

NERI 2026



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EQUALITY, DIVERSITY, INCLUSION STRATEGY: WHAT WORKS?

- **Background**
- **Methodology**
- **1. Formal Policies**
- **2. Everyday Practices**
- **3. Evolving Awareness**
- **Take home Message**

BACKGROUND & RATIONALE



Banc Ceannais na hÉireann
Central Bank of Ireland
Eurosystem

Thematic assessment of Diversity & Inclusion in insurance firms

July 2020

Compliance

CSRD

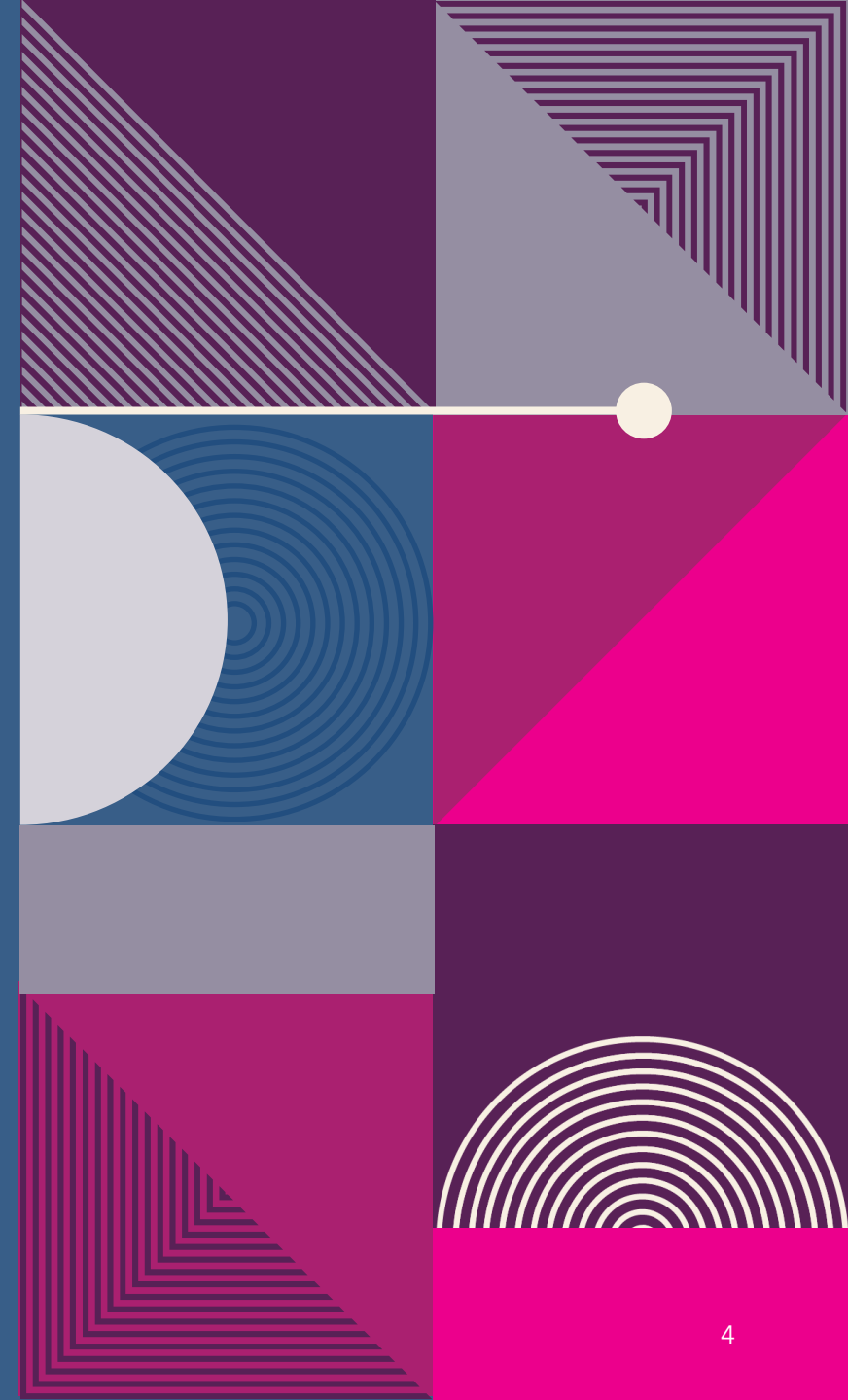
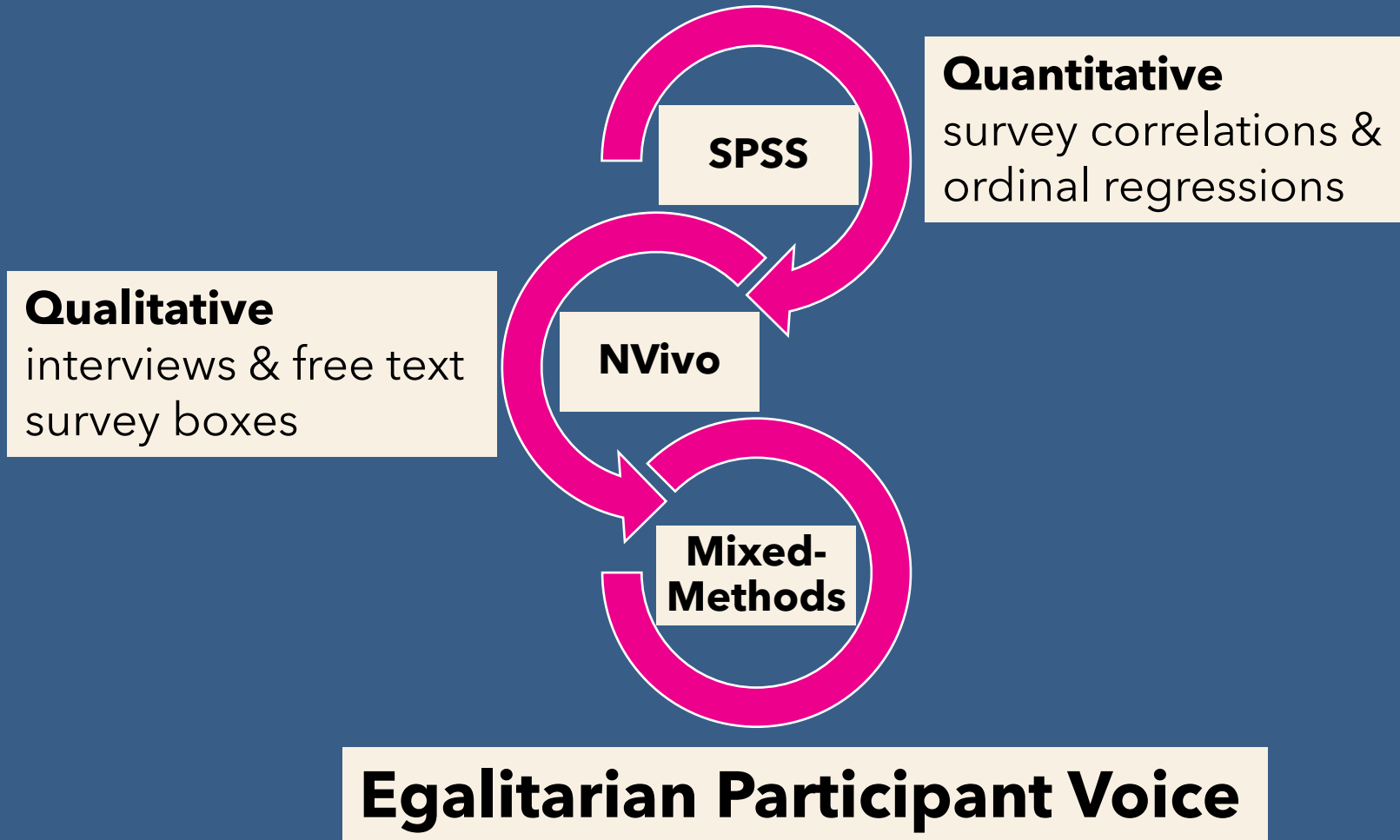
ESG

ESRS

ESRS S1

ESRS G1

METHODOLOGY



1. FORMAL POLICIES & PROCEDURES

Participants highlighted advances driven by legislative and regulatory pressures:

- **Hybrid Working:**

"I've heard of people leaving companies to specifically have that flexible working [hybrid work]...it's a big attraction for new employees."

(Transcript 11)

- **Gender Equality:**

"Legislation around Gender Pay Reporting and the new EU Pay Transparency legislation have brought about positive changes." (Survey)

Quantitative patterns:

- **Senior Employees**

Higher Awareness of EDI: OR
~ 7.0

- **Multinational Companies**

Higher Awareness of EDI: p
= -.242, $p = .009$

2. EVERYDAY PRACTICES AND INTERPERSONAL DYNAMICS

- "I think, you know, we're wired for connection...even if it's a very short 'how are you, how was the weekend?' - we all need that."
(Transcript 21)
- "All staff, especially management, have encouraged me to be myself by asking for my opinions." (Survey)
- "I feel I can give feedback and it is taken seriously"
(Survey)

INCLUSION AS A TWO-WAY PROCESS



Formal



Inclusion

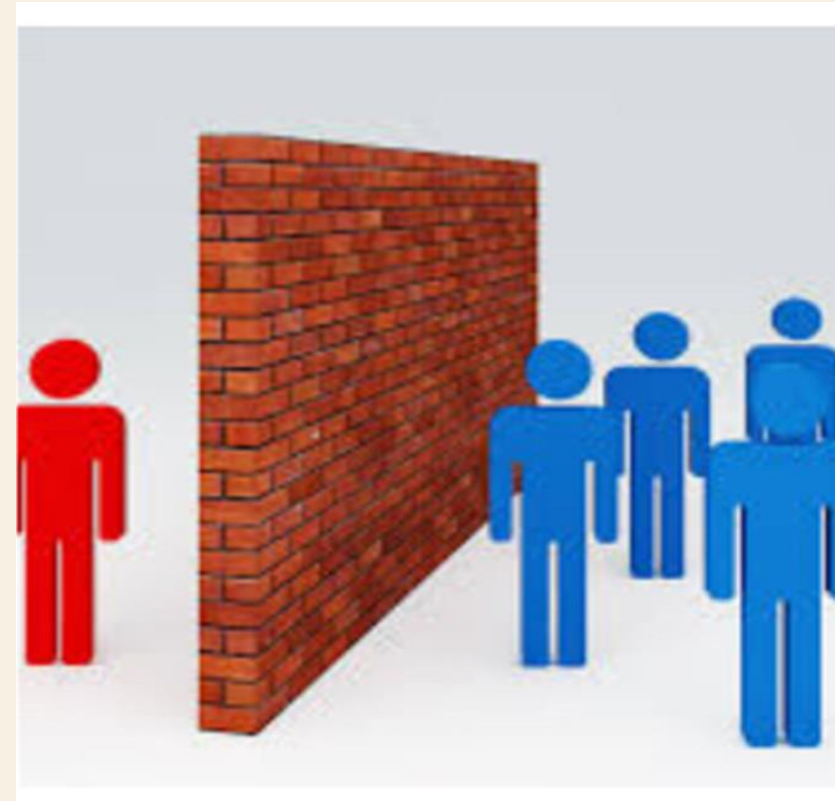


Informal

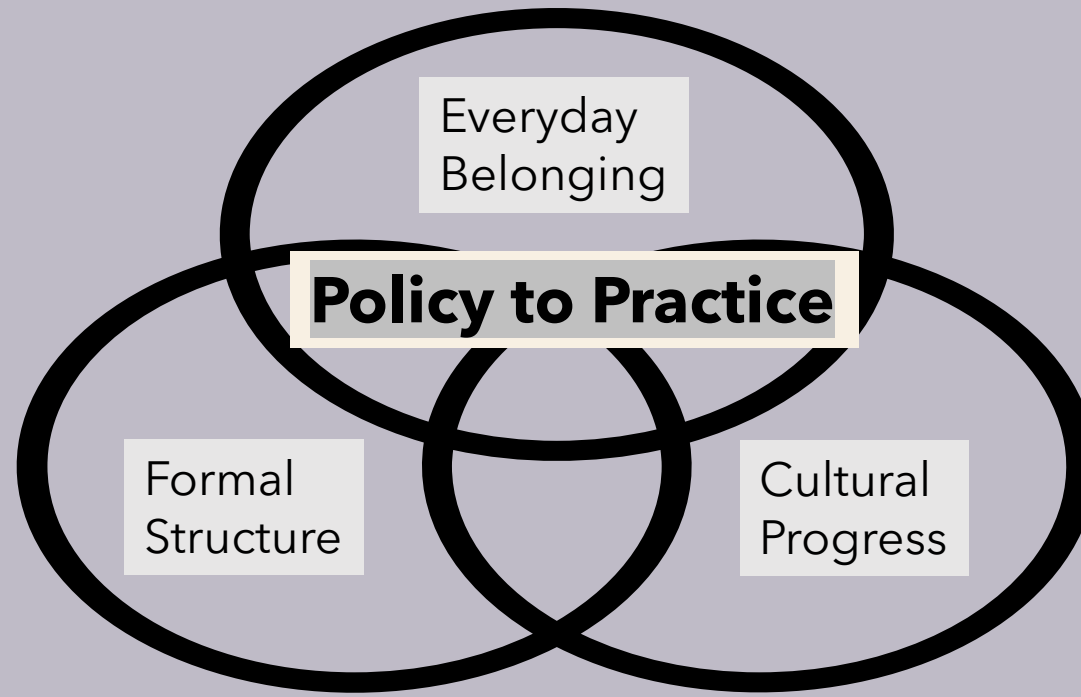


3. EVOLVING AWARENESS & VALUE OF DIVERSITY

- “There’s a lot of governance now, everything is evidenced, everything is governed, which complements the work we’re doing around behaviours as well.” (Transcript 3)
- “The CBI is monitoring diversity, and what gets measured gets done...it’s now on the radar.” (Transcript 1)
- “There’s definitely favouritism...it’s not what you know, it’s who you know.” (Transcript 2)



3 DIMENSIONS OF EDI OPERATIONALISATION



Key Take Home Message



**Formal EDI Infrastructure
is Vital**



**Cultural Practices -vs-
Formal Policy**



**Daily Relational Practices
Embed Belonging**



THANK YOU

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