BOARD MATCH

2025

ANNUAL REPORT

BOARDMATCH.IE

Chapter 1: Chair & CEO Welcome

2025 was a year of both reflection and momentum for Boardmatch. While continuing to deliver on our existing strategy, we also dedicated significant time to developing our new strategic plan for 2026–2028, ensuring we build on our strong foundations and future growth.

It was a landmark year marked by many achievements and celebrations. We proudly marked our 20th anniversary with a special event hosted by our long-time supporter, Arthur Cox. The event was opened by Minister Buttimer, who acknowledged the significant impact Boardmatch has had – and continues to have – in strengthening governance and promoting volunteering across the sector.

This year also saw us reach an important milestone, with 509 board appointments made, surpassing 500 appointments in a single year for the first time. This achievement contributed to an even greater milestone: our 5,000th board appointment, reached in the same year as our 20th anniversary. Together, these moments made 2025 a truly celebratory year for the organisation.

Our free online matching service continued to grow, with a 12% increase in board appointments compared to 2024. This growth reflects enhancements in our support offering, including onboarding calls for charities, weekly troubleshooting sessions, and a stronger focus on customer service to help organisations effectively use the platform and connect with the right candidates.

A core objective of Boardmatch is to diversify and modernise the profile of trustees, encouraging broader participation in governance. Since 2023, we have seen a notable shift in the age profile of those placed on boards, with the most common age range moving from 45-54 to 35-44, an encouraging sign of increased engagement from a younger cohort.

Our Premium service experienced another year of strong growth, supporting charities of all sizes, from large national organisations to small community groups. To meet increasing demand, we expanded the team with the addition of a Premium Officer and a Premium Support Officer, ensuring continued high-quality support for organisations seeking additional guidance throughout the board recruitment process.

We were also delighted to renew corporate programmes with three long-standing partners, supporting their employees in developing governance skills and gaining valuable board experience, while fostering a culture of volunteering within their organisations.

Boardmatch Live was held in the inspiring surroundings of the Irish Museum of Modern Art and delivered exceptional results, with 51 board appointments generated from just two hours of networking, our highest to date.

We also observed a growing recognition across the sector of the importance of strong governance, reflected in an increase in organisations undertaking board effectiveness reviews to strengthen their performance and collaboration.

> Overall, 2025 was a year of growth, impact, and forward planning. As we developed our new strategy, the entire team embraced the opportunity with enthusiasm, building on the positive trajectory of the organisation and positioning Boardmatch for **continued success** in the years ahead.

Fred Karlsson
Chairperson

Eva Gurn
CEO

Chapter 2: Boardmatch's Strategic Objectives for 2025

2025 was a year of significant impact for Boardmatch Ireland, marked not only by sustained delivery but by three major milestones: the organisation's 20th anniversary, the achievement of its 5,000th board appointment, and a record 500 placements delivered within a single year.

Together, these milestones highlight both the depth of Boardmatch's experience and the scale of its contribution to strengthening governance across the charity and not-for-profit sector.

Building on two decades of experience, the organisation continued to play a vital role in supporting charities to develop skilled, independent and diverse boards through its recruitment and training services.

Our 5 Strategic Objectives 2025

1. Promote and Drive Board Volunteering
2. Provide and Encourage Individuals to Undertake Learning to be Informed and Prepared to be the Best Trustee
3. Support Board and Committee Members
4. Be a strong Voice in the Sector for Best Practice in Board Recruitment
5. Organisation Development

2025 – The year of 5s for Boardmatch:

500+
Board Appointments 2025*

5,000th
Appointment since start

500+
Attended Open Training Courses

50+
Matches at Boardmatch Live

+5%
Growth in Board appointments vs 2024

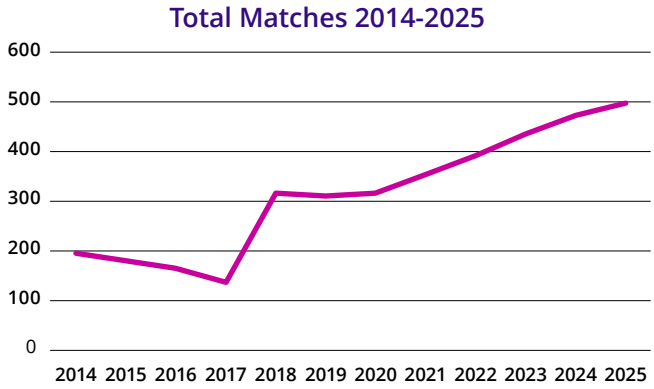
*Highest annual appointments to date

Our Impact

During the year, Boardmatch reached a notable milestone, delivering 500 board placements in a single year for the first time.

This achievement reflects both the increasing demand for strong governance and the organisation's capacity to respond effectively at scale. It also contributed to an overall total of more than 5,000 placements to date, with over one third of these appointments occurring in the last three years.

In 2025 Boardmatch celebrated its 20th anniversary. This offered a moment to reflect on the achievements and progress of Boardmatch through the years.



2025 saw 102% achievement of Board Appointment target.

Logo Evolution

2005

Boardmatch Ireland
inspiring leadership and good governance

2015

BOARD MATCH

2020

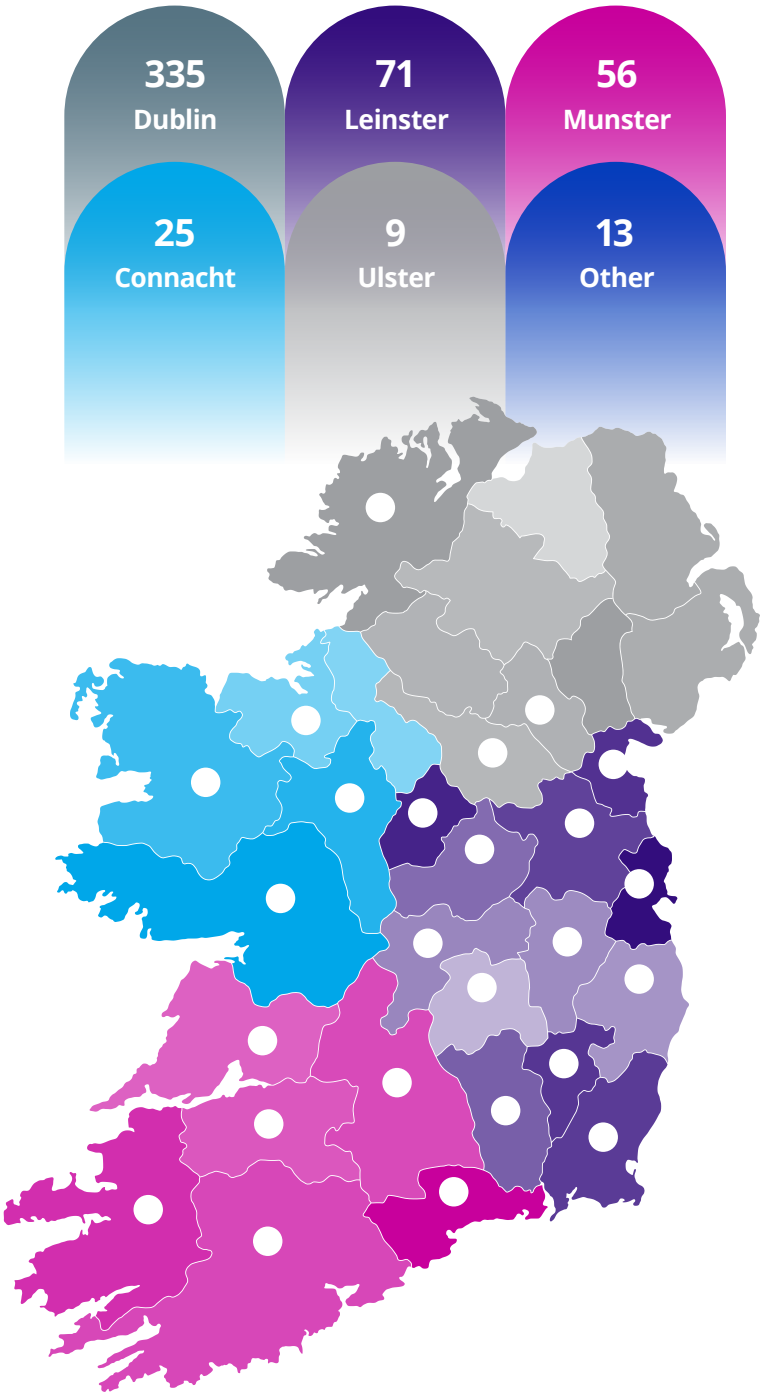
BOARD MATCH

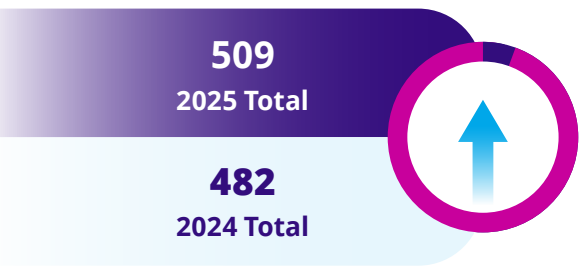
2025

BOARD MATCH
Celebrating 20 Years

2025 at a Glance

509 Not-For-Profit Board Appointments 2025





5%
increase
on all board
appointments

Areas of Focus 2025

- Addiction Services
- Advocacy
- Animal Welfare
- Arts, Culture, Heritage, Science
- Business and Enterprise Development
- Children and Families
- Civil and Human Rights
- Community Welfare & Social Services
- Conflict resolution or reconciliation
- Disability
- Education, Training & Research
- Environment Sustainability
- Healthcare
- Homelessness
- Housing
- International Development
- LGBTQI
- Local Community Development
- Mental Health
- Older People Services
- Philanthropy
- Poverty Relief
- Rehabilitation
- Sport and Recreation
- Support and Counselling
- Voluntary Work
- Youth

509 Not-For-Profit Board Appointments 2025

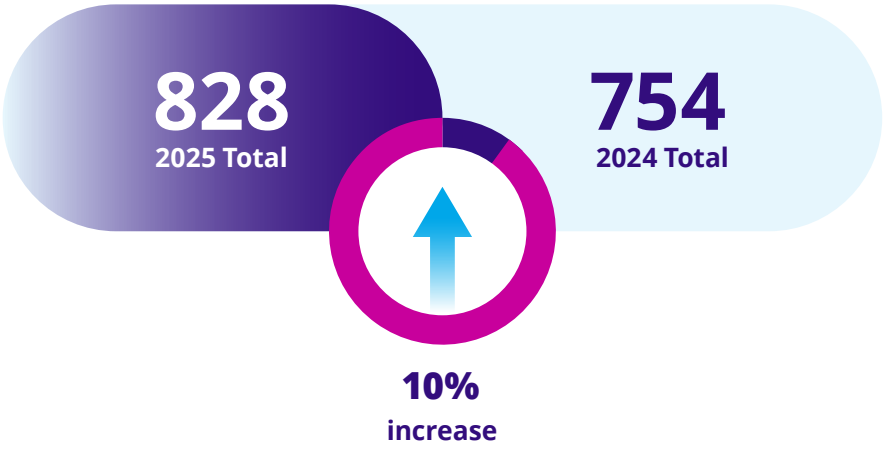
Appointee Gender Breakdown

♀ Women	45%	229
♂ Men	43%	219
⚥ Prefer not to say	12%	61

Board Placements Search Type 2025

317 Free Matching Website	96 Premium Search	24 Board Placement Programme (BPP)
51 Boardmatch Live	15 Future Board Leaders	6 Premium/BPP

Training Statistics 2025



Chapter 3: Strategic Objective 1 for 2025 – Promote and Drive Board and Committee Volunteering to the Community and Voluntary Sector and to Individuals

FOCUS ON: Free Matching Website

Our Free Matching Website for charity and not-for-profit organisations is our core board recruitment service.

Boardmatch's Free Matching Website continues to serve as Ireland's largest dedicated platform for charity and not-for-profit board opportunities. As a strong advocate for independent board recruitment across the sector, we provide the platform and its full range of features entirely free of charge. This approach ensures that organisations of all sizes, along with prospective board candidates, can access a comprehensive database and benefit from this vital board matching service.

317
appointments through our free website service

12%
increase from 2024

160
Organisation Registrations from across every region of Ireland.

Continuous Improvement – New for 2025

In 2025, we introduced new support features to enhance our service offering. This included 1-to-1 onboarding calls for organisations newly registered on our Free Matching Website, helping them to get started and maximise the platform's potential. We also launched online Vacancy Troubleshooting sessions, these are weekly drop-in clinics where organisations can seek practical advice and guidance on their board recruitment using the Boardmatch Website.

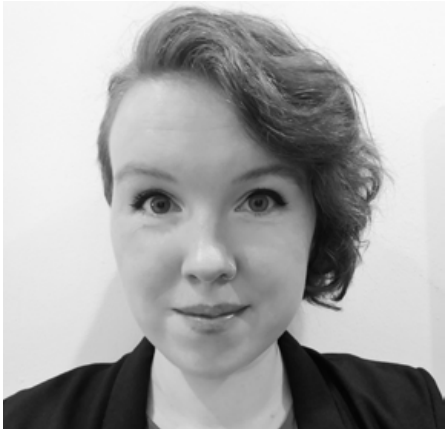
Organisations have described our onboarding calls and support sessions as:

- **"Extremely helpful"**
- **"Very relevant and beneficial"**
- **"Professional and knowledgeable"**
- **"Great suggestions"**
- **"Invaluable support"**

FOCUS ON: Candidates

Building on the success of previous years, 2025 saw a record number of Board Appointments. This year also saw an increase in the number of candidates seeking board roles, with a weekly average of 37 candidates across Ireland registering on the Boardmatch platform.

To support candidates using our Free Matching Platform, we developed *Maximising Your Board Search*, a free webinar designed to strengthen applications for board roles aligned with individual interests and motivations. Delivered regularly throughout the year, this practical session provides guidance on creating an effective Boardmatch profile, identifying suitable opportunities, and improving success rates when applying for positions.



Maximising Your Board Search is delivered by **Keeva O'Reilly**, Website & Member Support Officer

Candidate Stats 2025

2,800+
Boardmatch candidates who are **actively looking for board roles**, with a wide variety of skills, expertise and perspectives to share.

1,900+
Candidate Registrations in 2025 (average of 37 candidates per week)

19%
increase on 2024

383
Maximise Your Board Search Webinar Registrations in 2025

509 Board Appointments 2025

Appointee Gender Breakdown 2025

Women	45%	229
Men	43%	219
Prefer not to say	12%	61

Appointee Age Breakdown 2025

35-44 years
was our highest represented age group (20% of our board appointments), 2024 had the same age group, whereas 2023 was slightly older: 45-54 years. It's heartening to see the profile of board members getting younger.

Impact of Free Matching Website

"Le Foyer des Artistes is a proud member of Boardmatch. As we continue to grow, and with an expanding profile in the Republic of Ireland, our Board of Directors is comprised of some of the most talented business leaders and industry talents from across the whole Island. Boardmatch has provided us with a unique platform to connect with incredible people who support our vision".

Darren Hargan,
Founder of Le Foyer des Artistes (Derry)

"One of the things we value most about Boardmatch is the accessibility and impact it offers, particularly for voluntary organisations like ours. In 2025, we connected with two outstanding candidates who not only brought the professional skills we were looking for but also a strong alignment with the values and mission of Delta Centre. Throughout the process, the support from the Boardmatch team was always readily available. Whether we needed advice or technical guidance, they were responsive, knowledgeable, helpful and encouraging. Boardmatch has become an essential part of how we strengthen our governance and build a skilled, committed board. I would highly recommend it to any organisation looking to recruit trustees who can make a meaningful contribution."

Caroline Lennon-Nally,
Trustee of Delta Centre (Carlow)

FOCUS ON: Premium Search

Boardmatch's Premium Search service is a fully managed, bespoke and independent board recruitment service for charities and not for profits – we bring expertise and experience, and do the heavy lifting so that boards can focus on their other governance responsibilities.

Boardmatch's Premium Search service has been excelling in board recruitment since 2012, consistently delivering outstanding results for charities and not-for-profit organisations.

2025 was a very successful year for the Premium Search service. We welcomed two new members to the team: Peter Armitage and Deirdre Pender. Peter and Deirdre joined Thora Mackey in completing the team and bringing expertise and passion to supporting charities across Ireland with their board recruitment.

102 appointments*
across
57 charities

32%
increase on 2024

*includes 6 matches in collaboration with Board Placement Programme

In 2025, we were successful in placing 102 people on the boards of charities and not-for-profit organisations across Ireland. A combination of the service's expertise and extensive network played a central role in strengthening governance structures.

We worked with 57 charities, in many cases placing more than one person on their boards. Among the organisations we proudly supported in 2025 were The Irish Hospice Foundation, Kildare County Childcare Committee, The Donkey Sanctuary, Mental Health Reform, COPD Support, The Irish Association of Funeral Directors, Children in Hospital and Charities Institute Ireland. Demand for the service has grown significantly, reflecting an increased awareness of the importance of structured board recruitment and good governance. Over 50% of the charities which used the Premium Search service in 2025 were small to medium sized organisations.

There was increased focus on succession planning, skills audits, board evaluation, and consideration of diversity and inclusion, within charity boards. Specific skills and expertise remained in high demand, with continued demand for Chairs and Company Secretaries, as well as with board members with financial, legal and HR skills. We saw an increase in boards seeking members with expertise in AI, digital and technology transformation.

As the sector continues to evolve, Boardmatch remains committed to supporting charities in building strong, effective boards that drive meaningful change.

Impact of our Premium Search service

"Boardmatch Premium Search service was invaluable in helping OvaCare strengthen and expand our Board. We initially set out to recruit two new members, but the calibre of candidates presented to us was so impressive that we appointed three. The entire process was seamless, professional, and thoughtfully managed — from understanding our organisation's needs to identifying individuals whose skills, experience, and values aligned beautifully with our mission. Boardmatch opened doors to talented candidates we would never have reached on our own, and their support made what could have been an overwhelming process feel clear, structured, and efficient. We are deeply grateful for their expertise and highly recommend their service to any organisation seeking to build a strong, skilled, and committed Board."

Rachel McKeon,
Director, OvaCare, (Cork)

"Boardmatch have been hugely important to our ongoing work in the continuous development of the Board. The recruitment process for a Chairperson was greatly supported via the Premium search function which allowed for a stress free recruitment process."

Gary Walsh,
Board Member, Sunbeam House Services, (Wicklow)

"We highly recommend Boardmatch Premium service, it has been invaluable to us in recruiting four new directors for our board. The process was easy, as the engagement from Thora and her colleagues at Boardmatch was professional and efficient. The candidates were excellent and perfectly matched the skill set we require to further the goals of our organisation."

Jean Savage,
Manager, St. Helena's Childcare Centre, (Dublin)

"From the first engagement to discuss our needs and create role specs, through to the quality of candidates we were put in contact with, Boardmatch's premium service really delivered for us. With thanks to the whole team."

Ciaran Cuddihy,
Director of Governance, Saint John of God Hospitaller Services Group, (Dublin)

Peter McVerry Trust Case Study

About Peter McVerry Trust

Peter McVerry Trust is a national housing and homeless charity committed to reducing homelessness and the harm caused by substance misuse and social disadvantage. Founded by Fr Peter McVerry in 1983, their vision is an Ireland that supports all those on the margins and upholds their rights to full inclusion in society.

Tony O'Brien,
Chair of the Board of Peter McVerry Trust

"I agreed to join the board of Peter McVerry Trust because of the organisation's vital role in supporting some of the most vulnerable people in our society, and because it was clear that the Trust was committed to strengthening its governance and restoring confidence. Having spent many years in senior public service leadership, I was conscious of the scale of the challenge ahead, but also of the importance of robust oversight, transparency and accountability in guiding the organisation forward. For anyone considering a board role, my advice would be to engage where your experience can add real value and where the organisation is honest about both its challenges and its ambitions. My experience with Boardmatch was professional and reassuring throughout. The process was well-structured and informed, with a clear focus on matching the right individual to the specific needs of the organisation. I would have no hesitation in recommending Boardmatch to organisations and candidates alike."

Niall Mulligan,
CEO, Peter McVerry Trust

"Peter McVerry Trust provides critical services to people experiencing homelessness, and in recent years we have been working through complex historical governance challenges. At a pivotal moment in that journey, appointing a new Chair was a priority, as this role would be central to guiding the organisation to full compliance and reinforcing effective oversight at board level. We chose to work with Boardmatch because of their reputation for professionalism and rigour in senior board appointments. From the outset, their approach was thoughtful, thorough, and grounded in a clear understanding of the responsibilities and sensitivities involved. They took the time to understand our context, our governance needs, and the leadership qualities required for such a critical role. The service was responsive and highly effective, and we were very satisfied with both the process and the outcome. I would recommend Boardmatch to any organisation looking to strengthen its board with exceptional talent."

FOCUS ON: Board Placement Programme

The Board Placement Programme is a unique programme that Boardmatch offers in partnership with Companies to support employees in bringing their skills and interests to benefit a not-for-profit. The programme offers professional and personal development opportunities for participants, enhancing their strategic thinking, leadership potential, and expanding their professional networks.

The programme offers candidates the opportunity to give back and to contribute to an organisation they connect with, whether it's through something local to their area or a cause they want to support. The programme has evolved from the Leadership Development Programme that we offered in 2024, into a more consultative candidate-based programme. This impactful programme supports professionals who want to serve on a not-for-profit board, helping them identify the right opportunities and equipping them with the tools and confidence to secure a board role. Participants also complete CPD-accredited Trustee Training, ensuring they step into governance roles with strong foundations to deliver real impact.

We are delighted to continue our partnerships with Deloitte, KPMG and Central Bank in 2025 and to have placed 30 candidates with a range of charities and not for profits.

2025 Participating Companies

Deloitte.

KPMG

Banc Ceannais na hÉireann
Central Bank of Ireland
Eurosystem

Impact of the Board Placement Programme

"The Board Placement programme was a great experience for me. It gave me initial training and then helped place me on the board of the Tivoli Training Centre. This centre is a lifeline for marginalised people from the Dun Laoghaire/Rathdown area, providing education, training and self-development to integrate them into the community. This role has deepened my understanding of how strategic investment in community resources creates meaningful social impact. The centre's innovative approach—encompassing creative enterprises like candle production and sustainable practices such as vegetable gardening—demonstrates a holistic commitment to empowerment and self-sufficiency. Although I have been there less than a year, I have found this experience deeply fulfilling and look forward to contributing meaningfully to the centre's continued success."

Sonia Howard,
Director, Tax Technology Consulting, Deloitte

Deloitte.

"Through Boardmatch, I was matched with a small charity called Irish Therapy Dogs. It's a wonderful charity, which recruits volunteer visiting teams (dogs and their owners!) to visit care centres all over Ireland, providing physical and therapeutic benefits to residents. I was recently appointed as Company Secretary."

Helena Mitchell,
Company Secretary Irish Therapy Dogs, Central Bank

Banc Ceannais na hÉireann
Central Bank of Ireland
Eurosystem

"Being part of the Board Placement Programme has been invaluable. The opportunity to work closely with Liberties Training Centre has given me great insight into their operations and impact. The match has allowed me to contribute meaningfully while also developing my own skills and understanding of the sector."

Sundar Kandasamy,
Director Audit and Assurance, Deloitte

Deloitte.

"We recently benefited from a very proactive intervention by the Board Placement programme whereby the programme identified a potential board candidate for Irish Therapy Dogs. Following positive discussions with this candidate Helena is now an active member of the Board providing ongoing Corporate Governance expertise and indeed has recently taken on role of Company Secretary. Our engagement with the Board Placement programme was a very positive experience."

Joe Sheeky,
Treasurer Irish Therapy Dogs

Irish Therapy Dogs

Supporting Stronger Governance in Irish Charities: The Boardmatch–KPMG Partnership

Case Study

KPMG has been a supporter of Boardmatch and the programme for some years and we are delighted that with the 2025 matches completed, we have now reached a milestone of over 50 matches with KPMG employees. Calculating the time candidates have contributed over the years, it amounts to at least 8,500 hours of Board membership to the charity sector.

Karina Howley,
Head of Corporate Citizenship & Diversity

"It's been a privilege to champion this partnership with Boardmatch and to support so many of our KPMG colleagues on their journeys into not-for-profit governance. The Board Placement Programme continues to be one of the most meaningful ways we can invest in community leadership. It not only equips our Directors with the skills and confidence to step into governance roles, but also strengthens the impact that the not-for-profit sector can deliver across Ireland.

I'm incredibly proud that over 50 of our colleagues have now taken up Board roles through this initiative – a testament to their commitment to responsible business and to giving back in a purposeful, sustainable way."

Dave Deighan,
Head of Communications KPMG and Board member, Dyslexia Ireland

"Many of us want to "make a difference" and give back something to our community and wider society. Board service with a registered Irish charity through Boardmatch is an ideal way to do just that.

At its best, serving on a charity board is immensely fulfilling. It allows you to support a cause that resonates with you while putting the benefit of your education, professional experience, and skills to meaningful use. Many directors describe the role as a privilege: a structured opportunity to contribute to something larger than yourself and helping steer an organisation that delivers real social value.

It is also an extraordinary learning experience. Sitting around a board table brings you into contact with people from varied sectors and backgrounds, each offering unique perspectives on governance, risk, community needs, and strategy. This diversity can really sharpen your thinking, it can challenge your assumptions, and it can often teach you as much about yourself as about the organisation you're supporting. It expands your worldview in ways few other roles do. In short – my experience of Boardmatch has been hugely positive.

The most important work is generally quiet, unglamorous, and entirely behind the scenes. For those willing to commit, board service can be one of the most rewarding and impactful ways to truly "make a difference." Boardmatch offers a pragmatic and valuable approach to both charities and potential board members."

"Overall, the experience with Boardmatch was brilliant. Focussed efforts into helping people understand the level of commitment, practical challenges and an honest reflection of "is this for me?" was great. I found the 2-part training extremely beneficial too, truly helped put into context what real life scenarios can be like. The programme exceeded my expectations in terms of the support and guidance offered, which was incredibly valuable in determining the right place for you and prepares you well for a Board position. There were certainly challenges along the way, such as balancing the demands of the programme with my existing commitments, but the learning experience was well worth it. For those considering the programme, my advice would be to fully engage with all the resources and opportunities available. It's a great opportunity to grow both professionally and personally. It really helped me pivot from my current role and understand the dynamics of how charities and Boards function, but also in a wider context the set of challenges a Board has to tackle. As an audit professional, it helped me see the perspective of what Boards expect of Management and risk functions."

Abhishek Mundhra,
Director IT Audit, KPMG
placed with SHINE in 2025

Shine
support | advocacy | education for mental illness

"The Boardmatch coordination was excellent. The process to find an organisation matching my profile was long (it took more than 6 months) but having Boardmatch there supporting the engagement with the organisations I was interacting with helped immensely. I am confident this was one of the key factors that contributed to my nomination to An Taisce and underscores the importance of maintaining close contact."

Wagner Rovero,
Director, KPMG, placed with An Taisce Audit and Finance committee

An Taisce
The National Trust for Ireland

"The programme is a great way of starting out on the NFP journey for staff who are interested. I had thought about doing something like this for years, but it always seemed like a bit of a minefield. The Boardmatch programme provides the guidance and smooths the path for you if you're unsure where to begin".

Mary Daniels,
KPMG, placed with the Irish Red Cross Finance Committee

Crois Dhearg na hÉireann
Irish Red Cross

"Boardmatch were great to deal with, professional, thorough and genuinely helpful. The programme was really valuable, and it also reminded me how important it is to do your own homework on the role, expectations, and board dynamics before saying yes."

John Moore,
KPMG, placed with RCSI Faculty of Nursing and Midwifery

RCSI SCHOOL of NURSING and MIDWIFERY

FOCUS ON: Boardmatch Live

Our flagship Charity Trustee Speed Dating event was renamed as Boardmatch Live in 2025. The venue for the Dublin event was also refreshed with a move to Irish Museum of Modern Art (IMMA) Kilmainham.

BoardMatch Live

Bringing charities face-to-face with new board members!

As previous years all charity tables were sold 2 weeks before the event. Notably, demand from prospective board members reached an all-time high, with 176 candidate tickets sold. This demonstrated the growth in awareness and interest in the event and Boardmatch's services. During the event there were high levels of engagement between the candidates and charities present, resulting in 51 matches on the night. Each matched candidate was offered complimentary Trustee Training to support them in their new roles which was funded by our sponsors. Thank you to our sponsors, Campion Insurance and Davy, without whom this event would not have been possible.

A significant milestone was also achieved during the event, as Chronic Pain Ireland appointed Erin Daly to their board, marking the **5,000th match made by Boardmatch** since its establishment 20 years ago.

Speed dating for charities: 'I wouldn't say no to an accountant'

Emmet Malone
Work Correspondent

Event channels experience and skills to groups trying to help others

"We've recruited people with finance skills, strategy skills. They all volunteer their time free of charge"

59

25
26

AISLING PROJECT

Interview with Erin Daly our 5,000th Match

Q: How did you hear of the event?

As a current MBA student in Trinity College Dublin, I was fortunate to learn of Boardmatch's great work through the Trinity Business School Career Development team. Trinity Business School suggested that it would be a good opportunity for students to volunteer their skills, expertise and time as a charity board member in Ireland.

Q: What were you expecting when you attended the event?

As this was my first Boardmatch event, I didn't really know what to expect. I was impressed at how well organised the event was. Boardmatch shared a slide from each of the charities in advance of the live event, outlining their mission and what they were looking for in terms of new board members. I attended the preparation webinar in advance of the event. At the event, there was so much positive energy in the room and each of us left inspired by all of the great work undertaken by each of the charities.

Q: At Boardmatch Live, can you describe how your initial conversation with Chronic Pain Ireland went?

Having received Boardmatch's helpful charity guide ahead of time, I was certain that Chronic Pain Ireland was top of my list! Established in 1992, Chronic Pain Ireland is the national organisation providing information and support services to people living with chronic pain. Chronic Pain Ireland work with all stakeholders including those living with chronic pain, their families and carers, health professionals, students, researchers and others interested in chronic pain. Having been diagnosed with Crohn's disease in my early twenties, I felt certain that I could bring my professional skills and my personal experience to Chronic Pain Ireland.

At the Boardmatch Live event, I was delighted to meet with Executive Director Christina Donnelly and Board member Niamh Walsh. Meeting the Chronic Pain Ireland team, who are deeply dedicated to their work, was both humbling and inspiring. Their compassion and resilience shone through, and I knew that in offering my services to the Chronic Pain Ireland Board, a perfect match was made!

Q: Would you recommend a friend/colleague to attend?

I would highly recommend attending a Boardmatch Ireland event. Joining a live event, like Boardmatch Live, comes with some really meaningful benefits, especially if you're interested in the charity sector:

- You get to meet multiple charities face-to-face in one evening, making it much easier to build genuine connections and find a cause that aligns with your values.
- The event offers a direct pathway onto a board and are designed to match skilled volunteers with real board vacancies, so conversations can quickly turn into interviews.

Strategic Objective 2 for 2025 – Provide and Encourage Individuals to undertake Learning to be Informed and Prepared to be the Best Trustee

Boardmatch actively encourages individuals to undertake governance training, both before and during their time serving on a charity or not-for-profit board, so they are informed, confident and equipped to be effective trustees. Recognising the significant responsibilities the role entails, Boardmatch provides accessible, expert-led training to support continuous learning and promote strong standards of governance across the sector.

FOCUS ON: Open Training

We run open training throughout the year, for prospective, new, and experienced trustees.

Essential training for all charity trustees/directors

- **Trustee Training:** Understanding Governance and the Board's Role
- **Financial Governance:** A Gentle Course for the Non-Financial Charity Trustee

Training as your experience and confidence grows

- **Board Culture:** The Board's Role in Setting and Monitoring Culture
- **Cyber Skills:** Cyber Risk Management for Charity Boards
- **Chair Training:** The Art of Being an Effective Chair and Chairing Well
- **CEO & Chair Training:** The Chairs and Chief Executive's Role in Building High-Performance Boards

Continuous improvement

We continually evolve and refresh the range of courses on offer and in 2025 a significant amount of time was invested in the planning and development of a new course for 2026 – **Company Secretary for Charities**. This course has already received a significant level of interest and sold out in the first week of launch.

539

Open Training Attendees in 2025

Impact of Open Training Courses

Financial Governance course:

"This training provided an incredibly practical and eye-opening look into the realities of financial governance. The case studies were thought-provoking and relevant, and I came away with clear strategies to improve our own governance structures. I would highly recommend it to trustees and senior leaders alike."

Anna Kennedy, AVP Ireland, Treasurer

Board Culture course:

"Boardmatch Ireland has helped me to understand not only the legal responsibilities of being a trustee but also how to be an effective board member and encourage a good culture at board level."

Trustee of The Salvation Army

Trustee Training course:

"Highly recommend Boardmatch Trustee Training to anyone considering joining a charity board or early in their board experience. It really gave a good perspective to understand the responsibilities of a trustee, what taking on a role would entail and gave all the necessary fundamentals to start in a charity board role."

Karen Lyons, Openmind Networks

FOCUS ON: In-House Training

To meet the diverse needs of charities and not-for-profits, Boardmatch offers tailored in-house training delivered by expert facilitators. These sessions, available in both full-day and half-day formats, provide a comprehensive overview of the roles and responsibilities of charity trustees, alongside customised content on specific topics identified by organisations.

Training can be delivered in person or online, ensuring flexibility and accessibility. Our in-house programmes are designed to support both new trustees seeking an introduction to governance and experienced board or committee members looking to refresh and strengthen their knowledge.

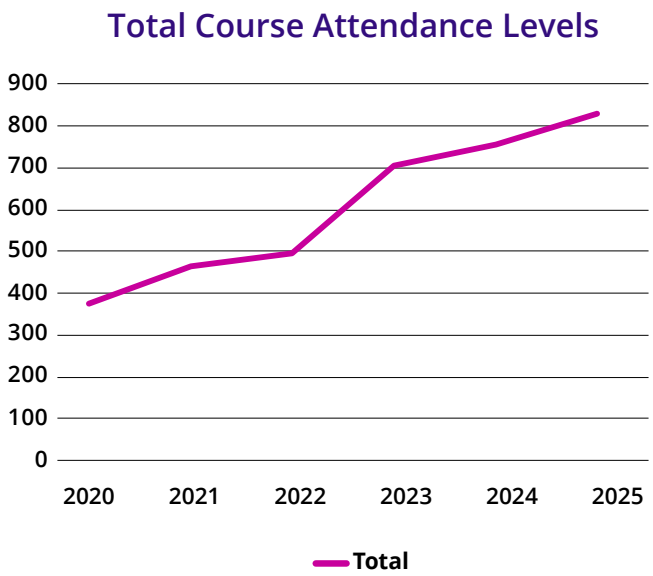
289 people across 25 sessions participated in our in-house training course. These courses were held in various locations, with 3 provinces represented in 2025.

Impact of In-House Training Courses

"As a trusted service provider, Boardmatch has been reliably consistent with the quality of the training they offer. We availed of training for our board in 2025. The training was really helpful, practical, and the facilitator was excellent. I would recommend Boardmatch training without any hesitation."

Bodywhys

Impact of Boardmatch's Training



Total number of prospective and existing trustees who attended Boardmatch Training.

Strategic Objective 3 for 2025 – Support Board and Committee Members

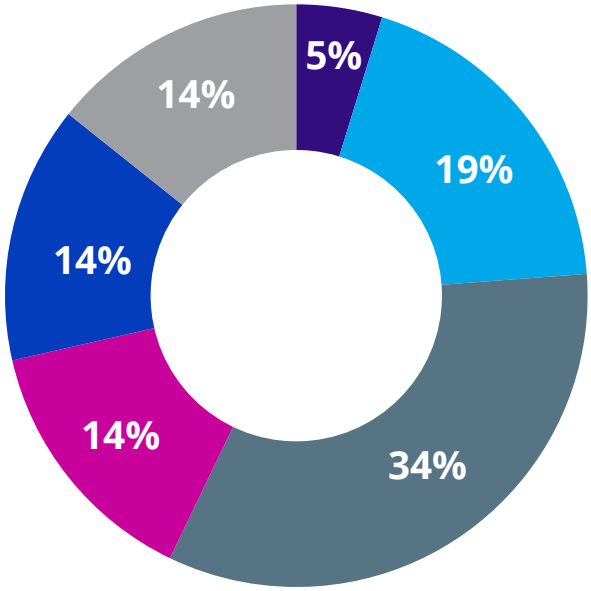
FOCUS ON: Board Effectiveness Reviews & Board Skills Audits

In 2025 **we expanded our Board Effectiveness Reviews and Skills Audits**, delivering 21 board reviews and 9 standalone skills audit exercises.

Of our 21 board reviews, 16 organisations completed skills audits as part of the process, highlighting the need and interest for charities to have a clear understanding of their board composition, to support board engagement and inform future board recruitment. 5 of our 21 board reviews, were repeat clients – organisations that had completed a board review in the previous 3 – 5 years, looking to continually review and progress their effectiveness.

Scale of Organisations that undertook Board Reviews in 2025 (by income level)

71% of Organisations who undertook a Board Review had an annual income in excess of €1m.



Board Size of Organisations who undertook Board Reviews

Of those organisations who undertook a Board Review in 2025, the average Board size was 9 members. 5 boards had 11 or more members, and 3 boards had 7 or less board members.

Impact of Boardmatch's Board Reviews & Skills Audits

"Boardmatch's Board Effectiveness Review carried out in January 2025 provided the impetus for the Irish Green Building Council to review its full governance structure and compare itself against peers. The report provoked considerable discussion at board level once delivered, leading to an immediate decision to implement a project to review all current policies that a charity should have in place and identify any deficiencies. A committee was established to work with a consultant to map all necessary policies, review these against regulatory compliance and good practice. At the same time IGBC reviewed the functioning of the board, the current skills, identified gaps and advertised through Boardmatch for new trustees to fill these gaps. It has led to an improvement in the quality of board papers and functioning of the meetings. This process was largely complete within a year of the review thanks to the enthusiastic collaboration of the chair, board and executive."

IGBC
IRISH GREEN BUILDING COUNCIL

"Mid-2025 St Francis Dispensary for Sick & Injured Animals undertook Boardmatch's Board Effectiveness Review process for the second time. We found it invaluable to have an objective, independent, professional assessment of both what we were doing as a Committee and how we were doing it. The assessment is multi-faceted, and analysis and recommendations are based on the feedback/input provided by Committee members themselves. That input process itself was an opportunity for useful internal and personal reflection on our respective roles, interactions, and contributions. This process and feedback helped us crystalise the main areas needing our focus, and steps on how best to improve our efficiency.

The Review highlighted specific areas which would benefit from attention, such as our Induction Process, Committee Meeting preparation and engagement, Succession Planning, and our over-reliance on the Chair, along with the need to develop greater executive resourcing. It also highlighted many areas where we were performing well. The process and subsequent analysis by Boardmatch resulted in the provision of a comprehensive report along with a list of specific rolling actions.

Practical suggestions regarding board recruitment were provided, and we have since recruited two new members.

We also now put greater emphasis on professional development, resulting in improved uptake and participation in classes/webinars run by The Wheel. Since undergoing this review, there is better member engagement and workload sharing. Boardmatch is a valuable resource and support to those of us in the non-profit sector, and this Review process was a valuable, professional, and worthwhile undertaking."

stfrancis animal dispensary
serving owners & pets for over 90 years...

FOCUS ON: Better Board Recruitment Webinar Series

Increased Charity participation in Board Recruitment support programme.

Through the support of Pobal, with funds from the Scheme to Support National Organisations, Boardmatch continued our Better Board Recruitment webinar series in 2025.

This 3-part programme is a comprehensive and practical guide, crafted to assist charities and not-for-profits in optimising their board recruitment process. Each part of the series addresses key aspects of board recruitment (Succession Planning, Reviewing Skills, Finding Board Members), providing practical insights and actionable strategies to enhance governance practices within the sector. The series was held twice in 2025, and the programme was promoted in November to take advantage of peak candidate interest over the Christmas holiday period and maximise vacancies on the site.

490 individuals
across
275 not-for-profit organisations
registered for our Better Board Recruitment webinar series in 2025.

75%
increase from 2024

158%
increase from 2023

Feedback from Participants:

"Thank you for a clear and informative presentation and Q&A session"

"Thank you for hosting these sessions. Very useful."

"an excellent session!"

"Very informative session"

FOCUS ON: Governance Session "Steering, not Rowing"

Towards the end of 2025 in partnership with Department of Rural and Community Development and the Gaeltacht (DRCDG) in delivering the National Volunteering Strategy, we delivered a free Governance Session "Steering, Not Rowing", aimed at existing and prospective charity trustees. The session introduced the fundamentals of good governance, clarified the distinction between governance and management, and outlined the collective responsibilities of boards in ensuring accountability, transparency and strategic oversight.

Participation

The session achieved strong engagement, reaching **506 prospective and current trustees**. Of the **411 people who registered, 237 attended live** (a 60% attendance rate), with a further 95 watching the recording. All non-attendees received the recording and supporting resources. Feedback was overwhelmingly positive: **94%** of participants would recommend the session, **94%** found the content very relevant to their role, and **96%** were satisfied or very satisfied overall.

Impact of Governance Session:

Participants highlighted the value of the session, noting:

"That was a useful refresher and a great starter course for prospective board members."

Another commented:

"This was a good starting point. I know I will be doing formal training once appointed."

Appetite to Learn More

Importantly, **58%** of attendees indicated they would benefit from further governance training, demonstrating clear demand for continued learning. Several attendees (63%) had already participated in some sort of Governance Training and of that cohort, **25% stated "I would benefit from further Governance training to explore these topics further"**, demonstrating clear demand for continued learning. Boardmatch is committed to supporting trustees' training needs.

FOCUS ON: Future Board Leaders Programme

The Future Board Leaders (FBL) Programme was established to directly target board diversification challenges within the charity and not-for-profit sector. FBL was co-developed by Boardmatch and The Leadership Academy (an initiative of The Wheel) and has completed three cycles of the programme.

THE LEADERSHIP ACADEMY

BOARD MATCH

FUTURE BOARD LEADERS

NEW VOICES for IRISH CHARITY BOARDS

The goal of FBL is to support a group of candidates from diverse backgrounds who are traditionally underrepresented on charity boards in completing a governance training and board matching programme. To date, **65 people have completed governance training** through the programme, and **52 people have joined charity boards**.

Through this programme, we have seen candidates' knowledge and confidence grow as they gain a greater insight into the roles and responsibilities of charity trustees and apply this knowledge to their board roles. Of the candidates who weren't matched through the programme, it has been encouraging to hear that they felt the learning they received through the programme gave them the confidence to apply for a role themselves afterwards.

Board Placements relating to programme since 2023

	2023	2024	2025	Total
Matched through FBL	16	18	13	**47**
Found own match after FBL	4	1	0	**5**
No match through FBL	3	4	6	**13**
Total	**23**	**23**	**19**	**65**

Impact of Future Board Leaders Programme

"Exchange House Ireland National Travellers Service was proud to take part in the 2025 Future Board Leaders programme run by Boardmatch Ireland and The Wheel. We were looking for a structured, high-quality pathway to bring diverse views and broader expertise into our organisation that aligns with our mission as an organisation of Travellers and non-Travellers working together to provide frontline services of excellence to the community, our vision to live in an Ireland where Travellers are fully valued as a distinct ethnic minority receiving equitable treatment and access to all supports and services without barriers, and our core principles of professionalism, quality, diversity and excellence. The programme stood out for its focus on meaningful board readiness, thoughtful pairing of candidates with organisations through mission and values alignment and its commitment to strengthening the nonprofit sector nationally. Since joining our board, our new board member has brought a valuable blend of youth-focused insight, lived experience and excellent reflection on governance processes. This has already enriched discussions and decision-making at board level. We genuinely recommend the Future Board Leaders programme to other organisations seeking to meaningfully diversify their board, build governance capability and connect with leaders of the future."

Kerry Cuskelly, **CEO, Exchange House Ireland National Travellers Service**

EXCHANGE HOUSE IRELAND
National Travellers Service

"I had wanted to join a board before getting involved in this programme but didn't know where to start – my mum then told me about this programme and suggested I apply. It felt daunting to me joining a board, I worried the experience I had was limited. Throughout the experience though I felt fully supported by the training, the team and the board I was subsequently placed on. I felt that my ethnicity/background/lived experienced were championed and seen as a real value. I am still learning and have so much left to learn but I feel confident in both my skills, myself and my voice because of this programme."

Lucy McCann, **Trustee of Exchange House, Future Board Leaders Participant 2025**

EXCHANGE HOUSE IRELAND
National Travellers Service

Kenny Olaniyi, Trustee of Community Games, Future Board Leaders Participant 2025

"I joined the Future Board Leaders programme to better understand how boards work and best practices of running a board. I wanted to have some knowledge that'd be useful to help run the board of a foundation I co-founded. The programme was excellent. The information was clear, practical and easy to follow while covering a lot in a digestible way. I valued the opportunity to engage with others on the programme and learn from their perspectives. Upon completing the training, I was matched with a board looking for new members and it's been a really positive experience so far. Thank you to the team for the work put in to deliver a great programme!"

"Community Games took part in the 2025 Future Board Leaders programme because we wanted to bring a fresh perspective to the board and strengthen governance overall. Our new board member, Kenny Olaniyi has settled in really well and has already taken on the role of Chair of our EDI Committee. Since he joined, we've made solid progress on the EDI objectives as laid out in our strategic plan, helped by the new insight and experience he has brought to the table. The matching process and support from Boardmatch was straightforward and readily available. I'd highly recommend the programme to any charity or not-for-profit that wants to strengthen its board and bring in new perspectives."

David Hoysted, CEO, Community Games

Noemi Milani, Trustee of Children's Books Ireland and Dogs Trust, Future Board Leaders Participant 2025

"It all started with a post on LinkedIn advertising the Future Board Leaders Programme. I've worked in fundraising and marketing in the Irish charity sector since 2020, but only a year ago I still had a vague idea of what Board Members actually do. At the same time, I was setting up a community group – Queer Shed Sligo – and realised I needed to learn more about Governance. Thanks to Future Board Leaders, I now have a clear understanding of governance and finance, and I'm serving on the boards of Children's Books Ireland and Dogs Trust – both rewarding experiences that have boosted my confidence and helped me contribute to society beyond my day job at Focus Ireland."

"At Children's Books Ireland, we were excited to sign up for the Future Board Leaders programme. It is so important to us to maintain a board that is diverse in every sense, and we were confident that the candidates who would come through this programme would be engaged, committed and would come with a strong understanding of their role as a charity trustee, thanks to the governance training provided. We were matched with Noemi Milani and she has been a wonderful trustee from her first meeting. She is thoughtful, well informed and she takes her duties as a trustee seriously. As a charity worker herself, she shares our values and understands our vision. She was a great support to the team as we faced some communications challenges early in her tenure, and we are very proud to have her on our board. For us, a successful board is one that is reliable, ready to support and ask questions, and which understands what is expected of a charity trustee. The Future Board Leaders programme is a great opportunity for charities and not-for-profits to expand their network and find people who have the skills they need and can offer a new perspective."

Elaine Ryan, CEO, Children's Books Ireland

Strategic Objective 4 for 2025 – Be a strong Voice in the Sector for Best Practice in Board Recruitment

Charity Trustees' Week Nov 2025

Charity Trustees' Week, led by the Charities Regulator, provides an important opportunity each year to recognise, celebrate and acknowledge the invaluable contribution of charity trustees across the sector.

Boardmatch formed part of a collaborative group of representative and support organisations that contributed content and hosted events focused on the needs of Trustees and pertinent topics impacting their role as Charity Trustees.

During Charity Trustees' Week we hosted two webinars, one focused on aspiring and new trustees with a back-to-basics style webinar titled **"What is a Charity Trustee & How do I Become One"**. Eva Gurn was joined by two recently appointed trustees: Anna Earley, North Munster Citizens Information Service and Gary Walsh, Sunbeam House Services. Together they discussed a range of topics from what motivated them to join a board, how to manage the time commitment and what advice they would give to others considering joining a board.

And the second webinar was focused on existing trustees and the challenges they face when it comes to Board Recruitment titled: **"How to Engage the Board with Board Recruitment"**. Thora Mackey, Premium Search lead spoke candidly with Mick Price, former Chair of Simon Communities of Ireland. It provided an opportunity to reflect, exchange ideas and contribute to a richer understanding of how to build strong, mission-driven boards. Mick shared valuable insights and practical tips that helped him during his tenure as board member and chair in various organisations.

These webinars **complemented the wider programme of events** delivered throughout the week by peer organisations, contributing to a collective effort to support Charity Trustees.

Boardmatch celebrates its 20th Anniversary

Boardmatch's 20th Anniversary celebration, held as part of Charity Trustees Week in November 2025, marked a significant moment of reflection and recognition for the organisation and the wider sector it supports.

The event brought together key stakeholders, partners and sector leaders to acknowledge two decades of progress in strengthening governance across Ireland's charity and not-for-profit landscape.

The celebration highlighted the foresight of Boardmatch's founding members in 2005, whose vision recognised the need for a dedicated infrastructure to support the recruitment and development of skilled, independent and diverse charity boards. That early leadership laid the groundwork for an organisation that has since become central to board recruitment and governance across the sector.

Over the past twenty years, Boardmatch has placed more than 5,000 individuals in voluntary board roles, with significant growth in recent years reflecting both increased demand and the organisation's continued responsiveness.

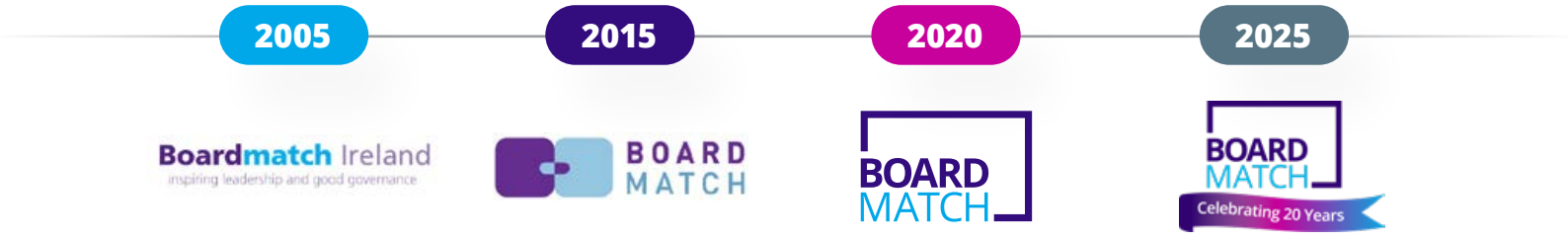
These achievements were recognised throughout the event as the result of sustained effort and commitment, particularly by the Boardmatch Board and team, whose work over two decades has driven the organisation's impact and evolution.

> The contribution of longstanding supporter, including Arthur Cox, was also acknowledged as an important element in this success. The event was kindly hosted by Arthur Cox in their offices.

On the night, contributions were made by a range of distinguished speakers, including Jerry Buttimer T.D. Minister of State for Community Development and Charities at the Department of Rural and Community Development and the Gaeltacht, the Charities Regulator, Madeleine Delaney, and Chairperson of Boardmatch, Fred Karlsson. The evening also included a thought-provoking fireside chat facilitated by Dearbhail McDonald, with contributions from Tony O'Brien, Briana Fitzsimons and Emily Glen, offering valuable perspectives on governance and leadership in the sector.

Also present on the night was the 5,000th board member that Boardmatch placed, Erin Daly, along with the charity organisation Chronic Pain Ireland.

Logo Evolution



BOARD
MATCH

BOARD
MATCH

Strategic Objective 5 for 2025
– Organisation Development

Boardmatch is overseen by the Board of Charity Trustees whose responsibility is to set the overall strategic direction of the organisation. To streamline the work of the Board and to keep the board meetings effective, Boardmatch has two specialist committees to assist with the workload – the Finance, Audit and Risk Committee (FARC) and the Governance and Nominations Committee (GNC). In 2025, the Board met 4 times, the FARC met 5 times, and the GNC met 4 times.

Governance & Compliance:

- Registered Company Limited by Guarantee without a share capital (Company number 400151)
- Registered with the Charities Regulatory Authority (Registered Charity Number 20058968)
- Registered charity with Revenue (CHY number 16398)
- Adopted the use of Charities SORP (FRS102) in our financial statements
- Compliant with the Charities Regulator's Code of Governance.

Our Trustees

Fred Karlsson
Chairperson

Maura McLaughlin
Company Secretary

Paul Quinn

Chris Hanlon

John D'Arcy

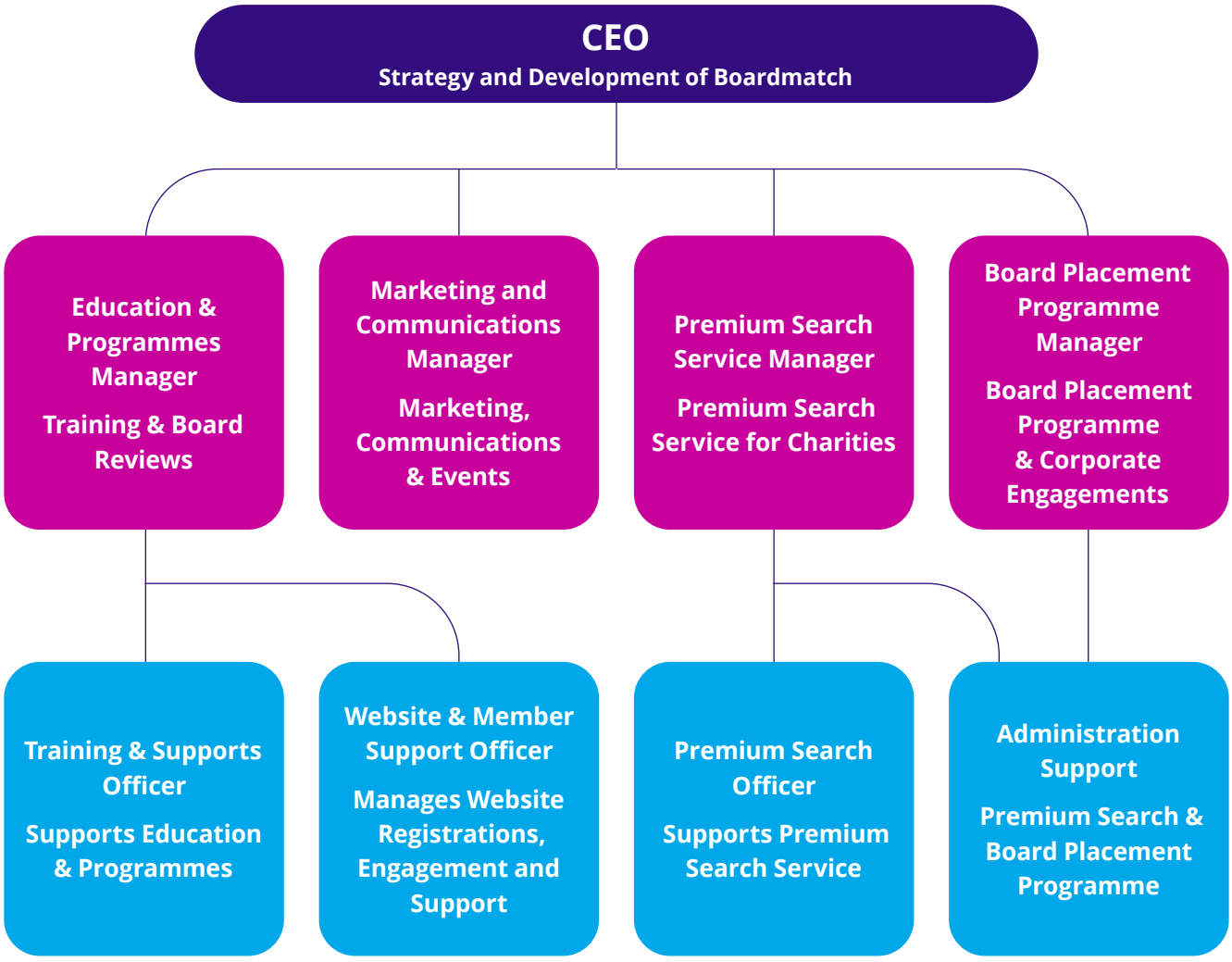
James Doorley

Felicity McCarthy
(Joined the Board in February 2025)

The Boardmatch Team

Boardmatch continues to be supported by a strong team invested in delivering the impact created collectively.

Organisation Chart



Chapter 4 – 2025 Annual Financial Report

STATEMENT OF FINANCIAL ACTIVITIES (INCORPORATING INCOME AND EXPENDITURE ACCOUNT) FOR THE YEAR ENDED 31 DECEMBER 2025

	Unrestricted funds 2025	**Restricted funds 2025**	**Total funds 2025**	Total funds 2024
	€	**€**	**€**	€
Income from: Charitable activities	**528,650**	**88,888**	**617,538**	450,926
Total income	**528,650**	**88,888**	**617,538**	450,926
Expenditure on: Charitable activities	**443,719**	**88,888**	**532,607**	521,196
Total Expenditure	**443,719**	**88,888**	**532,607**	521,196
Net Movement in funds	**84,931**	**–**	**84,931**	(70,270)
Reconciliation of funds: Total funds brought forward	**145,025**	**–**	**145,025**	215,295
Net movement in funds	**84,931**	**–**	**84,931**	(70,270)
Total funds carried forward	**229,956**	**–**	**229,956**	145,025

The Statement of financial activities includes all gains and losses recognised in the year.

BALANCE SHEET AS AT 31 DECEMBER 2025

		2025		2024
		€		€
Fixed Assets				
Intangible assets		**3,813**		5,243
Tangible assets		**314**		1,961
		4,127		7,204
Current assets				
Debtors	**37,251**		20,200	
Cash at bank and in hand	**249,135**		151,509	
	286,386		171,709	
Creditors: amount falling due within one year	**(60,557)**		(33,888)	
Net current assets		**225,829**		137,821
Total assets less current liabilities		**229,956**		145,025
Net assets excluding pension asset		**229,956**		145,025
Total net assets		**229,956**		145,025
Charity Funds				
Restricted Funds		**–**		–
Unrestricted funds		**229,956**		145,025
Total funds		**229,956**		145,025

STATEMENT OF CASH FLOWS FOR THE YEAR ENDED 31 DECEMBER 2025

	2025	2024
	€	€
Cash flows from operating activities		
Net cash used in operating activities	**97,626**	(62,932)
Cash flows from investing activities		
Net cash used in investing activities	**–**	**–**
Cash flows from financing activities		
Net cash provided by financing activities	**–**	–
Change in cash and cash equivalents in the year	**97,626**	**(62,932)**
Cash and cash equivalents at the beginning of the year	**151,509**	214,441
Cash and cash equivalents at the end of the year	**249,135**	151,509

Find out how you can start your board journey or grow your board today.

Visit **www.boardmatch.ie**
Contact us at **hello@boardmatch.ie**

BOARD MATCH

Boardmatch Ireland
Boardmatch Ireland

Boardmatch is a registered charity in the Republic of Ireland.

Revenue Charity Number (CHY): 16398
Registered Company Number: 400151
CRA Number (RCN): 20058968

Supported By

An Roinn Forbartha Tuaithe agus Pobail
Department of Rural and Community Development

ARTHUR COX