
Leadership Insights

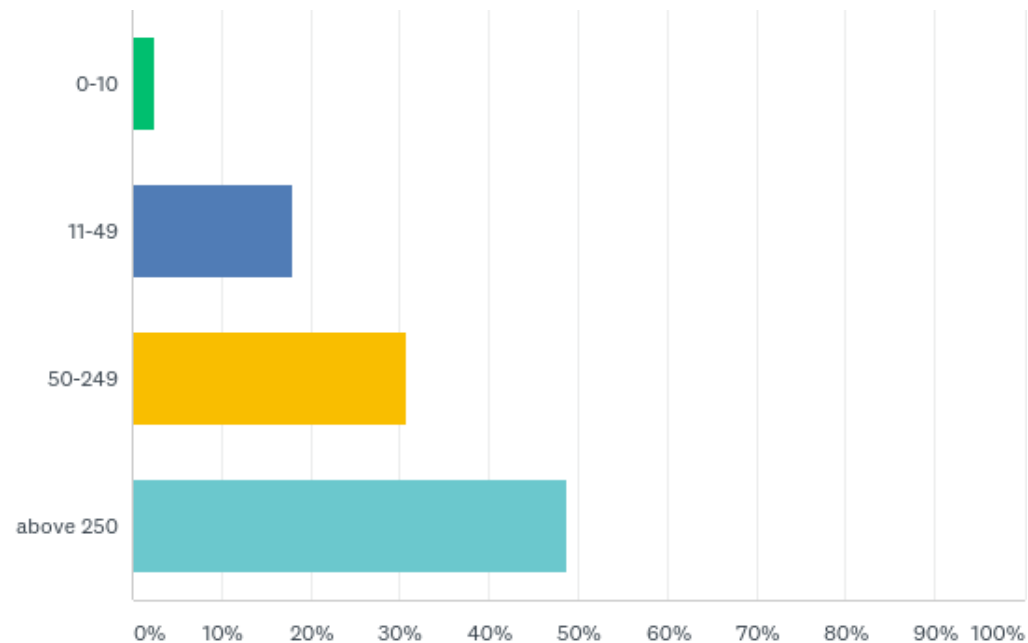
Tuesday, December 04, 2018

Key Insight:

Sample size: Responses from 80 companies

Regions: Responses from all regions in Ireland

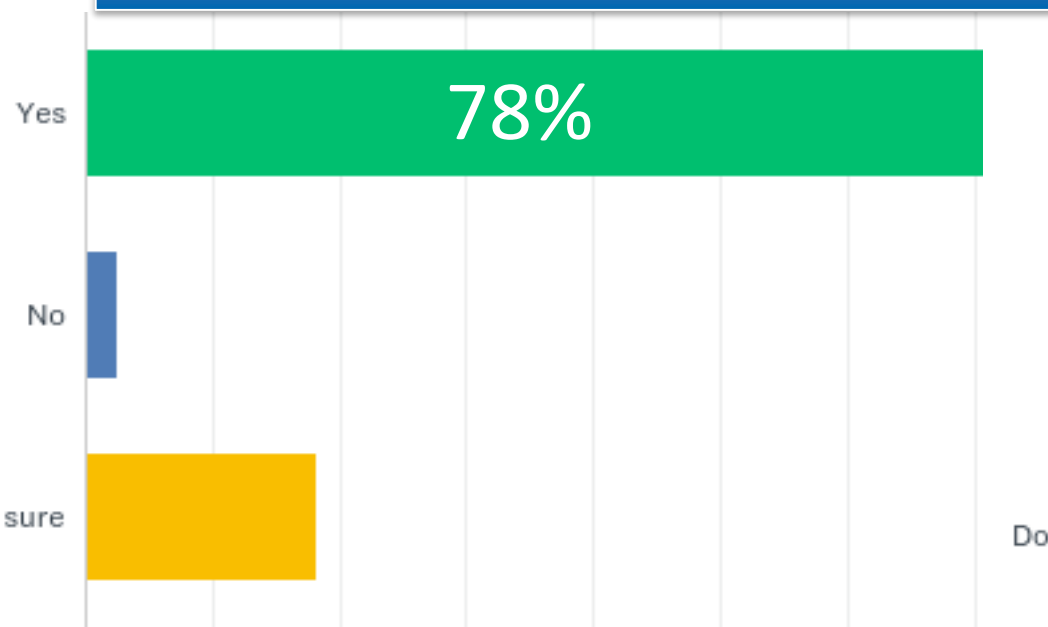
Employee
Headcount:



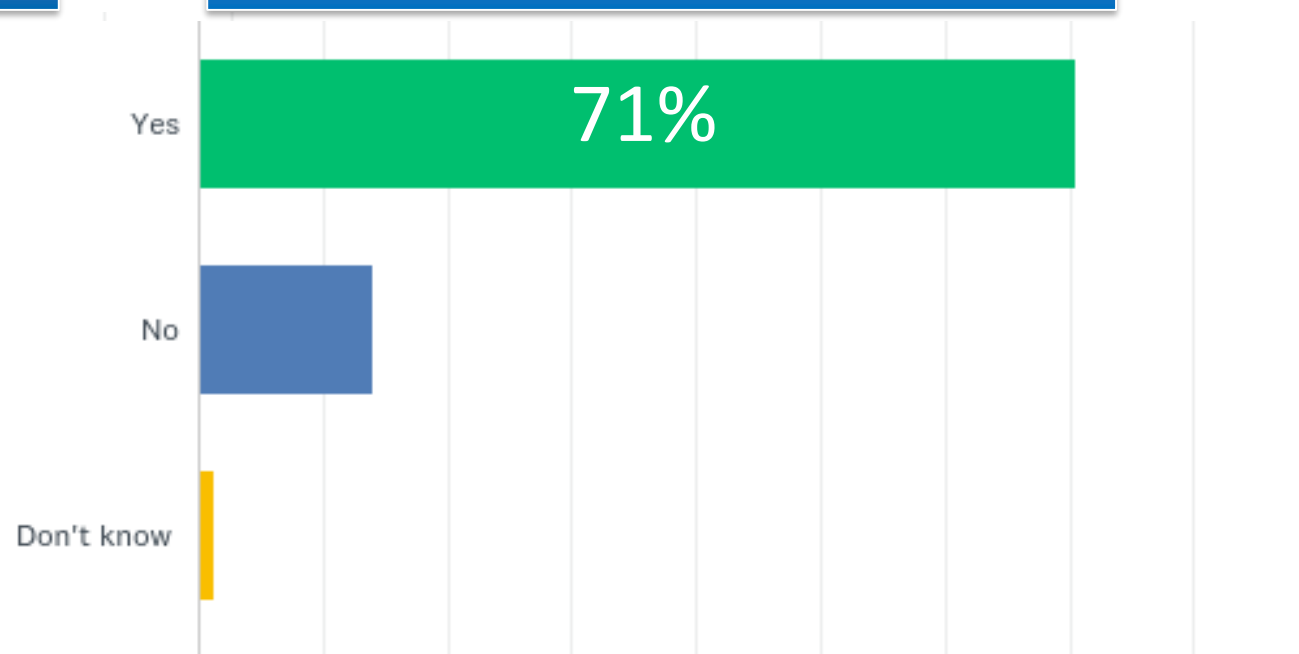
What are the levels of comfort and ambition for D&I in US companies

Q: Do leaders think their teams value the spend, time and effort spent on it. Do they feel their organisations are sufficiently forward looking on D&I?

Do employees value time and effort spent on D&I?



Do you think your organisation is forward looking and ambitious in D&I?



How many have D&I policies and procedures in place?

Q: What policies or programmes does your company have to support Diversity and Inclusion?

96% Say D&I is on their Business Agenda

71% Have D&I Policies and Practices for hiring

69% Have Organisational Objectives for D&I

Where is the room for improvement? - training & programmes

What policies or programmes does your company have to support Diversity and Inclusion?



44% Have D&I Induction Training for employees

48% Have Employee Resource Groups supporting aspects of D&I

30% Have policies but no programmes for D&I

Key insight: Leaders are comfortable with different aspects of D&I

	VERY COMFORTABLE	COMFORTABLE	NOT SURE	NOT COMFORTABLE
Gender Balance	71.01%	21.74%	1.45%	4.35%
Sexual orientation: includes gay, lesbian, bisexual, transgender	62.34%	28.57%	2.60%	5.19%
Religion: means religious belief, background, outlook or none	59.21%	34.21%	1.32%	3.95%
Age Equality	61.84%	31.58%	3.95%	2.63%
Differently-abled through physical impairment	42.67%	42.67%	9.33%	5.33%
Differently-abled through mental, emotional or cognitive impairment	29.87%	38.96%	22.08%	9.09%
Race: includes race, skin colour, nationality or ethnic origin	72.73%	23.38%	1.30%	1.30%
Socio-economic Background	64.94%	23.38%	6.49%	3.90%

Strong levels of very comfortable registered with different aspects of D&I

73% Feel very comfortable with Race

71% Feel very comfortable with Gender Balance

Mental health initiatives on the increase but more needed on less visible aspects of inclusion.

65% of companies

Support Diversity
and Inclusion
through mental
health initiatives

43% Feel very comfortable
with differently-abled
through physical
impairment

30% Feel very comfortable
with differently abled
through cognitive
impairment

Key insight: Inclusion is hard to see from the top.

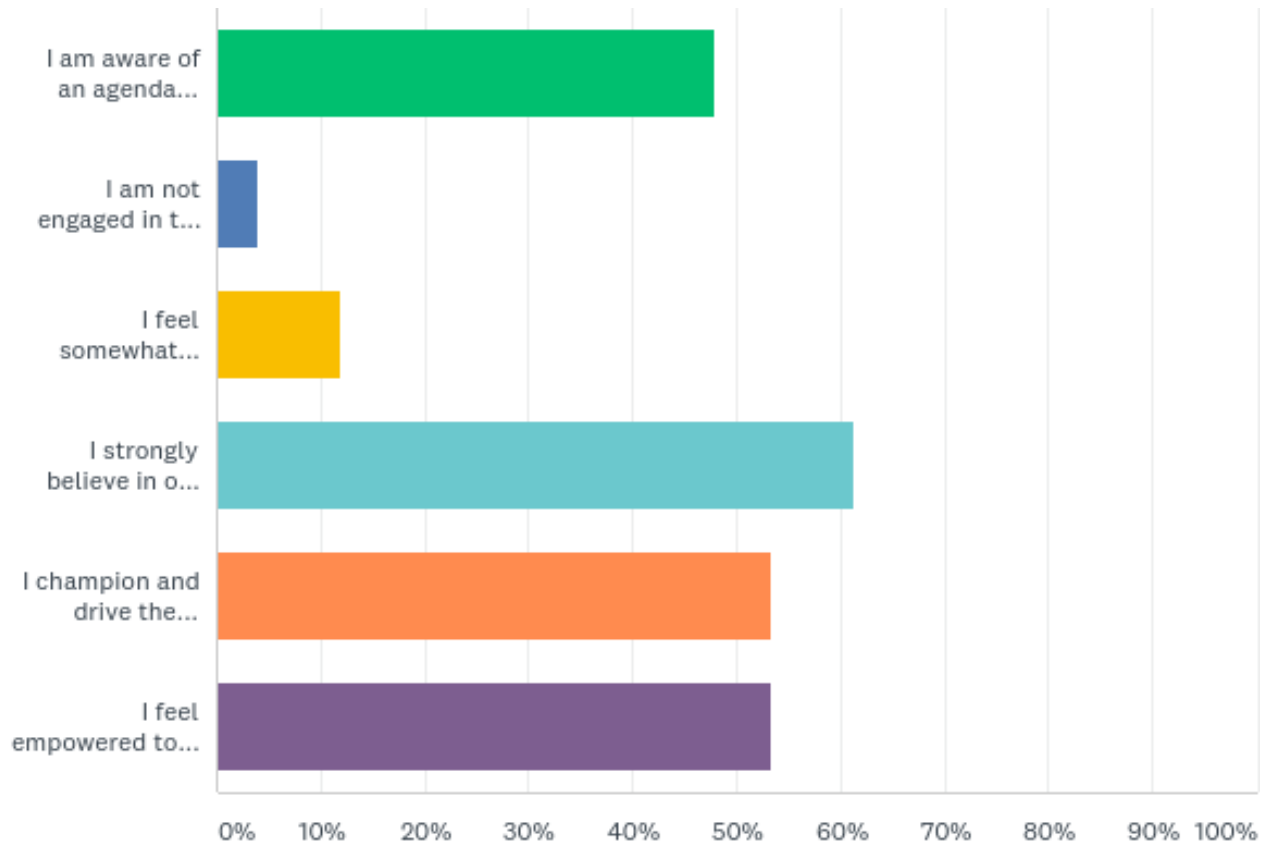
Q: How well do you rate the various levels of your organisation at ‘living’ (understanding and implementing) Diversity and Inclusion? ie. their ability to deal with challenges on a day to day basis and where necessary, call out breaches.

	VERY GOOD	GOOD	NOT SURE	NOT VERY GOOD
Senior Leadership Team	43.59%	44.87%	7.69%	3.85%
Middle Management	21.79%	62.82%	12.82%	2.56%
Line Managers	12.82%	64.10%	16.67%	6.41%
Employees	12.82%	53.85%	26.92%	3.85%

Leaders are limited in their awareness of how inclusion is understood and implemented at line manager and employee level

Key insight: The personal question – How comfortable are leaders driving the agenda?

Q: How comfortable do you think you are personally in relation to driving inclusion your company?



53%

Feel they personally champion and drive the agenda forward; and feel empowered to 'call it out.'

Bringing on a more inclusive future?

Summary of results

1. Leaders feel **very comfortable** or **comfortable** with D&I and think their teams value the spend, time and effort spent on it.
2. Policies and procedures are in place but less than half of companies have induction training and ERGs on different aspects of inclusion. 29% have no programmes on D&I.
3. The dial has moved forward on mental health awareness (65%), but respondents are uncomfortable/ not sure around aspects of understanding differently-abled persons.
4. Leaders have limited scope to see beyond senior leadership level if inclusion is understood, implemented and empowered at line manager and employee level.
5. More work is needed empower leaders to champion inclusion.

Q3: Has the number of employees changed over the past 12 months?

Answered: 78 Skipped: 0

ANSWER CHOICES	RESPONSES	
The number has grown	76.92%	60
The number is the same	19.23%	15
The number has decreased	3.85%	3
TOTAL		78