



Gender Pay Gap Report 2022

Foreword

Ireland recently became one of the latest countries to introduce mandatory Gender Pay Gap reporting, and I welcome this as a positive step in enabling greater gender equality in the workplace. I am pleased to now present Enterprise Ireland's **Gender Pay Gap (GPG)** report.

At Enterprise Ireland we are working hard to create a workplace and a culture that provides flexibility, embraces diversity, encourages inclusion, enables innovation, and inspires our clients. This is a journey, and while we have a long way to go, we are committed to continuing to drive this positive change.

I am proud to be 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 pleased that Enterprise Ireland has now achieved a 50:50 gender balance on our own Board, reflecting 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.

Across Enterprise Ireland, we benefit from a broadly gender-balanced workforce, comprised

of **59%** women and **41%** men. Our department managers are **42%** women and **58%** men, and our graduate programme is **59%** women and **41%** men. While women currently account for **27%** of our Senior Leadership Team, I am pleased that this will increase to **38%** women in January 2023.

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.

When examining the hourly wages of men and women across the organisation, we note a gap of **18%** at the mean and **25%** at the median level, which is significant. The central driver of these gaps is the over-representation of women at lower grades and under-representation within senior positions. This is an area that we are acutely focused on improving and changing, through ongoing actions and support. 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.

We are working towards rebalancing these ratios by reviewing how we recruit, support, develop, progress and retain our talent. In parallel with this GPG report, we will soon publish our Gender Equality Plan which will highlight a number of existing and ambitious future plans in terms of our approach to Equality, Diversity and Inclusion (ED&I). This follows on from our Equality, Diversity and Inclusion statement.

Our 2022-2024 Strategy *Leading in a Changing World* recognises the competitive advantage that is gained by organisations whom we support, who develop diverse teams and attract a changing mix of skills.

Investing in the development and advancement of women at all levels in Enterprise Ireland is a strategic priority for me as CEO, our Senior Leadership Team and our Board. We will continue to ensure that our benefits, policies and practices are gender-supportive and enable us to attract, retain and develop the diverse set of talented women that we need today and in the future.

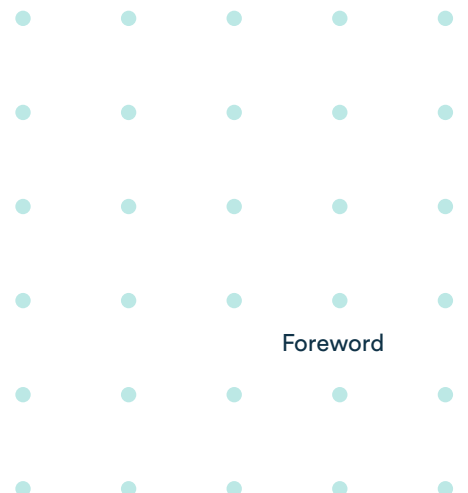
While reporting will not close the Gender Pay Gap by itself, this process has provided us with an excellent opportunity to examine our data,

have the necessary conversations and set our ambition for equality, diversity & inclusion, including gender balance.

I am committed to reducing the Gender Pay Gap in Enterprise Ireland by ensuring that our talented women colleagues are afforded every opportunity to progress within the organisation and that we achieve a balanced workforce of men and women at all levels.



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.

Enterprise Ireland is dedicated to ED&I, ensuring equal opportunities for all. As ‘One Team’, we celebrate and harness the diversity, individuality, and talents of all our people, to maximise our positive impact on Irish society and the economy.

Following the publication of this Report, we are developing a new strategy for ED&I in Enterprise Ireland. This People Strategy will include a strong focus on gender diversity and gender representation. While we have made progress since 2018, including a significant increase in the number of women at higher grades over this period, and we have achieved bronze accreditation with Investors in Diversity (IiD), we acknowledge that we still have a long way to go.

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 2022), 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

18%

Our mean Gender Pay Gap for 2022 is **18%**

For reference our 2018 mean Gender Pay Gap was 23%

Our mean Gender Pay Gap for part-time employees in 2022 is -10%

Our mean Gender Pay Gap for temporary employees in 2022 is 28%



25%

Our median Gender Pay Gap for 2022 is **25%**

For reference our 2018 median Gender Pay Gap was 29%

Our median Gender Pay Gap for part-time employees in 2022 is -8%

Our median Gender Pay Gap for temporary employees in 2022 is 4%

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 2022 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 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 (18% at the mean and 25% 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 & 3 and the majority of those in the top pay quartile are men.

Quartile Bands

Figure 1 – Gender representation across four quartiles of pay 2022

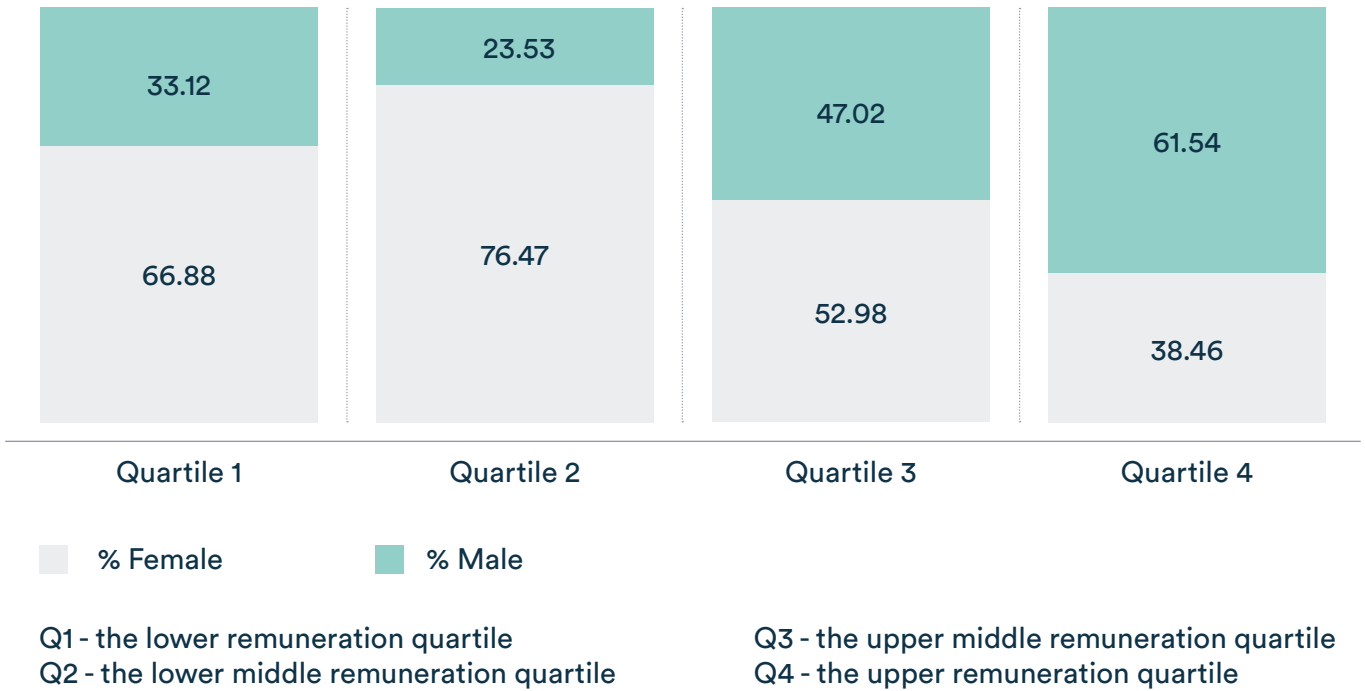
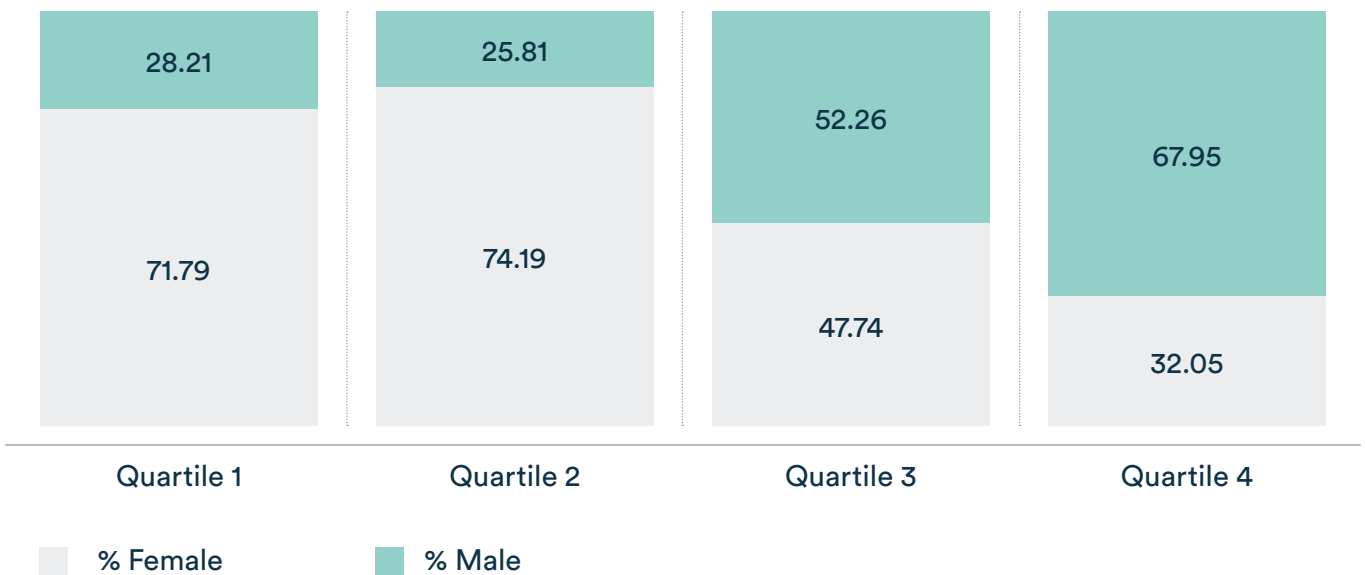


Figure 2 – Gender representation across four quartiles of pay 2018



From 2018 – 2022, 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 42%**, and Mid-level Managers from **43% to 49%**.

What are we doing to drive change?

We acknowledge the existence of our Gender Pay Gap and are committed to working towards a better gender balance across all levels of our organisation. This commitment includes the provision of greater opportunities for leadership development at all levels across the organisation in order to further reduce this gap and foster a more gender equitable workplace.

Our action plan to address our Gender Pay Gap

Our Action Plan begins with the publishing of our Gender Equality Plan in Quarter 1 2023. This will form a part of our overall ED&I strategy which will address other aspects of equality, diversity and inclusion. The Gender Equality Plan will outline details on our proposed actions and initiatives to address our Gender Pay Gap. Below are the headline areas that we will start with.



Leadership & Accountability

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.

Our leaders have a key role to play in facilitating open conversations on this important topic, as well as exemplifying the behaviours that will drive positive change.

We will support our Leaders to champion equality, diversity and inclusion and as an organisation we will fulfil our Public Sector and Human Rights Duty, as set out by the Irish Human Rights and Equality Act.



Recruitment & Opportunity

We will continue to improve our recruitment practices to ensure fair and balanced opportunities for all so that we can foster diversity throughout Enterprise Ireland.

We will analyse the gender split across our recruitment stages, to better understand barriers within our processes. We will also build on our progress to date, including ensuring gender balanced interview panels, conducting interview training on gender bias and reviewing our recruitment adverts to ensure language appeals to all genders.



Talent Development & Network Expansion

At Enterprise Ireland, we recognise and value the contributions of our existing colleagues, while also attracting new and diverse talent into the organisation.

We are proud to support continuous professional development and offer 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.

In addition to this, key initiatives include:

- Our 'Let's Lead' - Leadership Development for Women programme in DCU
- IMI / 30% club mentoring programme
- Active involvement in the Professional Women's Network (PWN)



Smart Working Practices

Enterprise Ireland believes our flexible working practices will enable greater equality, diversity, and inclusion by providing work life balance at critical stages throughout employees' career journeys.

We have, and are committed to, introducing smarter work practices to enable a more flexible and high performance based working culture that will foster a diverse talent pool.



Family/Parental Support

At Enterprise Ireland, we 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 are working to continuously enhance these and ensure that all our employees are aware of and understand how to access them.



Equitable and Inclusive working environment

In recent years, our attention has been focused on developing and maintaining a more equitable and inclusive working environment for all.

With the help of the Irish Centre for Diversity, we have undertaken an independent and comprehensive culture audit and had four half-day inclusive leadership training workshops. We were proud to have received the Investors in Diversity Bronze accreditation, with ambitions to achieve Gold in the future.

In addition, we have taken the following actions:

- Engaged, in recent years, with DCU's Centre for Excellence for Diversity & Inclusion on a series of focus groups and employee surveys;
- Launched a partnership with the Open Doors Initiative, in September 2022, which provides career opportunities to more marginalised members of society;
- Established an ED&I Committee and developed a clear ED&I statement of intent;
- A new full-time ED&I Lead role dedicated to the ED&I agenda will be introduced in Quarter 1 2023.



Our Journey Continues

Looking ahead to 2023, we will be launching a comprehensive Gender Equality Plan in the organisation. Progress requires concerted and sustained effort over time.

We also aim to provide:

- Additional training, at all levels
- Monitoring and reporting on relevant gender statistics
- Enhancement of our recruitment and selection processes
- Establishment of employee networks

Enterprise Ireland remains committed to improving our gender representation at all levels of the organisation. We are confident that we can - and will - make significant progress in achieving gender balance at all levels across Enterprise Ireland through a range of impactful practices and inclusive policies that enable our talented people to thrive within our organisation.





“Ensuring that all colleagues have equal access to career enhancing work is an important factor in closing this gap. As part of our People Strategy, we will establish baseline measurements and work towards the right metrics to drive positive change. In addition to hiring an Equality, Diversity & Inclusion Lead, I am delighted that we have a dedicated Equality, Diversity & Inclusion Committee to partner with to achieve our gender equality goals.”

Kathryn Whyte
Chief People Officer and Head
of Corporate Services



What our colleagues say



“The Let’s Lead programme provided very useful insights into the particular career and progression barriers women encounter. I completed the course with a rekindled ambition to be a driver of change, ideally through progression into roles that could have a broader impact. The course and the coaching provided me with the confidence to articulate once again that ambition and plan for career progression. I can do this in my current role in the conversations and mentoring of the women and men I work with and in the informal mentoring of the many colleagues who come to me seeking advice. Doing this with renewed vigour and with better facts and evidence has been the most rewarding experience and motivates me on a weekly basis to achieve more for others and to be the best role model I can be.”

Deirdre McPartlin
Overseas Manager, UK



“Since joining Enterprise Ireland over ten years ago on the Graduate Programme I have held various roles in Ireland, Australia and Sweden. The organisation has motivated, encouraged and supported me to grow and develop. I have had terrific managers and external and internal mentors over the years who provided feedback when I valued it most and told me to trust my instinct when I needed to be told. I have also benefitted greatly from development training supported by Enterprise Ireland, whether this has been leadership training, language skills or most recently the Business Sustainability Management Course I completed at Cambridge.”

Hannah Fraser
Overseas Manager, Nordic Region



“I began working in Enterprise Ireland seven years ago – it was my first role in the formal workplace after 12 years as a stay-at-home mother. There were many obstacles returning to paid employment which I had not expected, but I never looked back once I joined Enterprise Ireland. I have enjoyed a very supportive environment with wonderful colleagues who have taken the time to mentor me. Ongoing skills development and training opportunities, including the DCU Leadership Development for Women programme, have allowed me to change career direction and progress further and faster than I had ever anticipated.”

Brigid Burke
Senior Executive, Research & Innovation



“I joined Enterprise Ireland as an Executive Assistant within the Regions & Entrepreneurship Division in 2021 after completing an MSc in Management Strategy at Dublin City University. To date, I have been afforded many opportunities to grow and develop as a result of a supportive organisation. I have been involved in various cross departmental roles which have provided me with the opportunity to gain valuable experience and progress quickly within the organisation. I have assumed a new role as Assistant Development Adviser within the Dublin region. I have been fortunate to have worked alongside excellent mentors who have provided me with valuable career advice and feedback which has led to further personal development. I have greatly benefited from the trust of my colleagues and the development training provided by Enterprise Ireland and I am excited by my future prospects.”

Niall Groome
Assistant Development Adviser



"It has been a real pleasure to serve as a mentor on the IMI 30% Club. The social and economic benefits of equality and diversity are undeniable, and we all have an important role to play in ensuring that the potential of everyone is realised. Working with high potential mid-career individuals through the 30% Club provides a great opportunity to share experiences and enhance their professional and personal development. I find the engagement inspiring and mutually rewarding and a great opportunity to support positive action towards gender equality in the workplace."

Tom Cusack
Head of Global Markets



"I started my career in the public sector as a Clerical Assistant and 25 years later I became a Department Manager with the Commercial Assessment team in Enterprise Ireland. Enterprise Ireland's approach to addressing gender equality has been to offer staff the opportunity to participate in programmes such as the DCU Leadership Development for Women course, which I completed in 2019. Enterprise Ireland has also supported my professional development, I completed a Degree in Business Studies by night, a Diploma in Strategy and an MBA, all of which helped me advance my career. Importantly, I had really supportive and encouraging colleagues at all levels, as well as mentors and coaches, who supported me to progress and helped get me to where I am today."

Ciara Fitzpatrick
Department Manager, Commercial Assessment

