

Building a D&I Agenda Our story and progress



The History

Where our Diversity and Inclusion Agenda began - 2014



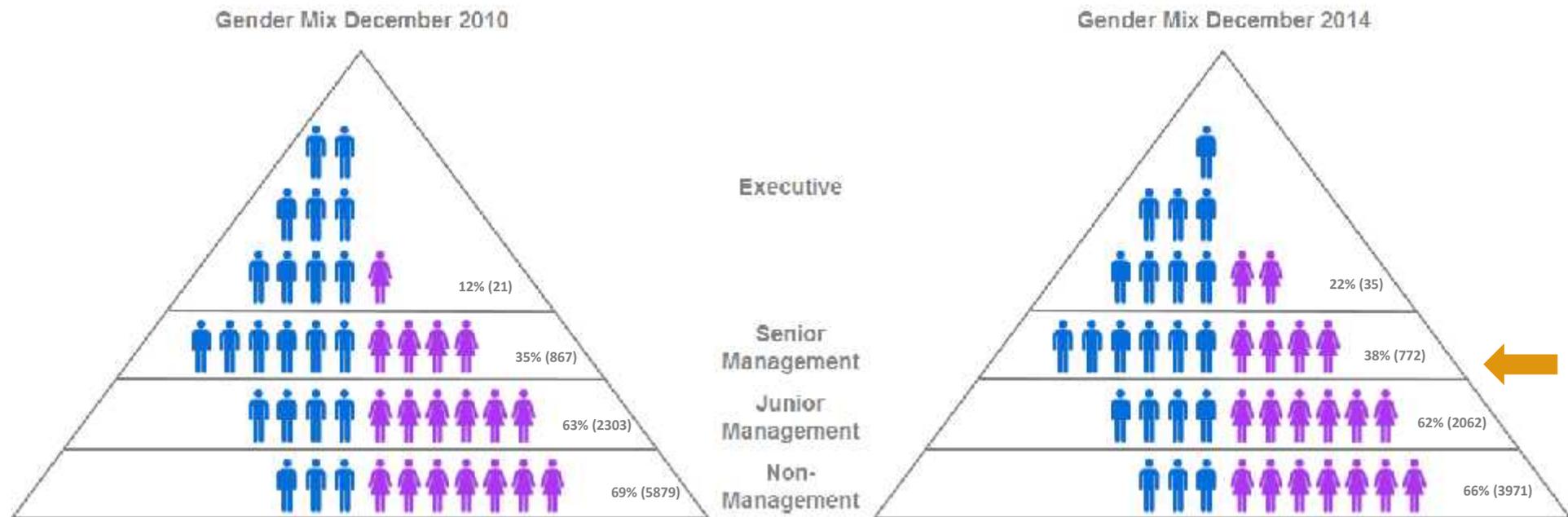
- We had an equality policy in place since the mid 1990's
 - However there was little in the way of strategy behind it
 - We had a really good range of flexible working and employee policies
 - But they weren't always aligned with local business needs
 - We had a tangible 'cliff' in female senior representation
 - And major restructures at senior level had done nothing to change that
 - Investment in our people had stopped for a number of years
 - But we were ready to get back to normal life and address this topic
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The Diversity & Inclusion Agenda

How things looked in 2014



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The Diversity & Inclusion Agenda

Where we started



- Our business case was easily made – both our Board and our Leadership Team gave their full support for action, and asked us to focus on gender as a priority
- We made the conscious decision to move from Equality, to Diversity & Inclusion
- We established a Diversity Board – a group of senior volunteers committed to making real change, all of whom were in a position to effect that change through either leadership, or as part of their day job
- We started behind the scenes
 - Reviewing policies for key gaps
 - Benchmarking ourselves with external practices
 - Carrying out focus groups with various groups of employees to find out the real issues on the ground
- We built a plan that would focus initially on just four themes, which we felt would have the greatest impact
- In June 2015 we launched our new D&I policy under the banner of iMatter

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Moving from Equality to Diversity & Inclusion

How we defined the difference aligned to our Values



Traditionally, organisations focused on *Equal Opportunities* as the driver in this area. The more modern approach is to take a wider view and focus on Diversity & Inclusion

Diversity is about what makes each of us unique and includes our backgrounds, personality, life experiences and beliefs. It is a combination of the visible and invisible differences that shape our view of the world, our perspectives and our approach. It links very closely to our value of Building Trust and Appreciation

Inclusion is the extent to which individuals feel valued and included by an organisation. It links very strongly to our engagement themes and reflects the value of Better Together

It is a very broad agenda which we expected would evolve over time – but as a starting point the Leadership Team and the AIB Board chose to focus on Gender – based on our employee base, our customer base & the business value that we hoped more gender diverse teams could bring, particularly at more senior levels.

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Our levers for change

An initial plan built on four key areas for change



- **Raising Awareness** – we all have views, some of which we are unaware of. How do we raise our awareness of our unconscious bias and translate them into inclusive leadership
- **Improving our talent pipeline** – we can do this by encouraging more diverse applications for roles, reviewing our selection processes, looking at how we staff working groups and business teams, how we build and encourage more diverse networks
- **Smarter and more Agile Working** – having good policies, technology and infrastructure that support a better blend in our lives. But more importantly it's about an Agile Leadership style to make it work in our teams
- **Minding the Gap** – how do we ensure that periods of absence for family and caring needs, particularly maternity leave, can be integrated into the career path and not seen as an exit / step back

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Our levers for change

Some of the changes we put in place across 2015 & 2016

Diversity event for all senior leaders and launch of policy

Formal partnering with AIB Women In Business Advisory Board

25% Gender Board Target 2016



Networking sessions with talented female managers

Focus sessions for staff- benefits of networking to develop business relationships
Understanding your career sessions in UK



New Agile Working policy launched.

Simplification and re-launch of flexible working policies
Extended parental leave policy launched



Back to work sessions with new Mums leading to a range of operational changes & guides for maternity leave

Improved GB maternity pay arrangements



Addition of a D&I Question on our annual staff survey

Series of networking events with topics of interest related to the diversity agenda



- Metrics on 50:50 applicants for roles
- Review of external advertising methods
- Establishment of volunteer interview panel for better gender representation



Unconscious Bias training for circa 400 senior leaders

Joining 30% Club Fin Services

Signing RoI & UK Charter



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Our levers for change

Where we had reached by the end of 2016



The positives

- We had put the agenda on the map
- There was strong senior support for what we are trying to achieve
- We had put the infrastructure in place
- The initiatives we had done had been well received
- Our four themes were standing firm
- Employees believed we want to do something on this agenda – and had shown that in our employee survey
- Our customers were showing interest in the agenda

But

- There was a strong demand to move beyond gender
- We still had little in the way of external profile
- We needed greater action and commitment around senior talent
- We needed more ‘volunteers/advocates’
- We needed to move beyond Dublin

2017 – a Broader Plan

Launched through a dedicated Diversity Week



- A new policy launch and a set of activities each day – still aligned to our four themes
- Public launch of our gender target of 40%, with positive media interest
- Social media campaign across twitter and LinkedIn, to raise external awareness
- Internal media campaign including daily updates, blogs, newsfeeds and photo's
- Featured organisation on the Women In Leadership Podcast for March
- 9 training sessions on Unconscious Bias, across the country, for more than 600 people leaders and hiring managers – with really positive feedback from every attendee
- Networking events in Cork, Galway and Dublin for more than 450 colleagues and customers
- Across the majority of our head office locations we ran topics aligned to theme of the day – including sessions on the young and the relentless, conquering imposter syndrome, better parenting, Leaning in and agile working
- More than 1,500 employees voted for their preference in network groups – six to be established focusing on Women, Families, Pride, Abilities, Men and Roots



Pride as an example of an ERG

ToR, Mission, 12 Month Objectives, Action



Mission & Ambition

Our Mission:

To bring awareness of and provide a voice for the LGBT community within AIB. To bring together employees with a shared interest in supporting the LGBT community, whether you identify as LGBT, or as an ally.

Our ambition:

To create a network for support, raise awareness, develop communication, and educate people on LGBT in the work place with programmes and initiatives that will lead to greater respect and inclusion for all AIB LGBT employees. This of course coupled with having a lot of fun along the way.

Membership:

Open to anyone working in or for AIB. Whether you identify as LGBT or as an ally, this is a community group which welcomes anyone who supports the community or would like to gain a greater understanding of LGBT.

Priority Objectives

Build an allies programme for education, support and inclusion

Establish an internal community for support, engagement and fun

Ensure that policies and practices represent the best we can be

Gain external recognition – awards, recruitment, presence

Pride Week Dublin A great start



Pride Week in Greater Dublin region
Pride Logo & Flag
Intranet Headline Story
'Decorate my pod' in Airside & Naas
Bankcentre Atrium awareness stand
Ally Stickers
6,000 views on LinkedIn story
Shout Out Talks in all head office buildings
Similar achievements in Belfast and Cork
Longlisted for GALA awards 2017
Sponsor of GALA awards 2017

pride matters

Mind the Gap – Integrating work and family life



Continue to Grow

- Career conversations with People Leader pre and post absences
- Keep in touch plan for promotions/new opportunities
- Access to all e-Learning capabilities from home on a demand basis
- Invitation to Strategy Days as part of keep in touch
- Parental Leave on reduced hours v block release



Keeping in Touch

- 3 Paid Keep in Touch Days for Training, Catching Up, Regulatory accreditation
- Keeping Remote Access for mails, contacts, social
- Invitation to team events / ERG events
- Direct contact for key policy changes
- Payslips and important correspondence to home addresses



Keeping Parity €

- Paid time off for antenatal classes and appointments – for mums and dads
- Two weeks paid paternity leave for the second parent – male or female
- Turning Force Majeure into Emergency Family Leave with broader definitions
- Performance review linked to salary increase, completed in absence
- Capacity to top up pension contributions for unpaid absences



How can we help

- Streamlined and simpler policy – One Bank approach, taking best of all jurisdictions
- Personal case manager in HR Direct for one to one queries and point of contact
- Maternity Checklist for People Managers
- Maternity Booklet for employees, including practical hints and tips
- Extending Parental Leave to age 18

Diversity & Inclusion – What's next

2017 / 2018



| Initiative | Objective | Plans |
|---|--|--|
| Senior Leader Engagement | Acknowledgement and engagement plan | Training on Inclusive Leadership Senior Succession Plans Building advocacy across our senior leaders |
| Employee Resource Groups | Embed the groups Engage into action | 6 month and 12 month plan for each |
| Internal & External awareness campaign | Telling our diversity story | Customer and Employee perspective Focus on beyond Bankcentre 'Finding my voice' campaign |
| Measurement | Track progress Raise Awareness | Continuing to focus on gender targets Establishing employee data for key areas of focus |
| Establishing a longer term vision Every employee can bring the best of themselves to work each day We reflect the customer base that we serve | | |

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