Gender Pay Gap Report 2026

Congregation of the Sisters of Mercy

Introduction

At The Congregation of the Sisters of Mercy, we are committed to creating a workplace that values equality and diversity at every level. This report outlines our gender pay gap figures as of 1st June 2026 and provides insights into the actions we are taking to promote fairness in pay and opportunity across our organisation.

There were 259 employees employed on the snapshot date of 1st June 2026 – 27 males and 232 females. The Congregation of the Sisters of Mercy is committed to ensuring equality and inclusion.

What is the Gender Pay Gap?

Gender Pay vs. Equal Pay

Gender Pay Gap refers to the difference in average earnings between men and women across an organisation. Equal Pay means men and women are paid the same for doing work of equal value. The gender pay gap does not imply unequal pay for equal work.

The Meaning of the Gender Pay Gap

The gender pay gap compares the average hourly pay of men and women across the organisation. It highlights the overall distribution of men and women at different pay levels rather than differences in pay for the same roles.

Mean and Median Explained

Mean: The average hourly rate when all pay rates are added together and divided by the number of employees.
Median: The midpoint hourly rate when all employees are lined up from lowest to highest paid.

Quartile Bands

Employees are ranked from lowest to highest paid and divided into four equal groups (quartiles). This helps show the proportion of men and women in each pay band.

Our Figures

Snapshot Date: 1st June 2026
Reporting Period: 2nd June 2025 – 1st June 2026
Hourly pay for each employee has been calculated as ordinary pay plus any bonus paid in the reporting period, divided by the hours worked in that period. The same method has been applied to all locations.

Ordinary Pay – Hourly Rates

Measure	Male	Female	Difference (%)
Mean hourly rate (all employees)	€23.88	€20.80	12.87%
Median hourly rate (all employees)	€21.04	€19.02	9.60%
Mean Hourly Pay (temporary / fixed-term contracts)	€16.24	€21.36	-31.55%
Median Hourly Pay (temporary / fixed-term contracts)	€16.24	€18.47	-13.72%
Mean Hourly Pay (part-time employees)	€22.80	€19.44	14.73%

Median Hourly Pay (part-time employees)	€18.50	€17.59	4.91%
Mean Bonus Pay (bonus recipients)	€264.29	€413.37	-56.41%
Median Bonus Pay (bonus recipients)	€300.00	€150.00	50.00%

Pay Quartiles

Quartile	% Male	% Female
Lower Quartile	7.8%	92.2%
Lower Middle Quartile	7.8%	92.2%
Upper Middle Quartile	10.9%	89.1%
Upper Quartile	15.6%	84.4%

Bonuses and Benefits in Kind (BIK)

Measure	% Male Employees	% Female Employees
Proportion Receiving a Bonus	25.93%	18.53%
Proportion Receiving Benefits in Kind	3.70%	3.88%

Explanation of Our Pay Gap

The organisation's overall gender pay gap is 12.87% (mean) and 9.60% (median) in favour of men. This is higher than last year (4.68% mean, 5.14% median). The workforce covered by this report has grown from 201 to 259 employees and its make-up has changed, which accounts for part of the movement from last year.

Men make up 10.4% of the workforce (27 of 259 employees). Because the male group is small, a few individual salaries have a large effect on the male average. The three highest-paid male employees hold senior finance and operations roles. If these three roles are set aside, the mean gap reverses to 1.24% in favour of women and the median gap falls to 7.92%. The mean gap is therefore driven mainly by a small number of senior appointments rather than by a pattern across the workforce.

Across the pay quartiles, women make up 92.2% of the lower quartile, 92.2% of the lower middle quartile, 89.1% of the upper middle quartile and 84.4% of the upper quartile. Men make up 10.4% of the workforce overall, but 15.6% of the upper quartile (10 of 64 employees) and 7.8% of each of the two lower quartiles. Of the ten men in the upper quartile, six hold management, finance or operations roles. Women remain strongly represented at every level, including the highest pay band.

As an organisation dedicated to the care and support of Sisters, most roles within the Congregation are in care, catering, housekeeping and day-to-day living assistance. These roles account for 68% of female employees compared with 41% of male employees, and two thirds of them fall within the two lower pay quartiles. Nursing roles, 32 of 33 of which are held by women, sit mainly in the upper quartile. All eight maintenance, grounds and driver roles are held by men and are paid in the lower

and middle ranges. All roles are open to men and women equally, and the gender profile of the workforce reflects the type of applicants these roles have historically attracted.

Among temporary and fixed-term employees, the gap favours women (–31.55% mean, –13.72% median). This group of 18 employees includes only one man, so these figures should be read with caution. For part-time employees, the gap is 14.73% (mean) and 4.91% (median) in favour of men. Three of the 15 male part-time employees hold senior finance or management roles, while most female part-time employees work in care, catering and housekeeping roles. The lower median gap shows that most part-time men and women are paid at similar rates.

In relation to additional payments, 25.93% of male employees received a bonus, compared with 18.53% of female employees. Bonus payments were mainly small flat-rate payments set locally by each location. Most recipients in Limerick received €150, while recipients at other locations generally received €300. As 36 of the 43 female recipients are based in Limerick, the median bonus for women (€150) is half that for men (€300), giving a median bonus gap of 50.00%. This reflects different local practice rather than any difference based on gender. The mean bonus gap of –56.41% (in favour of women) reflects one larger payment to a female employee in a senior nursing role. 3.70% of male employees and 3.88% of female employees received Benefits in Kind (BIK). These were provided to all staff at one location and are not linked to gender or role.

Overall, the organisation's gender pay gap is driven by a small number of senior male appointments, the concentration of women in care, catering and housekeeping roles, and differences in local pay and bonus practice across locations, rather than by any difference in pay for equal work. The organisation remains committed to equality and fairness in all employment practices and will continue to ensure that recruitment, development and reward structures are applied equitably across all employees.

Implementation Plan

Our analysis shows that the gap is driven by a small number of senior male roles, the concentration of women in lower-paid care, catering and housekeeping roles, and differences in how pay data and bonus payments are handled across our locations. The actions below are targeted at these drivers.

Implementation Plan – Actions to Address Our Gender Pay Gap

Action	Objective / Intended Outcome	Responsible Person / Department	Timeline
1. Standardise pay data collection across all locations	Issue one template and set of definitions (ordinary pay, bonus, hours worked including paid leave) to all locations, with data drawn from payroll as at the snapshot date. This ensures figures are consistent and comparable from year to year.	HR / COO / Branch Leaders	Q1 2027
2. Review how senior and central roles are filled and paid	Use gender-balanced shortlists and interview panels for senior finance, operations and management roles, set salaries against	Congregational Leadership Team / HR	From Q1 2027, reviewed annually

Action	Objective / Intended Outcome	Responsible Person / Department	Timeline
	documented pay ranges, and consider whether senior roles can be offered on a part-time or flexible basis.		
3. Carry out an equal pay check on comparable roles	Compare hourly rates for the same roles across locations (for example cook, chef, carer/HCA, multi-task attendant and nurse) to confirm that any differences are explained by objective factors such as location, length of service or qualifications.	HR / COO	Q2 2027
4. Agree a common approach to bonus and once-off payments	Set shared criteria for seasonal and discretionary payments across all locations so that they are applied consistently and documented.	Congregational Leadership Team / COO	Q3 2027
5. Develop progression routes in care and support roles	Support employees in care, catering and housekeeping roles to access training and qualifications that lead to senior care, supervisory and nursing roles.	HR / Branch Leaders	Q2 – Q4 2027
6. Widen the applicant pool for care and support roles	Review job advertisements and recruitment channels to attract a more gender-balanced range of applicants for care, catering and housekeeping roles.	HR / Hiring Managers	Q1 – Q2 2027
7. Monitor and report progress	Report the gender pay gap by location and role group to the Congregational Leadership Team each year and report on progress against these actions in the 2027 report.	HR / Congregational Leadership Team	Annually

Contact Information
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On behalf of:

The Congregation of the Sisters of Mercy is a registered Charity | Charity Registered Number: 20023843

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