



Gender Pay Gap Report 2025

Message from our CEO

At Dundalk Credit Union, fairness and transparency are not aspirations – they are commitments we apply every day.

The Gender Pay Gap measures something structural – how men and women are distributed across an organisation and what that means for average earnings. This is measured by calculating the difference in the average hourly rate of pay between men and women.

This is distinct from equal pay for equal work, which has been a legal requirement in Ireland for many years and has always been the standard at Dundalk Credit Union – a standard that we meet without exception across all grades and roles.

Understanding a Gender Pay Gap matters because where it exists, it often reflects patterns in how progression, work-life balance choices and seniority are distributed across a workforce – patterns that are worth understanding and, where appropriate, addressing over time.

We are proud of the culture we have built at Dundalk Credit Union – one that supports our predominantly female workforce and provides genuine opportunity at every level of the Credit Union.

Our report sets out our current position clearly and explains the factors behind our figures in full.

Billy Doyle

CEO

About Dundalk Credit Union

We have been at the heart of our community since the 1960s. We are here for one reason – to improve the financial well-being of our members and the communities we serve.

We are one of the largest credit unions in Ireland, serving almost 70,000 members across the North East. Our financial strength gives our members the confidence and stability that comes from knowing their credit union is built to last.

In more recent years, we have come together with Lordship, Faughart, Cuchullain, Holy Family, Inniskeen and Carrickmacross credit unions. Each was built on the same cooperative values and commitment to their local community. Coming together has never been about one credit union absorbing another – it is about building something stronger than any of us could be individually, with greater capacity to serve members and realise the full potential of what a modern, ambitious credit union can and should be.

Our 85 staff work every day to make a real difference, helping families into homes, supporting young people through college, giving businesses their first foothold, standing beside members when times are tough, helping people build lasting financial confidence, and investing in the communities that have trusted us for generations.

We are member owned. Our success is their success.

Legislative Context

Ireland's Gender Pay Gap Information Act 2021 requires all employers with 50 or more employees to measure and publish their gender pay gap annually. Introduced on a phased basis since 2022, the obligation extended to employers of our size for the first time in 2025. This report includes metrics such as the mean and the median hourly remuneration, bonus payments, and the proportion of employees receiving bonuses or benefits in kind. This is our first Gender Pay Gap Report.

Our Gender Pay Gap Analysis – 2025

This report covers all employees of Dundalk Credit Union as of our snapshot date of 30 June 2025, including full-time, part-time and fixed-term contract employees. Pay data is calculated across the twelve-month period ending on that date.

Workforce Overview

We are a predominantly female organisation. Of our 85 employees, 81% are female and 19% are male. This reflects the nature of our workforce rather than any deliberate policy - financial services, and credit unions in particular, have historically attracted a high proportion of female employees at entry and mid-levels.

Understanding this context is important before reading our figures. The sections below explain each metric in full.

Mean & Median Pay Gap

The mean gender pay gap is the difference between the average hourly pay of all male and female employees. The median gender pay gap is the difference between the midpoint of male and female hourly pay when all employees are ranked from highest to lowest.

	Mean	Median
All employees	28.5%	5.9%
Part-time employees	N/a	N/a
Temporary contract employees	-3.8%	-1.1%

Our mean gender pay gap reflects the structure of our workforce rather than differences in pay for equivalent roles. Across our broader management team, while female employees are more strongly represented, it is at our most senior and longest-serving level, where roles carry the highest levels of remuneration, that male employees are more heavily concentrated.

The median pay gap of 5.9% is the more representative measure of typical pay across our credit union reflecting the consistency of pay across the majority of our workforce, both male and female.

Our temporary contract employees show a gap of -3.8% on the mean and -1.1% on the median – marginally in favour of female employees on both measures. The Credit Union has no male part-time employees. A meaningful gender pay gap calculation for part-time employees is therefore not possible.

Across all grades, pay is determined by a structured and consistently applied framework, regardless of gender. There is no unequal pay for equal work at Dundalk Credit Union.

Pay Quartile Distribution

The quartile distribution divides our workforce into four equal groups ranked by hourly pay from lowest to highest, showing the proportion of men and women in each band.

Pay Quartile	Male	Female
Upper (Q4)	19%	81%
Upper Middle (Q3)	24%	76%
Lower Middle (Q2)	5%	95%
Lower (Q1)	27%	73%

Notably, the upper quartile gender distribution of 19% male and 81% female is consistent with our overall workforce composition of 19% male and 81% female - reflecting that female are represented at management level in proportion to their presence across the Credit Union as a whole.

Female employees make up the majority of our workforce at every level. This distribution is something we will monitor as our workforce continues to evolve.

Bonus

The figures below show the gap in bonus payments between male and female employees and the proportion of each who received a bonus during the reporting period.

	Mean	Median
Bonus gap	68.1%	-3.1%

	Male	Female
% receiving a bonus	94%	100%

Our mean and median are driven by the same dynamic as our overall pay gap.

Notably, 100% of female employees and 94% of male employees received a bonus, reflecting a bonus framework that is broadly accessible across the Credit Union. The median bonus gap of -3.1%, marginally in favour of female employees, is the more representative figure across the majority of our workforce and reflects the consistency of our bonus framework at all other grades.

Benefits in Kind (BIK)

Benefits in kind are non-cash benefits provided to employees in addition to their salary. The figure below shows the proportion of male and female employees in receipt of a benefit in kind during the reporting period.

	Male	Female
% receiving a benefit	43.75%	43.48%

The proportion of male and female employees receiving this benefit is virtually identical, reflecting equal access to this benefit across the organisation regardless of gender.

Understanding Our Results

Our 2025 Gender Pay Gap report shows a mean pay gap of 28.5% and a median pay gap of 5.9%. These two figures tell different parts of the same story.

The median gap of 5.9% is the more revealing figure. It reflects the experience of the typical employee across our organisation and demonstrates the consistency of pay across the organisation. Our bonus framework reaches 100% of female employees and 94% of male employees. Benefits in kind are provided to an almost identical proportion of men and women. Across every grade, pay is determined by a structured and consistently applied framework regardless of gender.

Our mean pay gap is influenced by two related factors. Firstly, males represent just 19% of our total workforce, and when a group is small, the earnings of any individual within it has a magnifying effect on the average. Secondly, while women are more strongly represented across our broader management team, our most senior roles which carry higher levels of remuneration are held by male employees. Taken together these two factors disproportionately amplify the mean figure in a way that would not occur in a more evenly balanced workforce.

This is the primary driver of our mean pay gap. There is no unequal pay for equal work at Dundalk Credit Union, and our gap reflects our workforce structure.

Looking Ahead

At Dundalk Credit Union, equality and fairness are central to who we are as a Credit Union. We are proud of the culture we have built and remain committed to ensuring that opportunity is genuine and accessible at every level of the Credit Union. Our commitment to our people is ongoing, and is reflected in everything, from how we structure pay to how we support progression and development across the Credit Union.

Equal pay for equal work has always been the standard at Dundalk Credit Union and will remain so. Our pay framework is structured, consistently applied and will be reviewed as our credit union continues to grow and evolve. We are committed to maintaining that standard across all grades.

We are committed to supporting the development and progression of all our people. We have a strong internal talent pipeline and in recent years have seen many employees across our workforce progress into more senior roles. We recognise that career progression looks different for different people at different stages of their lives, and we are committed to ensuring that our culture supports everyone, regardless of gender, to develop and progress in a way that works for them and for the Credit Union.

We are equally focused on attracting more men into roles at entry and mid-levels, broadening the gender balance across our workforce as a whole and ensuring that Dundalk Credit Union is a place where everyone, regardless of gender, sees a future.

We will publish our Gender Pay Gap report annually, monitor our position openly, and engage with the evolving regulatory landscape as it develops.