



<b>1. Name of Governmental Department or Agency</b>
Department of Justice and Equality (DJE)
<b>2. Title of the Project</b>
The Economic Cost of Discrimination and the Benefits of Diversity in the Workplace
<b>3. Description of the Project</b>
<p>The overall aim of this project is to assist in measuring (a) the cost of discrimination and (b) the benefit of diversity in the workplace.</p> <p>The National Strategy for Women and Girls, the Better Balance for Better Business initiative, the Migrant Integration Strategy and the Comprehensive Employment Strategy for People with Disabilities are amongst numerous government initiatives all working towards understanding the needs and potential of a more diverse workforce in Ireland. This research would assist in understanding how the current profile of the workforce relates to economic output. It would, in this context, seek to assess the potential cost to the economy of failing to manage workplace diversity effectively. This would include examining the impact of the barriers preventing access to the workplace for specific groups, particularly persons with disabilities and certain migrant groups, and limiting access to senior managerial and skilled opportunities for migrants and some groups of women. The research would also assess how the benefits of workplace diversity can be measured and the factors that maximise those benefits both for the economy and for individual organisations.</p> <p>For the purposes of the research the definition of diversity would be limited by available data sources, we envisage gender, nationality, ethnicity and disability being the core indicators. However, this would be further explored during the initial phase of the project and clearly defined throughout.</p> <p>The outputs from the research would help to inform workplace diversity policy development and assist in measuring the outcomes from the existing government strategies outlined above.</p>
<b>4. Project Scope</b>
<p>The project would require four different stages:</p> <ol style="list-style-type: none"> <li>1. An initial scoping exercise to identify suitable data sources for analysis and exploring existing research in this area to date.</li> <li>2. Quantitative analysis of data sources to estimate loss to the economy of discrimination.</li> <li>3. Qualitative analysis of data sources and existing literature to explore the impact of discrimination and the factors that could mitigate such loss.</li> <li>4. Primary data collection from a representative sample of Irish businesses to explore the benefits of Diversity and Equality Management systems (including written policies, training, monitoring recruitment, pay and promotions). N.B any resource required for data collection would be funded by the Department of Justice and Equality.</li> </ol> <p><u>Stage 1 – Scoping</u></p>



We envisage the CSO Labour Force Survey, the Earnings and Labour Costs survey, the Census and the Equality and Discrimination survey being key data sources for analysis as well as existing research undertaken by the ESRI and NESC. Part of the initial project scoping exercise would be to identify and explore other quantitative and qualitative data sources that could be utilised to inform the analysis, for example previous research conducted by academic institutions. All potential data sources would need to be acquired in a useable format for analysis at stages 2 and 3. The researcher would be supported by the Research and Data Analytics unit in identifying and acquiring data suitable sources.

Please note the initial scoping phase would inform the approach taken to the analysis to be conducted at stage 2 and stage 3.

#### Stage 2 – Data Analysis

This stage would involve the analysis of existing data sets to calculate the loss of output and the increase in public expenditure (e.g. on income transfers) due to discrimination. Similar studies have focused on measurable differences in salaries between minorities and a reference group, equating productivity with salary. Part of the project would involve identifying the most suitable approach based on the Irish context and the available data sets. Support would be provided by the Irish Government Economic and Evaluation Service (IGEES) Economist in the Research and Data Analysis unit on how to tackle the analysis.

#### Stage 3 – Qualitative Analysis (can be undertaken by researchers in the Department)

In addition to the data analysis a qualitative approach would need to be taken where quantitative data on certain groups is unavailable. This would utilise existing literature to identify and explore the impact of discrimination in the workplace. At this stage, if required and depending on the skillset of the researcher, the Research and Data Analytics unit could be utilised to undertake qualitative analysis.

#### Stage 4 – Business Survey

Due to the limitations presented by data availability we also propose conducting a survey amongst a representative sample of businesses in Ireland. This survey would ask businesses to provide information on the profile of their employees, their company performance and their workplace diversity policies and practices (e.g. training programmes). The researcher would be involved in the design and analysis of the survey. The researcher would not be expected to conduct the data collection for this stage of the research, a third party provider would be commissioned (funded by DJE) and the researcher would work with the provider to design a suitable data collection methodology and questionnaire.

Data collected from the survey would be provided to the researcher for analysis. Analysis of the data would involve conducting:

- Statistical analysis to explore the relationship between key variables (company profile, performance and policies/practices).
- Modelling to measure the benefits of different workplace profiles, initiatives and policies (building on work previously done in this area).
- Devising an index upon which to measure the approach to diversity of each organisation against.

#### Summary



The results of the research would be compiled, by the researcher, into a written report for dissemination. In addition, a detailed technical report would be provided to ensure the analysis could be repeated to measure the impact of changes to the workforce profile.

#### **5. Skills/Expertise Required**

Expertise in the area of data analysis or statistics would be required, with an awareness and understanding of some economic analysis methods desirable. They would need to be comfortable with identifying suitable secondary data sets, extracting relevant information and calculating estimates whilst controlling for extraneous variables. Their work would be supported by the IGEES Economist in the Department.

In addition, ideally the researcher would have some understanding of the design and analysis of primary data sets, including the ability to use an analysis package.

The researcher would be involved in the reporting and presentation of results to key stakeholders, they would therefore require strong report writing skills. To ensure digestible outputs short research summaries and/or infographics may also be produced. However, support could be provided in this area if required.

#### **6. Expected Outputs of Project**

The outputs will support policy development in the area of workplace diversity which is a priority for the Department.

##### **Outputs:**

1. Data set of compiled secondary data sources
2. Adaptable and updateable model and index that can be re-used in the future to measure progress
3. Primary data set collected via a third party
4. A detailed written report including findings from all 4 stages of the project
5. Infographic summary for wider dissemination
6. A presentation of findings, including recommendations for policy action as appropriate
7. Workshop with key stakeholders to agree potential actions

##### **Outcomes:**

1. Demonstrate the tangible benefits of diversity and the negative impact of not addressing the issue of workplace diversity.
2. Aid discussions regarding next steps for driving diversity in the workplace.

#### **7. Working Arrangements**

The researcher would ideally be based in the offices of the Department of Justice and Equality in Dublin (St Stephen's Green/Hanover Street East/Bishops Square). Flexible and remote working arrangements will be accommodated.

#### **8. Expected Timeline**

We envisage this project taking 6-12 months.



An Roinn Dlí agus Cirt  
agus Comhionannais  
Department of Justice  
and Equality

