



# Gender Pay Gap Report 2023



# Foreword

I am pleased to present the annual Gender Pay Gap Report for Enterprise Ireland for 2023. This report reflects our continuing commitment to transparency and equity in the workplace, as well as our dedication to fostering a diverse, and inclusive workforce.

At Enterprise Ireland we are invested in our journey to enable a workplace and a culture that provides flexibility, embraces diversity, encourages inclusion, enables innovation, and the success of our clients. We recognise that while we still have a long way to go, we are making progress and will continue to drive this positive change.

As a member of the Government's Balance for Better Business Review Group, which strives to improve gender balance on Boards and in the senior leadership teams of companies within Ireland, I am proud that Enterprise Ireland continues to have a 50:50 gender balance on our own Board. This reflects our commitment to gender equality and our belief that this is not only the right thing to do, but that it also drives better decision making.

## **2023 Figures as of 5th December 2023:**

- Org Wide (59% Women / 41% Men)
- Department Managers (40% Women / 60% Men)
- Graduate Programme (56% Women / 44% Men)
- Senior Leadership Team (43% Women / 57% Men)

In line with public sector pay policy, Enterprise Ireland has consistent and transparent salary ranges for roles, with women and men always paid the same for the same roles, hours of work and service.

Enterprise Ireland's Gender Pay Gap in 2023 is;

- Mean = 17%
- Median = 23.8%

The gender pay gap is driven by a variety of factors including male and female representation at each job grade, length of service and time at grade. However, the central driver of these gaps remains the over-representation of women at lower grades and under-representation within senior positions. This is an area that we stay committed to improving and changing, through ongoing actions and supports in our People Strategy, THRIVE, and our Gender Equality Plan which we launched earlier this year. It is important to note that our pay for men and women at the same grade, assuming the same work pattern, start dates and other factors, is always equal.

Our 2022-2024 Strategy, "Leading in a Changing World" underscores the pivotal competitive advantage that organisations can gain by fostering diverse teams and attracting a broader spectrum of skills. As CEO, and in alignment with our Senior Leadership Team and Board, I remain committed to prioritising the development and advancement of women at all organisational levels within Enterprise Ireland. I welcome the addition of a female at Executive Director level, as well as the appointment of two female Divisional Managers, since the publication of our first report, in 2022. Since 2018, the representation of women in our wider leadership team has grown from 15% to 40% at present.

Our focus remains on ensuring that our benefits, policies, and practices are explicitly designed to support gender equality, enabling us to attract, retain, and nurture the diverse pool of talented women required, both now, and in the future. The following report sets out a range of actions which we have undertaken, including the commencement of a comprehensive People Strategy THRIVE, which underlines our ongoing commitment to diversity and equity across Enterprise Ireland.

My dedication to reducing the Gender Pay Gap at Enterprise Ireland remains unwavering. We are committed to affording our talented female colleagues every opportunity to progress within the organisation, ultimately achieving a workforce that is balanced in terms of gender.



**Leo Clancy**  
Chief Executive Officer



# Introduction

**At Enterprise Ireland, our mission is to support and accelerate the development of world-class Irish companies across global markets. To achieve our ambition for our client companies, and for ourselves, we need to ensure we have a diverse workforce and build an inclusive culture.**

Evidence shows that innovation, problem-solving and decision-making are improved by the mix of different perspectives, backgrounds and experience that an open and diverse workforce cultivates. We recognise gender balance is a positive driver in our working environment, impacting on individual work-life experiences and the success of our people.

In addition to senior leadership commitment, there is a wider organisation commitment in line with our ED&I Statement which was developed by the ED&I Committee to represent the commitment of Enterprise Ireland towards strengthening our culture and making more progress in this important area.

Since the publication of our first Gender Pay Gap report in 2022, we have progressed in our ED&I journey and have set a 3 year roadmap for ED&I in Enterprise Ireland. We launched our People Strategy, THRIVE which includes an implementation plan with targets and delivery timelines for each action which holds us accountable for progress as an organisation between 2023 and 2025. Inclusion, Equality and Diversity is one of the six pillars of our strategy, which enables our effectiveness as an organisation. Gender equity and gender representation are important elements alongside the key themes of ESG and ED&I which are central to the actions we will deliver during the lifetime of the strategy. Senior Leaders within Enterprise Ireland are champions for ED&I awareness events and wider initiatives showing a strong commitment to ED&I from our leaders.



## What is the new legislation?

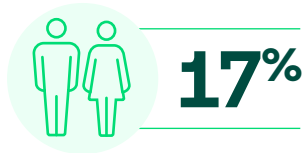
From June 2022, the Gender Pay Gap Information Act 2021 requires organisations to report on their hourly Gender Pay Gap across a range of metrics. Organisations with more than 250 employees (such as Enterprise Ireland) are required to report for the first time in 2022. Those with more than 150 employees will report in 2024 and those with more than 50 employees will do so in 2025.



## What is the Gender Pay Gap?

The Gender Pay Gap is the difference in the average hourly wage of men and women across a workforce – it compares the pay of all working men and all working women; not just those in the same jobs, with the same working patterns or the same competencies or experience. It is important to remember the Gender Pay Gap is not the same as unequal pay. The gender pay figure is a point in time (in our case, a 'snapshot date' of 30 June 2023), and should be seen as a starting point rather than a destination and an opportunity to further develop a gender balanced workplace for all.

# Enterprise Ireland's Gender Pay Gap Data



- Our mean Gender Pay Gap for 2023 is 17%
- Our mean Gender Pay Gap for part-time employees in 2023 is 1%
- Our mean Gender Pay Gap for temporary employees in 2023 is 27%



- Our median Gender Pay Gap for 2023 is 23.8%
- Our median Gender Pay Gap for part-time employees in 2023 is 21%
- Our median Gender Pay Gap for temporary employees in 2023 is 3%

## Mean

The mean (average) is calculated by adding up all the individual pay amounts, converted to an hourly rate, and divided by the number of individuals in the data set.

## Median

This is calculated by identifying the middle value in the sorted list of all pay amounts within the dataset.



## Factors impacting our 2023 Gender Pay Gap

Enterprise Ireland, in accordance with public sector pay policy, has consistent and transparent salary ranges for all roles on an established salary scale. And all staff, men and women, are paid equally according to their pay grade, as set down by the Department of Public Expenditure and NDP Delivery Reform.

While we have seen an improvement in this gap in recent years, we are acutely focused on achieving further progress through our ongoing initiatives and supports.

We benefit from a broadly gender-balanced workforce (59% women, 41% men). When looking at our Gender Pay Gap figures (17% at the mean and 23.8% at the median level), the central driver of these gaps is over-representation of women at lower grades and under-representation of women within senior positions. This is evidenced in Figure 1 below, which demonstrates that women represent the majority within the pay quartiles 1 & 2 and the top pay quartile is comprised of 60% men and 40% women.

# Quartile Bands

Figure 1 – Gender representation across four quartiles of pay as of 30th June 2023 (Snapshot Date):

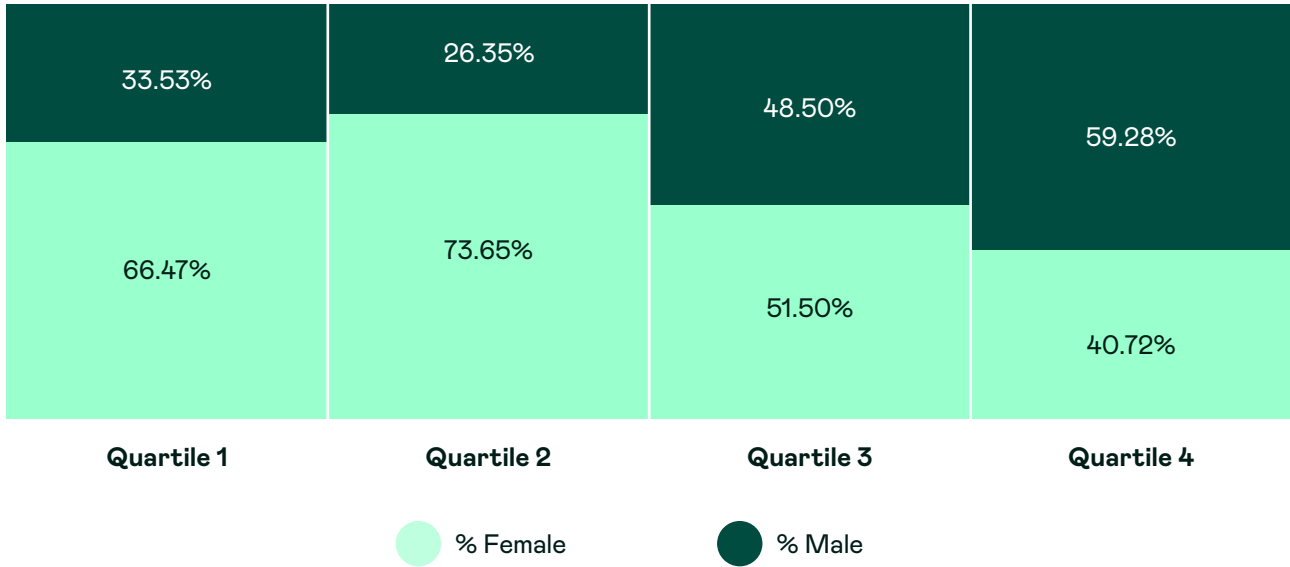
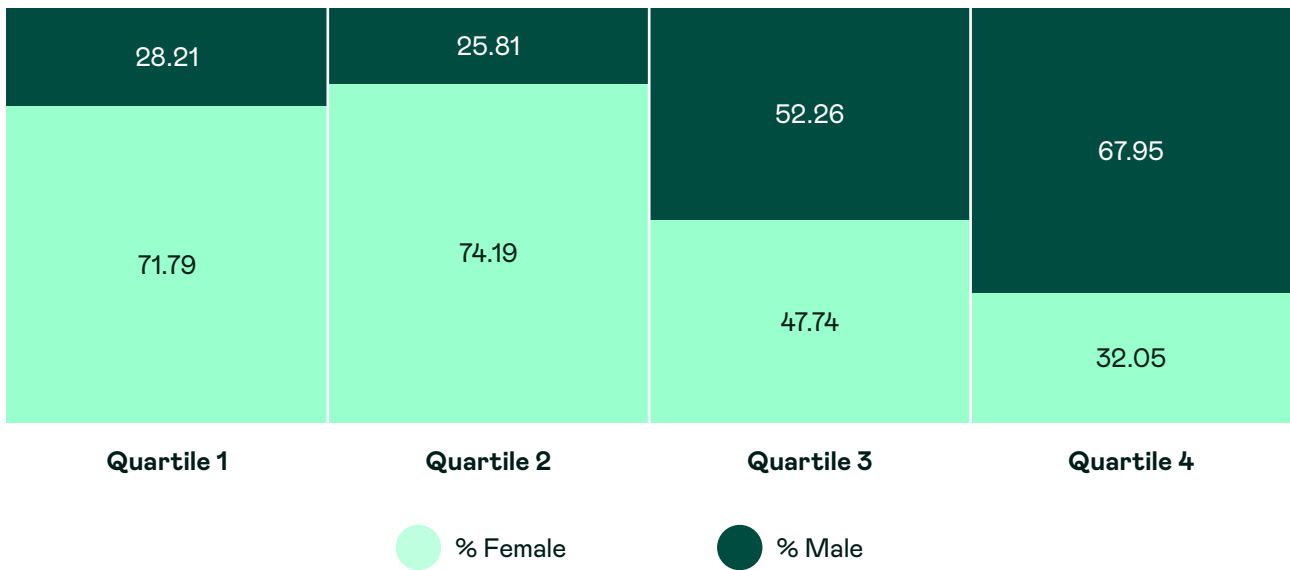


Figure 2: 2018 Gender representation across four quartiles of pay



- Q1 – the lower remuneration quartile
- Q2 – the lower middle remuneration quartile
- Q3 – the upper middle remuneration quartile
- Q4 – the upper remuneration quartile

## 2023 Figures as of 30th June 2023 (Snapshot Date)

The proportion of women at the higher grades increased significantly: Divisional Managers (members of our Senior Leadership team) from 11% to 44%, Departmental Managers from 27% to 40%, and Mid-level Managers from 43% to 49%.

**In 2023 Enterprise Ireland launched our People Strategy, THRIVE, and our Gender Equality Plan. Our Gender Equality Plan focuses on results and is linked to Enterprise Ireland's Leading in a Changing World Strategy, our People Strategy THRIVE and our Mission and Values.**

The Gender Equality Plan was developed in consultation with our people and forms an integral part of our overall ED&I strategy. Specifically, our plan has five key enablers of success and key measurable actions under each that will foster a more gender equitable workplace – Diversity Data, Inclusive Leadership, Recruitment and Opportunity, Learning and Professional Development and Structure and Culture.



## Diversity Data

**In November 2023 we launched a survey to establish an ED&I baseline and target a benchmark of ED&I metrics which will lead to the development of an action plan to address key gaps and opportunities. A key focus of this project will be to understand our gender equality data alongside our diversity profile which will allow us to develop tailored gender equality solutions and make informed decisions.**

### Key Measurable Actions 2023:

- An ongoing project to enhance and reimagine our recruitment, onboarding, and career transition approaches includes a review of current employee profiles, and analysis of recruitment and selection data which is helping us to understand what barriers exist in our current processes.
- Following our Healthy Place to Work Survey and our ED&I survey a review of current data in relation to training, mentoring, sponsorship, leave, gender related policies and employee voice will be completed.
- A review of our people policies including the Disciplinary Procedure, Grievance Policy and Procedure, Right to Disconnect Policy, Protection of Dignity at Work Policy and the Code of Conduct Policy took place to ensure they meet end-to-end organisation, ED&I, legislation, and business requirements, and reflect Enterprise Ireland's Values and Behaviours.
- Enterprise Ireland updated our Maternity Leave Policy to ensure 26 weeks paid leave is provided to all of our female employees regardless of their location globally.
- Enterprise Ireland is also working on progressing the development of a menopause policy and a domestic violence policy.



## Recruitment & Opportunity

**At Enterprise Ireland we are reviewing and continually working to improve our recruitment practices to enable fair and balanced opportunities for all, understanding the barriers within our processes and ensuring the language in our recruitment adverts appeals to all genders.**

### Key Measurable Actions 2023:

- A project is ongoing to review and enhance Enterprise Ireland's recruitment model (including job descriptions, interview guides etc.) to ensure they meet end-to-end organisation, ED&I, legislation, and business requirements, and reflect the Enterprise Ireland Values and Behaviours.
- We have introduced gender neutral language into job descriptions, candidate communications, and across internal & external platforms as a whole.
- We have completed Inclusive Recruitment training for the HR team with Employers for Change
- Interview Skills Training was rolled out to the Level E cohort which included a module on inclusive recruitment.
- In 2023 we started to capture recruitment and selection data to analyse the gender split and understand if barriers exist in our processes.
- Under the Talent and Career pillar of our People Strategy we are measuring our progress under Employee Engagement survey data including statements on career and skills. We will explore participating in external measures which benchmark against other organisations, including public and private sector.



## Inclusive Leadership

**At Enterprise Ireland we are embedding inclusive leadership principles into our structure and culture and recognise and lean into our role as an influencer of Irish enterprise exemplifying the behaviours that will drive positive change. Our Board, CEO and Senior Leadership Team remain deeply committed to embracing diversity, encouraging inclusion, and operating in a gender balanced and equitable working environment.**

### Key Measurable Actions 2023:

- An ED&I Lead was appointed in January 2023 to establish a visible governance over ED&I
- An ED&I organisational Implementation Group with diverse representation was established to support and champion change throughout the organisation.
- Leadership team volunteers sponsor ED&I initiatives by opening events and sharing their own personal experiences of the topics being discussed.
- Enterprise Ireland's Chief People Officer co-chaired the Civil and Public Sector Domestic Sexual Gender Based Violence Working Group and was also represented by the ED&I Lead to contribute to the development of a Domestic Sexual Gender Based Violence Policy for the Civil and Public Service which launched in September 2023.
- A masterclass was held for Leaders on Closing the Authority Gap and Advancing Gender Equality.
- An organisation wide masterclass was held for all Enterprise Ireland employees on Closing the Authority Gap and Advancing Gender Equality. This remains available on Enterprise Ireland's Learning System – the Academy.
- Ensuring ED&I considerations are built into the Enterprise Ireland Leadership Model which is currently being developed.





## Learning & Professional Development

**Enterprise Ireland supports continuous professional development and offers a wide range of learning and development opportunities including our online learning platform, professional business qualifications programme, networking and mentoring, and bespoke leadership development programmes. On a wider basis, Enterprise Ireland provides training and awareness related to all factors of ED&I for all levels across the organisation.**

### Key Measurable Actions 2023:

- A 2023 ED&I programme of initiatives was developed to raise awareness and build commitment to ED&I. To date workshops have been delivered on Gender Equality and Empowerment, Disability Awareness and Allyship, LGBTQ+, Pride Awareness and Allyship, Menopause Awareness, Mental Health Awareness and Support and Parenting Supports, in addition to a broad range of wellbeing supports.
- A showcase of the value of diversity, equality and inclusion was highlighted as part of our ED&I Awareness Programme, through running an organisation wide panel of speakers at the Enterprise Ireland Summit which included the importance of Gender Equity.
- The IMI/30% Club Mentoring Programmes is a core organisational programme, for both Mentees and Mentors.
- A mentoring programme was developed and introduced which includes providing training to prospective participants.
- A Communities of Practice (CoPs) was launched for Empowered Leadership which is open to everyone in Enterprise Ireland.
- Over the next 2 years Enterprise Ireland will support 16 participants in the Let's Lead - Executive Leadership Development for Women programme (DCU).
- As part of Enterprise Ireland's partnership with Open Doors a number of our people have provided mentoring to support aspiring entrepreneurs and people facing additional challenges in their careers.
- Enterprise Ireland has facilitated the formation of a number of ERGs that cater to diverse employee groups, providing a platform for networking, support, innovation and advocacy. The following employee resource groups are currently in place: the CSR committee; the Green team and the Innovation network.



## Structure & Culture

**Enterprise Ireland is strengthening our smarter work practices to enable a more flexible and sustainable performance based working culture that will foster a diverse talent pool. We are working to continuously enhance our policies and practices to ensure that all our employees are aware of and understand how to access them.**

### Key Measurable Actions 2023:

- Enterprise Ireland have comprehensive policies that are focused on enabling all employees to take equal responsibility for family commitments, such as Carer's Leave, Reduced Hours, and Career Break. We will continuously enhance these and ensure that all our employees are aware of and understand how to access them.
- Enterprise Ireland is leveraging internal platforms to highlight and promote Gender Equality Plan activities and encourages feedback and engagement.
- There are extensive opportunities for the voice of employees to be heard and valued through townhalls, focus groups, webinars and pulse surveys.
- Enterprise Ireland has piloted and implemented a 'return to work' course for employees returning from maternity and adoptive leave.
- Enterprise Ireland continue to engage with the Irish Centre for Diversity on our ED&I accreditation journey recently re-certifying on our Bronze accreditation with our ambition to achieve Silver in 2024.



## Our Journey Continues

**Looking ahead to 2024, we will focus on continuing to implement the actions in our Gender Equality Plan and our People Strategy, THRIVE, in the organisation.**

- We will continue to provide learning, awareness and development opportunities on equality, diversity and inclusion.
- We will ensure that hiring, promotion, compensation, and other practices are fair and unbiased, with opportunities available to everyone based on merit.
- Leadership support and champions will play a critical role in promoting an inclusive culture.
- We will monitor our progress on equality, diversity and inclusion goals, and report transparently on achievements and areas for improvement. We will continue to communicate this to our people regularly.
- Enterprise Ireland remains dedicated to enhancing gender representation at all levels of the organisation. We firmly believe that we have the capability and determination to make substantial advancements in attaining gender equity across Enterprise Ireland. This will be accomplished through a variety of effective strategies and inclusive policies, which will empower our people to flourish.



**Kathryn Whyte**  
Chief People Officer and  
Head of Corporate Services

“Ensuring that all colleagues have equal access to career enhancing work is a key priority for the Talent and Career pillar of our THRIVE People Strategy, published in March of this year. This coincided with the launch of our Mentoring programme, in addition to our participation in the IMI 30% Club Mentoring initiative and the ‘Let’s Lead’ DCU programme.

With the hiring of our new Head of E,D&I , we have made significant progress under our ‘Inclusion, Diversity and Equality’ pillar, including the publication of our Gender Equality Plan this year. A fundamental enabler of further progress is our project to establish the baseline measurements which will support a data driven approach to achieving positive change.”

## What our colleagues say



**Keith Hussey**  
Head of Equality,  
Diversity & Inclusion

“I joined Enterprise Ireland in January 2023 as Head of Equality, Diversity & Inclusion. To date I have witnessed the many opportunities that are available to grow and develop in Enterprise Ireland and the structures that are in place to support this through our People Strategy, THRIVE. In addition, my role will include driving change that will ensure equality, diversity and inclusion are evident in our approach to all aspects of our people practices. The Gender Equality Plan launched earlier this year and implementation of this plan will be a key enabler to progress gender equity. Equality, diversity, and inclusion are our collective responsibility. As we actively embrace and acknowledge both our shared and unique qualities, we will become more knowledgeable and inclusive, progressing a culture of gender equality into the future.”

# What our colleagues say



**Jill McMorrow**  
Development Executive,  
Engineering

“Since starting the graduate programme at Enterprise Ireland just over a year ago there has been huge variety, e.g., opportunities to meet and work with clients, attend events, and collaborate with colleagues across the organisation. There have also been many opportunities for skills development. I am a team lead on EI’s Innovation Network, a network of colleagues who collaborate and implement ideas and projects. We organise events such as ideation sessions, workshops, and guest speakers to encourage, implement, and celebrate innovation throughout the organisation. It has been a great way to meet colleagues and gain experience in areas of interest such as project management, public speaking, and facilitation.

Mentors and colleagues throughout EI have been very helpful and supportive throughout my first year in EI, and it’s clear that career progression is encouraged and enabled. I have recently been promoted to a new role and look forward to this new chapter in my career here.”

# What our colleagues say



**Sean Davis,**  
Head of Leadership &  
Scaling

“The formation of our DE&I steering group back in 2019 was not only a very welcome step forward for EI at the time, it was also a wonderful opportunity for me to join a group that could benefit EI, Ireland and our economy in a positive way. Although the economic, societal and commercial benefits of gender equality are well documented at this point, for me it was also something a touch personal. Back in the 1970’s and into the 80’s my Mother was part of a group that fought for restoration of service and benefits for all psychiatric nurses. Believe it or not in those days when a woman got married she lost those benefits and as crazy as that sounds today it took many years to right that wrong, but it was righted, eventually. To the extent that this is still evident today it is, in my opinion, clearly visible in the gender pay gap, and more specifically the types of roles that are more typically viewed as more gender relevant.

During my time as Regional Director Americas our team took a number of actions and held a number of events to progress our female leadership agenda among our client companies. In my current role gender participation across the many programs we manage in Leadership and Scaling is also very much front of mind for our team. In reality the task of ensuring gender equality in life falls on all of us to address, if the quality of our grads, interns and WEPP’s are a bell weather for where Irish society can go (and I believe it is), then the future is safe. Safe as long as we take care of what we can do now to ensure a more gender equal future.”



**Enterprise  
Ireland**

