



# SETTING THE **GLOBAL** **STANDARD** IN **SECTORIAL** **BENCHMARKING**

## A Global First

Sector-Led, Culture, Diversity, Equity and Inclusion  
Benchmarking Report 2024

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# EXECUTIVE SUMMARY

**inclusio** is delighted to launch the first Sectorial Benchmarking Report; **VOiCE for Insurance**. This groundbreaking approach sets new standards and unparalleled benchmarks in culture and DEI. Established in 2020, the **VOiCE** initiative represents the voices of employees in insurance in Ireland.

For any sector to thrive it needs to attract and retain the most talented employees from a diverse range of backgrounds. As workforces become more diverse, it is imperative that companies build a culture of inclusion. An inclusive culture, unlocks and activates workforce diversity which in turn, drives more collaboration, creativity and innovation.

The **inclusio** Culture Model™ is grounded in four years of academic research. The scope of the Culture Model is one of the most advanced globally and **scientifically measures levels of Trust, Psychological Safety, Wellbeing, Job Supports and Belonging**. The deep demographic insights captured, highlight the richness of diversity in the sector and **over 1570 hours of extensive DEI education** was delivered through the platform.

These comprehensive insights empower leaders with the data and benchmarks needed to **advance DEI, drive positive cultural change and respond to regulatory reporting**.

**inclusio** captured voices representing 15% of the insurance workforce in Ireland to understand employees experience of workplace culture. The initiative included 125,000 responses, comprising of 67,000 on 'Demographics and Inclusion in Action', and 58,000 responses on the 'Culture of Inclusion'. **Together, these voices offer a first of its kind understanding of the sector.**

By capturing the voices of employees, the insurance sector will now be able to benchmark progress, improve their culture and respond to demands for mandatory reporting. We are delighted to partner with leaders in the insurance sector and **South East Technology University** as we **work together on this transformational journey**.



**SANDRA HEALY**  
CEO and Founder  
inclusio

01.

# A GLOBAL FIRST

Established in 2020, **VOiCE** (Valuing Openness, inclusive Culture & Equity) is a global first, sector-led, Culture, Diversity, Equity and Inclusion benchmarking initiative.

Backed by the Government of Ireland, the collaboration with **SETU** (South East Technology University) deploys **inclusio**'s world leading technology and science to establish unprecedented benchmarks in Ireland and globally.



**voice**

**VOiCE** brings together leading insurance companies to spearhead the way in developing the first sectorial Culture, Diversity, Equity and Inclusion (DEI) benchmarks based on the voices of people working in the sector.



Empowering leaders with data and benchmarks to advance DEI and drive positive Cultural change.

Establishing a world-first: sectoral benchmarks on Culture, Diversity, Equity and Inclusion for the Insurance sector in Ireland and globally.

Delivering credible, scientific data and benchmarks for responding to regulatory and mandatory reporting.

**voice**

**IMPACT**

# SECTOR-LED ADVISORY BOARD



**SANDRA HEALY**  
CEO and Founder  
inclusio



**CAROLYN O'HARA**  
Chief Human Resources Officer  
FBD Insurance



**ANTHONY KELLY**  
Head of Communications and Culture  
RSA Insurance, 123.ie



**MAUREEN BRESLIN**  
Chief Operating Officer  
New Ireland Assurance



**CONOR MAHON**  
Director of Operations  
IPB Insurance



**JACQUIE DOYLE**  
COO  
AIB life, Saol Assurance



**MARGARET GRIBBEN**  
Head of DEI  
Irish Life



**DAVID DENIEFFE**  
Vice-President, Student Experience  
South East Technological University





**Professor Veronica Campbell**

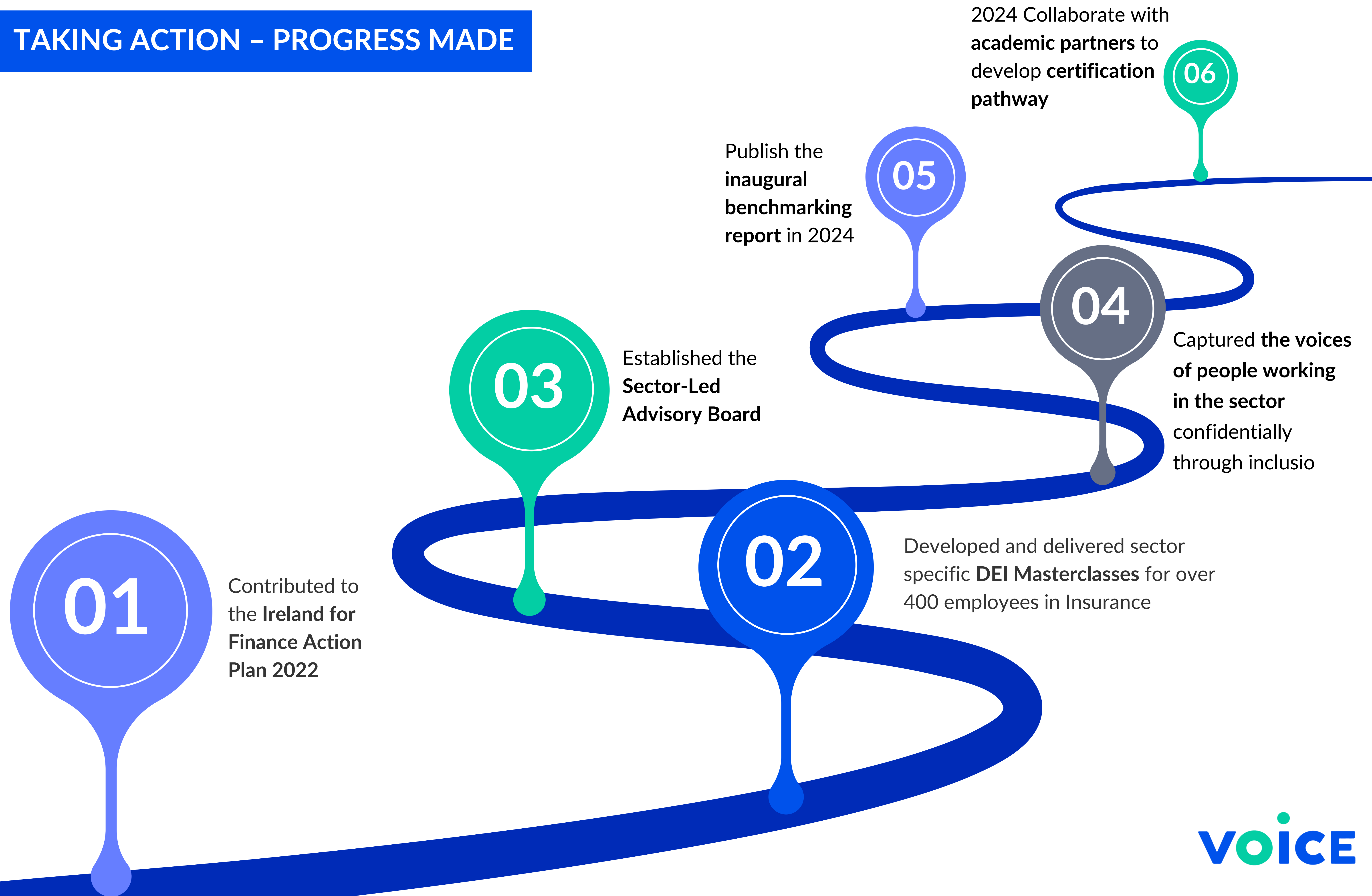
President, South East Technology University

“SETU through the Faculty of Lifelong Learning, CIRDAS and partner inclusio have provided a pathway for the insurance sector on their culture and EDI journey.

SETU is delighted to be at the forefront of such an innovative and pioneering venture and we are delighted to utilise our academic expertise to engage in such partnerships with industry for the development of solutions by industry and for industry.”

# EMPOWERING THE INSURANCE SECTOR

## TAKING ACTION – PROGRESS MADE







**inclusio's** cutting-edge software provides employers with the most comprehensive, reliable people and culture data on the market.

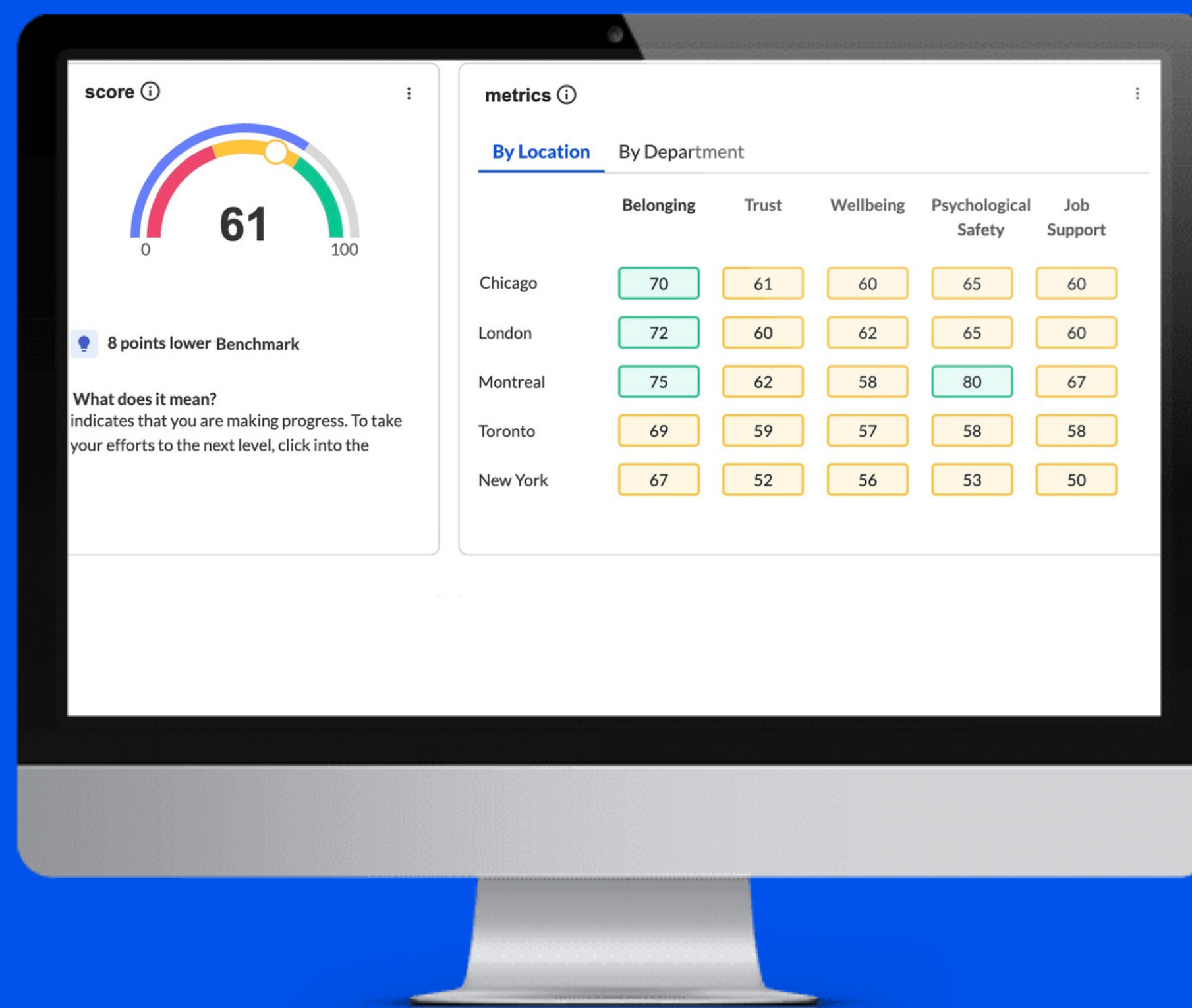
The scientific data captured through **inclusio** empowers leaders with the insights they need to deliver meaningful culture change and achieve true employer excellence.

Through concrete insights instead of guesswork, leaders can deliver on their cultural ambitions and respond to regulatory and mandatory reporting.



**ABOUT  
US**

[www.inclusio.io](http://www.inclusio.io)



**UNLEASH THE  
POWER OF DATA  
DRIVEN CULTURE  
TRANSFORMATION**

# DISCOVER+ MATURITY FRAMEWORK

inclusio's Discover+ Maturity Framework brings a new perspective to evaluating commitment to culture, diversity, equity, and inclusion (DEI). Unlike a simple audit, Discover+ is a deep dive that connects the dots between where an organisation is and where it aspires to be.

This strategic direction is essential to not just comply with culture and DEI standards but to lead by example.

As part of the VOICE initiative, each of the founder partner companies took part in a Discover+ session.

The data was combined and provides an indication on the Culture and DEI maturity standard of the sector.

## RESULT HIGHLIGHTS



### LEADERSHIP ENGAGEMENT

Strong buy-in at leadership level



### EMPLOYEE ASSISTANCE PROGRAMMES

Four out of five of organisations provide EAP's



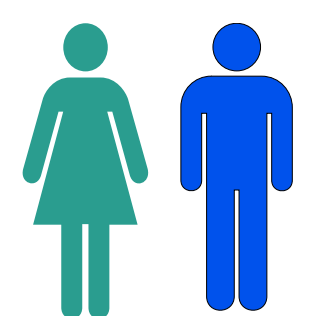
### DEI COMMUNICATION

Communicating and sharing DEI commitments online can increase accountability and attract talent



### STRATEGY AND POLICY

Documented Mission, Vision, Values & Behaviours statements



### GENDER REPRESENTATION

36% 64%  
36% women to 64% men at senior leadership level



### HYBRID AND FLEIXBLE WORKING

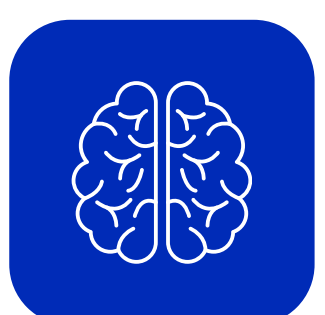
50% offer hybrid work options

One in three do not have hybrid/remote policies in place



### SPEAK UP

Confidential employee reporting processes are in place and communicated



### POLICY DEVELOPMENT

Actions required in areas of disability, mental health and neurodiversity



## Be a leader in your sector.



**Barbara O'Malley**

Chief People Officer, Irish Life Group

“It's great to see the launch of this first annual report, highlighting the collaboration across the insurance sector.

At Irish Life, we're committed to driving an inclusive environment and culture where our people can thrive. So we're proud to be one of the founding members of the VOiCE initiative, developing sector benchmarks to advance Diversity, Equity and Inclusion in insurance and beyond.

We're really excited at Irish Life to see the impact of this first report and how our journey progresses.”

02.

# THE BENCHMARK METHODOLOGY

VOICE



## THE VOICES OF EMPLOYEES IN INSURANCE

Throughout 2023 the data was captured for the first sectoral Benchmarking Report; **VOiCE for Insurance**.

2,700 employees in the Insurance sector contributed their voices and set the first sector benchmarks for Ireland. As 17,610 employees work in the Insurance sector, the **VOiCE** benchmarks represent 15% of the sector overall.

This pioneering report is just the beginning. **In the first half of 2024, an additional two thousand employees in partner companies will contribute their voices** which will be included in the 2025 benchmarks.



## CALL TO ACTION

The mission of **VOiCE** is to bring together leading Insurance companies to establish the first sectoral benchmarks on Culture, Diversity, Equity and Inclusion in Ireland and globally. **We invite more insurance companies to join VOiCE and provide employees with the opportunity to contribute.**



**2.7 K**  
VOICES OF EMPLOYEES



**125 K**  
QUESTIONS ANSWERED



**15%**  
REPRESENTATION OF  
INSURANCE SECTOR



**67 K**  
DEMOGRAPHIC &  
INCLUSION IN ACTION



**58 K**  
CULTURE EXPERIENCE



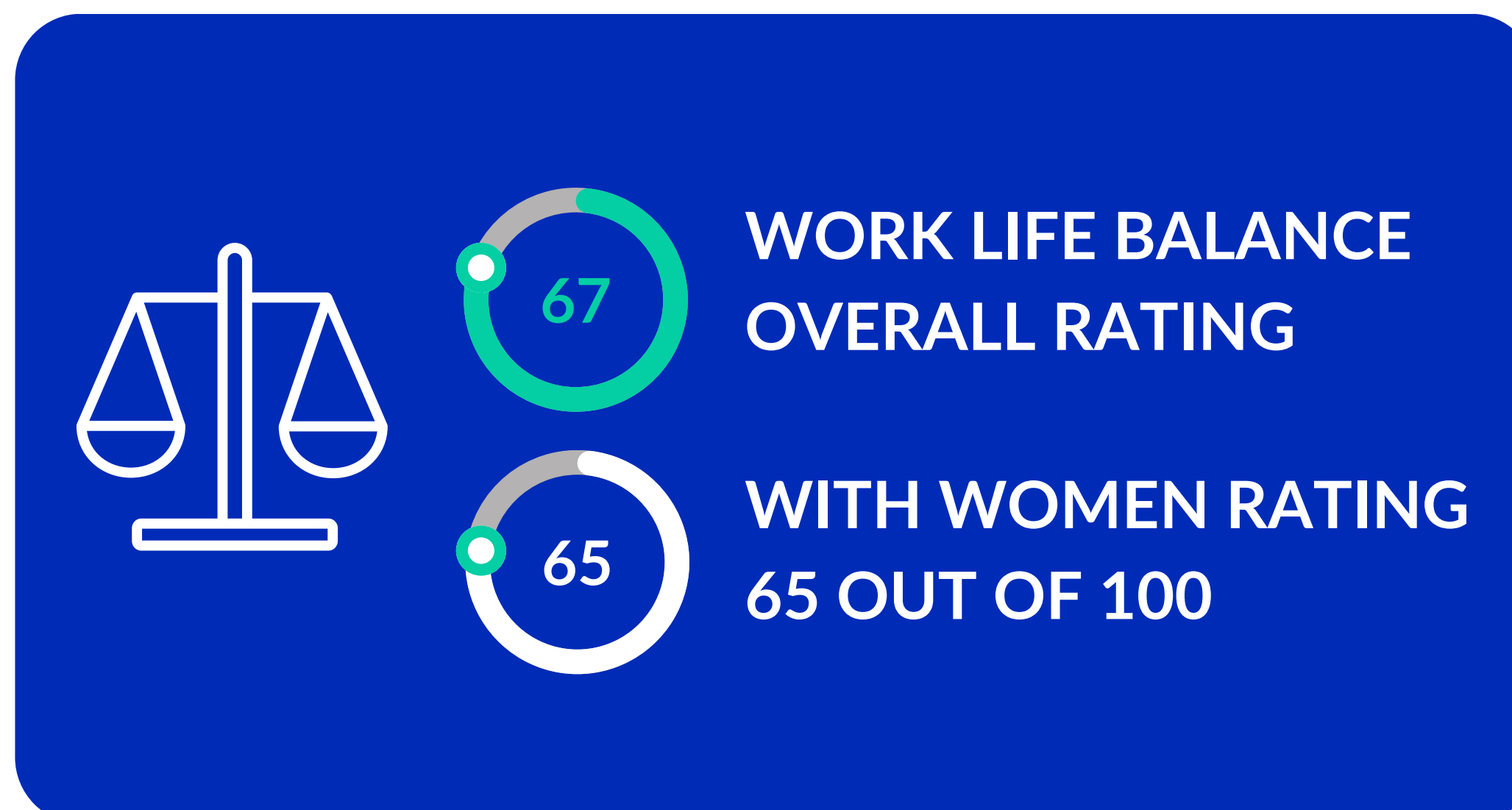
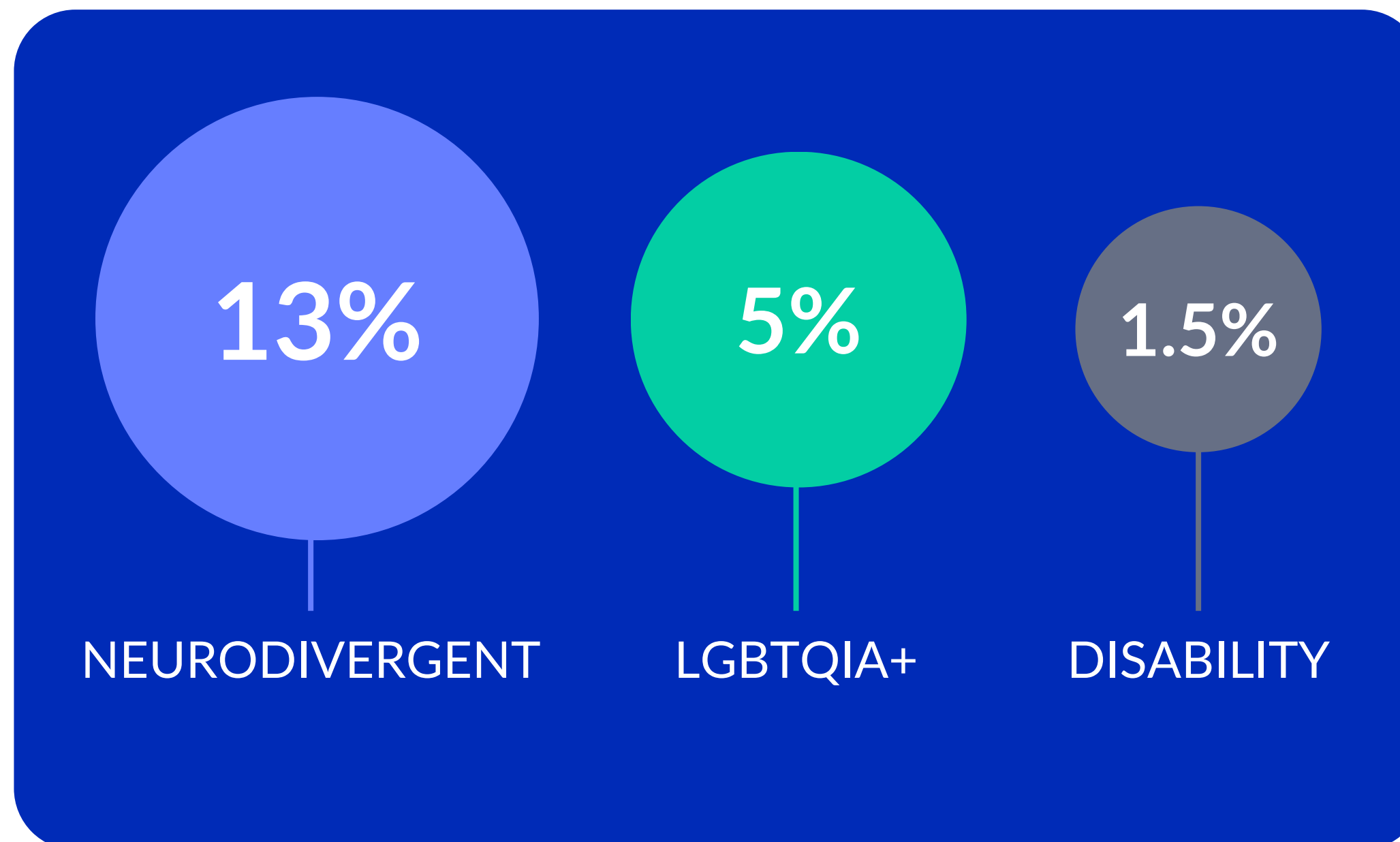
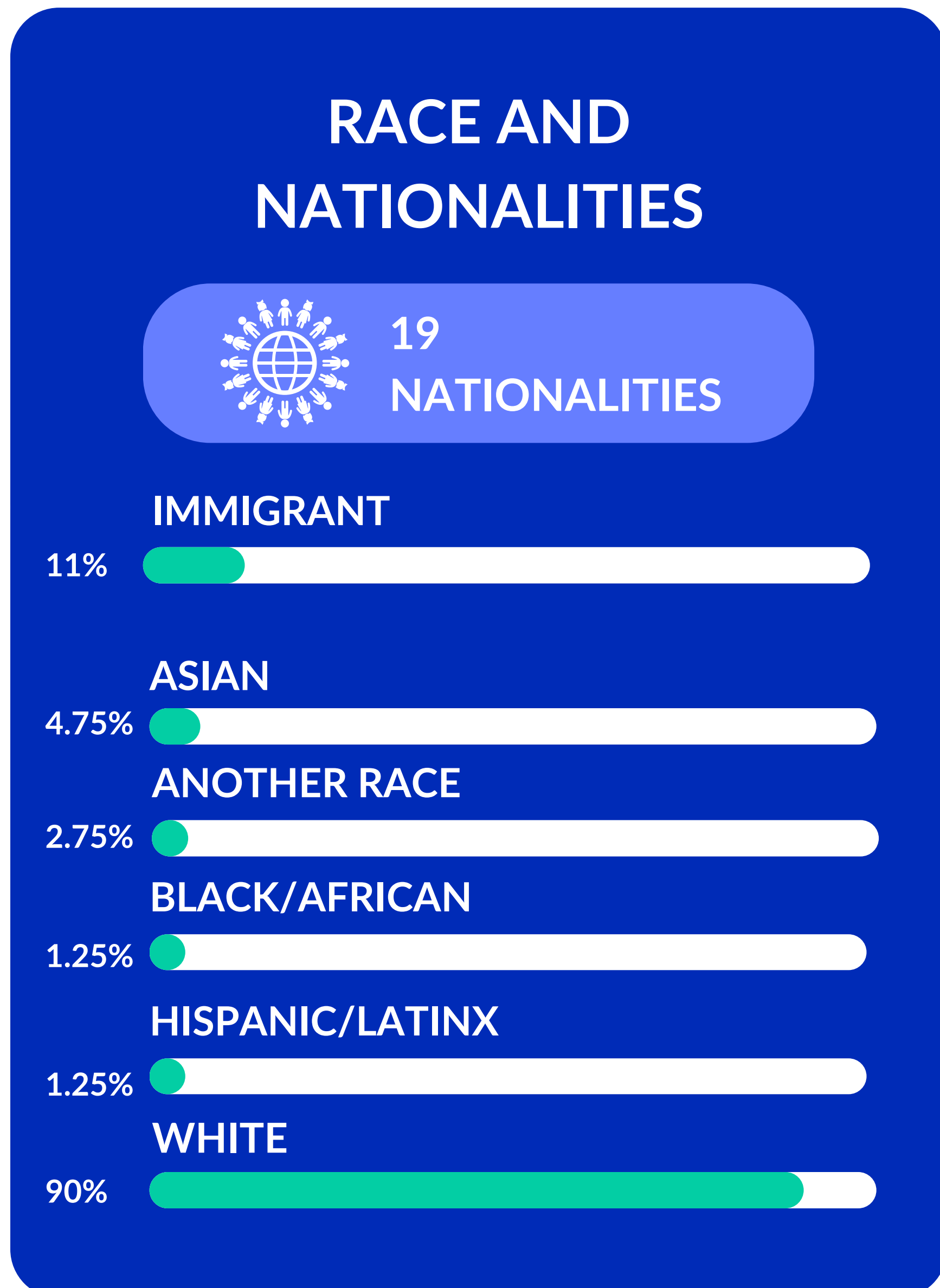
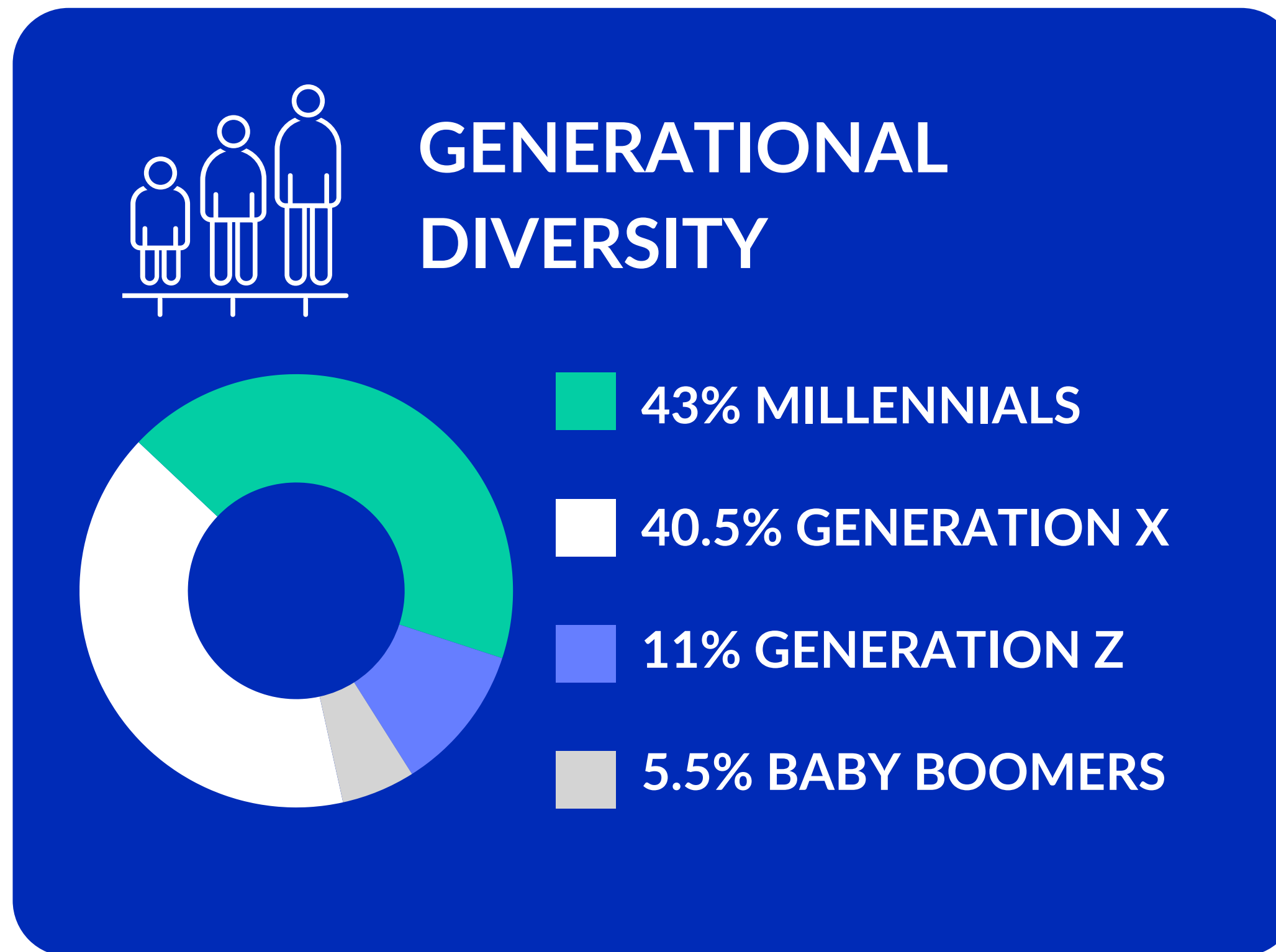
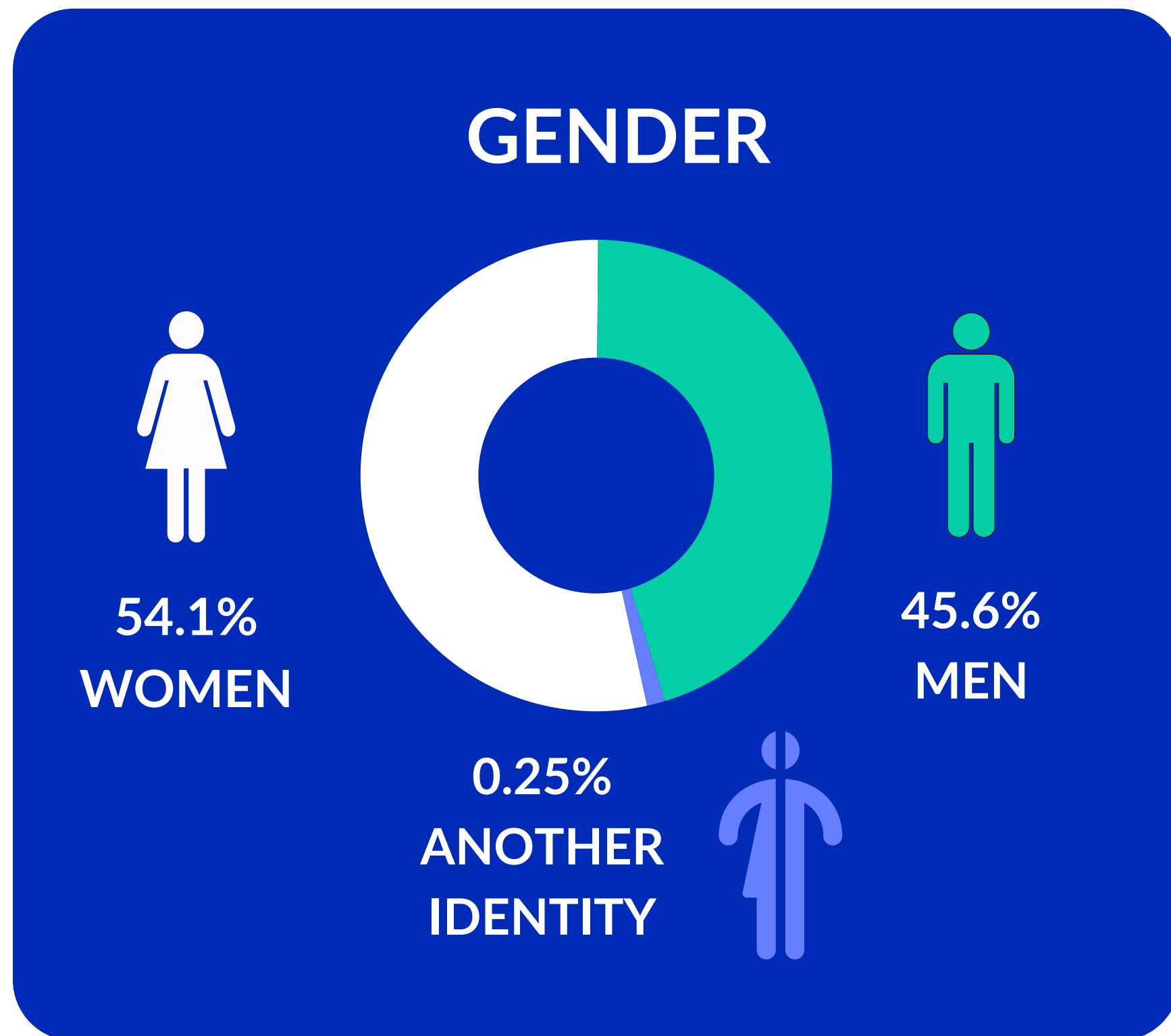
**1570 Hrs**  
OF EXTENSIVE DEI  
EDUCATION

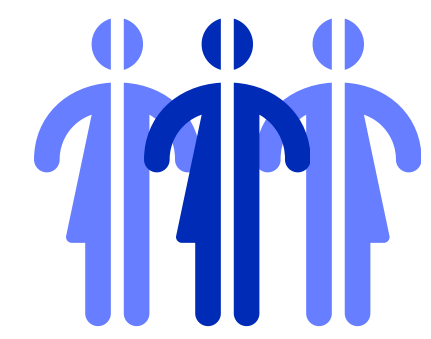
# 03.

## THE BENCHMARKS FOR 2024

PEOPLE+

CULTURE+



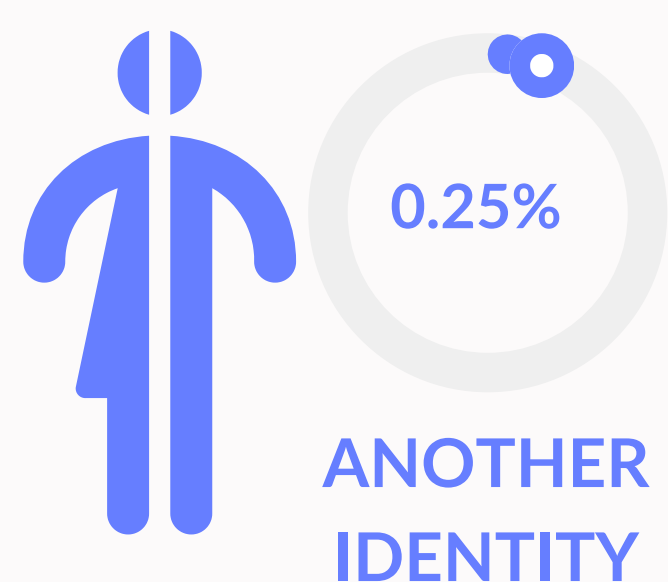
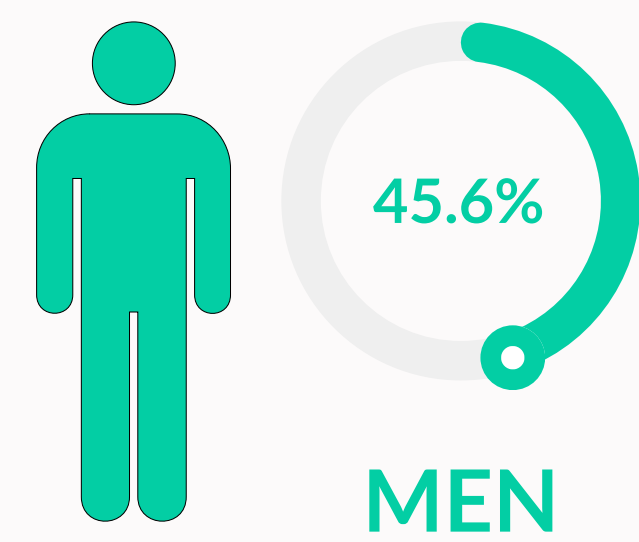
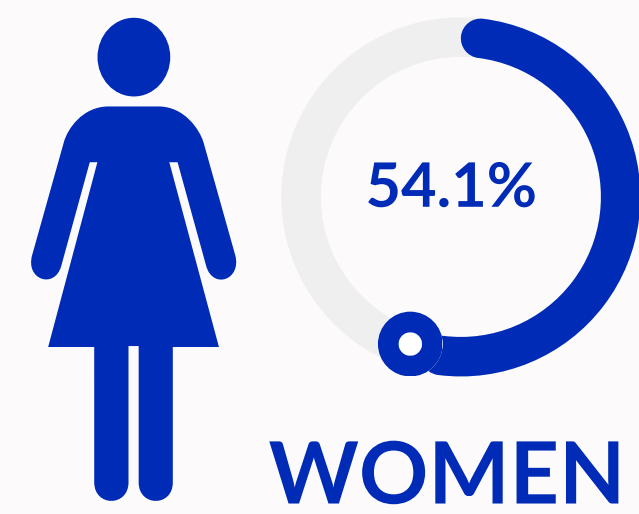


## WHY GENDER REPRESENTATION MATTERS

A series of regulatory measures across the EU has ensured that many financial services companies are taking important steps to address gender representation<sup>1</sup>.

Equitable gender balance **positively impacts financial performance, better decision making, improves evaluation of risks and avoidance of group think.**

Gender balance has become a strategic priority for leadership teams and boards, the presence of clear targets and metrics, has improved representation at all levels. While policies such as equal pay, flexible working, and parental leave have been implemented to address gender inequities, many organisations know more progress needs to be made<sup>2</sup>.



## WHAT OUR RESULTS SAY

The benchmark data show that women represent 54.1% of the sector, with men at 45.6%, and 0.25% self-disclosing as another gender identity.

The near parity in numbers is evidence of progress made in recent years, and an indication that policy and practices are working.

However, the representation is not as balanced at higher levels, as the **Discover+ Maturity data show 36% women to 64% men at senior leadership level.**



## KEY ACTIONS FOR GENDER REPRESENTATION

**01. Targeted Leadership Development:** Implement programmes specifically designed to prepare mid-level female managers for executive roles.

**02. Succession Planning with Gender Balance:** Ensure that gender balance is a key criterion in succession planning and leadership appointments.

**03. Enhanced Support Policies:** Reevaluate and enhance policies such as equal pay, flexible work, menopause and parental leave to remove gender-based inequalities.

+84  
YEARS

84 - 64  
YEARS

64 - 44  
YEARS

44 - 34  
YEARS

34 - 14  
YEARS

**TRADITIONALISTS /  
SILENT GENERATION**

Born between

1920s - 1940s

**Values:**

Respect for authority,  
discipline, and loyalty.

**BABY BOOMERS**

Born between

late 1940s - early 1960s

**Values:**

Teamwork, stability, and  
commitment.

**GENERATION X**

Born between

mid 1960s - early 1980s

**Values:**

Autonomy, work-life  
balance, and adaptability.

**MILLENNIALS /  
GENERATION Y**

Born between

early 1980s - mid 1990s

**Values:**

Purposeful work, growth,  
and diversity.

**GENERATION Z**

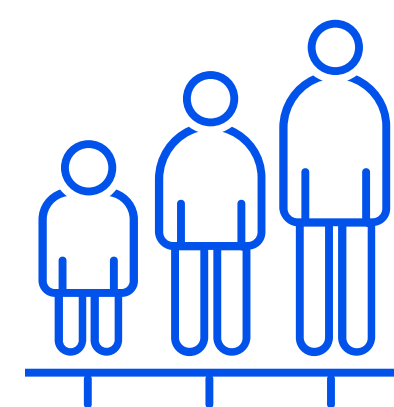
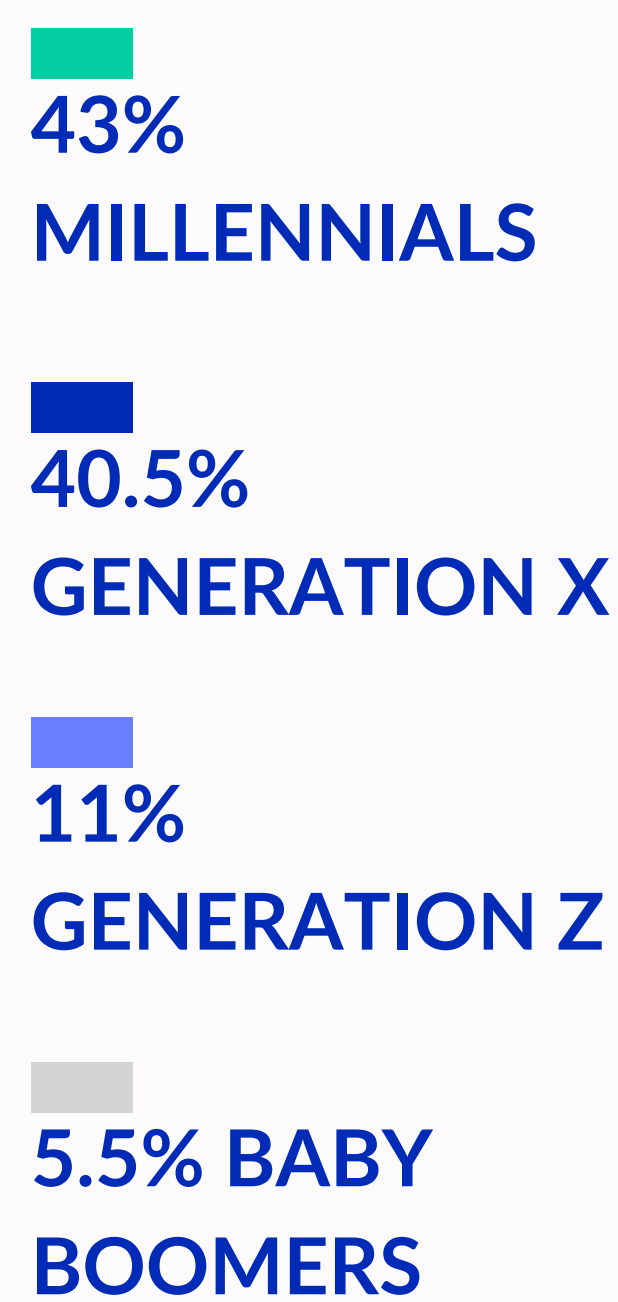
Born between

mid 1990s - early 2010s

**Values:**

Entrepreneurial mindset,  
digital fluency, and innovation.

According to Harvard Business Review, a multigenerational workforce is when people from several generations work side-by-side and can represent four to five different generations<sup>3</sup>.



## WHY A MULTI-GENERATIONAL WORKFORCE MATTERS

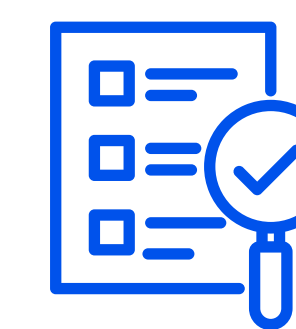
Generational diversity is a top priority for global companies today as a competitive advantage, and not just a demographic fact. Understanding generational diversity allows organisations to tap into the strengths of different age groups, promoting diversity, collaboration, creativity and innovation.

### PEOPLE ARE LIVING LONGER AND WORKING LONGER

According to the ESRI, the proportion of the workforce aged 55 and over has doubled over the last two decades. Across the G7 countries workers aged 55 and older will exceed 25% of the workforce by 2031. A greater focus is required to understand the skills, strengths and expertise of these workers<sup>4</sup>.

### GENERATION Z THE NEXT GENERATION OF TALENT

Gen Z currently makes up 30% of the world's population and is expected to account for 27% of the workforce by 2025. Gen Z's unique perspective, digital skills, and diverse backgrounds will shape the future of culture. Their presence and contributions in the workforce will introduce new dynamics, innovations, and cultural shifts and employers will need to adapt and respond to retain talent<sup>5</sup>.



## WHAT OUR RESULTS SAY

The Benchmark data reflects a varied age distribution in the workforce. The data show that 43% of workers in the Insurance sector are between the ages of 28 to 43 years old, with just over 40% aged 44 to 59 years. **With the sector at 11% Generation Z an inclusive culture is imperative to retain this talent.**



## KEY ACTIONS FOR AGE INCLUSION

### 01. Targeted Retention

**Initiatives:** Introducing programmes such as phased retirement and return-to-work initiatives can attract and retain older workers.

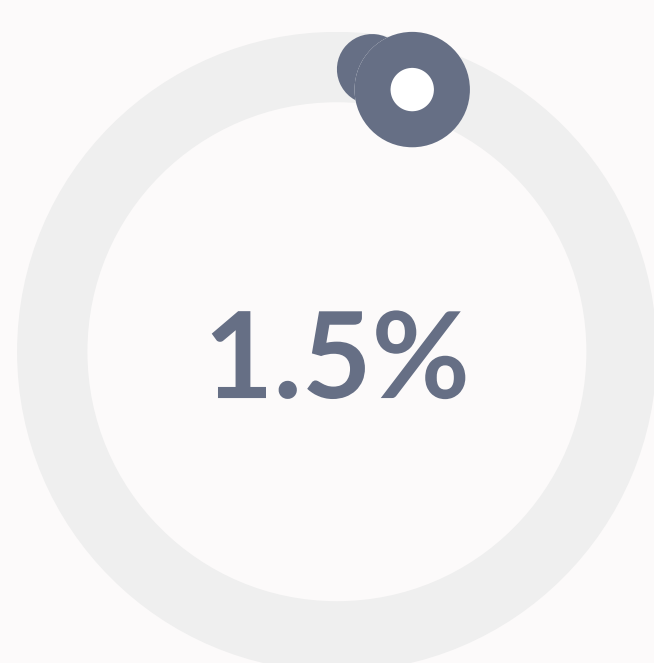
### 02. Continuous Skill

**Development:** Invest in training, team building and development programmes that facilitate continuous learning across all age groups.

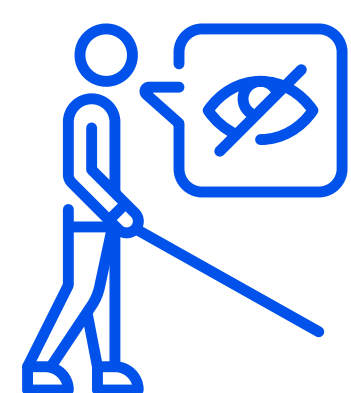
### 03. Mentoring: Create inter-

generational mentoring and dialogue groups allowing each age cohort to understand each other's unique perspectives and ways of approaching their work.





PEOPLE WITH DISABILITIES



## WHY DISABILITY EMPLOYMENT MATTERS

Ireland faces a critical challenge in disability employment, with the lowest rate in Europe at 32.6% compared to the EU average of 51%. **This stark disparity is more pronounced for women with disabilities, of whom only 15% are in full-time employment<sup>6</sup>.**

With fewer than one-third of people with disabilities in Ireland employed, a concerning trend of under-representation in the workforce exists. **An inclusive and diverse workforce ensures people with disabilities are not put at a disadvantage or treated less favourably.** Employees should feel safe to talk about disability and request necessary adjustments<sup>7</sup>.



## WHAT OUR RESULTS SAY

The Benchmark data highlights a low number with only 1.5% of employees in the sector identifying as a person with disability. This figure stands in stark contrast to the 13% of the Irish population with a disability, underscoring the urgent need to reshape our work environments to be truly inclusive and universally accessible. **For context, the public sector duty regarding employment of people with disabilities has increased to 6% in 2024.**

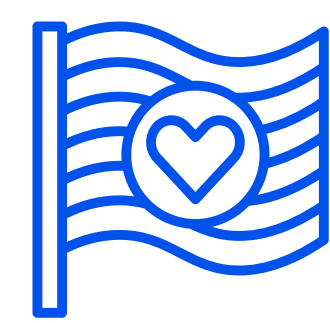
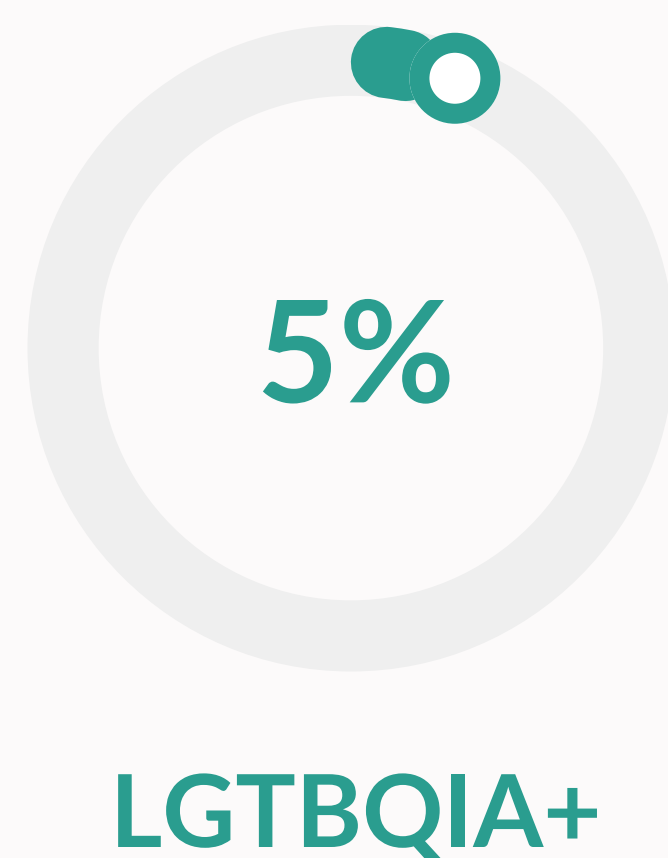


## KEY ACTIONS FOR DISABILITY INCLUSION

**01. Workplace Adjustments:** Implement policies and practices that encourage people to ask for adjustments and facilitate the employment of people with disabilities.

**02. Combat Misconceptions:** Identify and challenge biases about people with disabilities. Awareness campaigns can address discrimination and misconceptions about capabilities of people with disabilities.

**03. Set Clear Targets:** Establish and adhere to employment targets for people with disabilities within your organisation and the sector to ensure collective action and accountability.



## WHY LGBTQIA+ INCLUSION MATTERS

In the past two decades, Ireland has seen notable advancements in both social and legal domains concerning the rights and protections of individuals identifying as LGBTQIA+.

This progress is evidenced by the enactment of several pieces of legislation aimed at safeguarding LGBTQIA+ people in work.



## WHAT OUR RESULTS SAY

The benchmark data revealing that 5% of employees self-identify as members of the LGBTQIA+ community is significant and aligns with the estimated range of 4 to 7% based on research from LGBTQIA+ representative organisations<sup>8</sup>.

While there is no official workplace representation estimate in Ireland, this information provides valuable insights into the level of openness and self-identification in the sector that could be leveraged to set new benchmarks for inclusivity.



## KEY ACTIONS FOR LGBTQIA+ INCLUSION

### 01. Visibility and Representation:

Encourage LGBTQIA+ representation at all levels, including leadership, to promote visibility and demonstrate commitment to inclusion.

### 02. Awareness and Education:

Provide regular training and workshops to educate all employees about LGBTQIA+ issues, fostering a respectful and understanding workplace culture.

### 03. Employee Resource Groups:

Establish or strengthen LGBTQIA+ employee resource groups to offer community support, advocacy, and contribute to policy development.

# RACE & NATIONALITY BENCHMARKS



19

## NATIONALITIES

IMMIGRANT 11%



## RACE

ASIAN 4.75%



ANOTHER RACE 2.75%



BLACK/AFRICAN 1.25%



HISPANIC/LATINX 1.25%



WHITE 90%



## WHY RACE INCLUSION MATTERS

It is well documented that during the past two decades, Ireland has become increasingly diverse and is now considered a multicultural society. Ireland's emergence as a 'new country of immigration' brings a wealth of highly skilled migrants, enriching the workforce with a diversity of talents, perspectives skills and experience.

**However, for migrants to actively participate, visibility and inclusion across all spheres of Irish society including the public services and workplaces is required<sup>9</sup>.**



## WHAT OUR RESULTS SAY

The benchmark data reflects that 90% of employees identify as white, with 19 nationalities across the sector. With racial minorities making up 10% of people, both the diversity and opportunity for further inclusion is highlighted.

In comparison to the 2022 Census, where non-Irish citizens constitute 12% of the population. **It's clear the sector has made progress but that room for further inclusion exists.**

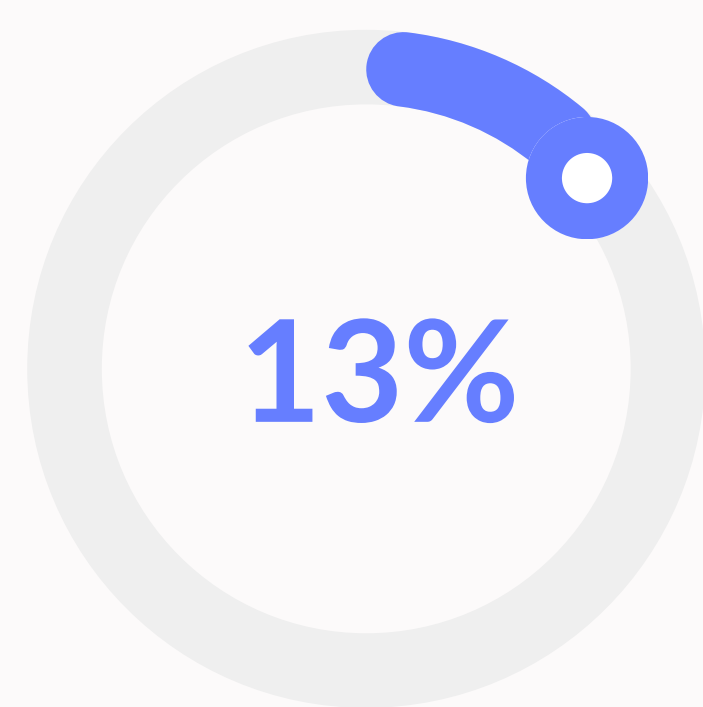


## KEY ACTIONS FOR RACE INCLUSION

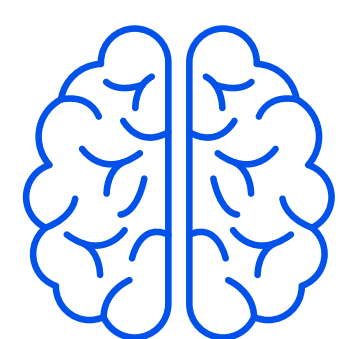
**01. Broaden Recruitment Practices:** Actively recruit from a diverse talent pool to expand available skills and backgrounds, particularly targeting professional managerial roles where some racial groups are underrepresented.

**02. Cultural Competency Training:** Offer regular training to all employees to enhance understanding and appreciation of different cultures and experiences within the workforce.

**03. Support Career Advancement:** Develop mentorship and career development programmes focused on supporting racial minorities to attain leadership positions.



NEURODIVERGENT



## WHY NEURODIVERSITY INCLUSION MATTERS

Neurodiversity refers to the infinite range of differences in individual human brain function and behavioural traits. It recognises that neurological differences be as recognised and respected as any other human variation, such as gender, race or sexual orientation<sup>10</sup>.

**In the workplace, employers are increasingly acknowledging neurodiversity as an asset.** However, neurodivergent employees often require workplace accommodations and employers need to take action.

Neurodivergent employees bring different perspectives and when given the opportunity to thrive, the organisation can reap many rewards including higher levels of team creativity, innovation and commitment.



## WHAT OUR RESULTS SAY

The benchmark data shows that 13% of people identified as neurodivergent.

No data exists at present for the percentage of people who are neurodivergent in Ireland. However, the latest data available in the UK reports one in five.

**inclusio's data show the number of people who self-identify as neurodivergent at 12-16% globally.**



## KEY ACTIONS FOR NEURODIVERSITY INCLUSION

**01. Senior Advocacy:** Senior leadership championing neurodiversity by advocating and supporting the organisation's initiatives sends a positive signal both internally and externally.

**02. People Manager Awareness Training:** Managers can take proactive steps to improve their management practices to be inclusive. Managing with neurodivergent people in mind is likely to benefit the whole team.

**03. Inclusive Hiring Practices:** Ensure greater awareness and action around neuro-inclusive hiring practices by ensuring the hiring process is not a barrier to success.



## WORK AND LIFE BALANCE



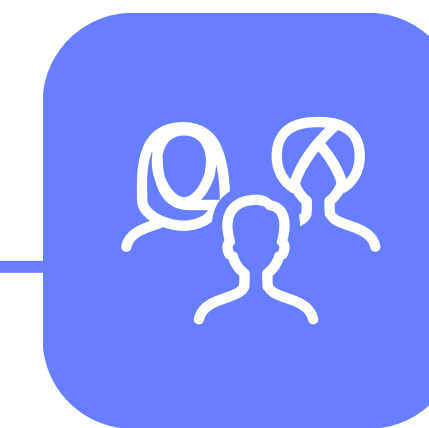
The inclusio Benchmark data shows a score of 67 out of 100 for work and life balance, with women reporting a slightly lower level at 65.

Good work and life balance promotes mental and physical health. It is an important aspect of a thriving work environment and helps to reduce stress. As stress is one of the most common health issues in the workplace often leading to adverse physical conditions as well as negatively impacting mental health, the need for effective workplace health promotion is recommended.

Policies for work-life balance are key for improving recruitment and retention and for increasing productivity. As women typically spend more time per week on caring duties than men, such policies are vital in the drive to achieve gender equality.



## SPEAK UP CULTURE



The benchmarks show Psychological Safety at 81 and Trust at a score of 83. The results indicate a healthy, open work culture that supports, respects and welcomes diversity of opinion. In this kind of environment, people feel free to regularly try new approaches, admit when mistakes have been made, voice concerns, and to challenge the status quo if needed.

**Speak-up culture is inextricably linked to both psychological safety and trust, as psychological safety is the foundation for a healthy speak up culture, and trust is a key element of psychological safety.**

When organisations understand and prioritise psychological safety, employees continue to feel safe to express themselves and have the confidence to make a positive difference. Managers can encourage a healthy speak-up culture by enabling more input, conveying sincere positive responses to ideas and feedback and by nurturing a climate that places value on honest communication.



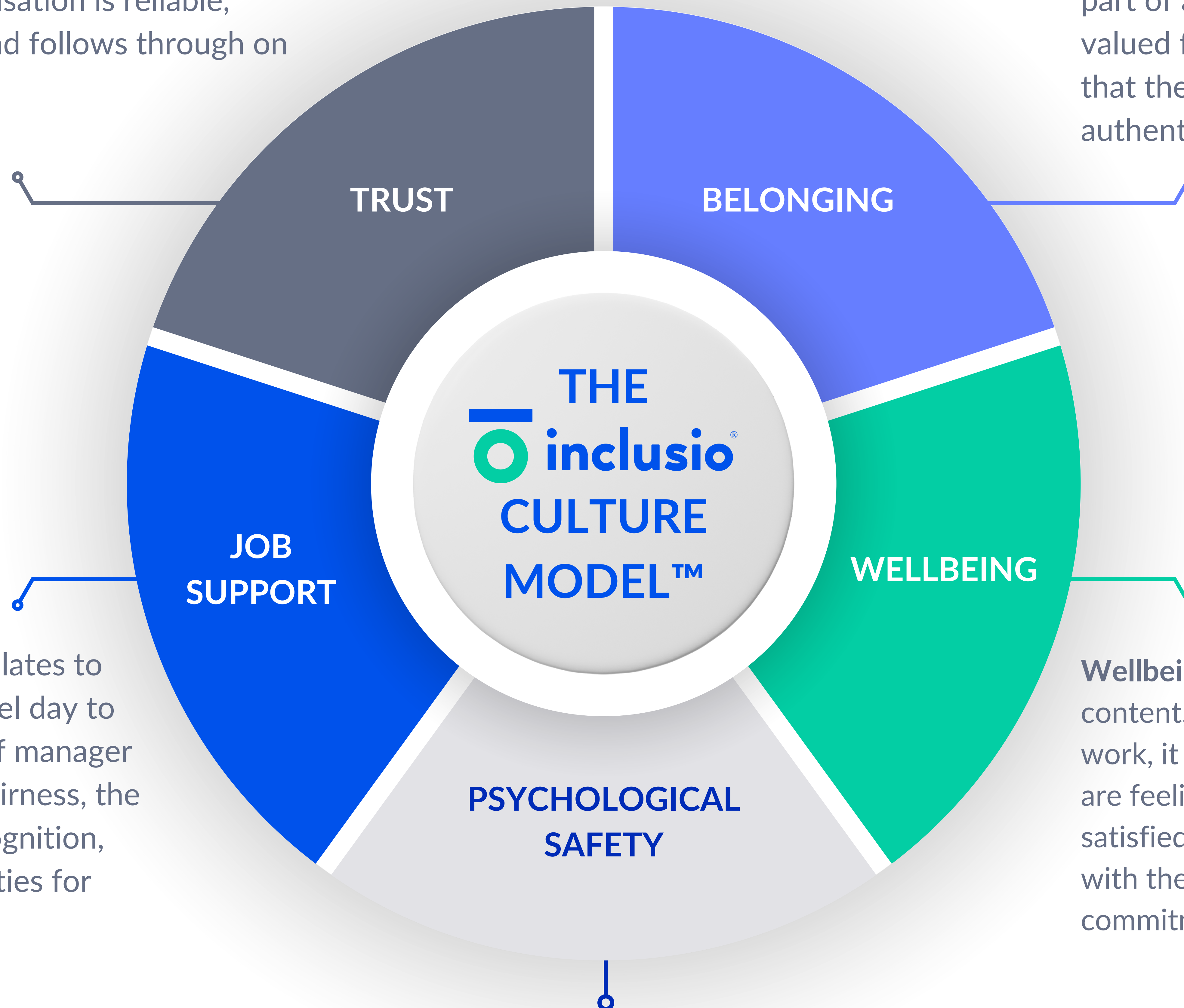
**Amanda Johnson**

Chief Strategy and People Officer  
RSA Insurance Ireland and 123.ie

"Diversity, equity, and inclusion are central to how we operate our business. Our aim is to have a workplace representative of our customers - where everyone can be themselves, offer their opinions openly, and feel a sense of belonging and greater purpose. Partnering with inclusio has provided us the opportunity to really understand the diversity profile of our people. Whether that is gender or sexuality, neurodiversity, or lifestyle – the insights have provided us with a roadmap to continue to create a more inclusive workplace. We are proud to be a part of the VOiCE initiative and we look forward to further collaboration with other companies to make the insurance sector one of the most inclusive in Ireland."

**Trust** at work is about the confidence and belief people have that the organisation is reliable, fair, honest, and follows through on promises.

**Belonging** at work is about the extent to which people feel part of a group, that they are valued for who they are and that they can be their authentic self.



**Job support** relates to how people feel day to day in terms of manager support and fairness, the culture of recognition, and opportunities for development.

**Wellbeing** is about feeling content, healthy and happy. At work, it describes how people are feeling about their role, how satisfied and engaged they are with their jobs, and their commitment to the organisation.

**Psychological Safety** relates to how safe people feel speaking up, voicing opinions and putting forward ideas at work, without fear of repercussions or negative personal consequences for doing so.



## TRUST

The Trust Benchmark is in the High Performer range with the majority of people in the sector reporting very high levels of Trust. Results indicate that people perceive the sector as fair, reliable, open and transparent. Employees feel they can be honest and open with managers, meaning the sector benefits from open, two-way communication day to day.

**Action:** Continue to foster a positive culture where people champion good behaviour day to day, across levels.



## BELONGING

The inclusio Belonging Benchmark for the Sector is in the High Performer range indicating that the majority of people report very high levels of Belonging. Results indicate employees in the sector feel valued and respected for their individuality, that they can be themselves, and that they have a strong connection with others.

High levels of Belonging is linked to lower turnover, higher productivity and greater organisational success.

**Action:** Promote a workplace culture where individuality is both noticed and valued. Focus on support, understanding and trust, all of which contribute to people feeling like they belong.



## PSYCHOLOGICAL SAFETY

The Psychological Safety Benchmark is in the High Performer range with the majority of people in the sector reporting very high levels of Psychological Safety. Results indicate a healthy, open culture that supports, respects and welcomes diversity of opinion. People report that they can regularly try new approaches, admit when mistakes have been made, and voice concerns when needed.

**Action:** Continue to establish high levels of Psychological Safety throughout the organisation by ensuring that Individuals feel supported and listened to.

Manager development and awareness training around Employee silence and Trust is a powerful way to allow people to be themselves and to contribute at the team level.



## JOB SUPPORT

The Job Support Benchmark is in the High Performer range showing that the majority of people in the sector report high levels of Job Support. Results indicate that the sector overall has a supportive workplace culture that prioritises manager-employee relationships which help to foster a culture of support, development and recognition at team level.

**Action:** Continue to promote inclusive leadership awareness among managers, review recognition, training and development processes and policies regularly.



## WELLBEING

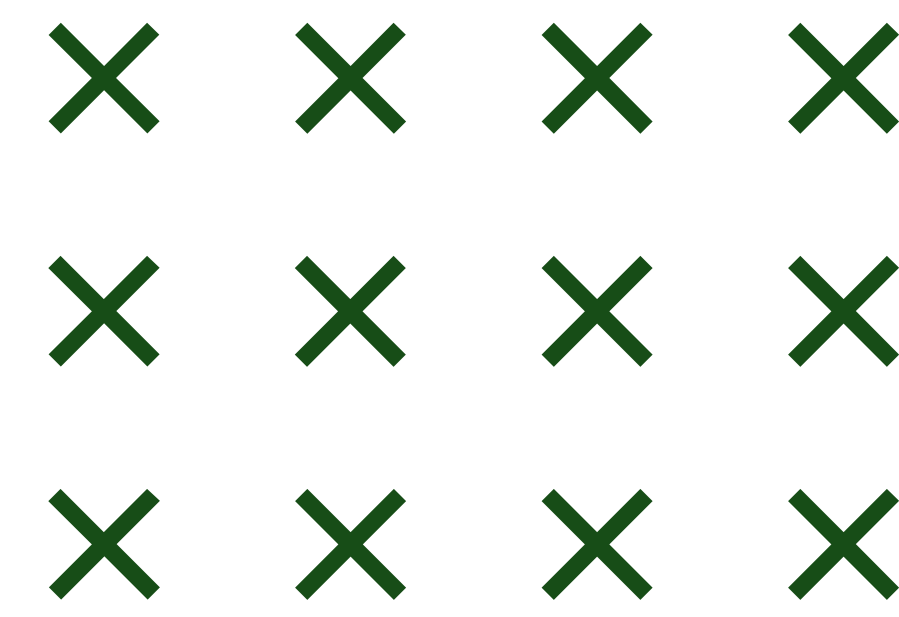
The inclusio Wellbeing Benchmark is high, indicating that people in the sector look forward to going to work, are mostly happy in their jobs, and find their day-to-day work energising. Employees feel that the sector cares about their Wellbeing and supports their choices to create a good balance between work and home life.

**Action:** Continue to invest in and prioritise Wellbeing to ensure your people remain engaged, happy, committed and productive.

Understand and prioritise areas that may require more focus, and demonstrate the importance of these to employees from the organisations' perspective.



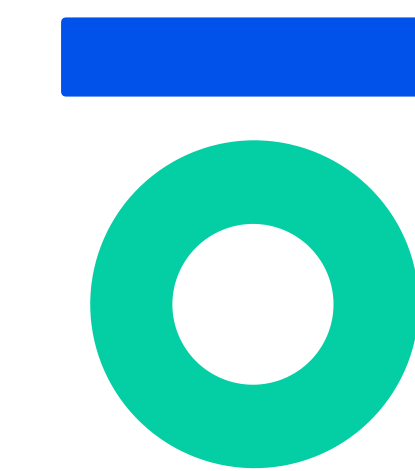
05.



# CASE STUDY



**FBD**  
INSURANCE



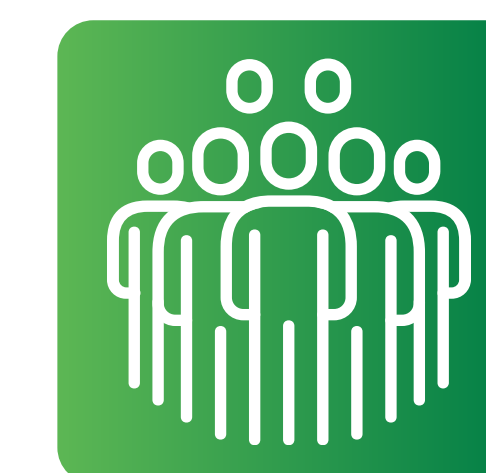
**inclusio**<sup>®</sup>

How inclusio empowered FBD Insurance to deliver on their business strategy and drive measurable culture change.



**36**

LOCATIONS  
ACROSS IRELAND



**1K+**

EMPLOYEES



**500K+**

CUSTOMERS



## THE BRIEF

### 01.

Provide employees with a safe and confidential way to self-identify on diversity and to give feedback on company culture

### 02.

Provide diversity and culture data that can inform the people strategy, develop the action plan and can be linked to business performance

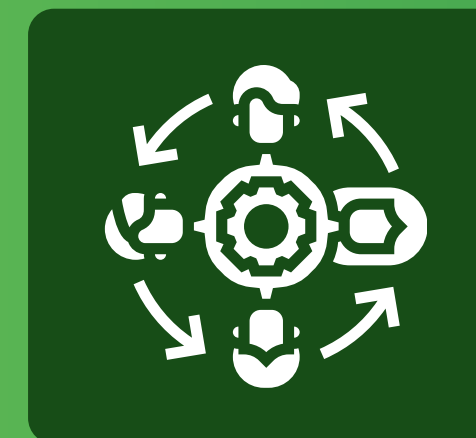
### 03.

Track our progress over time, with the ability to measure, report and benchmark on cultural performance

## THE CHALLENGES



COLLECTING EMPLOYEES' DIVERSITY AND INCLUSIVITY DATA SAFELY AND CONFIDENTIALLY.



USING DEI DATA TO INFORM COMPANY CULTURE.



CONNECTING DATA TO THE PEOPLE STRATEGY, DEVELOPING AN ACTION PLAN AND LINKING FINDINGS TO BUSINESS PERFORMANCE.



CREATING BASELINE METRICS TO TRACK PROGRESS OVER TIME AND REPORTING ON PERFORMANCE.

## WORKING WITH INCLUSIO

inclusio demonstrated how the power of data can set the organisation on the right track to deliver their business strategy.



## THE IMPACT

**01.**

We were able to align the people strategy with the business strategy taking a data informed approach

**04.**

We now have clear direction on how and where to take action

**02.**

Reported our gender pay gap sentiment. Developed a framework for regulator reporting on Culture and DEI

**05.**

We now understand people's experiences of the culture of inclusion at FBD

**03.**

Developed a meaningful Culture and DEI strategy that is relevant and resonates with our people



**Carolyn O'Hara**

Chief Human Resources Officer,  
FBD Insurance

## A DATA LED APPROACH TO CULTURE CHANGE

"inclusio software has given us huge learnings and we know now where we need to improve. We can now pinpoint the needs and wants of our different demographics. inclusio has really supported our cultural change over the last two years."



### FOR GENDER REPRESENTATION

- 1 Targeted Leadership Development
- 2 Succession Planning with Gender Balance
- 3 Enhanced Support Policies



### FOR AGE INCLUSION

- 1 Targeted Retention Initiatives
- 2 Continuous Skill Development
- 3 Mentoring



### FOR DISABILITY INCLUSION

- 1 Workplace Adjustments
- 2 Combat Misconceptions
- 3 Set Clear Target



### FOR RACE INCLUSION

- 1 Broaden Recruitment Practices
- 2 Cultural Competency Training
- 3 Support Career Advancement



### FOR NEURODIVERSITY INCLUSION

- 1 Senior Advocacy
- 2 People Managers Awareness Training
- 3 Inclusive Hiring Practices



### FOR LGBTQIA+ INCLUSION

- 1 Visibility and Representation
- 2 Awareness and Education
- 3 Employee Resource Groups



**Tomás Ó'Midheach**  
CEO, FBD Insurance

"Fostering and promoting an inclusive and equal employment work environment for our employees and the customers we support is a key priority for us at FBD. We are constantly looking at different ways we can evolve as a consciously inclusive workplace which puts employee engagement, creativity and collaboration to the forefront of everything we do and, in turn, helps drive business performance.

FBD is proud to be one of the founding partners of VOiCE and view it as an opportunity for the insurance sector to become leaders in diversity and inclusion and drive real change. VOiCE will provide FBD with a better understanding of what good culture and D&I practices look like across the insurance industry and it will provide the foundation for further developing an inclusive culture within our own organisation which is something we are deeply passionate about. We are looking forward to working with VOiCE industry partners to track and measure DEI progress so that we can help employees within our business and the wider sector thrive."



**John Kearns**  
CEO, IPB

"IPB Insurance is proud to be a founding member of VOiCE for Insurance. As a mutual, we are strongly committed to our culture and our guiding principle of "Our Members and Our People First". Enabling and embedding a positive, supportive, and inclusive culture that harnesses the benefits of diversity is critical to our continued success. VOiCE provides invaluable data and insight to support us in delivering on our commitments to our people, our Members and wider society."



**Michael Murphy**  
CEO, New Ireland Assurance

"New Ireland are delighted to be part of Voice. Our colleague purpose is to help them Thrive and at the heart of this purpose is our commitment to Inclusion and Diversity. By participating in Voice we have access to an exciting toolset and rich data and metrics to enable us understand what we are doing well and what we need to do better.

Even more by collaborating to gather data across the insurance industry we have access to sector specific insights and benchmark data. All of which gives us greater ability to shape colleague centred initiatives to enable us to deliver on our commitments to make New Ireland a more inclusive and diverse place to work.





**Kevin Thompson**  
CEO RSA Insurance Ireland and  
123.ie

"We see diversity as a strength. It is fundamental to who we are, and is aligned to our company values, in particular that of respect. Understanding the diversity profile of our business is crucial if we are to continue to make positive changes. Working with **inclusio** has given us that insight. We know where we are succeeding, and now we also know the areas where we need a greater focus.

It is fantastic to see companies across our sector coming together, sharing insights, and developing a benchmark that we can all work towards. It is a positive affirmation of the commitment of the insurance sector in Ireland to build diverse, inclusive, and equitable workplaces to reflect the customers we serve and the communities we operate in."



**Bryan O'Connor**  
CEO, Saol Assurance / AIB Life

"As Ireland's newest life assurance company, we are delighted to be part of VOICE. We will play our part in shaping the culture of the insurance sector in Ireland to attract the best, most diverse talent available to deliver for the people of Ireland. Equity and Inclusion matters and by being transparent, we can make positive change happen in the workplace and ultimately, in society."

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# voice

Thank you to our Partners for making this Report possible.

Setting the Global Standard in Sectorial Benchmarking



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