



Fiosrú

Oifig an  
Ombudsman  
Póilíneachta

Office of  
the Police  
Ombudsman

# Gender Pay Gap Report 2025

April 2026



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## Abbreviations & Definitions

Abbreviation	Definition
CPSA	Commission for Public Service Appointments
CSEAS	Civil Service Employee Assistance Service
DPENDR	Department of Public Expenditure and Reform
ED&I	Equity, Diversity & Inclusion
GPG	Gender Pay Gap
GSOC	Garda Síochána Ombudsman Commission
IPF	Irish Pensions and Finance
NSSO	National Shared Services Office
PSCS	Policing, Security and Community Safety
PSFS	Public Service Friendly Society
SLT	Senior Leadership Team



## Welcome Note

I welcome the publication of Fiosrú's Gender Pay Gap Report for 2025, prepared in accordance with the Gender Pay Gap Information Act 2021. This report presents the gender pay gap data for the organisation at the 2025 snapshot date and provides a year-on-year comparison with the 2024 reporting period.

The analysis in this report shows a reduction in both the mean and median gender pay gap compared with 2024. As set out in the report, pay outcomes continue to be primarily influenced by grade distribution, with differences in representation across grades having a greater impact on average hourly pay than other organisational factors. Pay rates continue to be applied consistently in line with centrally determined Civil Service pay scales.

The report also provides contextual analysis of working patterns, including part-time employment, and outlines workforce movements since the snapshot date. This analysis supports a clear and proportionate understanding of the factors influencing the gender pay gap in an organisation of this size.

The actions set out in this report focus on governance, workforce planning, recruitment and internal progression processes, access to learning and development opportunities, and flexible working arrangements. These actions build on those identified in the 2024 report and reflect the continued development of the organisation's approach to gender pay gap analysis and oversight.

Gender pay gap data will continue to be reviewed annually in line with statutory requirements. This ongoing review will support monitoring of trends and inform workforce planning and organisational oversight.

Fiosrú is led by two women, our Police Ombudsman and Chief Executive Officer, reflecting the organisation's commitment to leadership diversity and providing visible representation at the most senior levels.

I would like to thank colleagues who contributed to the preparation of this report.



Sheila McClelland  
*Chief Executive Officer*



## 1. Executive Summary

Fiosrú, the Office of the Police Ombudsman was established on 2 April 2025 with the commencement of the Policing, Security and Community Safety Act 2024. Fiosrú is an independent statutory body. It, together with the Policing and Community Safety Authority, provides oversight of policing in Ireland. Fiosrú is tasked with many of the duties that were previously undertaken by the Garda Síochána Ombudsman Commission (GSOC). The organisation strives to ensure that complaints about gardaí are considered and investigated through in a streamlined process to deliver a more efficient and timely public service.

The findings of this report indicate that **Fiosrú has a gender pay gap of 10.28% in favour of men employees**, based on data from the snapshot date of June 2025. This figure represents the difference in the average hourly pay of men and women across the organisation. It is important to note that a gender pay gap is not the same as unequal pay. Unequal pay for equal work on the basis of gender is prohibited under equality legislation. Employees of Fiosrú are paid in line with Civil Service pay scales, which ensure equal pay for equal work, irrespective of gender.

Fiosrú's workforce includes various grades between the Administration and Operation functions of the Office. The pay and grade structures within Fiosrú are set centrally by the Civil Service, and recruitment is carried out via **internal recruitment, PublicJobs**, the **Civil Service Mobility Scheme**, and our **newly granted Commission for Public Service Appointments (CPSA) Recruitment License**. All recruitment processes are guided by Civil Service recruitment **Codes of Practice**, ensuring that recruitment and promotions are based on merit, irrespective of gender.

Concurrent with our **Gender Pay Gap Report 2024**, the analysis of the Gender Pay Gap data in 2025 found that the **biggest impact on the organisation's average hourly pay was grade**; it is gender difference by grade that is the leading cause of the gap. It is largely driven by the following factors:

- **A higher proportion of men in senior grades**, including Assistant Principal and Principal Officer + levels; and
- **A higher concentration of women in lower-paid grades**, such as Clerical Officer.

Reducing the gender pay gap will require continued focus on achieving balanced representation across all grades within Fiosrú. While progress has been made, including a reduction of **5.75%** in the **median gender pay gap** compared with the previous year; and a reduction of **6.38%** in the **mean gender pay gap**, the organisation recognises that further sustained effort is required to support **gender balance** and progression at all levels.



## 2. Overview

The gender pay gap (GPG) refers to the difference in the average hourly pay of men and women across an organisation's workforce. The **Gender Pay Gap Information Act 2021** provides the legislative basis for gender pay gap reporting in Ireland and requires organisations to publish information across a prescribed set of metrics.

From 2025, the scope of the legislation was extended to include organisations with 50 or more employees. Since 2024, Fiosrú falls within the scope of the Act and is required to publish gender pay gap information on an **annual basis**.

This report presents the gender pay gap for Fiosrú based on a snapshot date in **June 2025**; the chosen snapshot date for this report was **18<sup>th</sup> June 2025**. Hourly pay has been calculated in line with National Shared Services Office (NSSO) methodology, using **earnings** and **hours worked** during the **12-month period preceding the snapshot date**.

On the snapshot date, Fiosrú had a workforce of **174 employees**, with a **broadly balanced gender profile (86 women; 88 men)**. This report provides a snapshot of gender pay outcomes at that point in time and is intended to **support transparency** and **understanding** of how pay is distributed across the organisation. The following report sets out the GPG in Fiosrú calculated using the methodology defined by Department of Public Expenditure and Reform (DPENDR).

A gender pay gap does not indicate unequal pay for equal work. Pay within Fiosrú is determined in line with **Civil Service pay scales**, which are applied consistently and do not differentiate on the basis of gender. The presence of a gender pay gap reflects **workforce composition**, including the distribution of men and women across grades and levels of seniority.

This report also outlines **measures** already in place, and **actions planned**, to support balanced representation and progression across the organisation. Gender pay gap data will continue to be **reviewed annually** to monitor progress over time.

This report builds on the organisation's **Gender Pay Gap Report 2024** and reflects the continued development of Fiosrú's approach to gender pay gap analysis and reporting.

This report also aligns with **Fiosrú's Strategy Statement 2026–2029**, which sets out the organisation's strategic priorities and supporting enablers, including workforce capacity and capability. Gender pay gap reporting supports this broader commitment to transparency, equality and the continued development of an **inclusive workplace**.



### 3. ED&I Journey

Fiosrú is committed to promoting **equity, diversity and inclusion** across the organisation and ensuring that employees are supported to participate, develop and progress. While a number of measures have been introduced to support **flexibility, wellbeing** and **inclusive** practice, the organisation recognises that reducing the gender pay gap requires sustained and targeted action.

A range of practical measures are in place to support inclusion and **work-life balance**. These include **flexible working arrangements** such as **flexi-time** at junior grades, **family-friendly policies**, and the transition to a **hybrid working** model. These measures are intended to support participation across the workforce. However, the persistence of a gender pay gap indicates that further focus is required, particularly in relation to progression and representation at senior grades.

Fiosrú continues to review its recruitment and promotion processes to ensure they operate in a fair and inclusive manner. Actions to date include **ongoing review of recruitment materials** by the Senior Leadership Team to ensure clear and **inclusive language**, as well as the introduction of a **desk-booking system** to support effective **hybrid working**. The organisation also continues to examine **supports for career development** and **transparency in pay and progression**.

In 2025, Fiosrú completed a **Competitions Review Report** for the first half of 2025 (H1), which examined internal promotion competitions with a specific focus on gender outcomes. The findings of this review will inform future competition design. In addition, **Fiosrú's Workforce Plan** is being finalised by the Senior Leadership Team and will provide a structured approach to talent management.

Fiosrú launched **Flourish**, its **Health and Wellbeing Programme**, in 2025. Flourish is underpinned by a five-pillar framework aligned with the **Civil Service Wellbeing Framework** and supports initiatives that align with the **United Nations Sustainable Development Goals**, including good health and wellbeing, gender equality, decent work and reduced inequalities. As part of this programme, a **Buddy Programme** will be introduced in early 2026 to support staff in their work life.

Fiosrú will continue to monitor progress and review the effectiveness of these measures to ensure that equity, diversity and inclusion are embedded across the organisation and that all employees have **fair and equal opportunities** to develop and progress.



## 4. Gender Pay Gap Reporting

The Gender Pay Gap Information Act 2021 introduced the legislative basis for gender pay gap reporting in Ireland. The Act requires organisations to report on their hourly gender pay gap across a range of metrics by reference to their employees on a chosen snapshot date in June. Employers are required to publish their gender pay gap information within [five months of their snapshot date](#) (end of November). The report should be based on calculations on those employees' remuneration for the [12-month period that precedes the snapshot date](#).

The gender pay gap is the difference on average across a population between men's and women's pay. In this report the gender pay gap is represented as the average difference in gross hourly earnings of men and of women, expressed as a percentage of men's average gross hourly earnings. A gender pay gap which is positive indicates that, on average across the employed population, women are in a less favourable position than men. Where the gender pay gap is negative, this indicates the reverse - that, on average, men are in a less favourable position than women.

Employers are required to report on the following key gender pay gap metrics on an annual basis:

1. **Calculate the Mean Gender Pay Gap** - the difference between the mean hourly pay of men employees and that of women employees expressed as a percentage of the mean hourly pay of men employees.
2. **Similar Mean Gender Pay Gap** calculations in relation to men and women **part-time employees**, and for men and women employees on temporary contracts.
3. **Calculate the Median Gender Pay Gap** - the difference between the median hourly pay of men employees and that of women employees expressed as a percentage of the median hourly pay of men employees.
4. **Similar Median Gender Pay Gap** calculations in relation to men and women **part-time employees**, and for men and women employees on temporary contracts.
5. **Calculate the proportion** of men and women employees **who received bonus remuneration** (a percentage figure).
6. **Calculate the proportion** of men and women employees **who received benefits-in-kind (a percentage figure)**.
7. **Calculate the proportion** of men and women employees **in four equally divided quartiles** (i.e. expressed as each of the employer's lower, lower middle, upper middle and upper quartile pay bands).



In addition, where any pay gaps are identified, **employers are required to identify reasons for these gaps and actions being taken or planned to be taken to address the gaps.**

#### **4.1 Data Sources**

The pay data in the Gender Pay Gap report for 2025 is based on data from the National Shared Services Office (NSSO) payroll system for the relevant 12-month period. Data such as the gender, grade, full-time/part-time status, and permanent/temporary status of employees was taken from the Human Resources Management System (HRMS) which is a Civil Service wide IT system which records employee HR information. Internal Fiosrú employee data was used to supplement the above external sources.

#### **4.2 Reference Period**

The snapshot date chosen for this report is **18<sup>th</sup> June 2025** and its reporting period is **28<sup>th</sup> June 2024** to **20<sup>th</sup> June 2025**.

#### **4.3 Definitions**

##### **4.3.1 Mean Gender Pay Gap**

The mean gender pay gap is the difference between the mean hourly pay of men employees and that of women employees expressed as a percentage of the mean hourly pay of men employees. The mean hourly pay is the average hourly pay across the entire workforce.

##### **4.3.2 Median Gender Pay Gap**

The median gender pay gap is the difference between the median hourly pay of men employees and that of women employees expressed as a percentage of the median hourly pay of men employees. The median hourly pay is calculated by ranking all employees from the highest paid to the lowest paid and taking the hourly pay of the person in the middle.

##### **4.3.3 Pay Quartiles**

Pay quartiles are calculated by dividing employees in the organisation into four even groups ordered from highest to lowest hourly pay. The proportion of men and women in each quartile expressed as a percentage gives an indication of the gender representation at different levels of the organisation.



## 5. Gender Pay Gap Calculations & Results

This section outlines **Fiosrú's 2025 Gender Pay Gap Calculations and Results.**

*Table 1 Snapshot Date and Reporting Periods*

Snapshot date:	Reporting period – from:	Reporting period – to:
<b>18<sup>th</sup> June 2025</b>	<b>28<sup>th</sup> June 2024</b>	<b>20<sup>th</sup> June 2025</b>

*Table 2 Fiosrú Headcount on 18th June 2025*

Headcount		2024	2025
<b>All Employees</b>	<b>Women</b>	82	<b>86</b>
	<b>Men</b>	87	<b>88</b>
	<b>Total</b>	169	<b>174</b>
<b>Part-time Employees</b>	<b>Women</b>	13	<b>15</b>
	<b>Men</b>	2	<b>5</b>
	<b>Total</b>	15	<b>20</b>

*Table 3 Fiosrú Mean Gender Pay Gap<sup>1</sup>*

Mean Gender Pay Gap	2024	2025
<b>All Employees</b>	16.66%	<b>10.28%</b>
<b>Part-time Employees</b>	27.85%	<b>21.59%</b>

*Table 4 Fiosrú Median Gender Pay Gap<sup>2</sup>*

Median Gender Pay Gap	2024	2025
<b>All Employees</b>	11.81%	<b>6.06%</b>
<b>Part-time Employees</b>	23.19%	<b>24.21%</b>

<sup>1</sup> The mean gender pay gap is the difference between the mean hourly pay of men employees and that of women employees expressed as a percentage of the mean hourly pay of men employees.

<sup>2</sup> The median gender pay gap is the difference between the median hourly pay of men employees and that of women employees expressed as a percentage of the median hourly pay of men employees.



Table 5 Fiosrú Workforce and Pay Remuneration Quartiles<sup>3</sup>

Quartiles		2024	2025
Upper	Women	33.33%	<b>40.91%</b>
	Men	66.67%	<b>59.09%</b>
Upper Middle	Women	48.84%	<b>48.84%</b>
	Men	51.16%	<b>51.16%</b>
Lower Middle	Women	54.76%	<b>48.84%</b>
	Men	45.24%	<b>51.16%</b>
Lower	Women	57.14%	<b>59.09%</b>
	Men	42.86%	<b>40.91%</b>

**Note**

1. Percentage of men and of women employees who received Bonus Remuneration - Not applicable.
2. Percentage of men and of women employees who received Benefit in Kind - Not applicable.

<sup>3</sup> Percentage of women and men employees when divided into four quartiles ordered from highest to lowest hourly pay. Each pay quartile represents 25% of Fiosrú's workforce ranked by pay.



## 6. Understanding Our Gap

This section sets out the organisational factors that contribute to the gender pay gap in Fiosrú, based on workforce composition and pay data at the snapshot date.

### 6.1 Organisation Profile

#### 6.1.1 Grade Breakdown

The distribution of employees by grade and gender provides important context for understanding pay outcomes.

At senior levels, men are more highly represented. In the **Principal Officer and above (PO+)** grades, there are **six men and three women**. At **Assistant Principal (AP)** level, there are **18 men and 14 women**. As these grades attract higher salary scales, representation at these levels has a greater influence on average hourly pay.

At middle grades, representation is more balanced. In the **Higher Executive Officer (HEO)** grade, there are **37 men and 31 women**.

At junior grades, women are more highly represented. In the **Executive Officer (EO)** grade, there are **19 women and 17 men**, while in the **Clerical Officer (CO)** grade there are **17 women and nine men**. The **Administrative Officer (AO)** grade has small numbers overall, comprising **two women and one man**.

Overall, **men are more concentrated in higher-paid grades**, while **women are more represented in lower-paid grades**. This distribution is a key factor influencing the gender pay gap and reflects differences in grade composition rather than differences in pay rates for equivalent roles.

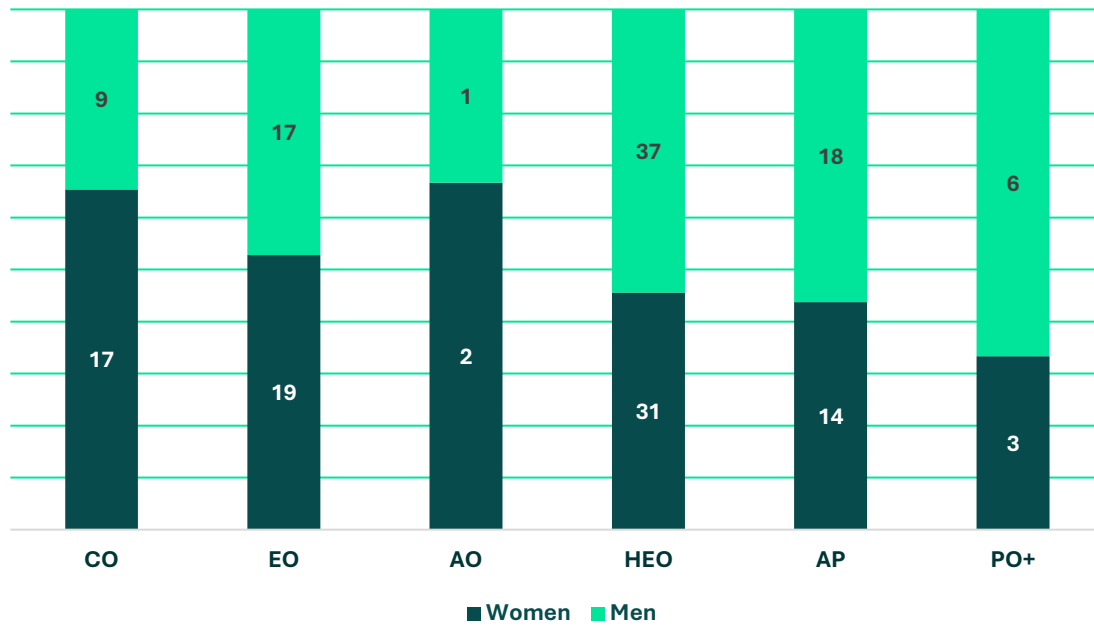


Figure 1 Grade Breakdown by Gender<sup>4</sup>

A proportion of roles at Assistant Principal and Higher Executive Officer level are investigative positions which involve **rostered out-of-hours duty** and operational responsibilities outside standard Civil Service working hours. These roles form part of the Office’s statutory investigative function.

### 6.1.2 Hourly Pay Distribution

The grade distribution outlined above is reflected in the organisation’s hourly pay outcomes. Analysis of hourly pay quartiles shows a **higher proportion of men in the upper quartile (59.09%)** and a **higher proportion of women in the lower (59.09%) and lower-middle (48.84%) quartiles.**

As higher-paid roles have a greater impact on average hourly pay, this distribution contributes to the difference between the mean and median gender pay gap figures.

### 6.1.3 Working Patterns

Analysis of part-time employees provides additional context. The **part-time cohort is small and predominantly women. Men part-time employees, while fewer in number, are concentrated in higher-paid grades.**

<sup>4</sup> **CO** = Clerical Officer | **EO** = Executive Officer | **AO** = Administrative Officer | **HEO** = Higher Executive Officer | **AP** = Assistant Principal | **PO+** = Principal Officer, Assistant Secretary, Deputy Secretary.



As a result, the **gender pay gap among part-time employees is higher than the overall gender pay gap**. Due to the small size of the part-time cohort, these **figures are more sensitive to individual roles and grades** and **may vary from year to year**.

Given the small number of part-time employees in Fiosrú, part-time gender pay gap figures are more **liable to year-on-year fluctuation** and are therefore interpreted as **contextual** rather than indicative of structural pay differences.

#### **6.1.4 Workforce Movements**

Since the snapshot date, Fiosrú has experienced expected workforce movement, including joiners, movers and leavers. This includes Acting-Up arrangements, the appointment of **one woman Principal Officer**, and the retirement of **one man Assistant Secretary**.

In an organisation of this size, changes at senior grades can influence grade representation and pay outcomes at the snapshot date and contribute to year-on-year variation in gender pay gap figures.

#### **6.1.5 Summary**

The gender pay gap in Fiosrú is primarily influenced by:

- the distribution of men and women across grades;
- the concentration of higher-paid roles at senior grades; and
- the impact of a small number of higher-paid positions on average hourly pay.

Pay rates are applied consistently in line with Civil Service pay scales, and [the gender pay gap does not reflect differences in pay for equal work](#).



## 7. Actions To Address Our Gender Pay Gap

This section outlines the actions and measures in place during 2025 to address the gender pay gap in Fiosrú, building on the analysis set out in the preceding section, and noting planned initiatives where applicable.



Figure 2 Actions to Address GPG

### 7.1 Governance

The pay rates and terms and conditions for civil servants are set centrally by Department of Public Expenditure, National Development Plan Delivery and Reform. This provides for a level of governance and transparency on matters related to pay but also means that the Office cannot directly influence gender pay imbalances.

Within this framework, Fiosrú addresses the gender pay gap through **governance** and **oversight mechanisms**. **Workforce data**, including **gender outcomes** in **internal competitions**, is reviewed to support **informed decision-making** and to **identify patterns in participation and progression** across grades.

While Fiosrú's unadjusted **mean** and **median GPG** rates are **10.28%** and **6.06%** respectively, the Office is fully committed to continuing to **develop** and **iterate** our **policies and supports**, while ensuring that they are promoted, understood and operating effectively.



Gender pay gap data and related workforce indicators will continue to be **reviewed on an annual basis**. The measures outlined above will be kept under review to ensure they remain appropriate and proportionate.

## 7.2 Health & Wellbeing

An employee-led **Health and Wellbeing Programme, 'Flourish'**, operates across the organisation, structured around five key pillars. The programme supports staff engagement and participation and operates alongside wider **Civil Service wellbeing supports**.

Health and wellbeing initiatives are delivered separately from recruitment, progression and workforce planning processes and are intended to support employees throughout their working lives. In 2025, Flourish coordinated **six health and wellbeing initiatives** including three information sessions with the CSEAS, IPF, and PSFS; two organisation-wide challenges; and educational awareness and celebration of Pride.

## 7.3 Flexible Working

Traditionally, remote and flexible working are regarded to have specific benefits for different groups of workers, including **carers, parents** and **people with disabilities**. It allows them to manage their time and energy more flexibly and can play an important role in ensuring individuals **access** and remain in work.

Overall the Civil Service has a good track record in **flexible working practices** and post-pandemic **hybrid/blended working** is now a key part of a suite of flexible working measures such as **parental leave, shorter working year (SWY) and part time hours**.

Fiosrú provides a **broad range of leave options** to support those with responsibilities in the home that would otherwise reduce their ability to work and advance in their career, and is committed to continuing to foster an **inclusive workplace culture** where employees are supported in availing of leave.

**Fiosrú's Blended Working Policy** was launched in August 2022 and is aligned to the **Civil Service Blended Working framework**. It promotes a **diverse, innovative** and **progressive work environment** that offers **flexibility** and **values work-life balance**. It operates on a team-based approach which supports managers and staff to engage and agree working arrangements with their team that meet business needs and provide for attendance in the workplace. In 2025, Fiosrú rolled out a **desk and meeting room booking system** to support hybrid working.



## 7.4 Recruitment & Retention

### 7.4.1 Recruitment

The majority of recruitment to Fiosrú is conducted through **Public Jobs**, the centralised recruitment provider for the Civil and Public Service. The Public Jobs statement of strategy **NUA26** aims to embed an **ED&I focus** across all recruitment operations and advance their equality monitoring data, reducing barriers to entry and increasing the diversity of candidate pools. All recruitment and promotion processes are carried out in line with **Civil Service Codes of Practice** and are based on merit.

**Recruitment materials**, including competition booklets and office notices, are reviewed to ensure requirements and language are **clear, accessible** and **gender-neutral**. Information on working arrangements and leave supports is included to support transparency for candidates.

Fiosrú will also seek to **support improved gender balance and diversity within its investigative teams** as part of its broader commitment to ED&I.

### 7.4.2 Retention

Fiosrú will continue to implement measures to ensure we remain an attractive place to work by highlighting:

- the **meaningful and impactful work** we undertake;
- the **variety of roles and opportunities** available to our colleagues to create a **purposeful career path**;
- the considerable **learning and development opportunities** afforded to us;
- our **strong commitment** to be a more welcoming and **inclusive** organisation, demonstrated through our **organisational values, staff networks**, and the inclusive direction informing our forthcoming **Statement of Strategy**; and
- the **generous leave allowances** and **flexible working opportunities** available.

Fiosrú is currently drafting a new **People Strategy** which will bring further focus on embedding ED&I and cultivating a culture where all employees can feel that they belong and have a voice. The new People Strategy will align directly with a number of **targeted ED&I actions**, including the implementation of a **Menopause in the Workplace Policy** and a **Dignity and Respect in the Workplace Action Plan** to enhance awareness and organisational support structures.

Initiatives to support our People Strategy include a forthcoming **Buddy Programme**, aimed at easing integration for employees that have recently joined, or whom are returning from extended leave (e.g.



maternity leave), the development of **Inclusive Language Booklets** to ensure **accessibility** and **gender neutrality** in **internal and external recruitment materials**.

## 7.5 Career Development

The Office provides **role-specific, professional and leadership development options** to staff at all grades in all Units. Our learning and development programmes are designed and delivered in line with our **equity, diversity and inclusion (ED&I) commitments**. We will **avoid gender bias** and other forms of discrimination in the way training is advertised, populated, scheduled and evaluated. All staff will have **equal and reasonable access to development opportunities**, and we will actively work to **remove barriers to participation** related to **family or caring responsibilities, gender or any other aspect of identity**. Selection for training will be based on objective, role related criteria only.

**Internal promotion competitions** and **panels** are reviewed to assess **participation** and **outcomes** by gender. This analysis is used to inform how development opportunities and **progression pathways** are communicated and administered within the organisation.

These measures support transparency in progression processes and provide assurance that **development** and **promotion opportunities** are applied consistently across grades.

## 7.6 Employer Brand

Fiosrú promotes itself as a **public service employer** through **communications** and **engagement activities**. This includes highlighting **organisational values, learning opportunities** and **staff initiatives**.

Communication activity supports awareness of **progression opportunities** and contributes to maintaining Fiosrú as an employer that offers a range of roles and **development pathways** within the Civil Service. **Recruitment materials** and **internal communications** also provide information on **flexible working arrangements** and **employee supports**, supporting transparency and consistency in how the organisation presents itself as an employer.

Both the **Police Ombudsman** and the **Chief Executive Officer** are **women**. This **visible representation** at the most senior levels of the organisation provides context for progression opportunities within Fiosrú and reflects the range of career pathways available across the organisation.



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