

The image features a dark grey background with a subtle, repeating pattern of faint, overlapping circular or floral motifs. On the right side, there is a bright, glowing light source that creates a strong gradient, illuminating the scene from the right. A prominent, bright yellow trapezoidal shape is positioned on the left side of the image, containing the text. The text is in a clean, black, sans-serif font.

EY Ireland

Gender Pay Gap
Report 2022

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Foreword

Frank O’Keeffe, Managing Partner, EY Ireland

We welcome the government’s introduction of gender pay gap reporting, a move that will help the entire business landscape progress towards achieving greater gender equality in the workplace. Diversity, Equity & Inclusion (DE&I), across the whole spectrum, not just in relation to the gender pay gap, is a fundamental cornerstone of our business strategy. It is a board-level matter and a key pillar of our overall growth strategy. We’ve been working hard over the last number of years to fully understand our gender pay gap and have created a strategy and targets that will help us address it. We have made great strides forward, but we still have work to do.

We have a clear strategic plan and targets set under the areas of Culture, Leadership, Talent, Accountability and Inclusion that have the full commitment of our Partner Group. Two specific targets to achieve 35% female

representation in our partner group and 50:50 gender parity at all levels in our organisation by FY25 and onwards will contribute to closing our gap.

We constantly strive to improve gender at all levels in the organisation. We seek to do this by ensuring that we build and develop a pipeline of diverse talent. I know how important this is to us collectively as a leadership team and how determined we are to get there.



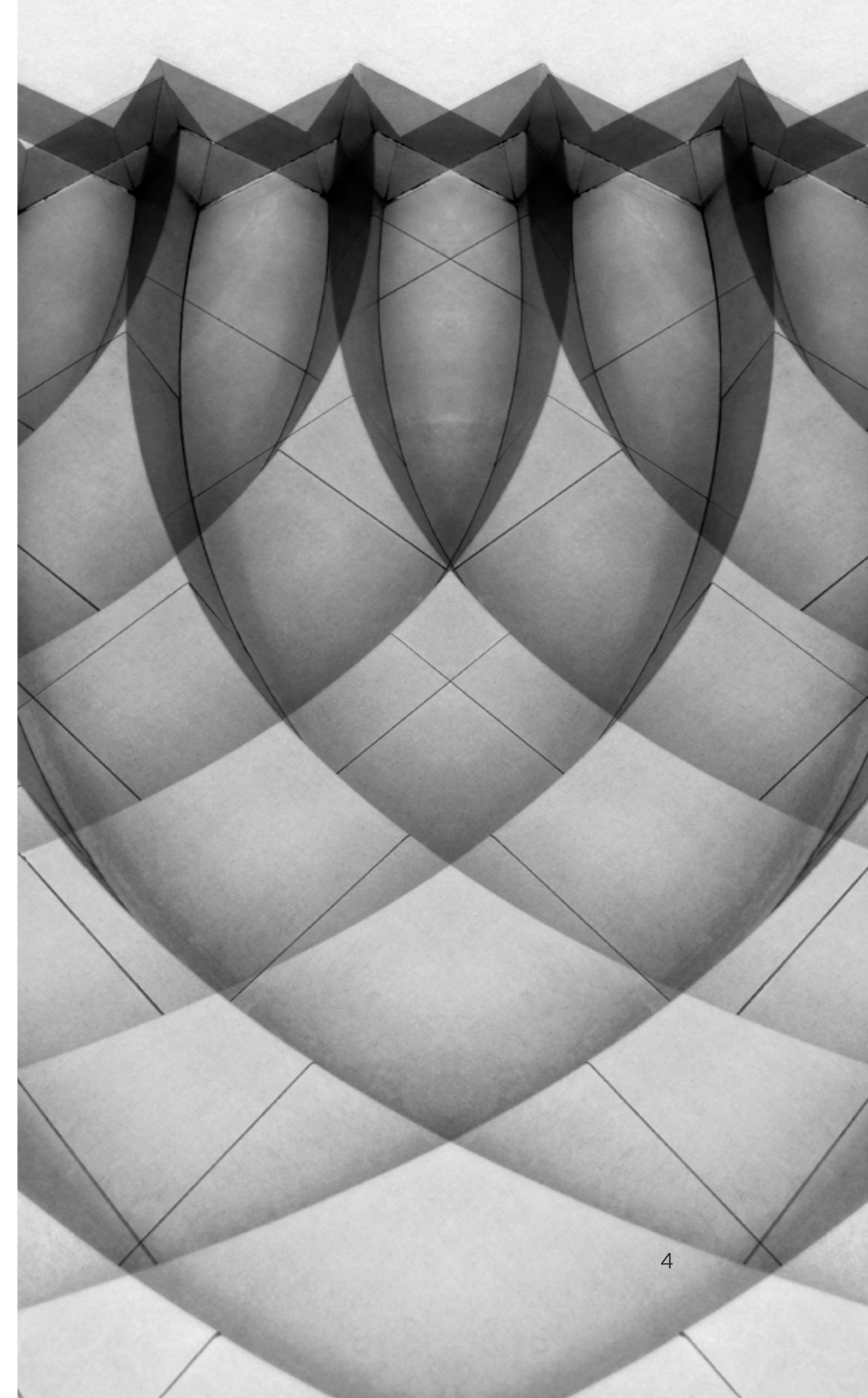
Frank O’Keeffe
EY Ireland Managing Partner



Defining the gender pay gap

The gender pay gap is the difference in the average hourly wage of men and women across an organisation, regardless of the nature of their work. It should not be confused with equal pay for equal work. By understanding the gender pay gap we can gain valuable insights into gender representation across an organisation, which in turn can help to achieve greater representation of women in leadership roles.

A gender pay gap is the result of gender imbalance in an organisation: having more women in junior roles or fewer women in senior roles, relative to men. This means the pay gap is more than likely to persist until organisations have fair representation of men and women at every level; something we are working hard to address.



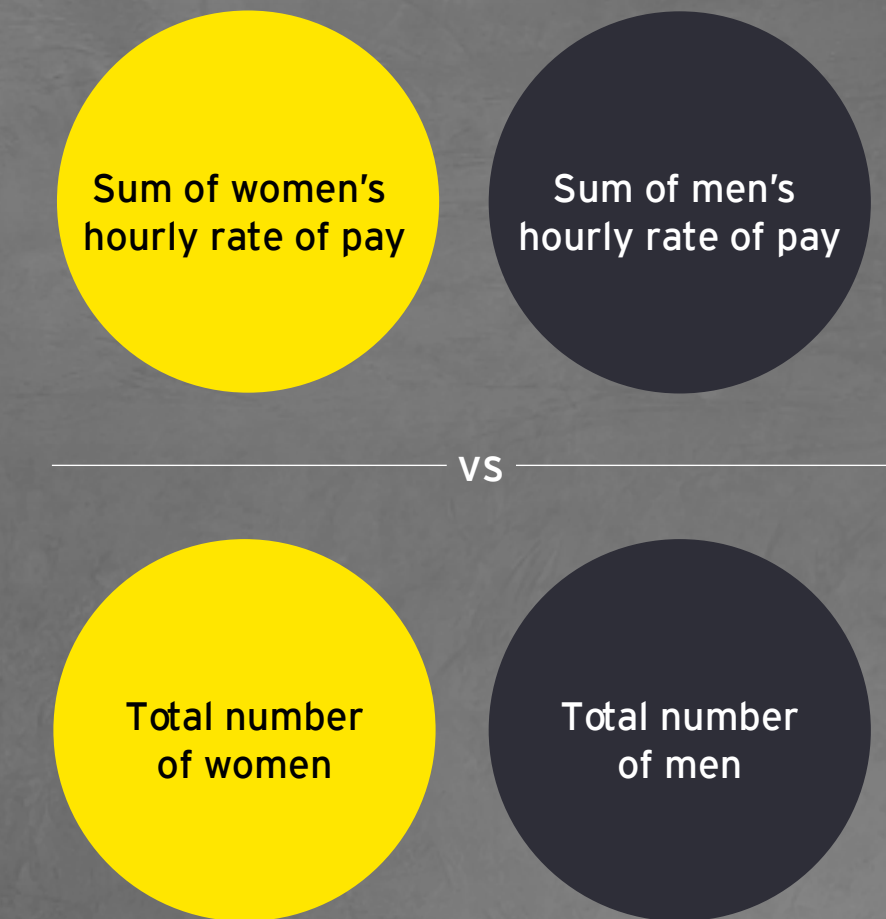
Calculating the gender pay gap

The gender pay gap is calculated using two figures, the mean and the median value:

- ▶ The **mean gender pay gap** is the difference between the mean pay (average pay) for men versus women in an organisation. To calculate it, we convert all pay to an hourly rate, add this up and divide by the total number of relevant employees.
- ▶ The **median gender pay gap** is the percentage difference between the midpoint of pay for all men versus women.

The mean and median bonus gender pay gap is calculated using the same method.

Gender pay gap calculation



Reporting on the gender pay gap

EY's gender pay gap is calculated in line with the Regulations in the Gender Pay Gap Information Act 2021. Our snapshot date is the **30 June 2022** and our calculations relate to relevant employees across our offices within the Republic of Ireland.

Our reporting includes:

- ▶ The difference between mean and median hourly remuneration for all male and female employees expressed as a percentage.
- ▶ The difference between mean and median hourly remuneration for part-time male and female employees expressed as a percentage.
- ▶ The difference between mean and median hourly remuneration for temporary male and female employees expressed as a percentage.
- ▶ The difference between mean and median bonus remuneration of male and female employees expressed as a percentage.



- ▶ The percentage of all male and separately, all female employees who were paid bonus remuneration.
- ▶ The percentage of all male and separately, all female employees who received benefits in kind.
- ▶ The respective percentages of employees who fall within the lower remuneration quartile, lower middle remuneration quartile, upper middle remuneration quartile and upper remuneration quartile.

Executive summary

The data outlined in this report will highlight EY's performance against all the metrics requested in the Regulations.

EY operates as a national practice across the island of Ireland but our colleagues in Northern Ireland are included in our EY UK gender pay gap report and therefore are not reported in our EY Ireland gender pay gap.

EY's hourly pay gap

9.6%
mean hourly pay gap

7.8%
median hourly pay gap



Our gender pay gap

All employees

9.6%
mean hourly pay gap

24.0%
mean bonus gap

7.8%
median hourly pay gap

2.3%
median bonus gap

Part-time employees

-11.5%
mean hourly pay gap

-206.4%
median hourly pay gap

Temporary employees

0.0%
mean hourly pay gap

-0.1%
median hourly pay gap

Bonus

74.7%
female receiving bonus

75.3%
male receiving bonus

BIK

97.6%
female receiving BIK

98.3%
male receiving BIK

Percentage of employees in each pay quartile



- 1 Lower
- 2 Lower middle
- 3 Upper middle
- 4 Upper

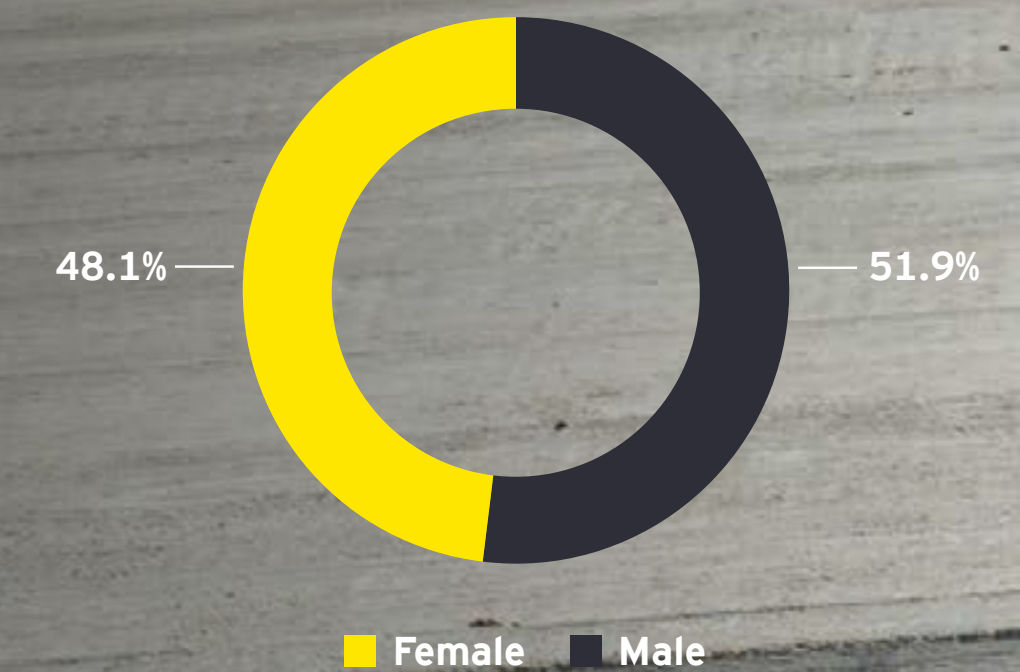
Each quartile represents one quarter of the relevant employee population when every employee in the organisation is listed from the highest hourly paid employee to the lowest hourly paid employee.

Analysing the gender pay gap

Analysing our data in greater detail helps us to understand where we have a pay gap and supports us in implementing measures to reduce it. Our male and female population is balanced up to director level, where we start to see a higher proportion of males, which contributes to our pay gap.

Overall our pay gap exists due to the demographic and make up of our organisation where historically there have been more males in senior roles and a larger number of females in more junior roles. Our focus is on recognising where pay gaps exist and working on key measures to reduce them moving forward. In our most recent year-end promotion process, our females accounted for 48% of all promotions. It will take some time to minimise our gap further however we strive to ensure equal opportunities for all of our employees within EY and have a plan to address it.

Overall employee population



Hourly pay gap: Our gender pay report illustrates a mean hourly pay gap of 9.6% and median pay gap of 7.8%. Our gap is due to the composition of our organisation, where we have more men in our senior employee roles versus women. At manager level and above in our organisation we have 56% male to female representation.

Part-time employees gap: We have a negative mean and median pay gap of -11.5% and -206.4% respectively for our part-time employees. This reflects the reality that a substantially greater proportion of females avail of the flexibility to work part-time in our organisation than men.

Temporary contracts: Our data for temporary workers shows that we do not have a pay gap for this population in EY.

Bonus pay gap: It is a similar picture for our bonus pay gap where our mean is 24% and median is 2.3%. The bonus gap exists across the organisation, with the exception of a negative bonus gap at median for our graduate/entry level roles and manager population.

Benefit In Kind:

The Regulations do not require that companies report on the hourly value of Benefit in Kind received by employees but rather on the percentage of males and females receiving Benefit in Kind. At EY, 98% of employees received a Benefit in Kind, with a difference of less than 1% between male and female recipients.



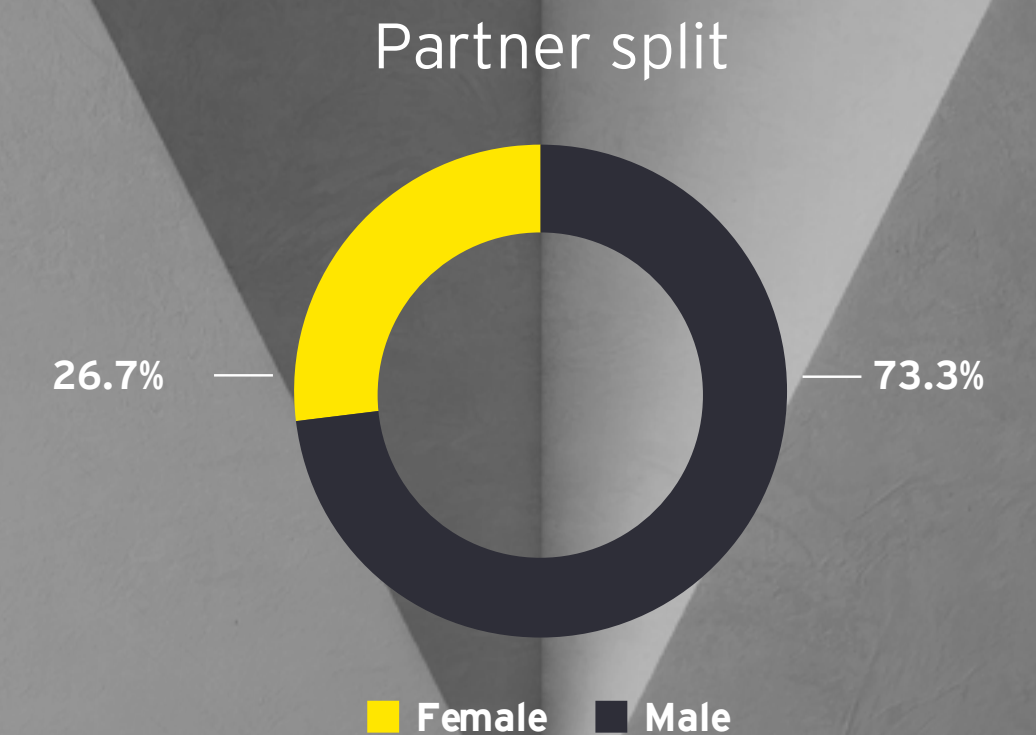
Our gender pay gap (including equity partners)

As we have discussed earlier we have reported our Gender Pay Gap in accordance with the regulatory requirements, which excluded our Partners as equity owners of our business. Our equity partners share in the profit distributions in a given year based on the performance of the business and also in context of the agreed performance management framework. Our hourly gender pay gap including our equity partners is as follows:

EY's hourly pay gap (including equity partners)

26.0%
mean hourly pay gap

12.6%
median hourly pay gap



Addressing the gender pay gap

EY is focused on a number of key measures aimed at reducing our pay gap. We recognise that no one initiative will work in isolation, so we are working on and tracking a series of coordinated actions and activities, across 5 key areas: Culture, Leadership, Talent, Accountability and Inclusion.

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As the nature of traditional work evolves, so the types of people we employ has evolved also. We now employ data scientists, engineers, mathematicians and machine learning experts alongside tax specialists, accountants and consultants. It's this incredible mix of people that allows us to deliver cutting-edge, innovative service to our clients and creates the culture we're so proud of here at EY Ireland. Proactively addressing our gender pay gap is a key element in our ability to attract the top talent we need to grow our business.



Niamh O'Beirne

Niamh O'Beirne
EY Ireland People Partner



Our Leadership Commitment

Being an inclusive employer is a fundamental part of our business strategy, driven by our clients and led from the top of our organisation. That's because the future of our business depends on our ability to provide innovative solutions for our clients, which can only happen if we can recognise and harness the most diverse range of thoughts, experiences and skills.

Increasing representation across our business at every level remains one of our top priorities, and we continue to look for new ways to ensure our culture creates a sense of belonging for all our people. To drive this, we take a number of proactive steps to move us in the right direction.

1. Develop a culture of belonging: An accelerated focus on developing a culture driven by actively inclusive behaviours, embedded in all business and talent strategies, so that everyone feels they belong.

2. Equitable representation: Bringing about a real shift in the composition of our firm with, in the first instance, a differential focus on our people.

3. Be a leading, strong, disruptive voice: We equip our people to talk openly and proudly about the commercial

necessity of DE&I within our teams, and with our clients and communities.



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Our leadership commitment to closing our gender pay gap builds on our existing DE&I strategy. We have built a culture in EY Ireland that values and embraces difference, and where our aim is that every single person in EY feels like they belong and can flourish personally and professionally, irrespective of gender, race, ethnicity, ability, sexual orientation or other difference, seen or unseen. We continue to invest in talent programmes and initiatives that contribute to this culture.



A handwritten signature in black ink, appearing to read 'Colin Ryan'.

Colin Ryan
EY Ireland Managing Partner, Financial Services

Attracting Talent

1. Inclusive Talent Processes: At the organisation level, we have developed a DE&I roadmap, which guides our efforts to embed DE&I into all aspects of our business. Our goal is to make sure that all of our business processes, such as recruiting, resourcing assignments, account planning, rewards and recognition, succession planning and performance management, are not only equitable and fair, but that they also help drive our efforts to harness the power of our diverse talent pool.

2. Attraction: We review job descriptions to ensure language used is inclusive and gender neutral. We invest in a gender-neutral software tool which filters for language that may be less favourable to female employees in our advertised job specifications. We support the next generation workforce through targeted recruitment and education campaigns focused on developing our talent pipeline.

3. Recruitment: We mandate that Unconscious Bias training is completed by all interviewers. We ensure diverse interview panels to help eliminate bias and to disrupt homogenous thinking. We then review shortlists and feedback for unconscious biased decision making.

4. Investing in our female talent: To accelerate representation we have developed a number of programmes aimed at sponsoring and promoting our female talent and their sponsors within our organisation. We have strict gender composition criteria for our talent development programmes to help accelerate progression of high-potential employees within the organisation. Each programme focuses on identifying and overcoming some of the barriers to progression. We are piloting a formal mentoring programme for female employees to ensure they have access to the right coaching and opportunities to support them in their career ambitions. One-to-one coaching sessions are also available for employees returning from maternity leave to help them navigate the transition. We continue to invest in our talent programmes and initiatives, levelling the playing field and creating equal opportunity for all our people to progress to their full potential.

5. Succession planning: Formal succession planning helps us to support the progression of diverse talent across the ranks and within the Partnership.

Measure of success

1. Gender parity across our employee population:

By holding leaders accountable for developing and advancing women while simultaneously expanding access to role models, mentors and sponsors, we are growing the number of women in senior leadership and in our leadership pipeline. Mentoring and equitable sponsorship are integral to our journey toward building a truly inclusive culture. We aim to achieve and maintain 50:50 representation across all our ranks to Partner.

2. 35% female representation in our partnership :

EY Ireland Managing Partner, Frank O’Keeffe has set ambitious targets to achieve gender parity across all levels of the firm up to director level, and 35% female representation in our partnership by 2025 and onward from there. This target is underpinned by a specific roadmap, which the partner group is collectively responsible for delivering. We currently have 26.7% female representation in our partnership.

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As a business that embraces and promotes diversity at all levels, we have access to a huge range of skills, experience and thinking styles. We know that innovation thrives when we have a diverse workforce and an inclusive environment where new ideas and different perspectives challenge “the way things have always been done”.

We have set clear targets and goals and I look forward to continuing in our commitment to be the market-leading business for DE&I both for our people and with our clients.



A handwritten signature in black ink that reads "Sarah Connellan".

Sarah Connellan
EY Ireland Chief Operating Officer



Culture of Inclusion

1. Training for inclusive leadership: Inclusive Leadership training is available for all EY staff to ensure that everyone has the opportunity to develop awareness of and work to address unconscious biases in their day-to-day work. We expect each one of our people to team and lead inclusively so we can fully leverage the power for our clients.

2. Employee networks: Our six voluntary employee networks (Women, Family, Unity, Ability, International and Mental Health) continue to play a vital role, contributing to our DE&I firmwide strategy and connecting people to each other. All the networks play a critical role in connecting people to each other and providing support to all our colleagues.

3. Special leave supports time off for fertility and female health challenges: To support our people to take time to focus on their personal lives while maintaining their career path at work, our Special Leave policy also incorporates time off for individuals who may be experiencing fertility challenges.

4. Other Family-Friendly Policies: We are investing in improving the take-up of our parental leave policies, making it equitable for all parents. This will continue



to be supported by our career and family coaching programmes.

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At EY, creating an inclusive environment and a place where our people feel they belong is core to our DE&I strategy. To support the effective implementation of our strategy, we have commitment from our senior leadership through regular reviews of progress against our agreed strategic objectives. Our people are fundamental to our success and we are very proud of our employee networks, founded and managed by employees who support all our people through education, networking and providing a real sense of belonging and inclusion within the firm.



A handwritten signature in black ink, appearing to read 'Marcus Purcell'.

Marcus Purcell
EY Ireland DE&I Partner Sponsor

Embedding accountability

1. Our Composition: Understanding the make-up of our people is hugely important to us so we know where our focus should lie in terms of our diversity measures and action planning. Our advanced analytics team examines DE&I across a range of areas, including reward, promotion and utilisation to ensure that men and women are being remunerated fairly, promoted when deserved and allocated opportunities that will help them thrive and progress within EY. Service Lines use this data to disrupt unconscious bias and to support inclusive and equitable decision making.

2. DE&I KPIs: Service lines now access a suite of DE&I metrics based on improving inclusion and representation of women at senior levels among other things. These carry the same weighting when business unit performance is evaluated as all our other business KPIs. Outcomes against these metrics are measured and impact overall allocation of performance and reward across a business unit. Each of our Service Line Leads reports progress on the metrics on a quarterly basis.



3. Progress reports and interventions: We measure and report on progress at a Service line and firm level. This is paramount to keeping accountability and rigor in achieving our targets. We use several metrics to understand the lived experience of our people and identify targeted actions to drive progress and shared responsibility across the firm.

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Diversity, Equity and Inclusion is woven into the fabric of our firm. We are committed and focussed on taking deliberate action to empower and enable a gender diverse workforce by actively creating equitable opportunities and increased participation. We know that gender parity is more than gender diversity targets. It's about creating a sustainable pipeline of diverse talent that will support closing the gender pay gap and the environment for female talent to grow, thrive and lead.



M. Bosch

Melissa Bosch
EY Ireland Diversity, Equity & Inclusion Lead

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