



Educational Research Centre

2025 Gender Pay Gap Report

forv/s
mazars

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1. Executive Summary

1.1. Background

Since 2022, Gender Pay Gap (“GPG”) reporting has been a legal requirement following the enactment of the Gender Pay Gap Information Act, 2021. As of 2025, organisations of 50 or more employees are required, on an annual basis, to calculate and publish their GPG, and to publish, in the employer’s opinion, the reasons for any differences, and, the measures (if any) being taken, or proposed to be taken, by the employer, to eliminate or reduce such differences¹.

This is the Educational Research Board (“ERC”)'s first year publishing its Gender Pay Gap report. The purpose of this report is to present ERC's 2025 GPG data against the legislative requirements, analyse the key drivers of the gap noted and suggest a series of recommendations for the organisation to consider implementing to further address the gap.

1.2. ERC Gender Pay Gap Figures

Table 1 provides a summary of ERC's 2025 headline GPG figures in accordance with the requirements of the Gender Pay Gap (Information) Act, 2021:

All Employees	2025 Figure
Mean hourly pay gap	6.37%
Median hourly Pay Gap	-7.83%
Fixed-Term Employees	
Mean hourly pay gap	4.30%
Median hourly pay gap	-17.78%
Part-Time Employees	
Mean hourly pay gap	-10.65%
Median hourly pay gap	-35.43%
Bonus Pay	
Mean bonus gap	0%
Median bonus gap	0%
Percentage of male employees who received a bonus	0%
Percentage of female employees who received a bonus	0%
Benefit-in-Kind (“BIK”)	
Percentage of male employees who received BIK	0%
Percentage of female employees who received BIK	0%

Fig 1. Summary of ERC's 2025 GPG Figures

Quartile data

Male and female employees in ERC fall within the following pay quartiles:

Quartile Percentages		
	% of Males	% of Females
Q4 - Upper Income Quartile	50.00%	50.00%
Q3 - Mid Upper Income Quartile	23.53%	76.47%
Q2 - Mid Lower Income Quartile	29.63%	70.37%
Q1 - Lower Income Quartile	45.16%	54.84%

Fig 2. Summary of ERC's 2025 Quartile Data

1.3. Analysis of GPG

The following insights and analysis have been extracted from ERC's 2025 Gender Pay Gap of 6.37%:

- ERC's mean GPG for 2025 is 6.37%, meaning that for every €1 the average male employee earns in ERC, the average female employee earns €0.94. This mean GPG figure is below the national average figure of 8.6% and is recognition of the positive gender balance in place at all levels of the Organisation.
- Mean GPG is driven by an underrepresentation of female employees in the upper income quartile (50% of employees in the upper income quartile are female) compared to overall headcount (64%), whilst there is an overrepresentation of female employees in the mid-upper (76%) and mid-lower (70%) quartiles. This serves to increase the average male hourly rate compared to female employees, creating the mean GPG of 6.37%.
- ERC's median GPG for 2025 is -7.83%, meaning that for every €1 the average male employee earns in ERC, the average female employee also earns €1.08. The median GPG is largely driven by an underrepresentation of male employees in the lower income quartile (45% of employees in this quartile are male) compared to overall headcount (36%). This overrepresentation reduces the median male hourly rate compared to the median female rate, creating the median GPG figure.
- There are 60 part-time employees in ERC, with a mean GPG of -10.65% and a median GPG of -35.43%. The uptake of part-time working arrangements closely aligns with overall headcount, with 35% of part-time employees being male and 65% being female compared to the overall gender breakdown of 36% male, 64% female. This positive figure is recognition of the positive work being done to encourage the uptake of part-time working by both male and female employees. No ERC employees received any bonuses and thus, there is no dataset to determine GPG between employees regarding these payroll elements.

1.4. How ERC is Addressing its Gap

We understand that ERC is addressing its gap through the following measures:

- ERC has an Equality, Respect and Dignity in the workplace policy highlighting its commitment to a culture of equality, diversity and inclusion for all stakeholders, regarding gender, civil status, family status, sexual orientation, age, disability, race, religion, and membership of the Traveler community.
- ERC also has a strategy on equity, diversity and inclusion which commits to devise and implement policies and practices that respect diversity, provide a balance of opportunity and ensure that no job applicant, employee, customer or business associate receives less favour than applicants, employees, customers or other business associates.
- Additionally, ERC's hybrid and flexible working policy supports employees with caring and family responsibilities, particularly benefiting working mothers.
- ERC has a suite of supportive and inclusive policies that match and at times surpass the statutory minimums set out in employment legislation and top up salaries in several policy areas including maternity leave and paternity leave beyond minimum statutory requirements.

2. Introduction & Approach

2.1. Introduction

Forvis Mazars were engaged by the Educational Research Centre (“ERC”) to calculate and report on its GPG as at 30th June 2025 in accordance with the Gender Pay Gap Information Act, 2021, which requires employers with 50 or more staff to report its GPG data for a snapshot date in June. With 116 employees, this is ERC’s first year publishing its GPG calculations and report.

This report provides a summary of the background to GPG reporting, the reporting requirements as set out by the Act, ERC’s GPG results for 2025 and a number of recommendations for ERC to further address its GPG and further improve gender equality at all levels in the organisation.

2.2. Understanding the Pay Gap & Key Calculations

What is Gender Pay Gap Reporting?

A pay gap is the difference in average pay between two groups (e.g. men and women), regardless of job role or seniority. The Gender Pay Gap Information Act, 2021 and associated regulations requires employers to report their Gender Pay Gap each year, and the measures that are being taken to eliminate or reduce the gap. The Gender Pay Gap Information Act was enacted in July 2021 and introduced a requirement for organisations of 250 or more employees to publish their gender pay data annually, starting from 2022. As of 2025, organisations with more than 50 employees are required to report.

How is it Different to Equal Pay?

Equal pay is concerned with any differences in pay between men and women who carry out equal work. Legislation makes it unlawful to pay one group less than another for equal work, unless there is a material reason not related to gender.

What is the Mean Pay Gap?

The mean is the statistical average of a set of data. In the context of GPG reporting, the mean GPG is the difference between women’s mean hourly pay and men’s mean hourly pay.

What is the Median Pay Gap?

The median is the middle score for a set of data that has been arranged in order of magnitude. In the context of GPG reporting, the median GPG is the difference between women’s median hourly pay (the middle-paid woman) and men’s median hourly pay (the middle-paid man).

What are Quartile Bands?

Quartile refers to the division of employees into four even segments based on the value of their hourly wage and looking at the proportion of male and female employees in each segment. Looking at the proportion of men and women in each quartile gives an indication of the gender representation at different levels of the organisation.

2.2.1. Comparing Median and Mean GPG

Mean and Median GPG offer different perspectives to understand an employer’s pay practices. The median figure is often considered the more useful considering it is less swayed by extreme figures at either end of the pay spectrum. The influence of ‘extreme’ figures of those top earners on the Gender Pay Gap is therefore very important, and a crucial reason the mean is a key figure in Gender Pay Gap reporting. The difference between these two figures however can bring keen insights into the pay structure at an organisation.

The presence of a group of very low earners can swing the mean to below the median. Conversely, a small group of very high earners can sway the mean to greater than the median. Organisations with greater mean than median Gender Pay Gap will therefore likely observe a statistically disproportionate number of men occupying top positions in the upper quartile of earners and women occupying the bottom two quartiles.

Under the Act, organisations such as ERC are required to report on:

1. **Hourly Pay:** the difference between the mean and median hourly pay of male and female employees.

2. **Bonus Pay:** the difference between the mean and median bonus pay of male and female employees, and the percentage of male and female employees who received a bonus.
3. **Part-Time Pay:** the difference between the mean and median hour pay of part-time male and female employees.
4. **Temporary Contracts:** the difference between the mean and median hourly pay of male and female employees on temporary contracts.
5. **Benefit in Kind:** the percentage of male and female employees who received benefits in kind.
6. **Quartiles:** the percentages of male and female employees in the lower, lower middle, upper middle and upper income quartiles.
7. **Context:** the reasons for any Gender Pay Gaps.
8. **Actions:** the measures (if any) that the employer is taking to eliminate or reduce the gap.

2.3 Context to Gender Pay Gap Reporting

As explained, GPG refers to the difference in the average gross hourly earnings of male and female paid employees across a workforce, not just men and women working in the same role. When an organisation calculates the Gender Pay Gap, it does not identify or indicate if there is any bias or discrimination present.

Europe

In 2023, women in the EU were paid on average 12% less per hour than men ¹. While this figure has remained relatively unchanged in the last decade, GPG has decreased in many countries over the same time period. There is great variation in GPG between European countries. It ranges from less than 5% in Luxembourg, Romania, Slovenia, Italy and Belgium to over 18% in Czechia, Austria and Latvia ².

At a European Union level, the Pay Transparency Directive came into effect on the 7th of June 2023, and required to be commenced in Ireland within three years. This Directive introduces GPG reporting obligations across Europe and aims to eliminate unequal pay for equal work. This legislation differs from pre-established legislation in Europe, the UK and recently enacted legislation in Ireland, in a few significant ways. Under the Gender Pay Gap Information Act in Ireland, organisations are required to calculate aggregate pay differences based on gender. Under the Directive however, the Gender Pay Gap will be calculated based on a one-to-one comparison between equal work, or work of equal value. Furthermore, Ireland treats pay gap data as legally privileged, however this would not be the case for the Pay Transparency Directive, potentially meaning disadvantaged employees could bring claims for full recovery of back-pay with interest. Another change is that under the terms of the Pay Transparency Directive, employers will need to ensure that initial pay levels or ranges are published in job vacancy notices or provided to applicants before interview. Once in a role, employees will be entitled to ask their employer for information on average pay levels broken down by gender and the criteria used for pay and career progression ³.

The Directive requires organisations with more than 250 employees to report annually on GPG. Smaller organisations (initially those with over 150 employees) are required to report every three years ⁴. If an organisation reports a GPG of more than 5% that cannot be explained by objective, gender-neutral criteria, a joint pay assessment must be carried out in partnership with workers' representatives. EU members now have until the 7th June 2026 to incorporate the directive into their national legislation.

Ireland

Ireland's Gender Pay Gap for 2023 was lower than the EU average, coming in at 8.6% for 2023 i.e. the average male earned 8.6% more than the average female ⁵. For males, the mean earnings were €27.73 with 35.7 mean paid weekly hours. In comparison, the mean earnings for women were €25.06 with 30.01 mean paid weekly hours. Looking at economic sectors, the highest GPG was in the financial, insurance and real estate sector which had an average GPG of 24.7% (average hourly earnings of €41.93 for males and €31.50

¹ ec.europa.eu/eurostat/statistics-explained/index.php?title=Gender_pay_gap_statistics

² https://ec.europa.eu/eurostat/statistics-explained/index.php?title=Gender_pay_gap_statistics

³ www.consilium.europa.eu/en/press/press-releases/2023/04/24/gender-pay-gap-council-adopts-new-rules-on-pay-transparency/

⁴ Ibid

⁵ ec.europa.eu/eurostat/statistics-explained/index.php?title=Gender_pay_gap_statistics

for females). The education sector had the lowest GPG at 2.7% where males earned €36.64 on average per hour while women earned €35.65⁶. Figures for Ireland's 2024 GPG are yet to be released.

2.4 Understanding the Differences Between Career Cycles of Men and Women

While calculating and interpreting gender pay data is an important step in identifying any pay inequality at ERC, it is important to understand that GPG is not purely about comparing the salaries of men and women. Rather, it is about understanding the differences in how male and female careers evolve over time, identifying solutions to ensuring that male and female career cycles develop on a par with one another.

One of the biggest factors in the difference between male and female career cycles is the gender imbalance of parenting and childcare responsibilities. Historically, women shoulder a greater share of the parenting, childcare and other caring responsibilities compared to men, and are therefore more likely to avail of part-time or flexible working options. This trend still exists in modern workplaces, with a recent study conducted by the Central Statistics Office finding that 50.2% of eligible fathers availed of their paternity benefit entitlement in 2020. This imbalance has continued to be facilitated and enabled in the workplace through employers' reluctance to enable 'shared parenting' where both men and women are actively encouraged to assume parenting/childcare responsibilities.

People who work full-time are perceived as accumulating valuable skills and experience, while those who take time out, or who work part-time (even for only a limited period) are considered to acquire less human capital; this reduction in human capital can also be perceived as permanent. According to a study conducted by the European Parliament, only 8.7% of men in the EU work part-time compared to 31.3% of women, while women are also much more likely to take career breaks and utilise flexible working arrangements for care and family responsibilities⁷. As a result, women typically not only earn less than men per hour, they also spend fewer hours in paid work than men on average, and more hours in unpaid work⁸.

There are three key areas that organisations can target to positively address any imbalances between male and female career cycles:

Culture

There are numerous quick-wins and long-term actions organisations can take to address the Gender Pay Gap from a cultural point of view. This can include facilitating management meetings at a more accessible time (e.g. avoiding early morning or late-evening meetings to avoid childcare needs). The buy-in of executive management is key to top-down positive change in an organisation's culture. Senior male executives should be seen to uptake childcare/parenting responsibilities or flexible working options by more junior male employees. This can help to reduce the stigma of men assuming such responsibilities and can have an organisation-wide impact. Similarly, executive management should engage and promote the Diversity & Inclusion agenda of the organisation.

Confidence

Many entry or junior female employees can be discouraged from progressing their careers in organisations without balanced representation at management and executive level. Organisations should identify the potential in junior female employees, supporting and encouraging them to grow and make the next step in their careers. This can include the implementation of a mentoring programme, both male and female, to provide advice and guidance to entry-level employees in the organisation.

Championing visibility

Visibility of female executive management figures is key for progressing the careers of female employees. Organisations should provide their junior female employees with access to such female leaders so they can get an understanding of the challenges these role models faced and the lessons and experiences they have had in their careers, both positive and negative. Where such female leaders and role models are not in place internally, many organisations now bring in external speakers to speak with employees during events such

⁶ Ibid

⁷ www.europarl.europa.eu/news/en/headlines/society/20200109STO69925/understanding-the-gender-pay-gap-definition-and-causes

⁸ ec.europa.eu/info/policies/justice-and-fundamental-rights/gender-equality/equal-pay/gender-pay-gap-situation-eu_en

as International Women's Day. This can provide female employees with a clear pathway for progression and a clear demonstration of the organisation's commitment to the development of female employees.

2.5 GPG reporting & Wider Engagement with EDI

The business case for GPG reporting, and the broader EDI spectrum, is stronger than ever. Systemic, business-led approaches to EDI are now showing the potential to outperform industry peers on profitability and overall business performance.

Research has found that diverse organisations are more profitable. A study conducted by McKinsey determined that as of 2024, organisations in the top quartile of gender diversity on executive teams were 39% more likely to experience above-average profitability than peer organisations in the bottom quartile, a significant increase from the original figure of 15% determined in 2017⁹.

It has also been found that diverse organisations are more innovative. A catalyst study revealed that, over a period of three years, organisations with higher diversity in management earned 38% more of their revenues, on average, from innovative products and services than those of lower diversity¹⁰.

Diverse organisations are more attractive to top talent. A recent study from the International Labour Organisation found that organisations with inclusive business practices and cultures are 57.8% more likely to improve their reputation as a result¹¹.

Diverse organisations are more productive. Average employee productivity growth was found to be higher in organisations where three or more women were employed at Board of Directors level compared to those that had just a single or no female representatives on Boards of Directors¹².

External EDI Accreditation

We understand that ERC has achieved an external EDI accreditation for the organisation. Accreditations such as the Irish Centre for Diversity ("ICD")'s Investors in Diversity awards provide an opportunity for organisations to recognise the positive strides and achievements with regard to EDI, increasing an organisation's brand as a diverse employer both internally and externally. ERC has recently achieved Bronze accreditation from the ICD. The pursuit and subsequent achievement of such an accreditation, helps increase ERC's appeal for prospective candidates as well as further improving corporate culture.

Outside accreditation brings a readymade roadmap for organisations to pursue a policy of EDI. With the regulations that apply in order to gain an external accreditation, organisations can pursue such a policy with guidelines in place for achieving it. This can provide guidelines for an organisation seeking to improve its diversity and inclusion characteristics in a standardised and industry recognised manner.

2.6 Forvis Mazars Approach to Calculating ERC's GPG Data

This report has been prepared as an internal support document for ERC and is provided in accordance with the terms and conditions of our letter of engagement dated September 2025. Forvis Mazars assumes no responsibility in respect of or arising out of or in connection with this report to parties other than the Leadership Team of ERC.

The work on which the findings and recommendations have been based was undertaken in the period September to November 2025 based on payroll and some HR data for the period July 2024 to June 2025 and as such should be considered in that context.

Following receipt of data, Forvis Mazars conducted a validation exercise consisting of analyses to identify inconsistencies and anomalies when calculating employees' hourly rate for GPG reporting purposes, such as changes in contractual hours, unpaid leave, statutory leave and top-up amounts, before amalgamating all data into a consolidated data tape for the period July 2024 – June 2025.

⁹ www.mckinsey.com/featured-insights/diversity-and-inclusion/diversity-matters-even-more-the-case-for-holistic-impact

¹⁰ www.catalyst.org/research/why-diversity-and-inclusion-matter/

¹¹ The Business Case for Change, Women in Business and Management, ILO, 2019

¹² medium.com/@opendatacharter/covid-19-and-the-gender-pay-gap-challenges-and-solutions-fe42380f36e1

Our work, unless otherwise indicated, consisted principally of the review and analysis of GPG data provided to us by ERC and the findings and recommendations contained in this report are subject to this data.

2.7 Limitations

This report has been prepared as an internal support document for ERC and is provided in accordance with the terms and conditions of our letter of engagement dated September 2025. Forvis Mazars assumes no responsibility in respect of or arising out of or in connection with this report to parties other than the Senior Leadership Team of ERC.

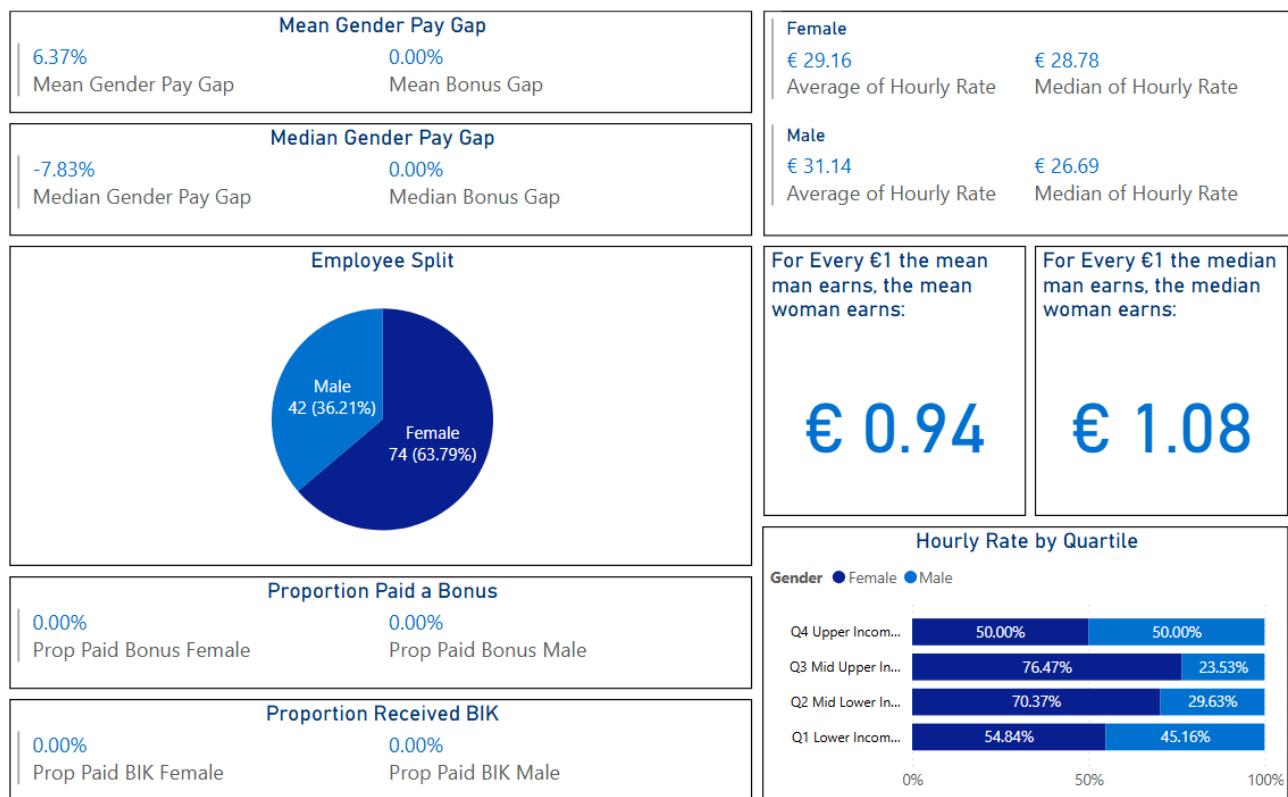
Data was provided to Forvis Mazars from a source system. We did not interrogate or test the information provided from this system to verify the accuracy or completeness of this data.

2.8 Acknowledgements

We would like to thank the ERC project team for their time, effort and enthusiasm which they committed to this project and their valuable co-operation and willingness to proactively engage in the process at every stage, including the verification of data and information.

Please note that this report has been prepared by Forvis Mazars based on the information provided by ERC for the reporting period and we accept no responsibility for any acts, errors or omissions in relation to the information provided.

3. ERC GPG Dashboard for 2025



4. Detailed Insights

4.1 Overall GPG

ERC's mean GPG for 2025 is 6.37%, meaning that for every €1 the average male employee earns in ERC, the average female employee earns €0.94. This mean GPG figure is below the national average figure of 8.6% and is recognition of the positive gender balance in place at all levels of the Organisation. Mean GPG is driven by an underrepresentation of female employees in the upper income quartile (50% of employees in the upper income quartile are female) compared to overall headcount (64%), whilst there is an overrepresentation of female employees in the mid-upper (76%) and mid-lower (70%) quartiles. This serves to increase the average male hourly rate compared to female employees, creating the mean GPG of 6.37%.

ERC's median GPG for 2025 is -7.83%, meaning that for every €1 the average male employee earns in ERC, the average female employee also earns €1.08. The median GPG is largely driven by an underrepresentation of male employees in the lower income quartile (45% of employees in this quartile are male) compared to overall headcount (36%). This overrepresentation reduces the median male hourly rate compared to the median female rate, creating the median GPG figure.

These figures highlight the strong position ERC is in with regard to gender balance and gender representation throughout the Organisation. All four pay quartiles are relatively balanced compared to ERC's overall headcount of 64% female employees and 36% male employees, leading to a minimal difference in both the mean and median hourly rates between men and women. Whilst these figures for 2025 are positive for the Organisation, ERC leadership remain committed to both fully addressing GPG and continuing to build an inclusive and diverse culture where employees of all backgrounds, not just gender, feel they belong and can contribute to this positive culture.

4.2 Male and Female Career Cycles Within ERC

Despite only having a relatively positive mean GPG of 6.37% for 2025, ERC leadership remains committed to addressing any pay gaps between male and female employees. In general, one of the key contributors to GPG is an overrepresentation of female employees availing of flexible working practices compared to their male counterparts, as this can have a subsequent impact on career development and reduced working hours, resulting in reduced value of benefits for female employees. Flexible working practices typically include:

- Part-time working
- Assuming parenting responsibilities and availing of associated protected leaves

For ERC, of the 116 employees included in the GPG analysis for 2025, 59 are employed on either fixed-term or specified purpose contracts of employment, 63% of whom are female employees and 37% are male, figures which closely aligns with the overall gender split in the Organisation. There is a mean GPG of 4.30% and a median GPG of -17.78% amongst fixed-term employees.

There are 60 part-time employees in ERC, with a mean GPG of -10.65% and a median GPG of -35.43%. The uptake of part-time working arrangements closely aligns with overall headcount, with 35% of part-time employees being male and 65% being female compared to the overall gender breakdown of 36% male, 64% female. This positive figure is recognition of the positive work being done to encourage the uptake of part-time working by both male and female employees.

Based on the above, there are minor but important differences between male and female career cycles which employers need to be cognisant of. In ERC's case, female employees are more likely to avail of flexible working arrangements such as part-time hours compared to overall headcount. There is also a clear pattern of whether

male and female employees are more likely to assume parenting responsibilities through availing of unpaid leave, protected leave and other family leave practices.

ERC leadership are aware of the impact of male and female career cycles on GPG and wider equality and continue to monitor this data to determine if any difference arises between career cycles which needs correcting and is invested in ensuring that gender balance at all levels is reflective of the overall headcount of the Organisation.

4.3 Quartile Data

ERC has an overall headcount of 116, consisting of 42 male employees and 74 female employees, equating to a 36% and 64% split respectively. When examining how these employees are divided across the four quartiles provided above, there is a relative underrepresentation of female employees in the lower (54.8%) quartile and upper (50%) quartile, whilst there is a relative overrepresentation of female employees in the mid-upper (76.5%) and mid-lower (70.4%) quartile.

ERC is committed to ensuring that its progression pathways remain balanced at all levels of the Organisation, and ERC leadership aims to ensure that its overall employee split of 36% male employees and 64% female employees is reflected at all levels, addressing any overrepresentation or underrepresentation and thus addressing GPG.

This is a long-term goal for ERC and aims to be delivered by ensuring the strong pool of female talent in the lower-income quartiles progress into more senior positions in the medium to long-term.

4.4 Bonus Gap

No ERC employees received any bonuses and thus, there is no dataset to determine GPG between employees regarding these payroll elements.

5. How ERC is Addressing its Gap

5.1 EDI Related Policies & Practices

ERC has an Equity Diversity and Inclusion strategy highlighting its commitment to a culture of equity, diversity and inclusion for all stakeholders, regarding gender, civil status, family status, sexual orientation, age, disability, race, religion, and membership of the Traveler community.

ERC also commits in this strategy to devise and implement policies and practices that respect diversity, provide a balance of opportunity and ensure that no job applicant, employee, customer or business associate receives less favour than applicants, employees, customers or other business associates. In addition, ERC will ensure that their policies and other practices reflect their commitment to treating people fairly, promoting an integrated way of working and respecting the dignity of employees at all times.

The ERC also has an Equality, Dignity and Respect in the workplace which commits to diversity and equal opportunities.

The strategy and this policy highlights a number of practices ERC has undertaken to achieve its stated commitment, including:

- Leading by example by treating all members of the ERC community in a dignified and respectful manner.
- Dealing with unacceptable behaviour in accordance with relevant policies.
- Increasing awareness of diversity, fairness and inclusion policy and promoting a positive work, learning, development and social environment.
- Ensuring that diversity, fairness and inclusion are duly taken into account in their areas of responsibility.
- Participating in training of a kind that supports the implementation of ERC's diversity, fairness and inclusion policy and related policies mentioned above, as appropriate and ensuring that people in their field do the same.

These practices aim to achieve a more equitable, diverse and inclusive workforce by ensuring equality, diversity and inclusion is reflected in their values and embedded in their culture across the organisation.

5.2 Policies and Practices

ERC has a suite of supportive and inclusive policies that match and at times surpass the statutory minimums set out in employment legislation laid out a number of policy areas including maternity leave and paternity leave

ERC is committed to attracting and recruiting talent from a diverse background and to ensuring that recruitment procedures are fair, open and transparent. The process is free from unconscious bias. ERC seek to only select those suitable for employment only on the bases of merit and will not discriminate against any group or individual on any unjustifiable basis.

5.3 External Accreditation

A further route which ERC has pursued to promote and develop EDI within the organisation is the Irish Centre for Diversity's Investors in Diversity Accreditation, a three-tier accreditation for both internal and external EDI activities and initiatives. We understand ERC has achieved bronze accreditation in recognition of the positive work undertaken by the organisation to date, with the following areas highlighted as strengths by the ICD:

- Strong policies and processes in place demonstrating ERC's dedication to developing and maintaining and inclusive, supportive culture and diverse workforce, and make clear to employees that they will be treated with dignity and respect;
- Policies are shared during induction and new policies/changes are communicated to staff at meetings and via email;
- Staff and leaders have attended EDI training delivered by the ICD;
- ERC has a good understanding of EDI with a good foundation of policies in place on which to build; and
- Employees are provided with access to an EAP service.

Contacts

Dera McLoughlin

Partner, Forvis Mazars
dmcloughlin@mazars.ie

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