

# Three Ireland

## Gender Pay Gap Report 2024



### **Message from Mark Redmond, Chief People Officer**

At Three Ireland, we are committed to fostering an ambitious, inclusive and engaging culture where everyone has a sense of belonging and the opportunity to thrive. We are clear on our vision, underpinned by action, to ensure that we're cultivating an environment where women feel supported to grow and excel in their careers.

From committing to achieving gender balance in senior leadership roles, developing targeted leadership programmes for women, embedding inclusive recruitment practices, and designing employee offerings that support women - we're focused on strategies that promote equity and encourage a supportive culture for women, alongside men, in the workplace.

In our Gender Pay Gap Report 2024, we have set out our gender pay gap statistics, as well as the reasons for these gaps and the measures being undertaken to reduce these differences and seek improvements.

A handwritten signature in black ink that reads "Mark Redmond".

**Mark Redmond**, Chief People Officer



## Our Gender Pay Gap for 2024 | as at 30 June 2024

The gender pay gap is a measure of the difference between how much all the men in a business and all the women in a business earn, regardless of their role or seniority. A gender pay gap does not indicate discrimination or an absence of equal pay for equal value work - it simply reports a gender representation gap and the corresponding variances in payments as a result.

### Pay Gap

**25.2%**

Mean gender pay gap

**-4.0%**

Mean gender pay gap (part time)

**-27.8%**

Mean gender pay gap (temporary)

**28.0%**

Median gender pay gap

**-1.9%**

Median gender pay gap (part time)

**-0.2%**

Median gender pay gap (temporary)

### Bonus Gap

**42.4%**

Mean bonus gap

**30.0%**

Median bonus gap

### Proportion Receiving a Bonus

**96.2%**

Proportion of men receiving a bonus

**98.2%**

Proportion of women receiving a bonus

**71.5%**

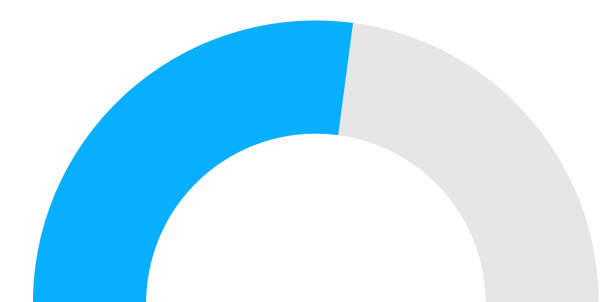
Proportion of men receiving a BIK

**76.3%**

Proportion of women receiving a BIK

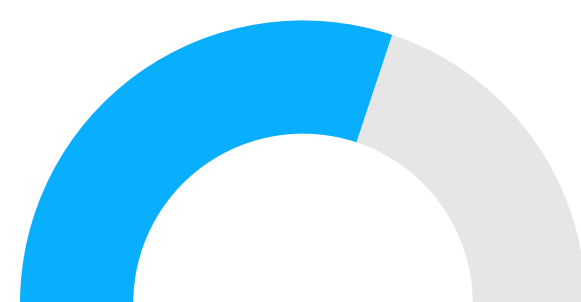
### Pay Quartiles

Women Men



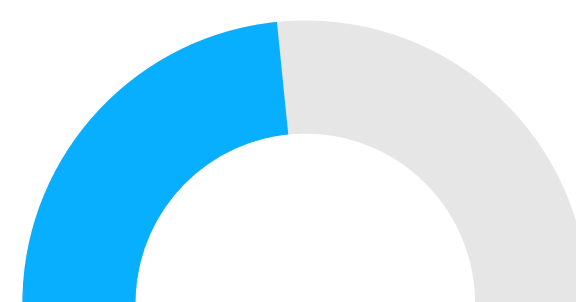
54.2% 45.8%

Lower quartile



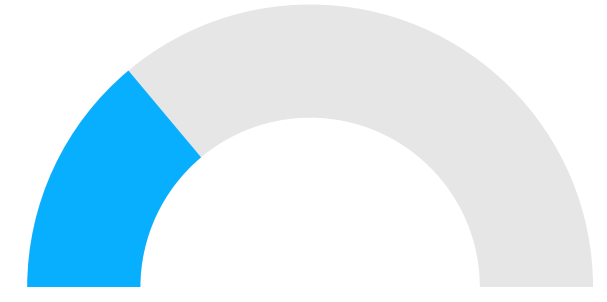
60.2% 39.8%

Lower-mid quartile



46.8% 53.2%

Upper-mid quartile



27.8% 72.2%

Upper quartile

**Temporary** | All employees on fixed term contracts

**BIK (Benefit in Kind)** | This includes any non-cash benefits. For example, pension contributions, company car or health cover

## About our Pay Gap

Three Ireland's mean gender pay gap stands at 25.2% for 2024 which is an improvement of 1.3% in comparison to 2023 (26.5%). While we have strong gender representation across our business with women making up 47% of our workforce we know there is more work to be done to improve gender representation at senior and specialist levels across our business, which in turn will reduce the gender pay gap.

As an organisation, we are acutely aware that there are also a number of key external drivers within the macro environment that may influence the technology and telecommunications sector more prominently. However, at Three Ireland we're committed to reducing this gender pay gap and are confident that with our efforts we can continue to reduce this difference in a sustainable and long-lasting manner.

## Why we have a gender pay gap and what are we doing about it?

**Our gender pay gap continues to be influenced by two key factors – the distribution of women and men working in the organisation and the seniority at which they work, as well as wider technology sector talent challenges.**

A significant factor in our gender pay gap is that a high proportion of our female employees work within our customer service contact centres, as well as our retail stores. These roles, while competitively paid within the sector and aligning to the national living wage, have lower earning potential in comparison to other specialist roles within our business, such as those within the technology function. In addition, Three Ireland has more men in specialist technology roles which are higher paid roles due to their specialist nature. This variance has the single biggest impact on the gender pay gap at Three Ireland.

This gender pay gap is also influenced by the demographic disparity in the wider technology talent market. The technology talent pipeline is restricted by choices of science, technology, engineering and mathematics (STEM) subjects studied at university level, with 19% of women studying these subjects compared to 43% of men (Higher Education Authority).

To address this challenge, we're focused on gender balance in our recruitment efforts and in supporting the development of our talent pipeline for technical and specialist roles through our graduate, training, mentoring and leadership development programmes. Through our 'Connect to STEM' programme with Trinity College Dublin, we encourage more women to join the talent pipeline for technology roles. Since launching the programme, we have awarded, 15 STEM scholarships the last three years and funded two Trinity Access Teacher Fellows as part of the Trinity Access Pathways to STEM Programme.

### Bonus gap

Our bonus gap is influenced by similar demographical factors as our gender pay gap. Our gender pay gap impacts our bonus gap as our company bonus is a percentage of base pay. Unlike the gender pay gap, which is based on average hourly pay, the bonus pay gap is calculated on actual bonus amounts paid over a 12-month period. Similarly, with more female employees working in part-time roles, this directly impacts on the bonus value paid, materially influencing our bonus gap position.

## Our Commitment and Action Plan

**We are clear on our commitment and are progressing against our action plan for 2023-2025 with a key focus on initiatives that we believe will contribute to closing the pay gap:**



**1. Achieving gender balance in our leadership**

A primary driver for our pay gap continues to be the demographic imbalance in senior roles. Our commitment remains to increase the number of women in senior leadership roles to achieve a 50/50 gender balance by 2030.



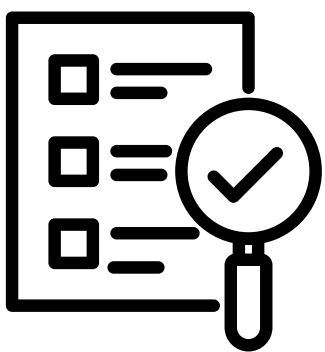
**2. Ensure that Three is a place where women can grow, develop, and enhance their careers**

This year, alongside our existing mentoring, training and development programmes, we launched our new Women in Leadership Programme, in partnership with University College Dublin. The programme, made up of female leaders across our business, creates a community to drive change, supporting women on their development into senior leadership roles.



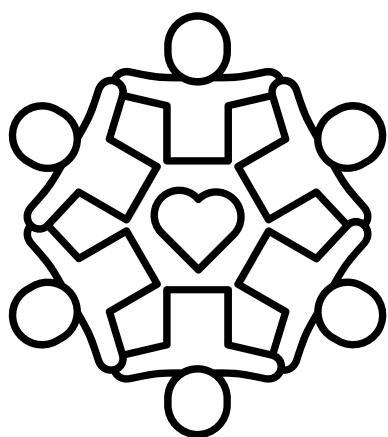
**3. Designing employee propositions that support women's wellbeing and careers**

We continue to enhance our employee offerings in consultation with our Diversity, Inclusion and Belonging steering committee, as well as our employee forum groups to ensure we support the diverse needs of our people. This year, we launched our 'Moments that Matter' proposition to ensure our employees and managers feel supported during the key life moments that matter most to them, including parenthood, menopause and life transitions.



**4. Underpinning our action plans with robust governance and measurement structures in place**

We continue to track and report on the gender balance across the employee life cycle, including new hires, progression, development, and engagement. We also track our pay, recruitment, and promotion decisions through a gender diversity lens.



**5. Inclusion & Belonging Action Plan**

We continue to progress against our award-winning Inclusion & Belonging Strategy and action plan, which focuses on diversity & equity, employee wellbeing & our ways of working holistically. We work in collaboration with our Inclusion and Belonging committee and executive leadership teams to ensure that we foster an ambitious, inclusive and engaging culture for everyone at Three.

## Definitions

### What the 'mean' gender pay gap shows

The mean gender pay gap shows the difference between how much men and women earn, on average, across a business in its entirety. It's worked out by adding up the hourly earnings (during June 2024) of all the men in the business, and then dividing by the number of male employees, and similarly by adding up the hourly earnings (during June 2024) of all the women in the business and dividing by the number of female employees.

This results in the average hourly mean pay for each gender. From these two calculations we assess what the mean gender pay gap of an organisation is. Additionally, the mean bonus gap is worked out in the same way, by utilising bonus payments made over a 12-month period.

### What the 'median' gender pay gap shows

The median gender pay gap in an organisation is calculated by outlining the earnings of each female employee in the business, from lowest to highest (during the month of June 2024) and confirming the middle point. This exercise is also calculated for the men working within the business. The median gender pay gap shows the difference between these two mid-points expressed as a percentage. The median bonus gap is worked out in the same way by using bonus pay over a 12-month period.

### Gender Pay vs Equal Pay

The gender pay gap is not the same as equal pay. The two concepts are very different. The gender pay gap is the output of a statistical calculation. It compares the average figures for both the pay and bonus of the total workforce. Gender pay gaps do not take into account the fact that the "average" men and women may be doing very different roles with varying levels of experience, but rather the practice highlights demographic gender imbalance in an organisation.

Equal pay is about ensuring that men and women doing the same work, or work that is of equal value, will receive the same pay. At Three Ireland there are no equal pay issues, with men and women in the same roles, receiving equal pay, as is our statutory obligation. This is not a contributing factor to Three's gender pay gap figures.

