

Pepper Gender Pay Gap Report 2022

December 2022

Foreword

“We welcome gender pay gap reporting as part of a much-needed wider strategy to address female participation rates and employment gaps between genders. 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 progression.

At Pepper, we are proud of our diverse and inclusive culture. We have a diverse workforce which brings the benefit of different ideas, abilities and backgrounds which ultimately adds value to all our stakeholders – employees, customers, clients and the communities in which we operate.

Gender diversity is one significant element of Pepper’s Diversity & Inclusion (D&I) strategy. We have been tracking our gender pay gap for the last 2 years and it has been reducing. While we are building on a very gender diverse base, we would like to see more female participation in the top quartile of roles and have been working steadily towards this. We are really pleased to confirm we have appointed two female board directors in 2022 and continue to consider our gender representation at all levels, with particular focus on our most senior roles. Furthermore, we are delighted to have signed up to the joint Government of Ireland- industry-wide initiative, the recently launched ‘Women in Finance’ Charter and look forward to continued focus in this important area as outlined in our action plan.”



Regards,
Cormac Ryan
CEO, Pepper Advantage, Ireland

The Gender Pay Gap Information Act 2021 has introduced the legislative basis for gender pay gap reporting in Ireland. The gender pay gap is the difference in the average hourly wage of men and women across a workforce.

(This is different to equal pay)

The Act requires organisations to report on their hourly gender pay gap across a range of metrics.

Equal pay is the comparison of the individual pay-rates of men and women in comparable roles. The Employment Equality Act protects against unequal pay on discriminatory grounds e.g. Gender.

Gender Pay Gap Metrics Explained

The Mean Pay Gap: 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 Pay Gap: 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.

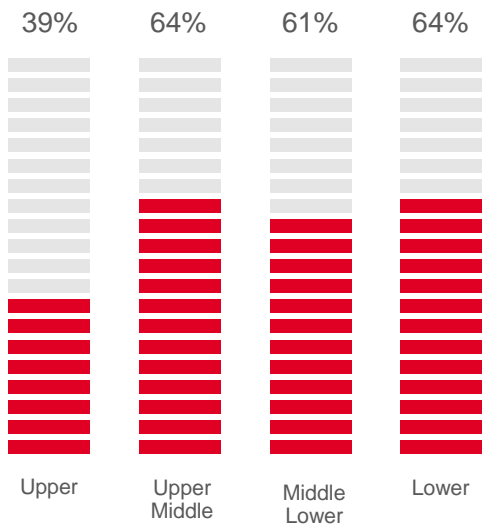
The Quartiles Pay: Quartiles are calculated by splitting all employees in an organisation into four even groups according to their level of pay. Looking at the proportion of men and women in each quartile gives an indication of the gender representation at different levels of the organisation.

A Gender Pay Gap does not indicate discrimination or an absence of equal pay for equal value work - it reports a gender representation gap. If women hold more of the lower paid jobs in an organisation than men, the gender pay gap is usually wider.

Gender percentage of all employees in receipt of Bonuses or Benefit in Kind

Bonuses	65%	70%
Benefits in Kind	76%	81%

Female Representation at each Quartile



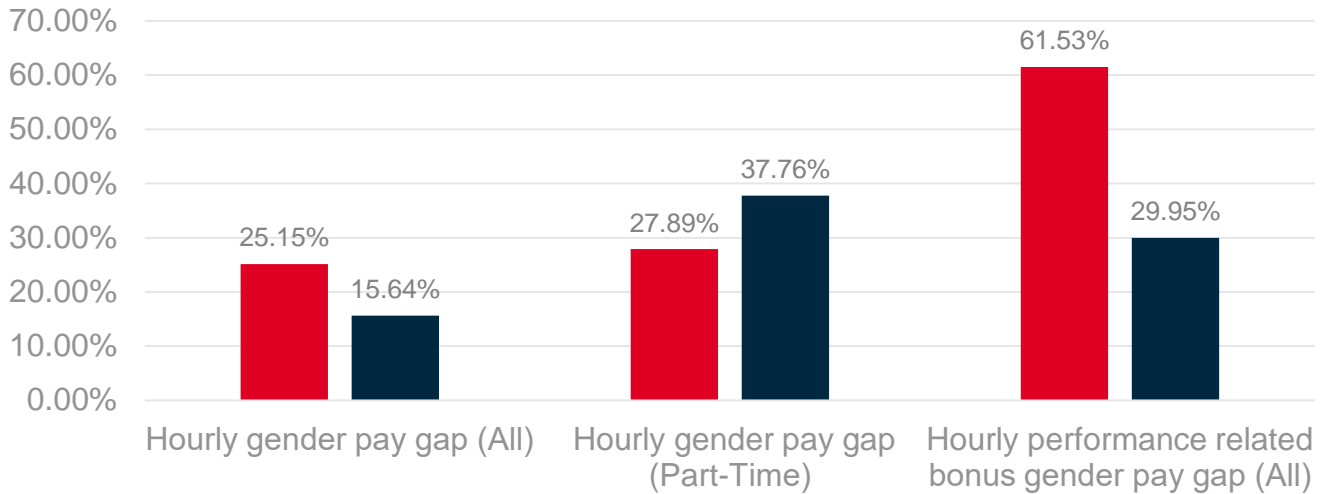
Analysis: Female representation is dominant in roles in the lower, middle lower and upper middle quartiles.

However, male representation is dominant in roles in the upper quartile which is a key factor in the current pay gap metrics.

Gender Pay Gap 2022

Mean and Median Gender Pay Gap Report

■ Mean % ■ Median %



For the temporary worker cohort, there is currently no female representation so this category calculation does not apply.

Core Analysis:

Specifically, our review identified that the main factor contributing towards our gender pay gap is that there is a higher percentage of male employees in roles in the upper paid quartile.



Hourly Gender Pay Gap (All)

The mean gender pay gap across all employees is 25.15%, this reflects the fact that while females represent almost 60% of the overall workforce, male representation is dominant in roles in the upper quartile.



Hourly Gender Pay Gap (Part-Time)

The gap widens for part-time employees where the mean hourly gender pay gap is 27.89%, this is largely due to high female representation in lower paid roles.

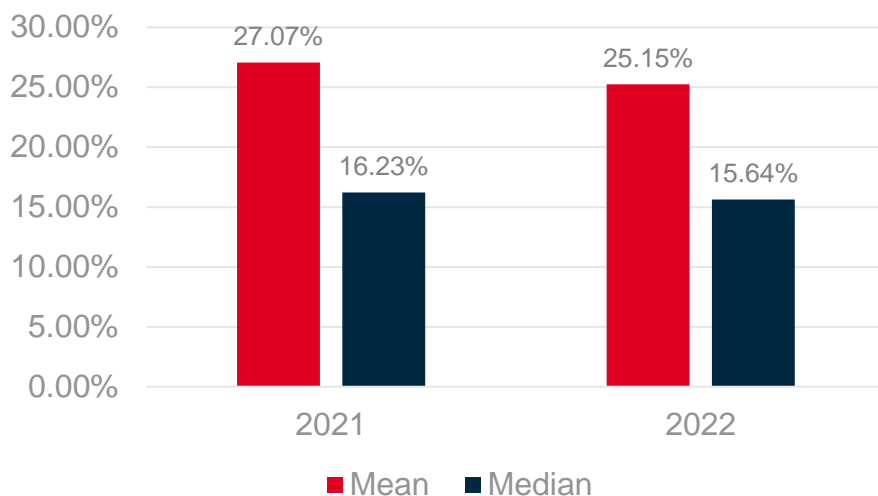


Hourly Performance Related Bonus Gender Pay Gap (All)

The mean bonus gap is 61.53%, this reflects the fact that roles in the upper paid quartile attract a higher bonus % and are filled by more males than females.

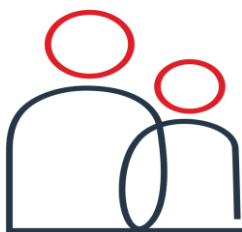
Progress to Date

Mean and Median Hourly Pay Gap (All Employees)



Progress Towards Better Balance

Achieving gender balance at our leadership levels has been a key focus at Pepper and we are making significant progress in this regard.



- 3 of 4 appointments to the Executive Committee in the last 18 months have been female candidates (2 of which were internal senior candidates).
- The Executive Committee is now 62% Females 38% Males, in 2020 it was 30% Females 70% Males.
- The Pepper Leadership Team (Tier 2 leadership) has been maintained at 50% equal representation.
- May 2022 saw the appointment of Pepper’s first female Company Executive Director.

Internal Progression and Talent Development

We are constantly striving to find new and better ways to further develop the skill set of the Pepper team to enable their development and internal career progression. In 2021, we launched the ‘PLT Mentorship Programme’ where employees were appointed a mentor from the Pepper Leadership Team (PLT). The programme worked on building confidence, increasing exposure to senior management and cross-functionally. 75% of mentees were female.

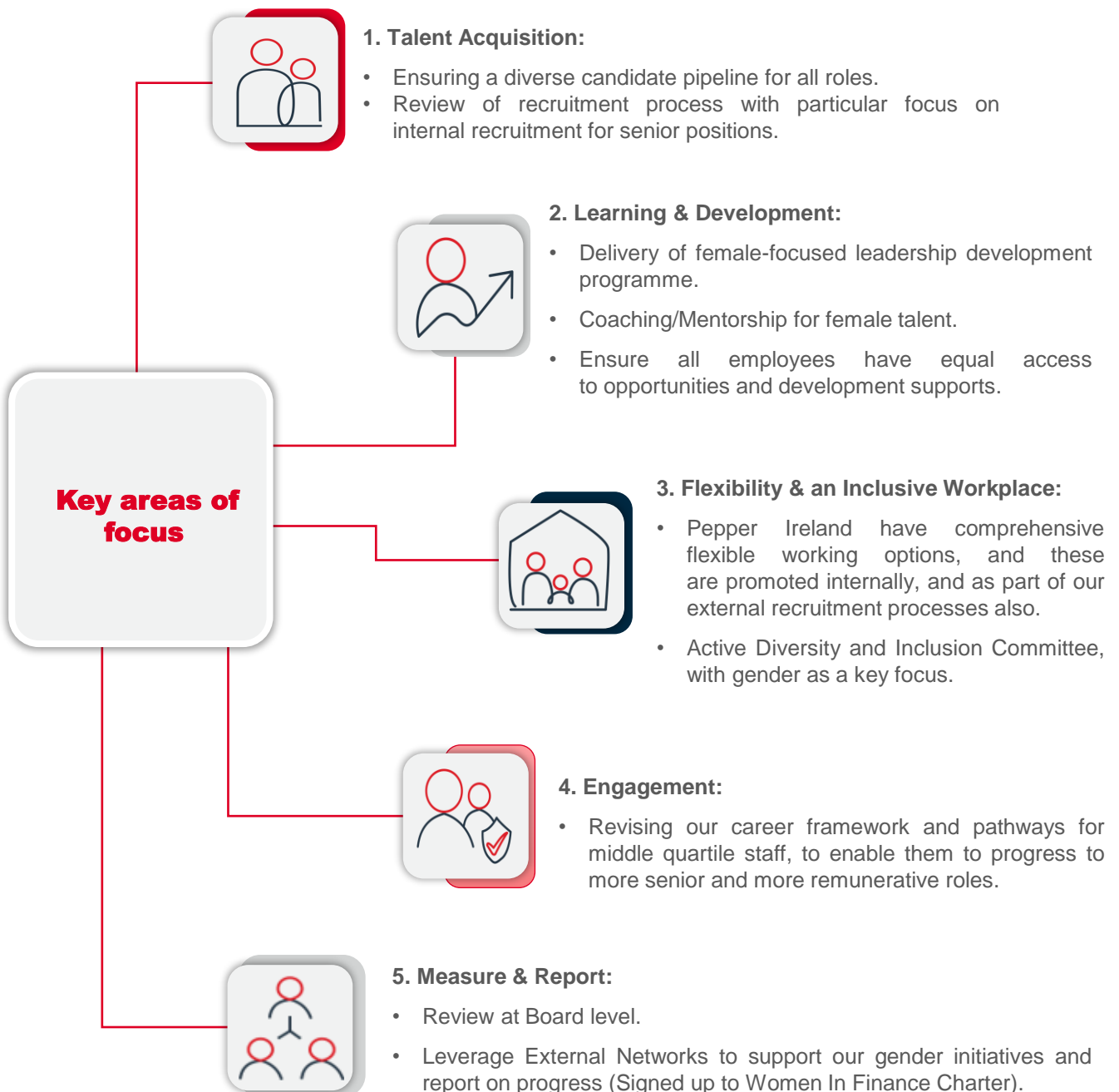
“As a result of the programme I am more assertive in my role. I tend to flag any concerns I may have sooner. I am taking a more proactive approach to my responsibilities and I am more open to learning new skills.”

Programme Participant

Action Plan (2022- 2025):

We have a long-term commitment to reduce our gender pay gap and increase our female representation which we have demonstrated through our appointment of two female board directors and our pledge to the Women in Finance Charter. We are committed to further reduce our gender pay gap and strive to focus on the career development of all of our employees.

Work is underway across key areas of focus illustrated below:



Appendix: 2022 Gender Pay Gap Information Act 2021 Reporting Requirements (Snapshot date 30 June 2022)

Mean and Median Gender Pay Gap Reporting Requirements	Mean %	Median %
Hourly gender pay gap (All)	25.15	15.64
Hourly gender pay gap (Part-Time)	27.89	37.76
Hourly gender pay gap (Temporary contract) <i>For the temporary worker cohort there is currently no female representation so this category calculation does not apply.</i>	NA	NA
Hourly performance related bonus gender pay gap (All)	61.53	29.95

Male and Female Quartile Reporting Requirement	% M	% F
Percentage of employees within lower remuneration quartile	35.66	64.34
Percentage of employees within lower middle remuneration quartile	39.06	60.94
Percentage of employees within upper middle remuneration quartile	35.94	64.06
Percentage of employees within upper remuneration quartile	60.94	39.06

Male and Female Bonus and Benefit in Kind Reporting	% M	% F
Percentage of employees per gender to receive a performance related bonus remuneration	65.45	69.97
Percentage of employees per gender to receive a Benefit in Kind	75.91	80.89

*Calculations were produced by our payroll provider in line with government guidelines.