

Success

Solution

Business Strategy

Formulation
Solution
Marketing
Analysis
Ideas
Success
Management

SENIOR MANAGEMENT PRESENTATION



How Do We Measure Trust?

Your 'Investment' in culture yields a 'Return' through the employee experience.

MANAGEMENT VISION Culture Audit©



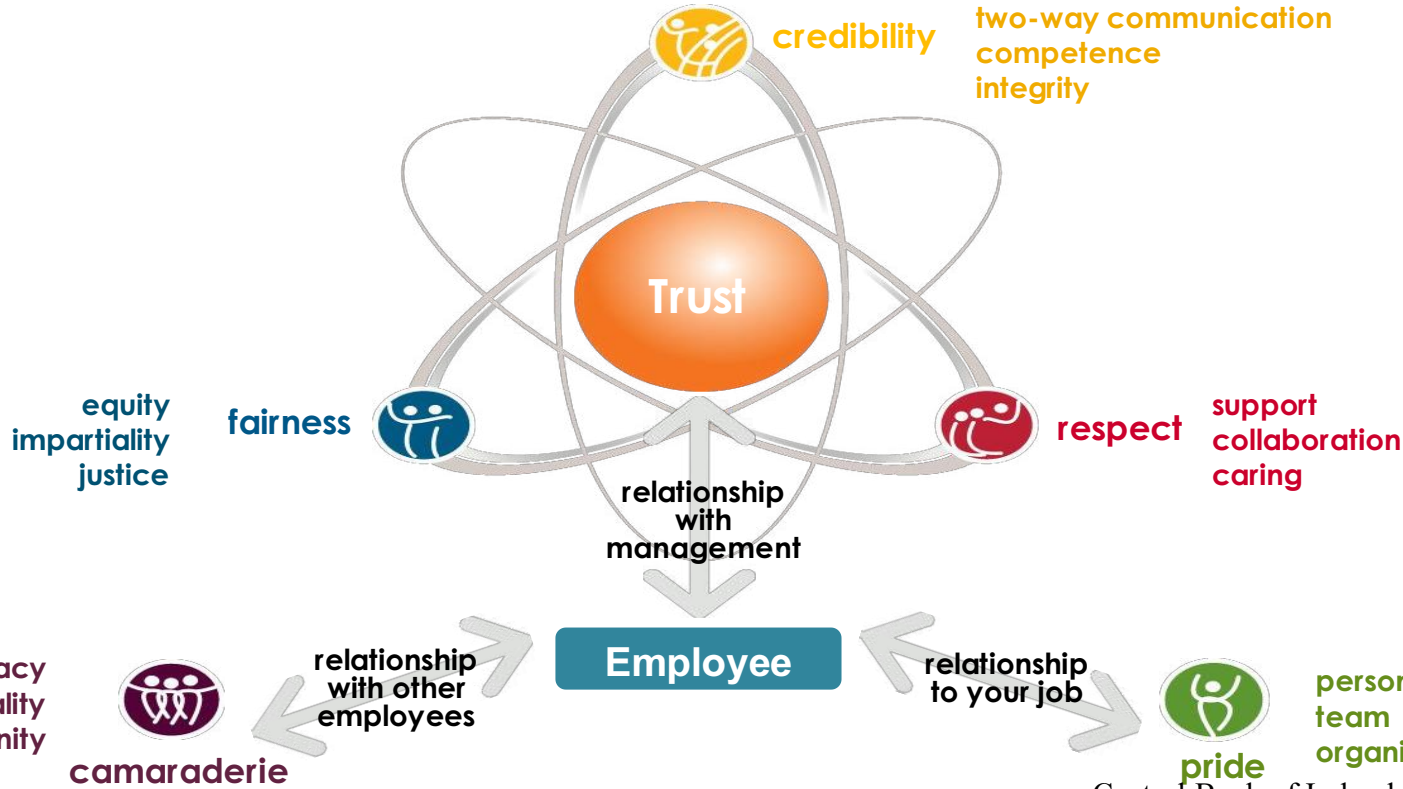
+

**WORKPLACE
CULTURE,
POLICIES, &
PRACTICES**

EMPLOYEE EXPERIENCE Trust Index© Survey

Great Place to Work® Model©		
	Credibility	T
	Respect	R
	Fairness	U
	Pride	S
	Camaraderie	T

What is a great workplace?

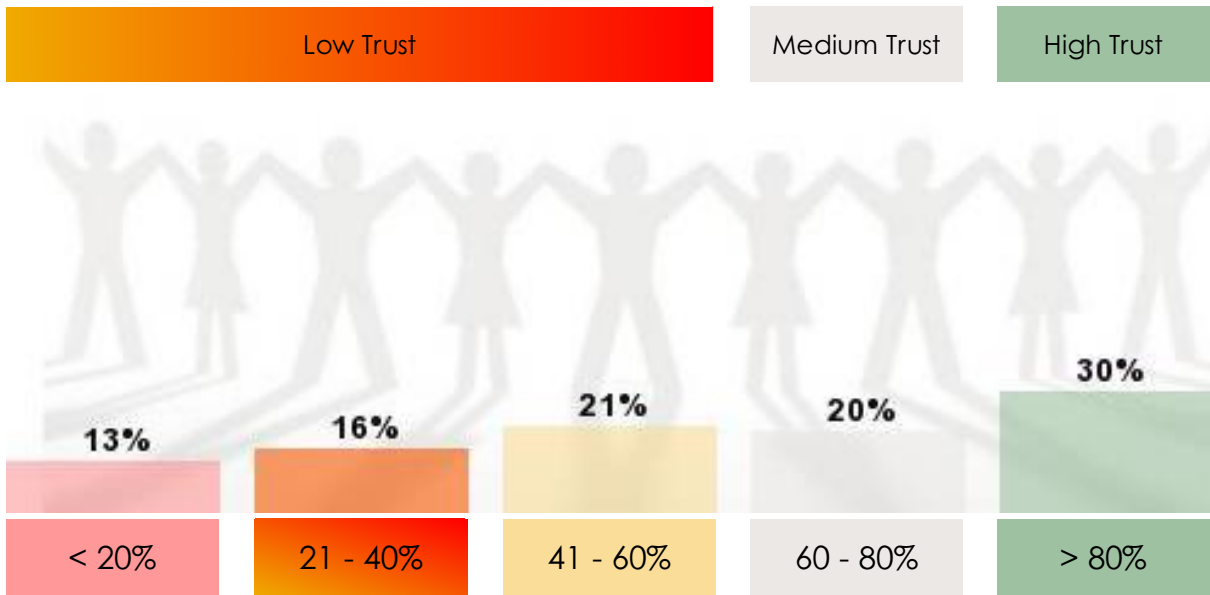


Research Giltwork®
Passion Family Innovation

This Year : Who responded? (64%)

- **Job Role**
621 Non Management | **415** Manager/Supervisor | **74** Executive/Senior Manager
- **Gender**
541 Female | **558** Male
- **Age**
59 less than 25 | **324** 26 to 34 | **427** 35 to 44 | **202** 45 to 54 | **82** 55+
- **Tenure**
289 less than 2 years | **309** 2 to 5 | **179** 6 to 10 | **141** 11 to 16 | **84** 16 to 20 | **93** 20+
- **Work Status**
1087 Full Time | **29** Part Time
- **Racial or Ethnic Minority**
28 Yes | **1077** No
- **Dependents**
500 Children | **127** Sick

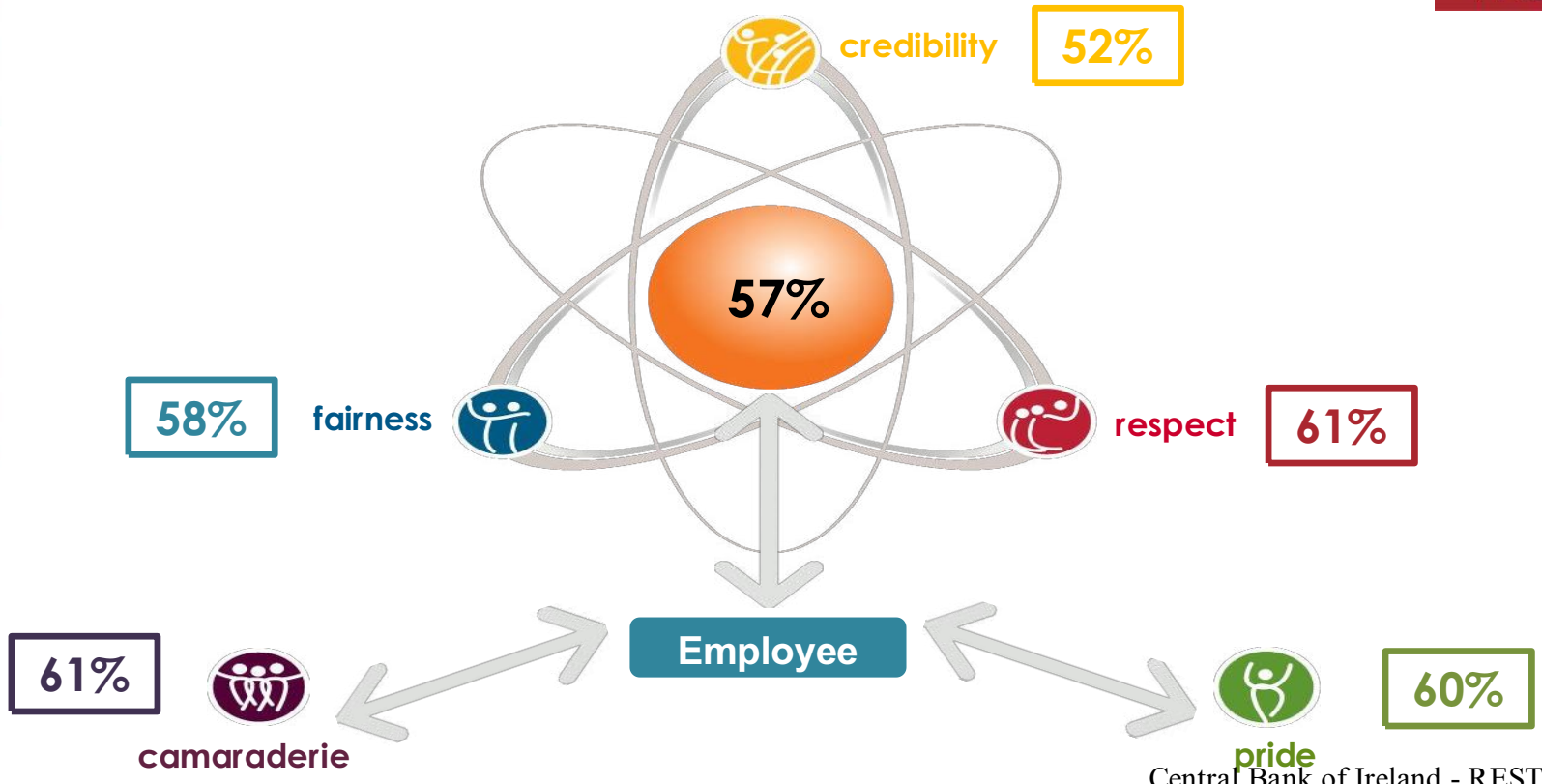
This Year : 'State of Trust'



X
50% have low levels of Trust

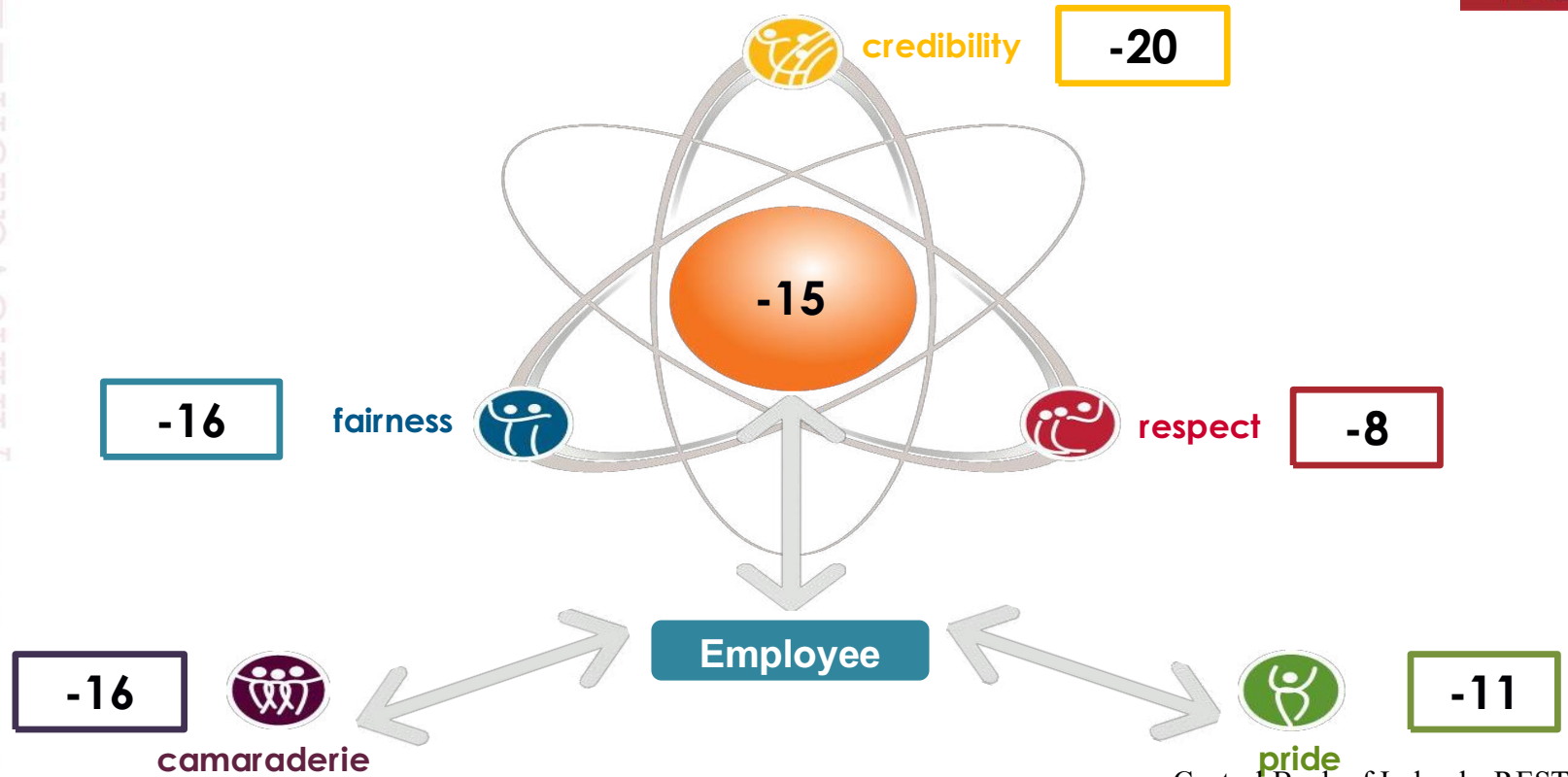
✓
30% have high levels of Trust

This Year : Overall Organisation



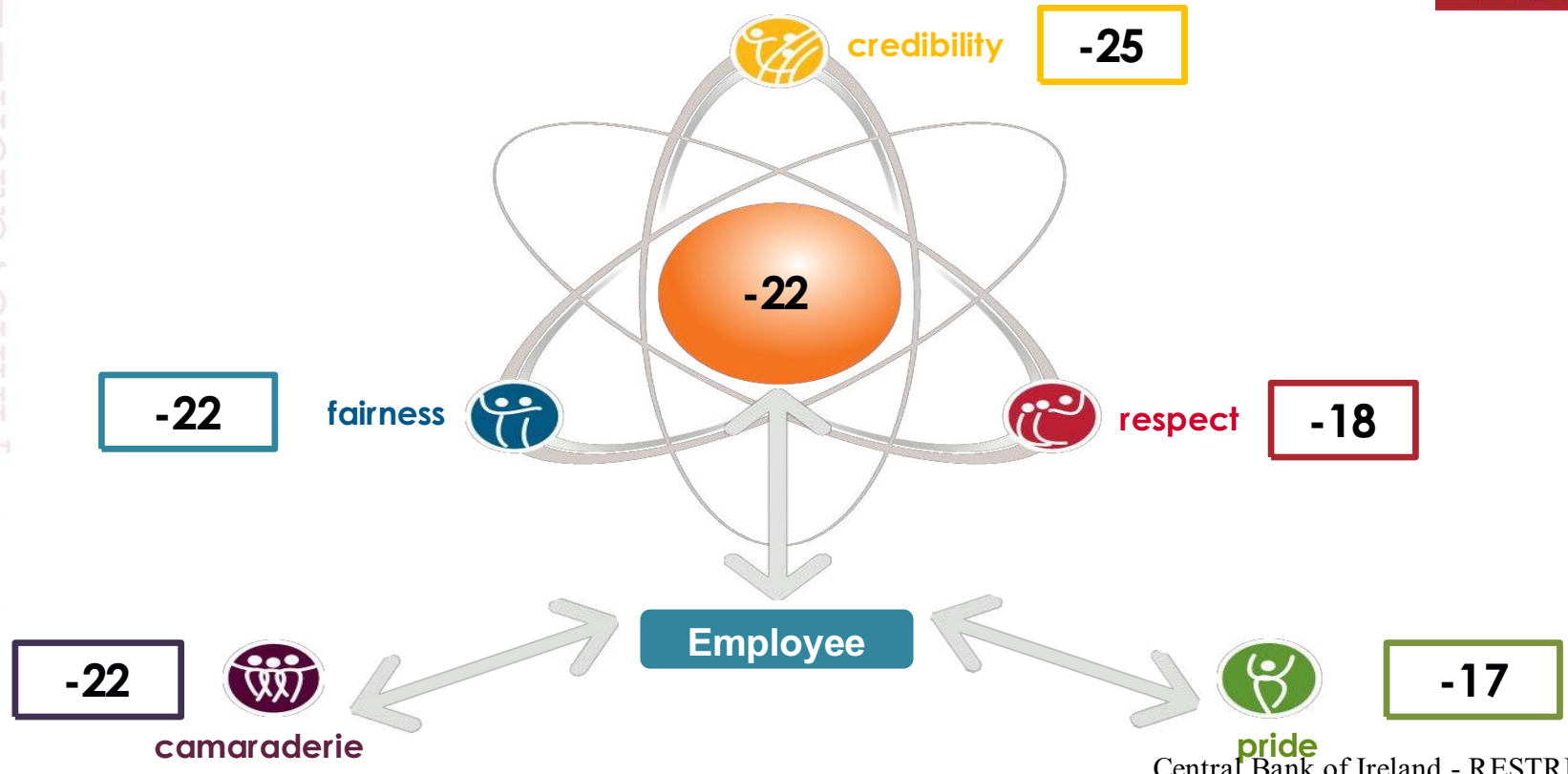
ResearchGiltwork®
Passion Family Innovation

This Year Versus Certification



ResearchGiltwork®
Passion Family Innovation

This Year Versus Financial



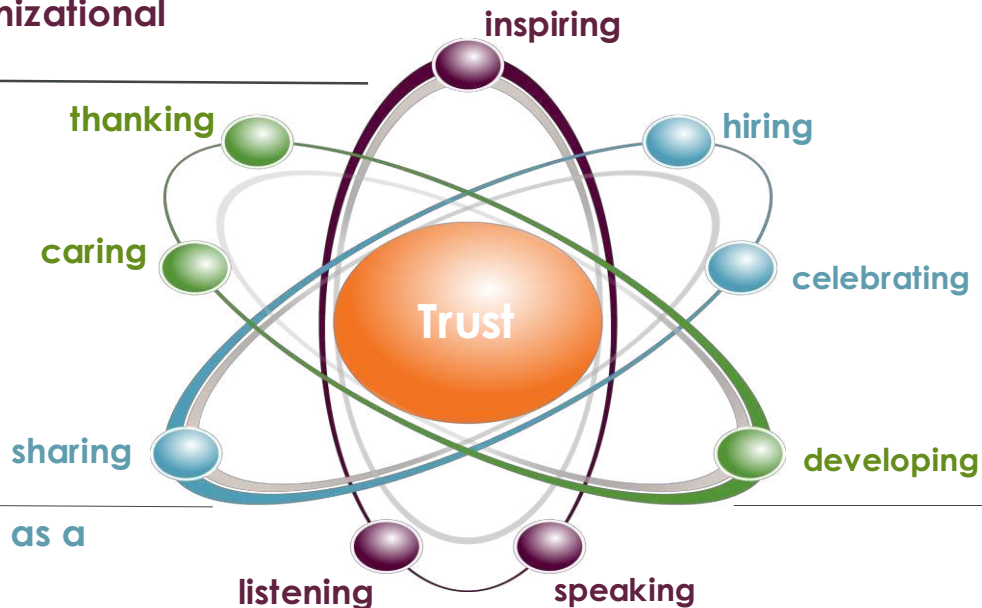
ResearchGiltwork®
Passion Family Innovation

What is a great workplace?

Manager perspective

A great workplace is where you **achieve organizational objectives** with employees who **give their personal best** and **work together as a team/family** — all in an environment of **trust**.

achieve organizational objectives



work together as a team/family

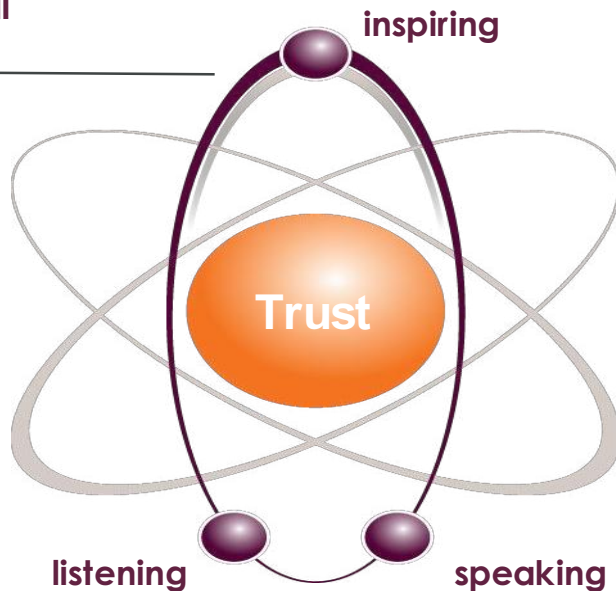
give their personal best

What is a great workplace?

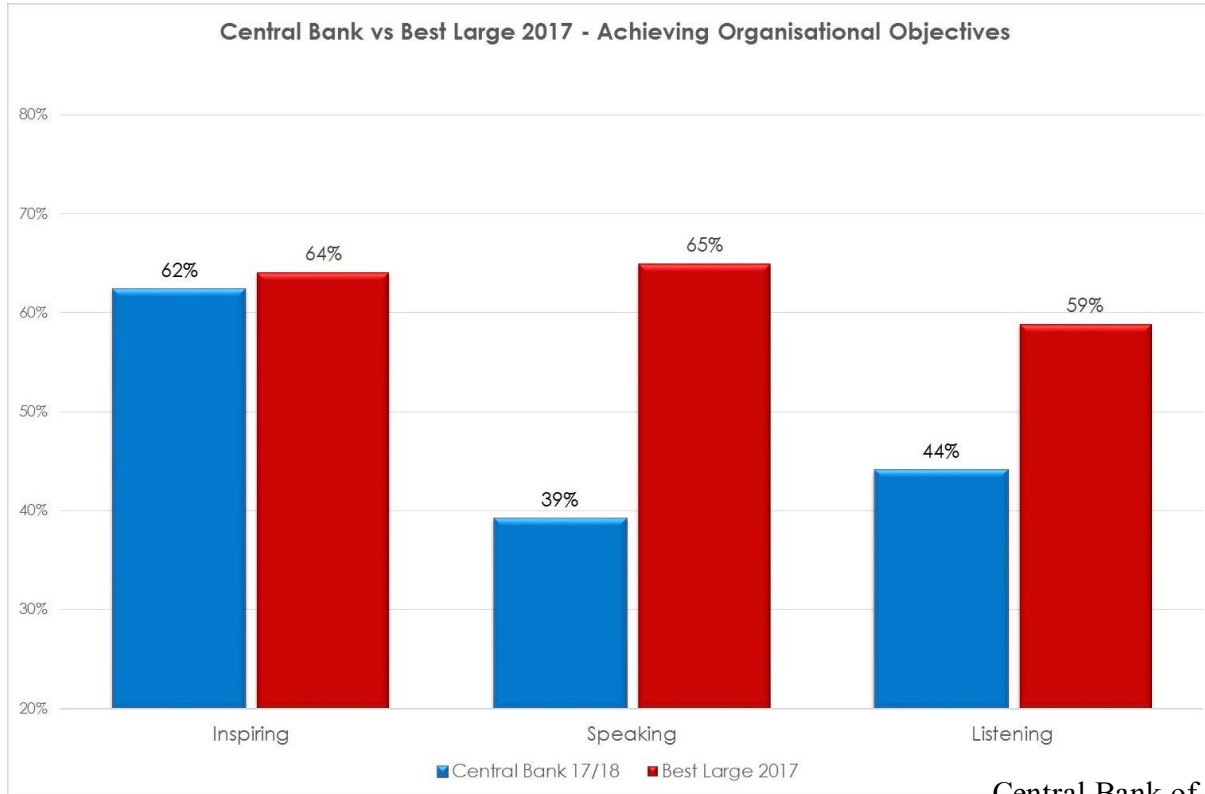
Manager perspective

A great workplace is where you **achieve organizational objectives** with employees who give their personal best and work together as a team/family — all in an environment of **trust**.

achieve organizational objectives



Practice Area Scores – Achieving Organisational Objectives



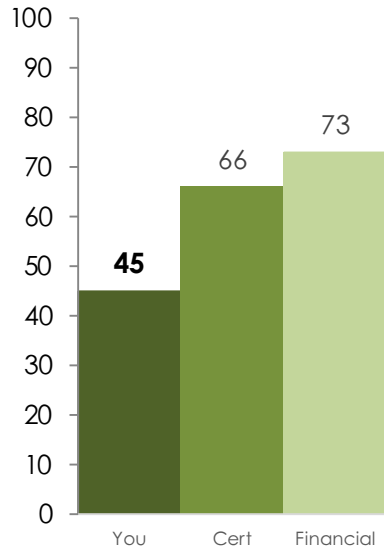
Culture : Achieving Organisational Objectives

Inspiring – Speaking – Listening

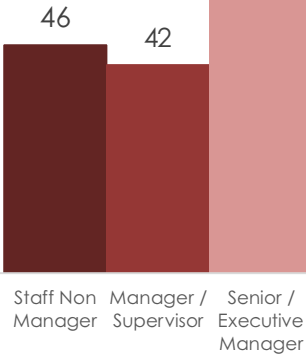
- Inspiring – This a good area for the Central Bank. Most of the elements we would expect to see in this area are in place and their culture is well defined. There are also some good elements of All Inclusiveness on display with employees being involved in the development of their principles and priority behaviours as well as their Intranet, Central Life.
- Speaking – Practices like Topical Talks provide an element of Originality to this practice area. There are also some good key events in place such as the Staff Conference. However information is lacking around the communication practices in place at lower levels in the organisation e.g. team level
- Listening – The Fusion Programme was the standout practice in this area and highlighted the Central Bank's willingness to listen to employee feedback. Consideration could be given to increasing the variety of practices in this practice area e.g. suggestion schemes, skip level meetings etc.

Communication & Involvement

Overall v Benchmark



Job Roles

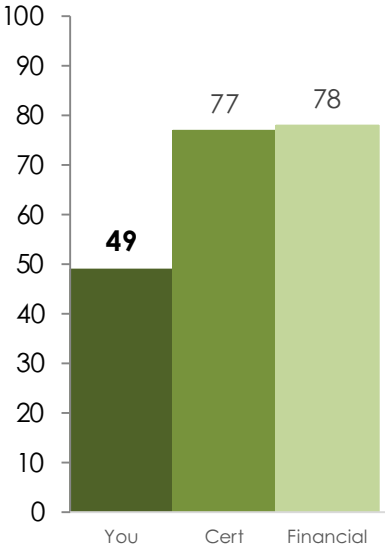


Survey Statements

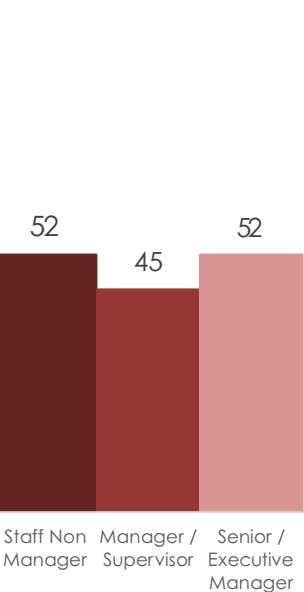
- ❖ [Redacted]
 YOU : 46% Cert : 70% Financial : 73%
- ❖ [Redacted]
 YOU : 55% Cert : 77% Financial : 81%
- ❖ [Redacted]
 YOU : 34% Cert : 57% Financial : 68%
- ❖ [Redacted]
 YOU : 46% Cert : 63% Financial : 72%

Strategy & Direction

Overall v Benchmark



Job Roles

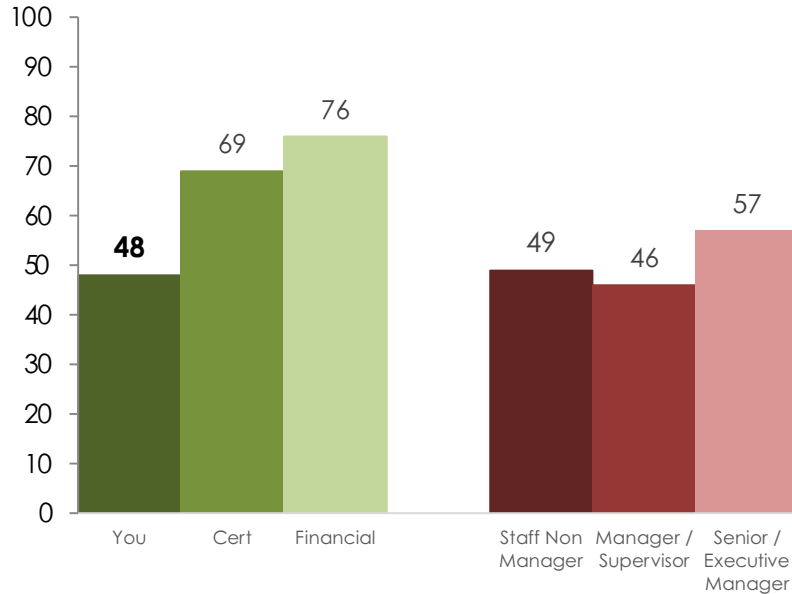


Survey Statements

- ❖ [Redacted] YOU : 56% Cert : 81% Financial : 82%
- ❖ [Redacted] YOU : 43% Cert : 73% Financial : 74%

Management & Leadership

Overall v Benchmark



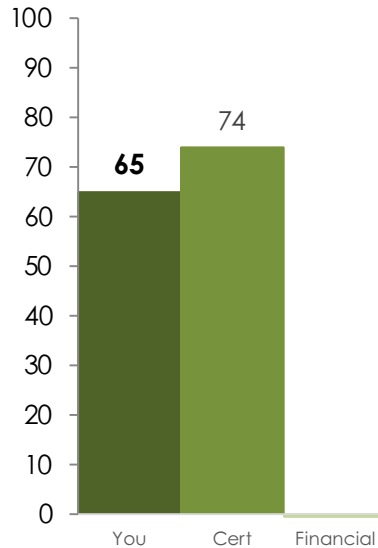
Job Roles

Survey Statements

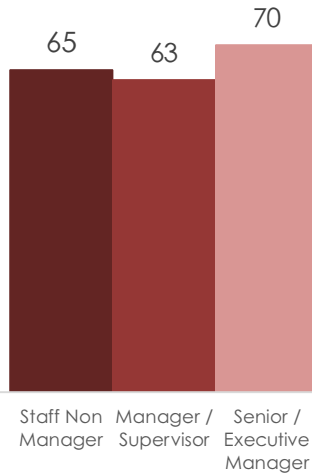
- ❖ [Redacted] YOU : 41% Cert : 65% Financial : 75%
- ❖ [Redacted] YOU : 40% Cert : 65% Financial : 71%
- ❖ [Redacted] YOU : 62% Cert : 81% Financial : 85%
- ❖ [Redacted] YOU : 38% Cert : 64% Financial : 72%
- ❖ [Redacted] YOU : 37% Cert : 60% Financial : 69%
- ❖ [Redacted] YOU : 54% Cert : 74% Financial : 78%
- [Redacted] YOU : 61% Cert : 74% Financial : 81%

Line Management

Overall v Benchmark



Job Roles

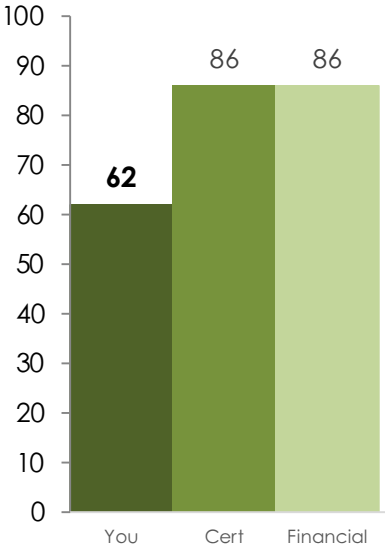


Survey Statements

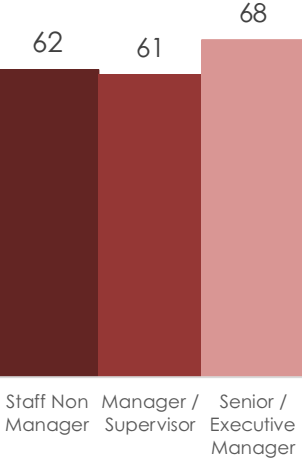
- YOU : 55% Cert : 65% Financial : N/A**
- YOU : 68% Cert : 80% Financial : N/A**
- YOU : 70% Cert : 77% Financial : N/A**

Customer Focus

Overall v Benchmark



Job Roles



Survey Statements

- [Redacted]

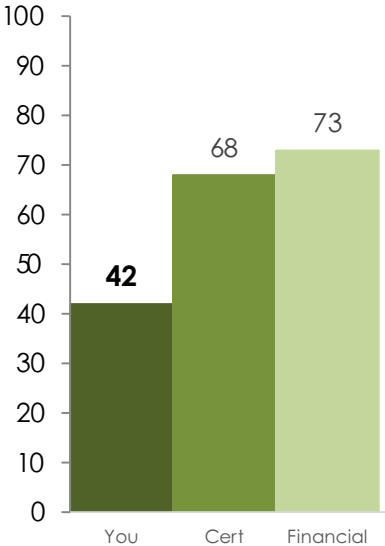
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YOU : 57% Cert : 85% Financial : 83%
- [Redacted]

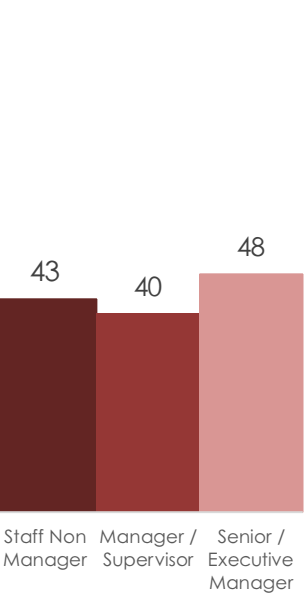
YOU : 68% Cert : 89% Financial : 89%

Change Ready

Overall v Benchmark



Job Roles

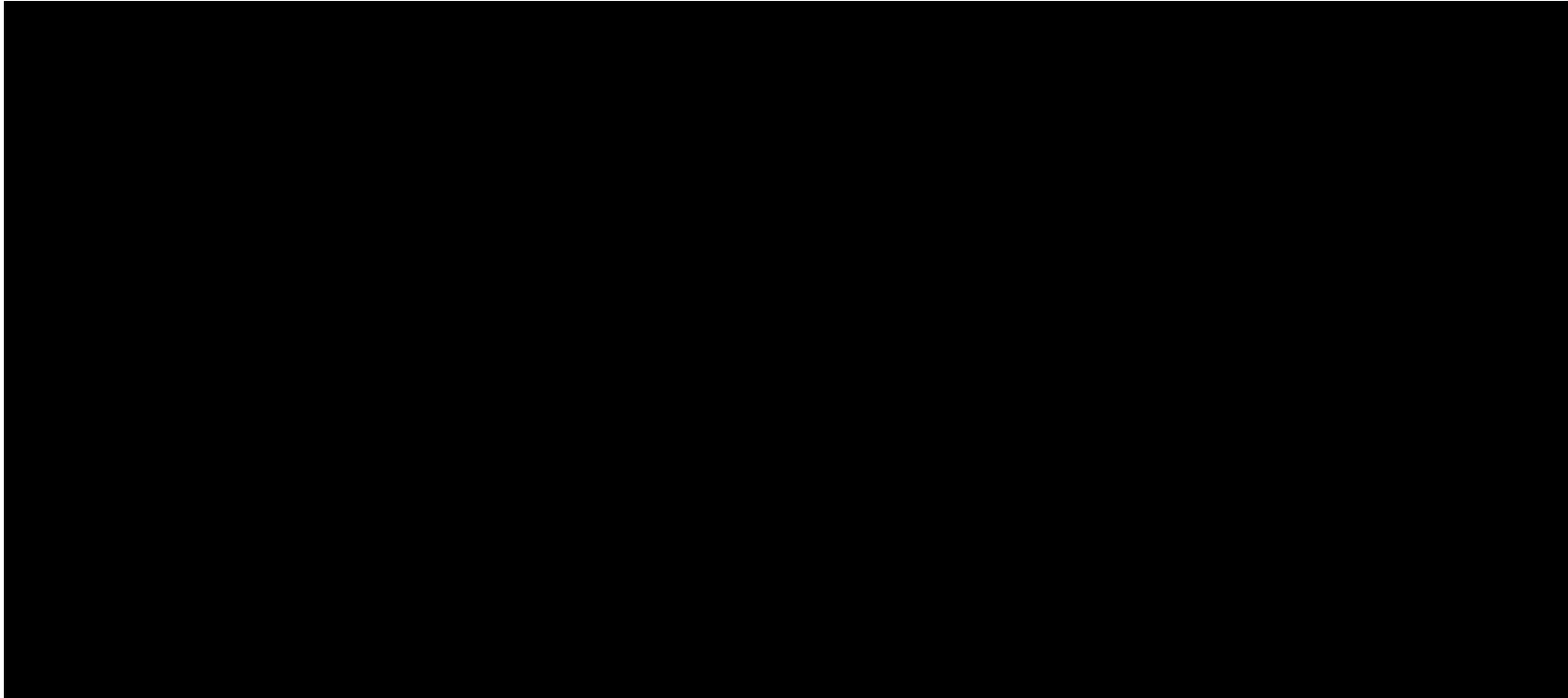


Survey Statements

- YOU : 45% Cert : 66% Financial : 75%
- YOU : 32% Cert : 63% Financial : 67%
- YOU : 46% Cert : 76% Financial : N/A
- YOU : 46% Cert : 66% Financial : 78%

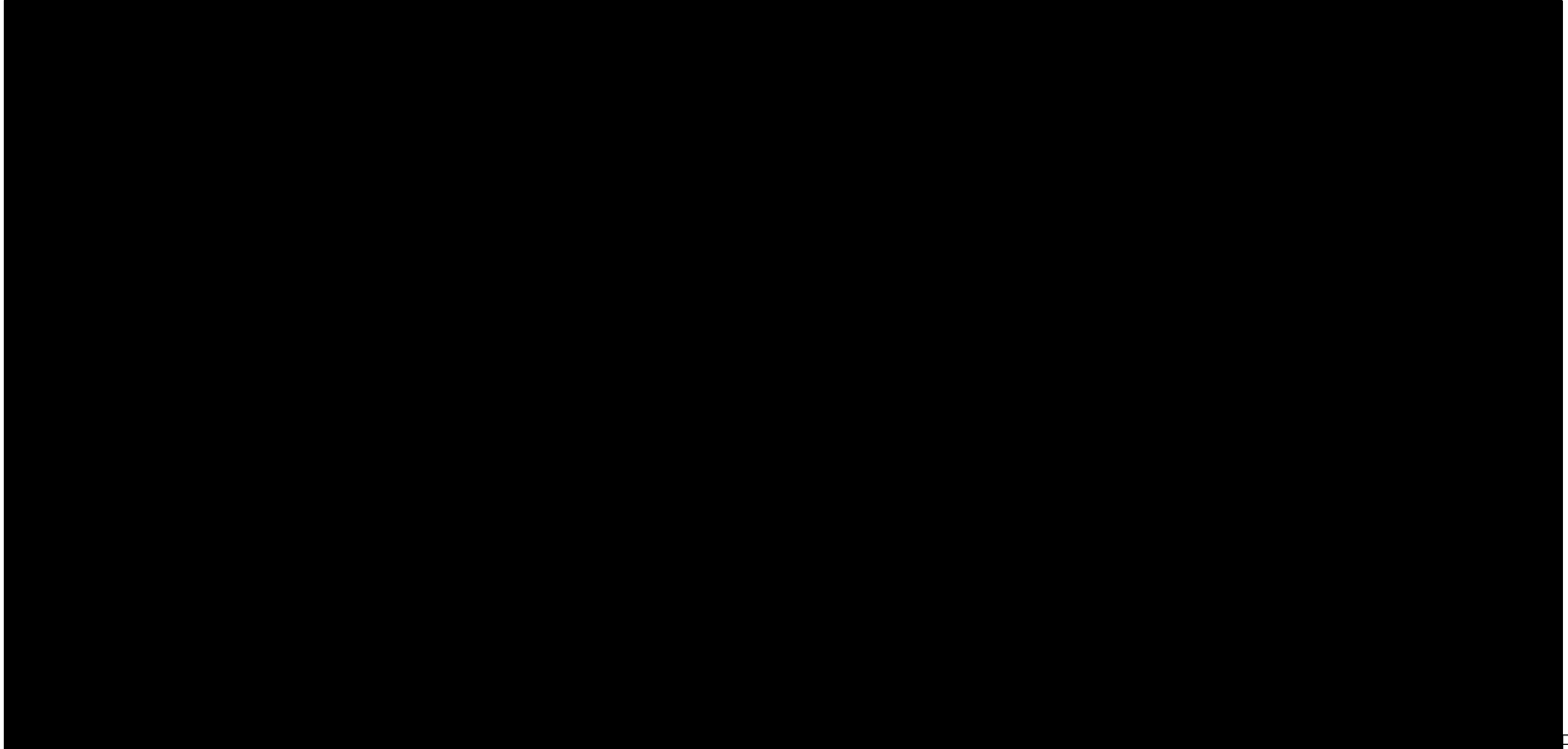
Achieve Organisational Objectives – Comments

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Achieve Organisational Objectives – Suggestions

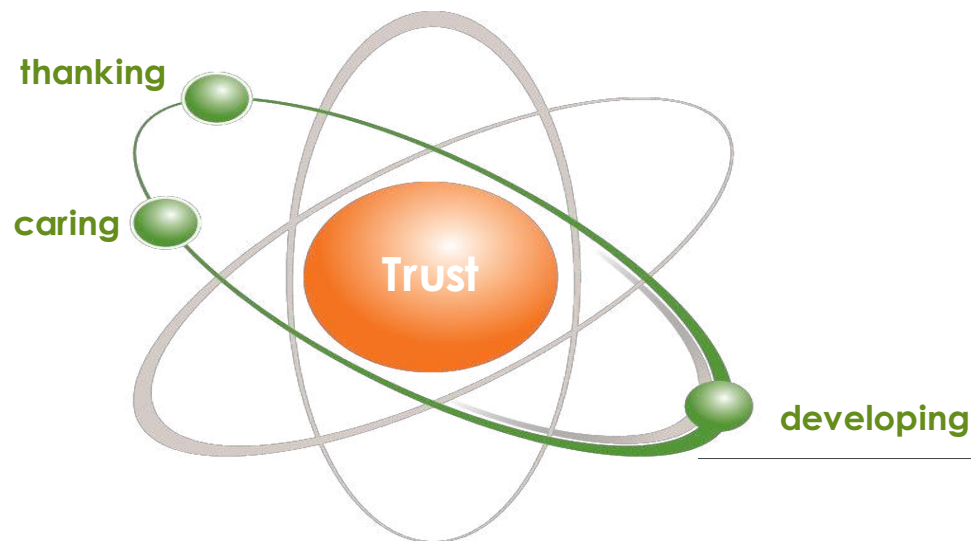
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What is a great workplace?

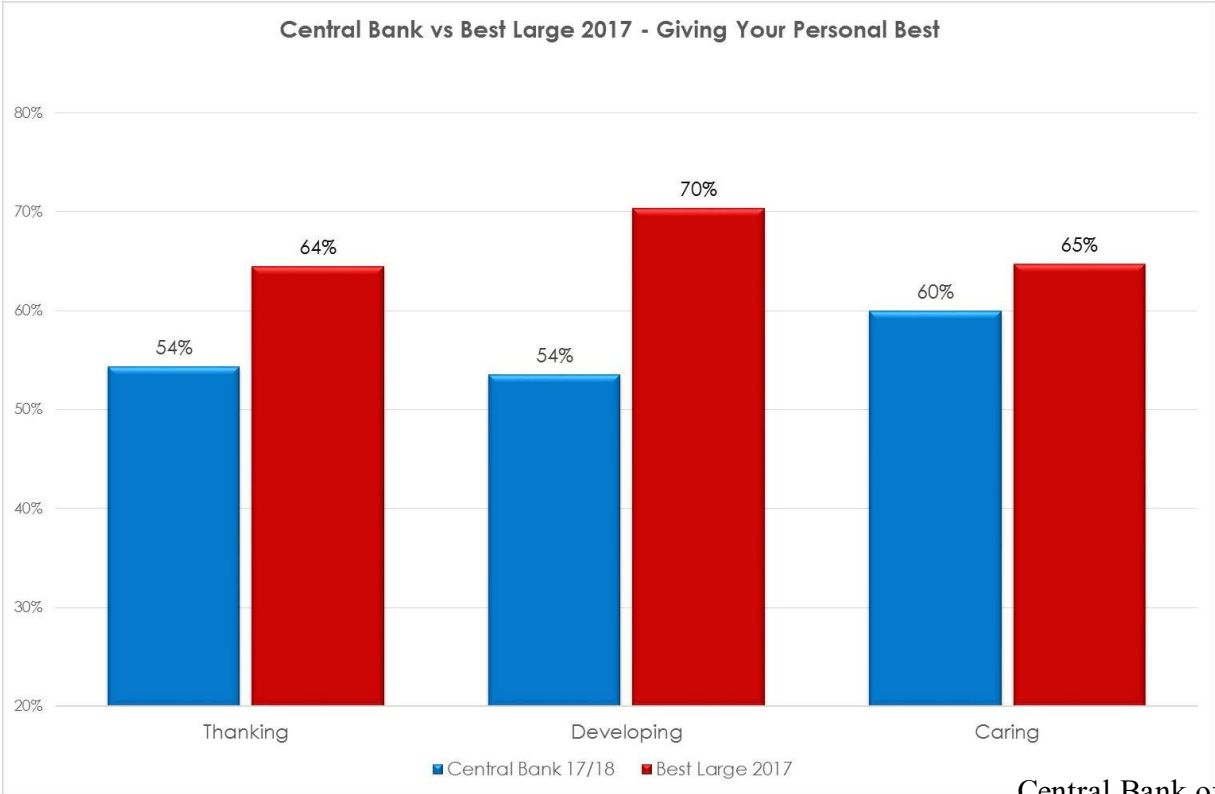
Manager perspective

A great workplace is where you achieve organizational objectives with employees who **give their personal best** and work together as a team/family — all in an environment of **trust**.



**give their
personal best**

Practice Area Scores – Giving Your Personal Best



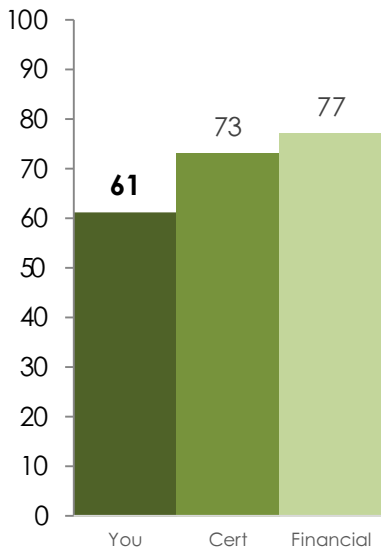
Culture : Giving Your Personal Best

Thanking – Developing – Caring

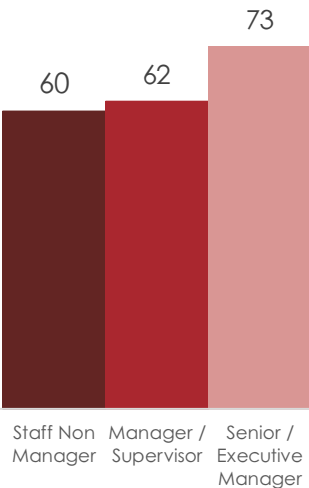
- Thanking – The Central Bank are doing a good job at encouraging a culture of recognition across the organisation. A good example of this was the original launch of their new Recognition Policy i.e. use of cupcakes to promote Applause award. The Spotlight awards show good integration with their priority behaviours.
- Developing – The work that they have done on developing transparency in this area though practices like the Career Framework and supporting Career Portal highlight the value that Central Bank put on this practice area. This integrates well with their Vision of providing a fulfilling workplace for their people.
- Caring – There are some good human touch elements on display in this practice area e.g. annual service of remembrance, Ally Pledge. There are also a good variety of wellbeing practices but consideration could be given to the communication of same to ensure a return on their investment

Engagement

Overall v Benchmark



Job Roles

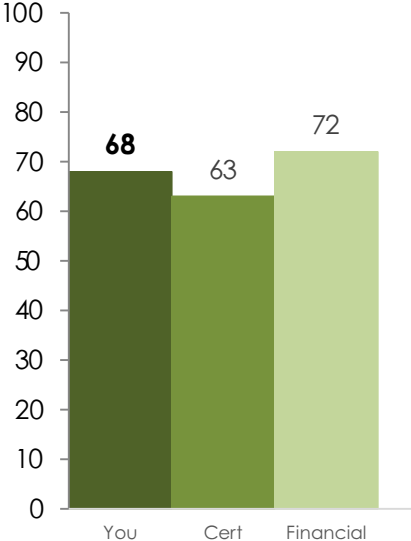


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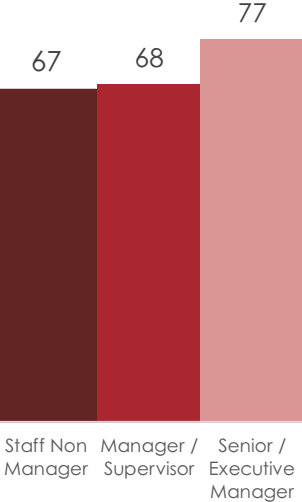
- ❖ [Redacted] YOU : 55% Cert : 71% Financial : 81%
- [Redacted] YOU : 63% Cert : 74% Financial : 80%
- ❖ [Redacted] YOU : 61% Cert : 70% Financial : 75%
- ❖ [Redacted] YOU : 63% Cert : 75% Financial : 79%
- ❖ [Redacted] YOU : 60% Cert : 67% Financial : 73%
- ❖ [Redacted] YOU : 64% Cert : 82% Financial : 84%
- ❖ [Redacted] YOU : 64% Cert : 77% Financial : 77%
- ❖ [Redacted] YOU : 57% Cert : 65% Financial : 68%

Career & Development

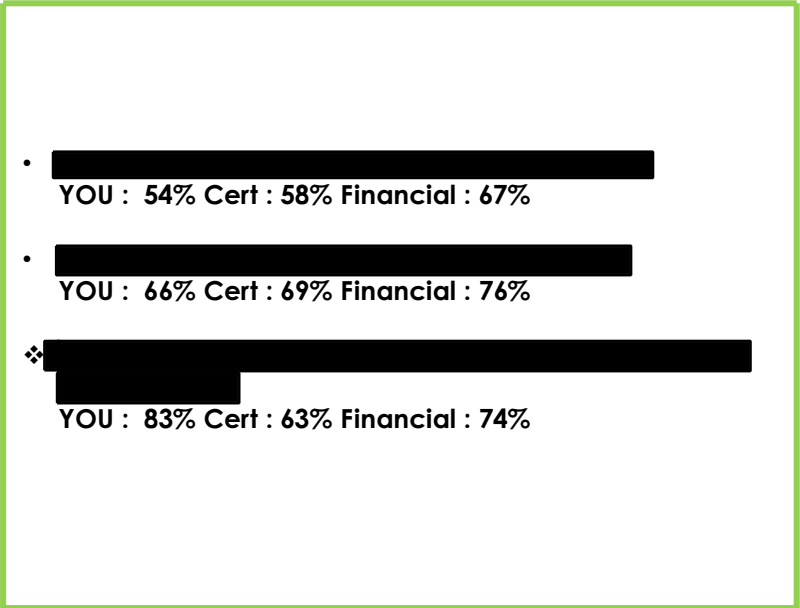
Overall v Benchmark



Job Roles

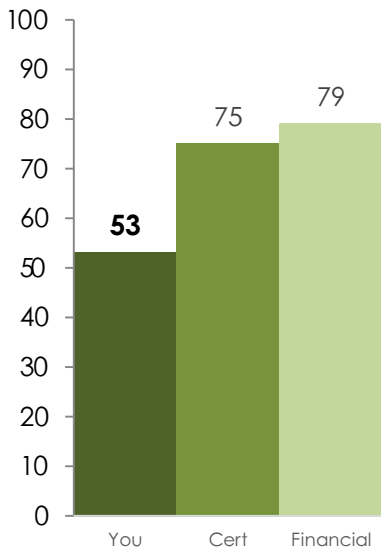


Survey Statements

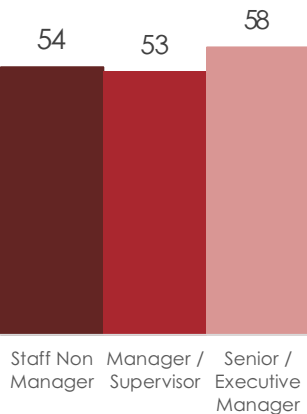


Empowerment & Accountability

Overall v Benchmark



Job Roles

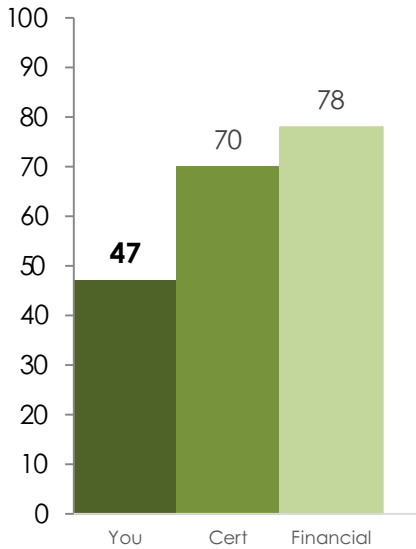


Survey Statements

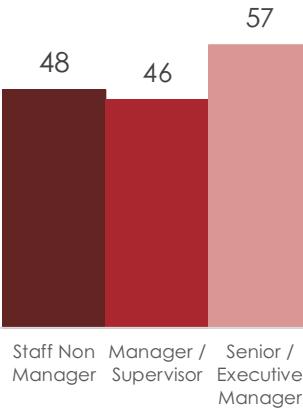
- ❖ [Redacted]
 YOU : 56% Cert : 80% Financial : 84%
- ❖ [Redacted]
 YOU : 63% Cert : 77% Financial : 82%
- ❖ [Redacted]
 YOU : 41% Cert : 68% Financial : 71%

Innovation & Continuous Improvement

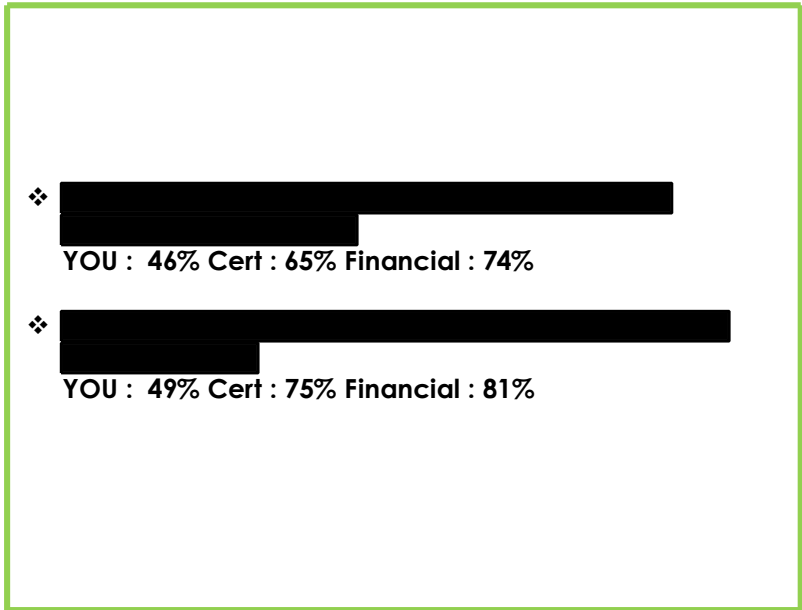
Overall v Benchmark



Job Roles

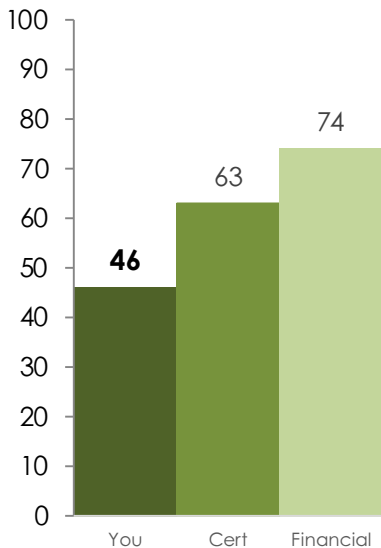


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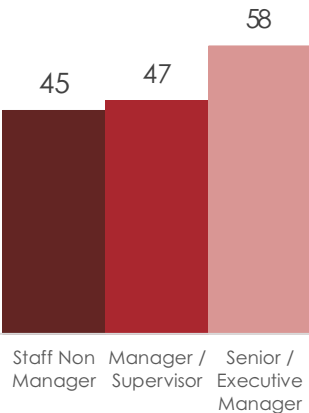


Recognition

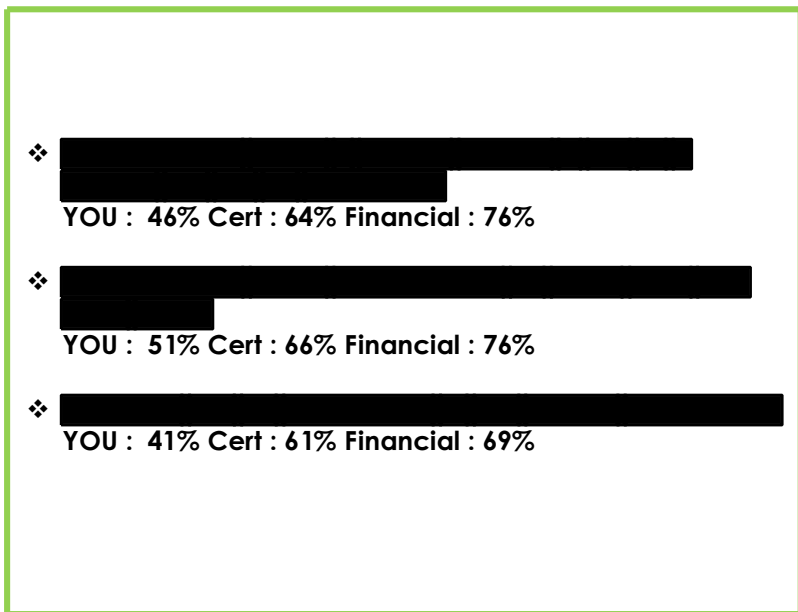
Overall v Benchmark



Job Roles

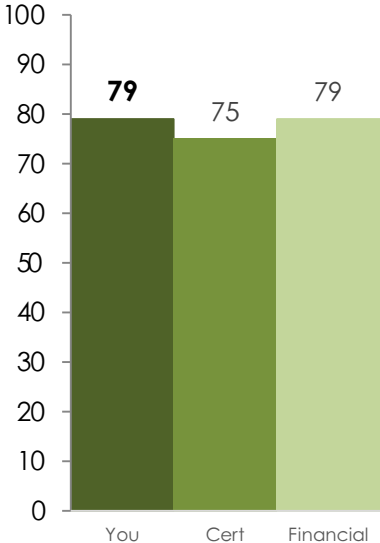


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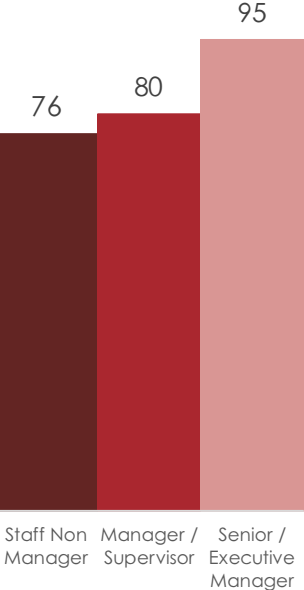


Job Security

Overall v Benchmark



Job Roles



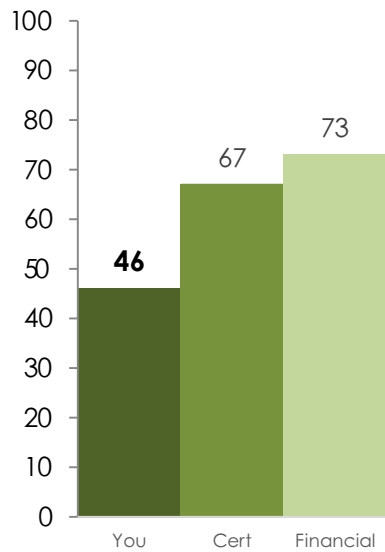
Survey Statements

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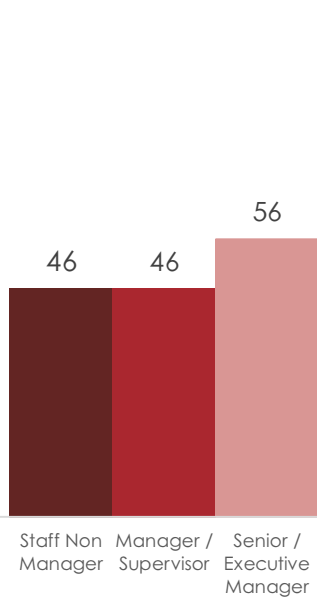
YOU : 79% Cert : 75% Financial : 79%

Talent Management

Overall v Benchmark



Job Roles



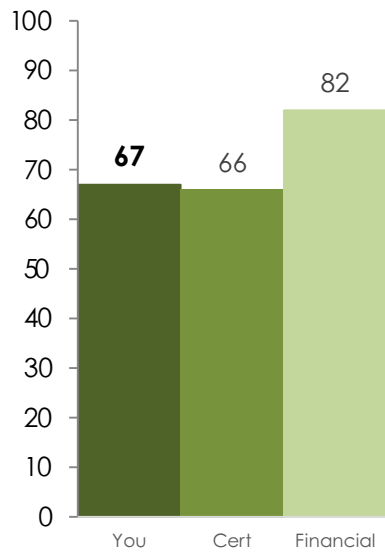
Survey Statements

- ❖ [Redacted] YOU : 55% Cert : 72% Financial : 78%
- ❖ [Redacted] YOU : 37% Cert : 62% Financial : 69%

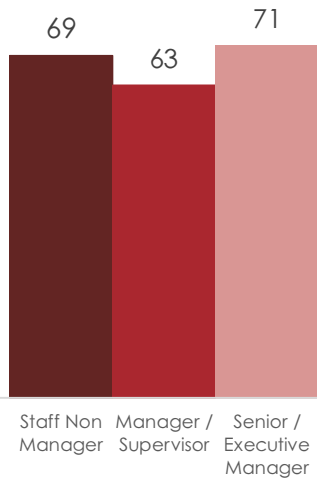
Research Giltwork®
Mission Family Innovation

Wellbeing

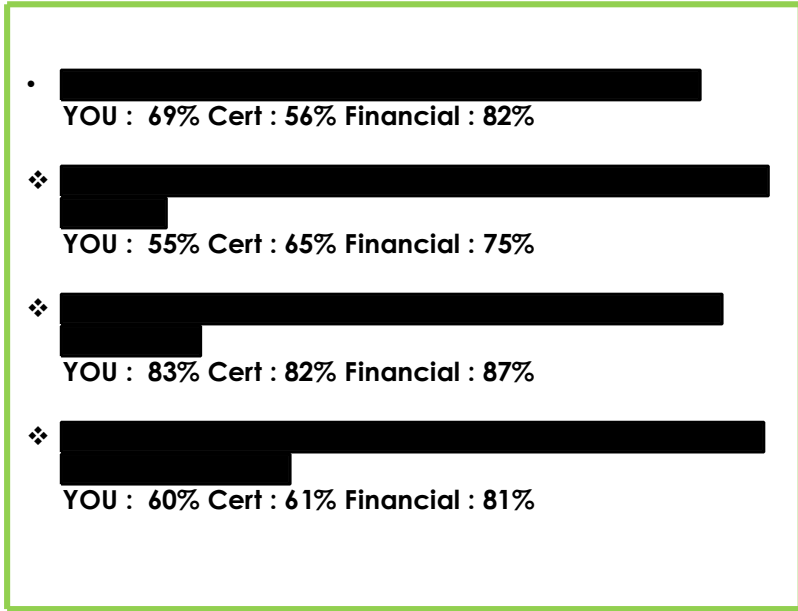
Overall v Benchmark



Job Roles

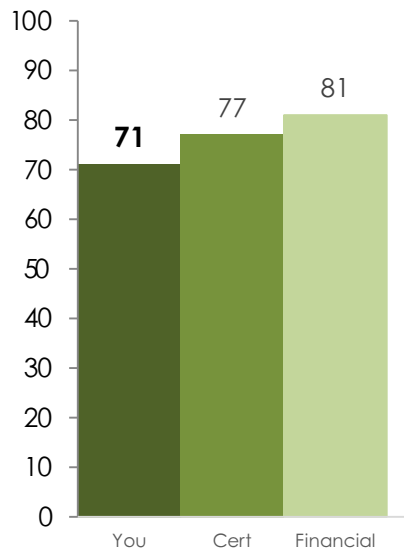


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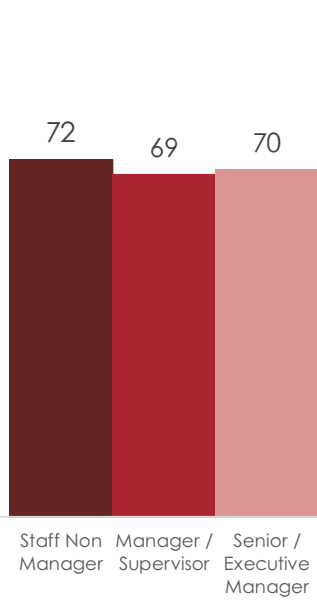


Work Environment & Processes

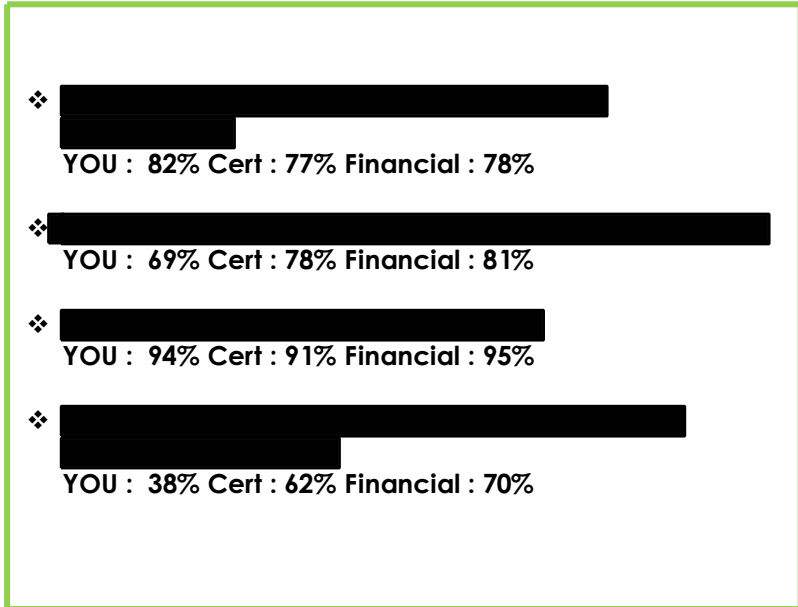
Overall v Benchmark



Job Roles

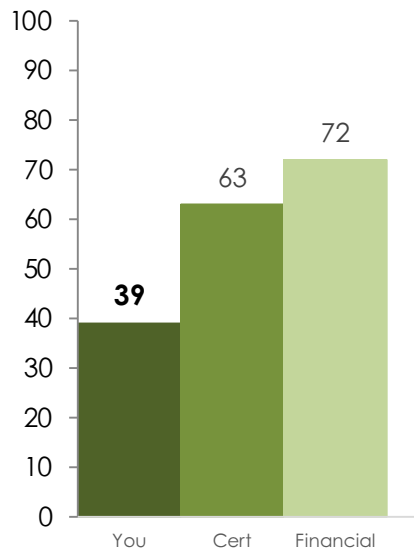


Survey Statements

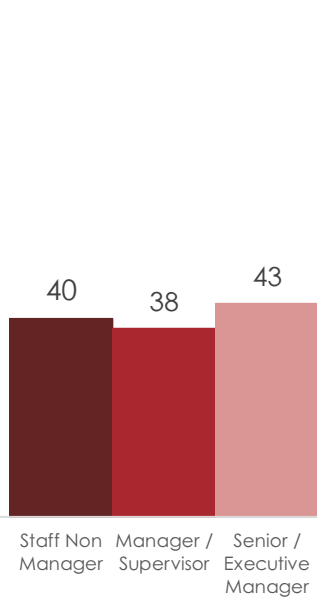


Performance Management

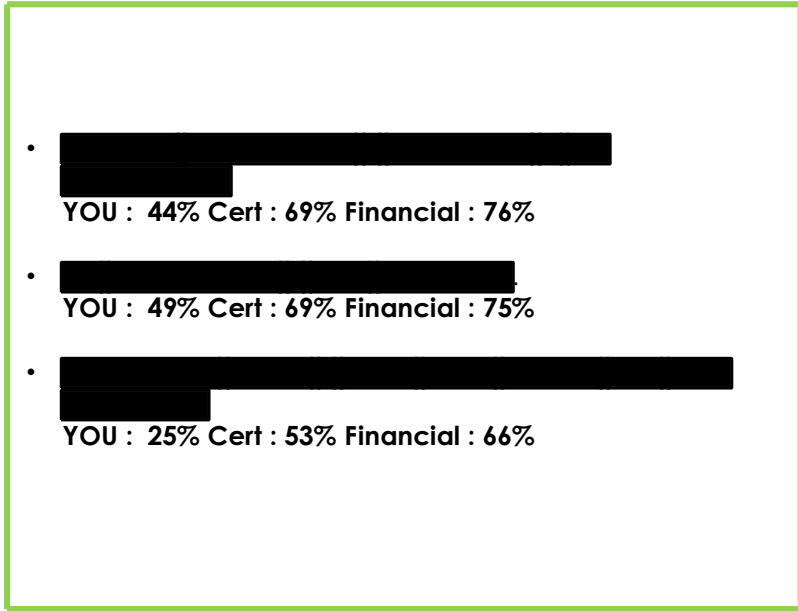
Overall v Benchmark



Job Roles

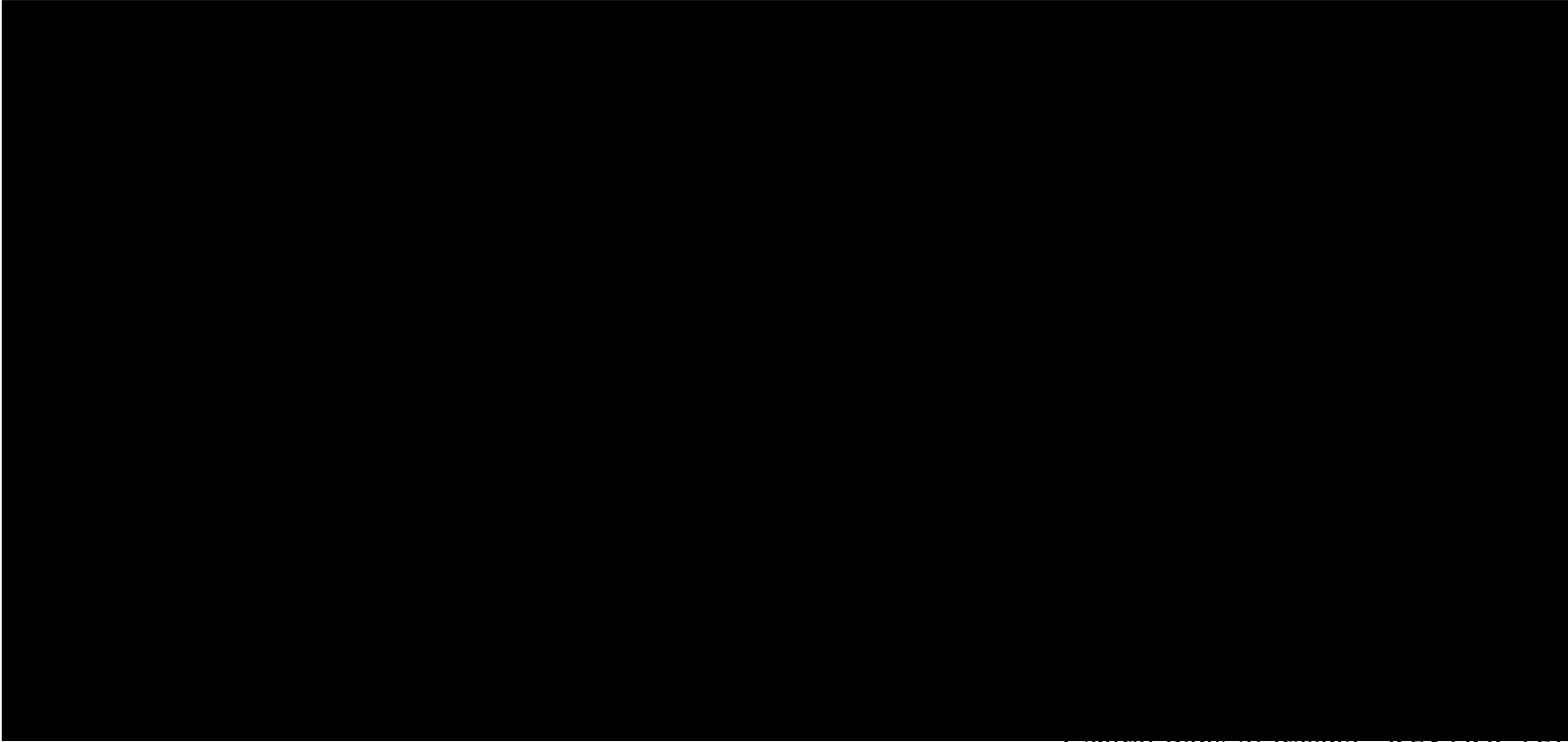


Survey Statements



Personal Best – Comments

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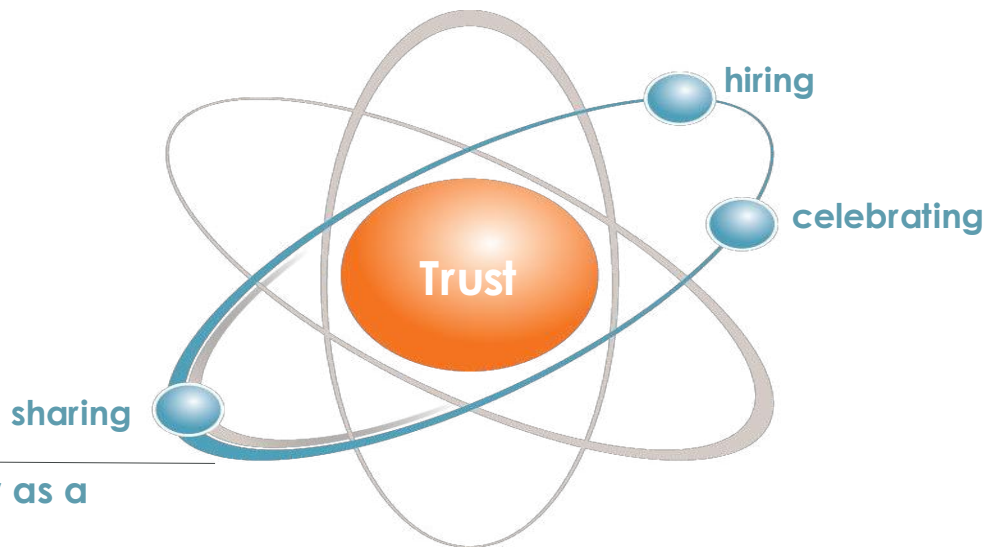
Personal Best – Suggestions

- [Redacted text block]
- [Redacted text block]
- [Redacted text block]

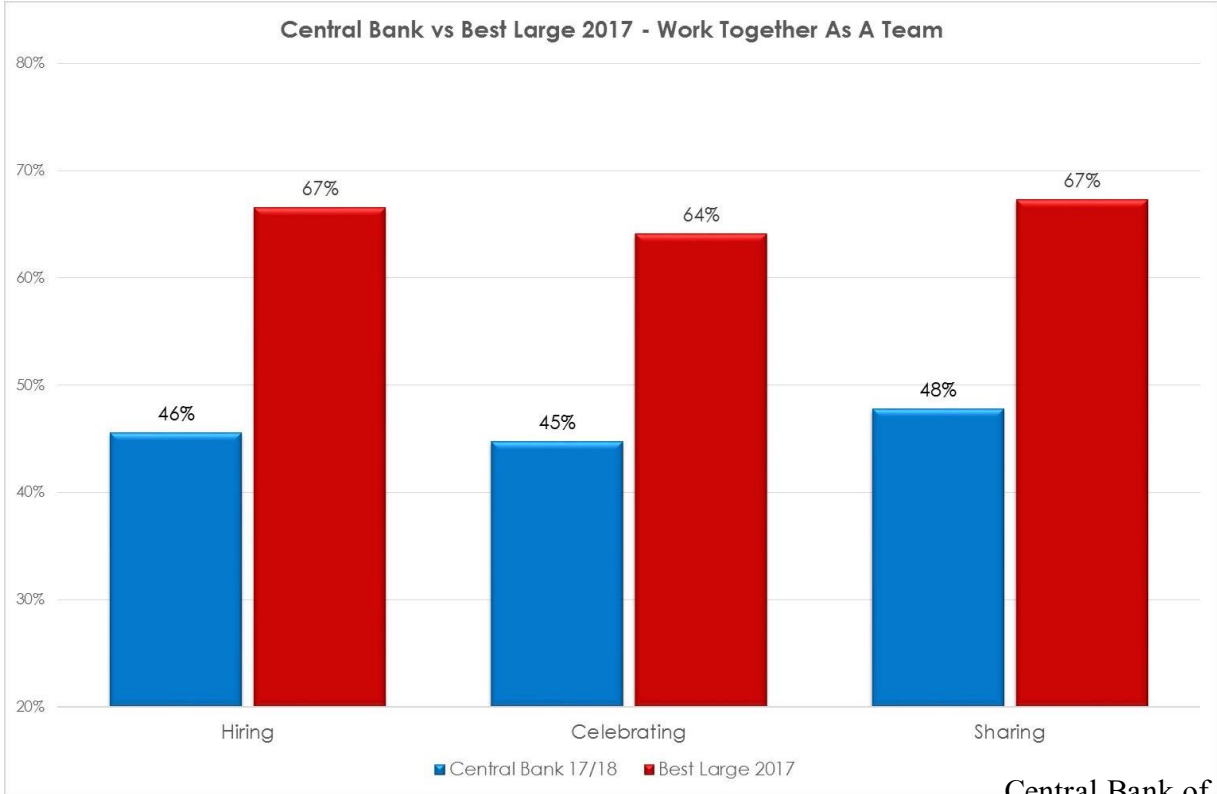
What is a great workplace?

Manager perspective

A great workplace is where you achieve organizational objectives with employees who give their personal best and **work together as a team/family** — all in an environment of **trust**.



Practice Area Scores – Working Together As A Team



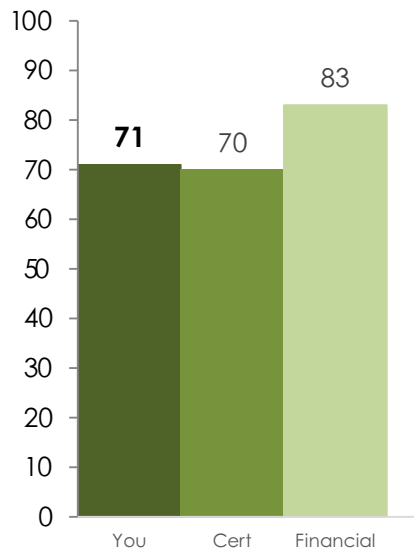
Culture : Working Together As A Team

Hiring – Celebrating – Sharing

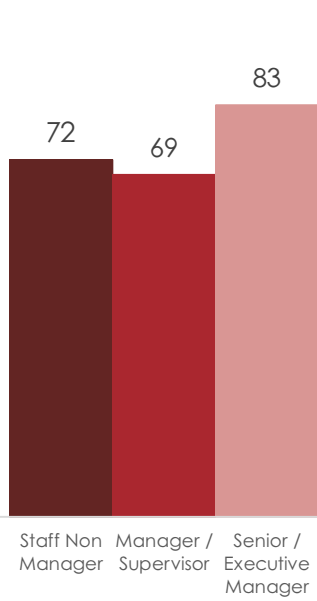
- Hiring – There are a good variety of hiring practices. The new recruitment website is a good example of this type of practice. Their induction is lacking the variety of practices we would see in other organisations along with some human touch elements e.g. although there is a Buddy programme in place, it doesn't appear to be used across all divisions.
- Celebrating – The Sports and Social Club are doing a good job of creating practices in this area. Practices like the family day also add some human touch. Consideration could be given to reviewing the practices to ensure they match in with the demographic needs of the organisation e.g. employees with children might find it harder to participate in evening events.
- Sharing – CSR is an important area for the Central Bank and this is evident through practices like the Benevolent fund which is managed through the CSR Committee. Active employee participation in this area would result in improvements in All inclusiveness.

Corporate Social Responsibility

Overall v Benchmark



Job Roles

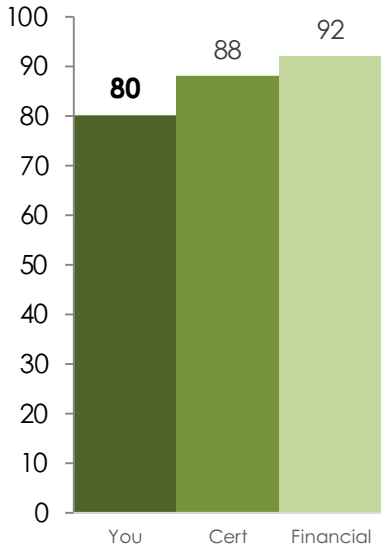


Survey Statements

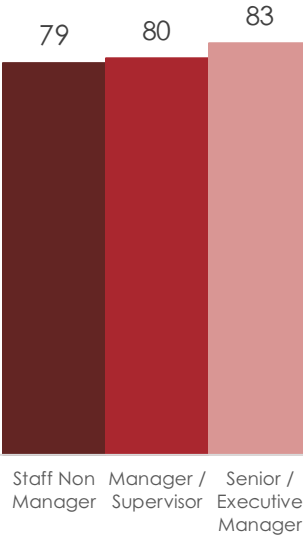
- ❖ [Redacted]
 - YOU : 64% Cert : 71% Financial : 85%
- [Redacted]
 - YOU : 78% Cert : 64% Financial : 80%
- [Redacted]
 - YOU : 73% Cert : 73% Financial : 84%

Diversity

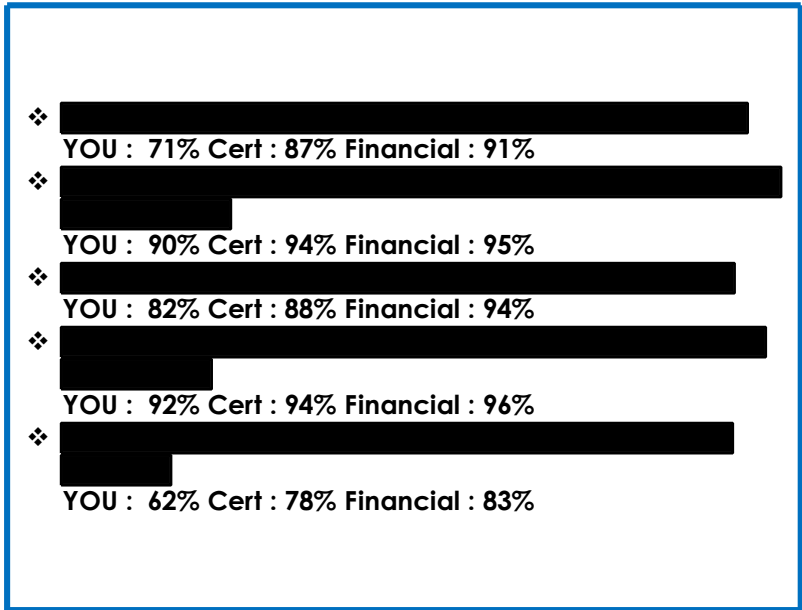
Overall v Benchmark



Job Roles

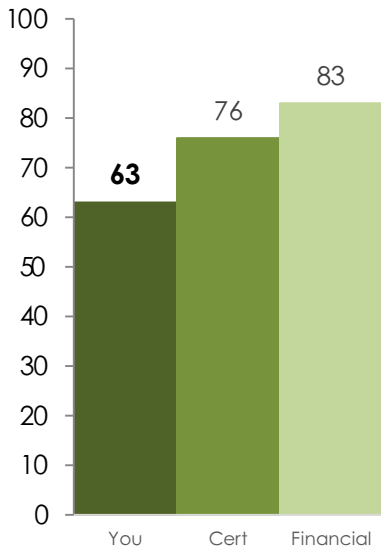


Survey Statements

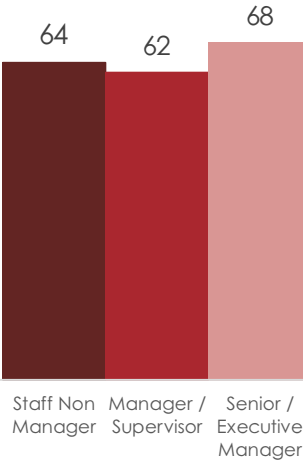


Our Culture

Overall v Benchmark



Job Roles

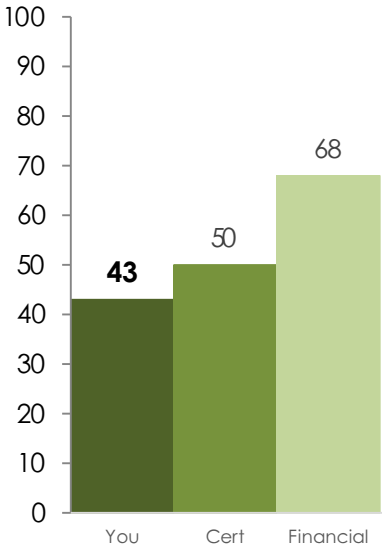


Survey Statements

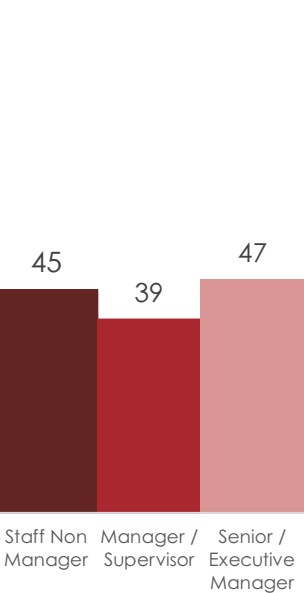
- ❖ [Redacted]
 - YOU : 76% Cert : 86% Financial : 91%
- ❖ [Redacted]
 - YOU : 69% Cert : 81% Financial : 83%
- ❖ [Redacted]
 - YOU : 51% Cert : 59% Financial : 72%
- ❖ [Redacted]
 - YOU : 82% Cert : 87% Financial : 90%
- ❖ [Redacted]
 - YOU : 39% Cert : 67% Financial : 77%
- ❖ [Redacted]
 - YOU : 59% Cert : 74% Financial : 83%

Reward

Overall v Benchmark



Job Roles

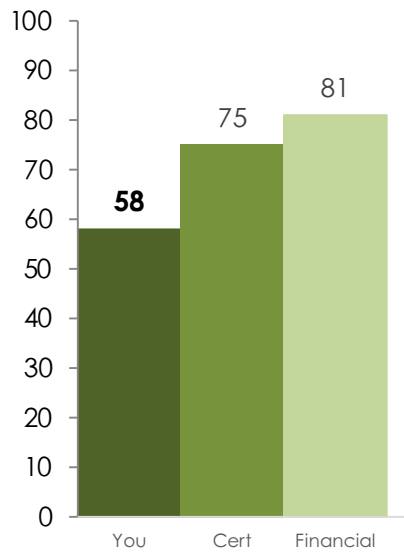


Survey Statements

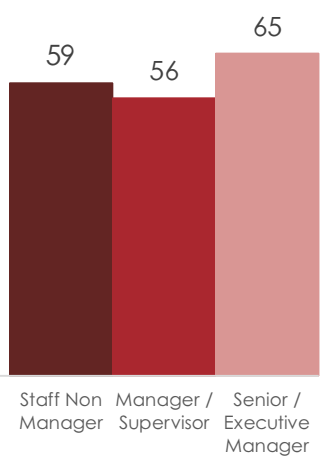
- ❖ [Redacted] YOU : 37% Cert : 48% Financial : 63%
- ❖ [Redacted] YOU : 48% Cert : 52% Financial : 73%

Teamwork

Overall v Benchmark



Job Roles



Survey Statements

- ❖ [Redacted] YOU : 66% Cert : 75% Financial : 83%
- ❖ [Redacted] YOU : 54% Cert : 74% Financial : 80%
- ❖ [Redacted] YOU : 46% Cert : 66% Financial : 75%
- ❖ [Redacted] YOU : 57% Cert : 75% Financial : 79%
- ❖ [Redacted] YOU : 65% Cert : 84% Financial : 89%

Working Together as a Team - Comments

Research Giltwork®
Passion Family Innovation

- [Redacted]
- [Redacted]
- [Redacted]

Working Together as a Team - Suggestions

- [Redacted]
- [Redacted]

Spotlight on Achieving Organisational Objectives


Central Bank	Your Score	Cert	Gap	Financial	Gap
Communication & Involvement	45%	66%	-21%	73%	-28%
Strategy & Direction	49%	77%	-28%	78%	-29%
Management & Leadership	48%	69%	-21%	76%	-28%
Line Management	65%	74%	-9%	-%	-%
Customer Focus	62%	86%	-24%	86%	-24%
Change Ready	42%	68%	-26%	73%	-31%

Spotlight on Personal Best

Central Bank	Your Score	Cert	Gap	Financial	Gap
Engagement	61%	73%	-12%	77%	-16%
Career & Development	68%	63%	5%	72%	-4%
Empowerment & Accountability	53%	75%	-22%	79%	-26%
Innovation & Continuous Improvement	47%	70%	-23%	78%	-31%
Recognition	46%	63%	-17%	74%	-28%
Job Security	79%	75%	4%	79%	0%
Talent Management	46%	67%	-21%	73%	-27%
Wellbeing	67%	66%	1%	82%	-15%
Work Environment & Processes	71%	77%	-6%	81%	-10%
Performance Management	39%	63%	-24%	72%	-33%

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Spotlight on Teamwork

Central Bank		Your Score	Cert	Gap	Financial	Gap
	Corporate Social Responsibility	71%	70%	1%	83%	-12%
	Diversity	80%	88%	-8%	92%	-12%
	Our Culture	63%	76%	-13%	83%	-20%
	Reward	43%	50%	-7%	68%	-25%
	Teamwork	58%	75%	-17%	81%	-23%



ADDITIONAL ANALYSIS

Four Pillars (All Question Average) – Slide 1 of 1

Pillars	Dept. All Question Avg.	Central Bank All Question Avg.	Diff
Central Banking	62%	58%	+4
Financial Conduct	56%	58%	-2
Operations	52%	58%	-6
Prudential Regulation	60%	58%	-2

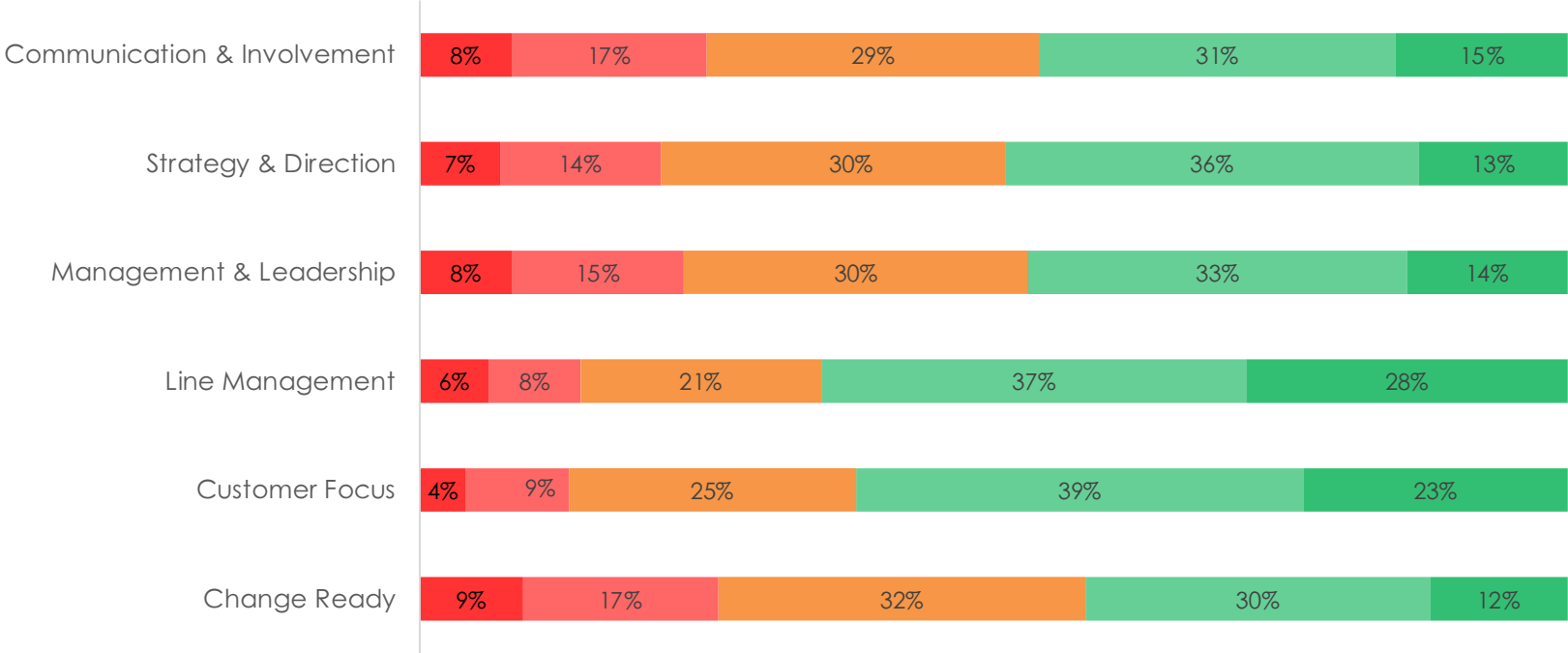
Spotlight on Departments (All Question Average) – Slide 1 of 2

Department	Dept. All Question Avg.	Central Bank All Question Avg.	Diff
ASSET MANAGEMENT SUPERVISION (61)	59%	58%	+1
CHIEF INFORMATION OFFICER (66)	53%	58%	-5
CHIEF OPERATIONS OFFICER DIRECT REPORTS (73)	54%	58%	-4
CONSUMER PROTECTION (67)	44%	58%	-14
CORPORATE AFFAIRS (98)	61%	58%	+3
CREDIT INSTITUTIONS SUPERVISION (150)	64%	58%	+6
CURRENCY & FACILITIES MANAGEMENT (119)	40%	58%	-18
ECONOMICS (46)	59%	58%	+1

Spotlight on Departments (All Question Average) – Slide 2 of 2

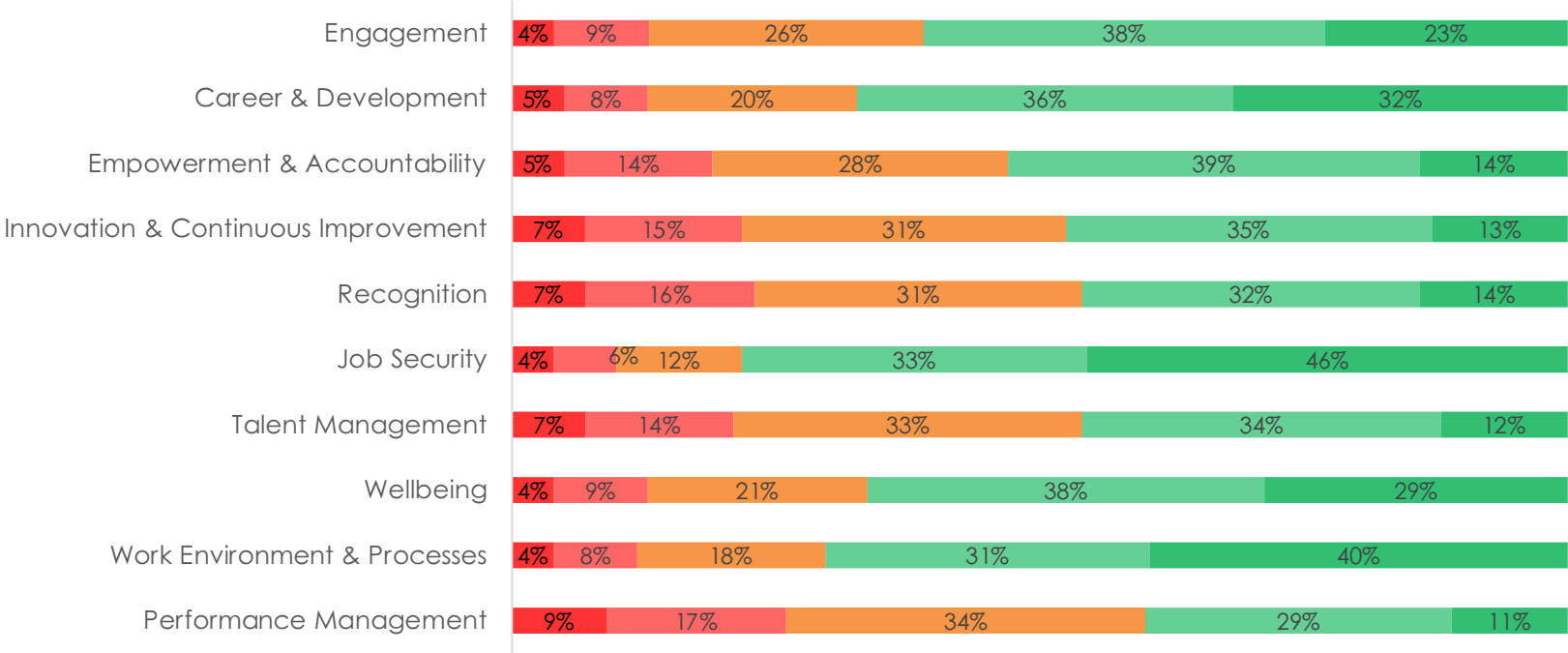
Department	Dept. All Question Avg.	Central Bank All Question Avg.	Diff
ENFORCEMENT (77)	64%	58%	+6
FINANCIAL OPERATIONS (53)	63%	58%	+5
FINANCIAL STABILITY (43)	66%	58%	+8
HUMAN RESOURCES (50)	75%	58%	+17
INSURANCE SUPERVISION (110)	57%	58%	-1
POLICY & RISK (52)	56%	58%	-2
SECURITIES AND MARKETS SUPERVISION (60)	60%	58%	+2
Senior Leadership Committee (12)	82%	58%	+24

Intensity Report – Organisational Objectives



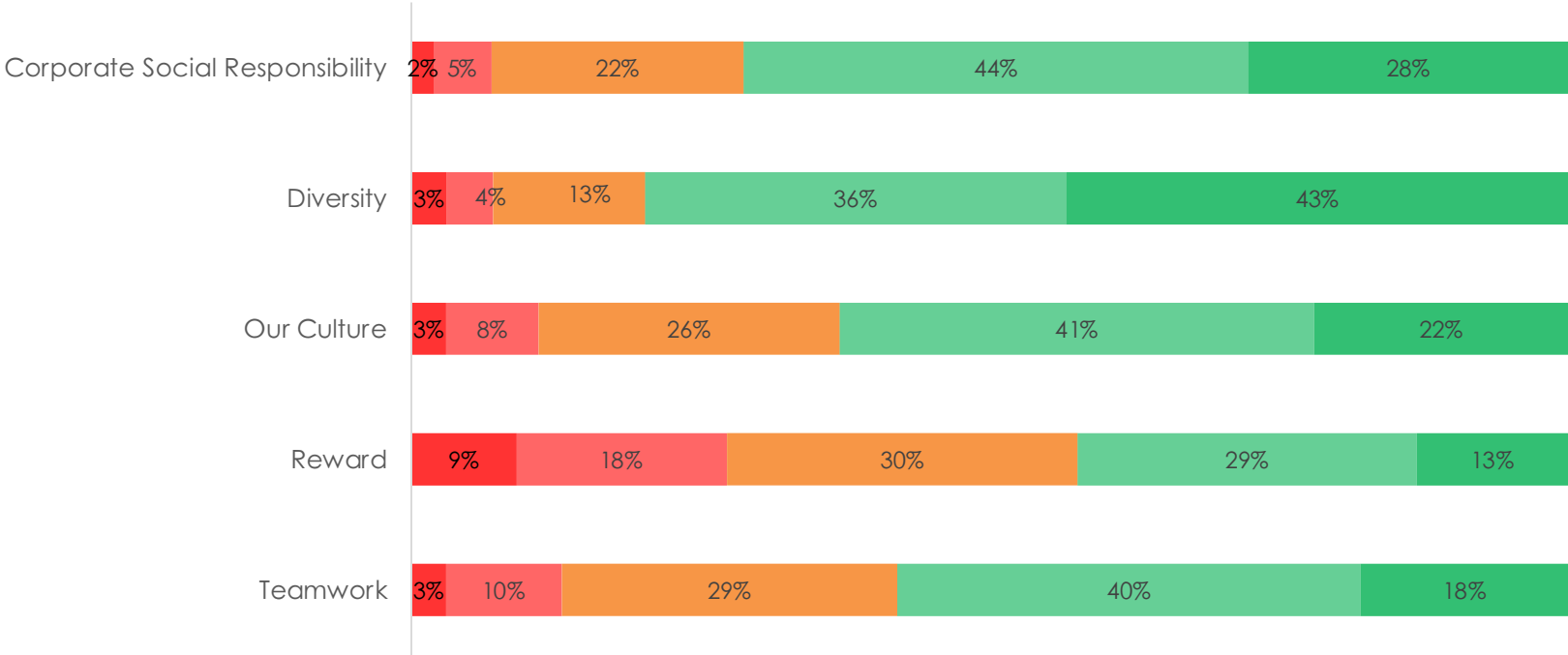
■ Almost Always Untrue
 ■ Often Untrue
 ■ Sometimes True / Sometimes Untrue
 ■ Often True
 ■ Almost Always True

Intensity Report – Giving Personal Best



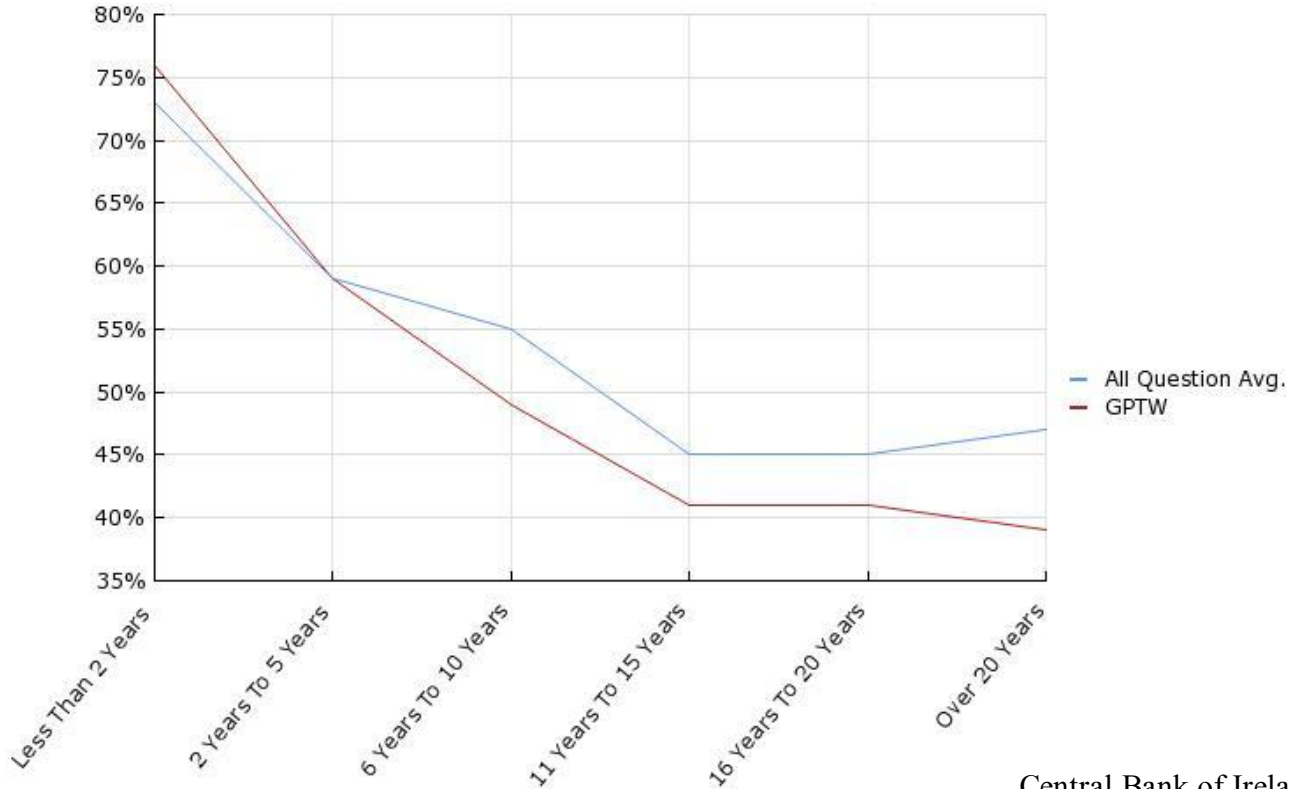
■ Almost Always Untrue
 ■ Often Untrue
 ■ Sometimes True / Sometimes Untrue
 ■ Often True
 ■ Almost Always True

Intensity Report – Working As A Team



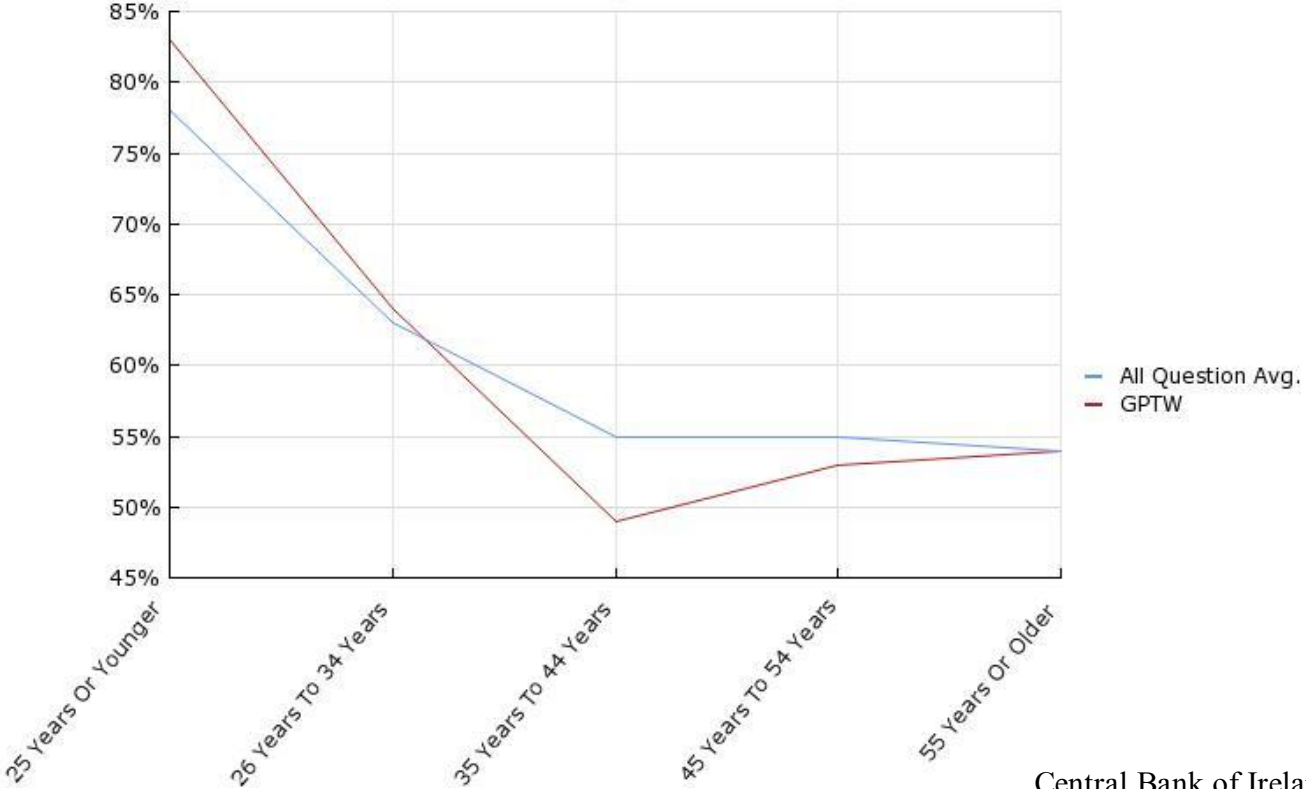
■ Almost Always Untrue ■ Often Untrue ■ Sometimes True / Sometimes Untrue ■ Often True ■ Almost Always True

How Employees rate Your Workplace – By Tenure



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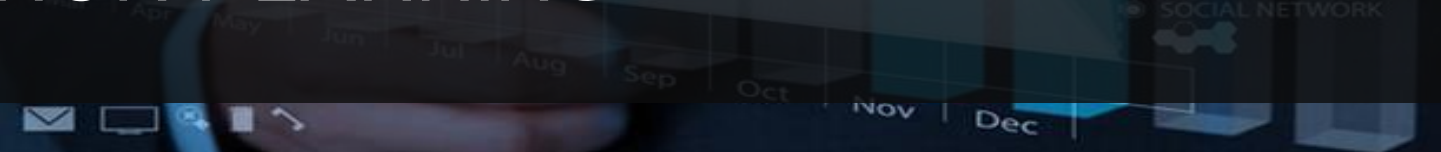
How Employees rate Your Workplace – By Age



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ACTION PLANNING



Share - Acknowledge – Investigate - Understand

- **Share**
Associates already know the situation, only omissions surprise. Share existing int. best practice.
- **Acknowledge**
Even if something can't be fixed now, plan for when it can. Frustration is driven by lack of direction.
- **Investigate**
We've measured top line symptoms >>> need to identify root causes. Action can only address root cause.
- **Understand**
Some issues are hygiene factors, some are drivers of engagement. Others simply false perception.

Act Swiftly – Devolve - Ownership

- **Act swiftly**
Change is deliverable very quickly with guidance / backing. Change must be perceived before next survey.
- **Devolve**
Answers reside at front line. Associate involvement = psychological buy in & evidence of commitment
- **Ownership**
Without an accountable owner, action plans tend to wither and die through lack of focus

How We Can Help You

- **Facilitated focus groups**
...for deeper dive and root cause analysis by independent external third party
- **Advanced data analysis**
...to link to business performance metrics and to provide ROI
- **Additional internal / external benchmarking**
...identify internal best practice, external peer performance
- **Pulse survey**
...assess progress against corporate / regional improvement programmes

Thank
you!

GREAT
PLACE
TO
WORK®

Success

Solution

Business Strategy

Concept
Innovation
Solution
Marketing
Analysis
Ideas
Success
Management

SENIOR MANAGEMENT PRESENTATION



How Do We Measure Trust?

Your 'Investment' in culture yields a 'Return' through the employee experience.

MANAGEMENT VISION Culture Audit®



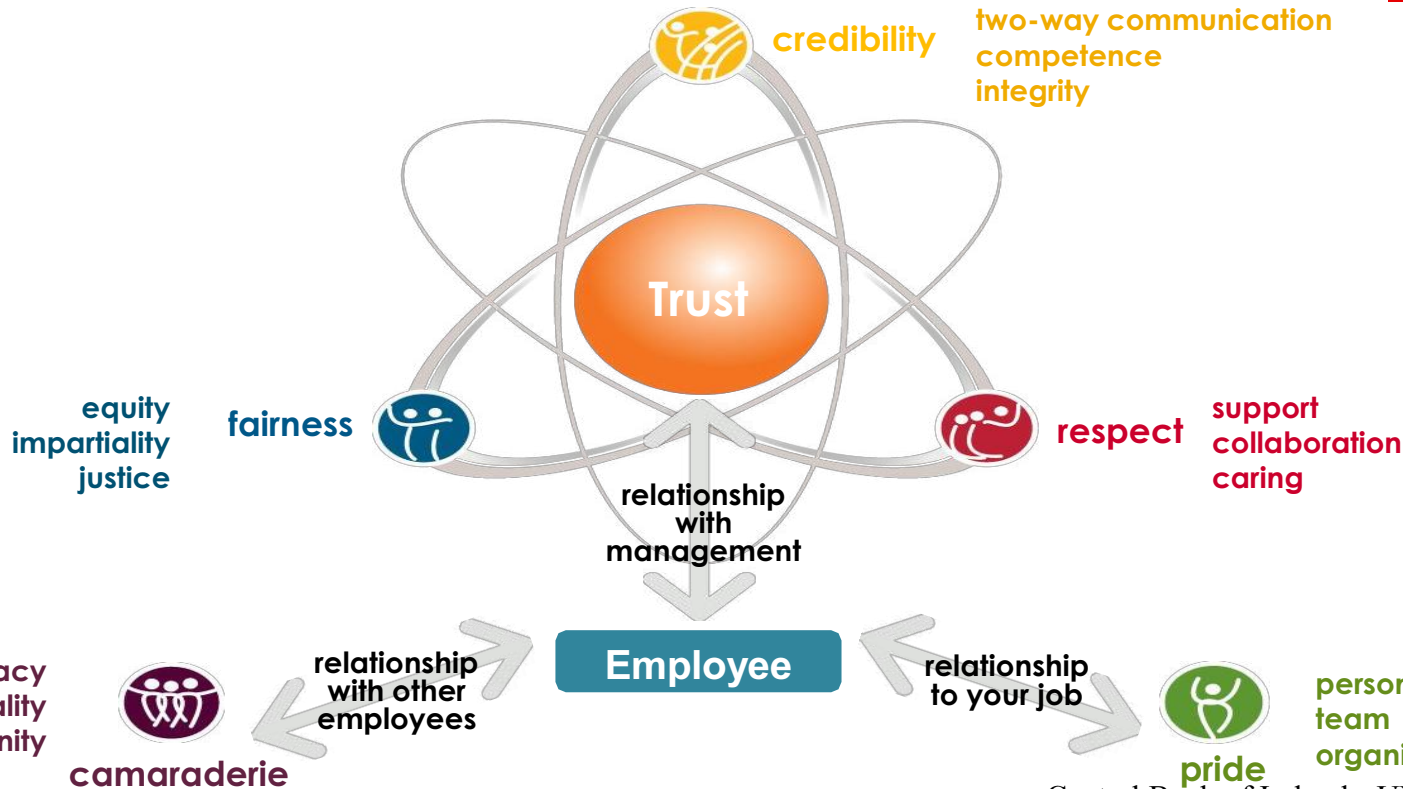
+

**WORKPLACE
CULTURE,
POLICIES, &
PRACTICES**

EMPLOYEE EXPERIENCE Trust Index® Survey

Great Place to Work® Model®		
	Credibility	T
	Respect	R
	Fairness	U
	Pride	S
	Camaraderie	T

What is a great workplace?

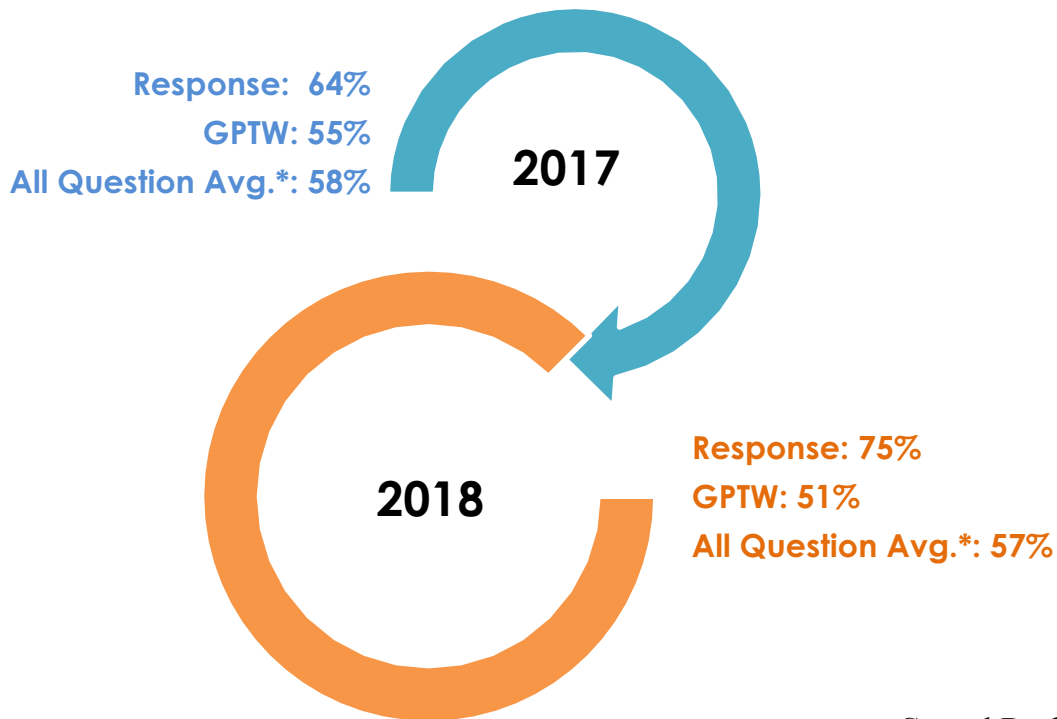


Research
Passion
Family Innovation

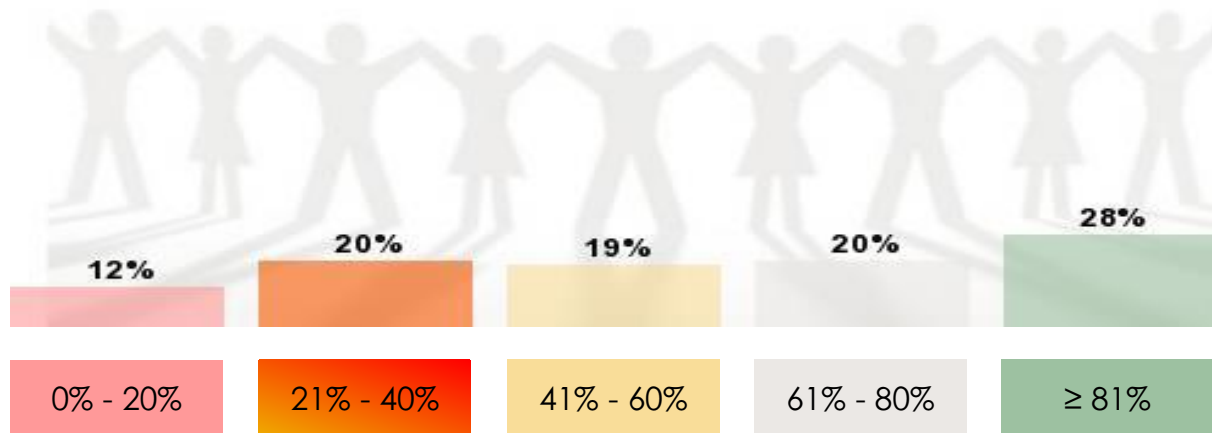
This Year : Who responded?

- **Job Role**
123 Executives | **906** Delivering | **430** Managers
- **Gender**
669 Female | **722** Male
- **Age**
59 less than 25 | **388** 26 to 34 | **593** 35 to 44 | **230** 45 to 54 | **111** 55+
- **Tenure**
400 less than 2 years | **391** 2 to 5 | **216** 6 to 10 | **171** 11 to 16 | **103** 16 to 20 | **112** 20+
- **Work Status**
1390 Full Time | **37** Part Time
- **Racial or Ethnic Minority**
48 Yes | **1357** No
- **Dependents**
640 Children | **141** Sick

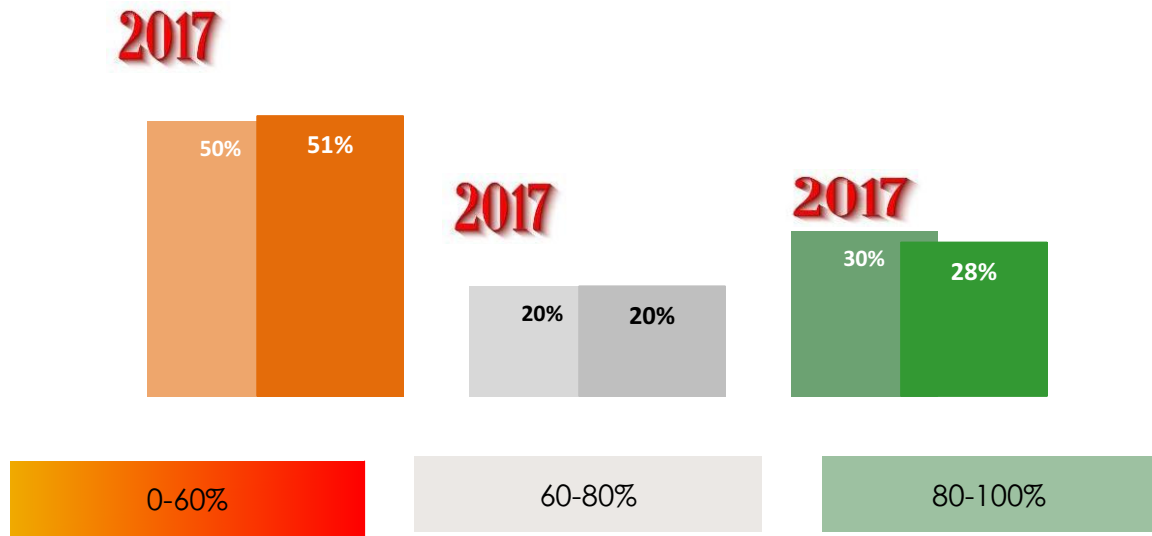
Your Journey: In a Nutshell



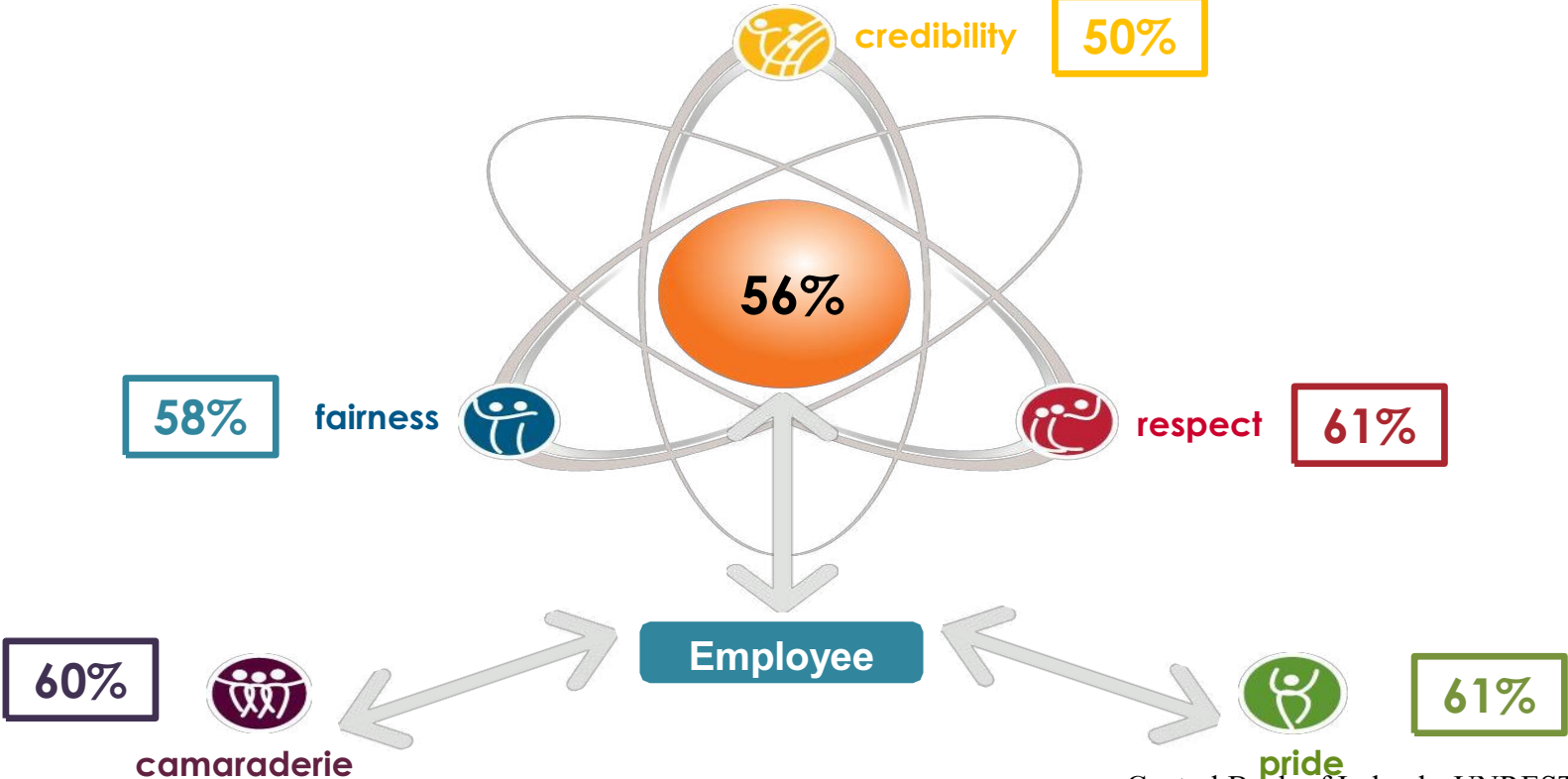
This Year : 'State of Trust'



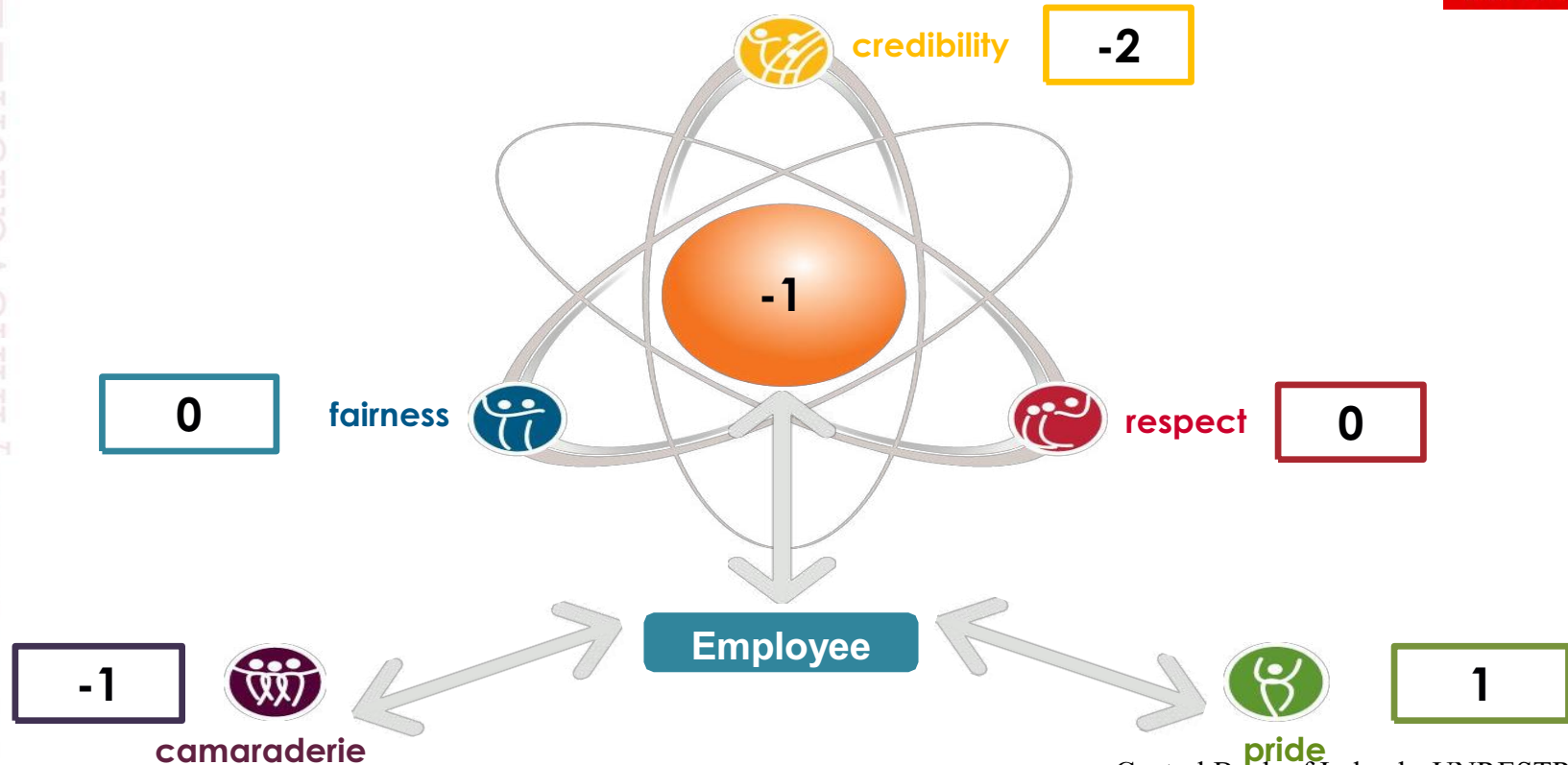
The Journey : Change in 'State of Trust'



This Year : Overall Organisation



This Year Versus Central Bank 2018



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Passion
Family Innovation


Spotlight on Job Levels (Year on Year) comparison – Slide 1 of 1

Job Levels	2018	2017	Diff
Delivering & Co-ordinating (507)	54%	57%	-3
Delivering & Processing (329)	60%	63%	-3
Leading & Enabling (108)	72%	66%	+6
Managing & Developing (430)	58%	57%	+1
Shaping & Leading (15)	94%	82%	+12
T&G (70)	30%	29%	+1

Spotlight on Pillars (Year on Year) – Slide 1 of 1

Pillars	2018	2017	Diff
CENTRAL BANKING (323)	62%	62%	same
FINANCIAL CONDUCT (340)	54%	56%	-2
OPERATIONS (408)	54%	52%	+2
PRUDENTIAL REGULATION (370)	57%	60%	-3

Spotlight on Achieving Organisational Objectives

Central Bank of Ireland		Your Score	Cert	Gap	Central Bank 2018	Gap
	Communication & Involvement	43%	66%	-23%	45%	-2%
	Strategy & Direction	48%	77%	-29%	49%	-1%
	Management & Leadership	45%	69%	-24%	48%	-3%
	Line Management	67%	74%	-7%	65%	2%
	Customer Focus	65%	86%	-21%	62%	3%
	Change Ready	41%	68%	-27%	42%	-1%

Spotlight on Personal Best

Central Bank of Ireland	Your Score	Cert	Gap	Central Bank 2018	Gap
Engagement	60%	73%	-13%	61%	-1%
Career & Development	67%	63%	4%	68%	-1%
Empowerment & Accountability	51%	75%	-24%	53%	-2%
Innovation & Continuous Improvement	45%	70%	-25%	47%	-2%
Recognition	45%	63%	-18%	46%	-1%
Job Security	81%	75%	6%	79%	2%
Talent Management	45%	67%	-22%	46%	-1%
Wellbeing	67%	66%	1%	67%	0%
Work Environment & Processes	68%	77%	-9%	71%	-3%
Performance Management	37%	63%	-26%	39%	-2%

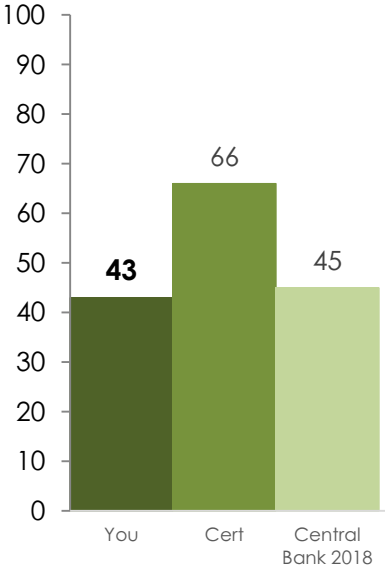
Research Giltwork®
 Passion Family Innovation

Spotlight on Teamwork

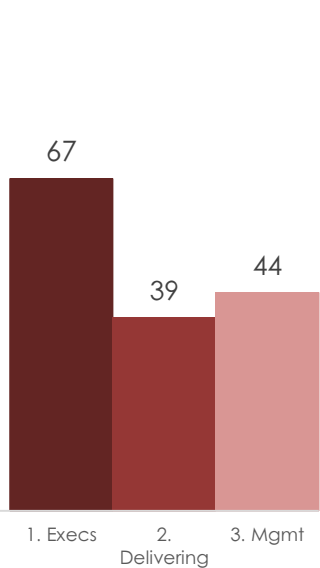
Central Bank of Ireland		Your Score	Cert	Gap	Central Bank 2018	Gap
	Corporate Social Responsibility	77%	70%	7%	71%	6%
	Diversity	80%	88%	-8%	80%	0%
	Our Culture	62%	76%	-14%	63%	-1%
	Reward	46%	50%	-4%	43%	3%
	Teamwork	56%	75%	-19%	58%	-2%

Communication & Involvement

Overall v Benchmark



Job Roles

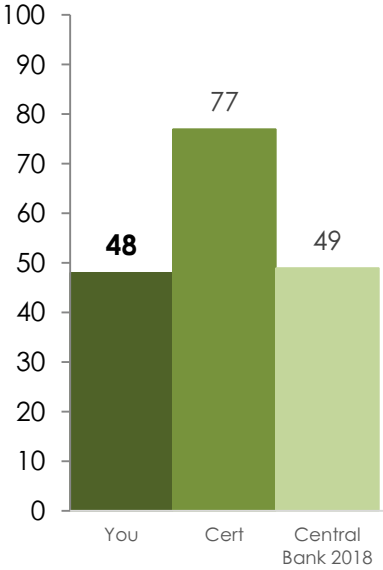


Survey Statements

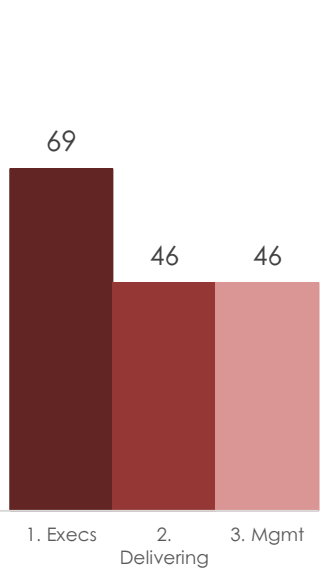
- ❖ [Redacted] YOU : 41% Cert : 70% Central Bank 2018 : 46%
- ❖ [Redacted] YOU : 54% Cert : 77% Central Bank 2018 : 55%
- ❖ [Redacted] YOU : 31% Cert : 57% Central Bank 2018 : 34%
- ❖ [Redacted] YOU : 46% Cert : 63% Central Bank 2018 : 46%

Strategy & Direction

Overall v Benchmark



Job Roles

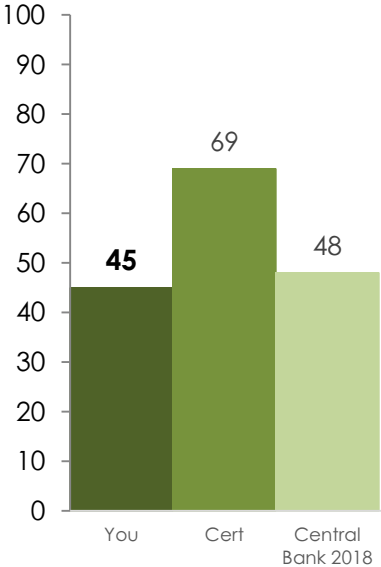


Survey Statements

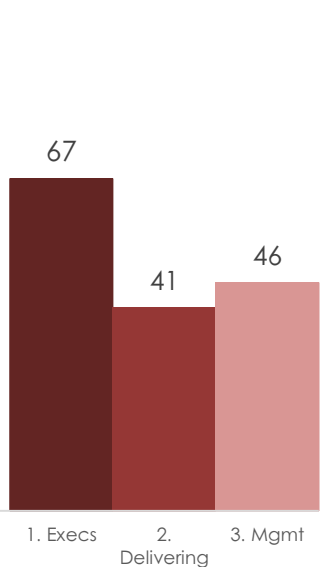
- ❖ **YOU : 52% Cert : 81% Central Bank 2018 : 56%**
- ❖ **YOU : 44% Cert : 73% Central Bank 2018 : 43%**

Management & Leadership

Overall v Benchmark



Job Roles

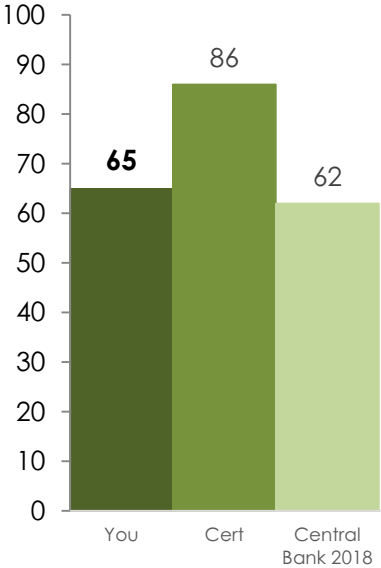


Survey Statements

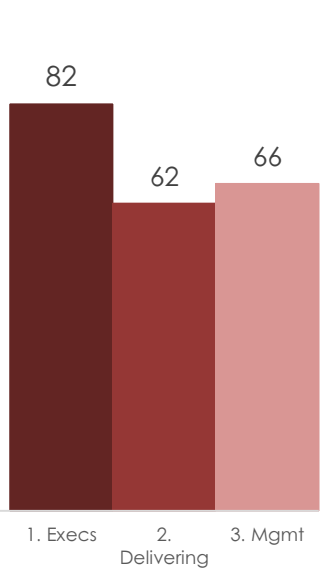
- ❖ [Redacted] YOU : 39% Cert : 65% Central Bank 2018 : 41%
- ❖ [Redacted] YOU : 37% Cert : 65% Central Bank 2018 : 40%
- ❖ [Redacted] YOU : 61% Cert : 81% Central Bank 2018 : 62%
- ❖ [Redacted] YOU : 35% Cert : 64% Central Bank 2018 : 38%
- ❖ [Redacted] YOU : 34% Cert : 60% Central Bank 2018 : 37%
- ❖ [Redacted] YOU : 50% Cert : 74% Central Bank 2018 : 54%
- [Redacted] YOU : 56% Cert : 74% Central Bank 2018 : 61%

Customer Focus

Overall v Benchmark



Job Roles



Survey Statements

- [Redacted]

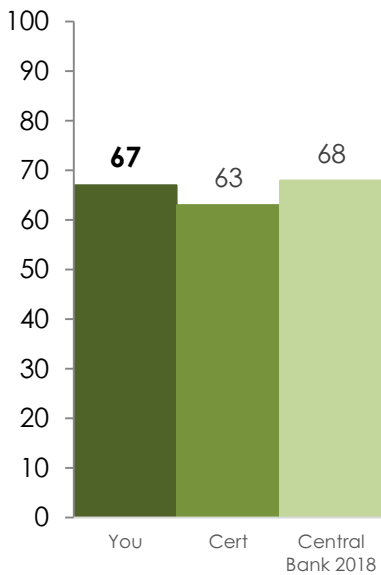
YOU : 59% Cert : 83% Central Bank 2018 : 61%
- [Redacted]

YOU : 60% Cert : 85% Central Bank 2018 : 57%
- [Redacted]

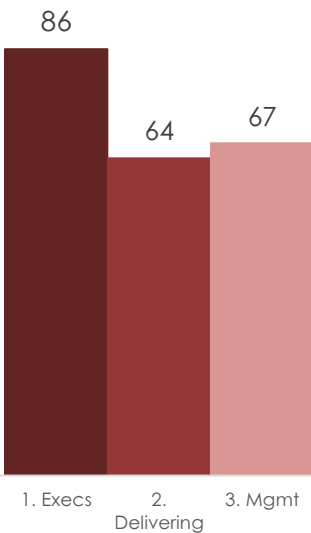
YOU : 75% Cert : 89% Central Bank 2018 : 68%

Career & Development

Overall v Benchmark



Job Roles

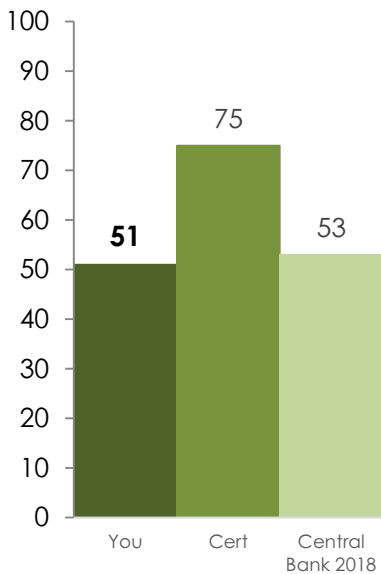


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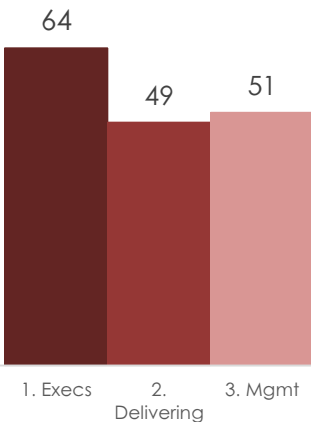
- [Redacted] YOU : 53% Cert : 58% Central Bank 2018 : 54%
- [Redacted] YOU : 65% Cert : 69% Central Bank 2018 : 66%
- ❖ [Redacted] YOU : 83% Cert : 63% Central Bank 2018 : 83%

Empowerment & Accountability

Overall v Benchmark



Job Roles

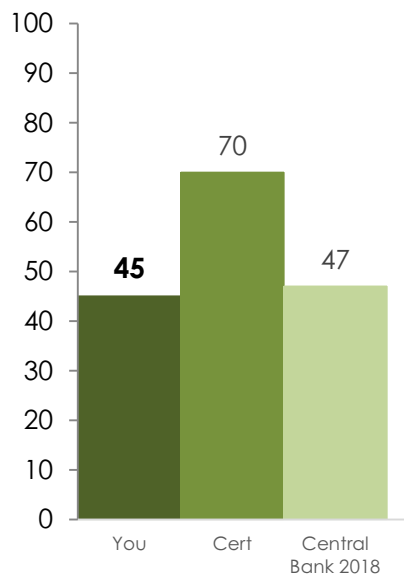


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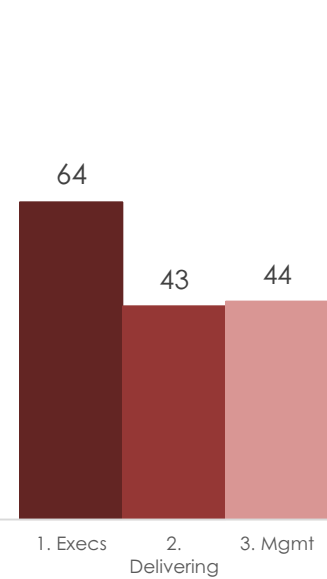
- ❖ [Redacted] YOU : 52% Cert : 80% Central Bank 2018 : 56%
- ❖ [Redacted] YOU : 63% Cert : 77% Central Bank 2018 : 63%
- ❖ [Redacted] YOU : 37% Cert : 68% Central Bank 2018 : 41%

Innovation & Continuous Improvement

Overall v Benchmark



Job Roles

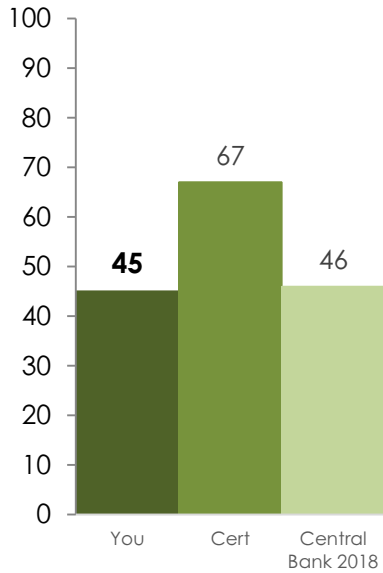


Survey Statements

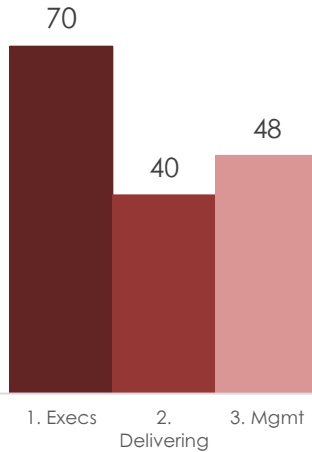
- ❖ [Redacted]
 - YOU : 42% Cert : 65% Central Bank 2018 : 46%
- ❖ [Redacted]
 - YOU : 48% Cert : 75% Central Bank 2018 : 49%

Talent Management

Overall v Benchmark



Job Roles

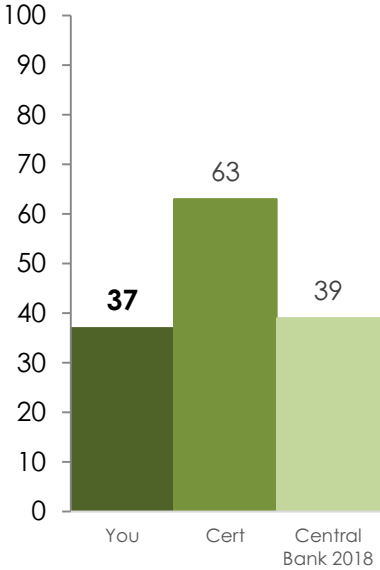


Survey Statements

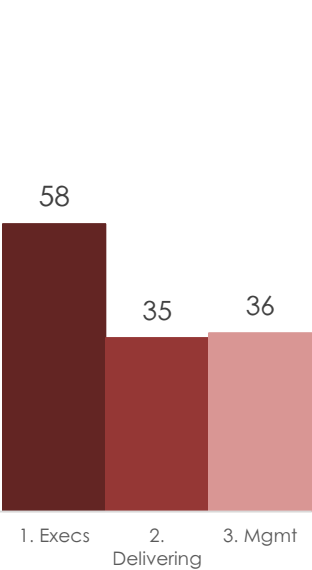
- ❖ [Redacted] YOU : 53% Cert : 72% Central Bank 2018 : 55%
- ❖ [Redacted] YOU : 36% Cert : 62% Central Bank 2018 : 37%

Performance Management

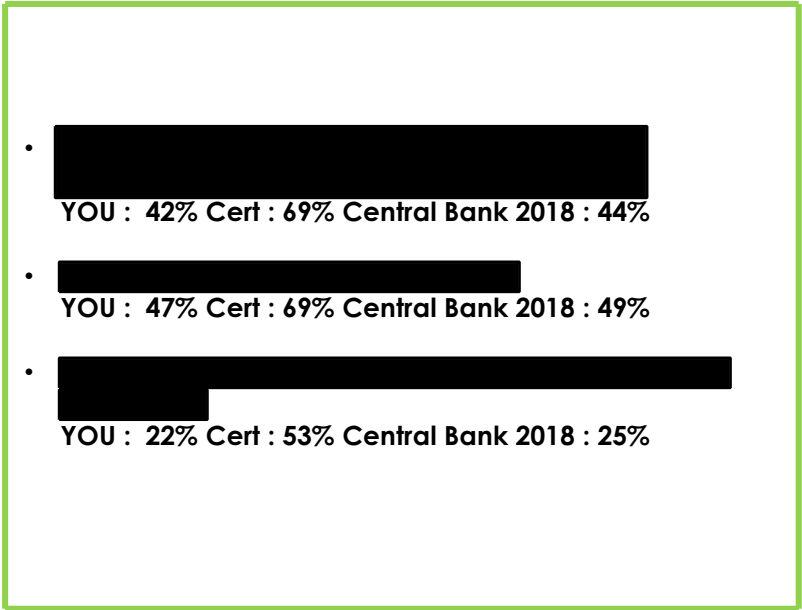
Overall v Benchmark



Job Roles

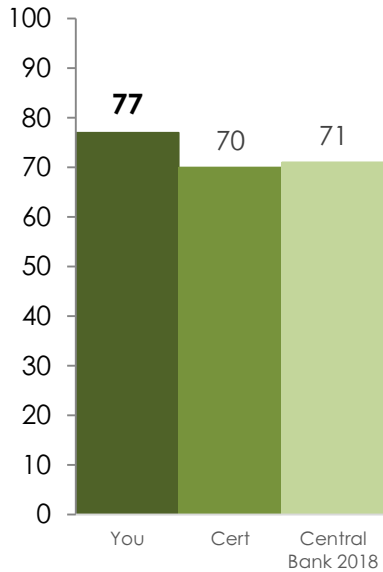


Survey Statements

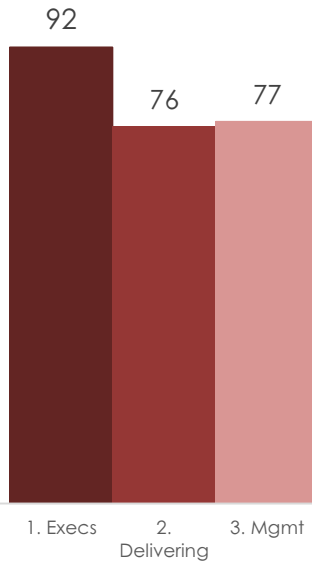


Corporate Social Responsibility

Overall v Benchmark



Job Roles

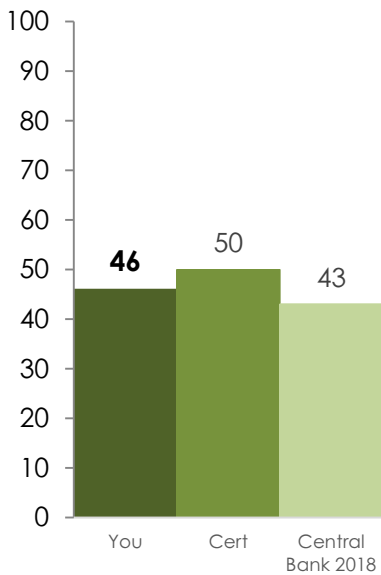


Survey Statements

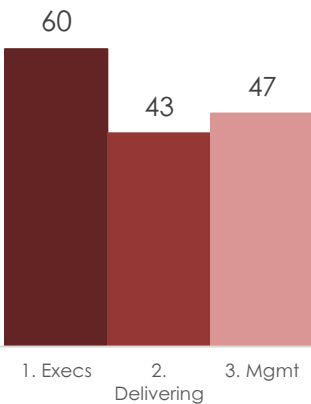
- ❖ [Redacted]
 - YOU : 71% Cert : 71% Central Bank 2018 : 64%
- [Redacted]
 - YOU : 82% Cert : 64% Central Bank 2018 : 78%
- [Redacted]
 - YOU : 79% Cert : 73% Central Bank 2018 : 73%

Reward

Overall v Benchmark



Job Roles



Survey Statements

- ❖ [Redacted] YOU : 42% Cert : 48% Central Bank 2018 : 37%
- ❖ [Redacted] YOU : 49% Cert : 52% Central Bank 2018 : 48%



ADDITIONAL ANALYSIS

Spotlight on Directorate (Year on Year) – Slide 1 of 2

Directorate	2018	2017	Diff
ASSET MANAGEMENT SUPERVISION (87)	54%	59%	-6
CHIEF INFORMATION OFFICER (132)	59%	53%	+6
CHIEF OPERATIONS OFFICER DIRECT REPORTS (99)	54%	54%	same
CONSUMER PROTECTION (95)	51%	44%	+7
CORPORATE AFFAIRS (113)	56%	61%	-5
CREDIT INSTITUTIONS SUPERVISION (158)	61%	64%	-3
CURRENCY & FACILITIES MANAGEMENT (124)	40%	40%	same
ECONOMICS (60)	63%	59%	+5

Spotlight on Directorate (Year on Year) – Slide 2 of 2

Directorate	2018	2017	Diff
ENFORCEMENT (99)	59%	64%	-5
FINANCIAL OPERATIONS (77)	64%	63%	+1
FINANCIAL STABILITY (73)	67%	66%	+1
HUMAN RESOURCES (53)	75%	75%	same
INSURANCE SUPERVISION (125)	54%	57%	-3
POLICY & RISK (71)	58%	56%	+2
SECURITIES AND MARKETS SUPERVISION (75)	48%	60%	-12

Thank
you!

Great
Place
To
Work[®]



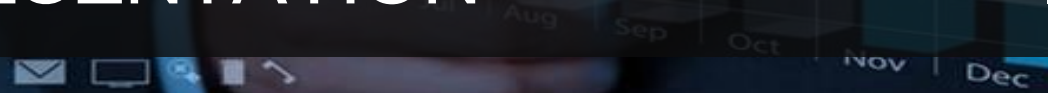
SENIOR MANAGEMENT PRESENTATION



Banc Ceannais na hÉireann
Central Bank of Ireland
Eurosystem



Great
Place
To
Work®



Current Perception Of CBI

People Strategy Priorities

■ Workplace Experience

We will continue to work towards achieving a fulfilling work environment where our people feel valued and recognised. We will continue to align the accommodation and facilities with the needs of the Central Bank and our people into the future

Capacity & Capability

'We will implement our People Strategy, which includes our approach to resourcing, learning and development, leadership development and talent management, enabling our people to deliver in an environment that supports and promotes diversity and inclusion and strengthens our capability and agility.'

Organisational Culture

We will review our principles and priority behaviours (which articulate our desired culture) and embed these to ensure a positive culture reflecting our One Bank ethos, commitment to public service, diversity and inclusion

HR Strategic Priorities

Talent Management

Leadership & Management Development

Diversity & Inclusion

Workplace Experience

Workstreams to Deliver the HR Strategic Priorities

- Resourcing Model Review
- L&D Strategy Delivery
- One Bank Curriculum
- Talent Review
- **Performance Management**

- Articulate and Embed Desired Culture
- Embedding the Leadership Standard
- **One Bank Leadership**
- **Management Development**

- D&I Action Plan 2018/2019
- D&I Action Plan 2020 and beyond
- Stakeholder Engagement & Education
- D&I Governance & Resourcing

- Enable Employee Voice
- Employee Lifecycle – Key Moments
- Smart Working
- Total Rewards



MANAGEMENT VISION
Culture Audit®



Your 'Investment' in culture yields a 'Return' through the employee experience.



+

WORKPLACE CULTURE, POLICIES, & PRACTICES

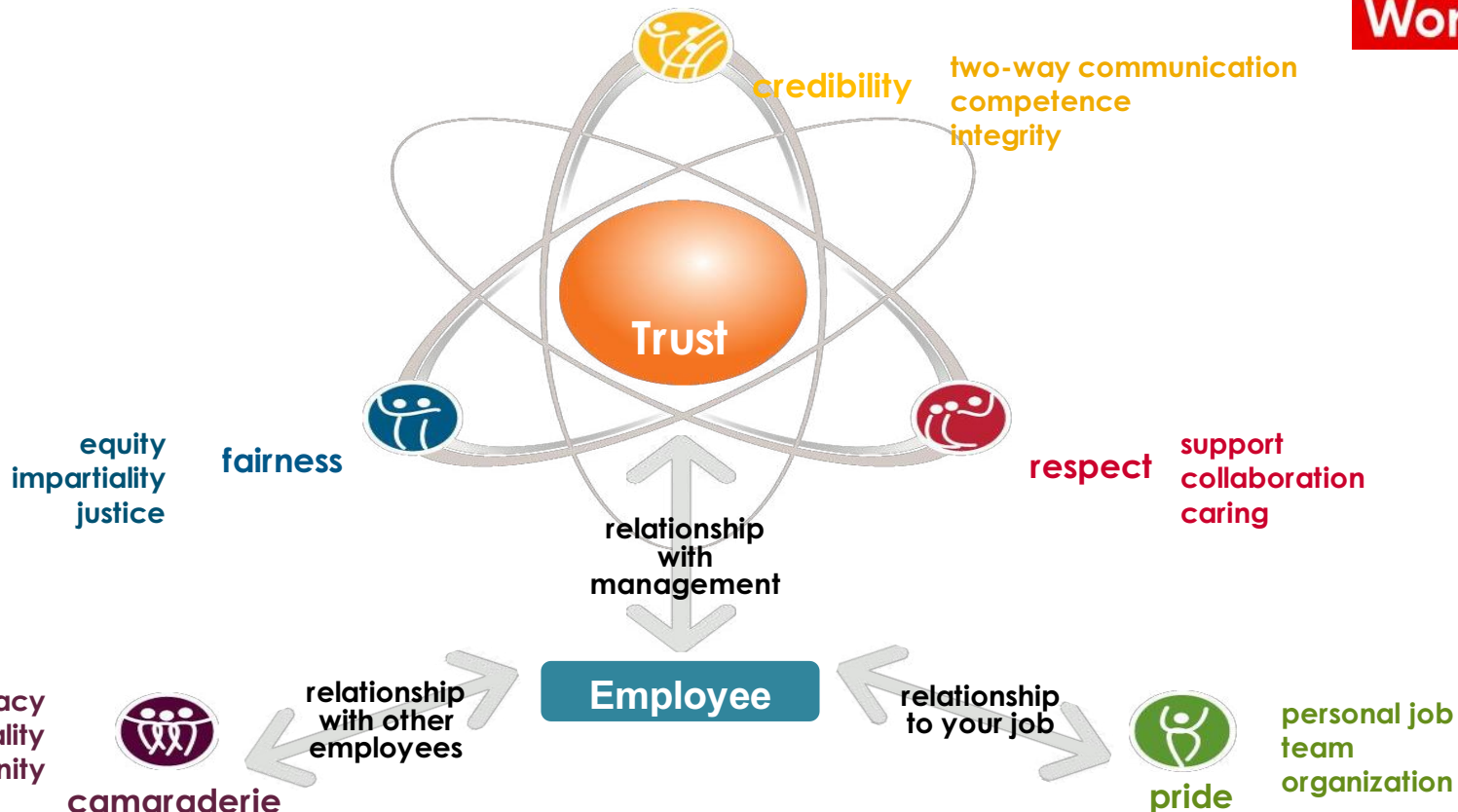
EMPLOYEE EXPERIENCE
Trust Index® Survey

Great Place to Work® Model©

	Credibility	T
	Respect	R
	Fairness	U
	Pride	S
	Camaraderie	T

Workplace Experience

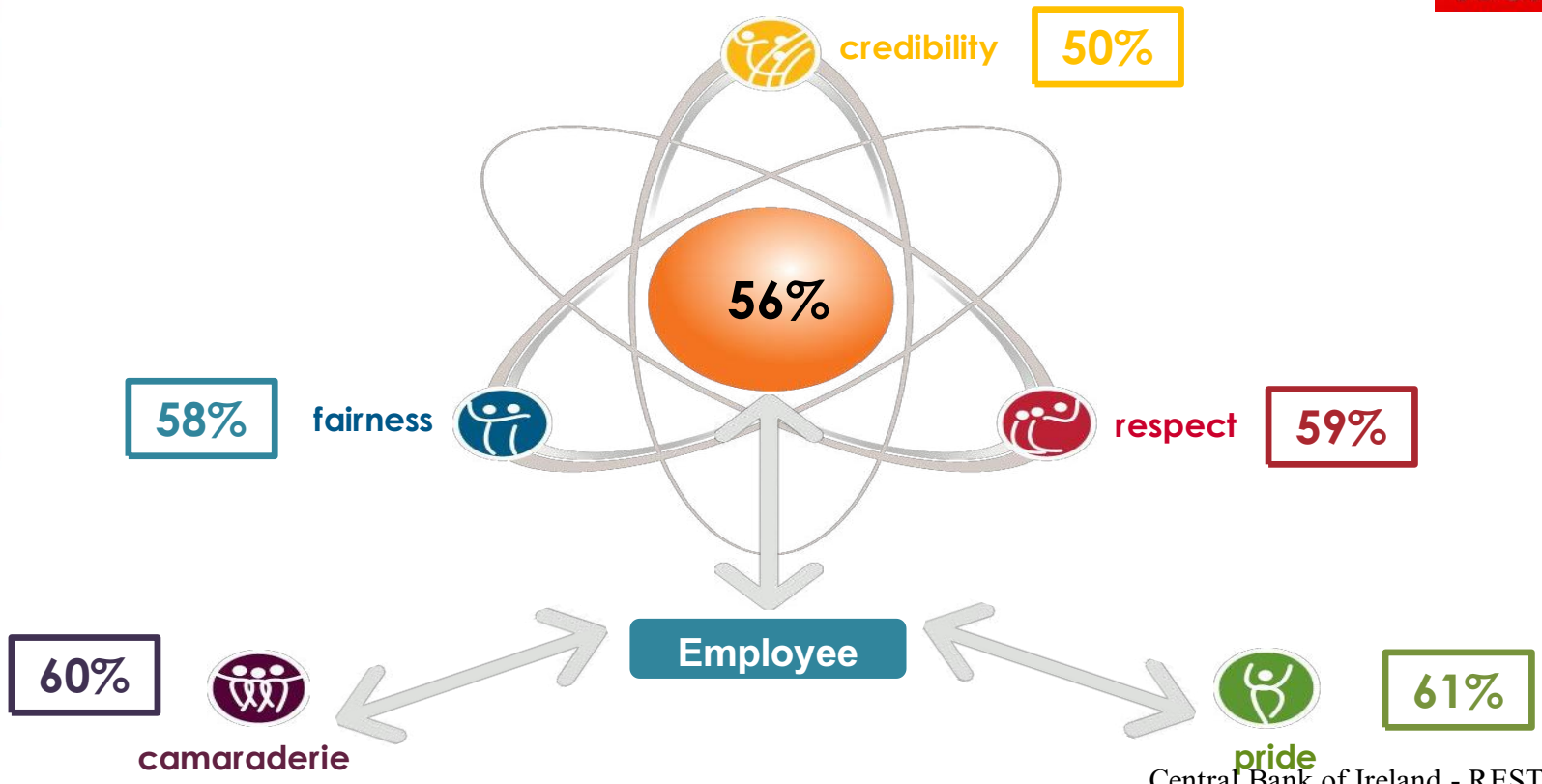
We will continue to work towards achieving a fulfilling work environment where our people feel valued and recognised. We will continue to align the accommodation and facilities with the needs of the Central Bank and our people into the future



This Year : Who responded? (77%)

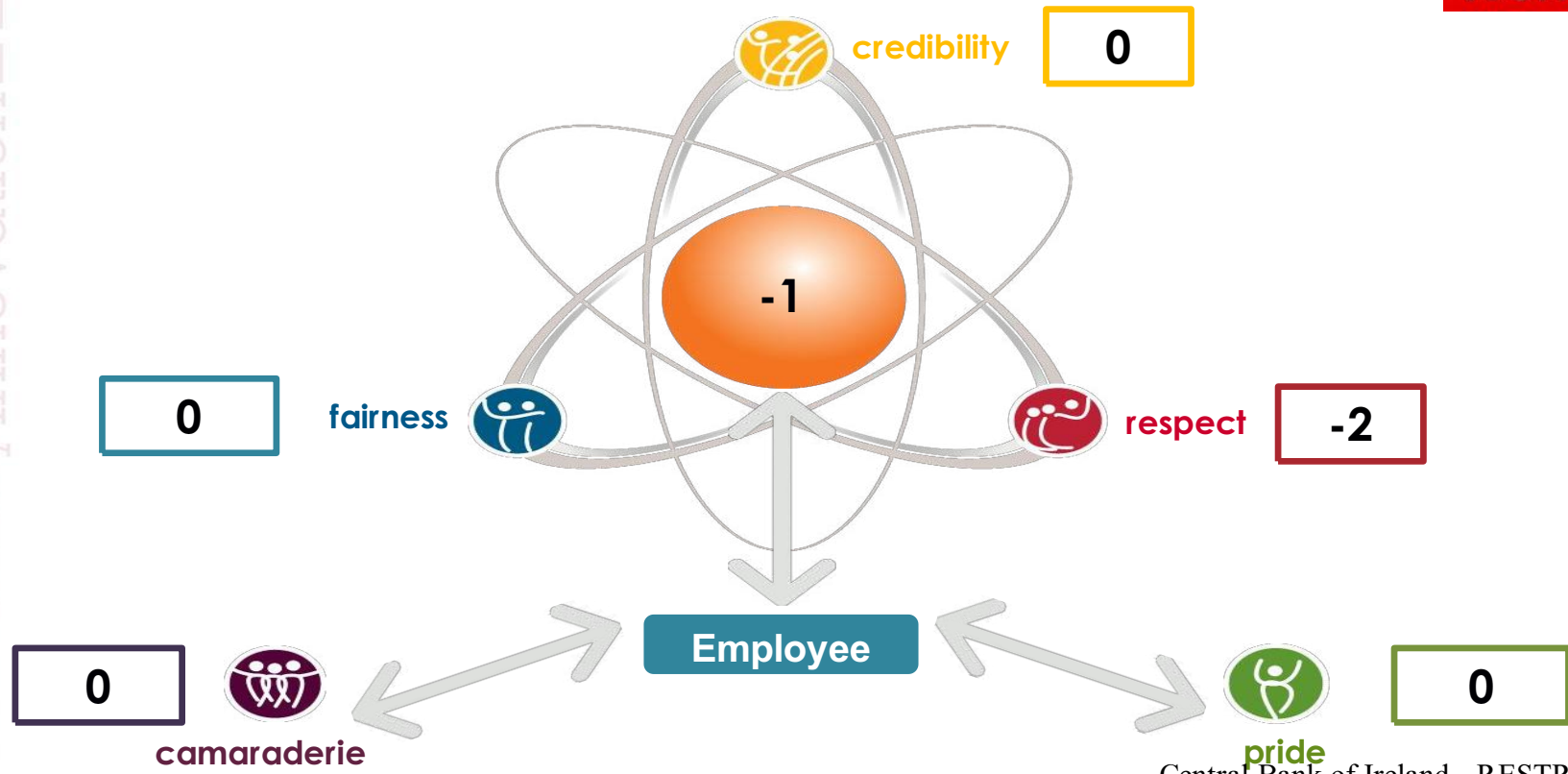
- **Job Role**
894 Non Management | **532** Supervisor | **97** Manager/Director
- **Gender**
704 Female | **771** Male | **13** Non - Binary
- **Age**
99 less than 25 | **350** 26 to 34 | **674** 35 to 44 | **242** 45 to 54 | **93** 55+
- **Tenure**
378 less than 2 years | **476** 2 to 5 | **238** 6 to 10 | **149** 11 to 16 | **127** 16 to 20 | **105** 20+
- **Work Status**
1479 Full Time | **39** Part Time
- **Racial or Ethnic Minority**
54 Yes | **1454** No
- **Dependents**
694 Children | **160** Sick

This Year : Overall Organisation



ResearchGiltwork®
Passion Family Innovation

This Year Versus 2018

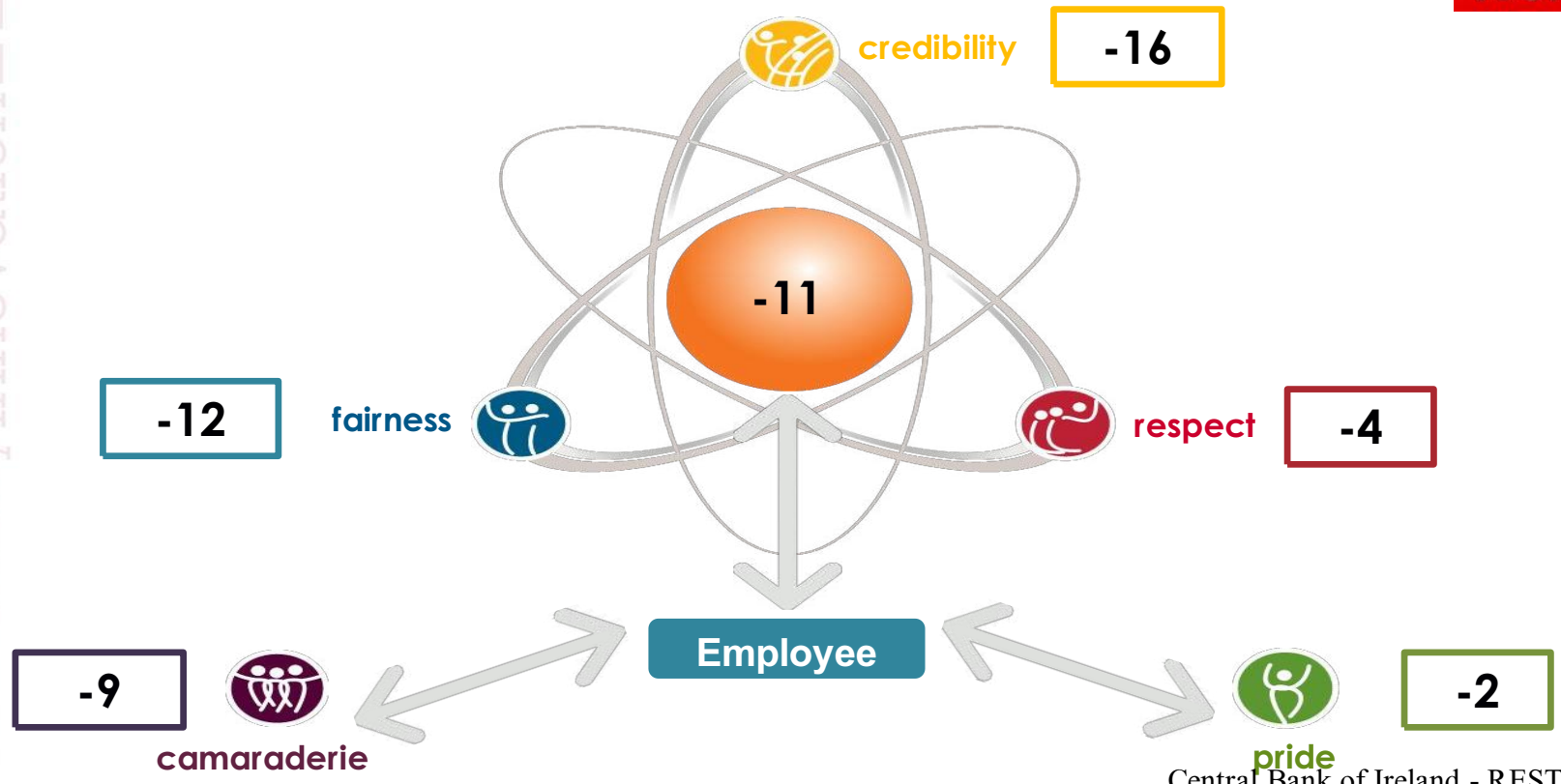


Research
Passion
Family Innovation

GreatWork®

This Year Versus Certified 2019

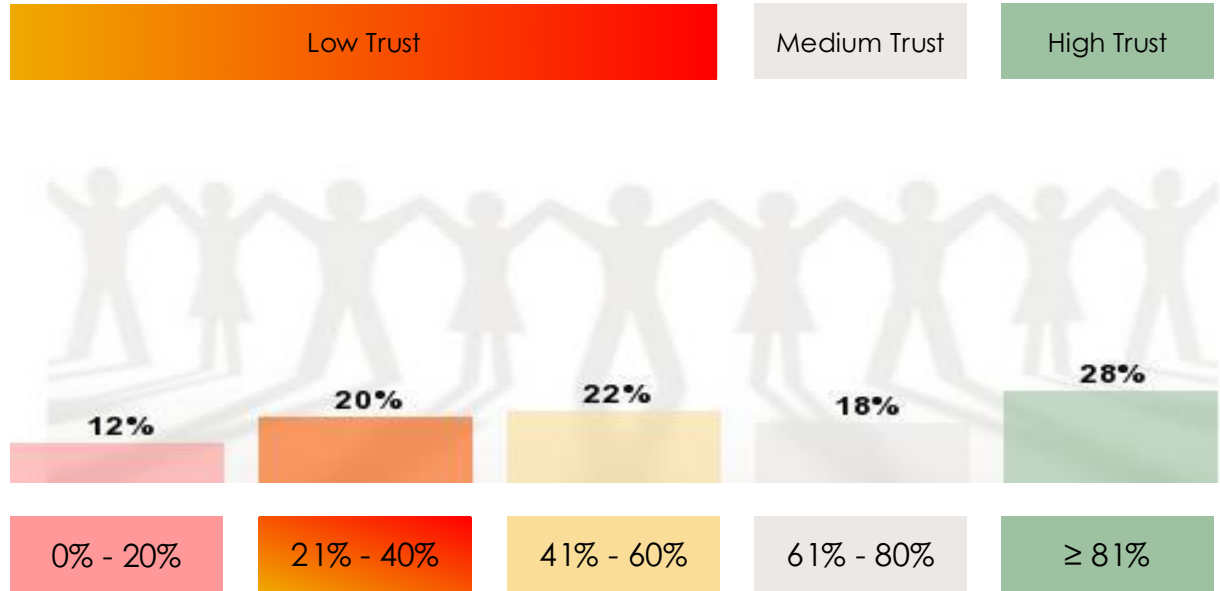
ResearchGiltwork®
Passion Family Innovation




CBI-One Bank



Research Gittwork®
Passion Family Innovation



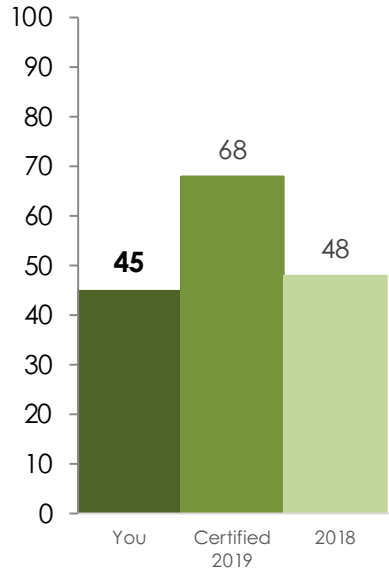
One Bank Leadership and Management Development

Central Bank of Ireland		Your Score 2019	Certified 2019	Gap	Central Bank 2018	Gap
	Communication & Involvement	44%	61%	-17%	43%	1%
	Strategy & Direction	45%	68%	-23%	48%	-3%
	Management & Leadership	45%	63%	-18%	45%	0%
	Change Ready	38%	58%	-20%	41%	-3%

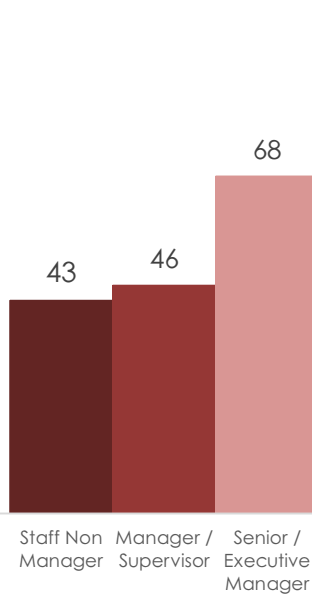
Strategy & Direction



Overall v Benchmark



Job Roles

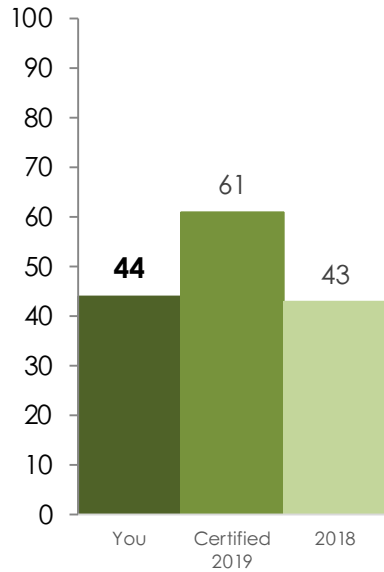


Survey Statements

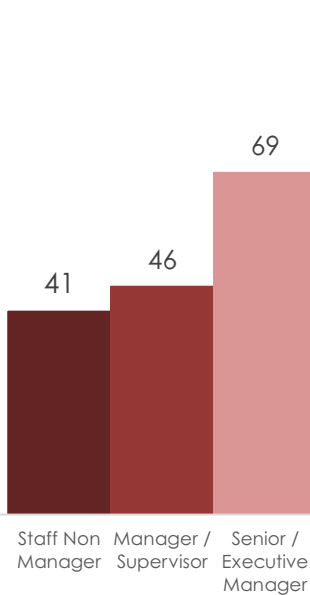
- ❖ [Redacted] YOU : 51% Certified 2019 : 74% 2018 : 52%
- ❖ [Redacted] YOU : 39% Certified 2019 : 63% 2018 : 44%

Communication & Involvement

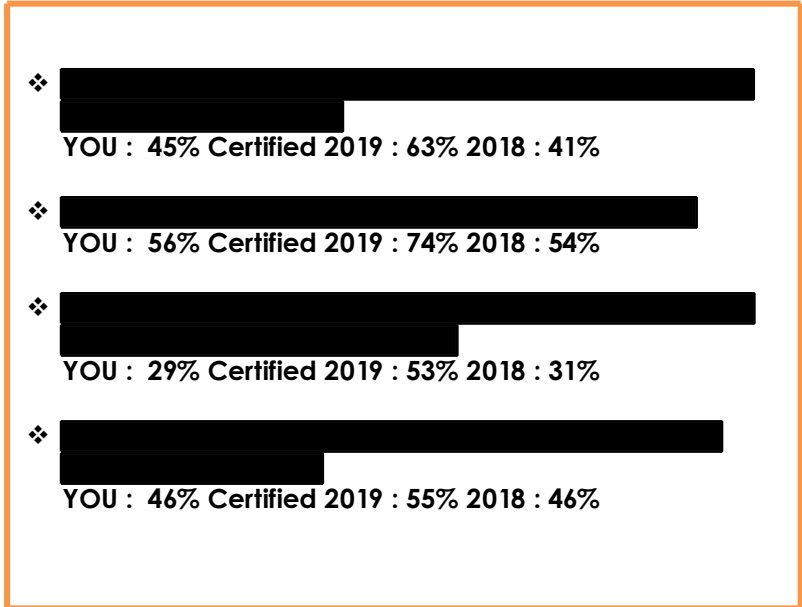
Overall v Benchmark



Job Roles

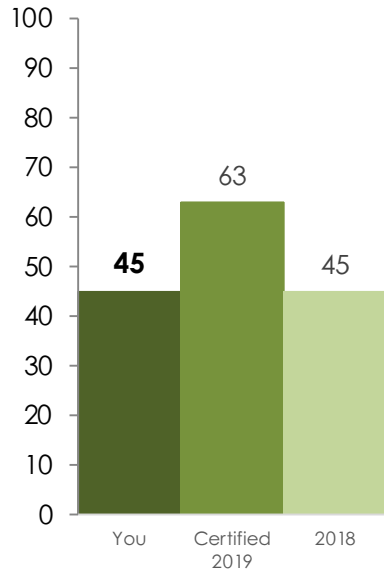


Survey Statements

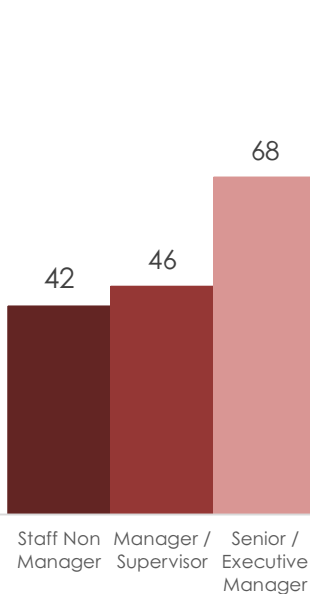


Management & Leadership

Overall v Benchmark



Job Roles

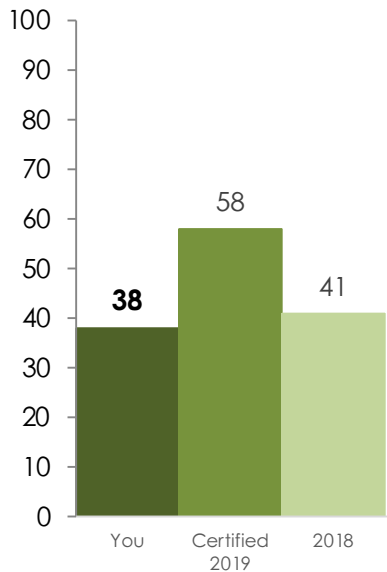


Survey Statements

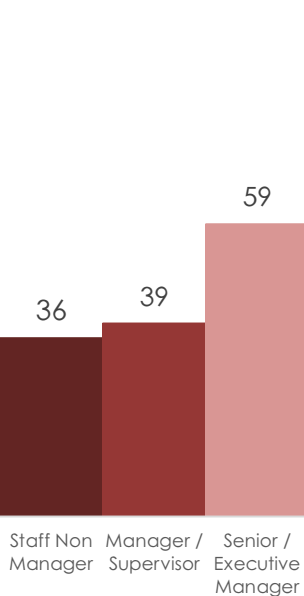
- ❖ [Redacted] YOU : 39% Certified 2019 : 54% 2018 : 39%
- ❖ [Redacted] YOU : 37% Certified 2019 : 59% 2018 : 37%
- ❖ [Redacted] YOU : 60% Certified 2019 : 77% 2018 : 61%
- ❖ [Redacted] YOU : 34% Certified 2019 : 58% 2018 : 35%
- ❖ [Redacted] YOU : 36% Certified 2019 : 58% 2018 : 34%
- ❖ [Redacted] YOU : 50% Certified 2019 : 72% 2018 : 50%
- [Redacted] YOU : 56% Certified 2019 : 66% 2018 : 56%

Change Ready

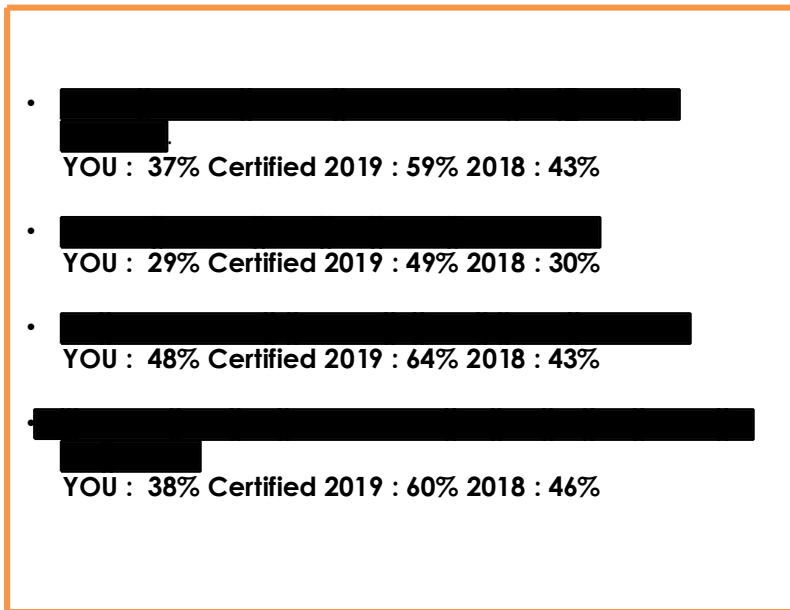
Overall v Benchmark



Job Roles



Survey Statements



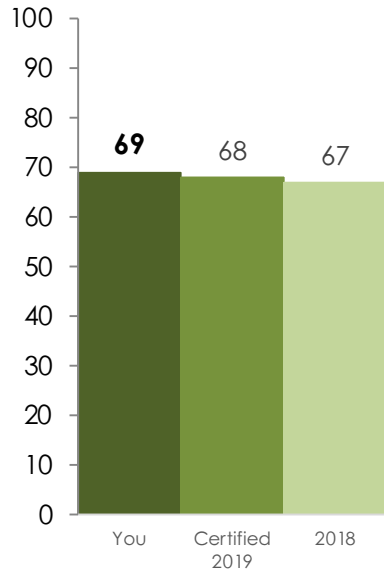
Capacity & Capability



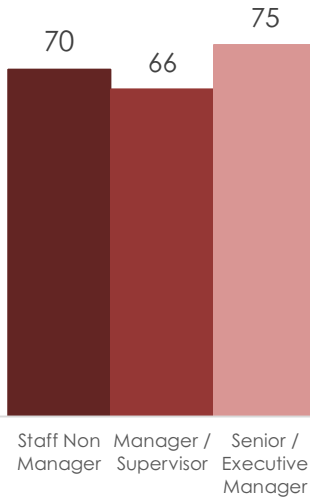
Central Bank of Ireland		Your Score	Certified 2019	Gap	2018	Gap
Line Management	69%	68%	1%	67%	2%	
Performance Management	40%	52%	-12%	37%	3%	
Empowerment & Accountability	51%	71%	-20%	51%	0%	
Listening	48%	66%	-18%	45%	3%	

Line Management

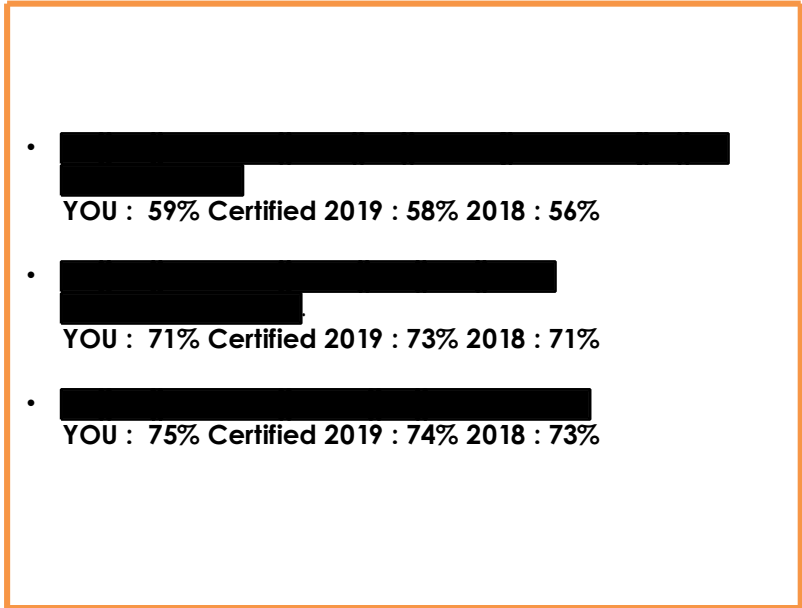
Overall v Benchmark



Job Roles



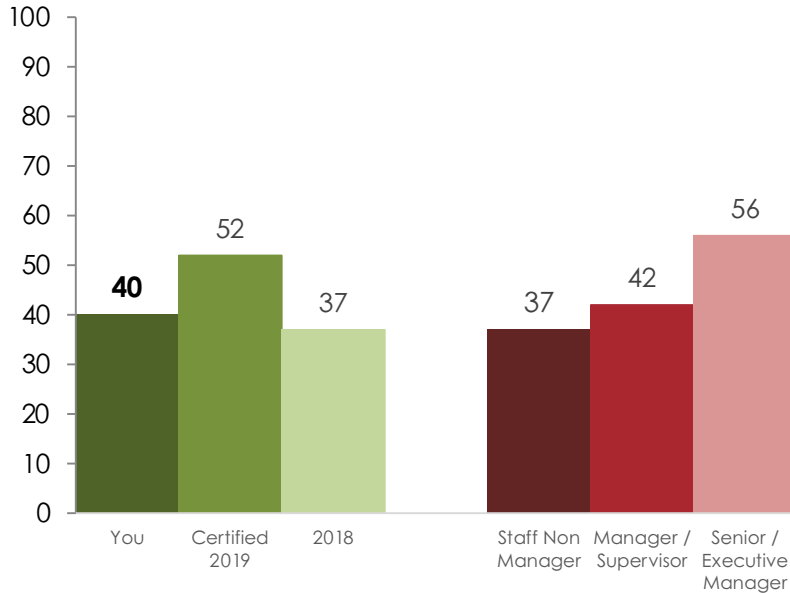
Survey Statements



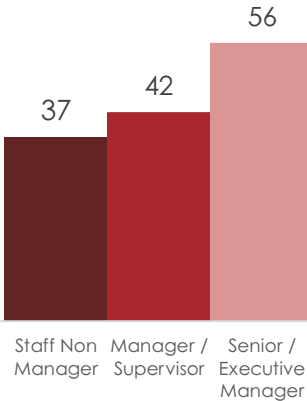
Performance Management



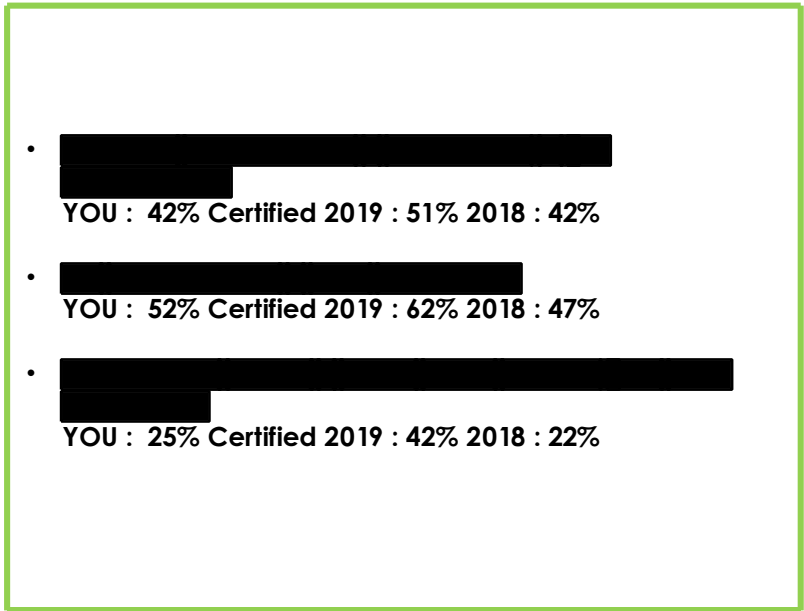
Overall v Benchmark



Job Roles

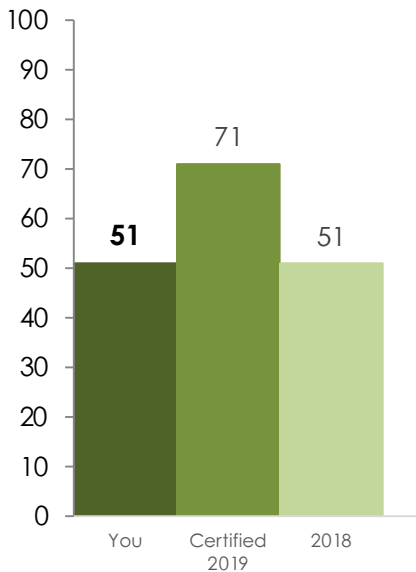


Survey Statements

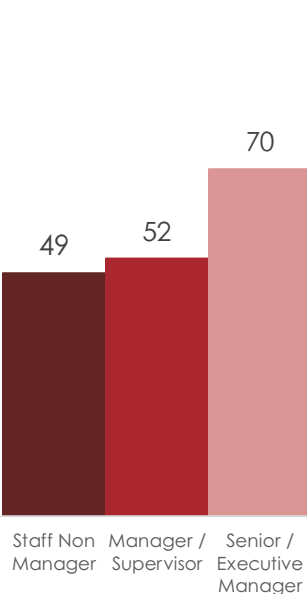


Empowerment & Accountability

Overall v Benchmark



Job Roles

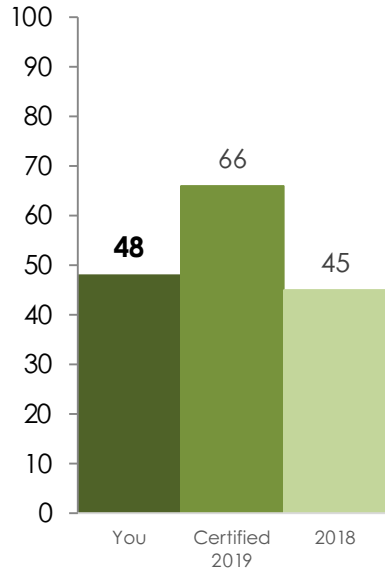


Survey Statements

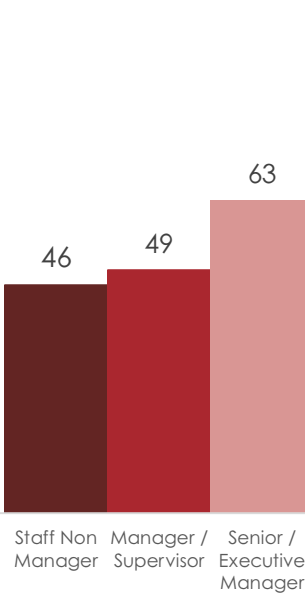
- ❖ [Redacted] YOU : 52% Certified 2019 : 79% 2018 : 52%
- ❖ [Redacted] YOU : 62% Certified 2019 : 78% 2018 : 63%
- ❖ [Redacted] YOU : 39% Certified 2019 : 55% 2018 : 37%

Listening

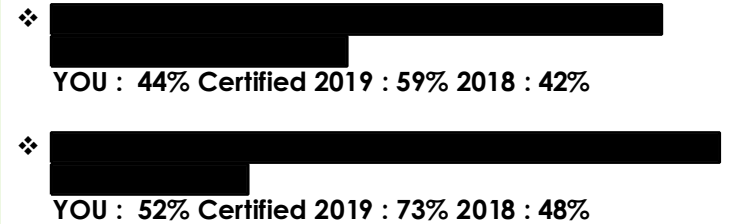
Overall v Benchmark



Job Roles



Survey Statements



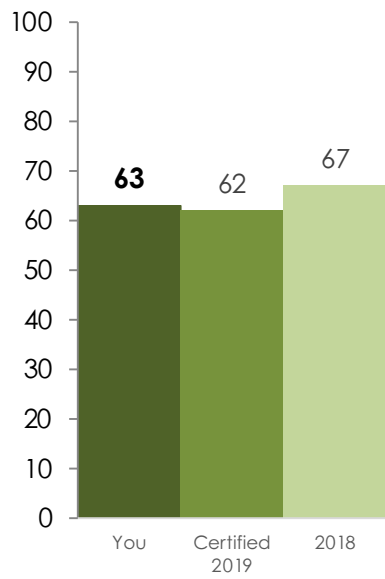
Talent



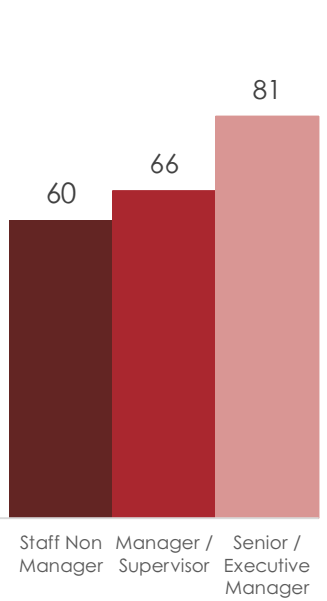
Central Bank of Ireland		Your Score	Certified 2019	Gap	2018	Gap
Career & Development	63%	62%	1%	67%	-4%	
Recognition	47%	57%	-10%	45%	2%	
Talent Management	44%	60%	-16%	45%	-1%	
Wellbeing	68%	61%	7%	67%	1%	
Work Environment & Processes	63%	66%	-3%	68%	-5%	

Career & Development

Overall v Benchmark



Job Roles



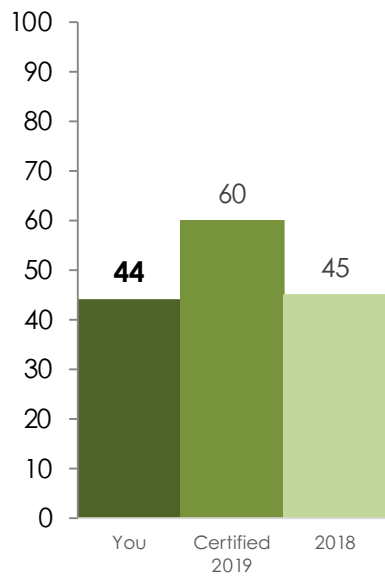
Survey Statements

- [Redacted] YOU : 48% Certified 2019 : 54% 2018 : 53%
- [Redacted] YOU : 62% Certified 2019 : 66% 2018 : 65%
- ❖ [Redacted] YOU : 78% Certified 2019 : 65% 2018 : 83%

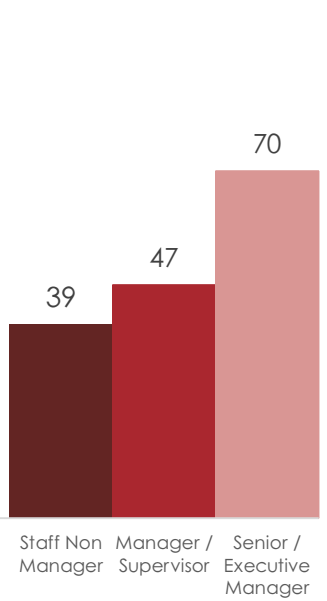
Research Giltwork®
Passion Family Innovation

Talent Management

Overall v Benchmark



Job Roles

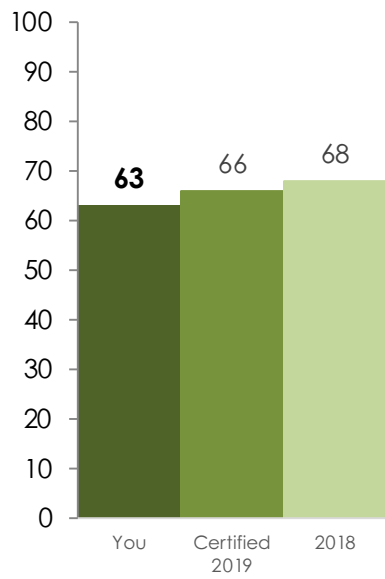


Survey Statements

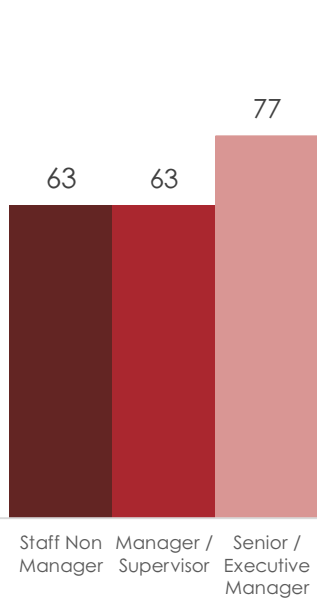
- ❖ [Redacted] YOU : 51% Certified 2019 : 60% 2018 : 53%
- ❖ [Redacted] YOU : 36% Certified 2019 : 59% 2018 : 36%

Work Environment & Processes

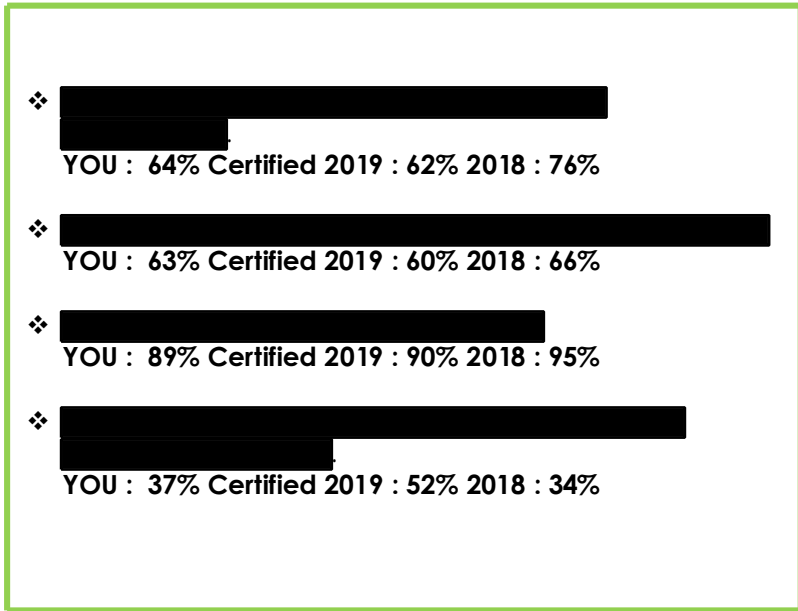
Overall v Benchmark



Job Roles

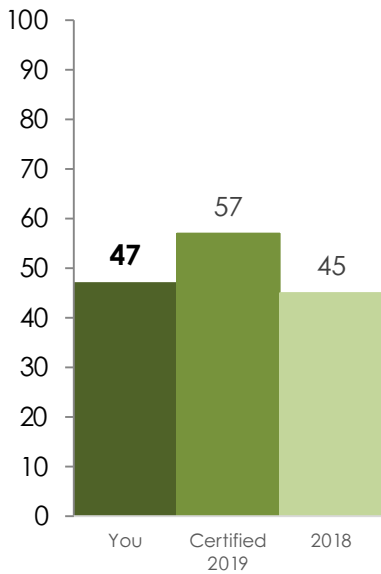


Survey Statements

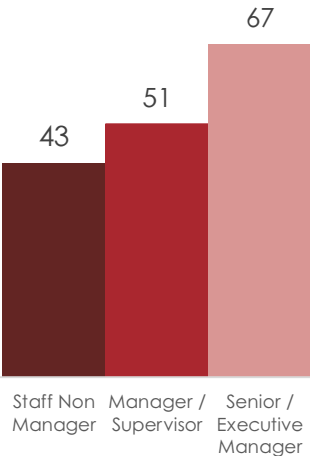


Recognition

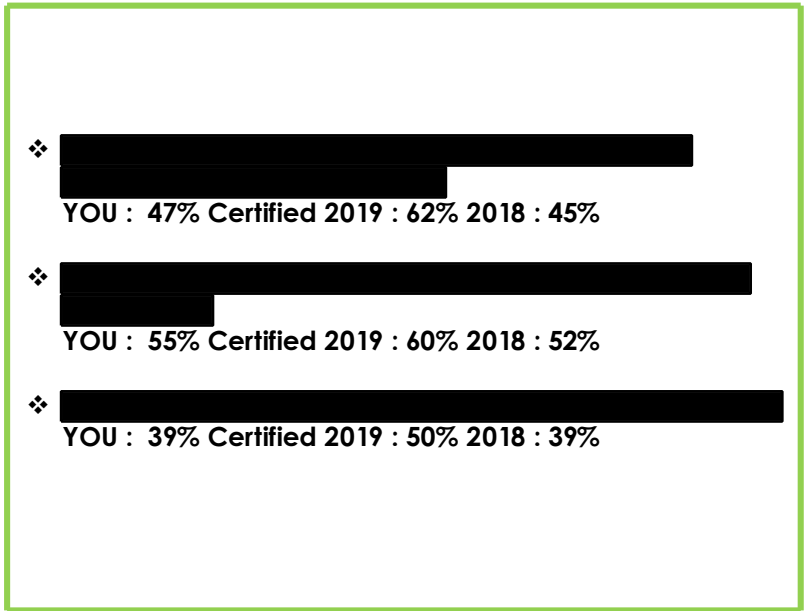
Overall v Benchmark



Job Roles



Survey Statements



Culture of CBI

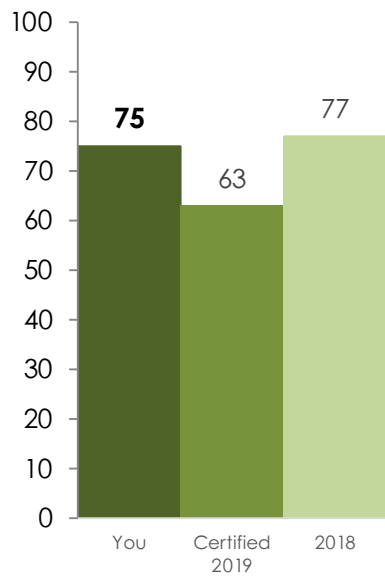


Central Bank of Ireland		Your Score	Certified 2019	Gap	2018	Gap
	Corporate Social Responsibility	75%	63%	12%	77%	-2%
	Diversity & Inclusion	80%	86%	-6%	80%	0%
	Engagement	59%	64%	-5%	60%	-1%
	Our Culture	58%	65%	-7%	59%	-1%
	Comitmmnt to Public Service	65%	78%	-13%	65%	0%
	Reward	47%	43%	4%	46%	1%
	Teamwork	58%	69%	-11%	59%	-1%

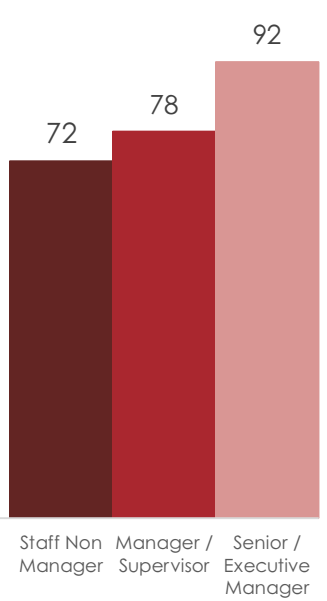
Research Gittwork®
 Passion Family Innovation

Corporate Social Responsibility

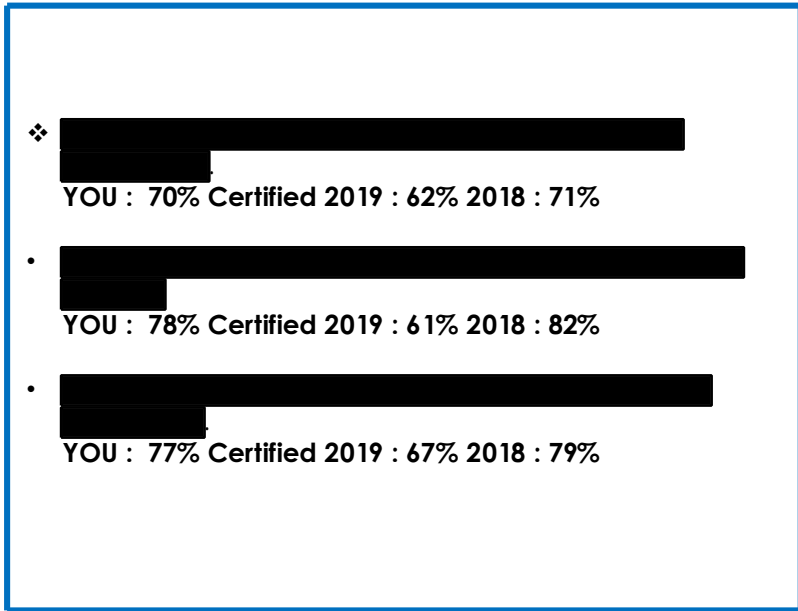
Overall v Benchmark



Job Roles

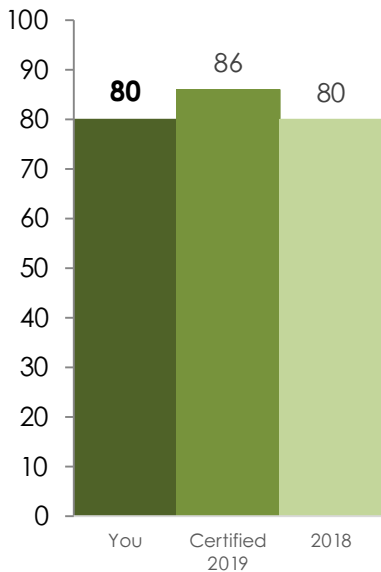


Survey Statements

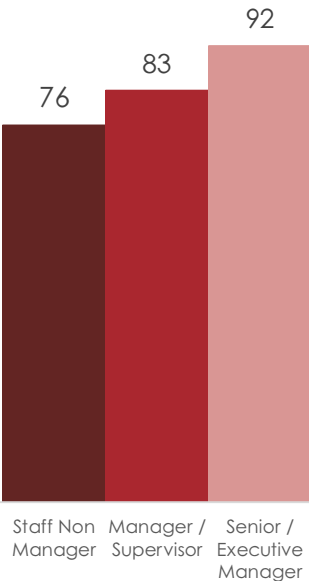


Diversity and Inclusion

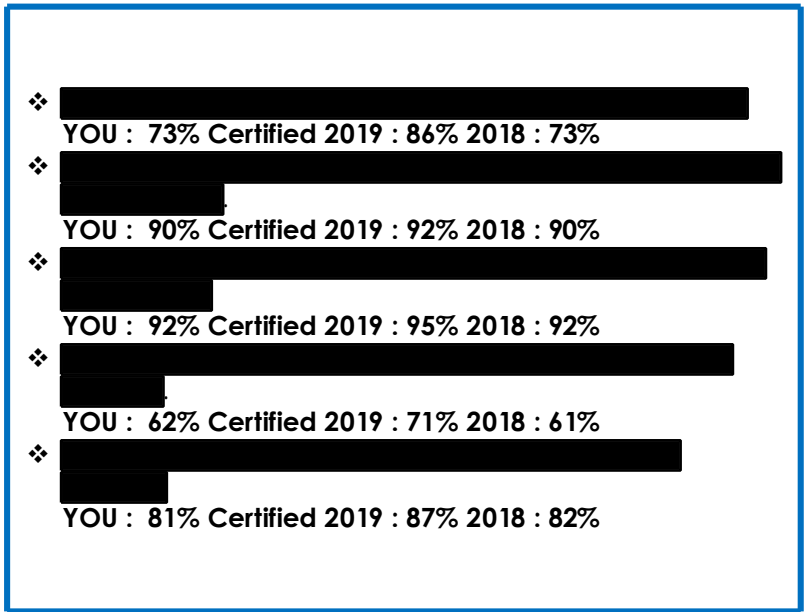
Overall v Benchmark



Job Roles

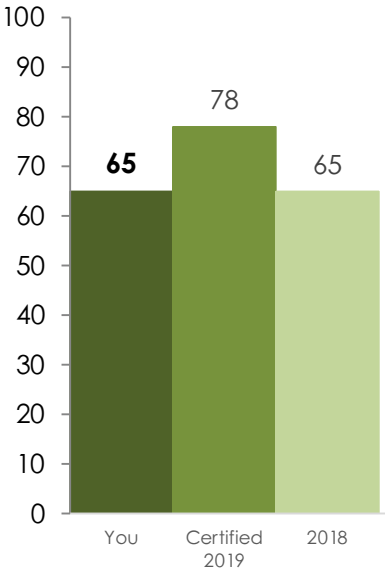


Survey Statements

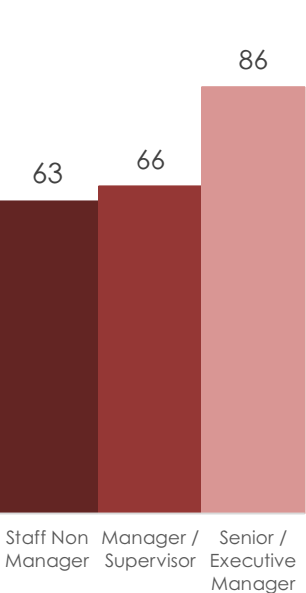


Commitment to Public Service

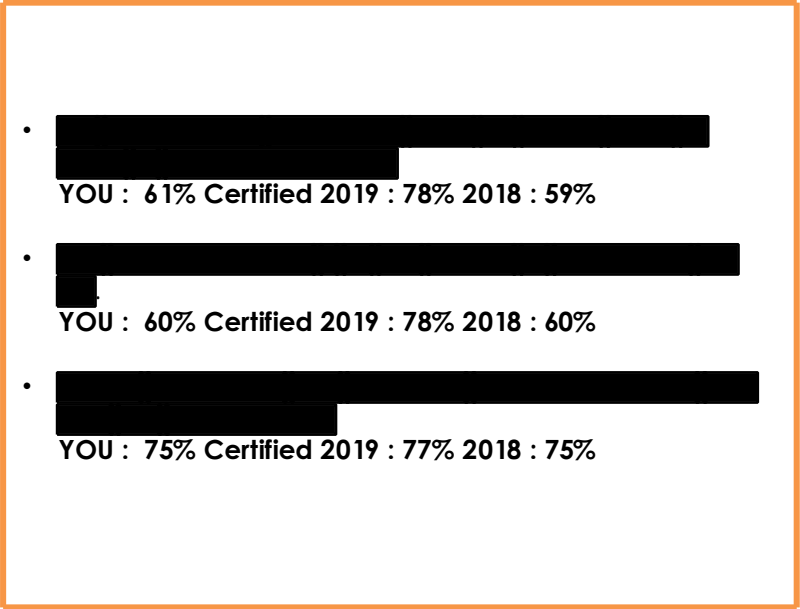
Overall v Benchmark



Job Roles

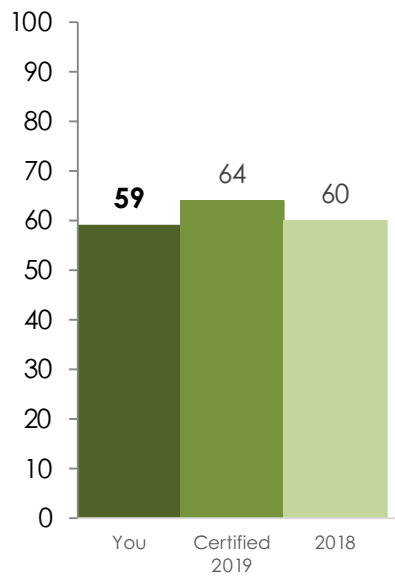


Survey Statements

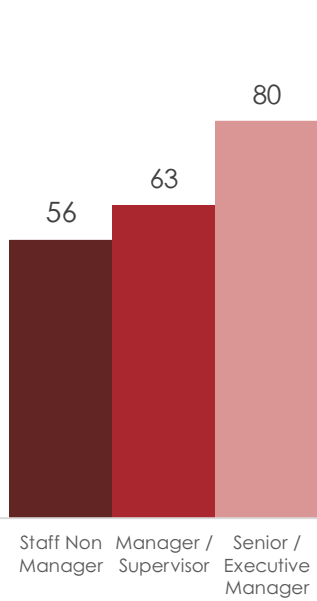


Engagement

Overall v Benchmark



Job Roles

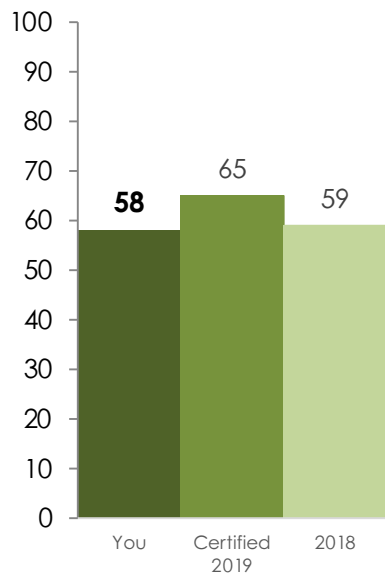


Survey Statements

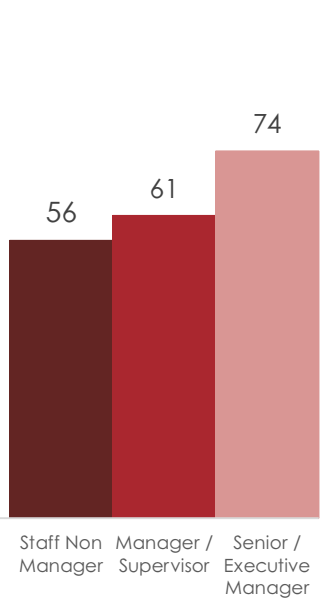
- ❖ [Redacted] YOU : 47% Certified 2019 : 58% 2018 : 51%
- [Redacted] YOU : 58% Certified 2019 : 63% 2018 : 62%
- ❖ [Redacted] YOU : 61% Certified 2019 : 70% 2018 : 61%
- ❖ [Redacted] YOU : 63% Certified 2019 : 62% 2018 : 63%
- ❖ [Redacted] YOU : 56% Certified 2019 : 58% 2018 : 60%
- ❖ [Redacted] YOU : 68% Certified 2019 : 73% 2018 : 66%
- ❖ [Redacted] YOU : 64% Certified 2019 : 72% 2018 : 64%
- ❖ [Redacted] YOU : 57% Certified 2019 : 55% 2018 : 56%

Our Culture

Overall v Benchmark



Job Roles

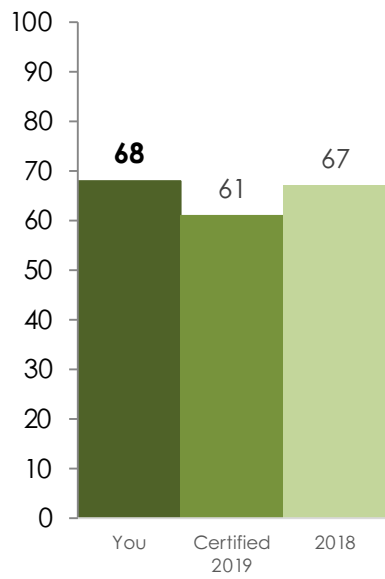


Survey Statements

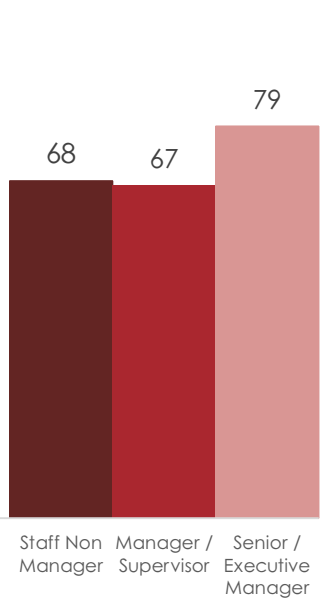
- ❖ [Redacted] **YOU : 69% Certified 2019 : 73% 2018 : 68%**
- ❖ [Redacted] **YOU : 46% Certified 2019 : 49% 2018 : 50%**
- ❖ [Redacted] **YOU : 80% Certified 2019 : 78% 2018 : 80%**
- ❖ [Redacted] **YOU : 37% Certified 2019 : 56% 2018 : 39%**
- ❖ [Redacted] **YOU : 59% Certified 2019 : 69% 2018 : 60%**

Wellbeing

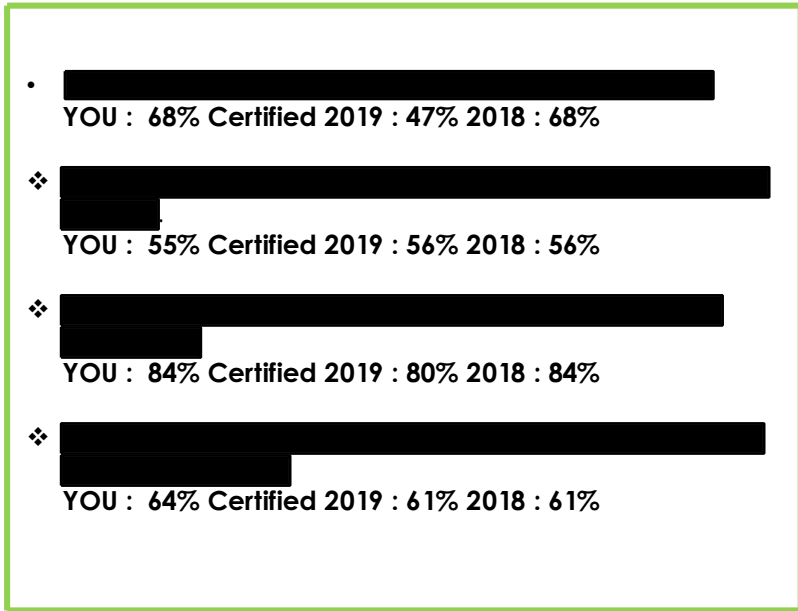
Overall v Benchmark



Job Roles

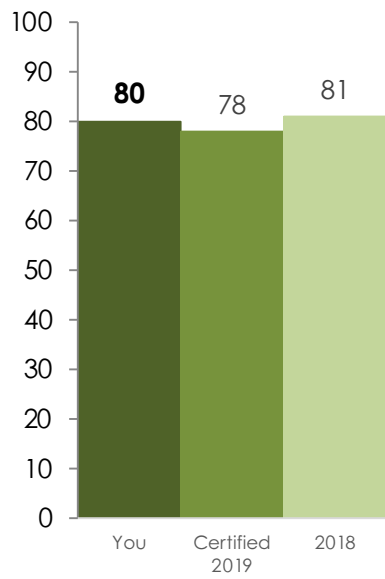


Survey Statements

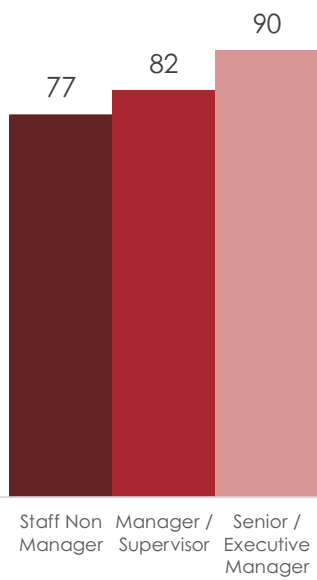


Job Security

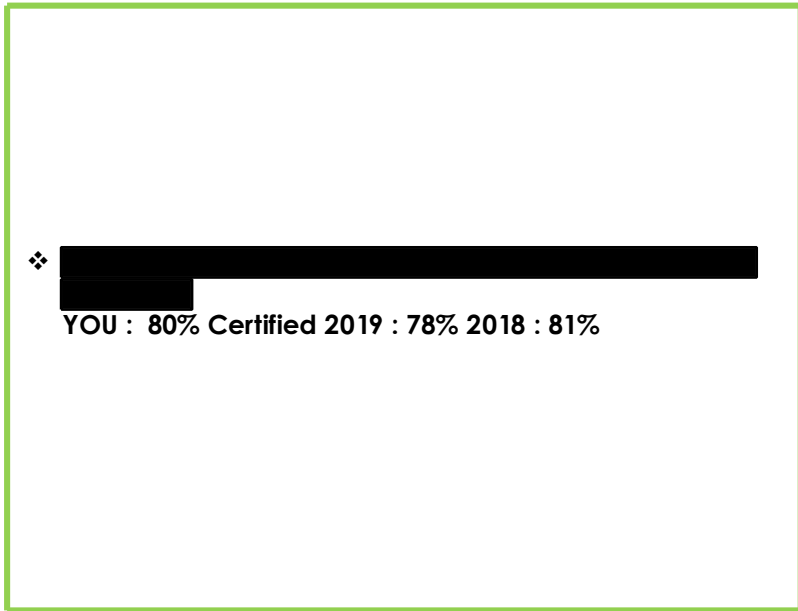
Overall v Benchmark



Job Roles

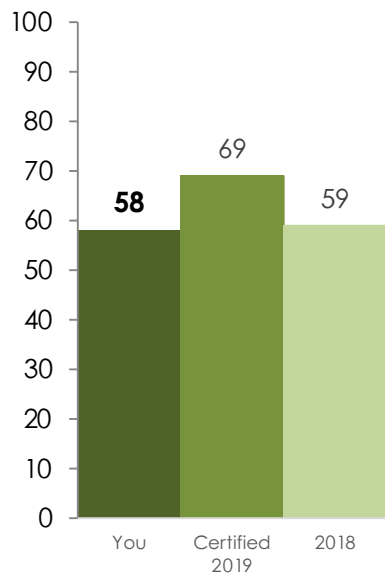


Survey Statements

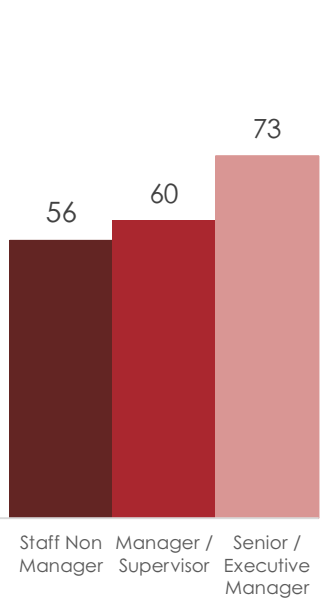


Teamwork

Overall v Benchmark



Job Roles

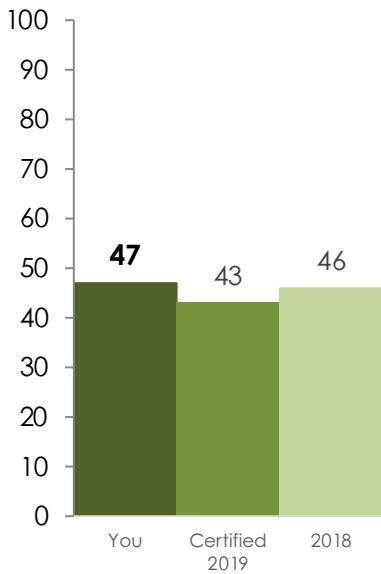


Survey Statements

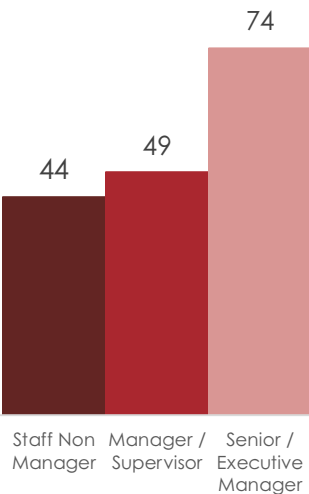
- ❖ [Redacted] YOU : 64% Certified 2019 : 69% 2018 : 65%
- ❖ [Redacted] YOU : 51% Certified 2019 : 66% 2018 : 52%
- ❖ [Redacted] YOU : 42% Certified 2019 : 54% 2018 : 45%
- ❖ [Redacted] YOU : 52% Certified 2019 : 59% 2018 : 51%
- ❖ [Redacted] YOU : 64% Certified 2019 : 81% 2018 : 66%
- ❖ [Redacted] YOU : 76% Certified 2019 : 83% 2018 : 76%

Reward

Overall v Benchmark



Job Roles



Survey Statements

- ❖ **YOU : 46% Certified 2019 : 45% 2018 : 42%**
- ❖ **YOU : 48% Certified 2019 : 41% 2018 : 49%**

Suggestions



- [Redacted]
- [Redacted]
- [Redacted]
- [Redacted]

Suggestions



Research Giltwork®
Passion Family Innovation

- [Redacted text]
- [Redacted text]
- [Redacted text]

Comments



Research Giltwork®
Passion Family Innovation

- [Redacted]
- [Redacted]
- [Redacted]
- [Redacted]



Success

Solution

Business Strategy

- Business Strategy
- Marketing
- Solution
- Marketing
- Analysis
- Ideas
- Success
- Management

ADDITIONAL ANALYSIS

- Business Strategy
- Marketing
- Solution
- Marketing
- Analysis
- Ideas
- Success
- Management

SOCIAL NETWORK

Jun Jul Aug Sep Oct Nov Dec

Spotlight on Pillars (Year on Year) – Slide 1 of 1

Pillars	2019	2018	Diff
CENTRAL BANKING (334)	59%	62%	-3
FINANCIAL CONDUCT (395)	55%	54%	+1
OPERATIONS (391)	52%	54%	-2
PRUDENTIAL REGULATION (432)	59%	57%	+2
Senior Leadership Committee (17)	88%	90%	-2

Spotlight on Pillars (All Question Average) – Slide 1 of 1

Pillars	Pillar All Question Avg.	Central Bank of Ireland All Question Avg.	Diff
CENTRAL BANKING (334)	59%	57%	+2
FINANCIAL CONDUCT (395)	55%	57%	-2
OPERATIONS (391)	52%	57%	-5
PRUDENTIAL REGULATION (432)	59%	57%	+2
Senior Leadership Committee (17)	88%	57%	+31

Spotlight on Job Levels (Year on Year) – Slide 1 of 1

Job Levels	2019	2018	Diff
Delivering & Co-Ordinating (BP3) (501)	52%	54%	-2
Delivering & Processing (BO/ BE) (386)	58%	60%	-2
Leading & Enabling (HOD/ HOF) (117)	74%	72%	+2
Managing & Developing (BP2/1) (502)	57%	58%	-1
Shaping & Leading (SLC) (17)	88%	94%	-6
T&G (50)	33%	30%	+3

Spotlight on Departments (Year on Year) – Slide 1 of 2

Department	2019	2018	Diff
ASSET MANAGEMENT & INVESTMENT BANKING (105)	67%	54%	+13
CHIEF INFORMATION OFFICER (127)	60%	59%	+1
CHIEF OPERATIONS OFFICER DIRECT REPORTS (107)	56%	54%	+2
CONSUMER PROTECTION (104)	53%	51%	+2
CORPORATE AFFAIRS (130)	59%	56%	+3
CREDIT INSTITUTIONS SUPERVISION (102)	62%	61%	+1
CURRENCY & FACILITIES MANAGEMENT (102)	37%	40%	-3
ECONOMICS & STATISTICS (76)	53%	63%	-10

Spotlight on Departments (All Question Average) – Slide 2 of 2

Department	2019	2018	Diff
ENFORCEMENT & AML (120)	59%	59%	same
FINANCIAL OPERATIONS (61)	71%	64%	+7
FINANCIAL STABILITY (67)	58%	67%	-9
HUMAN RESOURCES (55)	52%	75%	-23
INSURANCE SUPERVISION (105)	50%	54%	-4
POLICY & RISK (72)	51%	58%	-7
Senior Leadership Committee (17)	88%		

Spotlight on Departments (All Question Average) – Slide 1 of 7

Department	Dept. All Question Avg.	Central Bank of Ireland All Question Avg.	Diff
AMAC (29)	69%	57%	+12
AMLID (28)	60%	57%	+3
AMSD (47)	64%	57%	+7
BSSD (52)	57%	57%	same
CCR, IR & MBF (18)	57%	57%	same
CID (60)	33%	57%	-24
COMM (22)	49%	57%	-8
CP - MRI (22)	50%	57%	-7

Spotlight on Departments (All Question Average) – Slide 2 of 7

Department	Dept. All Question Avg.	Central Bank of Ireland All Question Avg.	Diff
CPPA (56)	52%	57%	-5
CPSU (26)	56%	57%	-1
ENFA (35)	61%	57%	+4
ENFI (57)	57%	57%	+0
FCD (43)	48%	57%	-9
FM (24)	42%	57%	-15
FMD (24)	69%	57%	+12
FR (39)	61%	57%	+4

Spotlight on Departments (All Question Average) – Slide 3 of 7

Department	Dept. All Question Avg.	Central Bank of Ireland All Question Avg.	Diff
FRGP (17)	38%	57%	-19
GOR (41)	62%	57%	+5
GSD (24)	60%	57%	+3
HRD (43)	47%	57%	-10
IAD (20)	62%	57%	+5
IBBD (29)	68%	57%	+11
IEA (20)	49%	57%	-8
INSA (52)	58%	57%	+1

Spotlight on Departments (All Question Average) – Slide 4 of 7

Department	Dept. All Question Avg.	Central Bank of Ireland All Question Avg.	Diff
INSS (53)	42%	57%	-15
ISPD (29)	56%	57%	-1
ITDD (54)	62%	57%	+5
ITSD (11)	69%	57%	+12
LEG (32)	70%	57%	+13
MFD (26)	56%	57%	-1
MPD (22)	58%	57%	+1
MPOL (12)	49%	57%	-8

Spotlight on Departments (All Question Average) – Slide 5 of 7

Department	Dept. All Question Avg.	Central Bank of Ireland All Question Avg.	Diff
OD (12)	69%	57%	+12
ORD (32)	52%	57%	-5
PMO (14)	86%	57%	+29
PRHT (10)	65%	57%	+8
PROC (12)	85%	57%	+28
PSS (37)	71%	57%	+14
RAD (36)	50%	57%	-7
RCU (50)	66%	57%	+9

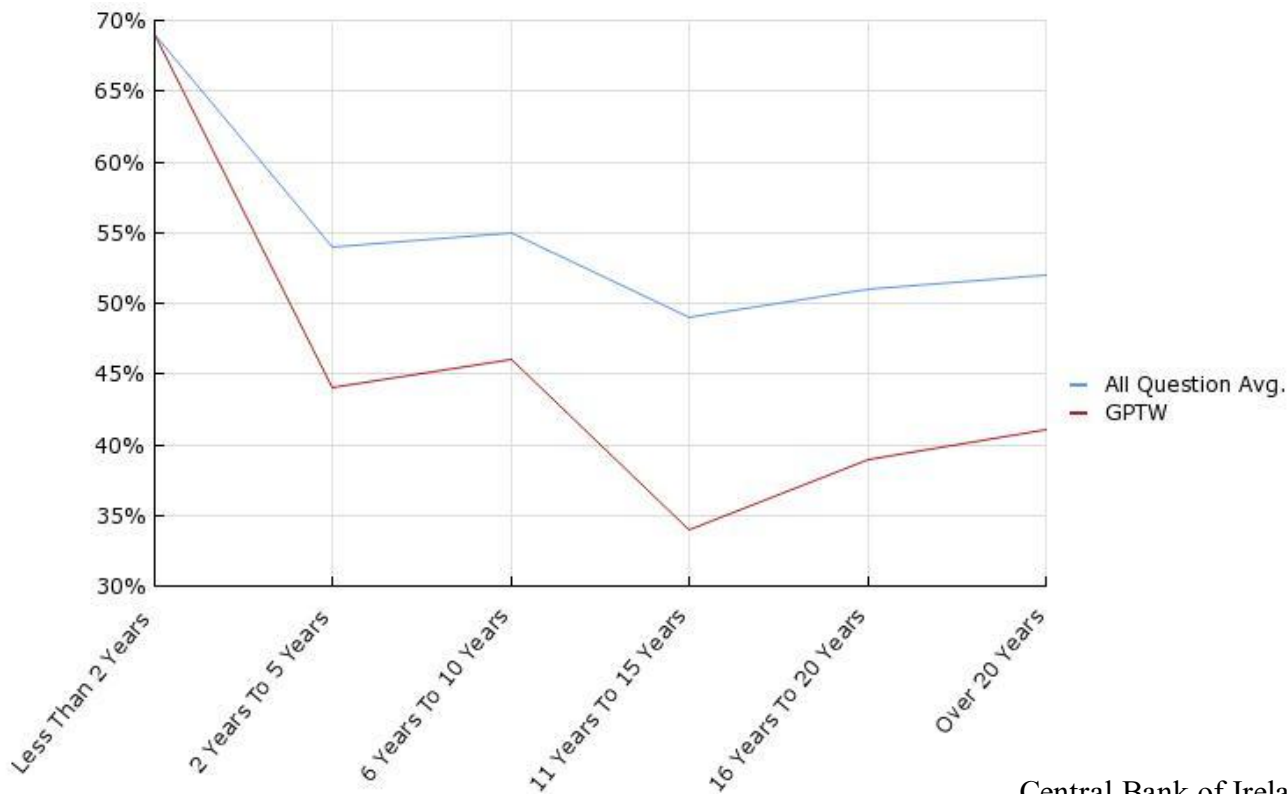
Spotlight on Departments (All Question Average) – Slide 6 of 7

Department	Dept. All Question Avg.	Central Bank of Ireland All Question Avg.	Diff
RES (23)	60%	57%	+3
RTD (38)	45%	57%	-12
SEC (18)	44%	57%	-13
Senior Leadership Committee (17)	88%	57%	+31
SMAD (54)	55%	57%	-2
SMSD (45)	53%	57%	-4
SRD (23)	49%	57%	-8
STSD (44)	56%	57%	-1

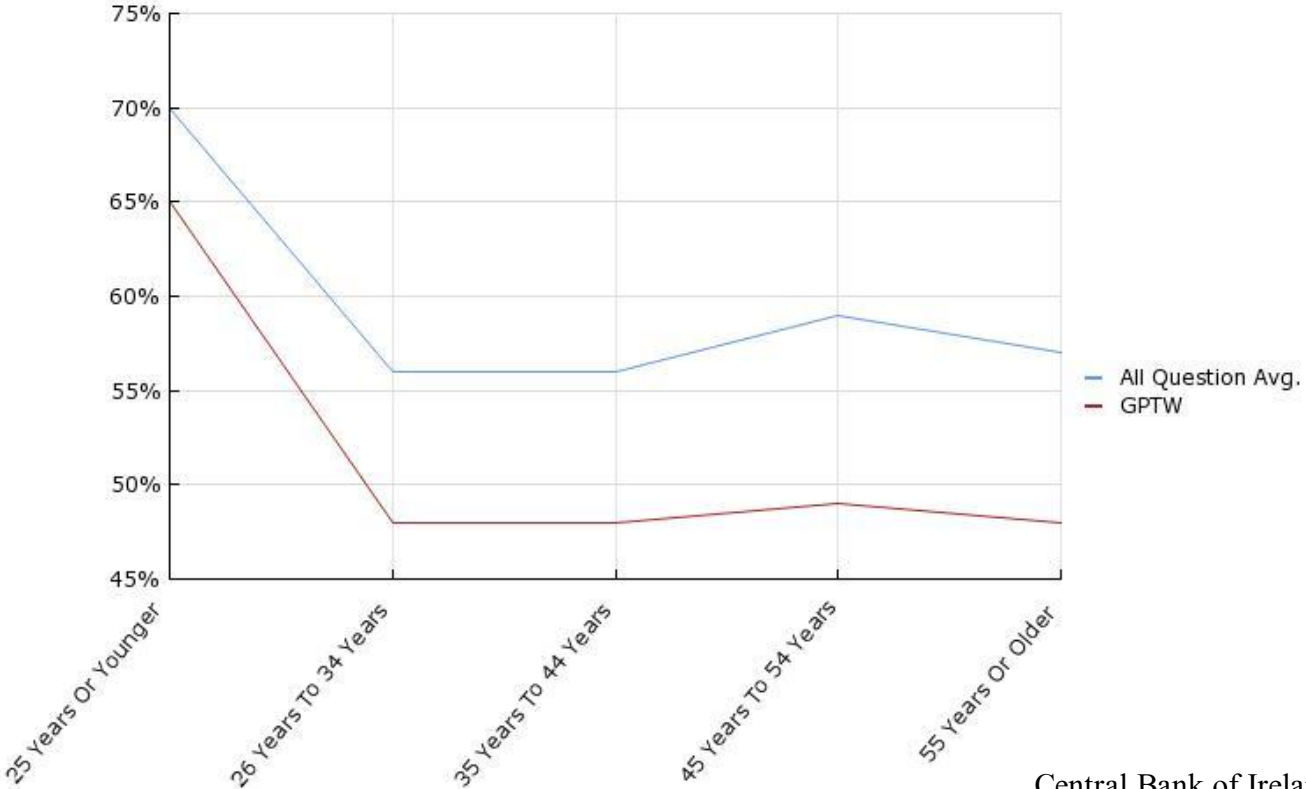
Spotlight on Departments (All Question Average) – Slide 7 of 7

Department	Dept. All Question Avg.	Central Bank of Ireland All Question Avg.	Diff
TDOD (33)	57%	57%	same

How Employees rate Your Workplace – By Tenure



How Employees rate Your Workplace – By Age



Research
Passion
Family
Innovation

Thank
you!

Great
Place
To
Work[®]

Success

Solution

Business Strategy

Innovation
Marketing
Solution
Marketing
Analysis
Ideas
Success
Management

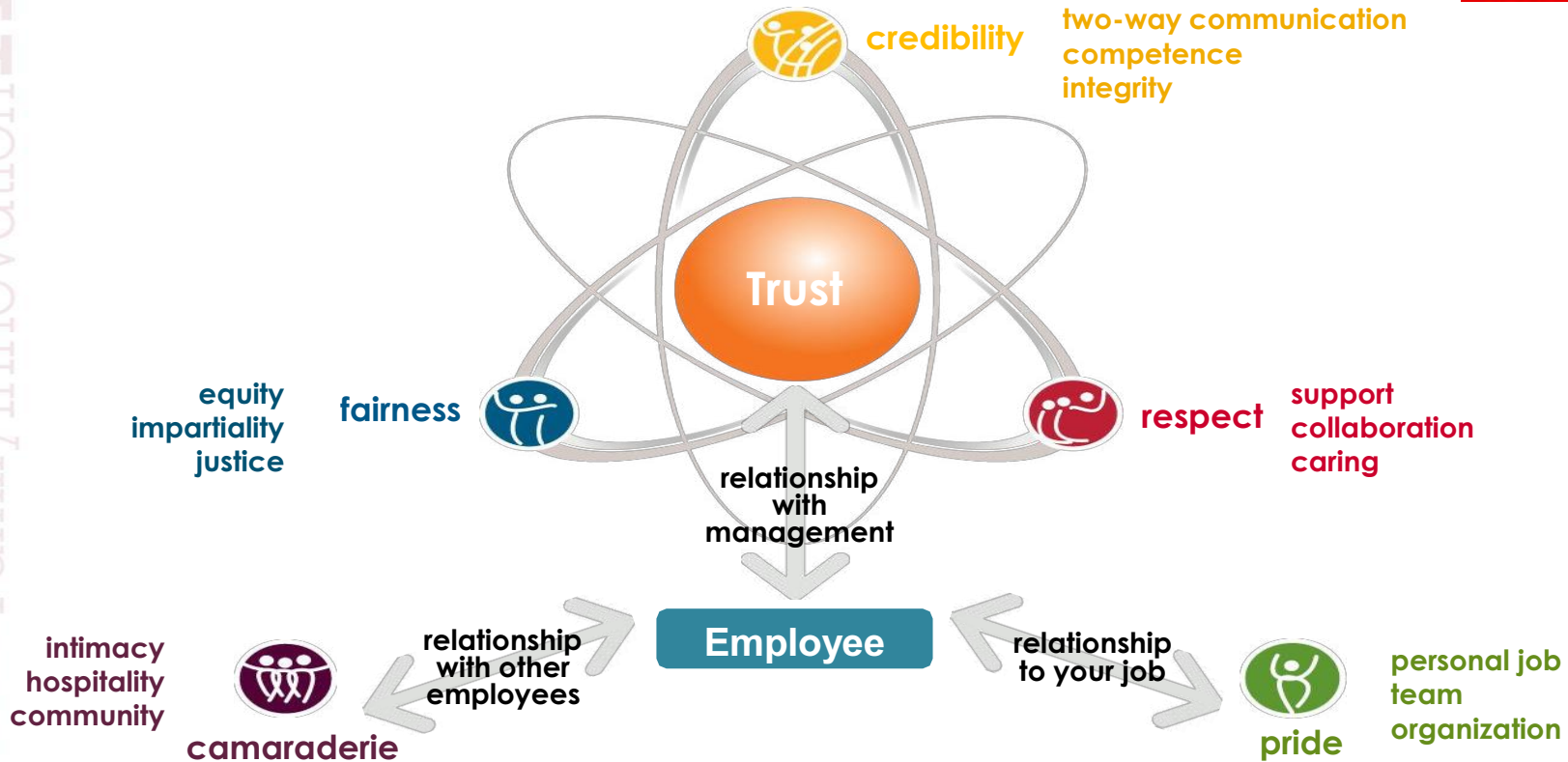
CENTRAL BANK OF IRELAND



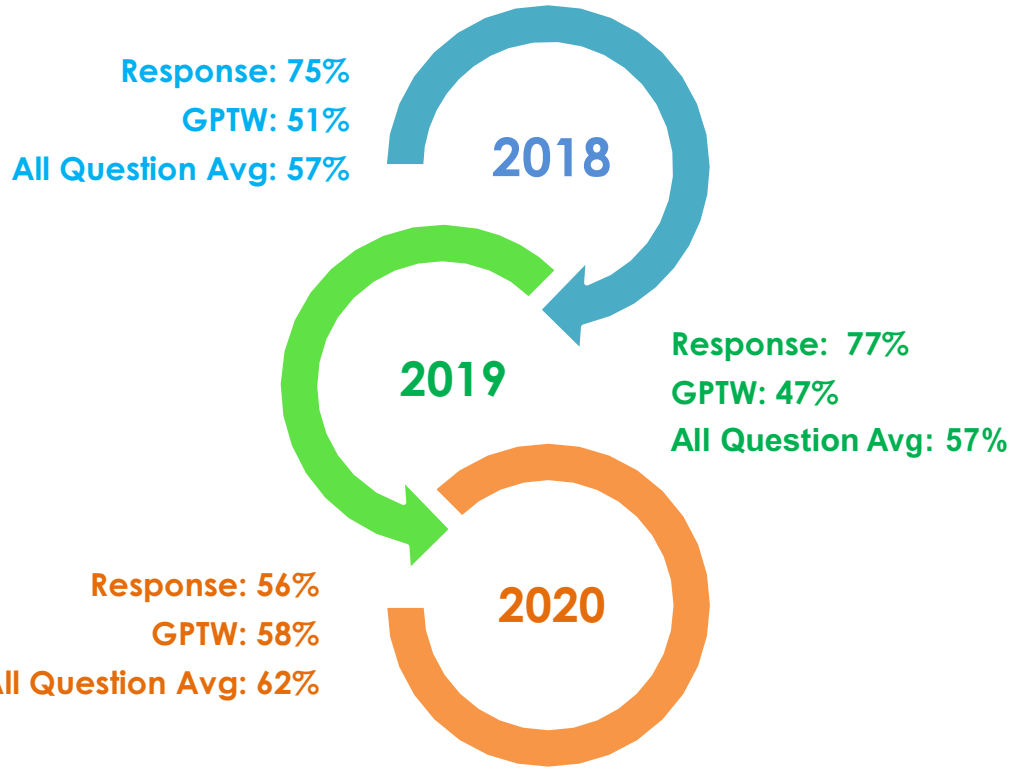
Banc Ceannais na hÉireann
Central Bank of Ireland
Eurosysteem

Great
Place
To
Work®

What is a great workplace?



Your Journey : In a Nutshell



This Year : Who responded?

- **Job Role**

628 Employee | **446** Supervisor/Manager | **42** Executive

- **Gender**

500 Female | **518** Male | **1** Non-Binary | **2** Not Listed | **1** Other | **91** Prefer not to say

- **Age**

52 less than 25 | **211** 26 to 34 | **505** 35 to 44 | **223** 45 to 54 | **83** 55+

- **Tenure**

11 up to 3 months | **14** 4 to 6 months | **29** 7 to 12 months | **97** 1 to 2 years | **146** 2 to 3 years | **278** 3 to 5 years | **218** 6 to 10 years | **99** 11 to 15 years | **109** 16 to 20 years | **110** 20+ years

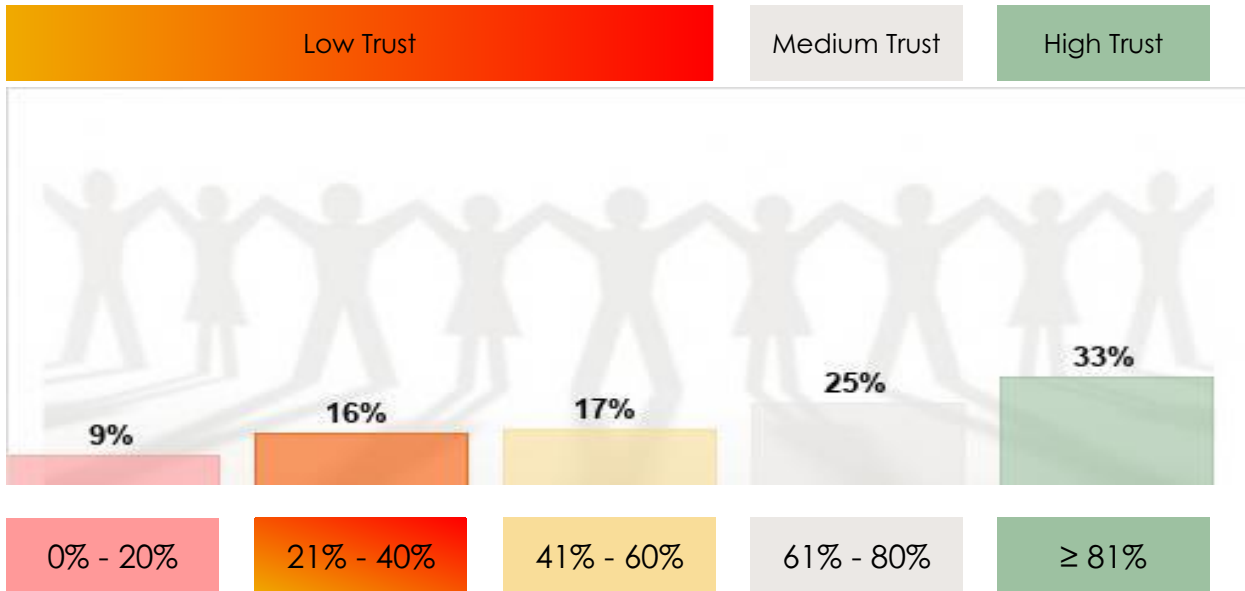
- **Work Status**

1088 Full Time | **32** Part Time

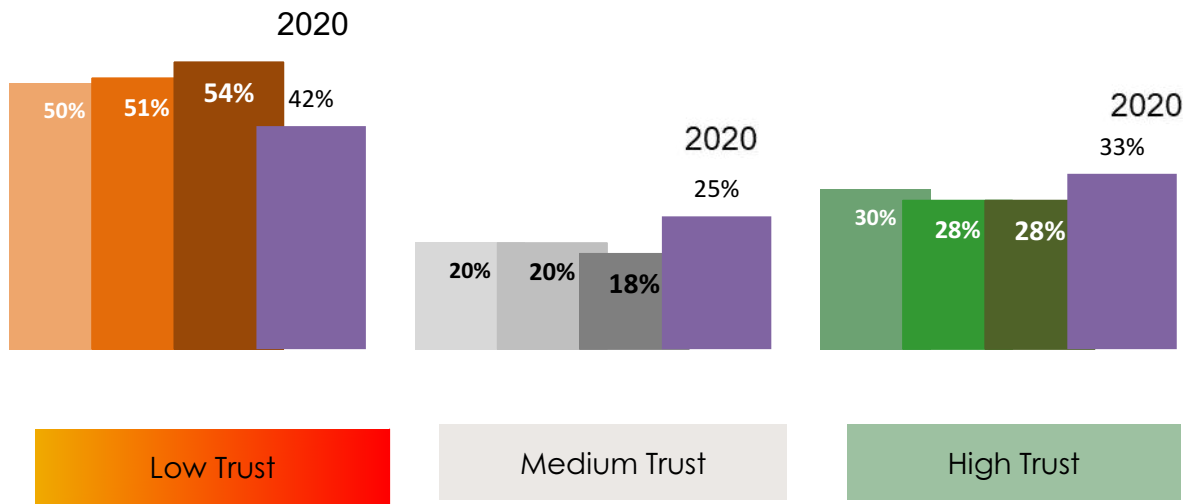
This Year : 'State of Trust'

X
42% have low levels of Trust

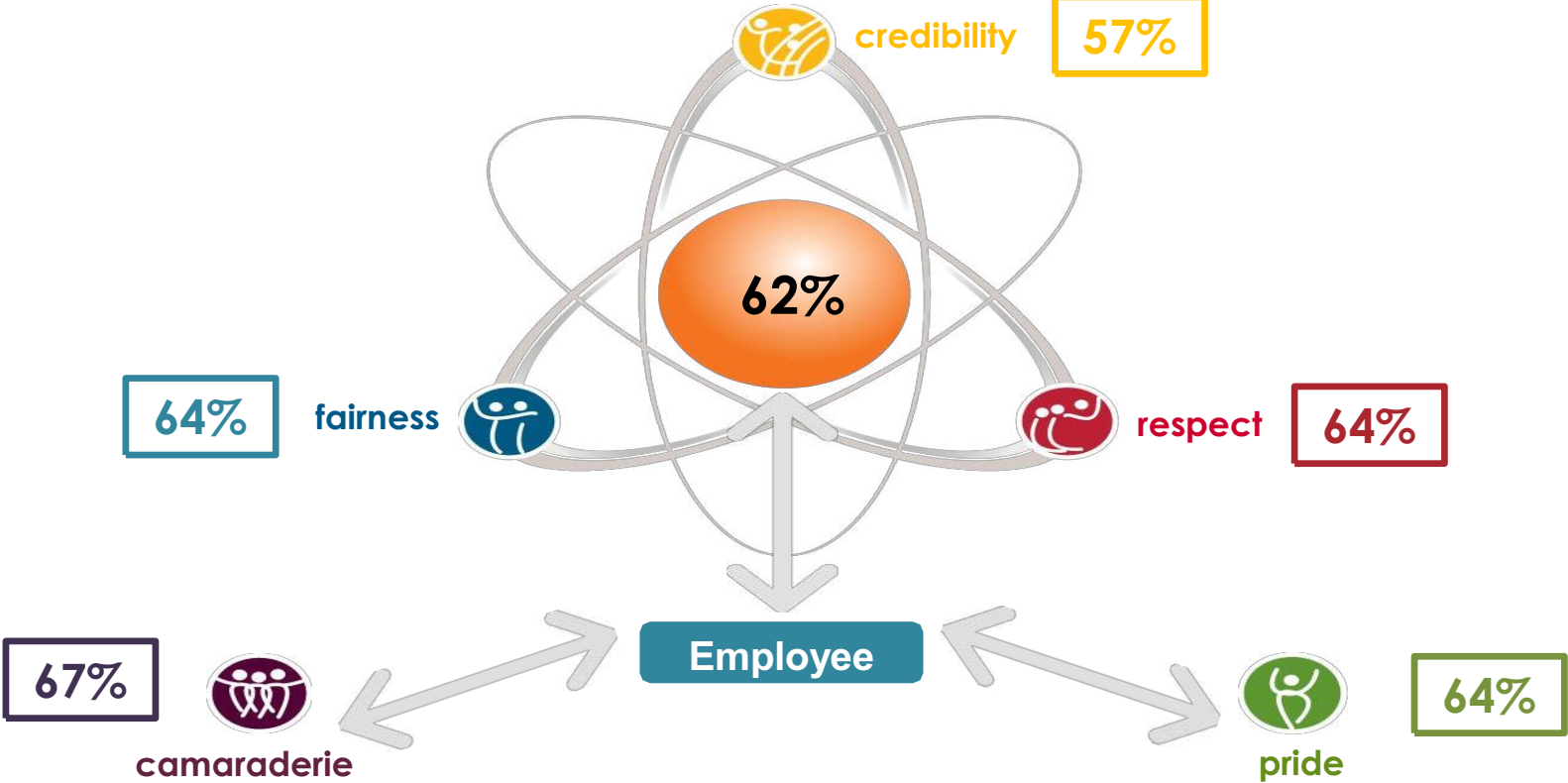
✓
33% have high levels of Trust



The Journey : Change in 'State of Trust'

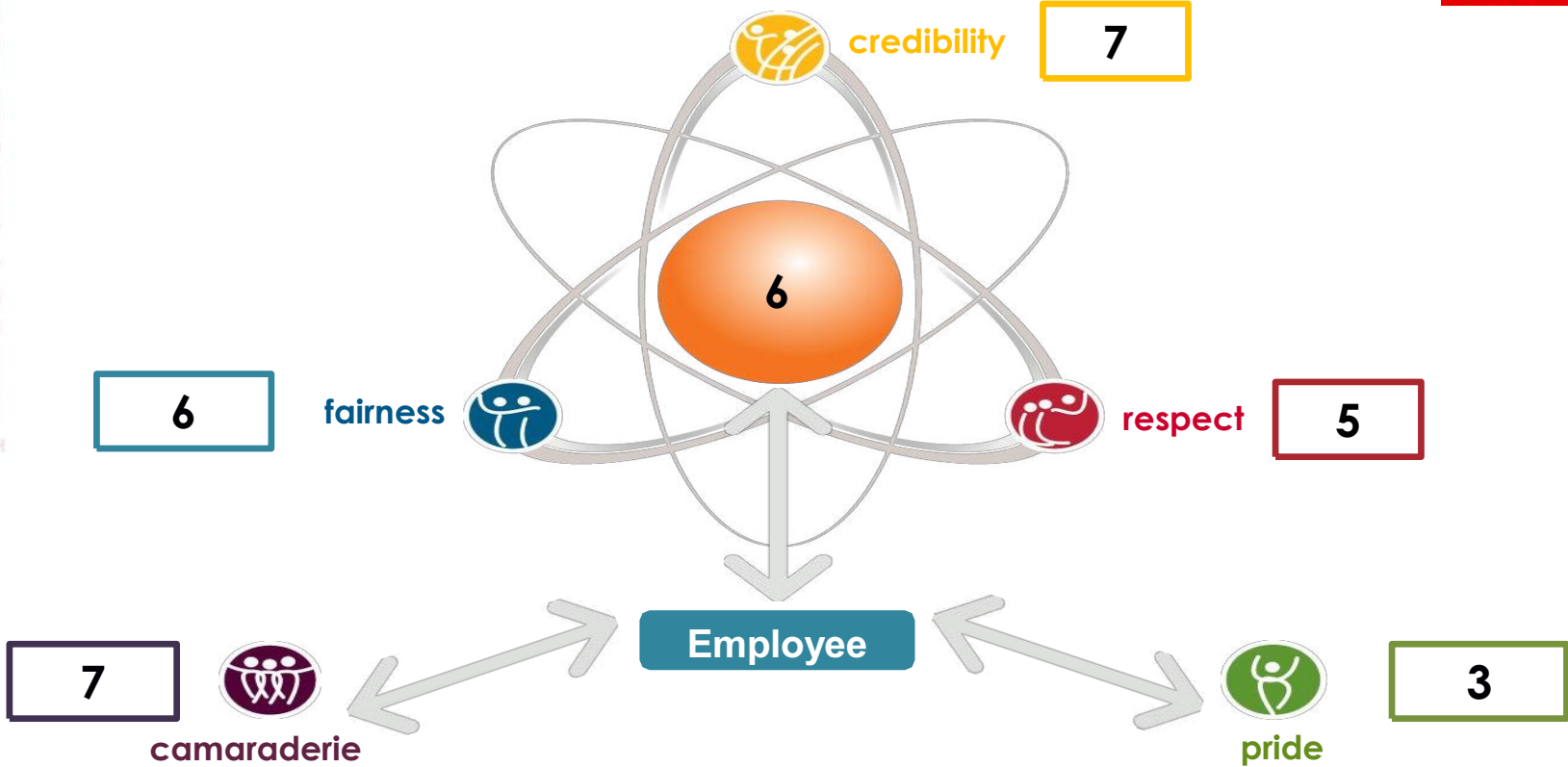


This Year : Overall Organisation

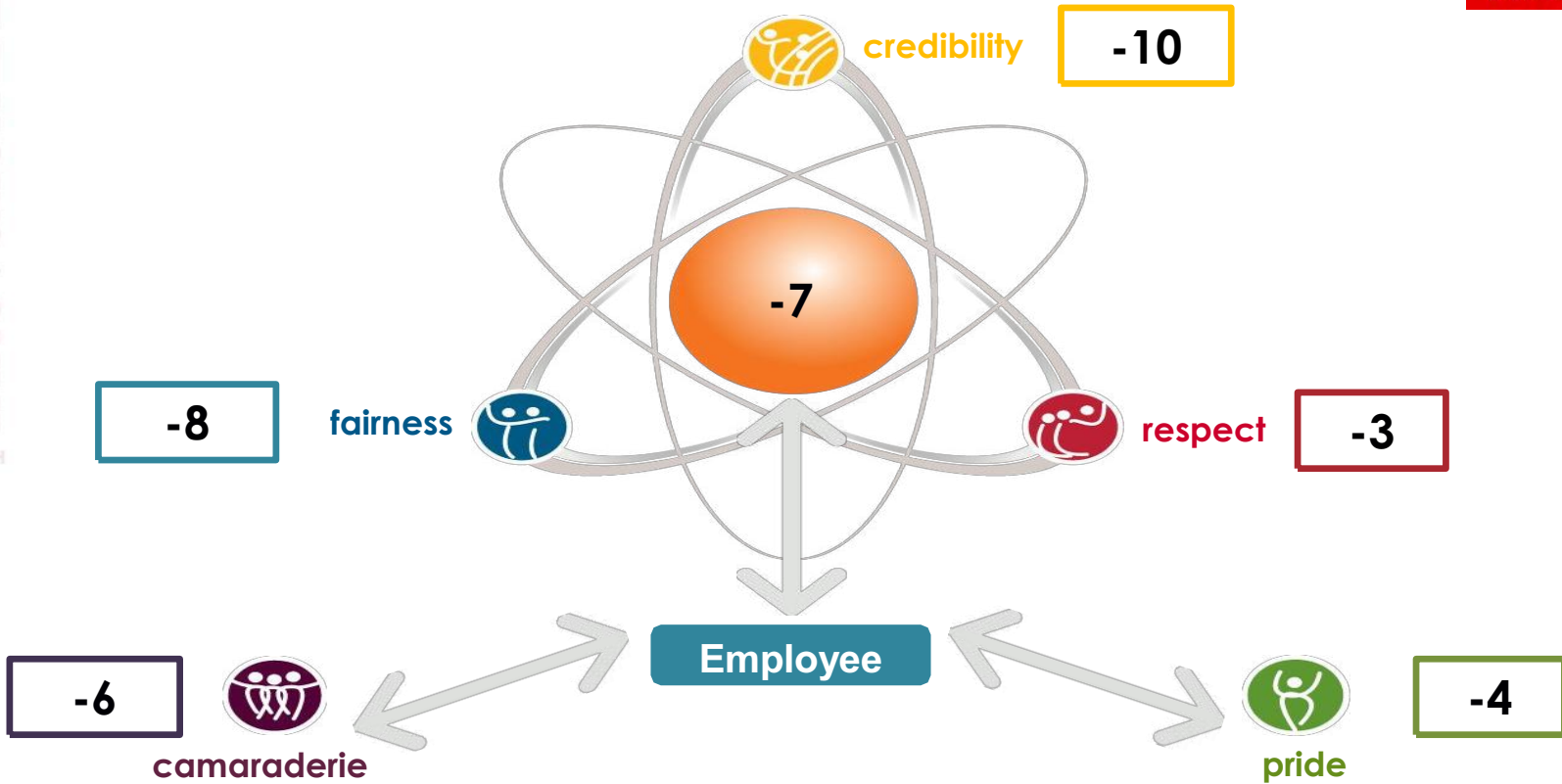


This Year Versus Central Bank 2019

ResearchGiltwork®
Passion Family Innovation



This Year Versus Cert




Spotlight on Achieving Organisational Objectives

Central Bank of Ireland	Your Score	Cert	Gap	Central Bank 2019	Gap
Communication & Involvement	52%	61%	-9%	44%	8%
Strategy & Direction	48%	69%	-21%	43%	5%
Management & Leadership	53%	65%	-12%	45%	8%
Performance Management	51%	60%	-9%	45%	6%
Empowerment & Accountability	61%	72%	-11%	51%	10%
Innovation & Continuous Improvement	50%	66%	-16%	48%	2%

Spotlight on Personal Best

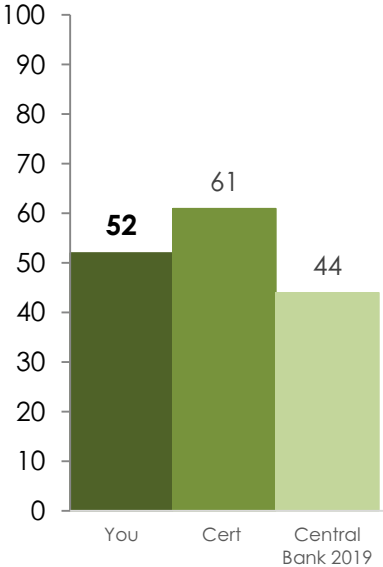
Central Bank of Ireland	Your Score	Cert	Gap	Central Bank 2019	Gap
Talent Management	51%	60%	-9%	44%	7%
Career & Development	69%	64%	5%	63%	6%
Recognition	55%	61%	-6%	47%	8%
Work Environment & Processes	74%	75%	-1%	63%	11%
Wellbeing	73%	68%	5%	71%	2%
Engagement	67%	69%	-2%	59%	8%

Spotlight on Teamwork

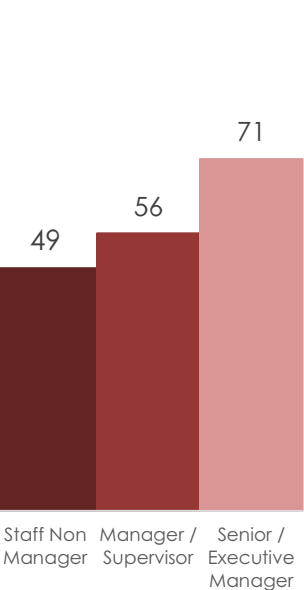
Central Bank of Ireland		Your Score	Cert	Gap	Central Bank 2019	Gap
	Reward	51%	57%	-6%	47%	4%
	Diversity & Inclusion	83%	86%	-3%	80%	3%
	Our Culture	67%	73%	-6%	61%	6%
	Teamwork	63%	70%	-7%	56%	7%
	Corporate Social Responsibility	79%	71%	8%	74%	5%

Communication & Involvement

Overall v Benchmark



Job Roles

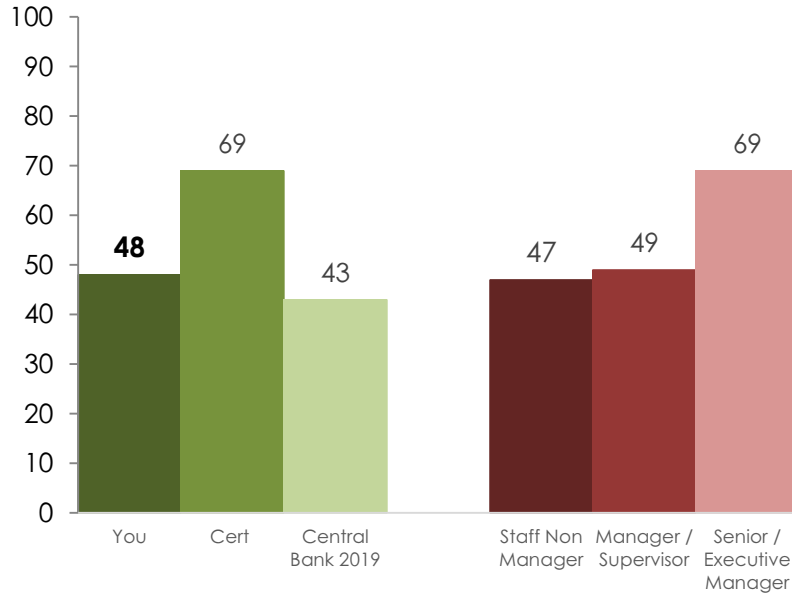


Survey Statements

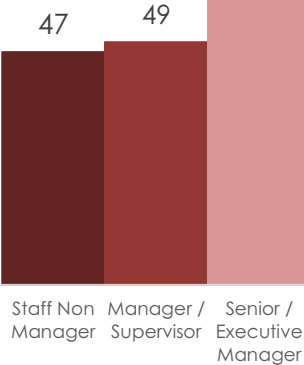
- ❖ [Redacted Statement]
YOU : 48% Cert : 61% Central Bank 2019 : 45%
- ❖ [Redacted Statement]
YOU : 63% Cert : 73% Central Bank 2019 : 56%
- ❖ [Redacted Statement]
YOU : 40% Cert : 51% Central Bank 2019 : 29%
- ❖ [Redacted Statement]
YOU : 57% Cert : 56% Central Bank 2019 : 46%

Strategy & Direction

Overall v Benchmark



Job Roles

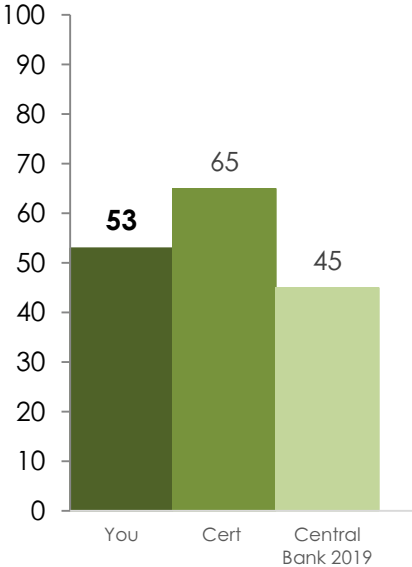


Survey Statements

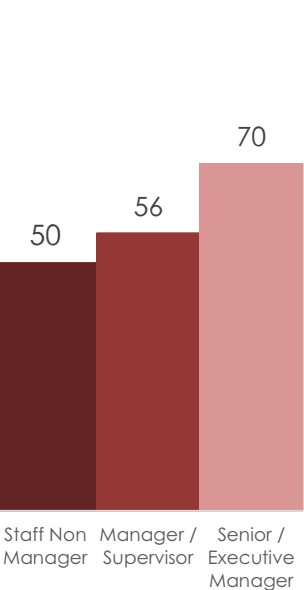
- ❖ [Redacted Statement]
YOU : 61% Cert : 76% Central Bank 2019 : 51%
- ❖ [Redacted Statement]
YOU : 46% Cert : 64% Central Bank 2019 : 39%
- ❖ [Redacted Statement]
YOU : 47% Cert : N/A Central Bank 2019 : N/A
- [Redacted Statement]
YOU : 39% Cert : 66% Central Bank 2019 : 38%

Management & Leadership

Overall v Benchmark



Job Roles

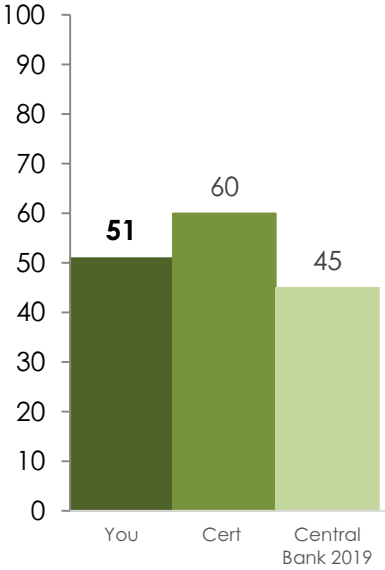


Survey Statements

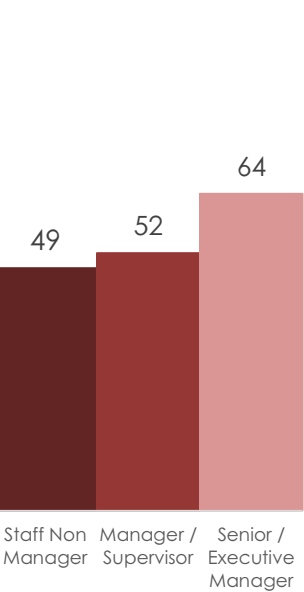
- ❖ [Redacted] YOU : 46% Cert : 55% Central Bank 2019 : 39%
- ❖ [Redacted] YOU : 44% Cert : 59% Central Bank 2019 : 37%
- ❖ [Redacted] YOU : 73% Cert : 78% Central Bank 2019 : 60%
- ❖ [Redacted] YOU : 44% Cert : 60% Central Bank 2019 : 34%
- ❖ [Redacted] YOU : 44% Cert : 59% Central Bank 2019 : 36%
- ❖ [Redacted] YOU : 58% Cert : 70% Central Bank 2019 : 50%
- [Redacted] YOU : 63% Cert : 74% Central Bank 2019 : 56%

Performance Management

Overall v Benchmark



Job Roles

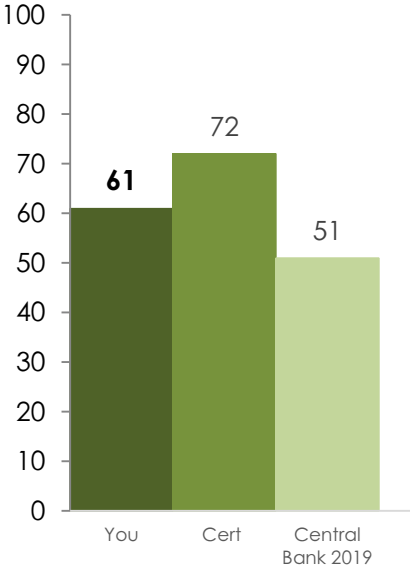


Survey Statements

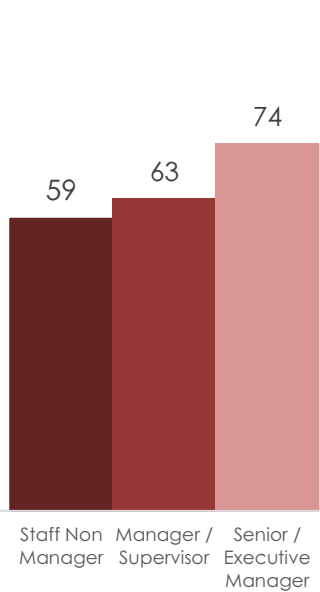
- YOU : 51% Cert : 62% Central Bank 2019 : 42%
- YOU : 71% Cert : 65% Central Bank 2019 : 52%
- YOU : 71% Cert : 61% Central Bank 2019 : 59%
- YOU : 28% Cert : 51% Central Bank 2019 : 25%
- YOU : 33% Cert : N/A Central Bank 2019 : N/A

Empowerment & Accountability

Overall v Benchmark



Job Roles

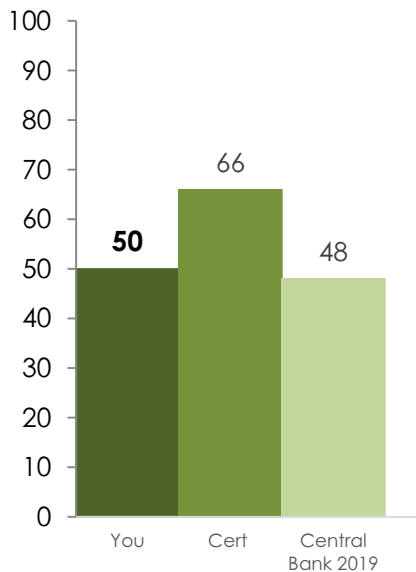


Survey Statements

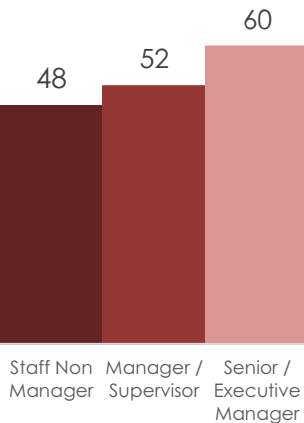
- ❖ [Redacted]
 YOU : 63% Cert : 77% Central Bank 2019 : 52%
- ❖ [Redacted]
 YOU : 73% Cert : 78% Central Bank 2019 : 62%
- ❖ [Redacted]
 YOU : 47% Cert : 62% Central Bank 2019 : 39%

Innovation & Continuous Improvement

Overall v Benchmark



Job Roles

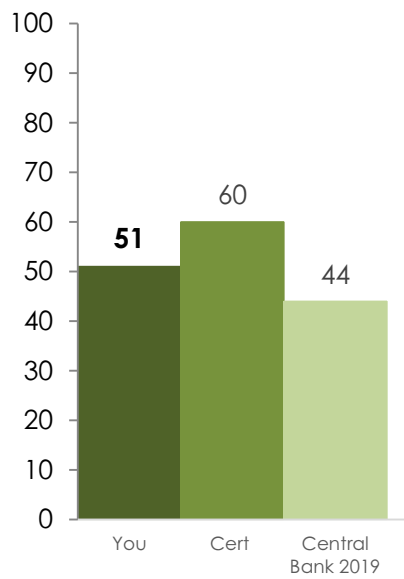


Survey Statements

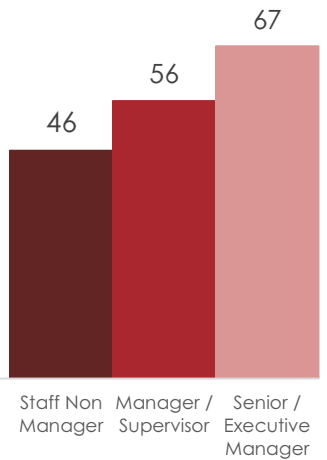
- ❖ [Redacted]
 - YOU : 54% Cert : 63% Central Bank 2019 : 44%
- ❖ [Redacted]
 - YOU : 60% Cert : 68% Central Bank 2019 : 52%
- ❖ [Redacted]
 - YOU : 38% Cert : N/A Central Bank 2019 : N/A
- ❖ [Redacted]
 - YOU : 51% Cert : N/A Central Bank 2019 : N/A
- ❖ [Redacted]
 - YOU : 47% Cert : N/A Central Bank 2019 : N/A

Talent Management

Overall v Benchmark



Job Roles

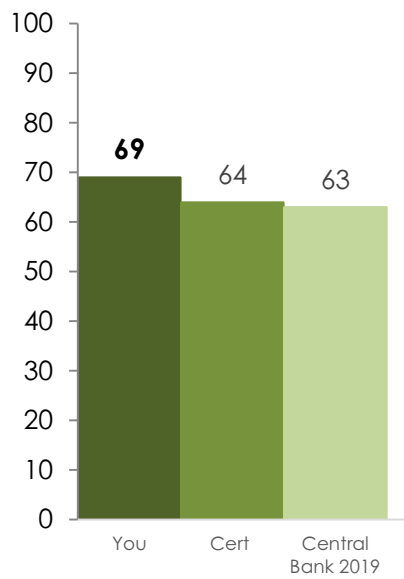


Survey Statements

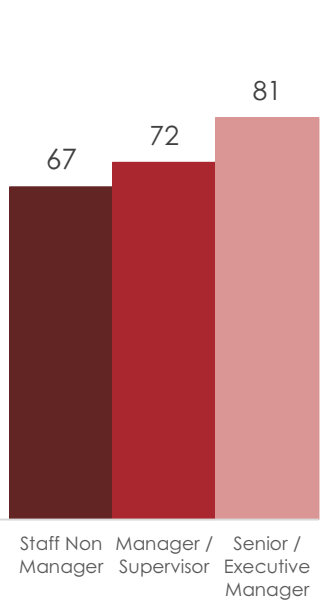
- ❖ [Redacted] YOU : 59% Cert : 65% Central Bank 2019 : 51%
- ❖ [Redacted] YOU : 42% Cert : 54% Central Bank 2019 : 36%

Career & Development


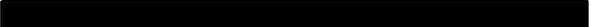

Overall v Benchmark



Job Roles

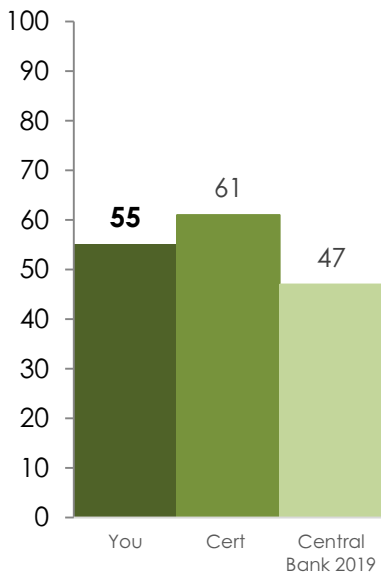


Survey Statements

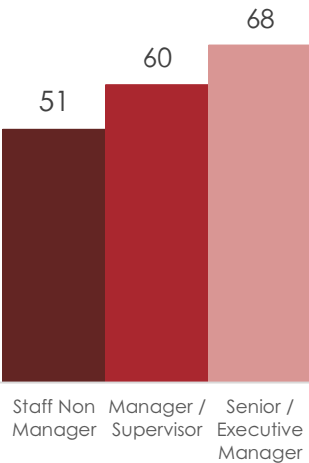
- 
YOU : 57% Cert : 59% Central Bank 2019 : 48%
- 
YOU : 69% Cert : 67% Central Bank 2019 : 62%
- ❖ 
YOU : 81% Cert : 65% Central Bank 2019 : 78%

Recognition

Overall v Benchmark



Job Roles

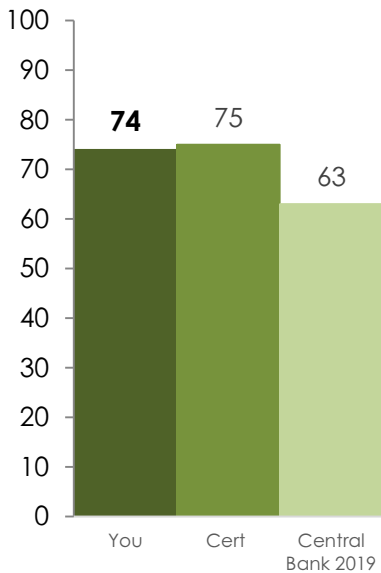


Survey Statements

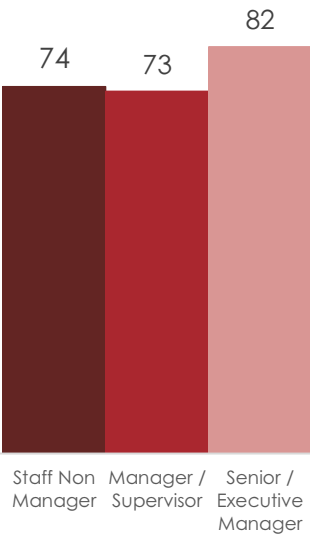
- ❖ [Redacted] YOU : 56% Cert : 60% Central Bank 2019 : 47%
- ❖ [Redacted] YOU : 61% Cert : 62% Central Bank 2019 : 55%
- ❖ [Redacted] YOU : 48% Cert : 60% Central Bank 2019 : 39%

Work Environment & Processes

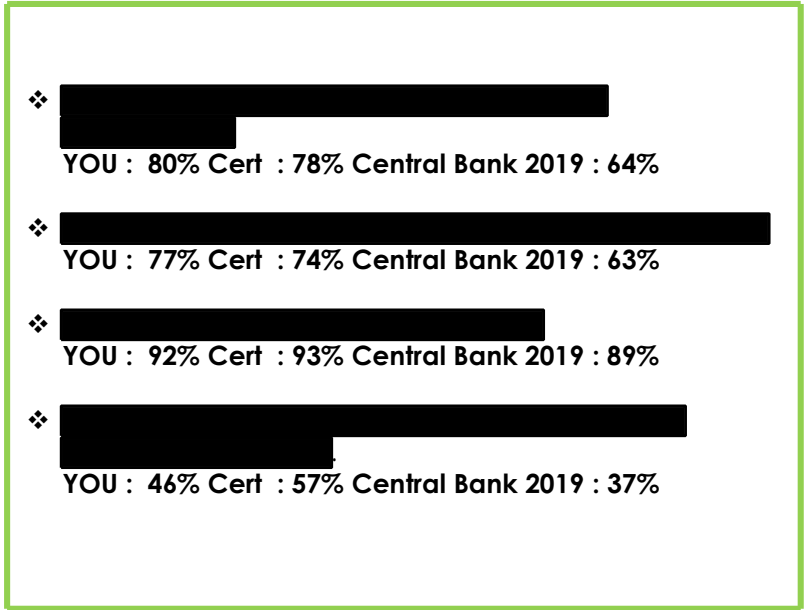
Overall v Benchmark



Job Roles

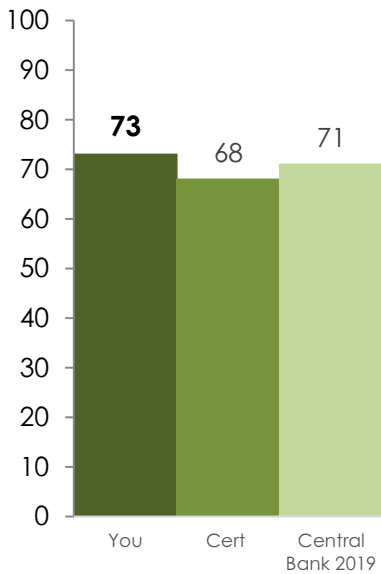


Survey Statements

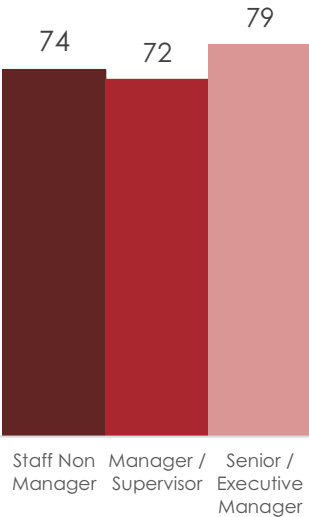


Wellbeing

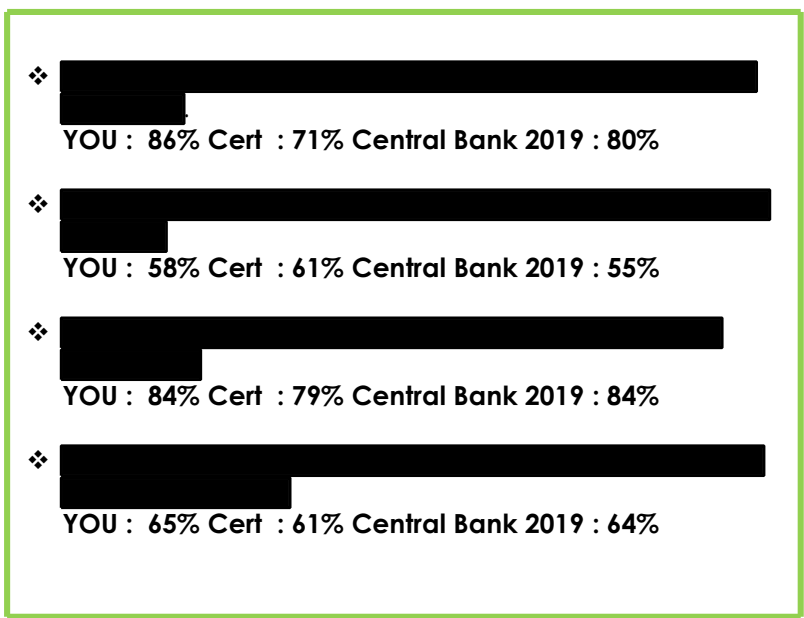
Overall v Benchmark



Job Roles

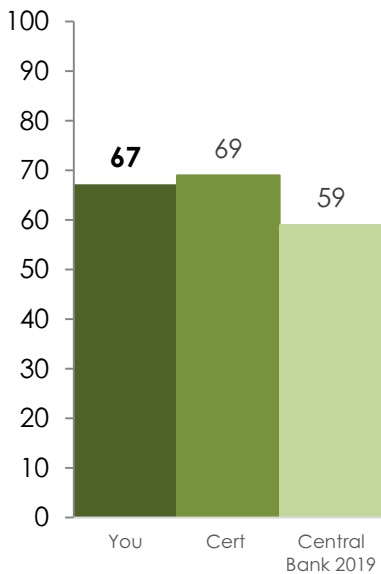


Survey Statements

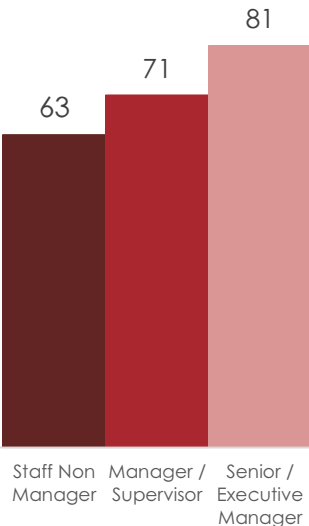


Engagement

Overall v Benchmark



Job Roles

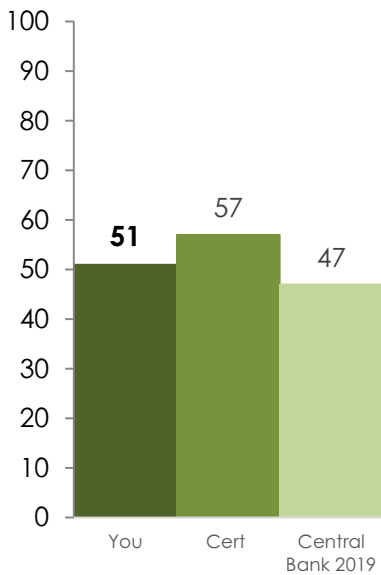


Survey Statements

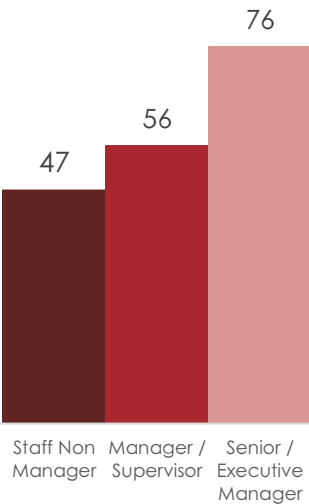
- ❖ [Redacted] YOU : 58% Cert : 68% Central Bank 2019 : 47%
- ❖ [Redacted] YOU : 68% Cert : 70% Central Bank 2019 : 61%
- ❖ [Redacted] YOU : 75% Cert : 72% Central Bank 2019 : 63%
- ❖ [Redacted] YOU : 64% Cert : 64% Central Bank 2019 : 56%
- ❖ [Redacted] YOU : 75% Cert : 78% Central Bank 2019 : 68%
- ❖ [Redacted] YOU : 72% Cert : 74% Central Bank 2019 : 64%
- ❖ [Redacted] YOU : 62% Cert : 61% Central Bank 2019 : 57%
- ❖ [Redacted] YOU : 59% Cert : N/A Central Bank 2019 : N/A

Reward

Overall v Benchmark



Job Roles

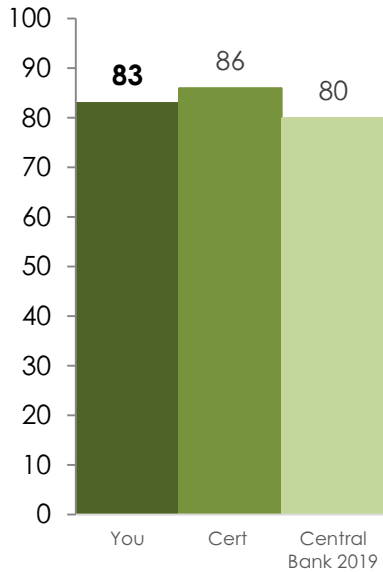


Survey Statements

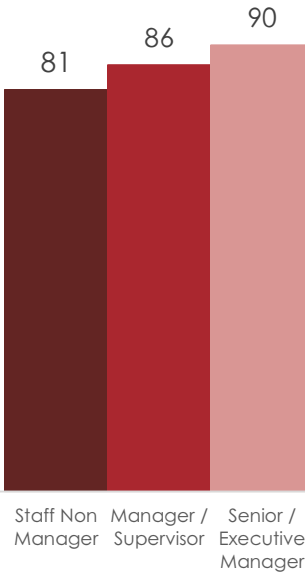
- ❖ **YOU : 55% Cert : 57% Central Bank 2019 : 46%**
- ❖ **YOU : 48% Cert : 57% Central Bank 2019 : 48%**

Diversity & Inclusion

Overall v Benchmark



Job Roles

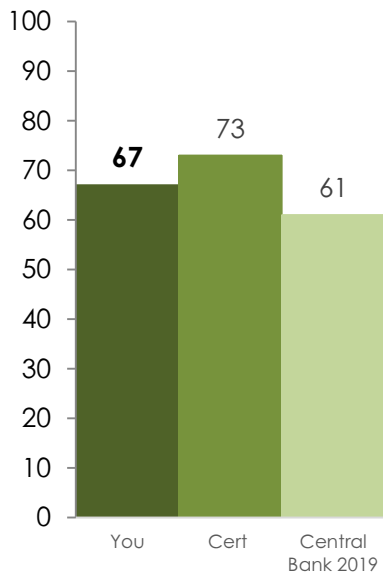


Survey Statements

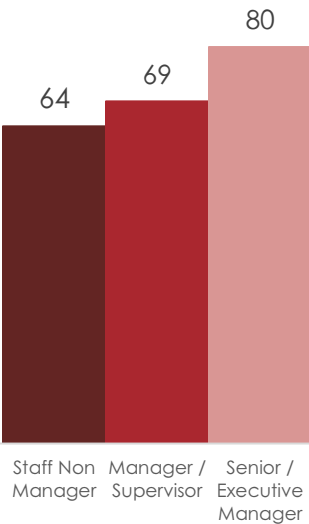
- ❖ [Redacted] YOU : 93% Cert : 93% Central Bank 2019 : 92%
- ❖ [Redacted] YOU : 73% Cert : 74% Central Bank 2019 : 62%
- ❖ [Redacted] YOU : 83% Cert : 89% Central Bank 2019 : 81%
- ❖ [Redacted] YOU : 91% Cert : 91% Central Bank 2019 : 90%
- ❖ [Redacted] YOU : 76% Cert : 83% Central Bank 2019 : 73%

Our Culture

Overall v Benchmark



Job Roles

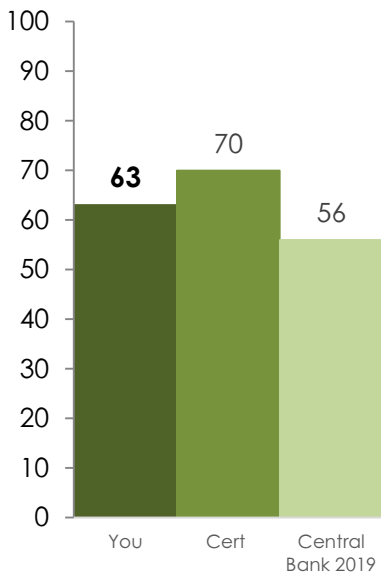


Survey Statements

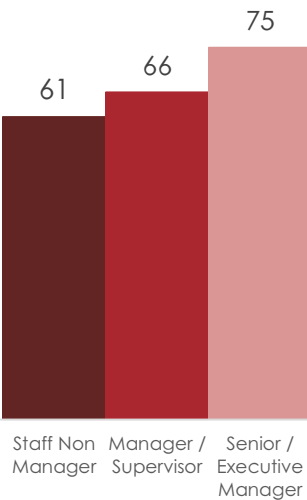
- ❖ [Redacted] YOU : 73% Cert : 77% Central Bank 2019 : 69%
- ❖ [Redacted] YOU : 57% Cert : 56% Central Bank 2019 : 46%
- [Redacted] YOU : 81% Cert : 87% Central Bank 2019 : 80%
- ❖ [Redacted] YOU : 38% Cert : 60% Central Bank 2019 : 37%
- ❖ [Redacted] YOU : 69% Cert : 75% Central Bank 2019 : 59%
- ❖ [Redacted] YOU : 82% Cert : 85% Central Bank 2019 : 76%

Teamwork

Overall v Benchmark



Job Roles

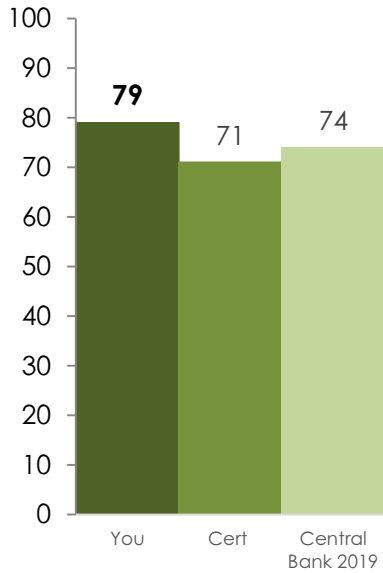


Survey Statements

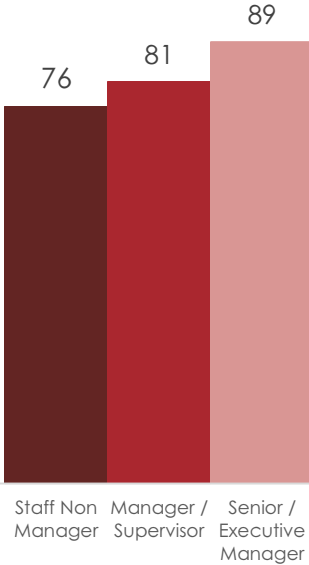
- ❖ [Redacted] YOU : 75% Cert : 75% Central Bank 2019 : 64%
- [Redacted] YOU : 49% Cert : 63% Central Bank 2019 : 42%
- ❖ [Redacted] YOU : 65% Cert : 68% Central Bank 2019 : 52%
- ❖ [Redacted] YOU : 65% Cert : 75% Central Bank 2019 : 64%

Corporate Social Responsibility

Overall v Benchmark



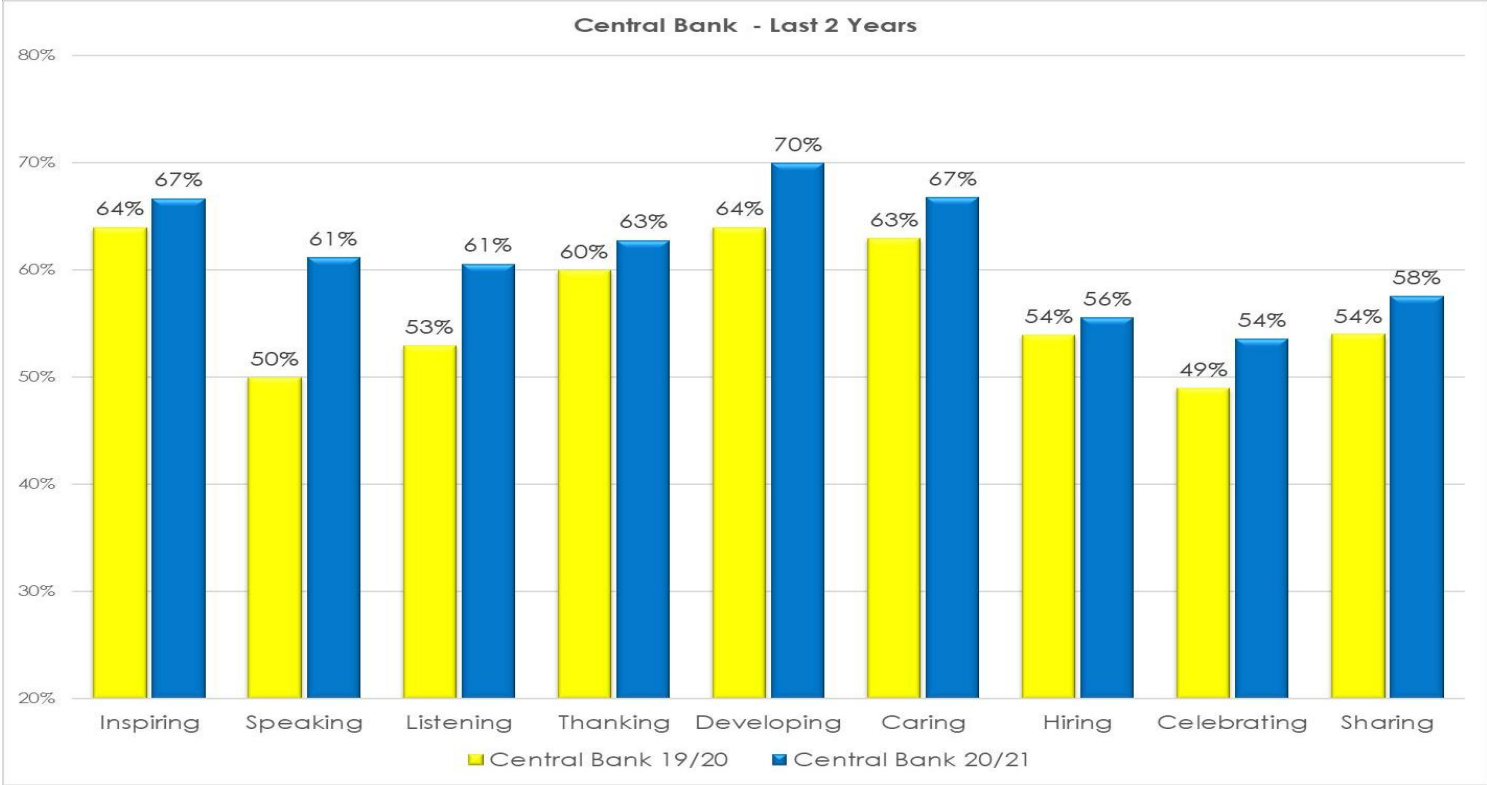
Job Roles



Survey Statements

- ❖ [Redacted]
 - YOU : 77% Cert : 71% Central Bank 2019 : 70%
- [Redacted]
 - YOU : 80% Cert : 71% Central Bank 2019 : 78%

Practice Area Scores – Last 2 Years





Success

Solution

Business Strategy

- Innovation
- Marketing
- Solution
- Marketing
- Analysis
- Ideas
- Success
- Management

- Innovation
- Marketing
- Solution
- Marketing
- Analysis
- Ideas
- Success
- Management

SOCIAL NETWORK

ADDITIONAL ANALYSIS



May | Jun | Jul | Aug | Sep | Oct | Nov | Dec

Spotlight on Pillars (Year on Year comparisons) – Slide 1 of 1

Pillars	2020	2019	Diff
CENTRAL BANKING (147)	65%	59%	+6
Delivering & Processing (BO/ BE) (7)	90%	58%	+32
FINANCIAL CONDUCT (266)	60%	55%	+5
GOVERNOR DIRECT REPORTS (103)	64%	-	
OPERATIONS (282)	60%	52%	+8
PRUDENTIAL REGULATION (325)	61%	59%	+2
SEM (10)	87%	88%	-1

Spotlight on Job Levels (Year on Year comparisons) – Slide 1 of 1

Job Levels	2020	2019	Diff
Delivering & Co-ordinating (369)	57%	52%	+5
Delivering & Processing (233)	63%	58%	+5
Leading & Enabling (88)	80%	74%	+6
Managing & Developing (397)	61%	57%	+4
Prudential Regulation (6)	87%	59%	+28
Shaping & Leading (11)	87%	88%	-1
Technical & General (35)	38%	33%	+5

Spotlight on Directorate (Year on Year) – Slide 1 of 3

Directorate	2020	2019	Diff
ASSET MANAGEMENT & INVESTMENT BANKING (78)	65%	67%	-2
CHIEF INFORMATION OFFICER (86)	61%	60%	+1
CHIEF OPERATIONS OFFICER DIRECT REPORTS (79)	69%	56%	+13
CONSUMER PROTECTION (85)	60%	53%	+7
CREDIT INSTITUTIONS SUPERVISION (80)	64%	62%	+2
CURRENCY & FACILITIES MANAGEMENT (74)	50%	37%	+13
ECONOMICS (37)	59%	53%	+6

Spotlight on Directorate (Year on Year) – Slide 2 of 3

Directorate	2020	2019	Diff
ENFORCEMENT (83)	64%	59%	+5
FINANCIAL OPERATIONS (56)	69%	71%	-2
FINANCIAL STABILITY (54)	65%	58%	+7
HUMAN RESOURCES (45)	61%	52%	+9
INSURANCE SUPERVISION (84)	56%	50%	+6
POLICY & RISK (44)	57%	51%	+6
PRUDENTIAL ANALYTICS & INSPECTIONS (87)	60%	58%	+2

Spotlight on Directorate (Year on Year) – Slide 3 of 3

Directorate	2020	2019	Diff
SECURITIES AND MARKETS SUPERVISION (54)	56%	54%	+2
SENIOR MANAGEMENT (11)	87%	88%	-1
STRATEGY & GOVERNANCE (102)	64%	-	-

Spotlight on Departments (All Question Average) – Slide 1 of 7

Department	Dept. All Question Avg.	Central Bank of Ireland All Question Avg.	Diff
CPSU (24)	64%	62%	+2
ENFA (61%)	61%	62%	-1
ENFI (35)	68%	62%	+6
FCD (33)	67%	62%	+5
FM (18)	60%	62%	-2
FMD (24)	70%	62%	+8
FR (32)	54%	62%	-8

Spotlight on Departments (All Question Average) – Slide 1 of 7

Department	Dept. All Question Avg.	Central Bank of Ireland All Question Avg.	Diff
FRGP (14)	60%	62%	-2
GOR (26)	68%	62%	+6
GSD (15)	61%	62%	-1
HRD (36)	58%	62%	-4
IAD (18)	72%	62%	+10
IBBD (27)	66%	62%	+4
IEA (8) 51%	51%	62%	-11

Spotlight on Departments (All Question Average) – Slide 1 of 7

Department	Dept. All Question Avg.	Central Bank of Ireland All Question Avg.	Diff
INSA (42)	59%	62%	-3
INSS (42)	54%	62%	-8
ISPD (23)	66%	62%	+6
ITDD (36)	58%	62%	-4
ITSD (7)	66%	62%	+4
LEG (24)	78%	62%	+16
MFD (17)	50%	62%	-12

Spotlight on Departments (All Question Average) – Slide 1 of 7

Department	Dept. All Question Avg.	Central Bank of Ireland All Question Avg.	Diff
MPD (9)	54%	62%	-8
MPOL (5)	55%	62%	-7
MRI (23)	60%	62%	-2
OD (9)	75%	62%	+13
ORD (27)	52%	62%	-10
PMO (9)	94%	62%	+32
PRHT (6)	73%	62%	+11

Spotlight on Departments (All Question Average) – Slide 1 of 7

Department	Dept. All Question Avg.	Central Bank of Ireland All Question Avg.	Diff
PROC (10)	82%	62%	+20
PSS (32)	68%	62%	+6
RAD (29)	61%	62%	-1
RCU (38)	63%	62%	+1
RES (20)	77%	62%	+15
RTD (27)	60%	62%	-2
SEC (14)	74%	62%	+12

Spotlight on Departments (All Question Average) – Slide 1 of 7

Department	Dept. All Question Avg.	Central Bank of Ireland All Question Avg.	Diff
SEM (11)	87%	62%	+25
SMAD (29)	61%	62%	-1
SMSD (24)	48%	62%	-14
SRD (15)	51%	62%	-11
STSD (24)	62%	62%	same
TDOD (20)	60%	62%	-2

Share - Acknowledge – Investigate - Understand

- **Share**
Associates already know the situation, only omissions surprise. Share existing int. best practice.
- **Acknowledge**
Even if something can't be fixed now, plan for when it can. Frustration is driven by lack of direction.
- **Investigate**
We've measured top line symptoms >>> need to identify root causes. Action can only address root cause.
- **Understand**
Some issues are hygiene factors, some are drivers of engagement. Others simply false perception.

Act Swiftly – Devolve - Ownership

- **Act swiftly**
Change is deliverable very quickly with guidance / backing. Change must be perceived before next survey.
- **Devolve**
Answers reside at front line. Associate involvement = psychological buy in & evidence of commitment
- **Ownership**
Without an accountable owner, action plans tend to wither and die through lack of focus

How We Can Help You

- **Facilitated focus groups**
...for deeper dive and root cause analysis by independent external third party
- **Advanced data analysis**
...to link to business performance metrics and to provide ROI
- **Additional internal / external benchmarking**
...identify internal best practice, external peer performance
- **Pulse survey**
...assess progress against corporate / regional improvement programmes

Thank
You!

Great
Place
To
Work®

Name 1 Great Place to Work Institute

Sum of Val.in rep.cur. Row Labels	2017	2018	2019	2020	2021	2022	Grand Total
4500068898	89,790.00	13,889.58	13,375.44		12,915.00		129,970.02
4500080619				81,070.00	490.00	3,075.00	84,635.00
Grand Total	89,790.00	13,889.58	13,375.44	81,070.00	13,405.00	3,075.00	214,605.02

Great place to Work Spend	
2017	89,790
2018	13,890
2019	13,375
2020	81,070
2021	13,405
Feb-22	3,075
Total	214,605