



Gender Pay Gap Report 2024



Foreword

I am pleased to present Enterprise Ireland's annual Gender Pay Gap Report for 2024. This report underscores our ongoing commitment to workplace transparency, equity, and our dedication to nurturing a diverse and inclusive workforce.

At Enterprise Ireland, we remain steadfast in our journey to create a workplace culture that champions flexibility, embraces diversity, fosters inclusion, and drives innovation - all of which are crucial to the success of our clients and our organisation. While we acknowledge that there is still progress to be made, we are encouraged by the positive strides we've taken and remain committed to driving further positive change.

As a member of the Government's Balance for Better Business Review Group, which aims to enhance gender balance in corporate leadership across Ireland, I am proud that Enterprise Ireland maintains a 50:50 gender balance on our Board. This balance reflects our unwavering commitment to gender equality, which we believe is not only ethically right but also leads to better decision-making.

Key figures as of 15th November, 2024:

- Organisation-wide: 58% Women / 42% Men
- Department Managers: 45% Women / 55% Men
- Graduate Programme: 56% Women / 44% Men
- Senior Leadership Team: 43% Women / 57% Men

In alignment with public sector pay policy, Enterprise Ireland continues to maintain consistent and transparent salary ranges, ensuring equal pay for equal roles, hours, and service regardless of gender.

Enterprise Ireland's Gender Pay Gap for 2024:

- Mean = 15%
- Median = 22%

While we continue to see progress, we recognise that the gender pay gap is influenced by various factors, including gender representation across job grades, length of service, and time at grade. The primary driver remains the over-representation of women in lower grades and under-representation in senior positions. We remain committed to addressing this imbalance through ongoing initiatives outlined in our People Strategy, THRIVE, and our Gender Equality Plan.

We will continue the work commenced in the Leading in a Changing World strategy through and beyond 2025, emphasising the competitive advantage gained through diverse teams and a broad spectrum of skills. As CEO, supported by our Senior Leadership Team and Board, I reaffirm our commitment to prioritising the development and advancement of women across all levels of Enterprise Ireland. Since 2018, we've seen women's representation in our wider leadership team grow from 15% to 43%, marking significant progress.

Our focus remains on ensuring our benefits, policies, and practices are designed to support gender equality, enabling us to attract, retain, and nurture the diverse talent pool essential for our present and future success. This report outlines the range of actions we've undertaken, including the ongoing implementation of our comprehensive People Strategy, THRIVE, which underscores our enduring commitment to diversity and equity across Enterprise Ireland.

My dedication to reducing the Gender Pay Gap at Enterprise Ireland remains resolute. We are committed to providing our talented female colleagues with every opportunity to progress within the organisation, striving towards a gender-balanced workforce 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 continue to recognise that gender balance is a positive driver in our working environment, impacting on individual work-life experiences and the success of our people and clients.

Our commitment to Equality, Diversity, and Inclusion (ED&I) extends beyond senior leadership to encompass our entire organisation. This commitment is encapsulated in our ED&I Statement, crafted by our dedicated ED&I Committee. This statement reflects Enterprise Ireland's unwavering dedication to fostering an inclusive culture and driving meaningful progress

in this critical area. It serves as a guiding principle, aligning our collective efforts to create a more diverse and equitable workplace for all.

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, Diversity and Inclusion 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.



What is the new legislation?

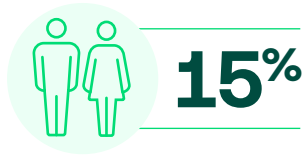
From June 2022, the Gender Pay Gap Information Act 2021 requires organisations to report on their hourly Gender Pay Gap across a range of metrics. Organisations with more than 250 employees (such as Enterprise Ireland) are required to report for the first time in 2022. Those with more than 150 employees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



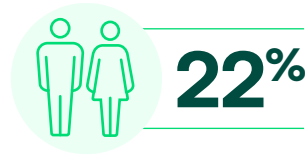
What is the Gender Pay Gap?

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 2024), 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 2024 is 15%
- Our mean Gender Pay Gap for part-time employees in 2024 is 13%
- Our mean Gender Pay Gap for temporary employees in 2024 is 10%



- Our median Gender Pay Gap for 2024 is 22%
- Our median Gender Pay Gap for part-time employees in 2024 is 24%
- Our median Gender Pay Gap for temporary employees in 2024 is 0%

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 2024 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 are making progress in closing 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 (58% women, 42% men). When looking at our Gender Pay Gap figures (15% at the mean and 22% 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 65% men and 35% women.

Quartile Bands

Figure 1 – Gender representation across four quartiles of pay as of 30th June 2024 (Snapshot Date):

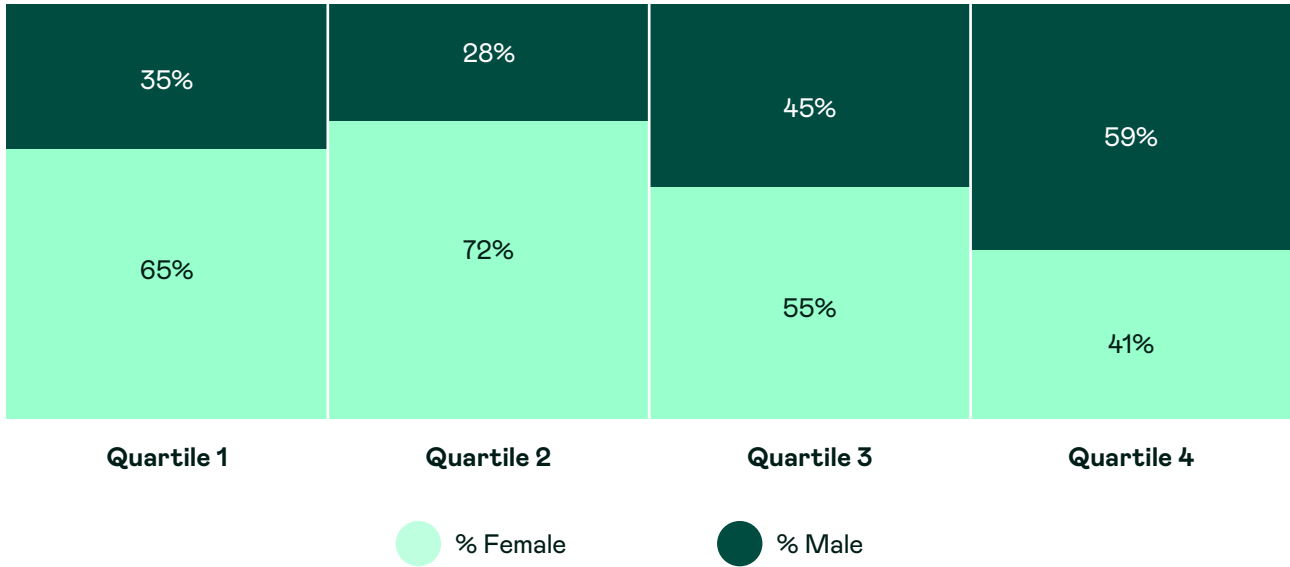
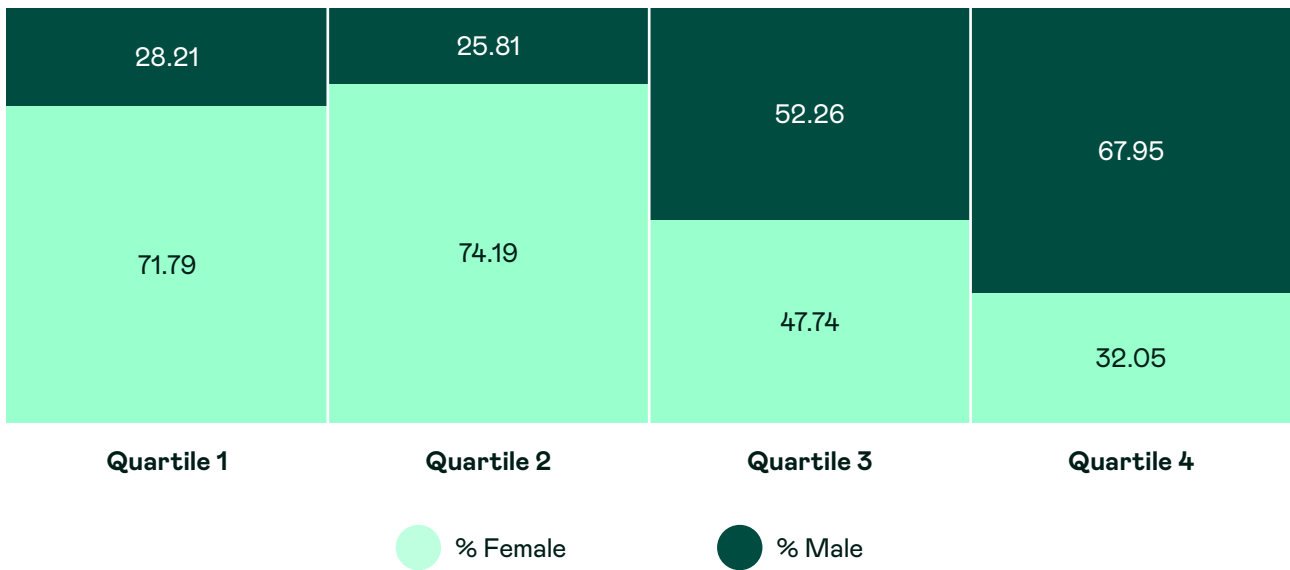


Figure 2: 2018 Gender representation across four quartiles of pay



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

2024 Figures as of 30th June 2024 (Snapshot Date)

The proportion of women at the higher grades increased significantly: Divisional Managers (members of our Senior Leadership team) from 11% to 50%, Departmental Managers from 27% to 43%, and Mid-level Managers from 43% to 50%.

In 2023, Enterprise Ireland launched two significant initiatives: our THRIVE People Strategy and our Gender Equality Plan. Throughout 2024, we have actively continued to implement these initiatives, and we are pleased with the positive impact they are having on our organisation.

Our People Strategy THRIVE and the Gender Equality Plan were developed in consultation with our people and highlight our overall ED&I strategy. Specifically, our Gender Equality 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 December 2023, Enterprise Ireland partnered with Inclusio to launch a comprehensive survey to establish an ED&I baseline. Following this, in early 2024, we successfully targeted and benchmarked ED&I metrics, which led to the development of an action plan to address key gaps and opportunities. The implementation of initiatives to address findings has marked a significant step forward in our commitment to fostering a more inclusive and equitable workplace.

Key Measurable Actions 2024:

- A review of current employee profiles, and analysis of recruitment and selection data to understand if barriers exist in the current processes was completed.
- 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 was completed.
- We continue to review and enhance people policies, processes, and supports to ensure they meet end-to-end organisation, ED&I, legislation, and business requirements, and reflect Enterprise Ireland Values and Behaviours. Following a recent review, Enterprise Ireland will introduce the Shorter Working Year Scheme in 2025.
- Enterprise Ireland's Maternity Leave Policy ensures 26 weeks paid leave is provided to all of our female employees regardless of their location globally.
- Enterprise Ireland developed a menopause policy and a domestic violence policy which will launch in 2025.
- The next review of current data in relation to training, mentoring, sponsorship, leave, gender related policies and employee voice will be completed through pulse surveys with our partners Healthy Place to Work and Inclusio in December 2024 and Q.1 2025.



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 2024:

- 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 conduct reviews of job descriptions and communications across both internal and external platforms to ensure they are gender-neutral and inclusive.
- We completed Inclusive Recruitment and Disability Awareness training with Employers for Change.
- As part of Enterprise Ireland's community outreach, we are providing expertise in terms of business advice and mentoring in support of widening access to jobs and participation in careers across minority groups. In particular, Enterprise Ireland are partnering with the Open Doors Initiative to support their Migrant Entrepreneur Mentorship programme to enable refugees and asylum seekers to become early-stage entrepreneurs and set up a business in Ireland. Enterprise Ireland also provide coaching support through our employees to people from diverse backgrounds through our Partnership with Jobcare.
- In 2024, we continued to capture recruitment and selection data, analysing the gender split and considering how we can remove barriers from our processes to ensure they are as inclusive as possible.
- Under the Talent and Career pillar of our People Strategy, we measure 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 globally.



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 2024:

- 6 People Strategy Pillar Implementation groups with diverse representation were 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 launched our Leadership Model 'Elevate' in 2024. Secure base leadership is at the heart of the Leadership Model, highlighting that psychological safety is necessary for a culture of inclusion, agility and innovation.

Enterprise Ireland also hosted a number of employee focused and client events, for International Women's Day (IWD), focusing on the UN Women's theme of investing in women.

Employee

- Global webinar on the Intersection of Health, Wellness, and Women's Empowerment with Sinead Griffin.
- A global workshop entitled - Lead like a Woman with Marie Gleeson.
- Promoted Endometriosis Awareness Month by hosting an informative webinar by Dearbhail Ormond from Frendo.
- Held a multi-agency/department initiative hosted by Joanne O'Riordan entitled 'Inspiring Inclusion'.
- Shared a recording of a Fireside chat between Enterprise Ireland's Head of ED&I Keith Hussey and MaryAnn Sieghart on the Authority Gap. We also made copies of the Authority Gap available from our Organisation Development Library.

Client

- Held an event called 'Funding the Future: How women-led Irish businesses are financing their journey to success'.
- Launched our 'Road to VC investment' programme with the Irish Venture Capital Association (IVCA), to advance skills and network of female founders looking raise funding in Ireland or abroad.
- Enterprise Ireland was also a sponsor of the pan European Pitchbook report on VC Investment in Women Led Enterprises.



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 2024:

- A 2024 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 and Neurodiversity 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.
- The IMI/30% Club Mentoring Programmes is a core organisational programme, for both Mentees and Mentors.
- Year 2 of the Enterprise Ireland Mentoring Programme was launched, which provides training to all participants, both mentors and mentees.
- Communities of Practice (CoPs) for Empowered Leadership are open to everyone in Enterprise Ireland.
- In 2023 and 2024 Enterprise Ireland has supported 16 participants in the Let's Lead - Executive Leadership Development for Women programme (DCU).
- In 2024 Enterprise Ireland continued to build partnerships with organisations and programmes on CSR and ED&I projects that build awareness and contribute to community outreach initiatives, such as St Michael's House, Unicef, Open Doors Initiative, Employers for Change, Legacy Dublin, Aslam, The Alzheimer Society of Ireland and Jobcare.
- Enterprise Ireland continues to support 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.
- Team charter sessions were successfully conducted across the organisation, ensuring that every team actively considers inclusion in their ways of working.
- A showcase of the value of culture, diversity and inclusion was highlighted at the Eurozone Team Conference through running an employee led panel of speakers sharing their own personal journeys and experiences within Enterprise Ireland.



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 of our people are aware of and understand how to access them.

Key Measurable Actions 2024:

- 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 established a 'return to work' course for employees returning from maternity and adoptive leave.
- Enterprise Ireland received Inclusio's Excellence in DEI Award for our commitment to diversity, equity and inclusion and demonstrating outstanding leadership in building inclusive cultures.
- Enterprise Ireland were highly commended at the CIPD Awards in the 2024 'Embedding a Culture of Workplace Wellbeing' Category for nurturing workplace wellbeing.



Our Journey Continues

Looking ahead to 2025, 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 data, 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

“Through the targeted focus of our Head of E,D&I, combined with the stewardship and collective leadership of our Senior team, we have made substantial progress in our ‘Inclusion, Diversity and Equality’ journey, towards fostering a more inclusive workplace.

Our THRIVE People Strategy linked a core principle of the HR Professional body, CIPD, that ‘Work Matters’, with our organisational purpose of creating quality employment. We have translated this into action through our efforts at ensuring equal access to career-enhancing opportunities, for all our people. We have done this through successful partnerships with the IMI 30% Club and ‘Let’s Lead’ DCU programmes, as well as launching year 2 of our internal mentoring programme which includes a focus on empowering female talent.

Our strategic focus has shifted towards data-driven decision-making, following through on our commitments to better utilise partnerships with Inclusio and Healthy Place to Work. This collaboration has enabled us to establish a robust baseline and benchmark for our data, providing critical insights that both measure our progress, as well as guide us where we best concentrate our efforts in the future.

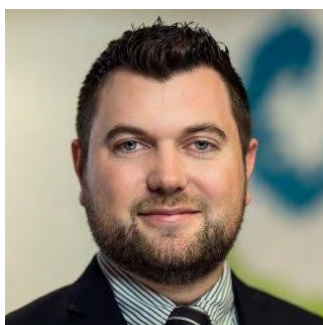
With the data from Inclusio we have received a holistic view into our wider diversity makeup, affording us better insights into the intersectionality between gender and other characteristics. It also affords us an E,D&I lens on our culture, illustrating that psychological safety can differ by gender. It also illustrated the extent to which many of our social sustainability goals, including E,D&I voluntary activities, can disproportionately fall to women, allowing us to shift this balance in the future.

Through our work with Healthy Place to Work, we have taken real action in pursuit of our commitment to UN Sustainable Development Goal number 3 to ‘Ensure healthy lives and promote well-being for all ages’. Our data shows us the extent to which wellbeing is impacted by gender and caring responsibilities, with this informing the supports we offer organisationally, as well as the ability to respond appropriately within Departments. We have also enhanced our holistic approach to health and wellbeing, providing a variety of initiatives, from supports to talks and events, underpinned by our network of Wellbeing Champions and Mental Health First Aiders.

As a senior female leader, who is also a mom of three, I personally recognise the value which comes from meaningful progress in workplace wellbeing, and facilitating better work life balance. I am proud of our progress in this area, which has received external recognition through the awarding of 'Highly commended' in the CIPD National HR Awards 2024. I am also heartened by our receipt of inclusio's Excellence in DEI Award™, for our commitment to diversity, equity, and inclusion and demonstrating outstanding leadership in building inclusive cultures.

The progress over the past two years has been achieved through the engagement of our people throughout our offices globally, who work tirelessly on behalf of our clients, and the Irish state, every day, whether client facing or enabling the work through internal delivery. I am really proud to work alongside them each day, celebrating their work which enables our clients' success, resulting in the creation of quality jobs in Ireland, benefitting the people of Ireland."

What our colleagues say



Keith Hussey
Head of Equality,
Diversity & Inclusion

"Since joining Enterprise Ireland in January 2023 as Head of Equality, Diversity & Inclusion, I have witnessed the remarkable growth and development opportunities available within our organisation. Our People Strategy, THRIVE, continues to provide robust support structures for our employees' advancement. Throughout 2024, my role has focused on driving change to ensure that equality, diversity, and inclusion are seamlessly integrated into all aspects of our people practices. The Gender Equality Plan has been a key enabler in progressing gender equity, and its implementation is providing positive results across the organisation. We recognise that equality, diversity, and inclusion are our collective responsibility. As we continue to actively embrace and acknowledge both our shared and unique qualities, we have become more knowledgeable through establishing a baseline of our ED&I data through our partnership with Inclusio. We're committed to building on this progress in the future and we remain dedicated to creating an environment where every individual feels valued, respected, and empowered to contribute their best"

What our colleagues say



Sanam Khurana,
Graduate, Organisation
Development & Culture

“I arrived in Ireland at the end of 2022 to pursue an MSc in Marketing at Trinity College Dublin. During my studies, I was fortunate enough to be accepted within the National Graduate Programme at Enterprise Ireland (EI). As an international newcomer, EI made me feel exceptionally welcome, and my team integrated me warmly. My experience at EI has been enriching. I’ve worked within daily operations, supported by comprehensive training and seamless onboarding with supportive managers. I’ve interacted with various companies and organisations, ensuring smooth external partnerships that enhance inclusivity, employee wellbeing, and corporate social responsibility initiatives in Ireland. Additionally, graduate module trainings have significantly contributed to my personal and professional development. I’ve engaged in mentoring with the Professional Women’s Network (PWN), volunteered with CIPD, and participated in the Legacy Dublin 24 programme, among other networking and development opportunities. Working within employee wellness & engagement, E,D&I, and the THRIVE People Strategy at EI, I can confidently say that this organisation truly cares about its people. EI invests in the wellbeing of its employees, ensuring everyone feels welcome, included, and well-accommodated while being able to accentuate their vocational skills profile. It is a true honour to be part of Enterprise Ireland.”

What our colleagues say



Kaousar Ampousalim,
Overseas Executive
Assistant, Eurozone &
Central Eastern Europe

“Working at Enterprise Ireland has been an enriching journey, offering numerous opportunities for learning and development. I joined in March 2020 as an overseas Executive Assistant, and although one may think that such a role has limited growth potential, the collaborative environment of the organisation has enabled me, throughout my tenure, to gain valuable knowledge and practical experience in various areas, through participation in different projects of diverse nature and working with talented and supportive colleagues from all parts of the organisation. In addition, my learning and development experience was further fostered since 2023 with the launch of the THRIVE People Strategy. Not only due to the various awareness-raising and capacity-building trainings that it provided and which enhanced my performance and the work environment, but also thanks to the fresh opportunities to learn something new, as well as develop or refine skills through participation in the THRIVE Engagement groups’ projects. Overall, the organisation’s support has been instrumental in both my professional and personal growth.”

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
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