

Gender Pay Gap Report 2025

 Co-operative
housing
Ireland



**Delivering Homes.
Building Communities.**

Introduction

CEO Foreword

As Chief Executive of Co-operative Housing Ireland, I am pleased to present our 2025 Gender Pay Gap Report.

“This is the first year that Co-operative Housing Ireland has reported its gender pay gap, marking an important milestone in our commitment to fairness, transparency, and inclusion.”

Gender equality is central to our values as a co-operative organisation. This report provides a clear baseline for understanding where we stand today and how we can continue to support a workplace where every colleague has the opportunity to thrive.

We will use the insights from this report to inform our planning and ensure our policies, development pathways, and structures support balance and representation across the organisation.

Thank you to colleagues across Co-operative Housing Ireland for contributing to this work and for your ongoing commitment to maintaining an inclusive and supportive culture.



Kieron Brennan
Chief Executive Officer
Co-operative Housing Ireland



About Co-operative Housing

Our Vision

Our vision is of a society where everyone has access to housing delivered co-operatively.

Our Mission

Providing homes co-operatively to meet the needs of our communities by working in partnership:

- to enable vibrant and sustainable communities
- to be a voice for delivering housing co-operatively and for those in housing need
- to support co-operative and other community-led housing initiatives



Our Values:

- Co-operative
- Respect and professional
- Inclusion
- Sustainability
- Passion

Co-operative Housing Ireland's values are a set of core beliefs held by the organisation which guide our behaviours as an organisation and what we expect of our staff, suppliers, partners and collaborators. Our values shape our behaviour, inform our decisions, and underpin everything we do. We will continue to embed these values across the organisation. As a co-operative organisation, our focus on community, participation and fairness guides how we support our workforce.

Gender Pay Gap Reporting in Ireland

What is the Gender Pay Gap (GPG)?

The Gender Pay Gap refers to the difference in the average earnings of male and female employees across a whole organisation, regardless of their role. It is important to note that the Gender Pay Gap is distinct from Equal Pay as it does not compare the hourly rates of male and female employees in the same position, with the same duties.

Legislation in Ireland

The Gender Pay Gap Information Act 2021 initially applied to organisations with 250 or more employees and was later extended to those with 150 or more. From 2025, the threshold extended further to organisations with 50 or more employees. 2025 is the first year that Co-operative Housing Ireland will report on its Gender Pay Gap.

Methodology

To collect data for our Gender Pay Gap report, we reviewed the hourly rates of pay across all staff in Co-operative Housing Ireland. We used 30 June 2025 as the snapshot date and reviewed the previous twelve-month period. An average hourly rate was calculated for each employee.



2025 is the first year that Co-operative Housing Ireland will report on its Gender Pay Gap.

There are three measures used to calculate the Gender Pay Gap:

**1.**

Mean Gender Pay Gap

The mean gender pay gap shows the difference between the average hourly pay of male and female employees across the organisation. It is calculated by comparing the average hourly rate for all male employees with the average hourly rate for all female employees and expressing the difference as a percentage of male employees' pay. A positive percentage means that, on average, men are paid more per hour than women.

**2.**

Median Gender Pay Gap

The median gender pay gap compares the midpoint hourly pay for male and female employees. To calculate this, the hourly rates for all male employees and all female employees are each listed from highest to lowest, and the middle value in each list is identified. The difference between these two midpoint values is expressed as a percentage of male employees' median pay. The median figure is useful because it is less affected by very high or very low salaries.

3.

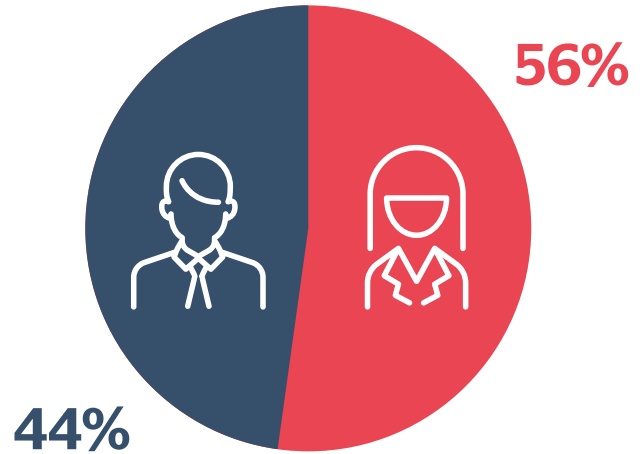
Quartiles

Organisations are required to divide their workforce into four pay quartiles based on average hourly remuneration. The hourly pay rates were listed highest to lowest, and all employees were grouped into the following quartiles: Lower, Lower Middle, Upper Middle, and Upper. The proportion of male and female employees within each quartile was then calculated and expressed as a percentage.

Results Overview

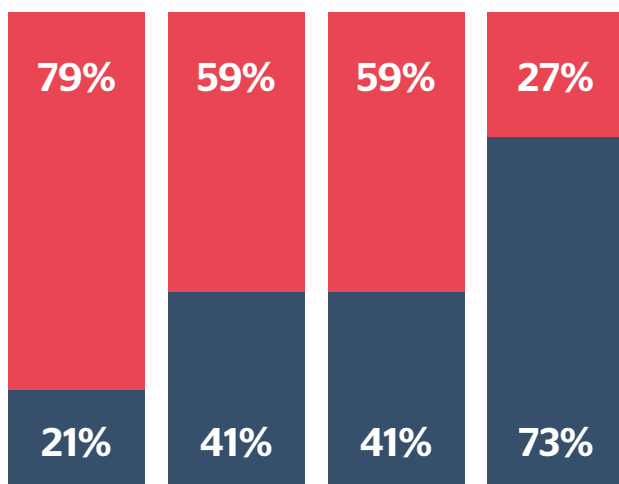
Headcount

On 30 June 2025, Co-operative Housing Ireland employed 117 staff: 65 female employees (56%) and 52 male employees (44%). No temporary employees were employed on the snapshot date. The breakdown is as follows:



Headcount	Full-time	Part-time	Temporary	Total
Male	51	1	0	52
Female	58	7	0	65
Total	109	8	0	117

Quartiles



Lower Quartile Lower Middle Upper Middle Upper Quartile

■ % Female ■ % Male

Bonuses

Co-operative Housing Ireland does not operate any bonus schemes. As a result, all bonus-related metrics required under the Gender Pay Gap Information Act 2021 are 0%.



Benefits-in-Kind (BIK)

Co-operative Housing Ireland is required to calculate the percentage of male and female employees receiving benefits-in-kind. The table below shows the percentages. This calculation includes the provision of company cars and Christmas vouchers. As the percentages are based on the 30 June 2025 snapshot date, they include employees who joined after the voucher was distributed.

Gender	% of staff receiving BIK
Female	86.15%
Male	88.46%



Understanding our Gender Pay Gap

Income Quartiles

The mean pay gap indicates that, on average, a male employee at Co-operative Housing Ireland earns approximately 25.40% more than a female employee. The principal cause of this gender pay gap difference is that the Senior Leadership Team and Heads of Department are predominantly male, as highlighted in the Upper Quartile chart. This cause is also reflected in the 45.67% gender pay gap for part-time employees, as the single male part-time employee is in a senior role.

There is a greater percentage of female employees than male employees in both the Upper Middle and Lower Middle quartiles, showing strong representation of women in these income levels. There is a need to explore why fewer female employees transition to the Upper Quartile.

The lower quartile is predominantly female (79% women), reflecting the current distribution of women in administrative and clerical roles across the organisation which have historically attracted more female applicants.



How we will address our Gender Pay Gap

In compliance with the Gender Pay Gap Information Act 2021, 2025 marks the first year Co-operative Housing Ireland has reported on its gender pay gap. However, equality and inclusion have always been integral to our work, and we are committed to taking actionable steps to achieve gender equality within the organisation.

Recruitment Practices

Co-operative Housing Ireland is an equal opportunity employer committed to fostering a culture of equality and inclusion. We promote equal opportunities through our recruitment and selection procedures to ensure a transparent and fair process, providing reasonable and appropriate assistance and accommodations for all candidates.

Our interview panels are gender balanced, our job specifications and advertisements are designed to be gender neutral with employee benefits that are family friendly, such as hybrid working, paid maternity, adoptive, paternity leave etc.



Learning and Development

Co-operative Housing Ireland is committed to supporting staff development at every stage of their career. We provide access to training, external education supports, leadership programmes, and professional development pathways. Our approach is designed to ensure that learning opportunities are available to all employees and to encourage progression across the organisation.

We will continue to develop our talent and ensure we have a gender balance of employees availing of career development opportunities. Co-operative Housing Ireland is supportive to employees who wish to undertake further education and training. We have also had several female managers achieve international diplomas in Women in Leadership through genconnectU.

Equality and Inclusion Strategy

Our Equality, Diversity and Inclusion strategy was rolled out to all employees in 2025. Co-operative Housing Ireland is committed to being an inclusive employer and to creating an environment where all our staff are engaged and feel a sense of belonging and safety.

Our Equality Diversity and Inclusion (EDI) Activity

Co-operative Housing Ireland has undertaken various initiatives in 2025, and we are committed to continuing to promote best practice through enhancing our EDI activities and policies.

We want all colleagues to feel they belong in Co-operative Housing Ireland.

- Inclusive leadership training
- EDI staff Network Group established
- Working towards accreditation with Irish Centre for Diversity

Employee Engagement

Our first annual engagement survey was conducted in 2024 with a positive engagement score of 75% for the organisation. We will continue to use engagement surveys to analyse data from different groups and identify potential gaps. We will also use surveys to measure progress over time and continue to work on improving the employee experience.



Our Commitments Going Forward

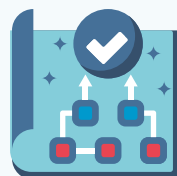
2025 marks Co-operative Housing Ireland's first year reporting on the gender pay gap. This baseline provides a clear starting point for understanding gender representation across the organisation and identifying areas where we can continue to strengthen fairness and inclusion. This will serve as the baseline from which future progress can be measured.

We are committed to:



Annual monitoring

We will continue to monitor and report on our gender pay gap annually, using this baseline year to track progress over time.



Recruitment fairness and progression

We will continue to use transparent selection processes, gender-neutral job descriptions, and family-friendly policies to support fairness and opportunity at all stages of recruitment and career progression.



Flexible and hybrid working

We recognise that effective flexible and hybrid working arrangements support retention, wellbeing and performance. As part of our commitment to staff wellbeing, we will continue to evaluate and strengthen these practices so they meet the needs of our workforce.



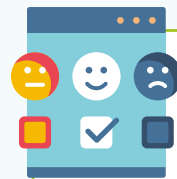
Data-informed planning

We will use insights from this report to support evidence-based workforce planning and to identify areas where gender representation can be improved.



Women's progression

Women make up a significant proportion of Co-operative Housing Ireland's workforce, and supporting their progression and retention is essential to building a balanced and inclusive organisation. Access to flexible and hybrid working arrangements plays an important role in enabling women to participate fully and progress in their careers, particularly for those juggling caring responsibilities.



Values alignment

Our co-operative values guide how we work with and support our colleagues. Ensuring fairness, participation and inclusion across all levels of the organisation is central to how we continue to build a workplace where everyone can thrive.



Enabling conditions for future leadership

As our organisation grows, we will continue to ensure that enabling conditions are in place to support women's progression into management and leadership roles, including access to development, training and opportunities for advancement.



Strengthening equality, diversity and inclusion

We will build on the EDI activities already underway, including leadership training, staff networks and ongoing work towards external accreditation.



Leadership visibility

We will share the outcomes of our monitoring with senior leadership, ensuring gender representation and inclusion remain visible organisational priorities.



Closing statement

As a co-operative organisation, our commitment to communities begins with our commitment to the people who work within Co-operative Housing Ireland. Supporting our staff enables us to support our member tenants, and in turn strengthens the communities we serve.

Statutory Declaration

I, **Kieron Brennan**, Chief Executive Officer of Co-operative Housing Ireland, confirm that the information contained in this Gender Pay Gap Report 2025 is accurate and has been prepared in accordance with the **Gender Pay Gap Information Act 2021** and the **Employment Equality Act 1998 (Section 20A) (Gender Pay Gap Information) Regulations 2022**.



Name: Kieron Brennan

Position: Chief Executive Officer

Organisation: Co-operative Housing Ireland

Date:



Contact **Information**

Co-operative Housing Ireland
11 Warrington Place Dublin 2

Email: hr@cooperativehousing.ie

Website: www.cooperativehousing.ie

Charity number: **20012182**

