



# Gender Pay Gap Report 2025

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## Foreword

### ICBF gender pay gap 2025

Following the enactment of the Gender Pay Gap (Information) Act, 2021, ICBF is pleased to share the Gender Pay Gap (GPG) report for 2025.

Organisations with over 50 employees are now required to publish their Gender Pay Gap data, report on the reasons for the gaps and detail the measures the organisation proposes to address these gaps. The pay gaps are based on a 12-month pay cycle and the chosen snapshot date is 30<sup>th</sup> June 2025.

We confirm that we do not distinguish how men and women are paid for performing roles across our organisation. Pay is determined by the market rate for a role and relevant experience, not gender, or any other differentiator.

We prioritise our Culture and Behavioral Standards to help ensure that the dignity of each employee is both recognised and respected. ICBF is an equal opportunities employer where all employees are treated fairly.

*Sean Coughlan*  
ICBF CEO



Interpreting the data

Key terms explained

Terms	Explanation
Mean pay gap	The definition of mean is the statistical average of a set of data. In the context of GPG reporting, the mean GPG is the difference between women’s mean hourly pay and men’s mean hourly pay. The mean hourly pay is the average hourly pay, including bonus, across the entire organisation.
Median pay gap	The definition of median is the middle score for a set of data arranged in order of magnitude. In the context of GPG reporting, the median GPG is the difference between women’s median hourly pay (the middle-paid woman) and men’s median hourly pay (the middle-paid man). To calculate the median hourly pay, rank all employees from the highest paid to the lowest paid, and taking the hourly pay, including bonus, of the person in the middle.
Quartile bands	Quartile refers to the division of employees into four even segments based on the value of their hourly wage and looking at the proportion of male and female employees in each segment. Looking at the proportion of people in each quartile gives a sign of the gender representation at various levels of the organisation.

2. Gender pay gap figures for ICBF

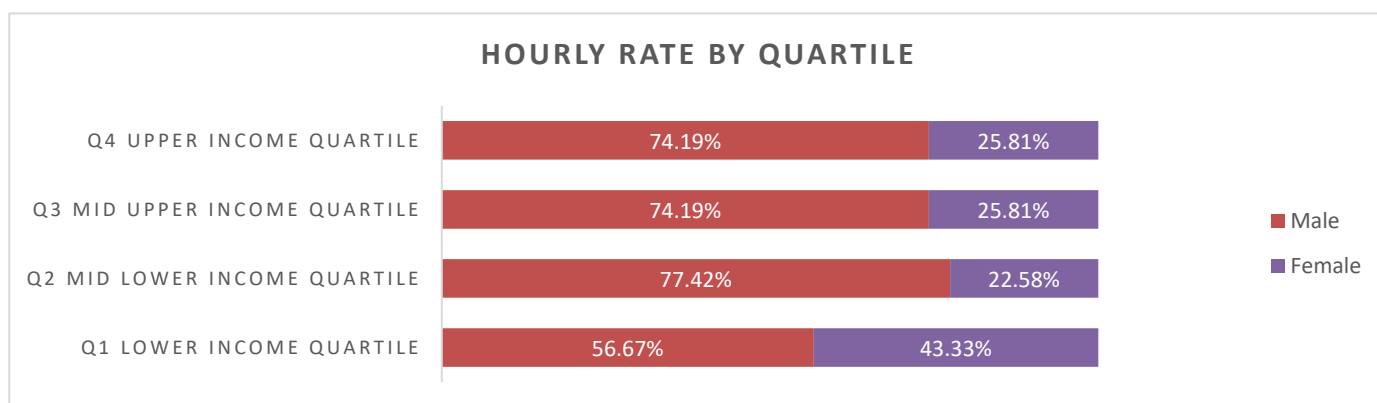
The data shows the overall gender pay based on hourly rates of pay for the year to 30<sup>th</sup> June 2025.

ICBF gender breakdown by proportion of employees	
	
Male 71%	Female 29%

Hourly pay	
The difference between the mean hourly pay of male employees and that of female employees.	14.5%
The difference between the median hourly pay of male employees and that of female employees.	10.5%

Part-time pay	
The difference between the mean pay of part-time male employees and that of part-time female employees.	<b>-17.3%</b>
The difference between the median pay of part-time male employees and that of part-time female employees.	<b>-9.2%</b>
Temporary contracts	
The difference between the mean pay of male employees and that of female employees on temporary contracts.	<b>N/A</b>
The difference between the median pay of male employees and that of female employees on temporary contracts.	<b>N/A</b>
Bonus pay	
The difference between the mean bonus pay of male employees and that of female employees.	<b>N/A</b>
The difference between the median bonus pay of male employees and that of female employees.	<b>N/A</b>
Proportions paid a bonus and Benefit-in-Kind (BIK)	
The proportions of male and female employees paid bonus pay.	<b>N/A</b>
The proportions of male and female employees who received BIK.	<b>N/A</b>

## Quartile breakdown of employees



### 3. Interpreting the data

#### Mean and median pay gap

ICBF's mean GPG figure for 2025 is 14.5% higher for male employees.

ICBF has a median GPG figure of 10.5% for 2025.

The main contributor to the mean GPG figure is the higher number of male employees in senior roles, which then increases median male salary compared to the median female salary.

We confirm that men and women are paid equally for performing the same roles across our organisation. Pay is determined by market rate for a role and relevant experience — not gender, or any other differentiator.

Despite equal pay for equal work, our mean gender pay gap appears at 14.5% and our median gap at 10.5%.

This does not reflect unequal pay but rather differences in workforce composition across salary bands.

#### Mean and median bonus gap

ICBF does not award bonus pay to any employee in the organisation and therefore the mean and median bonus gaps are not applicable.

#### Quartiles

71% of employees in ICBF are male and 29% are female. When dividing all employees into quartiles, the ratio of male to female employees in the lower quartile in 2025 is 56.6% : 43.4%.

When examining the mid-lower quartile, the ratio of male to female employees in the mid lower quartile in 2025 is 77.4% : 22.6%,

When examining the mid-upper quartile, the ratio of male to female employees in the Mid upper quartile in 2025 is 74.1% : 25.9%,

At the upper quartile the proportion of male to female employees stands at 74.1% : 25.9%.

### Benefit-in-Kind gap

ICBF does not provide Benefit-in-Kind (BIK) to employees in the organisation.

### Part-time employees

ICBF's mean GPG figure for part-time employees in 2025 is 17.3% higher for female employees. The median GPG for part-time employees in 2025 is 9.2% higher for female employees.

## 4. How ICBF plans to address its gap

ICBF recognises the value and benefit of a diverse and inclusive workforce. We will continue to select the best fit for any given job and we do not discriminate on any of the nine grounds of discrimination which include gender.

We will continue to ensure that our recruitment process includes a diverse range of candidates to give ICBF the opportunity of hiring the best talent, of which diversity of thinking is an important element.

#### ICBF

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