

# Heritage Credit Union

# Gender Pay Gap Report

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## Introductory note from Alan Roche CEO Heritage Credit Union

Heritage Credit Union currently serves in excess of 57,500 members across Dublin through 12 full-service branches, by phone and through a modernised online and mobile banking platform. Heritage offers members the full range of financial services including current accounts, Savings, Term Deposits, Mortgages, Personal Loans and Payment Services.

At Heritage Credit Union, we are committed to fairness, equality, and transparency in pay and opportunities. We welcome the Gender Pay Gap regulation as we believe that everyone should be rewarded fairly for their work, regardless of gender.

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.

This is separate and distinct from Pay Transparency which compares the pay of people doing the same work.

At Heritage Credit Union 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 Heritage Credit Union is based on the Dec 2025 payroll data.

## Our Gender Pay Gap Metrics

### 1. Mean & Median Gender Pay Gap

*All Employees, Part Time and Temporary*

	All Employees	Part-time	Temporary
<b>Mean</b>	27%	-26%	-1%
<b>Median</b>	22%	-20%	-2%

The average hourly pay of males was 27% higher than females across all our staff, an improvement from 29% in June 25 while the median was 22% higher for males than females an improvement from 23% in June 25. The primary driver of our gender pay gap lies in the fact that while our total workforce is largely female, males make up a higher percentage of the senior roles in the organisation. The average hourly pay of females was 26% higher than males across all part-time staff similar to the figure for June 25 while the median was 20% higher for females than males likewise similar to the figure for June 25. The average hourly pay of females was 1% higher than males across all Temporary Contract while the median pay was 2% higher for females than males. There was no gender pay gap to report in either the mean or median figures for staff on temporary contracts for June 25.

- 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.

### 2. 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 Heritage Credit Union.

	Quartile 1 (Top)	Quartile 2 (Upper Middle)	Quartile 3 (Lower Middle)	Quartile 4 (Lower)
<b>% of Females</b>	57%	71%	95%	71%
<b>% of Males</b>	43%	29%	5%	29%
<b>% Gender Pay Gap</b>	29%	-3%	0%	0%

In Heritage Credit Union, there is a higher proportion of females across all quartiles. The gender pay gap is greatest in the top quartile where the male staff hold the majority of the senior positions. The gender pay gap improved for quartile 3 and 4 on the June 25 figures while quartile 1 and 2 moved adversely by 2% in both cases when compared to June 25 figures. There are many factors that contribute to our current employee mix, but we take this gap seriously and improving the balance of our gender representation across all role quartiles in the credit union.

### 3. Percentage of Employees Receiving Benefit in Kind

BIK includes items like mobile phone allowances or health insurance. Eligibility is based on role and not on gender.

Females 20% (June 25, 16%)

Males 24% (June 25, 24%)

### 4. Percentage of Employees Receiving a bonus payment

Heritage Credit Union operates a pay structure for all employees with salary ranges aligned to the responsibilities of the role. Annual increases and reward payments are linked both to the individual and the overall performance of Heritage Credit Union.

There is a discretionary bonus paid to all employees each year (for 2025, €500 was paid in November). This payment is made to the employee in terms of a tax-free voucher. 100% of employees received this payment and there was no gender difference.

## Our Commitments

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, which will hopefully attract more males to the entry and mid-level roles at Heritage Credit Union and continue to foster the development of our female talent and ensure our teams are equipped with the skills needed for emerging opportunities resulting in an increase in female employees moving into more senior roles.

We continue to work toward reducing the gender pay gap through:

- **Regular Monitoring** of pay and gender representation.
- **Inclusive Recruitment & Promotion** – 75% of 2025 internal promotions were female.
- **Education & Career Development** through equal access financial study support.
- **Leadership Development & Succession Planning** with equal access to training and mentoring.
- **Strategic D&I Focus** to increase female representation in senior roles.
- **Flexible & Hybrid Working** to support employees with external commitments.
- **Employee Engagement** through culture workshops and feedback from staff

We are committed to creating a workplace rooted in fairness, inclusion, and equal opportunity for all.