

St Francis Credit Union Limited



Gender Pay Gap Report 2025

Sample Gender Pay Gap Report

What is the Gender Pay Gap? Legislative Requirement

In line with the Gender Pay Gap Information Act 2021 and Regulations 2022, from November 2025, all Irish employers with 50 or more employees are required to publish their gender pay gap report. This legislation, which came into effect in 2022 for larger employers, aims to promote transparency and accountability in pay practices across organisations. This report includes metrics such as the mean and median hourly remuneration, bonus payments, and the proportion of employees receiving bonuses or benefits in kind.

Introduction

St. Francis Credit Union is a community Credit Union based in Co. Clare. We operate nine offices in total with head office in Ennis and sub offices in Shannon, Sixmilebridge, Newmarket on Fergus, Lissycasey, Clarecastle, Kilmihil, Kildysart and Tulla. In June 2025 we had 50 employees on our payroll which included full time, part time and casual summer staff. Our credit union governance structure includes a voluntary board of Directors which numbers 11, a board oversight committee of 3 persons, a shadow board which consists of 4 members and various sub committees of the board which are staffed by board members, staff and volunteers. It should be noted that in June 2025 the gender representation on our Board of Directors was Female 63.6%, male 36.4%.

We welcome the Gender Pay Gap regulations which serve to remind us that within St Francis Credit Union, although we have equal pay for equal roles, we have a Gender Pay Gap of 18% for all employees including part time and casual summer staff due to the balance of representation across our role quartiles. For the purposes of reporting, employees are organised into quartiles based on hourly remuneration of all male and female employees. These quartiles are top quartile, upper middle quartile, lower middle quartile & lower quartile.

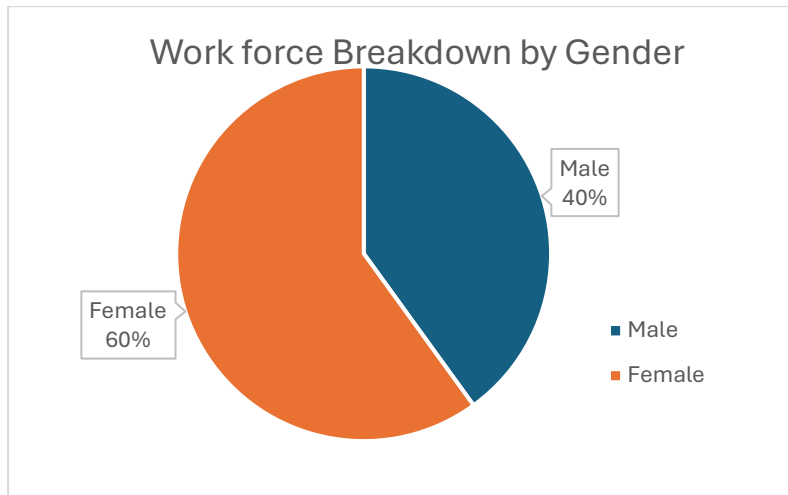
The Gender Pay gap is the difference in the average hourly wage of males and females across a workforce. It compares the pay of all working males and females across the organisation, regardless of role, seniority, or experience.

Equal pay compares the pay of people doing the same work. The gender pay gap demonstrates whether females and males are represented equally across the levels of an organisation. Many factors can contribute to the existence of gender pay gaps. These include differences between males and females in educational attainment and qualifications, occupations that have higher male or female representation, career progression, prevalence of full-time and part-time working, and responsibility for caring roles.

At St Francis Credit Union, we take the gender pay gap seriously and are committed to reducing it over time. We recognise the importance of equal representation of males and females across all pay quartiles and are taking proactive steps to address this. Our approach includes ongoing monitoring of gender pay data, reviewing and evolving our policies and practices, including diversity and inclusion, recruitment & selection and volunteering policies and fostering an environment where equity of opportunity is embedded throughout the organisation.

The Snapshot date for St. Francis Credit Union is 27th June 2025.

Our Workforce



Our Gender Pay Gap Metrics

1. Gender Representation by Quartile

The gender representation by quartile ranks the employees based on their hourly remuneration from lowest to highest and this grouping is then divided into four quartiles; lower, lower middle, upper middle and upper with the representation of females and males set out in percentages. We have also calculated the gender pay gap per quartile to further understand the key drivers of the gender pay gap in St. Francis Credit Union.

	Quartile 1 (Top Quartile)	Quartile 2 (Upper Middle)	Quartile 3 (Lower Middle)	Quartile 4 (Lower Quartile)
% of Females	46%	58%	75%	62%
% of Males	54%	42%	25%	38%
% Gender Pay Gap	11.1%	9.68%	-1.44%	1.88%

The largest discrepancy by quartile is by far quartile 1 as set out. This group comprises of the senior management team number (6) and the middle management team number (7). This cross section of our team will naturally bring discrepancy given that the senior management team contains 4 males and 2 females. The Credit Union operates on a policy of equal pay for equal work and recruitment processes are transparent and fair when it comes to gender.

Traditionally, applications for positions at entry level grades in our credit union are predominantly female but the credit union encourage all its employees to upskill by completing their QFA exams

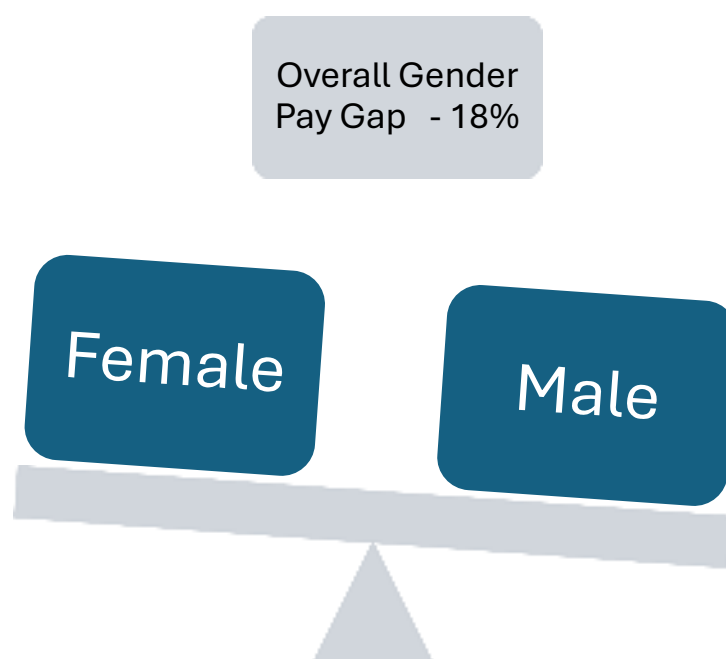
seeking promotion through this upskill. The Credit Union “teller positions” are also a source of first employment for school leavers with little or no experience

2. Mean & Median Gender Pay Gap

	All Employees	Full Time	Part time Gap
Mean	18%	15%	N/A*
Median	17%	14%	N/A*

- The Mean Gender Pay Gap is the difference in the average hourly wage of males and females across a workforce.
- The Median Gender Pay Gap is the difference between the middle-paid female and the middle-paid male in a sorted ranking of highest to lowest hourly wage.

*Unable to calculate part time pay gap and no male employees avail of part time hours.



The primary reason for our Gender Pay Gap being at 18% is our current organisational shape with the percentage of females in our quartile 4 roles 62% exceeding males, and conversely the percentage of males 54% in quartile 1 roles exceeding females (see the quartiles above). There are many factors that contribute to our current employee mix, but we take this gap seriously and improving the balance of our gender representation across all role quartiles in the credit union is a priority for the senior management team within our 4-year strategic plan.

3. Percentage of Employees Receiving Bonus Pay

The organisation does provide vouchers to staff members in line with Revenue Guidelines to all employees approved by Board of Directors each year (usually equivalent to 1 weeks pay)

	Number	% Bonus	Average	Median
Females	30	100%	€743	€641
Male	20	100%	€1,104	€863

Our Commitments

At St Francis Credit Union diversity and inclusion are fundamental to who we are. We take pride in fostering a culture rooted in fairness, respect, and opportunity for all. Our commitment to equity is ongoing, and we continuously strive to enhance representation at every level of the organisation.

We are actively working to reduce the gender pay gap through a range of meaningful initiatives. These include talent development, progressive workplace policies, inclusive recruitment practices, flexible ways of working, employee engagement and strategic external partnerships. As part of our continued efforts to close the gap, we are implementing the following actions:

- **Commitment to Monitoring**

We understand that measurement is key to progress. We are committed to regularly reviewing gender representation and pay levels. This helps us identify gaps and take informed, incremental steps toward a more equitable workplace.

- **Inclusive Recruitment & Promotion**

Aligned with our recruitment policy, we uphold the principles of equity. We continue to review our recruitment practices to ensure fairness and transparency at every stage.

- **Investment in Education & Career Growth**

We provide educational assistance to employees who wish to pursue further studies and grow within the credit union. This investment in learning supports long-term career development and helps build a pipeline of future leaders.

- **Leadership Development & Succession Planning**

We believe in nurturing talent from within. Through our performance management framework and succession planning, we actively support leadership development for all employees. We provide equal access to training, mentoring, and career progression opportunities, ensuring that advancement is based on demonstrated performance and competence.

- **Strategic Focus on Diversity & Inclusion**

Diversity and Inclusion are central to our strategic plan, particularly within our People Pillar. We are committed to increasing female representation in senior roles, as is the case on our Board of Directors and continuing to uphold inclusive practices across all levels of the organisation.

- **Supportive Family Leave Policies**

We have enhanced family leave benefits to better support employees during key life moments. We offer top-ups on maternity, paternity, and adoptive leave, reflecting our commitment to supporting families and encouraging a balanced work-life experience.

- **Flexible & Hybrid Working**

We offer flexible working arrangements where practical to support employees with external commitments. Our hybrid working model provides greater autonomy and accessibility, helping to remove barriers, particularly for females, who may otherwise face challenges in maintaining full-time roles.

At St Francis Credit Union, diversity and inclusion are core values. We are proud of our culture, which supports career development, equal opportunities and pay parity for all employees regardless of gender. Our approach is rooted in fairness and inclusion, and we remain committed to continuous improvement to further enhance equity and representation at all levels of the organisation.