



Ireland's Women in Finance Charter Annual Reporting Template 2025

Welcome to the 2025 Annual Reporting Template for Ireland's Women in Finance Charter. Thank you for agreeing to provide this data on behalf of your firm.

The Annual Reporting Template is only for firms who are signatories to Ireland's Women in Finance Charter and who have completed their Baseline Template. Please ensure that these steps have been completed before proceeding. Further information and guidance on the commitments of the Charter is available at:

<https://www.betterbalance.ie/partners/>

In the following Annual Reporting Template, you will be asked to complete a short series of questions related to the gender balance in your place of work, as well as any representation targets undertaken by your firm in the last calendar year. You can partially complete the survey, save your progress, and return later.

The information you will be asked to provide will be at the firm level, therefore individuals within your firm will **not be identifiable**. Data gathered by this template is confidential and will be reported in an **anonymised** way only. While the survey is underway, the data is stored securely and in compliance with GDPR on the LimeSurvey servers and can only be accessed by the ESRI study team. When the survey wave is completed, the data will be stored securely by the ESRI in an anonymised format and in compliance with GDPR. In parallel, under the Charter, firms commit to making information on progress towards targets publicly available.

If you have any questions related to the Annual Reporting Template or the use of this data, please contact the ESRI research team at womeninfinance@esri.ie.

Please, click 'Next' to proceed to the template.

Industry Partners



Data Partner



Section 1: Firm Profile

Q1. Last year, you filled the following information on behalf of yourself and the firm you represent.

If the information has changed, please note the new information in the text box provided. If the information has not changed, please move to the next question.

Firm Name	
Name of Person Entering the Data	
Your Position within the Firm	
Your Email Address	
Your Phone Number	
Name of Alternative Contact Person	
Email Address of Alternative Contact Person	
Phone Number of Alternative Contact Person	

Q2. Please confirm that the data you are providing reflects the situation at your firm for the calendar year of 1st of January 2025.

- ☐ Yes (go to Q3)
☐ No (go to Q2a)

Q2a. If the data you are providing does not reflect the period of 1st of January 2024-1st of January 2025, please state the period to which your data pertains:

Section 2: Key Metrics

Q3. Please report the number of employees within your firm in the Republic of Ireland as of the 1st of January 2025.

Note: Please provide these figures as a total headcount, not as full-time equivalent. Board members who are not employees should not be included here. If there are no employees in any category, please fill '0'.

	Female	Male	Total
Full-Time			
Part-Time			

Q4. Please report the number of employees within your firm in the Republic of Ireland as of the 1st of January 2025.

Note: Please provide these figures as a total headcount, not as full-time equivalent. Board members who are not employees should not be included here. If there are no employees in any category, please fill '0'.

	Female	Male	Total
Permanent Contract			
Non-permanent Contract			

Q5. Please report the number of male and female employees in the following positions within your firm in the Republic of Ireland as of 1st of January 2025.

Please use the same categories as in your baseline and provide these figures as a total headcount, not by full-time equivalent.

Note: If some of these positions do not apply to your firm, please record '0' in the corresponding cell. If the Board and the Executive Committee are the same within your firm, just complete one of these two rows and record '0' in the cells of the other. All board members should be counted here (including the non-employees and the ones not in Ireland) In the baseline submission, you defined other senior management as YYY.

	Female	Male	Total
Board Members			
Executive Committee / C-Suite			
Other Senior Management			
Middle Management			
Junior Management			
Technical / Professional			
Other Employees			

Q6. Is your firm's CEO male or female?

- ☐ Male
☐ Female

Q7 Your firm is regulated by the Central Bank of Ireland (this question is only asked to firms that previously indicated that they are regulated by the Central Bank)

Please report the number of Pre-Approved Controlled Functions within your firm, in the Republic of Ireland, as of the 1st January 2025

Note: Please provide these figures as total headcounts. Please count all PCF roles, including PCF-2 and PCF-16.

	Female	Male
PCF		

Section 3: Progress on Headline Targets

Your firm set targets for female representation. The following section will ask questions on the progress made on these targets. **The following questions use a forward feed, based on data previously provided by your firm**

Please note:

Positive targets aim at improving the level of female representation, at a given level. Targets must be ABOVE the level of female representation, at the level chosen, when setting the target. The deadline indicates when the firm aims to achieve its target.

Maintenance targets aim at maintaining the level of female representation, for firms with 40% OR MORE of female representation at a given level. Maintenance targets must be at 40% or more. The deadline indicates until when the firm aims to maintain this level. It is a Charter requirement to set at least one positive target. The only exception is for firms with at least 40% female representation AT ALL LEVELS, which can set maintenance targets only.

For more information on target types and Charter commitments, please refer to: <https://www.esri.ie/current-research?keywords=women+in%20finance>

The same questions will be asked for all targets set at different levels.

Q.8. Your firm set a headline target at XXX (eg Board) level, to achieve XX% of female representation by YYYY.

If the deadline is before 2025 (Y<2025):

Q9 (a). Has your firm met its target?

- ☐ Yes (go to Q9d)
- ☐ No (go to Q9c)

If the deadline is during or after 2025 (Y>=2025):

Q9(b). Is your firm on track to meet its target?

- ☐ Yes
- ☐ No (go to Q9c)

Q9(c). Why was this XXX target not met/not on track to being met?

- ☐ Target too ambitious
- ☐ Low number of female applicants at this level
- ☐ Reduced headcount growth / Drop in recruitment
- ☐ Hours required and demands of this position
- ☐ Low turnover at this level
- ☐ High turnover at this level
- ☐ Restructuring / Merger / Acquisition
- ☐ Other, please specify: _____

Q9 (d) As you have achieved your target would you like to set an increased target at this level?

- ☐ Yes (go to Q10)
- ☐ No maintain existing target

Please provide the details of the increased target at this level? This must be higher than the existing level.

Target

_____ % female representation

Deadline

MM / YYYY _____

Note: Firms that were missing information on targets in previous surveys will be asked additional clarification questions here.

Section 4: New Targets

Q16. Does your firm want to set any NEW targets for any of the following positions?

These targets are in addition to targets set during the baseline template. Please do not alter existing targets set in your baseline submission, such changes will be discarded.

- | | |
|---|---|
| <input type="checkbox"/> Board | <input type="checkbox"/> Junior management |
| <input type="checkbox"/> Executive Committee/ C-Suite | <input type="checkbox"/> Technical / Professional level |
| <input type="checkbox"/> Senior management | <input type="checkbox"/> Other (go to Q16(c)) |
| <input type="checkbox"/> Middle management | <input type="checkbox"/> Do not wish to set new targets |

Q16(a).	Please provide details of your firm's NEW <u>headline</u> target for female representation at XXX level: _____%
Q16(b).	Please provide details of the timeframe by which your firm's NEW <u>headline</u> target is to be achieved: _____ (MM/YYYY)
Q16(c).	<p>Other Targets : Please note - this is for setting targets that do not fit into the categories previously given. You may use the comment space to provide further detail on the target. Which of the following best describes your 'other' target</p> <div style="display: flex; justify-content: space-between;"> <div style="width: 60%;"> <p>Global Targets: refer to targets set at a company level, e.g. 50% of total staff should be female by 2030.</p> <p>Other Employee Targets: refer to targets set for employees below the technical/professional level, or another level defined by the company</p> <p>Merged Category Targets: refer to targets set for two or more previously defined categories, e.g. 40% Female Representation across Middle and Junior Management by 2030</p> </div> <div style="width: 35%;"> <p><input type="checkbox"/> Go to Q17a</p> <p><input type="checkbox"/> please describe _____ Go to Q17b</p> <p><input type="checkbox"/> Go to Q17c</p> </div> </div>

Q17a	Global target :	_____ % female	deadline _____	MM/YYYY
Q17b	Other employees:	_____ % female	deadline _____	MM/YYYY
Q17c	Merged	_____ % female	deadline _____	MM/YYYY

Note: XXX refers to the level(s) chosen. The same questions will be asked for all targets set at different levels.

Section 5: Recruitment, Appointments and Retention

Q18. Which of the following are used in the recruitment of EXECUTIVE COMMITTEE / C-SUITE or OTHER SENIOR MANAGEMENT positions? Please tick all that apply.

Note: Please complete this question even if there have been no new appointments to executive committee / C-suite or senior management positions in the last 12 months.

- | | |
|--|---|
| <input type="checkbox"/> Internal HR Function | <input type="checkbox"/> External HR Function (e.g. head-hunters, search firms) |
| <input type="checkbox"/> Preliminary Shortlisting | <input type="checkbox"/> Word of Mouth / Recommendations from Network |
| <input type="checkbox"/> Interviews | <input type="checkbox"/> Aptitude Tests (e.g. numerical or verbal reasoning) |
| <input type="checkbox"/> Informal Discussions | <input type="checkbox"/> Job-Specific Work Tests (e.g. presentations, pitches) |
| <input type="checkbox"/> Psychological/Psychometric test | <input type="checkbox"/> Other, please specify: _____ |

Q19. Please record the number of appointees in each of the following positions between 1 January 2024 and 1 January 2025, Please indicate the number that were internal (i.e. from within the firm) and external appointments.

If some of the categories do not apply in your firm, or if no appointments were made please record '0' in the corresponding cell.

	Number of Female Internal Appointments	Number of Female External Appointments	Number of Male Internal Appointments	Number of Male External Appointments
Executive Committee / C-Suite				
Other Senior Management				
Middle Management				
Junior Management				

Q20. Please record the number of employees, and their position, who left the firm between the 1st of January 2024 and the 1st Jan 2025.

If some of the categories do not apply to your firm, please record '0' in the corresponding cell.

	Female	Male
Executive Committee / C-Suite		
Other Senior Management		
Middle Management		
Junior Management		
Technical / Professional		

Q21. Which of the following policies or arrangements are available within your firm? Tick all that apply

	Yes	No
Working part-time / Reduced hours?	<input type="checkbox"/>	<input type="checkbox"/>
Flexible working hours / Flexitime?	<input type="checkbox"/>	<input type="checkbox"/>
Extended leave scheme (above statutory entitlements, e.g. additional maternity / paternity entitlements, career breaks, study leave....)	<input type="checkbox"/>	<input type="checkbox"/>
Additional maternity benefit (top-up)?	<input type="checkbox"/>	<input type="checkbox"/>
Additional paternity benefit (top-up)?	<input type="checkbox"/>	<input type="checkbox"/>
Support schemes for those returning from extended leave (e.g. maternity leave, career break, extended sick leave)	<input type="checkbox"/>	<input type="checkbox"/>

Q22. Have any of the policies or arrangements in your firm been taken up by EXECUTIVE COMMITTEE / C-SUITE or OTHER SENIOR MANAGEMENT in the last 12 months?

	Yes	No
Working part-time / Reduced hours?	<input type="checkbox"/>	<input type="checkbox"/>
Flexible working hours / Flexitime?	<input type="checkbox"/>	<input type="checkbox"/>
Extended leave scheme (above statutory entitlements, e.g. additional maternity / paternity entitlements, career breaks, study leave....)	<input type="checkbox"/>	<input type="checkbox"/>
Additional maternity benefit (top-up)?	<input type="checkbox"/>	<input type="checkbox"/>
Additional paternity benefit (top-up)?	<input type="checkbox"/>	<input type="checkbox"/>
Support scheme for those returning from extended leave	<input type="checkbox"/>	<input type="checkbox"/>

Q23. Have any of the policies or arrangements in your firm been taken up by MIDDLE MANAGEMENT or JUNIOR MANAGEMENT in the last 12 months?

	Yes	No
Working part-time / Reduced hours?	<input type="checkbox"/>	<input type="checkbox"/>
Flexible working hours / Flexitime?	<input type="checkbox"/>	<input type="checkbox"/>
Extended leave scheme (above statutory entitlements, e.g. additional maternity / paternity entitlements, career breaks, study leave....)	<input type="checkbox"/>	<input type="checkbox"/>
Additional maternity benefit (top-up)?	<input type="checkbox"/>	<input type="checkbox"/>
Additional paternity benefit (top-up)?	<input type="checkbox"/>	<input type="checkbox"/>
Support scheme for those returning from extended leave	<input type="checkbox"/>	<input type="checkbox"/>

Section 6: Working arrangements

Q.24. What is your firm policy in relation to remote working?

- ☐ Fully on-site/ in-person (*go to section 8*)
- ☐ Fully remote (*go to section 8*)
- ☐ Hybrid (partly on-site, partly remote) (*go to Q26*)

Q26. What is the main pattern of hybrid working in your firm?

Note: the main pattern refers to the situation of the majority of employees.

- ☐ Minimum 1 day a week on site
- ☐ Minimum 2 day a week on site
- ☐ Minimum 3 day a week on site
- ☐ Other, please specify: _____
- ☐ Minimum 4 day a week on site
- ☐ No minimum requirement of attendance
- ☐ Requirement differs - no dominant pattern

Section 7: Progress & Challenges

Q29. Which of the following actions is your firm taking to support the achievement of the gender balance and inclusion targets?

- | | |
|---|---|
| <input type="checkbox"/> Examining hiring practices | <input type="checkbox"/> Female career development / leadership training |
| <input type="checkbox"/> Improving flexible working | <input type="checkbox"/> Development programmes for women in middle / junior management |
| <input type="checkbox"/> Gender balance leader / diversity task force | <input type="checkbox"/> Seeking better gender balance in succession planning |
| <input type="checkbox"/> Identifying female leaders | <input type="checkbox"/> Requiring improved gender diversity from search firms |
| <input type="checkbox"/> Unconscious bias training | <input type="checkbox"/> Setting gender targets for external recruitment |
| <input type="checkbox"/> Sponsorship / mentoring opportunities | <input type="checkbox"/> Improving female representation on hiring panels |
| <input type="checkbox"/> Gender balanced shortlist of job candidates | <input type="checkbox"/> Other, please specify: _____ |

Q30. Among the actions selected in Q25, please rank the 3 actions you consider the most effective

1. _____
2. _____
3. _____

If there have been any other developments or initiatives at your firm in the last calendar year (1st of January 2024 to 31st of December 2024) that have contributed to improving gender balance, please describe:

Q31. What are the top three barriers for achieving gender balance and inclusion targets at your firm? Please select up to three options.

- | | |
|--|---|
| <input type="checkbox"/> Targets too ambitious | <input type="checkbox"/> Restructuring/ merger/ acquisition |
| <input type="checkbox"/> Low number of female applicants | <input type="checkbox"/> Difficulty of attracting external talent |
| <input type="checkbox"/> Reduced headcount growth, drop in recruitment | <input type="checkbox"/> Specificity of skills/ experience required |
| <input type="checkbox"/> Hours and demands of senior positions | <input type="checkbox"/> Pipeline / lower internal female progression |
| <input type="checkbox"/> Low turnover in senior management | <input type="checkbox"/> Other, please specify: _____ |

Q32. How is your firm demonstrating leadership and accountability for progress against the Charter? Please tick all that apply and specify any additional actions.

- ☐ Action plans
- ☐ Ownership of Charter by member of the senior management or board
- ☐ Increased female representation included as a key performance indicator
- ☐ Balanced scorecard
- ☐ Linking pay to performance on gender diversity targets
- ☐ None of the above

☐ Other, please specify: _____

If Actions plan not selected - please be reminded that having an action plan to improve your firm's gender balance is a requirement of the Charter.

Q33 Does your firm calculate gender pay gap figures?

Please choose **only one** of the following:

Yes ☐

No ☐

If Yes If applicable, please list the gender pay gap figures that were reported for your firm in 2024:

	Hourly remuneration gap	Bonus remuneration gap	Hourly remuneration gap of part-time employees
Mean			
Median			

Q34a Do you collect data on the gender of job applicants?

Yes ☐ go to q34b

No ☐

Q34b If applicable, please report the gender breakdown of applications received for each position category from 1st January 2024 to 1st January 2025.

Note: If multiple positions were advertised for any category, list the total number of applicants across all positions in that category, and note the number of positions advertised. If no positions were advertised in any category, please leave blank

	Female	Male	Total N Positions advertised
Executive Committee / C-Suite			
Other Senior Management			
Middle Management			
Junior Management			
Technical / Professional			
Other Employees			

Q35a Do you collect data on the gender of shortlisted candidates?

Yes ☐ go to q35b

No ☐

Q35b If applicable, please report the gender breakdown of shortlisted for each position category from 1st January 2024 to 1st January 2025.

Note: If multiple positions were advertised for any category, list the total number of applicants across all positions in that category, and note the number of positions advertised. If no positions were advertised in any category, please leave blank

	Shortlisted Candidates		Total N Positions
	Female	Male	
Executive Committee / C-Suite			
Other Senior Management			
Middle Management			
Junior Management			
Technical / Professional			
Other Employees			

Q36 Does your firm collect information on any of the following protected equality grounds?

Select all that apply

- ☐ Disability
- ☐ Gender Identity
- ☐ Nationality
- ☐ Sexual Orientation
- ☐ Ethnicity
- ☐ Family Status
- ☐ Social Class
- ☐ Age
- ☐ Civil Status
- ☐ Religion
- ☐ Membership of the Travelling Community
- ☐ None of the Above

Other: _____

Section 8: Public communication & Conclusion

Q37a. Public communication of progress against these targets is required by signatories of the Charter. For more information on public communication, please refer to: <https://www.esri.ie/current-research?keywords=women+in%20finance>

Please provide a screenshot of your firm communication on the targets:

 Upload file

Q37b. and please provide the link where this communication is available:

Q34. Please use this space if you would like to provide any more information:

Sample

Q 35 Would you be willing to contacted by the research team to undertake a qualitative interview about your experiences of the Charter and on efforts to create more gender balance in the financial services sector?

Please choose only one of the following:

Yes ☐

No ☐

Need more information ☐

Thank You

Please remember to input the data you have collected through the online version of our template. You have been provided with link by email from LimeSurvey please contact Prof Helen Russell or Eva Slevin at the Economic and Social Research Institute at womeninfinance@esri.ie