

ICONIC OFFICES

Gender Pay Gap Report 2025

ICONIC
OFFICES

GENDER PAY GAP REPORT 2025

From 2025 onwards, companies in Ireland with over 50 employees are required to report on their Gender Pay Gap, and with more than 80 people on our team, we're now part of this important conversation. Put simply, it shows the difference between the average pay of men and women in our company.

The Gender Pay Gap highlights how men and women are represented across different groups of similarly skilled roles, seniority levels, and departments. It gives us the chance to step back, see where any imbalances might exist, and most importantly, act.

This year's report looks at pay data from 30 June 2024 to 30 June 2025. You'll see the results expressed as percentages, showing the differences between male and female employees' average base pay, rewards, and benefits in kind.

Gender Distribution

During this reporting period, our business is made up of **64% female and 36% male team members**. A balance that reflects the inclusive and people-driven culture we're proud of. From our Operations, IT, HR, Finance, Property, Commercial, and Marketing teams, every department plays a key role in shaping Iconic Offices.

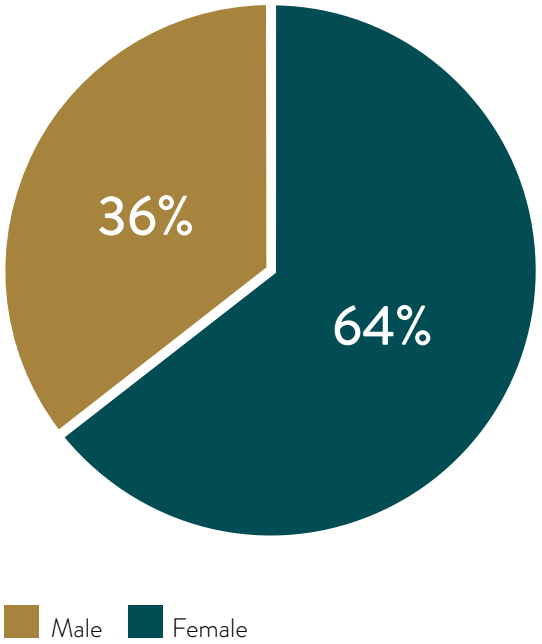


Figure 1. Gender Distribution



Gender by Function

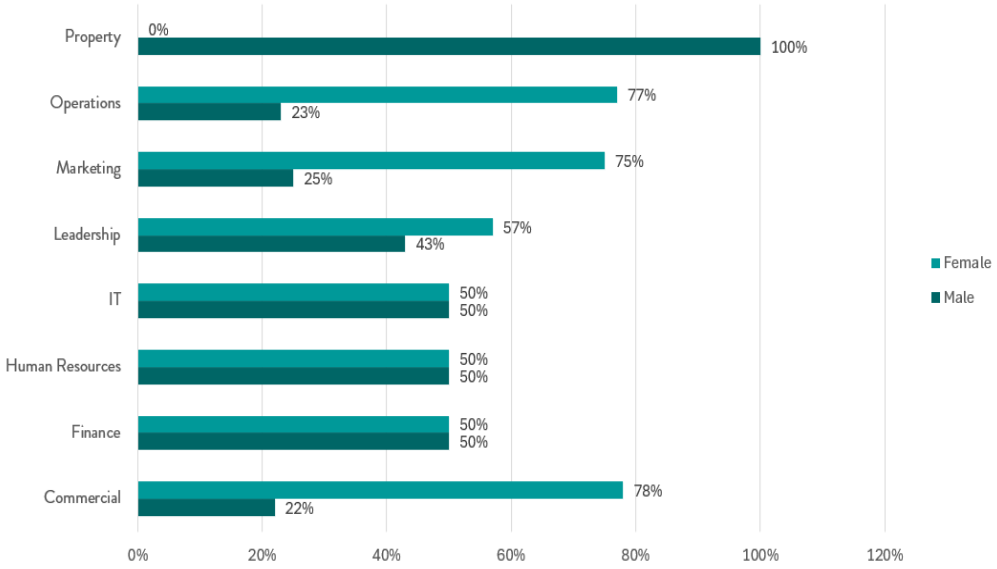


Figure 2. Gender Distribution & Gender by Function

Most departments show a strong gender balance, with standout female presence in Operations, Commercial, and Marketing. Our property team is currently male-led, which gives us a great opportunity to bring more balance and diversity into that area going forward.

Gender by Staff Group

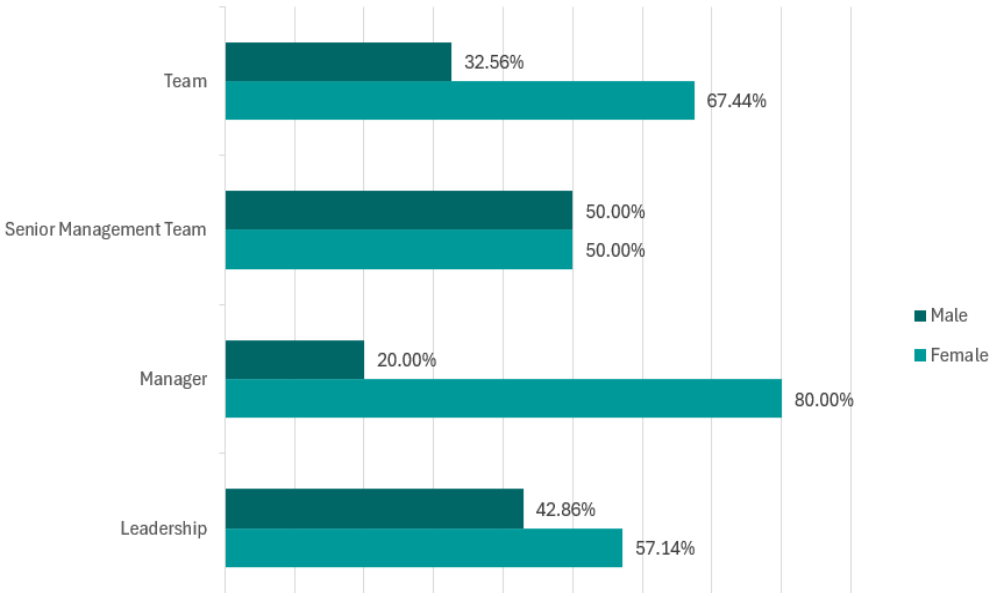


Figure 3. Gender % breakdown by Staff Group

Women make up 57% of our Leadership team and an even 50/50 split at the Senior Management level - a strong balance at the top. Our managers are predominantly female at 80%, especially within Operations and Front of House. Among our wider Team, 67% are female, continuing the positive trend.

Overall, we're proud to see strong female representation at every level of the business, with a solid balance in our senior teams and great diversity throughout.

Our Layers of Leadership: How Gender Plays Out

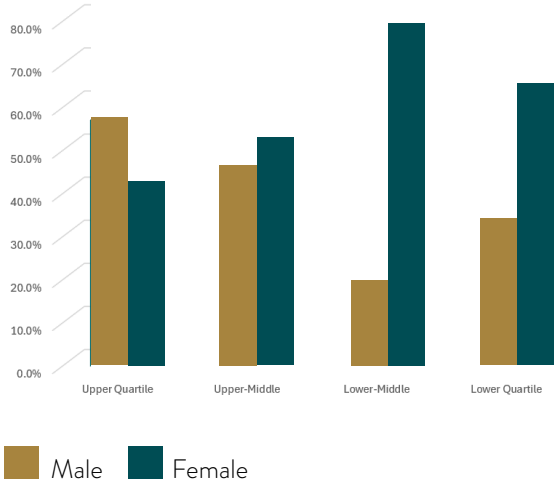


Figure 4. Gender Distribution by Quartiles.

When we look at our pay quartiles, it's clear that women are leading the way across the board.

Where We Stand: Benchmarking Our Gap Against I reland's Average

Before we share our own figures, we want to give you a little more insight into the broader picture across Ireland. In Ireland, according to the Central Statistics Office (CSO), the national gender pay gap stands at 9.6% (mean) and 5.5% (median). Our Mean Gap is 7.3%, and our Median Gap is 3%.

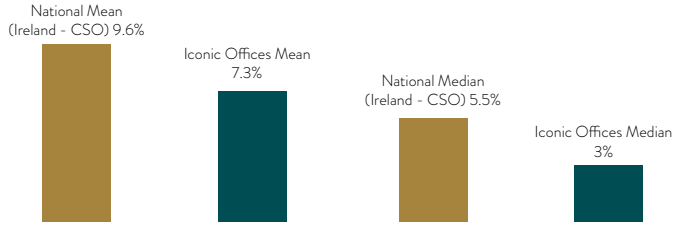


Figure 5. Gender Pay Gap Comparison: Ireland V Iconic Offices.



The Metrics that Matter
Median & Mean Numbers.

The mean pay gap is the difference between the average hourly pay of all men and women, however, the mean gap can be heavily influenced by outliers (such as Maternity Leave). The median pay gap is the difference between the midpoint earner for men and the midpoint earner for women and is generally considered a more representative measure of the typical pay difference and less skewed by high earners. Both measures provide useful information and insights, but they do so in different ways. The mean pay gap is often influenced by the composition of the highest-paid employees in the organisation, particularly if there is a large pay differential between this highest-paid cohort and other employees in the company. The median pay gap shows the difference in the hourly pay rate for the middle individuals in the company, which does not capture the extent of pay inequality across the range of genders and ethnicities.

Median Gender Pay Gap – Overall

Our median gender pay gap stands at just 3%, reflecting a very small difference between the median hourly rates. This narrow gap reinforces the strong pay alignment across our business and demonstrates that our approach to fairness, equity, and equal opportunity is working in practice.

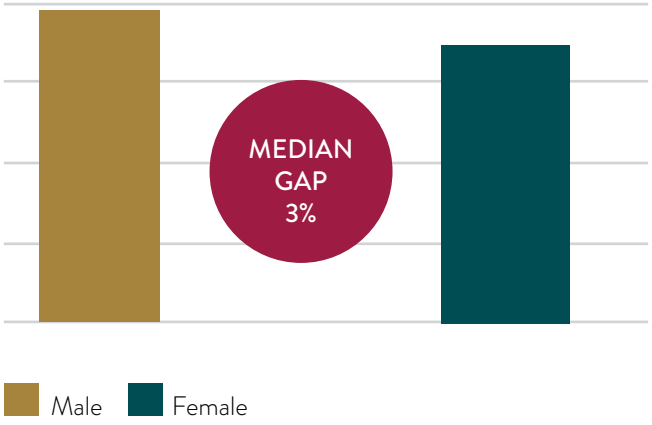


Figure 6. Median Gender Pay Gap Overall
The slight gap is influenced by a few unique circumstances in this reporting period such as unpaid maternity leave, unpaid sabbatical leave.

Mean Gender Pay Gap – Overall

The mean gender pay gap looks at the average pay for men and women across the whole business, giving a snapshot of the overall balance. It doesn't mean people are paid differently for the same job, it simply highlights where more men or women might sit in higher or lower-paid roles.



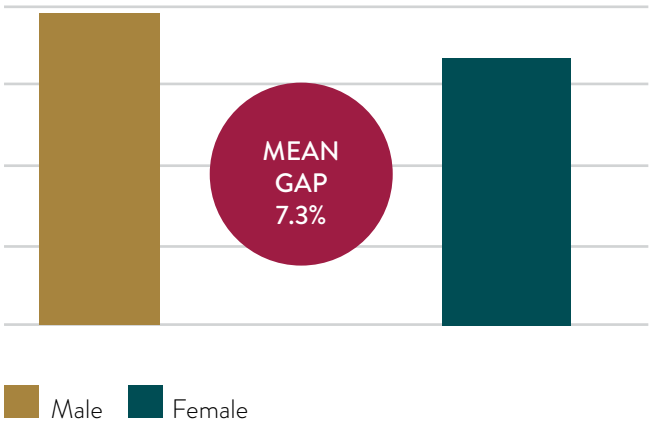


Figure 7. Mean Gender Pay Gap Overall
Our mean gender pay gap stands at 7.3%.
What's especially encouraging is that women are very well represented at senior levels, 57% of our leadership team and 50% of our senior management team are women. This demonstrates strong gender balance where it matters most and reflects our commitment to equality, opportunity, and progression.

Gender Pay Gap - % Male vs Female Bonus Gap

Our Bonus Pay Gap is currently -90.7%, meaning women received higher bonuses on average this period. Around 44% of men and 61% of women received bonuses, so more women benefited from them this time.

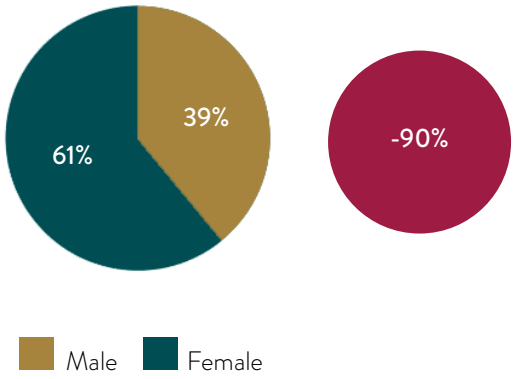


Figure 8. % Of Men vs Female Bonus Gap

Gender Pay Gap - % Male vs Female Benefit in Kind (BIK)

Our Benefits-in-Kind (BIK) figures show that 29.6% of men and 36.7% of women received BIK during this period.

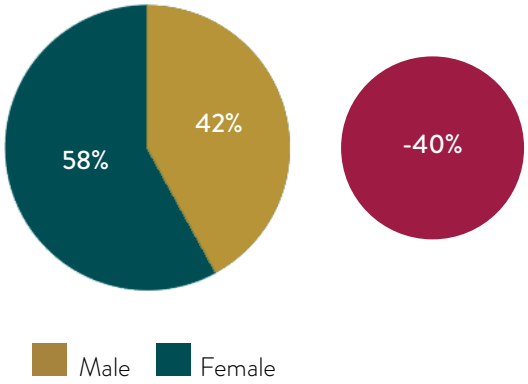


Figure 9. % of Male vs Female BIK

Promotions That Reflect Our Progress

Over the snapshot period, we saw some great movement across the team with eight internal promotions, six of which went to women and two to men. That means women made up 75% of all promotions.

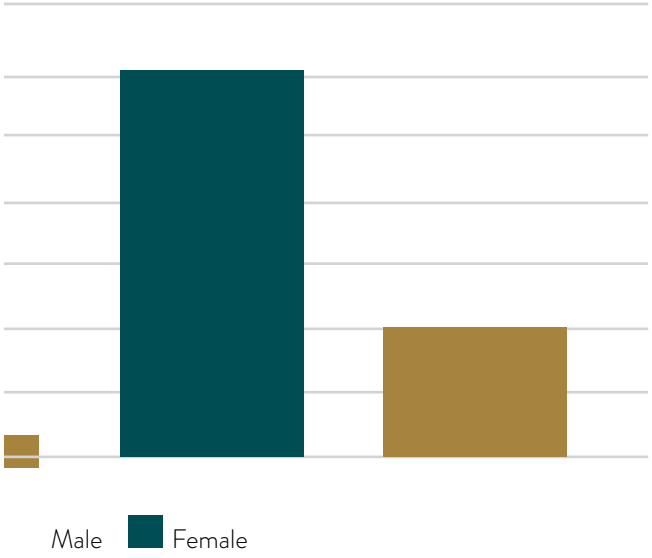


Figure 10. % of Male vs Female Promotions

ICONIC

OFFICES

Gender Pay Gap Report 2025