



Gender Pay Gap Report

RehabGroup

December 2022



At Rehab Group, we aim to be an employer that our employees are proud to work for and an organisation that people want to work with. To be a truly inclusive employer, we need to make our organisation accessible and actively welcoming for colleagues with diverse backgrounds. Through the value we create for those that use our services and partnering organisations, we have a rich understanding of the importance of diversity and inclusion. Our vision, mission and values have always been centred on embodying an inclusive culture that is collaborative, transparent, compassionate, and accountable, to ensure the best outcomes for the people we support.

Gender Pay Gap reporting is a useful tool to identify opportunities to improve the gender diversity of our workforce and it has recently been introduced as a legislative requirement, in Ireland, for organisations of our size. Sharing our data gives us the opportunity to place a renewed focus on our people priorities set out in our Group Strategy "Delivering Our Future" and track our progress towards being "an inclusive and diverse organisation with high levels of employee well-being and retention". Whilst traditionally the work of the voluntary sector and health and social care organisations has attracted more female employees, our gender pay gap data gives us the opportunity to work towards and improve the current gender diversity within Rehab Group.

In this, our first year reporting on gender pay, we have recorded a median pay gap of **0.7%** and mean pay gap of **4.0%**. Building off this first analysis, we will continue to challenge ourselves and strive for continuous improvement. We are committed to improving the gender diversity in our organisation and ensuring that actionable initiatives are in place to further narrow our gender pay gap.

Gender pay and equal pay

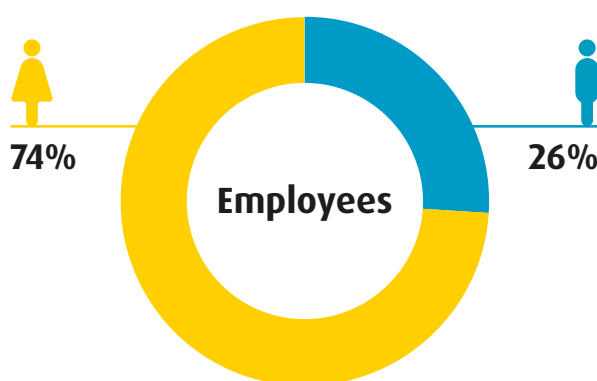
The Gender Pay Gap Information Act introduced in May 2021, puts an onus on organisations with 250+ employees to publish their gender pay gap in Q4 2022. This new legislation aims to highlight the need for more focus on gender diversity in the workplace, by bringing transparency to what previously would have been considered a 'non-transparent', or undisclosed aspect, of an employer's records.

Gender pay and equal pay, although often used synonymously, refer to two separate concepts. Equal pay is when an organisation pays both male

and female employees the same amount for performing similar work, or work of equal value. In Ireland, there is a legal onus on employers to pay employees an equal wage for equal work, which is governed by the **Irish Human Rights and Equality Commission**. A gender pay gap instead illustrates a gender representation gap, and is a comparison of the average hourly earnings of female and male employees across the organisation, at all grades or levels, and regardless of the nature of the work itself. A gender pay gap does not indicate or imply there is bias, or discrimination, and it is often driven by the distribution of employees across an organisation.

What our data says about us

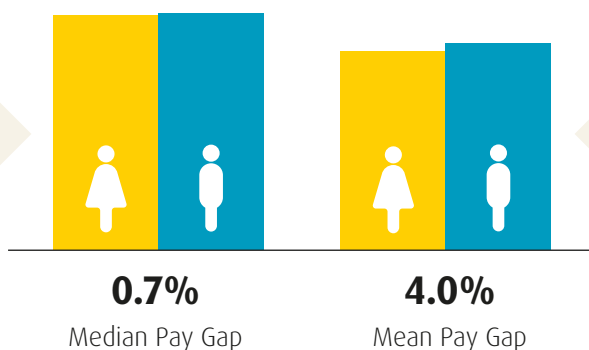
Our results are based on our workforce data on a snapshot date of June 23rd, 2022. The sections below outline the results of our analysis.



How is the mean gender pay gap calculated?

The mean gender pay gap compares the average hourly pay of females to that of males. It is calculated by adding all the hourly pay for each gender and dividing it by the number of employees grouped by that gender and expressing it as a percentage.

Median and Mean pay gap



The median pay gap is **0.7%** meaning that the middle/typical male in the organisation earns approximately **0.7%** more than the middle/typical female across all organisational levels ranked in ascending order. The mean pay gap for our organisation is **4.0%** which means that the average hourly pay earned by a male is **4.0%** higher than the average hourly pay earned by a female in Rehab Group. The mean and median are important metrics and need to be looked at together. The mean sometimes can be skewed by a few individuals or some outliers earning more in the upper range or earning less in the lowest range.

How is the median gender pay gap calculated?

The median gender pay gap is the difference between female's median hourly wage (the middle-paid female) and male's median hourly wage (the middle-paid male). The median hourly wage is calculated by ranking all employees, first by gender, and then in ascending order by pay and taking the hourly wage of the male/female in the middle.



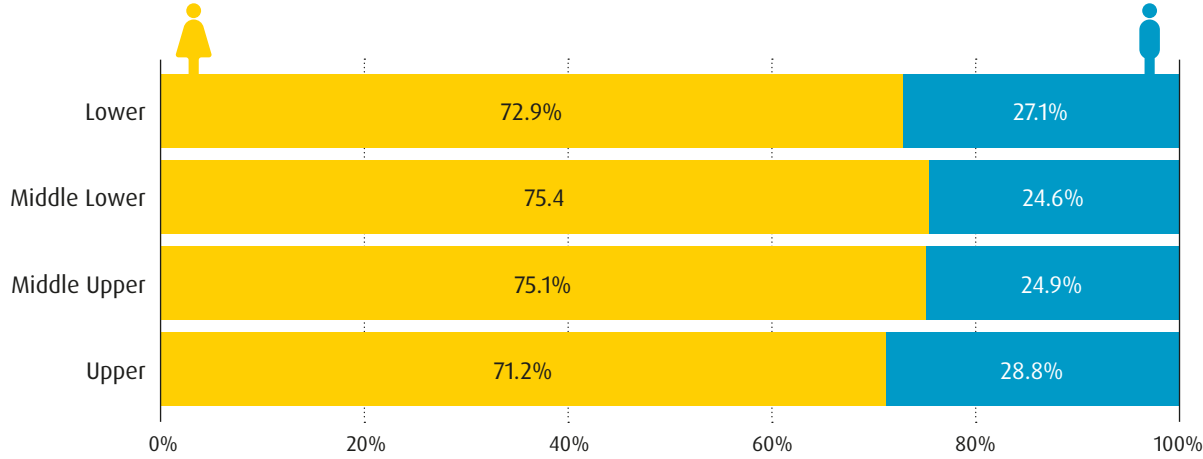


Based on the latest available statistics (December, 2022), we compare favourably to the average gender pay gap in Ireland, which is estimated to be 11.3% and the average EU gender pay gap of 13%, according to Eurostat figures (2019).

Median and Mean bonus gap

There is a statutory requirement for organisations to report their median and mean bonus gap. As Rehab Group is a voluntary organisation, we do not issue bonuses and have no disclosures to this effect.

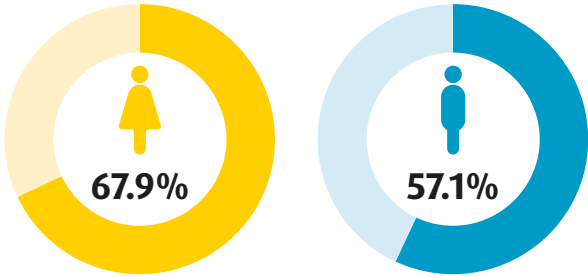
Quartiles



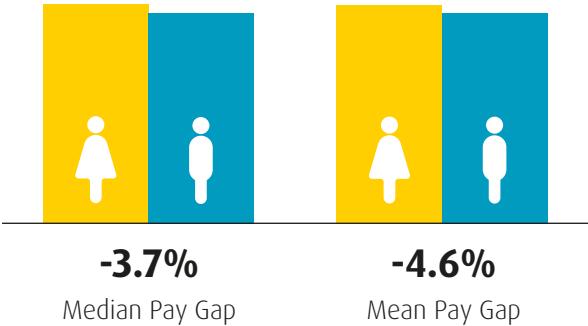
The use of quartiles (dividing the data into four equally sized groups based on hourly pay) allows us to review the distribution of male and female employees across pay ranges. As our workforce is predominantly female (74%), male (26%), the below shows that our female employees are distributed across each of these groups in a way that generally reflects the ratio of females to males, across the whole organisation.

Females make up a significant proportion of our workforce, which has been a factor behind our gender pay gap. There is strong female representation across all grades and roles, and our Senior Leadership Team (SLT) is comprised of four female and four male directors reporting to the CEO. However, males are more strongly represented in roles / grades which are associated with higher pay, and this has resulted in a gender pay gap to fall in favour of males.

Median and Mean pay gap for part-time employees



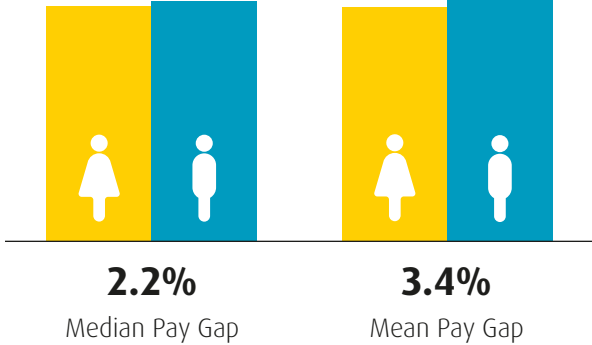
There are more females in part-time roles than males in Rehab Group. Currently, 68% of females work in a part-time capacity compared to approximately 57% of males. This is largely due to more females availing of some of our family friendly policies.



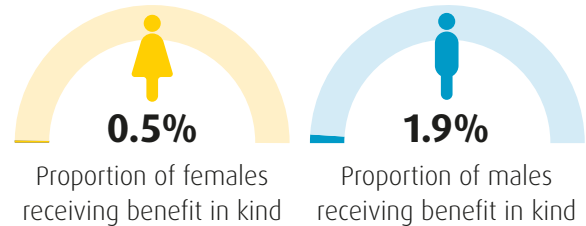
The middle/typical female holding a part-time contract earns 3.7% more than the middle/typical male on a part-time contract. Our mean pay gap for part-time employees is 4.6%, as reflected above, and is in favour of females. This is due to more females than males working part-time in management roles and a higher proportion of males working in maintenance and support roles.

Median and Mean pay gap for temporary contract employees

Temporary contract employees in Rehab Group are made up of fixed-term contract and specified purpose contract workers. Based on our figures below, the middle/typical male temporary contract employee earns 2.2% more than the middle/typical female. The average temporary contract male earns 3.4% more than the average temporary contract female.



Benefit in kind



There is a small difference between males and females receiving Benefit in Kind (BIK). BIK refers to remuneration other than money not included in the regulation’s definition of “ordinary pay” ([Gender Pay Gap Information Regulations 2022](#)). The deviation between the number of males and females receiving BIK is linked to employee uptake on benefits, along with BIK being associated with specific roles.



Diversity and inclusion actions taken to date

At Rehab Group, we continuously foster the value of a diverse workforce and provide development opportunities with a real focus on employee engagement. We have undertaken the following activities to promote diversity and inclusion within our organisation.

- Reviewed and redrafted recruitment procedures and processes to be more inclusion-driven including all job descriptions written from a diversity and inclusion perspective
- Held organisation wide celebrations for International Women's Day, celebrating women and their achievements
- Hosted webinars from women in senior positions, encouraging other women to progress their own careers through the company
- Established an LGBTQ+ Committee which works towards building a welcoming and inclusive environment for all
- Supported women in their goals for promotion within the company

Actions to be undertaken

Not only are Rehab Group committed to continuous improvement in relation to our gender pay gap, but we are also determined to take proactive steps in terms of our diversity and inclusion initiatives. While the gendered nature of our work may continue to challenge us, we are committed to working towards improving the gender distribution within our organisation. In order to maintain momentum, we now look to focus on the following initiatives. We have grouped these under three key pillars: **Recruitment**, **Retention** and **Progression**.



Recruitment

- Implementing mandatory unconscious bias training for all interviewers to ensure our practices align with our overarching goals in relation to Diversity and inclusion
- Ensuring where possible we have diverse interview panels in place for all interviews
- Reviewing agency recruitment policies to ensure they align with our organisations and are diverse and inclusive in nature



Retention

- Continuing to offer flexibility policies to enable a culture that supports diverse talent and minimises career obstacles for working parents
- Reviewing and driving awareness of our existing Paternity/Maternity leave policies
- Conducting regular listening exercises with employees to allow feedback on what is important to them and engaging them on these topics
- Developing structures and communications to drive awareness of our commitment to diversity and inclusion. As part of this activity, we will review our diversity and inclusion schedule of events and ensure these are inclusive e.g., Celebration of International Men's Day, alongside Pride, and International Women's Day. We will also develop a dedicated diversity and inclusion page on our sharepoint site



Progression

- Implementing a coaching / mentorship programme for senior employees
- Embedding a thorough and objective approach to succession and talent planning
- Exploring the possible use of data analytics to monitor our diversity and inclusion progression and how we might utilise the results for internal goal setting and benchmarking



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