

Gender Pay Gap Report

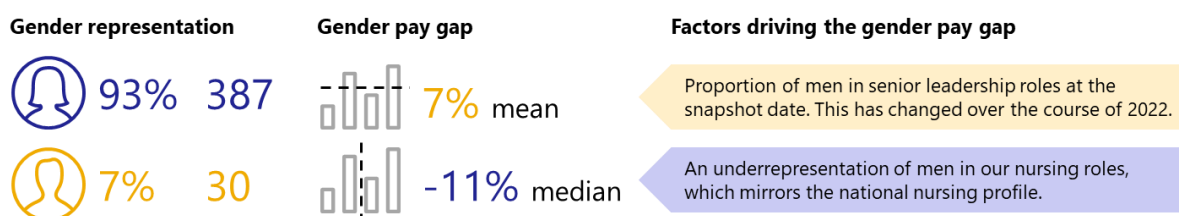
December 2022

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 the diversity of our community, and uphold the values of diversity, equality and inclusion through our workforce and employment practices.

Accountability and transparency is also one of our values. We welcome the Gender Pay Gap Information Act and the opportunity to calculate and report on our gender pay gap. 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.

Figure 1: Summary



Overall 417 employees were within scope for the analysis contained in this report (i.e. employed within the reference period 1 July 2021 to 30 June 2022). 93% of these employees were women.

Our overall mean gender pay gap in the organisation for this period was 7% (i.e. in favour of men) with the median being -11% (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 senior leadership positions, with higher earnings, 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.

Natural attrition and new hires at the senior and executive leadership team level mean that our current (end 2022) representation of women at higher levels within the organisation is more representative of our overall gender make-up, and the mean gender pay gap has reduced.

Gender pay gaps also existed within the Society when considering part-time and temporary contract employees (a negative pay gap for part-time employees, and a positive pay gap for temporary contract employees). This was related to the relatively small number of men

employed in these groups, which increases the sensitivity of the analysis to the individual roles and circumstances of male employees.

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.

Figure 2: Examples of some of our DEI actions

Equal and inclusive recruitment practices	Paid family leave, including additional paternity leave	Participation in IMI/30% Club Mentoring Programme	Flexitime, flexible working and hybrid working
Diversity, Equality & Inclusion training	Family leave and maternity coaching provided	Diversity, Equality & Inclusion Champions network	Promotion of the Society and the sector to all genders

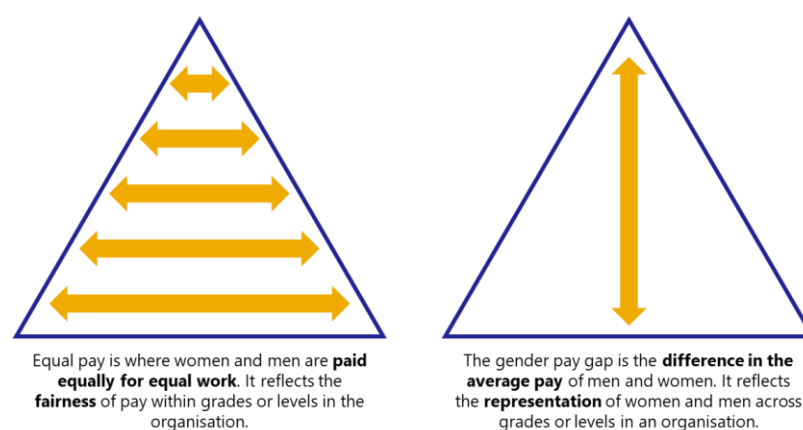
2 Understanding this report

The Gender Pay Gap Information Act requires organisations with over 250 relevant employees to report on their gender pay gap in 2022. The Act, and Government guidelines, also sets out details on how to calculate the gender pay gap.

2.1 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.

2.2 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.

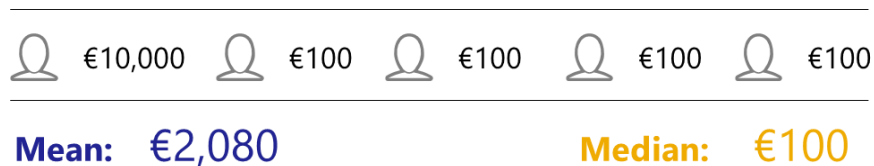
The **mean** is the result when a sum of values is divided by the number of values (what we would usually refer to as the average).

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.

Figure 4: Example of the difference between the mean and median



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.

Looking at both the mean and median together can help to give a better picture of the overall context.

2.3 What is included in this report?

Section 3 of this report gives information about the number of men and women working in the Irish Cancer Society.

Section 4 sets out the mean and median gender pay gap of the Irish Cancer Society, as required under the Gender Pay Gap Information Act.

Section 5 analyses this information and explains the reasons why these gaps exist.

Section 6 provides a summary of some of the measures the Irish Cancer Society has taken, and will continue to take, to improve gender representation and diversity in the Society and reduce the gender pay gap.

3 Gender representation in the Irish Cancer Society¹

3.1 Overall employee make-up

The Irish Cancer Society employs staff in a wide range of roles across the organisation. Approximately half (211) of our employees during the reference period were night nurses, with others (206) 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 was paid for hours worked during the reference period (1 July 2021-30 June 2022) 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 98% are women. Outside of our night nursing cohort, 87% of our other employees were women and 13% men.

Figure 5: Percentage of men and women employed by quartile

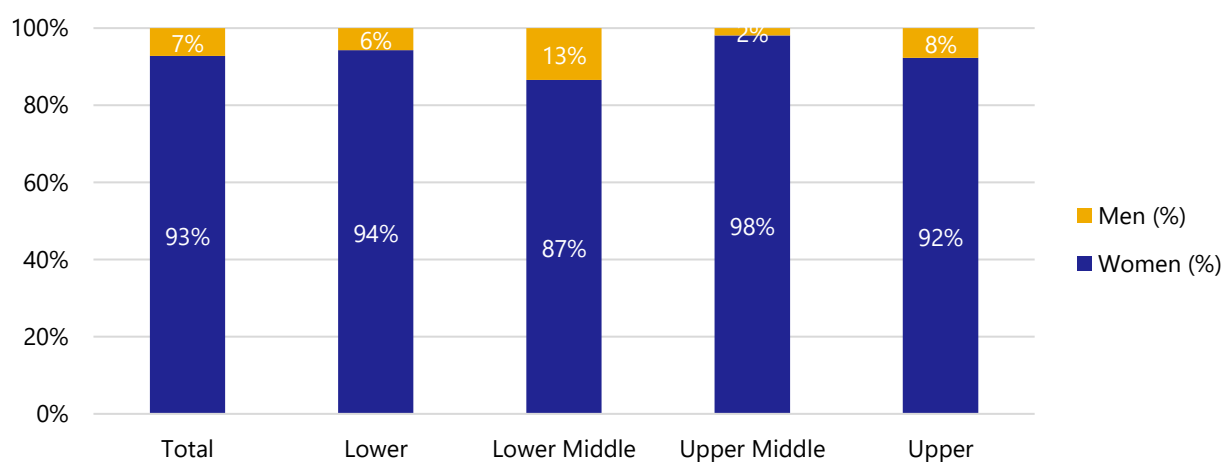


Figure 6: Number of women and men employed by quartile

	Total	Q1	Q2	Q3	Q4
Women (n)	387	99	90	102	96
Men (n)	30	6	14	2	8

¹ It is important to note that the data required as part of this reporting is limited to male and female and may not be representative of the gender identities that we welcome and support within the Irish Cancer Society.

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

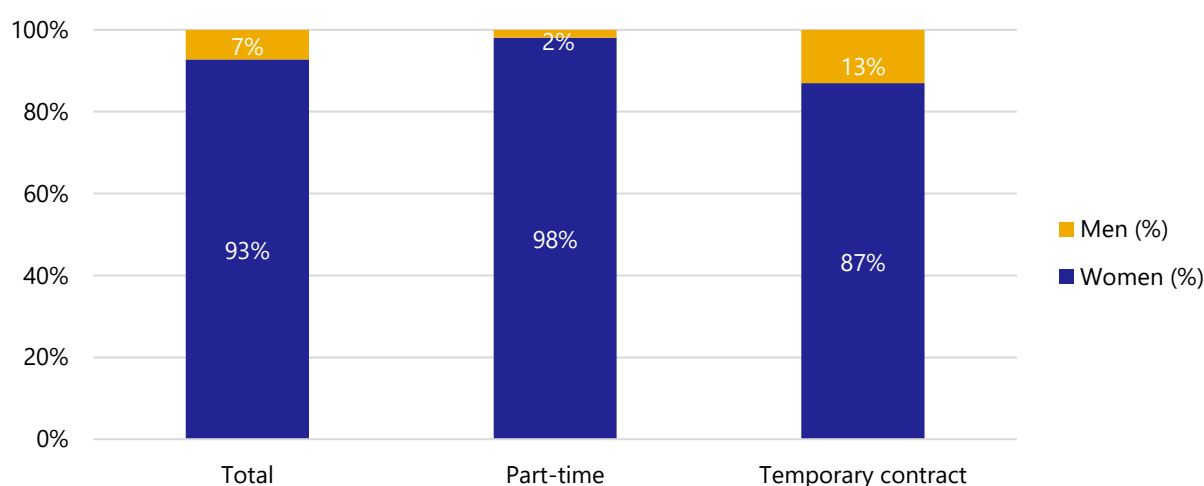


Figure 8: Number of women and men employed by contract type

	Total	Part-time	Temporary contract
Women (n)	387	259	20
Men (n)	30	5	3

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 2021 is 90% women and 10% men². The not-for-profit sector generally in Ireland also has a higher proportion of women than men working in it. A survey of the sector published by The Wheel in 2020, found that 69% of all managers in the organisations surveyed were women³ and an

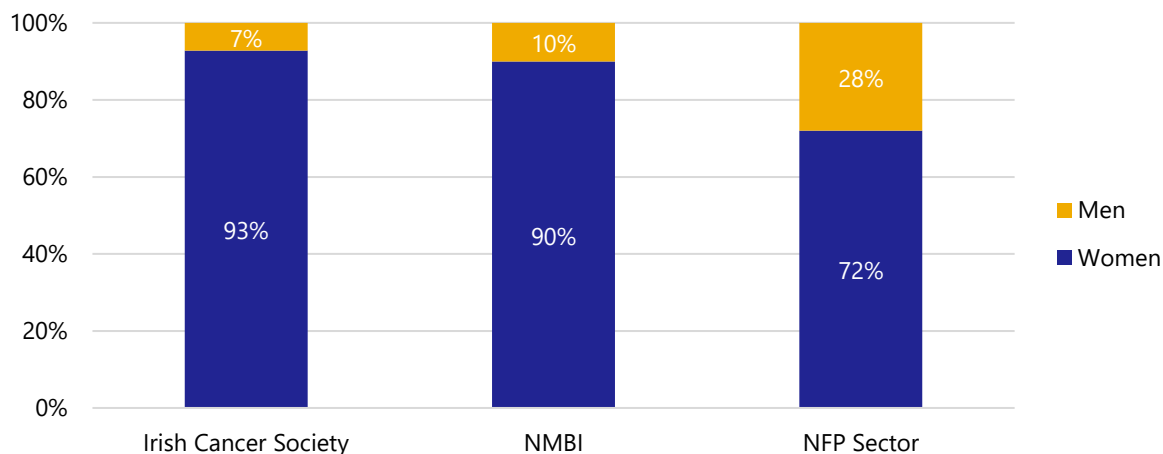
² Department of Health, 2022, Report of the Expert Review Body on Nursing and Midwifery, p. 34

³ The Wheel, 2020, An exploration of the gender pay gap for managers in voluntary, community and charitable organisations, p. 13

earlier (2014) survey by the same organisation found that 72% of all employees were women⁴.

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 (NFP Sector).

Figure 9: 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.

The Society believes that a diverse and inclusive workforce is best for employees, best for the organisation and best for the people who we serve. We will work to improve the diversity within our workforce, across gender and all other factors.

⁴ The Wheel, 2014, A portrait of Ireland’s not for profit sector, p. 14

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.

Figure 10: Gender pay gap

	Mean	Median
All staff	7%	-11%
Part-time employees	-7%	-7%
Temporary contract employees	10%	24%

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 Youth⁵.

5 Explanation of the gender pay gap

5.1 Overall gender pay gap

The Society had an overall mean pay gap of 7% for the reference period. This means that on average the hourly rate of pay for women in the organisation was 7% 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 Executive and Senior Management roles, than in our overall workforce.

With people leaving and joining the Society since the snapshot period, distribution of women amongst the Senior and Executive Management within the Society is now (at end of 2022) more reflective of the overall gender breakdown of the organisation. This reduces this overall mean gender pay gap.

The median gender pay gap was influenced by the distribution of male employees across quartiles within the organisation. Men were under-represented in the Upper Middle quartile (2%) 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 under

⁵ 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.

representation of men in this group is part of an overall underrepresentation of men in nursing in Ireland and indeed globally.

5.2 Gender pay gap for temporary employees

The gender pay gap (mean and median) for temporary employees was positive. This means that on average the hourly rate of pay for women was lower than men 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. 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 part-time employees

The gender pay gap (mean and median) for part-time employees was negative (-7%). This means that on average the hourly rate of pay for men was lower 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 five men were employed on part-time contracts during the reference period compared to 259 women⁶. As with the temporary contract gender pay gap, the temporary contract gender pay gap is therefore highly sensitive given the very small number of men in question.

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.

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.

⁶ All night nurses in the Society work on part-time contracts.

6 Measures being taken 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, in particular 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:

- Natural attrition and new hires at the senior and executive leadership team level mean that our current (end 2022) representation of women at higher levels within the organisation is more representative of our overall gender make-up.
- We are committed to equal and inclusive recruitment practices. In 2022, we held unconscious bias training for hiring managers and the HR team, to support diversity and equality in hiring. We will continue to roll-out further Diversity, Equality and Inclusion (DEI) training to staff across 2023.
- We have provided for female 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 will continue in 2023 to provide opportunities for coaching and leadership development for our staff.
- We have established a staff DEI Champions network, to understand, identify and implement improvements to overall DEI within the Society and across our work. The work of this group will continue into 2023.
- The Society introduced enhanced paid family leave benefits and supports in 2022, and will increase these in 2023. From 1 January 2022, for eligible staff, pay on maternity leave is topped-up to 100% of salary for 26 weeks, paternity leave of 8 weeks is granted (above the statutory two weeks) at 100% pay, four weeks' of parents' leave is topped up to 100%. The Society also provides paid leave for employees undergoing fertility treatment.
- In 2023, paid family leave will be extended to all of our night nursing staff. In addition, paid paternity leave will increase from 8 weeks to 12 weeks.
- In 2022, the Society also piloted providing coaching for people taking family leave, which is particularly of relevance for women taking maternity leave. This pilot was successful and coaching will continue to be offered in 2023.
- 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. In 2023, we will continue to review our hybrid and flexible working practices.

- Flexible working, hybrid working and the taking of family and other leave is common at senior levels in the organisation. We will continue to ensure visibility and championing of these practices, so as not to discourage any member of staff from considering more senior opportunities.
- 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.
- 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.
- The Society also will look in 2023 to our own employer branding, and how best to ensure that our recruitment and advertising continues to be gender neutral, and an appealing employment proposition for people of all genders.
- 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.