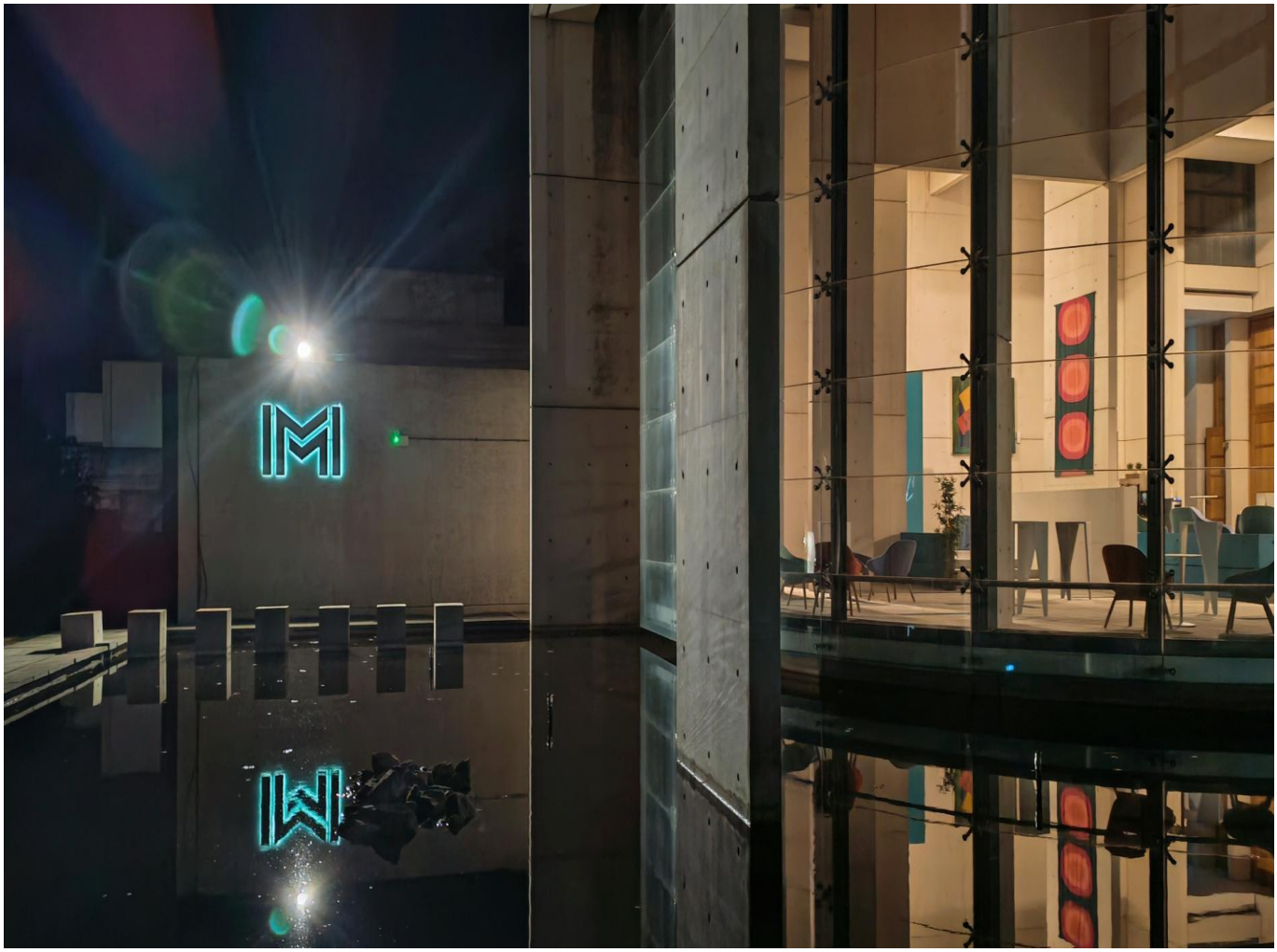

# Gender Pay Gap Report 2026

## IMI Leadership Ltd

*Snapshot date: 30 June 2026*

*Reporting window: 1 July 2025 to 30 June 2026*

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## About Us

For almost 75 years IMI has had the privilege of working alongside Ireland's most influential leaders to hone their leadership skills. Since 1952, we have challenged, inspired, and supported generations of leaders in Ireland and abroad, creating impacts around the world.

Setting the standard. We don't just follow trends; we set them. In 2008, IMI became the first institution in Ireland to benchmark the quality of Irish management against international counterparts through the 'Management Matters' research project. This wasn't merely an academic exercise; it was about ensuring Irish leaders could compete on the world stage.

In 2009, IMI was the first Irish business school to achieve recognition in the Financial Times rankings for customised executive education. The Financial Times Global Rankings are a prestigious international benchmark for the executive education industry. IMI has been included in the Global Rankings on 18 occasions, including the Customised Executive Education Global Rankings, the Open Executive Education rankings, the European Business School Rankings and the Global Top 50 Providers of Executive Education.

## Our People and Values

On their first day, new members of the team are welcomed into the IMI culture and legacy. They learn that they're not simply taking a job; they're joining an institution that has been developing world-class leaders for almost 75 years. More importantly, they discover that they have a vital role in shaping the next chapter of our organisation and Ireland's leadership landscape.

This commitment is substantive. We have evolved towards a more consultative approach to leadership. We actively seek input and feedback from employee groups across the organisation. We genuinely value diverse perspectives, and we actively encourage all employees to contribute to our strategic direction. This collaborative approach allows us to harness the strength of our diverse workforce and drive innovation from within.

People are at the heart of everything we do at IMI. We're proud of our diverse employee base and committed to creating an environment where every voice is valued and contributes to our collective success.

## Organisational Context 2025/2026

This reporting period has been one of significant change for IMI. Following the acquisition by Business Post Group in May 2025, the organisation experienced higher than normal staff turnover, a pattern recognised in acquisition contexts.

There have been significant changes within IMI's Senior Leadership Team during the reporting period, including the departure of three female members whose positions were subsequently filled

by male appointees (noting the recruitment and selection committees included both male and female representation). Two of these appointments were made in January and March 2026, meaning the full impact of these leadership transitions on our gender pay gap metrics is not yet fully reflected in the current reporting period and is expected to become more apparent in the 2027 report.

Beyond the Senior Leadership Team, IMI continues to ensure female representation across its governance and senior structures. IMI's Board of Directors includes both male and female representation. Our Academic Council is chaired by a woman, and our extensive associate faculty network continues to benefit from strong female representation.

Women are also strongly represented on IMI's Advisory Council, reflecting our commitment to gender balance across our governance structures.

## Keeping Standards High

We take concrete action to embed inclusion and diversity throughout our organisation. During 2025/2026, we undertook a comprehensive refresh of our HR policy suite, reinforcing our commitment to equity, diversity and inclusion at every level. Key policies introduced or refreshed include:

- **Equity, Diversity and Inclusion Policy** (March 2026), setting out our obligations and expectations, grounded in and exceeding Irish and European equality legislation
- **EDI Statement** (March 2026), our public-facing commitment that the nine protected grounds under Irish law are the floor, not the ceiling, of our standards
- **Recruitment Policy and Process** (March 2026), embedding equity, diversity and inclusion as a core consideration throughout our hiring process, including competency-based assessment, trained interviewers, and compliance with the EU Pay Transparency Directive
- **Reasonable Accommodation Policy** (April 2026), reflecting our commitment to Universal Design principles and ensuring every staff member can participate fully in the workplace
- **Work Life Balance Policy** (April 2026), updated in line with the Work Life Balance and Miscellaneous Provisions Act 2023, supporting flexible and hybrid working arrangements

Our commitment to fairness begins at the recruitment stage. We provide in-house diversity and inclusion training to everyone involved in our interview process, ensuring that our hiring practices are free from bias. Our interview process is specifically designed to identify the best candidate for each role based on merit, fit and potential, regardless of background or identity.

## Our External Commitment to Diversity and Inclusion

IMI has strengthened its external partnerships and commitments to diversity and inclusion during this reporting period.

### The 30% Club

Since 2015, the 30% Club has run targeted initiatives designed to create meaningful opportunities for women in business. IMI actively participates in this mission through three key programmes:

- **The 30% Club Network Mentoring Programme:** A cross-company and cross-sector mentoring programme, in association with 30% Club Ireland, benefiting mentors, mentees and their organisations. Although particularly supportive of women, all genders are welcome and encouraged to participate.

- **The IMI/30% Club Scholarship Programme:** One of the organisation's longest running and most impactful initiatives. IMI has supported this mission since its inception in 2015 and was the first sponsor and longest partner. Each year, IMI awards two fully-funded scholarships, each valued at over €11,000, for IMI Professional Diploma programmes including Leadership, Executive Coaching, Management, Sustainable Change and Transformation, and Strategy and Innovation. These scholarships are open to high-potential female applicants in Ireland, investing directly in the next generation of female business leaders.
- **Advancing Women in Leadership:** Part of IMI's programme portfolio, created to empower mid-to-senior-level female professionals with the skills, confidence, and strategic network needed to thrive in today's workplace.

### Women-Focused Programmes

Beyond the 30% Club initiatives, IMI delivers targeted programmes that support women's professional development. **Think on Your Feet®** is a two-day communication skills programme offered as part of IMI's short programme portfolio, equipping participants with techniques for clear, persuasive communication under pressure. These programmes complement our broader inclusion agenda by providing practical skills development opportunities for women at all career stages.

### Balance for Better Business

IMI remains an active supporter of Balance for Better Business, an independent business-led review group established by Government to improve gender balance in senior leadership in Ireland. Our CEO is a member of its Advisory Council.

### As I Am Partnership

IMI has entered into a partnership with As I Am, Ireland's national autism charity. Research shows that up to 85% of autistic people in Ireland are unemployed or underemployed. Through this partnership, all staff and faculty will complete autism awareness training, and IMI will work towards achieving the As I Am Autism Confidence Badge. This reflects our commitment to neurodiversity as a core part of our inclusion agenda.

### Shout Out Partnership

IMI partners with Shout Out to deliver LGBTQ+ inclusion training to all staff and faculty. Shout Out workshops are delivered at least twice per year, ensuring that LGBTQ+ awareness and inclusion remain a visible and active part of our workplace culture.

### Understanding the Gender Pay Gap

The gender pay gap measures the difference in average hourly pay between men and women across the workforce, expressed as a percentage of men's pay.

It is not the same as equal pay, which refers to paying men and women equally for performing the same or similar work.

This report outlines our gender pay gap data for 2026, as required by the Gender Pay Gap Information Act 2021.

## The Data

### Hourly Pay Gap

**Mean pay gap** is the average of all hourly pay rates. It's affected by outliers (very high or very low earners). Our mean hourly pay gap is **26.59%** in favour of men. This represents a significant change from 2025, when our mean hourly pay gap was -0.94% (women's average hourly pay was slightly higher than men's). The shift is driven primarily by the change in composition of the Senior Leadership Team, which changed from three female and one male member to four male members. Two of the senior appointments were made in January and March 2026, so the full impact of these changes is only partially reflected in this year's figures.

**Median pay gap** is the middle value when reviewing all pay from lowest to highest. It's not affected by outliers. Our median hourly pay gap is **18.89%** in favour of men, compared with 4.27% in 2025. While the median has also widened, the increase is more moderate than the mean because the median reflects pay at the midpoint of the workforce rather than being pulled by the highest earners. The broader female workforce continues to be well represented across all levels of the organisation.

### Part-Time and Temporary Workforce

In 2026, our part-time workforce consists entirely of female employees (4), and our temporary workforce consists entirely of male employees (3). As both categories contain only one gender, it is not possible to calculate a meaningful gender pay gap for either group. These metrics are reported as N/A.

This is a change from 2025, when both part-time and temporary categories contained employees of both genders. In 2025, the part-time gap (mean 23.61%, median 29.06%) and temporary gap (mean 35.97%, median 53.56%) were both significantly affected by two female work experience students on minimum wage. All placements had concluded before the 30 June 2026 snapshot date, so the individuals are not included in this year's data.

### Bonus Pay Gap

No bonuses were paid during the 2025 reporting period. In 2026, bonuses were paid for the first time. Three employees received a bonus during the reporting window: two male and one female.

The mean and median bonus pay gaps are both 79.08% in favour of men. The identical mean and median figures are a function of the very small number of recipients: with only two male and one female bonus recipients, the mathematical mean and median produce the same result. 6.67% of male employees and 2.17% of female employees received a bonus during the period. Given the small number of recipients, these figures are significantly influenced by individual payments and should be interpreted with that context in mind.

### Benefits in Kind

**36.00%** of male employees and **18.75%** of female employees received benefits in kind during the reporting period. In 2025, the figures were 20.0% of male and 29.7% of female employees. Benefits in kind at IMI consist primarily of health insurance, which is available to employees whose salary exceeds a defined threshold. The change in these figures is driven by the departure of three female senior leaders and their replacement by male appointees, along with other senior hires who met the eligibility threshold.

In addition, several male employees who left the organisation during the period were not on the health insurance scheme, while a number of incoming male employees met the salary threshold, further increasing the proportion of male BIK recipients.

### Pay Quartiles

When all employees are ranked by hourly pay from lowest to highest and divided into four equal groups:

**Lower Quartile (Q1):** 35.71% male, 64.29% female
**Lower Middle Quartile (Q2):** 28.57% male, 71.43% female
**Upper Middle Quartile (Q3):** 50.00% male, 50.00% female
**Upper Quartile (Q4):** 66.67% male, 33.33% female

The most significant year-on-year change is in the upper quartile, which has shifted from 33% male / 67% female in 2025 to 67% male / 33% female in 2026. This reflects the change in Senior Leadership Team composition. Women continue to be well represented in the lower middle quartile (71.43%) and lower quartile (64.29%), and are equally represented in the upper middle quartile (50/50).

### Progress on Our 2025 Commitments

In our 2025 Gender Pay Gap Report, we set out four priorities for the year ahead. We are pleased to report that all four have been delivered:

- IMI maintained its active participation in the 30% Club through three key initiatives: awarding two fully funded Professional Diploma scholarships valued at over €11,000 each, participating in the Network Mentoring Programme, and delivering the Advancing Women in Leadership programme.
- **Establish regular employee consultation mechanisms:** Delivered. While IMI has conducted employee satisfaction surveys for several years, in 2025/2026 we formalised this commitment by embedding it in policy with a defined annual schedule and a structured framework. Employee consultation is now a standing organisational commitment, carried out at a set time each year with consistent methodology, rather than on an ad hoc or as-needed basis. This ensures employee voice is front and centre in how we operate.
- **Enhance diversity and inclusion training:** Delivered and significantly expanded. IMI entered into new partnerships with As I Am (autism awareness training for all staff and faculty) and Shout Out (LGBTQ+ inclusion workshops delivered at least twice per year). We also undertook a comprehensive refresh of our HR policy suite, embedding EDI across recruitment, reasonable accommodation, and work-life balance policies.
- **Communicate findings transparently:** Delivered. The 2025 report was published on our website and findings were shared with all employees.

### Important Notes About This Data

- **Reporting period:** This is IMI Leadership Ltd.'s second gender pay gap report. The 2025 report covered a shortened snapshot period (16 May 2025 to 30 June 2025) coinciding with the establishment of IMI Leadership Limited. This 2026 report covers a full 12-month reporting window (1 July 2025 to 30 June 2026). Direct year-on-year comparisons should be interpreted with this difference in mind.
- **Senior leadership changes:** As outlined above, the composition of the Senior Leadership Team changed during this period, with two appointments made in January and March 2026. The full-year impact of these changes will be reflected in the 2027 report.
- **Gender identity:** Two employees have chosen not to identify their gender and have not been included in this analysis.

- **Workforce composition:** IMI's workforce of 57 employees is predominantly female (56%), which is reflected across the lower and middle pay quartiles. The organisation also engages a large network of associate faculty, many of whom are female, who are not captured in this data as they are not direct employees.

## Conclusion

This report reflects a year of significant organisational change for IMI. The widening of the gender pay gap compared with 2025 is driven primarily by changes in the composition of the Senior Leadership Team, combined with higher-than-normal staff turnover following the acquisition of IMI.

Across the broader workforce, women continue to be well represented at all levels, particularly in the lower and middle quartiles. Having delivered on all four of our 2025 commitments, and significantly expanded our investment in equity, diversity and inclusion through new partnerships, comprehensive policy reform, targeted programmes for women. We are building on that foundation with an expanded set of priorities for the year ahead.

**Building on our 2025 progress, our priorities for the year ahead include:**

- Continue active participation in the 30% Club mentoring and scholarship programmes
- Complete the As I Am Autism Confidence Badge training programme for all staff and faculty.
- Continue Shout Out LGBTQ+ inclusion training across the organisation
- Continue to embed equity, diversity and inclusion in recruitment through our refreshed Recruitment Policy
- Communicate these findings transparently with all employees and maintain open dialogue on gender equality.
- Continue to ensure gender balance is a consideration in senior appointments and succession planning.

**Appendix**

# Gender Pay Gap Data 2026

## IMI Leadership Ltd

| Metric | 2026 |
|---|---|
| **Workforce** | |
| Total employees on snapshot date | **57** |
| Male employees | **25 (44%)** |
| Female employees | **32 (56%)** |
| Gender not specified | **2 (4%)** |
| **Hourly Pay Gap** | |
| Mean hourly pay gap | **26.59%** |
| Median hourly pay gap | **18.89%** |
| **Part-Time Employees** | |
| Mean pay gap | **N/A*** |
| Median pay gap | **N/A*** |
| **Temporary Employees** | |
| Mean pay gap | **N/A*** |
| Median pay gap | **N/A*** |
| **Bonus Pay** | |
| Mean bonus pay gap | **79.08%** |
| Median bonus pay gap | **79.08%** |
| Males receiving bonus | **6.67%** |
| Females receiving bonus | **2.17%** |
| **Benefits in Kind** | |
| Males receiving BIK | **36.00%** |
| Females receiving BIK | **18.75%** |
| **Pay Quartiles (% Male / % Female)** | |
| Lower Quartile (Q1) | **35.71% / 64.29%** |
| Lower Middle Quartile (Q2) | **28.57% / 71.43%** |
| Upper Middle Quartile (Q3) | **50.00% / 50.00%** |
| Upper Quartile (Q4) | **66.67% / 33.33%** |

***N/A:** Part-time employees are all female (4) and temporary employees are all male (3), so a gender comparison is not possible for these categories.

**Snapshot date:** 30 June 2026. Reporting window: 1 July 2025 – 30 June 2026.