

# Gender Pay Gap Report 2025



# Introduction

## A message from Jenny Melia,

CEO of Enterprise Ireland

### **Enterprise Ireland's mission is to Accelerate Sustainable Irish Businesses, supporting them to start, compete, scale and connect and to achieve their global ambition.**

Our long-term ambition is that exporting Irish companies become the primary driver of the Irish economy. Critical to achieving this ambition will be ensuring that the skills, talent, experience and leadership of Ireland's diverse and unique population are fully harnessed. Diverse teams drive innovation, resilience and better decision-making, all of which are essential for success in international markets.

We believe in leading by example, and Enterprise Ireland is fully committed to creating a workplace which champions diversity, while nurturing women entrepreneurs and innovators across our client base and the wider enterprise ecosystem.

Our annual Gender Pay Gap Report is an important part of our commitment to accountability and transparency. It provides valuable insights on where we are today and helps us to chart the path ahead for continued progress and success, by identifying steps we need to take to close the gap further.

Our report for 2025 reflects meaningful and tangible progress as well as areas where continued focus is needed. Enterprise Ireland's gender mean pay gap has reduced from 15% to 13% and our median pay gap has also decreased from 22% to 17% in the last year. These results reflect the impact of our ongoing efforts to recruit and develop women talent across all levels of the organisation.

This year, we continued to invest in leadership development through programmes such as DCU's *Let's Lead!*, the IMI/30% Club Network Mentor Programme and the PWN Group Mentoring Programme. Internally, employees benefit from career development resources via the IMI Knowledge

Centre and our learning platform. Our *THRIVING at E!* initiative also supports emerging talent, helping to build a strong pipeline for future leadership.

While we continue to make progress, we recognise that our gender pay gap is shaped by several factors, including gender representation across grades, length of service and time at level. 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 will continue to address this imbalance through the ongoing actions set out in our organisation's People Strategy and our Gender Equality Plan, ensuring that progress towards pay equity remains a key organisational priority. Through the recent appointment of a dedicated Equality, Diversity, Inclusion and Wellness Lead, we plan to accelerate our initiatives and continue making meaningful progress.

At Enterprise Ireland, our commitment to gender equality extends beyond our own organisation to the wider Irish enterprise ecosystem. Through our policies, investments and programmes, we actively champion women-led, owned and founded businesses. For example, in 2011 only 7% of our high potential start-ups were led by women and by 2024 that figure had risen to 29%. In 2024, €200 million was invested by venture capital firms in Irish women-led startups – a 39% increase on 2023 which was supported through Enterprise Ireland's sustained focus on gender reporting and inclusive funding practices.

We also back several programmes and initiatives which are critical to the development of leadership skills required to grow and scale, such as Going for Growth, NextWave and the Shared Ireland Enterprise Scheme Women's Entrepreneurship Programme. These initiatives reflect our belief that gender equality and harnessing the skills and talent of all our population is a powerful driver of innovation, competitiveness and long-term economic growth for the Irish economy.

We are committed to creating an environment where opportunity is equitable, leadership is inclusive, and every individual, regardless of gender, can thrive. By actively supporting gender-balanced leadership and promoting inclusive practices across the enterprise ecosystem, we are helping to build stronger companies and a more prosperous Ireland.

The progress over the past number of 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 economy every day.

We are proud of what we have achieved, but we acknowledge that there is more work to do. Since taking over position as CEO in July 2025, I am fully committed to continuing our work in this area and it is a priority for us as an organisation. Together we can build a workplace and a future that harnesses the talent and skills of our population.

**Jenny Melia**

Chief Executive Officer



# Pay Gap Reporting



## Why do we do a Pay Gap Report?

The Gender Pay Gap Information Act 2021 requires organisations to report on their hourly Gender Pay Gap across a range of metrics. In 2022, organisations with more than 250 employees (such as Enterprise Ireland) were required to report for the first time. This requirement decreased to 150 employees in 2024 and 50 employees in 2025. This is the fourth Gender Pay Gap Report that Enterprise Ireland has published.



## What is a 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 2025), and should be seen as a starting point rather than a destination and an opportunity to further develop a gender balanced workplace for all.

# Insights

## Our Gender Pay Gap Over Time

The graph below (Figure 1) illustrates a consistent downward trend in both our mean and median gender pay gaps. This improvement demonstrates that our initiatives are moving in the right direction and supports our continued focus on achieving greater balance and fairness.

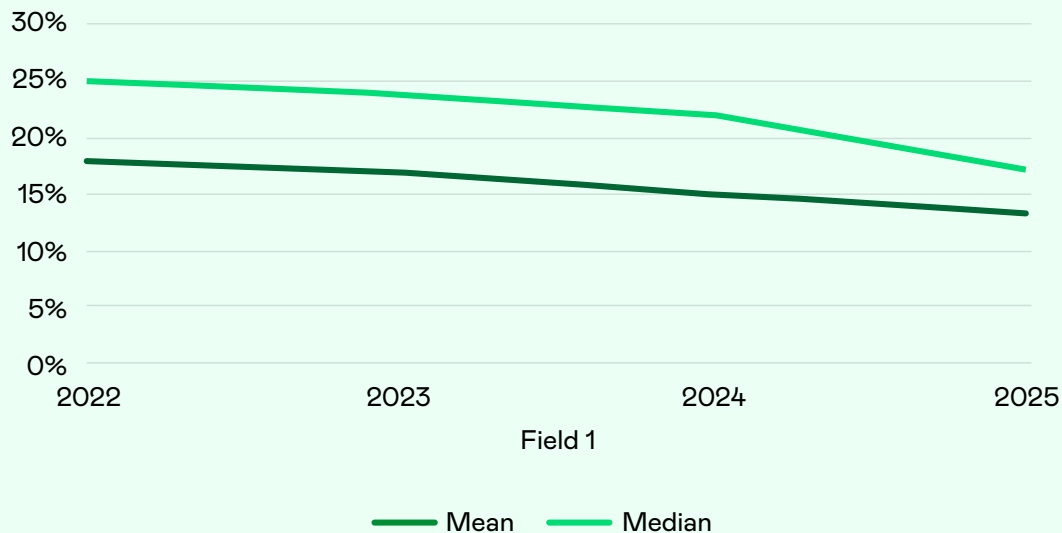


Figure 1. 2022-2025 Gender Pay Gap Over Time

## Enterprise Ireland's Pay Gap Data 2025



- Our mean Gender Pay Gap for 2025 is 13.19%
- Our mean Gender Pay Gap for part-time employees in 2025 is 7.17%
- Our mean Gender Pay Gap for temporary employees in 2025 is 3.56%



- Our median Gender Pay Gap for 2025 is 17.10%
- Our median Gender Pay Gap for part-time employees in 2025 is 22.53%
- Our median Gender Pay Gap for temporary employees in 2025 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 2025 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 employees, 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 continue to make progress in closing this gap in recent years, we are acutely focused on achieving further progress through our ongoing initiatives and supports.

When looking at our Gender Pay Gap figures (13% at the mean and 17% 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 2 below, which demonstrates that women represent the majority within the pay quartiles 1 & 2 and the top pay quartile is comprised of 54% men and 46% women. We were delighted to see an increase in women representation at Quartile 4, rising from 41% in 2024.

Quartile Bands

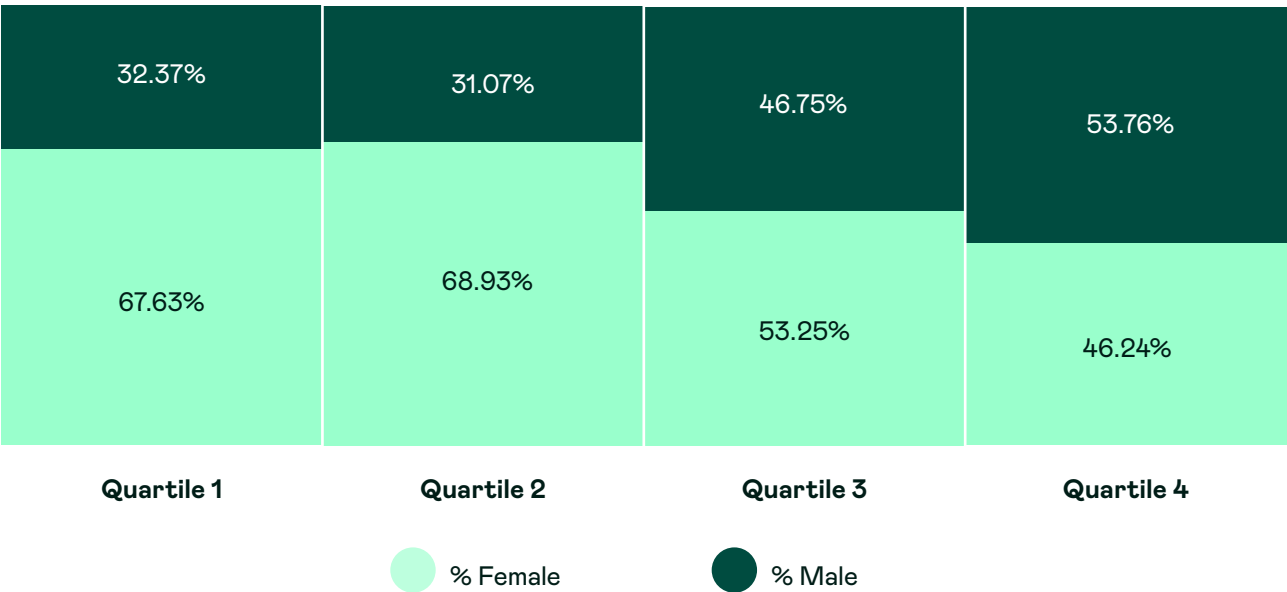
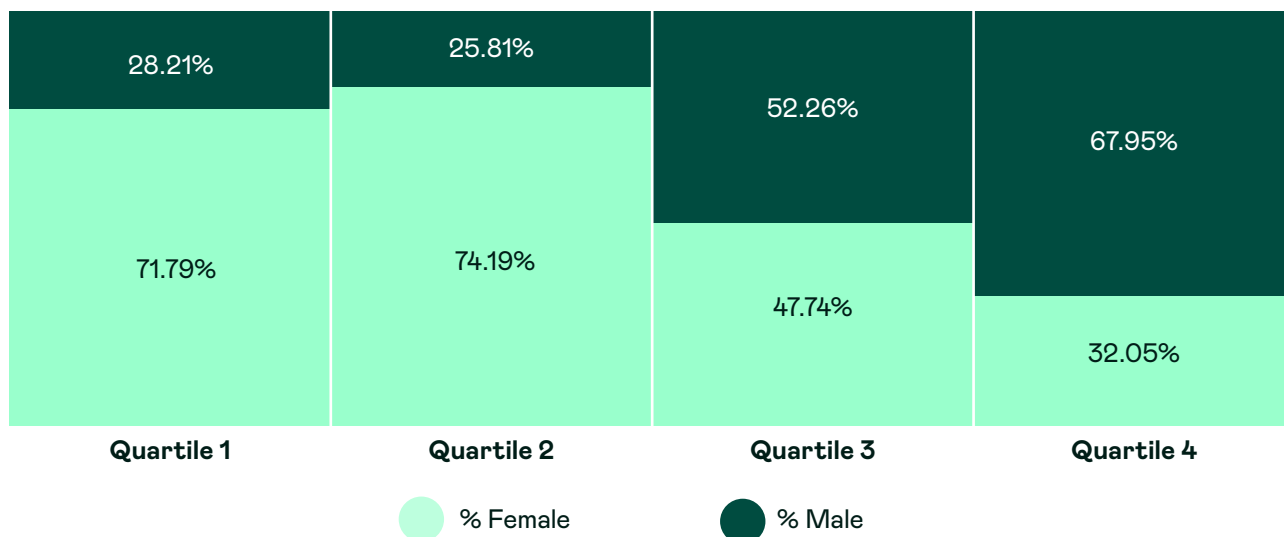


Figure 2. 2025 Gender representation across four quartiles of pay 2025



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

Figure 3. 2018 Gender representation across four quartiles of pay 2018

## The People Experience

At Enterprise Ireland, publishing our pay gap report is more than a compliance exercise, it is a reflection of who we are and where we are going. It is a powerful tool that helps us shape policies, refine practices and build a workplace rooted in fairness, inclusion and integrity.

As a woman in a leadership role, I have seen firsthand how important representation is, not only in inspiring others, but in showing all underrepresented people that their voices and ambitions belong at every level of our organisation.

Our progress is a direct reflection of the dedication and collaboration of our people across all our global offices.

We are proud of the strong, connected team we have built. One that continually champions inclusion and drives positive change. I want to thank everyone across Enterprise Ireland

for their dedication to delivering our THRIVE people strategy over the past three years. Your energy, ideas and commitment have laid a strong foundation. We will take the learnings and progress to shape our next people strategy, one that will guide us into the future and help us build an even more inclusive, empowered, and high-performing organisation.

**Gillian Brennan**

Divisional Manager  
People & Transformation

# Embedding Our Values Into Everything We Do

## Our People & Culture

Our people represent the best of Enterprise Ireland and are a critical enabler for Irish enterprise to thrive on the global stage.

Ensuring that our workforce is agile and responsive will be critical to the delivery of this strategy. Harnessing the skills and talent of our global workforce empowers our organisation to deliver for the Irish public and the businesses we support.

Over the coming years, we will continue to prioritise the importance of equality, diversity, and inclusion, and the well-being of our global team.

We will focus on leadership development and empower our people to excel in meeting the needs of Irish business.

## Our Values

Our values guide our culture and the way that we work as one global team in collaboration with Irish businesses, stakeholders and strategic partners. Core to the development of this strategy has been the evolution of our values. These values will be critically important as we strive to achieve the ambitious goals set out in our corporate strategy 2025-2029 “Delivering for Ireland, Leading Globally.”



### Client Focus

Putting our clients' needs at the heart of everything we do.



### Integrity

Getting the best outcomes by doing the right thing.



### Excellence

Working at pace, innovating and taking pride in our achievements.



### Impact

Generating sustainable and measurable impact that benefits Ireland and all our stakeholders today and into the future.



### Le Chéile

One global team working together and with our partners to drive great client outcomes.



## 2025 Figures as of 30th June 2025 (Snapshot Date)

Across Enterprise Ireland, we benefit from a broadly gender-balanced workforce when we consider our overall workforce (60% women, 40% men), our department managers (51% women, 49% male) and our graduate programme (61% women, 39% men). In the past, women have been under-represented in some senior positions and work is ongoing to address this. We are delighted that our Senior Leadership Team has increased to 42% women representation in 2025, up from 23% in 2021.

In 2023, Enterprise Ireland launched two significant initiatives: our THRIVE People Strategy and our Gender Equality Plan. Throughout 2024 and 2025, 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 Equality, Diversity and Inclusion (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 – Recruitment and Opportunity, Learning and Professional Development, Diversity Data, Inclusive Leadership and Structure and Culture.



### 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 2025:

- 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.
- In interviews, we ensure diverse panels to promote inclusive hiring decisions.
- In 2025, 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.
- We are about to launch a new Applicant Tracking System (ATS) which will strengthen our ED&I efforts by reducing bias in recruitment, enabling structured evaluations and providing analytics to monitor diversity goals.
- 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. We have partnered with Open Doors to strengthen fairness in our recruitment process by expanding access to underrepresented talent, removing barriers and ensuring inclusive practices. Enterprise Ireland has also provided coaching support through our employees to people from diverse backgrounds through our partnership with Jobcare.
- Under the Talent and Career pillar of our People Strategy, we measure our progress under our Healthy Places to Work survey data, including statements on career and skills. We will explore participating in external measures which benchmark against other organisations globally.





## 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 ED&I for all levels across the organisation.**

### Key Measurable Actions 2025:

- A 2025 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. This year there was a focus on well-being with workshops and panel discussions on topics such as menopause and Men's Mental Health.
- There are interview and career development supports available to all employees on our internal learning platform to promote confidence and equality in advancement opportunities.
- Our Learning Platform also has courses on menopause, positive parenting, men and women's health and hosts topics such as; Closing the Authority Gap: Advancing Gender Equality.
- The IMI/30% Club Mentoring Programmes is a core organisational programme, with employees participating as both Mentees and Mentors.
- In 2025 Enterprise Ireland continued to build partnerships with organisations and programmes on Corporate Social Responsibility (CSR) and ED&I projects that build awareness and contribute to community outreach initiatives, such as St Michael's House, Unicef, Aslam, Open Doors Initiative and Jobcare.
- Since 2023 Enterprise Ireland has supported 24 participants in the Let's Lead - Executive Leadership Development for Women programme (DCU).
- This year eight employees participated in the Professional Women's Network (PWN) Group Mentoring Programme which provides a supportive environment to explore personal growth and leadership development. This programme will continue in 2026.
- Team charter sessions were successfully conducted across the organisation, ensuring that every team actively considers inclusion in their ways of working.



## Diversity Data

Diversity data is a critical foundation for driving meaningful change. By understanding the composition of our workforce and the experiences of our people, we can identify gaps, measure progress and ensure accountability. Enterprise Ireland is committed to continuously expanding the sources of both quantitative and qualitative data we collect. This approach enables us to share insights on our initiatives and priorities transparently and to inform evidence-based actions that foster an inclusive and equitable workplace.

### Key Measurable Actions 2025:

- Following our Healthy Place to Work survey in Q4 2024, a review of current data in relation to training, mentoring, sponsorship, leave, gender related policies and employee voice was completed.
- Enterprise Ireland's Maternity Leave Policy ensures 26 weeks paid leave is provided regardless of their location globally.
- Enterprise Ireland developed a menopause policy and a domestic violence policy which will launch in 2026.
- The next review of current data in relation to training, mentoring, sponsorship, leave, gender related policies and employee voice will be completed through our surveys with our partners Healthy Place to Work in December 2025 and Q1 2026.



## 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 2025:

- Global webinars and fireside chats were hosted on topics such as menopause and Men's mental and physical health.
- In 2025 we hosted "Leading with Psychological Safety" webinars for people managers to foster inclusive and supportive team environments.
- This year, eight colleagues took part in the Professional Women's Network (PWN) Group Mentoring Programme as Mentees, and we had one employee Mentor in 2025.
- There are extensive opportunities for the voice of employees to be heard and valued through townhalls, focus groups, webinars and the annual Healthy Places to Work survey.



## Culture & Supports

**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 2025:

- Enterprise Ireland has 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 continues to support a number of ERGs that cater to diverse employee groups, providing a platform for networking, support, innovation and advocacy: the CSR committee, the Green Team and the Innovation network.
- In 2025, we partnered with Health Assured who provides a comprehensive Employee Assistance Programme offering 24/7 confidential support, counselling, and wellbeing resources to help employees manage personal and professional challenge.
- For Menopause Day 2025, we hosted a workshop from Menopause Hub Academy to spread awareness and to break taboo topics in the workplace.
- In November 2025 we hosted a workshop facilitated by a Health Assured nurse on physical and mental health issues that impact men. This led to a fireside chat of male employees from across the organisation to discuss these topics.
- For Men's Health Week this year we ran a campaign called "More than okay", where male colleagues from around the organisation and globe wrote articles, offering their unique perspectives on men's health, both mental and physical.
- We have invested in mental health by training dedicated Mental Health First Aiders and appointing Wellness Champions across the organisation. These roles provide immediate support, promote wellbeing initiatives and help create a culture where mental health is prioritised and stigma is reduced.
- We provide comprehensive support for employees during and after pregnancy. This includes conducting thorough pregnancy risk assessments to ensure a safe working environment and offering a dedicated nursing room in our Dublin office.



## Our Journey Continues

**Looking ahead to 2026, we will focus on continuing to implement the actions in our Gender Equality Plan and our People Strategy in the organisation.**

- We will continue to provide learning, awareness and development opportunities on equality, diversity and inclusion.
- Enterprise Ireland will build on the insights and progress achieved through our 2023–2025 People Strategy to shape a new strategy in 2026 that not only continues this important work but also drives it forward. Our next phase will focus on deepening impact, introducing innovative approaches, and ensuring our people strategy remains aligned with evolving organisational priorities and employee needs.

## Delivering for our clients?

Enterprise Ireland actively supports initiatives that champion women in business and entrepreneurship. Through sponsorships and partnerships with leading organisations, we have contributed to events such as STEM showcases, National Women's Enterprise Day with 15 events nationwide, International Women's Day celebrations, national conferences and accelerator programmes for women founders. These engagements reflect our commitment to fostering diversity, innovation and inclusive growth across the enterprise ecosystem, aligning with our values of integrity, excellence and impact.

Through our client engagement, we provide practical supports and resources that promote inclusive leadership, diverse talent pipelines, and equitable practices. From tailored advisory services and funding supports to knowledge-sharing initiatives, we aim to empower companies to create workplaces where all employees can thrive. This commitment reflects our belief that inclusive growth drives sustainable success, both for individual businesses and for Ireland's economy as a whole.



## Going for Growth

Going for Growth is a programme designed for ambitious women entrepreneurs who are seeking to increase revenue, create jobs and expand into new markets. The initiative is built around interactive roundtable sessions led by experienced and successful entrepreneurs.

Going for Growth is supported by Enterprise Ireland and KPMG and over 1,000 women have completed the programme since 2008.



## Next Wave

The NextWave programme is a 10-week national accelerator dedicated to empowering women founders to build and scale their businesses with confidence. Through a blend of structured learning, mentorship and peer support, participants refine their vision and build momentum towards investor readiness.

Designed for high-potential founders seeking pre-seed or seed investment, the programme consists of immersive sessions, flexible learning tracks and tailored mentorship.



## Leadership for Growth

Leadership for Growth is an 11-month programme for CEOs of ambitious Irish companies. It is designed to equip business leaders with the visionary, strategic and innovative skills needed to scale Irish companies globally.

30% of participants in 2025 are women compared to 0.03% in 2018.



## National Women's Enterprise Day

National Women's Enterprise Day is Ireland's premier event dedicated to empowering and inspiring women in business.

In 2025, the Local Enterprise Offices, with support from Enterprise Ireland, delivered a dynamic programme featuring 15 events nationwide. These gatherings offered expert-led sessions on a wide range of topics, including strengthening digital presence and adopting sustainable business practices.

# What our colleagues say



**Raychel O'Connell**  
Equality, Diversity,  
Inclusion and Wellness  
Lead

"As Enterprise Ireland's new EDI & Wellness Lead I am delighted to see the breadth of work we do to champion diversity and inclusion both within and beyond our own organisation. There is already a strong foundation of meaningful work and commitment, and my goal is to build on that progress. By setting focused, achievable goals and working collaboratively across teams, we will continue to move forward, creating lasting impact and ensuring that equality, diversity, inclusion and wellness remain central to everything we do. While gender equity remains a key focus, our work also extends beyond gender; embracing all aspects of diversity to create a workplace where everyone feels valued, belongs and can thrive.

Working within Organisational Development, I've seen how continuous learning creates space for colleagues to realise their strengths, pursue their ambitions, and build confidence in their roles."



**William Flynn**  
Senior Executive,  
Organisational Change  
& Development

Through our THRIVE People Strategy and the Elevate Leadership Model, we have created a framework that empowers all colleagues, regardless of gender, grade or location, to access meaningful learning experiences that support both professional growth and personal fulfilment.

Programmes such as THRIVING @ EI and Leadership Essentials build confidence and capability across teams, while targeted initiatives including Let's Lead! Executive Leadership for Women (DCU), the IMI/30% Club Mentoring Programme, and the Professional Women's Network (PWN) Group Mentoring Programme further strengthen our commitment to developing women leadership and representation at senior levels.

Initiatives such as Coaching Circles further reflect this inclusive approach, providing colleagues across all regions with access to shared learning, reflection and professional growth opportunities.

By embedding inclusive design principles and promoting participation across all programmes, we are helping to shape a diverse, empowered, and future-ready workforce, one where every colleague can truly thrive.

# What our colleagues say



**Lydia Rodgers,**  
Director, Enterprise  
Ireland Australia/ New  
Zealand

Enterprise Ireland is very focussed on supporting women in leadership – both externally, encouraging more women entrepreneurs and increasing women leadership in client companies; and internally within our own teams. I have been a member of both our internal Equity, Diversity and Inclusion steering group and our client- focussed Women in Business group.

Having excellent mentors, managers and leaders who encourage learning and progression has been invaluable. Being supported with continuous professional development has been a real enabler, including developing and participating on Enterprise Ireland's inaugural Leadership Development for Women programme with DCU and 'Be the CEO of your Career' workshops, amongst many other learning and coaching programmes.

I am very proud and grateful to work for Enterprise Ireland – getting to work with great teams, innovative entrepreneurs and founders, supporting clients scale and grow in world markets, and ultimately supporting jobs and livelihoods in town and villages around Ireland.

And it is very exciting that we have a particularly strong women-led Team Ireland in the Australia / New Zealand region."



**Méabh Conaghan ,**  
Regional Director, North  
and Western Region

"I proudly celebrated 25 years with Enterprise Ireland in January - a milestone that truly validates the saying, "time flies when you are having fun." Over the years, I have held a wide range of roles, each one rewarding and enriching in its own way. My journey began as a High Potential Start-Up Development Advisor and I have also worked as a DA for established companies in Consumer Products and Animal Nutrition. For the past five years, I have been honoured to lead as Regional Director.

My current remit spans a vast geography - from County Louth across to Donegal and south to Galway. Thankfully, I am supported by an exceptional all-woman team who keep everything running smoothly. More recently, I have taken on responsibility for EI's Shared Island enterprise programme and I am proud to say we have achieved perfect gender balance - 50:50 - in the Shared Island team.

Enterprise Ireland has afforded me many opportunities including access to further education. In fact, I have started a new programme at UCD in November 2025, as I remain a firm believer in lifelong learning.

Is eagraíocht iontach fiúntach í agus tá'im ansásta a bheith fostaithe ag Fiontair Éireann. #lechéile!"



# What our colleagues say



**Edward Byrne,**  
Senior Development  
Advisor, Digital  
Technologies

"I joined Enterprise Ireland in 2021. My time here has given me the opportunity to evolve professionally across three different roles working on the Sustainable Enterprise Fund, then moving to the Direct Investment Team and (most recently) working with our Digital Technologies Team. Each role has offered new challenges and perspectives—from supporting critical funding initiatives during Covid to working with CEOs/ CFOs to strategically plan for their growth ambitions.

But what makes Enterprise Ireland special for me is its collaborative culture with a focus on continuous learning. To this point, the THRIVE People Strategy and Elevate Leadership Model is a key enabler, creating space for colleagues to build confidence, progress professionally and evolve their careers with new challenges. On a personal note, I have been proud to contribute to EI's diversity commitment by co-presenting (with Mairead McTigue) our Equity Masterclass targeted at Women in Business. Seeing the impact of programmes like this reinforces why inclusion matters—not just for individuals, but for the global success of the Irish companies we support."

