



An Roinn Fiontar,  
Trádála agus Fostaíochta  
Department of Enterprise,  
Trade and Employment

# Report on the Gender Pay Gap in the Department of Enterprise, Trade and Employment

2022

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## Foreword



Dr Orlaigh Quinn,  
Secretary General,  
Department of Enterprise, Trade and Employment

It is my pleasure to introduce the first Gender Pay Gap report for the Department of Enterprise, Trade and Employment. Publishing our Gender Pay Gap places a strong emphasis on the Department's continued commitment to provide an open and inclusive workplace where all employees are treated fairly and have equal access to opportunities for career development.

The Department is committed to ensuring that both men and women are represented highly at all levels and have equal inclusion in senior level roles. The Department is also committed to the broader equality, diversity and inclusion agenda and has drafted its Equality, Diversity and Inclusion Policy Statement which will pave the way for the Department's Equality, Diversity and Inclusion Strategy during 2023.

Overall, the Gender Pay Gap in the Department is 10.56%, mainly reflecting the greater proportion of women in junior grades and the high proportion of women availing of part-time work options. I am particularly pleased to see that we have gender parity in middle management and senior grades in the Department, which ensures a strong pipeline of top female talent.

I hope that reporting on the Department's Gender Pay Gap will highlight the changing culture across all businesses, will assist with identifying and removing barriers at all levels, and will assist with promoting cultural and strategic changes in all workforces. As an equal opportunity employer, the Department will continue to strengthen and support work-life balance and gender equality. As part of our involvement culture, we will work collaboratively on our endeavours to continue to build a workforce reflective of the society we live in and the people we serve.

# 1. Introduction

## 1.1 Key Points of this Report

- The Department's Gender Pay Gap across all grades is 10.56%.
- The Department had a total of 965 employees, 58% are female and 42% are male, at time of reporting.
- Women outnumber men and the imbalance in remuneration is particularly high in the most junior level (first quartile) where women make up 65% of the workforce and men make up 35%.
- This trend reverses in the second quartile where women make up 58% of this level and men 42%.
- It then becomes balanced in the senior levels; the upper middle tier (third quartile, is 59% female and 41% male, while at the most senior (fourth quartile), the position is almost balanced (48% vs 52%).
- The vast majority of staff availing of work-sharing are women (89%).
- The number of women in senior roles over the last three years has accelerated, rising from 42% to 49%.
- The Department developed the Government's National Remote Working Strategy 'Making Remote Work' and we also launched our Blended Working Policy to provide opportunities for women and men to have a better work life balance.
- The development of our Policy Statement on Equality, Diversity and Inclusion is aimed at ensuring a fairer, more open and inclusive work environment for our staff.

## 1.2 The Legislation

The provision of equal pay between males and females is of significant policy concern in Ireland. On International Women's Day 2022, the Government announced the Gender Pay Gap Information Bill and passed the Gender Pay Gap Information Act in July 2021. The regulations introduced as part of the Act require organisations with over 250 relevant employees to report on their Gender Pay Gap (GPG) in 2022. The GPG is the difference in the average hourly wage of males and females across a workforce. A GPG which is positive indicates that, on average across the employed population, females are in a less

favourable position than males. Where the GPG is negative, this indicates the reverse - that, on average, males are in a less favourable position than females. In March 2022 the Minister for Children, Equality, Disability, Integration and Youth (DCEDIY) provided further details on reporting requirements within the regulations.

- The mean and median hourly wage gap, the former reflecting the entire pay range in an organisation and the latter excluding the impact of unusually high earners.
- Data on bonus pay.
- The mean and median pay gaps for part-time employees and temporary employees.
- The proportions of male and female employees in the lower, lower middle, upper middle and upper quartile pay bands.

The reporting measures presented in this document relate to differences in aggregated data for men and women across the Department, as found on the snapshot date of 24 June 2022, covering the reporting period 25 June 2021 to 24 June 2022.

The Gender Pay Gap Information Act Regulations set out reporting requirements in specific categorisations such as 'all employees'; 'part time employees' and 'overview of gender representation in pay quartiles'. An overview table comparing these pay gap measures is included below at Overview Summary Table

The gender pay gap can be expressed as the difference between the average annualised gross earnings of men and women expressed as a percentage of the average annualised gross earnings of men. It should be noted that the gender pay gap is distinct from the concept of unequal pay. The Gender Pay Gap should not be confused with Equal pay. Equal pay deals with the pay differences between men and women who carry out the same jobs, similar jobs or work of equal value. It is unlawful to pay people unequally because of their gender. The Department's pay scales are fully transparent and do not allow for the existence of unequal pay caused by gender discrimination. The Gender Pay Gap on the other hand captures whether women are represented evenly across the organisation.

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## 2. Profile of the Department

### 2.1 Department Structure

The Department is comprised of eight Divisions and seven Offices at the date of the snapshot. These are the Labour Court, the Workplace Relations Commission, the Companies Registration Office, the Registry of Beneficial Ownership, the Registry of Friendly Societies, the Intellectual Property Office of Ireland, and the Office of the Director of Corporate Enforcement<sup>1</sup>. At the time of reporting the Department had a total of 965 employees, 58% are female and 42% are male.

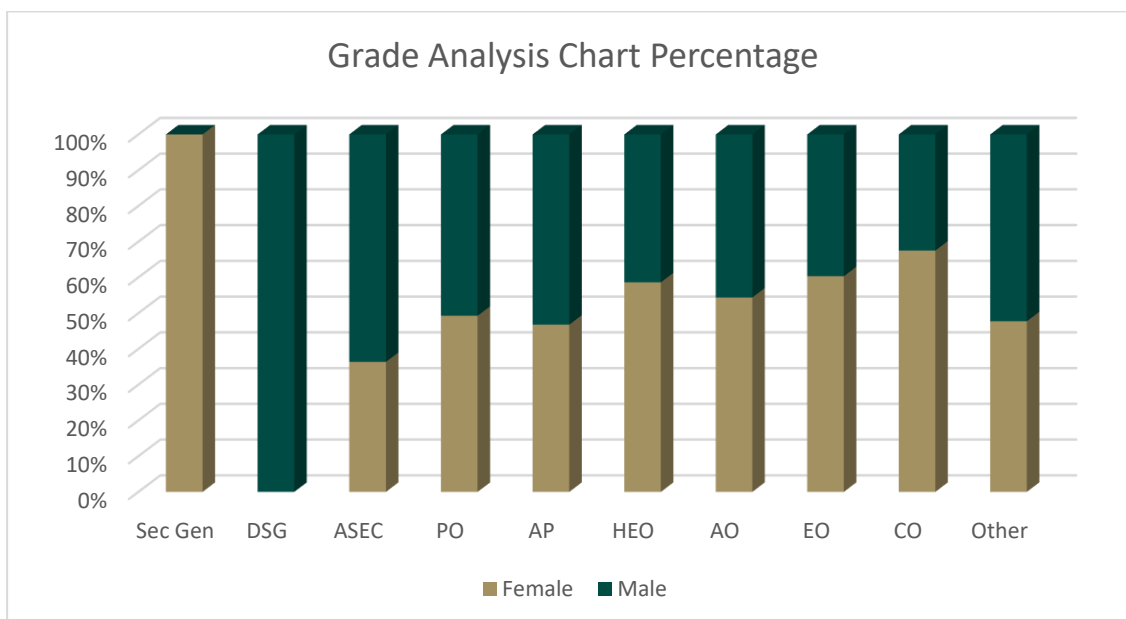
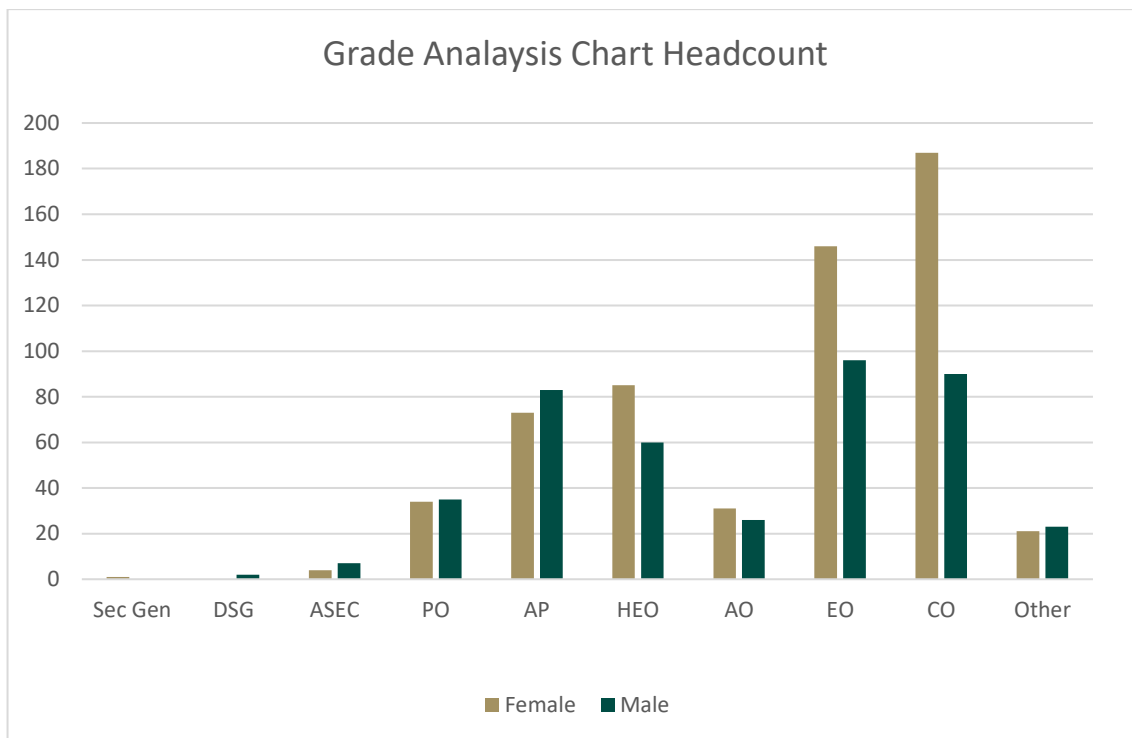
The majority of employees within the Irish Civil Service are women and female civil servants have been under-represented at the highest ranks of the organisational structure for many years<sup>2</sup>. This is not the case in the Department of Enterprise, Trade and Employment where we have strong representation of female civil servants at the highest levels with the Principal Officer level almost 50/50 in terms of gender.

The below charts outline the different grades within the Department in both headcount and percentage. The Department has placed a strong and increased focus in recent years on promoting and supporting a balanced representation of men and women, particularly in senior grades where possible.

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<sup>1</sup> The functions and staff of the Office of the Director of Corporate Enforcement transferred to the newly established Corporate of Enforcement Authority which was established as a statutory independent entity on 7 July 2022.

<sup>2</sup> Source: A STUDY OF GENDER IN SENIOR CIVIL SERVICE POSITIONS IN IRELAND



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## 3. Gender Pay Gap Statement

The Department of Enterprise, Trade and Employment's Gender Pay Gap is 10.56%.

It is important to note that the Department pays all employees in line with Civil Service pay scales. These pay scales are applied to both women and men in accordance with the relevant grade and incremental point relating to service.

Women make up 50% of our talent in Ireland. We recognise that there is a significant pool of qualified and experienced female talent existing in the market. We also recognise that women are the most under-utilised economic asset in business. We are ambitious in the development of our initiatives to employ and retain this talent for our organisation and the businesses we support through our Departmental mandate. We are confident that we will benefit from developing our female talent and that businesses in Ireland will yield massive economic benefits when equal gender participation in decision-making is imbedded, leading to a more fair and balanced society. We embrace the new possibilities and opportunities a workforce reflective of society will provide. Below are some key metrics and achievements that the Department as an employer and in its role to society and businesses in Ireland has achieved.

### 3.1 Reasons for gender differences relating to remuneration

We are seeing much research and reports suggesting women have been disproportionately impacted by COVID, with the IMF reporting that women with small children have been the worst affected. Our data also shows that females are more likely to be carers and take on commitments in the home than male colleagues and are therefore, more likely to avail of a range of unpaid leave and flexible arrangements, for example maternity leave and shorter working year, impacting significantly on their gross pay and career opportunities.



Traditionally, flexible working was seen to have specific benefits for different groups of workers, including carers, parents and people with disabilities. It allows these cohorts to manage their time and energy more flexibly and can play an important role in ensuring individuals can continue to access the workplace and remain in work. However, the pandemic may have been instrumental in shifting the misconception that flexible work is only for supporting these groups.

The Department has recognised this shift in the workplace and in efforts to enhance work-life balance for all launched the [National Remote Working Strategy: Making Remote Work](#) in January 2021. The Department launched its own Blended Working Strategy in June 2022 and as at 30 November 2022, a total of 723 blended working applications have been approved with a further 87 applications pending approval.

Overall, the Department supports flexible working practices and post pandemic hybrid/blended working is becoming a key part of a suite of flexible working measures which also includes, shorter working year (SWY) and part-time hours through the work-sharing scheme, career breaks. The introduction of blended working may provide the flexibilities for certain cohorts who would traditionally have availed of SWY, part-time hours and other flexible arrangements, thereby ensuring that real or perceived barriers to career progression and development are being removed.

### **3.2 Measures being taken, or proposed to be taken to eliminate or reduce such differences**

The Department places a strong emphasis on its values and principles. Our approach to everything we do in the Department aligns with our Civil Service values of independence, integrity, impartiality, equality, fairness and respect; values which underpin the public service ethos we all share.

When it comes to our people, our culture, our practices and our decision-making, our Principles are based on balance, fairness and equality, using best practice, experience, and assessment of impacts. Our ideal outcome is one that creates the best balance between the business needs of the Department, the team, and the individual.

The Department launched its Maternity Leave Policy in April 2021 and is committed to supporting pregnant and breastfeeding staff before, during and after their return from Maternity Leave. As referenced above, the Department launched its Blended Working Strategy in June 2022 and the majority of staff has applied to avail of some level of blended working providing options for full-time employment for all while also allowing to strike a balance in terms of family and personal commitments.

At a broader level, the Department provides policy support, project administration support and public relations and communications services to the [Balance for Better Business](#) (B4BB) initiative. B4BB was launched in 2018 as an independent business-led Review Group established by Government to improve gender balance in senior leadership in Ireland. The Review Group, which comprises key people from across all sectors of business, examines the gender mix within the governance and senior management of companies in Ireland. They have set progressive targets to 2023 for the achievement of improved gender balance on the boards and within senior management.

B4BB is seeing continued progress across the data that they monitor with representation trending upwards at board and leadership levels. Over the last three years 38% of appointments to listed boards have been female, exceeding the significant milestone of 30% representation.

The Department will continue through its 'Lunch & Learn' session and other initiatives to promote a broad inclusion agenda across the Department. We will continuously consider further initiatives to strengthen and support work-life balance, career advancement in the context of gender equality.

We will continue to analyse the data and work together to develop initiatives based on insights through the GPG data and the data available through employee engagement surveys. As a civil service Department, we are committed to continue to develop a fully diverse and inclusive workplace where all employees are treated fairly and equitably.

### **3.3 Equality, Diversity and Inclusion**

Together with being an employer of choice and developing a resilient workforce, building a supportive and inclusive workplace is one of the key goals in our Department's [People](#)

[Strategy 2021–2024](#). In order to achieve our goal, we are working towards enhancing our Equality, Diversity and Inclusion (E, D&I) approach.

In May 2022, the Department's Management Board Members undertook Inclusive Leadership training as part of the Department's approach to Equality, Diversity and Inclusion. In July 2022, the Human Resources (HR) Unit of the Department presented on the approach to be taken to develop a Departmental Policy Statement on Equality, Diversity and Inclusion to the Department's Management Board. Following a series of consultations with Management Board, senior managers, all staff groups, and representative groups including Pride@ETE, the Disability Consultative Committee and Departmental Council the HR Unit is collating all feedback for incorporation into the final Policy Statement. This Statement will inform the development of an Equality, Diversity and Inclusion Strategy during 2023.

Our goal through our Policy Statement aims to place focus on equality, diversity and inclusion in developing human resources strategies and initiatives. This will make it possible for us to create a fairer, more open and inclusive work environment for our staff, to improve employee morale, engagement, loyalty and retention. Building a more diverse and inclusive organisation will allow us to be representative of our diverse communities, improve decision-making, encourage innovation and increase our capabilities. We are working with Irish Centre for Diversity to guide and support us through the process of enhancing our E, D&I approach and to achieve an Equality Diversity and Inclusion workplace accreditation Investors in Diversity which offers the organisations a clear and structured framework to transform the organisation diversity practices and culture.

As part of the accreditation process for Investors in Diversity, we will receive a review and consultation on our human resources policies and programmes with the support of Irish Centre for Diversity. The first step in the process of enhancing our approach was to better understand the experiences and perspective of our staff. 393 members of staff responded to the Equality, Diversity and Inclusion survey earlier this year. The survey results allowed us to benchmark, where we are right now, what we are doing well, what we need to improve on and provided the Department with numerous of actions to consider, when developing our Equality, Diversity and Inclusion Strategy.

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## 4. Gender Pay Gap Measures

The Gender Pay Gap Information Act 2021 requires the following measures to be reported:

- **Mean gender pay gap** – the difference between the mean hourly rate of pay of male full-pay and part-time relevant employees and that of female full-pay and part-time relevant employees, and temporary workers.
- **Median gender pay gap** – the difference between the median hourly rate of pay of male full-pay and part-time relevant employees and that of female full-pay and part-time relevant employees, and temporary workers.
- **Median bonus gap** – the difference between the median bonus pay paid to male relevant employees and that paid to female relevant employees.
- **Mean bonus gap** – the difference between the mean bonus pay paid to male relevant employees and that paid to female relevant employees.
- **Mean benefit-in-kind gap** – the difference between the mean benefit-in-kind received by male relevant employees and that received by female relevant employees.
- **Median benefit-in-kind gap** – the difference between the median benefit-in-kind received by male relevant employees and that received by female relevant employees.
- **Quartile pay bands** – the proportions of male and female full-pay relevant employees in the lower, lower-middle, upper-middle and upper quartile pay bands. The following measures were calculated using a snapshot date of 24th June 2022 and included data from the preceding 12 months.

## 4.1 Gender Pay Gap Measures Overview Table

2022 Gender Pay Gap Information Act 2021 Reporting Requirements (Snapshot date 24 June 2022)	
Mean hourly gender pay gap (All Employees)	10.56%
Mean hourly gender pay gap (Part-Time Employees)	19.62%
Mean hourly gender pay gap (Temporary Workers)	-2.53 %
Median hourly gender pay gap (All Employees)	10.66%
Median hourly gender pay gap (Part Time Employees)	7.12%
Median hourly gender pay gap (Temporary Workers)	-5.87%
Mean Bonus gender pay gap	N/A
Median Bonus gender pay gap	N/A
% in receipt of Bonus	N/A
% in receipt of Benefit in Kind	N/A
Percentage of employees within lower remuneration quartile	M 34.57%
	F 65.43%
Percentage of employees within lower middle remuneration quartile	M 41.60%
	F 58.40%
Percentage of employees within upper middle remuneration quartile	M 40.50%
	F 59.50%
Percentage of employees within upper remuneration quartile	M 51.65%
	F 48.35%

## 4.2 Mean and Median Hourly Rate for All Employees

The Mean hourly pay is generally higher for both men and woman which is typical of a hierarchal organisation where those on lower pay outnumber those on higher pay.

Men on average worked more hours than women (1,779 hours vs 1,667 hours). However, more women than men participate in work sharing and parental leave in the Department and more men than women accrued overtime hours.

	Gender (Person)		
	Female	Male	Total
Employees	559	406	965
Value (CorePay)	€25,611,437.66	€22,194,434.34	€47,805,872.20
Hours worked	924,643.33	714,771.20	1,639,414.53
Overtime Hours	7,026.33	7,335.09	14,361.42
Hours Worked Including Overtime	931,669.66	722,106.29	1,653,775.95
Mean Hourly Rate	27.49	30.74	28.91
Median Hourly Rate	23.96	26.82	25.84

### 4.3 Mean and Median Hourly Rate for Part Time Employees

The Department's part-time employees are classified as staff availing of work-sharing arrangements as provided for under the [Civil Service Work-sharing](#) circular.

The table below includes data related to the pay of part-time female and part-time male employees. The gender pay gap in terms of mean hourly rates for part-time employees is at 19.62% and in terms of median hourly rates it is 19.62%. Work-sharers represent 12.8% of all employees, and 89% of staff availing of work-sharing are women, whereas the overall composition of the Department's workforce is 58% women. As a result, women in the part time cohort, represent 11% of all employees across the organisation.

	Gender (Person)		
	Female	Male	Grand Total
Employees	110	14	124
Value (CorePay)	€3,768,016.33	€624,732.50	€4,392,748.83
Hours Worked	148,685.98	19,596.70	168,282.68
GPG Overtime Hours	213.83	248.17	462.00
Hours Worked Including Overtime	148,889.81	19,844.87	168,744.68
Mean Hourly Rate	25.31	31.48	26.03
Median Hourly Rate	22.27	23.98	22.27

## 5. Gender Pay Gap Analysis

In accordance with the Gender Pay Gap Information Act 2021, the tables below outline the Department's employee data using the required metrics:

### 5.1 Snapshot Date

Snapshot Date	24 June 2022
Reporting period – from:	25 June 2021
Reporting period – to:	24 June 2022

### 5.2 Headcount

HEADCOUNT	fulltime employees	part-time employees	TOTAL employees	of whom are temporary
Male	392	14	406	11
Female	449	110	559	20
Other				
<b>TOTAL</b>	<b>841</b>	<b>116</b>	<b>965</b>	<b>31</b>

### 5.3 Gender gap in Hourly Remuneration

	Gender gap in Hourly Remuneration			
	Mean	%	Median	%
All Employees	<i>R.7(1)(a)</i>	10.56%	<i>R.8(1)(a)</i>	10.66%
Part Time Employees	<i>R.7(1)(b)</i>	19.62%	<i>R.8(1)(b)</i>	7.12%
Temporary Workers	<i>R.7(1)(c)</i>	-2.53%	<i>R.8(1)(c)</i>	-5.87%



## 5.4 Gender gap in Bonus

	Gender gap in Bonus			
	Mean	%	Median	%
Bonus	<i>R.9(1)(a)</i>	N/A	<i>R.9(1)(b)</i>	N/A

		% of all Male		% of all Female
% in receipt of Bonus	<i>R.9(1)(c)</i>	N/A	<i>R.9(1)(c)</i>	N/A
% in receipt of Benefit in Kind	<i>R.9(1)(d)</i>	N/A	<i>R.9(1)(d)</i>	N/A

Reports on the mean and median of bonus payments and benefits-in-kind are not applicable to staff serving in the Department in 2022.

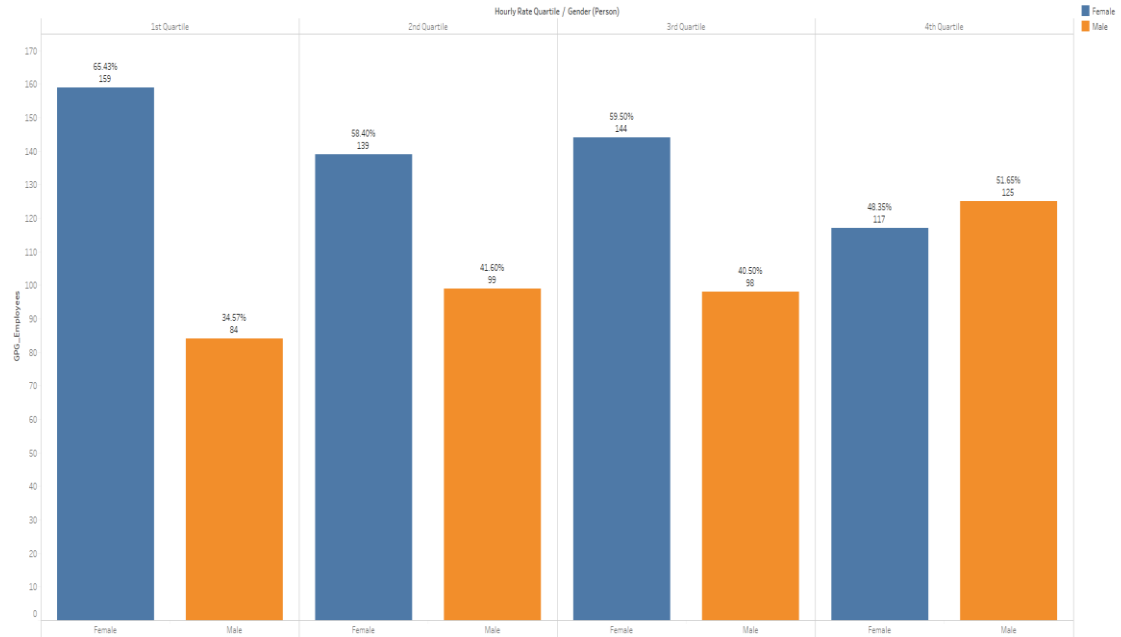
## 5.5 The proportions of male and female employees according to quartile pay bands

To gain a more detailed insight into pay differences between men and women, all employees are sorted in terms of their pay band and then divided into quartiles. For example, a particular pay level under which 25% of all employees' fall would constitute the first or "lower" quartile, the pay group falling above that but below the median level (50%) would form the second (lower middle) quartile and so on. The relative participation of men and women in each of the quartiles is presented in the table and bar chart below.

Pay Quartiles		% Male		% Female
Quartile 1	<i>R.10(1)(a)</i>	34.57%	<i>R.10(1)(a)</i>	65.43%
Quartile 2	<i>R.10(1)(b)</i>	41.60%	<i>R.10(1)(b)</i>	58.40%
Quartile 3	<i>R.10(1)(c)</i>	40.50%	<i>R.10(1)(c)</i>	59.50%
Quartile 4	<i>R.10(1)(d)</i>	51.60%	<i>R.10(1)(d)</i>	48.35%

# Gender Pay Gap Report 2022

GPG Hourly Rate Quartile By Gender



While women outnumber men in the Department, the imbalance is particularly high in the first quartile. The highest pay quartile is almost balanced (48.35% vs 51.65%).

## 6. Data

### 6.1 Scope of Report

This report has been compiled from data of persons employed in the Department of Enterprise Trade and Employment. Data from persons employed in agencies under the aegis of the Department are not included. The facilitation of Agencies such as the Irish Auditing and Accounting Supervisory Authority (IASSA), and The Competition and Consumer Protection Commission (CCPC), facilitated for administration purposes on the Department's payroll, have been excluded for reporting purposes as the staff of these agencies are not employees of the Department of Enterprise, Trade and Employment. In addition, several fees such as those paid to the Members of the Employment Appeals Tribunal (EAT), Low Pay Commission (LPC), Workplace Relations Commission (WRC) have been excluded, along with former employees in receipt of a pension from the Labour Court, Competition Authority and IASSA.

### 6.2 Origins of Data

This report has been compiled with the assistance of the National Shared Services Office (NSSO). The NSSO is a statutory civil service office, established under the National Shared Services Office Act 2017 under the aegis of the Department of Public Expenditure and reform. It is a Shared Services provider for HR, pensions, payroll and finance administration, serving Irish Government departments and public service bodies, including the Department of Enterprise, Trade and Employment. The NSSO provides the following:

- The Human Resources Management System (HRMS), a civil service-wide system which records employee information, provided the required employee data to enable compilation and analysis of this report, including data on employee gender, employment status, and workshare patterns; and
- The Makodata payroll software used by the NSSO provided pay information relevant to the reporting period, including data on ordinary pay including basic pay, allowed and overtime.

The data supplied from the two systems above were analysed, which enabled the required calculations to be carried out in line with the metrics as set out in the Gender Pay Gap Information Act 2021. In verifying the information provided by the NSSO, a comparison check was carried out against employee records available to the Department on the HRMS.

### **6.3 Adjustments and Approximations**

A headcount of the Department's employees on the snapshot date confirmed the organisation had over 250 employees as of that date. The metrics in this report are calculated by reference to the employee breakdown in Pay Gap Measures Overview Table which reflect the number of employees on the snapshot date who identify as male or as female.

Staff on unpaid leave, such as career breaks, who have received no pay during the reporting period are included in the headcount, but not included in the report.

Ministers and Ministers of State are not included in this report as they are not employees.

Staff on secondment to other organisations, such as Embassies and Missions abroad carrying out work on behalf of the Department and for who the Department remains liable for their salary are included in this report. Staff on secondment to the Department but paid by other organisations are not included in this report.

### **6.4 Data Protection**

All processing was carried out by members of the Human Resources Unit in conjunction with staff from the Payroll Shared Services section of the NSSO and in line with Data Protection obligations. All data used for producing this report was processed by staff who would have access to the data as part of their daily duties within the Human Resources Unit of the Department. All statistics provided in this report are combined and do not identify individuals.