



Gender Pay Gap Report 2023

ptsb



CEO Statement

Eamonn Crowley

At PTSB, our purpose is to work together every day to build trust with our customers and communities. It's important that as a Bank we reflect the make-up of the community we serve. Diversity, Equity and Inclusion (DEI) is a key priority for PTSB as it is a critical enabler of delivering on our Purpose and building a responsible and sustainable bank for the future.

PTSB is an equal opportunities employer committed to creating a professional environment in which our colleagues feel valued, included and empowered to succeed in their career, regardless of gender, age, sexual orientation, race, religion, ability/disability, background, or life experiences.

In 2018, we first launched our DEI Strategy and since then we have made improvements year on year. In 2023, we achieved 55% female representation at Board level. We have increased female participation at Senior Leadership level to 39%. In addition, 52% of our senior hires are female, a key milestone for PTSB.

To support the delivery of our Strategy, we have in place several Employee Resource Groups (ERGs), one of which is Better Balance, a network which aims to be a catalyst for change in achieving gender balance in PTSB. To date we have supported 3 cohorts of the Better Balance Female Mentoring program, with almost 300 mentees taking part who were supported by 73 mentors. This has delivered 1750 hours of mentorship.

Our DEI Strategy fosters and maintains a diverse and inclusive, risk integrated growth culture that offers an equitable working environment for all colleagues. A key part of the Strategy is to ensure that our approach to pay and reward remains gender neutral and that we are actively addressing our Gender Pay Gap. With that in mind, we have prepared this report to provide insight into PTSB's Gender Pay Gap, and to outline those elements of our DEI Strategy that are intended to promote gender balance across the organisation and reduce the Gender Pay Gap.

PTSB is a proud signatory of the Women in Finance Charter which is an initiative that seeks to improve female representation in financial services firms operating in Ireland. We continue to support Business in the Community's Inclusive Elevate Pledge. PTSB has been acknowledged by the Irish Centre for Diversity (ICD) through the ICD Gold Accreditation for our commitment to DEI across five pillars of assessment and in particular, ICD acknowledged the strides we are making at Board and SLT in terms of gender representation.

At PTSB we are building a bank where everyone is included and encouraged to share different views and perspectives. We have a clear ambition to continuously improve gender balance throughout PTSB. We will continue to focus on further implementing and embedding our approach to ensure that we are building a Diverse and Inclusive culture that delivers for both our customers and colleagues.

A handwritten signature in black ink that reads "Eamonn Crowley". The signature is written in a cursive, flowing style.



PTSB's Gender Pay Gap Report 2023

Our approach to Pay and Reward

When considering matters relating to Gender Pay, it is important to emphasise that a core principle of PTSB's approach to Pay and Reward is ensuring that all employees, regardless of gender, age, ability, disability, or social or ethnic background are remunerated fairly and that no differentiation exists in the pay of any individual as a result of any of those factors.

The Bank's approach is founded on the provision of equal pay, for all for equal work, or work of equal value as established with reference to individual market remuneration benchmarks determined by the use of role profiles and via the use of salary ranges. This approach supports our efforts - through Recruitment & Selection and Talent Development strategies and processes - towards improving our gender balance at all levels of the organisation, with a particular focus on improving the representation of female colleagues at the Executive and Senior Leadership levels.

For us it's not just about the gender pay gap, it's about improving the representation of women across the business and ensuring every colleague has the opportunity to thrive at all stages of their career. However, it is important that we acknowledge that there exists a gender pay gap (GPG) within PTSB, and in line with legislation and regulatory guidance, the need to monitor and report upon that gap as it exists across different cohorts of the colleague population, so as to inform the ongoing design and development of strategies to eliminate the gap.

What is the Gender Pay Gap?

The Gender Pay Gap is the difference between the average gross hourly earnings of all men and the gross hourly earnings for all women in an organisation, regardless of the nature, experience, qualifications or working pattern of their jobs. It is important to note that gender pay is not the same as equal pay i.e. the provision of equal pay for work of equal value.

What legislative obligations apply to Gender Pay Gap Reporting?

In Ireland, organisations with 250 or more employees, including PTSB, are required to report on their gender pay gaps annually. Organisations are obliged to report the difference between the average (mean) and the midpoint (median) earnings of men and women, expressed relative to men's earnings. PTSB is obliged to report twenty different metrics, based on a 'snapshot' of pay data on a date of our choosing in June 2023.

How is the GPG calculated?

The manner in which the Gender Pay Gap is to be calculated and reported is set out in the legislation. The legislation requires PTSB to pick a date in June 2023 as a reference point (our "snap shot date"), and then publish details of the Gender Pay Gap as it exists for all colleagues who were employed by PTSB and considered to be relevant employees, as per the Regulations, on the snap shot date. The Gender Pay Gap is expressed as a percentage of men's earnings.

For the purposes of this report, we chose 30 June 2023 as our snapshot date and have calculated relevant rates of pay with reference to amounts paid to relevant individuals over the preceding 12 months.

It is worth noting that legislation requires that the Gender Pay Gap review is conducted using binary genders of male and female only. We continue to encourage colleagues to update us with more accurate details of their actual gender.

The Mean Gender Pay Gap – How is it calculated?

The Mean Gender Pay Gap is calculated with reference to the mean (average) hourly wage in place across the entire organisation. To calculate the Mean for males within PTSB, the sum of all of the hourly rates paid to men was divided by the total number of men working in the organisation. The same calculation is performed to assess female employees.

An example would be five men, each earning €20, €22, €22, €26 and €29 respectively.

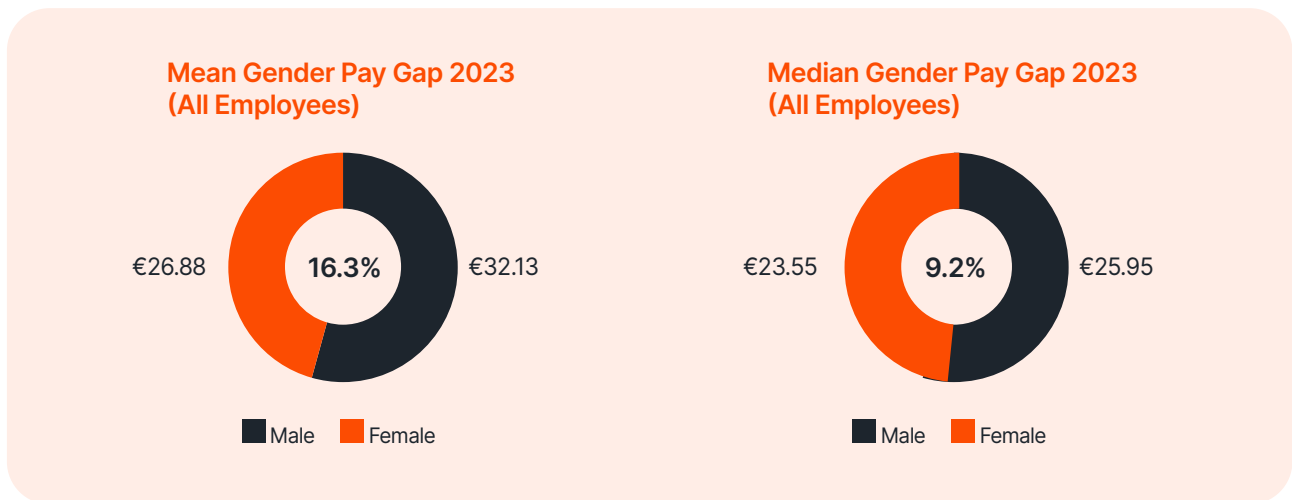
The calculation is then: €20 + €22+ €22 + €26 + €29 = €119 ÷ 5 = €23.80.

The mean value in this scenario is €23.80 per hour.

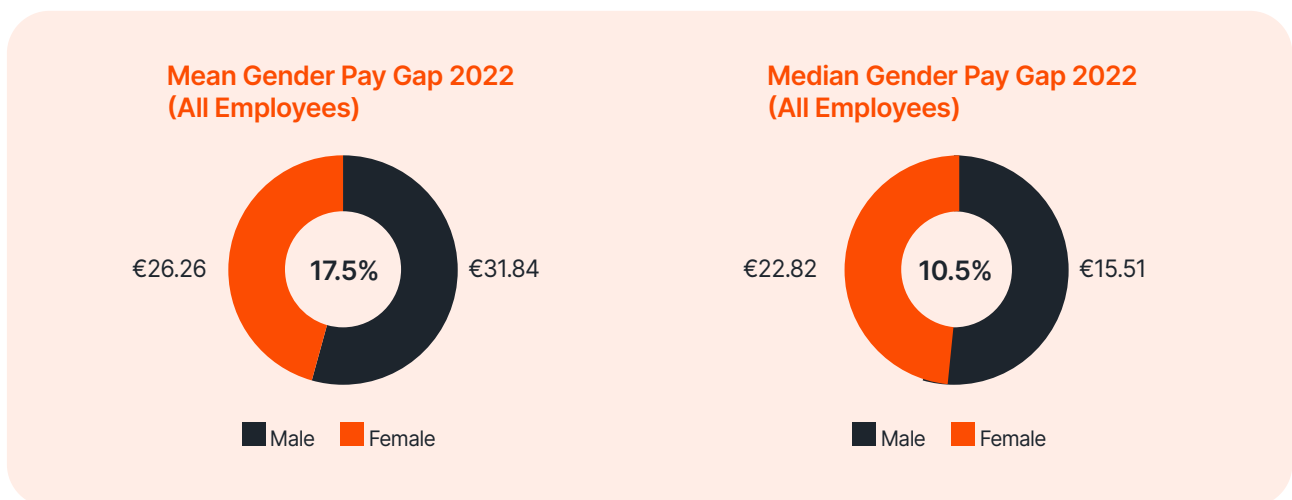
The Mean Gender Pay Gap differs from the Median Gender Pay Gap which instead refers to the middle value when all values are placed in ascending or descending order. The median value in the above example is €22 per hour.

The Mean and Median Gender Pay Gap for permanent TSB in 2023:

Based on our application of the previously described calculation methodology, using a date range of 1 July 2022 - 30 June 2023, with a “snapshot date” of 30 June 2023, our Gender Pay Gap, calculated on all relevant employees’ hourly remuneration is as follows:



The metrics, for the equivalent, previous year from 1 July 2021 - 30 June 2022, with a “snapshot date” of 30 June 2022 are as follows:



Year on year, PTSB's Gender Pay Gap for both the mean and median hourly remuneration has improved. The mean difference in hourly remuneration has improved by from 17.5% (snapshot date 30 June 2022) to 16.3% (snapshot date 30 June 2023). While, on average, men continued to be paid more than women at PTSB, the gap has narrowed year on year. Men now are paid, on average, €32.13 per hour and women are paid, on average, €26.88 per hour.

The median difference in hourly remuneration has also improved year-on-year. The median GPG was reduced to 9.2% from 10.5%. The median or mid-point of the range of average hourly remuneration amounts paid to men is now €25.95 per hour and it is €23.55 for women.

Female Participation Rates and the GPG

Our ability to support female colleagues as they progress their careers with PTSB is a key determinant of our Gender Pay Gap.

Female colleagues in PTSB tend to access flexible and part-time working arrangements more than male counterparts; or, in some cases choose to leave our workforce, either temporarily or permanently, to undertake parental caring responsibilities. Historically, we have had less females applying for the most senior roles and roles in more technical disciplines which is an area of focus for PTSB in addressing the Gender Pay Gap. PTSB has continued to strategically focus on making improvements in these areas and as a result we have seen a 1% increase in females at Senior Manager and above. Development opportunities made available to senior high potential colleagues at PTSB continue to support the retention of our senior female cohort.

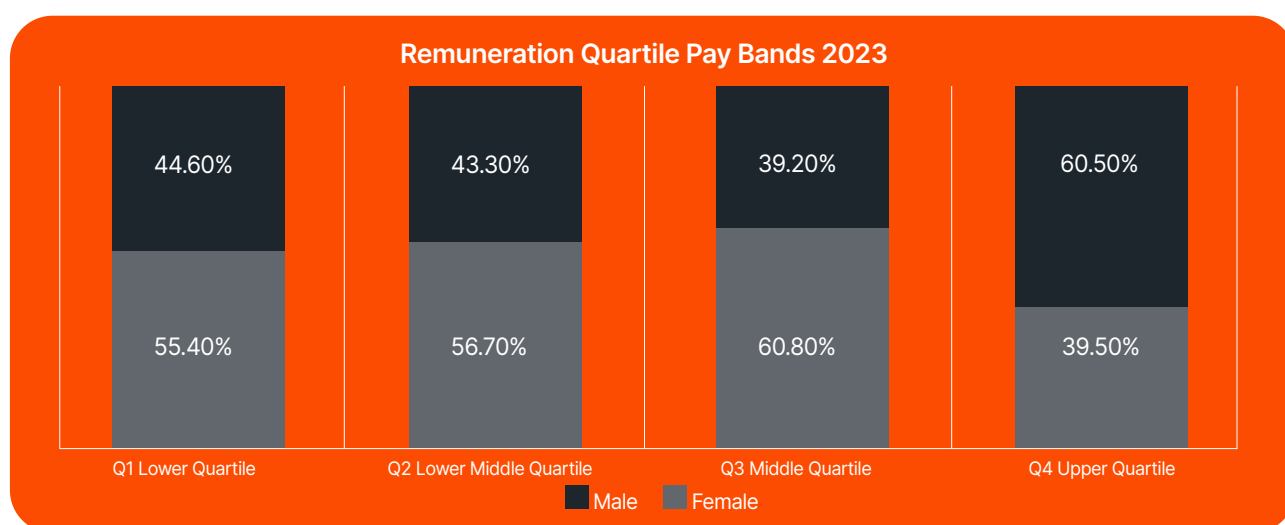
In 2023, we have continued to invest in our future female leaders at all levels in the bank. This includes: (i) our 'Emerge' Programme targeted at high potential women at specialist level; (ii) collaboration with the Institute of Banking on their 'Inside Out' Programme for a third consecutive year for mid-level female managers, and (iii) assessment and bespoke development for our female senior managers who were identified as successors to our Executive Committee and other Key Function Holder roles.

To date, we have retained all the high potential attendees on the Inside Out Programme and promoted half of the 2021 and 2022 cohorts. In addition, all attendees on the Senior Level assessment for development programme have been retained and continue to participate in bespoke development to support their career progression.

In 2023, we promoted our Maternity / Parental Coaching programme which supports colleagues before they take leave and in the run, up to their return to work. 52 colleagues participated in parental support webinars with enhanced 1:1 follow-up support from a Parental Coach. We have also rolled out a further suite of Menopause Supports, ensuring we take every opportunity to retain our female talent at their different life stages.

When we analyse our gender pay rates in more detail, we note that the majority of colleagues in the lower three pay quartiles are women and the majority of colleagues in the upper-most pay quartile are men.

The following chart illustrates the distribution of female and male colleagues by pay quartile:



One of our goals is to improve the levels of gender balance especially as it concerns more senior higher paid roles and, in doing so move more females into the higher quartile and thus reduce the GPG. More details of our GPG Action Plan are provide later in the report.



The Bonus Pay Gap

The Gender Pay Gap legislation requires us to disclose GPG data in respect of bonus payments i.e. the mean and median Gender Bonus Pay Gap and the percentage of men and the percentage women who received bonus.

Under the terms of historic agreements in place with the State, the Bank has been limited in its ability to offer bonus schemes. The only cash-based variable remuneration scheme in place is for branch-based staff in the Retail Banking Division which is used to promote the development of personal banking relationships with our customers by rewarding performance in relation to: (i) customer satisfaction; (ii) individual conduct; and, (iii) activity.

In 2023 (snapshot date 30 June 2023), under the terms of this scheme, payments were made to 350 colleagues involved in front-line, customer-facing roles, representing 11% of the total relevant colleague population.

The majority (70%) of these payments went to female employees. However, the amount they received was less than that paid to their male counterparts. Women, on average, were paid €986, whereas men, on average were paid €1,890, an average pay gap of 48%. This can be attributed to higher number of males in the Manager population where the bonus payment targets are higher.

Further analysis of our 2023 (snapshot date 30 June 2023) GPG is as follows:

Hourly Remuneration Pay Gap	Mean Gender Pay Gap %	Median Gender Pay Gap %
Hourly remuneration pay gap: all employees	16.3%	9.2%
Hourly remuneration pay gap: part-time employees	- 26.6%	- 55.5%
Hourly remuneration pay gap: temporary contracts	4.5%	3.9%
Bonus and BIK	Males %	Females %
Percentage of employees paid a bonus	7.1%	14.6%
Percentage of employees received benefits-in-kind (BIK)	49.5%	57.5%
Quartile Pay Bands	Males %	Females %
Lower remuneration quartile (first quartile)	44.6%	55.4%
Lower middle remuneration quartile (second quartile)	43.3%	56.7%
Upper middle remuneration quartile (third quartile)	39.2%	60.8%
Upper remuneration quartile (fourth quartile)	60.5%	39.5%



Our GPG Action Plan

PTSB remains committed to taking action to ensuring a more inclusive working environment for all. Maintaining focus over the long term is key to our future success and we have put in place an action plan (outlined below) which focuses on four key pillars.

At an organisational level, PTSB is promoting Diversity, Equity and Inclusion through our commitments and pledge of support to Business in the Community's 'Inclusive Elevate Pledge' and Financial Services Ireland's 'Women in Finance Charter'. PTSB supports 'Balance for Better Business', the '30% Club' and EY's 'Triple Female Fast Forward Mentoring' programme. In 2023, we launched a bespoke DEI Awareness eLearning, including GPG related content to support colleagues understanding of the calculations and the role we all play in making improvements. We are developing career frameworks to support colleagues work towards promotion or other moves across the business. These frameworks will help with succession planning as future leaders and high potential colleagues will be highlighted and can be developed.

Focused efforts on gender have led to trend improvements in SLT L2+ by +1%, in a year where PTSB acquired elements of the Ulster Bank business and UB colleagues under a Transfer of Undertakings (TUPE), which included One Female L2+ and ten Male SLT L2+. Year to date (Sept 2023), 52% of our senior hires (L2+) are female, a key milestone for PTSB. Women now make up 39% of our L2+ cohort, relative to 38% in 2022.

Leadership Development	Smart Working Practices	HR Policy Amendments	Employee Resource Group / Bespoke Initiatives
<p>2024 proposed leadership development initiatives include a focus on offering a range of interventions for leaders at all levels in PTSB and will focus on ensuring gender balance in participations rather than exclusively female only development.</p> <p>Functional HR Business plans for 2023 included Diversity, Equity and Inclusion plans, including targeted actions to support the aspiration of 50:50 balance by 2025 which will be monitored regularly.</p> <p>Additionally, to embed functional plans for 2024, we will assess committee membership and voting rights to ensure balance across the bank.</p>	<p>We will continue to promote, and role model our flexible work practices on a sustained basis, embedding these into PTSB. These include reduced hours, home working, and compressed hours, which support enhanced flexibility and work life balance, aimed at attracting and retaining diverse talent across PTSB.</p> <p>We have now added Smart Working status update to our DEI Dashboards to track progress and provide visibility to the Board and Executive Committee.</p> <p>In 2023, PTSB won the Workplace Excellence Award for Hybrid and Flexible Work Practices.</p>	<p>In order to maintain focus over the longer term, PTSB has put in place ambitious gender targets at leadership levels to create a more inclusive work environment.</p> <p>2024 will see us develop our capabilities to generate regular Gender Pay Gap reporting at a significantly more granular level than was previously prepared. In particular, we intend to improve our ability to track and analyse trends in the Gender Pay Gap by division, team, level, job family etc., to support management in assessing the effectiveness of strategies to reduce the gap.</p>	<p>In 2024, we will continue to work with Better Balance and our other Employee Resource Groups to increase diversity of thought across all decision makers.</p> <p>PTSB continued to operate a Graduate Recruitment programme in 2023 which focused on building Diversity across all disciplines, enabling us to represent modern Ireland in terms of Gender and Nationality.</p>

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