

# Irish Life Group Gender Pay Report 2022



At Irish Life, our purpose is to help people build better futures and that applies equally to our people. Diversity, Equity and Inclusion is not just something we talk about, it's a critical part of our strategy and who we are as an organisation. We are committed to fostering inclusion and we want people to bring their whole selves to work and feel valued. Our workplace should be one where diversity of thought and perspective are celebrated.

This year marks the first year we will report on Gender pay in Ireland which I fully welcome. It shows a Median Gender pay gap of 9.8% which I'm fully committed to reducing. By being fully transparent and sharing our Gender Pay Gap each year we can show our commitment to gender equality and evidence our progress over time.

This median gender pay gap does not indicate discrimination or an absence of equal pay for equal value work - it is a gender representation gap. At Irish Life, we have long-established controls and oversight in place to ensure our pay policy and practice is gender neutral, with equal pay for equal work, regardless of gender.

We know that gender representation in senior levels across our organisation is the primary reason for our gender pay gap. I'm confident that through our DEI strategy and action plans we are already taking the right steps to address this.



Declan Bolger

Irish Life Group CEO



# Reporting Context

The Gender Pay Gap Information Act 2021 was signed into Irish law on 13th July 2021. The legislation requires employers in Ireland, with 250 employees or more in 2022, to calculate and publish on an annual basis gender pay gap data. The data and supporting analysis must be based on pay data from the 12 consecutive calendar months preceding the ‘snapshot’ date. The snapshot date is the date at which the data is taken for the analysis. For Irish Life the snapshot date is 30 June 2022. The numbers are then published within six months of the snapshot date.

The information we are publishing is in line with what is required under Irish reporting requirements, but includes also additional information and important context on our organisation and on our DEI strategy and objectives in action, designed to promote female representation and participation within the Irish Life Group.

## **Gender Identification**

We have included in this report details on Males and Females as required under the legislation. We fully recognise that our people may identify differently.

## **The Irish Life Group**

This “rolled up” report contains the overall best representation of all employees employed by and supporting the companies operating under the Irish Life brand in Ireland. These firms are Irish Life Assurance, Irish Life Health, Irish Life Investment Managers, Irish Life Financial Services and Irish Life Group Services.

Our 2022 gender pay gap report and supporting analysis has been developed to cover each of the following Irish Life Group entities with more than 250 employees:

### **Irish Life Group Services (ILGS)**

ILGS provides services to companies across the Irish Life Group. These include HR, Finance, Tax, Legal and Compliance amongst others. ILGS employs more than 250 people and therefore has a legal reporting obligation.

### **Irish Life Financial Services (ILFS)**

ILFS is a multi-agency intermediary tied to Irish Life Assurance (ILA) for life and pension products. It also provides administration services for ILA. ILFS also employs more than 250 people and therefore has a legal reporting obligation.



# Understanding the gender pay gap numbers



In line with the legislation, we have reported on each of the following seven pre-defined pay equity ratios:

**1. Mean Hourly Remuneration (Full Time, Part Time and Temp):**

The difference between mean hourly remuneration of male employees and female employees expressed as a percentage of mean hourly remuneration of employees of the male gender

**2. Median Hourly Remuneration (F/T, P/T and Temp):** The difference between median hourly remuneration of male employees and female employees expressed as a percentage of median hourly remuneration of employees of the male gender

**3. Bonus:** The difference between mean bonus remuneration of male employees and female employees expressed as a percentage of mean bonus remuneration of employees of the male gender

**4. Bonus:** The difference between median bonus remuneration of male employees and female employees expressed as a percentage of median bonus remuneration of employees of the male gender

**5. Bonus:** The percentage of all male employees who were paid a bonus and the percentage of all female employees who were paid a bonus (any bonus amount is included in the analysis)

**6. Benefits in Kind:** The percentage of all male employees who were paid benefits in kind and the percentage of all female employees who were paid benefits in kind (any BIK is considered relevant for this analysis)

**7. Overall Pay Levels:** The respective percentages of all employees who fall within each of the following: The lower quartile, the lower middle quartile, the upper middle quartile, and the upper quartile (based on total pay, including bonus)

It is important to remember that the gender pay gap is not the same thing as equal pay (for equal work), but rather a number that reflects differences in the populations of employees at different levels and in different jobs within the organisation, and ultimately across broader Irish society as a whole.

For each of the required reporting ratios, two important numbers are typically shown:

### Mean

The mean pay gap is also the average pay gap and includes the average hourly rates of pay for all men and all women in the organisation. The number is typically higher than the median pay gap number.

### Median

The median pay gap shows the pay differential at the 50th percentile, in terms of the number of people. It is perhaps a better reflection of the pay gap for the most typical workers as it excludes numbers at either end of the spectrum which might affect or skew the average or mean.

#### Gender pay gap (F/T)

**9.8%**

Median

**14.7%**

Mean

#### Gender pay gap (P/T)

**13.7%**

Median

**24.2%**

Mean

#### Bonus distribution

**91.3%**

Men

**92.6%**

Women

#### Gender pay gap (temp)

**-15.3%**

Median

**-1.0%**

Mean

#### Gender bonus gap (F/T)

**32.1%**

Median

**51.0%**

Mean

#### Benefits in kind

**50.6%**

Men

**49.1%**

Women

# Commentary and Analysis



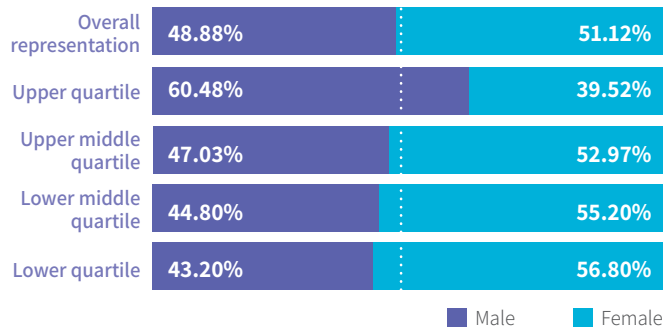
it is critically important to us that we understand our gender pay gaps and the reasons behind them so that we can take the right actions to address them. The gender pay gap is, as stated previously, not a reflection of either fair or equal pay policy or practice. Differences in gender pay within the Irish Life Group are driven for the most part out of the following organisational and broader underlying societal factors:

- > The number of men and woman employed at different levels in the organisation and in senior and leadership positions
- > The number of men and woman employed in certain higher paying roles in the organisation, like for example investments management or in senior commercial and leadership roles
- > The impact of part-time and flexible or temporary working options and choices offered across the Irish Life Group

It is interesting to note that within the Irish Life Group, a negative pay gap is evident for temporary workers, i.e. in these roles woman earn more on average, and at the median, than men. This number is also similarly impacted by the number of men and women working in temporary roles, where often more women are employed.

Total pay numbers, including salary, benefits and bonus are broken down into the four quartiles in the analysis below:

## Distribution of employees across the pay range



When looking at total pay the same factors as previously outlined impact also on total pay. In addition, the impact of the bonus numbers is also included in this analysis. With bonus the impact of the difference in representation of men and woman at higher levels and in key commercial jobs within the organisation is often compounded and may increase the observed pay differential.

## Our Action Plan to address Gender Pay Gaps

Whilst this is the first year that we will report our Gender Pay Gap, we have a broad range of actions already embedded and underway in our business that aim to address our gender pay gaps and promote greater equity, inclusion and gender balance.

Our Gender Balance programme is supported by each of our Leadership Teams and Boards within our Group of companies, with our DEI Programme sponsored by our Irish Life Group CEO.



We have set Gender goals of 40% at Board, Executive, Senior Management levels in Irish Life Group by 2025.



Irish Life has been named in the Involve HERoes Role Model Lists for 3 years (2019-2021), which recognises women who champion change for gender diversity in the workplace.



We have activated several partnerships; Irish Life Group were an early signatory to Ireland's inaugural Women in Finance Charter, we participate in the IMI/30% Club Mentor Programme; driving an inclusive workplace for parents and families, we partner with Platform 55; and we were the first corporate organisation to initiate a partnership with Family Carers Ireland.



Irish Life was one of 5 organisations in Ireland this year to be awarded the "Investing in families at work" badge, from our partners Platform 55.



In 2022, as part of our People Leadership performance management objective, we introduced an inclusive leadership objective for people leaders in our organisation to further drive leader accountability and measurement.



To bridge any potential gender pension gap arising from periods of unpaid maternity leave, in January of this year, we introduced changes in pension contributions after maternity leave, increasing employer pension contributions by 3% per month for 12 months after an employee returns from maternity leave.

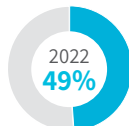


In 2021, we revised our bonus guidelines to drive more inclusive practices for people taking statutory leave and were proud to introduce that the entire period of leave for Maternity, Adoptive, Parental, Parent's & Carers are accrued for bonus calculations.

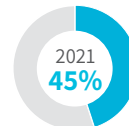


To remove any potential bias in our recruitment and interview processes we have commissioned a review of our recruitment practices.

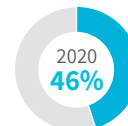
In 2022, 49% of new hires were female



In 2021, 45% of new hires were female



In 2020 46% of new hires were female



## We continue to focus on supporting and developing our female employees

- > We know that gender representation at senior levels across our organisation is the primary reason for our gender pay gap. To help address this, we have a well-established Group Wide Female Leader Development Programme – Taking the Stage, focused on developing women leaders.
- > We undertook an inclusive succession planning review with gender balance considerations for senior roles within our Insurance division, with a focus on developing and activating robust talent development plans to support these successors. The Insurance Division consists of Irish Life Assurance, Irish Life Health and Irish Life Financial Services.
- > To enhance leadership capability in our talent pools we have an established Group Wide Mentoring Programme and we participate in the IMI/30% Club Network Mentor Programme, an all-Ireland cross company initiative.
- > Our Gender Balance Networking Group Women@Work actively focuses on supporting, empowering and connecting women. Through our workshops and networking events, our female leaders act as role models for future talent, sharing experiences, insights and challenges they have faced in their own careers.
- > We support women returning from maternity leave by providing dedicated workshops to support the transition back to work. Through our managing inclusively workshop series, we support our people leaders to have conversations with their teams around all aspects of family leave.
- > In September of this year, we launched our Life Matters Policy Framework to support all employees as they navigate their working lives. To date we have introduced:
  - Our Family Carers Leave providing 5 days paid leave to allow time off to care for a dependent family member;
  - Working Away, an opportunity to apply to work away for up to 20 working days ;
  - Menopause, providing support and flexibility in the workplace for those going through the menopause;
  - Fertility, providing 10 days paid leave per year to allow time off to attend fertility treatment appointments or for self-care days needed during the treatment cycle;
  - We have plans to introduce domestic violence and abuse, surrogacy, pregnancy loss, enhanced bereavement leave policies in 2023.





## Recognising we have more to do we continue to explore ways to use data insights to inform action plans and embed inclusion into our culture:

- > This year Irish Life Group took part in Insurance Ireland and Broker's Ireland Diversity Survey – an analysis of diversity levels within the insurance industry;
- > We plan to partner with Inclusio to pilot an insight led and data driven DEI platform;
- > Irish Life Group became one of the founding partners of VOICE in 2022 - the first of its kind initiative, adopting a science based, data led approach to D&I sector benchmarking for the insurance industry.
- > We plan to initiate an independent research programme to better understand the barriers impeding female career progression.
- > Irish Life are funding qualitative research on the Pensions Gender Gap in the University of Waterford.
- > Irish Life are advocating for public policy changes to both existing pensions legislation and the forthcoming Auto Enrolment scheme to introduce measures to alleviate the pensions gender gap.



# Appendix 1

## Reporting Entity Gender Pay Gap



The gender pay gap numbers for each of the following Irish Life Group companies, ILFS and ILGS are contained below. It should be noted that the actions already detailed that we are taking to address gender gaps broadly apply to these companies:

**Figure 2: Irish Life Financial Services - Gender Pay Analysis for 2022**

### Gender pay gap (F/T)

**11.8%**

Median

**14.8%**

Mean

### Gender pay gap (P/T)

**-1.4%**

Median

**0.8%**

Mean

### Bonus distribution

**90.3%**

Men

**92.7%**

Women

### Gender pay gap (temp)

**-3.6%**

Median

**6.8%**

Mean

### Gender bonus gap (F/T)

**29.4%**

Median

**52.6%**

Mean

### Benefits in kind

**47.5%**

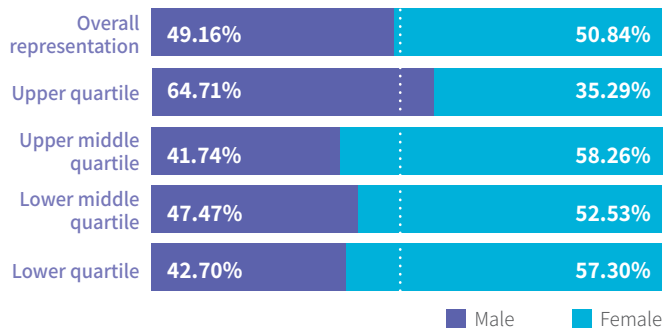
Men

**44.8%**

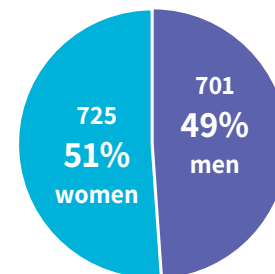
Women

**Figure 3: Distribution of employees across the pay range ILFS**

**Distribution of employees across the pay range**

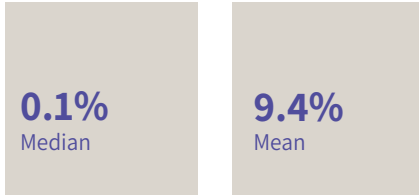


**Employee demographic**

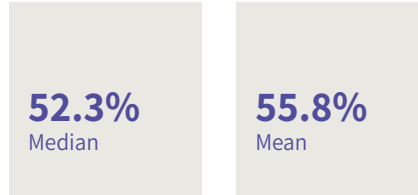


**Figure 4: Irish Life Group Services - Gender Pay Analysis for 2022**

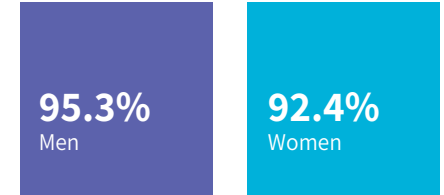
**Gender pay gap (F/T)**



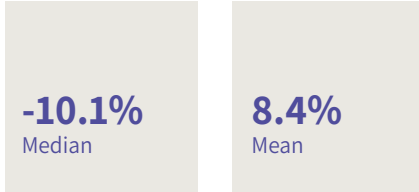
**Gender pay gap (P/T)**



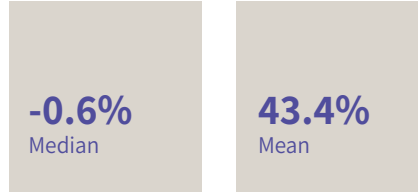
**Bonus distribution**



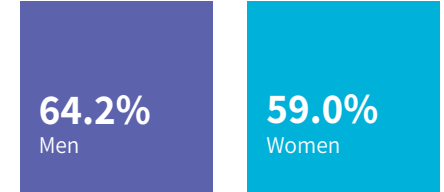
**Gender pay gap (temp)**



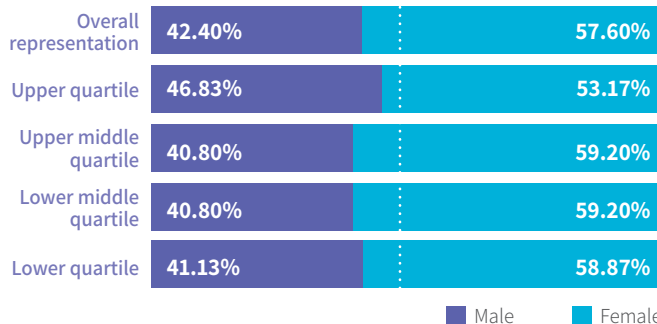
**Gender bonus gap (F/T)**



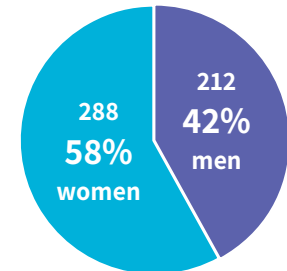
**Benefits in kind**



**Distribution of employees across the pay range**



**Employee demographic**



## Commentary and Analysis – ILGS

Differences in gender pay within the ILGS entity are similarly driven for the most part out of the following organisational factors:

- > The number of men and woman employed in the organisation (for ILGS this is 58% Female and 42% male) and as a result shows a smaller overall gender pay gap than the rest of the Irish Life Group
- > The number of men and woman employed at different levels in the organisation and in senior and leadership positions (and the impact on bonus)
- > The impact of part-time and flexible or temporary working options and choices offered within ILGS, where the number of total part-time roles is quite small

Again, a negative pay gap is evident for temporary workers, i.e. in these roles women earn more on average, at the median, than men.

## Commentary and Analysis – ILFS

Differences in gender pay within the ILFS entity are again similarly driven for the most part out of the following organisational factors:

- > The number of men and woman employed in the organisation (for ILFS this is 51% Female and 49% male) and as a result shows a similar overall gender pay gap to the rest of the Irish Life Group
- > The number of men and woman employed at different levels in the organisation and in senior and leadership positions (and the impact on bonus)
- > The impact of part-time and flexible or temporary working options and choices offered within ILFS, where the gender pay gap is negligible

As with the Irish Life Group and ILGS, a small negative pay gap is evident for temporary workers, i.e. in these roles women earn more on average, at the median, than men.

