



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

2024

HR Strategy and Policies team
December 2024

Foreword



I am pleased to introduce our Gender Pay Gap (GPG) Report for 2024. As a public sector employer, we pride ourselves on the fairness and transparency of our recruitment, promotion, and remuneration processes. However, in the Department of Enterprise, Trade and Employment we also place a high value on going beyond this and working to create a diverse and inclusive workplace. 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.

This year, we published our first Equality, Diversity and Inclusion Strategy – which sets out our priority to foster a culture of inclusion, fairness and respect for all staff and customers of the Department. We want to ensure that everyone in our workplace is empowered to achieve to their full potential, and that for staff, career development is available on an equal footing to all. To achieve this, our Strategy is focused on developing a culture where diversity is understood, valued, and where staff are equipped with the skills, knowledge and supports to realise their potential.

Overall for 2024, our employee base by gender is 57% female and 43% male, and our Gender Pay Gap is 9.55%, a slight reduction on our 2023 GPG (10.86%). While female staff are well represented at most levels of our organisation, including at the senior management levels of Assistant Principal and Principal Officer, we are aware that we have a higher proportion of women at junior grades, and that our most senior tier of management is imbalanced.

However, we believe that Gender Pay Gap reporting is more than just an exercise in compliance and data gathering, and that the numerical data contained in these reports can only tell us part of the story. It is equally important for us to understand the experiences of our staff, and to look 'behind' the numbers; in this way, we can be better equipped to pinpoint the actual problems that we are trying to solve. Over 2023 and 2024, we conducted an in-depth study into female career progression in our Department, with the goal of understanding more about the reasons behind our Gender Pay Gap. Thanks to the staff who participated, we deepened our understanding of gendered differences in staff attitudes to mentoring and role models, training and development, line manager support, perceptions of readiness for promotion, as well as insights into the importance of flexible work for those with caregiving responsibilities and returning to the workplace after maternity leave.

This enabled us to identify a number of areas where we can take action to support our staff to progress to their full potential, and I look forward to continuing to champion this important work over the coming year.

Declan Hughes
Secretary General

Contents

Foreword	2
Introduction.....	4
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
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	15
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	19
6.1 Scope of the Report	19
6.2 Data Source	19
6.3 Adjustments and Approximations	19
6.4 Data Protection	20

Introduction

1.1 Key Points of the Report

- At the time of 'snapshot' date for reporting in June, the Department had 969 full time employees, 57% are female and 43% are male.
- The Department's GPG for 2024 is 9.55%, down slightly from 10.86% in 2023.
- This change is likely attributable to an increase in overtime hours worked by female staff compared to 2023, and an increase in the number of male staff in the lowest remuneration quartile.
- Our GPG overall continues to be largely driven by higher numbers of female staff in the most junior pay bands, and higher numbers of male staff in the most senior pay band:
 - Women make up 62.81% and male employees 37.19% of our workforce in the first quartile (most junior) pay band. This disparity has shifted slightly from 64.66% female and 35.34% male in 2023.
 - The balance for the second quartile is 61.73% female and 38.27% male (58.19% female and 41.81% male in 2023)
 - In the third quartile, women make up 57.44% of staff and men 42.56% (57.08% female and 42.92% male in 2023).
 - In the fourth quartile (most senior) we have 47.52% female and 52.48% male employees (48.05% female and 51.95% male in 2023)
- 91.96% 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 (65.17%).

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 GPG reporting legislation requires employers with over 250 employees to assess and communicate information relating to the GPG within their organisations. From 2024 this has narrowed to all organisations with 150 or more employees and will further narrow 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.

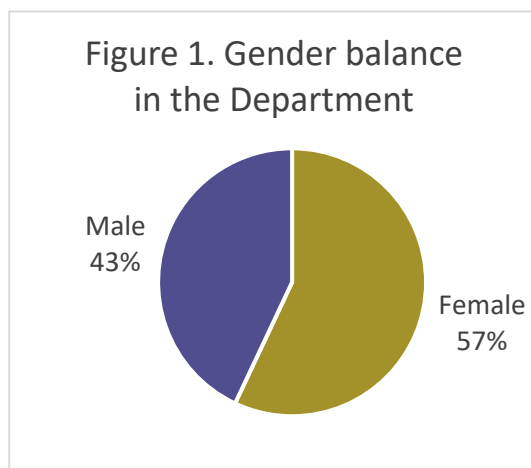
The reporting requirements within the regulations are:

- 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 2024 GPG report the employee data used to calculate the differences for men and women across the Department was taken on the 'snapshot' date of 21st June 2024. The reporting period is from 30th June 2023 to 21st June 2024.

2. Profile of the Department



The Department is comprised of eight Divisions and six Offices at the 'snapshot' date. These Offices 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 969 full-time staff, of which 112 are part-time and 15 are temporary employees.

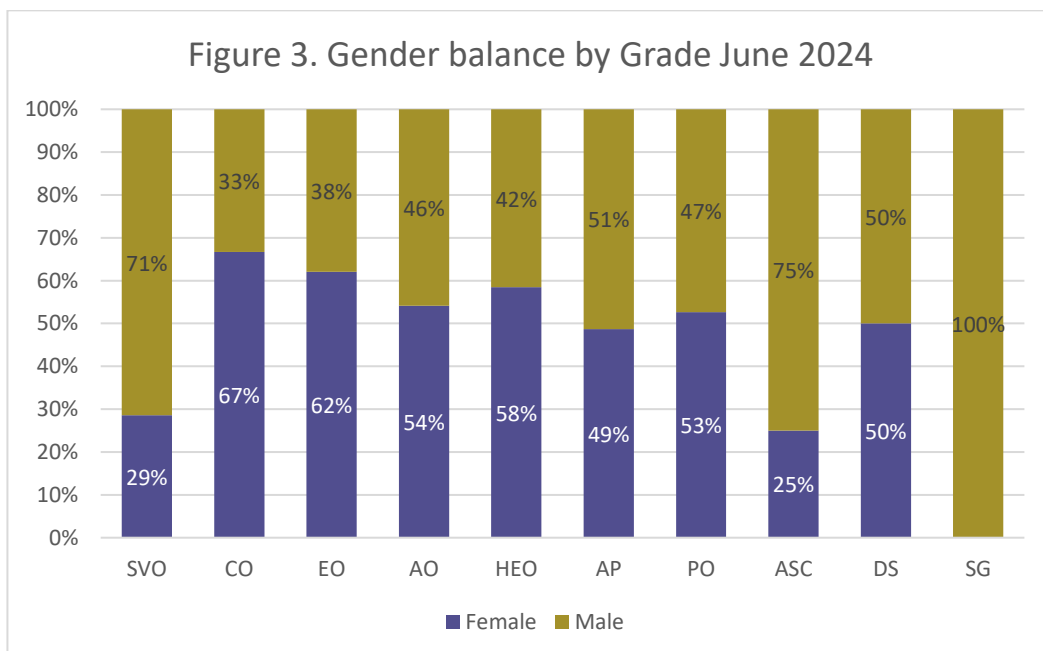
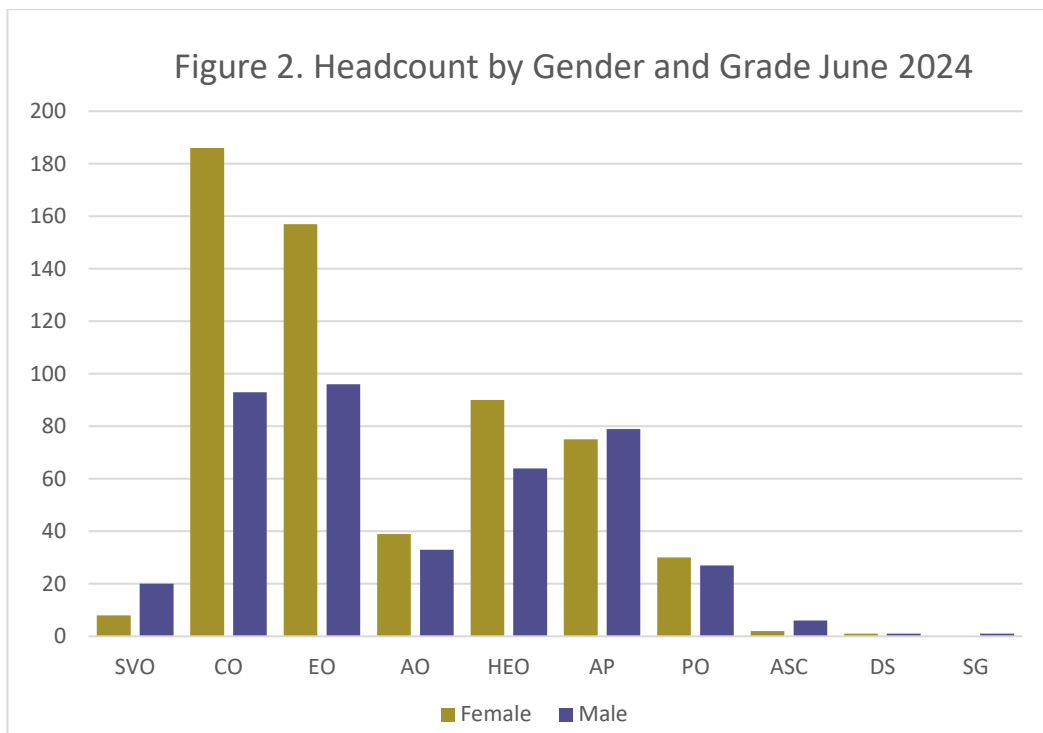
57% of all Department employees are female, 43% are male.

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; in our Department this is particularly evident at Assistant Principal (AP) and Principal Officer. Since 2017, these grades have seen noticeable shifts towards greater balance, moving from 45.3% female APs and 44.1% female POs (PO) grades with 49% of APs and 53% POs now female at the date of reporting for 2024.

The balance at Assistant Secretary, Deputy Secretary and Secretary General level is less proportional, at 27% female and 73% male overall. This shows that the Department is not gender balanced yet, but we have a strong pipeline of female leaders in the Department that will contribute to closing this gap in the future.

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

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



3. Gender Pay Gap Statement

The Department of Enterprise, Trade and Employment's Gender Pay Gap is 9.55%.

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. The number of overtime hours worked by the average male employee in the Department is also 35% higher than the number worked by the average female employee.

Any GPG analysis should be cognisant of the fact that these figures are influenced by a complex set of societal factors and norms that shape the labour market and individual behaviour over long periods of time.

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; the latter is the case in our own Department.

3.2 Actions to address the GPG in the Department

Our Department is ambitious in the development of 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. Our response to our GPG 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 Equality, Diversity & Inclusion (ED&I), including supporting a strong and gender-balanced pipeline of future senior leaders. In 2024, overall participation in learning and development initiatives was balanced in line with our staff numbers – with 59% of training participants being female and 41% male.

The Department particularly prioritises coaching and mentoring programmes as a means to build leadership capability, with a strong focus on female participation. 85 staff participated in coaching and mentoring programmes in 2024, with 55% female participation. This year saw a new pilot HEO Executive Coaching programme, with 70% of participants female.

At the most senior levels of our organisation, the Department funded female staff to attend a range of prestigious leadership development programmes across various fields. These included the International Institute for Management Development's (IMD) Transformational Leader Programme, the Institute of Public Administration's (IPA) Mastering Senior Public Leadership and Strategic Leadership Programmes, and Harvard Kennedy School's Leading Green Growth programme. Additionally, three female staff members attended the Public Affairs Ireland (PAI) Women in Leadership Masterclass for International Women's Day, which celebrated and developed leadership skills among women.

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 we undertake periodic reviews of successful/unsuccessful candidates to understand whether particular cohorts of staff are more likely to be successful in the process.

We analysed competitions between 2021 to 2022 to investigate any possible issues. Results showed no indication that competition success is related to either gender or age. We plan to complete a similar analysis in 2025 of competitions run between 2023 to 2024.

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 AND ACTION PLAN TO ADDRESS

Following our 2023 GPG report, we committed to a number of actions including undertaking qualitative research into female career progression in the Department. 34 women across the Department took part in the research, which was conducted in one-to-one interview form, accompanied by a survey open to all staff.

In June 2024, the report – *Career Development and Progression in DETE: A research study of staff experiences in the Department of Enterprise, Trade and Employment, with a focus on the experiences of female staff*— was published. Some of the key findings contained in the report include:

- Both genders in the Department are equally ambitious with 64% of female and 65% male respondents wanting to progress to the next grade in the next five years.
- In regard to career progression, role models are more important to females than males at 73% versus 59%, and the 'visibility' of diverse leadership is also a crucial influencing factor for females.
- Formal mentoring was outranked by informal mentoring in its importance for career development, with staff forming supportive and often mutually beneficial relationships with their colleagues, line managers and staff in other teams - gaining supports such as encouragement, assistance with applications and interview preparations.
- On-the-job training is seen as one of the main outlets for staff to gain skills for development and progression. Completing challenging tasks, contributing to the work of the team, learning from colleagues and line managers, participating in meetings, and innovating and collaborating with others are all important development opportunities. The line manager has a significant role in providing these opportunities.
- Overall, survey respondents and interviewees consider internal and external promotional processes to be fair, open and transparent.
- For a significant portion of interviewees with caring responsibilities, flexible work options are a benefit that supports balancing work and personal commitments. In this Department most of those availing of such arrangements are women. One of the significant reported barriers to progression, particularly for female staff, is the potential loss of flexible working patterns, loss of flexi-time accrual, and the perception of not being able to carry over a work-sharing pattern if they were to progress to the next grade.
- Lastly, some challenges faced by new mothers returning to the workplace were reported. Yet, informal support networks significantly aided new mothers to adjust upon returning to work.

The report outlined a number of actions for follow-up, including improved manager training and support, improving communication around competitions, reviewing our Maternity Leave policy, and communicating the findings of the report to staff.

3.2.4 IMPROVING OUR APPROACH TO ED&I

Earlier this year, our award of 'Investors in Diversity' Silver (Starting Out) standard was renewed by the Irish Centre for Diversity, following an assessment process.

In June 2024, we launched the Department's first ED&I Strategy 2024-2026. This Strategy aims to deliver on the following four key goals:

- Developing a positive culture of support and inclusion
- Ensuring staff at all levels are skilled to work in diverse teams

- Providing equality of opportunity for all staff; and
- Ensuring equality in access to services for all our customers

Since the Strategy launch, the Department's Management Board have been active in promoting ED&I across the organisation, and the Strategy Working Group has made progress on a number of actions such as the establishment of networks and hosting of events, making the Department a 'JAM Card friendly' organisation, and improving communication to staff around ED&I issues.

3.2.5 BLENDED WORKING

Initiatives that support employee's responsibilities outside the workplace can 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 may leave paid employment if they could not balance it with their needs and responsibilities, to continue to participate.

The Department aims to support the work-life balance of staff through our [Blended Working Policy](#). We are now in the process of starting our second review of our Blended Working Policy. This will include an all-staff survey and a series of interviews, which will incorporate questions related to our GPG such as caring responsibilities and part-time working.

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 parttime 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 21st June 2024 and included data for the previous 12 months.

4.1 Gender Pay Gap Metrics Overview

The 'snapshot' date for 2024 was 21st June 2024. The reporting period is from 30th June 2023 to 21st June 2024.

Table 1. 2022 Gender Pay Gap Information Act 2021 Reporting Requirements (Snapshot date 21 June 2024)

Mean hourly gender pay gap (All Employees)	9.55%	
Mean hourly gender pay gap (Part-Time Employees)	18.13%	
Mean hourly gender pay gap (Temporary Employees)	-8.67%	
Median hourly gender pay gap (All Employees)	10.45%	
Median hourly gender pay gap (Part-Time Employees)	7.45%	
Median hourly gender pay gap (Temporary Employees)	-4.45%	
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	62.81%
	Male	37.19%
Percentage of employees within lower middle remuneration quartile	Female	61.73%
	Male	38.27%
Percentage of employees within upper middle remuneration quartile	Female	57.44%
	Male	42.56%
Percentage of employees within upper remuneration quartile	Female	47.52%
	Male	52.48%

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.

Table 2. Number of Full and Part Time Employees, 2024

Headcount	Full-time employees	Part-time employees	Total employees	Of whom are temporary
Male	404	9	413	7
Female	453	103	556	8
Other				
Total	857	112	969	15

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. This 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.

In 2024 female employees' overtime hours have increased overall by 56% compared with 2023. Thus, while in 2023 the average number of overtime hours worked per female employee was half that of our male employees, in 2024 the average number of overtime hours worked per female employee is $\frac{3}{4}$ that of our male employees.

Table 3. All Employees, Core Pay and Hours Worked 2024

	Female	Male	Total
Employees	556	413	969
Value (CorePay)	€27,623,271.54	€23,957,604.72	€51,580,876.26
Hours worked	864,886.76	676,560.38	1,541,447.14
Overtime hours	7,808.78	7,999.38	15,808.16
Hour worked including overtime	873,519.04	684,857.66	1,558,376.70
Mean hourly rate	€31.17	€34.46	€32.57
Median hourly rate	€27.79	€31.03	€29.33

5.2 Mean and Median Hourly Rate for Part-Time Employees

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 18.13% and median gender pay gap for part-time employees is 7.45%. Part-time workers equate to 11.55% of all employees and most are female (91.96%). The cohort of female part-time employees represents 10.62% of all employees in the Department. The majority of these women are SVO, CO and EO grades (65.17%).

Table 4. Part-time Employees, Core Pay and Hours Worked 2024

	Female	Male	Total
Employees	103	9	112
Value (CorePay)	€4,114,637.59	€529,782.62	€4,644,420.21
Hours worked	127,744.38	12,820.49	140,564.87
Overtime hours	362.09	0	362.09
Hours worked including overtime	128,410.97	12,820.49	141,231.46
Mean hourly rate	€31.97	€39.05	€32.54
Median hourly rate	€29.28	€31.64	€29.29

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 2024

	Mean	%	Median	%
All Employees	<i>R.7(1)(a)</i>	9.55%	<i>R.8(1)(a)</i>	10.45%
Part-time Employees	<i>R.7(1)(b)</i>	18.13%	<i>R.8(1)(b)</i>	7.45%
Temporary Employees	<i>R.7(1)(c)</i>	-8.67%	<i>R.8(1)(c)</i>	-4.45%

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 2024 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

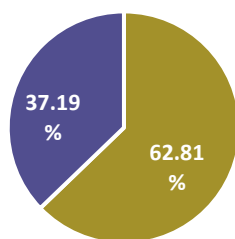
5.5 The Proportions of Male and Female Employees According to Quartile Pay Bands

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

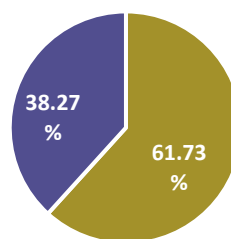
	% of Male		% of Female	
Lower Quartile	<i>R.10(1)(a)</i>	37.19%	<i>R.10(1)(a)</i>	62.81%
Lower Middle Quartile	<i>R.10(1)(b)</i>	38.27%	<i>R.10(1)(b)</i>	61.73%
Upper Middle Quartile	<i>R.10(1)(c)</i>	42.56%	<i>R.10(1)(c)</i>	57.44%
Upper Quartile	<i>R.10(1)(d)</i>	52.48%	<i>R.10(1)(d)</i>	47.52%

Lower Quartile



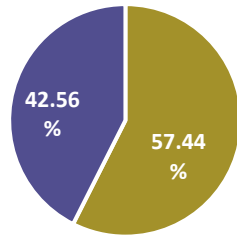
■ female ■ male

Lower Middle Quartile



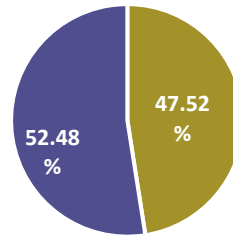
■ female ■ male

Upper Middle Quartile



■ female ■ male

Upper Quartile



■ female ■ male

6. Data

6.1 Scope of the Report

The report has been produced from employee data of the 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 the Human Resources Management System (HRMS) 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.