

*ergo:•*

# Gender Pay Gap *Report 2023*

Prepared for Today  
*Planning for Tomorrow*



# Cultivating an *Equal and Inclusive Workplace*

Among Ergo's six core values are: inclusion and diversity, a commitment to nurturing a culture where we embrace differences, and helping all of our employees to thrive and feel fulfilled in their roles within the company.

We wholeheartedly align with the views of United Nations Global Compact, that advancing gender equality in business is not only the right and proper thing to do, it's the smart thing to do<sup>1</sup>. Research shows that productivity, organisational effectiveness and revenue growth are all improved by having a higher proportion of female employees.

Part of the challenge for Ergo is that women have traditionally been under-represented in our sector, particularly at more senior leadership levels. It's an imbalance that can be traced, at least in part, back to early education where boys are still more likely to study STEM (Science, Technology, Engineering, and Mathematics) subjects than girls.<sup>2</sup>

At Ergo, we are committed to making every effort to attract and recruit more female talent across all areas of our business, especially female leaders in management roles. You will see from our report that while good progress is being made in some areas, more work needs to be done in others. We are having greater success at the entry level, recruiting more women into the business than ever before and creating a pipeline of talent from which we are nurturing and developing the female leaders of the future in our business.

We are doing our best to effect change. Promoting and recruiting female talent to leadership positions is a priority for Ergo. Along with my fellow board members, I'm determined to make it happen sooner rather than later.

**Paul McCann**  
**Chief Executive Officer**  
**Ergo**

<sup>1</sup>United Nations Global Compact - <https://unglobalcompact.org/what-is-gc/our-work/social/gender-equality#:~:text=Advancing%20gender%20equality%20in%20business,investment%20and%20higher%20consumer%20satisfaction>  
<sup>2</sup>UCD Centre for Economic Research - [https://www.ucd.ie/economics/t4media/WP19\\_05.pdf](https://www.ucd.ie/economics/t4media/WP19_05.pdf)





## Gender Pay Gap *Report Explained*

The Gender Pay Gap Information Act was introduced in 2021, an amendment to the 1998 Employment Equality Act requiring companies to publish and explain employee remuneration details and any differences between genders. Ergo welcomes a benchmarking exercise that keeps our company focussed on our journey towards greater gender balance, the elimination of pay gaps, and our mission to have a more diverse and inclusive workforce.

As required by the legislation, we are listing the mean gender pay gap, the difference in the average hourly rate of pay between women and men, and the median gender pay gap, the percentage difference between the midpoint of pay between all of our male and female employees.

We have also captured the difference between mean and median Bonus payments to male and females, and the mean and median gender gap between the hourly rates of Part-Time and Temporary employees. The percentage of male and female employees who received Bonus pay and Benefit in Kind is also tracked.

A breakdown of the gender gap across four pay band quartiles (Lower, Lower Middle, Upper Middle, Upper) offers more detailed insights into where progress is being made.

# Ergo *Progress Report*

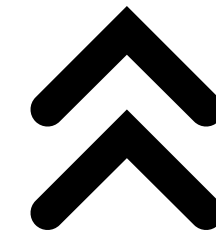
There are many positives in our 2023 report that reflect the impact of initiatives that Ergo has taken to better support the role of women in our organisation.

# 9.74%

increase in female employment in the Lower Middle pay band.

# 1.05%

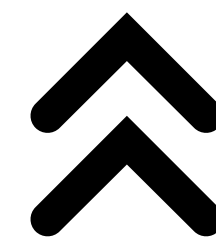
increase of female employment in the Lower pay band.



More uptake of Benefit in Kind from female employees.

# 3%

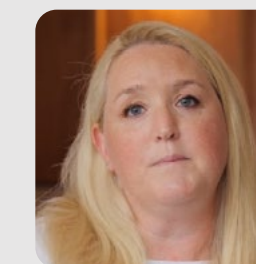
more on average was paid to females in bonuses than males



Higher hourly pay gap in favour of part-time female employees.

## What Our *People Say*

*“Working for 17 years in Ergo, I have been given the opportunity to try out different roles and land on a career path that matches my talent and aspirations. It’s been a great experience that’s enabled me to grow as person and as an IT professional.”*

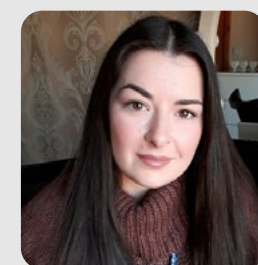


**Mary Donnelly**  
Cyber Security Consultant  
Ergo



## What Our *People Say*

*“My favourite part about Ergo is the team and the culture. I joined Ergo in 2021, I initially came in as a Level one engineer. I wanted to learn as much as possible and progress my career. After nine months, I was then promoted to the Level One team lead. Since then, I have been constantly upskilling myself, including our people management program. Upskilling in IT is massively important, and the fact that Ergo provides that for employees is a massive bonus for working with Ergo.”*



**Mikeala Feeney**  
Service Delivery Manager  
Ergo

## Gender Pay Gap *Analysis*

### *Early-Stage Career Development*

The number of women in Lower and Lower Middle band roles in Ergo has increased by 1.05% and 9.74% respectively, a positive shift at the earlier stages of an IT career. Because of constraints inherent in the tech sector, the number of females in the Upper and Upper middle bands has declined since 2022, something we will be working hard to rectify in the years ahead.

### *Bonus and Benefits Boost*

The total amount of Bonus payments rose by 14.29% within the last 12 months. From this, the mean Bonus pay gap has fallen by 8.93% from 2022. The median results are another positive indicator, with females paid more than males – 51.85% versus 48.54%.

Data also shows that Benefit in Kind paid to female employees has more than doubled from just over 12% to almost 26% since 2022, with an average of 3.65% paid more to females than males over the last two years. Total uptake increased by 250%.

### ***Positives in Temporary and Part-time Roles***

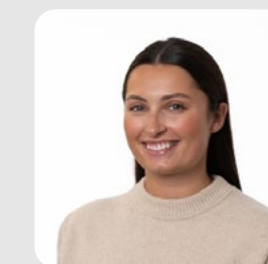
Ergo provides flexible working arrangements such as part-time roles for employees who desire a more balanced home and work life. The Part-Time Employees Pay Gap reflects that our female employees have an average higher hourly pay. Almost 5% of Ergo's employees are on a part-time contract; just under 67% are female.

Of the 3.85% of Ergo employees who are on Temporary roles, just over 33% are female employees. The mean is favourable for males, while the median is almost 9% favourable to females.

Education is the start of the pipeline that will ultimately lead to gender balance in the tech sector. The uptake of STEM subjects by girls in schools has been slow over the last few years, suggesting there may be still an embedded perception about the types of careers that girls should pursue. Ergo already has a Transition Year programme (see Closing the Gap) that addresses this, and we are exploring other ways to erode the idea that technical jobs are somehow better suited to men.

## **What Our *People Say***

*"I feel incredibly fortunate to be part of Ergo. The environment here continually fosters growth and offers a multitude of opportunities. The support and encouragement from colleagues and leadership have been instrumental in my professional development. There's a sense of unity in pursuing excellence, and it's truly inspiring to be a part of a team that values innovation, creativity, and inclusivity."*



**Hannah Buckley**  
Marketing Executive  
Ergo

# 2023 Results *At-A-Glance*

## Full-Time Employees Pay Gap

*Mean*

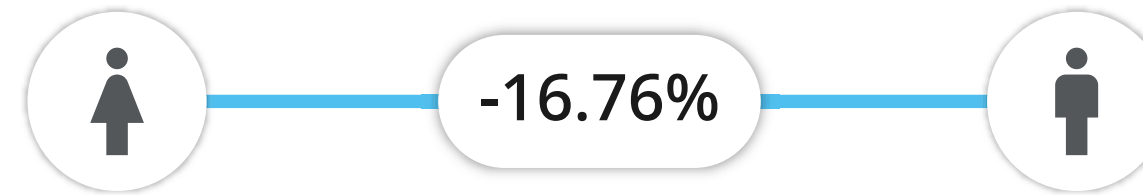


*Median*

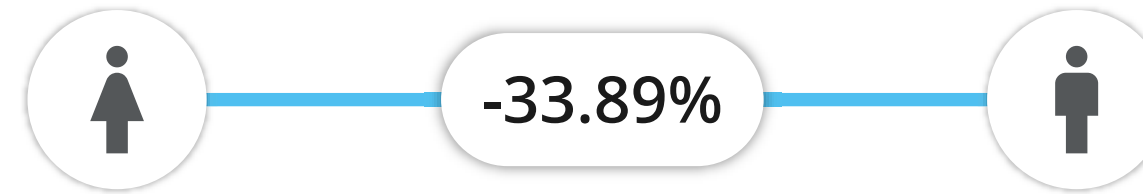


## Part-Time Employees Pay Gap

*Mean*

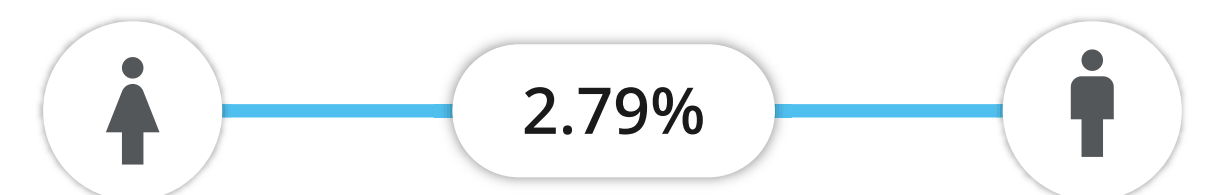


*Median*

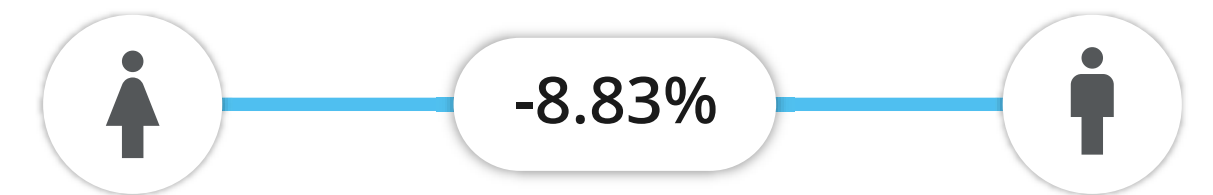


## Temporary Employees Pay Gap

*Mean*

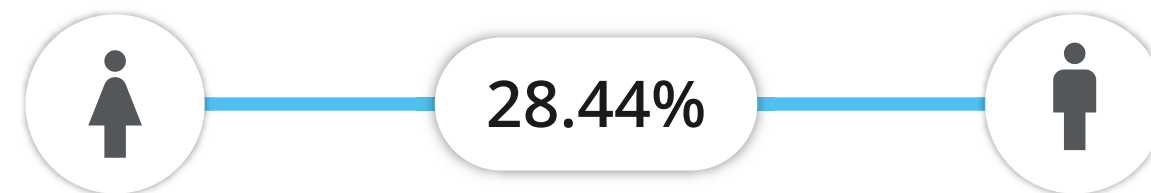


*Median*

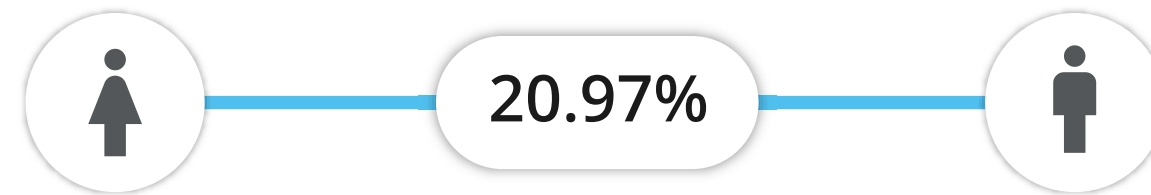


## Mean and Median Bonus

*Mean*



*Median*



## Gender Benefit In Kind

*Male*



*Female*

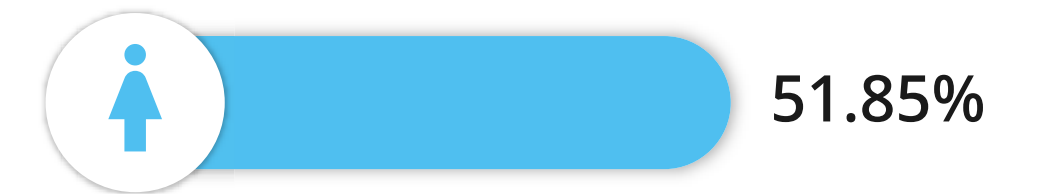


## Gender Bonus

*Male*



*Female*





# Pay Band *Quartiles*

A (Upper)



Male  
**84.69%**  
Female  
**15.31%**

B (Upper Middle)



Male  
**80.41%**  
Female  
**19.59%**

C (Lower Middle)



Male  
**68.04%**  
Female  
**31.96%**

D (Lower)



Male  
**83.67%**  
Female  
**16.33%**



# Closing *the Gap*

As part of our ambition to make greater progress with regards to the gender pay gap, we are taking steps to impact gender imbalances across senior management roles and build on the progress made at early talent and mid-levels of the organisation. Positives in our report show that female recruitment in the lower quartiles is growing, and that initiatives put in place to support and reward female employees are gaining traction. We are on the right track and determined that female recruitment in lower pay bands will provide a talent pipeline to correct higher band imbalances over time.

In addition, over the past 12 months, there have been notable developments with senior female management roles in Ergo. We have not only seen the internal promotion of one of our senior female leaders to the Executive Leadership Team, we also hired a senior female Public Sector industry leader as a Director, who brings immense experience and sectoral expertise.

As Ergo continues to grow and develop a global footprint, we will be in a better position to recruit from the in-demand pool of experienced female leaders, further correcting the gender imbalance at higher levels of the organisation.





## Inclusive *Recruitment*

All our recruitment processes are continually vetted to ensure the language we use is open and inclusive, that job posts are gender neutral. We prioritise inclusive job descriptions by outlining a broad set of requirements, welcoming candidates with valuable skills and diverse experiences. Our diverse interview panels counteract unconscious bias, offering candidates a clearer view of our company's values. We clearly articulate from the outset that they will be joining a diverse and inclusive workplace, and given every opportunity to succeed.

## Training *and* *Upskilling*

Whenever we can, we promote from within and we encourage all our technical employees to train and complete new certifications. We offer career paths for all genders where they will be actively encouraged to pursue leadership roles.

## Focus *on* *Diversity*

Ergo currently holds the Silver Mark from the Irish Centre for Diversity, which recognises a company's success in embedding equality, diversity and inclusion (EDI) in its business. Silver is the second stage in a three tier 'Investors in Diversity' framework, built on a tested model of best practice with tools and services to measure and inform an organisation's workplace culture in terms of fairness, respect, equality, diversity inclusion and engagement.

## Positive *Employee Engagement*

In 2023, 77% of employees participated in the Ergo Employee Engagement survey, a 46% increase from 2022. Top three scores were 90% for being able to arrange time out of work when needed; 88% feeling genuinely supported when they want to work flexibly, and 88% saying they felt their line manager genuinely cares about them.

## Transition *Year Programme*

Each year, we run a programme with schools aimed at giving transition year students an insight into Ergo and the technology industry by shadowing employees in our various departments. Students gain a diverse range of experiences, tracking different jobs in a way that will hopefully inform their own career paths. We use it as an opportunity to introduce more young women to the tech sector.

## Flexible *Working Hours*

We provide hybrid and remote working options as standard for employees which is particularly beneficial for employees who are caregivers, to attain work-life balance.

## Accelerate *Graduate Programme*

To recruit young talent from across Ireland, the Accelerate Graduate Programme provides graduates who successfully apply with an opportunity to grow and develop their skills within Ergo. A focus on recruiting more females was successful – 33% of our 2023 graduate intake was female.

## Flexi *Benefits*

We know that balancing work life with family life can sometimes be challenging. We provide an option of availing of our Childcare Contribution from one of our Flexi plans, a monthly contribution towards childcare costs for each year.

## What Our *People Say*

*“I enjoy the opportunity to have led winning teams over many years at Ergo. More than just the equal opportunities environment that every employee should expect, there’s a real sense of a mission in Ergo to redress the gender imbalance in the tech industry and elevate more women to positions of responsibility.”*



**Deirdre Roche**  
*Head of Business Management  
Ergo*

## About *Ergo*

Business and IT leaders trust Ergo. Ergo has helped IT leaders excel at the intersection of business and technology for over three decades, becoming Ireland's largest privately-owned IT services company with offices in the UK, Europe, North and South America. Providing bespoke, insights-led advice, expert implementation and proactive managed services, Ergo enables organisations to become more agile, more efficient, more compliant and better equipped for long-term growth.

By recommending a strategy of proactive IT investment that aligns with each client's unique business needs, Ergo has steered clients away from risk and towards reward. Cloud is the destination, where continual cost optimisation and performance improvements are service fundamentals for Ergo, where the IT estate becomes a hub for innovation and the driver for business transformation.

## Contact *us*

E: [info@ergogroup.ie](mailto:info@ergogroup.ie)  
T: +353 1 884 3200  
W: [www.ergogroup.ie](http://www.ergogroup.ie)

