



# Three Ireland

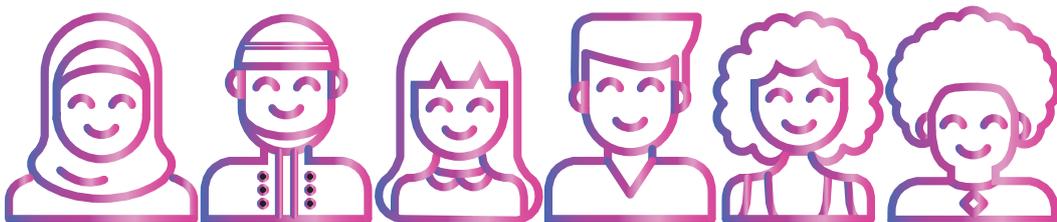
## Gender Pay Gap Report 2022

**F**or the first time in Ireland, all companies with 250 or more employees must now report their gender pay gaps. We welcome this new legislation and support its important objective: greater workplace gender equality in Ireland. At Three, we are committed to advancing and improving opportunities for all women in the workplace.

### Message from Mark Redmond, Chief People Officer

*We have made some great strides in our diversity and inclusion at Three Ireland, including being recognised with the Investors in Diversity Gold award by the Irish Centre for Diversity, which acknowledges the great work Three has done and is continuing to achieve in this area. And while we are proud of this recognition, we know that there is more that we need to do to improve gender diversity and representation at all levels across our business. The gender pay gap is a complex problem that cannot be fixed overnight, but one that we are determined to reduce in time, through consistent efforts. We have already taken the first steps and we are committed to the long-term effort that is required to ensure Three Ireland is a place where all women can thrive.*

In this report, we set out our gender pay gap statistics for Ireland in 2022, explain the reasons for our gaps and set out what measures we are taking to reduce them.



# What is the gender pay gap?



The gender pay gap is a measure of the difference between how much all the men in the business and all the women in the business earn, regardless of role or seniority.

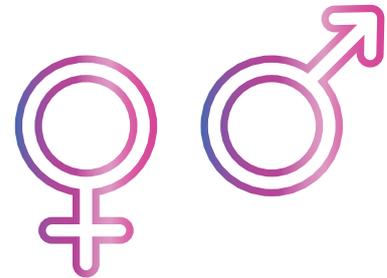
## Definitions.

### What the ‘mean’ pay gap shows.

The mean pay gap shows the difference between how much men and women earn on average across the business, in its entirety. It’s worked out by adding up the hourly earnings (during June 2022) of all the men in the business, and then dividing by the number of male employees, and similarly by adding up the hourly earnings (during June 2022) of all the women in the business and dividing by the number of female employees. This will give the average hourly mean pay for each gender. From these two calculations, we can calculate what the pay gap is. The mean bonus gap is worked out in the same way but using bonus pay over a 12-month period.

### What the ‘median’ pay gap shows.

If you took all the women in the business and lined up their hourly rate from lowest to highest (during the month of June 2022) and found the middle, and did the same for men, this gives you the mid-point. The median gap shows the difference between these two mid-points expressed as a percentage. The median bonus gap is worked out in the same way but using bonus pay over a 12-month period.



### Gender pay gap vs equal pay

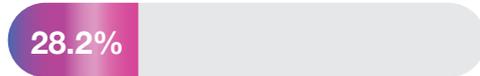
The gender pay gap is not the same as equal pay. The two concepts are very different.

The gender pay gap is the output of a statistical calculation. It compares the average figures for both the pay and bonus of the total workforce. Gender pay gaps do not take into account the fact that the “average” men and women may be doing very different roles. Gender pay gaps suggest demographic imbalance in a workplace.

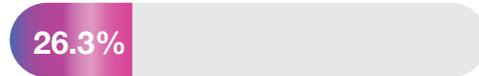
Equal pay is about ensuring that men and women doing the same work, or work that is of equal value, will receive the same pay. At Three Ireland there are no equal pay issues, with men and women in the same roles, receiving equal pay, as is our statutory obligation. This is not a contributing factor to Three’s gender pay gap figures.

# What are our gender pay gap figures for 2022?

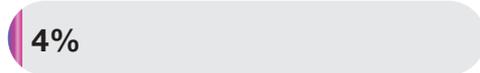
Our figures as at 30 June 2022 are below.



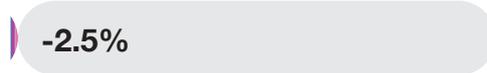
Mean gender pay gap



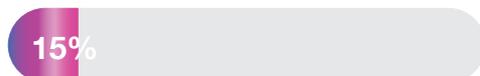
Median gender pay gap



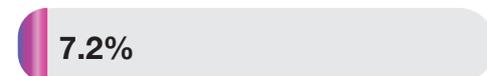
Mean gender pay gap – part time



Median gender pay gap – part time



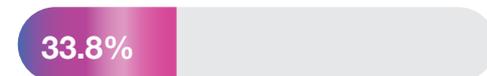
Mean gender pay gap – temporary



Median gender pay gap – temporary



Mean bonus gap



Median bonus gap



Proportion of men receiving a bonus



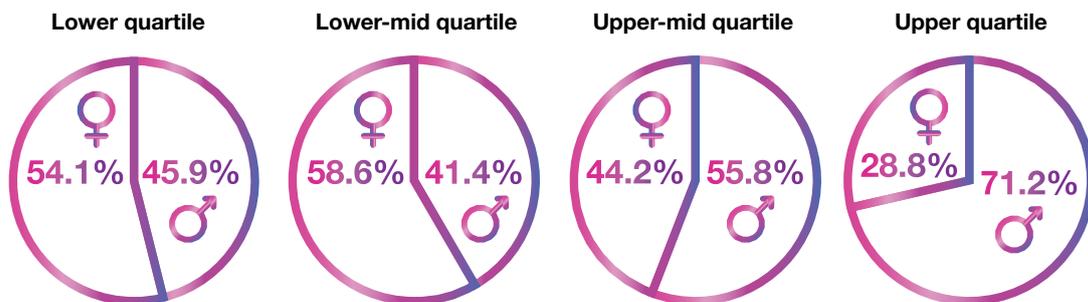
Proportion of women receiving a bonus



Proportion of men receiving a BIK



Proportion of women receiving a BIK



**Temporary** – All employees on fixed term contracts

**BIK (Benefit in Kind)** - This includes any non-cash benefits. For example, pension contributions, company car or health cover.

We know that we cannot eliminate the gender pay gap overnight. It requires long term, sustained effort over many areas. At Three, we are committed to take this action.

We will be building on existing initiatives and going further than we have gone before. We

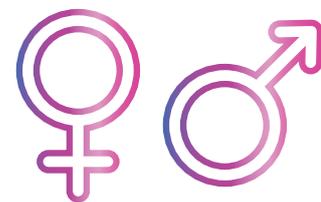
are taking evidence-led measures, backed by research, to effectively reduce our pay gap. This is a long-term problem and a lot of reasons for the gap remain outside our organisation in talent market challenges, but we are confident that, over time, our gaps will reduce.

# Why do we have a gender pay gap?

**The main reason we have a gender pay gap is because we have fewer women in senior positions and technology functions.**

Talent challenges around traditional roles is a common issue for many technology companies, particularly around high paying skills like engineering which have more men in the talent pipelines vs women. According to the Central Statistics Office, less than 25% of STEM jobs in Ireland are filled by women.

Also, unlike the pay gap, which is based on average hourly pay, the bonus pay gap is calculated on actual bonus amounts paid over a 12-month period. This doesn't account for part-time working, which materially influences our bonus gap, with more women working in part-time roles.



- Men and women, are not spread out equally across all roles in the business, meaning that the type of roles that each gender fills can be quite different.
- We have a relatively lesser proportion of women in our leadership roles, specifically in certain functions in the business where we have more roles traditionally dominated by men. Some of our leadership roles which are filled by women have responsibility across both Three Ireland and Three UK, and those roles are reported in the country of the person's employment. These may not be captured in Three Ireland's report.
- Three Ireland has a combination of both front-line customer service roles, which have more women, and higher paid specialist tech roles with a larger proportion of men in those roles. This variance has the biggest impact on Three Ireland's gender pay gap.

As an important employer in the technical and engineering space, we recognise the role we must play in helping to address the disparity in this industry. While it is commonly accepted that this is a long-term issue to be resolved in the tech sector, we are committed to taking action to address this.

Our bonus gap is influenced by similar demographical factors as our pay gap. And some of it is even carried over from our pay gap as our company bonus is a percentage of base pay. Also, unlike the pay gap, which is based on average hourly pay, the bonus pay gap is calculated on actual bonus amounts paid over a 12-month period. This doesn't account for part-time working, which materially influences our bonus gap, with more women working in part-time roles.

# What are we doing about it?

Understanding our own gender pay gap is helping us to recognise where we can make improvements and we've identified 4 key areas which we believe will help close the pay gap. Within these areas of focus, initiatives include:

## 1. Achieve our functional gender representation targets

- By 2030, we want to improve gender representation in our leadership roles. Our commitment is to increase the number of people who identify as female, in senior leadership roles from 36% to 50%. We have already seen a 1.4% increase within 6 months since we set this target.



- By 2030, we want to increase the number of people who identify as female within specialised roles from 21.87% to 50%.



## 2. Attract more females

We want to ensure that Three Ireland is a place where women can grow, develop and enhance their careers. We know quite a lot of our gender pay gap is driven by factors outside our organisation, including a smaller proportion of women who choose to undertake STEM-based education in comparison to men. This type of education pathway leads to higher paid salaries.



### We will attract more females by:

- Continuing our successful partnerships. For example, at Three, we are proud to sponsor scholarships at Trinity College Dublin in a bid to encourage female participation in STEM courses.



- Build on our work with Diversity partners. Three is one of only 6 companies in Ireland to attain Investors in Diversity Gold award.



- Use gender-neutral language and balanced interview panels in recruitment.

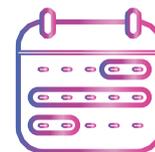
- Continually review our interview processes and Hiring Manager training to minimise any space for bias.



### 3. Support our female employees

We want to continue to make Three a place where women can grow, develop & enhance their careers.

- We will continue to enhance and embed our Hybrid and Flexible working policy to support both men and women who need this structure to manage life outside work.
- We will continue to build on our leave and absence strategy, focusing on gender health. From early 2023 we are introducing a number of additional employee wellbeing policies to support our people. These include - offering up to 10 days paid leave for those directly experiencing fertility treatment, with two days leave for partners. Those who have directly experienced early pregnancy loss will receive up to 10 days paid leave.
- We have also partnered up with a digital app to offer support to our people going through perimenopause and menopause.
- We will continue to build and evolve our mentoring programme to support women attaining leadership roles.



### 4. Governance & Measurement:

To ensure we improve on our work to date and progress planned initiatives we need robust governance and measurement structures in place. We will do this by:

- Reviewing our employee perks and benefits to ensure inclusivity and provide further support for women and parents.
- Continue to embed our D&I Principles in our recruitment process, promotion and change governance.
- Delivering our Gender Action plan by our Diversity, Inclusion and Belonging committee working in collaboration with our Recruitment, Talent and Development and HR teams, backed by commitments from our Executive Leadership Team and senior leaders.
- Meeting quarterly with our Remuneration Committee, which allows us to track our pay, recruitment and promotions decisions through a diversity lens, helping us make more informed decisions going forward.

