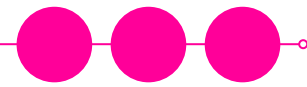




**5 Years of Elevate:  
From Commitment to Impact**

The Elevate Pledge 2026 Annual Report



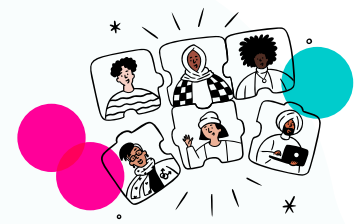
## Introduction

Glossary of Terms

- Elevate Pledge Signatories
- Executive Summary
- Data Disclosure in Elevate – Last 5 Years
- Representation in Elevate – Last 5 Years
- Inclusion in Ireland – Last 5 Years

- Elevate Workforce Data Disclosure
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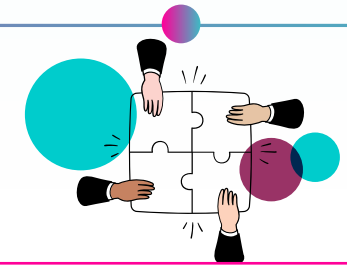
## Signatory Diversity Profile



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BITCI's Leader's Group on Social Inclusion



# Elevate Pledge Signatories



## **A&L Goodbody**

David Widger (Managing Partner)

## **Accenture**

Hilary O'Meara (Country Managing Director Ireland)

## **AIB Group**

Colin Hunt (CEO)

## **Aldi**

Niall O'Connor (Country Managing Director Ireland)

## **An Post**

David McRedmond (CEO)

## **Arthur Cox**

Geoff Moore (Managing Partner)

## **Aviva General Insurance**

Declan O'Rourke (CEO)

## **Aviva Life and Pensions**

Barry Cudmore (CEO)

## **Bank of Ireland**

Myles O'Grady (Group Chief Executive Officer)

## **Bidvest Noonan**

Declan Doyle (Group CEO)

## **Bord Gáis Energy**

Dave Kirwan (Managing Director)

## **Britvic Ireland, part of the Carlsberg Group**

Kevin Donnelly (Managing Director)

## **Bus Éireann**

Jean O'Sullivan (CEO)

## **Cairn**

Michael Stanley (CEO)

## **Calor**

Duncan Osborne (CEO)

## **Central Bank of Ireland**

Gabriel Makhoul (Governor)

## **Coillte**

Imelda Hurley (CEO)

## **Compass Group Ireland**

Deirdre O'Neill (Managing Director)

## **Cook Limerick**

Pat Burke (Vice President and General Manager)

## **Cork Chamber**

Conor Healy (CEO)

## **DAA**

Nicholas Cole (Deputy CEO)

## **Deloitte Ireland**

Harry Goddard (CEO)

## **Diageo Ireland**

Louise Ryan (Managing Director)

## **Eason**

Liam Hanly (Managing Director)

## **eir**

Oliver Loomes (CEO)

## **EirGrid plc**

Cathal Marley (Chief Executive)

## **Energia Group**

Ian Thom (CEO)

## **ESB Group**

Paddy Hayes (Chief Executive, ESB)

## **ESW**

Eric Eichmann (CEO)

## **Gas Networks Ireland**

David Kelly (CEO)

## **Glenveagh Properties PLC**

Stephen Garvey (CEO & Co-Founder)

## **Grant Thornton Ireland**

Stephen Tennant (Managing Partner)

## **HEINEKEN Ireland**

Sharon Walsh (Managing Director)

## **HSBC Ireland**

Laura Trimble (CEO)

## **Iarnród Éireann**

Mary Considine (CEO)

## **IBM Ireland Ltd.**

Nathan Cullen (Country General Manager)

## **Intact**

Kevin Thompson (CEO)

## **Instantor**

Alan Hogan (CEO)

## **J&J Innovative Medicine Little Island**

Barbara Santry (General Manager)

## **J&J Innovative Medicine Ringaskiddy**

Marie Martin (General Manager)

## **John Paul Construction**

Liam Kenny (Chief Executive Officer)

## **John Sisk & Son**

Paul Brown (CEO)

## **KPMG Ireland**

Ryan McCarthy (Managing Partner)

## **KSG**

Michael Gleeson (CEO)

## **Kyndryl**

Des Ryan (Managing Director)

## **Lidl Ireland**

Robert Ryan (CEO)

## **Marks & Spencer (Ireland) Ltd**

Eddie Murphy (Country Director – Ireland and Northern Ireland)

## **Mitie Facilities Management Ltd**

Leslie Sheridan (Managing Director)

## **Musgrave Group**

Noel Keeley (CEO)

## **Ornua**

Conor Galvin (CEO)

## **PTSB**

Eamonn Crowley (CEO)

## **PwC**

Enda McDonagh (Managing Partner)

## **Roadstone**

Peter O'Loughlen (Managing Director)

## **Servier (Ireland) Industries Ltd.**

Pascal Baraffe (General Manager)

## **SSE Ireland**

Klair Neenan (Managing Director, SSE Airtricity)

## **Sumitomo Mitsui Trust (Ireland) Limited**

Hiroyuki Takano (CEO)

## **Tesco Ireland**

Geoff Byrne (CEO)

## **Three Ireland**

Elaine Carey (CEO)

## **Uisce Éireann**

Niall Gleeson (CEO)

## **Veolia**

Sinéad Patton (Chief Financial and Commercial Officer – Ireland and Nordics, Finance Director – Industrial, Water & Energy UK)

## **VHI**

Brian Walsh (Group CEO)

## **William Fry**

Stephen Keogh (Managing Partner)

# Introduction

At Business in the Community Ireland (BITCI) our purpose is to inspire, challenge and facilitate businesses to bring about a sustainable, low carbon economy and more inclusive society where everyone thrives. A central pillar of BITCI's mission is social inclusion, with a particular focus on tackling inequality, disadvantage, and exclusion in the Irish labour market.

**In 2021 BITCI launched Elevate: The Inclusive Workplace Pledge.** At the time, the social and economic impacts of COVID-19 laid bare longstanding inequalities in the Irish labour market. Workers already experiencing disadvantage were hit hardest, including:

- Low-paid and insecure workers facing heightened job and income insecurity
- Ethnic minority and migrant communities experiencing compounded health and employment risks
- People with disabilities encountering increased barriers to accessing and retaining work
- Women, particularly lone parents and carers, absorbing disproportionate care and financial pressures

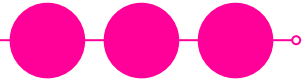
For business, the challenge was not a lack of stated commitment to inclusion, but a lack of structure. **Inclusion efforts were often values-led but insufficiently operationalised.** Against this backdrop, BITCI launched Elevate to support employers to move from aspiration to action. Elevate responds directly to the gaps exposed in 2021 by providing a clear, structured pathway for embedding inclusion across organisations. For signatories, this has meant:

- Reframing inclusion as a business-critical issue
- Embedding inclusion across recruitment, progression, culture, leadership, and data
- Engaging with benchmarking, reporting, and peer learning

Elevate challenges organisations to treat inclusion as **a system to be built and maintained**, not a series of stand-alone initiatives.



# Executive Summary



This report presents the findings of a large-scale workforce data collection exercise representing approximately 150,000 employees across organisations participating in Elevate: The Inclusive Workplace Pledge between 2021 and 2025. The purpose of this report is to assess progress in workplace inclusion, measure representation across key demographic groups, and identify persistent barriers to equitable access, progression, and experience at work.

## Overall Findings

Over the past five years, Elevate signatories have demonstrated clear and measurable progress in commitment, data maturity, and inclusive practice. There have been substantial improvements in the collection and quality of workforce diversity data, increased leadership engagement on inclusion, and the introduction of more structured policies and practices across recruitment, progression, and workplace culture.

Despite major improvements in policies, data collection and evidence-based actions by employers, this has not yet led to real, transformational change for people who are excluded, underemployed or facing barriers to work. Disproportionate unemployment remains high, access to opportunity is still uneven, and many barriers persist. While trust and willingness to disclose personal information have improved, access to jobs, progression and day-to-day inclusion has been much slower.

## Key Insights from the Elevate Dataset

### Gender

Participating organisations continue to outperform national averages in female representation at executive and senior levels. However, the decline in representation over the most recent year highlights the fragility of progress and the need for sustained attention to senior level decision making and succession planning.

### Disability

Reported disability representation increased significantly over the five year period. This growth largely reflects improved disclosure and psychological safety, rather than transformational change in hiring or progression. The findings reinforce that data is a foundation for inclusion, but opportunity is the true measure of progress.

### Ethnicity

The data shows a substantial increase in ethnic diversity reporting, broadly aligning with national census trends. As with disability, the increase is strongly associated with improved data confidence and systems. Persistent challenges remain in progression, job matching, and the under employment of skilled ethnic minority workers.

### Traveller Community

While disclosure has improved modestly, representation remains significantly below national population levels. The findings highlight that rooted racism and discrimination continue to be major barriers that data collection alone cannot address.

### Sexual Orientation

LGBTQIA+ disclosure and representation increased sharply, indicating growing trust and psychological safety within participating organisations. However, the absence of national labour market benchmarks limits the ability to assess relative performance.

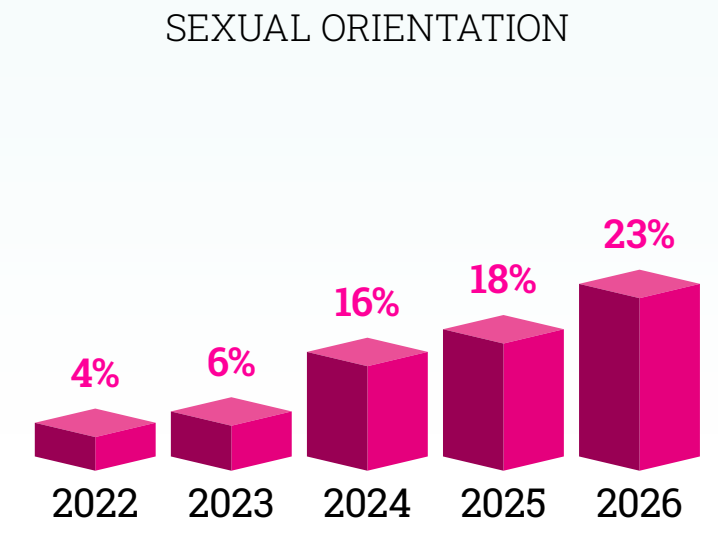
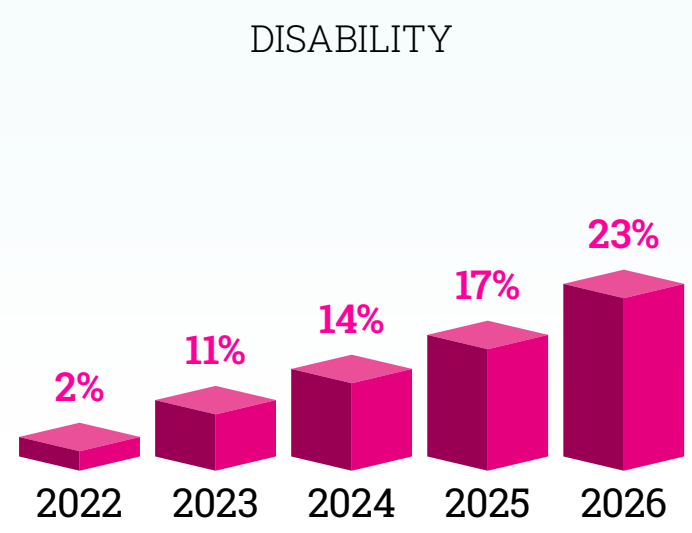
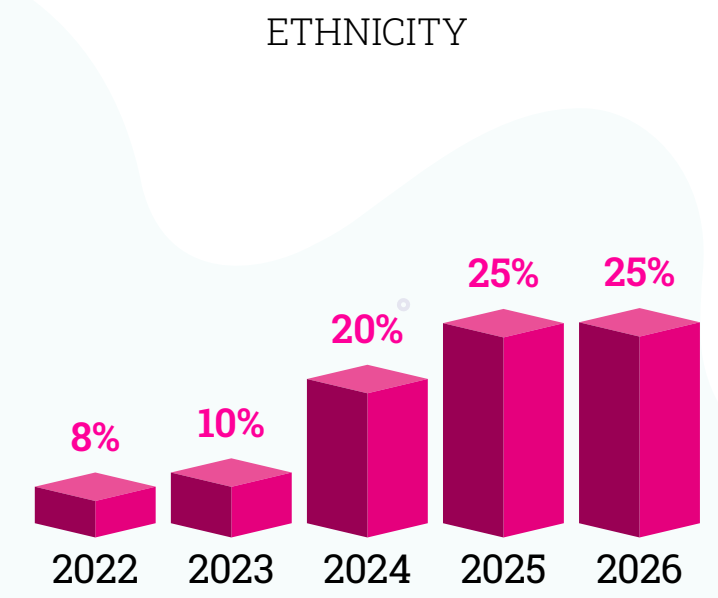
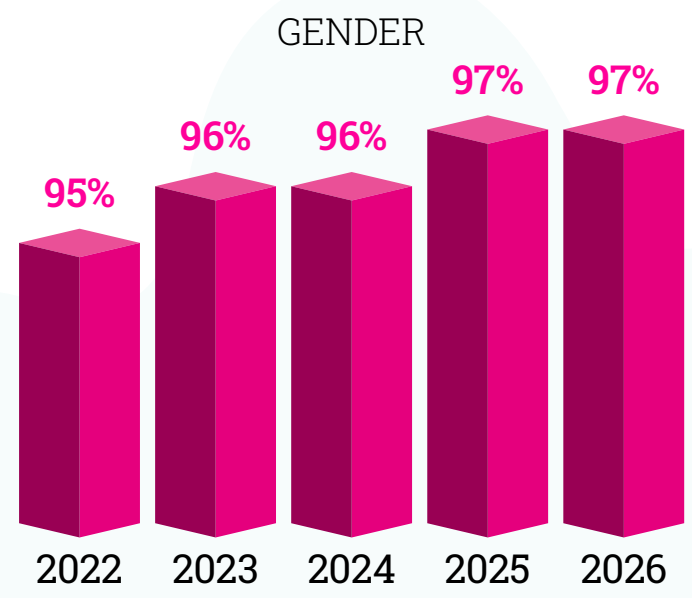
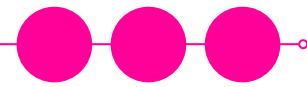
### Socio Economic Status

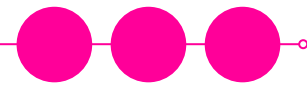
Many participating employers demonstrate strong Living Wage alignment. Nonetheless, limited socio economic data collection means that inequality in access, progression, and job quality remains largely hidden, representing a critical evidence gap.

## Conclusion and Implications

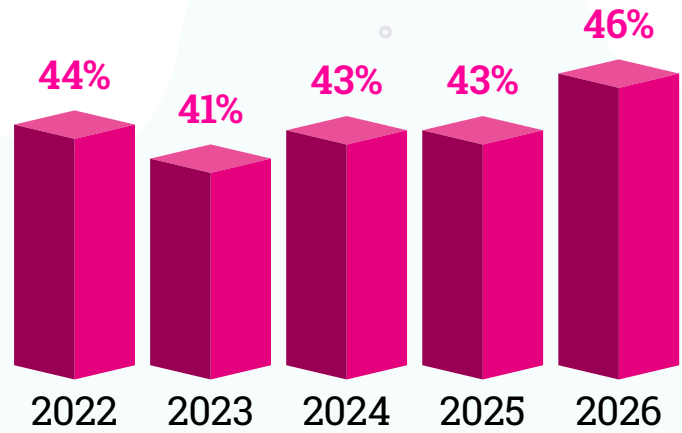
The findings demonstrate that organisations engaging with the Elevate Pledge are moving from intention to action, and that structured, long term approaches lead to stronger foundations for inclusion. However, the evidence is clear that data improvement alone is not sufficient. To achieve meaningful change for the 150,000 employees represented in this dataset, and for the wider labour market, businesses must now build on measurement to develop actions aimed at removing barriers, redistributing opportunity, and embedding accountability for inclusion outcomes.

**This report represents both evidence of progress and a call to action: to accelerate impact by translating trust, data, and commitment into tangible improvements in access, experience, and progression for all employees.**

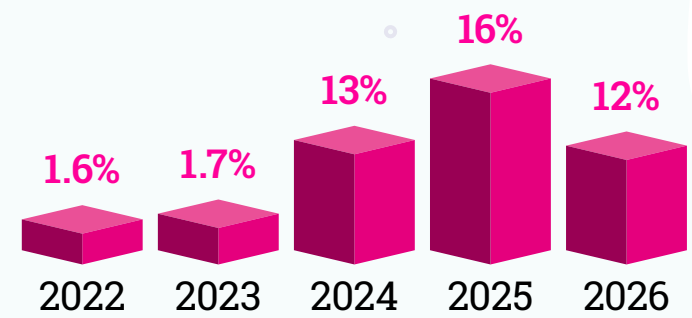




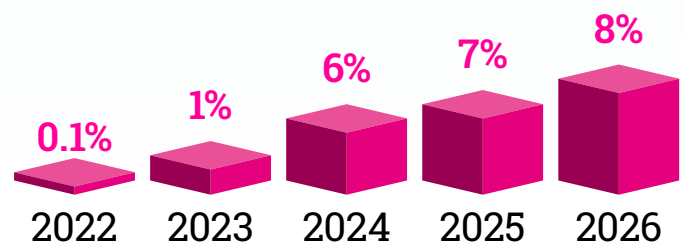
### FEMALES



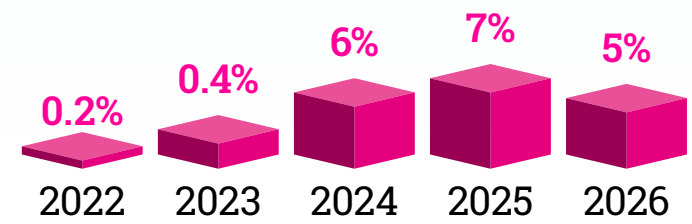
### ETHNIC MINORITY



### PEOPLE WITH DISABILITY

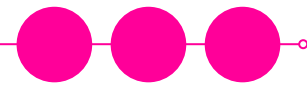


### LGBTQIA+





# Inclusion in Ireland – Last 5 Years



By the end of 2025, the national conversation on inclusion has matured. There is greater recognition that inequality is structural rather than individual, and that workplaces are a critical site of both exclusion and opportunity.

Elevate reporting points to clear differences in maturity and momentum between organisations with a structured commitment to inclusion and the wider national picture.

## Nationally

Increased leadership awareness, with variable ownership and follow-through

Inconsistent data collection, often limited to gender

Growing interest in inclusive recruitment practices

Heightened awareness, but mixed lived experience for marginalised groups

**Strategy and Leadership**

**Data and Insight**

**Recruitment and Access to Work**

**Culture and Workplace Experience**

## Elevate

More defined inclusion strategies, clearer leadership accountability, and stronger links between inclusion and organisational performance.

Earlier and broader use of workforce data and employee insight to understand who is underrepresented or experiencing disadvantage

More systematic review of recruitment processes, targeted outreach, and removal of unnecessary barriers

More intentional focus on psychological safety, belonging, and practical workplace supports



## What we've Learned over the Last Five Years

Several consistent insights have emerged:

- Inclusion advances faster where leadership responsibility is explicit
- Measurement changes behaviour and decision-making
- Cultural change follows structural change, not the other way around

Progress among Elevate signatories has not been uniform, but the overall direction reinforces a key learning:

**Inclusion improves where it is intentional, measured, and accountable.**





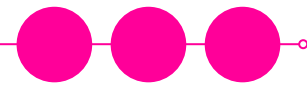
## Signatory Diversity Profile




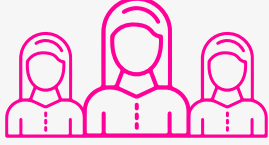











Diversity profile presentation of the collective workforce of Elevate signatories is a cornerstone of the pledge. To create this diversity profile signatories are asked to provide an anonymised dataset with their organisation's diversity profile in as much detail as they can. These individual submissions are aggregated to form a single Elevate Workforce Profile, offering a collective view of representation across the Elevate community of practice.

In addition to diversity demographic data, signatories are also asked to complete a survey which captures their approach to managing diversity, equity and inclusion. This section presents an overview of insights drawn from both the aggregated workforce data and the survey findings showcasing what the collective looks like and what tangible actions are being taken to embed inclusive practices in workplace.



# Elevate Workforce Data Disclosure



 <p>75 Signatories over 5 Years</p>	 <p>&gt;150K Employees</p>	 <p>54% : 46% Male: Female.</p>	 <p>41% Females in Exec/C-suite roles</p>	 <p>Nationality Irish: 65%. Britain and EU: 21%. Rest-of-World: 14%.</p>
 <p>8% Employees with a Disability</p>	 <p>8% Neuro-diverse Employees</p>	 <p>&gt;50 Employees from the Traveller and Roma Communities</p>	 <p>5% Employees from LGBTQIA+ Community</p>	 <p>12% Employees from Ethnic Minority Backgrounds</p>
 <p>33% Signatories offer Equivalent Maternity &amp; Paternity Paid Leave</p>	 <p>83% Signatories offer Formalised Flexible Working</p>	 <p>Living Wage More than 75% Signatories Pay; Only 50% Expect Contractors to Pay</p>	 <p>~20% Signatories Collect Socio Economic Data</p>	 <p>~10% Permanent Full Time Employees earn below living wage</p>

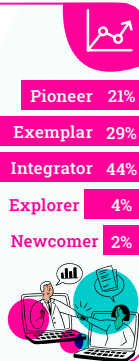
\*percentages are based on disclosure rates

# Signatory Approach to DE&I at a Glance

## Maturity

80% of signatories who rated themselves as Pioneer link Performance Management to DE&I KPIs.

Signatories self-rate their maturity on DE&I.



## Inclusive Hiring Practices

More than 80% signatories have a **formal recruitment strategy** to attract and select the best talent from the widest possible pool. 50% have set DE&I targets around diverse recruitment. 38% signatories reported having DE&I targets for development, progression and retention of colleagues – a 10 point increase from 2025.

Over 60% signatories have implemented programmes to support progression of under represented groups via:

- Targeted Leadership Development Programmes
- Reverse and diversity mentoring opportunities
- Stretch assignment and project opportunities

## Voluntary Disclosure Campaigns

Almost 90% signatories currently gather staff diversity data via **Voluntary disclosure campaigns** and the majority do so through **HR Systems**. Age & Gender are captured by most signatories. **Disability, Ethnicity and Sexual Orientation** are the next most frequently captured indicators. However, data on **Socio Economic Status** remains challenging and is currently only captured by ~20% of signatories.

## KPIs and Targets

~90% of signatories set **KPIs for DE&I**. Increasing **Female Representation in Senior Roles** continues to be the most popular KPI, with more than 70% of signatories setting targets for this. Targets around Recruitment stay steady at 50%, though **Targets around Development, Progression And Retention** have seen a 10-point increase on last year.

## Partnerships with Employment Support Groups

More than 50% of signatories have **partnered with Employment Support Organisations** or **engage with their local communities** to widen their recruitment channels. These partnerships have resulted in **over 100 diverse hires** into the Elevate workforce during 2025.

## Diverse-Ability

There has been a steady increase in the number of signatories tracking disability, with a sharp **rise in the capture of neurodiversity data**. However, the number of companies setting **disability related KPIs** has stayed the same at **only 5 signatories**.

Popular Ability focussed activities amongst signatories are:

- Inclusion Passports, Reasonable Accommodation and Neurodiversity Policies
- Health and Wellbeing support, with specific focus on life stages and mental health
- Flexible working for all colleagues

## Employee Engagement

The majority of signatories conduct Annual Employee Engagement Surveys and include questions about Belonging and Inclusion. These signatories have reported an average **engagement score of 78%** and average **belonging score of 82%**. Over 60% of signatories also cross reference their belonging and engagement scores with the diversity profile of those who completed the survey allowing them to build insights on perceptions of inclusion from minority groups within the workforce.

## Employee Resource Groups

The role of Employee Resource Groups continues to evolve as a strategic element in developing, championing and improving the overall DE&I approach. The proportion of signatories having **at least one ERG** has been steady at just over 80%, however we have seen a **14 point increase** in the signatories setting **KPIs for their ERGs** – currently at 50%. The majority of ERGs report directly to Senior Leadership.

## Training













Unconscious Bias and General Diversity Awareness are the most popular trainings, offered by over 90% signatories. Almost half also provide training on individual diversity indicators like Disability, Racism and Sexual Orientation, and 23% offer training on **Traveller Culture Awareness**.

## Resourcing

90% of signatories have a **C-suite or Board level DE&I sponsor**. Over 70% have a **DE&I Manager** and a **dedicated budget**, with average resourcing exceeding **2 Full Time Equivalents**.

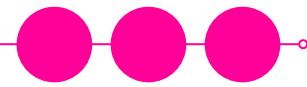
# Elevate Signatory Performance Scorecard on Diversity Indicators


Elevate’s ultimate ambition is to create a workforce that reflects the diversity of Irish Society and with this scorecard we aim to highlight both representation metrics and inclusive practices. The scorecard aims to be a quick reference guide to encourage accountability and to drive measurable change.

 <p><b>Gender</b></p>	<p><b>Exemplar</b></p> 	<p>Elevate companies outperform the national average on gender representation at senior level, with 41% female leadership, but progress remains fragile and uneven at the highest paid roles.</p> <p><b>Recommendation:</b> Set time-bound leadership targets and close pay and flexibility gaps.</p>
 <p><b>Disability</b></p>	<p><b>Integrator</b></p> 	<p>Elevate companies show strong progress on disability disclosure and inclusion culture, but representation at 8% still lags well behind the wider labour force and reflects visibility more than access to opportunity.</p> <p><b>Recommendation:</b> Set targets for disability representation and create flexible roles that match skills, progression, and pay.</p>
 <p><b>Ethnicity</b></p>	<p><b>Integrator</b></p> 	<p>At 12% representation, Elevate signatories broadly reflect national ethnic diversity. However, ethnic minority employees are over-represented in entry level roles, with limited progression into senior positions.</p> <p><b>Recommendation:</b> Set targets for ethnic minority advancement and tackle bias in hiring and progression.</p>
 <p><b>LGBTQIA+</b></p>	<p><b>Integrator</b></p> 	<p>Elevate signatories have made strong progress on LGBTQIA+ disclosure and visibility, with representation at 5%.</p> <p><b>Recommendation:</b> Move beyond visibility by guaranteeing safety, respect, and equal opportunity for LGBTQIA+ colleagues.</p>
 <p><b>Neurodiversity</b></p>	<p><b>Explorer</b></p> 	<p>8% of Elevate employees identify as being neurodiverse. There has been a significant increase – up to 50% of signatories capturing neurodiversity data.</p> <p><b>Recommendation:</b> Promote understanding through awareness, flexibility, and celebrating diverse cognitive strengths.</p>
 <p><b>Socio Economic Status</b></p>	<p><b>Explorer</b></p> 	<p>Elevate companies show relatively strong Living Wage performance compared to the national average, but limited socio economic data means underlying inequality in access, progression, and job quality remains largely hidden.</p> <p><b>Recommendation:</b> Embed inclusive hiring, progression, and secure work pathways to break cycles of disadvantage.</p>



# Elevate Signatory Performance Scorecard on Inclusive Practices




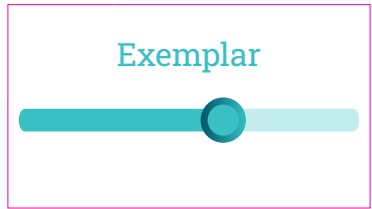
 **Targets and KPIs**



88% of signatories set DE&I KPIs and 27% link DE&I targets to Executive/C-Suite/ CEO performance management. Gender targets are most common whereas other dimensions – including disability, ethnicity, sexual orientation and socio economic status are less consistently embedded.

**Recommendation:** Expand DE&I target-setting and link outcomes to executive performance.

 **Life Stage Policies**



Signatories are introducing a broader range of flexible working arrangements, leave provisions and supportive policies designed to meet the needs of employees at different life stages and during key life events – including study leave, marriage, childbirth, adoption and surrogacy, reproductive health, caring responsibilities, career and lifestyle breaks, and wider wellbeing supports. Over 90% offer maternity leave above statutory levels, and 33% now provide equal maternity and paternity leave – double than last year.


**Recommendation:** Encourage active utilisation and measurement of these policies across all cohorts.

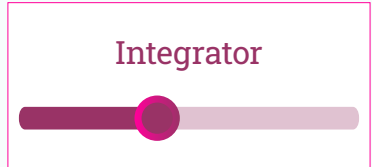
 **Pay Gap**



Despite fair gender representation at senior levels within the Elevate signatory companies, the collective Gender Pay Gap is at 10%.


**Recommendation:** Set meaningful targets not only for hiring, but for development, progression and retention.

 **Voluntary Disclosure Campaigns**



~90% (a 20 point increase) of signatories have confirmed that they are currently, or will start this year, gathering staff diversity data via voluntary disclosure campaigns. The increased disclosure rates reflect a rise in trust and psychological safety within the workplaces.


**Recommendation:** Use data to challenge decisions, not just report them.

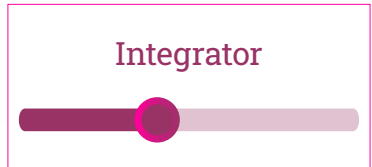
 **Living Wage**



More than 75% signatories pay the Living Wage, though only a little over 50% of signatories expect contractors to pay the Living Wage. The most recent Elevate data shows that almost 10% of the Elevate Workforce with Permanent Full-Time positions are earning below the Living Wage.

**Recommendation:** Pay a Living Wage across direct employment and supply chains, and create routes into secure, sustainable careers.

 **Training**



Unconscious Bias and General Diversity Awareness continue to be the most popular trainings offered. 50% of signatories provide focused training on individual diversity indicators such as Disability, Racism and Sexual Orientation. There has been a slight increase in the number of signatories offering training on Traveller Culture Awareness – currently at 23%.

**Recommendation:** Use targeted training to build inclusive behaviours in day to day actions and decisions.





## Exploring Key Indicators

This section of the report provides an in-depth exploration of five key diversity indicators featured in the Elevate Diversity Profile: Gender, Disability, Ethnicity, Sexual Orientation and Socio Economic Status. Together, these indicators offer a lens through which to understand who is represented, who is thriving, and where barriers still exist within workplaces.

For each area, we present headline insights from the Elevate Dataset, providing a snapshot of current performance across the collective. This is complemented by an overview of trends over the past five years, highlighting areas of progress alongside persistent gaps and challenges that require continued focus.

Throughout this section, examples from Elevate signatories are included showcasing practical actions to address inequalities and embed inclusive cultures. This also demonstrates how commitment can translate into meaningful change in practice.

# Focus on Gender (Female Representation)



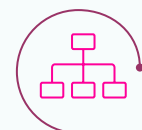
## Why does Elevate Capture Gender Data

**Gender inequality remains a persistent and measurable barrier to fairness, productivity, and progress** in the world of work. Women are still underrepresented in leadership roles and overrepresented in lower-paid, part-time, or precarious jobs. Also, **Intersectionality Matters**. Gender does not exist in a vacuum—it intersects with race, disability, socio economic background, and more. Addressing gender is often the foundation to wider and deeper inclusion strategies.

## Elevate Dataset – Topline Statistics on Gender



**46%** of roles within the Elevate Workforce are held by females



**41% Senior Executive Positions** are held by females



**70%** signatories have set targets for **Female Representation** at Senior Level



**85%** signatories provided **Gender Demographics by Seniority**



**75%** of signatories have a **Gender Related Employee Resource Group**



**21%** of Elevate signatories have a **Female CEO**



**83%** of signatories have **formalised flexible working** practices



**90%** signatories offer **paternity leave** over and **above statutory requirements**



**33%** signatories offer **equivalent maternity** and **paternity** pay

## Scorecard: How is the Elevate Workforce performing on Gender



Gender

Exemplar



Elevate companies outperform the national average on gender representation at senior level, with 41% female leadership, but progress remains fragile and uneven at the highest paid roles.

# Focus on Gender (Female Representation)

## If I am a Female in Ireland

- I will be in the Majority
- I will be more likely to have a degree
- I will be more likely to have a Post Graduate Diploma
- I will be less likely to be in the Labour Force
- I will be less likely to work so that I can look after home and family
- I will be less likely to hold an Executive or C-Suite position
- I will be very unlikely to be in the top 1% of earners
- I will be more likely to work Part Time and have a lower Pension
- I will generally earn less over the course of my career



## Progress and Challenges

### Progress in 2025

- Higher participation
- Higher employment
- Higher pay growth
- Better representation in many sectors

### Remaining Challenges

- Persistent gender pay-gap across many employers
- Underrepresentation of women in senior, high-paid roles
- Women remain much more likely than men to work part-time

### Female Representation at Executive/C-Suite levels

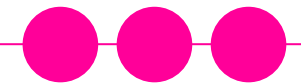
The Elevate Workforce data has consistently shown stronger female representation at Executive/C-Suite level than the national average. However, a drop from a high of 45% last year to 41% this year underscores the reality that **maintaining strong female representation at senior levels is fragile, and every hiring decision makes a difference.**

	Ireland	Elevate
2021	29.7%	37.8%
2025	32.3%	41%
<b>Change*</b>	<b>+2.6</b>	<b>+3.2</b>

\*percentage points

**Women's labour force experience in Ireland is better in 2025 than it was in 2021. Evidence shows higher participation, higher employment, higher earnings, and expanded representation, although some challenges such as the gender pay gap persist.**

## Focus on Gender (Female Representation)



**Progressive Practices in Action:** Below are some examples of initiatives taken by Elevate signatories.



### Bord Gáis Energy

At Bord Gáis Energy, we remain committed to promoting

balanced gender representation across the organisation, providing inspiring role models, encouraging internal mobility and exploring opportunities for early careers. Our Apprentice Programme was re-launched in Q3 2025 providing a fantastic opportunity to invest in early careers and future talent pipelines. We have introduced a Mentor programme within the Women's Network, offering valuable guidance and support for career development. We are also proud to have provided a focus on Women's health, particularly in the workplace, with initiatives such as the Hormone Health programme. Bringing in external and internal speakers to discuss menopause and hormone health, the organisation is actively raising awareness and supporting female colleagues experiencing peri-menopause and menopause. This includes educating staff on symptoms and effective management strategies to foster a more understanding and accommodating work environment. Our commitment to creating a supportive culture for women's health in the workplace was recognised through achievement of our Menopause Hub Accreditation in 2025.



### Three Ireland

At Three Ireland we set clear targets to achieve a 50/50 gender balance in leadership by 2030. In 2026 we are proud to report that our executive leadership team are made up of 45.5% female and 54.5% male.

- To ensure we meet our targets we continue to track and report on the gender balance across the employee life cycle, including new hires, progression, development, and engagement. We also track our pay, recruitment, and promotion decisions through a gender diversity lens.
- We have an Executive Leadership Team Member (C-Level) as Sponsor of our Diversity, Inclusion & Belonging steering committee to drive accountability and alignment at a senior level.

We report annually on our Gender Pay Gap Report as well as our action plan to reduce our gender pay gap. In 2025 we reported a reduction of 8.5% in our mean gender pay gap.

We continually review our recruitment and interview processes to minimise space for bias. This includes

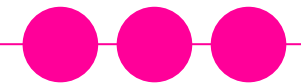
- Gender decoding job specifications,
- Anonymized CV screening,
- Unconscious bias training sessions for all hiring managers

We are dedicated to fostering gender balance particularly within our early careers recruitment, and we are pleased to see that our graduate intake is reflective of this work. Of the applications we received this year, almost half of applicants identified as female, and 67% of our grads hired are female.





## Focus on Disability



### Why does Elevate Capture Disability Data

**Over 1 in 7 people in Ireland have a disability**, yet employment rates among people with disabilities remain significantly lower than the general population. The labour force participation rate of people with disabilities is 40% compared with a rate of 61% for the general population. By actively including candidates with disabilities and long term health conditions, employers not only gain access to skilled, motivated individuals who are often overlooked, they also get a strategic advantage creating a more dynamic and innovative environment.

### Elevate Dataset – Topline Statistics on Disability



Data on disability captured for **~35,000** employees. **23%** disclosure rate



**~50%** of signatories **provided data** on disability



**8% of employees** who disclosed information identified as **having a disability**



**~70%** of signatories have an **Ability Related Employment Resource Group**



**Over 50%** signatories provide **Disability Confidence Training** and one third have made it mandatory for All Colleagues



**More than 80%** signatories provide **Mental Health First Aid Training**



**60%** of signatories provide a **Sensory Space**



**25%** of signatories operate an **Inclusion Passport**



**Only 10%** signatories have set **targets to increase representation** of colleagues with a disability

### Scorecard: How is the Elevate Workforce performing on Disability



Disability

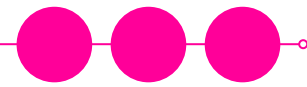
Integrator



Elevate companies show strong progress on disability disclosure and inclusion culture, but representation at 8% still lags well behind the wider labour force and reflects visibility more than access to opportunity.



# Focus on Disability



## If I have a disability or health issues in Ireland:

I will belong to a minority

I will be less likely to continue education beyond primary level

I will be less likely to be in the labour force

I will be more likely to be unemployed

I will be more at risk of poverty

I will be more likely to struggle to buy essentials



## Progress and Challenges

### Progress in 2025

The minimum statutory employment target within the public sector for persons with disabilities has been increased

Wage subsidy scheme for employment of people with disabilities has been reformed

Overall labour market has expanded

### Remaining Challenges

Participation and meaningful job opportunities remain limited despite overall labour market growth

Employment rates for people with disabilities remain low, and far below those without a disability

This disability employment gap is one of the worst in the EU

The disability employment gap for women is higher

Many people with disabilities want part-time or flexible work, yet such roles are often low-paid, insecure, and not aligned with their skills

### Overview of Disclosure and Representation of People with Disabilities

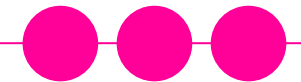
The Elevate Workforce data shows a marked increase in disability disclosure and representation, outperforming public sector employment targets. This increase – from 0.1% to 8% reflects greater trust and data quality not necessarily transformational hiring practices.

**Strong data is a foundation for inclusion, but creating access to opportunity is the step change that is required.**

	Population as per Census	Public Sector Targets for Representation	Representation in Elevate Workforce	Disability Disclosure in Elevate
2021	13%	3%	0.1%	2%
2025	22%	6%	8%	23%
<b>Change*</b>	<b>+9</b>	<b>+3</b>	<b>+7.9</b>	<b>+21</b>

\*percentage points

**The labour force experience of people with disabilities in Ireland in 2025 is worse or largely unchanged compared to 2021. There are more commitments and stronger policy frameworks, but actual employment outcomes remain poor, leaving Ireland with the widest disability employment gap in Europe and no measurable improvement over the last five years.**



**Progressive Practices in Action:** Below are some examples of initiatives taken by Elevate signatories.



## An Post

In 2025, we committed to embedding an inclusive culture of belonging across An Post by strengthening disability inclusion, improving accessibility, reducing stigma and integrating inclusive and preventative wellbeing practices into everyday working life. This work focused on ensuring colleagues across all roles and locations feel valued, supported and able to participate fully at work.

We progressed key disability inclusion initiatives, including our annual Disability Disclosure Survey, which deepened understanding of the lived experience of colleagues with a disability and contributed to increased declared disability representation across An Post, informing more targeted actions and supports.

We enhanced sensory accessibility through the introduction of sensory maps in our headquarters and the expansion of sensory toolkits across HQ and Mail Centres, creating more supportive environments for neurodivergent colleagues and visitors. Inclusive wellbeing initiatives supported colleagues' physical and mental health through podcasts, tailored exercise routines, physiotherapy supports, Wellbeing Week activities and initiatives aligned to national mental health awareness campaigns, helping to strengthen everyday belonging through improved access to support.



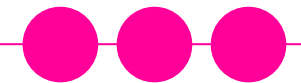
## Tesco

At Tesco our recruitment process has been centralised through the Global Careers site, creating a clear, consistent and inclusive candidate journey. Inclusive Hiring training is live, supporting fair and accessible recruitment every time. Partnerships with Back to Work Connect, Business in the Community Ireland and the Department of Social Protection help us reach talent we might otherwise miss—bringing new perspectives and lived experience into our teams. A direct route for interview adjustments for candidates ensures timely support, with insights feeding straight back into our processes. Our new recruitment hub is a major step change—delivering consistent hiring across all roles, prioritised interviews for candidates who disclose a disability, and reliable DE&I data to help us identify gaps and act quickly. Together, strong values, global standards, local partnerships and a unified hub bring Transform Recruitment to life in every requisition, shortlist and hiring decision.





## Focus on Ethnicity



### Why does Elevate Capture Ethnicity Data

Ethnic minorities make up approximately 13% of the population of Ireland. In Ireland—people from ethnic minority backgrounds, including migrants and Travellers, experience **higher unemployment rates, lower pay, and fewer opportunities** for advancement. Ethnic minorities often face systemic barriers in recruitment, progression, and recognition.

### Elevate Dataset – Topline Statistics on Ethnicity



Data on ethnicity captured for **~40,000** employees. **25%** disclosure rate



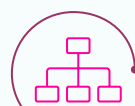
**More than 60%** signatories **capture information** on Ethnicity



**50%** of signatories **provided data** on Ethnicity



**65%** of signatories have an **Ethnicity related Employment Resource Group**



**~13%** of signatories have **formal targets for Ethnicity Representation**



Ethnic minorities are **over represented** in **Entry Level roles** and under represented in more Senior roles



**23 employees** from the Elevate workforce disclosed their identity as **Irish Traveller**



**32 employees** from the Elevate workforce disclosed their identity as **Roma**



Since 2022, **35** businesses engaged with BITCI's Traveller Employment Programme and **8 are actively hiring** Members of the Traveller Community

### Scorecard: How is the Elevate Workforce performing on Ethnicity



Ethnicity

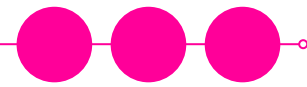
Integrator



At 12% representation, Elevate signatories broadly reflect national ethnic diversity. However, ethnic minority employees are over-represented in entry level roles, with limited progression into senior positions.



# Focus on Ethnicity



## If I am not White in Ireland

I will be in a minority

I will be less likely to hold an Executive/ C-Suite Position

I am 3 times more likely to experience discrimination both in the workplace and in accessing services

If my name suggests I am from an ethnic minority I will receive about half as many positive responses to my job applications

I am more likely to live in a rented accommodation

I am more likely to live in overcrowded accommodation



## Progress and Challenges

### Progress in 2025

- Higher participation
- Higher employment
- Greater overall representation in the labour force
- Gaps in unemployment rates between Irish and non-Irish workers have narrowed

### Remaining Challenges

- Continued wage gap versus Irish-born workers
- Greater vulnerability to high housing costs and poverty
- Variation by region of origin and occupation
- Pay and job quality disparities remain across different groups
- Race and ethnicity are still common grounds for discrimination in employment settings

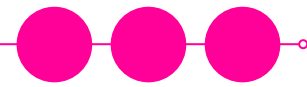
### Overview of Disclosure and Representation of Ethnic Minority

The Elevate Workforce data shows a substantial increase in ethnicity disclosure and representation, broadly mirroring national census trends and indicating workforces that are reflective of wider society. However, the rise – from 1.6% to 12% – primarily signals improved trust and data quality rather than definitive evidence of increased ethnic minority hiring, reinforcing that strong data enables inclusion, but **access to opportunity is the true measure of progress.**

	Population as per Census	Representation in Elevate Workforce	Ethnicity Disclosure in Elevate
2021	8.3%	1.6%	8%
2025	13%	12%	25%
<b>Change*</b>	<b>+4.7</b>	<b>+10.4</b>	<b>+17</b>

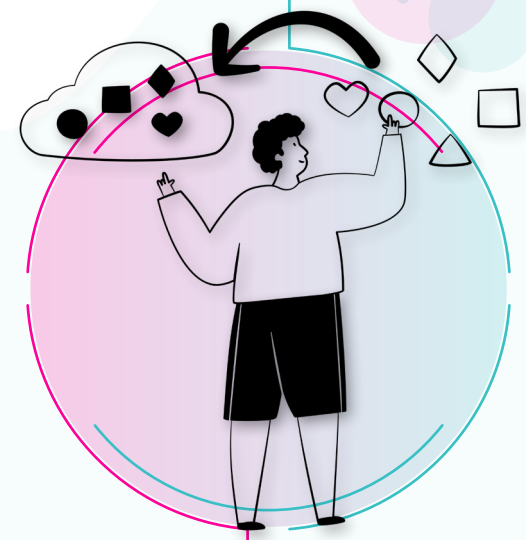
\*percentage points

**Employment access for people from ethnic minority backgrounds has improved in aggregate over the last five years, but their actual experience – particularly regarding discrimination, barriers to fair hiring, progression, and pay remains unequal and continues to be a major challenge.**



### If I am a Traveller in Ireland

- I will belong to an ethnic minority
- I will be more likely to attend a DEIS School
- I will be less likely to complete the Leaving Certificate
- I will be much more likely to be unemployed
- I will be more likely to live in poverty
- I am more likely to live in overcrowded accommodation



### Progress and Challenges

- #### Progress in 2025

  - Unemployment rates have fallen slightly
  - Greater access to targeted employment supports
  - More Work Experience & Internship Pathways in the Public Sector

#### Remaining Challenges

  - Discrimination in employment and job seeking remains a significant challenge
  - Lower educational attainment remains deeply unequal
  - Lower life expectancy and higher disability prevalence also negatively affect labour force participation
  - Traveller women continue to face intersectional barriers (high rates of unpaid caring responsibilities, etc.)
  - Greater vulnerability to homelessness and poverty

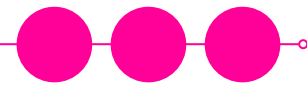
#### Overview of Disclosure and Representation of Traveller Community

The Elevate Workforce data shows modest gains in disclosure and representation of the Traveller Community, increasing from 0.02% to 0.09% over five years. While this mirrors some improvements in data visibility, representation remains significantly below census data. **Racism and discrimination are everyday realities for the Traveller Community, and until these are confronted head on, real change in workforce representation will not happen.**

	Population as per Census	Unemployment Rate in Ireland	Representation in Elevate Workforce
2021	7 per 1 thousand (0.7%)	80%	1 per 5 thousand (0.02%)
2025	6 per 1 thousand (0.6%)	61%	1 per 1 thousand (0.09%)
<b>Change*</b>		<b>Reduction by 19</b>	<b>Slight Increase</b>

\*percentage points

**The Traveller community's labour force experience in 2025 is somewhat better than in 2020, primarily due to a reduction in unemployment from ~80% to ~61%. However, Travellers still face extremely high levels of unemployment, marginalisation and discrimination. Thus, the situation remains significantly worse than for the general population and progress is limited.**



**Progressive Practices in Action:** Below are some examples of initiatives taken by Elevate signatories.

## ptsb PTSB

PTSB is an early adopter of the Unified Business Program, a bespoke intercultural development initiative co designed with GORM, Ireland's award winning social enterprise. The programme builds intercultural competence through short eLearning modules and in-depth manager training that explore unconscious bias, cultural values, and their impact on workplace behaviours. Participants develop practical strategies to increase cultural awareness and foster more inclusive, effective collaboration across differences.



Banc Ceannais na hÉireann  
Central Bank of Ireland  
Eurosystem

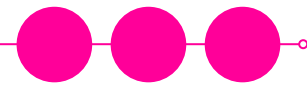
## Central Bank of Ireland

Training in Allyship, psychological safety and microaggressions formed part of the Bank's training programme in 2025.

This included listening sessions which informed the Bank on areas of concern amongst colleagues and were the basis for the design of activities to improve colleague feelings of inclusion and belonging.



# Focus on Sexual Orientation



## Why does Elevate Capture Sexual Orientation

LGBTQIA+ employees often face a range of challenges in the workplace, including the emotional strain of hiding their identity, exposure to microaggressions, biased recruitment and promotion practices, and a lack of visible role models or mentors. They may also experience exclusion from networking opportunities, unequal access to benefits, stereotyping, mental health pressures, and fear of retaliation when reporting discrimination.

When LGBTQIA+ employees can be their authentic selves at work, they're more likely to be engaged, loyal, and productive. Conversely, hiding one's identity is linked to stress, isolation, and lower performance.

Measuring and monitoring data on sexual orientation and gender identity is essential to uncover these barriers and ensure that DE&I initiatives address the real experiences of LGBTQIA+ colleagues.


## Elevate Dataset – Topline Statistics on Sexual Orientation



**50%** of signatories **disclosed data** on Sexual Orientation




**23% disclosure rate** for **sexual orientation** for overall **Elevate Workforce**




**5% employees** amongst the Elevate Workforce are from **LGBTQIA+ community**



**70%** of signatories have an **LGBTQIA+ related Employment Resource Group**




**40%** of signatories offer inclusion training on **Sexual Orientation**, though only a quarter of signatories run formal zero tolerance campaigns for exclusionary behaviour directed towards LGBTQIA+ community.




Some signatories **releasing** focused policies like **'Transition at Work'** and 'Adoptive Leave for Same Sex Partners'

## Scorecard: How is the Elevate Workforce performing on Sexual Orientation



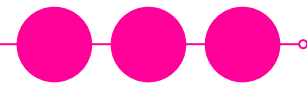
**LGBTQIA+**

**Integrator**



Elevate signatories have made strong progress on LGBTQIA+ disclosure and visibility, with representation at 5%.

# Focus on Sexual Orientation



## If I am a member of LGBTQIA+ community in Ireland

I will belong to a minority

I am more likely to be the target of a hate crime

I am very likely to have experienced micro-aggressions in the workplace

I may hide my identity in the workplace

I will face more struggles for my identity to be recognised

Of all LGBTQIA+ young adult, a quarter will go back into the closet after starting work



## Progress and Challenges

### Progress in 2025

- Visibility and openness
- Government commitment via publication of new National LGBTQIA+ Inclusion Strategy
- Community support and resources

### Remaining Challenges

- High discrimination rates – workplace is the most common location cited for bullying and harassment
- Hate motivated violence
- Lack of public confidence in the system's ability to protect LGBTQIA+ community

### Overview of LGBTQIA+ Representation

The Elevate Workforce data shows a significant increase in LGBTQIA+ disclosure and representation, rising from 0.2% to 5% over five years and signalling growing trust and psychological safety within signatory organisations. However, in the **absence of national labourforce data it is not possible to assess performance.**

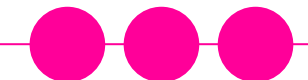
	Ireland	Elevate
2021	-	0.2%
2025	-	5%
<b>Change*</b>	-	<b>4.8</b>

\*percentage points

**Over the last five years the lived experience for many LGBTQIA+ people in Ireland has gotten worse, particularly in terms of discrimination, safety and mental health challenges, even though policy support and social visibility have improved.**



## Focus on Socio Economic Status



### Why does Elevate Capture Socio Economic Status Data

Socio Economic status directly affects access to opportunities, career progression, and the ability to fully participate in the workforce. **Talent is everywhere but opportunity is not**, people from disadvantaged socio economic backgrounds often face systemic barriers to education, networks, and early career opportunities.

Employment is one of the most powerful levers for breaking cycles of poverty. Inclusive hiring and progression practices allow individuals to thrive regardless of family background or income level, helping to create a more equitable society.

Despite progress made in this space, **educational attainment, career progression, and income levels** in Ireland remain strongly linked to socio economic background. For example, students from DEIS schools are significantly underrepresented in professional careers, and areas of concentrated disadvantage experience higher unemployment.

Overlooking socio economic background risks reinforcing cycles of inequality.

### Elevate Dataset – Topline Statistics on Socio Economic Status



**20%** of signatories **track data on Socio Economic status**



**More than 75%** of signatories **pay the Living Wage** though only a little over **50%** of signatories **expect contractors** to pay the Living Wage



**Close to 10%** of the Elevate Workforce with Permanent Full time positions are **earning below the Living Wage**



During 2025 over **50%** of signatories have partnered with Employment Support resulting in **more than 100 hires**



**More than 60%** of signatories **engage with local communities** to increase their talent pool



**More than 50%** of signatories partner with **local DEIS schools** and 3rd Level Access Programmes

### Scorecard: How is the Elevate Workforce performing on Socio Economic Status

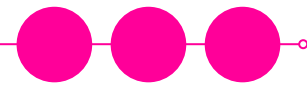


**Socio Economic**

**Explorer**



Elevate companies show relatively strong Living Wage performance compared to the national average, but limited socio economic data means underlying inequality in access, progression, and job quality remains largely hidden.



## If I go to a DEIS school in Ireland

I will belong to a minority

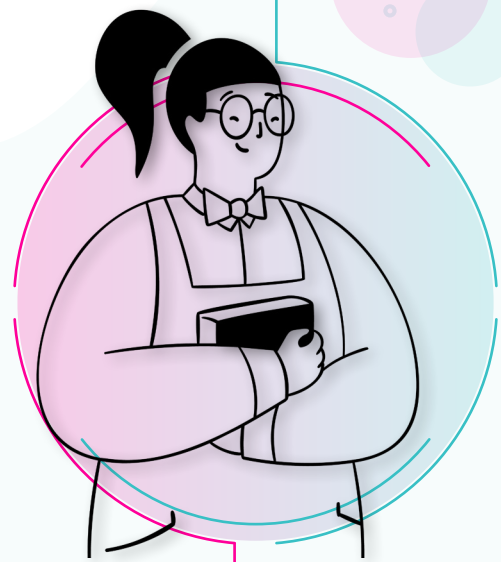
I will have 10 or less books at home

I will be less likely to stay in secondary school to Leaving Certificate

I will be less likely to go on higher level education

I will be more likely to have additional educational needs

I will be less likely to have a parent with 3rd level qualifications



## Progress and Challenges

### Progress in 2025

Unemployment has remained below 5% for over three years, indicating near full employment nationally.

Employment rates rose for almost all social groups post pandemic, including those traditionally more vulnerable to exclusion from work.

### Remaining Challenges

Persistent barriers (education levels, poor health/disability, caring responsibilities) remain significant.

Inequality and deprivation remain significant

Real disposable incomes fell for most working age households

High levels of poverty and enforced deprivation for many disadvantaged workers suggest that being employed does not mean escaping hardship

Workplace discrimination by background remains an issue

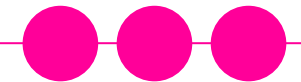
### Earnings above the Living Wage

More Elevate employees earn a Living Wage than the national average, rising from 83% to 89% over five years. That shows good progress on pay, but paying a Living Wage is only a starting point – **real progress means tackling the barriers that keep people stuck in poverty and block access to opportunity.**

	Ireland	Elevate
2021	80%	83%
2025	82%-85%	89%
<b>Change*</b>	<b>+2-5</b>	<b>+5</b>

\*percentage points

**For people from disadvantaged socio economic backgrounds, Ireland's employment experience is better in access, but worse in security and quality than it was five years ago. The labour market is very strong, but has not become more equal. Rising living costs mean that having a job does not guarantee economic stability in the way it did five years ago.**



**Progressive Practices in Action:** Below are some examples of initiatives taken by Elevate signatories.

## A&L Goodbody

### A&L Goodbody

At A&L Goodbody we are committed to supporting social mobility. This commitment is evident through the scale

of activity we undertake across social mobility programmes. During the 2024/2025 academic year, 138 colleagues volunteered, collectively reaching 644 young people through mentoring, workshops, work experience, and careers support. Our activities include:

- Continued delivery of P TECH, JumpAgrade, Barclays LifeSkills and Legal Fridays, providing digital, literacy and professional skills workshops alongside structured work experience.
- Contined partnerships with university Access programmes (including Trinity, DCU, UL and others) to support students pursuing legal education.
- Social mobility objectives embedded within graduate and internship pipelines, with reported success in exceeding internal targets for diverse intakes – 50% access students participated in our Law Start programme, 16% of our SIP interviewees were from a social mobility background, 13% were offered a place on our SIP programme, 75% of those interns were offered traineeships.
- Provision of mentorship, paid internships and accommodation support, directly addressing financial barriers to participation.



### Bank of Ireland

At Bank of Ireland we maintain living wage commitments, flexible working, financial wellness programmes, and DEIS school partnerships supporting reading, numeracy, and mentoring, helping create community impact.



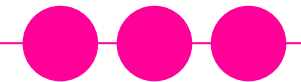


## Future Progress

This final section brings together five years of learning from Elevate – reflecting on the progress made, the gaps that remain, and the choices facing employers. The conclusions and recommendations that follow are intended to support organisations to move decisively from measurement to action, and from commitment to meaningful, sustained impact.



# Conclusion



**Five years on from the launch of Elevate:** The Inclusive Workplace Pledge, this report represents a significant milestone. It demonstrates how far participating employers have travelled in building the foundations for inclusive workplaces – strengthening leadership commitment, improving data quality, embedding policies, and normalising conversations about diversity and belonging.

Across the Elevate dataset, progress is evident. Disclosure has increased across most diversity indicators, trust between employers and employees has grown, and many organisations now approach inclusion in a more structured, evidence-led way than they did in 2021. This reflects the value of collective action, peer learning, and sustained focus over time.

However, this fifth report also makes clear where progress has not kept pace with ambition.

While data maturity has accelerated, **real-world outcomes for people who experience disadvantage in the labour market have improved far more slowly.** Representation gains are often driven by disclosure rather than access to opportunity. Progression remains uneven. Certain groups – particularly people with disabilities, members of the Traveller Community, and those from disadvantaged socio-economic backgrounds – continue to face profound structural barriers to employment, progression, and job quality.

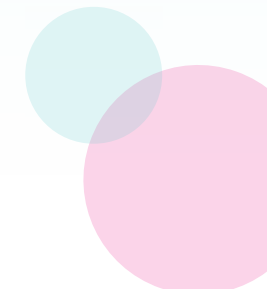
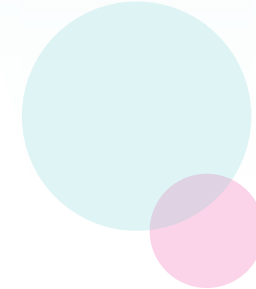
The evidence reinforces that measurement is a critical foundation for transformation, but it does not, on its own, drive change.

The next phase of Elevate therefore requires a shift – from primarily asking who is represented, to interrogating who is progressing, who is facing barriers, and who is being left behind.

## What Five Years of Data Tell Us

Taken together, five years of Elevate data point to several consistent insights:

- **Trust enables data, but opportunity drives change.** Increased disclosure across disability, ethnicity, and sexual orientation reflects growing psychological safety. Yet without changes to hiring, progression, job design and decision-making, data improvements do not translate into equitable outcomes.
- **Progress is fragile without accountability.** Gains in senior leadership representation – particularly on gender – can stall or reverse when attention shifts or succession planning weakens.
- **Inequality is structural, not individual.** Persistent under-employment, slower progression, and uneven job quality cannot be addressed through confidence-building or awareness alone. They require changes to systems, pathways and power.
- **Inclusion inside organisations is inseparable from social cohesion outside them.** Rising inequality, discrimination and polarisation in wider society inevitably show up at work. Employers have both influence and responsibility in shaping safer, fairer environments.





# Recommendations

## Recommendations for the Next Phase of Elevate

As Elevate enters its next phase, BITCI calls on signatory organisations – and those considering joining – to focus on impact over intention, and outcomes over activity.

We recommend five priority actions:

### Move from Representation to Progression

Track and address where under-represented groups are clustered, stalled or excluded from advancement. Set meaningful targets not only for hiring, but for development, progression, retention and pay outcomes.

### Use Data to Challenge Decisions, Not Just Report Them

Move beyond dashboard reporting. Use diversity and employee engagement data to interrogate recruitment decisions, performance ratings, succession planning, job design and access to flexibility – and adjust where bias or exclusion persists.

### Address the Barriers We Know Exist

Tackle structural barriers head-on, including inflexible roles, inaccessible recruitment, biased progression pathways, low-paid or insecure work, and cultures that tolerate micro-aggressions or informal exclusion.

### Expand Focus on Socio-Economic Inclusion

Increase collection of socio-economic data and embed inclusive pathways that address access, job quality and progression. Pay a Living Wage across direct employment and supply chains, and create routes into secure, sustainable careers.

### Strengthen Leadership Accountability

Ensure that inclusion outcomes are owned at senior leadership and board level, with clear responsibility, resourcing and performance linkage. Sustainable inclusion requires visible leadership and long-term commitment.

## A Shared Responsibility

Elevate was founded on the belief that employment is one of the most powerful levers for tackling inequality. Five years on, that belief is reinforced – but so is the scale of the challenge.

This report shows that **Ireland's labour market is strong, but not yet fair**. Businesses engaging with Elevate have built important foundations. The task now is to convert those foundations into **measurable improvements in access, experience and progression for all employees** – particularly those who have historically been excluded from opportunity.

As we look to the next chapter of Elevate, BITCI remains committed to supporting employers to move from commitment to impact, and from inclusion within organisations to greater equity and cohesion across society.

**Progress is possible. The data shows it.**

**But real change will depend on what we choose to do next.**

# BITCI's Leader's Group on Social Inclusion

The Elevate Pledge is an output of BITCI's Leader's Group on Social Inclusion which is co-chaired by:



**Harry Goddard**  
CEO, Deloitte Ireland



**Sinéad Patton**  
Chief Finance and Commercial  
Officer – Ireland and Nordics,  
Finance Director – Industrial,  
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Veolia

This group is made up of representatives from BITCI member companies:



**Deloitte.**

Deloitte Ireland



Gas  
Networks  
Ireland

Gas Networks Ireland



Iarnród Éireann  
Irish Rail

Iarnród Éireann



Johnson  
& Johnson

Johnson & Johnson



roadstone  
A CRH COMPANY

Roadstone



sse  
Airtricity

SSE



VEOLIA

Veolia

The Elevate Pledge is also supported by Deloitte Ireland as a Knowledge Partner.

**Thank you to all members of the Leader's Group on Social Inclusion for their support and commitment in building an inclusive Ireland together.**



# Glossary of Terms



**ACCESSIBILITY** is ensuring that everyone can access places, opportunities, resources, and support no matter their physical or mental abilities. Designing for use by all ensures no one is excluded. This involves considering who may not be able to access or use something, physically, online, visually, and ensuring it is designed so everyone can benefit.

**ALLYSHIP** is about recognising personal privilege or power and using it to advocate for people in underrepresented groups. Understanding and promoting allyship is essential in fostering inclusive environments.

**DIVERSITY** is understanding and recognising difference. A diverse workforce is one with a range of people from different backgrounds, generations, ethnicities, races, cultures, accessibilities, sexual orientation, beliefs, ideologies and more.

**EMPLOYEE RESOURCE GROUPS** (ERGs) are employee-led groups at workplace that foster a diverse and inclusive culture aligned with organisational missions and values. ERGs allow employees to make connections with colleagues and build a sense of community.

**EQUALITY** means ensuring that everyone has the same opportunities and receives the same treatment, resources, and support. Inequality is used to describe a lack of equality.

However, **EQUITY** recognises that individuals have different circumstances and may require different types of treatment, resources, and support. It is about giving people what they need, to make things fair, rather than giving everyone the same. This is not the same as equality, nor is it the same as inequality.

**ETHNICITY** is a broader concept than race and includes or combines nationality, citizenship, race, colour, language, ancestry, religion, and customs of dress or eating.

**ETHNIC MINORITY** refers to racial and ethnic groups that make up a smaller proportion of the population of a particular country or group. Minority ethnic groups vary in each country.

**GENDER IDENTITY** refers to an individual's personal sense of their own gender. It encompasses how a person perceives themselves in terms of being male, female, a combination of both, or neither male nor female.

**GENDER PAY GAP** in Ireland is the difference between the average hourly wages based on biological gender (i.e. Male and Female), calculated across all jobs and employees, not just for those in similar roles. The gender pay gap is different to equal pay which ensures equal pay for equal work regardless of gender.

**INCLUSION** An inclusive working environment is one in which everyone feels that they belong, that their contribution matters, that they can be themselves no matter their background, identity, or circumstances. It is about ensuring that everyone in society is represented, and that people's differences are valued, ensuring there are equal opportunities for everyone to thrive in the workplace.

**INTERSECTIONALITY** is a concept that examines how various social identities (e.g., ability, race, gender, sexual orientation, socio economic status) intersect to create unique modes of discrimination and privilege. Understanding intersectionality is crucial in addressing the multifaceted nature of discrimination.

**LGBTQIA+** stands for: lesbian, gay, bisexual, transgender, queer, intersex and asexual with the + encompassing any sexual orientations or gender identities that do not correspond to heterosexuality.

**RACE** is defined based on people's shared distinctive physical traits, such as skin, hair and eyes. Race and Ethnicity are a similar concept, however ethnicity also includes cultural characteristics such as those outlined in the definition earlier.

**SOCIO ECONOMIC STATUS** usually reflects access to financial, educational, social and health resources within the society. A combination of factors like income, education, and occupation can influence various aspects of life, including health, education, access to employment and overall wellbeing.

**SOCIAL COHESION** can be defined as the glue that holds communities together. It encompasses various elements such as trust, shared values, and social interactions, which contribute to a sense of belonging and solidarity among community members. The importance of social cohesion cannot be overstated, as it fosters cooperation, empathy, and resilience in the face of adversities.

**UNCONSCIOUS BIASES** are social stereotypes about certain groups of people that individuals form outside their conscious awareness. Recognising and addressing these biases is crucial to ensure fair & inclusive treatment.

**UNDERREPRESENTED GROUP** refers to a population of people who are insufficiently or inadequately represented compared to their actual proportion of the general population. Terms such as underrepresented ethnic groups, underrepresented communities, and underrepresented cultures are also used to describe these groups.

Adapted version of Glossary from [Driving Inclusion Powering Change Report](#) by SSE Airtricity

For more information on Business in the Community Ireland: [www.bitc.ie](http://www.bitc.ie)

For more information on The Elevate Pledge [click here](#)

Thank you to the team at Deloitte Ireland for their support on design and layout of this publication.

For any queries on this publication please write to [elevate@bitc.ie](mailto:elevate@bitc.ie)

For 25 years, Business in the Community Ireland have been leaders in sustainability and social inclusion, putting all pillars of ESG (Environmental, Social and Governance) firmly on business' agenda. Our mission is to inspire, challenge and facilitate businesses to bring about a sustainable, low carbon economy and more inclusive society where everyone thrives.