



Gender Pay Gap Report November 2025



Contents

Introduction	3
Legislative Requirement	4
Our Gender Pay Gap Overview	4
Our Gender Pay Gap Metrics	4
Mean & Median Gender Pay Gap	4
Gender Representation by Quartile.....	5
Employees Receiving a Bonus.....	6
Employees Receiving Benefit in Kind.....	6
Our Commitments.....	6
• Commitment to Monitoring	6
• Inclusive Recruitment & Promotion	7
• Investment in Education & Career Growth	7
• Leadership Development & Succession Planning	7
• Strategic Focus on Diversity & Inclusion	7
• Supportive Family Leave Policies	7
• Flexible & Hybrid Working	7
• Employee Voice & Engagement.....	7



Introduction

Progressive Credit Union (PCU) is a community-based, member-owned, not-for-profit financial institution, proudly serving over 60,000 members in North Dublin and surrounding areas within its 7-branch network. Formed in 2013, through the merger of Balbriggan, Skerries, Donabate and District Credit Unions, it has continued to grow, to include a number of other credit unions in the North Dublin area.

PCU welcomes the Gender Pay Gap regulations which serve to remind us that within PCU, although we have equal pay for equal roles, we have a Gender Pay Gap of 34%, reflecting the current distribution of employees across pay quartiles. For the purposes of reporting, employees are organised into quartiles based on hourly remuneration of all male and female employees.

The Gender Pay Gap is the difference in the average hourly wage of males and females across a workforce. It compares the pay of all working males and females across the organisation, regardless of role, seniority, or experience.

Equal pay compares the pay of people doing the same work. The gender pay gap demonstrates whether females and males are represented equally across the levels of an organisation. Many factors can contribute to the existence of gender pay gaps. These include differences between males and females in educational attainment and qualifications, occupations that have higher male or female representation, career progression, prevalence of full-time and part-time working, and responsibility for caring roles.

At PCU we take the gender pay gap seriously and are committed to reducing it over time. We recognise the importance of equal representation of males and females across all pay quartiles and are taking proactive steps to address this. Our approach includes ongoing monitoring of gender pay data, reviewing and evolving our policies and practices, and fostering an environment where equity of opportunity is embedded throughout the organisation.

Legislative Requirement

In line with the Gender Pay Gap Information Act 2021 and Regulations 2022, from November 2025, all Irish employers with 50 or more employees are required to publish their gender pay gap report. This legislation, which came into effect in 2022 for larger employers, aims to promote transparency and accountability in pay practices across organisations. This report includes metrics such as the mean and median hourly remuneration, bonus payments, and the proportion of employees receiving bonuses or benefits in kind.

An 'Employee' is defined as a person who is an employee for the purposes of the Employment Equality Act 1998 and is employed by the organisation on the snapshot date.

The Snapshot date for PCU is 26 June 2025.

Our Gender Pay Gap Overview

While we acknowledge that PCU currently has a gender pay gap, this is largely driven by the shape of our organisation, we have a significant number of females (83%) compared to male employees (17%) PCU are committed to our ongoing investment in programmes and initiatives that will continue to reduce this gap, such as diverse recruitment to attract more males to entry level roles and continue to foster and develop a culture where our female colleagues can grow and advance their careers.

Our Gender Pay Gap Metrics

Mean & Median Gender Pay Gap

	All Employees	Part Time	Temporary
Mean	34%	45%	N/A as there are no male comparators
Median	18%	N/A as there are no male comparators	N/A as there are no male comparators

- The Mean Gender Pay Gap is the difference in the average hourly wage of males and females across a workforce.
- The Median Gender Pay Gap is the difference between the middle-paid female and the middle-paid male in a sorted ranking of highest to lowest hourly wage.

Males earn, on average, 34% more per hour than females. However, when comparing the median (midpoint) pay, females earn 18% more than males.



For part-time employees, the mean gender pay gap is 45%, with female employees earning more on average. This is due to the absence of part-time male employees in the middle-income range.

There are no male temporary employees.

The key reason for the significant difference across all employees reflects our structural representation of male and female employees across different pay levels. The uneven distribution affects our mean and median pay gap figures, as the gender pay gap measures average pay across the whole organisation rather than within individual roles.

Gender Representation by Quartile

The gender representation by quartile ranks the employees based on their hourly remuneration from lowest to highest and this grouping is then divided into four quartiles; lower, lower middle, upper middle and upper with the representation of females and males set out in percentages. We have also calculated the gender pay gap per quartile to further understand the key drivers of the gender pay gap in PCU

	Quartile 1 (Top Quartile)	Quartile 2 (Upper Middle)	Quartile 3 (Lower Middle)	Quartile 4 (Lower Quartile)
% of Females	71%	100%	92%	69%
% of Males	29%	0%	8%	31%
% Gender Pay Gap	28%	N/A due to no male comparators	13%	7%

- In pay quartile 1, male employees earn on average 28% more than female employees. The higher pay gap reflects the presence of senior executive roles within this group. These positions carry greater responsibility and are aligned with industry benchmarks for leadership roles.
- There are no male employees in quartile 2, so a gender pay gap cannot be calculated.
- Female employees earn approximately 13% more than male employees in quartile 3.
- In quartile 4, female employees earn 7% more than male employees.

The primary reason for our overall gender pay gap of 34% is the current structure of our organisation. While females are well represented at management level within the top quartile, this quartile also includes senior executive roles that carry higher levels of responsibility and remuneration. These roles influence the average pay in this quartile. Across other quartiles, female representation remains strong, particularly in entry and mid-level positions. We recognise this imbalance and are committed to addressing it through initiatives that support career progression and gender balance at all levels.



Employees Receiving a Bonus

PCU operates a fair and equitable bonus structure. In 2024, 100% of employees received a bonus.

Mean Bonus Gap	29%
Median Bonus Gap	0%

- The mean bonus gap is 24%, with female employees receiving a higher average bonus than male employees.
- The median bonus gap is 0%, meaning the midpoint bonus for male and female employees is the same

The primary reason of the bonus gap is that a large proportion of our employees are female (83% females versus 17% males) and received the full bonus entitlement.

Employees Receiving Benefit in Kind

Benefit in Kind includes any non-cash benefit of monetary value provided to an employee. We do not have a comparable data for this category so cannot report a metric for the benefit in kind percentage.

Our Commitments

At PCU diversity and inclusion are fundamental to who we are. We take pride in fostering a culture rooted in fairness, respect, and opportunity for all. Our commitment to equity is ongoing, and we continuously strive to enhance representation at every level of the organisation.

We are actively working to reduce the gender pay gap through a range of meaningful initiatives. These include talent development, progressive workplace policies, inclusive recruitment practices, flexible ways of working, employee engagement and strategic external partnerships. As part of our continued efforts to close the gap, we are implementing the following actions:

- [Commitment to Monitoring](#)

We understand that measurement is key to progress. We are committed to regularly reviewing gender representation and pay levels. This helps us identify gaps and take informed, incremental steps toward a more equitable workplace.



- **Inclusive Recruitment & Promotion**

Aligned with our recruitment policy, we uphold the principles of equity. We are proud that in 2025, 50% of internal promotions were awarded to female colleagues. We continue to review our recruitment practices to ensure fairness and transparency at every stage.

- **Investment in Education & Career Growth**

We provide educational assistance to employees who wish to pursue further studies and grow within the credit union. This investment in learning supports long-term career development and helps build a pipeline of future leaders.

- **Leadership Development & Succession Planning**

We believe in nurturing talent from within. Through our performance management framework and succession planning, we actively support leadership development for all employees. We provide equal access to training, mentoring, and career progression opportunities, ensuring that advancement is based on demonstrated performance and competence.

- **Strategic Focus on Diversity & Inclusion**

Diversity and Inclusion are central to our strategic plan, particularly within our People Pillar. We are committed to increasing female representation in senior roles, including the Board of Directors and continuing to uphold inclusive practices across all levels of the organisation.

- **Supportive Family Leave Policies**

We have enhanced family leave benefits to better support employees during key life moments. We offer top-ups on maternity, paternity, and adoptive leave, reflecting our commitment to supporting families and encouraging a balanced work-life experience.

- **Flexible & Hybrid Working**

We offer flexible working arrangements to support employees with external commitments. Our hybrid working model provides greater autonomy and accessibility, helping to remove barriers, particularly for females, who may otherwise face challenges in maintaining full-time roles.

- **Employee Voice & Engagement**

We conduct regular employee engagement and culture surveys. These help us understand the lived experiences of our team and identify challenges faced by both our male and female employees. We also encourage upward feedback to managers, fostering psychological safety and continuous improvement.

At PCU, diversity and inclusion are core values. We are proud of our culture, which supports career development, equal opportunities and pay parity for all employees regardless of gender. Our approach is rooted in fairness and inclusion, and we remain committed to continuous improvement to further enhance equity and representation at all levels of the organisation.