

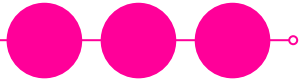


**5 Years of Elevate:
From Commitment to Impact**

The Elevate Pledge: 2026 Actions and Progress



Elevate Pledge Signatories



A&L Goodbody

David Widger (Managing Partner)

Accenture

Hilary O'Meara (Country Managing Director Ireland)

AIB Group

Colin Hunt (CEO)

Aldi

Niall O'Connor (Country Managing Director Ireland)

An Post

David McRedmond (CEO)

Arthur Cox

Geoff Moore (Managing Partner)

Aviva General Insurance

Declan O'Rourke (CEO)

Aviva Life and Pensions

Barry Cudmore (CEO)

Bank of Ireland

Myles O'Grady (Group Chief Executive Officer)

Bidvest Noonan

Declan Doyle (Group CEO)

Bord Gáis Energy

Dave Kirwan (Managing Director)

Britvic Ireland, part of the Carlsberg Group

Kevin Donnelly (Managing Director)

Bus Éireann

Jean O'Sullivan (CEO)

Cairn

Michael Stanley (CEO)

Calor

Duncan Osborne (CEO)

Central Bank of Ireland

Gabriel Makhoul (Governor)

Coillte

Imelda Hurley (CEO)

Compass Group Ireland

Deirdre O'Neill (Managing Director)

Cook Limerick

Pat Burke (Vice President and General Manager)

Cork Chamber

Conor Healy (CEO)

DAA

Nicholas Cole (Deputy CEO)

Deloitte Ireland

Harry Goddard (CEO)

Diageo Ireland

Louise Ryan (Managing Director)

Eason

Liam Hanly (Managing Director)

eir

Oliver Loomes (CEO)

EirGrid plc

Cathal Marley (Chief Executive)

Energia Group

Ian Thom (CEO)

ESB Group

Paddy Hayes (Chief Executive, ESB)

ESW

Eric Eichmann (CEO)

Gas Networks Ireland

David Kelly (CEO)

Glenveagh Properties PLC

Stephen Garvey (CEO & Co-Founder)

Grant Thornton Ireland

Stephen Tennant (Managing Partner)

HEINEKEN Ireland

Sharon Walsh (Managing Director)

HSBC Ireland

Laura Trimble (CEO)

Iarnród Éireann

Mary Considine (CEO)

IBM Ireland Ltd.

Nathan Cullen (Country General Manager)

Intact

Kevin Thompson (CEO)

Instantor

Alan Hogan (CEO)

J&J Innovative Medicine Little Island

Barbara Santry (General Manager)

J&J Innovative Medicine Ringaskiddy

Marie Martin (General Manager)

John Paul Construction

Liam Kenny (Chief Executive Officer)

John Sisk & Son

Paul Brown (CEO)

KPMG Ireland

Ryan McCarthy (Managing Partner)

KSG

Michael Gleeson (CEO)

Kyndryl

Des Ryan (Managing Director)

Lidl Ireland

Robert Ryan (CEO)

Marks & Spencer (Ireland) Ltd

Eddie Murphy (Country Director – Ireland and Northern Ireland)

Mitie Facilities Management Ltd

Leslie Sheridan (Managing Director)

Musgrave Group

Noel Keeley (CEO)

Ornua

Conor Galvin (CEO)

PTSB

Eamonn Crowley (CEO)

PwC

Enda McDonagh (Managing Partner)

Roadstone

Peter O'Loughlen (Managing Director)

Servier (Ireland) Industries Ltd.

Pascal Baraffe (General Manager)

SSE Ireland

Klair Neenan (Managing Director, SSE Airtricity)

Sumitomo Mitsui Trust (Ireland) Limited

Hiroyuki Takano (CEO)

Tesco Ireland

Geoff Byrne (CEO)

Three Ireland

Elaine Carey (CEO)

Uisce Éireann

Niall Gleeson (CEO)

Veolia

Sinéad Patton (Chief Financial and Commercial Officer – Ireland and Nordics, Finance Director – Industrial, Water & Energy UK)

VHI

Brian Walsh (Group CEO)

William Fry

Stephen Keogh (Managing Partner)



Progress Against Commitments

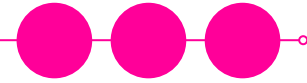
Employers have well understood that incorporating Diversity, Equity and Inclusion in all aspects of business is the way forward. The Elevate Pledge asks Signatories to commit to tangible actions on DE&I and to demonstrate progress on an annual basis. Clear goals and commitments help maintain focus on shared ambitions and drive sustained momentum.

The 2025 Elevate Report provided a strategic framework for inclusion, offering signatories an opportunity to review and implement practices that can support in embedding inclusion in the workplace. Most Elevate signatories have aligned their activities to this strategic framework, and an overview of their key actions and focus areas is showcased in this section.

Regardless of an organisation's maturity levels on its DE&I journey, staying committed, and making small, intentional steps can significantly influence the workplace culture and reinforce the value of inclusion in building a better workplace and a better society.



Leadership & Accountability



An Post

At An Post, our leaders play a vital role in shaping organisational culture. The way leaders model behaviours directly influences how teams collaborate, communicate and thrive. In 2025, we committed to embedding inclusive leadership and accountability across An Post by ensuring managers and leaders consistently role model inclusive behaviours in their everyday work. We delivered this by developing and sharing a new DEI Strategy that established clear organisational priorities and accountability for inclusion. More than 300 people managers completed in person Inclusive Leadership training, supported by ongoing inclusion learning nudges to reinforce inclusive behaviours and support leaders to role model these behaviours within their teams. Leadership accountability for equitable outcomes remains a core focus across An Post, reflected in our Gender Pay Gap reporting, which confirmed a zero gender pay gap for the fifth consecutive year, demonstrating sustained leadership commitment to fairness, progression and inclusive decision making.



Bank of Ireland

We embed strong leadership and clear accountability to advance the Elevate Pledge. Senior leaders champion equity, sponsor seven ERGs, and review workforce data to identify gaps and drive action. Governance structures, defined ownership, and inclusive leadership training ensure progress and transparency, supporting continuous improvement.



Bidvest Noonan

We commit to strengthening leadership accountability for EDI by embedding inclusive structures, transparent oversight, and targeted programmes that build diverse senior talent and foster a culture of belonging. We further commit to responsible environmental leadership by delivering validated science based targets and accelerating progress toward a net zero, sustainable future.

- Established a cross functional EDI Council that provides senior level governance, strategic direction, and ongoing accountability for embedding EDI across the organisation.
- Implemented consistent leadership oversight, with monthly EDI Council and community meetings to monitor progress, drive initiatives, and ensure inclusion is embedded into organisational behaviours.
- Maintained Diversity Mark Accreditation, demonstrating independently verified commitment and progress in leadership accountability and inclusive practices.
- Environmental sustainability commitments and SBTi validated targets in place, participants in EcoVadis, CDP and Accelerate Pact, reinforcing leadership commitment to responsible business practices.

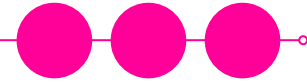


Bus Éireann

We commit to visible leadership and clear accountability for equality, diversity and inclusion across Bus Éireann. We introduced a Human Rights Policy and established a Human Rights Committee, ensuring alignment with IHREC Act, EU Taxonomy Minimum Safeguards and CSRD requirements. We also established a CEO-led working group to identify and address systemic barriers to progression.



Leadership & Accountability



Cairn

We aim for Collective Responsibility for EDI agenda. We created the People & Culture Committee chaired by our Commercial Director and supported by members of our Senior Management Team (SMT) . Responsibility for EDI is shared across the company departments.



Central Bank of Ireland

Our D&I Networks continue to have Executive sponsorship and network activities are included in briefings to senior leadership and form part of periodic organisational reports. D&I form a significant part of the Bank's Values and Actions which is directly supported by SLT which sets a strong tone for rest of the organisation.



Compass Group Ireland

We embed a dedicated DE&I agenda item at every Executive meeting, while actively involving the Executive Team in ongoing inclusion training and engagement. There are now regular discussions between managers and the executive team on how we can further support colleagues from minority backgrounds, both within the organisation and those seeking to enter it.



Cork Chamber

In 2025, Cork Chamber embedded DEI within governance and organisational strategy through Board and executive oversight, supported by formal governance structures, induction processes, and HR and Inclusion policies. Senior leadership championed inclusive employment through initiatives such as WorkAbility – Inclusive Pathways to Employment (with SECAD) and cross-sector collaboration via the Cork Access Network (CAN) to support equitable access to learning. Accountability was reinforced through internal reporting, ESG alignment, and participation in the SME Well Business Charter to benchmark and strengthen inclusive workplace standards.



daa

daa has publicly committed to 2030 targets in our ESG Strategy, along with being a signatory to the UN Global Compact. daa is fully committed to delivering against its targets and reports all progress in our annual report.

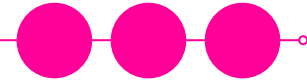


Diageo

We have strengthened visible leadership commitment to inclusion by ensuring our Executive and Leadership teams actively champion, model, and are accountable for building an inclusive culture across the organisation. We have continued to hold Listen and Learn sessions with our Employee Resource Groups (ERG's) to build awareness and inclusive leadership. ERG leadership sponsorship has progressed, ensuring every ERG now has a dedicated leader actively championing its work.



Leadership & Accountability



Eason

We commit to leading by example, embedding diversity and inclusion into our strategic priorities.



EirGrid

We committed to designing a new Leadership Development programme for all people managers with D&I principles embedded. In the design of all new learning interventions and Leadership Development, diversity and inclusion principles have been embedded to foster a strong sense of belonging and opportunity to grow for all. Our new leadership development programme has so far delivered: New Cultural Awareness training and Conscious Inclusion training for all people managers. Neurodiversity training for people managers is scheduled for 2026.



ESB

In 2024, ESB Board and Executive Committee members attended in-person Inclusive Leadership training. In October 2025, we launched a bespoke 'Inclusive Leadership' development programme for senior managers through ESB's Leadership Academy.



Glenveagh

We will continue to advance our ED&I practices through visible commitment from leadership. Our ED&I Steering Group is led by ExCo members and reports into a board level committee.



Intact

We commit to the continuation of investment in our people and their leadership abilities. Numerous leadership courses on going for employees to participate in, most notably our UCC diploma and higher diploma in leadership.

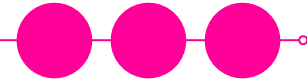


Iarnród Éireann

Ensuring all people managers have at least one ED&I goal in their annual performance objectives. The capability for this is included in our system; and further on we will train our managers on what ED&I goals looks like.



Leadership & Accountability



Ornua

We have Sponsorship from our Group Executive team, a Steering Group and Dimension Action Groups to deliver on our D&I Strategy. We have appointed a full-time senior level Lead and established a governance structure in place to drive progress across the six dimensions in our D&I Strategy – gender balance, cultural diversity, accessibility, neuro-diversity, generations and LGBTQI+.



SSE

We aim to strengthen leadership accountability for inclusion by embedding expectations into decision-making and performance. Our Inclusion governance is anchored at Board and Group Executive Committee level, with accountability cascaded through business leads and process owners. Inclusion embedded into leadership development through the new 'Leading Leaders' programme. Belonging Community action plans refreshed, with clearer priorities and ownership. Senior sponsorship visibly supporting key initiatives (e.g. menopause, faith inclusion).



Three Ireland

We set clear targets to achieve a 50/50 gender balance in leadership by 2030. In 2026 we are proud to report that our executive leadership team are made up of 45.5% female and 54.5% male.

- To ensure we meet our targets we continue to track and report on the gender balance across the employee life cycle, including new hires, progression, development, and engagement. We also track our pay, recruitment, and promotion decisions through a gender diversity lens.
- We have an Executive Leadership Team Member (C-Level) as Sponsor of our Diversity, Inclusion & Belonging steering committee to drive accountability and alignment at a senior level.
- We report annually on our Gender Pay Gap Report as well as our action plan to reduce our gender pay gap. In 2025 we reported a reduction of 8.5% in our mean gender pay gap.



Uisce Éireann

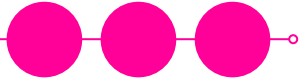
We are committed to embedding inclusion into leadership with our inclusive leadership training and everyday interactions which is incorporated into our Head of Functions Leading Functions Pathways Programme, Disability Awareness Training Support & develop training for people managers and employees with People manager. Build and defined the role of leaders in Uisce Éireann through the launch of Brilliant Basics Guide. This programme is aimed at all People Managers and clarifies the roles and expectations of managers leading diverse teams from a values-based leadership lens. This is particularly relevant as Uisce Éireann expands and grows over the coming years.



Veolia

At Veolia we recognise that Inclusive Leadership is fundamental to creating a workplace where every employee feels valued, respected and empowered to contribute their best work. We understand that diverse perspectives drive innovation and strengthen our ability to serve our customers and communities effectively. That's why we made a strategic investment in training our Senior Leadership Team on inclusive leadership first, to set the tone from the top. We then added a specific module on inclusive leadership within our people managers training programme, providing them with the tools to build an inclusive culture where everyone can thrive and reach their full potential.

Representation and Fair Recruitment



A&L Goodbody

Advancing our social mobility initiatives, 138 colleagues volunteered across social mobility programmes during the 2024/2025 academic year, collectively reaching 644 young people through mentoring, workshops, work experience, and careers support. Continued delivery of P TECH, JumpAgrade, Barclays LifeSkills and Legal Fridays, providing digital, literacy and professional skills workshops alongside structured work experience. Continuous partnerships with university Access programmes (including Trinity, DCU, UL and others) to support students pursuing legal education. Provision of mentorship, paid internships and accommodation support, directly addressing financial barriers to participation. Social mobility objectives embedded within graduate and internship pipelines, with reported success in exceeding internal targets for diverse intakes – 50% access students participated in our Law Start programme, 16% of our SIP interviewees were from a social mobility background, 13% were offered a place on our SIP programme, 75% of those interns were offered traineeships.



Bank of Ireland

We expand fair and diverse talent pipelines through partnerships, inclusive hiring practices, and OKRs across gender, ethnicity, disability, and sexual orientation. Updated careers content and our Neuroinclusion Hiring Charter support equitable, accessible recruitment and improve candidate experience.



Bidvest Noonan

We commit to increasing fair representation by embedding inclusive recruitment practices, removing barriers to entry, and transparently monitoring diversity data to strengthen equitable pathways into leadership. We further commit to building diverse future talent through apprenticeships, structured succession planning, and targeted development programmes that ensure inclusive advancement at every level.

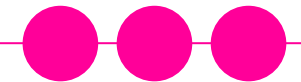
- Increased transparency through ongoing diversity reporting to the Bidvest Group, including gender representation across all leadership levels.
- Embedded inclusive recruitment frameworks and feedback driven improvements to remove barriers and ensure fair, equitable hiring practices.
- Strengthened representation through a diverse workforce spanning 157 nationalities and expanded access pathways with 224 apprenticeships across underrepresented groups.
- Developed strong female talent pipelines with two defined pools for senior and middle management, supported by an emerging succession plan aligned to ELT roles.



Bord Gáis Energy

We are committed to fair, inclusive recruitment practices and internal mobility that strengthens representation across our workforce. 2025 has been a year of continued focus and inclusion, introducing an 'Every Colleague Counts' campaign and remaining in the Top 5% of the external benchmarks for Engagement questions regarding Diversity & Inclusion. We remain committed to promoting balanced gender representation across the organisation, providing inspiring role models, encouraging internal mobility and exploring opportunities for early careers. Our Apprentice Programme was re-launched in Q3 providing a fantastic opportunity to invest in early careers and future talent pipelines. We have also introduced a Mentor programme within the Women's Network, offering valuable guidance and support for career development.

Representation and Fair Recruitment



Bus Éireann

We commit to fair, inclusive and representative recruitment practices that widen access to opportunity and address under-representation. Launch of the national attraction campaign “BÉ Part of the next generation. BÉ Part of it.”, focused on increasing women applicants, particularly for driving roles. Over forty Women-only and targeted recruitment events and open days were conducted nationwide. Use of real female driver voices and peer advocates to challenge stereotypes and improve visibility. Simplified and open application routes, including: Open registration; Clear licence progression pathways; Increased visibility of part-time and School Transport roles. Engagement with under-represented and marginalised groups through initiatives such as: “Break Into Transport” events, Partnership with the Irish Traveller Movement. Participation in the Engaging Men Programme.



Cairn

All job specs reviewed and ran through software to ensure gender neutral language is used and helped increase our female employee representation. 40% of our Graduate intake were female.



Calor

In Calor, Inclusivity is one of our core values and it underpins our People & Engagement Strategy and everything that we do. We are extremely proud that 40% of our senior management team are women. This demonstrates that when you create an open and inclusive environment, women will successfully progress their careers. We will continue to create clear career paths and opportunities, while also enhancing our learning and development programmes to raise awareness of the importance of inclusion, so that we sustain a culture of collaboration where all individuals feel respected, valued and integrated regardless of individual differences. Since 2022, we have developed a blended inclusivity training approach, Powering Progress Together, featuring e-learning modules and classroom-based workshops to enhance awareness and understanding of the importance of inclusivity in our business. We want Calor to be a place where everyone can thrive and have equal opportunities for advancement, as we believe that a diverse and inclusive workplace is not only fair but also drives innovation and success.



Compass Group Ireland

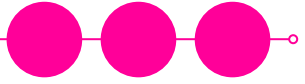
We continue working with a range of partners to support underrepresented talent pools and promote greater diversity across all levels of the organisation. Implemented targeted inclusive recruitment training for hiring managers to strengthen equitable shortlisting and interview decision-making.



Cook Medical

Expand our partnership with Rehab and the National Learning Network. We successfully created new short-term work experience placements and allocated positions for the Employer Based Training program.

Representation and Fair Recruitment



Cork Chamber

We continue promoting inclusive hiring internally and among member organisations through the WorkAbility programme. The Chamber also supported employers to adopt inclusive hiring practices. Board succession planning and nomination processes continued to consider diversity of skills, background, and representation. We had no internal recruitment in 2025 as we had a full team.



daa

Our commitments include reducing our gender pay gap to zero by 2030 and having 50% female representation at senior management levels by 2030. We will focus on guarding against unconscious bias by ensuring gender-balanced interview panels, DEI training and meeting diversity representation requirements in candidate shortlisting.

In 2025, recruitment and selection practices continued to embed inclusive approaches, supported by the expanded Inclusive Recruiting Training Programme for hiring managers, with a focus on mitigating unconscious bias. Talent development actions progressed, with sustained emphasis on succession planning, targeted leadership development for underrepresented groups, and enhanced monitoring of progression pathways. In 2025, daa made strong and measurable progress in reducing our gender pay gap, driven by improved representation across the organisation and the continued implementation of our Gender Pay Gap Action Plan, launched in 2024.

Our focus and commitment has driven increased female representation at senior levels, contributing to a more balanced leadership pipeline. Our mean gender pay gap has reduced from 12.2% in 2022 to 9.5% in 2025, while our median pay gap has more than halved, from 12.8% to 6.3%. In 2025, 36% of our senior leadership team and 20% of our Executive management team are women.



Deloitte Ireland

We committed to more female representation at our most senior levels of the business. We are proud to have met our target of 35% female partners, and to share the work that we are doing collectively to make leadership a place where both men and women can thrive.



Diageo

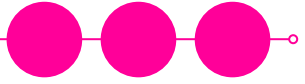
We are committed to strengthening succession for Executive Leadership roles with a strong female talent pipeline. We laid stronger focus on skills-based hiring over experience-based criteria, enabling us to broaden our talent pool and focus on hiring promotable female talent. As a result, we have strengthened female representation amongst our Diageo Ireland leadership group with 59% of our promotable talent pool now being female.



Eason

We commit to bias aware hiring practices that ensure equal opportunity and diverse representation at every stage of recruitment. Our recruitment policy has continued to embed inclusive recruitment practices across all stages of hiring process. We have continued to roll our unconscious bias and inclusive recruitment training.

Representation and Fair Recruitment



EirGrid PLC

We committed to refreshing our Recruitment & Selection policy clearly defining principles of inclusive recruitment and to provide training to all people managers and staff involved in recruitment on hiring in a fair and inclusive way. We refreshed our recruitment and selection policy with clearly defined inclusion principles. All people managers completed an “Interview Skills for Hiring Managers” learning programme which had a focus on hiring in a fair and inclusive way and awareness of common biases. To ensure our inclusive principles are applied to all stages of our recruitment and selection process all staff supporting recruitment & selection completed Inclusive Recruitment training.

ESB

In 2024, we introduced the ESB Inclusion Principle for representation at interview stage, 40% women, 40% men, 20% any gender. We also ensure all of our vacancy advertisements are gender neutral and fully accessible. The Inclusion Principle is still being used in all recruitment processes and has ensured fully diverse interview processes where possible.

ESW

All People Leaders to have training on “How to build diverse & inclusive teams”.

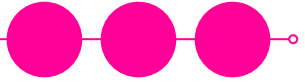
Glenveagh

We will continue to monitor and review our recruitment practices to ensure we remove barriers and provide opportunities for employment to all. Our careers page is reviewed annually to ensure that best practice is being followed.

Grant Thornton

In 2025, unconscious bias awareness and interviewing practices were further strengthened through mandatory interview skills and unconscious bias training for all hiring managers. This included role play and real life scenarios designed to actively challenge bias and improve objective decision making. All interview panellists are now required to complete Unconscious Bias training alongside Interview for Success – A Structured Approach to Talent Selection, ensuring a consistent, fair, and evidence based approach to recruitment across the organisation. In addition, an internal audit review of recruitment processes and policies was conducted in April 2025 to ensure alignment with best practice, reflecting Grant Thornton Ireland’s commitment to regular reviews and continuous improvement in line with industry standards.

Representation and Fair Recruitment



Intact

We commit to fair and transparent recruitment processes. Recruitment processes enhanced to hold for a 50:50 split in selection process, where market and time to fill will allow.



Iarnród Éireann

We are creating opportunities for underrepresented communities to engage with dedicated hiring fairs in Irish Rail locations. We run a number of engagements throughout the year for schools with diverse communities and we want to expand this out to diverse groups.



John Paul Construction

John Paul Construction drove recruitment initiatives focused on promoting the hiring of a more diverse workforce by rolling out recruitment training. We partnered with hiring managers and recruiters to broaden candidate pipelines, expand outreach efforts, and ensure inclusive hiring practices throughout the recruitment process. These efforts supported our commitment to increasing representation and building a more diverse and inclusive organisation.



Musgrave

Musgrave will continue to review its recruitment practices to ensure they are inclusive for all, providing reasonable accommodations to enable candidates to be the best version of themselves during the recruitment process. We reviewed recruitment practices to ensure they are inclusive for all, which included review of job adverts, provision of accommodations during the recruitment process and inclusive recruitment training.



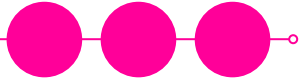
Ornua

We are committed to continuously reviewing and measuring the inclusivity of our recruitment and selection process to ensure equal opportunities for all applicants. We are currently reviewing our recruitment process to ensure fully inclusive and diverse selection and hiring decisions.



Servier (Ireland) Industries Ltd.

At Servier, Inclusion Statement was introduced in 2025 and is included on all job adverts internal and external.



SSE

It has been a challenging year for SSE, alongside others in the sector, with a continued focus on efficiency and structural change. Despite this, we have maintained steady progress against our 2030 ambitions. Representation has improved across key groups:

- Women increased to 31.6% (from 31.0% in 2024)
- Disability increased to 14.5% (from 11.6%)
- Ethnic minority representation increased to 11.2% (from 10.1%)
- LGBTQIA+ representation increased to 4.3% (from 4.1%)

While recruitment activity has slowed, with a greater focus on redeployment, our commitment to fair and inclusive recruitment principles has remained consistent. We continue to improve recruitment practices to ensure a broader and more diverse range of candidates are aware of and able to access opportunities at SSE. This includes maintaining process improvements introduced in 2021/22:

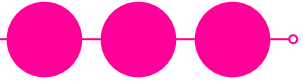
- Use of inclusive language in job adverts
- Clear messaging around flexible working
- Simplified adverts focused on five essential requirements, removing unnecessary jargon
- Providing direct contact details to support candidate engagement

Our approach continues to prioritise skills-based and strength-based recruitment, focusing on transferable skills where possible, and leveraging specialist platforms to reach more diverse talent pools. Recognising that women remain under-represented in the sector, particularly at senior levels, we have maintained a strong focus on Hiring for Difference KPIs, including diverse panels and shortlists for senior roles. We have achieved our ongoing ambition of 40% women's representation across the Executive Committee and Direct Reports. We recognise that progress at this level is not linear or guaranteed, and will continue to require sustained focus and action.



Tesco Ireland

Our recruitment process has been centralised through the Global Careers site, creating a clear, consistent and inclusive candidate journey. Inclusive Hiring training is live, supporting fair and accessible recruitment every time. Partnerships with Back to Work Connect, Business in the Community Ireland and the Department of Social Protection help us reach talent we might otherwise miss—bringing new perspectives and lived experience into our teams. A direct route for interview adjustments for candidates ensures timely support, with insights feeding straight back into our processes. Our new recruitment hub is a major step change—delivering consistent hiring across all roles, prioritised interviews for candidates who disclose a disability, and reliable DE&I data to help us identify gaps and act quickly. Together, strong values, global standards, local partnerships and a unified hub bring Transform Recruitment to life in every requisition, shortlist and hiring decision.



Three Ireland

We continually review our recruitment and interviews processes to minimise space for bias. This includes

- Gender decoding job specifications,
- Anonymized CV screening,
- Unconscious bias training sessions for all hiring managers

Early Careers: We are dedicated to fostering gender balance particularly within our early careers recruitment, and we are pleased to see that our graduate intake is reflective of this work. Of the applications we received this year, almost half of applicants identified as female, and 67% of our grads hired are female. During 2024 – 2025, we made several enhancements to our recruitment process, following an accessibility audit including:

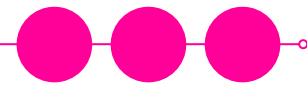
- Increasing touchpoints to request reasonable accommodations during the interview process and reviewing job descriptions
- Updating our accessibility and diversity statement
- We partnered with Employability to run CV workshops and post our open roles through this network
- Partnered with Employers for Change to deliver disability awareness training across our recruitment teams.

Uisce Éireann

Continue to use data analytics to better understand recruitment data by gender. Ensured recruitment processes are inclusive and unbiased through the introduction of Inclusive Hiring Manager Toolkit for all Hiring Managers. During this reporting period, female representation at mid to senior level roles has risen to 51%, up from 37% in 2024. Ongoing development and coaching for participants on EmpowHer, our All-Female Talent Development Programme. This programme supports our female talent to progress and achieve their potential in leadership positions and is being launched again in 2026. Partnership with Back to work (BTWC) to advertise vacancies and promote Uisce Éireann as a Returner Friendly Employer and attract employees who may have taken a career break back into employment.

Veolia

Veolia continues to improve our job specifications and advertising to ensure they appeal to a variety of audiences, attracting and retaining talent from varying backgrounds. This includes removing language that may be gender-biased, listing only essential qualifications and experience, and promoting our flexible and hybrid working policies.



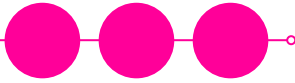
We set a commitment to reach and maintain a 40:60 female to male representation at Senior Leadership level. Our Senior Leadership group comprises of our Partnership, Executive, and Management Committees. Our Senior Leadership group is currently 39% female and 61% male. We remain committed to building a strong and sustainable pipeline of women leaders, supported through mentorship, leadership development and inclusive succession planning. To accelerate progress, we have the following key commitments for 2026.

- Continue rolling out our career framework to provide transparency on pathways to leadership and clarify the steps involved in career progression.
- Promote development pathways within our learning programmes for lawyers and tax professionals, ensuring equitable access to leadership focused training.
- Launch a new programme to accelerate the development of senior female leaders, incorporating structured mentorship, strategic career guidance and personalised support.
- Support participation in the Professional Women's Network (PWN) to facilitate the professional and personal development of women through networking, mentoring and skill building opportunities.





Inclusive Culture and Belonging



A&L Goodbody

Ensuring our new building meets best practice accessibility standards in collaboration with our disability consultants, Access Earth. The Accessibility Committee, some who have a lived experience of a disability, played a central role throughout the redevelopment of our HQ. From the earliest planning stages, they worked closely with architects, our disability consultants Access Earth, and employee focus groups to ensure every aspect of the design promotes independence, participation and wellbeing. This redevelopment reflects ALG's continuing dedication to embedding accessibility into our culture, infrastructure and daily practices. Some of these features included: Inclusive, dignified physical access, barrier free entry features (automated doors, widened pathways, non slip ramp) and thoughtfully designed facilities ensure everyone can access the building independently, comfortably and with dignity. Accessible and inclusive amenities for all needs Gender neutral changing rooms, fully accessible bathrooms on every floor, a dedicated assistance animal relief area and a purpose designed quiet room support mobility, privacy, wellbeing and neurodiversity. Enhanced sensory and communication accessibility Induction hearing loops, acoustic treatments, natural light optimisation and low stimulation spaces improve comfort and communication for people with sensory sensitivities or hearing impairments. Strong wayfinding and digital accessibility Clear tactile signage with braille and high contrast colours supports navigation, while accessible meeting technology, live captioning and adaptable workstations enable full participation for all users.



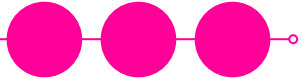
Accenture

At Accenture, everyone is welcome here. We believe embracing the variety of viewpoints and insights our people bring to work are essential to drive the innovation needed to reinvent for our clients. We are committed to equal opportunity, a workplace free from bias and providing all of our people with the opportunity to thrive and unlock their full potential. Our intention is to foster a culture and a workplace in which all of our people feel a sense of belonging and are respected and empowered to do their best work and to create 360° value for all our stakeholders. We are committed to ensuring everyone feels connected, with a strong sense of trust and belonging. We focus on fostering allyship, learning, inclusive ways of working, vibrant employee groups and networks, and accessibility, along with marking meaningful cultural observances with our people.





Inclusive Culture and Belonging



AIB

Our I&D Code recognises that we should respect, develop and harness the uniqueness of our colleagues, as well as embracing and celebrating our differences, in order to promote equal treatment and opportunities for all. The Code sets out the principles that we live by and underpins our related policies, handbooks, and a year-round employee engagement calendar of awareness and educational events. Governance is overseen by our I&D Council. The Code specifically covers the following grounds of discrimination: race (including colour, nationality and ethnic and national origin), religion or belief, age, disability, gender and gender identity, sexual orientation, marriage or civil partnership, pregnancy or maternity, family status and membership of the Travelling Community. We cultivated a culture of universal inclusion in 2025, through the continued implementation of our I&D strategy.

- We successfully retained our Gold Investors in Diversity accreditation, the highest standard awarded by Irish Centre for Diversity. In 2022, AIB was the first bank in Ireland to achieve the Gold standard and is one of only 14 organisations in Ireland to have achieved reaccreditation as of 31 December 2025. Maintaining the Gold standard affirms our commitment to embedding I&D in our culture and reflects progress made over the past two years through our Universal Inclusion campaigns and initiatives.
- We held our fourth annual Universal Inclusion Campaign, to promote an inclusive workplace, one where diversity is embraced and everyone can reach their full potential. This included an interview with advocate and disability leader Sinéad Burke and our Managing Director of Retail Banking, Geraldine Casey, on the subject of the European Accessibility Act and AIB's work towards compliance. It also included a NeuroInclusion Team Talk which more than 2,000 of our colleagues took part in. As part of the campaign, we introduced the opportunity for our employees to voluntarily update their HR profile with diversity data.
- AIB has an I&D Council, made up of leaders from across the organisation and chaired by an ELT member. It helps coordinate and implement I&D efforts and deliver on our commitment to a culture where all employees can perform at their best and reach their potential. In 2025, our Council met regularly and welcomed the CRO as our new Council Chair.
- In 2025, we have launched a long-term Women in Leadership project and working group to tackle career progression challenges facing women in the workplace.



An Post

In 2025, we committed to embedding an inclusive culture of belonging across An Post by strengthening disability inclusion, improving accessibility, reducing stigma and integrating inclusive and preventative wellbeing practices into everyday working life. This focused on ensuring colleagues across all roles and locations feel valued, supported and able to participate fully at work. We progressed key disability inclusion initiatives, including our annual Disability Disclosure Survey, which deepened understanding of the lived experience of disabled colleagues and contributed to increased declared disability representation across An Post, informing more targeted actions and supports. We enhanced sensory accessibility through the introduction of sensory maps in our headquarters and the expansion of sensory toolkits across HQ and Mail Centres, creating more supportive environments for neurodivergent colleagues and visitors. Inclusive wellbeing initiatives supported colleagues' physical and mental health through podcasts, tailored exercise routines, physiotherapy supports, Wellbeing Week activities and initiatives aligned to national mental health awareness campaigns, strengthening everyday belonging through improved access to support.

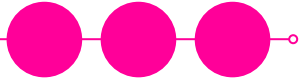


Bank of Ireland

Our seven ERGs build community and influence inclusion initiatives. We support awareness campaigns, connection circles, and colleague feedback to strengthen belonging. Inclusive policies ensure colleagues feel valued, respected, and supported.



Inclusive Culture and Belonging



Bidvest Noonan

We commit to building an inclusive culture where belonging is embedded into leadership behaviours, decision making, and everyday colleague experiences through strong governance, colleague led communities, and continuous initiatives that promote safety, connection, and respect. We further commit to sustaining this culture by actively supporting wellbeing, amplifying diverse voices, and using ongoing feedback and accreditation standards to drive measurable, organisation wide progress

- Embedded Belonging as a core pillar of our EDI Strategy, supported by strengthened EDI governance.
- Launched colleague led EDI Communities (Gender Balance, AccessAbility, Race Forward, Health & Wellbeing) that enhance visibility, psychological safety, and cultural connection across the organisation sponsored by ExCo and led by the business.
- Promoted an inclusive culture through cultural celebrations, awareness campaigns, wellbeing programmes, and local site initiatives that reflect diverse colleague needs and lived experiences.
- Sustained progress in inclusive culture and belonging demonstrated through the scores of our internal Engagement Survey which are on par and higher than industry benchmarks across the areas of inclusion and belonging.



Bord Gáis Energy

We are committed to building an inclusive culture where every colleague feels valued, supported, and able to belong. Bord Gáis Energy fosters an inclusive culture and a strong sense of belonging by embedding diversity and inclusion into everyday working life through colleague led employee networks, inclusive induction and learning programmes, and a clear focus on psychological safety. Our colleague led networks create space for connection, learning, and advocacy across areas such as neurodiversity, caring responsibilities, gender, LGBTQ+ inclusion, and cultural diversity, while company wide events and governance structures reinforce shared responsibility for inclusion. We are proud to have provided a focus on Women's health, particularly in the workplace, with initiatives such the Hormone Health programme. Bringing in external and internal speakers to discuss menopause and hormone health, the organisation is actively raising awareness and supporting female colleagues experiencing peri-menopause and menopause. This includes educating staff on symptoms and effective management strategies to foster a more understanding and accommodating work environment. The achievement of our Menopause Hub Accreditation in 2025, demonstrates our commitment to creating a supportive culture for women's health in the workplace. We harness, value and seek meaningful partnerships. We are proud of our 10-year partnership with Focus Ireland, supporting efforts to tackle homelessness in Ireland, and recognising the positive impact we can have on our communities. We also launched and are proud supporters of the 'Elephant in the Room' initiative, addressing the stigma around mental health and reinforcing supports available.

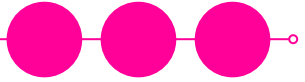


Britvic Ireland, part of the Carlsberg Group

Insights from the Carlsberg MyVoice survey helped shape targeted D&I follow up actions, which were cascaded through line managers. Teams have begun implementing these actions, resulting in improved dialogue on inclusion and stronger day to day belonging behaviours. Introduced Carlsberg's Growth Culture principles to the business, providing a clear rollout plan to embed behaviours centred on curiosity, courage, care and inclusive ways of working.



Inclusive Culture and Belonging



Bus Éireann

We commit to fostering an inclusive culture where everyone feels respected, valued and able to belong. Introduced a uniform trial across genders to support inclusion and comfort. Established a Female Driver Network in 2025.



Cairn

New ERG's established: From our PCC we have 3 working groups related to EDI, Wellbeing & Engagement/Communications. From the EDI working group, 3 ERG's are now available – Families & Carers, Race & Ethnicity and Women in Cairn.



Coillte

We have continued to build our reputation as an employer of choice, with a strong focus on attracting a broad and diverse range of candidates. Diversity remains central to our approach, supported by initiatives such as the Coillte Scholarship Programme, which will continue in 2026 and expands access to forestry education and careers, helping to increase representation in the sector. We also prioritise employee development and progression. In 2025, we launched a Leadership Development Programme designed to support talent growth, including advancing women into senior roles to strengthen gender balance at management level. We have created an in house People First People Manager Training Programme, equipping managers to apply policies that support everyone in the workplace and as well as promote gender equity. Additionally, we have developed and published an enhanced Diversity, Inclusion and Equity (DEI) Strategy, built on three pillars: fostering a culture of belonging, embracing all voices, and empowering growth. This structured framework guides focus, alignment, and progress as we continue building a diverse, equitable, and inclusive organisation.



Compass Group Ireland

We continually reinforce a culture where all employees feel valued, respected, and supported by showcasing positive outcomes from the successful hiring and contribution of colleagues from underrepresented groups. Other teams are learning from these successes and replicating inclusive practices. Managers are engaging with external partners and raising opportunities for diverse representation with clients (to allow for necessary adjustments to support equitable access).

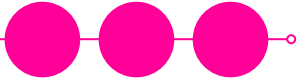


Cook Medical

We launched a Wellbeing, Connection and Opportunity programme.



Inclusive Culture and Belonging



Cork Chamber

An inclusive workplace culture was supported through the ChamberCare wellbeing programme, providing initiatives that promote engagement, psychological safety, and connection, alongside open feedback channels and community volunteering opportunities. Externally, Cork Chamber advanced inclusive business practices through employer engagement and partnerships such as CAN and WorkAbility, strengthening belonging within the wider business community.



daa

Our ESG Strategy (2024-2030) sets out our ambitious commitments relating to inclusion and belonging. These commitments include having 10% of our workforce from diverse cultures and ethnicities represented at all levels within the organisation by 2030. With over 50 nationalities represented among our frontline staff, daa has continued to enhance the inclusivity of its talent pools and recruitment practices with particular focus on increasing diversity in non-frontline roles. The "Taste of daa" initiative, first launched in 2024, returned in 2025 with two vibrant celebrations that highlighted the rich cultural diversity within our workforce. In February, colleagues celebrated Brazilian culture, by sharing traditional dishes such as Feijoada and enjoying Brazilian dance and music. In October, the spotlight turned to Diwali, the Indian Festival of Lights where colleagues learned about its cultural significance and enjoyed authentic Indian cuisine. These events reinforced daa's commitment to unity, inclusion and the celebration of diversity across the organisation. In 2025, our commitment to LGBTQIA+ inclusion remained strong, demonstrated through a series of impactful awareness events. Pride Month was a highlight, with daa's largest-ever contingent participating in the Dublin Pride Parade.



Deloitte Ireland

We added a new Inclusion Network to our offering this year, our Menopause Community and expanded the intersectionality between all Networks and our Wellbeing team, in particular in response to increase in hate crimes and racist attacks in 2025.



Eason

We commit to fostering a safe, respectful workplace where every individual feels valued, heard and empowered to thrive.

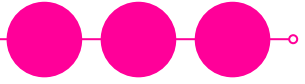


eir

Our commitments go beyond policies; we have active Employee Resource Groups and milestone events to show our commitment to DEI. This year, we strengthened our inclusive culture by introducing new celebrations for Diwali and Black History Month, which were widely welcomed and focused on learning, awareness and celebration. Alongside this, our PRISM Employee Resource Group continued to grow its membership and visibility, actively contributing to workplace events and fostering connection and inclusion across the organisation.



Inclusive Culture and Belonging



EirGrid

We committed to setting a Diversity & Inclusion KPI in our annual survey and to promote and celebrate inclusive practices that support a culture of inclusion and belonging by participating in external recognition programmes. Our annual survey recorded an improvement of 2% year on year with an overall index of 91% for D&I. We are proud to have achieved Great Place To Work certification and to being included on the Best Workplaces in Ireland List. We were also proud to have received external recognition specifically for our inclusive practices. EirGrid was recipient of the WAM Leader award recognising inclusive practice in graduate recruitment. EirGrid was also a finalist in the National D&I Awards 2026 for the first time shortlisted in two categories: Advancing Race / Ethnicity / Equality, and Advancing LGBTQ+ Inclusion.



ESB

At ESB, we are committed to working towards a more consciously inclusive workplace, creating an environment where everyone is valued and feels valued, that they can achieve their potential and that their contribution counts. Our goal is to build and sustain an increasingly diverse workforce and agile culture of inclusion and belonging. In a recent employee survey, ESB's Equality Score has increased year-on-year.



ESW

Increase our engagement related DIB score.



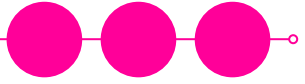
Glenveagh

We will empower our ENGs to advance their agendas and will gather feedback on their impact. Our ENGs work closely with our Sports and Social and Wellbeing committees to ensure that intersectionality is taken into account. Each of the groups has set themselves KPIs for 2026.





Inclusive Culture and Belonging



HEINEKEN

In 2025 we brought colleagues together from across the business to listen to what truly matters to them. These insights directly influenced the improvements we implemented at the start of this year which reflect our commitment to strengthening practices that support inclusion and assist our colleagues through life's most significant experiences.

Enhanced Bereavement Leave

- Paid leave for immediate family has increased from 3 days to 5 days
- Paid leave for extended family has increased from 1 day to 3 days
- Additional discretionary days are available where needed
- 1 day's leave for the loss of a close friend or family pet
- Enhanced flexible pre-bereavement support options

New Key Life Moments

- Wedding leave has increased from 1 day to 3 days
- A new 1-day leave has been introduced for Moving House
- We have formalised 1 day of Birth Leave, in addition to existing Maternity and Paternity entitlements



Intact

We foster a culture of belonging and inclusivity through initiatives and partnering with external experts like Pride, AS I AM, EPIC.



Iarnród Éireann

Launching a zero-tolerance campaign for bullying, harassment and sexual harassment. Our physical poster campaign has launched in most areas. We will soon launch a video campaign, and an associated mandatory eLearning for accepting the Dignity & Respect Policy on our HR platform.

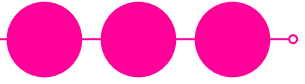


John Paul Construction

At John Paul Construction we set up an Employee Resource Group to develop programs that promoted inclusion within the company. We also helped implement our commitment to paying a living wage for all employees supporting fair and equitable practices across the organization.



Inclusive Culture and Belonging



Lidl Ireland

For 2026, we have formalized our dedication to Diversity, Equity, and Inclusion (DEI) by pledging to host four Employee Resource Group (ERG) awareness events. To ensure these initiatives drive substantive impact, we are refining our ERG strategies by aligning them with industry benchmarks and evolving internal policies. By amplifying employee stories and fostering open dialogue on complex issues, we aim to cultivate a more inclusive culture. Furthermore, we have implemented an internal benchmarking survey to quantify our progress, utilizing data-driven insights to inform strategic decision-making and ensure our ERG roadmaps directly reflect the priorities of our colleagues. Finally in 2025 we have achieved our Bronze Accreditation with ICFD and are pursuing our Silver Accreditation in 2026.



Musgrave

Musgrave will continue to build an inclusive culture through engaging colleagues via Employee Resource Groups to drive positive change and facilitating events and training that encourage important conversation and inspire action. We delivered a range of I&D events and training for colleagues which included inclusive recruitment training and Menopause Champion training. Also facilitated I&D training for ERG Co-Chairs with the Irish Centre for Diversity. Results from the recent Employee Engagement Survey indicated that 88% of colleagues can be their true self at Musgrave.



Ornua

Through our Executive Sponsors, Head of Belonging, Steering Group and Dimension Action Groups; we aim to maintain and foster a culture where our people feel like they belong and can thrive. Our purpose is to protect and build that culture for now and generations to come. We have added culture questions to our annual engagement survey and will run a diversity survey bi-annually to measure the sense of inclusion and belonging.



PTSB

PTSB is an early adopter of the Unified Business Program, a bespoke intercultural development initiative co designed with GORM, Ireland's award winning social enterprise. The programme builds intercultural competence through short eLearning modules and in-depth manager training that explore unconscious bias, cultural values, and their impact on workplace behaviours. Participants develop practical strategies to increase cultural awareness and foster more inclusive, effective collaboration across differences.

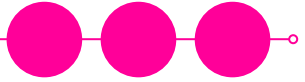


Servier (Ireland) Industries Ltd.

Rollout planned for Q1 2026 to create a culture where staff of all nationalities feel recognised and valued.



Inclusive Culture and Belonging



SSE

Create an environment where colleagues feel safe, supported and able to be themselves at work. We maintained a strong inclusion sentiment despite Group-wide change, with a score of 81/100. Growth of Belonging Communities to 4,450 members (+35% from 2024), strengthening employee voice and connection. Established safe spaces and forums for open dialogue (e.g. LGBTQIA+, ethnicity discussions). Delivered targeted initiatives supporting lived experiences (e.g. menopause, faith inclusion, reverse mentoring).



Tesco Ireland

We continue our commitment to providing access to employment for the most marginalized in our communities through our partnership with the Irish Refugee Council and with specific corridors for employment of people with disabilities in partnership with BITC and the Department of Social Protection. At Tesco, we take great pride in creating a culture where everyone feels welcome, valued and included—guided by our Winning Together Behaviours. We want every colleague to feel supported and empowered throughout their career, with fair opportunities and rewards for all, regardless of role, location or background. With over 13,500 colleagues in Ireland, we're building a workplace where people can grow, and we're committed to improving representation in senior leadership, particularly for women and colleagues from ethnic minority backgrounds. We're proud of our continued progress on gender pay. In 2025, our mean gender pay gap was 7.35%, marking a 2.47% narrowing over the past three years. We remain committed to equality in our reward practices and to ongoing improvement. We've strengthened inclusion through new colleague supports—introducing an Everyone's Welcome policy, launching a flexible working hub, and creating a workplace adjustment hub with a new policy and practical checklists to ensure colleagues receive the adjustments they need to thrive.



Three Ireland

We continue to deliver against our Inclusion & Belonging strategy launched in 2024. Some key highlights for 2025 include

- Embedding our 'Moments that Matter' proposition to ensure our employees and managers feel supported during the key life moments that matter most to them, including navigating parenthood, menopause, dealing with bereavement, supports for managers or managing an accessibility need.
- Establishing our Women at Three Network which was launched by our CEO.
- Delivered Disability Awareness training to colleagues across recruitment, customer care, DIB Committee, employee relations and our people business partners.
- Establishing and communicating our Reasonable Accommodations Process as part of our new Employee Accessibility Hub.

Delivered meaningful experiences to create a culture of inclusion & belonging including events to spotlight and connect colleagues across topics such as Brainfog, Mental Health, International Women's Day, Global Accessibility Awareness Day, Workplace Wellbeing Day, Pride Month, South Asian Heritage Month, Black History Month, World Mental Health Day, Diwali, Menopause Day, International Men's Day, and day of persons with Disabilities – with tailored engagements and videos for our colleagues in Retail & Service.



Inclusive Culture and Belonging



Uisce Éireann

Furthermore embedding our five ibelong ERG's supporting the ongoing initiatives and events creating and building on our community impact and influencing company culture. Our values and behaviours set out the principles that shape how we interact with our customers, business partners and our embedded into our culture.



Veolia

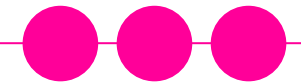
Veolia is implementing a detailed action plan to promote greater gender and ethnicity diversity across the business. Our efforts have delivered an increase in our female headcount to 18.4% of our employees, the highest we have seen.

As part of our commitment to increasing ethnic diversity, we've implemented a comprehensive international mobility programme that actively removes barriers for global talent. We provide robust relocation support including visa sponsorship, housing assistance, and family integration services to ensure smooth transitions for employees moving across borders. Currently 22% of our workforce comes from countries other than Ireland, representing over 20 different nationalities – a number that increases every year.





Learning and Inclusive Practices



A&L Goodbody

The Accessibility Committee continued to champion education and awareness through training, events, and leadership engagement, ensuring accessibility remains a shared responsibility across the firm. We did this through lunchtime panels throughout the year, such as the launch of our partnership with the NOW Group which we also used to highlight the importance of the JAM Card. We recently launched a campaign to familiarise ALG staff with the JAM Card and how they can interact with card holders in the best way. Almost 670 employees have completed the training, with the campaign ongoing.



ALDI Ireland

ALDI rolled out live Disability Awareness & Reasonable Accommodation training through Ability Focus to all Store Managers across the business. Since the rollout, all Store Managers have actively participated in the Disability Awareness & Reasonable Accommodation training. This has increased awareness and equipped managers with practical skills to support employees with disabilities, fostering a more inclusive store environment. ALDI has also partnered with EmployAbility.



Bank of Ireland

We maintain living wage commitments, flexible working, financial wellness programmes, and DEIS school partnerships supporting reading, numeracy, and mentoring, helping create community impact.



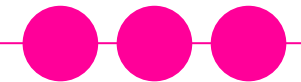
Bidvest Noonan

We commit to strengthening inclusive capability across our organisation by equipping leaders, EDI Champions, and colleagues with the training, tools, and data-driven insights needed to embed inclusive behaviours consistently and meaningfully. We further commit to sustaining this learning culture through strong governance, community-led education, and targeted development programmes that build future talent and ensure continuous improvement in inclusive practices.

- Strengthened gender balanced leadership efforts through 30% Club membership and targeted talent development programmes, including ELEVATE, IGNITE, and the launch of the ASPIRE women-in-leadership programme.
- Planned inclusive leadership development and disability inclusive training (via Ability Focus) to ensure leaders consistently model and champion inclusive behaviours launching in March.
- Plans to strengthen organisation-wide capability through EDI Champions, supported by toolkits, resources, and peer to peer learning that promote consistent inclusive practices at local and national levels.



Learning and Inclusive Practices



Bord Gáis Energy

We have a commitment to valuing diversity and ensuring equitable opportunities for all. Our dedication is reflected in initiatives such as offering enhanced non-birth parent's leave, ensuring support for every family structure. To promote safety and well-being, we held Situational Awareness sessions for all staff, launched a Domestic Abuse SharePoint site and held sessions centred around Mental Health and Wellbeing. In 2025 we launched our Worklife Balance Framework Policy, ensuring every request is handled fairly, objectively, and with care. Bord Gáis Energy's colleague led D&I networks continue to provide education, awareness, support and practical inclusion at work. Our networks invest tirelessly—hosting and coordinating events such as International Women's Day, Autism Awareness Day, Culture Day, self-regulation workshops, and Back to School events. We are delighted to have achieved both Bronze and Silver Accreditation from Investors in Diversity, demonstrating our ongoing journey towards inclusion.



Bus Éireann

We commit to inclusive learning and development practices that support equitable career progression and lifelong growth. Significant investment in leadership and career development has been made, including: Leadership Masterclasses Three-day Supervisor Development Programme, Empowering Women Masterclasses funded by the CIÉ Sustainability Fund, Sponsorship of women into DCU Take the Lead, Support for skills development through engagement with Positive2Work Skillnet and HRM Skillnet. Focus groups conducted across the business to identify learning needs and barriers to progression.



Cairn

Inclusive Leadership & Inclusive Language Training for all. We have engaged the ICD and have rolled our training to all managers in 2025. This is now being rolled out to all employees in 2026.



Compass Group Ireland

Regular bite size learning sessions for management, engage with external partners to further roll out inclusive training/ awareness. Managers are increasingly engaging with external partners to enhance recruitment efforts and broaden access to more diverse talent pools.



Cook Medical

We continued to promote and strengthen our Business Resource Groups Women@Cook, Pride@Cook and Veterans@Cook.



Learning and Inclusive Practices



Cork Chamber

Cork Chamber promoted inclusive learning through access to professional development for our team throughout the year. External initiatives including CAN and WorkAbility further supported employers and learners in building inclusive workplace capabilities.



daa

Our commitments by 2030 include delivering sustainable training and development plans to support career progression and equip our people with skills for the evolving workplace, as well as delivering disability and hidden disability training to 2000+ staff members. We have set the 2030 ambition to increase our retention rate (+50%) of female staff post maternity leave, when the risk of attrition is high. In 2025, we refreshed key initiatives including updated mandatory disability awareness training for all employees, with an emphasis on recognising and understanding hidden disabilities to foster a more inclusive culture. Our network of disability champions has been expanded, our reasonable accommodations policy further enhanced, and our partnerships with Ability Focus and the Trinity Institute have continued, providing valuable internship opportunities for students with intellectual disabilities. We also focused on taking targeted actions across recruitment, career development, policy reform and data transparency, all designed to address structural barriers and accelerate change. Our focus remains on attracting, developing, and retaining a diverse and equitable workforce. By embedding inclusive practices and setting clear accountability measures, we aim to lead the way in gender representation within the aviation industry. A range of progressive policies and resources designed to support employees through key life stages were introduced in 2025. These included a Fertility Treatment Leave Policy supported by a comprehensive Fertility Treatment Supports Information Guide. The Adoptive Leave Policy was updated to incorporate Surrogacy Leave, and a new Maternity Leave Handbook was developed to provide employees with clear, practical guidance on the steps and supports available to them, as well as information on additional leave entitlements and resources for returning to work.



Eason

We commit to continuous learning that strengthens cultural competence across our business.



EirGrid

A new Learning & Development policy was developed with a dedicated Diversity and Inclusion section referring to how our learning and development processes are fair and inclusive, with reasonable accommodation and supports available to support the growth of all our people at EirGrid. All new joiners to EirGrid complete training on Unconscious Bias and Conscious Inclusion as part of their onboarding.

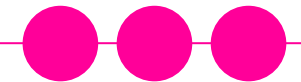


Glenveagh

All employees undertake ED&I and Unconscious Bias training as part of onboarding and our subcontractors agree to a Dignity & Respect Charter as part of mandatory site orientation training. We have achieved a 100% completion rate for our ED&I and Unconscious Bias elearns.



Learning and Inclusive Practices



Grant Thornton

Our firm values people with different life experiences and needs. To ensure that we are supporting our employees with disabilities, we implemented a Reasonable Accommodations Policy and Passport in 2025. This policy ensures employees have equal opportunities that enable them to perform their roles effectively, regardless of disability. Our policy allows for adoptions and adaptations to the work premises, flexible working, hybrid working and additional training. This policy enables us to support our employees to progress by removing any undue barriers they may experience as a result of their disability.



Intact

We commit to the development, learning and inclusion of our people. Many trainings go on through out the year, both structured and unstructured learning. We have developed academies in house to focus on areas like technical skills, digital, leadership.



Iarnród Éireann

Ensuring the rollout of Universal Design and Learning Principles to all staff. The Talent Development team have run two pilot cohorts for this learning: soon, it will be offered to all interested colleagues.



KPMG Ireland

In 2025, we strengthened accessibility by introducing clear Reasonable Accommodation Guides for colleagues and people managers and launching a Reasonable Accommodation Passport to ensure consistency and ease of support. We also introduced Access Champions across the business, giving colleagues trusted, trained points of contact to signpost supports and help embed accessibility across the firm. In addition, we began an Assistive Technology Pilot, to see where we can leverage technology to help remove barriers and support all our colleague to thrive.



Musgrave

We provided a range of mentorship programmes to colleagues – these included internal Executive Mentorship and external cross company mentorship programmes with LEAD Network and 30% Club. We continued to implement a multi-channel communication approach to communicate about the various I&D initiatives and events to the diverse colleague base. We ensured that engagement and communication approaches were inclusive by providing supports for people with neurodiversity at company social events and providing subtitles on communication videos.

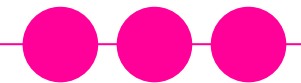


Ornua

We provide access to learning opportunities for all our employees. We are rolling out Inclusive Leadership training and Cultural Intelligence training to our leadership teams.



Learning and Inclusive Practices



Servier (Ireland) Industries Ltd.

Our Neuroinclusion Policy was published in mid 2025.



SSE

Delivered leadership and inclusion development programmes, including updating annual mandatory learning and reverse mentoring. Scaled inclusion learning across the business (e.g. EDI Collective, engaging field-based workforce for Networks teams). Introduced practical tools and guidance to support inclusive behaviours in everyday work such as 'Inclusive Meetings Guidance'. Continued to build capability across teams to support inclusive leadership, allyship and psychological safety. Increased diversity data disclosure from 65% in 2024 to 77%, enabling better tracking and decision-making. Expanded measurement to include social mobility data, establishing a baseline for future action. Continued transparent reporting of gender and ethnicity pay gaps and action plans. Use of external benchmarks (e.g. Social Mobility Employer and REDI Index) to identify improvement areas.



Three Ireland

Alongside our training and development programmes this year we

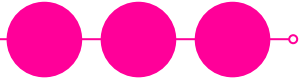
- Launched our Mentorship pilot in partnership with Trinity College Dublin
- Delivered our Retail: Aspiring Managers programme which saw 37.5% of the programme graduates promoted to manager as a result
- Delivered a pilot for AI awareness, building AI literacy across our organisation
- In early careers, we hired graduates, tech apprentices and interns whilst developing a future-skills graduate development programme for deployment in 2026
- Three employees did over 3300 hours of self-led learning through our platform Coursera
- We facilitated 14 external qualifications through our Academies
- We ran numerous team and 1-2-1 coaching sessions across the business centred on leadership development.



Uisce Éireann

Disability Awareness Training Support & develop training for people managers and employees with People manager leading inclusive teams to be rollout in 2026. Developed an inclusive events guide and ability Network Ally Service, offering peer-to-peer support for colleagues navigating disability-related challenges. Pride at Work supported ongoing learning sessions, with a certification programme. Advanced menopause support through policy updates, awareness events, and resources with a menopause hub and menopause awareness training. Introduction of an inclusive and integrated approach to Talent Management. This will entail opening access to talent programmes and empowering employees to take ownership of their development, providing them with clarity on the steps needed to access Advanced Development Programmes.

Measurement and Continuous Improvement



A&L Goodbody

We achieved the Gold Diversity Mark in November 2025. Achieving the Gold Mark involved a detailed assessment of our D&I policies, procedures and work practices. The assessors looked at how D&I is embedded in every aspect of our business, our culture and in how we externally influence diversity and inclusion through engagement with our suppliers, clients and industry partners. Achieving the Gold Mark involved a detailed assessment of our D&I policies, procedures and work practices. The assessors looked at how D&I is embedded in every aspect of our business, our culture and in how we externally influence diversity and inclusion through engagement with our suppliers, clients and industry partners.



ALDI Ireland

ALDI introduced the D&I Dashboard to track and enhance diversity and inclusion metrics. The D&I Dashboard has been successfully implemented, and it provides real-time insights into diversity metrics across the 9 grounds, enabling targeted actions and continuous monitoring of inclusion efforts. Feedback indicates the dashboard is instrumental in driving data-informed decision-making to improve workplace inclusivity.



Aviva

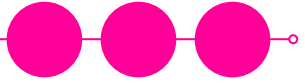
We wanted to focus on continuous enhancement on our DEI policies and practices. Post achieving Investors in Diversity Silver level accreditation in 2024, we devised an action plan on foot of the survey results to address the recommendations. We have now achieved Gold Level accreditation with Investors in Diversity Ireland.



Bank of Ireland

Our approach to measurement has continued to evolve to ensure we are driving meaningful progress across all aspects of inclusion. While gender representation was previously our sole KPI, we have now broadened our targets to include representation of ethnic minority colleagues, LGBTQ+ colleagues, and colleagues with disabilities. This expanded focus ensures a more holistic and equitable approach to tracking workforce diversity. We conduct quarterly I+D reporting across these metrics, providing senior leaders with clear insights into trends, progression rates, and areas requiring targeted action. These regular reviews help ensure accountability, enable informed decision making, and support continuous improvement across the organisation. By strengthening our measurement framework and deepening transparency, we are embedding a culture of ongoing learning and ensuring our actions remain impactful, evidence based and aligned with our inclusion commitments.

Measurement and Continuous Improvement



Bidvest Noonan

We commit to driving measurable EDI progress by embedding continuous review into all governance structures, using monthly Council assessments, organisational reporting, and national standards to track impact and guide action. We further commit to accountable leadership by setting clear gender balance targets, strengthening decision making through ongoing learning, and ensuring independent verification of progress through external accreditation.

- Embedded continuous measurement into EDI governance, with monthly EDI Council reviews and EDI formally included in Board packs and QBRs to ensure consistent organisational oversight.
- Strengthened evaluation and accountability by benchmarking and incorporating legislative updates across the regions we work in and partnering with external experts to update policies and address biases. E.g. Domestic Abuse policy
- Established clear leadership ownership of gender diversity, supported by a company-wide 50:50 female to male target for 2030.
- Demonstrated measurable progress through the retention of Diversity Mark Accreditation, providing independent verification of improvements across culture, inclusion, leadership, and recruitment.



Britvic Ireland, part of the Carlsberg Group

Our aim was to conduct a full review of women in leadership representation and progression, while simultaneously evaluating and refreshing all longstanding ERGs to ensure relevance, clear purpose and measurable inclusion impact. We completed a comprehensive review of women in leadership representation and progression pathways, highlighting areas for focused development. In parallel, all longstanding ERGs were evaluated, leading to a refreshed and more purpose driven ERG structure with clearer roles, goals, and impact measures.



Bus Éireann

We commit to evidence-based action, ongoing measurement and continuous improvement in our equality and inclusion efforts. Tracking of year-on-year progress, showing:

- Reduction in the mean and median gender pay gap in 2025
- Incremental increase in female workforce representation
- Use of data-led recruitment insights to refine attraction campaigns and outreach.

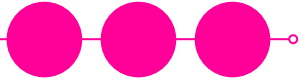
We have also created an alignment of metrics with broader regulatory and sustainability reporting requirements.



Cairn

We have continued to encourage employees to disclose their demographic info, we have also added it as a question in our engagement surveys to add an extra lens on those results. We have created action plans for each department to address their gender pay gaps on a department level.

Measurement and Continuous Improvement



Compass Group Ireland

Interactive session following PDRs with managers to ensure teams are developing and showcasing support options for career development to all within the business. We have developed and launched more real time reporting for the people function to further identify where there are gaps within the business.

Cork Chamber

Progress was monitored through structured measurement including participation in the SME Well Business Charter benchmarking survey, internal team surveys, and governance review processes.

daa

We publicly report on our 2030 ESG Strategy commitments in our annual reports. This ensures we measure our progress each year against our targets. We will be reporting on our progress against our ESG Strategy KPIs in our 2025 annual report this year. This allows us to ensure we are on track to meet our ambitious 2030 commitments. We reported on these targets in our 2024 annual report which is publicly available on our website.

Deloitte Ireland

Our Inclusion Passport continues to be an area of focus for us. Adoption of our Inclusion Passport remains high and the most common themes for users are accommodations for neurodivergence and caregiving responsibilities. These insights also continue to help us in updating and enhancing our policies.

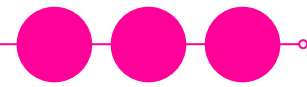
Eason

We commit to tracking, reporting, and acting on diversity metrics. We have continued to improve the data available on our HRID, including encouraging all employees to voluntarily update their diversity details. This enhanced visibility allows us to better understand the makeup of our workforce and the diverse talent we are attracting. Ongoing improvements to our HRIS ensure that we can better capture, analyse and act on this information, enabling more accurate reporting, better-informed DEI initiatives and on-going efforts to create an inclusive workplace.

EirGrid

We broadened the range of Inclusion related KPIs that are tracked and report on them monthly.

Measurement and Continuous Improvement



Energia

We committed to a voluntary disclosure campaign in 2025 to gather more valuable diversity metrics including Disability status, LGBTQI+ representation, Neurodiversity and Parental and Caregiver status. Due to delays in system implementation, we were unable to collect this information as planned. We remain committed to this work and will carry the initiative forward into the 2026/27 cycle.

Gas Networks Ireland

We will redesign our DEI structures to ensure sustainability.

Glenveagh

We will continue to gather ED&I data from candidates and employees and improve participation rates. The participation rate for our employee ED&I survey increased by 15% from 2024 to 2025.

Intact

We track how well our partnerships through DEI and other social responsibilities are known in our annual engagement survey, this allows us to change tactics if we feel one has not resonated with our staff.

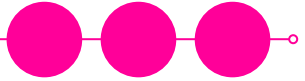
Iarnród Éireann

Encouraging colleagues to input their personal details into our systems to allow for fluid monitoring of diversity metrics. We are soon to launch a campaign encouraging colleagues to input their information with informed consent around data and GDPR principles, aiming for a 20% completion rate by year end 2026.

John Paul Construction

John Paul Construction anonymously collects Diversity data through HRIS and work as a company to track, report on and drive initiatives to improve our diversity metrics. By systematically tracking and reporting on this data, we gained better visibility into our workforce composition and identified areas for improvement. Establishing clear metrics enabled us to set measurable goals, monitor progress over time, and implement targeted initiatives to enhance representation and inclusion across the organization. Taking a data-driven approach increased transparency and accountability and ensured our diversity efforts were intentional, strategic, and aligned with our company values.

Measurement and Continuous Improvement



Ornua

We are committed to achieving 50:50 gender balance in our Top 100 roles by 2030. We are committed to establishing KPIs across the six dimensions of our D&I Strategy and will report progress to our Executive Sponsors and the Board on a quarterly basis.



PwC

Our data-driven approach enables us to measure progress, guide action, and remain accountable. Our ongoing This is Me campaign encourages our people to share their Self-ID information – which in turn, supports us in understanding the makeup of our workforce. Since its launch, we have observed steady increases in disclosure across all fields. Of note, Disability Data remains a challenge. We also have a number of Inclusion Targets in place which we are making progress against. In particular, these relate to gender representation, promotion proportionality and female partner admissions. Our annual gender pay gap remains low at 1.6% – with Male:Female representation nearly balanced across all levels. Finally, we are signatories of the Women in Finance Charter – whereby we report annually on our targets and commitment to progress senior female representation in the Professional Services Industry. In 2025, we also published our first Impact Report – underpinning our commitment to transparency and adopting a data-driven approach to our inclusion, social impact and ESG commitments.



Roadstone

Formal measurement takes place on an annual basis but further internal reports need to be delivered.



Servier (Ireland) Industries Ltd.

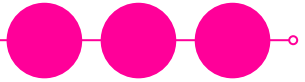
In line with our commitment to carry out our annual diversity survey, our Second annual survey was completed in November 2025. Results to be analysed and actions identified.



John Sisk & Son

We upgraded our HR system to improve the quality and inclusivity of our diversity data, introducing new categories for neurodiversity and socio economic status and refreshing existing fields (such as marital status, gender identity and caring responsibilities) in line with best practice. This was supported by a diversity data disclosure campaign, resulting in a notable increase in data disclosure across the organisation.

Measurement and Continuous Improvement



SSE

We have increased diversity data disclosure from 65% in 2024 to 77%, enabling better tracking and decision-making. Expanded measurement to include social mobility data, establishing a baseline for future action. Continued transparent reporting of gender and ethnicity pay gaps and action plans. Use of external benchmarks (e.g. Social Mobility Employer and REDI Index) to identify improvement areas. To embed inclusion into core processes, policies and the employee experience, we have strengthened inclusive processes across business functions (e.g. recruitment, procurement, facilities, IT). Introduced projects to improve experiences such as: Assistive technology tools. Improved accessible facilities (quiet rooms, PPE, environments). More inclusive supplier and procurement processes. Piloted tools such as the Individual Support Plan to support adjustments and employee needs with Group Wide roll out in 2026/27. Sustainability team delivered community investment of £1.7m across 76 projects supporting inclusion externally.



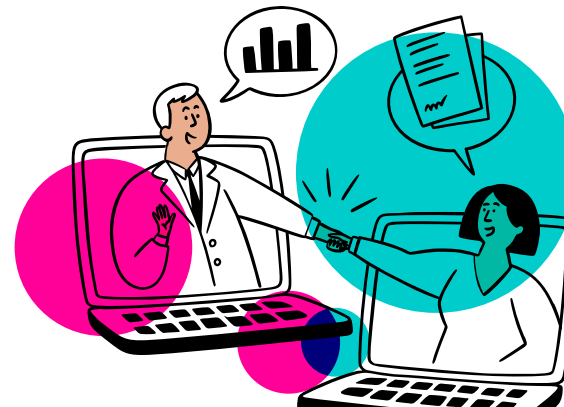
Three Ireland

- We set clear targets to achieve a 50/50 gender balance in leadership by 2030. In 2026 we are proud to report that our executive leadership team are made up of 45.5% female and 54.5% male.
- We report annually on our Gender Pay Gap Report as well as our action plan to reduce our gender pay gap. In 2025 we reported a reduction of 8.5% in our mean gender pay gap. [three-ireland-gender-pay-gap-report-2025.pdf](#)
- Our 2025 annual employee engagement survey demonstrate we are performing above global benchmark across our wellbeing and inclusion measures.
- We continue to collaborate with Three's cross-functional diversity, inclusion & belonging committee.



Uisce Éireann

Developed our early career pipelines: We set a goal for a 50% intake of females through graduate recruitment, third-level work placements and internship programmes. We exceeded this by hiring 52% females across our 2025 early careers programmes. We continue to strengthen our early careers employer brand, now ranking at number 37 in Grad Ireland's Top 100 Graduate. Continue to use data analytics for better understanding of our DEI profile, such as our recruitment portal to review recruitment data by gender, role type and grade.



For more information on Business in the Community Ireland: www.bitc.ie

For more information on The Elevate Pledge [click here](#)

Thank you to the team at Deloitte Ireland for their support on design and layout of this publication.

For any queries on this publication please write to elevate@bitc.ie

For 25 years, Business in the Community Ireland have been leaders in sustainability and social inclusion, putting all pillars of ESG (Environmental, Social and Governance) firmly on business' agenda. Our mission is to inspire, challenge and facilitate businesses to bring about a sustainable, low carbon economy and more inclusive society where everyone thrives.