



Our three year story on how we built and launched a sustainable diversity and inclusion strategy

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2015 - 2018

# The History

Where our Diversity and Inclusion story began - 2014

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- Equality Policy in place for a number of years but no Strategy for change
- Leading edge flexible part-time working policies but questionable business alignment; also growing demand for flexibility within a full working week arrangement
- Tangible 'cliff' in female senior representation and no progress being made
- Investment in our people had stopped for a number of years

# Moving from Equality to Diversity & Inclusion

How we defined the difference aligned to our Values



A more modern approach to focus on Diversity & Inclusion aligned to our values programme.

**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

As a starting point we chose to focus on Gender.

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# The Diversity & Inclusion Agenda

## Where we started in 2015



- 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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# Our levers for change

## An initial plan built on four key areas for change



- **Raising Awareness** – Internal and External, Unconscious Bias, Inclusive Leadership



- **Improving our talent pipeline** – Recruitment, Selection, Talent, Succession, Networking



- **Smarter and more Agile Working** – Place, Work, Mindset



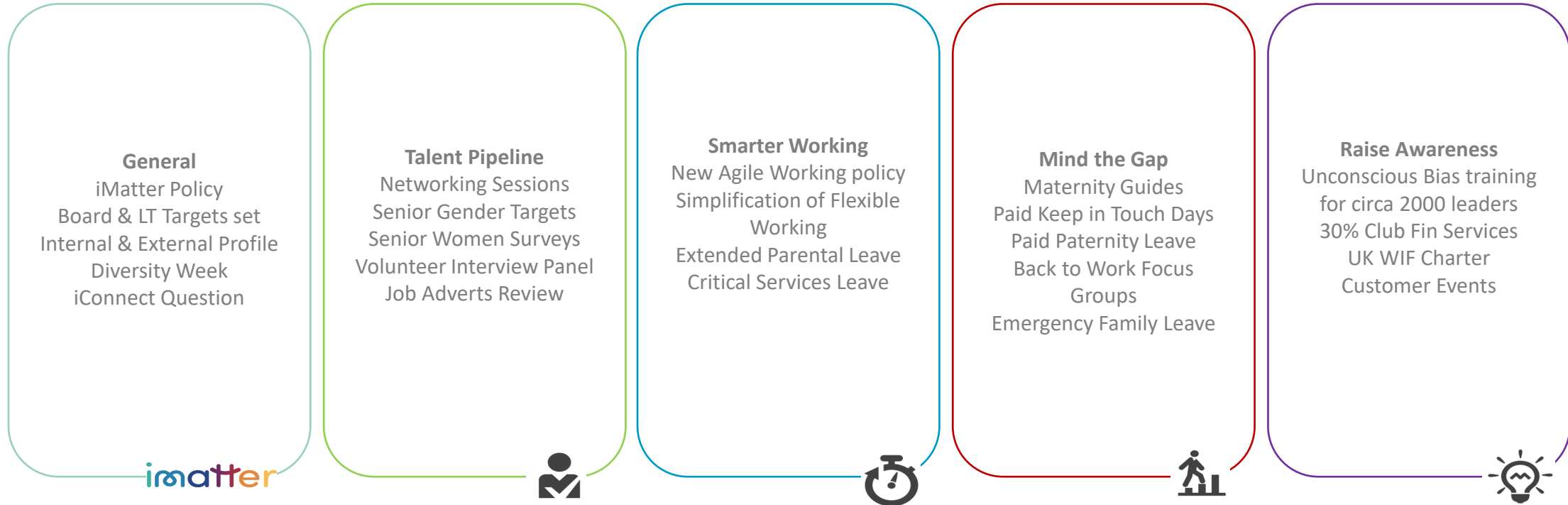
- **Minding the Gap** – Integrating life and careers

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# Action in progress 2015 - 2016

## Four priority levers to make changes



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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
- 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

# 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 Year 3

## Launched through a dedicated Diversity Week



- A new range of policy launches – including gender target of 40%
- Moving beyond Gender
- Internal and external media campaign
- Unconscious Bias Training for 1,000 people leaders and hiring managers
- Aligning agile work plans with our new building property strategy
- Getting customers involved through events and in-branch conversations
- 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 Activities



# Pride Week in Greater Dublin region  
Ally Pack  
50,000 views on LinkedIn stories  
Shout Out Talks in all head office buildings  
Similar achievements in Belfast and Cork  
Longlisted for GALA awards 2017  
Sponsor of GALA awards 2017  
Member of Fusion  
AIB Pride Day 2018 – Coming out as straight

pride matters

# Bringing the agenda to life

## How does it make a difference



**Investors in Diversity**  
Ireland

First Company in Ireland to achieve Investors in Diversity Standard

**The Galas**  
LGBT+ Awards

Sponsored Award at the 2017 GALAS

Board and cSuite targets met  
Management target set for 2018

**WINNER**

Distinction in Inclusion & Diversity

HRD AWARDS

External awareness

GALLUP Q12

Gallup Q12® Items

Overall Satisfaction, Gallup Q12® Items, and AIB-Specific Questions

Sample Size	Ext. Dissatisfied Strongly Disagree			Ext. Satisfied Strongly Agree		2017 Mean Score	2016 Mean Score
	% 1	% 2	% 3	% 4	% 5		
6	0	0	0	0	67	4.50	3.71
138	0	3	15	39	43	4.22	3.55
8001	2	4	15	35	45	4.17	3.87

C15. AIB is committed to building a diverse and inclusive workforce.

The Pride Matters Group is more engaged than AIB Overall, especially with regard to role fit, being heard, and big picture alignment

	Percentile ranks	AIB Overall (n=8,823)	Pride Matters Group (n=16)	Difference
Overall satisfaction	relative strength	92	77	+0.22
	relative weakness	34	24	-0.14
<b>GROWTH</b>	Learn & grow	58	68	+0.17
	Progress	72	81	+0.25
	Best friend	66	78	+0.22
	Quality	63	71	+0.15
<b>TEAMWORK</b>	Mission/Purpose	42	59	+0.31
	Opinions	62	80	+0.33
	Development	58	67	+0.14
	Cares	55	69	+0.22
<b>SUPPORT</b>	Recognition	65	77	+0.23
	Do best	39	68	+0.41
<b>BASIC NEEDS</b>	Materials	54	71	+0.24
	Expectations	47	42	-0.04

Percentiles are based on Gallup's 2017 Q12® Overall Workplace Level Database

Green/yell highlights indicates a meaningful difference.

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**Annual Engagement Survey D&I Question and results from Pride ERG**

We back our customers to achieve their dreams and ambitions...

...let's back our people to achieve theirs.

**2018 Finding My Voice within our Purpose**

# Beyond 2018



- A stronger focus on Inclusion and our belief that everyone in AIB should have the opportunity to bring their best self to work each day. Diversity means I'm here, Inclusion means I'm heard
- Our mission to have a workforce that best reflects the customer base that we serve.



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