



Gender Pay Gap Report

December 2023



1 Introduction

At the Irish Cancer Society, inclusion is one of our core values. We are here for everyone affected by cancer in Ireland, of every background and identity. It is important to us as an employer that we strive to reflect the diversity of our community, and uphold the values of diversity, equality and inclusion through our workforce and employment practices.

Accountability and transparency are also part of our values and we welcome the Gender Pay Gap Information Act. By understanding our gender pay gap – what it is and what is causing it – we are better able to address and improve gender diversity and representation within the Society.

Overall 417 employees were within scope for the analysis contained in this report (i.e. employed within the reference period 1 July 2022 to 30 June 2023). 93% of these employees were women.

Our overall mean gender pay gap in the organisation for this period was 5% (i.e. in favour of men) with the median being -3% (i.e. in favour of women).

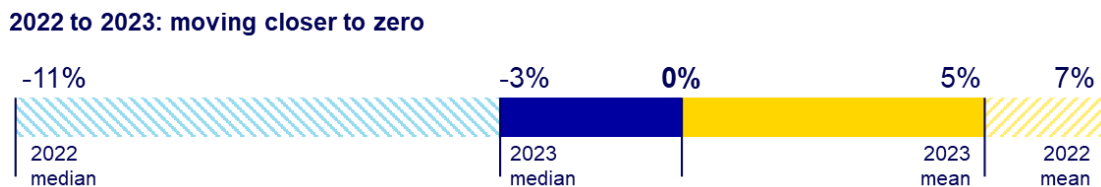
Factors driving the gender pay gap, and the variance between the mean and the median, included:

- A higher proportion of men in the highest paid roles in the Society during the reference period as compared to the overall gender balance within the organisation. This contributed to the mean gap in favour of men.
- An underrepresentation of men within nursing in the Society, and nationally, combined with the average nursing pay within the organisation being in the upper middle quartile of pay, contributes to the median gender pay gap in favour of women.

Overall, our gender pay gap is reducing and we are getting closer to a zero gap.

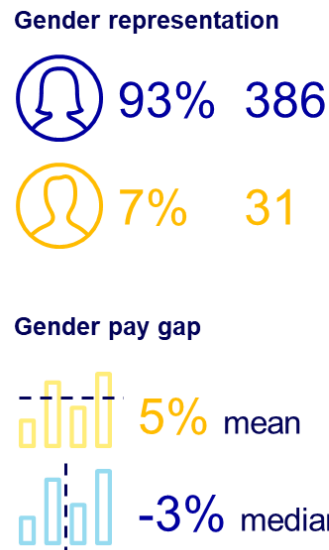
Our mean gender pay gap has reduced from 7% in 2022 to 5% in 2023, as the proportion of women at Senior and Executive Management within the Society has increased, becoming more reflective of the overall gender breakdown of the organisation. Our median gender pay gap has also reduced from -11% to -3%, as we hire more men into our nursing roles.

Figure 2: Comparison of 2023 and 2022 mean and median GPG



The Society is committed to being a diverse and inclusive workforce and improving gender representation, and wider diversity, within the Society. We have taken actions already in areas such as paid family leave, flexible working, DEI training, and leadership development, to ensure that we live our values of being a diverse and inclusive organisation. We will continue this into 2024.

Figure 1: Key figures



2 Understanding this report

2.1 Preparation of this report

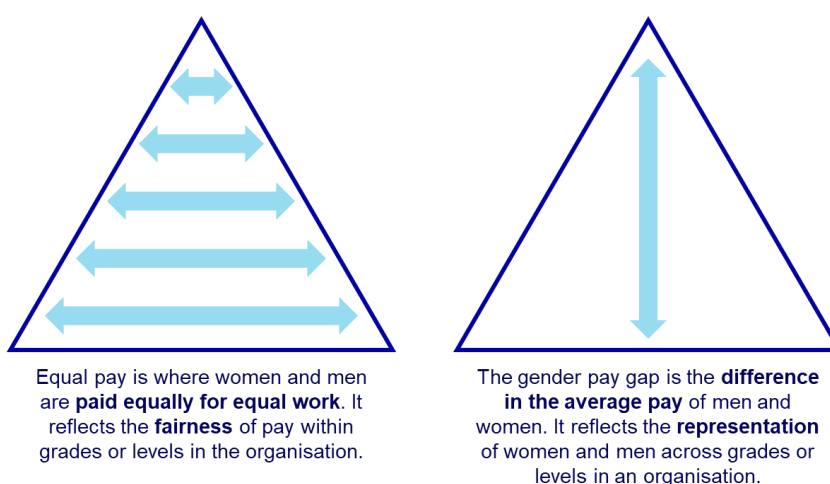
This report has been prepared in line with the Gender Pay Gap Information Act 2021, with reference to the guidelines and additional information provided by the Department of Children, Equality, Disability, Integration and Youth.

2.2 What is the gender pay gap?

The gender pay gap is the difference between the average hourly pay for men and the average hourly pay for women in an organisation.

A gender pay gap which is positive means that the average pay for women is lower than that for men. A gender pay gap which is negative means the opposite: that the average pay for men is lower than that for women.

Figure 3: The difference between equal pay and the gender pay gap



The gender pay gap compares the pay of all men and women in an organisation, not just those in the same jobs, at the same grade, or with the same working patterns. A gender pay gap does not indicate discrimination or bias, nor does it mean that men and women are not paid equally for equal work.

2.3 What is the mean and median?

Throughout this report we refer to the mean and median gender pay gap. The mean and median are two different ways of calculating the average or middle value. Understanding how they are calculated can help to be able to interpret the results better.

- The **mean** is the result when a sum of values is divided by the number of values (what we would usually refer to as the average).
- The **median** is the middle value when a set of values are ordered from lowest to highest.

Very high or very low values can have more of an impact on the mean than on the median.

To help illustrate this, take an imaginary company employing five people. Imagine four of these members of staff earn €100, but one earns €10,000.

The **median** wage for this group would be **€100** (the middle value of €10,000, €100, €100, €100, €100), but the **mean** wage for this group is **€2,080** ($(€10,000 + €100 + €100 + €100 + €100) / 5$). The mean in this example is influenced significantly by the one high earner.

3 Gender representation in the Irish Cancer Society

It is important to note that the data required as part of this reporting is limited to male and female and is not representative of all the gender identities that we welcome and support within the Irish Cancer Society.

Members of staff are included in calculations based on their declared gender; non-binary colleagues or colleagues who do not identify as male or female are therefore not included in the analysis below.

3.1 Overall employee make-up

The Irish Cancer Society employs staff in a wide range of roles across the organisation. Approximately half (198) of our employees during the reference period were night nurses, with others (219) employed across our shops, services, and head office functions.

Night nurses work variable hours, as and when they are available. For the purposes of the calculations within this report, any night nurse who worked during the reference period (1 July 2022-30 June 2023) was included.

3.2 Gender representation overall and by quartile

The Irish Cancer Society employs a high proportion of women across the organisation with 93% of our overall staff members during the reference period being women. This proportion was significantly higher among our night nurses, where 96% are women.

Outside of our night nursing cohort, 89% of our other employees were women and 11% men.

Figure 5: Percentage of men and women employed by quartile

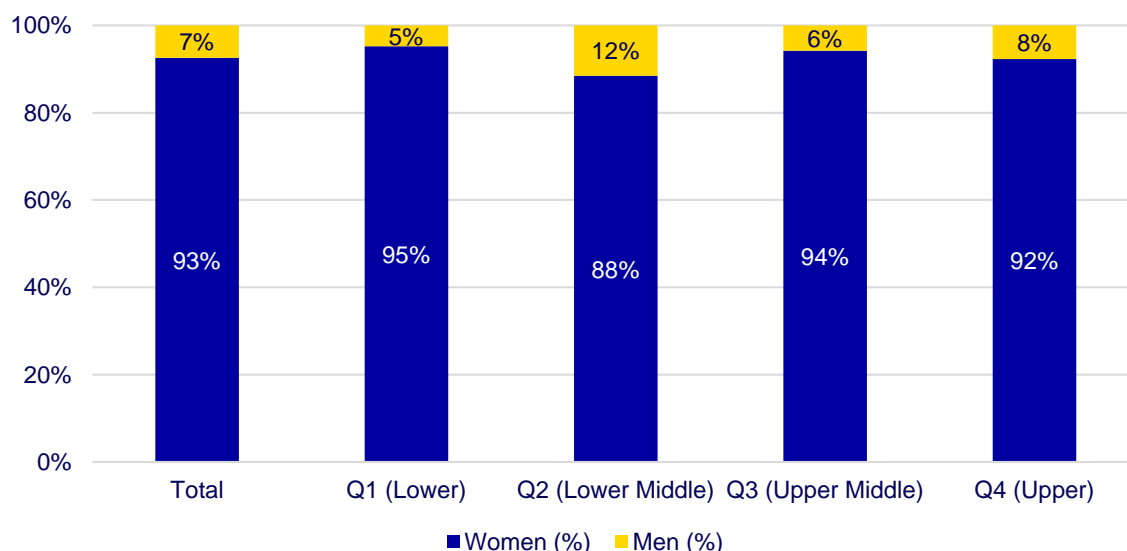


Figure 6: Number of women and men employed by quartile

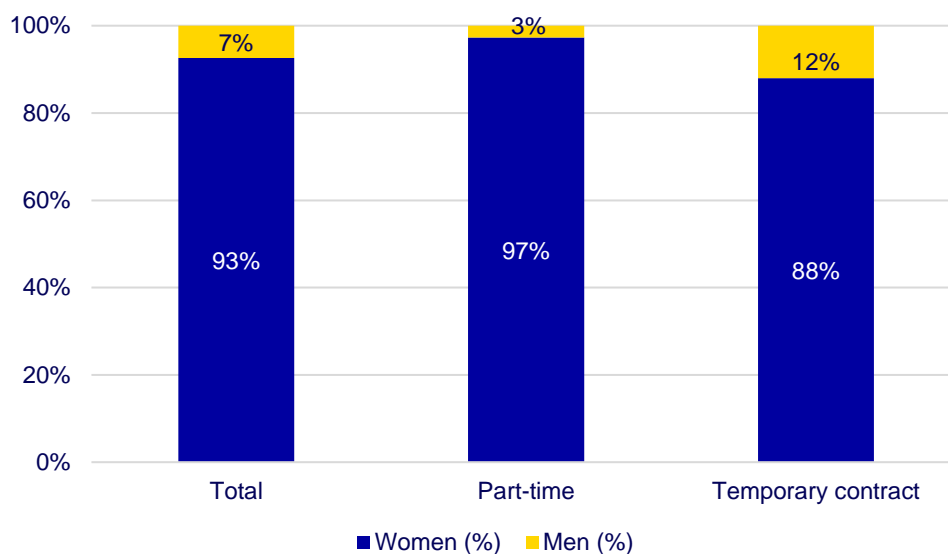
	Total	Q1	Q2	Q3	Q4
Women (n)	386	100	92	98	96
Men (n)	31	5	12	6	8

3.3 Gender representation by contract type

The Irish Cancer Society provides flexible working, and employs staff on part-time contracts as well as temporary contracts to meet fluctuating demands in the organisation. Across the organisation, over 94% of staff were employed on permanent contracts.

63% of staff were employed on part-time contracts. This high percentage is due to the nature of our night nursing employment, where all employees work part time and can determine their own hours of work. Of our non-night nursing staff members, 26% worked on part-time contracts, typically as requested by the member of staff. The Society is committed to ensuring access to flexible work patterns and part-time work.

Figure 7: Percentage of men and women employed by contract type



3.4 Analysis

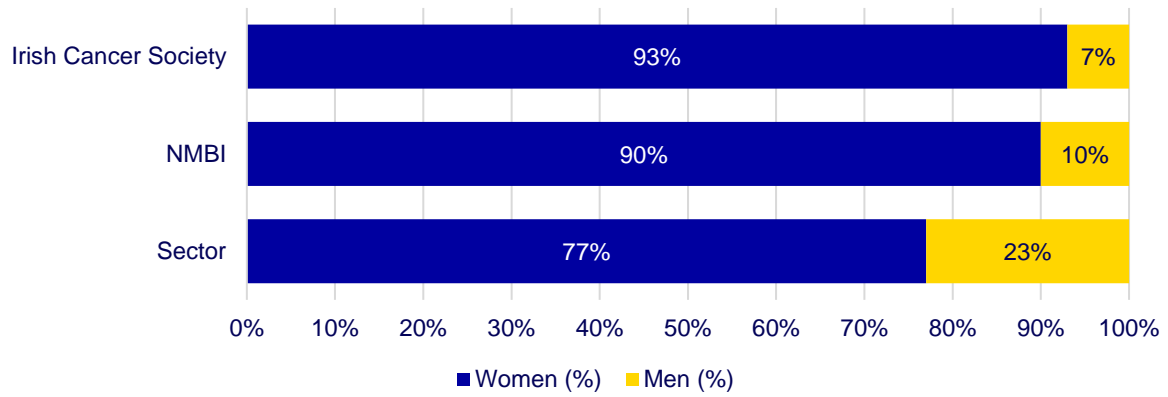
Nursing in Ireland, and globally, is typically a predominantly female career. The gender breakdown of the Nursing and Midwifery Board of Ireland (NMBI) Register from 2023 is 90% women and 10% men¹. The not-for-profit sector generally in Ireland also has a higher proportion of women than men working in it. A 2023 analysis of 30 larger organisations in the community, voluntary and charities sector found that women constituted the majority of employees in 29 of the 30 organisations, averaging 77% female employees².

¹ Nursing and Midwifery Board of Ireland, 2023, NMBI State of the Register 2023, p. 9.

² The Wheel, 2023, An exploration of the gender pay gap in community, voluntary and charitable organisations, p. 8. The report examined 30 gender pay gap reports from 2022, of community, voluntary and charitable organisations with over 250 employees.

The figure below shows the gender representation in the Irish Cancer Society overall as compared to the overall nursing register in Ireland (NMBI) and the not-for-profit sector (Sector).

Figure 8: Gender representation against benchmarks



Given the high proportion of nursing employees working in the Society, not just as night nurses, but also in our Support Line, Daffodil Centres and cancer awareness roles, it is unsurprising that the proportion of women working in the Irish Cancer Society is higher even than the not-for-profit sector average.

4 Gender pay gap

The mean and median hourly remuneration gap for different groups of employees are set out in the table below. A gender pay gap which is positive means that the average pay for women was lower than that for men. A gender pay gap which is negative means the opposite: that the average pay for men was lower than that for women.

Calculations of the gender pay gap and the information set out in this report are in accordance with the Act, Regulations and Guidelines published by the Department of Children, Equality, Disability, Integration and Youth³.

Figure 9: Gender pay gap 2023

	Mean	Median
All staff	5%	-3%
Part-time employees	9%	3%
Temporary contract employees	3%	2%

4.1 Changes in the Society's gender pay gap

Comparison of the Society gender pay gap in 2023 to the gender pay gap in 2022 is set out in the table below. The arrows indicate the trajectory of change: ▼ indicates that the gap is moving closer to zero; ▲ indicates that the gap has moved further from zero.

For completeness and transparency, the gap for 2022 and 2023 and the trajectory is set out for all staff, part-time employees and temporary employees. However, the relatively small number of men employed in the part-time employee and temporary contract groups increases the sensitivity of the analysis to the individual roles and circumstances of male employees, and so it is difficult to make meaningful inferences about changes in these gaps.

Figure 10: Gender pay gap 2023 compared to 2022 and trajectory

	Mean			Median		
	2023	2022		2023	2022	
All staff	5%	7%	▼	-3%	-11%	▼
Part-time employees	9%	-7%	▲	3%	-7%	▼
Temporary contract employees	3%	10%	▼	2%	24%	▼

³ Bonuses are not paid in the Irish Cancer Society to any employee, nor does any employee receive benefits in kind (BIK). As a result the provisions of the Act which relate to reporting on metrics related to the gender pay gap for bonus remuneration or BIK are not relevant to the Society and not included here.

5 Explanation of the gender pay gap

5.1 Overall gender pay gap

The Society had an overall mean pay gap of 5% for the reference period. This means that on average the hourly rate of pay for women in the organisation was 5% lower than that for men.

The mean gender pay gap is more influenced by extreme values/ outliers (i.e. very high or very low earners) than the median gap. This was the case for the Society. During the snapshot period, there were proportionately more men working in the highest paid roles than in our overall workforce.

Distribution of women amongst the Senior and Executive Management within the Society is becoming more reflective of the overall gender breakdown of the organisation however. As a result, our overall mean gender pay gap has reduced from 2022 to 2023 (from 7% to 5%).

The median gender pay gap was influenced by the distribution of male employees across quartiles within the organisation (7%). Men were slightly under-represented in the Upper Middle quartile (6%) as compared to the overall organisation. The Upper Middle quartile included many of our nursing staff members (in night nursing and other nursing roles), and this underrepresentation of men in this group is part of an overall underrepresentation of men in nursing in Ireland and indeed globally.

Our median pay gap has also improved on 2022 going from -11% to -3%. One reason for this is that we have recruited more men into nursing roles. There were seven men working as night nurses within the reference period in 2023 compared with only four in 2022.

Understanding sensitivity in calculations

When the number of men or women in a group is very small, this means that the median and mean gender pay gap is very sensitive to the particular circumstances of this group. This may be best illustrated by an example.

Take a company which has 20 female employees and 3 male employees, and pays four rates of pay for four different roles: €100, €75, €50, and €25.

Assume that each of these roles has five women earning those wages. As there are only three men but four roles/ pay levels, even if men are broadly equally distributed across levels in the organisation, there will be one pay level that a man does not work at. The gender pay gap for this organisation is very different depending on what role that is.

If, for example, the men are in the €100, €75 and €50 roles, the gender pay gap will be +20%. If, however, the men are employed in the €75, €50 and €25 roles, the gender pay gap will become -20%.

Everyone here in this example is paid equal pay for equal work, but because of the small number of men in question, the results are highly sensitive. The individual roles held by the small number of men has a big influence on the gender pay gap.

The above is of relevance when interpreting the Society's gender pay gap for part time and temporary contract employees.

5.2 Gender pay gap for part-time employees

The gender pay gap for part-time employees was positive (9% mean; 3% median). This means that on average the hourly rate of pay for men was higher than women in this cohort.

The reason for this is due to the overall low proportion of men employed on part-time contracts in the organisation. Only seven men were employed on part-time contracts during the reference period compared to 251 women⁴. As it is such a small number, this means that the statistics (the mean and median hourly rate of pay) for men are highly sensitive, i.e. the individual circumstances and pay of those male employees had a significant impact on the overall mean/ median. It is difficult to draw conclusions about systemic issues within the group therefore because the number of men employed was so low.

5.3 Gender pay gap for temporary employees

The gender pay gap for temporary employees was positive (3% mean and 2% median). This means that on average the hourly rate of pay for men was higher than women in this cohort.

As with part-time employees, there was a very small number of men in this category of staff. Only three men were employed on temporary contracts during the reference period compared to 20 women. The temporary contract gender pay gap is therefore highly sensitive given the very small number of men in question.

⁴ All night nurses in the Society work on part-time contracts.

6 Working to reduce the gender pay gap

At the Irish Cancer Society we have taken, and will continue to take, a range of steps to improve diversity, equality and inclusion within our workforce, including gender representation and diversity. We believe that looking at gender diversity as part of an overall diversity framework is the best way to continue to be an inclusive and representative organisation.

Some of our diversity, equality and inclusion measures, which impact on gender representation and the gender pay gap include:



Policies and practices

- The Society further enhanced our paid family leave benefits and supports in 2023. Pay on maternity leave is topped-up to 100% of salary for 26 weeks; paternity leave of 12 weeks is granted at 100% pay and four weeks' of parents' leave is topped up to 100%. The Society also provides paid leave for employees undergoing fertility treatment.
- The Society, in 2023, launched a new menopause policy and guidelines and held a training webinar for staff and management on supporting menopause in the workplace. This is part of our commitment to supporting our employees at every stage of their lives and careers.
- The Society operates a flexitime policy for relevant roles. This allows for flexibility on start and finish times, allowing members of staff to adjust their hours of work to suit their personal circumstances, without loss of pay. The Society also operates a hybrid working model, with remote working three days per week for relevant staff members.



DEI training and network

- We are committed to equal and inclusive recruitment practices, and being a diverse and inclusive place to work. In 2022, we held unconscious bias training for hiring managers and the HR team, to support diversity and equality in hiring. This will be repeated in 2024.
- We have established a staff DEI Champions network, to understand, identify and implement improvements to overall DEI within the Society and across our work, including gender issues. This group played a significant role in identifying and rolling out DEI training in 2023 with organisations such as Alone, the Immigrant Council of Ireland, Ahead and TENI.



Mentoring, coaching and development

- We have provided for employees to take part in the IMI/30% Club Mentoring Programme, providing an opportunity to support and develop new senior leadership talent within the organisation. We continuously provide opportunities for coaching and leadership development for our staff, including a new management and leadership development programme for all managers which launched in 2023.
- The Society also provides free coaching for people taking family leave, which is particularly of relevance for women taking maternity leave.
- Role-modelling is also important to support gender equality. Flexible working, hybrid working and the taking of family and other leave is common at senior levels in the organisation..



Advertising and recruitment

- We are committed to pay transparency as a mechanism to support pay equality. Pay is set for all roles prior to recruitment. We include salary on our job advertisements for the majority of roles and proactively communicate salary to candidates prior to interview.
- The Society has also undertaken a project to improve our own employer branding, and changes will be launched in 2024. This includes a focus on ensuring that our recruitment and advertising continues to be gender neutral, and an appealing employment proposition for people of all genders.



Supporting the sector

- In relation to addressing the gender balance within the Society, and increasing the proportion of men employed at all levels, the Society supports measures to promote the not-for-profit sector generally, including as a place to work. This includes campaigns such as “We Act” by the Wheel. General awareness raising about the sector identifying the professionalism, value and importance of the work, serves to attract talent of all genders to the sector.
- Given the national and international gender imbalance in nursing, the Society is limited in what may be done to increase gender diversity within nursing. We will continue to promote and advertise our nursing roles in a gender neutral way, and seek opportunities to support the take-up of nursing by men.



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