

# Gender Pay Gap Report

Ireland 2025



This report outlines our Gender Pay Gap results for 2025, our first year of reporting. We are pleased to share that the findings are positive, reflecting the progress we have made in fostering fairness and equity across our organisation.

Across Europe, Gender Pay Gap reporting was introduced to help organisations identify where pay gaps arise, enabling them to constructively consider why they exist and what to do about them. Its introduction is one of the steps in ensuring that the female population across each country has opportunities to reach their potential which historically has not always been the case.

**We are pleased to share that our gender pay gap shows average remuneration for women higher than that for men. This is a positive reflection of the work we have taken over the years to ensure that female employees are not held back or disadvantaged through various life stages or caring responsibilities.**

As we look ahead, we are aware that there is more to do as we continue to strive for excellence, address areas where further progress is needed and continue to build a truly inclusive, fair and equitable company for all employees in the years ahead.



At Global we are committed to fostering an inclusive culture where everyone feels valued, respected and empowered to contribute to their fullest potential. We strive to ensure everyone feels welcome and supported for who they are and what they bring to the team and our business. We are dedicated to creating a truly diverse, inclusive and equitable workplace. We believe that diversity brings a wealth of perspectives and ideas that drive innovation and excellence.



**Colin Leahy**  
**Managing Director**  
**Global Ireland**



In this report we provide information on the Gender Pay Gap and give detail on the various reporting metrics. While our results are generally positive, we recognise that achieving true gender parity is an ongoing journey. Our commitment goes beyond reporting; we remain focused on continuous improvement, using the data from this report to inform our effort in the year ahead to ensure that opportunities for growth are accessible to all in our business.



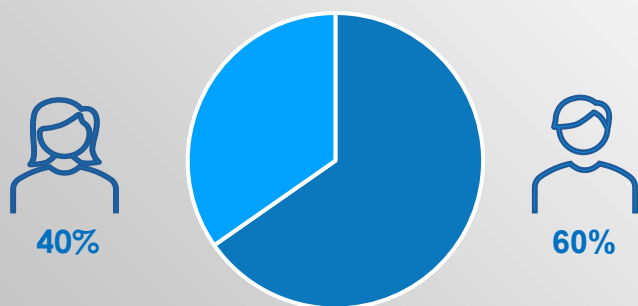
**Gráinne Quinn**  
**Head of People & Culture**  
**Global Ireland**



## What is a gender pay gap?

The gender pay gap is the difference in the average hourly wage of men and women across a workforce. It looks across all jobs at all levels in the organisation. It compares the pay of all working men and women, not just those in similar jobs, with similar working pattern or with similar competencies, qualifications or experience.

The pay or remuneration includes basic pay, allowances, commission and performance based bonuses.



Global Gender Breakdown

## Why is this being measured?

Gender pay gap reporting is one part of a much-needed wider strategy to address female participation rates and employment gaps between genders across Ireland and Europe. It will not on its own identify or solve the myriad of structural, cultural and policy causes for these differences, but it is a critical and welcome element.

While women make up over half the world's population, it remains the case they are not fulfilling their potential in measured economic activity or in their contribution to the labour market. This has clear social and economic consequences, and business has an important role to play in finding solutions.

## What are our regulatory obligations?

In Ireland, the government has legislation for mandatory gender pay gap reporting for business. This obliges businesses to publish statutory calculations each year showing the extent of the pay gap between what women earn as a group and what men earn as a group.

In 2025 this legislation has been extended to include companies with a headcount greater than 50.

This is covered by the Gender Pay Gap Information Act 2021 and The Employment Equality Act 1998 (section 20A) (Gender Pay Gap Information) (Amendment) Regulations 2025 which require organisations with over 50 employees to report on their hourly gender pay gap across a range of metrics.

This is Global Ireland's first year to publish our Gender Pay Gap. Our results are based on payroll data taken on 30<sup>th</sup> June 2025 for the preceding 12 months and we are required to publish our gender pay gap by 30<sup>th</sup> November 2025.



## What is the difference between unequal pay and the gender pay gap?

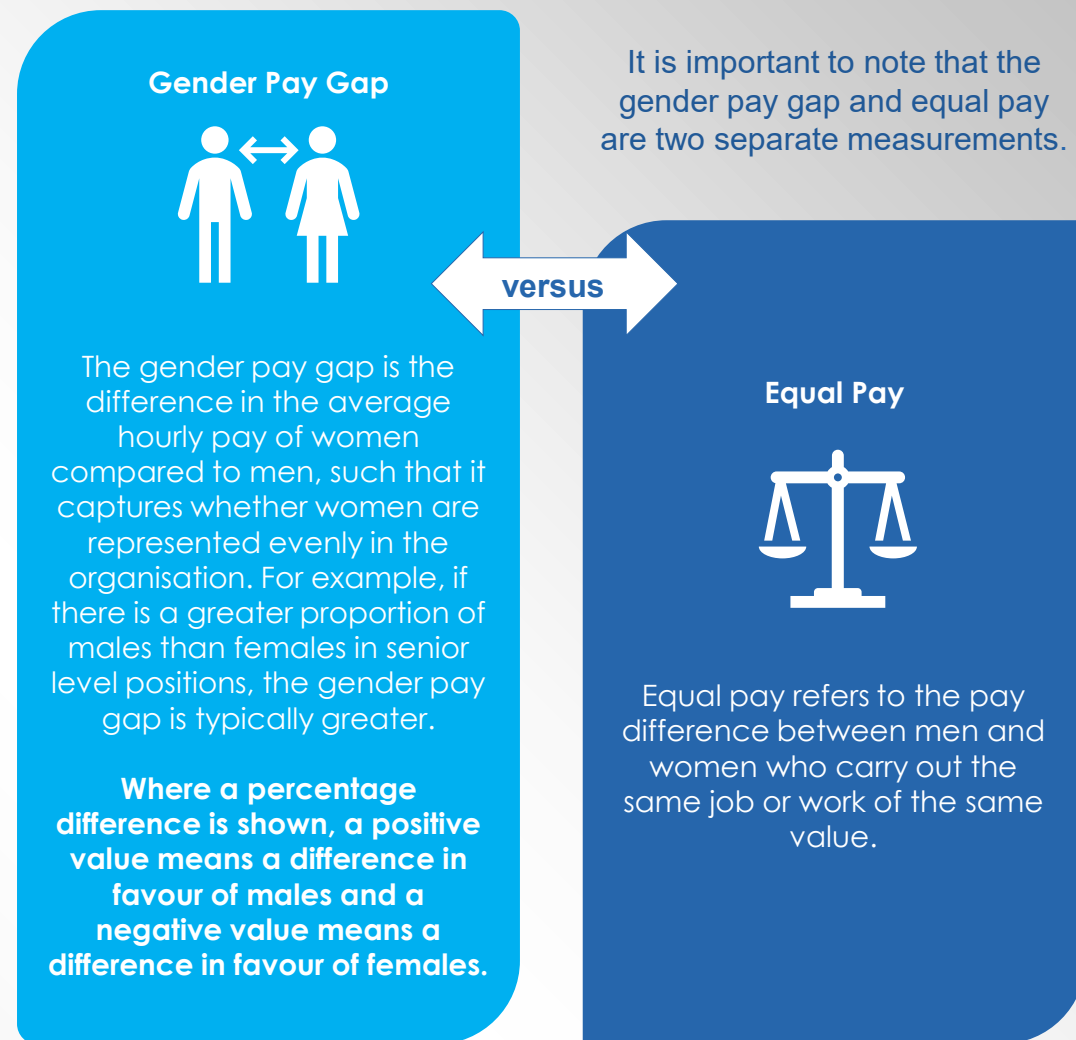


There is an important distinction between unequal pay and the gender pay gap, each of which has different causes. Paying women less than men for the same job, purely on account of their gender, is illegal and is outlawed by equality legislation. The gender pay gap is different. It refers to the gap between what is earned on average by women and men based on average gross hourly earnings of all paid employees – not just men and women doing the same job, or with the same experience or working pattern. It does not indicate or identify discrimination or bias or even an absence of equal pay for equal value work. Where unequal pay practices exist, they can contribute to the gender pay gap, but they are not considered the primary factor causing Ireland's gender pay gap.

It is important to remember that, for many organisations, the first gap publication of gender pay gap reports will not be positive. However, it should be used as an opportunity to review what is working, where obstacles or challenges exist and what actions are needed for change.

Closing the gender pay gap – it was not created overnight and, as such, action plans will see incremental changes over time. However, closing the gender pay gap and having organisations with greater gender balance is a sound business strategy and one that is worth the effort.

IBEC



# What is measured?



## The mean

The difference between women's mean hourly and men's mean hourly wage or remuneration. It is calculated by taking the average or mean of all wages across either women or men.

The figure is shown as a percentage of the men's wage. Where the men's rate is higher the figure is shown as a plus, when the women's rate is higher it is shown as a negative.



## The median

The difference between women's median hourly and men's median hourly wage. It is calculated by ranking all employees by gender from the highest paid to the lowest paid and taking the hourly wage including bonus of the person in the middle.



## The quartiles

Pay quartiles are calculated by splitting all employees in the organisation into four even groups according to the level of pay. Looking at the proportion of men and women in each quartile gives an indication of the gender representation at different levels of the organisation.

The **mean and median** calculations are made for all staff, part-time staff and contract staff on hourly wages which includes ordinary salary, allowances, commission and bonuses.

Mean and median calculations are also made on bonuses and the percentage of staff receiving bonuses is shown.



# Our gender pay gap

## Global 2025 Gender Pay Gap

**-14%**

Demonstrating a gender pay  
gap in favour of women.

**Remuneration Mean all staff:** -14%.

**Remuneration Median all staff:** -13%.

### **Temporary Contracts:**

Our mean and median gender pay gap for temporary contracts: 14%.

### **Part-time:**

For our part-time employees,  
the mean result: -244%  
The median is -193%.

### **Bonus:**

95% of our female staff received a bonus and 100% of male staff.  
The mean gender gap for bonuses is -1% and the median gender gap is 23%.

### **Benefit-in-kind:**

100% of both male and female staff receive additional benefits including risk and death in service benefits.

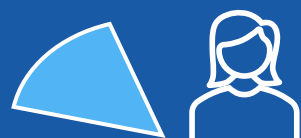
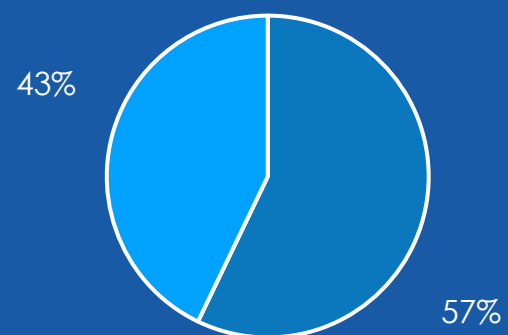


# Our quartiles

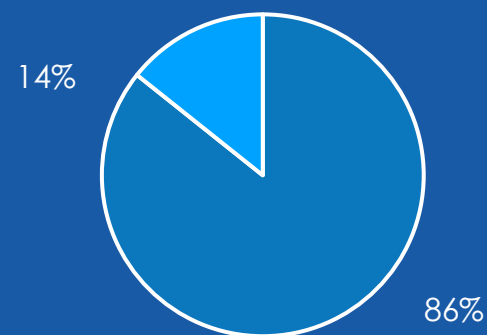
Higher Quartile



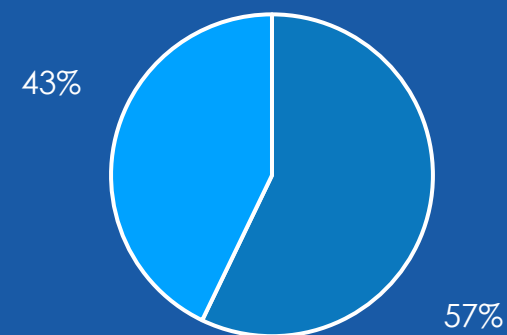
Higher Middle Quartile



Lower Middle Quartile



Lower Quartile



# Understanding our pay gap



## Mean & Median Pay Gap

Our mean gender pay gap is -14% which means the average pay for women is 14% higher than the average pay for men. This is driven by the fact that we have more women in managerial positions than men.

Our median gender pay gap of -13% indicates that the middle woman is paid more than the middle man when ranking hourly pay amounts in ascending order in both men and women.



## Proportion of women/ men receiving bonus and BIK

A wide range of our benefits are applicable to all staff resulting in 100% of male and female staff in receipt of benefit in kind. This includes our risk and death in service benefits, employee assistance programme, wellness programme, etc.

100% of men receive a bonus with 95% of women receiving a bonus in 2025. The shortfall here relates to the start date of the relevant employee.



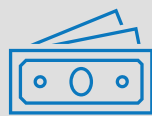
## Quartiles

With a predominantly male workforce, three of the quartiles have a higher proportion of men than women, other than the higher quartile which has more women than men based on the gender balance in the manager roles.



## Mean & Median Pay Gap of part-time employees

A small number of part-time employees, with a high proportion of part-time women in managerial roles, can mean that variances in this pay gap result can be quite pronounced, as seen in the mean of -244% and a median gap of -193%.



## Mean & Median Bonus Gap

Our mean bonus gender pay gap is -1% which shows that the average bonus for women is almost in par with the average bonus for men.

Our median gender bonus gap of 23% indicates that the middle ranking man receives 23% more bonus than the middle ranked woman.



## Mean & Median Pay Gap of contract employees

With a very small number of women and men in contract roles on the 30<sup>th</sup> June reporting date, the mean and median pay gap for this section of employees is 14%, showing the hourly pay for men is 14% higher than that of women.





# Current initiatives supporting staff, their wellbeing and their development

***At Global we want a working environment where everyone can thrive and have the best working experience. Inclusion, equity and diversity at all stages of life is key. We support staff in their work and in creating a positive work life balance.***

While working part-time can reflect personal preferences, the high share of female part-time employees stems from multiple constraints, including family and care-related reasons. We support staff in such situations with flexible working arrangements that, like those for full-time staff, are supported by training, development opportunities, participation in external networks and committees to ensure that there is no negative impact on career development and promotion prospects for part-time staff.

A recent restructure across our Sales teams saw an increased number of managerial positions all recruited from within the current teams. 66% of these are female managers.

All staff are encouraged to take part in and contribute to external industry committees, boards and events. Of those involved in such activities 75% are female.

We have various flexible working arrangements across the business and have topped up maternity and paternity benefits.

Equality is making sure everyone can access the same opportunities; diversity means valuing the differences between people; and inclusion is a measure of how safe and welcome people feel in their environment.

Almost all benefits are business wide and not specific to gender or position within the organisation. These include our pension scheme employer contributions, death in benefit and risk schemes, employee assistance programme, access to our training portal, social club, corporate social responsibility programme initiatives, family transition year student work experience and more. Exceptions to this include hybrid working which is only available to staff who do not have to be on site to carry out their work and physiotherapy sessions which are only available to Operations staff who have physically demanding roles.

Work Well Live Well, our company-wide wellness programme provided health checks, flu vaccinations, health talks, and the sharing of wellness information across the business. In 2025 we included talks on Heart Health and the Menopause which were open to all.

We regularly survey staff to get their feedback on factors relating to Credibility, Fairness, Respect, Pride and Camaraderie. In 2025 we were recognised as one of Ireland's Best Workplaces, a Best Workplace for Women and a Best Workplace for Health & Wellbeing.



