ISPCC

2025 Gender Pay Gap Report

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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 now 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 being taken, or proposed to be taken, by the employer, to eliminate or reduce such differences[i] .

This is ISPCC's first year publishing its gender pay gap report. The purpose of this report is to present ISPCC'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. ISPCC Gender Pay Gap Figures

Table 1 provides a summary of ISPCC'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	23.37%
Median hourly Pay Gap	27.01%
Part Time Employees	
Mean hourly pay gap for part time workers	N/A
Median Hourly Pay Gap for part time workers	N/A
Temporary Employees	
Mean hourly pay gap for temporary workers	12.31%
Median Hourly Pay Gap for temporary workers	20.04%
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	60.00%
Percentage of female employees who received BIK	43.84%

Fig 1. Summary of ISPCC's 2025 GPG Figures

Quartile data

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

Quartile Percentages		
	% of Males	% of Females
Q4 - Upper Income Quartile	33.33%	66.67%
Q3 - Mid Upper Income Quartile	0%	100%
Q2 - Mid Lower Income Quartile	14.29%	85.71%

Q1 - Lower Income Quartile	0%	100%

Fig 2. Summary of ISPCC's 2025 Quartile Data

1.3. Analysis of GPG

The following insights and analysis have been extracted from ISPCC's 2025 Gender Pay Gap of 23.37%:

- There are 10 male employees included in the 2025 GPG calculation, of whom 6 (60%) are at mid-management level. Conversely, only 11% of ISPCC's 73 female employees work at mid-management level, with 78% of female employees working in roles more junior and 11% working in roles more senior than this level. Thus, the percentage of male employees overall who work in mid-management positions compared to female employees is increasing the male hourly rate commensurate to the average female hourly rate. When these employees are removed from the calculation, median GPG drops from 27.01% to **1.23**%.
- While female employees represent 87.95% of overall headcount in ISPCC, the proportion of female employees availing of part-time working (100%), unpaid leave (100%) and fixed-term contracts (94.74%) is greater than overall headcount, suggesting that there may be slight imbalances between male and female career cycles reflective of wider societal imbalances in the uptake of parenting responsibilities between men and women.
- While ISPCC employs a generous maternity leave policy above minimum statutory requirements, its top up does not equate to 100% of normal salary for the duration of maternity leave. Thus, employees who took maternity leave provide a lower hourly rate compared to employees at the same grade and rate of pay who did not take maternity leave during the GPG reporting period.

1.4. How ISPCC is Addressing its Gap

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

- ISPCC has a published Respect Dignity at Work policy highlighting its commitment to a culture of equality, diversity and inclusion for all stakeholders, with regard to gender, civil status, family status, sexual orientation, age, disability, race, religion, and membership of the Traveler community.
- ISPCC has a suite of supportive and inclusive policies that significantly surpass the statutory minimums set out in employment legislation and top up salaries in a number of policy areas including maternity leave, paternity leave and adoptive leave beyond minimum statutory requirements. In addition, the organisation has also implemented a number of important EDI-related policies such as a menopause policy, matrimonial leave, career breaks, compassionate leave, job-sharing and part-time working arrangements. This expansive suite of policies would be considered best in practice and demonstrate the organisation's commitment creating an inclusive culture where employees feel supported and encouraged.
- Promoting the social inclusion of children and preventing exclusion due to behaviour, mental health difficulties, ethnicity, social status or any other factor is a defined cornerstone of the work of the ISPCC and is a value through which all employees live and operate within the organisation.
- As part of ISPCC leadership's commitment to inclusion highlighted above, all employees attended training on leading disability-inclusive teams in 2025, ensuring that all ISPCC employees have the tools to create a respectful and inclusive working environment. Equipping employees with this skillset ensures that everyone in the ISPCC is able to continue to build an inclusive culture where everyone, regardless of their gender, race, disability or any other characteristic, feels welcome and can contribute to the work and culture of the ISPCC
- The ISPCC was recently recognised by the Sunday Times Ireland as one of the only Charities in its list of the Best Places to Work in 2025. This recognition and achievement was reflective of the work of all ISPCC employees in fostering a positive culture with the Organisation. This external benchmark compared ISPCC to 162 non-profit / charities in Ireland for benchmarking and 106,482 international organisations in the global benchmarking.

2. Introduction & Approach

2.1. Introduction

Forvis Mazars were engaged by ISPCC 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 employees to report its gender pay gap data for a snapshot date in June. This is ISPCC'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, ISPCC's GPG results for 2025 and a number of recommendations for ISPCC 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 employees 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 annually publish their gender pay data, 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 outsized number of men occupying top positions in the upper quartile of earners and women occupying the bottom two quartiles.

Under the Act, companies such as ISPCC 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, companies 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 companies with more than 250 employees to report annually on GPG. Smaller companies (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]. 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 for females). The education sector had the lowest GPG at 2.7% where males earned €36.64 on average per hour while women earned €35.65[6]. There is limited data publicly available on the charitable sector's overall GPG, however the Wheel's most recent analysis of 30

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[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
[6] Ibid

participating charitable organisations noted a combined mean GPG of 3.8% for 2023, though there was significant variance identified in the ranges, with mean GPG falling between -16.89% and 22.6% for participating organisations[7]. This range is expected to increase further in 2025 with the reduction in reporting threshold to organisations of 50 or more employees, meaning that smaller employers, who's datasets are more likely to be impacted by a small cohort of higher-earning employees, will now be required to publicly report their GPG.

2.4 GPG Over the Course of a Year

GPG is by no means a stationary figure and is calculated through a simplistic calculation of gross earnings by men and women and the difference in pay using median and mean figures. As the composition of the workforce changes over the year, and where businesses experience higher attrition rates, the gender pay gap changes with it. Figure 4 below is an example from the CIPD who charted their pay gap monthly for a year, demonstrating how it can change significantly, in this case nearly by a factor of two, within a relatively short period.

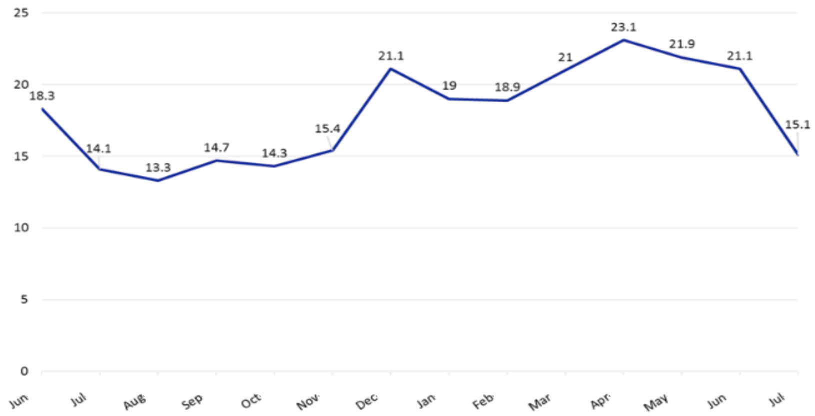

Fig 4. GPG Over Time

2.5 The 30% Club Ireland

The 30% Club in Ireland is a working group of senior leadership from around the country committed to better gender balance at all levels of their organisation through voluntary actions. Following the Club achieving a number of its stated goals from its 2015 founding, it provides a strong voice of advocacy for improving gender representation at all grades across all sectors of the Irish economy. ISPCC should consider membership to this important industry advocacy organisation in Ireland, as it would send a clear message to external and internal stakeholders on the seriousness with which the organisation takes its Equality, Diversity and Inclusion ("EDI") commitments, while also strengthening ISPCC's position in the recruitment market.

2.6 Understanding the Differences Between Male and Female Career Cycles

While calculating and interpreting gender pay data is an important step in identifying any pay inequality at ISPCC, it is important to understand that the gender pay gap 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 amount 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

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[7] www.wheel.ie/sites/default/files/media/file-uploads/2023-06/GPG2023_Report_Digital1.pdf

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 is also 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 responsibilities[8]. As a result, women typically do 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 work[9].

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 companies can take to address GPG 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 the Leadership Team is key to top-down positive change in an organisation's culture. Senior male executives should be seen to avail of childcare/parenting responsibilities or flexible working options by more junior male employees. This can help to remove the stigma of men assuming such responsibilities and can have an organisation-wide impact. Similarly, executive management should engage and promote the EDI agenda of the organisation.

Confidence

Many entry or junior female employees can be discouraged from progressing their careers in companies without balanced representation at management and executive level. Companies 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 mentors, both male and female, to provide advice and guidance to entry-level employees in the organisation.

Championing

Visibility of female executive management figures is key for progressing the careers of female employees. Companies 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 faced in their careers, both positive and negative. Where such female leaders and role models are not in place internally, many companies now bring in external speakers to speak with employees during events such 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.

2.7 GPG Reporting & Wider Engagement with EDI

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

Research has found that diverse companies are more profitable. A study conducted by McKinsey determined that as of 2024, companies in the top quartile of gender diversity on executive teams were 39% more likely to experience above-average profitability than peer companies in the bottom quartile, an increase from 15% in 2017[10].

It has also been found that diverse companies are more innovative. A catalyst study revealed that, over a period of three years, companies with higher diversity in management earned 38% more of their revenues, on average, from innovative products and services than those of lower diversity[11].

[8] www.europarl.europa.eu/news/en/headlines/society/20200109STO69925/understanding-the-gender-pay-gap-definition-and-causes
[9] ec.europa.eu/info/policies/justice-and-fundamental-rights/gender-equality/equal-pay/gender-pay-gap-situation-eu_en
[10] www.mckinsey.com/featured-insights/diversity-and-inclusion/diversity-matters-even-more-the-case-for-holistic-impact
[11] www.catalyst.org/research/why-diversity-and-inclusion-matter/

Diverse companies 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 result[12].

Diverse companies are more productive. Average employee productivity growth was found to be higher in companies where three or more women were employed at Board of Director level compared to those that had just a single or no female representatives on Boards of Directors[13].

External EDI Accreditation

We understand that ISPCC has not yet achieved an external EDI accreditation for the organisation. Accreditations such as the Irish Centre for Diversity ("ICD")'s Investors in Diversity awards provide opportunity for companies to recognise the positive strides and achievements with regard to EDI, increasing an organisation's brand as a diverse employer both internally and externally. The pursual, and subsequent achievement of such an accreditation, helps increase ISPCC'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 outside 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.

2.8 Forvis Mazars Approach to Calculating ISPCC's GPG Data

This report has been prepared as an internal support document for ISPCC and is provided in accordance with the terms and conditions of our letter of engagement dated May 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 ISPCC.

The work on which the findings and recommendations have been based was undertaken in the period May to August 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.

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

In tandem with the calculation exercise, Forvis Mazars also conducted a qualitative review of the controls and practices in place within ISPCC to monitor and improve gender diversity and, by extension, wider EDI within the organisation. This information would be used to explain the existence of any GPG within ISPCC, identify what the organisation is currently doing to address GPG, and recommendations for the organisation to consider to further improve GPG and wider EDI.

2.9 Limitations

This report has been prepared as an internal support document for ISPCC and is provided in accordance with the terms and conditions of our letter of engagement dated May 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 ISPCC.

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.

[12] The Business Case for Change, Women in Business and Management, ILO, 2019
[13] medium.com/@opendatacharter/covid-19-and-the-gender-pay-gap-challenges-and-solutions-fe42380f36e1

The GPG data in this report excludes equity partners at ISPCC. Under the Gender Pay Gap (Information) Act, 2021, employers are only required to publish gender pay information on their employees. As owners of the business, equity partners are therefore not included in this definition.

2.10 Acknowledgements

We would like to thank the ISPCC 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 ISPCC for the reporting period and we accept no responsibility for any acts, errors or omissions in relation to the information provided.

3. Detailed Insights

3.1 Impact of Mid-Management Roles on Overall GPG

There are 10 male employees included in the 2025 GPG calculation, of whom 6 (60%) are at mid-management positions. Conversely, only 11% of ISPCC's 73 female employees work at this level, with 78% of female employees working in roles more junior than this level and 11% working in roles more senior than this level.

Thus, while there is no gender pay gap in favour of male employees amongst mid-management employees (-6.67%) and the gender balance at this level is relatively equal (6 male employees, 8 female employees), the percentage of male employees overall who work in such positions compared to female employees is increasing the male hourly rate commensurate to the average female hourly rate. When mid-management employees are removed from the calculation, the median GPG drops from 27.01% to 1.23%.

3.2 Impact of Difference in Male and Female Career Cycles on GPG

As previously outlined in Section 2.6, 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
- Fixed-term contracts

Part-time working

25 employees within ISPCC work part-time (less than 30 hours per week), equating to circa 4% of overall headcount. Of this cohort of employees, all 25 are female.

Ideally, the number of male and female employees working part-time across the quartiles would be roughly equal to overall headcount where possible. As explained in section 2.6, women are much more likely than men to avail of part-time working opportunities to allow them to balance parenting and household responsibilities with their work. However, people who work part-time are considered to acquire less skills and experience than those in full-time work, and this reduction in human capital is viewed to be permanent. Therefore, 100% of part-time workers being female could potentially illustrate the societal overrepresentation of women in part-time work, particularly in management roles, compared to their male counterparts, due to women historically being more likely to take on parenting and household responsibilities which has an impact on their overall career development.

Unpaid Leave

It was also noted that out of the 4 employees within ISPCC who availed of unpaid leave during the reporting period, 4 (100%) were female, resulting in a greater proportion of female employees availing of unpaid leave compared to overall headcount (5.71%) than male employees (0%).

Fixed-term working

Of the employees included in the GPG analysis, 38 employees in ISPCC work on fixed-term contracts. Of these employees, 36 (94.74%) are female and 2 (5.26%) are male.

Based on the above, there are minor but important differences between male and female career cycles, with female employees more likely to avail of flexible working arrangements such as fixed-term contracts and part-time working compared to overall headcount and are also more likely to assume parenting responsibilities through availing of unpaid leave, protected leave and other family leave practices.

ISPCC leadership needs to be aware of this difference in order to improve gender equality in the organisation going forward.

3.3 Maternity Leave Policy

We understand that ISPCC's maternity leave policy is to provide full payment for the first three months of maternity leave or half pay for the full six months of maternity leave to eligible employees. This is resulting in employees who go on maternity leave having a minor reduction in their pay. As the below table demonstrates using illustrative employee data of varying top-up approaches, employees who do not have full salary top-ups for maternity leave provide a slightly lower hourly rate compared to employees at the same grade and rate of pay who did not take maternity leave during the GPG reporting period.

In the below example, this creates a gap of 9.9% between an employee who did not take maternity leave (Employee 1) and an employee at the same grade and salary who had their maternity leave topped up to 75% of normal salary (Employee 2) and how topping up to 100% of normal salary bridges this gap (Employee 3).

Employee	Basic Salary	Working Hours	Maternity Leave	Maternity Leave Top-up	Actual Salary	Hourly Rate
Employee 1	€52,000	1,950	n/a	n/a	€52,000	€26.67
Employee 2	€52,000	1,950	26 weeks	75%	€47,281	€24.25
Employee 3	€52,000	1,950	26 weeks	100%	€52,000	€26.67

Fig 8. Example of Impact of Maternity Leave Top-Up

4. How ISPCC is Addressing its Gap

4.1 EDI related policies & Practices

ISPCC has a published Equal Opportunities policy and a Respect Dignity at Work policy highlighting its commitment to a culture of equality, diversity and inclusion for all stakeholders, with regard to gender, civil status, family status, sexual orientation, age, disability, race, religion, and membership of the Traveler community. This commitment also extends to creating and maintaining a workplace which creates a supportive environment in which all employees can flourish and reach their full potential regardless of differences, experience or education.

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

4.2 Policies & Practices

ISPCC has a suite of supportive and inclusive policies that significantly surpass the statutory minimums set out in employment legislation and top up salaries in a number of policy areas including maternity leave, paternity leave and adoptive leave beyond minimum statutory requirements.

In addition, the organisation has also implemented a number of important EDI-related policies such as a menopause policy, matrimonial leave, career breaks, compassionate leave, job-sharing and part-time working arrangements. This expansive suite of policies would be considered best in practice and demonstrate the organisation's commitment creating an inclusive culture where employees feel supported and encouraged.

4.3 Inclusion as a Cornerstone of the Work of the ISPCC

Promoting the social inclusion of children and preventing exclusion due to behaviour, mental health difficulties, ethnicity, social status or any other factor is a defined cornerstone of the work of the ISPCC and is a value through which all employees live and operate within the organisation. This cornerstone drives overall culture within the organisation and is a key part of induction and ongoing training to ensure all employees are aware of the importance of inclusion for both service users of the ISPCC and the workplace culture which supports these users.

4.4 Learning and Development Initiatives

As part of ISPCC leadership's commitment to inclusion highlighted above, the Organisation has also developed a framework of learning and development for all employees on Equality, Diversity and Inclusion. As part of this, framework, all employees attended training on leading disability-inclusive teams in 2025, ensuring that all ISPCC employees have the tools to create a respectful and inclusive working environment and have an understanding of unconscious bias, communication and hidden barriers and roadblocks to achieving such an environment. Equipping employees with this skillset ensures that everyone in the ISPCC is able to continue to build an inclusive culture where everyone, regardless of their gender, race, disability or any other characteristic, feels welcome and can contribute to the work and culture of the ISPCC.

4.5 Great Place to Work

The ISPCC was recently recognised by the Sunday Times Ireland in its list of the Best Places to Work in 2025. This achievement was reflective of the work of all ISPCC employees in fostering an efficient, encouraging and empathetic workplace across six pillars: Reward and Recognition, Instilling Pride, Information Sharing, Empowerment, Wellbeing, and Job Satisfaction. This work has, and will continue to, play an important role in nurturing a positive culture with the Organisation. This external benchmark compared ISPCC to 162 non-profit / charities in Ireland for benchmarking and 106,482 organisations in the global benchmark.

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