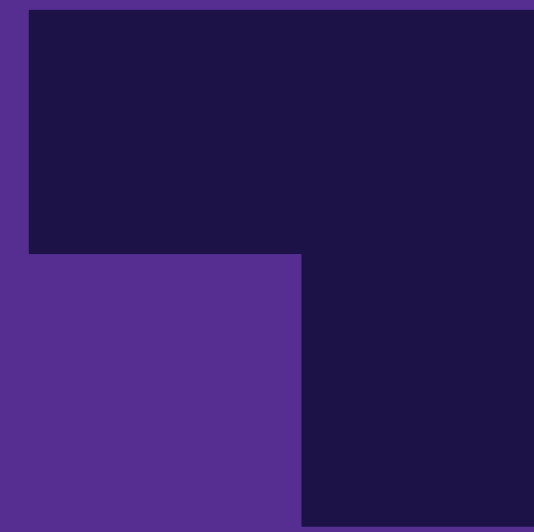


Gender Pay Gap

Report 2023



Introduction

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.

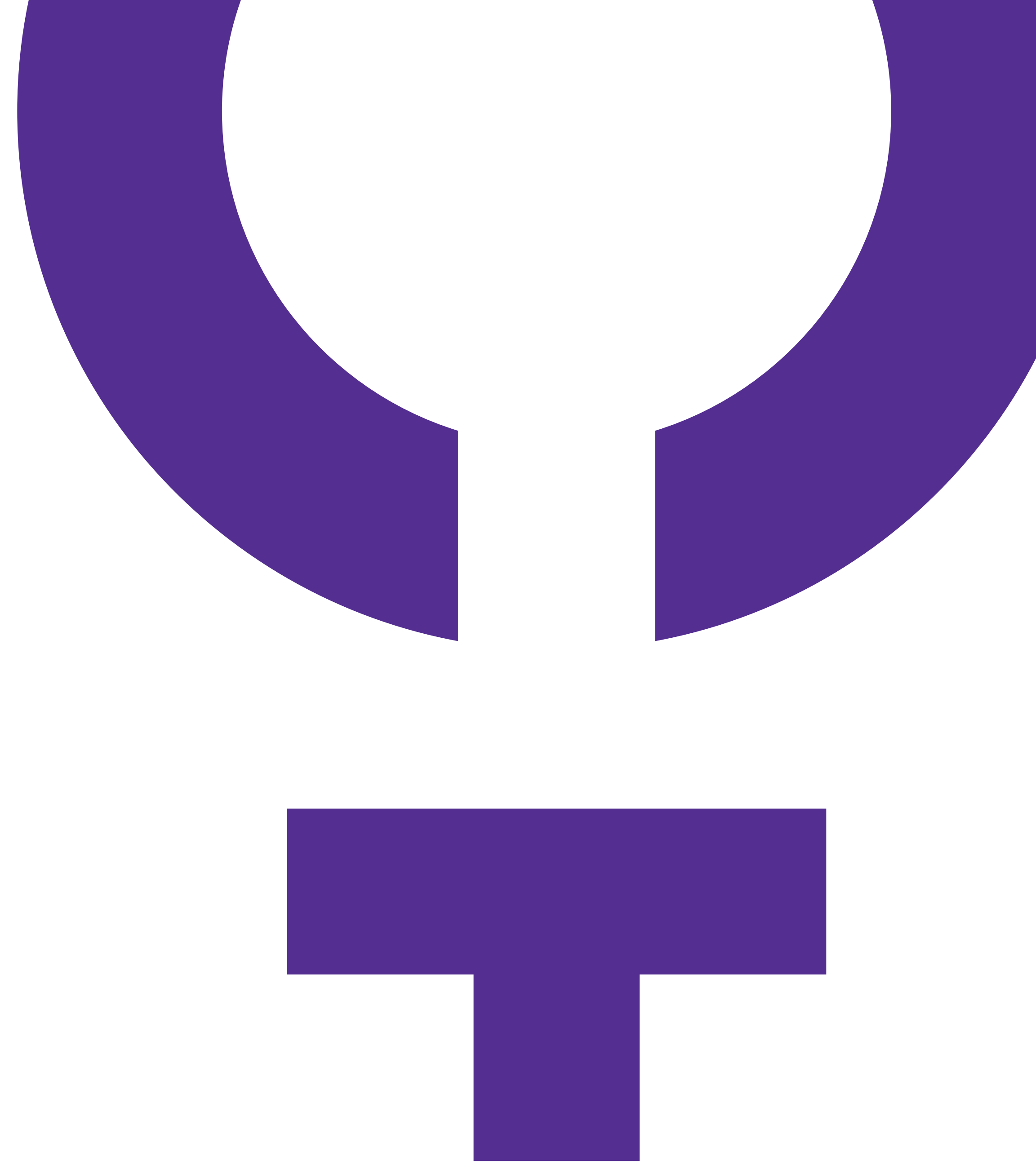
We have a highly engaged, dynamic workforce who are committed to delivering on Ibec's purpose to build a sustainable future for business success. Women make up over two thirds of our workforce and ensuring they have full access to career opportunities at every level is critical to our own success as a business.

This report reflects the calculation of the Gender Pay Gap in line with Government Regulations under the Gender Pay Gap Information Act 2021 across Ibec's workforce on 30th June 2023. This is Ibec's second Gender Pay Report having previously published a report in December 2022 and it shows a positive movement in a number of key metrics. We are committed to addressing our Gender Pay Gap through a long term strategy of continuing to shift our gender representation at all levels.

What is a Gender Pay Gap?

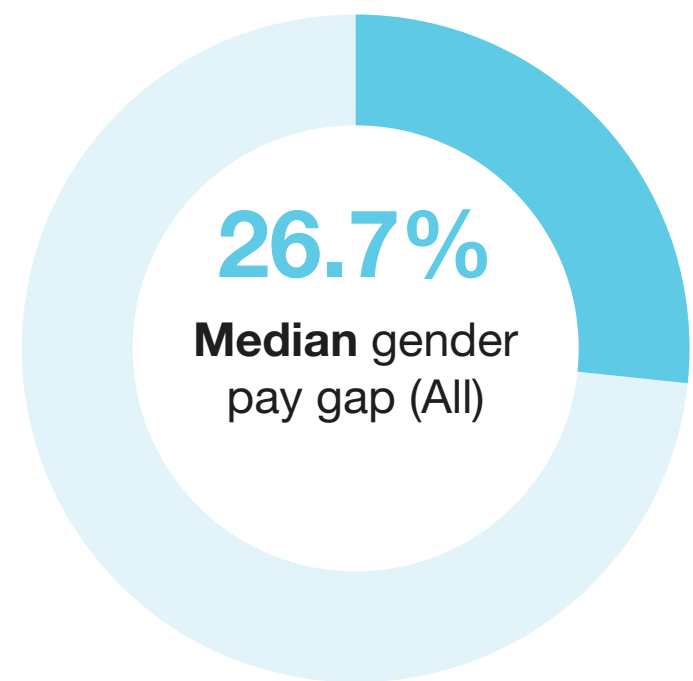
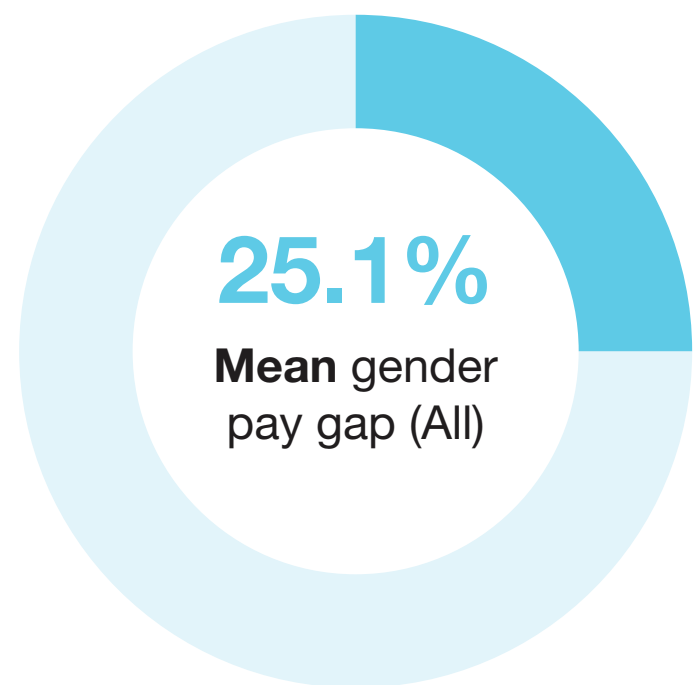
A Gender Pay Gap is the difference between the average pay men and women earn. It is primarily influenced by the distribution of men and women working in the organisation and the seniority at which they work. **A Gender Pay Gap is not the same as equal pay** which refers to males and females receiving 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 delivering an employee value proposition that attracts and retains talent for the future.

Ibec's mean gender pay gap has reduced by 4 percentage points and the median reduced by just under 3 percentage points since the 2022 report. While this is positive, the actual gap is coming from a high base and we are working towards further reduction over the coming years. Our gender pay gap continues to reflect the distribution of gender representation across the organisation and this is particularly highlighted by a large female percentage in the lower and middle lower quartiles.

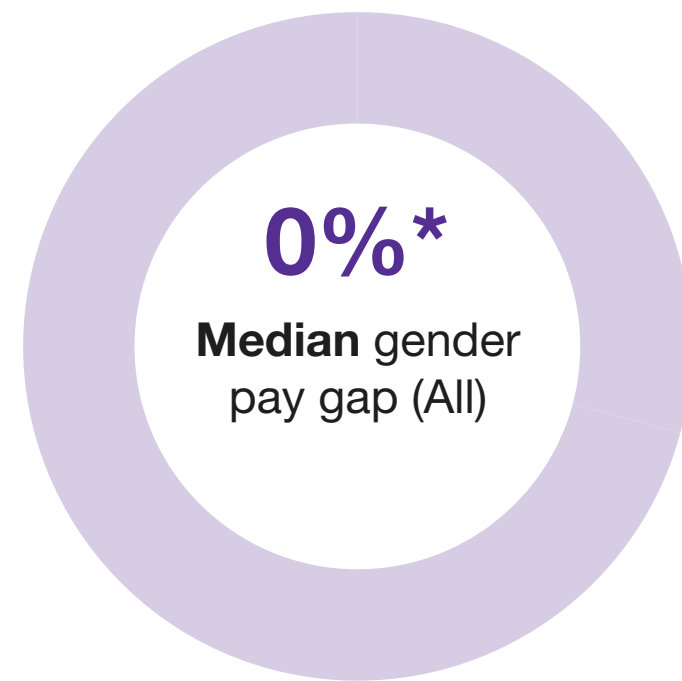
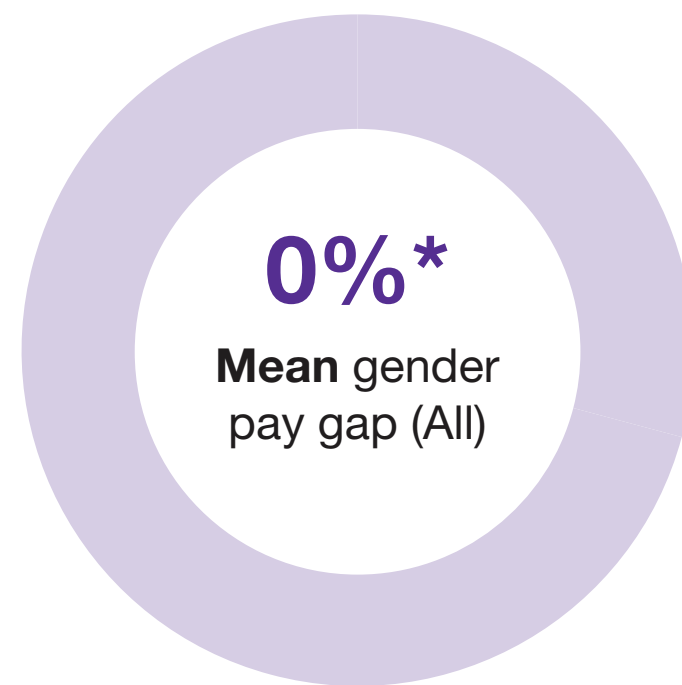


Report Category

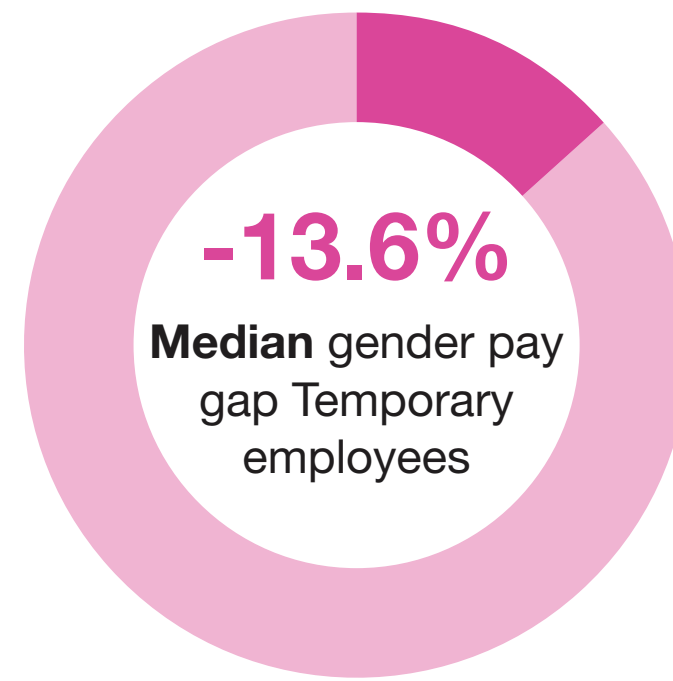
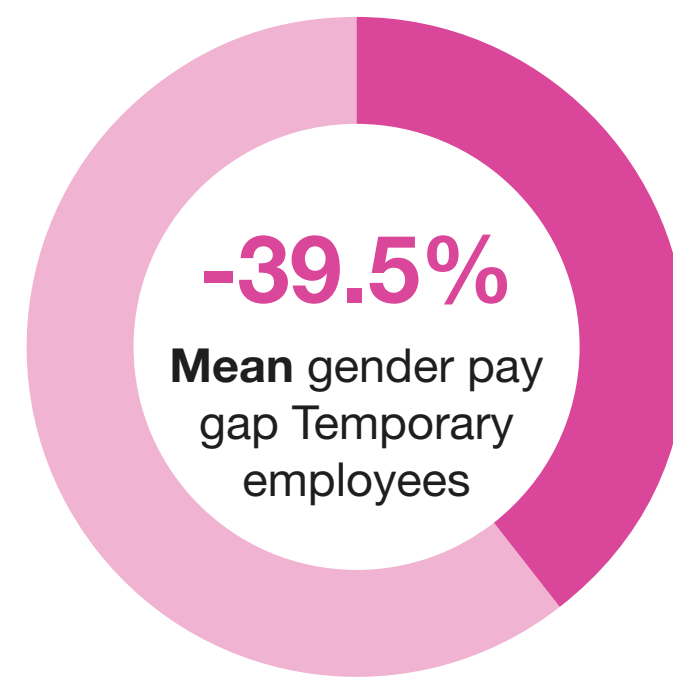
Gender pay gap



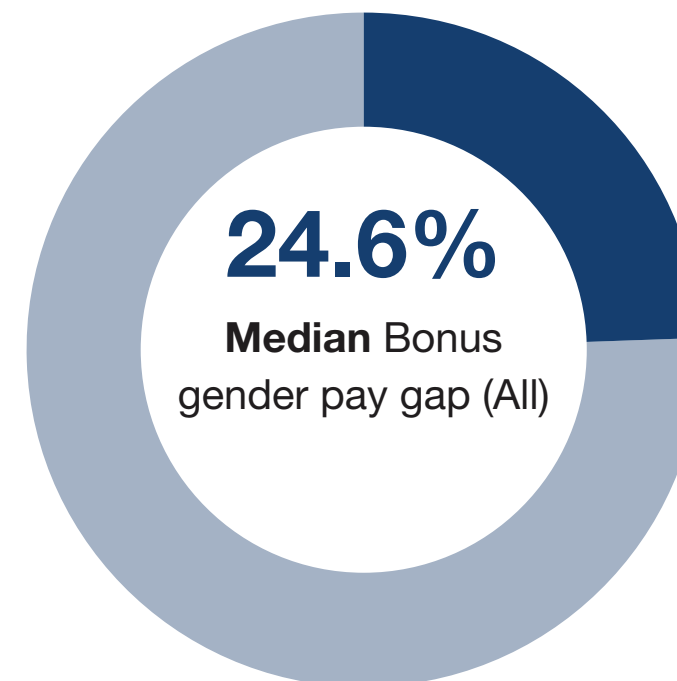
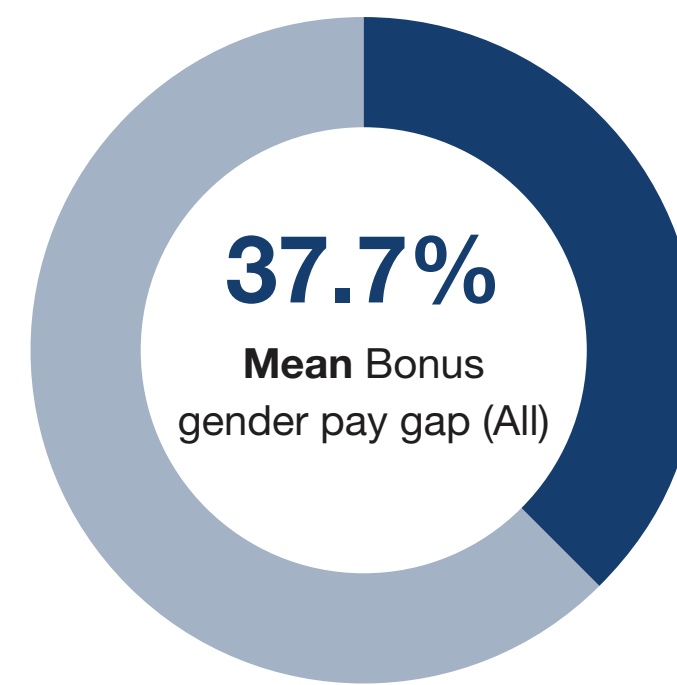
Part time Employees Gender Pay Gap



Temporary Employees Gender Pay Gap



Bonus Gender Pay Gap



Proportion paid bonuses

85.5%
% of Male employees paid bonuses

93.7%
% of Female employees paid bonuses

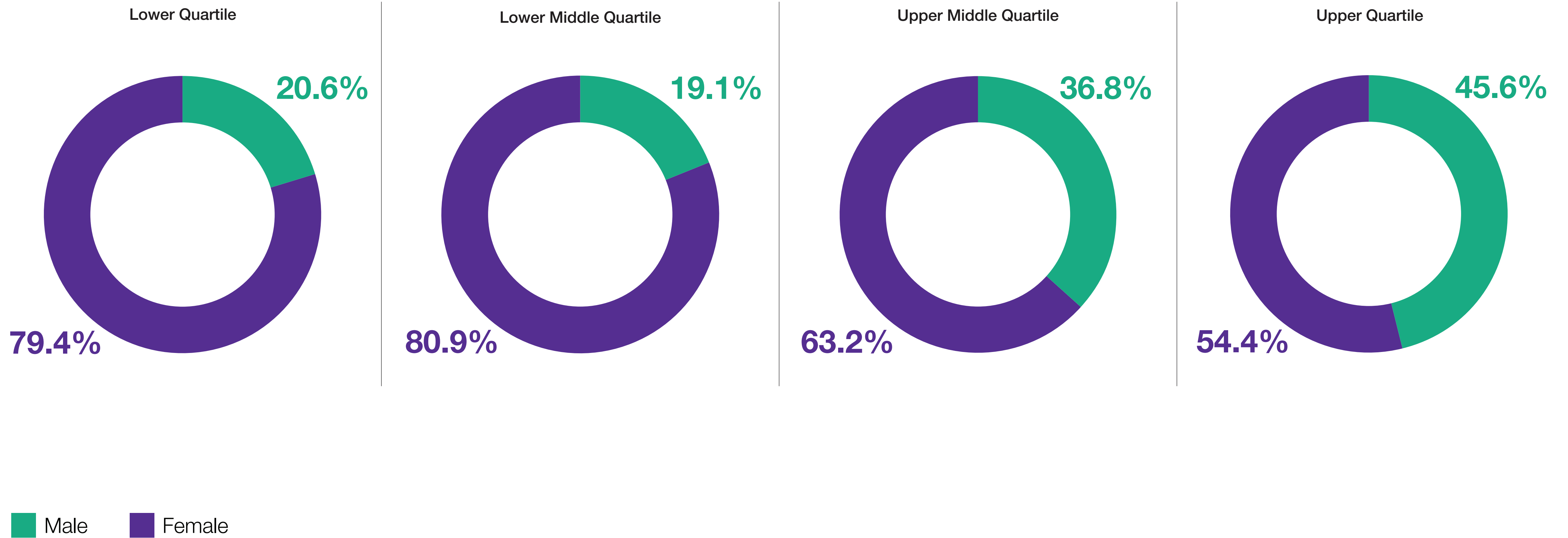
Proportion paid BIK

27.7%
% of Male employees who received BIK

28.6%
% of Female employees who received BIK

*0% – no part time male employees on 30/06/2023

Gender distribution by pay quartile



What has changed since our 2022 report?

Ibec's workforce is growing, last year's report was based on 257 employees and this year's is based on 272 employees (which excludes employees on Belgian contracts); the actual gender distribution at organisation level has not changed significantly and remains at 70% female and 30% male.

Our mean gap has decreased by 4 percentage points and our median has decreased by 2.7 percentage points; mean bonus gap has decreased by 5.5 percentage points and median bonus gap has decreased by 2 percentage points. These decreases in key metrics, while modest, are an improvement reflected also in the quartile distribution with increases in female percentages at upper and middle upper quartiles and decreases at lower and lower middle quartiles.

Percentages of both males and females receiving Benefit in Kind (BIK) has decreased slightly and is related to the departure of colleagues who were eligible for a health insurance benefit (this was replaced by a cash allowance over ten years ago). Likewise, the percentages of both males and females receiving bonuses reflect a small percentage decrease and this relates to service requirement for new starters to be eligible for bonus.



What is the reason for our Gender Pay Gap?

Our Gender Pay Gap and Bonus Gaps continue to be driven by the fact that 69.5% of our workforce is female yet this is not reflected consistently at all levels in the organisation as can be seen from the table.

We have made some improvements in our gender representation at Senior Executive level since last year, with female representation increasing by 4 percentage points. This particular grouping makes up the majority of employees in the upper middle quartile. Female representation at Senior Manager level is down by 1%; Executive Director Team and Strategic Business Lead remain at 57% and 64% respectively; all making up the upper quartile. While in isolation these female representation at leadership levels are positive, in an organisation that remains 70% female the percentages are factors in driving our gap. This is particularly the case when female representation at Executive and Administrative level remains high.

There are 15 temporary employees working on contract; of the 4 males 2 (50%) are in roles at executive level and 2 (50%) at administrative level. Of the 11 females, 3 (27%) are in senior executive level roles; 2 (18%) in executive roles and 6(55%) in administrative roles. There are currently no male part-time employees.

Role Level 2023	Male as a % of role level	Female as a % of role level
Executive Director Team	43%	57%
Strategic Business Lead	36%	64%
Senior Manager	50%	50%
Senior Executive	35%	65%
Executive	24%	76%
Administrative	9%	91%

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%

The relatively even distribution of BIK and Bonus paid remains consistent with our overall approach to Total Reward which is accessible to all our staff though the BIK element is only applicable to those employed prior to 2012. This year, there were 4 percentage points more females than males eligible for bonus compared to last year which will have been a factor in reducing this year's gap. In addition, we revised our discretionary performance related pay scheme rules and stopped applying a pro-rata calculation for absences related to maternity leave.

It remains the case that we need greater alignment between the organisation's total gender representation and representation at each level of the organisation; this includes increasing female representation even further at senior level roles while increasing male representation at executive and administrative level roles. Based on our experience addressing representation while ensuring equitable and robust selection processes takes time but core to this is increasing more diverse candidate pools for all roles, where at all possible. We are committed to shifting our current gender representation at all levels as a key component of our long term approach to building a diverse workforce and inclusive culture.

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 and we are committed to ensuring this is an integral element as we begin the task of developing a new business strategy post 2024. We understand that Diversity and Inclusion is critical in driving a high-performance work culture and essential in positioning Ibec as an employer of choice. 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, disability, sexual orientation, family status or religious belief.

Diversity & Inclusion in action

Since our last report we have focused on a number of key areas.

- Following a survey in late 2022 with 88% participation rate across our workforce, Ibec achieved the Investors in Diversity Silver award at the 'Building Momentum' level. This silver award builds on the bronze award already achieved in 2020 and reflects an organisation that demonstrates commitment across all levels of D&I while recognising there is still work to do.

- The results of the survey have formed the basis for a range of initiatives during 2023 with a particular focus on building a framework for supporting Diversity and Inclusion including the formation of a D&I employee group and a steering group sponsored by executive leadership.
- Following a comprehensive review of our Dignity and Respect policies early in 2023 we rolled out a business led education initiative across the full organisation. This had a particular focus on further developing a culture where colleagues feel respected and supported, alongside having the appropriate mechanisms to deal with potential situations.
- A new set of organisation Core Competencies were launched to future proof our business and enhance our organisation capability. The Core Competencies reflect our values including respecting people and embracing diversity and the roll out was supported by an organisation wide education programme and will continue to form the basis for further staff development.
- Our operating model supporting hybrid working into the future has continued to evolve. We view working in a hybrid way as part of our overall employee value proposition aligned to a clear commitment to continue to deliver for our members as we develop new and innovative ways of working.

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.

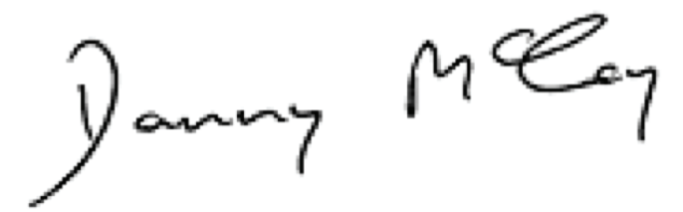
- Building on our existing suite of talent development programmes we have developed a revised version of our **'Line of Sight' talent development programme** ensuring a strong focus on inclusive leadership. Having considered a female only programme we decided to continue to ensure strong gender mix reflecting our commitment to diversity and inclusion in our leadership pipeline.
- Work has progressed on **a career development framework** that will support all our people into the future. A pilot career development programme was launched earlier in 2023 and this will be further developed during 2024.
- Achieving gender balance across the organisation is critical to our future ability to **build a strong pipeline of diverse talent**. We continued to monitor our experience and progress in relation to hiring externally as well as internal mobility.
- We continue to assess our **overall value proposition and suite of benefits** to ensure life events such as caring responsibilities will not be a barrier to progression for both male and female staff members. This year, we extended parent's leave paid benefit to all eligible parents. In addition, we revised our Performance Related Pay scheme rules to ensure colleagues on maternity leave received full annual payment and were not subject to pro-rata calculation related to their maternity leave absence.

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 Gender Pay Gap report should continue to 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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