



## Ireland's Women in Finance Charter Annual Reporting Template 2026

Welcome to the 2026 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](mailto:womeninfinance@esri.ie).

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

Industry Partners



Data Partner



An Roinn Airgeadais  
Department of Finance



Rialtas na hÉireann  
Government of Ireland

## 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 1<sup>st</sup> of January 2026.

- ☐ Yes (*go to Q3*)  
☐ No (*go to Q2a*)

Q2a. If the data you are providing does not reflect the situation at your firm as of the 1st of January 2026, please state the date to which your data refers: Please note: please input your dates in the format dd/mm/yyyy. The end of your data collection period must be before 01/02/2026

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## 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 2026.

*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 on permanent and non-permanent contracts within your firm in the Republic of Ireland as of the 1st of January 2026.

*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 2026.**

**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, you will only see the row in which you filled in previously. 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 X.*

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

**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 2026**

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

	Female	Male
<b>PCF</b>		

**Q7. Is your firm's CEO male or female?**

- ☐ Male  
☐ Female

### Section 3a: Progress on Headline Targets

You set the following targets in previous surveys

**Board Level:** X% by YYYY

**Executive/C-Suite:** X% by YYYY

**Other Senior Management:** X% by YYYY

**Middle Management:** X% by YYYY

**Junior Management:** X% by YYYY

**Technical/Professional:** X% by YYYY

*Note: if you set a target at an 'other' level, this will be asked at a later point.*

In previous surveys, your firm set targets for female representation. The following section is based on these responses, and will ask questions on the progress made on these targets.

*Positive targets aim to improve the level of female representation, at a given level. Targets must be ABOVE the current female representation at the given level. Maintenance targets aim to maintain the level of female representation, and are permitted for firms with 40% OR MORE female representation at a given level. The deadline indicates until when the firm aims to maintain this*

level. You are required by the Charter to set at least one positive target, the only exception is for firms with at least 40% female representation at all levels.

For more information on target types and Charter commitments, please refer to: <https://www.esri.ie/currentresearch?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 2026 (Y<2026):*

**Q9 (a). Did you achieve your target?**

- ☐ Yes (go to Q9d)  
☐ No

*If the deadline is during or after 2026 (Y>=2026):*

**Q9(b). Are you on track to meet your target?**

- ☐ Yes  
☐ No

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

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

**Please provide the details of the increased target at this level? This must be higher than the existing level (xx%)**

Target

\_\_\_\_\_ % female representation

Deadline

MM / YYYY \_\_\_\_\_

## 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"/> Middle management            | <input type="checkbox"/> Do not wish to set new targets |

<b>Q16(a).</b>	<b>Please provide details of your firm's NEW <u>headline</u> target for female representation at XXX level:</b>	<b>_____ %</b>
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<b>Q16(b).</b>	<b>Please provide details of the timeframe by which your firm's NEW <u>headline</u> target is to be achieved:</b>	<b>_____ (MM/YYYY)</b>
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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"/> AI-based services – e.g. Textio                        |
| <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 2025 and 1 January 2026, 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 2025 and the 1<sup>st</sup> Jan 2026.**

*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
Parental Leave	<input type="checkbox"/>	<input type="checkbox"/>
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"/>
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**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
Parental Leave	<input type="checkbox"/>	<input type="checkbox"/>
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
Parental Leave	<input type="checkbox"/>	<input type="checkbox"/>
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"/>

**Q24. Does your firm run any of the following programmes**

Graduate Recruitment Programme	<input type="checkbox"/>
Traineeship Programme	<input type="checkbox"/>
Paid Internship Programme	<input type="checkbox"/>
Unpaid Internship Programme	<input type="checkbox"/>
Apprenticeship	<input type="checkbox"/>
Transition Year Programme	<input type="checkbox"/>
Work Experience Programme	<input type="checkbox"/>
None of the Above	<input type="checkbox"/>

## Section 6: Working arrangements

**Q.25. 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.*

- |   |  |
|---|--|
| <input type="checkbox"/> Minimum 1 day a week on site | <input type="checkbox"/> Minimum 4 day a week on site              |
| <input type="checkbox"/> Minimum 2 day a week on site | <input type="checkbox"/> No minimum requirement of attendance      |
| <input type="checkbox"/> Minimum 3 day a week on site | <input type="checkbox"/> Requirement differs - no dominant pattern |
| <input type="checkbox"/> Other, please specify: _____ |  |

Sample



## 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 (1<sup>st</sup> of January 2025 to 1st of January 2026) 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: _____                 |

**Q31(a). if low number of female applicants selected Why do you think there were low female applicants for the positions advertised?**

**Q31(b). In addition to these general challenges to gender balance are there other issues faced by specific teams within your firm? Please elaborate.**

*For example, certain teams or groups of workers face additional issues e.g. call centre teams can't work from home, lossadjusters having to work long hours etc*

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

- ☐ Gender Balance Action Plan
- ☐ 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 Action 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, please list the gender pay gap figures that were reported for your firm in 2025:

	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 2025 to 1st January 2026.**

*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			
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**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 2025 to 1st January 2026.**

*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: \_\_\_\_\_

**Q36a if applicable, please provide a breakdown of employees in each category below**

Cisgender \_\_\_\_\_

Transgender \_\_\_\_\_

Non-Binary/Other \_\_\_\_\_

**Q37 Please use this space if you want to provide any other information, including any additional initiatives you have taken during 2025 to increase gender balance**

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**Q38 Would you be willing to be 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?**

Yes ☐

No ☐

## Section 8: Public communication & Conclusion

*Q38a. 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:**

*Note – if the communication is provided within a document – please link the document and page number. If communication is via LinkedIn, please link directly to the post. If the communication is due to be released on a given date, please forward this onto the research team at [womeninfinance@esri.ie](mailto:womeninfinance@esri.ie). Please do not solely state that the information is available on your website, please specify where this information is or provide signposting. The research team will verify your link before May 2026.*

 Upload file

**Q38b. and please provide the link where this communication is available:**

**Q34. Please use this space if you would like to provide any 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](mailto:womeninfinance@esri.ie)

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