


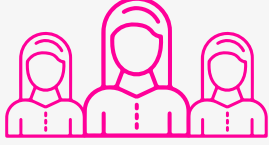















**5 Years of Elevate:  
From Commitment to Impact**



# 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>

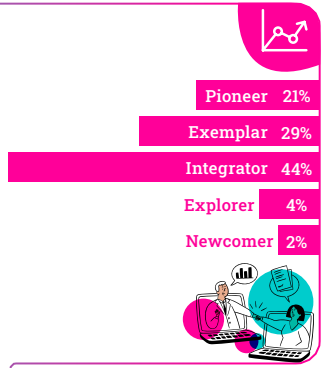
\*percentages are based on disclosure rates

# 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.

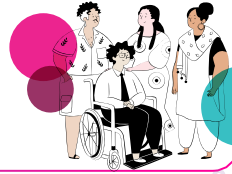


## Diverse-Ability

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.

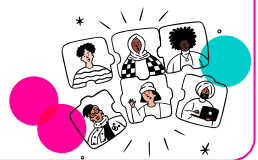
Popular Ability focussed activities amongst signatories are:

- 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












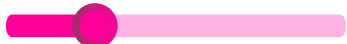
90% of signatories have a C-suite or Board level DE&I sponsor. Over 70% have a DE&I Manager and a dedicated budget, with average resourcing exceeding 2 Full Time Equivalents.





# 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

Integrator



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

Exemplar



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

Integrator



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

Integrator



~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

Integrator



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

Integrator



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.

