



LINK TO STRATEGY:



CASE STUDY

Supportive Spaces for Connection

Employee Resource Groups (ERGs) are one of the most practical and meaningful ways we invest in inclusion at Cairn. They provide safe supportive spaces for connection, discussion and action. They help our people grow personally and professionally, build networks and have a clear voice in shaping our culture.

Following the launch of our ERG Programme in 2023, we have expanded it to meet evolving needs and strengthen belonging across the organisation.

Families & Carers in Cairn – Supporting Employees at Every Stage of Life

We first launched the **Families in Cairn Network** in 2023 to support parents, caregivers, parents-to-be and anyone navigating family life. Initially focused on working parents, the network provided a dedicated space to share lived experiences and practical advice on balancing responsibilities, planning leave, accessing benefits and returning to work confidently.

Recognising that families today exist in many forms, we relaunched the group in 2025 as the **Families & Carers ERG**, expanding support to colleagues with caring responsibilities for children, older relatives, or loved ones with additional needs.

Our Purpose

- Ensure that everyone who provides care is supported and valued, regardless of their family structure, caregiving role, or personal circumstances.
- Create a safe and empathetic environment where people can share challenges, celebrate achievements, and access meaningful, practical support.
- Champion policies and practices that make work-life integration more achievable.
- Build understanding across the organisation of the realities of caring responsibilities.

The Families & Carers ERG partners with our Cairn Christmas Grotto Event, to ensure accessibility by reviewing mobility and sensory needs and offering a mobile sensory space. This space offered a calm, supportive setting for those needing reduced sensory stimulation.



Women in Cairn – Improving Gender Balance in our Industry

Established in 2024, the **Women in Cairn Network** continues to play a pivotal role in improving the experience, visibility and progression of women in an industry where female representation remains limited. In 2025, the network continued to build momentum, creating spaces that support women to Connect, Develop and Inspire one another.

Connect

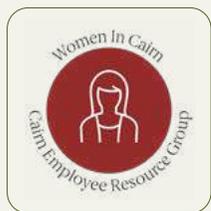
Two site walks incorporating breathwork and yoga sessions during the summer brought women together on our live sites, supporting wellbeing and connection.

Develop

Masterclasses delivered during the year by an external coach focused on goal setting, personal purpose, developing an influential voice and leadership presence.

Inspire

To mark International Women’s Day 2025, we hosted an event featuring a female CEO from within our sector, followed by a panel conversation with female Board members and male senior leaders—reinforcing our commitment to gender equality and allyship.



Race & Ethnicity in Cairn – Celebrating the Diversity of Our Workforce

Our newest ERG, **Race & Ethnicity in Cairn** was launched in October 2025.

With 28 nationalities represented across Cairn that are not Irish – the equivalent of 24% of our direct workforce, the group was established to celebrate the cultural diversity that enriches Cairn and to create a stronger sense of inclusion and belonging.

Our Purpose

- Provide a space to share experiences and challenge bias.
- Celebrate cultural traditions and differences.
- Empower non-native English speakers to communicate with confidence.

Looking to 2026, the group will explore ways to celebrate all the cultures that exist in Cairn, support communication, and continue to build community.

Everyone is invited, whether you identify with a minority group or want to be an ally, this is a space for everyone to learn, connect and grow together, while shaping a workplace where everyone belongs.

