



An Roinn Fiontar,  
Turasóireachta agus Fostaíochta  
Department of Enterprise,  
Tourism and Employment

# Report on the Gender Pay Gap of the Department of Enterprise, Tourism and Employment 2025

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## Foreword



I am pleased to introduce our Gender Pay Gap (GPG) Report for 2025. As a public sector employer our commitment extends beyond statutory compliance as we strive to foster a workplace culture that is inclusive, equitable, and representative of the society we serve.

Overall, for 2025, our employee base by gender is 59% female and 41% male, and our Gender Pay Gap is 8.35%, reflecting an incremental downward trend from 9.55% in 2024 and 10.86% in 2023. While female staff are represented at all levels of our organisation, we are aware that we continue to have overrepresentation of women in junior grades and a gender imbalance at the most senior tier of leadership.

We are encouraged nonetheless by the narrowing of the gap over the past three years, which we attribute to several developments including high levels of female participation and success in promotion competitions and increased progression of female staff to higher pay scales within grades.

We remain firmly committed to narrowing our Gender Pay Gap. We will continue to monitor and analyse our data, engage with staff to better understand their experiences, invest in coaching and mentoring programmes, and implement targeted initiatives that support career progression and work-life balance. Through the ongoing implementation of our ED&I Strategy and related policies, we aim to build a workforce that reflects the diversity of our society and empowers all employees to reach their full potential.

My sincere appreciation goes out to our staff for their continued engagement and contribution to this important work, and we look forward to building on this progress in the years ahead.

A handwritten signature in dark ink, appearing to read 'Declan Hughes'.

**Declan Hughes**  
Secretary General

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# 1 Introduction

## 1.1 Key Points of the Report

- At the time of the 'snapshot' date for reporting in June 2025, the Department had 974 employees, 59% female and 41% male.
- There is a trend of the GPG in the Department narrowing over the last three years. The Department's GPG for 2025 is 8.35%, down from 9.55% in 2024 and 10.86% in 2023.
- The narrowing of our GPG is attributable to higher numbers of female staff getting promoted to a higher grade. In addition, higher numbers of female staff are moving up from standard scales to higher pay scales.
  - In 2025, the majority of promotees to a higher grade consisted of females at 71%, while 29% of those promoted were male. This is a 7% increase in the proportion of females promoted in the year, compared to 2024.
  - Also in 2025, the majority of staff moving from standard to higher scales of pay consisted of females at 74%, with males at 26%. There was a similar trend in 2024 with 75% for females and 25% for males.
- Our GPG overall continues to be largely driven by higher concentration of female staff in the most junior pay bands, and higher concentration of male staff in the highest pay bands:
  - Female employees make up 65.16% and male employees 34.84% of the first quartile (most junior) pay band in DETE. This disparity has increased slightly from 62.81% female and 37.19% male in 2024, and 64.66% female and 35.34% male in 2023.
  - The balance for the second quartile is 58.85% female and 41.15% male. The proportion of females in this pay band decreased and for males, increased from 2024 (61.73% female and 38.27% male), returning to the same proportions as in 2023 (58.19% female and 41.81% male).
  - In the third quartile pay band, women now make up 60.49% and men 39.51% (compared to 57.44% female and 42.56% male in 2024, and 57.08% female and 42.92% male in 2023).
  - The number of staff in the fourth quartile (most senior) is split evenly between females and males in 2025. This is a change

from 47.52% female and 52.48% male employees in 2024, and 48.05% female and 51.95% male in 2023. However, when examining the composition of pay quartiles for male workers only, the majority (60%) are concentrated in the third and fourth quartiles, with 30% of them in the fourth quartile. By comparison, 48% of female staff are in the third and fourth quartiles.

- Male employees averaged nearly double the overtime hours per person compared to females in 2025, which contributes to higher rates of overall pay in the male staff cohort. In 2024, this discrepancy between average overtime hours per female and male employee was 2.4%.

## 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 50 employees to assess and communicate information relating to the GPG within their organisation. 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. 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, DETE'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 and if employees of one gender are concentrated in the lower paid grades.

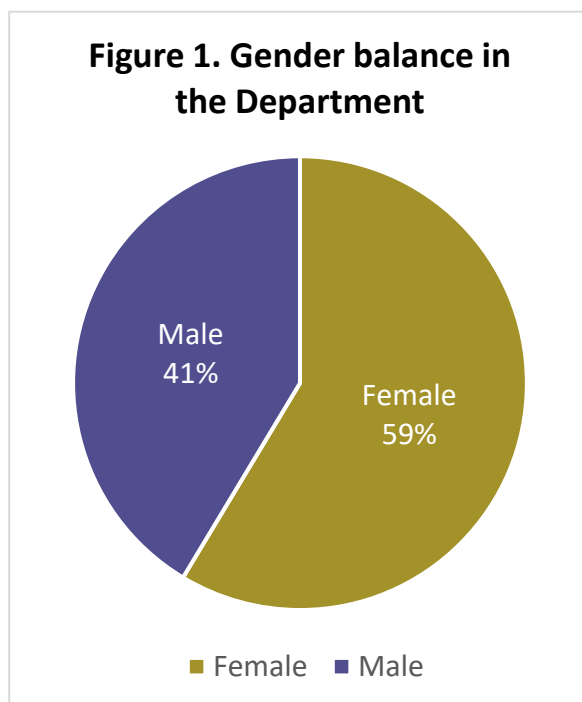
The reporting requirements within the regulations are:

- The difference between mean and median hourly remuneration of male and female employees.
- 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 November of the same year.

For the purposes of this 2025 GPG report the employee data used to calculate the differences for men and women across the Department was taken on the 'snapshot' date of 20<sup>th</sup> June 2025. The reporting period is from 28<sup>th</sup> June 2024 to 20<sup>th</sup> June 2025.

## 2 Profile of the Department



DETE is comprised of nine 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.<sup>1</sup>

At the time of reporting, the Department had a total of 974 staff, of which 828 are full-time, 121 are part-time, and 25 are temporary employees. 59% of all Department

employees are female and 41% are male. Across the Civil Service as a whole, the gender balance is 55.8% female and 42.2% male.<sup>2</sup>

Women have been shown historically to be underrepresented at the highest levels of the Civil Service<sup>3</sup>. However, significant progress has been made in closing this gap, particularly within our Department at the Assistant Principal (AP) and Principal Officer (PO) grades. Since 2017, these grades have shown noticeable improvements toward gender balance, moving from females making up 45% of APs and 44% of POs, to 53% APs and 55% POs being female as of the 2025 reporting date.

Despite this progress, representation at the most senior levels – Assistant Secretary upwards– remains less balanced, with 38% female and 62% male

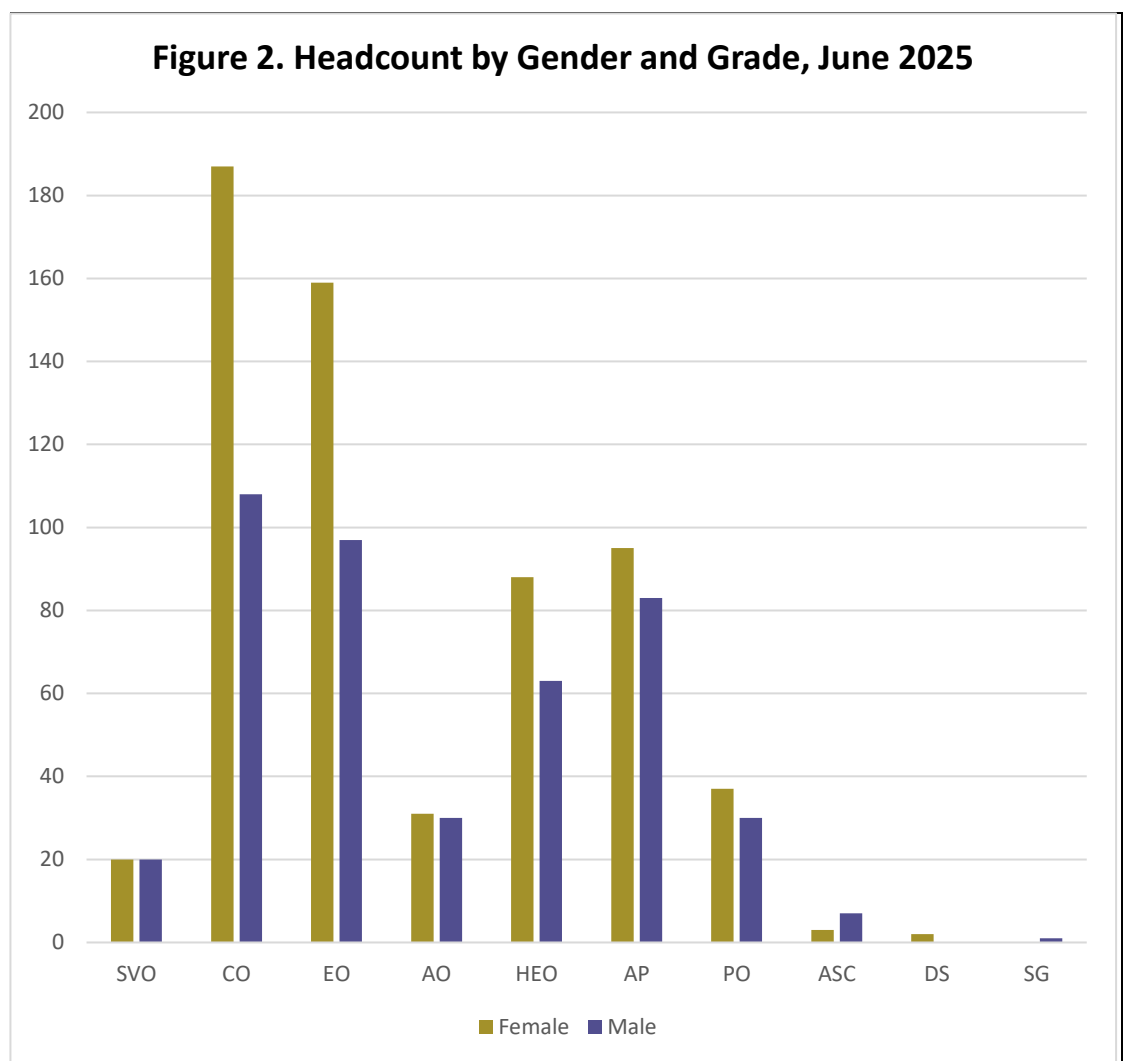
<sup>1</sup> Agencies under the aegis of DETE include, Enterprise Ireland, IDA Ireland, Fáilte Ireland, the Competition and Consumer Protection Commission (CCPC), and the Corporate Enforcement Authority (CEA).

<sup>2</sup> CSHR Databank, as of end of June 2025.

<sup>3</sup> Helen Russell et al (2017). *A Study of Gender in Senior Civil Service Positions in Ireland*. Economic and Social Research Institute.

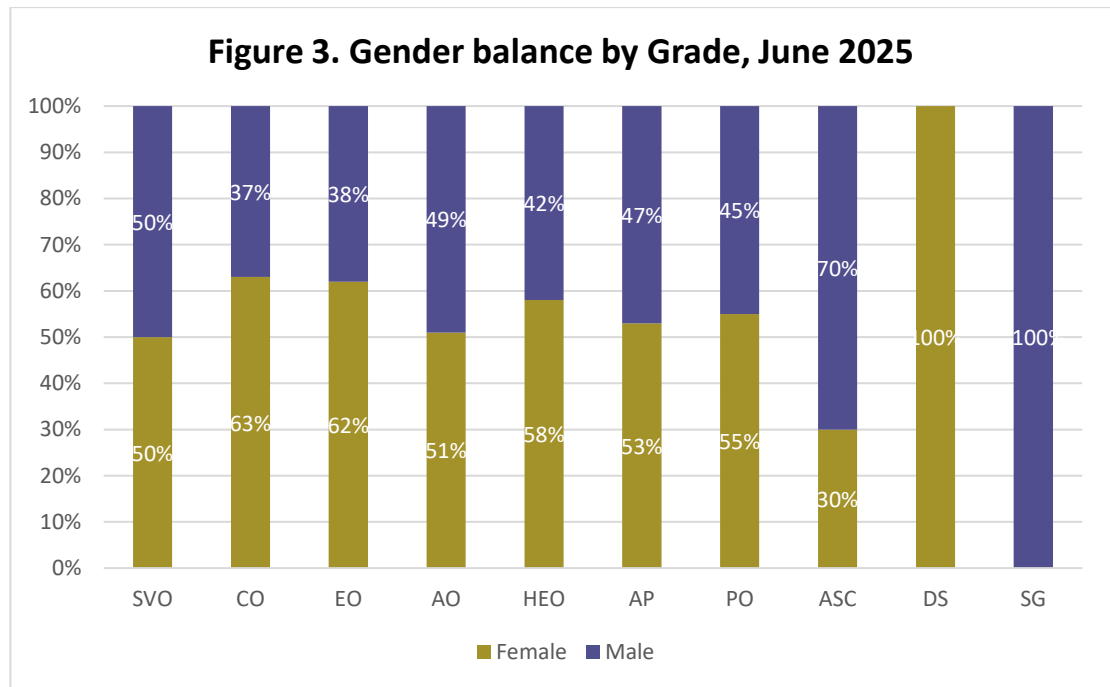
overall. However, the increased number of female POs in recent years provides a strong pipeline that can contribute to closing this gap in the years ahead.

Figures 2 and 3 below outline the headcount and gender balance across grades and their equivalents within the Department for both female and male employees.<sup>4</sup>



<sup>4</sup> DETE HR Dashboard, end of June 2025





### 3 Gender Pay Gap Statement

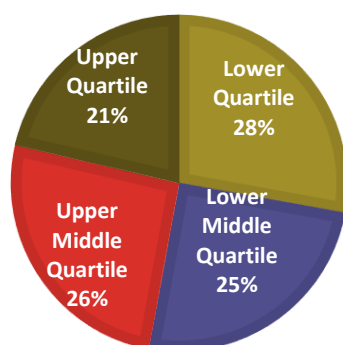
The Department of Enterprise, Trade and Employment's Gender Pay Gap is 8.35%. Remuneration in the Department is set in line with Civil Service pay scales, applied to men and women in accordance with relevant grades, with incremental points relating to service and allowances specific to a small number of roles.

Most of the staff are within the general Civil Service grades, with a small number of staff in technical grades—predominantly Executive Officer (EO) Inspectors, as well as some at Higher Executive Officer (HEO) and Assistant Principal and Principal Officer (PO) technical grade pay scales.

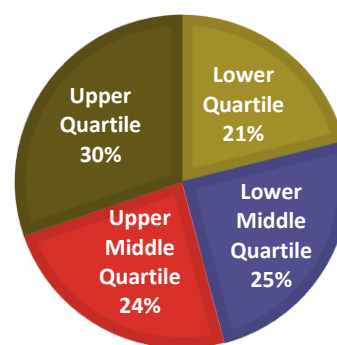
#### 3.1 Reasons for Differences in Remuneration

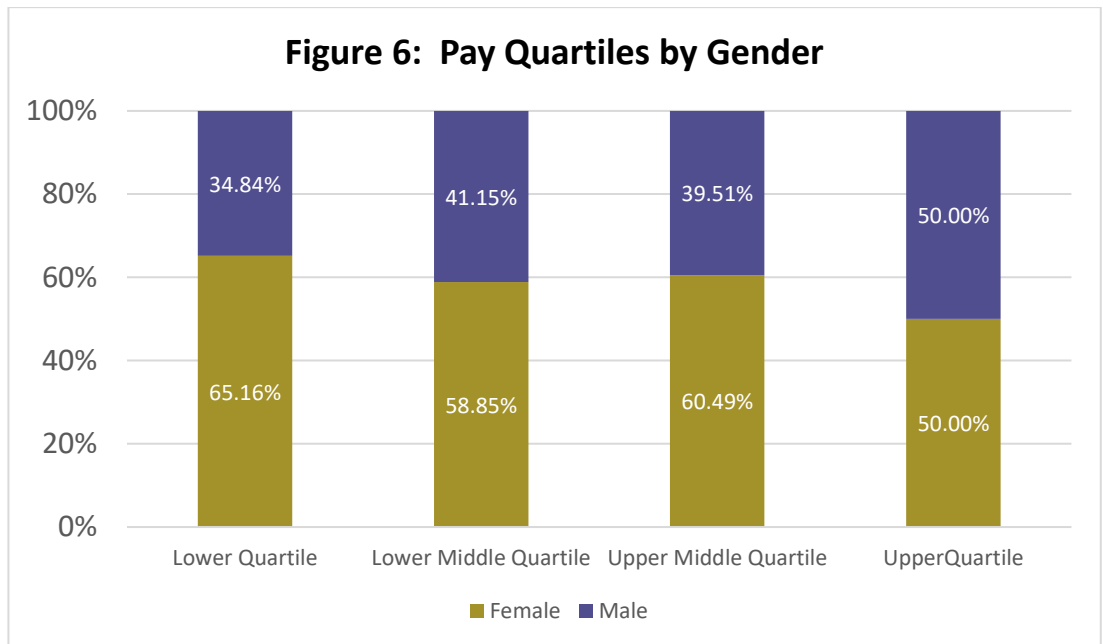
As outlined in section 2 above, a primary factor in our GPG is the higher concentration of female staff in the most junior pay bands and higher concentration of male staff in the higher pay bands. Figures 4 and 5 below demonstrate that the majority of male employees belong to upper and upper middle quartiles at 54%, compared to 47% of female employees. The majority of female employees are in lower and lower middle quartiles at 53%, compared to male employees at 46%.

**FIGURE 4: QUARTILE COMPOSITION OF FEMALES, 2025**

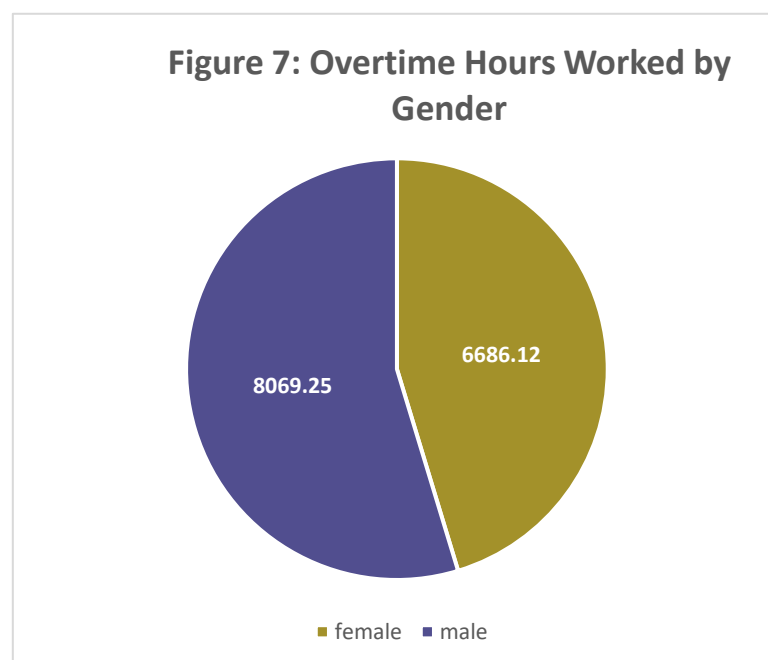


**FIGURE 5: QUARTILE COMPOSITION OF MALES, 2025**



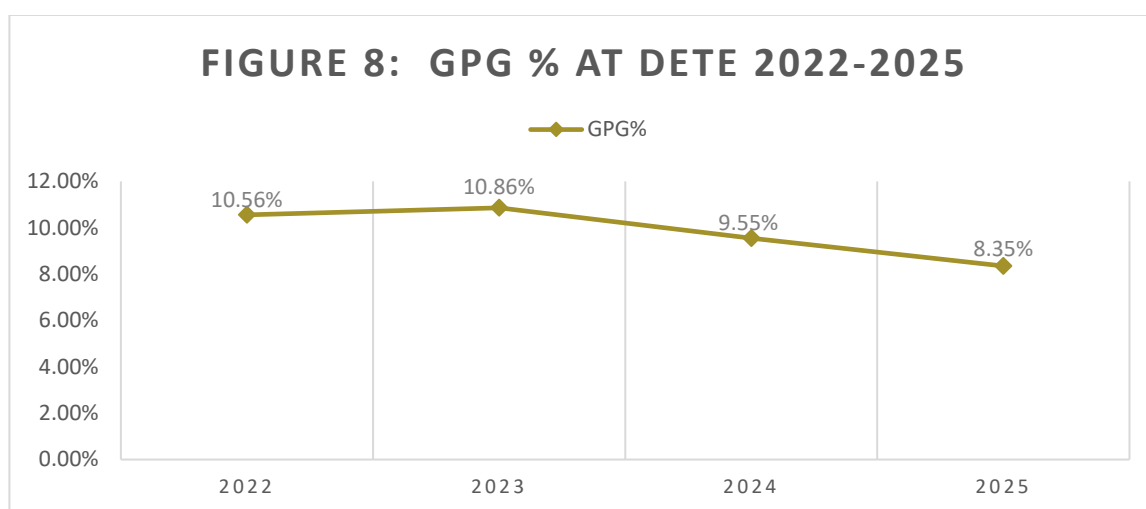


As shown in Figure 7 below, male staff in the Department worked more overtime hours overall in 2025 compared to female staff. On a per employee basis, female staff worked an average of 11.7 overtime hours per person, while male staff worked an average of 20 overtime hours per person. As overtime is typically paid at a higher rate, this impacts on the average hourly rate for each gender.



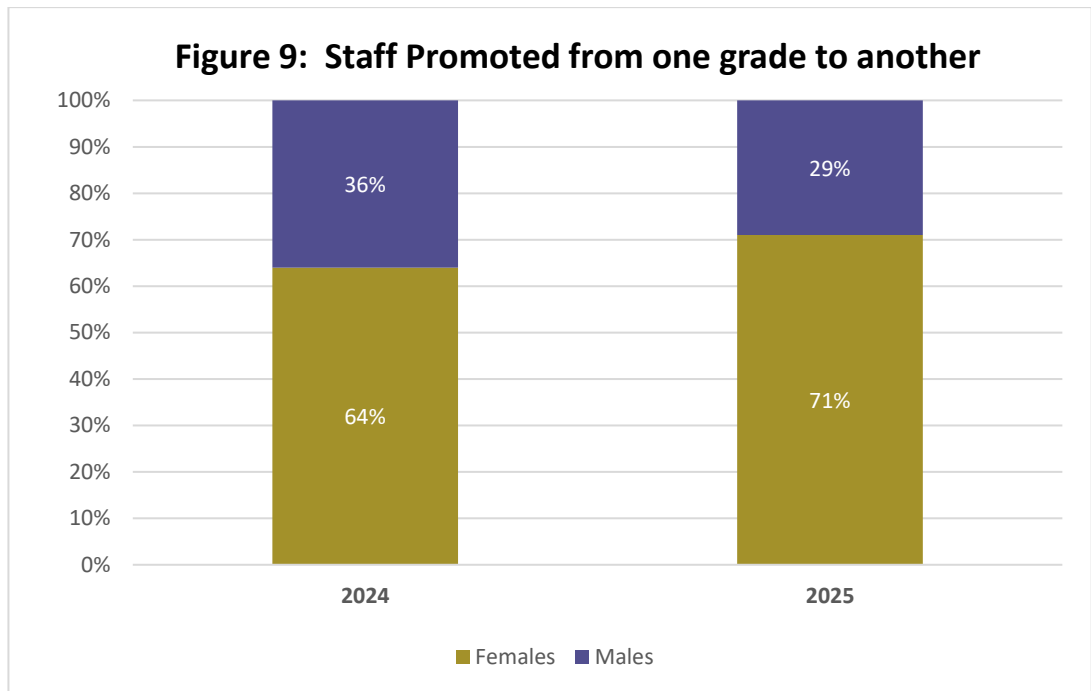
### 3.2 The Trend: Narrowing of the Gender Pay Gap

Our data indicates that there is a trend of DETE's GPG narrowing in the past three years. Overall, we attribute the narrowing of the Gender Pay Gap at DETE to several factors.



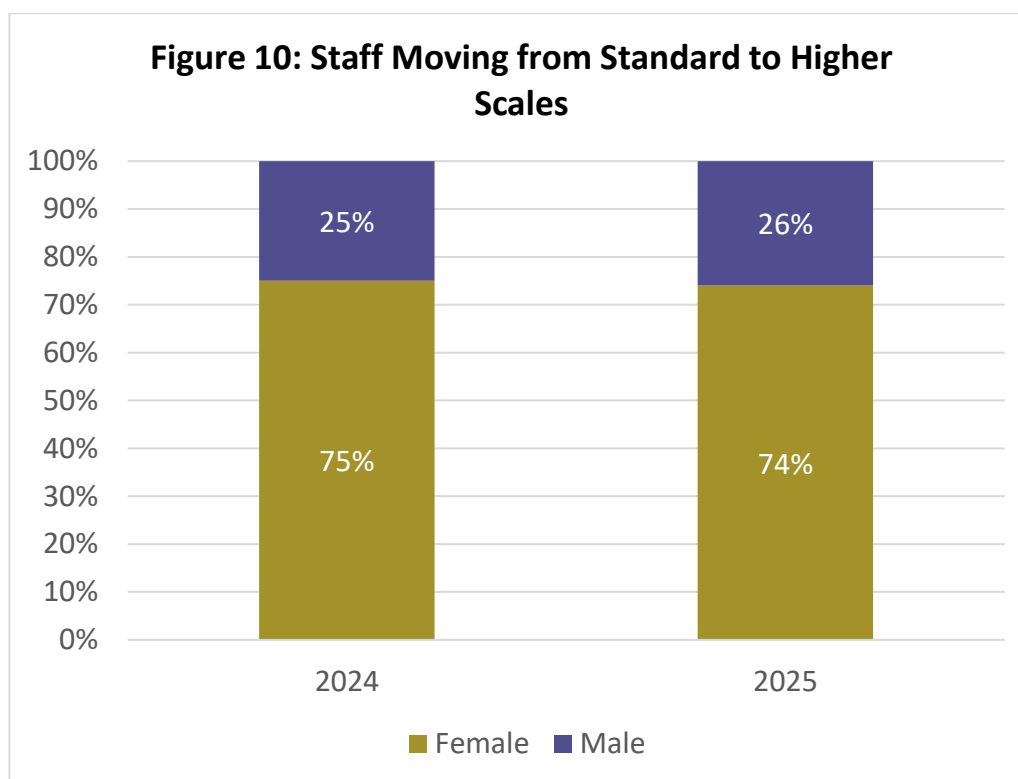
**Promotions:** Female employees are highly active in competitions, with a larger share succeeding in promotions compared to men. This likely reflects the fact that there is, at the more junior grades, a larger pool of female staff entering and competing in competitions compared to male staff. However Figure 9 shows that 71% of promotions in the past 12 months went to women, compared to their 59% representation in the Department.

While this is partly due to the higher promotion of women overall (71% vs. 29%), the percentage promoted exceeds their overall workforce share, indicating strong participation in promotional competitions. In 2024, women also outpaced men in promotions, though the gap was smaller (64% vs. 36%). This trend suggests that female employees are both applying for and succeeding in competitions at a higher rate compared to male employees. Combined with data below that shows women are moving to higher pay scales at a higher rate than men, there is a possibility that with more women staying in grade for longer than their male counterparts they are more experienced in grade when they do decide to compete for promotion.



**Movement to Higher Pay Scales:** Our data also shows a higher proportion of female employees than male employees moving from standard pay scales (the default range for new entrants) to higher pay scales within the same grade. The higher scale offers increased salary points and is typically awarded to staff who meet criteria such as extended service within the Standard Scale. In some cases, higher pay scales are awarded through competition.

Over the past two years, the share of women advancing to higher scales has exceeded both the share of women receiving promotions and the overall proportion of women in the Department. This trend suggests that more women are remaining longer within their grade resulting in greater eligibility for higher-scale progression.



### 3.3 Actions to address the GPG in the Department

Our Department is ambitious in the development of initiatives to attract and retain talent at all levels and to ensure that our workplaces and working arrangements are conducive to achieving work-life balance. Our response to our GPG falls under five categories, with activities undertaken outlined below:

#### 3.3.1 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.

The Department prioritises coaching and mentoring programmes to build leadership capability, with a strong focus on female participation. 60 staff members participated in coaching and mentoring programmes in 2025, with 66% 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 Institute of Public Administration's (IPA) Mastering Senior Public Leadership and Strategic Leadership Programmes. Additionally, seven 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.

### **3.3.2 Monitoring Fairness and Transparency in Promotion Practices**

All of our competitions are undertaken in compliance with recruitment guidelines from the Commission for Public Service Appointments (CPSA) and abide by the recruitment principles spelled out in the [Code of Practice for Appointment to Positions in the Civil and Public Service](#).

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.

### **3.3.3 Implementing the Recommendations from Research to Address the Gender Pay Gap**

In June 2024, the HR Strategy and Policies team published a research 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*. Some of the key findings contained in the report include:

- Both genders in the Department expressed ambition to progress, with 64% of female and 65% male respondents aiming to progress to the next grade within five years.
- Role models were more influential for women (73%) than men (59%), and the 'visibility' of diverse leadership was identified as a critical factor for female career progression.
- Informal mentoring and forming connections beyond immediate teams were highlighted as important for career development, providing encouragement, practical support and guidance.

- On-the-job training was viewed as a primary means of gaining skills for development and progression.
- Flexible work options were considered essential by staff with caring responsibilities to balance work and personal commitments.

The report outlined a number of actions for follow-up, including more engagement from our senior leaders to champion inclusion, providing enhanced training and support for line managers to help with career development, strengthening networking and mentoring opportunities, improving communication around competitions, reviewing our Maternity Leave policy and exploring ways for staff in higher grades to work in flexible arrangements. These findings from the research report are now informing our policies and practices as we work to narrow our Gender Pay Gap and create a more inclusive workplace. Several of the key recommendations are being implemented through our ED&I Strategy.

### **3.3.4 Improving our Approach to ED&I**

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

In September 2025, the HR team published a Progress Report to provide an update on actions outlined in the Strategy. Key areas where progress has been made include:

- Embedding ED&I principles into existing staff learning/engagement initiatives such as our Staff Conference, Divisional Days, induction training and training for line managers
- Establishing employee networks and hosting inclusive events
- Making the Department a 'JAM Card friendly' organisation
- Delivering regular communication to staff on ED&I topics
- Delivering a range of learning and training opportunities relating to ED&I topics.

We remain committed to driving this work forward and continuing to make progress on these actions.



### **3.3.5 Blended Working**

Initiatives that support employees' responsibilities outside the workplace can have a significant impact on their employment participation and attrition rates. Historically, 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.

DETE aims to support the work-life balance of staff through our [Blended Working Policy](#). We are currently conducting the second review of this policy. This review includes an all-staff survey and a series of in-depth one-to-one interviews, incorporating questions related to our Gender Pay Gap analysis, 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 20<sup>th</sup> June 2025 and included data for the previous 12 months.

## 4.1 Gender Pay Gap Metrics Overview

The 'snapshot' date for 2025 was 20<sup>th</sup> June 2025. The reporting period is from 28<sup>th</sup> June 2024 to 20<sup>th</sup> June 2025.

**Table 1. Gender Pay Gap Information Act 2021 Reporting Requirements (Snapshot date 20th June 2025)**

Mean hourly gender pay gap (All Employees)	8.35%	
Mean hourly gender pay gap (Part-Time Employees)	4.62%	
Mean hourly gender pay gap (Temporary Employees)	.30%	
Median hourly gender pay gap (All Employees)	10.79%	
Median hourly gender pay gap (Part-Time Employees)	7.35%	
Median hourly gender pay gap (Temporary Employees)	1.57%	
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	65.16%
	Male	34.84%
Percentage of employees within lower middle remuneration quartile	Female	58.85%
	Male	41.15%
Percentage of employees within upper middle remuneration quartile	Female	60.49%
	Male	39.51%
Percentage of employees within upper remuneration quartile	Female	50.00%
	Male	50.00%

## 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, 2025**

Headcount	Full-time employees	Part-time employees	Total employees	Of whom are temporary
Male	387	10	403	6
Female	441	111	571	19
Other	0	0	0	0
<b>Total</b>	<b>828</b>	<b>121</b>	<b>974</b>	<b>25</b>

### 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 the median hourly rate. This means that the lower income employees in the Department outnumber those earning more. As the Department is a hierarchical organisation with a strict grade and pay structure, this is expected.

The average number of overtime hours worked by female employees versus male employees has fluctuated over the past three years. 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 was  $\frac{3}{4}$  that of our male employees. In 2025, the average number of overtime hours worked per female employee is almost half that of our male employees.

**Table 3. All Employees, Core Pay and Hours Worked, 2025**

	Female	Male	Total
Employees	571	403	974
Value (CorePay)	€29,560,654.33	€24,485,371.62	€54,046,025.95
Hours worked	894,515.24	670,732.93	1,565,248.17
Overtime hours	6,686.12	8,069.25	14,755.37
Hours worked including overtime	900,879.36	678,807.18	1,579,686.54
Mean hourly rate	€32.73	€35.71	€33.96
Median hourly rate	€28.72	€32.19	€30.64

## 5.2 Mean and Median Hourly Rate for Part-Time Employees

Employees availing of work-sharing arrangements are classified as part-time employees as per [Civil Service Work-sharing 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 4.62% and median gender pay gap for part-time employees is 7.35%. Part-time workers equate to 12.42% of all employees and most are female (91.74%). The cohort of female part-time employees represents 11.4% of all employees in the Department. The majority of these women are SVO, CO and EO grades (66.11%).

**Table 4. Part Time Employees, Core Pay and Hours Worked, 2025**

	Female	Male	Total
Employees	111	10	121
Value (CorePay)	€4,631,710.82	€512,940.38	€5,144,651.20
Hours worked	135,681.61	14,031.50	149,713.11
Overtime hours	536.27	0	536.27
Hours worked including overtime	136,175.88	14,031.50	150,207.38
Mean hourly rate	€33.59	€35.21	€33.72
Median hourly rate	€30.72	€33.16	€30.76

### 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, 2025**

	Mean	%	Median	%
All Employees	<i>R.7(1)(a)</i>	8.35%	<i>R.8(1)(a)</i>	10.79%
Part-time Employees	<i>R.7(1)(b)</i>	4.62%	<i>R.8(1)(b)</i>	7.35%
Temporary Employees	<i>R.7(1)(c)</i>	.3%	<i>R.8(1)(C)</i>	1.57%

### 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 2025 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 Proportion of Male and Female Employees by 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>	34.84%	<i>R.10(1)(a)</i>	65.16%
Lower Middle Quartile	<i>R.10(1)(b)</i>	41.15%	<i>R.10(1)(b)</i>	58.85%
Upper Middle Quartile	<i>R.10(1)(c)</i>	39.51%	<i>R.10(1)(c)</i>	60.49%
Upper Quartile	<i>R.10(1)(d)</i>	50.00%	<i>R.10(1)(d)</i>	50.00%

## **6 Data**

### **6.1 Scope of the Report**

The report has been produced from employee data of the Department of Enterprise, Tourism 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, Infrastructure, Public Service Reform and Digitalisation 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, Tourism 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.

## **Appendix A: Employees who joined DETE from the Department of Culture, Communications and Sport**

Twenty-six employees joined DETE on a transfer of functions from the Department of Culture, Communication, and Sport starting from the 2<sup>nd</sup> of June 2025. The DETE HR team received their remuneration information in mid-October 2025. The GPG data for this cohort of new staff has not been integrated into the main report but is included in this appendix for reference. This decision was made to best reflect the real composition of the staff body across the reporting period (June 28<sup>th</sup> 2024 to June 20<sup>th</sup> 2025).

A further practical reason for this appendix is that since the payroll information for these employees was received after the snapshot date, their data was not integrated into the data received from the Human Resources Management System (HRMS) and Makodata for the purposes of creating this report.

These twenty-six employees consist of 62% females and 38% males. 92% are full time, 8% are part time, and 0% are temporary staff.

The mean hourly gender pay gap for these employees is 1.03% and the median gender pay gap stands at 7.97%.

Out of the 26 employees, two are identified as part-time. No pay gap for part-time has been calculated because there are no male staff on the part-time working pattern.

The information on remuneration quartiles in the table is sorted within the pay information relevant to the 26 employees who transferred to DETE. Percentages have been calculated based on the information received.

## Gender Pay Gap Metrics Overview

**Table 1. 2022 Gender Pay Gap Information Act 2021 Reporting Requirements (Snapshot date 20<sup>th</sup> June 2025)<sup>5</sup>**

Mean hourly gender pay gap (All Employees) 2025	1.03%	
Mean hourly gender pay gap (Part-Time Employees)	N/A	
Mean hourly gender pay gap (Temporary Employees)	N/A	
Median hourly gender pay gap (All Employees)	7.97%	
Median hourly gender pay gap (Part-Time Employees)	N/A	
Median hourly gender pay gap (Temporary Employees)	N/A	
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	85.71%
	Male	28.57%
Percentage of employees within lower middle remuneration quartile	Female	50%
	Male	50%
Percentage of employees within upper middle remuneration quartile	Female	33.33%
	Male	66.67%
Percentage of employees within upper remuneration quartile	Female	85.71%
	Male	14.29%

<sup>5</sup> As there is only a small number of part-time employees in only one gender, both mean and median gender pay gap cannot be calculated.

## 1. Detailed Metrics

**Table 2. Number of Full and Part Time Employees, 2025**

Headcount	Full-time employees	Part-time employees	Total employees	Of whom are temporary
Male	10	0	10	0
Female	14	2	16	0
Other	0	0	0	0
<b>Total</b>	<b>24</b>	<b>2</b>	<b>26</b>	<b>0</b>

### 1.1 Mean and Median Hourly Rates for All Employees

**Table 3. All Employees, Core Pay and Hours Worked, 2025**

	Female	Male	Total
Employees	16	10	26
Value (CorePay)	1,099,822.53	703,750.01	1,803,632.54
Hours worked	27,321.00	16,103.50	43,424.50
Overtime hours	0	0	0
Hours worked including overtime	27,321.00	16,102.50	43,424.50
Mean hourly rate	41.37	41.80	41.53
Median hourly rate	37.18	40.40	37.59

### 1.2 Mean and Median Hourly Rate for Part-Time Employees

There is no mean or median hourly rate for part-time employees because the number of these employees are so few. It is also not possible to calculate the gender pay gap rate for part-time employees in this cohort because the concentration is within one gender.

### 1.3 Gender Pay Gap in Hourly Remuneration

Table 4 set out the gender pay gap in hourly remuneration for full-time employees. The part-time rate cannot be calculated because only one gender has part-time employees. There are also no temporary employees in this cohort.

**Table 4: Gender Pay Gap in Hourly Remuneration, 2025**

	Mean	%	Median	%
All Employees	<i>R.7(1)(a)</i>	1.03	<i>R.8(1)(a)</i>	7.97%
Part-time Employees	<i>R.7(1)(b)</i>	N/A	<i>R.8(1)(b)</i>	N/A
Temporary Employees	<i>R.7(1)(c)</i>	N/A	<i>R.8(1)(C)</i>	N/A

## 1.4 Gender Pay Gap in Bonus pay and Benefit in Kind

**Table 5: 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 6: 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

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

**Table 7. Pay Quartiles**

	% of Male		% of Female	
Lower Quartile	<i>R.10(1)(a)</i>	28.57%	<i>R.10(1)(a)</i>	85.71%
Lower Middle Quartile	<i>R.10(1)(b)</i>	50%	<i>R.10(1)(b)</i>	50%
Upper Middle Quartile	<i>R.10(1)(c)</i>	66.67%	<i>R.10(1)(c)</i>	33.33%
Upper Quartile	<i>R.10(1)(d)</i>	14.28%	<i>R.10(1)(d)</i>	85.71%