

Women's Summit Swag Bag

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THANK YOU

On behalf of Equality Leaders, Bank of Ireland, and Japan Airlines we would like to thank you for joining us at our Women's Summit.

We hope you found it to be a valuable and enriching knowledge-sharing experience providing you with actionable steps to make change happen.

Together with our partners and speakers, we have curated this 'Swag Bag' of resources which also includes reflective exercises to further support your continued learning.

Yours in lifelong learning,

Minaxi Mistry

CEO & Founder



**Inclusion
& Diversity**



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Accelerating the Drive to Equality

Bank of Ireland is committed to creating an inclusive and diverse place to work where our colleagues can be themselves and perform to their full potential. We want to attract, promote and retain diverse talent at all levels and create a more innovative and high-performing organisation that can enable our customers, colleagues and communities to thrive. Better diversity leads to better decision making, better customer and colleague outcomes and steers us away from Group-think. From a commercial perspective too there is a clear correlation between business growth, financial out-performance and diversity. Even more fundamentally though, it is imperative that our organisation reflects our customer base and the communities we serve.

In 2018 the Group set itself the challenge of getting to a 50:50 ratio for senior management and leadership by 2021. Significant progress has been made, increasing from a ratio of 38% in 2017 to 45% in 2021 (in Q4 2021, 51% of management and leadership appointments were women, the strongest quarter reported to date), however we have more work to do to achieve a consistent 50% ratio.

And so to support this, at an organisational level we continue to invest in attracting and building our talent pipeline. In 2021 we launched two talent programmes for women (Accelerate and RISE) and an ethnic minority talent programme (RISE).

In addition to this, Inclusion and Diversity training is now mandatory for all colleagues on a biennial basis and we continue to embed I&D into our policies, practices and platforms.

For the third consecutive year the Group took the decision not to wait for legislation and published its first Gender Pay Gap Report proactively and transparently.

Also in 2021, the Group received the 2021 'Age Friendly Business Award' and was the first Irish company to achieve Business Disability Forum (BDF) accreditation. And over the course of 2020 and 2021, the Group introduced enhanced flexible ways of working for all colleagues.

Our employee demographic is measured across multiple diverse characteristics and on foot of this we to take specific action where we fall short of representative equality. We track and report on our progress regularly. While progress is rarely linear, what has maintained our focus and progress on this is regular measurement and reporting which in turn, inform deliberate actions.

Deirdre Gavin, HR Director and Head of I&D



Inclusion
& Diversity



**Bank of
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Reflective Journal

Feel free to work independently or dialogue with family, friends, colleagues. The important thing is for you to keep listening, learning, and staying curious.

This is your reflection on your learning journey.

Reflect on the following questions and note down your initial reactions and thoughts to each.

What messages was I taught about women growing up?



Reflective Journal

What have I been conditioned to believe about women? What assumptions have I made about women in leadership roles?

Remember those moments you have felt like an imposter, a fraud, an outsider. What steps can you take to show up and support someone?



Reflective Journal

Does representation matter to me? Is it important I see people like me reflected in senior leadership roles?
Why?

How can I show up differently to amplify, champion, sponsor women?



Reflective Journal

What are my key learnings from this Summit?

How will I pay it forward and use my platform of privilege to enable change?

What support do I need from my organisation/team to make this happen?



Your new learning experience is here

Co-creating listening spaces with expert-led facilitation to unlearn, collaborate, self-reflect, and enable impactful change together is our vision.

Each of us has an obligation to educate and engage to re-build a more equitable world. Combining a balance of learning and self-reflection, our CO((Labs)) programme is actionable and social.

Visit equalityleaders.com for more information.

Contact dylan@equalityleaders.com

CO ((LABS))

CO-CREATING LISTENING CIRCLES



For the Betterment of Society

The JAL Group focuses on three broad initiatives that are fundamental to gender equality, starting with the very basics of Respecting Human Rights. At the core of it, we should be striving for equality not just across gender but every other differences such as race, nationality, age and more. JAL is taking steps, from preventing forced labor and human trafficking in the Group and its supply chains, to establishing internal regulations in human rights due diligence and management.

Building upon that, we recognize the importance of having an innovative and progressive workstyle to support the well-being of all our employees. We have established a system that supports both women and men in balancing the demands of work

with parenting and nursing care needs, and optimized working hours for greater productivity and motivation. Even prior to the pandemic, staff were encouraged to work from home at least once a week. They were also given the options to clock in official work hours if they put in time while on vacation, and to extend their business trips a few days for leisure while they are there if they wanted.

After strengthening the structural support essential for the peace of mind of all our employees, the third initiative elevates consciousness within the company, about the importance and benefits of diversity and inclusion. In September 2015, the JAL D&I Lab, a cross-organizational project overseen by the President, was established. Project members

exchange information, share ideas and conduct activities and research to promote diversity. Through this project, members could gain a deeper understanding of D&I and achieve self-growth through developing new skills in the process. The Lab also holds luncheons, forums and lectures presented by top management and outside instructors to create community participation by all JAL Group employees, deepening Group-wide understanding about diversity, raising awareness of female employees, and changing the mindsets of managers.



In Jan 2022, Japan Airlines received the Best Workplace certification and Semi-Grand Prize award at the D&I Award 2021 sponsored by JobRainbow Co. Ltd.



JAPAN AIRLINES

GENDER EQUALITY AT JAL

The JAL Group believes that gender equality is not only a fundamental human right, but a necessary foundation for a peaceful, prosperous and sustainable world. Read more about what we are doing to achieve Goal 5 of the 17 SDGs we are committed to.



SCAN HERE TO READ MORE



JAPAN AIRLINES

WATCH



When more people speak up, more people listen. Inviting people from all walks of life to have a frank and honest conversation about inclusion **Source: Royal Bank of Canada.**



What Does my Headscarf Mean to You? Yassmin Abdel-Magied wears many hats, including a hijab. She's a mechanical engineer, writer and activist who campaigns for tolerance and diversity. **Source: TEDxSouthBank.**



The Likability Dilemma for Women Leaders . A revealing talk about implicit biases forcing an honest look at how both genders often perceive successful women and their “likability.” **Source: TEDxTalks.**



WATCH



[Color Blind or Color Brave?](#) The subject of race can be very touchy. That's exactly why we need to start talking about it. In this engaging, persuasive talk, Mellody Hobson makes the case that speaking openly about race — and particularly about diversity in hiring - makes for better businesses and a better society. **Source: TED2014**



[Do Women Really Support Each Other at Work?](#) Women are valuable leaders in organizations. Nevertheless, many of them face various limitations when they are attempting to advance in the workplace. While we might think that women support other women to break through that glass ceiling, research has shown that the female-female relationship in the workplace is not always positive. **Source: TEDxTalks**



[How to Design Gender Bias Out of Your Workplace.](#) Equity expert Sara Sanford offers a certified playbook that helps companies go beyond good intentions, using a data-driven standard to actively counter unconscious bias and foster gender equity - by changing how workplaces operate, not just how people think. **Source: TEDxSeattle.**



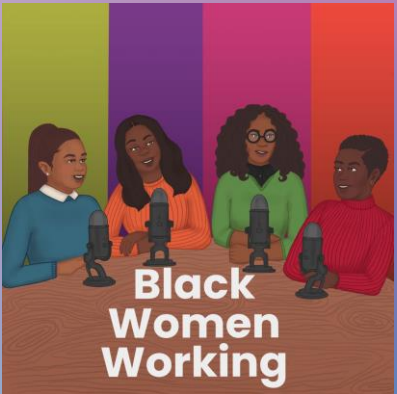
LISTEN



Hosts Amy Bernstein, Amy Gallo, and Emily Caulfield hold conversations with guests about where we're at and how we move forward. [Listen.](#)



Features inspiring Women in Tech all sharing their story how they got to where they are today. The purpose of the show is for every listener to walk away feeling 'If She Can Do It So Can I'. [Listen.](#)



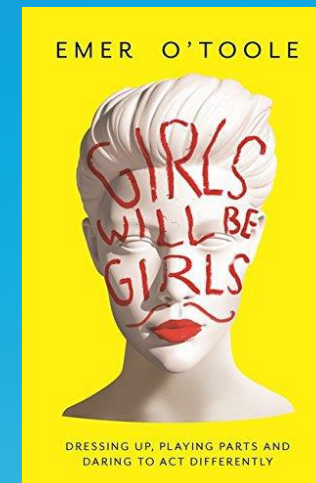
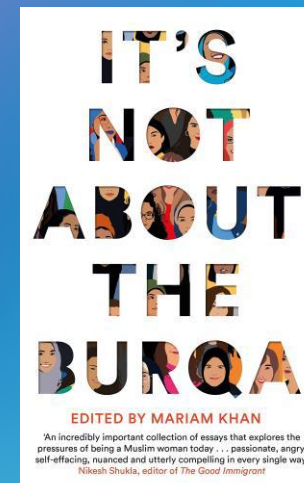
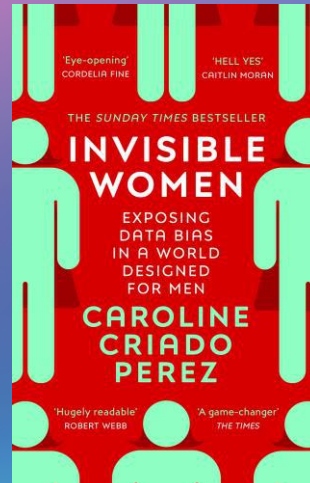
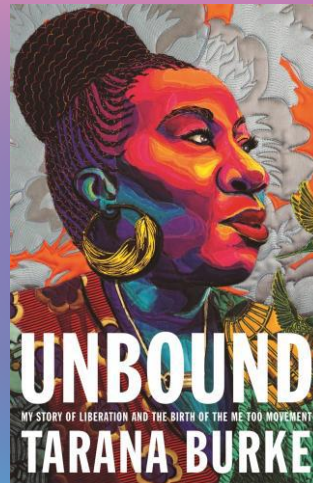
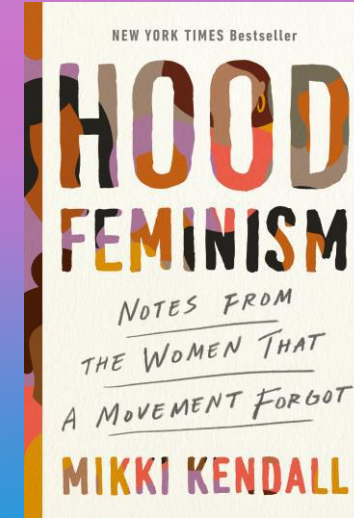
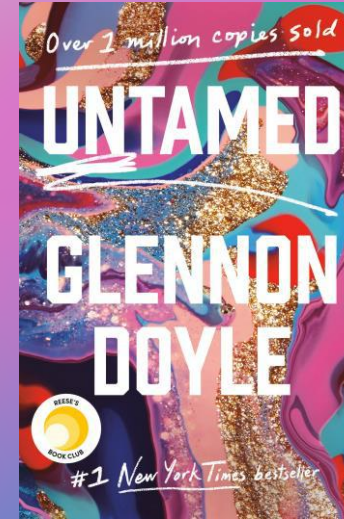
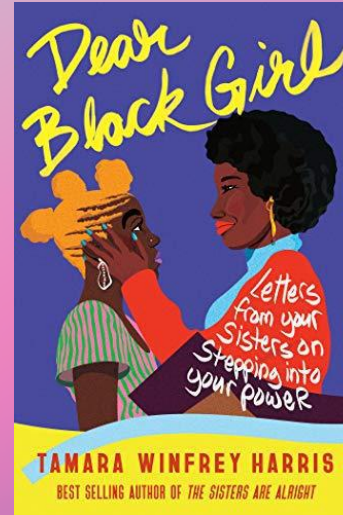
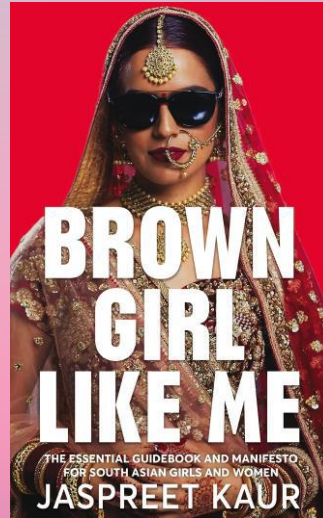
A movement which seeks to center black women's stories & experiences in the overall discussions about diversity and equality at work in the UK. [Listen.](#)



Features in-depth conversations about the economy, health, politics, education, the environment, and the most prescient issues—because all issues are women's issues. [Listen.](#)



RECOMMENDED READING



Transforming our Bank to Celebrate our Differences

As one of the leaders of the Group Technology and Customer Solutions division of the Bank, I find it empowering to play such a pivotal role in the Bank's transformation. Bank of Ireland is in an exciting phase at the moment. It is making progress in its digital transformation for customers, and continues to play a critical role in Irish society. It's a great time to be part of this evolution with a talented and diverse team

Our recent shift to a hybrid working model has been a real change for me and for so many of my colleagues whether we are working parents have caring responsibilities or want more flexibility in our day to day lives. We now have that flexibility over where, how and when we work.

A lot has been done to introduce seamless, high tech communication platforms, such as Microsoft Teams which means we can meet with our customers and colleagues from any location. Investment in our office buildings and newly created hubs around the country, mean there are far greater options for both our customers and our colleagues to interact with the Bank, whether you're based in Cabinteely, Donegal or West Cork!

Investment that we've recently made is around our learning offerings for our colleagues. There are numerous leadership programmes for women in the organisation to accelerate career growth via intensive learning and connecting with peers. There's also huge encouragement to colleagues to think beyond their current role and look at courses that are now available to them through new career development platforms that we have recently adopted. This will have such a positive impact for both our colleagues and for the Bank as we continue to adapt and evolve our skillset to enable us to serve our customers brilliantly.

I really enjoy working with Bank of Ireland, I have been here for over 30 years and to see how it has grown and transformed throughout the years to adapt to customer and colleagues needs has been very rewarding – and that's why I'm still here, continuing to enjoy the journey!

Sharon Donnelly, Head of Group Payments, Business Continuity & GTCS Risk Management



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RESEARCH

Sex & Power Index 2022: Fawcett's Index charts the progress towards equal representation for women in top jobs across the UK. Yet again, the report reveals the pace of change is glacial in most sectors and shows that women are outnumbered by men 2:1 in positions of power. Women of colour are vastly under-represented at the highest levels of many sectors and alarmingly, they are missing altogether from senior roles such as Supreme Court Justices, Metro Mayors, Police and Crime Commissioners and FTSE 100 CEOs. **Source: The Fawcett Society.**

Women in the Workplace 2021. While women have made important gains in representation and especially in senior leadership, the pandemic continues to take a toll. Women are now significantly more burned out—and increasingly more so than men. Despite this, women are rising to the moment as stronger leaders and taking on the extra work that comes with this: compared with men at the same level, women are doing more to support their teams and advance DE&I efforts. **Source: McKinsey Research.**

Menopause Global Research 2021. Research has revealed that half (49%) of women think that menopause is a taboo subject in the workplace. Just under half (44%) of women who experienced menopause symptoms said that they have felt too embarrassed to ask for support in the workplace. Just one in six (15%) women said their workplace offered some form of support related to menopause. **Source: Vodafone & Opinium.**

Stop Telling Women They Have Imposter Syndrome. The concept, whose development in the '70s excluded the effects of systemic racism, classism, xenophobia, and other biases, took a fairly universal feeling of discomfort, second-guessing, and mild anxiety in the workplace and pathologized it, especially for women. The answer to overcoming imposter syndrome is not to fix individuals, but to create an environment that fosters a number of different leadership styles and where diversity of racial, ethnic, and gender identities is viewed as just as professional as the current model. **Source: Harvard Business Review.**

Black Women in the UK Workplace. The survey of 250 professional Black women across various industries, found that four in 10 (44%) Black women do not believe they are offered the same career advancement opportunities as their non-Black female colleagues. Half (50%) of the Black women surveyed who are in senior management positions have resigned due to racially related unfair or uncivil treatment. While 38% do not believe they earn the same as their non-Black female colleagues performing the same job. **Source: Black Women in Leadership Network.**



About Equality Leaders

Our Purpose

We are an impact-focused organisation operating at the intersection of diversity, equity, and inclusion.

Our mission is to drive sustainable and impactful change designed to create thriving futures for our businesses and communities.

We exist to accelerate learning journeys, craft spaces for bold and inclusive conversations, and provide the resources and tools to innovate equitable outcomes.

Our Core Pillars

Consulting: We partner with organisations to support them in building value-led workspaces to foster cultures of inclusive and equitable decision-making.

Learning: We design and deliver bespoke learning experiences which are collaborative, experiential, and built to make an impact.

Events: Bringing people and communities together to share ideas, lived experiences, and enrich dialogues to transform the way we work and live.



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Join our community and sign up for our monthly DE&I Business and Lifestyle Brief

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