



Merchants Quay Ireland
Homeless & Drugs Services

Gender Pay Gap Report

December 2024

Introduction

At MQI we are deeply committed to investing in our talent and supporting our dedicated employees, who work tirelessly to provide critical, life-changing services to those experiencing homelessness and addiction. Diversity, Equity, and Inclusion (DE&I) are central to our values, fostering a workplace where everyone feels respected, valued, and empowered to make a meaningful impact.

We are pleased to publish our first Gender Pay Gap report, which highlights our commitment to promoting fairness and equality across our workforce. This report not only fulfills our regulatory obligations but also serves as a vital tool to assess our progress in achieving gender balance and supporting a more inclusive workplace.

While we take pride in the strides we have made, we remain focused on strengthening our practices and enhancing our employees' experience. For us, addressing the Gender Pay Gap is a crucial step in ensuring that all staff can thrive and contribute fully to our mission.

Together, we aim to drive positive change for our people, our services, and the communities we serve.

People & Culture

People and Culture Department - Merchants Quay Ireland



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What is the Gender Pay Gap Reporting?

In June 2022, the Gender Pay Gap Information Act 2021 required organisations with over 250 employees in Ireland to report for the first time on their hourly gender pay gap across a range of metrics. In 2023 organisations with over 200 employees were required to report and in 2024 organisations with over 150 are required.

This report is aimed at providing transparency around the differences in average earnings between men and women within an organisation. It helps to identify any disparities in pay and serves as a tool to monitor and address inequality in the workplace.

The Gender Pay Gap is different from Equal Pay. While Equal Pay refers to paying men and women equally for performing the same or similar work, the Gender Pay Gap measures the difference in average earnings across all roles within an organisation, regardless of job level or type.

PwC Ireland reported that “Due to the complexities of what is involved in the gender pay gap, the improvement we see year on year is not due to a single initiative or effort.”

“Gender pay gaps are created by a complex combination of factors, including female workforce participation, promotion rates, allocation of performance ratings, access to the best opportunities to progress and recruitment criteria. In some organisations, for example, flexible working or changes to recruitment processes may have a pronounced effect. It’s critical to understand the nature and origin of the problem and not jump to convenient conclusions or make generalisations. The starting point should always be the organisation’s own data and experience.”- **PwC Ireland**



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Gender Pay Gap Reporting Requirements:

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 the **four pay band quartiles**.

Employers must choose a “snapshot date (18th June 2024) to capture



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Why it matter:



At MQI, Gender Pay Gap reporting is not just a compliance requirement for us; it plays a vital role in shaping an equitable workplace where every individual can thrive.

Gender Pay Gap reporting helps us identify and address disparities in pay between men and women. By analysing these gaps, we can take informed actions to ensure that all employees are treated fairly and equitably, regardless of gender. This aligns with our core values of integrity and respect. As a key player in our, we are deeply committed to advancing equality not only within our organisation but also in the wider community. By taking a proactive stance on Gender Pay Gap reporting, we contribute to broader efforts to promote gender equity in the workplace and beyond.



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Our Data:

Mean Gender Pay Gap %	Median Gender Pay Gap %
6.24%	5.34%

Mean Male Hourly Pay	Mean Female Hourly Pay
22.9	21.47

Median Male Hourly Pay	Median Female Hourly Pay
21.15	20.01

Mean Bonus Pay Gap %	Median Bonus Pay Gap %
0%	0%

Mean Male Bonus Pay	Mean Female Bonus Pay
0	0

Median Male Bonus Pay	Median Female Bonus Pay
0	0

Mean Gender- Part-Time Pay Gap %	Median Gender – Part-time Pay Gap %
21.21%	26.05%

Mean Male – Part- Time Hourly Pay (P/T)	Mean Female- Part-Time Hourly Pay (P/T)
24.94	19.65

Median Male – Part- Time Hourly Pay (P/T)	Median Female- Part-Time Hourly Pay (P/T)
25.18	18.62

Mean Gender- Temp Contracts Pay Gap %	Median Gender – Temp Contracts Pay Gap %
24.83%	20.71%

Mean Male- Temp Contracts Hourly Pay	Mean Female – Temp contracts Hourly Pay
16.70	19.51

Median Male- Temp Contracts Hourly Pay	Median Female – Temp Employees Hourly Pay
14.47	18.25

Our analysis reveals a mean gender pay gap of 6.24%, indicating that, on average, Men in our organisation earn 6.24% more per hour than women across all roles. This figure compares favourably to Ireland's national gender pay gap of 9.6% (2022) reported by the CSO and the EU average of 12.7% (2021) according to Eurostat data.

To calculate the mean gender, pay gap, we determined the average hourly pay for women by dividing the total of all hourly pay rates received by women by the number of women in our workforce. We performed the same calculation for men. The percentage difference between these two averages represents our mean gender pay gap.



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The Median Gender Pay Gap :

Calculating the Median Gender Pay Gap: The median gender pay gap is the difference between the female median hourly wage (the middle-paid female) and men'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.

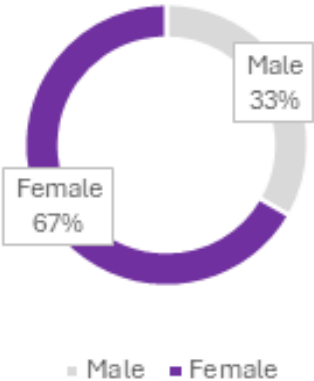
Our median pay gap is 5.34%. This means that the middle/typical; male in our organisation earns approximately 5.34% higher than the middle-typical; female. This means that on average, men at MQI earn 5.34% more than their counterparts.



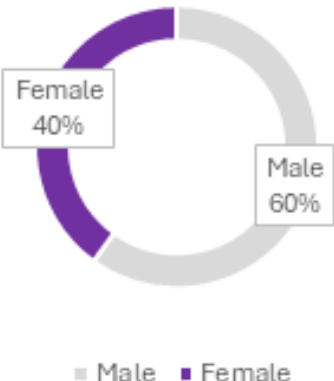
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Representation across MQI:

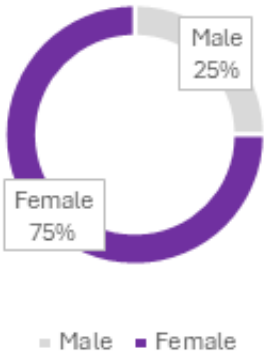
All Employees



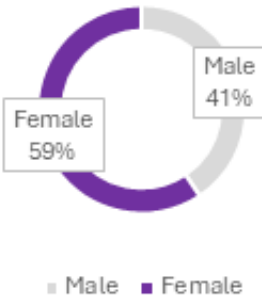
Executive Team



Senior Managers



All Other Managers and Coordinators

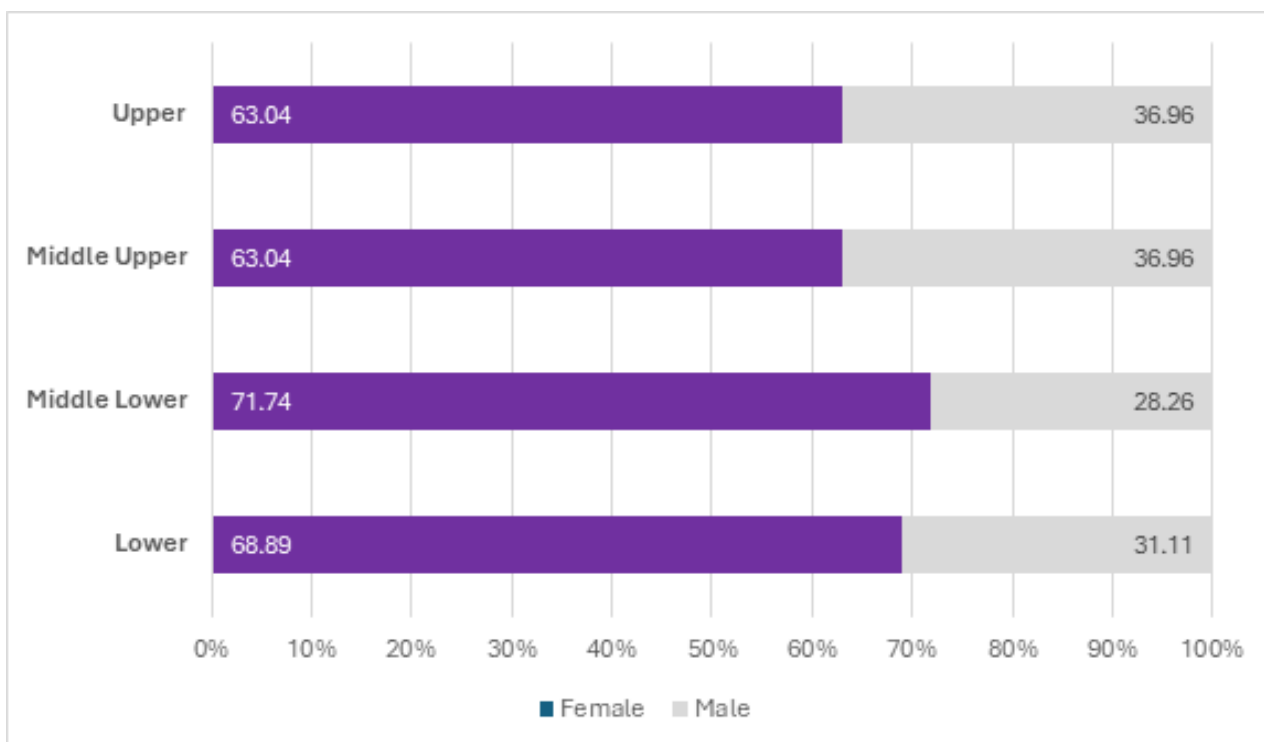


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Pay Quartiles:

The pay quartiles are calculated by dividing all employees in the organisation into four even groups according to their pay level. This looks at the proportion of males and females in each quartile group and highlights the representation in the lower-paid versus higher-paid roles between the two.

It is often found that even though the average gender pay gap may seem small an uneven distribution in pay quartiles can reveal hidden inequalities.



Our data shows that the highest percentage of females can be seen in the Upper Quartile and Upper Middle Quartile at 63.04%. A higher percentage of females can also be seen in the lower middle and lower quartiles. This could be attributed to the higher population of women that work in MQI and the sector as a whole as.

The high female distribution in the Upper and Upper-middle quartile demonstrates how females at MQI hold the majority of senior roles and have progressed to middle management in our organisation.



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When examining the overall workforce, 52% of the total female population falls within the lower quartiles, compared to 45% of the total male population. This highlights a higher representation of women in lower-paying roles.

Overall, Each quartile is broadly consistent with our overall female-to-male ratio of 67% to 33%.

Part-time data:

Our data shows a significant gap between male and female rates of pay both Mean and median for our part-time staff. However, this is explained by the fact that more males than females work part-time hours in senior and, therefore, higher-paid positions.

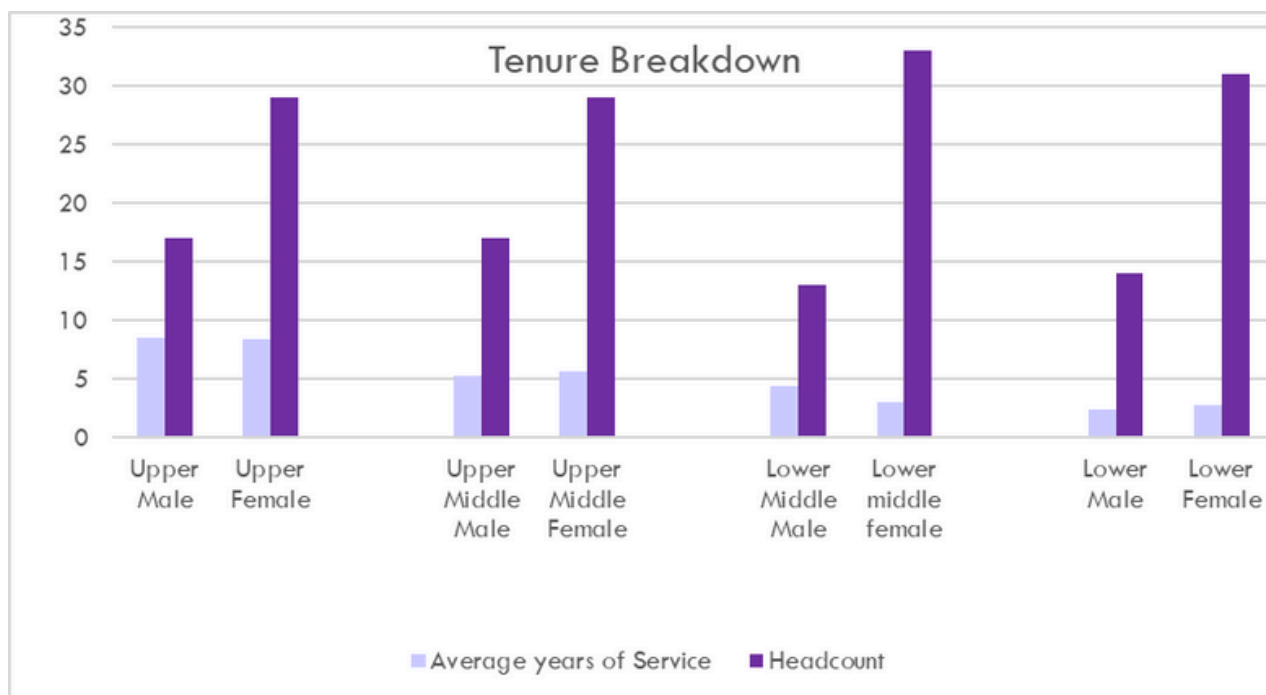
Temporary data:

The data depicts a significant gap between male and female pay both Median and Mean for those employed on temporary contracts in MQI. Further analysis of the data demonstrates the small sample size within this cohort. The minuteness of the sample size does not provide for a meaningful conclusion to be reached.



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Tenure:



In MQI, length of service plays a significant role in determining pay levels due to the progression along incremental pay scales. These pay scales reward employees for their tenure, with salaries increasing as employees progress through the increments over time. This system rewards loyalty and long-term service and can influence our Gender Pay Gap figures.

Our analysis shows that, on average, male employees at MQI have slightly longer tenure across the Upper and the Middle lower pay quartiles than their female counterparts. As a result, males are more likely to be positioned further along on the incremental pay scales, which leads to higher average pay for men.



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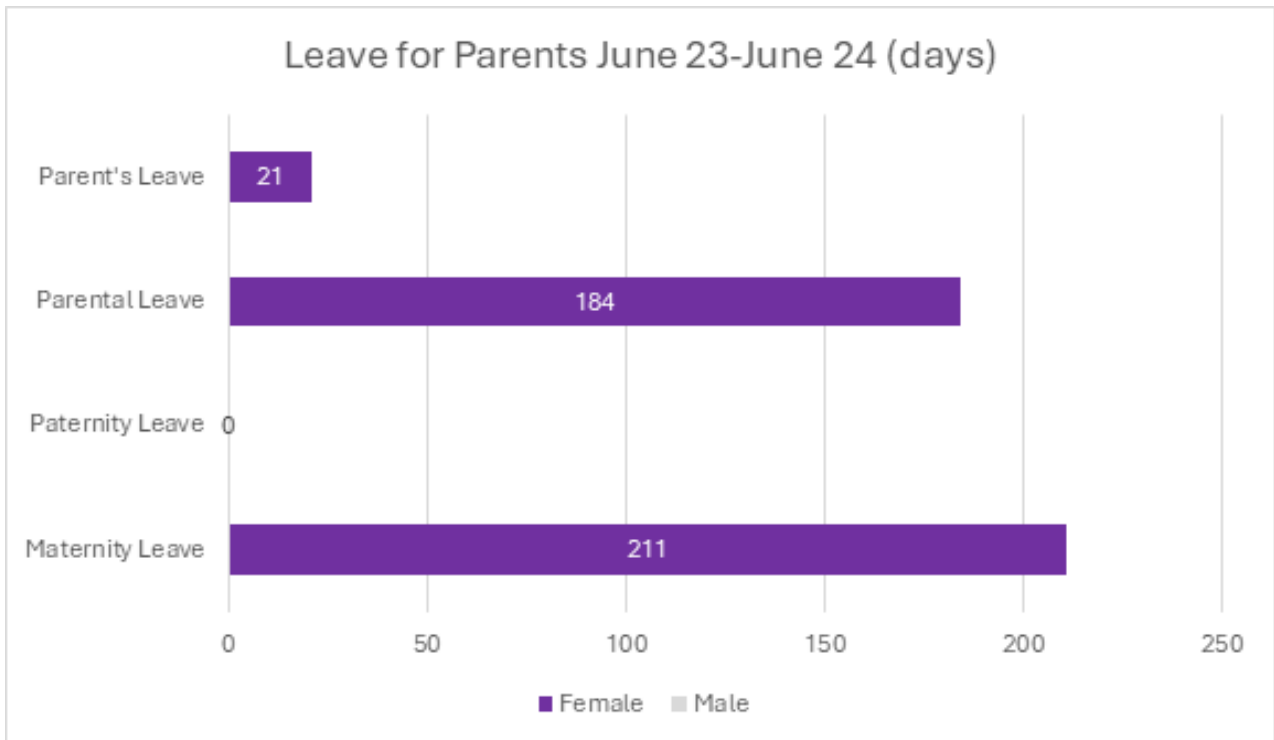
This difference in service length creates a gap in both the **mean** and **median** pay figures:

- **Mean Gender Pay Gap:** Since more males are at the higher end of the pay scales due to longer service, their higher salaries increase the overall average pay for males compared to females.
- **Median Gender Pay Gap:** The midpoint pay figure is also affected, as men with longer service skew the distribution upward.



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Impact of Leave for Caring Responsibilities:



As an organisation with a predominantly female workforce, we experienced a high uptake of leave for caring responsibilities in the 12 months leading up to the snapshot date. This type of leave affects salary levels and contributes to our Gender Pay Gap figures. At MQI, employees must have one year of service to qualify for paid Maternity Leave.

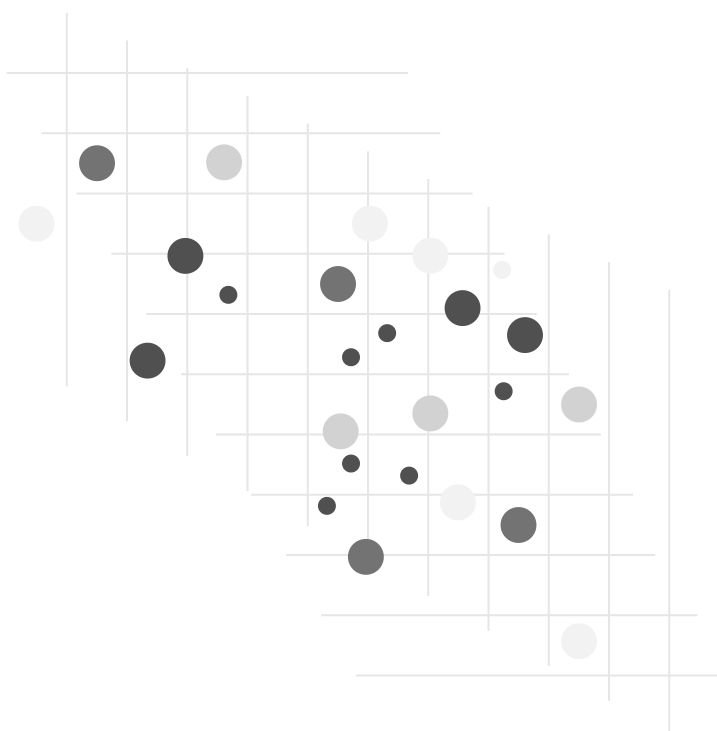


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Understanding the Gap :

The community, voluntary, and charitable sectors typically have a higher representation of female employees, a trend reflected at MQI. While this presents challenges for promoting gender diversity, we remain committed to employing the best people and to encourage long service.

Although we have made meaningful progress, we recognise that sustained efforts are essential to advance our organisational culture and recruitment strategies. We aim to ensure that MQI is an inclusive and welcoming organisation for individuals of all backgrounds, regardless of sexual orientation, gender identity, race, ethnicity, disability, family or civil status, or religious beliefs.



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How can we improve:

While we are encouraged by our relatively low pay gaps, we recognise there is more work to be done, particularly in reducing the gap through enhanced initiatives and supportive policies.

By understanding and addressing these factors, we aim to ensure that our pay progression system supports fairness and minimises unintended impacts on our Gender Pay Gap.

Recruitment and Selection:

We continuously review our recruitment practices, with a particular focus on role profiles and job descriptions, to ensure they are inclusive across a range of diversity criteria. Recently, we provided interview training for our managers to enhance their awareness of unconscious bias and improve their ability to assess candidates fairly, supporting more equitable hiring decisions and contributing to reducing our gender pay gap.

Development & Succession:

MQI intends to enhance its succession planning processes to support career development and encourage equal representation in senior roles, helping to close our gender pay gap. This initiative will create clearer pathways for progression, ensuring equal opportunities for leadership development across the organisation.



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How can we improve:

Exit Interview Analysis:

To better understand the factors contributing to our gender pay gap, we will analyse our exit interview data through the pay gap lens. This approach will help identify patterns, trends, and root causes behind employee turnover, particularly among women, and inform targeted actions to reduce pay disparities.

We are confident that these initiatives will help us continue to reduce our Gender Pay Gap and foster a more equitable workplace.



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