

# GENDER PAY GAP SUMMARY 2025

## INTRODUCTION

We are pleased to share the NOVAS 2025 Gender Pay Gap Report.

The gender pay gap is the difference in the average hourly wage of people who identify as male and female across a workforce. The Gender Pay Gap Information Act 2021 requires organisations to report on their hourly gender pay gap across a range of metrics. Organisations with over 250 employees have been asked to report on their Gender Pay Gap since 2022.

This report uses a snapshot date of 20th June 2025. Our overall mean gender pay gap is 2.17%. Analysis of this pay gap shows that it is driven by men having longer service within the NOVAS workforce. On average men have been working in the organisation for 2.2 years longer than their female counterparts.

## A NOTE ON LANGUAGE

Despite being called the gender pay gap, this report is based on a binary definition of sex rather than gender. This is because the legislation requires us to report in this way and categorise our employees as either male or female. However, as part of NOVAS ongoing commitment to actively supporting colleagues of all gender identities, we want to acknowledge that some individuals may not identify with either 'gender' referred to in this report. For the purpose of this report, under the legislation, the salaries of employees who identify as non-binary or gender fluid are not included in the calculations.

## HOW IS THE MEAN GENDER PAY GAP DEFINED?

The average amount earned by female employees compared to the average amount earned by male employees each hour.

## HOW IS THE MEDIAN GENDER PAY GAP DEFINED?

The difference in pay between the middle-ranking female and male employees.



## INTRODUCTION FROM THE CEO

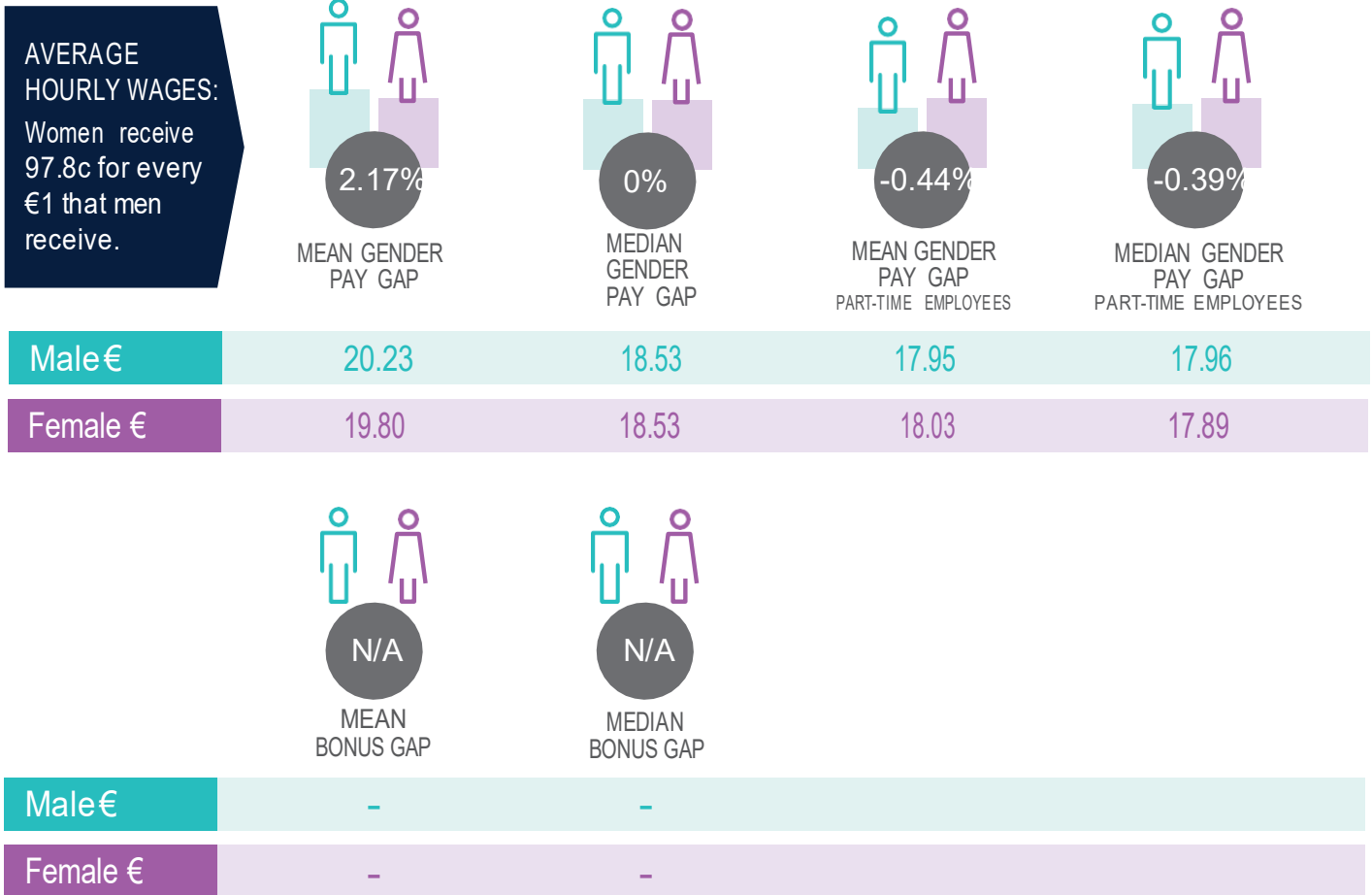
NOVAS is pleased to publish our 2025 Gender Pay Gap Report and welcomes the focus this brings to the important issue of gender pay parity. It is important to recognise that groups treated unequally, such as those who identify as female, are not all beginning from the same starting point. Creating equity is important. NOVAS is committed to proactively implementing measures that allow all employees, regardless of gender, to access the same opportunities in their careers. We are committed to building a diverse workforce that is deeply valued. This, we believe, strengthens our service provision and the experience of our clients and tenants.

On the 20th of June 2025, NOVAS gender pay gap was 2.17%, well below the national average of 9.6% (2022 CSO data). While this is something that we warmly welcome and demonstrates our commitment to gender equality, we are committed to continuing to do more until the gap is entirely closed. At NOVAS we live our values of dignity, diversity, strength-based, rights-based and equality.

In 2023 we adjusted our Maternity Leave Policy so that there is no length-of-service requirement that might preclude employees from benefitting. This, and other developments are designed to enhance the experience of our workforce and enable them to stay engaged during different stages of their lives.

We aim to be a more inclusive employer that values the strengths our diverse workforce brings. You can read below the steps we are taking to address the gender pay gap at NOVAS.

**Una Deasy, CEO**



## NOVAS GENDER PAY GAP 2025

The gender pay gap in NOVAS has decreased from 4.63% in 2024 to 2.17% in 2025. We warmly welcome this decline, which is primarily due to more female members on the Leadership Team than men. The outstanding gender pay gap of 2.17% is due to men being longer serving members of the NOVAS workforce than women, thus receiving annual increments over a longer period of time. On average, men are working in the organisation 2.2 years longer than women. When reviewing full-time employees in isolation, men are in the organisation more than three years longer than their female counterparts.

There have been some very positive changes within the organisation, including:

- More female employees holding positions at senior management level (upper quartile). Of the eight senior team members, including the CEO, we have five women and three men.
- There is an increase of female employees in the upper-middle quartile in the organisation. This means that more females are occupying senior roles within the organisation.
- There is a mean gender pay gap of -0.44% among female part-time employees within the organisation. This means that female employees who are in part-time employment earn more than their male counterparts.

Comparatively, NOVAS gender pay gap is small. Indeed, the national average is significantly higher at 9.6%. While this is something we are proud of, we are committed to closing NOVAS gender pay gap entirely. We foster inclusivity at every level of the organisation and this is reflected in our structures, policies and systems.

PAY QUANTILES	MALE		FEMALE	
	NUMBERS	PERCENTAGES	NUMBERS	PERCENTAGES
Upper Quartile	28	36.4%	49	63.6%
Upper Middle Quartile	25	32.5%	52	67.5%
Lower-Middle Quartile	26	33.8%	51	66.2%
Lower Quartile	26	34.2%	50	65.8%

PAY QUANTILES	MALE €		FEMALE €	
	MEAN PAY	MEDIAN PAY	MEAN PAY	MEDIAN PAY
Upper Quartile	26.16	25.11	25.13	22.50
Upper Middle Quartile	19.40	19.43	19.36	19.44
Lower Middle Quartile	18.06	18.06	18.11	18.14
Lower Quartile	16.81	17.01	16.76	18.88

## CLOSING THE GENDER PAY GAP AT NOVAS

### Recruitment and Selection

NOVAS is committed to implementing fair and consistent recruitment practices across the organisation. Our recruitment practices are gender neutral. Employees are offered points on salary scales according to their qualifications and experience in a fair and transparent manner.

Existing employees are offered interview preparation training if they wish to advance within the organisation. In 2024 we undertook the process of upskilling our management team on best practice recruitment processes to ensure NOVAS offers unbiased recruitment from application to offer.

In 2024, NOVAS began advertising the full salary scale for each role advertised.

### Employee Inclusion

In 2022 NOVAS established a Diversity and Inclusion working group. This group aims to encourage actions that make our workplaces and services more inclusive. Our Head of HR sits on this group and in 2025 this will move under the pillar of Trauma Informed Practice, reflecting our commitment to Employee Inclusion & Engagement.

### Maternity benefits

In 2023, NOVAS adjusted its Maternity Leave Policy so that there is no length-of-service requirement that might preclude employees from benefitting.

### Prioritising employee wellbeing

In 2022 NOVAS partnered with Inspire Wellbeing to offer an enhanced Employee Assistance Programme to all our employees. NOVAS staff can avail of face-to-face, or online counselling, as well as many other benefits such as legal and financial advice and access to a digital wellbeing hub.

### Supporting flexible working

Supporting flexible working in an organisation that requires most staff to be onsite can present a challenge, however NOVAS is committed to doing what we can to make employment more accessible for all. We are committed to providing as much flexibility in working arrangements for our staff to ensure that people can enjoy a work-life balance that meets their needs at various stages of their lives. We also offer flexible leave options to staff and have optimised our IT structures to facilitate seamless communication and connection between staff across services.

### Learning and Development

NOVAS has a comprehensive learning and development programme which aims to support staff in achieving their potential and progressing within the organisation. Learning and development at NOVAS begins with training at induction, through to the required training, which is a prerequisite for the work we do, and on to our in-house developmental training and further education supports.