



# 30% CLUB IRELAND DIVERSITY & INCLUSION TOOLKIT

**A ROADMAP FOR PROGRESS**







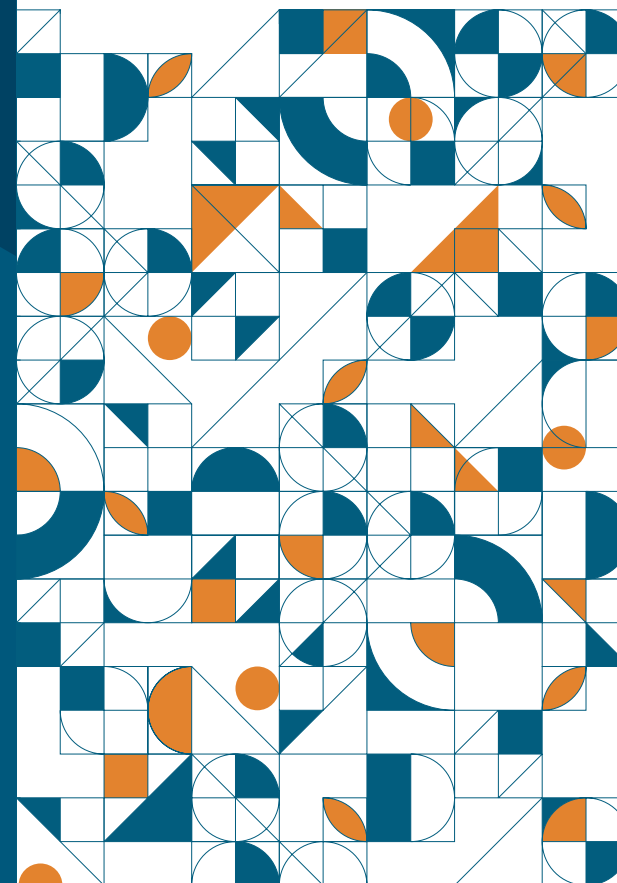
## WELCOME

The 30% Club is a global campaign, supported by board Chairs and CEOs, committed to achieving better gender balance at leadership level throughout their organisation, for better business outcomes.

Since we established the Irish Chapter of the 30% Club in 2015, we continue to be struck by the generous spirit of collaboration across our supporters, and their commitment to creating gender balance, collectively, across all aspects of business in Ireland. We also found that our supporters range from those at the early stages of their journey who welcome the opportunity to benefit from those further ahead, and those well advanced in their journey who now ask 'where to next'. It was against this backdrop that our Financial Services group, and the AgDiF group (our partnership with the Food & Drinks Industry) developed early toolkits to support members. This proved to be such a popular resource that we have collaborated across all our Industry groups to provide a comprehensive toolkit of ideas and supports to help organisations across all sectors as they plan their D&I journey.

In line with our mission to support the progression of **all** women, the toolkit is not focused solely on gender and instead provides opportunity for highlighting what works across the full diversity and inclusion agenda and recognising the value of a holistic plan.

## SOME IMPORTANT NOTES ABOUT THE TOOLKIT



- ▶ The toolkit is made up of resources and ideas compiled and shared through the generosity of existing 30% Club supporter organisations and their teams
- ▶ The toolkit offers suggestions and ideas only, based on our collective experiences and is not considered to be legal or other formal advice. It's also not intended to cover all potential areas relating to the subject matter. We would ask you not to rely on it or its contents for any purpose other than to prompt creativity in your own plans
- ▶ Access to the toolkit is not restricted to supporters of the 30% Club as we believe that a rising tide of diversity and inclusion activity across Irish industry raises all boats
- ▶ The toolkit is designed to be used and shared, however we would ask that you don't repurpose it or rebrand it for commercial use, unless you were the original contributor. Where you are using the toolkit or content materials in a commercial setting, we would ask that you always reference the 30% Club Ireland as the source content
- ▶ We plan to refresh the toolkit at regular intervals and if you have suggestions, ideas or case studies you'd like to include, please get in touch

We hope you find it useful!





## GETTING STARTED – *how to use the toolkit*



The toolkit is designed to prompt ideas no matter the size of your organisation, or where you are at in your diversity journey. If you're a larger organisation you might want to use the full roadmap and see where you are at on the journey and where you have scope to go to. If you're a smaller organisation or just want to focus on a specific theme, maybe resourcing or retention, you can go straight to one of the themes for some ideas on getting started or raising the bar. Whichever approach you need you'll find suggestions on where you might invest your time and actions.

Whether you follow the roadmap by stages or through themes, each section will also give you helpful ideas and examples contributed by our members that might help you get started.

### WE want to DO a FULL PLAN



- ▶ Follow the **lifecycle** to determine where your organisation sits, or work through chronologically if you are starting from the beginning
- ▶ You may find that you have some of the policies/activities in place already and that not all activity is at the same lifecycle stage but the grid will give you ideas across a range of topics
- ▶ Use each of the stages to determine where your gaps might be

### WE want to FOCUS on a THEME

- ▶ Decide your **key area of focus** – the toolkit suggests 6 themes that cover the most commonly referenced areas
- ▶ Work across the theme to determine where your organisation sits
- ▶ Use each of the stages to determine where your gaps might be

### WE need IDEAS

- ▶ Once you've determined where you are and where you need to go to, look for ideas in the how to guides, sample ideas and case studies that are linked in each section

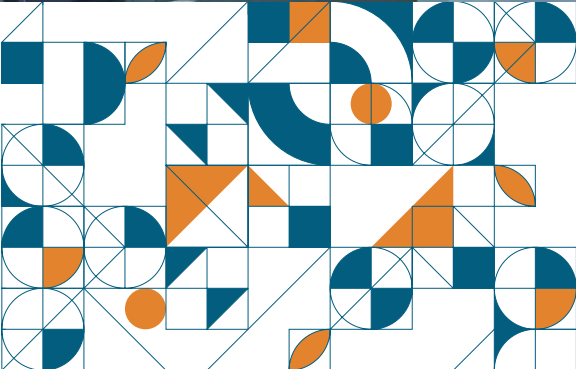


A DIVERSITY & INCLUSION Roadmap



KEY FOCUS AREA & THEMES

LIFECYCLE STAGES



	Starting	Fundamentals	Embedding	Maturing
Strategy	<ul style="list-style-type: none"><li>Build the Business Case</li><li>Agree the approach</li></ul>	<ul style="list-style-type: none"><li>Build an outline D&amp;I plan</li><li>Start with quick wins</li></ul>	<ul style="list-style-type: none"><li>Integrate into Business Strategy and all aspects of People Management</li></ul>	<ul style="list-style-type: none"><li>Extend to Customer Strategy &amp; Supply Chain Integration</li></ul>
Attract	<ul style="list-style-type: none"><li>Establishing ‘as is’ – what our process and results look like currently</li></ul>	<ul style="list-style-type: none"><li>Recruitment &amp; Selection standards including remuneration</li></ul>	<ul style="list-style-type: none"><li>Returners Programme</li><li>Internal Recruitment &amp; Job Rotation programmes</li></ul>	<ul style="list-style-type: none"><li>Executive &amp; Board Resourcing Code</li><li>Senior Succession Planning</li></ul>
Retain	<ul style="list-style-type: none"><li>Establishing ‘as is’ – what are our current policies and where are the gaps</li></ul>	<ul style="list-style-type: none"><li>Building Block policies for Agile Working &amp; Family Leave arrangements</li></ul>	<ul style="list-style-type: none"><li>Advanced Family Leave</li><li>Minority Group supports</li><li>Wellbeing initiatives</li></ul>	<ul style="list-style-type: none"><li>Senior Team Programmes</li><li>Inclusive Leadership Training</li></ul>
Develop	<ul style="list-style-type: none"><li>Establishing ‘as is’ – describing our current focus on talent development</li></ul>	<ul style="list-style-type: none"><li>Mentoring Programmes</li></ul>	<ul style="list-style-type: none"><li>Coaching Programmes</li><li>Building Career Programmes</li></ul>	<ul style="list-style-type: none"><li>Sponsorship Programmes</li><li>Executive Development</li><li>Board Ready Initiatives</li></ul>
Engage	<ul style="list-style-type: none"><li>Get support from the most senior leader</li><li>Establish plan owners and ambassadors</li></ul>	<ul style="list-style-type: none"><li>Internal Diversity Statement</li><li>Communications programme</li></ul>	<ul style="list-style-type: none"><li>Keep-in-Touch programmes</li><li>Employee Resource Groups</li><li>Unconscious Bias Training</li><li>Senior Role Models</li></ul>	<ul style="list-style-type: none"><li>External Facing Ambassadors</li><li>ERG self direction &amp; cross-group collaboration</li></ul>
Measure	<ul style="list-style-type: none"><li>Establish a baseline</li></ul>	<ul style="list-style-type: none"><li>Build Metrics for analysis</li><li>Required reporting e.g. gender pay gap reporting</li></ul>	<ul style="list-style-type: none"><li>Set internal targets for progress</li><li>Engagement Surveys</li></ul>	<ul style="list-style-type: none"><li>Public Targets &amp; Reporting</li><li>Balanced Scorecard Accountability</li></ul>





## LIFECYCLE STAGES



## STARTING *Lifecycle*



### DEFINITION

Recognising that there is a business need for change and building an appropriate business case that will drive an appropriate organisation wide response

### OBJECTIVE

To build a business case for change which will be led by the most senior stakeholders, and which will set the general direction for action

#### Adding Value

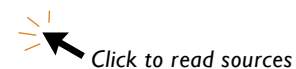
- Before building a business case, consider talking to advocacy groups like the 30% Club, who will give you advice on key topics to consider and also introduce you to peer groups for similar examples or data

#### Sample Documents & Ideas

- [\*How to Guide – Building a D&I Strategy\*](#)
- [\*How to Guide – Building D&I Measures\*](#)
- [\*McKinsey Women in the Workplace\*](#)
- [\*30% Club Women in Management Report 2019\*](#)
- [\*Balance for Better Business Industry Reports\*](#)

#### Industry Case Studies

- [\*AIB 3 year journey iMatter\*](#)
- [\*Hovione D&I Plan\*](#)



## STEP ONE

### Building the Business Case

- Honestly assess the motivation for change – peer pressure, market challenge, employee demand, leadership led, business limiting issues
- Carry out a SWOT analysis on current organisation position including ‘as is’ metrics where available and identify key areas for attention e.g. talent losses, gaps, under representation at levels or in functions
- Gather data to support your case for change – external market data on diverse companies performance, industry benchmarks for comparison, internal gaps and pipeline challenges
- Identify significant stakeholders and gain their support especially CEO/Chair
- Agree a general direction of travel that is appropriate to desired organisation culture and closely linked to the business strategy
- Allocate planning and project management responsibility to an individual/team

## STEP TWO

### Focus initially on establishing the ‘as is’

- Conduct a gap analysis to determine policies and processes that you already have in place that could link to a diversity and inclusion agenda. Pay particular attention to policy and processes in relation to hiring, career development and employee retention
- Do you have any employee data on views and experiences of those processes or on engagement in general. Can you view that information by any diverse group, e.g., by gender, age, nationality
- Is your culture designed around building or buying-in talent and how does that impact your business case for change

### Setting your data baseline

- What data do you already collect, if any, and how reliable is it
- Is there any data reporting that you are already required to do that you can tap into, or any data reporting you need to prepare for – e.g. Gender Pay Gap Reporting. Use this as a good opportunity to link into changes needed, that you can build into your business case for change
- What can you include to establish your most basic baseline. Suggestions would be, at minimum, breakdown by gender at grade/level, geography, business silo. This is called your **Stock** data

## STAKEHOLDERS

### Engaging your Audience

- Engage the most senior leaders as part of the communications planning process
- Identify communication ambassadors from the outset, who will have real credibility for when the process begins
- Review existing communications materials e.g. HR policies, internal websites etc for any immediately obvious contrary messages and update immediately
- Consider communicating the intent to build a business case and a strategy around Diversity & Inclusion, as an opportunity for initial feedback and early engagement

### Governance & Resources

- Agree where the business case will be made e.g. C-Suite or Board
- Include outline cost for building a plan as part of business case



# FUNDAMENTALS

Lifecycle



## DEFINITION

The business case is made and our senior leaders are fully in support. We are in the process of establishing our D&I strategy and are figuring out the basics to get us started on our journey

## OBJECTIVE

To develop our practices so that we can attract, retain and develop our talent, and improve the balance in our teams, improving performance and better reflecting the community and customer base we serve

### Adding Value

- Use focus groups to test employee experiences of before/after e.g. groups returning from maternity leave, new hires
- Add measures of take-up rates on family absences by gender, role type
- Broaden employee experiences through mentoring programmes either in-house or externally
- Attend diversity events to learn from others

### Sample Documents & Ideas

- [How to Guide – creating a Diversity Policy](#)
- [How to Guide – developing diverse and inclusive Recruitment Practices](#)
- [How to Guide – building D&I Measures](#)
- [Sample Agile Working and Flexible Working policies](#)
- [Sample Maternity and Adoptive Leave policies](#)
- [Sample Family Leave AIB policies](#)
- [D&I Calendar of key dates](#)

### Industry Case Studies

- [Barclays Dynamic Working](#)
- [IMI /30% Club Cross Company Mentoring](#)
- [Using BeApplied recruitment tool in MSD](#)

Click to read sources

## STEP ONE

### Taking a strategic view

- What do we want to deliver (specific goal) and what will it look like (vision) over an extended period
- Can we link it to something about us that our people are familiar with – e.g. do we already talk about diversity, inclusion, belonging, working together in our values or what's important to us
- Is there any industry data that will help us see where our biggest gaps are
- What did we stress in our business case as our biggest challenges
- What are the two or three tangible things we could work on that would really make a difference – (be ruthless in prioritising) – not just lists of activity
- Where do we need to focus on first, e.g. gender diversity, inclusion, other
- What do we need to do to bring our teams with us
- Who do we need to get this done

## STEP TWO

### Getting the basics right

- Update your D&I policy or statement to reflect your new plan/strategy – if you don't have one, prepare one as your first step to help guide all later actions
- Review existing terms and conditions/policies to see what you have already. Do a diversity check on the content, and update where necessary. Consider updating the language and branding to show how it aligns to your D&I commitment
- Recruitment is key to the fundamental stages so examine each stage of your process and see if it meets the standards for diverse recruitment. Review and upgrade placement and wording of ads, selection criteria, interview panels composition, measurement/tracking
- Build out a communication plan to explain to your teams what you want to achieve and why. Pay particular attention to engaging managers and supervisors involved in the hiring process

## STAKEHOLDERS

### Engaging your Audience

- Build a communications plan that starts with leaders and supervisors
- Have a clear and simple message on what you want to achieve and why
- Use something specific as a launchpad e.g. new policy, event, calendar celebration
- Include other stakeholders e.g. Board, Unions, Staff Committees

### Governance & Resources

- Agree sign off processes
- Allocate responsibilities
- Determine if and how much budget will be allocated
- Establish escalation process for sensitive issues





# EMBEDDING

Lifecycle



## DEFINITION

Where D&I becomes a way of life and becomes integrated into all systems and processes, and where positive performance outcomes drive an investment in further change

## OBJECTIVE

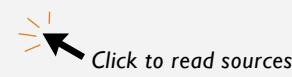
To embed diversity and inclusion practices as a way of life in business processes, rather than as a separate initiative or programme. To go beyond minimum accommodation and start to focus on market leading opportunities

### Adding Value

- Volunteer for external projects that will provide opportunity to benchmark what you are doing versus your peers – e.g. university studies
- Carry out regular focus group meetings to test and see what employees feel about progress – and look for their ideas on change
- Regularly test that people leaders understand what you want to achieve and their role in delivering

### Sample Documents & Ideas

- [9 x 9 Emerging Talent Matrix](#)
- [Terms of Reference for an Employee Resource Group](#)
- [Gender Identity and Expression policy](#)
- [Race Equality Guide for Hiring – DCU](#)



### Industry Case Studies

- [30% Club Making the Change Count Fin Serv](#)
- [30% Club Counting for Progress Prof Serv Firms](#)
- [30% Club/Ibec/DCU Women in Management](#)
- [Bord Bia/Aon Diversity in Food & Drink](#)
- [Shaping Culture for Inclusion CBI](#)
- [Barclays Male Allies and our Journey](#)

## STEP ONE

### Including in Business Planning

- Use Engagement and Trend data to see the impact of your initiatives in delivering change – in engagement and numbers
- Review the strategy and extend the objectives into the next rollover period – adjust for changes based on lessons learned
- Start to add in additional themes for more sustained wins, but continue to focus on doing a smaller number well
- Start to integrate the diversity & inclusion plan/strategy into the broader business and people planning, rather than as a standalone
- Reallocate accountabilities to business line owners in areas such as talent acquisition, talent management, compensation
- Benchmark progress against industry standards where data is available



## STEP TWO

### Moving policies and opportunities beyond the basics

- Review key policy areas and look for capacity to grow and extend e.g.
  - **Hiring** – consider more advanced sources such as returners programmes and internal selection processes
  - **Career** – move beyond mentoring and focus on developing a more coaching based performance culture
  - **T&C** – extend family leave policies to include more holistic offerings, paid where possible. Integrate into broader wellbeing initiatives and focus your inclusion efforts on all employees not just carers or those with family needs
- Start to measure leaders on inclusive behaviours and actions and introduce Unconscious Bias training as a standard for all leaders and then extend to all employees where possible
- Build out on more comprehensive data measures to track progress but also to drive new initiatives and next steps

## STAKEHOLDERS

### Engaging your audience

- Establish employee resource groups (ERG) based on employee demand and willingness to commit time to organise
- Introduce D&I as part of regular engagement surveys
- Use engagement data to see if employees are experiencing policy commitments
- Develop a D&I calendar of activity across a range of inclusive groups

### Governance & Resources

- Agree a maintenance budget for core activities and establish a process for new initiatives
- Move accountability into business lines e.g. diversity hiring to talent team, customer diversity to marketing team





# MATURING

Lifecycle



## DEFINITION

Moving beyond D&I as a people objective and integrating it fully across the full business model

## OBJECTIVE

To deliver on the strongest business outcomes based on a truly inclusive strategy and experience that is fully reflected in the internal employee and external customer brand

### Adding Value

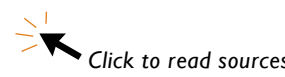
- Use learning and organisation experience to get involved at a national level – add your voice to industry groups, provide submissions on key topics in periods of public consultation, sponsor or financially support key initiatives that are aligned to your values and inclusion themes

### Sample Documents & Ideas

- [How to Guide - Senior Succession Planning](#)
- [How to Guide – setting targets](#)
- [Building a 3:I Senior Succession Planning Grid](#)
- [30% Club/Ibec Executive & Board Resourcing Code](#)
- [30% Club / Deloitte Board Readiness Programme](#)

### Industry Case Studies

- [CWiT Teen Turn Programme](#)
- [CWiT Digital Futures Programme](#)
- [Open Doors](#)



## STEP ONE

### Integrating into Business Strategy

- Incorporate D&I strategy into the broader business agenda, beyond the People Plan
- Extend the D&I lens across all aspects of business strategy with a particular focus on customer strategy, supply chain integration and leveraging D&I to achieve business goals
- Review marketing and procurement strategies for better balance and diverse representation of the market and customer base in operation
- Move beyond diversity and inclusion, and increase focus on changing the balance in roles of influence – at Board Level, across c-Suite, and in pipeline functions for CEO role
- Act as an ambassador for change in your industry, with influencer groups e.g. 30% Club, broader stakeholders and at government level where the opportunity arises

## STEP TWO

### Moving policies and opportunities to outperformance

- Review key policy areas and look for capacity to set market leading examples
  - **Hiring** – add focus to roles of influence by adopting the 30% Club Executive & Board Resourcing Code & Voluntary Targets. Establish a Board agenda item on senior succession planning
  - **Development** – establish a sponsor programme and eradicate any potential informal sponsor bias in performance, progression and remuneration practices
  - **T&C** – introduce specific development opportunities for Board Readiness and Executive Education
- Take the agenda beyond the organisation and start to focus on the external messages and improvements it can drive. Consider local community initiatives that link with voluntary board programmes, employee resource group activities, mentoring/coaching programmes
- Where employees have ‘self identified’ start to measure engagement survey levels by key inclusion characteristics to further support belonging and retention

## STAKEHOLDERS

### Engaging your audience

- Integrate an inclusive lens across all internal communications – people and business related
- Apply a D&I lens across all external marketing materials to ensure that your external brand and internal brand reflect culture commitments
- Encourage all employees to act as external ambassadors for change
- Align with external groups for specific topics e.g. 30% Club, BeLonG to, Open Doors etc.

### Governance & Resources

- Include Diversity Targets and Progress as part of the Executive Balanced Scorecard for compensation
- Include targets and progress in all external reporting







## KEY FOCUS AREA & THEMES





## STRATEGY

Key Focus Area



## DEFINITION

A rolling plan of activity and behavioural change, designed to create better balance and inclusion for greater performance, that sits within the business strategy

## OBJECTIVE

A strategy that will deliver a diverse and inclusive culture, appropriate to the vision and values, leading to better business outcomes for employees, shareholders and stakeholders

### Adding Value

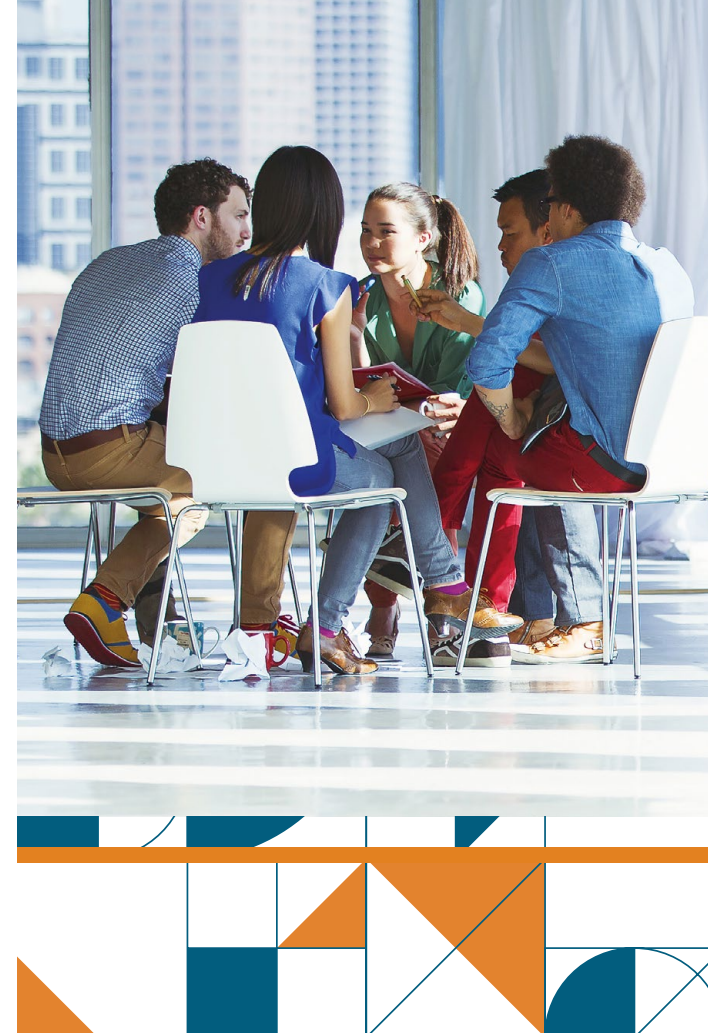
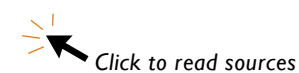
- Consider engaging cross sections of employees at key design stages for ideas and feedback.
- Open consultation up to broader stakeholders including unions or employee councils

### Sample Documents & Ideas

- [How to Guide – Building a Diversity & Inclusion Plan](#)
- [How to Guide – Creating a Diversity & Inclusion Policy](#)
- [McKinsey Women in the Workplace](#)

### Industry Case Studies

- [AIB three year journey iMatter](#)
- [Hovione building a strategy](#)
- [Barclays Pearls of Wisdom](#)



## STARTING

### Building the Business Case

- Honestly assess the motivation for change – peer pressure, market challenge, employee demand, leadership led, business limiting issues
- Carry out a SWOT analysis on current organisation position including 'as is' metrics where available
- Gather data to support your case for change – external market data on diverse companies performance, industry benchmarks for comparison, internal gaps and pipeline challenges
- Identify significant stakeholders and gain their support especially CEO/Chair
- Agree a general direction of travel that is appropriate to desired organisation culture and strategy, and allocate planning responsibility to an individual/team

## FUNDAMENTALS

### Setting out the Strategy and Initial Plan

Set out a general plan considering **(WHAT)**

- Goal** – medium term objectives
- Vision** – what a future state will look and feel like
- Values** – how would you like to reflect current values
- Themes** – 3/4 key areas of focus that will drive change, specific to your needs, including some quick wins

Consider what you need to start **(HOW)**

- Governance** – how will decisions be made and priorities established
- Advocacy** – engagement plan for senior ambassadors extending to all
- Accountability** – Will it be integrated across many plans, or focused in a separate D&I plan initially
- Resources** – what human, technical & financial resources are needed

## EMBEDDING

### Integrating into Business Planning

- Use Engagement and Trend data to see the impact of the strategic themes in delivering change
- Review the strategy and extend the objectives into the next rollover period – adjust for changes based on lessons learned
- Start to add in additional themes for more sustained wins, but continue to focus on doing a smaller number well
- Start to integrate the diversity & inclusion plan into the broader business and people planning, rather than as a standalone. Reallocate accountabilities to business line owners in areas such as talent acquisition, talent management
- Benchmark progress against industry standards where data is available

## MATURING

### Establishing Best in Class

- Extend the D&I lens across all aspects of business strategy with a particular focus on customer strategy and supply chain integration
- Review marketing and procurement strategies for better balance and diverse representation of the market and customer base in operation
- Move beyond diversity and inclusion, and increase focus on changing the balance in roles of influence – at Board Level, across c-Suite, and in pipeline functions for CEO role
- Act as an ambassador for change in your industry, with influencer groups e.g. 30% Club, broader stakeholders and at government level where the opportunity arises





## ATTRACT

Key Focus Area



## DEFINITION

The methods by which you bring people into your organisation and place them in roles

## OBJECTIVE

To have the right people in the right roles at the right time, who will bring skills, performance and diversity of thought while also reflecting the customer / community base that you serve

### Adding Value

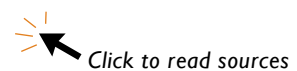
- Partner with a secondary school or university to raise awareness on jobs in your company/industry, including transition year programmes and co-op placements
- Track resourcing & succession as a standard Board update item including diversity lens

### Sample Documents & Ideas

- [How to Guide - developing Diverse and Inclusive Recruitment Practices](#)
- [How to Guide – Senior Succession Planning](#)
- [Building a 3:I cover Succession Planning Grid](#)
- [30% Club/Ibec Executive & Board Resourcing Code](#)

### Industry Case Studies

- [CWiT Teen Turn](#)
- [CWiT Digital Futures initiative](#)
- [MSD using the BeApplied recruitment tool](#)



Click to read sources

## STARTING

### What do you have already in place

- Do you have a stated hiring policy or internal appointments policy – does it include standards on process
- Do you have any related policies that impact on new hires e.g. work experience programmes
- What data do you have on your hiring patterns – e.g. numbers recruited each year, and how is it broken down – applicants, acceptances, demographics
- Do you do any surveys across new hires as part of your induction process
- Are you currently growing numbers or reducing numbers – how important is hiring at this time

## FUNDAMENTALS

### The Hiring process

- Develop a hiring policy that sets out general aims and standards on process, decision making and remuneration
- Look at where and how you advertise – include your website, design of job ads, social media in your planning
- Assess your selection process for any potential bias – psychometrics, interview standards & panels, training for hiring managers, scoring & decision criteria
- Implement requirements for gender balanced hiring slates, starting at the most senior levels
- Mandate balanced interview panels
- Measure and track outcomes – demographics of applicants, success rates at each stage of the process and use to continuously review process

## EMBEDDING

### Moving to Talent Acquisition

- Embed standards into broader talent acquisition strategy including all internal promotion processes. Consider adding job rotation programmes to improve diversity in stereotypical functional silos
- Establish if processes are working – use engagement surveys, analysis of probations, exit interviews in first 12 months
- Invest in pre-hiring programmes – apprenticeship schemes, transition year programmes, university work experience programmes, to identify early talent
- Develop your own, or participate in an industry Returners programme to attract skilled workers who may have left the workforce and are eager to return
- Expand metrics to focus on career progression data as well as hiring points

## MATURING

### Integrated Resourcing Strategy

- Add Talent Acquisition to Balanced Scorecard measures and accountabilities at c-Suite
- Integrate D&I into all succession processes with a particular focus on very senior roles. Carry out a 3:I cover analysis in senior succession and build a plan to develop or buy in greater balance of talent where potential gaps exist
- Adopt the 30% Executive & Board Resourcing Code as the standard for c-suite and board appointments
- Integrate D&I lens as part of tender and procurement process for supply chain and service partners
- Use data analytics to monitor and predict movement of talent





## RETAIN

Key Focus Area



## DEFINITION

The methods, behaviours and offerings that help you to retain employees at key life/career moments and in the face of competition from other employers

## OBJECTIVE

To develop a strong employer brand based on terms & conditions, experiences and opportunities that help to re-recruit existing talent every day, and following periods of leave

### Adding Value


- Remember to look at opportunities to retain all employees, not just those with parental responsibilities
- A great policy is not enough – make sure that the process and the experience live up to the promise
- Understand work/life pinch points that tip resignations

### Sample Documents & Ideas

- [Top tips for Agile working](#)
- [Sample Agile Working and Flexible Working policies](#)
- [Sample Maternity and Adoptive Leave policies](#)
- [Sample Family Leave AIB policies](#)
- [Maternity Leaflet](#)
- [Emergency Family Leave \(incorporating force majeure\)](#)
- [IVF Support Policy](#)

### Industry Case Studies

- [Barclays dynamic working](#)
- [Deloitte Time out Programme](#)
- [NTMA Workplace Gender Transition Guidelines](#)
- [Bank of Ireland Maternity Charter](#)
- [30% Club/Ibec/DCU Women in Management Report](#)

 Click to read sources

## STARTING

### What do you have already in place?

- Complete an audit of policies and programmes that you already have in place – are they up to date, inclusive and bias free
- Are there any policies that could be rebranded as part of your programme
- What data do you have on take-up of specific offerings e.g. agile working usage, on parental leave take up and duration
- Have you any industry data that you could include in your business case for change
- Conduct focus groups with diverse talent to determine their perceptions of their progression opportunities and potential barriers to progression
- What does your existing turnover data tell you when analysed by level and gender

## FUNDAMENTALS

### Great Terms and Conditions

- What existing core policies or strategies need to be updated e.g. Agile Working, Family Leave, Wellbeing, Pay Scales & Benefits
- When you compare against other organisation offerings where are the gaps
- Follow the process and check for bias in the application or allocation stages for existing policies and remove roadblocks
- Monitor leavers by gender on an ongoing basis – notice where female rates exceed male rates and focus action to redress. Watch for leaving post family absences i.e. non returners
- Introduce new policies that would address the gaps / reasons for leaving and ensure support from people leaders in implementing at local team level

## EMBEDDING

### The deal to stay

- Track progress on take up rates across refreshed or new policies, with a particular focus on inclusive groups e.g. encourage a more gender balanced approach to care-giving responsibilities
- Engage managers to build keep in touch plans with employees going on leave – pre, during and at end of leave
- Review all return-to-work processes to ensure great experiences
- If affordable, extend programmes beyond legislative minimum requirements e.g. top-up payments, extended paid periods of absence, pension contribution catch ups
- Investigate options for other categories of workers e.g. absence/flexibility for those with no caring responsibilities
- Monitor employee relations issues related to bullying and harassment and take corrective action

## MATURING

### Advancing the pipeline

- Evolue the offering into an Employment Brand strategy that can be used to recruit and retain talent
- Consider new, more niche programmes that move into best-in-class options
- Focus on initiatives at more senior levels of the organisation to support up and coming talent during absences e.g. maternity coaches for senior female leaders and their line managers
- Develop Inclusive Leadership Training programmes for all people leaders
- Consider including retention targets by diverse population(s) as part of people leader accountabilities
- Celebrate and recognise senior leaders who avail of the building block policies and who act as ambassadors for others, internally and externally.





## DEVELOP

Key Focus Area



## DEFINITION

A programme of activity, internally or externally supported, that helps employees to deliver on their potential, and prepares them to take on larger/more senior roles

## OBJECTIVE

To invest in all talent in achieving their full potential and driving movement throughout their careers to ensure better balance at senior levels and across all business lines

### Adding Value

Sometimes great talent leaves the organisation for other opportunities. Always help them to leave with good grace, as it increases the chances they might return in the future, with additional skills & experiences

### Sample Documents & Ideas

- [How to Guide – Talent Development Programmes](#)
- [9 x 9 Emerging Talent Assessment Grid](#)
- [30% Club/IMI Cross Company Mentoring](#)
- [30% Club/IMI Women in Leadership Programme](#)
- [30% Club Scholarship Programme](#)

### Industry Case Studies

- [30% Club Making the Change Count Fin Serv](#)
- [30% Club Counting for Progress Prof Serv Firms](#)
- [Bord Bia/Aon Diversity in Food & Drink](#)
- [Gender bias in performance management](#)



Click to read sources

## STARTING

### What do you have already in place?

- Is your culture designed around building or buying in (mid/senior career recruiting) talent and how does that impact your business case for change
- Are there any existing career development programmes already in place
- What data do you have on internal career progression – through grades, across functions
- Have you any internal survey data on internal career enablers and blockers
- Does your performance management system use a rating process, and have you information on data spread by gender or other factors

## FUNDAMENTALS

### Getting on the ladder

- Introduce a basic **Mentoring** programme to support early-stage diverse talent in personal development and building organizational skills
- Consider participating in cross company mentoring programmes for broader development for mentors and mentees e.g. 30% Club/IMI programme
- Introduce basic leadership skills training for junior managers
- Monitor trends in performance management ratings and look for bias or barriers to balance
- Encourage employees in further education and provide support (financial/time) where possible

## EMBEDDING

### Career Advancement

- Understand the key development for leadership assignments and opportunities and aim for gender balanced participation
- Add **Coaching** as a step-up development opportunity for senior management progression.
- Consider broader mentoring programmes including reverse, gender specific or cross functional mentoring
- Expand the leadership development programme to include advanced management skills.
- Introduce incentives and supports to encourage job rotation across functions to broaden technical skills and experiences for strong talent. Pay particular attention to revenue generation/front-line experience
- Recognise leaders who release talent for other development opportunities

## MATURING

### Senior Leadership

- Establish a **Sponsor** programme to promote and encourage all talent with a focus on underrepresented groups
- Track and call out sponsorship bias in promotion, performance ratings and salary review processes providing “just-in-time” reminders of the impact of bias aligned with these activities
- Customise the leadership development programme to focus on 1:1 executive development for senior roles
- Recognise and reward role models who advocate and support balanced talent development and progression
- Nominate executive leaders to participate in external Board Readiness opportunities. Consider participation on a voluntary board as a senior role requirement





## ENGAGE

Key Focus Area



## DEFINITION

The process by which we involve employees in the programme of change in a way that they can fully understand the objective and contribute to success

## OBJECTIVE

To fully engage all employees so that they can contribute to the design and success of the programme, experience the benefits, and feel included and valued

### Adding Value

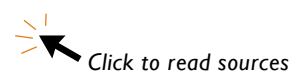
- Consider co-ordinating your D&I plans with branding and a name – for focus and visibility
- Always remember that it is about Inclusion and helping everyone to find a voice

### Sample Documents & Ideas

- [How to Guide – Self Disclosure in the Workplace DCU](#)
- [How to Guide – Creating a diversity policy](#)
- [D&I Sample Calendar Planner](#)
- [Terms of Reference for employee resource groups](#)

### Industry Case Studies

- [AIB Pride Ally Pack](#)
- [CBI Shaping Culture for Inclusion CBI](#)
- [Barclays Male Allies and our Journey](#)



## STARTING

### Gathering Senior Sponsorship

- Build support with the most senior leader (CEO or Chair) as essential to the business case process
- Engage senior leaders as part of the communications planning process
- Identify communication ambassadors from the outset, who will have real credibility for when the process begins
- Review existing communications materials e.g. HR policies, internal websites etc for any immediately obvious contrary messages
- Consider communicating the intent to build a business case as an opportunity for initial feedback and early engagement

## FUNDAMENTALS

### Engaging your Audience

- Build a communications plan that starts with leaders and supervisors
- Have a clear and simple message on what you want to achieve and why
- Use something specific as a launchpad e.g. new policy, event, calendar celebration. The launch message should issue from your CEO
- As you review and update or introduce new policies, communicate in a way that makes most sense for the impacted audience and always link back to your message
- Make sure that all communications focus on Inclusion as much as Diversity
- Align to one or two key calendar moments for impact e.g. IWD, Pride Week, International Day of People with Disabilities
- Create a Diversity and Inclusion Committee, representing all levels, to self drive D&I activity

## EMBEDDING

### Building Ambassadors

- Establish employee resource groups (ERG) based on demand and commitment to self manage and run
- Encourage 'keep in touch' behaviours for employees on family leave
- Invest in Unconscious Bias training for people leaders and hiring managers. Ultimately extend some form of training to all employees
- Introduce D&I as part of regular engagement surveys
- Use engagement data to see if employees are experiencing policy commitments
- Develop a D&I calendar of activity across a range of inclusive groups
- Encourage ERG's to plan regular touchpoints for cross-group activities to increase engagement and inclusion
- Encourage top talent to engage in relevant committees and activities to proactively develop future leaders D&I competence

## MATURING

### Establishing an Inclusive Culture

- Place an inclusive lens across all internal communications – people and business related
- Apply a D&I lens across all business marketing materials to ensure that your external brand and internal brand reflect culture commitments
- Where employees have 'self identified' measure engagement survey levels by key inclusion characteristics
- Encourage all employees to act as external ambassadors for your change journey
- Align with external groups for specific topics e.g. 30% Club, BeLonG to, Open Doors etc.
- Encourage ERG's to work with cross company groups for collaboration e.g. 30% Club Network 30, Fusion, Outlaw





# MEASURE

Key Focus Area



## DEFINITION

The use of data to measure the impact of diversity and inclusion policies on employee demographics, employee experience and performance outcomes

## OBJECTIVE

To use data to measure improvements in employee demographics to ensure we reflect the customer base we serve, and to stretch our initiatives to drive improved performance

### Adding Value

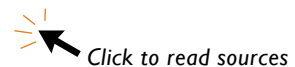
- Participate in an external study with another group to gain access to/be part of a broader industry data study
- Look at ways to gather qualitative data from employees as well as quantitative data. This can be done through quick pulse surveys on key topics

### Sample Documents & Ideas

- [How to Guide – Building diversity & inclusion measures](#)
- [How to Guide – Setting targets](#)
- [How to Guide – self disclosure in the workplace DCU](#)
- [Balance for Better Business](#)

### Industry Case Studies

- [30% Club Making the Change Count Fin Serv](#)
- [30% Club Counting for Progress Prof Serv Firms](#)
- [30% Club/Ibec/DCU Women in Management](#)
- [Bord Bia/Aon Diversity in Food & Drink](#)



## STARTING

### What do you have already in place?

- Have you any information from staff or engagement surveys on existing views?
- Have you any industry data on the topic that you could include in your business case for change e.g. 30% Club reports?
- Is there any data reporting that you are already required to do that you can tap into, or any data reporting you need to prepare for – e.g. Gender Pay Gap Reporting?
- Can you link into other business change or to existing Management Information (MI) reporting structures and practices, to strengthen your business case?
- What can you include to establish your most basic baseline. Suggestions would be, at minimum, breakdown by gender at grade/level, geography, business silo. This is called your **Stock** data

## FUNDAMENTALS

### Building for Measurement

- Where are the gaps in stock data in your baseline figures and do you have the raw data available – if not, develop a plan to collate
- Start to look at data in your processes. In **Hiring** look at breakdown of applicants at each stage of the process by gender or other factors – this is your **Flow** data
- Move onto other processes such as performance ratings, salary reviews, internal promotion data, parental leave. Look for patterns or inconsistencies by analysing the flow, by gender and monitoring on an ongoing basis
- Consider introducing a 'self-id' process where employees self declare other data such as disabilities, ethnic identification, sexual orientation
- Start to compile year on year comparisons (at least 3 years) – this is your **Trend** data

## EMBEDDING

### Moving to more comprehensive analytics

- Link your data to points of time in policy changes and monitor for improvements or adjustments needed
- Link processes in data analysis rather than just simple point in time measurement e.g. combine career development programme data with career progression data to test for success
- Test for employee experience and attitudes to policy changes through engagement surveys. Consider direct D&I attitude questions or use clusters of questions to test for change in culture
- Start to use data for predictive analysis and 'what if' scenario's
- Set internal targets for progress and report at senior levels. Focus on flow targets as much as stock targets
- Identify what the key KPI's look like and measures for success
- Analyse data by significantly sized teams to ensure strong representation in one group does not mask poor representation in another

## MATURING

### Accountability & Forecasting

- Commit to, and externally publish, targets and progress for senior roles. Start with Board and C-Suite
- Integrate D&I measures into Balanced Scorecard Accountability and give serious consideration to including in remuneration-based deliverables
- Move to more advanced data analytics to review team performance & productivity based on diversity factors
- Integrate employee and other stakeholder data into predictive analysis for business success. E.g. employee and customer data to reflect customer base served
- Contribute data to industry and national surveys to support broader community improvements and improve internal benchmarking





## THANK YOU

We'd like to thank all the 30% Club supporter organisations who have donated ideas and examples to this toolkit in the true spirit of collaboration.

Particular thanks go to our creative team

Gillian Harford, Country Executive 30% Club Ireland  
Industry Group representatives – Andrea Dermody, Carol Cleary,  
Farrah Gilsenan, Jennifer Coburn, and Louise Dorgan

And to AIB Group for their financial support on graphics and design

For more information on the 30% Club Ireland visit our [website](#)