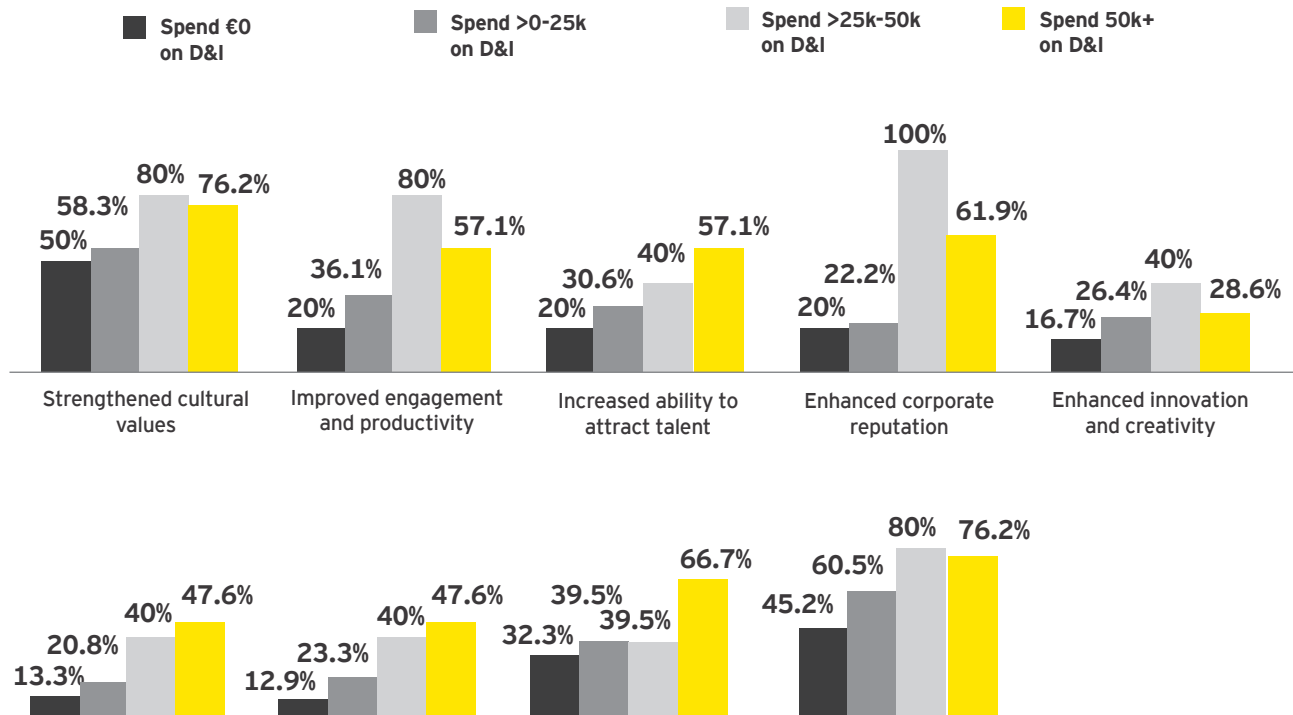
85.6%

INVESTMENT IN DIVERSITY & INCLUSION

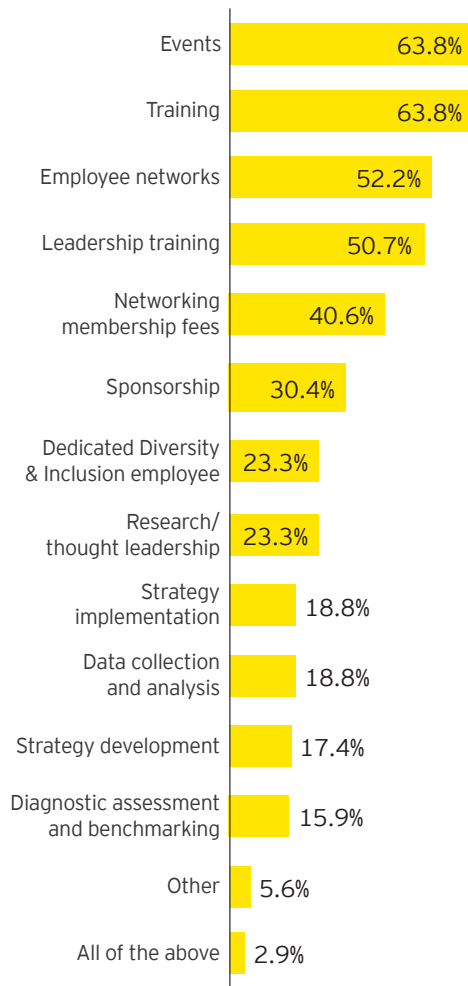
What is your organisation's total spend on D&I in Ireland?



Impact of Investment



What do you typically spend your Diversity & Inclusion budget on?

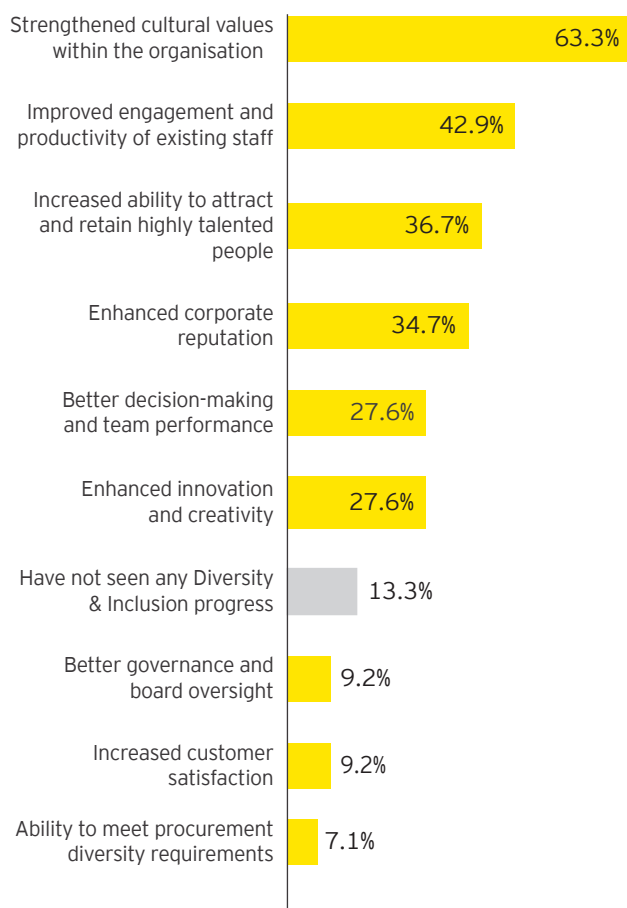


Investment

While there has been an increase in the number of organisations spending over €50,000 on D&I (21% compared to 15.3% in 2018) almost one-third (31%) do not allocate any budget to D&I and 43.0% spend less than €25,000. The majority of that investment is in a combination of events (63.8%), networks and network membership fees (52.2% and 40.6% respectively) and sponsorship (30.4%).

There has also been an increase in spend on training (63.8% compared to 52.1% in 2018), including leadership training (50.7%) over the last year. There is a direct correlation between investment and impact with organisations spending more than €50,000. Those organisations reported significantly more favourable outcomes, most notably in improved engagement and productivity, increased ability to attract talent, enhanced corporate reputation and better decision making.

In what areas have you seen a positive impact due to your progress in Diversity & Inclusion?



In what areas have you seen a positive impact due to your progress in Diversity & Inclusion?



Impact, challenges and support

There is remarkable consistency in the top four areas where organisations have seen a positive impact due to progress in D&I across 2018 and 2019.

They include:

- ▶ Strengthened cultural values
- ▶ Improved engagement and productivity of existing staff
- ▶ Increased ability to attract and retain highly talented people
- ▶ Enhanced corporate reputation

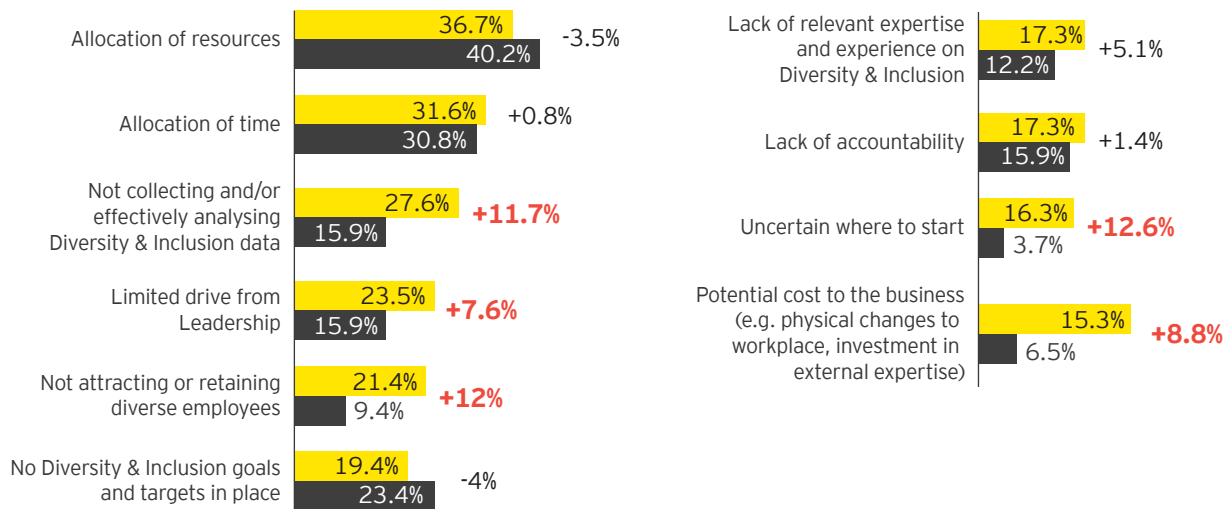
The top two challenges for organisations remain the 'allocation of resources' and 'time'. 'Not collecting and/or effectively analysing D&I data' is now recognised as a greater issue, with 27.6% of organisations citing this as an issue compared to 15.9% in 2018.

'Limited drive from leadership' is also a more pertinent issue this year (23.5% compared to 15.9%).

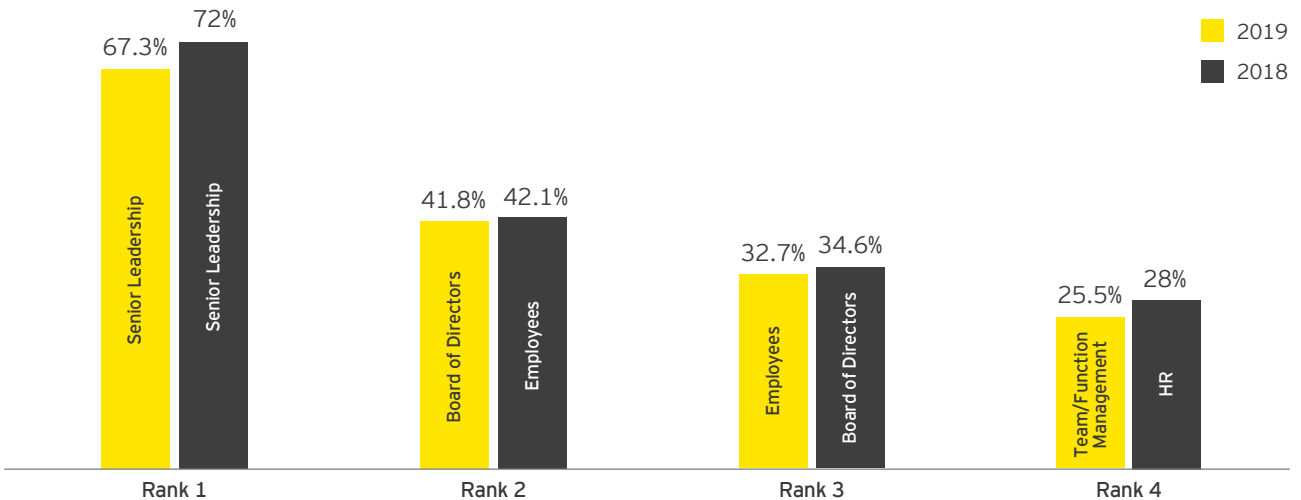
A more significant challenge this year is 'limited understanding of the business case', 'lack of relevant expertise and experience on D&I', 'not attracting or retaining diverse employees' and being 'uncertain where to start'.

What are the main challenges to progressing Diversity & Inclusion in your organisation?

■ 2019 ■ 2018



Who do you most need support from to advance your D&I programme significantly?



Client success story

Permanent TSB

The need

Following the completion of the EY D&I Diagnostic in late 2017, the results demonstrated that whilst there were areas of strength observed, the lack of a structured strategy was preventing Permanent TSB from delivering a truly diverse and inclusive culture, something that was a priority for the Bank.

The main objective, following the diagnostic, was to co-create a detailed outcome focused D&I Strategy and implementation plan. We knew from previously working with EY that they would challenge our thinking and we knew that the developed strategy would be market-leading.

The solution

The engagement with EY had three main pillars; strategy development, data analytics and dashboard, and inclusive leadership training. The strategy development pillar involved colleague strategy creation workshops, leadership sense check sessions and a colleague challenge workshop, involving over 100 employees.

This inclusive approach ensured an employee created strategy delivering on the areas of priority as defined by them. The data analytics and dashboard pillar gives us the capability to demonstrate our progress to our Management Teams and our Board, linking previously held diversity data to key attraction and retention processes and identifying new diversity data to capture. The third pillar of inclusive leadership training was carried out in Q4 2018 where our top 100 leaders (including our Board members and Executive Team) attended a half day inclusive leadership training. This training was carried out in advance of our D&I strategy launch to ensure leadership accountability and commitment prior to the strategy cascade.

The benefits

Firstly, leadership engagement resulted in an extremely inclusive approach to strategy development. Feedback from the training has been excellent and the benefits of rolling out in advance of the strategy communication were multi-faceted. What's more, because Permanent TSB and EY had a previous working relationship, the strategy is fit for our way of working and is implementable in a practical way. Finally, external challenges and external benchmarking resulted in a far more robust outcome.





" By nurturing different perspectives, we encourage open dialogue and new ideas, in a trusting and respectful environment, this enables us to connect with employees and customers, as their 'Bank of Choice'."

Ger Mitchell // HR Director



" Olivia and the team offered expert advice, guidance and challenge, whilst providing an engaging approach to strategy development. At times, it was easy to forget that we were partnering with an external provider, as they understood us so well and genuinely cared about the outcome. It really was a partnership approach."

Fiona Taylor // Head of Employee Relations



" Diversity of thought and workforce are a 'must have', not a 'nice to have', if we are to meet our customers' needs. In PTSB, we believe that workplace diversity and inclusion is not negotiable if we are to deliver value to our customers and, equally importantly, give every colleague the opportunity to be the best they can be."

Jeremy Masding // CEO

Business strategy and

PART 2 leadership accountability

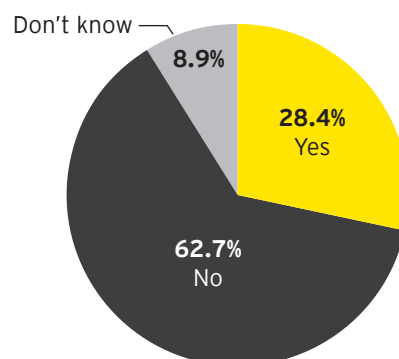
The narrative of previous survey reports reveals a significant 'disconnection' between the importance organisations say they attach to diversity and inclusion and what they action or do about it. The expectation persists that change will inevitably happen, without actually making any change to work practices, systems or structures.

D&I change requires a strategic and transformative approach where leadership is a driving force and ultimately accountable for change. Boards, which should themselves be diverse, must also be key proponents and provide oversight to the agenda. Leadership accountability and behaviour is central to moving the dial.

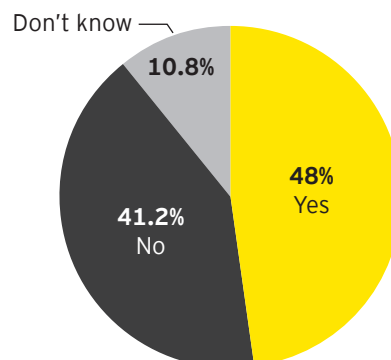
Inclusive leadership spurs innovative work behaviour and enables a culture of psychological safety which is critical to building a diverse and inclusive organisational culture. Another key driver is to create capacity and build capability across middle managers, as well as the senior leadership team.

DIAGNOSTIC AND STRATEGY

Have you completed a Diversity & Inclusion diagnostic in your organisation?



Do you have a Diversity & Inclusion strategy in your firm?



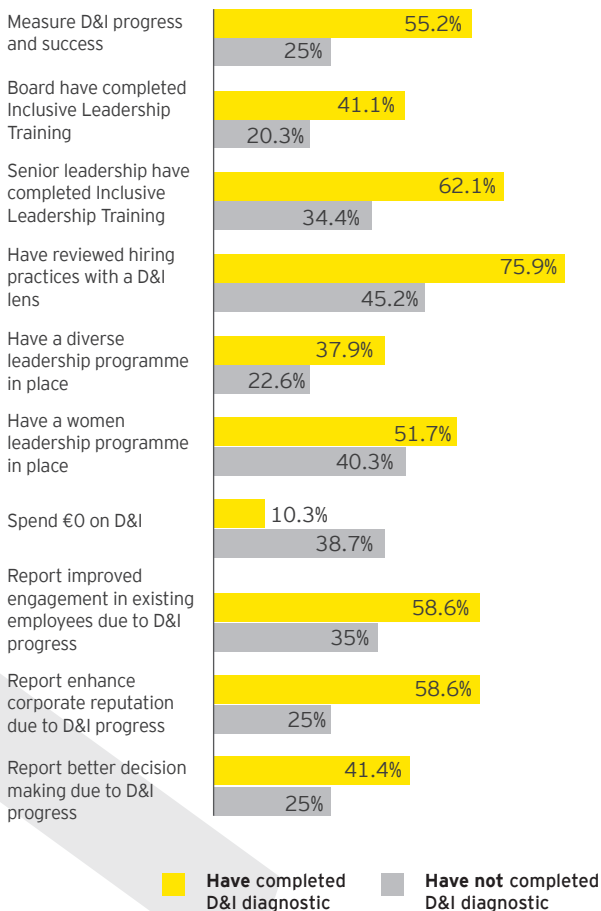
Commentary

Impact of completing a diagnostic and having a strategy

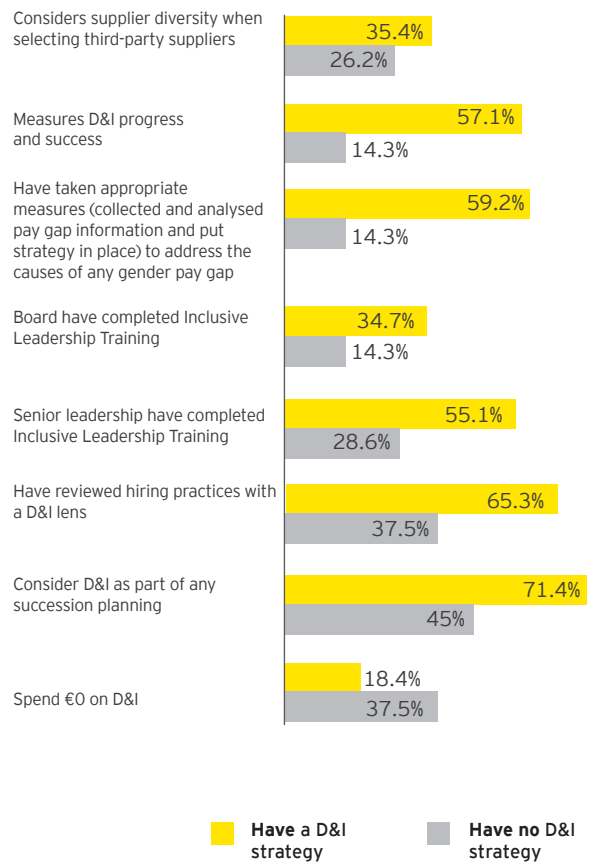
As with the 2017 and 2018 surveys, there remains a significant gap between what organisations 'say' and what they 'do.' There appears to be an expectation that change will inevitably happen without actually making any change to work practices, systems or structures. The reality is that D&I change requires a strategic and transformative approach.

Just over one quarter (28.4%) of organisations have completed a D&I diagnostic, while under half (48%) have a D&I strategy in place. However, the positive impact of having them in place is resounding. For instance, organisations who have completed a diagnostic are more likely to report improved engagement in existing employees, measure D&I progress and success and to have completed Inclusive Leadership training. What's more, organisations who have completed a diagnostic are nearly four times as likely to report 'enhanced corporate reputation'.

Impact of completing a Diversity & Inclusion diagnostic



Impact of having a Diversity & Inclusion strategy in place



Lack of leadership accountability

Some 87.3% of organisations believe senior leadership¹ 'understand the business benefits of Diversity & Inclusion' with 65.3% of senior leadership 'visible role models'. However, 67% of organisations 'need more support' from their senior leadership to advance D&I significantly.

In addition, just 23% of senior leadership are held accountable for implementing D&I strategies and have established D&I targets tied to their performance metrics. This constitutes a very low level of accountability and largely expounds the 'disconnection' between what is aspired to and what is actioned. In a sea of competing priorities, it is difficult for D&I to compete unless there are accountability measures for senior leaders and middle management related to performance in place.

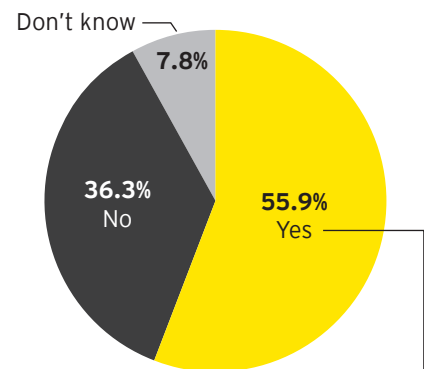
Despite the low levels of accountability for implementing D&I strategies, some 43.1% of senior leadership have undertaken inclusive leadership training, an increase of 12% since 2017. Just under one quarter of Board members have undertaken such training despite D&I being on the agenda in one third of organisations. Interestingly, of the 53.9% of organisations who do not have D&I as a Board agenda item, three quarters (74.5%) still aspire to gender parity.

Over half of organisations now have a 'stated commitment to Diversity & Inclusion', with 75.9% believing they live up to that commitment.

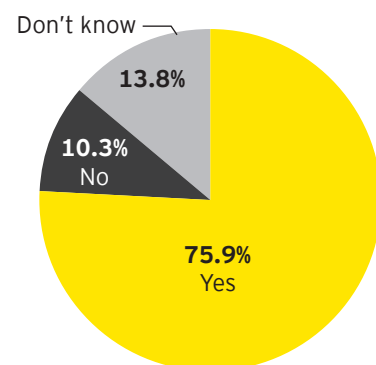
¹ Senior leadership sit at the highest level of an organisation, with the intent to guide and influence employees to achieve the company's objectives. Senior leadership are sometimes referred to as senior management, top management, upper management, higher management or seniors

LEADERSHIP ACCOUNTABILITY

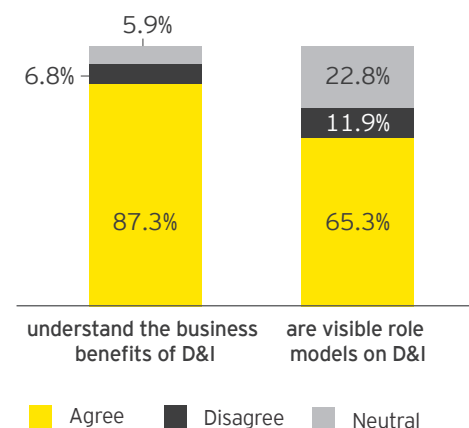
Our organisation has a stated commitment to D&I



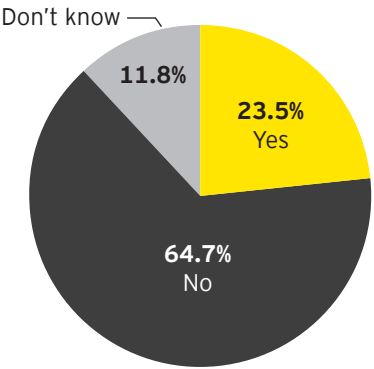
Does your organisation live up to this commitment?



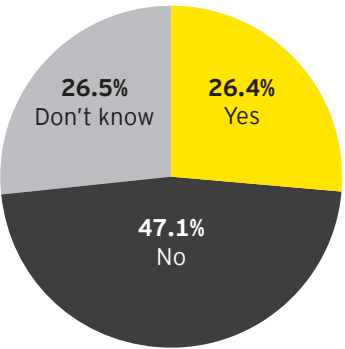
Senior leadership¹ in our organisation



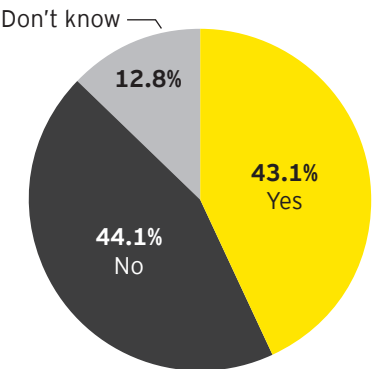
Senior leadership in our organisation are held accountable for implementing D&I strategies and have established D&I targets tied to their performance metrics (scorecards, impact on compensation & reward etc.)



Our organisation's Board members have undertaken Inclusive Leadership training

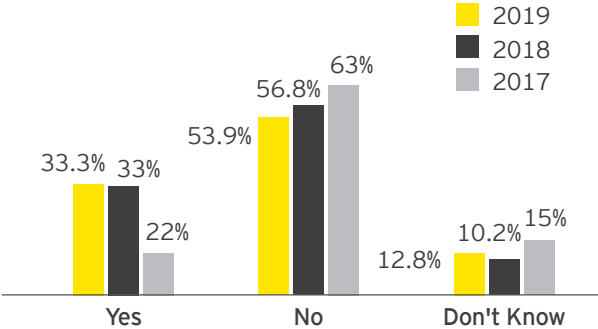


Our organisation's senior leadership have undertaken Inclusive Leadership training



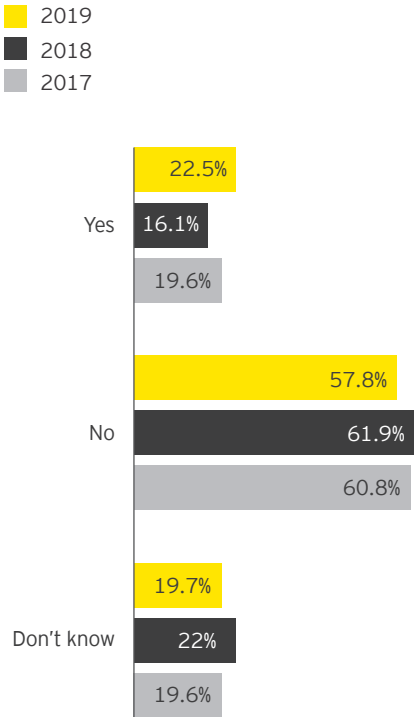
COMPARISON CORNER

Is D&I a regular/fixed item on your Board agenda?



The number of organisations with D&I as a regular or fixed board agenda item remains at 33% in 2019, albeit representing an increase of 11% over two years.

Do you refer to Diversity & Inclusion in your financial statement?



The number of companies who refer to D&I in financial statements has now increased to 22.5%.

Client success story

Professional services firm

The need

As part of our overall D&I strategy, we wanted all of our employees to undergo inclusive leadership training to make them more aware of the part they have to play in creating a more diverse organisation.

Diversity is a high priority for us. Our clients operate in an increasingly global world. They want to work with organisations that are as diverse as they are and have a deep appreciation for all cultural backgrounds.

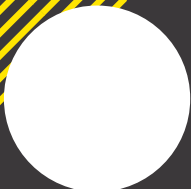
The solution

Olivia and her team provided a tailor-made inclusive leadership workshop for our employees, depending on their level of experience. The workshop was tailor-made to challenge their thoughts and behaviours around inclusion and exclusion and help us build high-performing teams that deliver exceptional client service. EY has put a lot of time and investment into their D&I strategy and the content of the training was well thought out and designed to engage learners and increase their awareness.

The benefits

The training has really raised awareness amongst our employees around the importance of fostering a diverse and inclusive environment. To date, the feedback has been excellent, in terms of the structure and content as well as the approach of the facilitators in really bringing the subject matter to life. The learners themselves have spread the word and we have found a substantial increase in the numbers attending the sessions as time progresses.





"The team have been really committed and engaged in providing the training and working with us initially to help manage the workshops. We have always found them to be extremely reliable and a great source of knowledge."

Talent Development Lead



PART 3 Leadership profile

The criteria for a diverse and inclusive organisation is multi-faceted. However, the make-up of leadership teams and Boards of Directors is one of the first and most accessible aspects to be scrutinised by those inside and outside the organisation. With this in mind, we now examine the diversity profile of senior leadership and the Board of Directors.

Commentary

Overview

The diversity profile of senior leadership and the Board of Directors is a critical benchmark of Diversity & Inclusion success. This year, the average gender composition of Boards comprises 30.5% women and 69.5% men. This represents a 5% increase in women on Boards since 2018 and is the first year of this survey process that women reach the '30% club'.

While Boards remain predominantly white (92.3%), this is consistent with census data¹. However, this figure has fallen from 95.7% in 2017. While 76.8% and 80% of Boards do not have any representation from LGBT persons or persons with disabilities respectively, there has been an increase in the number of Boards with more than 10% representation of LGBT persons (13%) and persons with disabilities (12%).

Board profile

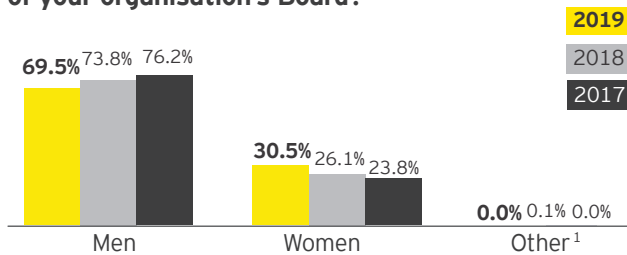
The number of women in senior leadership has also increased slightly to 35.4%. While this represents just a 2% increase over two years, it still compares well globally, where women account for less than a quarter (24%) of senior roles.

Three quarters of organisations (74.3%) do not have persons with disabilities in senior leadership roles, which unfortunately constitutes a decrease of 6.8% since 2018. Less than two thirds (63.6%) of organisations do not have LGBT persons in senior leadership. Senior leadership remains predominantly white but is again consistent with census data.

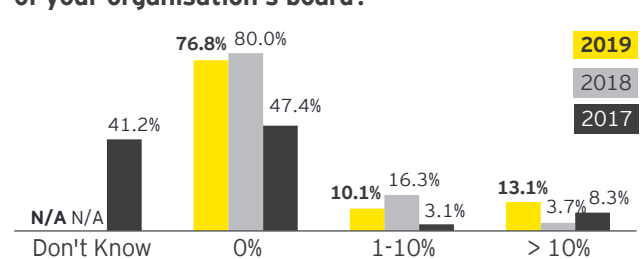
¹ Ireland Ethnic groups - Demographics - IndexMundi (2016 Census)
 'White' Irish - 82.2%
 Asian - 2.1%
 Black - 1.4%
 Irish Traveller - 0.7%
 Other white - 9.5%
 Other - 1.5%
 Unspecified - 2.6%

THE BOARD

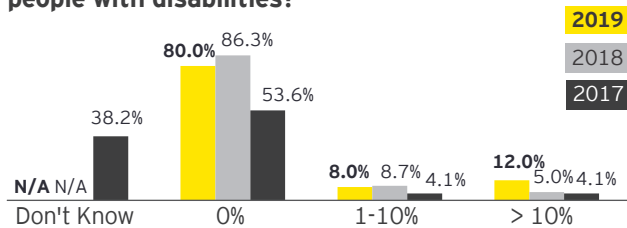
What is the current gender composition of your organisation's Board?



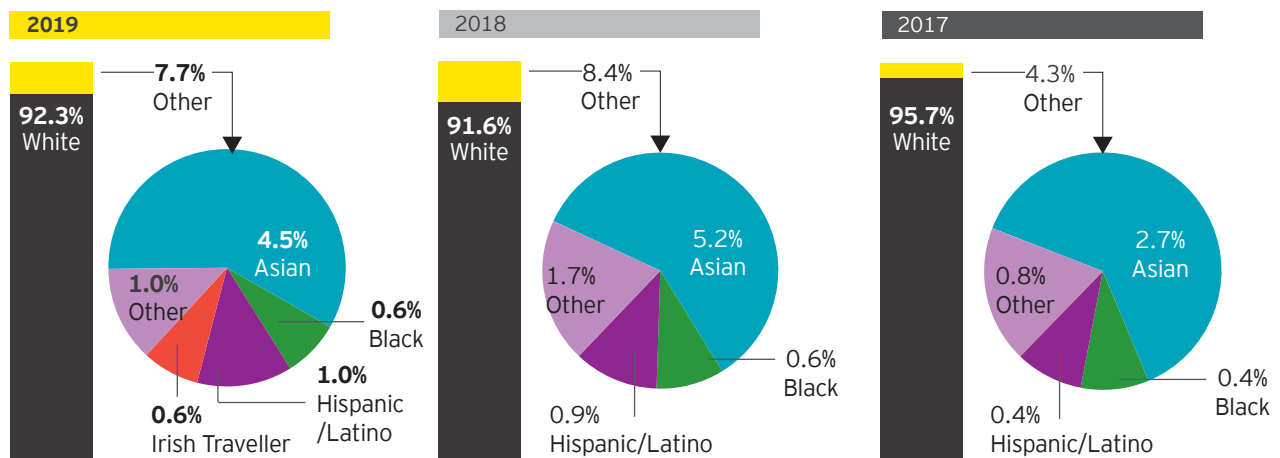
What is the current LGBT composition of your organisation's board?



What % of your organisation's board are people with disabilities?



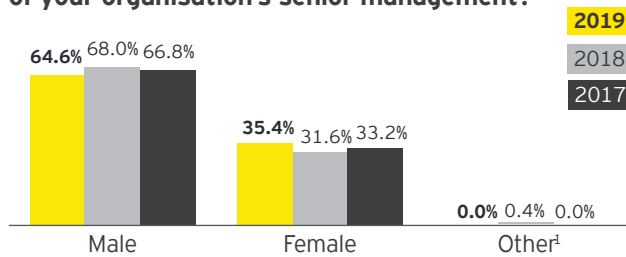
What is the current race/ethnicity and composition of your organisation's Board?



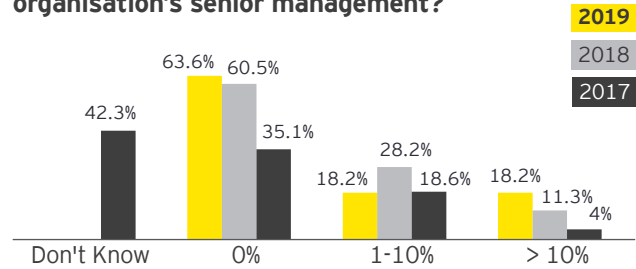
¹ Transgender and gender minority groups

SENIOR MANAGEMENT

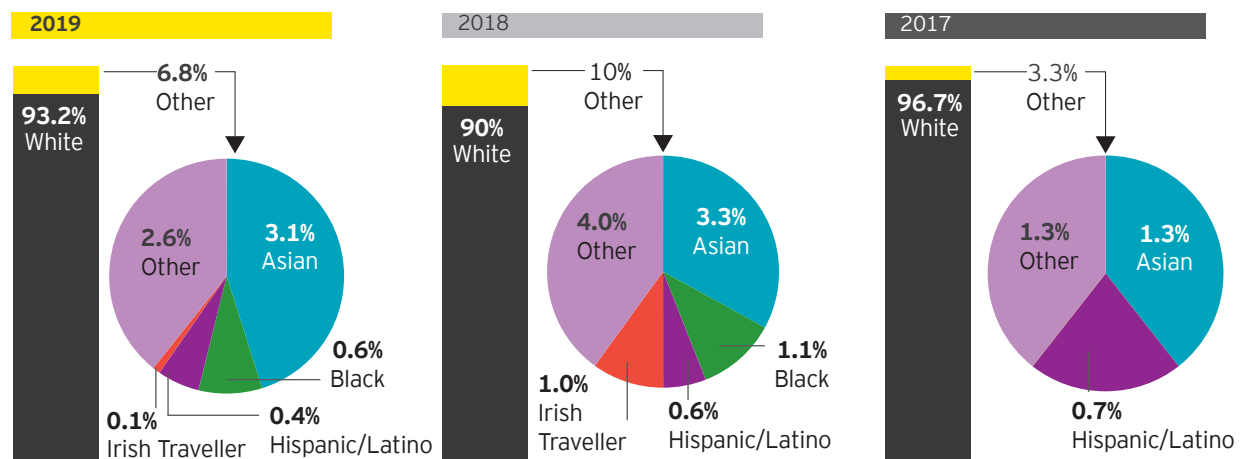
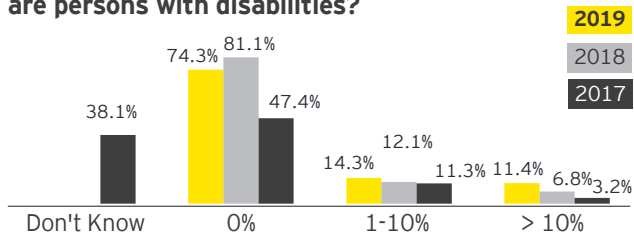
What is the current gender % composition of your organisation's senior management?



What is the current LGBT composition of your organisation's senior management?



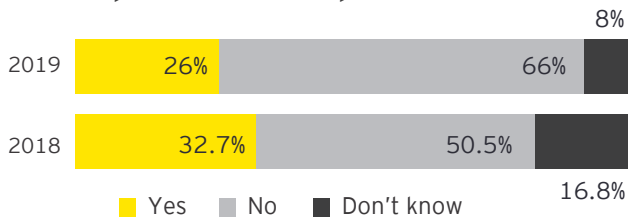
What % of senior management in your organisation are persons with disabilities?



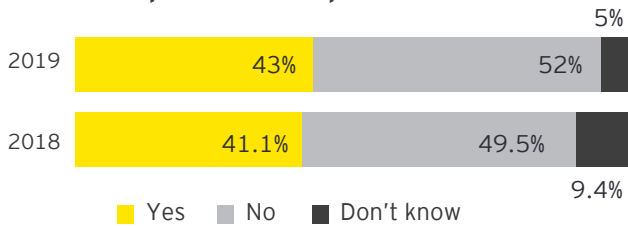
¹ Transgender and gender minority groups

FUTURE LEADERSHIP PROFILE

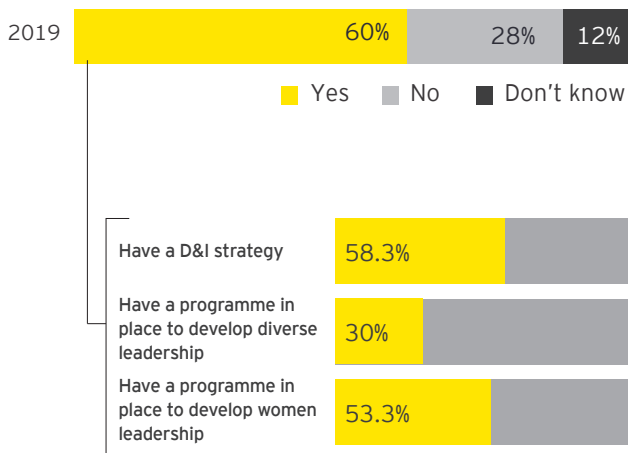
Our organisation has a specific programme in place to develop diverse leadership



Our organisation has a specific programme/initiative in place to develop women leaders



Our organisation considers Diversity & Inclusion as part of any succession planning



Future leadership profile

Only 26% of organisations have a specific programme in place to develop diverse leadership. This is a decrease of 6.7% since 2018. 43% do have a separate programme to develop women leaders. Some 60% consider Diversity & Inclusion as part of any succession planning, of which just 30% of which have a programme in place to develop diversity leadership. Over half (53.3%) of those have a programme in place to develop women leadership and 58.3% have a strategy.

Client success story

Cpl

The need

We wanted to partner with a provider who has extensive experience in supporting and guiding organisations in the complex area of D&I. We are very clear about the business benefits for both our clients and our people but we are also conscious that we don't have all the skills internally to deliver our goals. Reaching out to a provider who has clearly demonstrated their expertise, their solution-driven approach and the flexibility in their offerings made our choice a good choice.

The solution

EY designed and delivered inclusive leadership training for our senior leaders in Cpl. In our discussions with EY, we identified a need to provide specific inclusive leadership training, whereby we could challenge our thinking and become more open to understanding the impact of driving a more inclusive environment which would ultimately drive performance and deliver better results for us.

The benefits

The key benefit across the leadership team has been around the awareness of how our behaviour and decision making impacts others. It has challenged our unconscious bias. The role plays and scenarios used on the programme were true to our organisation and really got us thinking about the decisions we make.

We also recognise the importance of collaboration and how that needs to be spread across our company and not to refer to the same people all the time. It has drawn greater attention to the value of having a diverse and inclusion working environment and not just for our clients but clearly for our people.





"At Cpl our goal is to attract, develop and retain the best, brightest and most diverse workforce. This development programme has allowed us to really understand our unconscious bias and has given us the practical skills needed for greater inclusion."

Anne Heraty // CEO



"By providing a dedicated programme of training on inclusive leadership, we demonstrate that we want our most senior people to be role models and advocates in this area. Adopting such a programme will drive high performance in our teams, be better for our clients and ensure that all our employees can be their best."

Sharon Vize // HR Director



PART 4 Data and metrics

Data collection and measurement is one of the most crucial elements to the current and future success of any D&I programme. Here, we look at the key elements to building confidence among all stakeholders - from establishing the starting point to the measurement of progress to communication, and transparency of successes.

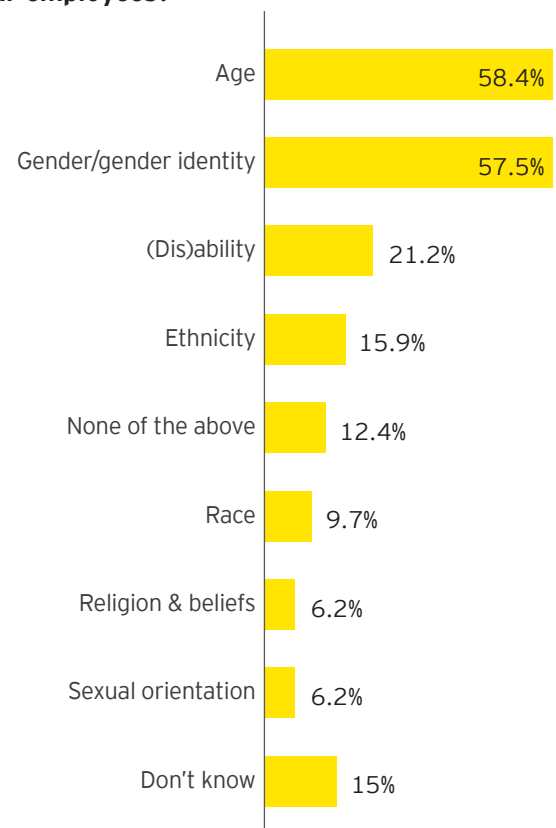
Commentary

Data collection and measurement

The majority of Diversity & Inclusion related data is still being collected indirectly through HR systems. The most common datasets being collected is age (58.4%) and gender/gender-identity (57.5%). 12.4% of organisations do not collect any data at all from their employees. Just 23.9% have a D&I dashboard to visually present the information they do get, limiting the ability to succinctly present it to executive teams and Boards. Each of these factors may further explain the previously outlined gap between leadership's desire to improve D&I and their lack of actual action.

DATA COLLECTION AND MEASUREMENT

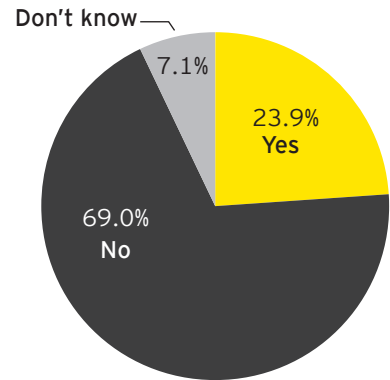
What data are you collecting from your employees?



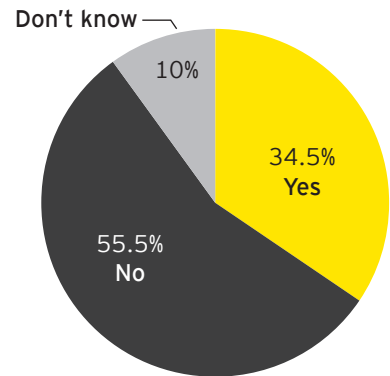
In which of the following areas, do you collect and measure data to help progress diversity?



Does your organisation have a D&I dashboard used to visually present D&I?



Does your organisation measure D&I progress and success?

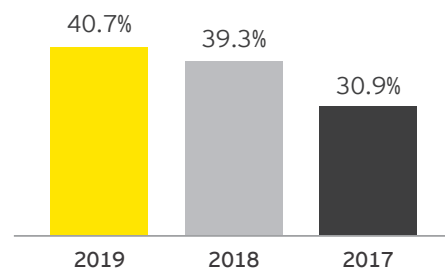


D&I goals and targets

Encouragingly, 40.7% of organisations are setting goals and targets. However, over half (51.3%) are not, a figure that is up 9.8% since 2017. Worryingly, just one third of organisations (34.5%) are measuring progress and success in relation to D&I. Some 60% of organisations publicly communicate information about their D&I goals and targets. This transparency is welcome and likely to increase further when the gender pay gap related legislation comes to fruition in 2020, coupled with the demands to publicise related data.

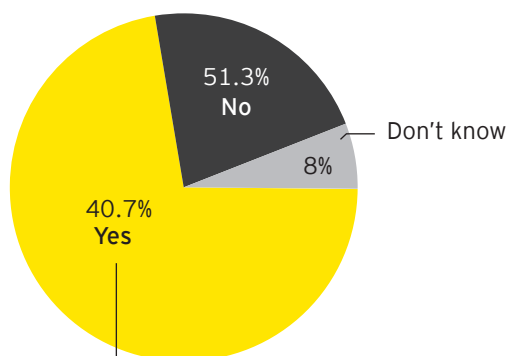
COMPARISON CORNER

Organisations setting specific Diversity & Inclusion goals and targets

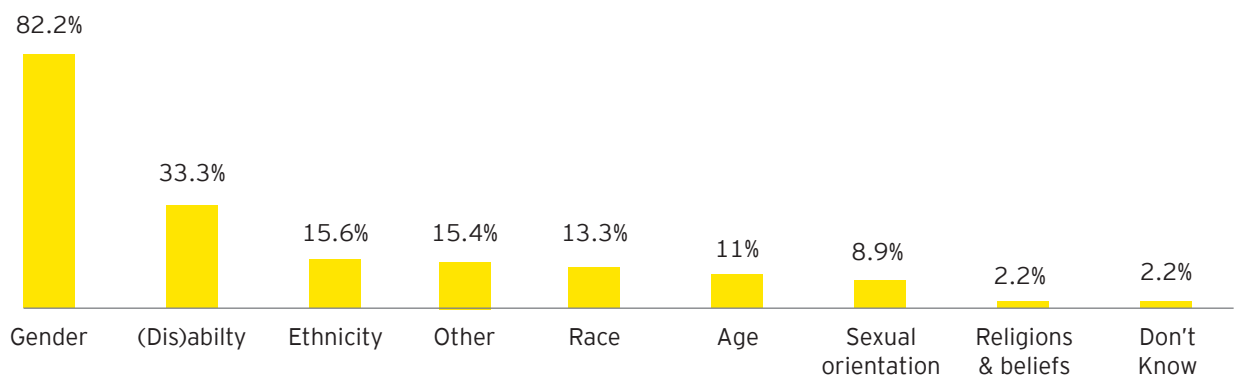


D&I GOALS AND TARGETS

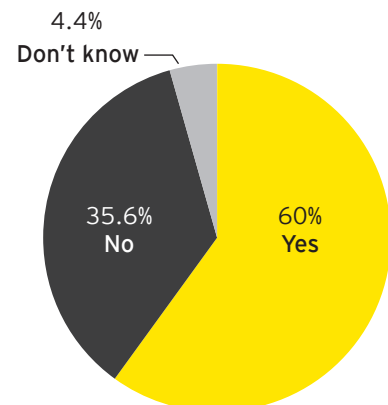
Does your organisation have specific D&I goals and targets?

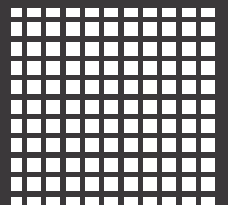
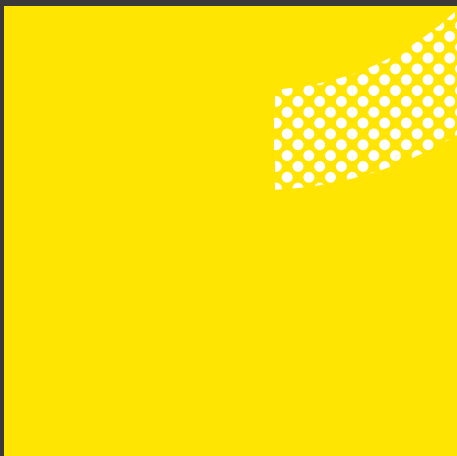


In what areas are you setting goals and targets?



Does your organisation publicly communicate information about D&I goals and targets?





Regulation and

PART 5 the gender pay gap

The 'pay gap' is the difference in average pay between two groups in a workforce. With The General Scheme of the Gender Pay Gap Information Bill expected to be enacted in 2019, organisations will likely be obliged to publish their Gender Pay Gap in 2020. As such, we wanted to look at how ready, and informed, organisations are.

Commentary

Interestingly, some 58.7% of respondents now favour regulation or legislation as a driver for creating more diverse and inclusive organisations. This is an increase of 9.6% since 2018.

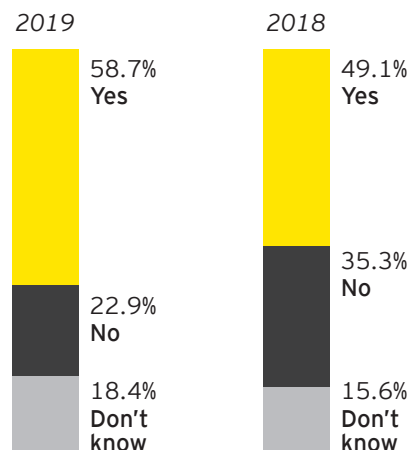
The vast majority of organisations (95.4%) are aware of the gender pay gap legislation due to take effect in 2020. In fact, a third (34.9%) of them have already taken appropriate measures to address the causes of any gender pay gap. However, further education will still be required on this issue, as just 59.6% of organisations believe their own people are 'aware of the difference between equal pay and the gender pay gap'.

21% of the organisations suggest they do not have any gender pay gap to address. Of these, only 65% do not agree that men are more likely than women to get promoted. 82.6% have smart working options available to everyone, although just 23.8% have a D&I strategy in place.

REGULATION

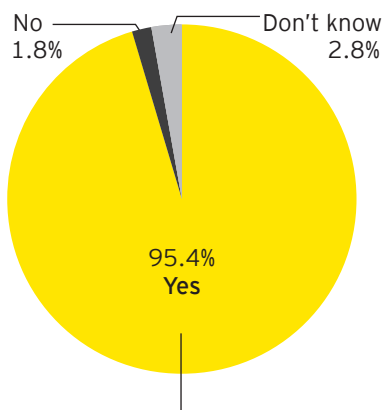
COMPARISON CORNER

Do you favour regulation as a driver for creating more diverse and inclusive organisations?



GENDER PAY GAP

Our organisation is aware of the gender pay gap information legislation due to take effect in 2020:



Aware of the difference between equal pay and Gender Pay Gap:



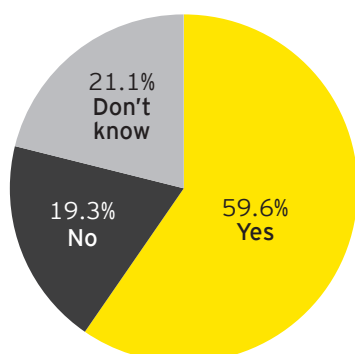
Have taken appropriate measures for Gender Pay Gap:



Have a plan to communicate Gender Pay Gap:



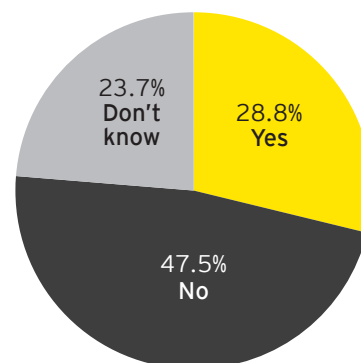
People in our organisation are aware of the difference between equal pay and the gender pay gap:



The debate

As the publication date gets closer in Ireland, debate on the gender pay gap will likely heighten. It is important to acknowledge that while 82.6% of organisations aspire to gender parity across all levels of the organisation, 12.8% explicitly state that they do not. It is interesting to note that the likelihood of men getting promoted to leadership positions more than doubles in these organisations (57.1% vs. 25.8%). It is also worth noting that even where gender parity is aspired to, a quarter (25.8%) still believe men are more likely to get promoted. However, organisations that aspire to gender parity are also more likely to have specific programmes or initiatives in place to develop women leaders (45.9% vs. 28.6%) and with better gender diversity profiles in leadership makeup (38.6% vs. 24.4% women) and board membership (33.5% vs. 20%).

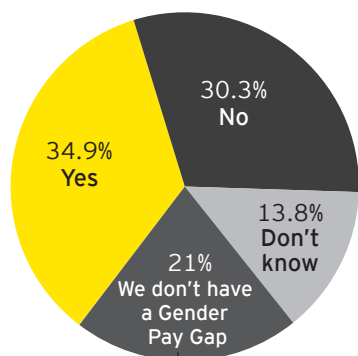
Men are more likely to be promoted to leadership positions in our organisation:



The future

Men being more likely to get promoted is also true of 37.8% of organisations that say they have already taken appropriate measures to address the gender pay gap. Organisations who have taken appropriate measures to address the gender pay gap are at least twice as likely to 'collect data to progress diversity profile of recruitment outcomes', have completed a D&I diagnostic and have a D&I strategy in place.

Our organisation has taken appropriate measures (collected and analysed pay gap information and put strategy in place) to address the causes of any gender pay gap:



Men are not more likely to get promoted than women:



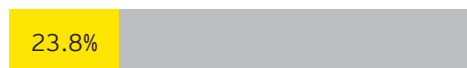
Women in senior leadership:



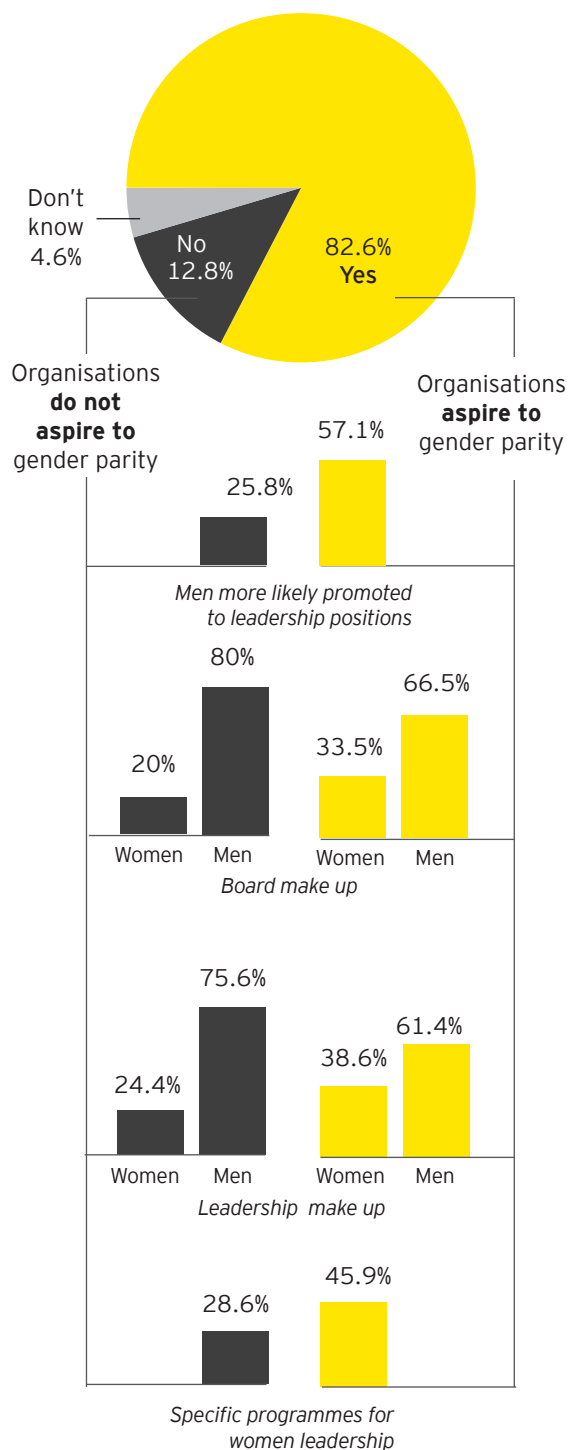
Smart working available to everyone:



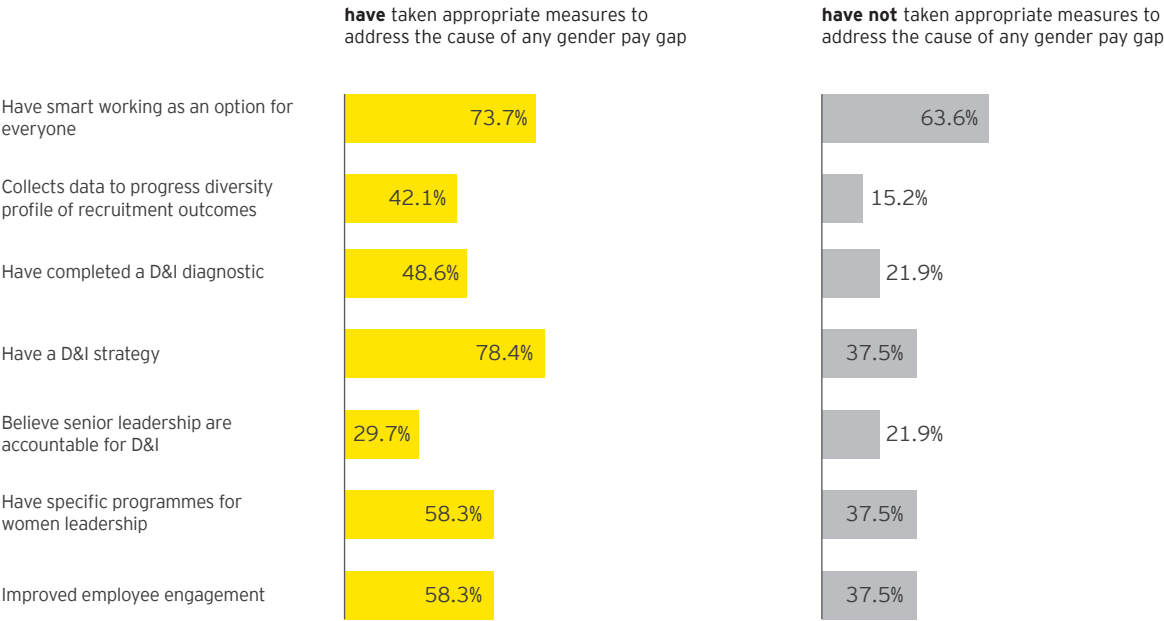
D&I strategy in place:



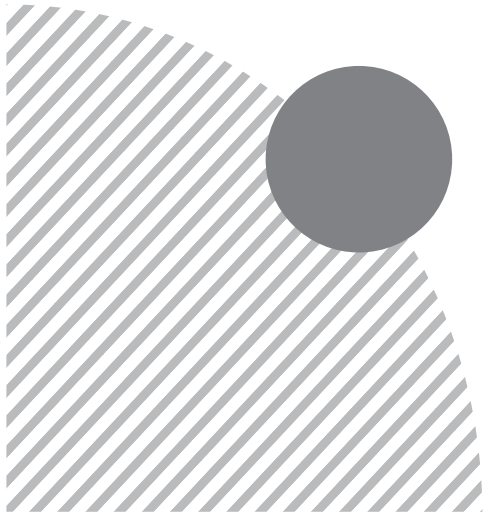
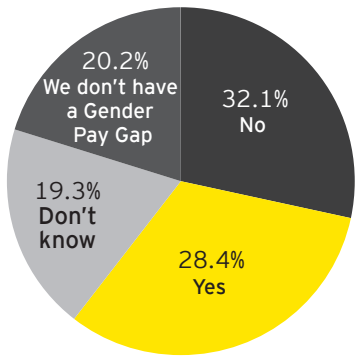
Our organisation aspires to gender parity across all levels, including senior leadership and board positions:



Respondents who



Our organisation has a clear plan on how to communicate any gender pay gap internally and externally:



Client success story

Avolon

The need

We established a D&I team in-house but quickly realised that we all had different perspectives on 'where we were at'. We also quickly realised that D&I is a huge area and that meaningful progress requires a strategic long-term approach. We agreed that we should use an external party to assess where Avolon was from a D&I perspective and what the best way forward would be.

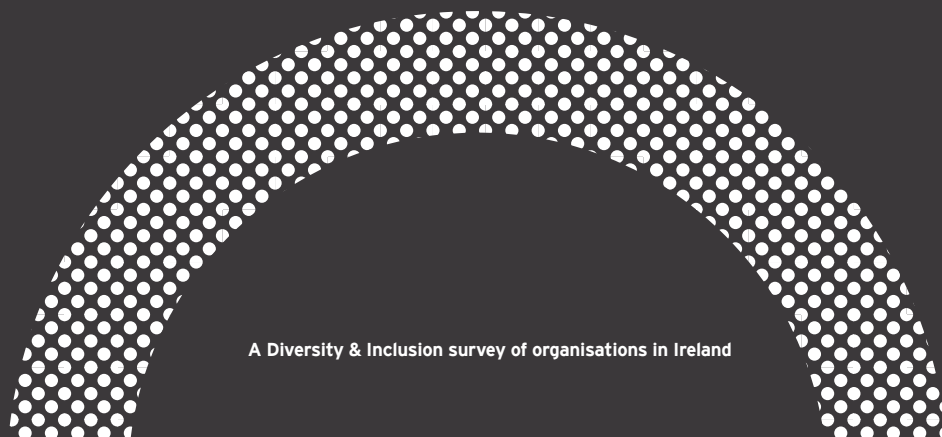
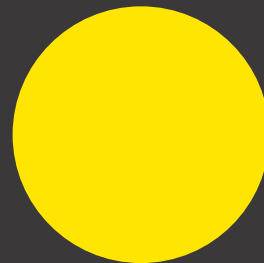
The solution

We chose EY for our D&I diagnostic, primarily because it had comprehensive models to assess current state and a developed vision of the steps required to achieve D&I maturity.

EY used a variety of tools, including documentation reviews, work-shops, interviews and company-wide survey. Interestingly, data from interviews and work-shops differed considerably from the survey which underlines the need for firms to 'dig deep' when assessing current state. Once completed, the results were rolled out to senior management, and subsequently, to all staff.

The benefits

Without question, both the team and the organisation have gained greater awareness of the importance of D&I as a business 'must have.' Many begin the journey convinced of the social good of having an inclusive workforce, but, as knowledge is gained and understood, begin to realise that a firm's D&I make-up is in fact a major indicator of business performance. In this respect, our CEO has been particularly vocal on the clear need for thought diversity at every level of our organisation, and indeed, the clear downsides of homogenous thinking, where balanced risk and reward is key to long-term sustainable growth.





"In 2018, we began our Diversity and Inclusion journey, recognising its importance to our TRIBE values of Transparency, Respect, Insightfulness, Bravery and Ebullience. Having EY provide a D&I diagnostic within Avolon highlighted the many benefits of our initial programme and further identified the necessity of developing and sustaining a D&I strategy with thought diversity at its core."

Dómhnaí Slattery // CEO



"We wanted to canvas as wide a range of perspectives as possible, challenge ourselves on our pre-conceptions and look at how we interpreted the data. Having a third-party advisor bringing experience from multiple sectors and companies significantly enriched the exercise and ensured we focused in on the core issues."

Andy Cronin // CFO



"The diagnostic has enabled us to plot a clear path forward on our D&I journey. We found Olivia and her team transparent, efficient and focused on gaining a real insight into our business and, more importantly, a deep understanding of our culture and values. EY's partnership with us has been an exceptionally worthy experience."

Lynn Guiney // Head of EMEA



Smart ways

PART 6 of working

Smart working is a set of practices that adds greater flexibility to work methods through innovative solutions and is measured by the achievement of results, regardless of where and how the work is performed. Flexible location, schedule, hours worked and shared responsibility are some of the markers of smart working. Some organisations refer to 'smart' working as 'agile', 'flexible', 'new ways of working' or 'modern ways of working'.

Smart working is the most common action companies took to address the gender pay gap in the UK since the implementation of the Gender Pay Gap regulation in 2017. However, the demand for smart working is gender neutral, particularly from the millennial cohort. Smart working also increases productivity, reduces costs and improves brand reputation.

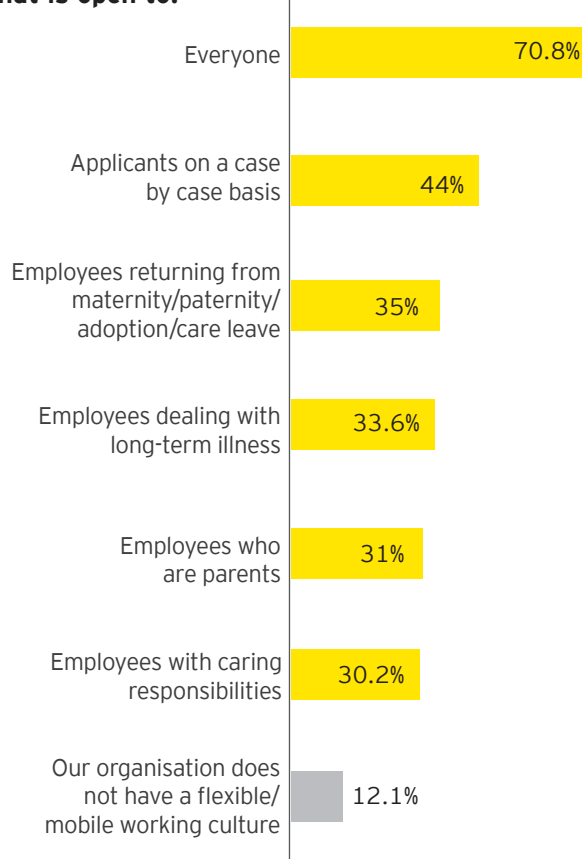
Commentary

Overview

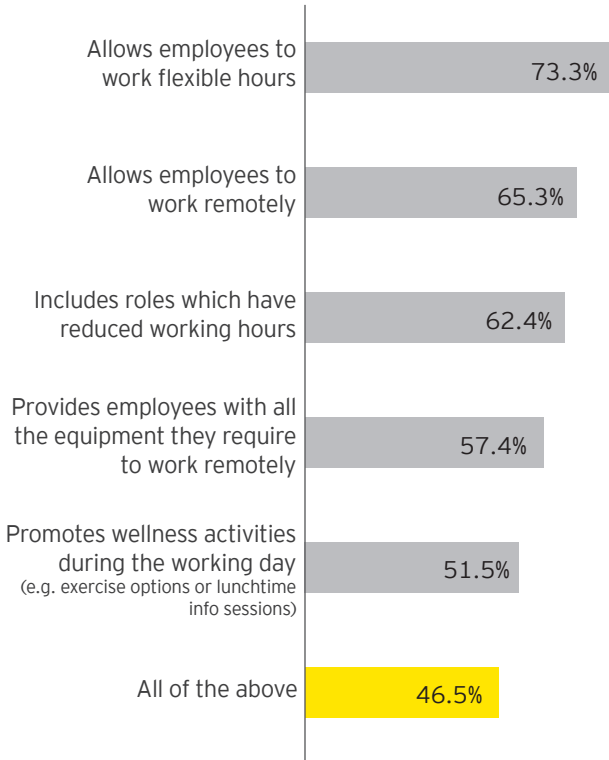
Some 70.8% of organisations indicate they have a smart working culture that is 'open to everyone'. The majority of these are open to applicants on a case-by-case basis (44%), employees returning from various forms of leave (35%) and employees dealing with long-term illness (33.6%), parents (31%) and employees with caring responsibilities (30.2%).

Two-thirds (65.3%) of organisations on the island of Ireland now allow employees to work remotely. Three-quarters (73.3%) allow employees to work flexible hours or reduced working hours (62.4%). Nearly half of all respondents (46.5%) have a smart working culture that allows for some form of flexible working including working remotely with all necessary equipment, working flexible hours and roles with reduced working hours.

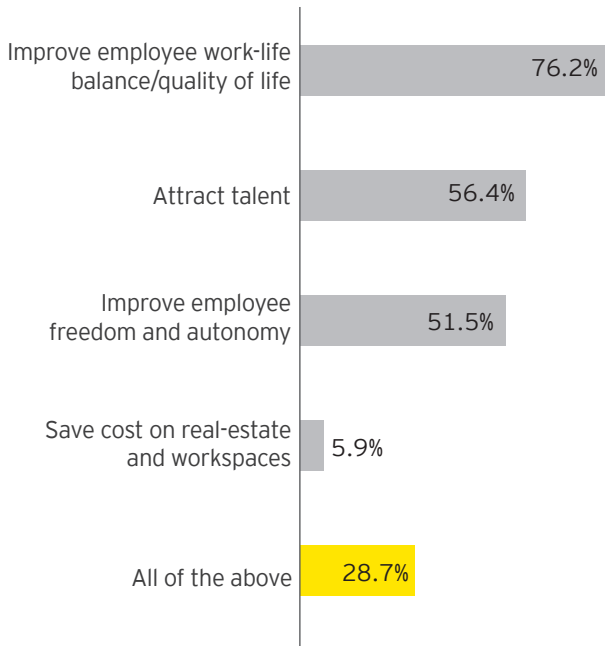
Our organisation has a smart working culture that is open to:



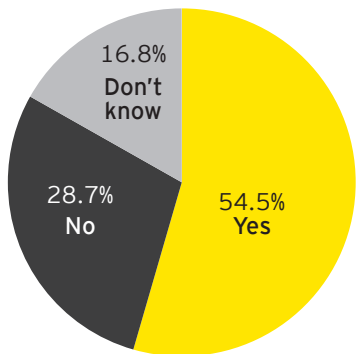
Our smart working culture:



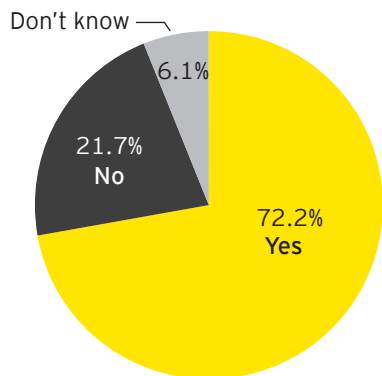
Our organisation supports smart working to:



Team leads in our organisation are trained/equipped to support people on their teams with smart working arrangements (e.g. working remotely, reduced working hours etc.):



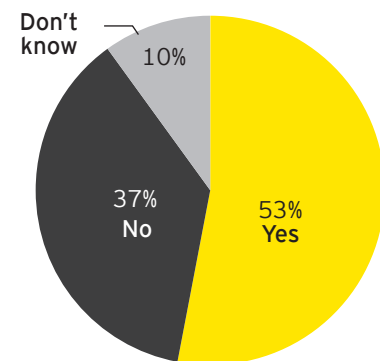
Our organisation rewards employees based on output and productivity rather than hours worked:



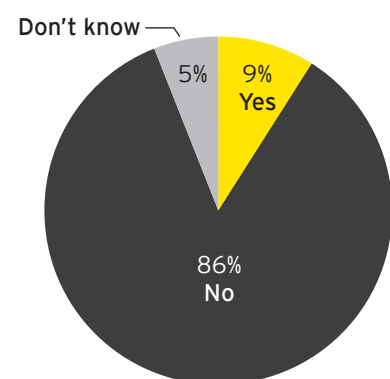
The why

The main motivation for organisations providing smart working options is to improve employee work-life balance and quality of life (76.2%). However, this is not the only factor. Attracting talent (56.4%) and improving employee freedom and autonomy (51.5%) are also popular reasons. Indeed, there is considerable focus on the benefits for existing talent. Interestingly, organisations that support smart working primarily to improve employee freedom and autonomy experience greater ability to attract and retain talent. They also see improved employee engagement and even strengthened cultural values. The link between smart working and wellbeing is also made with some 51.5% promoting wellness activities during the working day.

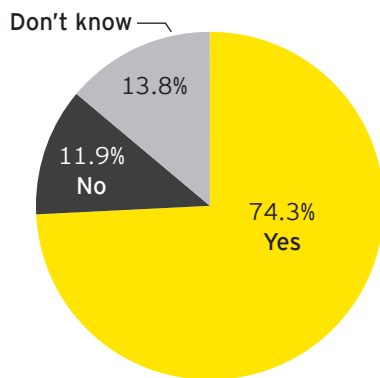
Our organisation has reviewed our hiring practices with a D&I lens (e.g., job descriptions, interview panels and slates, interview processes, accommodations for persons with disabilities or who are neurodiverse):



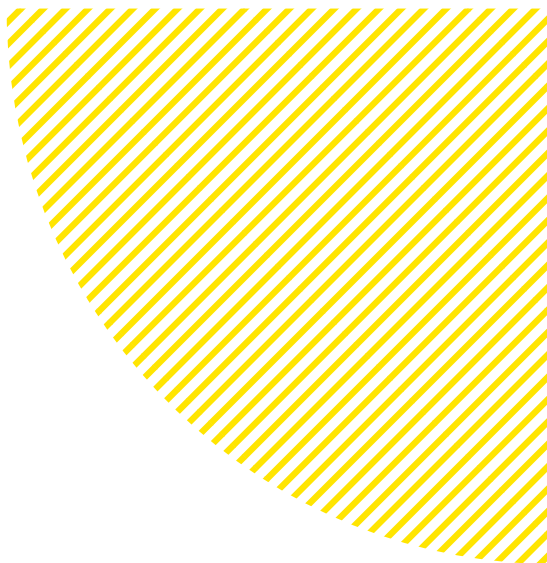
Our organisation operates a blind CV policy (where name, gender, education background and/or other information is hidden before the selection process):



Our organisation makes appropriate accommodations for persons with disabilities e.g. accessible facilities, modified equipment, modified tests/training materials:



Organisations are making very considerable efforts to support a smart working culture. For instance, some 74.3% of organisations are making appropriate accommodations for persons with disabilities e.g. accessible facilities, modified equipment, modified tests/training materials. However, just over half of team leads (54.5%) are trained or equipped to support people on their teams with smart working arrangements. This is something that poses a considerable gap in the execution phase. Similarly, just over half (53.0%) have reviewed hiring practices with a D&I lens (e.g. job descriptions, interview panels & slates, interview processes, accommodations for persons with disabilities or who are neurodiverse). The application of a D&I lens to hiring practices is critical to ensuring a more diverse pipeline into the future.



About EY's Advisory Services

About EY's People Advisory Services

Our People Advisory team helps you to solve big, complex industry issues and capitalise on opportunities to help you grow, optimise and protect your business. Looking at people as part of an integrated business strategy, organisations like yours are able to gain a competitive people advantage. We team globally to help you advance your organisation and, as a result, strengthen both the value of your workforce and your people's roles and careers.

We provide end-to-end services that are differentiated for sector, geographical and cultural requirements. Our business alliances allow us to bring you leading edge thinking and solutions to help solve your problems.

We are able to do this because we have a vast bank of knowledge, experience and IP that we've developed across sectors, countries and cultures combined with proven methods and tools.



About EY's Diversity & Inclusion Advisory Services

The Diversity & Inclusion team is part of EY's People Advisory Service. Our service offering leverages extensive knowledge and experience of current best practices, garnered from both national and international businesses.

We help you reach your Diversity & Inclusion objectives and leave an enduring legacy that is resilient to disruption in global demographics and technology advances.

With a focus on sustainable and impactful transition we are committed to helping clients accelerate towards a culture of inclusion.

Diversity & Inclusion Transformation Programme

Our transformation approach is designed to deliver systemic change for organisations helping clients develop the processes, capability and behaviours required to achieve lasting change. These services can be delivered as an integrated programme or as individual modules.

D&I Strategy

Setting out the business case for the organisation and the roadmap for their Diversity & Inclusion ambitions, we help our clients to develop a strategy that is integrated into the broader talent and business strategy and focused on delivering sustainable business growth through inclusion.

D&I Diagnostic

To diagnose the issues and establish current state we first gather information using quantitative and qualitative methods and benchmarking tools. We then pinpoint the factors that impact employee experience, ensuring future strategy is bespoke, realistic and evidence-based.

Change & Capability development

Our training programmes enhance inclusive leadership, team performance and collaboration and help build highly effective and diverse teams. Inclusive leadership and conscious-thinking training increases the awareness of biased behaviour and helps people inspire, manage and operate in diverse teams.

Analytics

Agreed data sets are gathered and input into dynamic reporting tools to enable new insights, identify underlying causes and the key drivers of gaps, trends and patterns. This evidence base informs our recommendations and the specific context for agreed actions. This includes the Gender Pay Gap and our 'FlexIndex' tool.



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Director |

Diversity & Inclusion Advisory

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Olivia is Director of EY's Diversity & Inclusion Advisory Services in Ireland. She leads a dedicated consultancy team helping clients achieve their Diversity & Inclusion ambitions. Together, they can help you drive talent acquisition, improve employee engagement and ultimately, achieve success in the marketplace.



Niamh O'Beirne

Partner |

People Advisory services

T: +353 1 221 1074

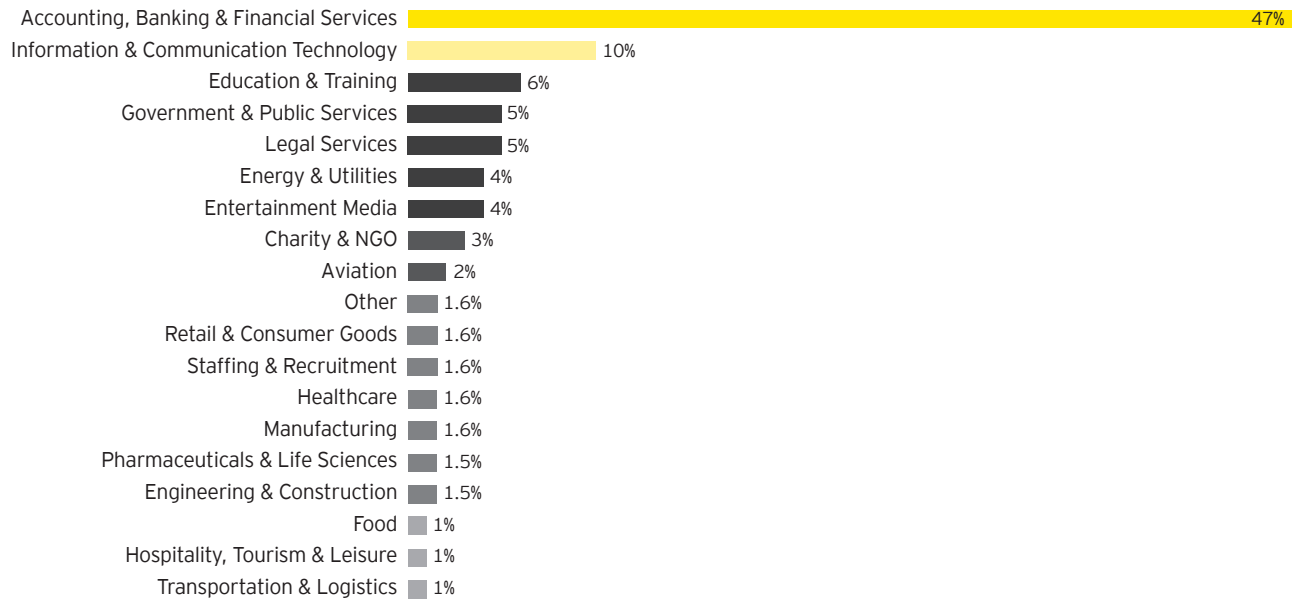
M: +353 87 654 0882

niamh.obeirne@ie.ey.com

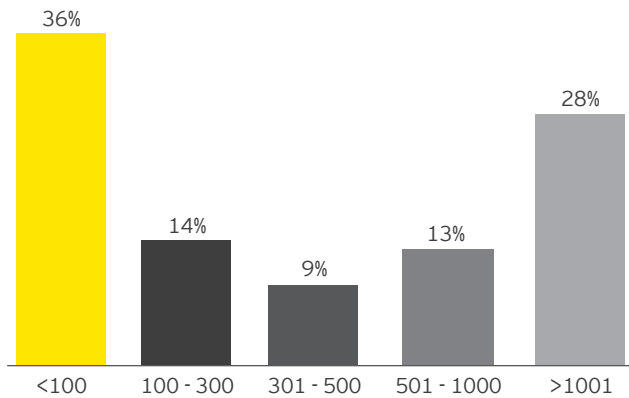
Niamh is a Partner in EY's People Advisory Services Group. She specialises in providing people and organisational change advice to clients across all industry sectors, and is responsible for driving the growth of our People Advisory Services business in Ireland. This focuses on providing change, communications, talent management and organisational design advice to a diverse set of cross-industry clients, including those in government, financial services and consumer products.

Appendix

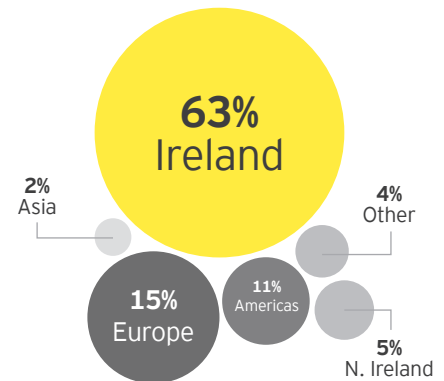
Survey respondents by sector



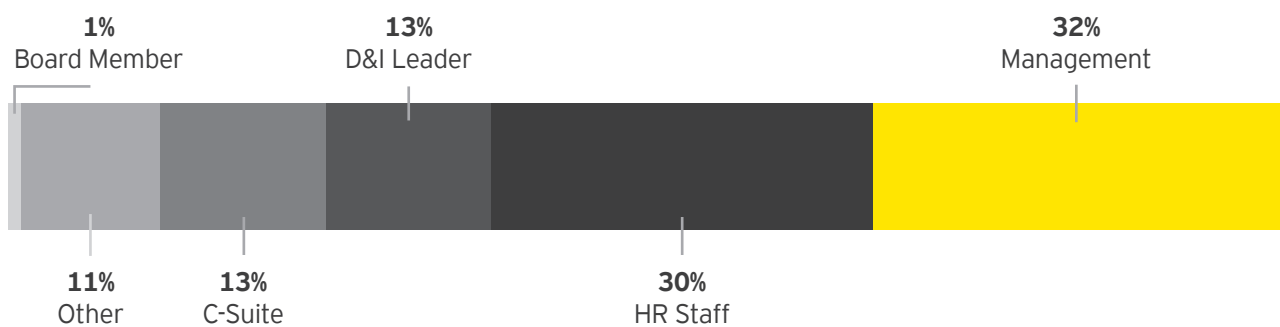
Survey respondents by employee numbers

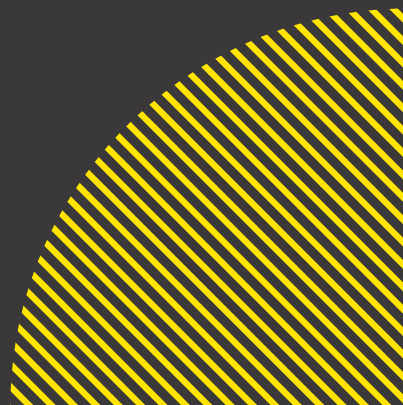
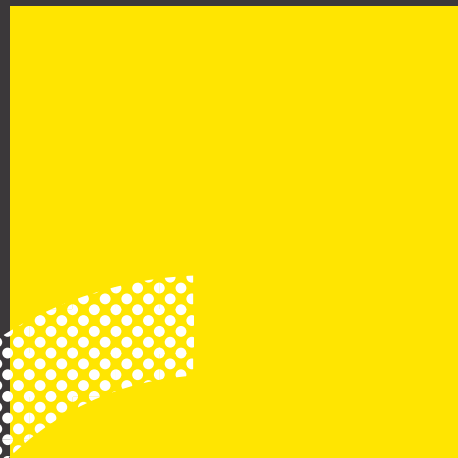
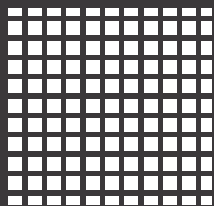


Survey respondents by HQ location



Survey respondents by role





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