

We Change Lives

2024 | December

GENDER PAY GAP REPORT



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REFLECTIONS AND OBSERVATIONS

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MANAGER, PAYROLL AND OUTSOURCED
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Gender pay gap reporting in Ireland is in its third year. Equal pay looks at the difference in male and female pay for the same or similar work. The gender pay gap is calculated by taking all employees across an organisation and comparing the average pay between male and female. It is also important to note that it is possible to have a gender pay gap and to pay male and female staff fairly.

Reporting annually is an important way to track how recruitment, reward, and progression decisions impact the achievement of a diverse, inclusive workforce.

The Gender Pay Gap Information Act 2021 requires organisations to report on their hourly gender

pay gap across a range of metrics. Regulations have also been published which set out the detail on how these calculations should be made.

The Regulations can be accessed via the following link:

<https://www.irishstatutebook.ie/eli/2022/si/264/made/en/pdf>

The purpose of this document is to present the metrics as set out in the Gender Pay Gap Information Act 2021, look to identify what we believe are the underlying reasons for the gap, and outline actions which will work towards reducing this gap.



Declaration

I confirm that our data has been calculated according to the requirements of the Gender Pay Gap Information Act 2021.

Dearan Boyle

Payroll Manager, ICE Pay

In reporting our gender pay gap data ICE Group elected to take the following approach in line with government guidance and metrics.

1. Businesses were required to choose a snapshot date in June 2024. The reporting deadline is 6 months after that date, in December 2024. The reporting period is the 12-month period immediately preceding and including the snapshot date.

Snapshot Date:

- ICE Group chose Thursday 30th June 2024 as its snapshot date.
- Our reporting deadline was 30th December 2024.
- Our reporting period is 1st July 2023 to 30th June 2024.

2. ICE Calculated the organisation's headcount of relevant employees on the snapshot date. As we had in excess of 250 employees on the snapshot date we were then deemed as a relevant employer (**see paragraph A**) and were obliged to produce a report on gender pay. As we as an organisation were required to produce a gender pay gap information report, we proceeded as follows:

3. For each person employed on the snapshot date, we calculated their total ordinary pay (**see paragraph B**), total bonus (**see paragraph C**), identified benefits-in-kind received if any (**see paragraph A**) and determined their total number of working hours worked (**see paragraph D**) for the reporting period.

We also calculated their hourly remuneration (**see paragraph E**). Noted which employees were Full-time employees, Part-time employees (**see paragraph A**) or on Temporary Contracts over the reporting period.

Employers must report seven different measures, based on a snapshot of pay data on a date set out by the **Gender pay gap Information Act 2021**.

- Calculate the % of male and of female employees paid bonuses (see paragraph F).
- Calculate the % of male and of female employees who received benefits in kind (see paragraph G).
- Organise the employees into quartiles based on hourly remuneration of all male & female fulltime employees and calculate the proportions of male and female employees in each quartile (see paragraph H).
- Calculate the mean hourly remuneration of male and of female employees, then calculate the gender pay gap in mean hourly remuneration of all employees (see paragraph I).
- Calculate the median hourly remuneration of male and of female employees, then calculate the pay gap in median hourly remuneration of all employees (see paragraph J).
- Calculate the mean bonus remuneration of male and of female employees, then calculate the pay gap in mean bonus remuneration of all employees (see paragraph K).
- Calculate the median bonus remuneration of male and of female employees, then calculate the gender pay gap in median bonus remuneration of all employees (see paragraph L).

A. Definitions – (Paragraph A)

“allowance” means a sum of money payable to a relevant employee in relation to additional duties of the employee; the location of the employee’s place of employment; the purchase, lease or maintenance of a vehicle or item used by the employee for the purposes of his or her employment; or, the recruitment and retention of the employee. It does not include reimbursement of expenditure wholly and necessarily incurred by him or her in the course of his or her employment, for example, reimbursement for travel expenses related to their work.

“benefits in kind” includes any non-cash benefit of monetary value provided to an employee. This would include the provision of a company car, voluntary health insurance, stock options, or share purchase schemes.

“part-time employee” has the meaning given in s.7 of the Protection of Employees (Part-Time Work) Act, 2001

“piecework” means work in respect of which a relevant employee is entitled to be paid by reference to the number of pieces made or processed, or the number of tasks performed, by the employee, rather than by reference to a period of time worked.

“relevant date” means the date, in the month of June each year, that is selected by a relevant employer for the purposes of the Regulations.

“relevant employee” means a person who is an employee for the purposes of the Employment Equality Act 1998 and is employed by the relevant employer on the snapshot date.

“relevant employer” means an employer with over 250 employees on the snapshot date.

“relevant pay period” means the period of 12 months ending on the relevant date.

“shift premium pay” means the difference between basic pay and any higher rate paid by the employer for work during different times of the day or night.

“working hours” means the hours when a relevant employee is available, or required to be available, at or near his or her place of employment for the purposes of working, but does not include the hours when the relevant employee is asleep, notwithstanding that the relevant employee, by arrangement, sleeps at or near his or her place of employment and the relevant employer provides suitable sleeping facilities for that relevant employee.

Our Methodology and Metrics

B. What was included under ordinary pay?

Ordinary pay should be calculated before deductions at source, for example income tax.

Ordinary pay includes:

- the normal salary paid to the employee;
- allowances;
- any overtime payments;
- pay for piecework;
- shift premium pay;
- pay for sick leave;
- any salary top-ups for statutory leaves like maternity leave/paternity leave/parent's leave;
- pay for gardening leave.

Allowances includes payments for additional duties; related to location; for the purchase, lease or maintenance of a vehicle or other item; and, for the recruitment or retention of an employee. For the purposes of calculating hourly pay, redundancy payments can be discounted. Reimbursement for expenses, such as travel & subsistence should also be discounted.

C. What was included in bonus calculations?

Bonus pay should be calculated before deductions at source, for example income tax. Bonus pay should include all bonuses awarded to an employee for the period in question. This would include bonus payments in the form of money, vouchers, securities, securities options, or interests in securities, or, which relate to profit sharing, productivity, performance, incentive or commission. Bonus pay does not include any ordinary pay, overtime pay, or redundancy or termination of employment payments.

Any payments in the form of securities should be treated as if they were paid to the employee at the time the remuneration is provided, and at the nominal value at that point.

For the purposes of calculating bonus payments, "securities" have the same meaning as in s.64 (1) of the Companies Act 2014 and "nominal value" has the same meaning as s.64 (1) of the Companies Act 2014.

D. How total number of working hours worked was calculated?

Method 1: Where an employee's working hours are fixed or do not differ from week to week over a longer period, the number of working hours worked in the relevant 12-month reporting period can be derived from the number of working hours that are specified in the employee's contract of employment in force on the snapshot date.

Method 2: Where the employee's working hours are not fixed or differ from week to week, for example, where the employee works longer hours at certain times, the number of working hours in the 12-month reporting period for the employee may be determined as follows

Our Methodology and Metrics

(i) Where an employee has worked for not less than 12 weeks during the relevant pay period the following formula should be used

$$\frac{A}{12} \times 52.14$$

where –

A is the total number of working hours of the employee during the period of 12 weeks ending with the last full week of the relevant pay period, or

(ii) Where the relevant employee has worked for less than 12 weeks during the relevant pay period or it is not reasonably possible for the relevant employer concerned to calculate the total number of working hours of the relevant employee concerned during the relevant pay period concerned, be a number that fairly represents that employee's number of working hours in a year, having regard to –

- a.** The average number of working hours in a week that the employee could expect to work under his or her contract of employment or terms of employment, and
- b.** The average number of working hours in a week of other employees engaged in a comparable employment for the same relevant employee.

Method 3: Alternatively, where the employee is paid on the basis of piecework, the number of working hours for the employee is the number of hours worked by that employee while working on a piece-work basis in the period of 12 months ending on the snapshot date.

E. How hourly remuneration was calculated?

In order to calculate the hourly remuneration of an employee, the employer must divide the employee's total ordinary pay and bonus pay in respect of the reporting period by the employee's hours worked for that period.

The following steps can be taken to make this calculation:

Step 1: Identify all amounts of ordinary pay and bonus pay paid to the employee during the relevant pay period.

Step 2: Where an amount identified under Step 1 is an amount of ordinary pay, exclude any amount that would normally fall to be paid in a different pay period. Where an employee has received a payment in the 12-month reporting period for hours worked outside this period, those should be excluded. For example, where there is back-pay for an earlier period of work, this should be excluded.

Step 3: Where the amounts identified under Step 1 include bonus pay, check the period ("the bonus period") to which the bonus applies. **Where the bonus period is not the same as the reporting period being used for the calculation, then only the bonus relevant to the 12-month reference period should be included. If a bonus is paid within the 12-month period but includes a payment in respect of a period of time prior to those 12 months, that element should be excluded.**

Our Methodology and Metrics

Where the total bonus paid to an employee during the reporting period applies to a period greater than the reporting period, the employer is required to adjust the amount of the bonus to include only the proportion that is equivalent to the reporting period. Regulation 3. (c) sets out how the bonus should be adjusted to exclude bonus pay in respect of periods of greater than 12 months.

Step 4: Add together the amounts identified under Step 1 (as adjusted, where necessary, under Steps 2 and 3).

Step 5: Divide the amount found under Step 4 by the total number of working hours worked by the employee in the pay period, as calculated in **Paragraph D**.

F. Calculating the proportions of male and of female employees who received bonus remuneration

The proportion of relevant employees of the male gender who were paid bonus remuneration must be expressed as a percentage of relevant employees of the male gender and is to be determined as follows—

$$\frac{A}{B} \times 100$$

where—

A is the number of relevant employees of the male gender who were paid bonus remuneration in respect of the reporting period, and

B is the number of relevant employees of the male gender.

The proportion of relevant employees of the female gender who were paid bonus remuneration must be expressed as a percentage of relevant employees of the female gender and is to be determined as follows—

$$\frac{A}{B} \times 100$$

where—

A is the number of relevant employees of the female gender who were paid bonus remuneration in respect of the reporting period, and

B is the number of relevant employees of the female gender.

G. Calculating the proportions of male and of female employees who received benefits-in-kind

The proportion of relevant employees of the male gender who were paid benefits-in-kind must be expressed as a percentage of relevant employees of the male gender and is to be determined as follows—

$$\frac{A}{B} \times 100$$

Our Methodology and Metrics

Where—

A is the number of relevant employees of the male gender who were paid benefits-in-kind during the relevant period, and

B is the number of relevant employees of the male gender.

H. How quartiles were calculated?

In order to group employees into quartile pay bands, the employer must create a ranking of employees based on their hourly remuneration from lowest to highest. This is then divided into quartiles: lower, lower middle, upper middle and upper.

The employer then needs to express the proportion of male and female employees in each quartile as a percentage e.g. percentage of male employees in the lower quartile and percentage of female employees in the lower quartile (and so on).

If there are a large number of employees with the same hourly remuneration then it is possible that some of those employees will fall into different quartiles so employers should try to ensure that there is a proportional representation of genders with that hourly remuneration level across those quartiles.

The proportions of relevant employees of the male and female gender in the lower, lower middle, upper middle and upper quartile pay bands can be determined as follows.

Step 1: Determine the hourly remuneration for each relevant employee of the male and female gender and then rank those employees in order from lowest paid to highest paid.

Step 2: Divide the employees, as ranked under Step 1, into four sections, each comprising (so far as possible) an equal number of employees, to determine the lower, lower middle, upper middle and upper quartile pay bands.

Step 3: The proportion of relevant employees of the male gender within each quartile pay band must be expressed as a percentage of the relevant employees within that band as follows—

$$\frac{A}{B} \times 100$$

where —

A is the number of relevant employees of the male gender in that quartile pay band, and

B is the number of relevant employees in a quartile pay band.

Step 4: The proportion of relevant employees of the female gender within each quartile pay band must be expressed as a percentage of the relevant employees within that band as follows—

$$\frac{A}{B} \times 100$$

where —

A is the number of relevant employees of the female gender in that quartile pay band, and

B is the number of relevant employees in a quartile pay band.

Our Methodology and Metrics

I. Calculating the difference between the mean hourly remuneration of relevant employees of the male gender and that of relevant employees of the female gender

The difference between the mean hourly remuneration of relevant employees of the male gender and that of relevant employees of the female gender must be expressed as a percentage of the mean hourly remuneration of relevant employees of the male gender and is to be determined as follows—

$$\frac{(A - B)}{A} \times 100$$

Where -

A is the mean hourly remuneration of all relevant employees of the male gender; and
B is the mean hourly remuneration of all relevant employees of the female gender.

J. Calculating the difference between the median hourly remuneration of relevant employees of the male gender and that of relevant employees of the female gender

The difference between the median hourly remuneration of relevant employees of the male gender and that of relevant employees of the female gender must be expressed as a percentage of the mean hourly remuneration of relevant employees of the male gender and is to be determined as follows—

$$\frac{(A - B)}{A} \times 100$$

Where -

A is the median hourly remuneration of all relevant employees of the male gender; and
B is the median hourly remuneration of all relevant employees of the female gender.

K. Calculating the difference in mean bonus remuneration of relevant employees of the male gender and that of relevant employees of the female gender

The difference between the mean bonus remuneration paid to relevant employees of the male gender and that paid to relevant employees of the female gender must be expressed as a percentage of the mean bonus remuneration paid to male relevant employees and is to be determined as follows—

$$\frac{(A - B)}{A} \times 100$$

where—

A is the mean bonus remuneration paid during the reporting period to relevant employees of the male gender who were paid bonus remuneration during that period; and
B is the mean bonus remuneration paid during the relevant period to relevant employees of the female gender who were paid bonus remuneration during that period.

Our Methodology and Metrics

L. Calculating the difference in median bonus remuneration of relevant employees of the male gender and that of relevant employees of the female gender

The difference between the median bonus remuneration paid to relevant employees of the male gender and that paid to relevant employees of the female gender must be expressed as a percentage of the median bonus remuneration paid to relevant employees of the male gender and is to be determined as follows—

$$\frac{(A - B)}{A} \times 100$$

where—

A is the median bonus remuneration paid during the relevant period to relevant employees of the male gender who were paid bonus remuneration during that period; and

B is the median bonus remuneration paid during the relevant period to relevant employees of the female gender who were paid bonus remuneration during that period.

Factors affecting our 2024 gender pay gaps

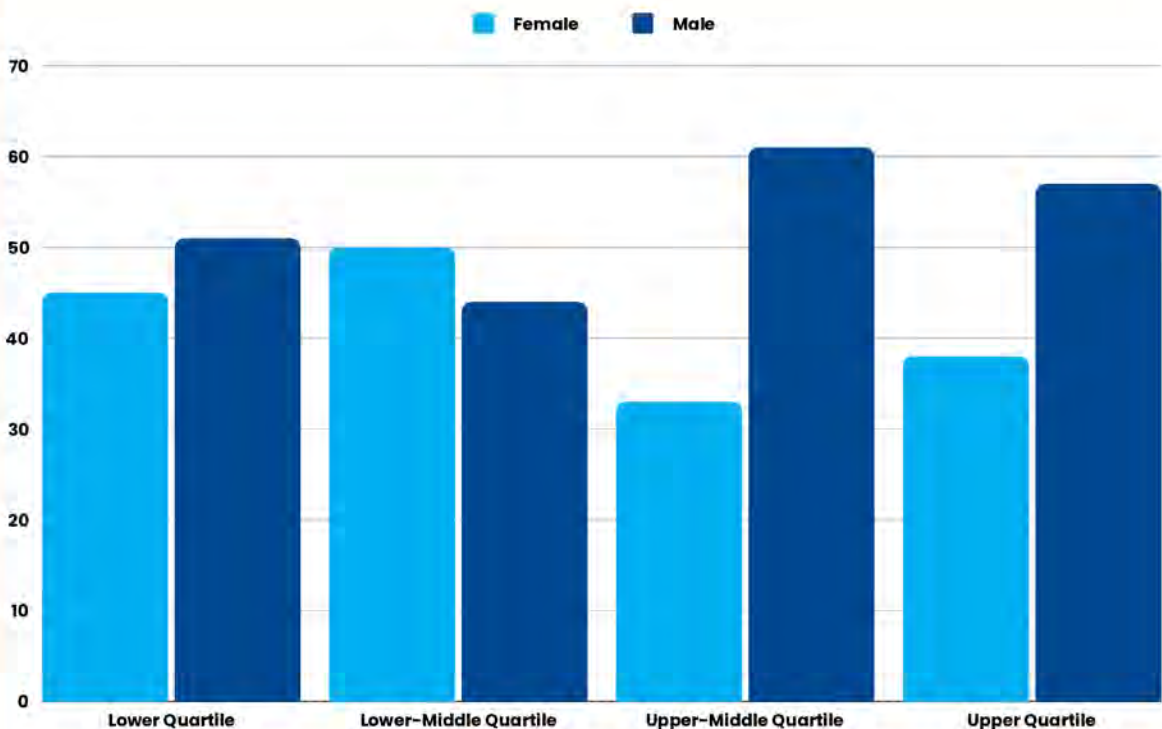
Specialist skillsets command very different salaries, so the potential for significant differences in salary in a knowledge-based organisation like ours is high.

The major factor that impacts fluctuations in our gender pay gap, month by month, is changes in the people who work with us. In an organisation like ours, changes in recruitment and attrition can have a significant impact on our data.

The numbers and percentages of our people, by year and by quartile

The proportion of women in the Lower-Middle Quartile is the only quartile in which there are more female to male employees. In all of the remaining quartiles the number of males outnumber female employees.

Label:	Year	Female	Male	Female	Male
Lower Quartile	2024	45	51	46.88%	53.13%
Lower-Middle Quartile	2024	50	44	53.19%	46.81%
Upper-Middle Quartile	2024	33	61	35.11%	64.89%
Upper Quartile	2024	38	57	40.00%	60.00%
Total		166	213	43.80%	56.20%



Our Median Gender Pay Gap

To calculate our median gender pay gap, we first rank all our people by their hourly pay. Then we compare what the Female in the middle of the female pay range received with what the male in the middle of the male pay range received. The difference between these figures is the median gender pay gap.

The Difference in our Median pay for Male and Female workers

	Male	Female	Pay Gap Amt	Pay Gap %
Median Hourly Pay	€16.49	€16.35	€0.15	< 1%

In 2024 the female workers in the middle of the female pay range received 0.88% less than the man in the middle of the male pay range. This median gap means that for every €1 a man received, a woman received 99cent.

While there is a slight difference the Median pay gap for ordinary pay in this instance it is virtually non-existent.

Our Mean Gender Pay Gap

To calculate the mean or average pay gap, we add together all the hourly pay rates that females received, divided by the number of females in our workforce. We then repeat this calculation for all male workers. The difference between these figures is the mean or average gender pay gap.

The Difference in our Mean pay for Male and Female workers

	Male	Female	Pay Gap Amt	Pay Gap %
Mean Hourly Pay	€15.87	€15.77	€0.10	< 1%

In 2024 the average pay for female workers was 0.61% less per hour than the average pay for male workers. This mean gap means that for every €1 a man received, a woman received 99cent.

As above while there is a slight difference the mean pay gap for ordinary pay in this instance it is virtually non-existent.

Comparing Median and Mean Gender Pay Gaps

The median is used extensively as a headline measure by pay researchers because it is less swayed by extreme values, particularly the small number of people on high salaries.

The mean, however, is useful because it does capture the effect of a small number of high earners. This is something we are interested in, given that women’s responsibilities beyond work have traditionally limited their access to higher-level, higher-paid jobs.

The difference between an organisation’s mean and median pay gap can provide valuable insight. The presence of very low earners can make the mean smaller than the median. A group of very high earners can make the mean larger than the median.

In our own case the Mean and Median pay gaps are very similar for our ordinary pay category and we would hope that this trend continues year on year.

Our Bonus Pay Gap

The bonus gap is the difference between the bonus pay or one-off lump-sum payments (such as recognition awards, performance related payments) paid to male employees and that paid to female employees.

It also highlights the number of workers from each category of worker who received a bonus related payment. So a total of all male workers on payroll and those who received a bonus payment, and a total of all female workers on payroll and those who received a bonus payment.

The percentages of our men and women who received a bonus

Percentages		Numbers	
Gender	Received Bonus	Workers	Received Bonus
Female	53.61%	166	89
Male	48.36%	213	103

As we can see from the above chart the percentage of female workers in receipt of a Bonus payment is slightly higher than the male workers. 53.61% of all female workers received a Bonus related payment.

CONCLUSIONS FROM OUR DIRECTORS

Addressing Gender Pay Differences

Analysing Gender Pay Variance

Our observations on the available data have highlighted key factors contributing to our gender pay differences and have informed our approach to future actions. The disparities in the proportion of males and females across quartiles are primarily attributed to participation in different shift patterns. While base pay rates and shift allowances are equal for male and female workers, men participate more frequently in shifts that attract higher allowances, such as evening, night shifts, and overtime.

Ensuring Equal Opportunities

As an organization, we are committed to fostering equal opportunities for both men and women to participate in all available shifts, while taking into account individual preferences and maintaining a healthy work-life balance. This effort aims to mitigate the imbalance caused by shift participation and ensure equitable access to earning opportunities across all employee groups.

Progress in Reducing Pay Variance

Encouragingly, our median and mean pay variances have decreased compared to the previous year. Last year, the variances stood at 1.32% (median) and 1.72% (mean). Both measures now sit at less than 1%, indicating significant progress, though further improvements are possible. To address this, we continue to examine factors impacting progression within our teams and actively explore ways to better support and promote female employees.

Bonus Trends Reflecting Female Longevity and Performance

This year, a higher proportion of female workers received bonuses compared to their male counterparts. This trend reflects the higher longevity and performance levels demonstrated by female employees in their roles, contributing positively to the bonus distribution outcomes.

By addressing these key factors, we aim to further close the gender pay gap and create a more balanced, equitable workplace for all employees.



GENDER PAY GAP REPORTING