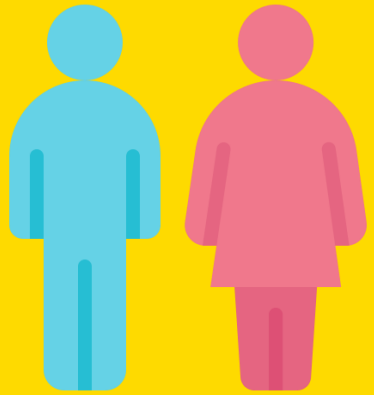
FOCUS Ireland

Challenging homelessness. Changing lives.

Gender Pay Gap Report 2025



Introduction

At Focus Ireland, our mission is to challenge homelessness and empower people to secure a home and live independently.

As we celebrate our 40th year in 2025 and honor our origins as an organisation founded by a woman, Sr. Stanislaus Kennedy, we reaffirm our commitment to fostering an inclusive, equitable workplace where all employees can thrive.

Our Gender Pay Gap Report is part of this ongoing commitment to transparency and equality. By understanding the factors contributing to our gender pay gap, we can take meaningful steps to address them and ensure fair opportunities for all.

What is Gender Pay Gap Reporting?

The Gender Pay Gap Information Act 2021 requires organisations to report on their hourly gender pay gap across a range of metrics.

There are **seven** broad reporting requirements :

1. The mean and median pay gap in hourly pay between male and female employees.
2. The mean and median pay gap in hourly pay between ***part-time*** male and female employees.
3. The mean and median pay gap in hourly pay between ***temporary*** male and female employees.
4. The mean and median **bonus** pay gap between male and female employees.
5. The percentage of male and female employees who received **bonus** pay.
6. The percentage of male and female employees who received **benefit in kind**.
7. The percentage of male and female employees in each of four pay band quartiles. Employers must choose a "snapshot date", ours is 30th June 2025

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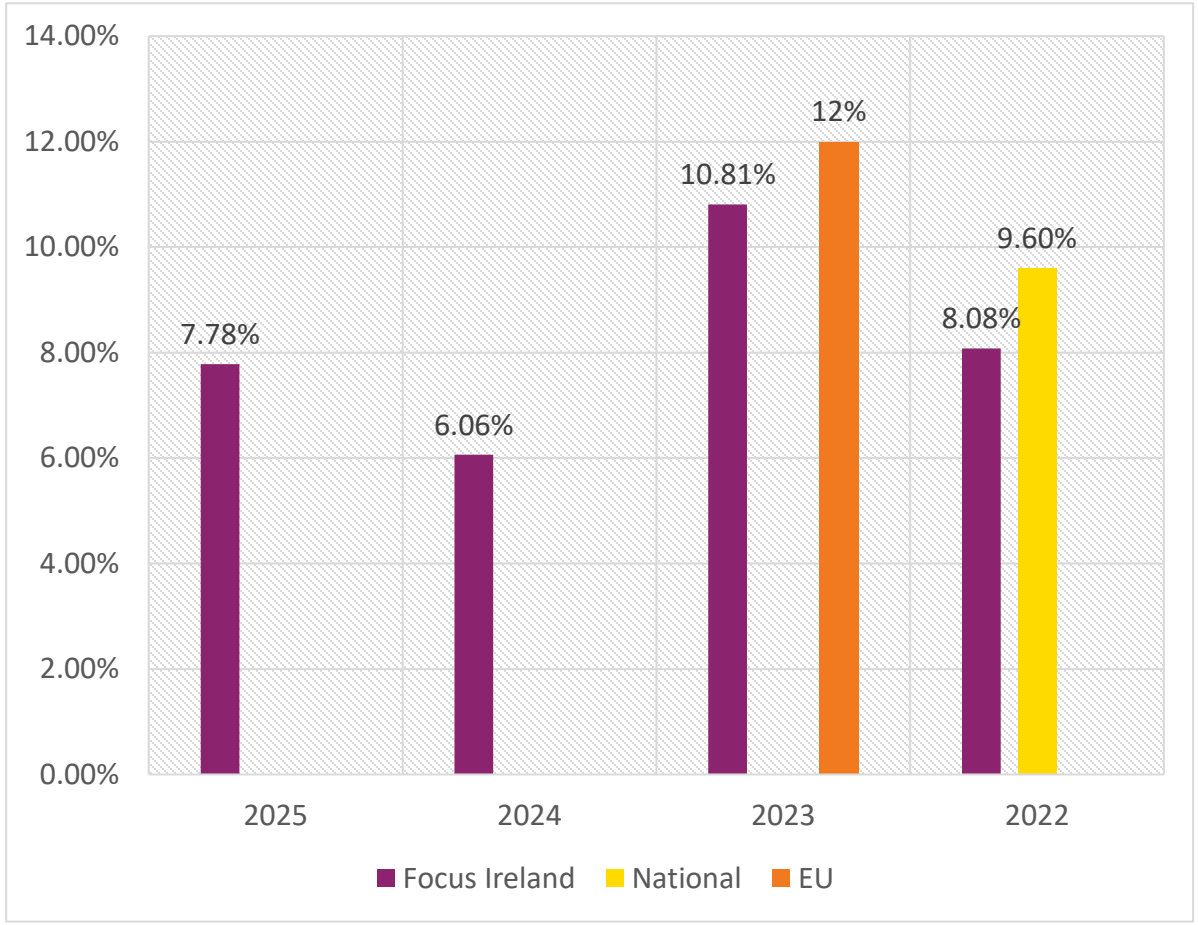
Our Gender Pay Gap

Our Gender Pay Gap in 2025 is **7.78%**
(2024: 6.06%, 2023: 10.81%, 2022: 8.08%)

This means that the average hourly rate of pay for male employees was 7.78% higher than the average hourly rate for female employees on the snapshot date.

The national gender pay gap was **9.6%** (2022) according to the CSO and an EU average gender pay gap of **12%** (2023) based on Eurostat data.

To calculate the mean pay gap, we add together all the hourly pay rates that women received, divided by the number of women in our workforce. We then repeat this calculation for men. The difference between these figures is the mean gender pay gap.



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Gender Pay Gap 2025

Mean Gender Pay Gap %	Median Gender Pay Gap %
7.78%	4.74%

Mean Male Hourly Pay	Mean Female Hourly Pay
€ 23.83	€ 21.97

Median Male Hourly Pay	Median Female Hourly Pay
€ 21.52	€ 20.50

Mean Bonus Pay Gap %	Median Bonus Pay Gap %
0.00%	0.00%

Mean Male Bonus Pay	Mean Female Bonus Pay
€ -	€ -

Median Male Bonus Pay	Median Female Bonus Pay
€ -	€ -

Mean Part-time Pay Gap %	Median Part-time Pay Gap %
2.69%	-0.96%

Mean Male (P/T) Hourly Pay (P/T)	Mean Female (P/T) Hourly Pay (P/T)
€ 21.16	€ 20.59

Median Male (P/T) Hourly Pay (P/T)	Median Female (P/T) Hourly Pay (P/T)
€ 18.96	€ 19.14

Mean Temporary % Pay Gap	Median Temporary % Temp Pay Gap
12.50%	2.31%

Mean Male (Temp) Hourly Pay	Mean Female (Temp) Hourly Pay
€ 24.78	€ 21.68

Median Male (Temp) Hourly Pay	Median Female (Temp) Hourly Pay
€ 21.15	€ 20.66

These figures show a slight increase in our overall gender pay gap compared to 2024.

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Percentage of male and female employees in each of four pay band quartiles

Quartiles 2025

	# of Male	# of Female	% of Male	% of Female
A (upper)	39	117	25.00%	75.00%
B (upper middle)	34	122	21.79%	78.21%
C (lower middle)	28	128	17.95%	82.05%
D (lower)	25	132	15.92%	84.08%
Totals	126	499		

Quartiles 2024

	# of Male	# of Female	% of Male	% of Female
A (upper)	36	111	24.49%	75.51%
B (upper middle)	33	115	22.30%	77.70%
C (lower middle)	24	125	16.11%	83.89%
D (lower)	32	117	21.48%	78.52%
Totals	125	468		

Our overall employee numbers have grown by 5.39% versus 2024 with a 6.62% increase in the number of female employees versus a 0.8% increase in the number of male employees. The Upper Quartile saw decreases in the number of both male and female employees -

The Upper Middle Quartile remained relatively stable.

The proportion of females in the Lower Middle Quartile decreased slightly.

The proportion of females in the Lower Quartile increased by over 5% - this has impacted our Gender Pay Gap.

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What Has Changed This Year?

While the Upper Quartile remains relatively stable, the Lower Quartile saw a rise in female representation, indicating a shift in workforce composition at entry-level or lower-paid roles.

The overall trend shows mixed movement: slight gains in the upper middle, but a drop in the lower middle quartile.

The updated definition of basic pay, introduced in 2024, continues to apply, covering payments during maternity, paternity and adoptive leave.

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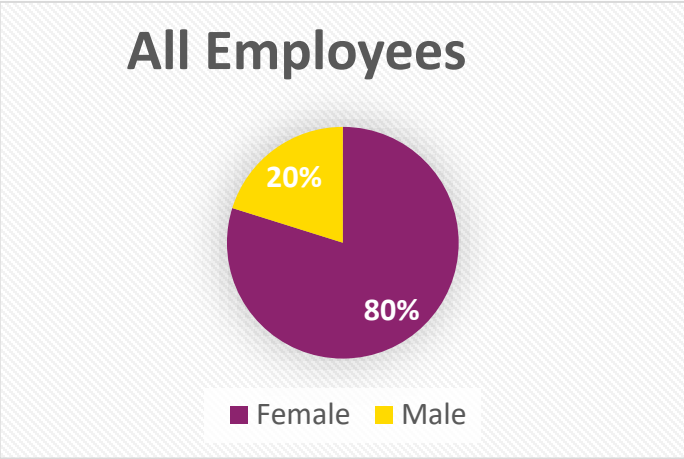
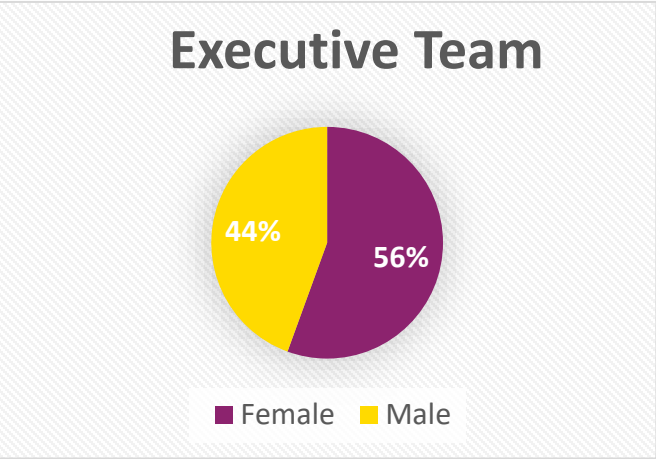
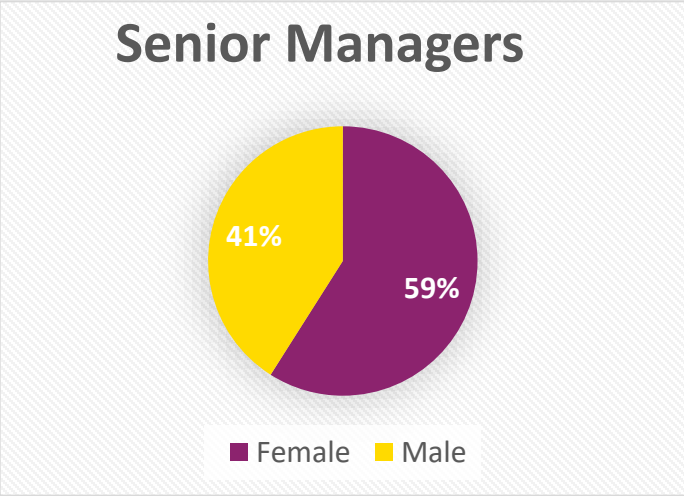
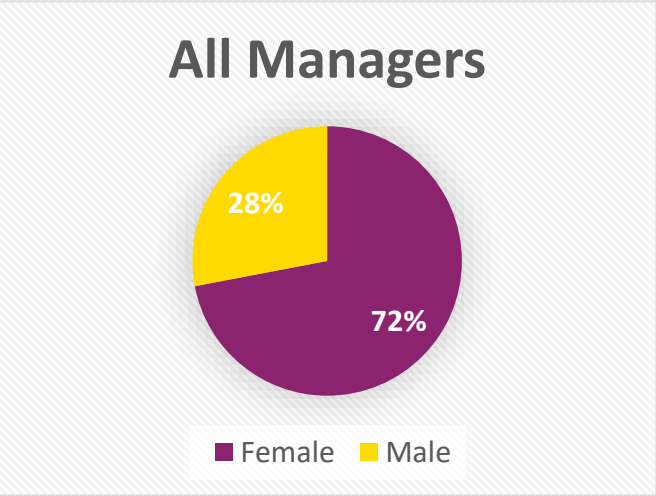
Representation Across Organisation

We are proud of our strong female representation across the organisation:









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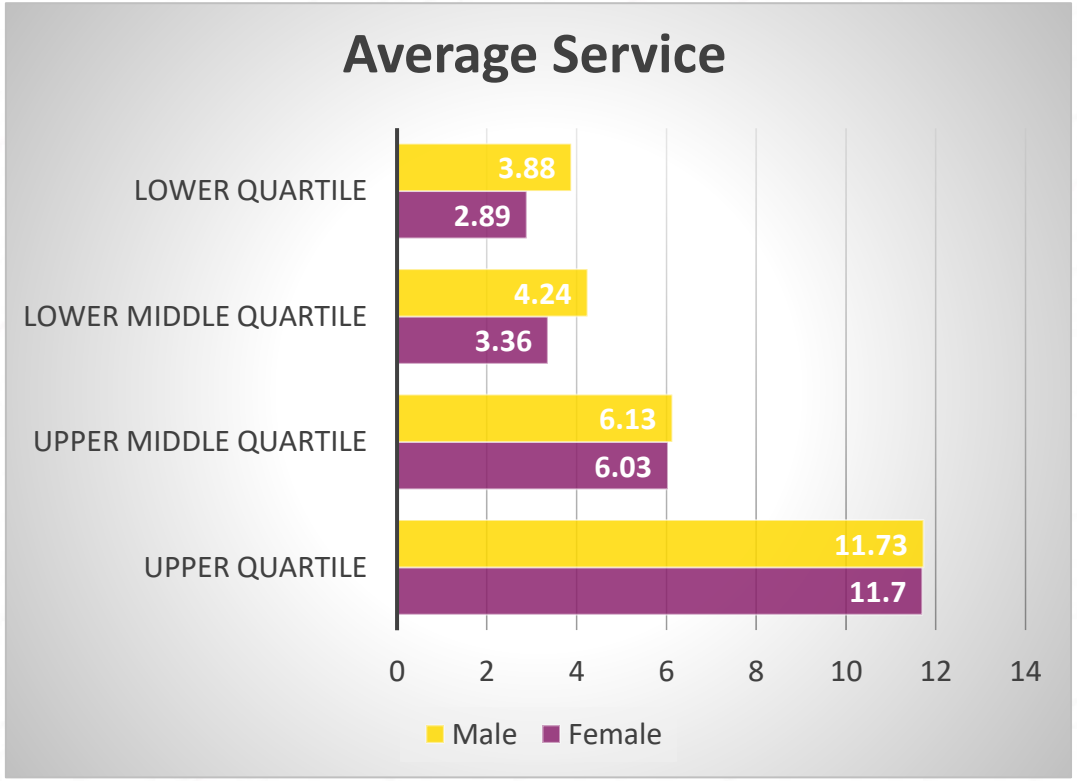
Tenure

Average length of service continues to influence pay due to incremental pay scales.
In 2025, males had longer average service than females in all four pay quartiles:



On average, males have **1.15** more years of service than females across the organisation.
These differences contribute to pay variation due to the application of incremental pay scales.
This has decreased from 1.3 years in 2024

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Leave for Caring Responsibilities

Our 2025 data shows a continued trend of higher female participation in leave related to caregiving during the period **1st July 2024 – 30th June 2025**:

Leave Type	Female Employees 2025	Male Employees 2025	Female Employees 2024	Male Employees 2024
Maternity Leave	21	0	15	0
Unpaid Maternity Leave	3	0	1	0
Additional Unpaid Leave	13	0	12	0
Parents Leave	20	0	8	0
Parental Leave	41	2	40	1
Carers Leave	3	0	1	0

These figures highlight that female employees are more likely to avail of leave for caregiving, which can influence overall earnings and progression.

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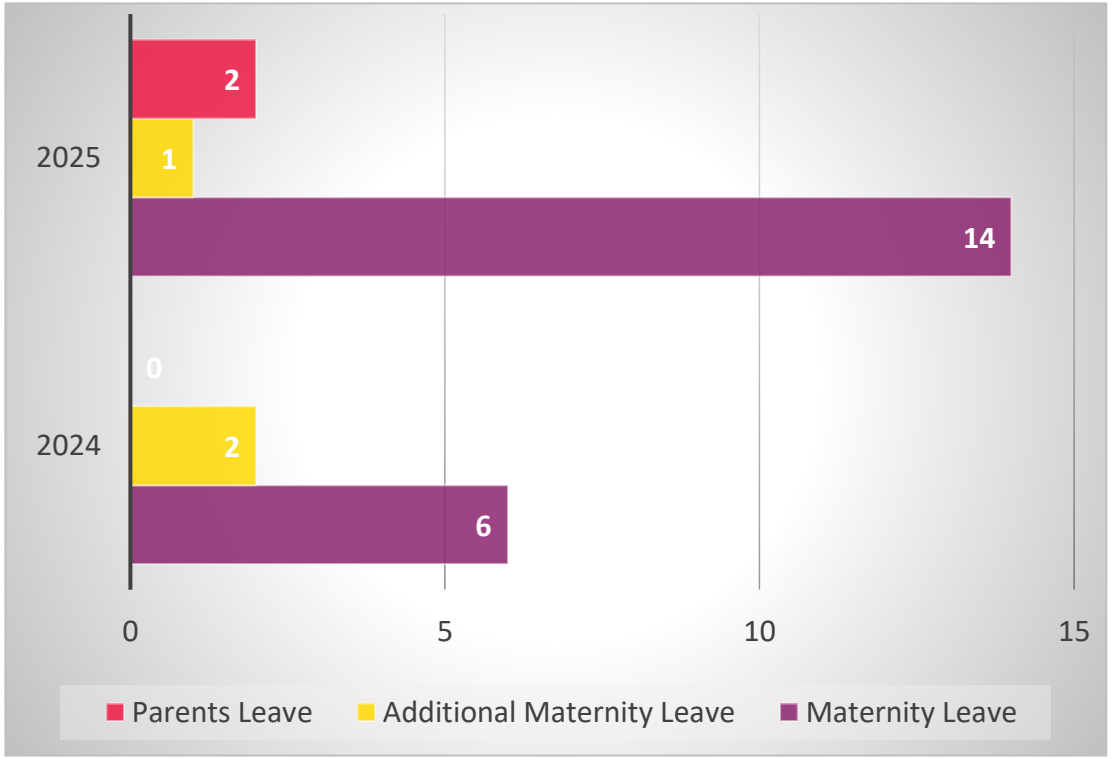
Uptake of Leave for Caring Responsibilities

At the snapshot date, there was a notable increase in maternity and parents leave uptake among female employees in 2025.
The number of women on maternity leave rose by 133%, from 6 in 2024 to 14 in 2025.
Unpaid additional maternity leave decreased by 50%, with 1 employee opting for it in 2025 compared to 2 in the previous year.
Parents leave uptake also saw a rise, with 2 employees availing of it in 2025 compared to none in 2024.



These figures reflect a growing trend in employees utilising family-related leave entitlements, which may indicate improved awareness and support around work-life balance policies.
Focus Ireland improved its Maternity Leave Pay Scheme in January 2025 and continues to support flexible working and enhanced leave policies.

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What will we do to improve our Gender Pay Gap?

Focus Ireland remains committed to reducing the gender pay gap through the following initiatives:

1 Enhanced Family Leave Support

In 2025, we updated our Maternity Leave Pay Policy, employees with 18 months of service are now entitled to full pay during maternity leave for 26 weeks.

2 Sick Pay Policy Improvements

In 2025, we revised our Sick Absence Policy to enhance support for employees. Critical illness leave now includes up to 140 days full pay and 140 days half pay, assessed by an Occupational Health physician. A new 48-month rolling period applies to critical illness provisions.

3 Employee Voice and Wellbeing

To better understand the experiences of our staff and identify areas for improvement, we conducted a comprehensive employee engagement survey in late 2024, with a strong 73% response rate.

The survey included open-ended questions on equity, diversity, inclusion and wellbeing.
Staff described their experience at Focus Ireland as supportive, rewarding and challenging, and shared valuable insights into how we can further promote fairness and inclusion.
Managers have been tasked with local improvements based on the feedback. These actions are part of our ongoing efforts to create a more equitable workplace and address the underlying factors that contribute to our gender pay gap.

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What will we do to improve our Gender Pay Gap?

4 Flexible Working Practices

Focus Ireland supports flexible working arrangements through its Hybrid, Remote and Flexible Working Policies, designed to promote work-life balance while meeting organisational needs.

5 Recruitment

Upskill managers on gender-balanced shortlisting and best practice around recruitment including unconscious bias.

6 Retention

Using insights from exit and stay interviews to improve processes. Analyzing exit interview data to understand the reasons behind female attrition.

7 Employee Development

Ensuring gender balance in management development programmes including coaching.

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What will we do to improve our Gender Pay Gap?

8 **Diversity & Equality Networks**

Focus Ireland actively supports employee-led Diversity & Equality Networks, which play a vital role in shaping our culture and policies. These networks provide safe spaces for discussion, raise awareness, and propose practical solutions to remove barriers to equality.

Our **logo** has been carefully designed by a member of the Black and Ethnic Minority Network and symbolises unity and inclusiveness, with each figure representing a significant network in the fight for diversity and equality.

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Our Diversity & Equality Networks

Current networks include:

Disability & Neurodiversity Network: Creates a safe and supportive space for colleagues to share experiences and challenges. The network works to increase organisational awareness of adaptation needs across physical spaces, communication, and systems, addressing potential blind spots within Focus Ireland. It advocates for resources and training on disability and neurodiversity, contributes to policy development, and promotes the expansion of ally and advocate representation.

Black & Ethnic Minority incl. Heritage Network: Provides a safe and inclusive environment for colleagues to connect, share experiences, and champion a more equitable workplace. The network promotes awareness and understanding of diversity, equity, and inclusion, and collaborates with other networks to drive meaningful organisational change.

Women's Network: Advocates for gender equality and empowers women to pursue leadership roles and career progression with confidence. The network works to improve and update policies to create a more inclusive and supportive environment for women, while promoting awareness of diversity, equity, and inclusion. Collaboration with other networks ensures a unified approach to positive change.

LGBTQI+ Network: Creates an inclusive environment that supports individuals of all sexual orientations and gender identities. The network promotes equality, raises awareness, and provides a safe space for members and allies to connect, share experiences, and advocate for meaningful change.

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Conclusion

Having worked in Focus Ireland for 26 years I can genuinely say from the heart that this is where I am meant to be.

Terri Palmer Sammon
Tenancy & Rental Officer

Our 2025 Gender Pay Gap Report reflects both progress and ongoing challenges. While our gap remains below the national and EU averages, the slight increase compared to last year highlights the need for continued focus. Factors such as tenure differences continue to influence pay outcomes.

Focus Ireland is committed to creating a fair and inclusive workplace where all employees can thrive. Through enhanced family leave policies, flexible working arrangements, employee engagement initiatives and gender-balanced recruitment and development practices, we aim to address the underlying causes of pay disparity.

Reducing the gender pay gap is not just a compliance requirement—it is central to our values and mission. We will continue to monitor, report and take action to ensure equality of opportunity for everyone at Focus Ireland.

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