



# Gender Equality Plan

2023 – 2025



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## Foreword

I am delighted to present Enterprise Ireland's first **Gender Equality Plan (GEP)**. This detailed, future-focused and ambitious plan showcases our commitment to gender equality across the organisation, now and into the future. This action plan seeks to both acknowledge progress to date and to recognise and chart a roadmap to achieve further improvement.

The importance of Gender Equality – not just as a moral, societal or regulatory issue – but as a topic with enormous economic consequences has been well recognised, researched and communicated for many years. Building a gender equal world is also a key European Union objective. As far back as 2015, a McKinsey Global Institute report found that \$12trillion (or 11%) could be added to global GDP by 2025 by advancing women's equality.

At Enterprise Ireland, we continually work towards embedding an inclusive, diverse and equal culture and have taken a number of actions to demonstrate our commitment. For instance, we will be launching our new People Strategy THRIVE later this month which will include a pillar dedicated to ED&I and earlier this year have appointed a dedicated ED&I Lead, who is supported by a robust ED&I committee and collective of sponsors and ambassadors. Furthermore, in 2022, we issued our first Gender Pay Gap report that highlighted several initiatives to drive gender equality and extended a series of activities that will support our progression towards a gender equal organisation.

Across Enterprise Ireland, we benefit from a broadly gender-balanced workforce when we consider our overall workforce (59% women, 41% men), our Board (50% women, 50% men) and our department managers (43% women, 57% male) and our graduate programme (59% women, 41% men). Nonetheless, in the past, women have been under-represented in some senior positions and work is ongoing to address this. Personally, I am delighted that our Senior Leadership Team has increased to 38% female representation in 2023, up from 23% in 2021.

Equality benefits all of us, not just women, but employees of all genders and their families. Evidence shows that we all stand to gain from being a more inclusive and gender balanced workplace. We have done great work to ensure our clients prioritise this and it is only right that we should continue to progress this area ourselves.

As part of the development of this plan, I am proud that our organisational values are aligned to gender equality and that we have an action-oriented ED&I pillar – the ‘I’ of our THRIVE People Strategy.

Our entire organisation bears the responsibility for the success of this plan. We all have a role to play in ensuring the inclusivity of our policies, processes and day to day practices. Leaders make a difference, of course. Through my role as CEO, working with the Board and our Leadership team, I know as a collective we are committed, engaged and accountable for our role in this. There is much for us to do. I look forward to working together as a collective to show that this matters and demonstrate our gender equality progress.



A stylized, handwritten signature in black ink, appearing to read 'Leo Clancy'.

**Leo Clancy**  
Chief Executive Officer



# Our Inclusion, Diversity and Equality Journey so far

## Stakeholder Engagement

Consultation with Irish Centre for Diversity & DCU's Centre for Excellence in Diversity & Inclusion Professional Women's Network (PWN)

### EMPLOYEE CONSULTATION

- Investors in Diversity survey completed
- Focus groups completed
- Employee Engagement session for People Strategy THRIVE completed

### ED&I STRATEGY APPROACH

- ED&I Steering Group established
- Irish Centre for Diversity Bronze Certification achieved
- ED&I actions drafted under THRIVE

### EI LEADERSHIP TRAINING

- Introduction to ED&I
- Unconscious Bias
- LGBTQIA+
- Gender Matters
- Race awareness

### DEVELOP DIVERSITY STATEMENT & ACTION PLAN

- Based on Our Public Service Maturity Model
- Completed stakeholder consultation
- Ran a disability awareness series with Employers for Change
- Gender Pay Gap Report Published

## Launch Roadmap & Statement

- Agreed ED&I Statement
- ED&I statement, roadmap and measures of impact published
- Partnered with Open Doors
- Establish a gender equality implementation group
- Training for all ED&I implementation groups (including the gender equality group)
- Implement ED&I Actions under THRIVE

# Leading in a Changing World, Our Vision, Our Mission, Our Values & Our People Strategy

## THRIVE Pillars



## Our Values



## Our Mission

Accelerate the development of world-class Irish companies to achieve leading positions in global markets.

## Our Vision

Irish enterprises creating solutions for global challenges, delivering sustainable prosperity throughout Ireland.

## Our Ambition

To be the world's most successful enterprise development team

**Enabling meaningful outcomes for our clients, the economy in Ireland and beyond**



# Enterprise Ireland Values & Gender Equality



## We Are One Team

Women and Men as equal partners



## We Shape the Future

A future that is equal and equitable



## We Build Trust

Gender Equality is not a zero-sum game; we support and advocate for each other and for gender equality



## We Make a Difference

Striving for Gender Equality will make a difference to us as individuals, our teams, the organisation and all our stakeholders as a whole



## We Do The Right Thing

There is a clear moral case for Gender Equality (it is the right thing to do) ...there is also a regulatory case (it is the legal thing to do) and a business case (it is the smart thing to do)

# Our commitment to a culture of Equality, Diversity and Inclusion (ED&I)

Gender Equality is a central pillar of our ED&I Strategy and activity, and we recognise this as a key contributor to our company’s culture, employer brand, talent attractiveness and retention.

In parallel, Enterprise Ireland is also committed to providing career opportunities to marginalised members of society and this was solidified by Enterprise Ireland and Open Doors, co-signing a partnership in September 2022.

We are all proud to partner with this initiative to ensure that we are removing barriers to working in Enterprise Ireland and attracting the most diverse range of talent possible, as well as building a culture of inclusion where people can thrive in their careers.

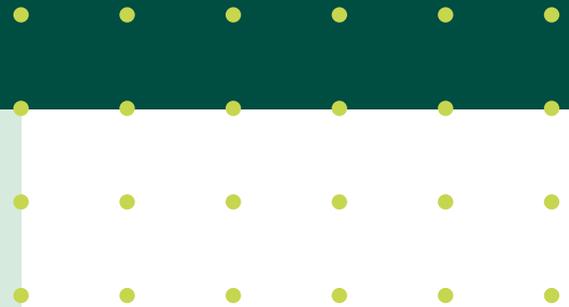
The Irish Centre for Diversity provides Ireland’s only Equality, Diversity and Inclusion (ED&I) mark for Irish businesses. The ED&I mark, enables businesses to be known as ‘Investors in Diversity’, providing a framework for success over three levels. Enterprise Ireland has started the journey, achieving Bronze, which is the first of the three stages in the Investors in Diversity ED&I Mark.



The following Equality, Diversity and Inclusion, Statement was developed by the ED&I Committee to represent the commitment of Enterprise Ireland towards strengthening our culture and making more progress in this important area.



*“Enterprise Ireland is dedicated to diversity and inclusion, ensuring equal opportunities for all. As One Team we celebrate and harness the diversity, individuality, & talents of all our people, to maximise impact for Irish society and the economy. We further commit to being an ED&I role model for all our stakeholders, by constantly striving to do the right thing”*





*“We know that gender equality in the workplace is essential and can only be achieved through an integrated approach across all the pillars of our People Strategy- THRIVE.*

*From ‘T’ for Talent and Career, ensuring that all colleagues have equal access to career development supports which will enable them to access career enhancing work, to ‘H’ for Health & Wellbeing where we commit to a culture of wellbeing and sustainable performance, where colleagues can access the balance that we know is important, to ‘R’ for Readiness for the future where we foster an agile culture which is progressive, adaptable and supports sustainability, to ‘I’ Inclusion, Diversity &*

*Equality-where we establish baseline metrics to target change to move the dial, to ‘V’ for Values and Purpose where we foster a culture of recognition, that engages and encourages people, to ‘E’ for Empowerment and Leadership where women can access Leadership Development supports to fuel their careers.*

*I am proud of the focus which Enterprise Ireland have placed on gender equality and positive that we can all collectively make a difference.”*

**Kathryn Whyte**  
Chief People Officer



*“I’m delighted to join Enterprise Ireland as Equality, Diversity and Inclusion Lead, working with the agency to enable our ongoing commitment to create a working environment that promotes inclusion, dignity and respect for all, including our employees, our clients and other stakeholders.*

*I look forward to partnering with the HR and OD teams as well as the Equality, Diversity and Inclusion Committee to realise our goal of gender equality.*

*We will implement initiatives which will ensure Enterprise Ireland is a gender balanced and inclusive organisation through a number of actions which include equal participation of men and women on committees, working groups and project teams. We will develop and introduce mentoring and sponsorship programmes for female talent and review our recruitment practices and family and flexibility policies. In addition to this we will work with managers and leaders to advocate for both men and women equally, ensuring Enterprise Ireland will be better positioned to nurture a workplace culture that means everyone is visible, and given access to the same opportunities.*

*As ED&I Lead, my role will include driving change that will ensure equality, diversity and inclusion are evident in our approach to all aspects of our people practices within Enterprise Ireland. Equality, diversity and inclusion is everyone’s responsibility and when we listen and celebrate what is both common and different, we become informed, more inclusive, and better as an organisation. I am proud to work with an organisation that is committed to progressing a culture of gender equality into the future.”*

**Keith Hussey**  
Equality, Diversity  
& Inclusion Lead

## What is Gender Equality?

**Gender Equality refers to the equal rights, responsibilities and opportunities of women and men and girls and boys. Equality does not mean that women and men will become the same but that women's and men's rights, responsibilities and opportunities will not depend on whether they are born male or female.**

Gender equality implies that the interests, needs and priorities of both women and men are taken into consideration, recognizing the diversity of different groups of women and men.

Gender equality is not a women's issue but should concern and fully engage men as well as women. Equality between women and men is seen both as a human rights issue and as a precondition for, and indicator of, sustainable people-centered development.

**Source:** United Nations Entity for Gender Equality and the Empowerment of Women (<https://www.un.org/womenwatch/osagi/conceptsanddefinitions.htm>)

## The European Union and Gender Equality

**The European Union's role in achieving gender equality includes promoting equal economic independence for women and men, closing the gender pay gap, advancing gender balance in decision making, ending gender based violence and promoting gender equality beyond the EU.**

Equality between women and men is one of the European Union's founding values. It goes back to 1957 when the principle of equal pay for work of equal value became part of the Treaty of Rome.

Over the past few decades, the EU has notably worked for:

- Equal treatment legislation;
- Gender mainstreaming (integration of a gender perspective into all policies);
- Specific measures for the advancement of women.

## Why create a Gender Equality Plan

**We align with the United Nation's Sustainable Goal<sup>1</sup> of increasing gender equality and see this as essential for Enterprise Ireland. All our people must feel that they belong, have a voice and can access opportunity in a fair and transparent manner throughout their career.**

By advocating for greater gender equality and the development of female talent within Enterprise Ireland, men and women will benefit from a more inclusive, engaged, productive and successful organisation and team dynamic.

Research<sup>2</sup> has shown that gender equality correlates with greater levels of trust in an organisation and that this in turn increases employees' retention (up 50%) and recommendations (up 88%) of such an organisation as a great place to work. Furthermore, other studies<sup>3</sup> have shown that greater gender equality leads to happier, healthier lives for men and women.

In parallel, Enterprise Ireland is participating in the NCP4HE Horizon Europe project. Horizon Europe is the EU's key funding programme for research and innovation. With the introduction of Horizon Europe, the European Commission made gender equality plans a requirement for many participants in its research framework programme.

1. <https://sdgs.un.org/goals/goal5>

2. <https://hbr.org/2017/01/the-neuroscience-of-trust>

3. <https://www.psychologytoday.com/gb/blog/the-economy-of-happiness/201907/gender-equality-improves-life-for-everyone>

# What is Enterprise Ireland's Gender Equality Plan?

The Gender Equality Plan will be supported by the appointment of a dedicated ED&I resource, in addition to a gender equality working groups and our [Gender Pay Gap Report](#), published in December 2022.

In addition, as Ireland's enterprise and innovation agency, we can play a powerful and wide-reaching role in driving gender equality ambitions (and ED&I standards more generally) of best practice. Our Gender Equality Plan focuses on results and is linked to Enterprise Ireland's Leading in a Changing World Strategy, our People Strategy THRIVE and our Mission and Values. The Gender Equality Plan was developed in consultation with our people and forms an integral part of our overall ED&I strategy. Specifically, our plan has five key enablers of success and key measurable actions under each that will foster a more gender equitable workplace.



## 1. DIVERSITY DATA

Establish a baseline for Enterprise Ireland's gender equality data and understand our diversity profile which will allow us to develop tailored gender equality solutions and make informed decisions.



## 2. INCLUSIVE LEADERSHIP

Embed inclusive leadership principles to our structure and culture and recognise and lean into our role as an influencer of Irish enterprise exemplifying the behaviours that will drive positive change. Ensure organisational policies on sexual harassment and other forms of gender-based violence are developed, supported and implemented.



## 3. RECRUITMENT & OPPORTUNITY

Review and continually improve our recruitment practices to ensure fair and balanced opportunities for all, understanding the barriers within our processes and ensuring the language in our recruitment adverts appeals to all genders.



## 4. LEARNING AND PROFESSIONAL DEVELOPMENT

Support continuous professional development and offer a wide range of learning and development opportunities including our online learning platform, professional business qualifications programme, networking and mentoring, and bespoke leadership development programmes. On a wider basis, provide training, capacity building and awareness related to all factors of ED&I for all levels across the organisation.



## 5. STRUCTURES & CULTURE

We have, and are committed to, introducing smarter work practices to enable a more flexible and sustainable performance based working culture that will foster a diverse talent pool. We are working to continuously enhance our policies and practices to ensure that all our employees are aware of and understand how to access them.

# Delivering on our Gender Equality commitments – Our Plan of Action



## Objective 1: Diversity Data

Establish a baseline for Enterprise Ireland's gender equality data and understand our diversity profile which will allow us to develop tailored gender equality solutions and make informed decisions

Key Measurable Actions	Responsibility	Timeline
Deploy and customise diagnostic tool to establish an ED&I baseline and target a benchmark of ED&I metrics and create an action plan to address key gaps and opportunities	ED&I Lead	2023
Prepare and publish an annual report for Enterprise Ireland's Board and senior management on Enterprise Ireland's gender pay gap and other gender related statistics and trends	ED&I Lead/HR	Annual
Identify key data measures and success milestones to include gender representation statistics.	ED&I Lead	2023
Review current employee profiles, and analyse recruitment and selection data to understand if barriers exist in the current processes	ED&I Lead/HR	Annual
Review current data in relation to training, mentoring, sponsorship, leave, gender related policies and employee voice through specific surveys	ED&I Lead/HR/OD	Annual
Review and enhance people policies, processes, and supports to ensure they meet end-to-end organisation, ED&I, legislation, and business requirements, and reflect Enterprise Ireland Values and Behaviours	HR/ED&I Lead	2023 – 2025





## Objective 2: Inclusive Leadership

Embed inclusive leadership principles to our structure and culture and recognise and lean into our role as an influencer of Irish enterprise exemplifying the behaviours that will drive positive change.

Key Measurable Actions	Responsibility	Timeline
Establish a visible governance over ED&I with the guidance of the newly appointed ED&I Lead	ED&I Lead	2023
Establish an ED&I organisational Implementation Group and working groups on ED&I topics including gender equality	ED&I Lead	2023
Integrate ED&I including gender equality considerations into annual and strategic planning processes for all teams (divisional to work teams)	ED&I Lead/HR/OD (Business Partners)	2023
Establish Leadership team volunteers to become champions of ED&I initiatives and identify champions of change throughout the organisation. Provide champions with the supports and resources to promote and encourage gender and diversity across Enterprise Ireland.	ED&I Lead/SLT/ED&I Groups	2023
Identify and promote female role models within Enterprise Ireland at key internal events	ED&I Lead/HR/OD	Annual
Seek out the views (and support) of key Enterprise Ireland clients and leverage their success, where appropriate	ED&I Lead	2024
Ensure leaders and people managers examine how projects and development opportunities are allocated	ED&I Lead/HR/OD Business Partners	2024
Organise a 'women in leadership' seminar for Enterprise Ireland senior management and other key internal stakeholders to consider positive actions to progress gender equality	ED&I Lead	2023
Ensure Enterprise Ireland is represented on the Civil and Public Sector Domestic Sexual Gender Based Violence Working Group and contribute to the development of a Domestic Sexual Gender Based Violence Policy for the Civil and Public Service.	ED&I Lead	2023
Build Leadership awareness on ED&I issues and the benefits of ED&I and ensure ED&I is built into the Enterprise Ireland Leadership Model	ED&I Lead/OD	2024



## Objective 3: Recruitment & Opportunity

Review and continually improve our recruitment practices to ensure fair and balanced opportunities for all, understanding the barriers within our processes and ensuring the language in our recruitment adverts appeals to all genders

Key Measurable Actions	Responsibility	Timeline
Review and enhance Enterprise Ireland's recruitment model (including job descriptions, interview guides etc.) to ensure they meet end-to-end organisation, ED&I, legislation, and business requirements, and reflect the Enterprise Ireland Values and Behaviours	HR/ED&I Lead/OD	2024
Review current employee profiles, and analyse recruitment and selection data to understand if barriers exist in the current processes with a focus on women applying for senior positions	ED&I Lead	2024
Introduce gender neutral language into job descriptions, candidate communications and across internal & external platforms as a whole	ED&I Lead/HR	2024
Profile and create awareness of the key aspects of senior roles in Enterprise Ireland to encourage more applications from female talent	ED&I Lead/HR	2024
Review, update and implement annual lateral mobility process	ED&I Lead/HR/OD	2023
Review the criteria, processes and procedures for promotion within Enterprise Ireland to ensure there are no biases (including increased transparency and understanding of what is needed to progress to the next level; and consistently applied competency frameworks for each hierarchical level)	ED&I Lead/HR	2024
Critically review metrics for deciding promotion	ED&I Lead/HR	2023
Perform in-depth exit interviews of all talent and apply the learnings	ED&I Lead/HR	2024



## Objective 4: Learning & Professional Development

Support continuous professional development and offer a wide range of learning and development opportunities including our online learning platform, professional business qualifications programme, networking and mentoring, and bespoke leadership development programmes. On a wider basis, provide training and awareness related to all factors of ED&I for all levels across the organisation

Key Measurable Actions	Responsibility	Timeline
Develop and roll out an ED&I programme which will deliver workshops on a wide range of ED&I topics including gender advocacy, inclusive leadership, unconscious bias, cultural awareness, talent sponsorship & mentoring	ED&I Lead/OD	2023- 2025
Showcase the value of diversity, equality and inclusion as part of our ED&I Awareness Programme, through running an organisation wide panel of speakers at the Enterprise Ireland Summit	ED&I Lead/OD	2023
Develop and roll out guidelines for ensuring gender balance, inclusion and participation on committees, working groups and project teams	ED&I Lead	2024
Develop and roll out guidelines to ensure gender inclusion and participation in conferences, events and meetings	ED&I Lead	2023
Develop gender-sensitive communication guidelines for Enterprise Ireland	ED&I Lead/OD	2024
Encourage managers to sponsor female colleagues and support them in developing a career development plan.	ED&I Lead	2023
Embed the IMI/30% Club Mentoring Programmes as a core organisational programme, for both Mentees and Mentors.	ED&I Lead/OD	2024
Develop and introduce mentoring, coaching and sponsorship programmes for female talent including providing training to prospective participants	OD	2023
Build partnerships with organisations on ED&I projects (including gender equality) that build awareness and contribute to community outreach initiatives	ED&I Lead/OD	2024
Extend involvement in the Let's Lead – Women in Leadership Program run by DCU – Partnerships in general and include all	ED&I Lead/OD	2023



## Objective 5: Structure & Culture

Strengthen our smarter work practices to enable a more flexible and sustainable performance based working culture that will foster a diverse talent pool. We are working to continuously enhance our policies and practices to ensure that all our employees are aware of and understand how to access them.

Key Measurable Actions	Responsibility	Timeline
Monitor and report on gender equality data collected on an annual basis. Annual reporting will feed into a review of progress against the aims and objectives of the Gender Equality Plan. The review will enable Enterprise Ireland to understand progress, identify where activities are having an impact, and where obstacles persist throughout the life of the Gender Equality Plan	ED&I Lead	Annual
Develop a code of conduct to address sexism and inappropriate behaviour in the work environment	ED&I Lead	2023
Leverage both internal and external platforms to highlight and promote Gender Equality Plan activities, encouraging feedback & engagement	ED&I Lead/OD	2023 – 2025
Encourage the establishment of gender equality networks that provide a psychologically safe environment for the sharing of community stories, issues & ideas for change/celebration. Provide appropriate supports (independence, funding, visibility, governance)	ED&I Lead/ED&I Working Group	2023
Review, through a gender equality lens, the processes and procedures for flexible working and ensure smart solutions in terms of where and when work is performed and how it is evaluated.	ED&I Lead/HR	2023/2024
Support job sharing at senior levels, communicate testimonials of successful application of smart working and track utilisation of various flexibility initiatives.	ED&I Lead/HR	2023/2024
Review and update family leave policies and parental supports and ensure enhanced awareness and communicated utilisation by both men and women	ED&I Lead/HR	2023/2024
Establish a menopause policy, pilot menopause training for volunteers and people managers, and run a period dignity pilot	OD	2023
Provide extensive opportunities for the voice of employees to be heard and valued through townhalls, focus groups, webinars, pulse surveys	ED&I Lead/OD	Annual
Continue to engage with the Irish Centre for Diversity with the ambition of achieving Silver accreditation by 2024 and Gold status by 2026	ED&I Lead	Annual
Pilot, implement and review a 'return to work' course and supports for employees (and managers) returning from maternity and adoptive leave	ED&I Lead/HR	2023 -2025
Pilot, implement and review a 'return to work' course and supports for employees (and managers) returning from long term absences, career breaks and secondments.	ED&I Lead/HR	2023

# Our approach to support the success of the Gender Equality Plan

Successful implementation of our gender equality plan of action requires clear communication, visible support and careful co-ordination across Enterprise Ireland. We summarise this approach through the three levers of Education, Advocacy and Management, as noted below.



## Educate

- Provide a psychologically safe environment to encourage the sharing of experiences, challenges & ideas for change/celebration
- Inform all Enterprise Ireland employees and improve awareness on key gender equality topics
- Event-driven engagement across Enterprise Ireland



## Advocate

- Bravely and powerfully leverage the freedom for fresh thinking
- Communicate clear recommendations and partner the drive for change
- Review and update policy & practice
- Benchmark best practice from within and externally



## Manage

- Community activity
- ED&I Implementation Group and Gender Equality Group activation & support
- ED&I Implementation Group and Gender Equality Group Sponsor / Chair relationship and encourage/challenge/mediation with Enterprise Ireland's SLT to deliver change

### ITS SUCCESS DEPENDS ON:

- ✓ Independence
- ✓ Visibility
- ✓ Stakeholder Trust
- ✓ ED&I Collaboration
- ✓ Providing a provocative business challenge
- ✓ Recognition
- ✓ Incentivisation
- ✓ Professionalism



### GOVERNANCE:

The governance and tracking of the actions are a key requirement for the success of the Gender Equality Plan.

The ongoing progress of the plan will be reported to the Executive Committee, the Strategic Resourcing and People Board Sub-Committee, and the Board.

### MEASURING AND EVALUATING:

We will measure our success under each of the 5 enablers of the Gender Equality Plan by monitoring and tracking our progress against the following workplace gender equality indicators;

1. Ratio of men to women in workforce, overall and by teams.
2. Ratio of men to women in leadership and management positions, including board, executive, senior and middle management level.
3. Ratio of male and female new hires and internal promotions, by level and department.
4. Ratio of male and female employees participating in leadership development and mentoring initiatives.
5. Average salary gap between female and male staff members across Enterprise Ireland and by department.
6. Comparison of male and female staff and managers who use flexible work arrangements.
7. Comparison of male and female staff who use and return from parental leave with continued employment for 12 months.
8. Changes in staff perception of workplace culture as measured by annual staff survey: Review questions being asked on annual surveys to ensure there are specific questions about gender equality.
9. Reported incidents of sex-based discrimination and harassment: Track numbers, patterns, and responses internally within Enterprise Ireland and externally.

## What our colleagues say



*“The Let’s Lead programme provided very useful insights into the particular career and progression barriers women encounter. I completed the course with a rekindled ambition to be a driver of change, ideally through progression into roles that could have a broader impact. The course and the coaching provided me with the confidence to articulate once again that ambition and plan for career progression. I can do this in my current role in the conversations and mentoring of the women and men I work with and in the informal mentoring of the many colleagues who come to me seeking advice. Doing this with renewed vigour and with better facts and evidence has been the most rewarding experience and motivates me on a weekly basis to achieve more for others and to be the best role model I can be.”*

**Deirdre McPartlin**

Regional Director, UK, Nordics & Global Procurement



*“I joined Enterprise Ireland as an Executive Assistant within the Regions & Entrepreneurship Division in 2021 after completing an MSc in Management Strategy at Dublin City University. To date, I have been afforded many opportunities to grow and develop as a result of a supportive organisation. I have been involved in various cross departmental roles which have provided me with the opportunity to gain valuable experience and progress quickly within the organisation. I have assumed a new role as Assistant Development Adviser within the Dublin region. I have been fortunate to have worked alongside excellent mentors who have provided me with valuable career advice and feedback which has led to further personal development. I have greatly benefited from the trust of my colleagues and the development training provided by Enterprise Ireland and I am excited by my future prospects.”*

**Niall Groome**

Assistant Development Adviser



*“Gender equality is a strategic imperative and should be talked about alongside profits and exports. While uncomfortable for some at first, with the right approach, identifying what success looks like for each stakeholder, a gender equality plan can greatly enrich an organisation, bringing diversity of thought and new ways of working. I have met so many women throughout my career who are passionate about equality and who are making a difference. I am meeting many men who are committed to achieving gender equality, realising the value of women’s perspectives and more aware of women’s needs in the workplace. I am proud to lead on ‘The Level Project,’ which aims to help leaders to resource their organisations to reach ambitious goals while making them aware of their responsibility to help their teams realise their full potential, without bias.”*

**Sinead Lonergan**

Women in Business Manager



