



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 2023

HR Strategy and Policies team
December 2023

Foreword



**Declan Hughes,
Secretary General**

I am pleased to introduce our Gender Pay Gap (GPG) Report for 2023.

As part of the public sector, we pride ourselves on the fairness and transparency of our recruitment, promotion, and remuneration processes. We are ambitious to be an employer of choice and to attract and retain the best talent for the public service and to ensure all our employees can achieve their full potential. That is why we place a high priority on the data underpinning the Gender Pay Gap reporting and engaging with all staff on current levels of female representation across our organisation, and where imbalances exist.

Our vision for the workforce of the future is a skilled, motivated workforce, supported by dynamic career development, progressive policies and inclusive workplace cultures.

As the Department that champions and leads on policies that support and guide enterprise productivity and growth of all sizes in Ireland, and enables employment creation and sustainability, we aim to lead by example in how we view and develop our workforce and our workplace. We believe that there is a compelling case for more diversity at the leadership level in particular and in the value of diverse backgrounds, views, opinions, and insights in the key decision-making positions of any organisation.

Overall for 2023, our employee base by gender is 57% female and 43% male and our Gender Pay Gap is 10.86%. While female staff are well represented at most levels of our organisation, including at senior management levels of Assistant Principal and Principal Officer level, we are aware that we have a higher proportion of women at junior grades, and that our most senior tier of management is imbalanced.

During 2023, we have engaged in qualitative research across the Department to 'get behind' the data on the issues of female career progression in the Department. I want to thank the women colleagues who participated in a one-to-one interview format with our Human Resources team and all our colleagues that participated in an online survey with similar themes, to allow for comparisons between female and male staff experiences. As summarised in the following report, 65% of women interviewed have ambition for promotion within the next five years, 70% feel supported in their career goals by their line management and informal mentoring, coaching and sponsorships by senior managers and leaders were noted as invaluable for 47% of women in their career development and progression. Participants also highlighted the importance of work-life balance arrangements in considering applying for competitions. We will use all the feedback gathered to inform our progressive policies to supporting inclusive workplaces, career progression, and Learning and Development over the coming period so that all our colleagues can achieve their full potential and best serve the people of Ireland.

Contents

Foreword	2
1.1 Key Points of the Report	4
1.2 Gender Pay Gap Act 2021	4
2. Profile of the Department	6
3. Gender Pay Gap Statement	8
3.1 Reasons for remuneration differences	8
3.2 Actions to address the GPG in the Department	8
3.2.1 Learning and career development initiatives	9
3.2.2 Monitoring fairness and transparency in promotion practices	9
3.2.3 Further research to understand factors behind our GPG	10
3.2.4 Improving our Approach to ED&I	10
3.2.5 Blended Working	11
4. Gender Pay Gap Metrics	12
4.1 Gender Pay Gap Metrics Overview	13
5. Detailed Metrics	14
5.1 Mean and Median Hourly Rates for All Employees	14
5.2 Mean and Median Hourly Rate for Part-Time Employees	15
5.3 Gender Pay Gap in Hourly Remuneration	16
5.4 Gender Pay Gap in Bonus pay and Benefit in Kind	16
5.5 The proportions of Male and Female Employees According to Quartile Pay Bands	17
6. Data	18
6.1 Scope of the Report	18
6.2 Data Source	18
6.3 Adjustments and Approximations	18
6.4 Data Protection	19

Introduction

1.1 Key Points of the Report

- The Department's Gender Pay Gap for 2023 is 10.86%, up marginally from 10.56% in 2022.
- At the time of 'snapshot' date for reporting in June, the Department had 928 full time employees, 57% are female and 43% are male.
- Women make up 64.66% and male employees 35.34% of our workforce in the first quartile (most junior) pay band. This disparity has reduced slightly from 65.43% female in 2022.
- The second, third and fourth quartiles are nearly proportionally balanced:
 - The balance for the second quartile is 58.19% female and 41.81% male for the reporting period.
 - In the third quartile, women make up 57.08% of staff and men 42.92%. There has been a reduction of 2.42% compared to 2022 of female employees in this quartile.

Similarly, for the fourth quartile the Department's staffing complement is 48.05% female and 51.95% male employees at the most senior positions.

- The number of females in senior management roles (Assistant Principal and above) in the last five years has increased by 18% (2018 to 2023).
- 90.60% of employees availing of work-sharing arrangements in the Department are women. The majority of these women are SVO, Clerical Officer (CO) and Executive Officer (EO) grades (69.81%).

1.2 Gender Pay Gap Act 2021

Ensuring gender equality is reflected through equal pay is a key policy concern in Ireland. As part of the broader strategy to address gender parity within Irish workplaces, the Government announced the Gender Pay Gap Information Act 2021 and associated regulations on International Women's Day in 2022.

The mandatory Gender Pay Gap reporting legislation requires employers with over 250 employees to assess and communicate information relating to the Gender Pay Gap (GPG) within their organisations. From 2024 this will narrow to all organisations with 150 or more employees and to those with 50 or more employees in 2025. Additionally, the Pay Transparency Directive is to be transposed into Irish law by June 2026 and will further enforce the principle of equal pay between men and women by addressing pay confidentiality and promoting transparency in pay setting and enforcement structures.

The GPG considers the difference between the hourly earnings on average by women and men in an organisation based on average gross hourly earnings of all employees. Its purpose is not to identify discrimination, bias or unequal pay in the organisation, but to assess the representation of males and females across the whole organisation at different levels. The GPG is distinct from the concept of unequal 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. This practice is unlawful. As with other Civil Service Departments, this Department's pay scales are fully transparent and do not allow for the existence of unequal pay caused by gender discrimination.

Positive GPG indicates that on average women are not proportionally represented across the organisation and are concentrated at the lower levels. When the GPG is negative, it indicates the reverse. Therefore, the GPG highlights to organisations whether they have gender parity in senior roles in the organisations and if employees of one gender are concentrated in the lower paid grades.

The gender pay gap is expressed as the difference between the average gross hourly earnings of men and women of all employees and is communicated as a percentage of the average hourly gross earnings of men.

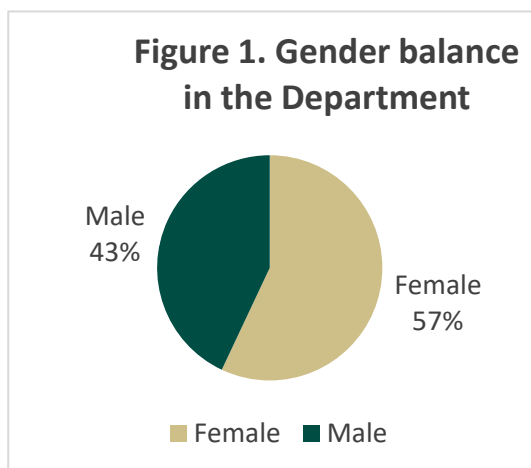
The reporting requirements within the regulations are:

- The difference of mean and median hourly remuneration of male and female employees. The mean allows the employer to assess the entire pay range in the organisation. The median allows for a better representation of the middle values as it is less impacted by extreme values on either side of the pay distribution.
- The difference between the mean and median bonus pay of male and female employees as a percentage of mean bonus pay of relevant employees.
- The difference between the mean and median hourly pay of part-time and temporary male and female employees.
- The difference between bonus remuneration and benefits in kind of male and female employees.
- The percentage of male and female employees in each of the four quartile pay bands.

The GPG regulations require the organisation to pick a 'snapshot' date in June and report the results by the same date in December of the same year.

For the purposes of this 2023 GPG report the employee data used to calculate the differences for men and women across the Department was taken on the 'snapshot' date of 23rd June 2023. The reporting period is from 1st July 2022 to 23rd June 2023.

2. Profile of the Department



The Department is comprised of eight Divisions and six offices at the 'snapshot' date. These are the Labour Court, the Workplace Relations Commission, the Companies Registration Office, The Registry of Beneficial Ownership, the Registry of Friendly Societies, and the Intellectual Property Office of Ireland. Agencies of this Department are excluded from the scope of this report.

At the time of reporting, the Department had a total of 928 full-time, of which 117 are part-time and 24 temporary employees.

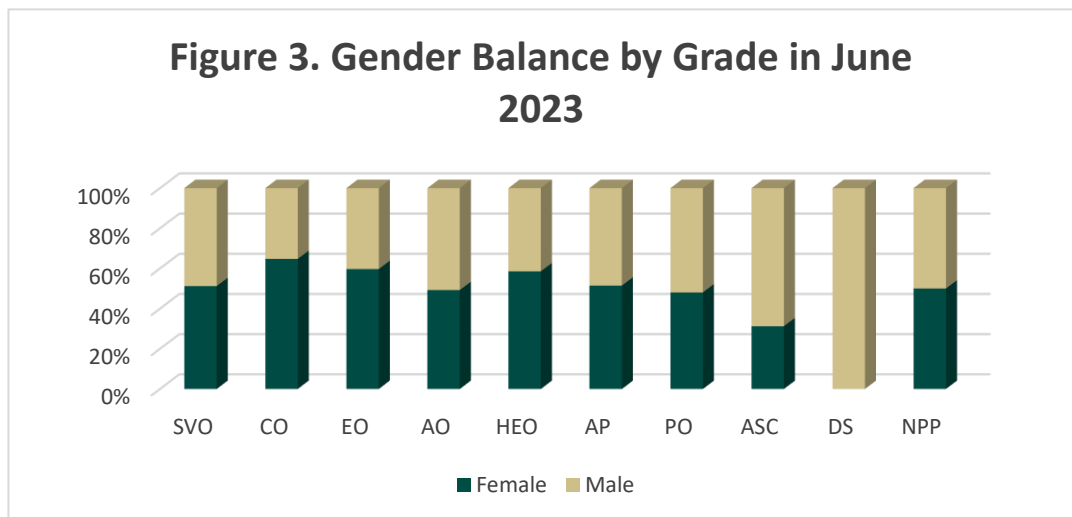
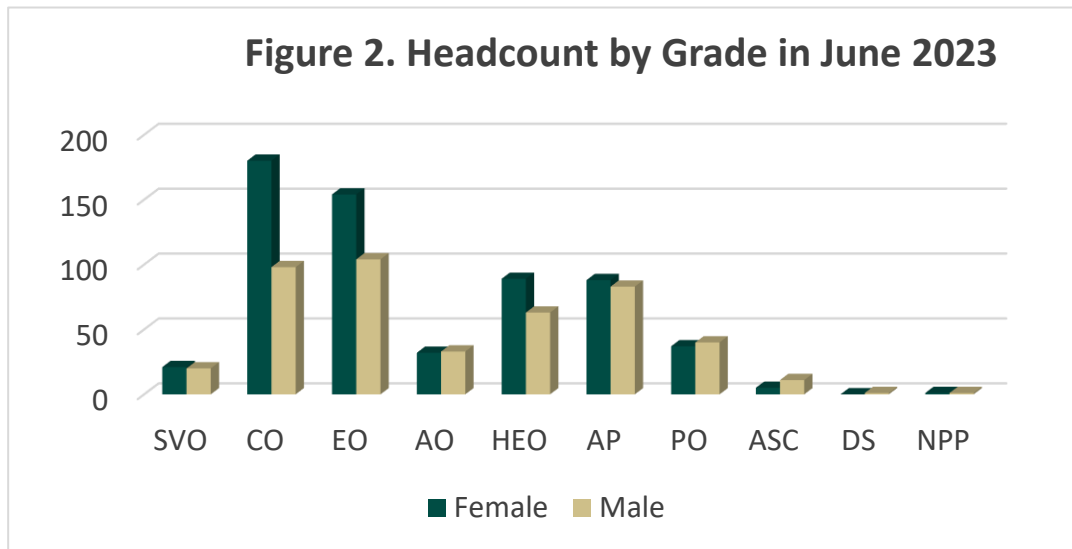
57% of all Department employees are female, 43% are male.

Women make up the majority of employees in Irish Civil service. However, they have been shown historically to be underrepresented at the highest levels of the Civil Service¹. There has been significant progress made in closing the gap of underrepresentation, and in our own Department the number of female senior managers increased by 18% in the last five years. This is particularly evident at Assistant Principal (AP) and Principal Officer (PO) grades with 51% of APs and 48% POs now female at the date of reporting for 2023. The balance at the Assistant Secretary/Deputy Secretary level is less proportional (29% female and 71% male) at the highest levels of the organisation. This shows that the Department is not gender balanced yet but we have a strong pipeline of female leaders in the Department and in the wider civil service that will contribute to closing this gap in the future.

To note, due to the retirement of the Department's previous female Secretary General around the time of the snapshot date, the Secretary General does not register in the snapshot data. Preparatory calculations were carried out to assess the impact of the change of Secretary General on our GPG, the findings were deemed as statistically insignificant with minimal impact on the Department's GPG for 2023 (less than 0.05%).

¹ Helen Russell et al (2017). *A Study of Gender in Senior Civil Service Positions in Ireland*. Economic and Social Research Institute.

The below charts outline the different grades within the Department in headcount and gender balance for female and male employees.



3. Gender Pay Gap Statement

The Department of Enterprise, Trade and Employment's Gender Pay Gap is 10.86%.

Remuneration in the Department is set in line with Civil Service pay scales, applied to men and women in accordance with relevant grades, incremental points relating to service and allowances specific to a small number of roles. The majority of staff are within the general civil service grades with a small number of staff at technical grades predominantly equivalent to AP and PO grade pay scales.

3.1 Reasons for remuneration differences

As outlined in section 2 above, a primary factor in our GPG is the over-representation of female staff at the more junior grades in our organisation, coupled with an under-representation at the very top tier. We also have significantly more women than men (106 vs 11) working in part-time roles in the Department. In addition, female employees did 32.76% less overtime than male employees.

Any gender pay gap analysis should be cognisant of the fact that these figures are influenced by a complex set of societal, cultural factors and norms that shape the labour market and individual behaviour over long periods of time. Labour market gender segregation has a significant impact on the gender pay gap in society and this spills over into the workplace. Despite a shift around female roles in the household and increasing labour market participation, caring responsibilities generally remain gendered with women providing the majority of care of children and adults in Irish households².

Women are overrepresented within cohorts of staff on temporary contracts and avail of work-life balance arrangements in far greater numbers than their male colleagues, as is the case in our own Department. This can impact on their career progression and female representation within an organisation if they view that their caring responsibilities are incompatible with their career aspirations.

3.2 Actions to address the GPG in the Department

Our Department is ambitious in the development of our initiatives to attract and retain talent to join us as all levels and to ensure that our workplaces and working arrangements are conducive to ensuring work-life balance. We take seriously the area where we have

² ESRI (2019) *Caring and Unpaid Work in Ireland*. [Caring and unpaid work \(esri.ie\)](https://www.esri.ie)

the power to act to affect the GPG. Our response falls under five categories, with activities undertaken this year outlined below:

3.2.1 LEARNING AND CAREER DEVELOPMENT INITIATIVES

The Department sees learning and career development initiatives as a core part of our Strategy to improve our approach to ED&I, including supporting a strong and gender-balanced pipeline of future senior leaders.

This year, our staff participated in the IMI Women in Leadership Programme, which celebrates and cultivates leadership skills among women. The Department also supported staff engagement in the IMI Network Mentoring Programme, which mandates a 50% female cohort, with a view to developing our pipeline of female senior leaders.

In 2023, we also placed a significant emphasis on supporting female staff navigating menopause in the workplace. Staff attended OneLearning Webinars covering topics of Perimenopause and Menopause, while a dedicated talk integrated menopause-related content into a Nutrition for Healthy Ageing Webinar.

As part of the UCD Professional Academy, members of our staff also actively pursued the Women in Leadership Diploma. Our Internal Mentoring, Executive Coaching, and PO Talent Management Programmes also demonstrate our commitment to gender equality as we ensure a balanced representation when selecting participating staff members.

3.2.2 MONITORING FAIRNESS AND TRANSPARENCY IN PROMOTION PRACTICES

All of our competitions are undertaken in line with CPSA recruitment guidelines and are fully transparent. Nonetheless, to ensure that the outcomes of competitions are fair, we undertake periodic reviews of successful/unsuccessful candidates to make sure that particular cohorts of staff are not more likely to be unsuccessful in the process.

We analysed competitions between 2021 to 2022 to investigate any possible issues such as gender and age discrimination. Preliminary results show that recruitment practices in the Department are solid with no indication that competition success is influenced by gender or age.

The Department also aims to support staff with work-sharing arrangements to progress through promotion, by explicitly stating in any competition that efforts will be made to facilitate pre-existing work-sharing arrangements if a candidate is successful, subject to business needs.

3.2.3 FURTHER RESEARCH TO UNDERSTAND FACTORS BEHIND OUR GPG

Following last year's GPG report, we committed to a number of actions including looking 'behind' the data by undertaking qualitative research into female career progression in the Department. 34 women across the Department participated in the research, which was conducted in one-to-one interview form with a comprehensive report due in Q1 2024. Preliminary findings suggest:

- Participants are highly ambitious with 65% having ambition for promotion within the next five years.
- The majority of research participants (70.58%) feel supported in their career goals by their line management.
- Informal mentoring, coaching and sponsorships by senior managers and leaders was noted as invaluable for 47% of women in their career development and progression.
- Participants see their interactions with senior management as highly impactful on their career development.
- Some participants disclosed that their need to keep pre-existing work-life balance arrangements made them reluctant to apply for competitions and were doubtful if it was possible to balance the responsibilities of a higher grade with their personal commitments outside of work when working part-time.

In tandem with these interviews, HR invited all staff to participate in an online survey with similar themes, to allow for comparisons between male and female staff experiences.

The results of this research will be used to inform existing programmes and any additional actions needed in the HR and Learning and Development space.

3.2.4 IMPROVING OUR APPROACH TO ED&I

In October 2021, the Department's People Strategy 2021-2024 was launched. Goal 3 of that Strategy aims to "Build an Inclusive and Supportive Workplace". A key element required to achieve this objective is the enhancement of the Department's approach to Equality, Diversity and Inclusion (ED&I). This is in line with the Department's obligations as a public body under the Irish Human Rights and Equality Commission Act, 2014 and the Civil Service Renewal 2024 Action Plan. It is also a key tenet of our efforts to become an Employer of Choice.

In 2022 we engaged the Irish Centre for Diversity (ICfD) to advise and assist us in improving our approach to ED&I in this Department, and to allow us to assess our progress with industry-wide benchmarks. In February 2023 we published our first Equality, Diversity and Inclusion statement, which sets out the principles we work by, and the actions we undertake, to ensure compliance with this legislation and ensure we are promoting equality, diversity and inclusion as an employer and public body.

In that Statement, we committed to expanding and building on our commitments by developing the Department's first ED&I Strategy, to detail the actions required to advance the Department's ED&I objectives over the next three to four years. Work on this Strategy has been supported by the engagement and commitment of staff at all levels through surveys, focus groups, and working groups.

Across 2022 and 2023, all members of the Department's Management Board and a number of relevant PO grade staff undertook Inclusive Leadership training as part of enhancing our leadership commitment to the principles of ED&I.

In 2023, based on an assessment of our work to date, we were awarded 'Investors in Diversity' Silver (Starting Out) standard by the Irish Centre for Diversity. We plan to continue working with the ICfD to allow us to measure our progress from this benchmark.

3.2.5 BLENDED WORKING

Initiatives that support employee's responsibilities outside the workplace and personal requirements have a significant impact on their employment participation and attrition rates. Historically, such arrangements as flexible working and work-life balance arrangements allowed people, who would leave paid employment if they could not balance it with their needs and responsibilities, to continue to participate.

The Department aims to support these through the roll-out and update of our [Blended Working Policy](#). There are just under 800 employees availing of blended working in the Department, 60% female and 40% male.

4. Gender Pay Gap Metrics

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 23rd June 2023 and included data for the previous 12 months.

4.1 Gender Pay Gap Metrics Overview

The 'snapshot' date for 2023 was 23rd June 2023. The reporting period is from 1st July 2022 to 23rd June 2023.

Table 1. 2022 Gender Pay Gap Information Act 2021 Reporting Requirements (Snapshot date 23 June 2023)		
Mean hourly gender pay gap (All Employees)	10.86%	
Mean hourly gender pay gap (Part-Time Employees)	11.01%	
Mean hourly gender pay gap (Temporary Employees)	-8.03%	
Median hourly gender pay gap (All Employees)	11.78%	
Median hourly gender pay gap (Part-Time Employees)	-4.70%	
Median hourly gender pay gap (Temporary Employees)	-4.47%	
Mean bonus gender pay gap	N/A	
Median bonus gender pay gap	N/A	
Percentage of employees in receipt of bonus	N/A	
Percentage of employees in receipt of benefit in kind	N/A	
Percentage of employees within lower remuneration quartile	Female	64.66%
	Male	35.34%
Percentage of employees within lower middle remuneration quartile	Female	58.19%
	Male	41.81%
Percentage of employees within upper middle remuneration quartile	Female	57.08%
	Male	42.92%
Percentage of employees within upper remuneration quartile	Female	48.05%
	Male	51.95%

5. Detailed Metrics

In accordance with the Gender Pay Gap Information Act 2021, the tables and charts below outline the Department's employee data according to the GPG reporting requirements.

Headcount	Full-time employees	Part-time employees	Total employees	Of whom are temporary
Male	388	11	399	16
Female	423	106	529	8
Other				
Total	811	117	928	24

5.1 Mean and Median Hourly Rates for All Employees

The mean hourly rate for both male and female employees is higher in the Department than median hourly rate. It means that the lower income employees in the Department outnumber those earning more. As the Department is hierarchical organisation with strict grade and pay structure, this is expected.

Interestingly, female employees performed 32.76% less overtime than male employees. Their overtime hours worked also dropped significantly since 2022 by over 2000 hours, while male overtime hours worked increased slightly by just under 100 hours. The year-on-year change in overtime hours worked could be contributed to the changes in the operational priorities when resources were employed to address pressures in specific areas of the Department.

At the same time, female employees in roles with allowances in 2023 received 6% more in allowance pay than male employees.

Another contributor to the GPG in the Department is the gender representation within grades and specific pay scales with higher pay such as PPC scales versus scales for Civil Servants appointed before 6th April 1995 and those rewarded higher scales.

Table 3. All Employees, Core Pay and Hours Worked 2023			
	Female	Male	Total
Employees	529	399	928
Value (CorePay)	€25,509,286.70	€22,530,519.29	€48,039,805.99
Hours worked	842,827.34	659,679.14	1,502,506.48
Overtime hours	4,997.58	7,432.09	12,429.67
Hour worked including overtime	847,824.92	667,111.23	1,514,936.15
Mean hourly rate	€29.68	€33.30	€31.24
Median hourly rate	€26.35	€29.87	€28.58

5.2 Mean and Median Hourly Rate for Part-Time Employees

The employees availing of worksharing arrangements are classified as part-time employees as per [Civil Service Worksharing circular](#).

Table 4 below sets out the details of part-time female and part-time male employees pay and hours worked. The mean gender pay gap for part-time employees is 11.01% and median gender pay gap for part-time employees is -4.70%. The part-time workers equate to 12.60% of all employees and most are female (90.60%). The cohort of female part-time employees represents 11.40% of all employees in the Department. The majority of these women are SVO, CO and EO grades (69.81%).

Table 4. Part-time Employees, Core Pay and Hours Worked 2023			
	Female	Male	Total
Employees	106	11	117
Value (CorePay)	€3,872,500.96	€512,520.31	€4,385,021.27
Hours worked	129,541.43	15239	144780.43
Overtime hours	198.32	0	198.32
Hour worked including overtime	129,739.75	15,239.00	144,978.75
Mean hourly rate	€29.38	€33.01	€29.72
Median hourly rate	€25.35	€24.22	€25.32

5.3 Gender Pay Gap in Hourly Remuneration

Table 5 below sets out the gender pay gap in hourly remuneration for full and part time employees.

Table 5. Gender Pay Gap in Hourly Remuneration 2023				
	Mean	%	Median	%
All Employees	<i>R.7(1)(a)</i>	10.86%	<i>R.8(1)(a)</i>	11.78%
Part-time Employees	<i>R.7(1)(b)</i>	11.01%	<i>R.8(1)(b)</i>	-4.70%
Temporary Employees	<i>R.7(1)(c)</i>	-8.03%	<i>R.8(1)(c)</i>	-4.47%

5.4 Gender Pay Gap in Bonus pay and Benefit in Kind

Data on the mean and median of bonus payments and benefits-in-kind are not applicable to staff employed in the Department in 2023 but are presented below for completeness.

Table 6. Gender Gap in Bonus Pay				
	Mean	%	Median	%
Bonus	<i>R.9(1)(a)</i>	N/A	<i>R.9(1)(b)</i>	N/A

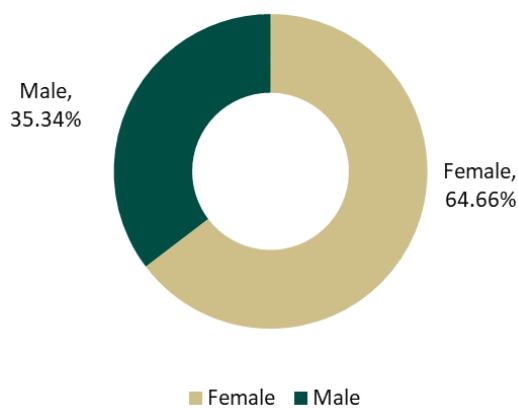
Table 7. Percentage in Receipt of Bonus and Benefit in Kind				
	% of all Male		% of all Female	
% in Receipt of Bonus	<i>R.9(1)(c)</i>	N/A	<i>R.9(1)(c)</i>	N/A
% in Receipt of Benefit-in-Kind	<i>R.9(1)(d)</i>	N/A	<i>R.9(1)(d)</i>	N/A

5.5 The proportions of Male and Female Employees According to Quartile Pay Bands

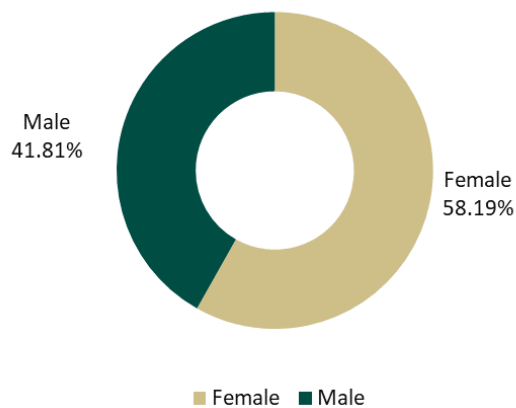
The Department is also required to report on the proportion of male and female employees who fall within the lower, lower middle, upper middle and the upper remuneration quartile pay bands. The table and charts below illustrate the gender representation across each quartile in the Department.

Table 8. Pay Quartiles				
	% of Male		% of Female	
Lower Quartile	<i>R.10(1)(a)</i>	35.34%	<i>R.10(1)(a)</i>	64.66%
Lower Middle Quartile	<i>R.10(1)(b)</i>	41.81%	<i>R.10(1)(b)</i>	58.19%
Upper Middle Quartile	<i>R.10(1)(c)</i>	42.92%	<i>R.10(1)(c)</i>	57.08%
Upper Quartile	<i>R.10(1)(d)</i>	51.95%	<i>R.10(1)(d)</i>	48.05%

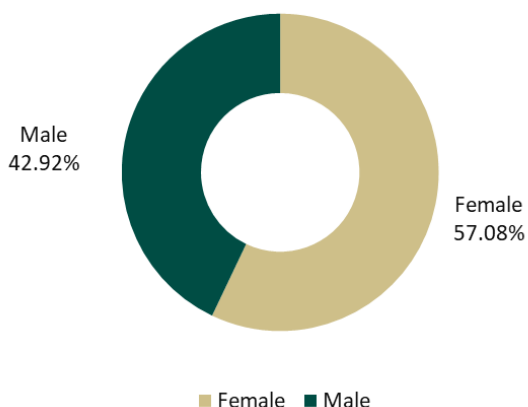
Percentage of employees within lower remuneration quartile



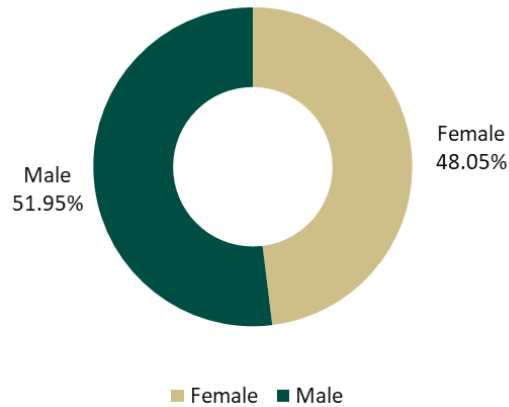
Percentage of employees within lower middle remuneration quartile



Percentage of employees within upper middle remuneration quartile



Percentage of employees within upper remuneration quartile



6. Data

6.1 Scope of the Report

The report has been produced from the employee data of Department of Enterprise, Trade and Employment. Data from persons employed in the agencies under the aegis of the Department are not included. The following Agencies: Irish Auditing and Accounting Supervisory Authority (IASSA), and Competition and Consumer Protection Commission (CCPC), which are facilitated for administration purposes on the Department's payroll, have been excluded for the reporting purposes as the staff of these are not employees of the Department. In addition, select 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 pension from the Labour Court, Competition Authority and IASSA.

6.2 Data Source

The report has been compiled with the assistance of National Shared Services Office (NSSO), a statutory civil service office under the aegis of the Department of Public Expenditure, NDP Delivery and Reform with a function to provide shared HR, pensions, payroll and finance administration services to the Irish Government Departments and public service bodies, including the Department of Enterprise, Trade and Employment. The data supplied by Human Resources Management System and Makodata were analysed, which facilitated the required calculations to be completed in line with the reporting requirements set out in the Gender Pay Gap Information Act 2021. To verify the information provided by the NSSO, a comparison check was completed 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 more than 250 employees. The metrics in this report are calculated by reference to the employee breakdown in Pay Gap Metrics Overview Table which reflects the number of employees on the snapshot date who identify as male or as female.

Staff on unpaid leave, such as career break, 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 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.