

# Gender Pay Gap Report 2025



**[intact]**  
INSURANCE

**123.ie**

At Intact Insurance Ireland DAC (Intact) and 123.ie Money Limited (123.ie), advancing gender equality is underpinned by our values of respect, integrity, customer-driven, excellence and generosity. Our gender diversity strategy forms part of our wider Diversity, Equity and Inclusion (DE&I) framework and is sponsored by our Executive Team and championed by our leaders in the business. Embedding gender equality is a core business priority, as is ensuring that gender equity analysis remains embedded in our pay, promotion and talent strategies.

Our gender diversity strategy rests on three pillars: fair access to opportunity, inclusive leadership and transparency in action. Together, these pillars have delivered measurable progress.

We have built inclusion into the fabric of our culture. Unconscious Bias Training has been rolled out annually, ensuring that our people can recognise and challenge hidden bias. Our RISE and UCC Level 7 & 8 People Leadership and Team Development programmes have seen 60% female participation, with 62% female representation in our Internal Leadership Academy. We use blind CV screening and Textio for gender-neutral job descriptions, balanced shortlists and transparent promotion processes, to ensure equal access to opportunity.

Our partnership with Platform 55 launched in 2024 and offers CPD-accredited masterclasses on Managing Family Leave, Driving Gender Equality and Leading with Empathy. These masterclasses are mandatory for all of our People Leaders, ensuring that inclusive leadership

behaviours are integrated into performance expectations, thus creating accountability at all levels.

## Our Purpose

**To help people, businesses and society prosper in good times and be resilient in bad times.**

## Our Values

**Respect, Integrity, Customer-driven, Excellence and Generosity.**

We moved into 2025 with a 50:50 split on our Executive Team; we now also have a 40% female representation in our Senior Management group. In 2025 we recorded a reduction in the gender pay gap across each of our entities, compared with 2024. While differences remain reflective of historic patterns (more men in senior roles and more women in homogeneous roles at lower levels) our improved balance at the top is already narrowing the gap. Where the number of male employees exiting the organisation from our lower levels specifically drove our gender pay gap in 2024 (versus 2023), a key impact for our gaps adjusting in 2025 is due to new male joiners at these levels. This highlights the reality that gender diversity progress is dependent on multiple factors, some of which are driven by personal choice and market conditions.

We are aware that gender equity is a continuous journey and we have a relentless focus to continue to do the right things and have the right conversations to continue to make a positive impact. As a signatory of the Women in Finance Charter and the Elevate Pledge, our focus for 2026 and beyond is to maintain parity at Executive level, increase female representation in our Senior Management and Technical roles, and sustain our upward trajectory in closing the gender pay gap.

Intact and 123.ie are proving that gender equality is achievable with Executive sponsorship, data-driven insight and living our values everyday. We have built the conditions for people to thrive equally and, by leading with transparency, we are shaping a workplace where gender equality is not just a target but a lived experience for every employee.



Kevin Thompson  
Chief Executive Officer  
Intact Insurance Ireland DAC



Amanda Johnson  
Chief People Officer  
Intact Insurance Ireland DAC

# Our Results – The Data

## Why Are We Reporting?

In May 2022 Ireland welcomed mandatory reporting requirements, obliging all companies with 250 or more employees to publish Gender Pay Gap results externally. From 2025, reporting is mandatory for entities with 50+ Irish employees. Our Gender Pay Gap for Intact and 123.ie, as two separate entities, reflects a snapshot date of 30 June 2025. The pay gap calculation is based on hourly remuneration which includes bonuses and captures all relevant employees\*, regardless of contract type or employment status.

The terms Equal Pay and Gender Pay are often used interchangeably, and incorrectly. The distinction is very important – they have different meanings. Equal pay is a legal obligation to pay males and females the same amount for doing the same work. At Intact and 123.ie, we are an Equal Pay employer. Gender Pay Gap looks at the average hourly wage of males and females across all levels in the organisation. A Gender Pay Gap is often driven by the organisation's distribution of male versus female across roles and levels, which is the case for Intact and 123.ie.

\*A "relevant employee" is a person who is an employee of Intact and 123.ie on the snapshot date, who has self-identified as male or female.

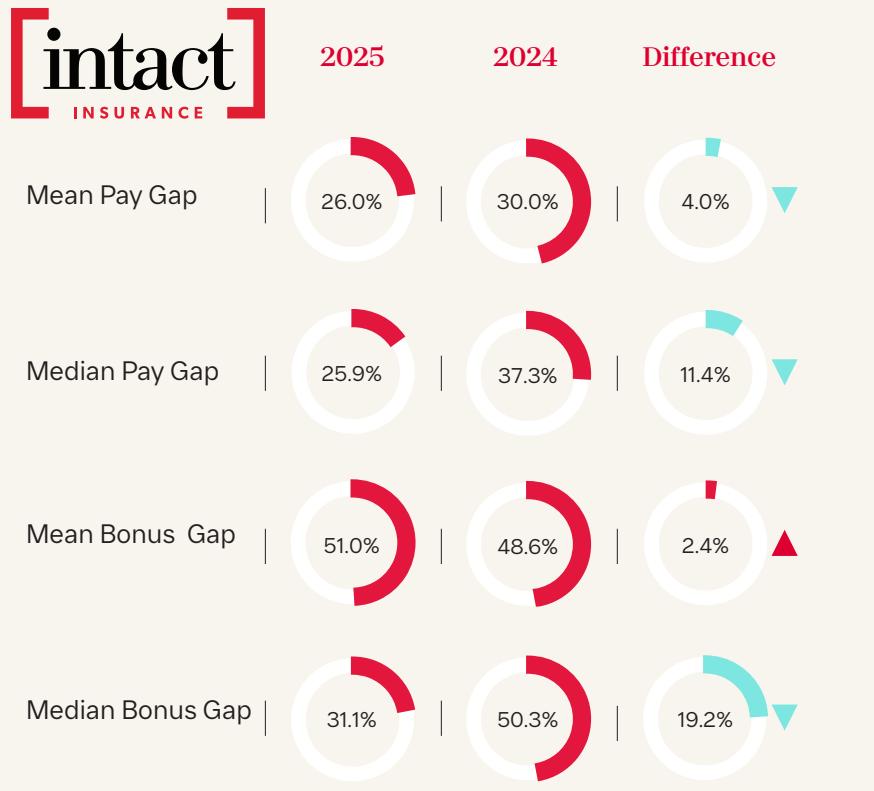
The sections shown to the right display the results of our analysis.

## The Mean

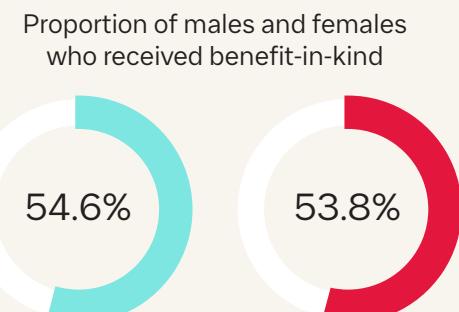
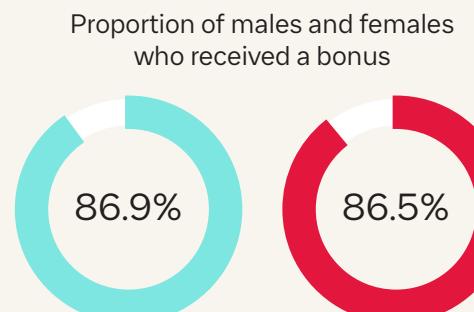
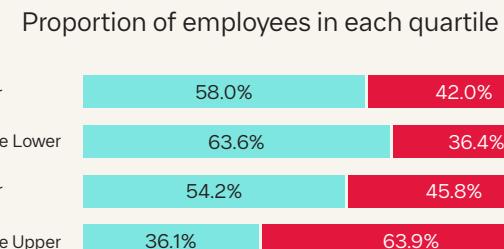
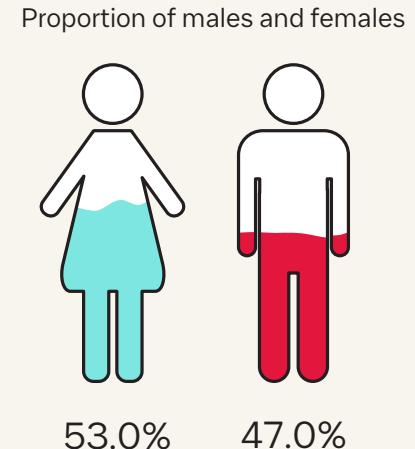
The mean pay gap is the difference in the average hourly remuneration earned by a male compared to the average hourly remuneration earned by a female, across all organisation levels.

## The Median

The median pay gap represents the difference between the hourly remuneration earned by the 'middle' male and the hourly remuneration earned by the 'middle' female, across all organisation levels.



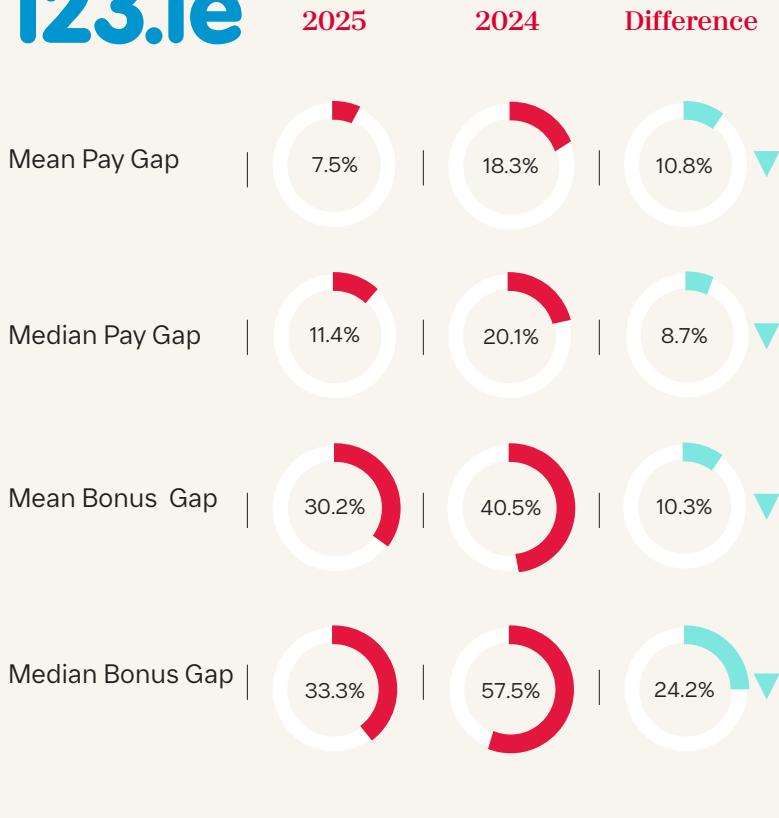
Female  
Male



# Our Results – The Data

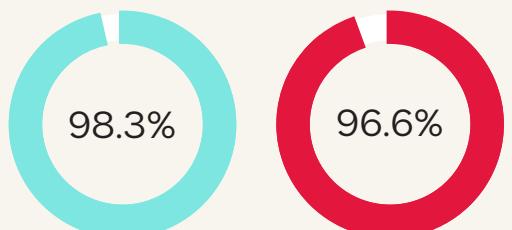


## 123.ie

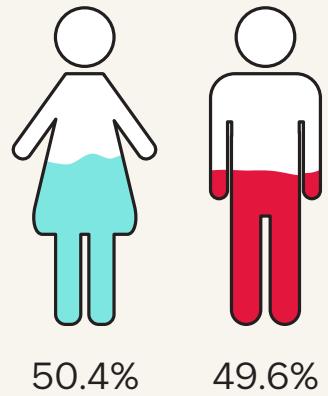


Female  
Male

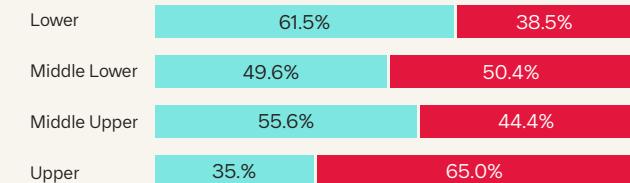
Proportion of males and females who received a bonus



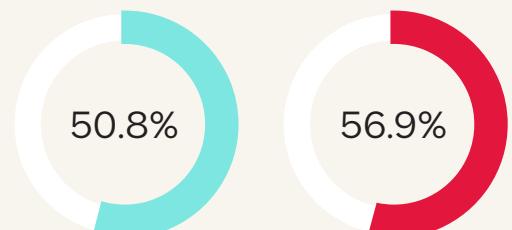
Proportion of males and females



Proportion of employees in each quartile



Proportion of males and females who received benefit-in-kind



# Our Results – The Narrative

Overall there is a higher proportion of females than males across Intact and 123.ie. In 2025 we have seen a reduction in the gender pay gap (GPG), versus our 2024 results.

While the scale of the pay and bonus gaps remain reflective of the overall higher proportion of males in more senior roles and the volume of females in more homogeneous type roles at lower levels, we moved in to 2025 with a 50:50 split on our Executive Team (ET), and we now have a 40% female representation in our Senior Management group.

Where the number of male employees exiting the organisation from junior levels specifically drove our gender pay gap in 2024 (versus 2023), a key impact for our gaps adjusting in 2025 is due to new male joiners at our entry level and junior management roles, and the number of female leavers at those levels.

## Pay

For Intact and 123.ie, the mean pay gaps of 26.0% and 7.5% respectively are driven by the larger proportion of males in senior positions and the female majority across lower levels. For Intact, the median pay gap indicates that the middle female is paid 25.9% less than the middle male, while in 123.ie, the median pay gap indicates that the middle female is paid 11.4% less than the middle male.

## Bonus

The mean and median bonus gaps for Intact (51.0% and 31.1% respectively), and in 123.ie (30.2% mean and 33.3% median) are influenced largely by bonus maximum opportunities applicable to individual levels. Greater bonuses at more senior levels is a common characteristic in both larger organisations, and in the Financial Services sector. Earnings during the reporting period demonstrate a higher % of females receiving bonus generally due in large part to the ratio of females to males across our business.

## Benefit-In-Kind (BIK)

BIK refers to remuneration other than money not included in the regulation's definition of "ordinary pay". There are small differences in the number of female employees receiving BIK versus male employees during the reporting period, in both Intact and 123.ie.

## Pay Quartiles

The use of quartiles (dividing the data into 4 equally sized groups) has allowed us to review the distribution of male and female employees across the organisation. We see that males comprise the majority in the upper quartile in both Intact and 123.ie, due to more males occupying senior roles in our organisation. However female representation in the upper quartile has improved versus 2024, with more males represented in the lower quartiles in both entities, again versus 2024.

## Part-Time and Fixed-Term Contract Employees

At Intact and 123.ie, we have a higher proportion of females occupying part-time positions than males. This cohort consists of a small subset of our workforce across levels and is, therefore subject to large variation based on individual employees. The same trend can be seen in fixed-term (temporary) contracts as with part-time contracts. The number of employees on fixed-term contracts is minimal and is spread across all levels of our organisation. While taking into account our reporting requirements under gender pay gap legislation, as well as our obligations under the Data Protection Act 2018, we have decided not to report on the gender pay gap for part-time and fixed-term contract employees. We will instead use the data analysed locally to help drive actions, including the amplification of flexible working options and family-friendly policies available to all employees across both the Intact and 123.ie entities.

# Our Progress

This slide outlines a number of activities that we as an organisation have already taken to create a more diverse and inclusive workforce, incorporating actions identified to help address our gender pay gap.

## Women in Finance Charter



We are signatories of the Women in Finance Charter and Business in the Community's Elevate Pledge because we believe that transparency drives progress. We are committed to female leader representation, female promotions, as well as monitoring gender talent acquisition from minority communities.

## RISE Programme



Part of our employee promise is 'grow with us' and helping our employees build careers and shape the future of our organisation. We are proud of our people who have participated in our RISE programme, which identifies and develops top talent across our business. 60% of participants of our Level 7 and 8 Management and Team Development programmes in association with University College Cork have been female, with 62% female representation in our internal Leadership Academy.

## Talent Acquisition

We continue to incorporate blind CVs as a tool in our recruitment process, to help reduce potential gender bias at CV screening stages. We use a tool called Textio to remove bias from our job descriptions and to make the job advertisement more gender neutral. In partnership with our hiring managers, we continue to ensure broad diversity across the hiring and promotion processes e.g. hold to a 50:50 gender split in the application process where possible. In May, we received a HR Champion award for our Talent Acquisition strategy and how this underpins DEI, as well as our efforts to promote a balanced talent pipeline both in the short and the long term.



## Empowering the Employee Voice



Our company engagement score increased to 71% for 2025. This reaffirms that our consistent, collective and targeted approach to on-going engagement action planning is working. DEI results in the survey were positive at 89% (+2% versus 2024). 95% of our people feel respected by their direct line manager, 92% are confident that we will take action against any form of harassment and 87% feel comfortable escalating any issues.

## People

We build an inclusive culture through annual Unconscious Bias Training and progressive policies covering menopause, IVF, miscarriage, carers and paternity leave.



## External Partnership - Platform 55



In 2024, we launched our partnership with Platform 55 - a tangible, organisation-wide initiative that equips employees and leaders to make inclusion real. Introduced for all employees across Ireland and Northern Ireland, Platform 55 provides CPD-accredited masterclasses, webinars and leadership resources focused on managing family leave, driving gender equality and leading with empathy. It is fully aligned with our company strategy and values, positioning inclusion as a business imperative rather than an initiative. The partnership's impact is evident in both quantitative and qualitative outcomes and, where our employees reported strong engagement results for Leadership Effectiveness previously, these results were recognised publicly when Platform 55 presented us with a Member Spotlight for "Trust in Leadership" at their 2025 Annual Summit in front of over 200 industry peers.

# Action Plan

To move the dial specific to the legislative reporting and implementation requirements, we need to keep a focus on diversity at all levels.



## Our key areas of focus for 2026 will include:

**1**

Maintaining our 50% Male : 50% Female gender balance on the Executive Team.

**2**

Continuing to ensure 50% Male : 50% Female representation in our Talent and Succession Management process.

**3**

Working in partnership with our hiring managers, continuing to ensure broad diversity across the hiring and promotion process e.g. holding for 50:50 gender split for all other roles (dependency on market/availability and time to hire).

**5**

Continue with career development conversations and identifying further high-growth potential female talent, integrated with our RISE programme.

**6**

Continue monthly attrition analysis by gender, recruitment candidate data analysis by gender and continue to apply a gender lens to all people performance, reward and development processes.

**7**

We will continue to roll out Platform 55's CPD accredited masterclasses as mandatory for our People Leaders.

**8**

Formal introduction of a New Parent module to our onboarding and returning-from-leave materials.

We will also continue to strengthen and leverage our strategic partnerships developed to promote diversity across all levels of our business, including our Delivering Equality of Opportunity in Schools (DEIS) partnerships, across our three work locations in Dublin, Galway and Belfast. We will also continue our partnership with Business in the Community's (BITC) EPIC programme and Back to Work Connect, opening pathways for underrepresented groups.

Finally, we will continue to work with AsIAm, Autism NI, and the Trinity Centre for People with Intellectual Disabilities to advance neuroinclusion, and maintain our five-year partnership with the University of Limerick's Career Fair, helping us connect with over 5,000 students annually and build a diverse early-talent pipeline.

# Gender Pay Gap Report 2025

## Thank you

For more information, please contact:



**Amanda Johnson**

Chief People Officer  
Intact Insurance Ireland DAC  
[Amanda.Johnson@intactinsurance.ie](mailto:Amanda.Johnson@intactinsurance.ie)



**Liah Doran**

Head of Reward, Talent Acquisition and DEI  
Intact Insurance Ireland DAC  
[Liah.Doran@intactinsurance.ie](mailto:Liah.Doran@intactinsurance.ie)

