

Gender Pay Gap

Report 2022

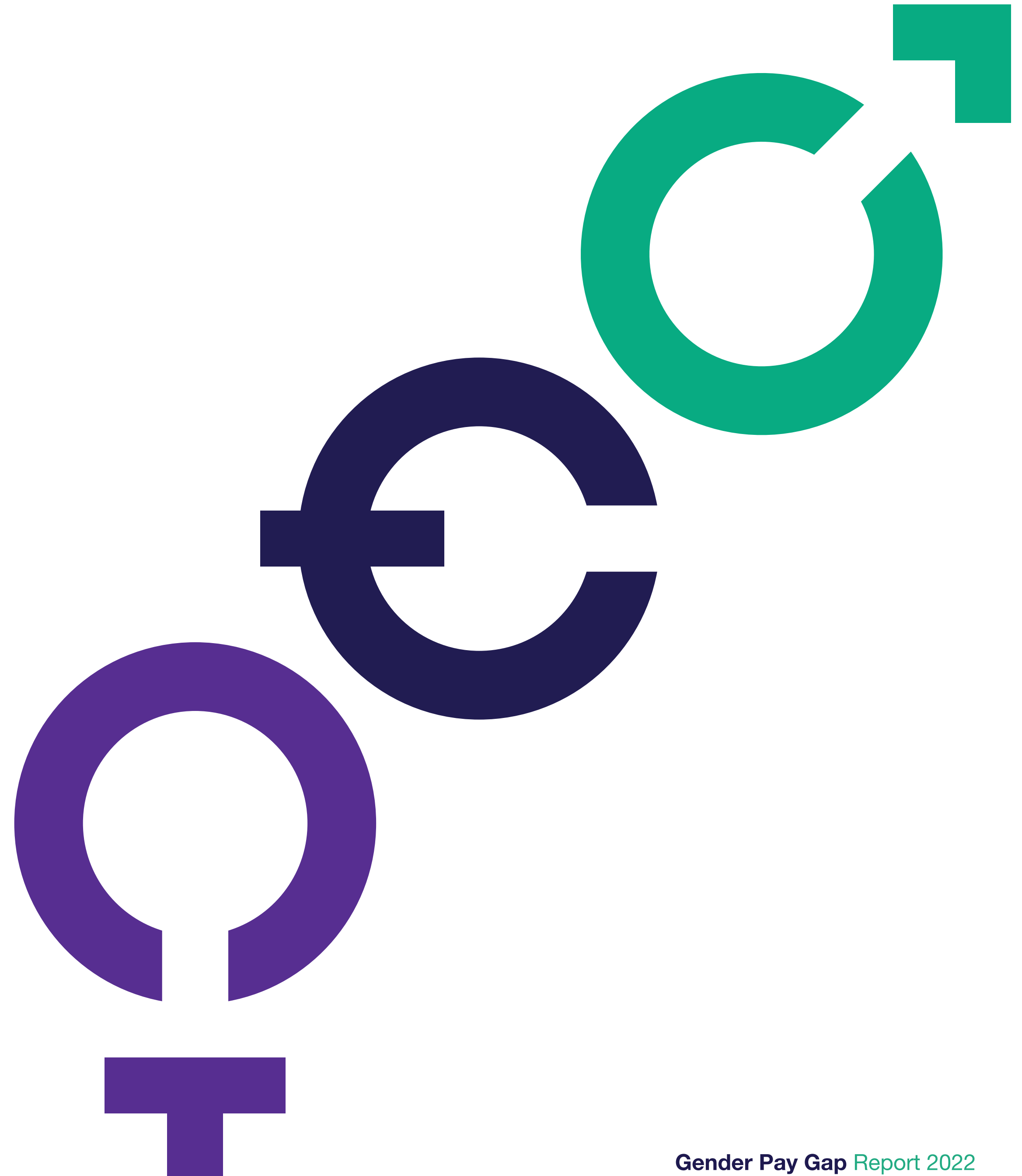


Executive Summary

Gender Pay Gap is the difference between the average pay men and women earn per hour. A Gender Pay Gap is not the same as equal pay. It is primarily influenced by the distribution of men and women working in the organisation and the seniority at which they work.

Ibec is reporting a **GPG of 29%**. The Ibec GPG reflects the distribution of gender representation across the organisation.

We are committed to addressing our gender pay gap as part of our overall strategic Talent Management and Diversity & Inclusion Strategies.



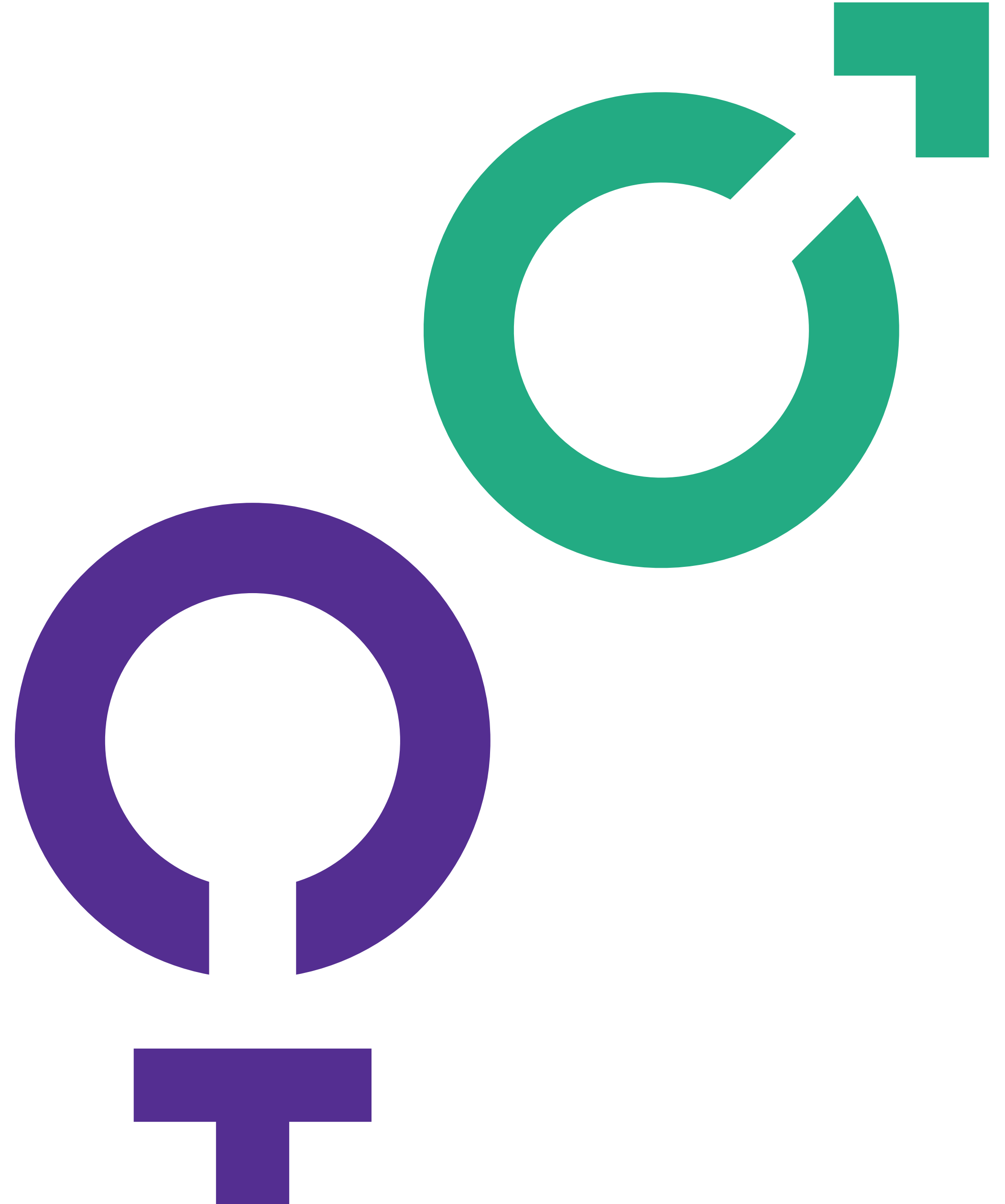
Introduction

This report reflects the calculation of the Gender Pay Gap across Ibec's overall **workforce of 257** on 30 June 2022. The calculations were completed in line with Government Regulations under the Gender Pay Gap Information Act 2021. This legislation requires organisations to report on their hourly gender pay gap across a range of metrics.

As Ireland's largest lobby and business representative group, Ibec's purpose is to help build a better, sustainable future by influencing, supporting and delivering for business success. Our membership represents a diverse group of businesses, ranging from small to large, domestic to multinational and 39 trade associations across a wide range of industry sectors, employing over 70% of the private sector workforce in Ireland.

We have a highly engaged, dynamic workforce which is **69% female** and **31% male** with an average age of 42 years and average tenure of 9 years. Whilst the tenure is the same for both genders, males are on average three years older in Ibec.

Our people are committed to delivering on Ibec's purpose to build a sustainable future for business success and we are committed to providing opportunities for our staff to gain outstanding career experiences.

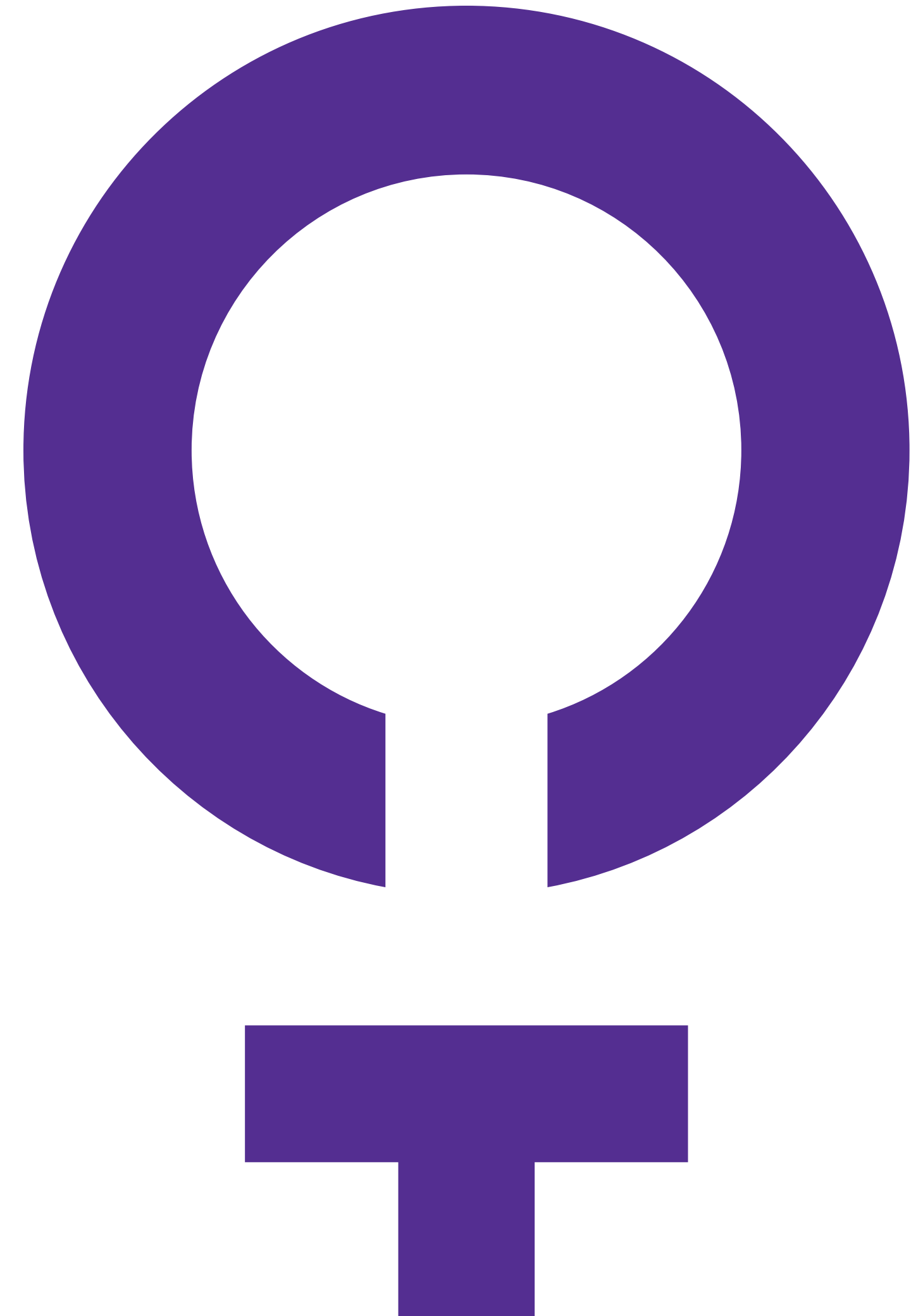


What is a Gender Pay Gap?

A Gender Pay Gap is the difference between the average pay men and women earn. It is primarily influenced by the distribution of men and women working in the organisation and the seniority at which they work. **A Gender Pay Gap is not the same as equal pay** which refers to males and females receiving equal pay for doing the same or similar jobs.

Ibec has processes in place to ensure objective reward decision making. These processes are under ongoing review as part of our commitment to our staff to deliver an employee value proposition that attracts and retains talent for the future.

Ibec is reporting a GPG of 29%. The gender pay gap reflects the distribution of gender across the organisation. It is particularly highlighted by a large **female percentage in the lower and lower middle quartiles**, especially with a 91% concentration of females in our administration roles.



Diversity & Inclusion

Ibec's Strategy 2020-2025 '**Building Brighter Business**' recognises the importance of having a diverse talent pipeline and inclusive culture for future success. Our commitment goes beyond meeting legislative requirements and focuses on seeking ways to authentically live our core value: **We respect people and embrace diversity; we encourage and value all ideas, inputs and strengths.** We understand that diversity and inclusion are key factors in driving a high-performance work culture and essential in positioning Ibec as an employer of choice. While the focus of this document is on gender, we are committed to creating a workplace that is respectful and reflects a culture that encourages diversity of thinking and opinion, allows people to speak up and feel supported to do their best at work, regardless of difference including gender, age, ethnicity and disability, sexual orientation, family status or religious belief.

Ibec's commitment to Diversity & Inclusion in action

In recent years, Ibec has committed itself to greater diversity and inclusion in our organisation. That commitment aligns with our broader aim of delivering an overall Environmental, Social, Governance (ESG) Strategy for Ibec the business. Some of the more recent initiatives we have undertaken to deliver on this strategic imperative include;

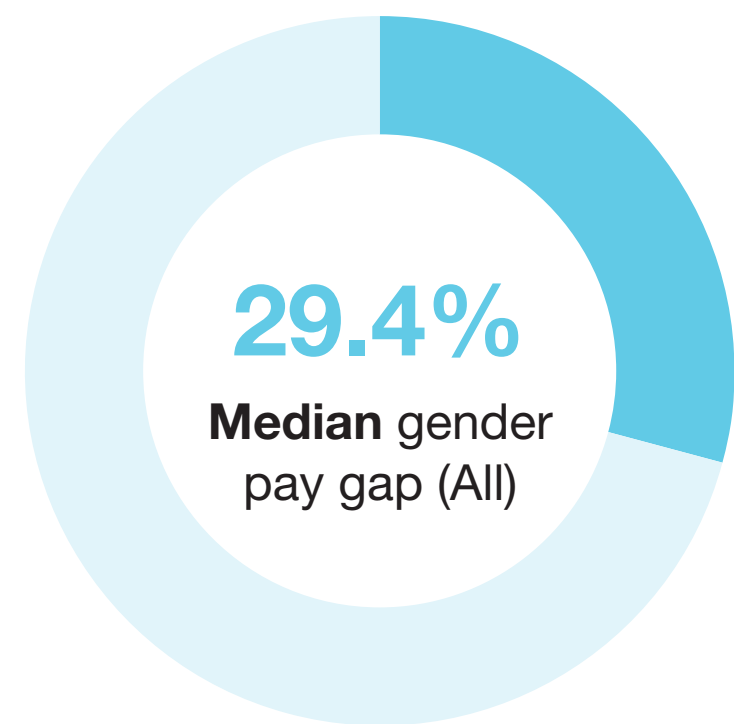
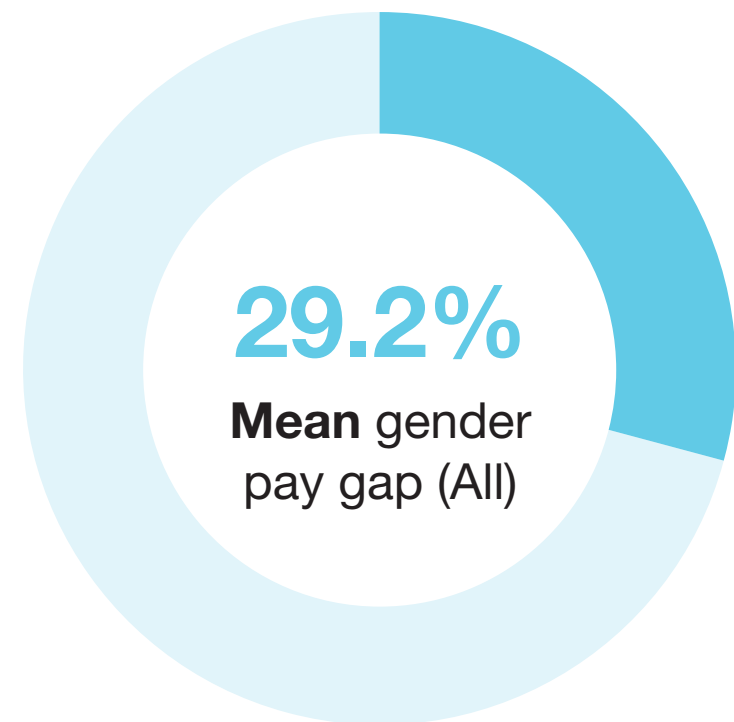
- Ibec engaged an external agency to carry out a review of recruitment through a lens of diversity and inclusion in 2019.
- Following the recruitment review a set of recommendations were put in action – including reviewing role specification for gender neutral language and unconscious bias training.
- During 2020, Ibec achieved the Bronze accreditation under the Investors in Diversity framework which demonstrates a company has a solid foundation to support its commitment to diversity and inclusion. During 2022, we achieved the Silver accreditation. Holding the Silver accreditation demonstrates a culture where employees know that their diversity is important and that the organisation makes efforts to ensure that they feel included. The results and analysis will form the basis for one of our organisation Strategic Objectives for 2023.

- During 2021 and 2022, work has been ongoing reviewing and launching organisation wide policies, education and training in Dignity & Respect and Diversity & Inclusive Leadership.
- We have made a commitment to our people that our operating model will support hybrid working into the future. We view working in a hybrid way as part of our overall employee value proposition and we know that many of our employees highly value this and other flexibility within our work culture.
- Ibec's Talent Development programme 'Line of Sight' has run three cohorts in the past 3 years with an overall female participation of 63%.

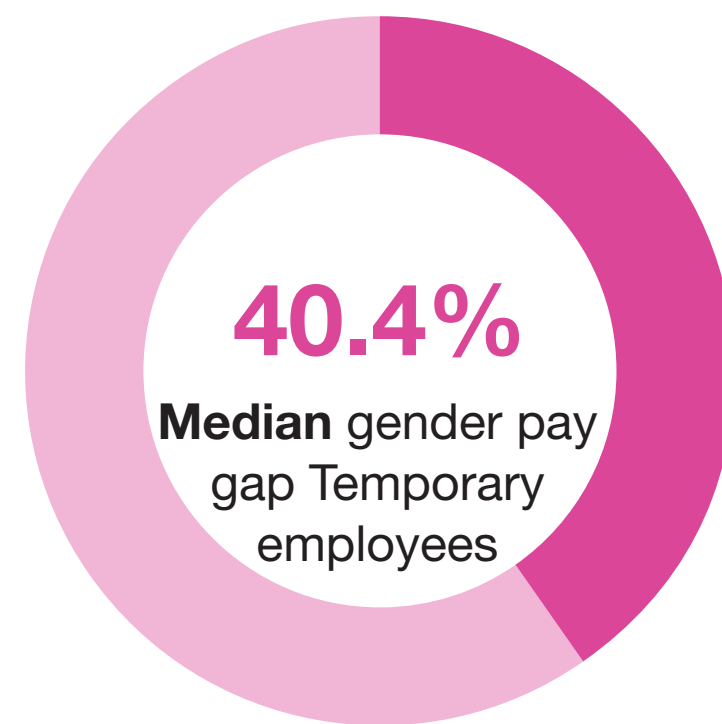
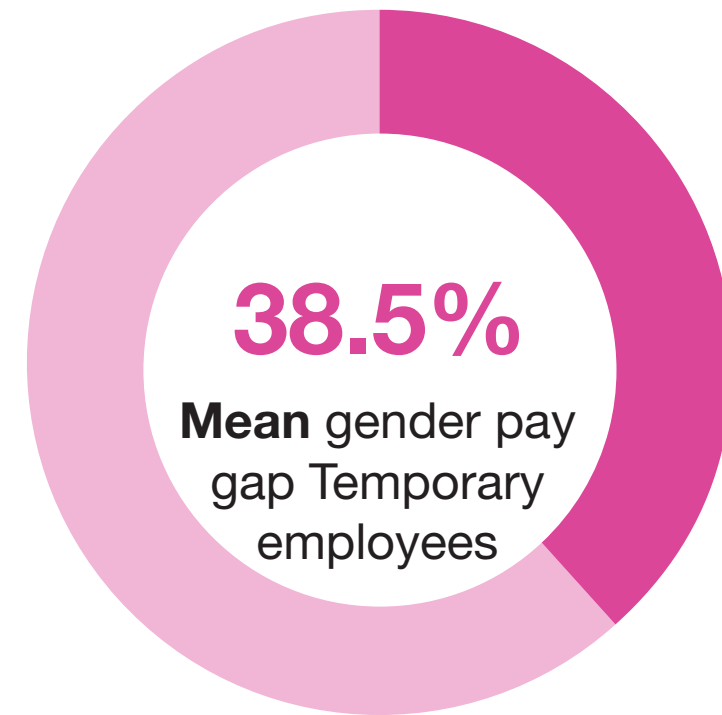


Report Category

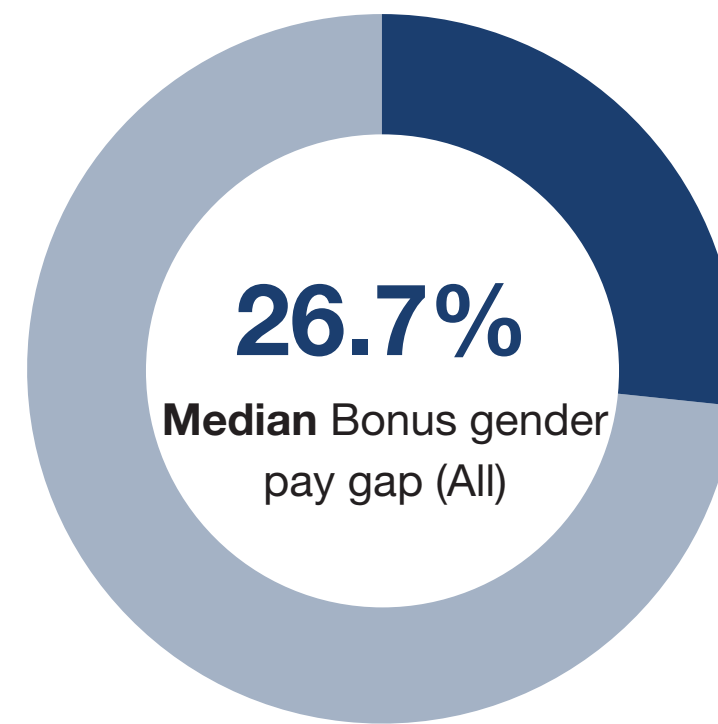
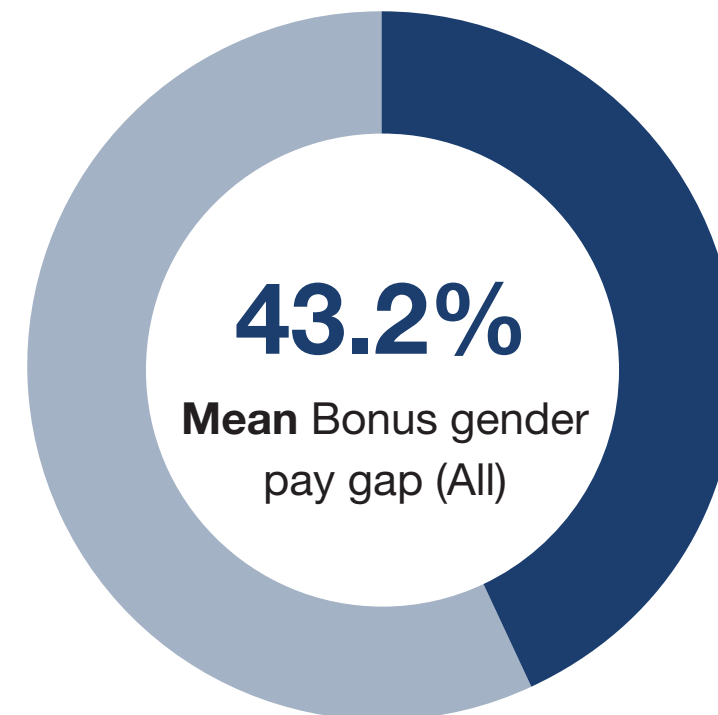
Gender pay gap



Temporary Employees Gender Pay Gap



Bonus Gender Pay Gap



Proportion paid bonuses

91.3%
% of Male employees paid bonuses

95.5%
% of Female employees paid bonuses

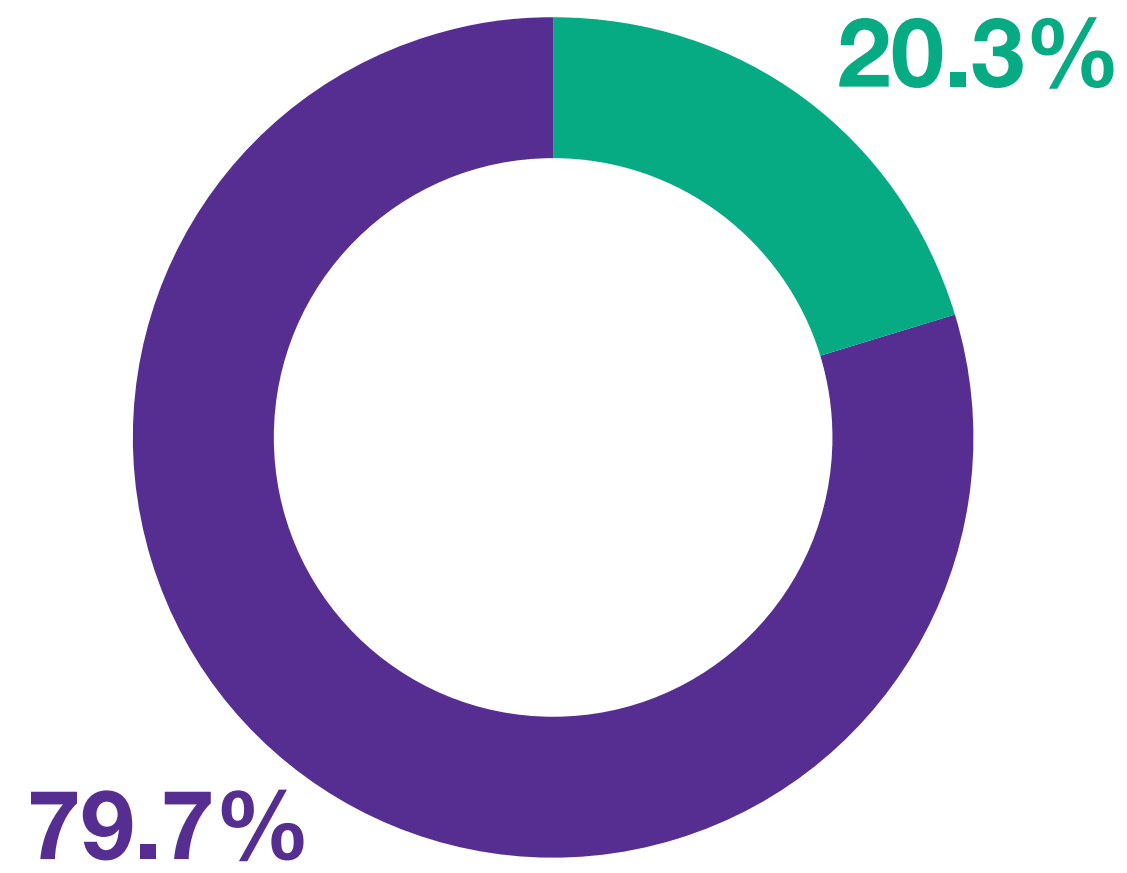
Proportion paid BIK

32.5%
% of Male employees who received BIK

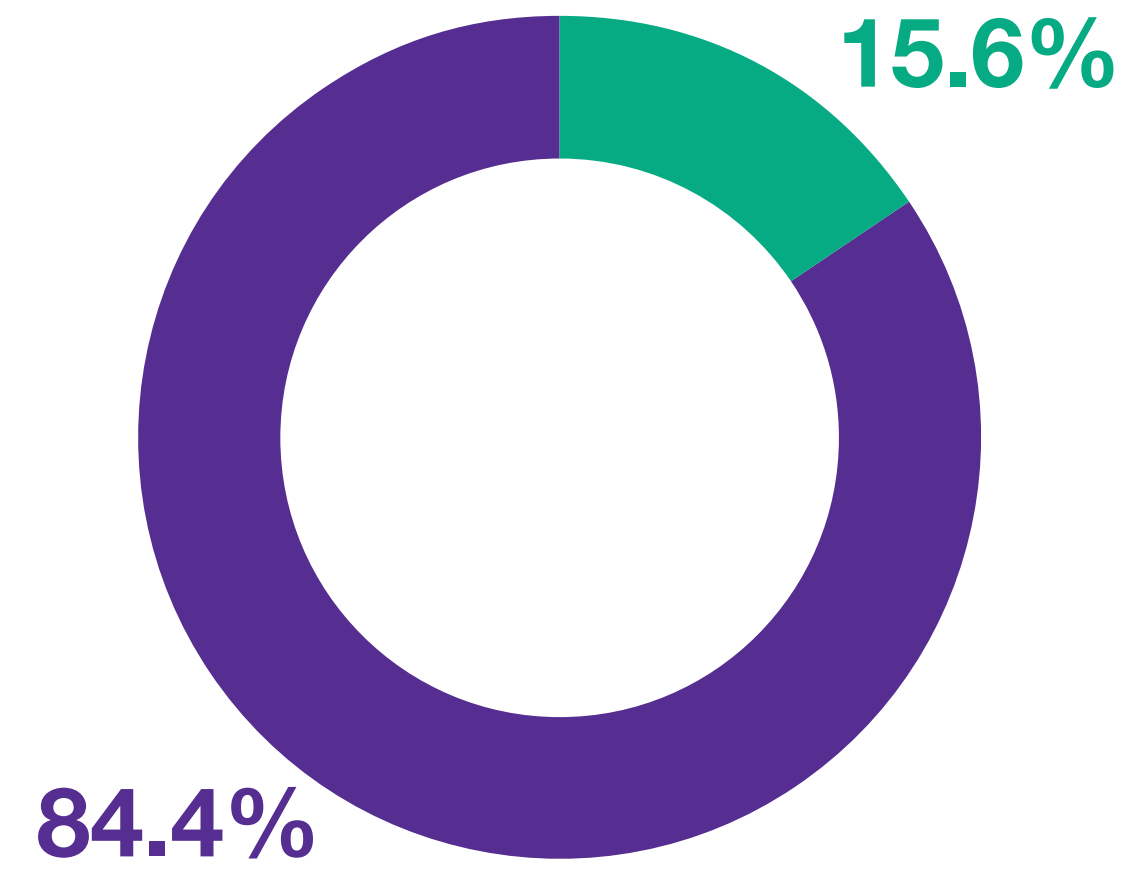
33.9%
% of Female employees who received BIK

Quartiles

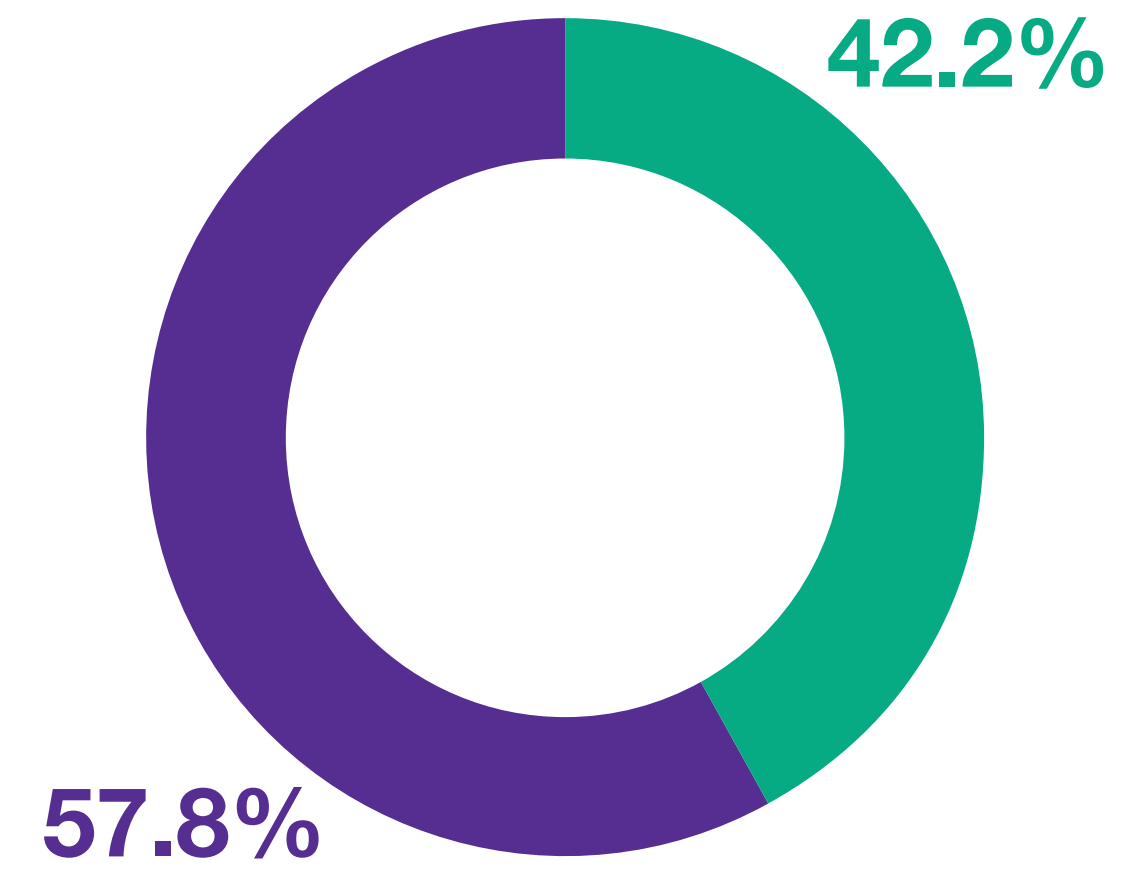
Lower Quartile



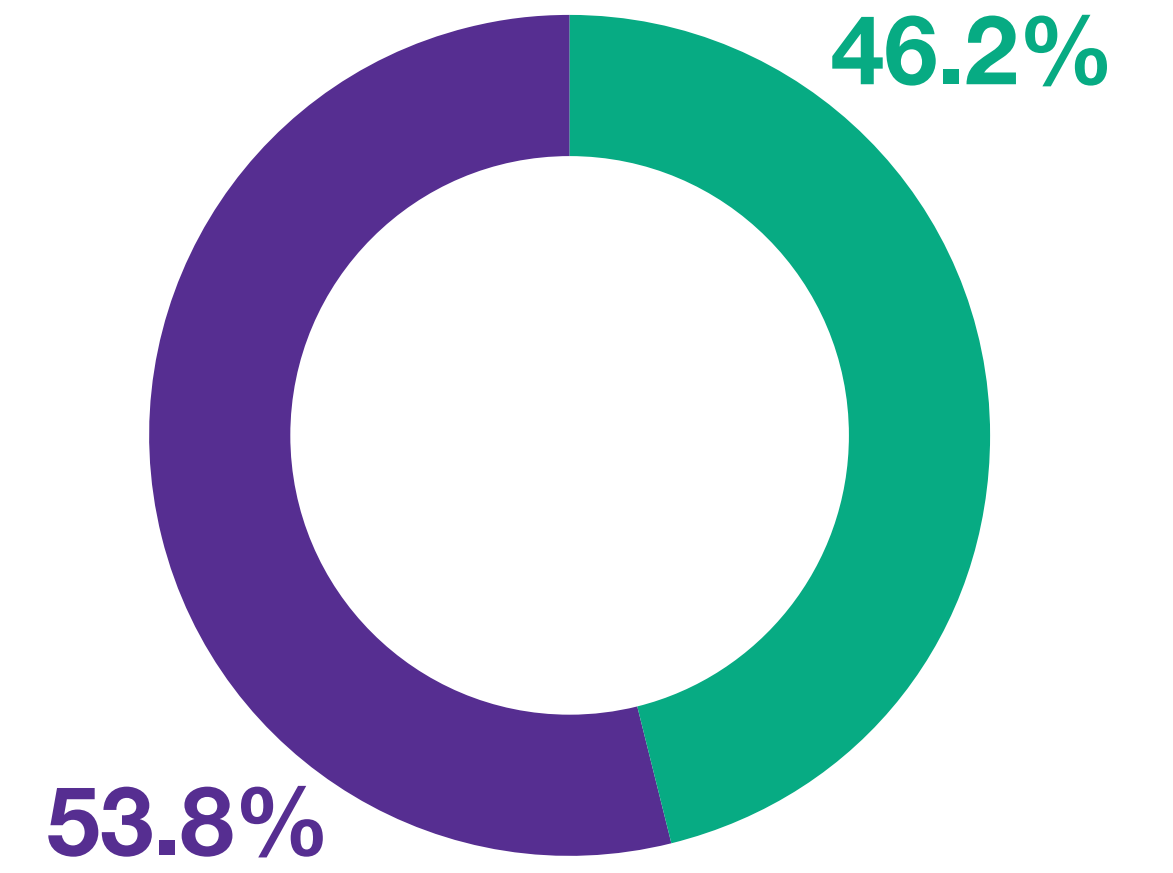
Lower Middle Quartile



Upper Middle Quartile



Upper Quartile



■ Male ■ Female

What is the reason for our Gender Pay Gap?

Our Gender Pay Gap and Bonus Gaps are primarily driven by the fact that 69% of our workforce is female yet this is not reflected consistently at all levels in the organisation as can be seen from the previous tables on quartiles.

We have made significant improvements in our gender representation at the **senior levels** in the organisation. Our Executive Director Team has shifted from 20% female representation in 2018 to 57% in 2022. As part of an organisation design refresh in 2021, we launched a new Strategic Business Unit structure headed up by Strategic Business Leads with 64% of these roles filled by females.

Our Senior Manager level has remained consistent in terms of having gender balance (50/50) and our Senior Executive level has increased female representation moving from 53% in 2018 to 61% in 2022.

Role Level 2022	Male as a % of role level	Female as a % of role level
Executive Director Team	43%	57%
Strategic Business Lead	36%	64%
Senior Manager	49%	51%
Senior Executive	39%	61%
Executive	23%	77%
Administrative	9%	91%

Role Level 2018	Male as a % of role level	Female as a % of role level
Executive Director Team	80%	20%
Senior Manager	49%	51%
Senior Executive	47%	53%
Executive	29%	71%
Administrative	13%	87%

These are all very positive indicators of the progress that Ibec has been making. Nevertheless, these positives have not been fully reflected in our gender pay gap.

Ultimately, we need greater alignment between the organisation's total gender representation, and the representation at each level of the organisation. This calls for a multi-pronged approach building on work already underway to ensure we are future proofing our organisation by building strong pipelines where female and male colleagues from diverse backgrounds have access to leadership opportunities. The low level of male representation at Executive and Administrative levels also needs to shift upwards.

We know that addressing this representation challenge is critical to making a positive impact on our Gender Pay Gap, we also know it is not an easy or quick fix and is dependent on many factors some of which are outside our immediate control. We are, however, committed to shifting our current gender representation as a key component of our overall long term Talent Management and Diversity & Inclusion Strategy.

There are 27 **temporary employees** working on contract; of the six males 5 (83%) are in roles at senior manager or senior executive level. Of the twenty one females, 7 (33%) are in Senior Manager or Senior Executive level roles. Gender representation is the key driver for this gap in contract staff.

The even distribution of Bonus and Benefit-in-kind (BIK) paid is consistent with our overall approach to Total Reward which is accessible to all our staff.

What action do we plan to take to address our Gender Pay Gap?

We are committed to addressing our gender pay gap as part of our overall strategic Talent Management and Diversity & Inclusion Strategies.

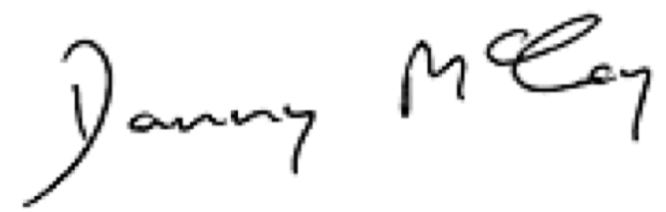
- We have made significant progress in **female representation at senior levels** across the organisation and will continue to ensure this is maintained and further built upon. We will build on our existing suite of talent development programmes to introduce a programme that factors in the unique experiences and needs of female staff.
- We know that the majority of people who leave us do so for career progression reasons and we are committed to delivering support to our people through **a career development framework**. This will provide support to all our people and build on existing initiatives such as developmental secondments and our successful talent development programme “Line of Sight” which has consistently had strong female participation.
- Retention of gender balance across the organisation is critical to our future ability to **build a strong pipeline of diverse talent**. We will put Key Performance Indicators in place to support further progress on internal appointments and promotions as well as monitoring external recruitment to support the development of talent pipelines.
- We already have senior women in part time positions and accessing benefits such as flexible parental leave; we will ensure these benefits are accessible to all including male colleagues. We will further **review our overall value proposition** and the suite of benefits to continue to ensure that **life events will not be a barrier to progression** for staff members.
- **Recruitment** experience has shown that applications for roles at Executive and Administrative levels are heavily skewed toward female candidates. On its own this is not a negative as a significant number of our current female workforce in senior roles joined the company at entry level executive and administrative roles. However, we need to align gender representation across all levels and based on our current gender balance we need to **increase male representation at more junior levels**. We will build on previous work to ensure a higher representation of female applicants for senior roles and higher representation of male applications for Executive and Administrative roles. This work will include further review of role descriptions; **more diverse applicant sources and gender balanced short lists**.
- Building on our very successful Employer Relations Graduate Programme, **Ibec will launch an additional Graduate Programme with a focus on Public Affairs and Sectoral Representation**. We will aim to attract strong candidates for both programmes to ensure gender balanced shortlists.

Conclusion

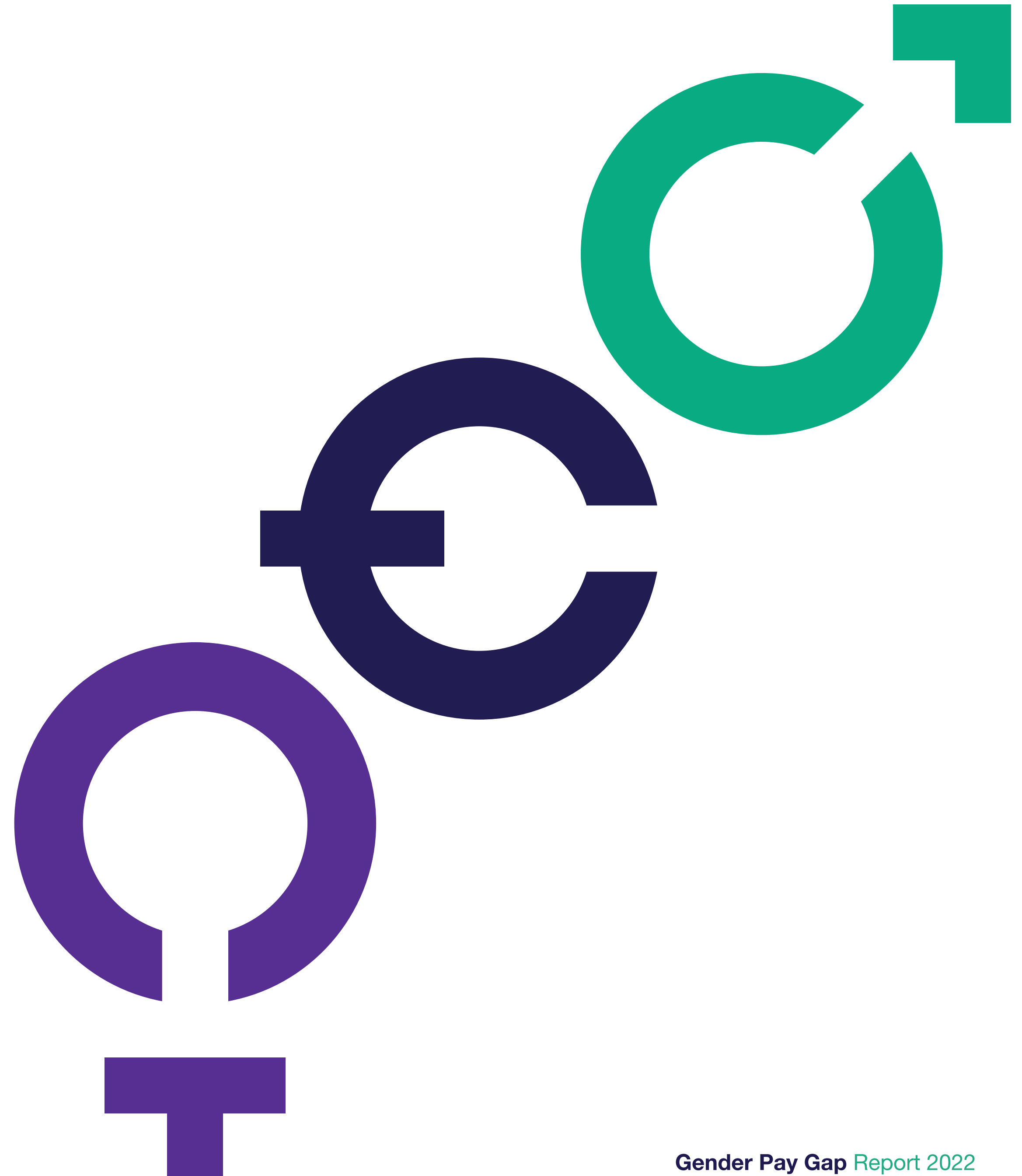
Ibec is committed to narrowing the gender pay gap in its own organisation.

The value of gender pay gap reporting is what actions will be taken to tackle the causes and influence change in the outcome. This inaugural Gender Pay Gap report should be seen as a starting point rather than a destination, and an opportunity to create a more equitable workplace for all.

We look forward to progress on this agenda.



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