



Gender Pay Gap Report 2024



A RICOH Company

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A MESSAGE FROM OUR CEO, PAUL CALLAGHAN, CEO

At PFH Technology Group, we are committed to delivering quality and excellence through our people. We are pleased to be publishing our Gender Pay Gap Report for the third year and to highlight the progress we are making in evolving.

One of our core values is fairness and inclusion. I want to take this moment to reaffirm our commitment to gender pay equity - a principle that is not just a moral imperative but also a critical driver of our success as a business.

Gender pay equity matters to me personally because I believe in creating a workplace where everyone is valued equally and has the same opportunities to thrive, regardless of gender. Achieving pay equity is about more than just closing a gap - it's about fostering trust, respect, and a culture where everyone feels they belong and can reach their full potential.

For our business, the importance of gender pay equity is clear:

- **Attracting and retaining talent:** A reputation for fairness helps us attract top talent and build a team that reflects the diversity of our customers and communities.
- **Driving performance and innovation:** Diverse teams make better decisions, solve problems creatively, and drive innovation. When we ensure equitable pay, we empower every individual to contribute their best.
- **Reinforcing our values:** Upholding pay equity demonstrates our commitment to fairness and strengthens our credibility with employees, customers, and stakeholders.

In 2023 we were awarded the Investors in Diversity Silver Mark by the Irish Centre for Diversity. <https://irishcentrefordiversity.ie/investors-in-diversity-silver/>. This follows achieving the Bronze Mark we received in 2022.

Investors in Diversity is Ireland's premier accreditation for diversity and inclusion. Earning this prestigious mark required a comprehensive review of our D&I policies, procedures, and workplace practices, alongside an independent employee survey conducted by the Irish Centre for Diversity. The Investors in Diversity programme not only acknowledges existing efforts but also drives ongoing improvement through a structured framework designed to enhance workplace culture and practices.

Achieving Silver accreditation reflects our commitment to embedding inclusive practices throughout our organisation. It signifies that we have been benchmarked against industry standards and have successfully cultivated a culture of fairness and belonging among our colleagues.



While we have made progress with our equality and inclusive culture, I acknowledge that there is more work to do, and my team and I are committed to doing that in 2025.

Thank you for your interest in this critical aspect of our business. Together, we can continue building a workplace that sets the standard for fairness, inclusion, and opportunity.

Paul Callaghan
CEO, PFH Technology Group

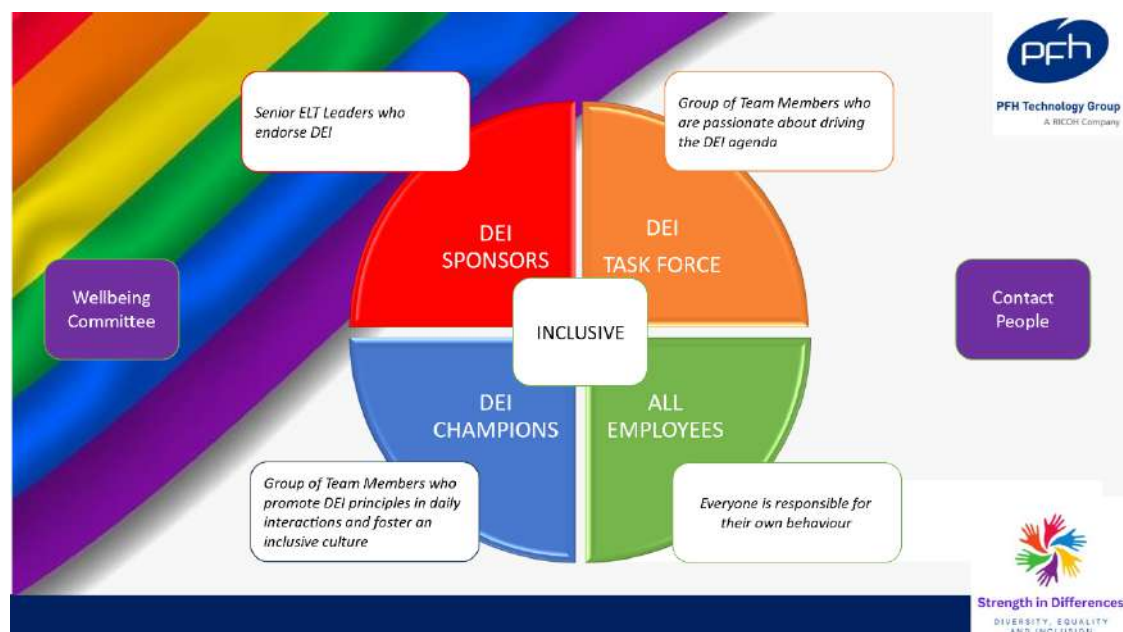
DEI approach for 2024

At PFH Technology Group, we are committed to driving meaningful change through a structured and measurable Diversity, Equity, and Inclusion (DEI) strategy. Our focus for 2024 was on embedding inclusivity across all teams. This strategy builds upon our recent achievement of receiving the Silver Investors in Diversity Award, which aligns with our long-term goal of creating an inclusive culture and eliminating gender pay disparities.

Following on from our Silver award we created a new team focused on driving the recommended actions from our Investors in Diversity employee survey. The team is made up of four groups, DEI Sponsors, DEI Taskforce, DEI Champions and all Team Members.

Each week the DEI Taskforce met to build out on the initiatives they wanted to achieve in Q3 and Q4 of 2024.

We recruited a new cohort of DEI Champions to support our DEI Taskforce, and their first introductory session was held in November 2024. The session provided the DEI Champions with an overview of what was the 'ask' of them, gave them an opportunity to ask questions, and an opportunity to raise their concerns around DEI and how we can all strive to make PFH an inclusive culture.



Driving Cultural Change

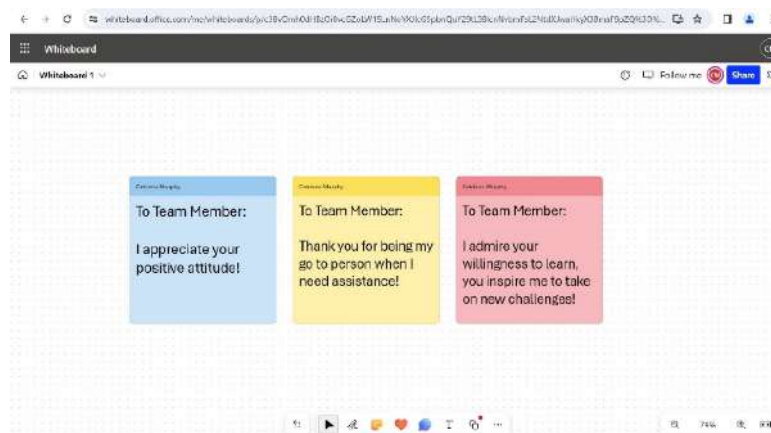
Fostering a culture of belonging and inclusiveness is a core priority of our DEI Strategy. We recognise that meaningful cultural change is rooted in everyday actions and continuous engagement with our teams. In 2023, we initiated a monthly DEI e-learning playlist to build awareness and understanding of key DEI topics. This approach has continued successfully in 2024, complemented by team-wide events and learning opportunities that promote inclusion, respect, and collaboration.

The following is a snapshot of some of the initiatives, events and e-learning playlists rolled out to all team members.

National Workplace Wellbeing Day and Stress Awareness Month

On the 25 April, we embraced the theme 'Acts of Kindness' to promote positivity and support within teams. The day included a mix of in-person and virtual activities focused on mental and physical well-being:

- **Acts of Kindness Challenge:** Team members participated in acts of appreciation, using physical Post-it notes, or virtual ones, via Microsoft Whiteboard to share positive messages with teammates.



- **iLearn Training:** Curated courses on kindness and well-being were made available, including topics like effective communication, random acts of kindness, and kindness in the workplace.
 - Communicating with Respect and Appreciation (1 hour)
 - Commit a Random Act of Kindness (7 minutes)
 - The Value of Kindness at Work (Ted Talk) (16 minutes)
 - Kindness is the Killer App (5 minutes)

- **Virtual Wellbeing Workshops by Laya:** Employees could attend free educational sessions on mental and emotional health provided by Laya Healthcare, accessible to both members and non-members.

This initiative underscored the importance of kindness as a stress-reduction tool and fostered a supportive, collaborative workplace culture.

World Mental Health Day



In October, PFH celebrated World Mental Health Day by hosting a Coffee, Cake and Chat event, aimed at encouraging colleagues to connect and check in with one another. This informal gathering provided a welcoming atmosphere for open discussions about mental health, reminding everyone of the importance of support and community in the workplace.

By sharing a cup of coffee and engaging in conversation, participants were able to foster meaningful connections, break down stigma, and promote a culture of well-being. The event highlighted the significance of checking in with each other, reinforcing that mental health matters every day, not just on special occasions.

Multipurpose Room

PFH launched a multipurpose room in July, based in the Cork Office for all Team Members to book for their own use. This room can be booked through the room booking system. The multipurpose room can be used for activities such as meditation, prayer, breastfeeding, and other personal needs offers a range of significant benefits, particularly in terms of supporting the diverse well-being and work-life balance of employees. By providing a dedicated space for these activities, organisations demonstrate a commitment to fostering an inclusive, supportive, and flexible work environment.



DEI soft and hard copy booklet

We were delighted to announce the launch of our new Diversity, Equity, and Inclusion (DEI) Booklet at PFH in November. This booklet is designed to provide valuable insights into our commitment to fostering a more inclusive, equitable, and diverse workplace. It's an essential resource that outlines our goals, initiatives, and the steps we are taking as an organisation to create a supportive and respectful environment for all. The booklet is available in both hard copy and soft copy.



The contents of the inclusive framework are as follows:

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Diversity, Equality, and Inclusion Charter	6
Equal Opportunities Policy	11
Recruitment and Selection Policy	13
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Inclusive Language Toolkit

In March we distributed a comprehensive toolkit, including LinkedIn Learning resources, quizzes, and manager-focused training, to foster respectful communication across the organisation.

The toolkit included:

1. Relaunching the updated DEI Charter to all Team Members
2. Including a slide on inclusive language in the monthly managers meeting
3. Quiz on inclusive language held on teams 15 Team Members took part in the online quiz
4. Inclusive language LinkedIn Learning Course for all Team Members to learn from
5. Email to all People Managers with an inclusive language toolkit.





We took the opportunity to remind all team members of how easy it was to change their pronoun on BambooHR if they wanted to.



Preferred pronouns on BambooHR



- You can choose your preferred pronouns on BambooHR to accurately represent who you are.
- Referring to team members by their preferred pronouns, they identify with, is a basic human dignity, that we all need to acknowledge and respect.
- A great way to create and normalize space for people to share their pronouns is to first share your own.
- Gender pronouns are a sign of respect and inclusivity and if you make a mistake with someone's pronouns simply correct yourself and move on.
- Including your pronouns in your email signature and on your Bamboo profile can make everyone feel equal, this may seem small but for many people in the gender diverse community, this acknowledgement is very important!



Changing your pronouns on BambooHR



- To change your pronouns on BambooHR:
- Log onto Bamboo
 - Click the 'My Info' tab
 - Then click the 'Personal' tab below this
 - Scroll down to the gender section and chose your preferred gender, gender identity and pronouns and then save these changes.



E-Learning Playlists

Confronting Bias and fostering inclusive language in February and March



Confronting Bias: Thriving Across Our Differences
February 2024 DEI LinkedIn Learning
Can be found on the LinkedIn Learning home page banner

- After completing this 40-minute learning you will be able to:
- Distinguish between diversity and inclusion.
 - Determine the cause for why people say and do the wrong thing.
 - Explain what happens when an individual processes unconscious bias.
 - Interpret the types of unconscious bias.
 - Determine the appropriate ways to respond when you say or do the wrong thing.

Strategies to Foster Inclusive Language at Work

March 2024 DEI LinkedIn Learning
Can be found on the LinkedIn Learning Home Page

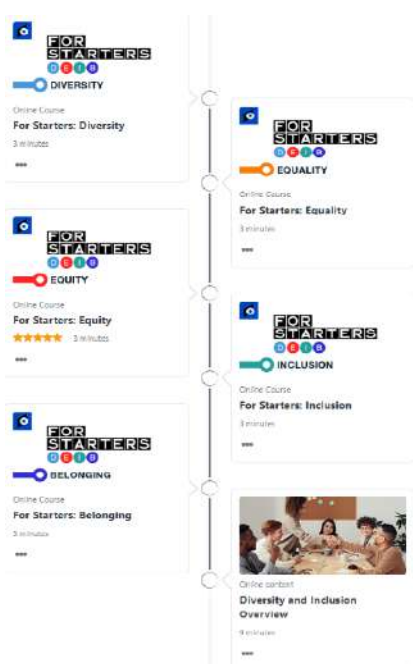
- In this 1hr 6min course you will learn how to:
- Recognise the importance of using inclusive language.
 - Explain ways that you can boost your social linguistic awareness.
 - List the components of perspective taking.
 - Describe the result of misnaming others.
 - Identify ways to avoid gendered language at work.



Learning how best to communicate to each other



In August, the DEI Team launched a training module based on conflict resolution. Completing the Practicing Assertive Communication in Conflict Resolution training has significantly enhanced our approach to diversity, equity, and inclusion (DEI) in the workplace. This training equips participants with the skills to express their thoughts and needs confidently while respecting the perspectives of others, fostering an atmosphere of open dialogue and mutual respect.



DEIB for Starters was launched in August

This DEI e-learning path was created by DEI Taskforce team member. A great learning opportunity to gain more of an insight to DEI, especially for anyone who would like to become a DEI champion.

Looking Ahead to 2025

By fostering a transparent and inclusive workplace, we aim to set new benchmarks in equity and diversity. While there is much to celebrate, our focus remains on action and impact. Together, we can create a workplace where every Team Member feels valued, empowered, and inspired to achieve their full potential.

The information is as of 30th June 2024 and reflects all the employees of PFH Technology Group including Terra Alto.

Bonus Pay and Benefit in Kind

Our percentage of male and female employees who receive bonus pay and benefit in kind respectively is as follows:

	% of employees who were paid a bonus	% of employees who received BIK
Total Males	73.63%	58.00%
Total Females	73.91%	60.14 %

Pay Band Quartiles

The percentage of male and female employees in each of four pay band quartiles is as follows:

		% of Male	% of Female
Lower	Q1	77.98%	22.02%
Lower Middle	Q2	79.04%	20.96 %
Upper Middle	Q3	83.23%	16.77%
Upper	Q4	77.25%	22.75%

Mean and Median Pay Gaps

Hourly-paid

The mean and median pay gap in hourly pay between all male and female employees

	Mean Gender Pay Gap %	Median Gender Pay Gap %
Mean & Median Overall Population Hourly Gender Pay Gap %	7.06%	1.55%

Part-time

The mean and median pay gap in hourly pay between part-time male and female employees

	Mean Gender Pay Gap %	Median Gender Pay Gap %
Part-time: Mean & Median Gender Pay Gap %	-39.30%	-115.77%

Temporary Contractor

The mean and median pay gap in hourly pay between temporary contractor male and female employees

	Mean Gender Pay Gap %	Median Gender Pay Gap %
Temporary Contractor: Mean & Median Pay Gap %	3.75%	1.66%

Bonus Gap

The mean and median bonus pay gap between male and female employees

	Mean Gender Pay Gap %	Median Gender Pay Gap %
Bonus Gender: Mean & Median Pay Gap %	3.56%	0.00%