



Gender Pay Gap Report

2024

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Message from our CEO

I am proud to lead a diverse workforce where inclusion and respect is actively promoted and encouraged throughout the organisation. This year, we have implemented comprehensive training for our employees on equality, diversity and inclusion. This training covers various perspectives, including business, moral and legislative contexts, and provides an understanding of different types of discrimination.



Our HR strategic pillars - Culture, Wellbeing and Talent - drive our Equality, Diversity & Inclusion (ED&I) agenda. This year, 2024, we conducted a thorough review of our strategy and I look forward to sharing and advancing our revised strategy and people agenda in 2025.

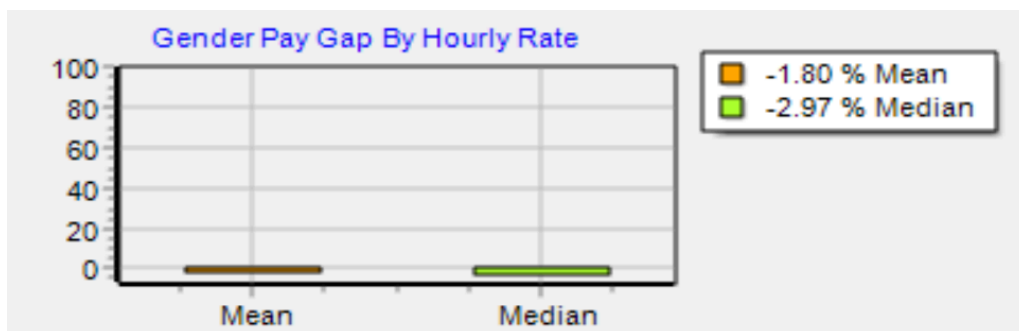
Pay gap requirements and results

The calculation to determine the mean gender pay gap is: *male hourly pay subtract female hourly pay divided by male hourly pay*. As our gender pay gap is in favour of females it results in minus percentage figures.

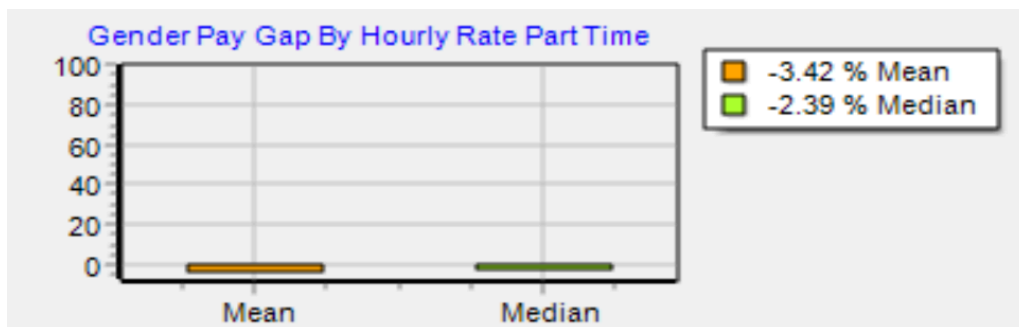
Our snapshot date for this year's report was 30th June 2024.

The details reported are:

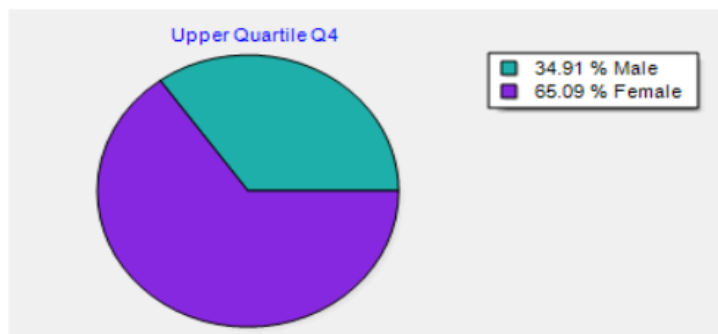
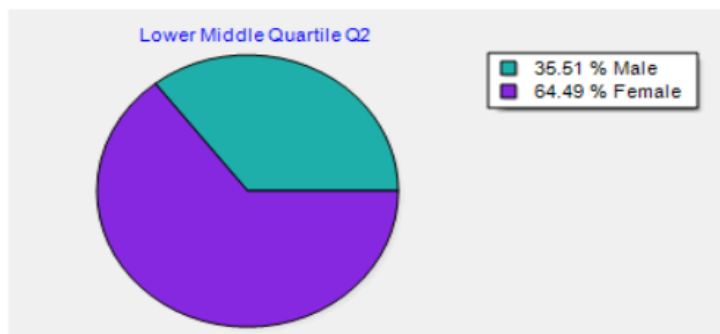
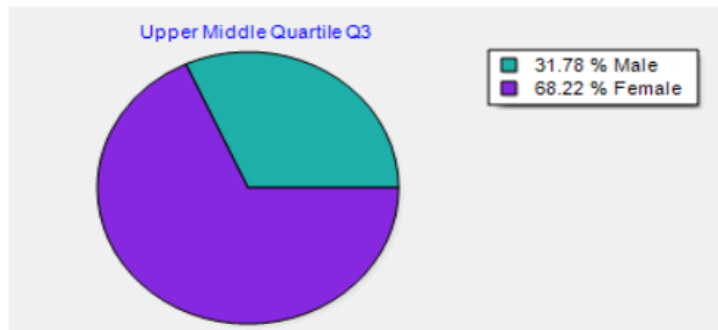
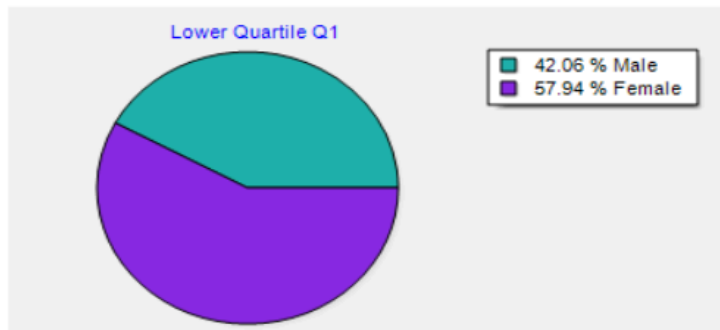
1. The mean and median pay gap in hourly pay between male and female employees



2. The mean and median pay gap in hourly pay between part-time male and female employees



3. The percentage of male and female employees in each of four pay band quartiles



The other reporting requirements set out in the legislation are not applicable;

- The mean and median pay gap in hourly pay between temporary male and female employees
- The mean and median bonus pay gap between male and female employees
- The percentage of male and female employees who received bonus pay
- The percentage of male and female employees who received benefit in kind

Understanding our pay gap

The gender pay gap is the difference in the average hourly wage of men and women across a workforce – it compares the pay of all working men and all working women; not just those in same jobs, with the same working patterns or the same competencies, qualifications or experience. It does not indicate discrimination or bias, or even an absence of equal pay for equal value work.

The mean gender pay gap is the difference between women's mean hourly wage and men's mean hourly wage. The mean hourly wage is the average hourly wage across the entire organisation.

The median gender pay gap is the difference between women's median hourly wage (the middle paid woman) and men's median hourly wage (the middle paid man). The median hourly wage is calculated by ranking all employees from the highest paid to the lowest paid, and taking the hourly wage of the person in the middle. As the median pay gap is in favour of females it results in minus percentage figures.

Pay quartiles are calculated by splitting all employees in an organisation into four even groups according to their 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.

Since we have started reporting on our pay gap we have seen slight movement year-on-year. With a change each year in favour of either female or male. This year, our figures show a gap in favour of females and the figures are reported as a minus.

The sector in which we work is female dominated and almost 65% of our employees are female. Female representation is strong at all levels in the organisation including in senior leadership roles.

Addressing our pay gap

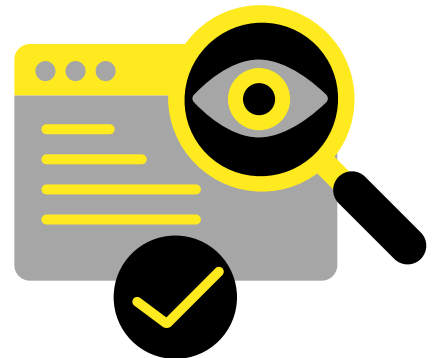
We are committed to a neutral pay gap and we will continue our good practice in this area.

Further actions we will take under our new strategy will be:



**Achieve Investors in
Diversity Silver Award**

**Further implement actions
on pay transparency**



**Review family leave policies and
promote all forms of leave
including paternity leave and
parents leave for male and
female employees**