

IOB Gender Pay Gap Report

2025



Introduction



IOB is pleased to publish its first Gender Pay Gap report under the Gender Pay Gap Information Act 2021.

IOB is a professional network of over 32,100 members who work in banking and international financial services. IOB is a recognised college of University College Dublin (UCD) and is a centre of excellence in the provision of specialist education to the financial services sector. A total of 6,000 people studied with IOB in the 2024/2025 academic year and we have over 25,200 registered members committed to lifelong learning. Our Mission and Purpose is to:

Educate, enable and empower a community of professionals to achieve their full potential in delivering financial services to the highest standards with better outcomes for their customers, clients and for society.

IOB is dedicated to fostering an equal and inclusive culture where every individual feels valued and respected and can achieve their full potential. We believe that promoting an environment of fairness is fundamental to our success. As a learning organisation we are committed to creating a workplace where all employees have equal opportunities to learn, grow and thrive.

This report sets out our Gender Pay Gap data, what the data is telling us and our commitments for the coming year.

Mary O'Dea
Chief Executive, IOB

What is Gender Pay Gap?

The Gender Pay Gap Information Act 2021 requires organisations to report on their hourly gender pay gap across a range of metrics. The gender pay gap is the difference between the average hourly wages of men and women, expressed as a percentage of men's pay. The gender pay gap is the difference in the average hourly wage of men and women across a workforce.

A gender pay gap does not indicate discrimination or an absence of equal pay for equal value work - it reports a gender representation gap. If women hold more of the lower paid jobs in an organisation than men, the gender pay gap is usually wider.

IOB, with 77 employees as at 1st June 2025, is in scope for reporting for the first time in 2025. IOB's faculty, who, in the main, are not paid for hourly work, are paid based on standard rates and are not included in this report. Our data is based on a twelve-month period preceding our snapshot date of 1st June.

Key Metrics

The Mean gender pay gap is the difference between the average hourly remuneration rate including bonus and overtime, of men and women.

The Median gender pay gap compares the middle hourly remuneration rate including bonus and overtime, for men and women.

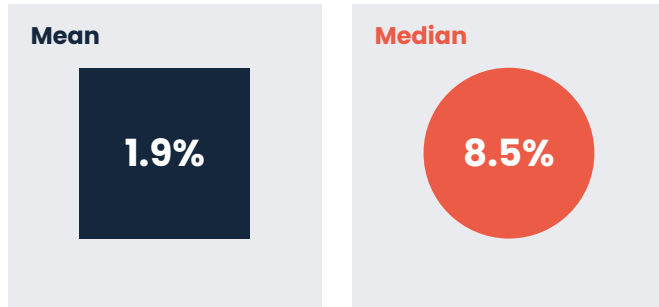
The Quartiles are calculated by ordering the hourly remuneration rate, including bonus and overtime, from lowest to highest and dividing it into four quarters. The percentage of male and female employees are then reported in each quartile.



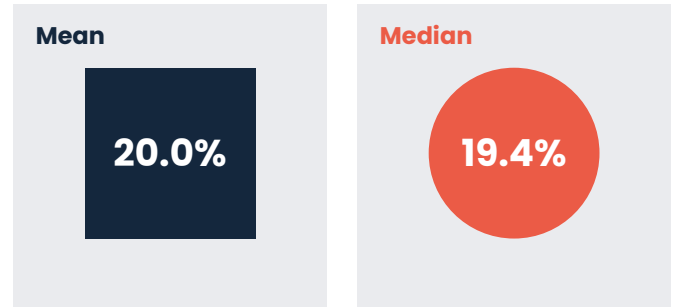
Our Data 2025

IOB's gender profile is 54 females (70%) and 23 males (30%).
 Our total employee count on the snapshot date 1st June 2025 is 77.

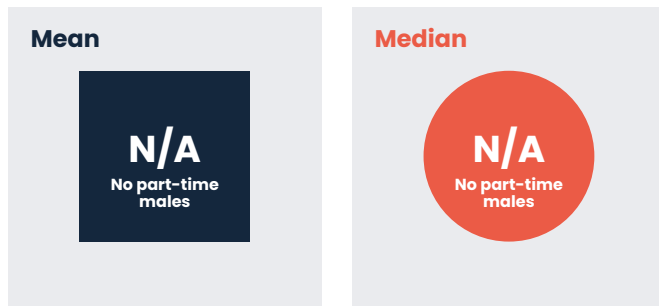
All employees Pay Gap



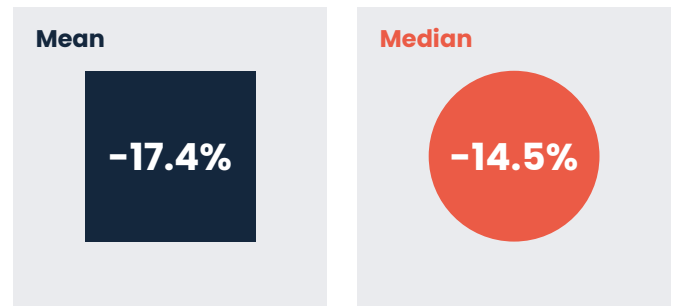
All employees Bonus Gap



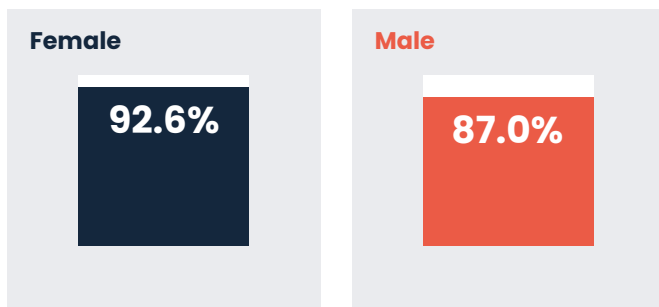
Part-time employees Pay Gap



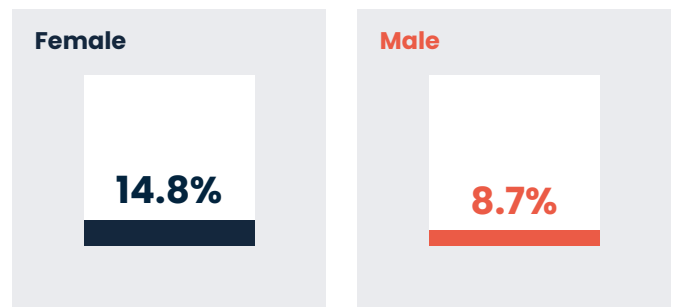
Temporary contract employees Pay Gap



% of employees who were paid bonus remuneration

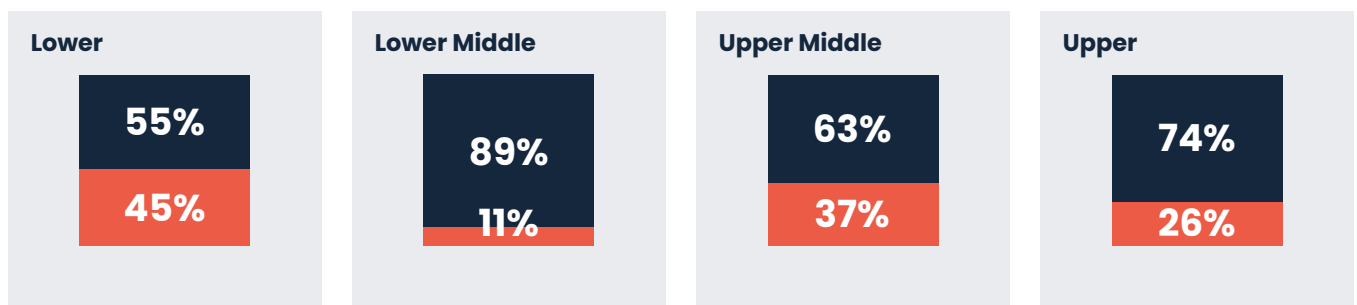


% of employees who received benefits in kind



% of employees within each remuneration quartile

■ Female ■ Male



Understanding the Pay Gap



Mean & Median Pay Gap

IOB has a small mean gender pay gap in favour of males of 1.9% and its median gap is 8.5%. According to the Central Statistics Office, the mean gender pay gap in Ireland for 2022 was 9.6% (latest available figure). The gender pay gap is 12% in Europe for 2023 according to Eurostat data.

IOB's gender profile is 70% female versus 30% male (not unusual in the education sector).

IOB's gender pay gap is influenced by a higher representation of women in the organisation particularly in the lower middle quartile.

14% of employees work part-time. In the snapshot year, only female employees availed of IOB's part-time working arrangement benefit, so no comparison with males can be made.

IOB's mean gender pay gap for employees on temporary contracts is -17.4% in favour of females and its median gap is -14.5%. The mean gap is influenced by more females on temporary contracts in higher paying roles.

As a small organisation of just under 80 employees a small movement in employees can impact our gender pay gap.

Mean & Median Bonus Gap

IOB's mean gender bonus gap is 20.0% and the median gap is 19.4%. This is influenced by a larger proportion of females particularly in the lower quartiles. Employees who join part way through the year or who work part-time (no male employees work part-time) and who receive pro-rated bonuses also impact these gaps. Employees who took extended leave such as career break, maternity and parental leave are also a factor.

Proportion of Employees Receiving Bonus

All IOB's employees are eligible for bonus which depends on organisational performance each year. The bonus is then based on individual performance. The very small percentage of employees who did not receive a bonus is influenced by new joiners post the bonus payment period.



Proportion of Employees Receiving BIK

Benefits in kind include, for example, professional subscriptions.

Quartiles

Our quartiles are broadly representative of our overall gender breakdown of 70% female and 30% male with the main exception of the lower middle quartile which is 89% female and 11% male.

Our Commitments

IOB is committed to fostering a diverse, equal and inclusive workplace culture where all employees feel valued and respected.

Some initiatives that we have introduced in recent years under our People Strategy to promote gender equality across all levels in IOB include:

- Hybrid and family friendly flexible working arrangements that are available to all employees.
- Return to work coaching for employees returning from long term leave such as maternity or career break.
- Leave policies to support employees at various life stages such as maternity, adoption, carer's, domestic abuse leave.
- Participation by all employees in values roundtables focusing on IOB's values and on core human values.
- A DEI Employee Resource Group to promote diversity and inclusion with a dedicated hub for DEI news and resources.
- Events and training for employees at all levels on DEI including a channel on DEI on our employee learning hub.

In 2025/26 we will continue to:

- Ensure that our recruitment processes promote diversity in hiring e.g. through review of our job advertisements for gender neutral language, gender balanced shortlists and interview panels.
- Develop, train and upskill our employees to embrace inclusion in their everyday actions and behaviours e.g. we plan to revisit training in areas such as unconscious bias in 2026.
- Support our people managers to lead inclusively through training e.g. we plan to hold management and leadership training with a DEI lens for our managers in 2026.
- Embed a coaching culture and style in IOB with further training and practice to help unlock individual potential and support professional and personal growth.
- Develop employees through our values reflection programme with events approx. every quarter across all levels in IOB to reflect on our values, one of which is People Diversity & Inclusion, to help promote an inclusive mindset and culture.
- Ensure that we have best practice policies and work practices, consistent with our organisation size, to promote an inclusive and fair culture.
- Improve on our performance management process including supporting managers with having quality personal development conversations.



Our Handprint

As a centre of excellence in providing specialist education to the financial services sector, IOB is ideally positioned to support the sector in advancing gender equality.

Supporting gender equality is important as it not only promotes a more inclusive and diverse workplace but also enhances innovation, decision-making, and overall organisational performance in the financial services sector, leading to better outcomes for customers. Some of our social impact initiatives include:



IOB provides two scholarships under the 30% Club Scholarship initiative, one on our Certified Investment Fund Director programme and one on our level 9 Professional Diploma in Sustainable Finance Reporting and Disclosures. The 30% Club is a global campaign supported by Board Chairs and CEOs of medium and large organisations, committed to achieving better gender balance at leadership levels and throughout their organisation, for better business outcomes. Their aim is to support the achievement of a minimum of 30% Gender Balance at all senior decision-making tables across Ireland, including Boards and C-Suite.



IOB, in partnership with WomanUp, offers a unique leadership programme, Inside Out Leadership, specifically designed for women working in managerial roles in the financial services sector. The programme provides them with the critical skills and confidence to lead authentically in today's rapidly changing business environment.



Aligned to our primary strategy, IOB 2030 - A Sustainable Future, we also launched a Sustainability Strategy 2023-2026. This strategy supports the sector in the transition to a green economy and also outlines our commitment prioritising ethics and culture and promoting equality, diversity and inclusion for our members.



A recognised college of UCD

In addition to offering nearly 50 UCD accredited programmes, IOB also provides short Skills Certificates and Micro Learning through our IOB Learn platform. We ensure that content on diversity, equity, and inclusion is integrated into our learning offerings and we also offer a specific accredited programme which focuses on DEI, the Level 9 Professional Diploma in Leading Cultural Change and Ethical Behaviour in Financial Services.