

Oaklee

# Gender Pay Gap Report

# Section 01

## Briefing Note



## 01

### Executive Summary

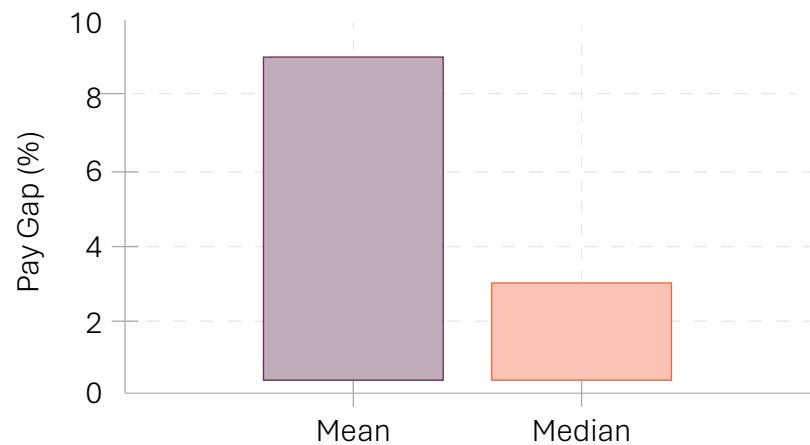
Oaklee's 2024–25 GPG results demonstrate continued strong performance in pay equity:

- Mean hourly pay gap: –9% (women earn more on average).
- Median hourly pay gap: –3%.
- Bonus pay gap: 0%.
- Benefits in kind: 0%.
- Workforce: 66 employees (35 men, 31 women).

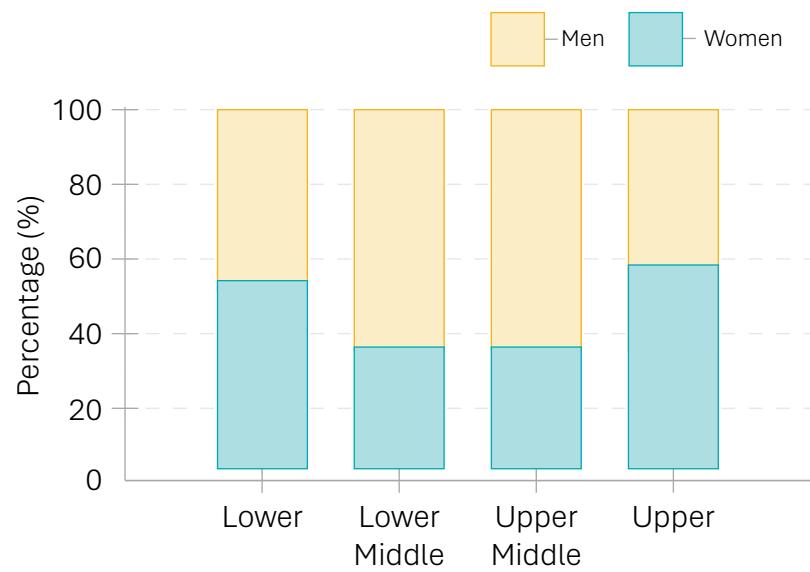
Women are strongly represented in senior and entry-level roles, while men are more prevalent in middle quartiles. This reflects organisational growth, recent promotions, and the small workforce size, which can amplify quartile changes year-on-year.



## Mean and Median Gender Pay Gap



## Pay Quartile Distribution





## 02

### Strategic Implications

- The reversed pay gap confirms equitable pay practices.
- Strong female representation at senior levels reflects successful promotion processes.
- Underrepresentation of women in middle quartiles may pose succession planning challenges.
- Ongoing monitoring of progression and workforce distribution is required.

## 03

### Key Risks / Considerations

- Potential mid-level talent gaps affecting future promotion pipelines.
- Maintaining equity in recruitment, progression, and flexible working.
- Ensuring transparency and staff confidence in pay and promotion decisions.

## 04

### Action Plan Overview

- Talent & Progression: Review middle-quartile representation, strengthen mentoring and development pathways.
- Recruitment & Promotion: Maintain bias-free processes; require diverse shortlists.
- Culture & Engagement: Promote flexible working; gather employee feedback via Culture Amp 2025.
- Governance & Oversight: Integrate progression monitoring into KPIs; report trends annually to the Board; benchmark against sector norms.



## Section 02

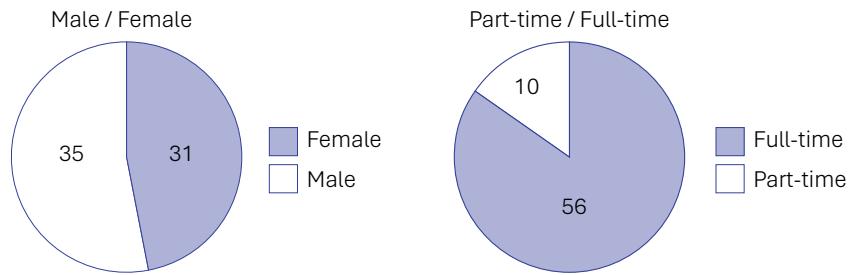
# Narrative 2024 – 25



# 01. Key Figures and What They Mean

## Employee Demographics

- **Total employees:** 66 (35 male, 31 female).
- **Full-time / part-time:** 56 / 10.
- No temporary employees.



## Pay Gap Results

- **Mean hourly pay gap:** **-9%**. On average, women earn 9% more per hour than men.
- **Median hourly pay gap:** **-3%**. The middle-earning woman earns 3% more per hour than the middle-earning man.
- **Bonus pay gap (mean & median): 0%**. No bonuses were paid during this period.
- **Benefits in kind: 0%**. For both genders.

## Pay Quartile Distribution

- **Upper quartile:** 42% male, 58% female.
- **Upper middle quartile:** 63% male, 38% female.
- **Lower middle quartile:** 63% male, 38% female.
- **Lower quartile:** 47% male, 53% female.

## Interpretation

Women are overrepresented in the upper and lower quartiles, whereas men are more represented in the middle quartiles.

## 02. What the Figures Indicate

### **A reversed gender pay gap**

Oaklee does not have a gender pay gap in favour of men. Both the mean and median figures show that women earn slightly more on average, reflecting equitable pay policies and competitive promotion processes.

### **No differences in bonus pay or benefits**

Because no bonuses or benefits in kind were paid to any employees, there is no gap in these areas.

### **Quartile distribution and workforce structure**

Women are strongly represented in the top quartile and also in the lowest quartile, while men form a larger proportion of the middle quartiles.

This pattern may reflect:

- Recent organisational growth and one-off roles.
- Successful competitive promotions of women into senior positions.
- A potential gap in the mid-level talent pipeline for both genders, which may affect succession planning.

Understanding this distribution will help ensure balanced representation and progression opportunities across all levels.

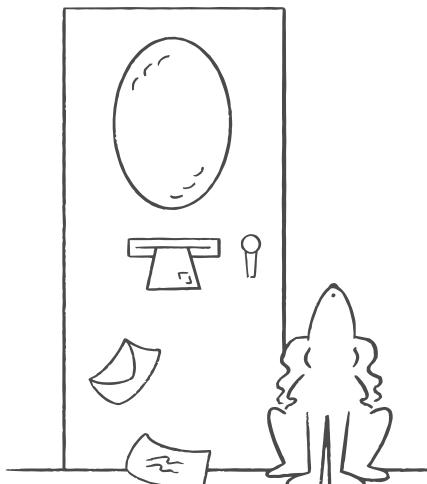


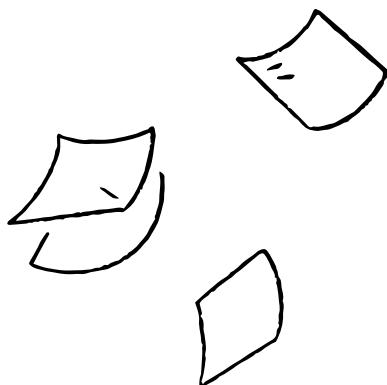
## 03. Contextual Factors Behind the Figures

Several organisational developments have influenced the 2024–25 results:

- Growth and recruitment activity: Oaklee has expanded its workforce, creating new roles, some of which are specialist or project based.
- Recent promotions: A number of roles were filled through competitive promotions, with women promoted into several senior positions during the reporting period.
- Workforce composition: A relatively small overall workforce means changes in a handful of roles can significantly shift quartile representation year-to-year.
- Commitment to equity: Inclusive recruitment practices, flexible working, and transparent pay structures continue to shape outcomes.

These factors help explain the current quartile distribution and the reversed pay gap.





### Narrative

Oaklee's 2025 Gender Pay Gap results show a mean hourly pay gap of -9% and a median gap of -3%, indicating that women earn slightly more per hour on average than men. This reversed pay gap reflects our commitment to fair and transparent pay practices, supported by competitive recruitment and promotion processes.

Women are well represented in both the highest and lowest pay quartiles, while men are more represented in the middle quartiles. This distribution reflects recent organisational growth, the creation of specialist roles, and the promotion of women into senior positions. No bonuses or benefits in kind were paid to any employees during the reporting period.

We remain committed to sustaining gender equity across the organisation. Oaklee will continue to monitor pay and progression data closely, with a particular focus on understanding representation within the middle quartiles to ensure ongoing fairness and equal opportunity for all.

Because we operate across social care and housing development, our workforce mirrors each sector's typical gender profile, female-majority in Health & Social Work and male-dominated on-site technical roles in construction. According to the Central Statistics Office (CSO), women account for roughly 76.6% of employment in Human Health & Social Work (Women in the Labour Market 2023–2024, March 2025), while Government/CIF data indicate women comprise only ~9-10% of the construction workforce and ~99% of on-site roles are male (Gov.ie/CIF, April 2025). SOLAS's 2024 Quarterly Skills Bulletin further confirms strong occupational gender segregation, female-dominant health/social work and male-dominant construction and highlights long-hours patterns as a barrier (25 July 2024).

This mix, rather than unequal pay for equal work, is key to understanding this pattern in our Gender Pay Gap results.

# Section 03

## Action Plan





Oaklee is committed to maintaining and advancing gender equity across all levels of the organisation. Following the findings of the 2024–25 Gender Pay Gap Report, we will implement the following actions:

### **1. Strengthen Progression Pathways Across All Levels**

- Conduct a detailed analysis of why women are underrepresented in the middle quartiles.
- Identify any barriers to progression and address them through targeted development, learning pathways, and role-specific support.
- Expand mentoring and sponsorship programmes to support career progression for all employees, ensuring balanced representation at mid-level positions.

### **2. Maintain Inclusive and Transparent Recruitment & Promotion Processes**

- Regularly review and audit recruitment and promotion processes to ensure they remain fair, transparent, and free from bias.
- Require diverse shortlists for all roles, particularly mid-level and senior appointments.
- Track shortlisting and appointment data as part of ongoing KPIs.

### **3. Promote Flexible Working and Support Work-Life Balance**

- Maintain and promote flexible working arrangements to support employees at all life stages.
- Gather regular feedback on the accessibility and effectiveness of flexible working options.



#### **4. Enhance Transparency and Internal Communication**

- Communicate gender pay gap results and the associated action plan to all staff, supported by the Senior Leadership Team and the Corporate Services team.
- Provide updates throughout the year on progress and future priorities.

#### **5. Foster an Inclusive Culture**

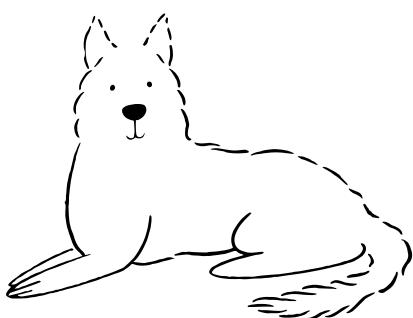
- Deliver ongoing training on unconscious bias, inclusive leadership, and equitable decision-making.
- Strengthen employee voice by providing regular opportunities for staff to share experiences and improvements through surveys, focus groups, and staff forums.
- Use the 2025 Culture Amp survey to gather qualitative feedback on fairness and progression.

#### **6. Commit to Continuous Improvement**

- Review progress annually and update the action plan in response to data and staff feedback.
- Benchmark Oaklee's performance against sector and national trends to ensure we remain a leader in advancing gender equity.
- Incorporate progression monitoring into annual KPIs to track representation and movement across pay quartiles over time.

#### **Closing Statement**

By taking these actions, Oaklee aims to sustain its strong record on gender pay equity, address emerging challenges such as mid-level representation, and ensure that all employees have fair and equal opportunities to thrive, develop, and progress.





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