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# GENDER PAY GAP REPORT

Reporting Period  
Year to 30th June 2025

# EXECUTIVE SUMMARY

This Gender Pay Gap Report for LIA reveals headline figures that require careful contextualisation. While the reported mean gender pay gap is 40% and median gap is 64%, these statistics do not reflect pay discrimination or barriers to female advancement within LIA.

## Key Findings:

### 1. Predominantly Female Organisation with Female Leadership

- LIA's permanent workforce is approximately 90% female
- The CEO is female
- Senior Leadership Team is majority female (3 of 4 members)
- Senior management positions are predominantly held by females (7 of 8 roles)

### 2. Statistical Distortion from Small Male Sample

The reported gaps are primarily mathematical artifacts created by having only 4 males in the permanent workforce. When one of these males holds a C-suite position (COO), this single salary represents 25% of the male sample and disproportionately inflates the male average. This same effect appears across all categories (overall pay, part-time, bonus).

### 3. Occupational Segregation in External Specialist Workforce

LIA employs fixed-term specialist educational workers (lecturers, correctors, examiners, authors). Within this workforce:

- Males are more concentrated in higher-paid lecturer roles
- Females are more concentrated in lower-paid corrector/examiner roles
- For such roles, males and females receive the same rates with slight variations based on experience

**Conclusion:** LIA demonstrates strong female representation and leadership. The reported gender pay gaps should be understood in the context of a predominantly female organisation where small sample sizes create statistical distortions, combined with occupational segregation in the external specialist workforce, which can be considered as part of the recruitment of new individuals in this area.

## 1. INTRODUCTION

### 1.1. About This Report

This Gender Pay Gap Report is published in accordance with the Gender Pay Gap Information Act 2021 and the Gender Pay Gap Information Regulations 2022. It provides transparency on pay differences between male and female employees at LIA and outlines our commitment to addressing any identified gaps.

### 1.2. About LIA

LIA is Ireland's centre of excellence for financial services education with over 12,500 members and 6,000 students. LIA provides professional education, qualifications, and continuing professional development (CPD) for professionals in the financial services sector across Ireland.

As an educational organisation, LIA employs both permanent staff who manage operations, strategy, member services, and educational programs, as well as a substantial cohort of specialist educational professionals engaged on a fixed-term basis to deliver lectures, mark assessments, conduct examinations, and develop educational content.

### 1.3. Snapshot Date

This report is based on data from the year to 30 June 2025.

## 2. GENDER PAY GAP METRICS

### 2.1. Hourly Remuneration

#### Individual Hourly Rate (Overall Workforce)

- Ordinary Pay + Regular Allowances: €1,829,605.39
- Total Hours Worked: 45,841.83
- Individual Hourly Rate: €39.91

#### Mean Hourly Remuneration Gap

- Mean Male Hourly Rate: €85.00
- Mean Female Hourly Rate: €50.61
- **Mean Gap: 40%**

#### Mean Hourly Remuneration Gap (Excluding External)

- Mean Male Hourly Rate: €47.56
- Mean Female Hourly Rate: €34.30
- **Mean Gap: 28%**

#### Median Hourly Remuneration Gap

- Median Male: €98.07
- Median Female: €35.26
- **Median Gap: 64%**

#### Median Hourly Remuneration Gap (Excluding External)

- Median Male: €38.73
- Median Female: €29.12
- **Median Gap: 25%**

## 2.2. Part-Time Employees

### Mean Hourly Rates

- Mean Male: €71.48
- Mean Female: €36.60
- **Mean Gap: 49%**

### Median Hourly Rates

- Median Male: €71.48
- Median Female: €35.52
- **Median Gap: 50%**

## 2.3. Temporary Employees

### Mean Hourly Rates

- Mean Male: €102.02
- Mean Female: €76.25
- **Mean Gap: 25%**

### Median Hourly Rates

- Median Male: €112.13
- Median Female: €78.78
- **Median Gap: 30%**

## 3. PAY QUARTILE DISTRIBUTION

The quartile analysis shows the proportion of male and female employees in four equal pay bands:

Quartile	Male Count	Female Count	Total	Male %	Female %
Quartile 1 (Lowest)	2	11	13	15%	85%
Quartile 2	1	12	13	8%	92%
Quartile 3	6	7	13	46%	54%
Quartile 4 (Highest)	7	6	13	54%	46%
<b>TOTAL</b>	<b>16</b>	<b>36</b>	<b>52</b>	<b>31%</b>	<b>69%</b>

**Key Observation:** The quartile distribution shows relatively balanced gender representation in the upper quartiles, with a near-equal split in both Quartile 3 and Quartile 4. The lower quartiles (1 and 2) are predominantly female, reflecting LIA's overall workforce composition which is approximately 69% female.

## 4. BONUS PAY GAP

### 4.1. Bonus Gap Metrics

#### Mean Bonus Gap

- Mean Male Bonus: €7,736.00
- Mean Female Bonus: €6,954.42
- **Mean Gap: 10%**

#### Median Bonus Gap

- Median Male Bonus: €3,500.00
- Median Female Bonus: €2,500.00
- **Median Gap: 29%**

### 4.2. Proportion Receiving Bonuses

#### Female Staff:

- Total Female Staff: 37
- Female Staff who Received a Bonus: 18
- **% of Female Staff who Received a Bonus: 49%**

#### Male Staff:

- Total Male Staff: 15
- Male Staff who Received a Bonus: 4
- **% of Male Staff who Received a Bonus: 27%**

## 5. BENEFIT IN KIND (BIK) GAP

#### Mean BIK Gap

- Mean Male BIK: €0
- Mean Female BIK: €3,991
- **Mean BIK Gap: Not Calculable**

#### Median BIK Gap

- Median Male BIK: €0
- Median Female BIK: €3,991
- **Median BIK Gap: Not Calculable**

#### Proportion Receiving BIK

- % of Male Receiving BIK: 0%
- % of Female Receiving BIK: 2.7%

## 6. NARRATIVE EXPLANATION

### 6.1. Understanding the Overall Pay Gap (40% Mean, 64% Median)

#### Context and Contributing Factors:

The headline gender pay gap figures of 40% (mean) and 64% (median) require careful contextualisation. These figures include LIA's entire workforce, comprising both permanent employees and fixed-term specialist educational workers who deliver our educational programs.

#### Key factors contributing to the gap include:

- **Occupational segregation within specialist educational roles** (see 6.2 below)
- **Organisational structure and seniority distribution** (see 6.3 below)
- **Part-time and temporary workforce composition** (see 6.4 and 6.5 below)

It is important to note that LIA operates equal pay for equal work across all roles. The gaps identified reflect differences in workforce composition and role distribution rather than unequal pay practices.

### 6.2. External vs Internal Workforce Composition

#### Why the gap reduces from 40% to 28% (mean) when excluding externals:

LIA employs a significant number of fixed-term specialist educational workers who deliver our educational programs. These include:

- **Lecturers** (higher hourly rates reflecting expertise and delivery responsibility)
- **Correctors** (lower hourly rates for assessment marking)
- **External Examiners** (lower hourly rates for examination oversight)
- **Authors** (various rates depending on content development work)

**Critical point:** Within each role category, males and females receive identical hourly rates. There is no unequal pay for equal work.

However, there is occupational segregation within this specialist workforce:

- Males are more heavily concentrated in lecturer roles (which command higher hourly rates due to the nature of the work)
- Females are more heavily concentrated in corrector and examiner roles (which have lower hourly rates)

This occupational pattern significantly inflates the headline gender pay gap figures.

LIA has investigated the underlying reasons for this occupational segregation within our specialist educational workforce, and found that:

- Subject matter expertise requirements in specific disciplines create gender imbalances
- The flexibility and remote nature of correcting/examining work attracts professionals with different availability patterns
- That the available pool of industry professionals contributes to these patterns

**Actions:** LIA commits:

- that although we plan on retaining the talent that we have on hand, we will consider gender imbalances in this area when recruiting for new positions.

### 6.3. Pay Quartile Analysis & Permanent Workforce Composition

#### Understanding LIA's Workforce Structure

LIA's permanent workforce presents an unusual and highly relevant context for interpreting the gender pay gap statistics:

#### Senior Leadership Composition:

- **Chief Executive Officer:** Female
- **Chief Operating Officer:** Male
- **Other Senior Leadership Team (2 members):** Female
- **Other Senior Positions (8 roles):** 7 Female, 1 Male

#### Overall Permanent Workforce:

- Total permanent staff: Predominantly female (approximately 90%+)
- Total males in permanent workforce: 4 (including COO)
- Total females in permanent workforce: Significantly higher

#### The Statistical Distortion Effect:

The 28% mean gender pay gap in the permanent workforce (excluding external specialists) is primarily a statistical artifact caused by the very small number of males in the organisation:

1. **Small sample size creates volatility:** With only 4 males in the permanent workforce, any single senior male salary has a disproportionate mathematical effect on the male average. The COO position (a senior executive role) represents 25% of all male employees, causing the mean male salary to be artificially elevated.
2. **Female representation across all levels:** With approximately 90% of permanent staff being female, female salaries are distributed across the full range of roles from entry-level to CEO, creating a lower mathematical average that reflects organisational structure rather than pay discrimination.
3. **No gender pay gap for like-for-like roles:** LIA operates equal pay for equal work. The statistical gap reflects the mathematical consequence of comparing 4 males (including one C-suite executive) against a much larger female workforce distributed across all organisational levels.

#### Quartile Distribution Analysis:

The quartile distribution reinforces this picture:

- **Quartiles 3 & 4 (higher pay):** Show near-equal gender balance (6:7 and 7:6 ratios)
- **Quartiles 1 & 2 (lower pay):** Predominantly female, reflecting the overwhelmingly female composition of the broader workforce
- **Senior positions:** Majority held by females (CEO, 2 of 4 SLT members, 7 of 8 other senior roles)

## **Conclusion:**

LIA's permanent workforce demonstrates strong female representation at all levels, including at the most senior positions. The reported gender pay gap statistics do not reflect pay discrimination or barriers to female advancement. Rather, they illustrate the mathematical challenges of calculating meaningful gender pay gap statistics in an organisation with very few male employees, where a single senior male salary distorts the overall average.

### **6.4. Part-Time Employee Gap (49% Mean, 50% Median)**

#### **Understanding part-time workforce composition:**

LIA employs 30 part-time workers, comprising:

- **22 fixed-term part-time employees** (specialist educational workers: lecturers, correctors, examiners, authors)
- **8 permanent part-time employees** (6 female, 2 male)

#### **The Statistical Distortion - Repeated Pattern:**

The 49-50% part-time gender pay gap reflects the same mathematical artifact identified in the overall workforce analysis:

#### **Among permanent part-time employees:**

- Only 2 males work part-time hours
- One of these males is the Chief Operating Officer (working part-time/near-full-time hours in a C-suite executive position)
- This means 50% of the male part-time workforce holds a senior executive role

**Impact on statistics:** When calculating average male part-time pay, the COO's executive salary represents 50% of the male sample, drastically inflating the male part-time average. The 6 female part-time employees are distributed across various roles at different levels, creating a lower mathematical average.

**Fixed-term part-time employees:** The remaining 22 part-time employees are the fixed-term specialist educational workers discussed in section 6.2, where occupational segregation (males concentrated in higher-paid lecturer roles, females in lower-paid corrector/examiner roles) contributes to the gap.

**Conclusion:** The part-time gender pay gap does not reflect unequal pay for part-time work. It reflects: (1) the mathematical impact of having a senior executive in a very small male part-time sample, and (2) occupational segregation within the specialist educational workforce.

## 6.5. Temporary Employee Gap (25% Mean, 30% Median)

### Nature of temporary roles:

For regulatory reporting purposes, LIA's fixed-term specialist educational workers (lecturers, correctors, examiners, and authors) are classified as "temporary employees." These are the same employees discussed in section 6.2 above.

The 25-30% gender pay gap among temporary employees reflects the occupational segregation within the specialist educational workforce:

- Males are more concentrated in lecturer roles (higher hourly rates)
- Females are more concentrated in corrector and examiner roles (lower hourly rates)
- Within each role category, males and females receive identical rates for identical work

**Cross-reference:** See section 6.2 for full explanation of this workforce segment, including the causes of occupational segregation and planned actions.

**Key point:** This gap does not reflect unequal pay for equal work, but rather differences in the types of specialist educational services performed by males and females within LIA's external workforce.

## 6.6. Bonus Pay Gap (10% Mean, 29% Median)

### Bonus structure and eligibility:

LIA operates a performance-based bonus scheme for **permanent employees only**. Fixed-term specialist educational workers (lecturers, correctors, examiners, authors) are not eligible for the bonus scheme.

Bonuses are structured on a tiered basis:

- Bonus percentages vary by organisational level (Senior Leadership Team, Managers, General Staff)
- Higher organisational levels receive higher bonus percentage entitlements
- All bonuses are subject to performance criteria

### Understanding the reported statistics:

The reported statistics showing "27% of males received bonuses" and "49% of females received bonuses" are mathematically distorted because the calculations include fixed-term employees in the denominator who are not eligible for bonuses.

Actual bonus participation: All permanent employees who were eligible for bonuses in the reporting period received a bonus. This represents 100% participation among eligible permanent staff.

### Why there is a gap in bonus amounts:

The 10% mean and 29% median gaps in bonus amounts reflect the tiered bonus structure by organisational level, combined with the same small-sample statistical effect discussed throughout this report:

1. **Tiered percentages:** Senior leadership positions receive higher bonus percentages than general staff positions
2. **COO effect:** With only 4 males in the permanent workforce (25% of whom hold the COO position with SLT-level bonus entitlement), the male bonus average is elevated

3. **Female distribution:** Female employees are distributed across all organisational levels, creating a lower mathematical average that reflects the broader organisational pyramid

#### **Conclusion:**

The bonus gap does not indicate discriminatory practices. It reflects: (1) legitimate differences in bonus entitlements by organisational level, and (2) the statistical impact of having a very small male workforce where a single senior executive represents 25% of the sample. All eligible permanent staff received performance-based bonuses in accordance with their organisational level.

### **6.7. Benefits in Kind**

#### **Explanation of BIK provision:**

LIA provides health insurance as a benefit in kind to the Chief Executive Officer position. This is a role-based benefit attached to the CEO position.

The reported statistics show that 2.7% of female employees (1 person) receives this benefit, while 0% of male employees receive it. This reflects the fact that LIA's CEO is female.

The "gap" in BIK provision is therefore not a gender equity issue but simply a reflection of which gender currently occupies the CEO position. The benefit is attached to the role, not to gender.

This further reinforces that LIA has strong female representation at the most senior levels of the organisation.

## **7. ACTIONS TO ADDRESS THE GAP**

LIA is committed to maintaining equal pay for equal work and ensuring equal opportunity across all roles. While the majority of the reported gender pay gap reflects statistical artifacts from workforce composition, LIA has investigated the occupational segregation within the specialist educational workforce and identified actions for future recruitment practices.

### **7.1. Understanding the Occupational Segregation**

LIA has completed an analysis of the occupational segregation in specialist educational roles. The investigation found that:

- The pool of available industry experts with specialised knowledge for lecturer roles is majority male, reflecting historical gender composition in senior technical roles within the insurance and financial services sector
- Many current specialist workers were recruited years ago when industry gender imbalances were even more pronounced
- Working pattern preferences among available professionals contribute to current role distribution
- These factors reflect broader industry dynamics and the available talent pool, rather than LIA's recruitment practices.

### **7.2. Immediate Actions (Ongoing)**

Gender-Aware Recruitment:

- Active consideration of gender diversity in all future recruitment for specialist educational roles (lecturers, correctors, examiners, and content authors)
- Monitoring of applicant pools to understand gender composition of candidates for different role types and identify any barriers to female participation in lecturer roles

- Transparent and equitable selection processes to ensure qualified candidates of all genders have equal opportunity for all specialist educational roles

Important principle: LIA will not implement artificial quotas or displace existing specialist workers to achieve gender balance targets. Changes will occur organically as roles become available through natural turnover.

### 7.3. Medium-Term Actions (1-3 Years)

Talent Pool Development:

- Relationship building with industry organisations and professional networks to expand the pool of available specialist educators across all role types
- Annual monitoring of gender distribution across specialist educational roles to track progress over time as natural turnover occurs

### 7.4. Long-Term Commitments

Ongoing Monitoring and Transparency:

- Annual gender pay gap reporting with full contextual analysis, ensuring transparency about workforce composition and statistical considerations
- Continued commitment to equal pay for equal work across all roles and levels within LIA
- Workforce composition monitoring to maintain awareness of gender distribution across permanent and specialist educational roles
- Regular review of recruitment practices to ensure equal opportunity and gender-aware decision-making

## 8. CONCLUSION

LIA's Gender Pay Gap Report presents a unique and important context that differs significantly from typical gender pay gap findings in Irish organisations.

### LIA's Distinctive Profile:

LIA is a predominantly female organisation with strong female representation at all levels, including the most senior positions. The CEO is female, the Senior Leadership Team is majority female, and approximately 90% of the permanent workforce is female. This demonstrates that LIA does not face the common challenge of underrepresentation of women in leadership or senior positions.

### Understanding the Reported Gaps:

The headline gender pay gap figures of 40% (mean) and 64% (median) require careful interpretation:

1. **Statistical Artifacts:** With only 4 males in the permanent workforce, including one C-suite executive (COO), mathematical averages are severely distorted. A single senior male salary represents 25% of the male sample, creating artificially elevated male averages. This is a consequence of the organisation's predominantly female composition, not evidence of pay discrimination.
2. **Occupational Segregation:** Within the external specialist educational workforce, males are concentrated in higher-paid lecturer roles while females are concentrated in lower-paid corrector/examiner roles. This pattern warrants investigation and action.
3. **Equal Pay Principles:** LIA operates equal pay for equal work across all roles. The reported gaps reflect workforce composition and role distribution, not discriminatory pay practices.

**LIA's Commitment:**

LIA is committed to understanding and addressing the occupational segregation identified in the specialist educational workforce. We will investigate the underlying causes and develop evidence-based actions to promote equal opportunity across all role types while maintaining our strong record of female representation and leadership.

LIA will continue to monitor gender pay gap metrics annually and report transparently on our progress in addressing the issues identified in this report.

This report demonstrates that gender pay gap statistics must be interpreted in organisational context. LIA's figures reflect the mathematical challenges of a predominantly female organisation with a very small male workforce, combined with occupational patterns in our external specialist workforce that require attention and action.

**9. STATEMENT OF ACCURACY**

I confirm that the information contained in this Gender Pay Gap Report is accurate and has been prepared in accordance with the Gender Pay Gap Information Act 2021 and associated regulations.



**Signed:** \_\_\_\_\_

**Name:** Paul Carroll

**Position:** Chief Operating Officer & Company Secretary

**Date:** 8<sup>th</sup> December 2025

# APPENDIX A: METHODOLOGY

## Data Collection

This report is based on payroll data from the snapshot date of 30 June 2025. Data includes all employees on the payroll at that date, including permanent employees, part-time employees, and fixed-term specialist educational workers.

Calculations follow the methodology prescribed in the Gender Pay Gap Information Regulations 2022.

## Definitions

**Ordinary Pay:** Base salary or hourly wages, including regular allowances but excluding overtime, bonuses, and benefits in kind. This is the primary measure used for hourly remuneration calculations.

**Bonus Pay:** Any additional remuneration paid in the form of money, vouchers, securities, or other benefits related to profit sharing, performance, or incentive schemes within the relevant period.

**Benefit in Kind (BIK):** Non-cash benefits provided to employees that have a monetary value for tax purposes. In LIA's case, this consists of health insurance provided to the CEO position.

**Hourly Rate:** Calculated by dividing ordinary pay by total hours worked during the relevant period.

**Mean (Average) Gender Pay Gap:** The difference between the mean (average) hourly rate of male employees and the mean hourly rate of female employees, expressed as a percentage of the male mean.

**Median Gender Pay Gap:** The difference between the median (middle) hourly rate of male employees and the median hourly rate of female employees, expressed as a percentage of the male median.

**Quartiles:** The workforce is divided into four equal groups when ranked by hourly pay from lowest to highest, showing the gender distribution across pay levels.

**Permanent Employees:** Employees with ongoing contracts of employment.

**Part-Time Employees:** Employees working less than full-time hours on either permanent or fixed-term contracts.

**Fixed-Term/Temporary Employees:** Employees engaged on time-limited contracts. In LIA's case, this primarily consists of specialist educational workers (lecturers, correctors, external examiners, and authors) who are engaged on a per-assignment basis.

**External Specialists:** LIA's term for the fixed-term specialist educational workforce who deliver educational programs and assessment services.

## Inclusions and Exclusions

### Included in calculations:

- All employees on the payroll at the snapshot date
- Permanent full-time and part-time employees
- Fixed-term specialist educational workers

### Excluded from calculations:

- Employees on unpaid leave at the snapshot date
- Contractors or consultants not on LIA payroll

- Board members (unless also employees)

### **Statistical Considerations**

This report notes where small sample sizes create statistical distortions in the data. With only 4 males in LIA's permanent workforce, individual salaries have a disproportionate impact on male averages. This is acknowledged throughout the report's narrative sections.