



T A B O R   G R O U P

# **GENDER PAY GAP**

## **REPORT 2025**









# 1. EXECUTIVE SUMMARY

At Tabor Group we are extremely committed to investing in our talent and supporting our dedicated employees, who work tirelessly to provide critical, life-changing support to those in 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 delighted to publish our first Gender Pay Gap report, which highlights our commitment to promoting equality and fairness across our workforce. This report not only fulfils 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 Vision and our Mission. Together, we aim to drive positive change for our people, our services, and the communities we serve.

## What is Gender Pay Gap Reporting?

The Gender Pay Gap Information Act was signed into Irish law in 2021 and began having practical effect in 2022 for employers with more than 250 employees. In 2025 this applies to employers with more than 50 employees. Tabor Group has 58 employees (headcount) as at 30th June 2025.

Under the Act, employers are required to publish information on their gender pay gap – specifically, gender-based differences in mean and median hourly remuneration, mean and median and the percentage of employees paid benefits in kind. They must pick a snapshot date in June, look back over the preceding 12 months, and publish their report by November of that year. Tabor Group's snapshot date will be the 25th of June 2025.

Each organisation is also obliged to publish a broader explanation, giving the underlying reasons for any gap, and the measures the organisation intends to take to address it. All of this will be public information, published either on the organisation website or made available on a central portal which the government intend to ultimately provide.





## 2. DEFINITIONS

**Gender Pay Gap (GPG):** The gender pay gap is usually represented as the average difference in gross hourly earnings of men and women, expressed as a percentage of men's average gross hourly earnings.

A positive gender pay gap indicates that, on average across the employed population, women are in a less favourable position than men. Where the gender pay gap is negative, this indicates the reverse - that, on average, men are in a less favourable position than women.

**Relevant Date:** means the date, in the month of June each year that is selected by a relevant employer for the purposes of the report.

**Relevant Employee:** means a person who is an employee for the purposes of the Employment Equality Act 1998 and is employed by the relevant employer on the snapshot date.

**Relevant Employer:** means an employer with over 50 employees on the snapshot date.

**Relevant Pay Period:** means the period of 12 months ending on the snapshot date.

**Shift Premium Pay:** means the difference between basic pay and any higher rate paid by the employer for work during different times of the day or night.

**Working Hours:** means the hours when a relevant employee is available, or required to be available, at or near his or her place of employment for the purposes of working, but does not include the hours when the relevant employee is asleep, notwithstanding that the relevant employee, by arrangement, sleeps at or near his or her place of employment and the relevant employer provides suitable sleeping facilities for that relevant employee.

**Employee Hourly Rate:** The hourly remuneration of an employee is calculated by dividing the employees total ordinary pay in respect of the reporting period by the hours worked for that period.

**Ordinary Pay Includes:** the normal salary paid to the employee; allowances; overtime; shift premium pay; pay for sick leave; any salary top-ups for statutory leave such as maternity / paternity / parents leave.

**Mean Hourly GPG:** The mean gender pay gap is the difference in the arithmetic average hourly pay for women compared to men, within an organisation.

**Median Hourly GPG:** The median gender pay gap is the difference between women's median hourly pay (the middle-paid woman) and men's median hourly pay (the middle-paid man). The median hourly pay is calculated by ranking all employees from the highest paid to the lowest paid and taking the hourly pay of the person in the middle.

**Quartiles:** Employees are organised into quartiles based on hourly remuneration of all male and female full-time employees: lower, lower middle, upper middle and upper. The proportion of male and female employees in each quartile is expressed as a percentage. There is no requirement to show this information for part-time employees or for temporary employees.



**Snapshot Date:** Employers to whom the reporting obligations apply are required to calculate and publish the gender pay gap information in respect of relevant persons employed by them on the chosen snapshot date, with the calculations to be based on those employees' remuneration for the 12-month period that precedes the snapshot date. Employers are required to choose a snapshot date. The snapshot date must be in June but may be any date in June.

**Equal Pay:** The principle of equal pay does not mean that all workers must be paid equally; it means that any pay differences must be based on objective criteria, not related to gender.

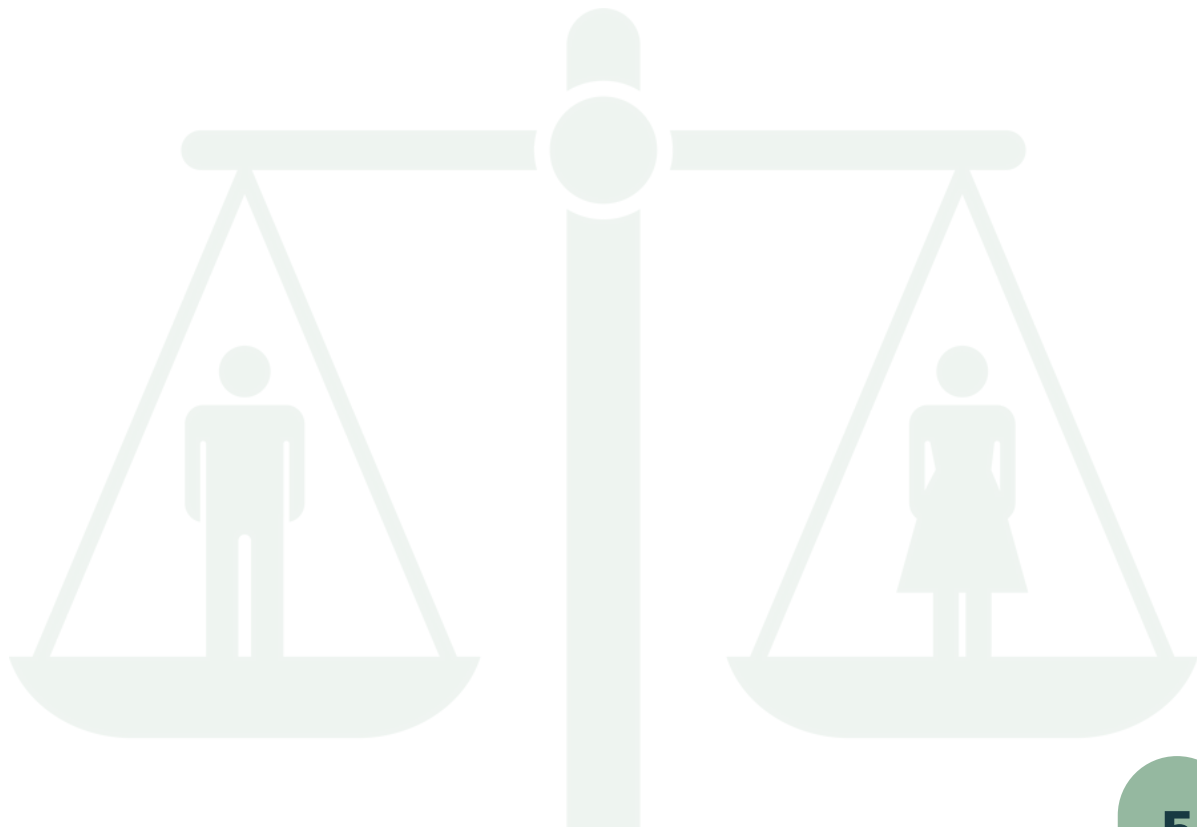
**Ordinary Pay:** means the following types of remuneration, payable to a relevant employee, before any statutory deductions are made

- Basic pay,
- Allowances,
- Pay for piece-work,
- Shift premium pay, or
- Overtime pay,
- Pay for sick leave,
- Any salary top-ups for statutory leaves like maternity leave/paternity leave/parent's leave/adoptive leave,
- Pay for gardening leave.

But does not include

- Remuneration referable to redundancy or termination of employment,
- Remuneration other than money

**Part-time Working:** A part-time employee in Ireland is defined in law as an employee whose normal hours of work are less than the normal hours of work of an employee who is a comparable employee. For this paper anyone whose full-time employment status (FTE) is less than one (39) is assumed to be working part-time. Part-time does not include anyone who is on or has taken unpaid leave during the reporting period, for example parental leave.





## 3. DATA

### Source of Data

The data for this report was provided from Tabor Group's payroll data. The payroll data is sourced through the Sage Payroll System and Timepoint HR module that records employee information to enable compilation and analysis of this report, including data on employee gender, employment status, and working patterns.

After the data from the two aforementioned systems was examined, the necessary computations and compilations could be completed.

### Adjustments & Approximations

On the snapshot date of 25<sup>th</sup> June 2025, the total headcount of Tabor Group is 58.

The employee breakdown is the source of the report's metrics, which show the percentage of male and female employees on the snapshot date.

- Employees on unpaid leave, such as parental leave, maternity leave (for over 12 months), who have received no pay during the reporting period are included in the headcount, but not included in the report.
- Employees on sick leave are included in the report.

### Data Protection

The data was compiled by members of the HR and Finance Team in line with Data Protection obligations. All statistics provided in this report are combined and do not identify individuals.

## 4. EMPLOYMENT PROFILE

CATEGORY	FULL-TIME	PART-TIME	TOTAL
Female	10	30	40
Male	8	10	18
<b>TOTAL</b>	<b>18</b>	<b>40</b>	<b>58</b>

*Part-time includes those availing of shorter working week and reduced hours at the snapshot date.*



## 5. GENDER PAY GAP PROFILE

The GPG is the difference in the average hourly wage of males and females across a workforce. It does not take into account any other factors (for example, years of service, grade or any period of statutory leave). The GPG using the mean hourly rate for the reporting period was 12.25% in favour of male employees. The GPG using the median hourly rate was 2.96% in favour of female employees.

METRIC	MALE (€)	FEMALE (€)	GAP %
Mean Hourly Pay	23.37	20.5	12.25% (M)
Median Hourly Pay	17.38	17.91	2.96% (F)

The Gender Pay Gap Information Act 2021 requires organisations to provide the Mean Gender Pay Gap % and the Median Gender Pay Gap % across the following different categories:

- All Employees
- Part-Time Employees

CATEGORY	MEAN GENDER PAY GAP %	MEDIAN GENDER PAY GAP %	DIFFERENCE (%)
All Employees	12.25%	2.96%	9.29%
Part-time Employees	4.21%	9.34%	5.13%

It should be noted that the mean figure of 12.25% does not signify unequal pay for equal work, just simply reflects the average trends are in favour of males.

### Detailed Analysis of Mean and Median Hourly Pay

	ALL MALES	ALL FEMALES	DIFFERENCE (%)	PART-TIME MALES	PART-TIME FEMALES	DIFFERENCE (%)
Mean Hourly Rate (€)	23.37	20.50	12.25% (M)	20.73	19.86	4.21% (M)
Median Hourly Rate (€)	17.38	17.91	2.96% (F)	17.38	19.17	9.34 (F)



## Gender Breakdown by Quartile

The following table separates our entire workforce into four equal quartiles based on the salaries that are paid to these employees. These quartiles are then further broken down into the number and proportion, expressed as a percentage, of male and female employees in each quartile.

	LOWER QUARTILE		LOWER MIDDLE QUARTILE		UPPER MIDDLE QUARTILE		UPPER QUARTILE	
	NUMBER	%	NUMBER	%	NUMBER	%	NUMBER	%
Male	4	28.6%	4	28.6%	3	20%	7	46.7%
Female	14	77.8%	9	69.2%	10	76.9%	7	53.3%







## 6. ANALYSIS

Reasons for the differences relating to remuneration that are referable to gender as follows:

- There is an over representation of female employees at most grades i.e. 69% females.
- The overall average (mean) pay favors men, likely due to more men in high paying roles or women concentrated in lower-paid jobs, while the typical (median) pay favors women, indicating that the “middle” women earn more than the “middle” man, often showing balanced representation or even female strength in many roles, with the extremes skewing the mean.
- The concentration of women in the lowest-paid roles (e.g., housekeeping, catering, administrative, support staff) and the concentration of men in the highest-paid roles (addiction counsellors, clinical managers and senior managers) is the main driver of the Gender Pay Gap.
- It is also noted that female staff are more likely than male colleagues, to take unpaid leave to avail of work-life balance, family friendly opportunities, which has a positive effect on staff retention but impacts on pay in terms of time lost for progression on salary scales.
- Our analysis reveals a mean gender pay gap of 12.25% indicating that, on average, men in our organisation earn 12.25% more per hour than women across all roles. This figure compares adversely to Ireland’s national mean gender pay gap of 9.6% (2022) reported by the CSO and slightly favourably by the EU average of mean of 12.7% (2021) according to Eurostat data.
- The analysis of Tabor Group’s median gender pay gap of 2.96% is favourable compared to the CSO reporting of a median of 5.5% (2022).

## 7. MEASURES TO ADDRESS THE GENDER PAY GAP

- Recruitment Strategies
  - *In 2024 we reviewed all T&C’s and job descriptions to ensure transparency and equality across all roles. We will continue to review these as and when required.*
  - *In interviews, we ensure diverse panels to promote inclusive hiring decisions.*
- Flexible Working
- Enhanced Family Friendly Policies –
  - *Tabor Group staff are encouraged to avail of parental leave and parents leave available to them. Carer’s leave is available for staff with caring responsibilities.*
  - *Opportunity to research Menopause Policy in-line with best practice.*
- Commitment to continue pay HSE pay-scales.
- Development & Succession: Enhance our succession planning process 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.
- Performance Development Review process (PDR) – this programme was introduced in 2025 and will continue to support staff development into the future.



## 8. CONCLUSION

All staff within Tabor Group are paid above the National Minimum Wage (€14.15 (Jan'26)) and the National Living Wage (€15.40 (2025/2026)). The community, voluntary and charitable sectors typically have a higher representation of female employees, a trend reflected at Tabor Group.

Tabor Group made great progress in 2024, when we migrated all staff pay to HSE pay-scales, enforcing equal pay for equal work for all roles. Which on face might lead to say, that the gender pay gap should be zero. However, this is not the fact and by putting measures in place as per #7 above, will ensure that Tabor Group will strive towards reducing the mean of 12.25% and increasing or maintaining the positive median of 2.96% to close the gap on gender pay gap over time.











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