



Banc Ceannais na hÉireann
Central Bank of Ireland

Eurosystem

Our Employee Engagement Survey 2023

Initial Key Results

For ELT Members, 01 November 2023

Introduction

ABOUT OUR EMPLOYEE ENGAGEMENT SURVEY

- **First employee engagement survey in two years** - the last similar survey was in November 2021 using Great Place to Work (GPTW).
- **Survey included 32 questions** relating to the drivers of engagement. Questions were drawn from Glint's taxonomy of questions taking account of the Central Bank's context and priorities.
- **Much shorter than previous surveys**, typically taking less than 10 minutes to complete.
- Respondents had the **option of leaving a comment after every question**.
- **All employees working in the Central Bank on or before 31 August 2023** were invited to complete the survey.
- Survey was **open from 16 – 27 October 2023**.
- **Supported by significant communications & engagement activities** including information sessions attend by over 380 leaders and managers

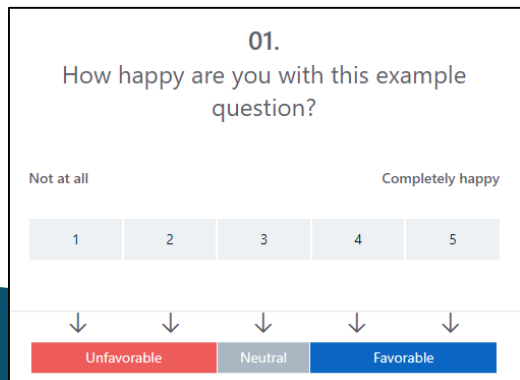
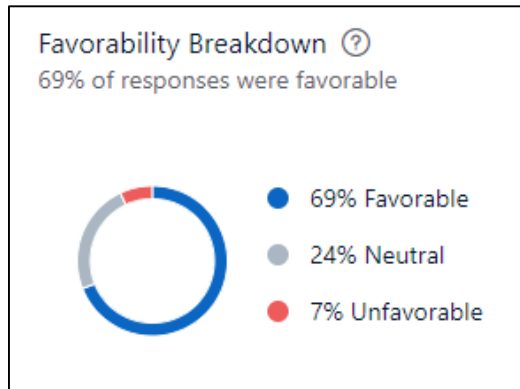


Employee Engagement Score

ORGANISATIONAL ENGAGEMENT SCORE 2023

71

Favourability Breakdown



- Our Engagement Score is 71 out of 100
- It is an average of responses to the following two questions:
 1. I would recommend Central Bank of Ireland as a great place to work.
 2. How happy are you working at Central Bank of Ireland?
- Our engagement score is four points below the Glint Global Benchmark of 75
- This global benchmark is the mean engagement score of approx. 1,300 Glint client companies across different industries and countries
- Unlike GPTW, the benchmark is not a specific certification standard, but it does provide a useful level-setting comparison
- Over time, our own organisational trends and internal comparisons will provide valuable insights on progress
- The favourability breakdown to the left shows the distribution of positive, neutral, and negative responses to the two engagement questions.

GPTW – A THREE YEAR VIEW

2021 Score 63%

2020 Score 62%

2019 Score 56%

GPTW certification standard was 65%

Favourability explained



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Survey Response Rate

ORGANISATIONAL RESPONSE RATE 2023

78%

1,637/2,103 respondents

- Our response rate exceeds the Glint benchmark response rate of 75%
- It represents a 17% increase in response rate compared to the Bank's last GPTW survey in 2021

GPTW - A THREE YEAR VIEW

2021 Response Rate	61%
2020 Response Rate	56%
2019 Response Rate	77%

RESPONDENT COMMENTS

3,332

702 commenters (43%)
of respondents

- The most commented on questions were Continuous Improvement and Well-Being
- Positive, negative, and neutral sentiment are automatically assigned to each comment to generate insights into how commenters feel – see figure to the right
- According to Glint, commenters do tend to skew negative, so we shouldn't be alarmed if comments are more negative than our rating scores.

Comment Sentiment

Overall sentiment is somewhat negative (61%) 



Top 3 Organisational Strengths & Opportunities

- **Our Top 3 Strengths** are higher scoring questions which have a strong connection and correlation to driving engagement in our organisation. These are:
 - **Camaraderie** – *I have a good working relationship with members of my team*
 - **Prioritisation** – *I know what I should be focusing on right now*
 - **Authenticity** – *I feel comfortable being myself at work*
- **Our Top 3 Opportunities** are the recommended areas of focus which will help us to drive engagement at organisational level. They are typically lower scoring questions. These are:
 - **Action Taking** – *I believe meaningful action will be taken as a result of this survey*
 - **Continuous Improvement** – *Central Bank of Ireland continually improves the way work gets done*
 - **Strategy** – *I understand how Central Bank of Ireland plans to achieves its goals*

When thinking about our strengths and opportunities, it is worth considering **“What do we need to accomplish in the next six months and what do these say about our ability to do that?”**

TOP STRENGTHS	TOP OPPORTUNITIES
<ul style="list-style-type: none">• Camaraderie I have a good working relationship with members of my team.	<ul style="list-style-type: none">• Action Taking ⓘ I believe meaningful action will be taken as a result of this survey. Take Action
<ul style="list-style-type: none">• Prioritization ⓘ I know what I should be focusing on right now.	<ul style="list-style-type: none">• Continuous Improvement ⓘ Central Bank of Ireland continually improves the way work gets done. Take Action
<ul style="list-style-type: none">• Authenticity ⓘ I feel comfortable being myself at work.	<ul style="list-style-type: none">• Strategy ⓘ I understand how Central Bank of Ireland plans to achieve its goals. Take Action



Survey Results by Question (1/5)

Name	Score ↓	vs Company	Change	Impact	% Favorable	Comments	Question
<u>Camaraderie</u>	84	0 	--	● High	90%	■ 53	I have a good working relationship with members of my team. Oct 16, 2023
<u>Prioritization</u>	75	0 	--	● High	79%	■ 41	I know what I should be focusing on right now. Oct 16, 2023
<u>Authenticity</u>	74	0 	--	● High	75%	■ 25	I feel comfortable being myself at work. Oct 16, 2023
<u>Purpose</u>	73	0 	--	● High	73%	■ 67	The work that I do at Central Bank of Ireland is meaningful to me. Oct 16, 2023
<u>Work Life Balance</u>	71	0 	--	● High	68%	■ 91	I am able to successfully balance my work and personal life. Oct 16, 2023
> <u>Engagement</u>	71	0 	--	--	69%	■ 231	2 Questions Oct 16, 2023



Survey Results by Question (2/5)

Name	Score ↓	vs Company	Change	Impact	% Favorable	Comments	Question
<u>Motivation - Manager</u>	70	0 	--	● High	68%	■ 66	My manager inspires me to do my best. Oct 16, 2023
<u>Role</u>	69	0 	--	● High	65%	■ 49	My role is an excellent fit with my strengths. Oct 16, 2023
<u>Growth</u>	69	0 	--	● High	66%	■ 100	I have good opportunities to learn and grow at Central Bank of Ireland. Oct 16, 2023
<u>Feedback</u>	69	0 	--	● High	65%	■ 57	My manager provides me with feedback that helps me improve my performance. Oct 16, 2023
<u>Skills</u>	66	0 	--	● Medium	62%	■ 93	On my team, we discuss the skills and capabilities we need for the future and how we can develop them. Oct 16, 2023
<u>Well-Being</u>	65	0 	--	● Very High	61%	■ 143	Central Bank of Ireland takes a genuine interest in the employees' well-being. Oct 16, 2023



Survey Results by Question (3/5)

Name	Score ↓	vs Company	Change	Impact	% Favorable	Comments	Question
<u>Belonging</u>	65	0 	--	● Very High	59%	■ 90	I feel a sense of belonging at Central Bank of Ireland. Oct 16, 2023
<u>Recognition</u>	64	0 	--	● Very High	58%	■ 71	I feel satisfied with the recognition or praise I receive for my work. Oct 16, 2023
<u>Initiative</u>	64	0 	--	● High	59%	■ 61	I am encouraged to find new and better ways to get things done. Oct 16, 2023
<u>Empowerment</u>	64	0 	--	● High	61%	■ 80	I feel empowered to make decisions regarding my work. Oct 16, 2023
<u>Resources</u>	63	0 	--	● High	57%	■ 78	I have the resources I need to do my job well. Oct 16, 2023
<u>Collaboration</u>	63	0 	--	● High	56%	■ 142	Teams at Central Bank of Ireland collaborate effectively to get things done. Oct 16, 2023



Survey Results by Question (4/5)

Name	Score ↓	vs Company	Change	Impact	% Favorable	Comments	Question
<u>Collaboration</u>	63	0 	--	● High	56%	■ 142	Teams at Central Bank of Ireland collaborate effectively to get things done. Oct 16, 2023
<u>Career Goals</u>	63	0 	--	● Very High	56%	■ 90	My career goals can be met at Central Bank of Ireland. Oct 16, 2023
<u>Prospects</u>	62	0 	--	● Very High	50%	■ 101	I am excited about Central Bank of Ireland's future. Oct 16, 2023
<u>Leadership</u>	62	0 	--	● Very High	56%	■ 95	I have confidence in the leadership team. Oct 16, 2023
<u>Speak My Mind</u>	61	0 	--	● High	56%	■ 84	I feel free to speak my mind without fear of negative consequences. Oct 16, 2023
<u>Company Direction</u>	61	0 	--	● High	51%	■ 111	Central Bank of Ireland has a clear sense of direction. Oct 16, 2023
<u>Change Adaptation</u>	61	0 	--	● Very High	52%	■ 68	I feel supported in my efforts to adapt to organizational changes. Oct 16, 2023



Survey Results by Question (5/5)

Name	Score ↓	vs Company	Change	Impact	% Favorable	Comments	Question
<u>Values</u>	60		--	● Very High	49%	■ 118	People at Central Bank of Ireland live the organisation's values. Oct 16, 2023
<u>Inclusive Leaders</u>	59		--	● Very High	50%	■ 130	Leaders at Central Bank of Ireland value different perspectives. Oct 16, 2023
<u>Communication</u>	59		--	● High	49%	■ 139	Central Bank of Ireland does a good job of communicating with employees. Oct 16, 2023
<u>Strategy</u>	57		--	● High	43%	■ 106	I understand how Central Bank of Ireland plans to achieve its goals. Oct 16, 2023
<u>Continuous Improvement</u>	54		--	● High	40%	■ 178	Central Bank of Ireland continually improves the way work gets done. Oct 16, 2023
<u>Action Taking</u>	45		--	● High	31%	■ 113	I believe meaningful action will be taken as a result of this survey. Oct 16, 2023



Next Steps

Communicating Survey Results

Organisational level results will be shared with all colleagues first by 07 Nov, and then leaders will receive access to their local area's results on the Glint Platform by 09 Nov.

Supports for our Leaders

The Glint Platform provides excellent training and resources for leaders covering a range of topics including - a platform navigation overview, guidance on interpreting results, practical tips & tools to support team conversations and action taking. We will signpost the most helpful resources to leaders. Our People Business Partners (BPs) will also provide on-going support to leaders.

Sequence of Activities

Date	Item
Wednesday 01 November	ELT members provided with organisational results and breakdown by their business area
Thursday 02 November	Directors get organisational results by email from Chief People Officer (CPO)
Friday 03 November	HoDs & HoFs get organisational results by email from CPO
Tuesday 07 November	Organisational results shared with all colleagues by email and on Plaza
	Organisational results shared with Union
Thursday 09 November	Meeting with Glint People Science Consultant to discuss results and insights
	All leaders receive access to their local areas results on the Glint Platform
Monday 13 November	Item on org results at Leadership Network meeting
Tuesday 14 November	Discussion at ELC Meeting
By end November	All leaders have shared their areas results locally with their teams
From early December	Local focus areas & actions agreed, action taking underway - support from People BPs

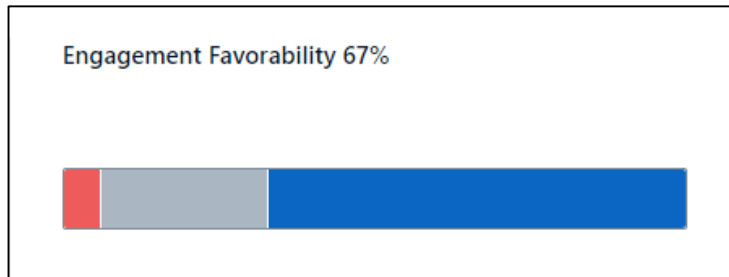
Results by Executive Leader Business Area



Consumer & Investor Protection

Engagement Score (compared to organisation)	69 (-2)
Response Rate (compared to organisation)	77% (-1%)
Number of respondents	351 of 456
Number of Comments	699
Number of commenters	156 = 44% of respondents

Favourability Breakdown



Top Strengths & Top Opportunities

TOP STRENGTHS

- Motivation ⓘ
 My manager inspires me to do my best.
 ⋮
- Feedback ⓘ
 My manager provides me with feedback that helps me improve my performance.
 ⋮
- Prospects ⓘ
 I am excited about Central Bank of Ireland's future.
 ⋮

TOP OPPORTUNITIES

- Communication ⓘ
 Central Bank of Ireland does a good job of communicating with employees.

Take Action
⋮
- Change Adaptation ⓘ
 I feel supported in my efforts to adapt to organizational changes.

Take Action
⋮
- Resources ⓘ
 I have the resources I need to do my job well.

Take Action
⋮

Consumer & Investor Protection – per question score (1/5)

Name	Score ↓	vs Company	Change	Impact	% Favorable	Comments	Question
<u>Camaraderie</u>	83	-1 	--	● High	90%	14	I have a good working relationship with members of my team. Oct 16, 2023
<u>Purpose</u>	72	-1 	--	● High	72%	11	The work that I do at Central Bank of Ireland is meaningful to me. Oct 16, 2023
<u>Prioritization</u>	72	-3 	--	● High	77%	5	I know what I should be focusing on right now. Oct 16, 2023
<u>Authenticity</u>	72	-2 	--	● Very High	70%	6	I feel comfortable being myself at work. Oct 16, 2023
<u>Motivation</u>	71	+1 	--	● High	68%	16	My manager inspires me to do my best. Oct 16, 2023
<u>Feedback</u>	70	+1 	--	● High	66%	14	My manager provides me with feedback that helps me improve my performance. Oct 16, 2023



Consumer & Investor Protection – per question score (2/5)

Name	Score ↓	vs Company	Change	Impact	% Favorable	Comments	Question
> <u>Engagement</u>	69	-2 	--	--	67%	46	2 Questions Oct 16, 2023
<u>Work Life Balance</u>	68	-3 	--	● High	64%	20	I am able to successfully balance my work and personal life. Oct 16, 2023
<u>Role</u>	66	-3 	--	● High	58%	6	My role is an excellent fit with my strengths. Oct 16, 2023
<u>Growth</u>	66	-3 	--	● High	62%	29	I have good opportunities to learn and grow at Central Bank of Ireland. Oct 16, 2023
<u>Belonging</u>	64	-1 	--	● Very High	57%	19	I feel a sense of belonging at Central Bank of Ireland. Oct 16, 2023
<u>Skills</u>	63	-3 	--	● Medium	56%	22	On my team, we discuss the skills and capabilities we need for the future and how we can develop them. Oct 16, 2023



Consumer & Investor Protection – per question score (3/5)

Name	Score ↓	vs Company	Change	Impact	% Favorable	Comments	Question
<u>Recognition</u>	63	-1 	--	● Very High	57%	13	I feel satisfied with the recognition or praise I receive for my work. Oct 16, 2023
<u>Initiative</u>	63	-1 	--	● High	58%	11	I am encouraged to find new and better ways to get things done. Oct 16, 2023
<u>Empowerment</u>	63	-1 	--	● High	58%	16	I feel empowered to make decisions regarding my work. Oct 16, 2023
<u>Well-Being</u>	62	-3 	--	● Very High	57%	30	Central Bank of Ireland takes a genuine interest in the employees' well-being. Oct 16, 2023
<u>Prospects</u>	62	0 	--	● Very High	47%	15	I am excited about Central Bank of Ireland's future. Oct 16, 2023
<u>Leadership</u>	62	0 	--	● High	54%	18	I have confidence in the leadership team. Oct 16, 2023



Consumer & Investor Protection – per question score (4/5)

Name	Score ↓	vs Company	Change	Impact	% Favorable	Comments	Question
<u>Collaboration</u>	62	-1 	--	● Medium	54%	26	Teams at Central Bank of Ireland collaborate effectively to get things done. Oct 16, 2023
<u>Career Goals</u>	62	-1 	--	● Very High	54%	22	My career goals can be met at Central Bank of Ireland. Oct 16, 2023
<u>Resources</u>	60	-3 	--	● High	50%	14	I have the resources I need to do my job well. Oct 16, 2023
<u>Company Direction</u>	60	-1 	--	● High	49%	24	Central Bank of Ireland has a clear sense of direction. Oct 16, 2023
<u>Values</u>	59	-1 	--	● High	46%	20	People at Central Bank of Ireland live the organisation's values. Oct 16, 2023
<u>Speak My Mind</u>	59	-2 	--	● High	51%	15	I feel free to speak my mind without fear of negative consequences. Oct 16, 2023
<u>Change Adaptation</u>	58	-3 	--	● High	45%	17	I feel supported in my efforts to adapt to organizational changes. Oct 16, 2023

Consumer & Investor Protection – per question score (5/5)

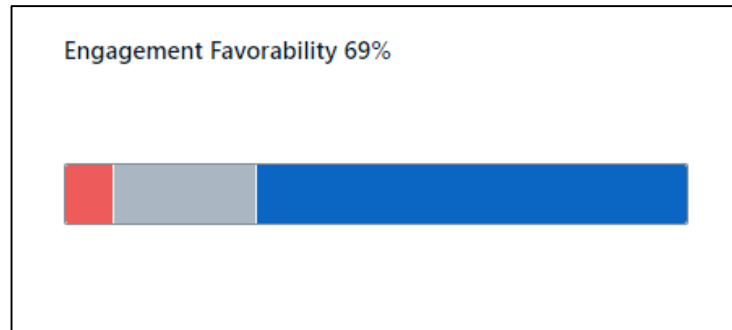
Name	Score ↓	vs Company	Change	Impact	% Favorable	Comments	Question
<u>Inclusive Leaders</u>	57	-2 	--	● Very High	43%	■ 26	Leaders at Central Bank of Ireland value different perspectives. Oct 16, 2023
<u>Strategy</u>	56	-1 	--	● High	40%	■ 22	I understand how Central Bank of Ireland plans to achieve its goals. Oct 16, 2023
<u>Communication</u>	55	-4 	--	● High	42%	■ 30	Central Bank of Ireland does a good job of communicating with employees. Oct 16, 2023
<u>Continuous Improvement</u>	52	-2 	--	● High	34%	■ 44	Central Bank of Ireland continually improves the way work gets done. Oct 16, 2023
<u>Action Taking</u>	44	-1 	--	● Very High	27%	■ 17	I believe meaningful action will be taken as a result of this survey. Oct 16, 2023



Financial Regulation

Engagement Score (compared to organisation)	70 (-1)
Response Rate (compared to organisation)	82% (+4%)
Number of respondents	468 of 568
Number of Comments	1,016
Number of commenters	218 = 47% of respondents

Favourability Breakdown



Top Strengths & Top Opportunities

TOP STRENGTHS

- Well-Being ⓘ
 Central Bank of Ireland takes a genuine interest in the employees' well-being.
 ⋮
- Resources ⓘ
 I have the resources I need to do my job well.
 ⋮
- Values ⓘ
 People at Central Bank of Ireland live the organisation's values.
 ⋮

TOP OPPORTUNITIES

- Initiative ⓘ
 I am encouraged to find new and better ways to get things done.

[Take Action](#)
⋮
- Communication ⓘ
 Central Bank of Ireland does a good job of communicating with employees.

[Take Action](#)
⋮
- Company Direction ⓘ
 Central Bank of Ireland has a clear sense of direction.

[Take Action](#)
⋮














Financial Regulation– per question score (1/5)

Name	Score ↓	vs Company	Change	Impact	% Favorable	Comments	Question
<u>Camaderie</u>	84	0 	--	● High	89%	13	I have a good working relationship with members of my team. Oct 16, 2023
<u>Prioritization</u>	75	0 	--	● High	80%	12	I know what I should be focusing on right now. Oct 16, 2023
<u>Purpose</u>	73	0 	--	● High	75%	24	The work that I do at Central Bank of Ireland is meaningful to me. Oct 16, 2023
<u>Authenticity</u>	73	-1 	--	● Very High	75%	7	I feel comfortable being myself at work. Oct 16, 2023
<u>Work Life Balance</u>	71	0 	--	● High	69%	21	I am able to successfully balance my work and personal life. Oct 16, 2023
<u>Motivation</u>	70	0 	--	● High	69%	21	My manager inspires me to do my best. Oct 16, 2023
> <u>Engagement</u>	70	-1 	--	--	69%	69	2 Questions Oct 16, 2023

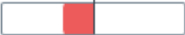

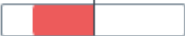











Financial Regulation– per question score (2/5)

Name	Score ↓	vs Company	Change	Impact	% Favorable	Comments	Question
<u>Growth</u>	69	0 	--	● High	68%	■ 22	I have good opportunities to learn and grow at Central Bank of Ireland. Oct 16, 2023
<u>Feedback</u>	68	-1 	--	● High	65%	■ 16	My manager provides me with feedback that helps me improve my performance. Oct 16, 2023
<u>Well-Being</u>	67	+2 	--	● Very High	64%	■ 48	Central Bank of Ireland takes a genuine interest in the employees' well-being. Oct 16, 2023
<u>Role</u>	67	-2 	--	● High	64%	■ 15	My role is an excellent fit with my strengths. Oct 16, 2023
<u>Skills</u>	66	0 	--	● Medium	60%	■ 28	On my team, we discuss the skills and capabilities we need for the future and how we can develop them. Oct 16, 2023
<u>Belonging</u>	65	0 	--	● Very High	58%	■ 32	I feel a sense of belonging at Central Bank of Ireland. Oct 16, 2023
<u>Resources</u>	64	+1 	--	● High	59%	■ 21	I have the resources I need to do my job well. Oct 16, 2023

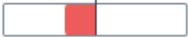

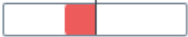

Financial Regulation– per question score (3/5)

Name	Score ↓	vs Company	Change	Impact	% Favorable	Comments	Question
<u>Recognition</u>	63	-1 	--	● High	 58%	22	I feel satisfied with the recognition or praise I receive for my work. Oct 16, 2023
<u>Empowerment</u>	63	-1 	--	● High	 59%	25	I feel empowered to make decisions regarding my work. Oct 16, 2023
<u>Collaboration</u>	63	0 	--	● High	 57%	40	Teams at Central Bank of Ireland collaborate effectively to get things done. Oct 16, 2023
<u>Career Goals</u>	63	0 	--	● Very High	 58%	29	My career goals can be met at Central Bank of Ireland. Oct 16, 2023
<u>Values</u>	61	+1 	--	● Very High	 51%	37	People at Central Bank of Ireland live the organisation's values. Oct 16, 2023
<u>Leadership</u>	61	-1 	--	● Very High	 54%	31	I have confidence in the leadership team. Oct 16, 2023
<u>Initiative</u>	61	-3 	--	● Very High	 53%	16	I am encouraged to find new and better ways to get things done. Oct 16, 2023

Financial Regulation– per question score (4/5)

Name	Score ↓	vs Company	Change	Impact	% Favorable	Comments	Question
<u>Speak My Mind</u>	60	-1 	--	● High	 55%	■ 25	I feel free to speak my mind without fear of negative consequences. Oct 16, 2023
<u>Prospects</u>	60	-2 	--	● Very High	 45%	■ 40	I am excited about Central Bank of Ireland's future. Oct 16, 2023
<u>Change Adaptation</u>	60	-1 	--	● Very High	 50%	■ 20	I feel supported in my efforts to adapt to organizational changes. Oct 16, 2023
<u>Company Direction</u>	59	-2 	--	● High	 45%	■ 34	Central Bank of Ireland has a clear sense of direction. Oct 16, 2023
<u>Inclusive Leaders</u>	58	-1 	--	● Very High	 51%	■ 32	Leaders at Central Bank of Ireland value different perspectives. Oct 16, 2023
<u>Strategy</u>	57	0 	--	● High	 44%	■ 35	I understand how Central Bank of Ireland plans to achieve its goals. Oct 16, 2023
<u>Communication</u>	57	-2 	--	● High	 47%	■ 47	Central Bank of Ireland does a good job of communicating with employees. Oct 16, 2023

Financial Regulation– per question score (5/5)

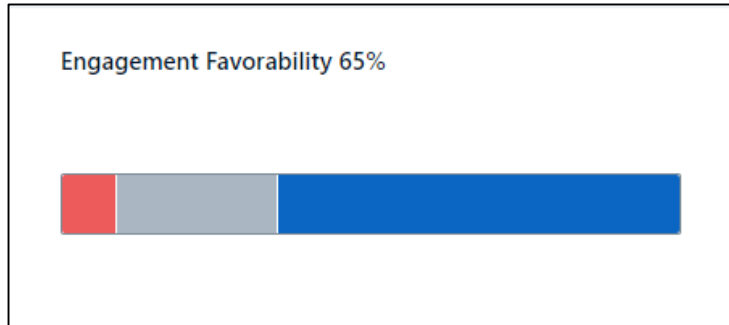
Name	Score ↓	vs Company	Change	Impact	% Favorable	Comments	Question
<u>Continuous Improvement</u>	53	-1 	--	● High	 39%	■ 54	Central Bank of Ireland continually improves the way work gets done. Oct 16, 2023
<u>Action Taking</u>	44	-1 	--	● High	 29%	■ 35	I believe meaningful action will be taken as a result of this survey. Oct 16, 2023



Governor – Direct Reports (Includes Strategy & Governance Directorate and direct reports)

Engagement Score <i>(compared to organisation)</i>	70 (-1)
Response Rate <i>(compared to organisation)</i>	88% (+10%)
Number of respondents	136 of 154
Number of Comments	254
Number of commenters	66 = 49% of respondents

Favourability Breakdown



Top Strengths & Top Opportunities

TOP STRENGTHS

- Leadership ⓘ
I have confidence in the leadership team.
⋮
- Change Adaptation ⓘ
I feel supported in my efforts to adapt to organizational changes.
⋮
- Role ⓘ
My role is an excellent fit with my strengths.
⋮



TOP OPPORTUNITIES

- Career Goals ⓘ Take Action
⋮
My career goals can be met at Central Bank of Ireland.
- Well-Being ⓘ Take Action
⋮
Central Bank of Ireland takes a genuine interest in the employees' well-being.
- Work Life Balance ⓘ Take Action
⋮
I am able to successfully balance my work and personal life.

Governor – Direct Reports – per question score (1/5)

Name	Score ↓	vs Company	Change	Impact	% Favorable	Comments	Question
<u>Camaraderie</u>	83	-1 	--	● Very High	85%	■ 5	I have a good working relationship with members of my team. Oct 16, 2023
<u>Prioritization</u>	74	-1 	--	● High	73%	■ 4	I know what I should be focusing on right now. Oct 16, 2023
<u>Authenticity</u>	74	0 	--	● Very High	74%	■ 2	I feel comfortable being myself at work. Oct 16, 2023
<u>Role</u>	71	+2 	--	● High	70%	■ 4	My role is an excellent fit with my strengths. Oct 16, 2023
<u>Purpose</u>	70	-3 	--	● Very High	68%	■ 6	The work that I do at Central Bank of Ireland is meaningful to me. Oct 16, 2023
> <u>Engagement</u>	70	-1 	--	--	65%	■ 17	2 Questions Oct 16, 2023

Governor – Direct Reports – per question score (2/5)

Name	Score ↓	vs Company	Change	Impact	% Favorable	Comments	Question
<u>Motivation</u>	69	-1 	--	● High	 67%	■ 4	My manager inspires me to do my best. Oct 16, 2023
<u>Work Life Balance</u>	68	-3 	--	● High	 65%	■ 10	I am able to successfully balance my work and personal life. Oct 16, 2023
<u>Feedback</u>	68	-1 	--	● High	 63%	■ 2	My manager provides me with feedback that helps me improve my performance. Oct 16, 2023
<u>Skills</u>	67	+1 	--	● High	 61%	■ 8	On my team, we discuss the skills and capabilities we need for the future and how we can develop them. Oct 16, 2023
<u>Growth</u>	67	-2 	--	● Very High	 63%	■ 7	I have good opportunities to learn and grow at Central Bank of Ireland. Oct 16, 2023
<u>Belonging</u>	67	+2 	--	● Very High	 65%	■ 6	I feel a sense of belonging at Central Bank of Ireland. Oct 16, 2023

Governor – Direct Reports – per question score (3/5)

Name	Score ↓	vs Company	Change	Impact	% Favorable	Comments	Question
<u>Initiative</u>	66	+2 	--	● Very High	 60%	■ 4	I am encouraged to find new and better ways to get things done. Oct 16, 2023
<u>Leadership</u>	65	+3 	--	● Very High	 62%	■ 8	I have confidence in the leadership team. Oct 16, 2023
<u>Collaboration</u>	65	+2 	--	● High	 58%	■ 7	Teams at Central Bank of Ireland collaborate effectively to get things done. Oct 16, 2023
<u>Empowerment</u>	64	0 	--	● Very High	 60%	■ 6	I feel empowered to make decisions regarding my work. Oct 16, 2023
<u>Change Adaptation</u>	64	+3 	--	● Very High	 56%	■ 2	I feel supported in my efforts to adapt to organizational changes. Oct 16, 2023
<u>Speak My Mind</u>	63	+2 	--	● Very High	 54%	■ 6	I feel free to speak my mind without fear of negative consequences. Oct 16, 2023

Governor – Direct Reports – per question score (4/5)

Name	Score ↓	vs Company	Change	Impact	% Favorable	Comments	Question
<u>Company Direction</u>	63	+2 	--	● High	53%	■ 8	Central Bank of Ireland has a clear sense of direction. Oct 16, 2023
<u>Well-Being</u>	62	-3 	--	● Very High	60%	■ 10	Central Bank of Ireland takes a genuine interest in the employees' well-being. Oct 16, 2023
<u>Resources</u>	62	-1 	--	● High	52%	■ 9	I have the resources I need to do my job well. Oct 16, 2023
<u>Recognition</u>	62	-2 	--	● Very High	54%	■ 7	I feel satisfied with the recognition or praise I receive for my work. Oct 16, 2023
<u>Values</u>	61	+1 	--	● High	51%	■ 10	People at Central Bank of Ireland live the organisation's values. Oct 16, 2023
<u>Prospects</u>	61	-1 	--	● Very High	47%	■ 7	I am excited about Central Bank of Ireland's future. Oct 16, 2023
<u>Communication</u>	61	+2 	--	● Very High	52%	■ 12	Central Bank of Ireland does a good job of communicating with employees. Oct 16, 2023

Governor – Direct Reports – per question score (5/5)

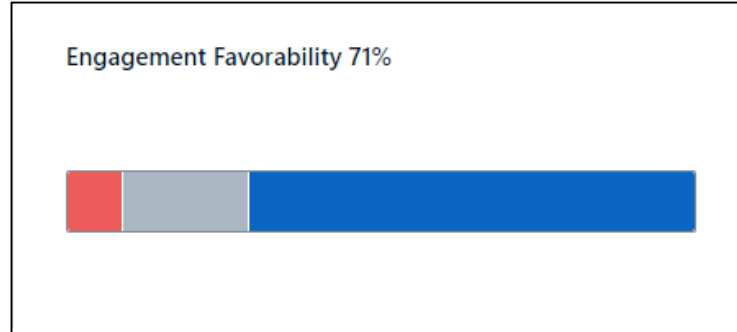
Name	Score ↓	vs Company	Change	Impact	% Favorable	Comments	Question
<u>Inclusive Leaders</u>	60	+1 	--	● Very High	51%	■ 9	Leaders at Central Bank of Ireland value different perspectives. Oct 16, 2023
<u>Career Goals</u>	58	-5 	--	● Very High	49%	■ 5	My career goals can be met at Central Bank of Ireland. Oct 16, 2023
<u>Strategy</u>	56	-1 	--	● High	43%	■ 8	I understand how Central Bank of Ireland plans to achieve its goals. Oct 16, 2023
<u>Continuous Improvement</u>	53	-1 	--	● Very High	41%	■ 14	Central Bank of Ireland continually improves the way work gets done. Oct 16, 2023
<u>Action Taking</u>	46	+1 	--	● Very High	34%	■ 8	I believe meaningful action will be taken as a result of this survey. Oct 16, 2023



Monetary & Financial Stability

Engagement Score (compared to organisation)	71 (no difference)
Response Rate (compared to organisation) Number of respondents	77% (-1%) 230 of 299
Number of Comments Number of commenters	324 87 = 38% of respondents

Favourability Breakdown



Top Strengths & Top Opportunities

TOP STRENGTHS

- Growth ⓘ

I have good opportunities to learn and grow at Central Bank of Ireland.

⋮
- Career Goals ⓘ

My career goals can be met at Central Bank of Ireland.

⋮
- Empowerment ⓘ

I feel empowered to make decisions regarding my work.

⋮

TOP OPPORTUNITIES

- Action Taking ⓘ

I believe meaningful action will be taken as a result of this survey.

Take Action

⋮
- Feedback ⓘ

My manager provides me with feedback that helps me improve my performance.

Take Action

⋮
- Well-Being ⓘ

Central Bank of Ireland takes a genuine interest in the employees' well-being.





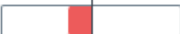









Take Action

⋮

Monetary & Financial Stability – per question score (1/5)

Name	Score ↓	vs Company	Change	Impact	% Favorable	Comments	Question
<u>Camaraderie</u>	85	+1 	--	● Medium	90%	4	I have a good working relationship with members of my team. Oct 16, 2023
<u>Prioritization</u>	78	+3 	--	● Medium	80%	4	I know what I should be focusing on right now. Oct 16, 2023
<u>Purpose</u>	75	+2 	--	● Very High	76%	3	The work that I do at Central Bank of Ireland is meaningful to me. Oct 16, 2023
<u>Authenticity</u>	74	0 	--	● High	73%	2	I feel comfortable being myself at work. Oct 16, 2023
<u>Growth</u>	73	+4 	--	● High	75%	5	I have good opportunities to learn and grow at Central Bank of Ireland. Oct 16, 2023
<u>Work Life Balance</u>	72	+1 	--	● High	68%	11	I am able to successfully balance my work and personal life. Oct 16, 2023
> <u>Engagement</u>	71	0 	--	--	71%	24	2 Questions Oct 16, 2023

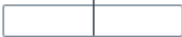



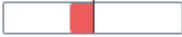









Monetary & Financial Stability – per question score (2/5)

Name	Score ↓	vs Company	Change	Impact	% Favorable	Comments	Question
<u>Skills</u>	69	+3 	--	● Medium	 68%	■ 8	On my team, we discuss the skills and capabilities we need for the future and how we can develop them. Oct 16, 2023
<u>Role</u>	69	0 	--	● High	 66%	■ 9	My role is an excellent fit with my strengths. Oct 16, 2023
<u>Motivation</u>	69	-1 	--	● High	 65%	■ 6	My manager inspires me to do my best. Oct 16, 2023
<u>Initiative</u>	67	+3 	--	● High	 67%	■ 6	I am encouraged to find new and better ways to get things done. Oct 16, 2023
<u>Empowerment</u>	67	+3 	--	● High	 67%	■ 4	I feel empowered to make decisions regarding my work. Oct 16, 2023
<u>Career Goals</u>	67	+4 	--	● Very High	 63%	■ 5	My career goals can be met at Central Bank of Ireland. Oct 16, 2023
<u>Recognition</u>	66	+2 	--	● High	 63%	■ 5	I feel satisfied with the recognition or praise I receive for my work. Oct 16, 2023

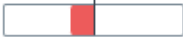

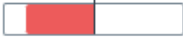

Monetary & Financial Stability – per question score (3/5)

Name	Score ↓	vs Company	Change	Impact	% Favorable	Comments	Question
<u>Feedback</u>	66	-3 	--	● High	62%	■ 7	My manager provides me with feedback that helps me improve my performance. Oct 16, 2023
<u>Belonging</u>	66	+1 	--	● Very High	60%	■ 8	I feel a sense of belonging at Central Bank of Ireland. Oct 16, 2023
<u>Resources</u>	65	+2 	--	● High	60%	■ 9	I have the resources I need to do my job well. Oct 16, 2023
<u>Collaboration</u>	64	+1 	--	● High	63%	■ 18	Teams at Central Bank of Ireland collaborate effectively to get things done. Oct 16, 2023
<u>Well-Being</u>	63	-2 	--	● Very High	58%	■ 12	Central Bank of Ireland takes a genuine interest in the employees' well-being. Oct 16, 2023
<u>Change Adaptation</u>	63	+2 	--	● High	54%	■ 7	I feel supported in my efforts to adapt to organizational changes. Oct 16, 2023
<u>Speak My Mind</u>	62	+1 	--	● High	59%	■ 12	I feel free to speak my mind without fear of negative consequences. Oct 16, 2023

Monetary & Financial Stability – per question score (4/5)

Name	Score ↓	vs Company	Change	Impact	% Favorable	Comments	Question
<u>Prospects</u>	62	0 	--	● Very High	 50%	■ 7	I am excited about Central Bank of Ireland's future. Oct 16, 2023
<u>Values</u>	61	+1 	--	● Very High	 52%	■ 9	People at Central Bank of Ireland live the organisation's values. Oct 16, 2023
<u>Leadership</u>	61	-1 	--	● Very High	 59%	■ 8	I have confidence in the leadership team. Oct 16, 2023
<u>Inclusive Leaders</u>	61	+2 	--	● Very High	 55%	■ 19	Leaders at Central Bank of Ireland value different perspectives. Oct 16, 2023
<u>Company Direction</u>	60	-1 	--	● High	 50%	■ 9	Central Bank of Ireland has a clear sense of direction. Oct 16, 2023
<u>Communication</u>	59	0 	--	● High	 51%	■ 12	Central Bank of Ireland does a good job of communicating with employees. Oct 16, 2023
<u>Strategy</u>	57	0 	--	● High	 41%	■ 9	I understand how Central Bank of Ireland plans to achieve its goals. Oct 16, 2023

Monetary & Financial Stability – per question score (5/5)

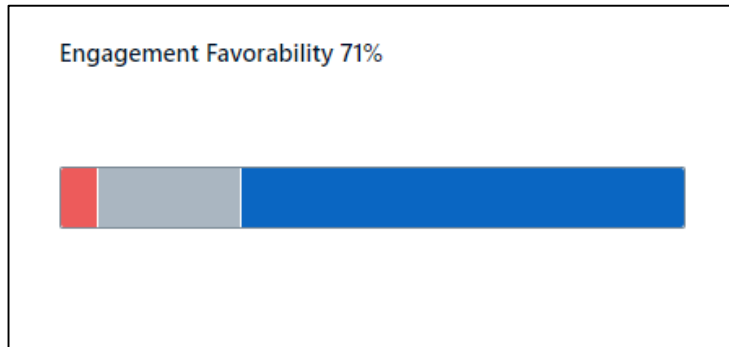
Name	Score ↓	vs Company	Change	Impact	% Favorable	Comments	Question
<u>Continuous Improvement</u>	53	-1 	--	● High	 37%	■ 17	Central Bank of Ireland continually improves the way work gets done. Oct 16, 2023
<u>Action Taking</u>	42	-3 	--	● High	 27%	■ 14	I believe meaningful action will be taken as a result of this survey. Oct 16, 2023



Operations

Engagement Score (compared to organisation)	72 (+1)
Response Rate (compared to organisation)	73% (-5%)
Number of respondents	450 of 618
Number of Comments	1,016
Number of commenters	173 = 38% of respondents

Favourability Breakdown



Top Strengths & Top Opportunities

TOP STRENGTHS

- **Company Direction** ⓘ
 Central Bank of Ireland has a clear sense of direction.
- **Action Taking** ⓘ
 I believe meaningful action will be taken as a result of this survey.
- **Role** ⓘ
 My role is an excellent fit with my strengths.















TOP OPPORTUNITIES

- **Collaboration** ⓘ
 Teams at Central Bank of Ireland collaborate effectively to get things done.
 Take Action
- **Purpose** ⓘ
 The work that I do at Central Bank of Ireland is meaningful to me.
 Take Action
- **Leadership** ⓘ
 I have confidence in the leadership team.
 Take Action

Operations – per question score (1/5)

Name	Score ↓	vs Company	Change	Impact	% Favorable	Comments	Question
<u>Camaraderie</u>	85	+1 	--	● Medium	91%	17	I have a good working relationship with members of my team. Oct 16, 2023
<u>Prioritization</u>	76	+1 	--	● High	79%	16	I know what I should be focusing on right now. Oct 16, 2023
<u>Authenticity</u>	76	+2 	--	● High	78%	8	I feel comfortable being myself at work. Oct 16, 2023
<u>Work Life Balance</u>	73	+2 	--	● High	70%	29	I am able to successfully balance my work and personal life. Oct 16, 2023
<u>Role</u>	72	+3 	--	● High	71%	15	My role is an excellent fit with my strengths. Oct 16, 2023
<u>Purpose</u>	72	-1 	--	● High	73%	22	The work that I do at Central Bank of Ireland is meaningful to me. Oct 16, 2023
> <u>Engagement</u>	72	+1 	--	--	71%	74	2 Questions Oct 16, 2023

Operations – per question score (2/5)

Name	Score ↓	vs Company	Change	Impact	% Favorable	Comments	Question
<u>Motivation</u>	71	+1 	--	● High	 70%	18	My manager inspires me to do my best. Oct 16, 2023
<u>Feedback</u>	70	+1 	--	● High	 68%	17	My manager provides me with feedback that helps me improve my performance. Oct 16, 2023
<u>Growth</u>	69	0 	--	● High	 64%	36	I have good opportunities to learn and grow at Central Bank of Ireland. Oct 16, 2023
<u>Well-Being</u>	68	+3 	--	● Very High	 64%	42	Central Bank of Ireland takes a genuine interest in the employees' well-being. Oct 16, 2023
<u>Skills</u>	68	+2 	--	● Medium	 65%	26	On my team, we discuss the skills and capabilities we need for the future and how we can develop them. Oct 16, 2023
<u>Initiative</u>	67	+3 	--	● High	 63%	24	I am encouraged to find new and better ways to get things done. Oct 16, 2023
<u>Belonging</u>	66	+1 	--	● Very High	 58%	24	I feel a sense of belonging at Central Bank of Ireland. Oct 16, 2023





Operations – per question score (3/5)

Name	<u>Score</u> ↓	vs Company	Change	Impact	% Favorable	Comments	Question
<u>Prospects</u>	65	+3 	--	● Very High	57%	■ 32	I am excited about Central Bank of Ireland's future. Oct 16, 2023
<u>Empowerment</u>	65	+1 	--	● High	61%	■ 28	I feel empowered to make decisions regarding my work. Oct 16, 2023
<u>Company Direction</u>	65	+4 	--	● High	58%	■ 36	Central Bank of Ireland has a clear sense of direction. Oct 16, 2023
<u>Resources</u>	64	+1 	--	● High	58%	■ 25	I have the resources I need to do my job well. Oct 16, 2023
<u>Recognition</u>	64	0 	--	● Very High	58%	■ 23	I feel satisfied with the recognition or praise I receive for my work. Oct 16, 2023
<u>Career Goals</u>	64	+1 	--	● Very High	56%	■ 29	My career goals can be met at Central Bank of Ireland. Oct 16, 2023
<u>Speak My Mind</u>	63	+2 	--	● High	59%	■ 25	I feel free to speak my mind without fear of negative consequences. Oct 16, 2023

Operations – per question score (4/5)

Name	Score ↓	vs Company	Change	Impact	% Favorable	Comments	Question
<u>Change Adaptation</u>	63	+2 	--	● Very High	55%	22	I feel supported in my efforts to adapt to organizational changes. Oct 16, 2023
<u>Leadership</u>	62	0 	--	● Very High	58%	28	I have confidence in the leadership team. Oct 16, 2023
<u>Communication</u>	62	+3 	--	● High	54%	37	Central Bank of Ireland does a good job of communicating with employees. Oct 16, 2023
<u>Values</u>	61	+1 	--	● High	48%	41	People at Central Bank of Ireland live the organisation's values. Oct 16, 2023
<u>Collaboration</u>	61	-2 	--	● High	51%	50	Teams at Central Bank of Ireland collaborate effectively to get things done. Oct 16, 2023
<u>Inclusive Leaders</u>	60	+1 	--	● High	51%	43	Leaders at Central Bank of Ireland value different perspectives. Oct 16, 2023
<u>Strategy</u>	58	+1 	--	● High	45%	31	I understand how Central Bank of Ireland plans to achieve its goals. Oct 16, 2023

Operations – per question score (5/5)

Name	<u>Score</u> ↓	vs Company	Change	Impact	% Favorable	Comments	Question
<u>Continuous Improvement</u>	57	+3 	--	● Very High	 45%	■ 48	Central Bank of Ireland continually improves the way work gets done. Oct 16, 2023
<u>Action Taking</u>	49	+4 	--	● High	 36%	■ 37	I believe meaningful action will be taken as a result of this survey. Oct 16, 2023

