



# Gender Pay Gap Report 2022

Ireland



# Inclusion, Diversity & Equity at KPMG

Inclusion, diversity, and equity (IDE) are part of who we are at KPMG. We embrace diversity of background, experience, and perspective and we're committed to inclusion and equity at every level. We recognise the strength that comes from having a diverse workforce and building a culture where we support all our people to achieve their potential.

As a firm we're committed to being transparent about our progress towards building a more inclusive, diverse, and equitable business. As a key part of that commitment, we published our gender pay gap (GPG) in 2021 in advance of the legislation and have been taking steps towards greater gender equity in our firm.

As you will see from our 2022 gender pay gap figures, we are making progress in this area, but there is still work to be done. We are committed to achieving gender equity in our firm and will continue the work we have started towards this aim which we have outlined in our Gender Equity Action Plan.

We will continue to be guided by our values, driven by our purpose, and focused on making a positive impact – for our people, our clients, and our communities.



**Seamus Hand**

*Managing Partner,  
KPMG Ireland*



**Colm Gorman**

*Partner and Head of People,  
KPMG Ireland*

# Introduction

The Gender Pay Gap Information Act 2021 introduced Gender Pay Gap Reporting obligations for all public and private organisations with more than 250 employees in 2022. In addition to the requirement to publish certain pay gap information, relevant employers must report on the reasons for their gaps and the measures being taken or proposed to be taken by the employer to eliminate or reduce the gaps.

A gender pay gap is different to equal pay which means paying women and men the same salary for equal work.

As required by legislation, our figures relate to KPMG employees in the Republic of Ireland. The figures do not include our Northern Ireland employees; however, we will continue to report on all KPMG Ireland employees, including our Northern Ireland colleagues, in our annual ESG Report.

While the legislation relates only to employees and not to partners, as owners of the business, we have voluntarily included a section in this report on our gender pay gap including our partners.

The pay and bonus gaps are based on a 12-month lookback from our chosen snapshot date of 30 June 2022.

## Key Metrics Explained



### The Mean Pay Gap

The mean gender pay gap is the difference between women's mean hourly pay and men's mean hourly pay. The mean hourly pay is the average hourly pay, including bonus, across the entire organisation.



### The Median Pay Gap

The median gender pay gap is the difference between women's median hourly pay (the middle paid woman) and men's median hourly pay (the middle paid man). The median hourly pay is calculated by ranking all employees from the highest paid to the lowest paid, and taking the hourly pay, including bonus, of the person in the middle.



### The Quartiles

Pay quartiles are calculated by splitting all employees in an organisation into four even groups according to their level of pay. Looking at the proportion of men and women in each quartile gives an indication of the gender representation at different levels of the organisation.



**We are committed to promoting a culture which advocates for gender equity and supports the next generation of female leaders in our firm**

**Karina Howley**  
Head of Corporate  
Citizenship & Diversity



# Gender Pay Gap Figures

## Mean - Pay & Bonus



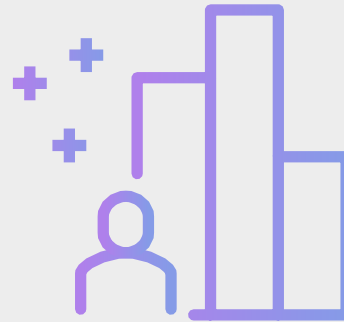
**6.9%**

PAY GAP

**13.9%**

BONUS GAP

## Median - Pay & Bonus



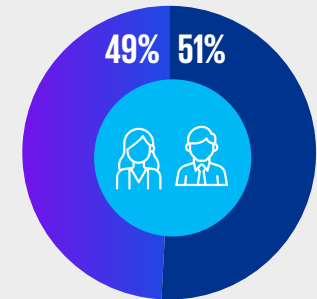
**-7.5%**

PAY GAP

**-105%**

BONUS GAP

## Firm Gender Breakdown



## Percentage of Men & Women when divided into four quartiles

**Q1**

Lower



**48.8%**

WOMEN



**51.2%**

MEN

**Q2**

Lower  
Middle



**47.9%**

WOMEN



**52.1%**

MEN

**Q3**

Upper  
Middle



**54.5%**

WOMEN



**45.5%**

MEN

**Q4**

Upper



**45.8%**

WOMEN



**54.2%**

MEN



# Gender Pay Gap Figures (cont.)

## Proportion of bonus received



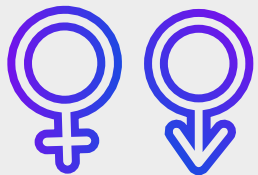
**81%**

WOMEN

**80%**

MEN

## Proportion benefits in kind



**100%**

WOMEN + MEN

## Pay Gap of Part-time Employees

**20.9%**

MEAN GAP PAY

**14.7%**

MEDIAN GAP PAY

## Pay Gap of Temporary Employees

**3.5%**

MEAN GAP PAY

**1.7%**

MEDIAN GAP PAY



## Partners

The legislation does not require that partners, as business owners, be included when determining our gender pay gap. However, we believe that it is important to examine and address gender equity across our entire organisation including partners. Our partner gender pay gap stands at 10.4% while our overall mean gender pay gap increases to 39.4% when partners are included, reflecting the higher proportion of men in the partner team

Our current partner composition is 21% women and 79% men, with women making up 36% of our 2022 partner promotions. Increasing the number of women partners is a firm priority. To that end, we have set an ambition to achieve 50% female partner promotions by 2025. To reach that ambition, we are focussing on retaining female talent and supporting female career progression through targeted supports and leadership programmes.

# Understanding the Pay Gap



## Mean and Median Pay Gap

Our mean gender pay gap (6.9%) is driven by the fact that we have more men in the most senior positions and with greater tenure than women. It is also the result of certain areas of the business that are historically male dominated.

Our median gender pay gap (-7.5%) indicates that the middle woman is paid more than the middle man, when ranking hourly pay amounts in ascending order for both women and men.



## Mean and Median Bonus Gap

Our mean bonus gap (13.9%), like our mean pay gap, is driven by the fact that we have more men in the most senior positions which are eligible for higher bonus amounts. It is also impacted by employees who have worked part of the year, for example by joining mid-year or working part-time, and therefore receive a part year bonus and by those on extended leave including career breaks, maternity leave, and parental leave.

Our median gender bonus gap (-105.0%) indicates that the middle woman's bonus is greater than the middle man, The gap in favour of women is the result of how bonuses are structured at different grades.



## Quartiles

We have 3,805 employees for reporting purposes, with a gender split of 49.3% women and 50.7% men. When looking at our gender breakdown by quartile, we see that more men are in the upper quartile (54.2%), which is consistent with our finding that there are more men in senior positions and with greater tenure than women.



## Proportion of women / men receiving bonus & BIK

The number of women receiving a bonus payment is slightly higher than the number of men receiving a bonus (+0.8%).

All our employees, regardless of grade or tenure, receive benefit in kind. This includes things like our employee assistance programme, permanent health insurance, life assurance, online medical appointments, and eye tests.



## Mean & median pay gap of part-time employees

We have 96 part-time employees, with a gender split of 90.6% women and 9.4% men. Our part-time employees are heavily weighted towards women and they tend to be on a lower grade than our part-time male employees. This contributes to a larger mean (20.9%) and median (14.7%) pay gap than for our full-time employees.



## Mean % median pay gap of temporary contract employees

We have 1,842 temporary employees with a gender split of 48.6% women and 51.4% men. The mean (3.5%) and median (1.7%) pay gaps within our temporary workers are due to a very small number of senior men that fall into this category. When they are removed from the calculation the mean gap reduces to 1%.

# Addressing the Pay Gap

As part of our wider Inclusion, Diversity and Equity plan, we're taking action to narrow our gender pay gap. We recognise that the pay gap, while a valuable measure, is just one part of the picture, which is why we continually monitor our progress to understand what's working and where we have opportunity to promote greater equity.

Our Gender Equity Action Plan has four strategic pillars: leadership and accountability; targeted and practical supports; inclusive policies and procedures; and supporting gender equity in the community.

## 01 Leadership & Accountability

- Our IDE Steering Committee is comprised of partners from across the firm. They are central to making sure conversations around IDE translate into meaningful change.
- We take a data driven approach to gender equity through the use of Gender Scorecards which help us develop targeted interventions and make measurable progress.
- We set an ambition to reach 50% female partner promotions by 2025.
- We added IDE goals to our performance development planning in 2022.
- IDE training is provided to all our people, with a particular focus on equipping senior leadership with the skills and knowledge to lead inclusive teams.

## 02 Targeted & Practical Supports

- Our Gender Committee supports women across the firm and ensures that our people have a voice in developing our gender equity strategy.
- We offer flexible working options like part-time work, core hours, and career break, and have moved to hybrid working model, which positively contributes to our gender equity goals.
- We provide extensive supports for parents/carers from coaching, to parenting resources and topped up maternity and paternity benefit. We believe this is important for retaining female talent, which will help us achieve better gender balance at our most senior levels.

## 03 Inclusive Policies & Procedures

- We aim for gender balanced recruitment, with a focus on industry areas that tend to be male dominated.
- We've reviewed our performance management process through a gender lens and continue to monitor it through our gender scorecards.
- We are reviewing our life cycle support policies to ensure they use inclusive language and are fully supportive of our employees at all stages in their lives.
- We reviewed attrition through a gender lens, with a specific focus on key points in career progression. We continue to monitor it through our gender scorecards.

## 04 Supporting Gender Equity in the Community

- We are delighted to support Going for Growth, an award-winning business development programme, that helps ambitious female entrepreneurs in achieving their growth aspirations. More than 800 female entrepreneurs have completed the programme to date since we began sponsoring it in 2015.
- We are a founding member of the 30% Club in Ireland and are active on the Professional Services Group, inputting to the 30% Club Flourishing Equally in the Workplace Framework.
- We work to increase the visibility of women in sport through our sponsorship of the Dublin Ladies Football Team, Irish golfer Leona Maguire, and jockey Rachael Blackmore.



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