



ALONE Gender Pay Gap Report 2025

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| | Development-Focused Manager Training | Error! Bookmark not defined. |

1 Introduction

ALONE is committed to fairness, equality, and transparency in how we reward, support, and develop our employees. This Gender Pay Gap Report is published in line with statutory requirements and provides an overview of pay patterns across the organisation for the reporting period.

ALONE operates structured pay bands, and employees performing the same role, with the same responsibilities and experience, are paid **equally** regardless of gender. Any gender pay



gap identified in this report reflects the overall composition of the workforce and the distribution of roles across the organisation, rather than unequal pay practices.

ALONE's workforce is predominantly female, reflecting the wider health and social care sector. Women are very well represented across all levels of the organisation, including frontline, specialist, management, and senior leadership roles. Frontline service delivery roles, which are essential to ALONE's mission and impact, are largely female-dominated.

When viewed across the organisation as a whole, this workforce profile can result in differences in average hourly pay between men and women. These outcomes are structural in nature and are consistent with patterns observed across the health, social care, and NGO sectors.

This report forms part of ALONE's ongoing commitment to valuing its workforce, strengthening equity, and ensuring fair access to opportunity, development, and reward.

2 Snapshot date

| | |
|------------------------|--------------|
| Snapshot date | 30 June 2025 |
| Reporting period: From | 1 July 2024 |
| Reporting period: To | 30 June 2025 |

3 Headcount

| Headcount | Full time | Part time | Total employees | Of whom are temporary |
|-----------|-----------|-----------|-----------------|-----------------------|
| Male | 43 | 1 | 44 | 2 |
| Female | 149 | 9 | 158 | 9 |
| Total | 192 | 10 | 202 | 11 |



4 Gender Pay Metrics

| Metric | Description | Result |
|----------------------------|---|--------|
| Mean Hourly Remuneration | The difference between the mean hourly remuneration of employees of the male gender and that of employees of the female gender expressed as a percentage of the mean hourly remuneration of employees of the male gender | 14.22 |
| | The difference between the mean hourly remuneration of part-time employees of the male gender and that of part-time employees of the female gender expressed as a percentage of the mean hourly remuneration of part-time employees of the male gender | -24.64 |
| | The difference between the mean hourly remuneration of employees of the male gender on temporary contracts and that of employees of the female gender on such contracts expressed as a percentage of the median hourly remuneration of employees of the male gender | -27.33 |
| Median Hourly Remuneration | The difference between the median hourly remuneration of employees of the male gender and that of employees of the female gender expressed as a percentage of the median hourly remuneration of employees of the male gender | 8.57 |
| | The difference between the median hourly remuneration of part-time employees of the male gender and that of part-time employees of the female gender expressed as a percentage of the median hourly remuneration of part-time employees of the male gender | -3.15 |
| | The difference between the median hourly remuneration of employees of the male gender on temporary contracts and that of employees of the female gender on such contracts expressed as a percentage of the median hourly remuneration of employees of the male gender | -22.54 |



| Metric | Description | Result |
|--------------------------------------|--|--------|
| Mean Bonus ¹ Remuneration | The difference between the mean bonus remuneration of employees of the male gender and that of employees of the female gender expressed as a percentage of the mean bonus remuneration of employees of the male gender | N/A |
| Median Bonus Remuneration | The difference between the median bonus remuneration of employees of the male gender and that of employees of the female gender expressed as a percentage of the median bonus remuneration of employees of the male gender | N/A |
| Benefit In Kind ² (BIK) | The percentage of all employees of the male gender who received benefits in kind and the percentage of all employees of the female gender who received such benefits | N/A |

5 Quartiles

| | Quartile 1 | Quartile 2 | Quartile 3 | Quartile 4 |
|--------|------------|--------------|--------------|------------|
| | Lower | Lower middle | Upper middle | Upper |
| Male | 24% | 12% | 12% | 40% |
| Female | 76% | 88% | 88% | 60% |

6 Factors Influencing Gender Pay Outcomes

¹ ALONE has no bonus payments

² ALONE has no benefit in kind payments



ALONE's workforce is predominantly female, with women representing 77.55% of employees and men representing 22.45%. This profile reflects the wider health and social care sector in Ireland³.

Women are represented across all pay quartiles and at all organisational levels, including senior leadership roles. However, there is a **significant imbalance in gender representation within frontline service delivery and lower-paid roles**, which are overwhelmingly female-dominated. There are comparatively **fewer men employed in frontline and lower quartile roles**.

This imbalance has a material impact on the overall gender pay gap. If there were a greater proportion of men employed in frontline and lower-paid roles, the average hourly pay for men across the organisation would reduce, and the reported gender pay gap would narrow. The current gap therefore reflects workforce composition rather than differences in pay rates or access to roles.

ALONE applies structured pay scales consistently, and employees performing the same role are paid equally regardless of gender. The gender pay gap arises from how roles are distributed across the organisation rather than unequal pay for equal work.

The reported mean gender pay gap for the reporting period is 14.22%, representing an increase of 3.64 percentage points compared to the previous year. A key contributing factor to this increase is the inclusion of statutory maternity leave payments within the definition of basic pay under revised reporting requirements. Given ALONE's predominantly female workforce, maternity leave has a disproportionate impact on average reported pay for women. This is a structural and largely uncontrollable factor that reflects workforce composition rather than organisational pay practices.

For benchmarking purposes, ALONE's reported mean gender pay gap of 14.22% is **below that reported by the Health Service Executive (HSE)**. The HSE's 2025 Gender Pay Gap Report indicates a mean gender pay gap of **15.9%**, reflecting similar structural and workforce composition challenges across the public health and social care sector. It is noted that the Gender Pay Gap in the HSE continues to trend upwards (see table).

| | 2023 | 2024 | 2025 |
|------------------------------|------|-------|-------|
| HSE Mean Hourly Remuneration | 12% | 14.5% | 15.9% |

7 Addressing the Pay Gap

³ CSO report - Women in the Labour Market 2023-2024 reported that females represented 76.6% of employees in the Human Health & Social Work sector



Building on the findings of ALONE's first Gender Pay Gap Report in 2024, a series of strategic HR measures have been implemented to address the drivers of the gender pay gap, particularly the concentration of women in frontline and lower-paid quartiles. The actions taken since last year, combined with further initiatives planned for 2025–2026, reflect ALONE's ongoing commitment to fairness, transparency, and equitable career development.

8 Measures Implemented (2024–2025)

Enhanced Pay Structure for Frontline Roles

Effective **1 April 2025**, ALONE increased the starting salary for frontline roles to **€37,000**. This measure directly supports equity in the lower pay quartiles, where women are disproportionately represented, and strengthens the organisation's ability to attract and retain staff in vital service-delivery positions.

Strengthening Recruitment Practices

A dedicated Recruitment Specialist and updated recruitment policies continue to ensure fairness, consistency, and standardisation in role advertising, screening, and salary placement. This has enhanced transparency and reduced the risk of bias in hiring and pay-setting decisions.

Promotion of Internal Mobility and Progression

ALONE has significantly expanded opportunities for internal progression, with eight internal promotions in 2025 — representing **10% of all roles filled**. These include both vertical promotions and cross-departmental moves, demonstrating the effectiveness of a culture that values internal talent and supports development across functions. Increased progression into supervisory and management roles contributes to reducing long-term gender imbalances in higher quartiles.

Transitions from Fixed-Term to Permanent Roles

The transition to permanent roles in 2024 has had a long-standing impact in supporting stability, retention, and fair access to long-term opportunities.

Lateral Moves and Development Opportunities

Employees were supported in moving laterally across departments to broaden skills, diversify experience and strengthen organisational capability. These moves provide pathways that can lead to future promotion and contribute to a more balanced distribution of experience and opportunity across the organisation.



9 Proposed Measures (2025–2026)

Broadening ALONE's Talent Reach

ALONE will expand its engagement with external networks, educational institutions, and community partners to raise awareness of careers within the organisation. This aims to diversify the candidate pool for roles where one gender is significantly overrepresented, without giving preference to any gender, and fully in compliance with equality legislation.

Career Pathway Framework & Progression Clarity

The development of a formal, transparent competency-based progression framework will provide employees with clarity on advancement routes, required skills and development opportunities. This supports balanced progression into higher-paid roles and strengthens long-term gender representation in upper quartiles.

Biannual Pay Equity & Workforce Composition Audits

ALONE conducts structured pay reviews annually to identify any discrepancies in pay outcomes, monitor gender distribution across quartiles, and ensure consistency in salary placement. This enables early intervention where disparities emerge.

Expanded Internal Mobility Strategy

Building on the high levels of internal movement observed in 2025, ALONE will continue to promote lateral opportunities across departments and highlight these as meaningful development pathways. Encouraging internal mobility helps broaden skills, supports succession planning, and creates opportunities for employees to move into higher-level roles over time.