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

No matter who I am, how I look, where I’m from, I make a difference.
The Diversity & Inclusion Agenda
How things looked in 2014

Gender Mix December 2010
- Executive: 12% (21)
- Senior Management: 35% (867)
- Junior Management: 63% (2303)
- Non-Management: 69% (5879)

Gender Mix December 2014
- Executive: 22% (35)
- Senior Management: 38% (772)
- Junior Management: 62% (2062)
- Non-Management: 66% (3971)

No matter who I am, how I look, where I’m from, I make a difference.
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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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.

*No matter who I am, how I look, where I’m from, I make a difference.*
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

No matter who I am, how I look, where I’m from, I make a difference.
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
### 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 workplace 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

1. **Build an allies programme for education, support and inclusion**
2. **Establish an internal community for support, engagement and fun**
3. **Ensure that policies and practices represent the best we can be**
4. **Gain external recognition – awards, recruitment, presence**

### Pride Week Dublin

**A great start**

- 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
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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
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Keeping Parity €

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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
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## Diversity & Inclusion – What’s next

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<th>Plans</th>
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<td>Training on Inclusive Leadership</td>
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<td>Senior Succession Plans</td>
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<td>Building advocacy across our senior leaders</td>
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<td>Employee Resource Groups</td>
<td>Embed the groups</td>
<td>6 month and 12 month plan for each</td>
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<td>Engage into action</td>
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<td>Internal &amp; External awareness campaign</td>
<td>Telling our diversity story</td>
<td>Customer and Employee perspective</td>
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<td>Focus on beyond Bankcentre</td>
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<td>‘Finding my voice’ campaign</td>
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<td>Measurement</td>
<td>Track progress</td>
<td>Continuing to focus on gender targets</td>
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<td>Raise Awareness</td>
<td>Establishing employee data for key areas of focus</td>
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**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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