



An Roinn Dlí agus Cirt  
Department of Justice

# Report on the Gender Pay Gap

## Department of Justice and the Probation Service 2022

# Contents

<b>Executive Summary</b>	<b>7</b>
<b>1. Introduction</b>	<b>10</b>
1.1 The Department of Justice and the Probation Service	10
1.2 Gender Pay Gap Reporting	10
1.3 Objectives	10
1.4 Report Overview	11
<b>2. Methodology</b>	<b>12</b>
2.1 Introduction	12
2.2 Methodology for Combining and Cleaning Data	13
2.3 Mean and Median Calculations	13
2.4 Steps in Calculating the Gender Pay Gap	14
<b>3. Organisation Profile - Department</b>	<b>16</b>
3.1 Employee Summary	16
3.2 Grade Breakdown	16
3.3 Age of Employees	18
3.4 Employees with Dependants	18
3.5 Part-Time Status	19
3.6 Unpaid Leave	20
<b>4. Organisation Profile - The Probation Service</b>	<b>22</b>
4.1 Employee Summary	22
4.2 Grade Breakdown	22
4.3 Age of Employees	24
4.4 Employees with Dependants	25
4.5 Part-Time Status	26
4.6 Unpaid Leave	27
<b>5. Gender Pay Gap - Department</b>	<b>29</b>
<b>6. Gender Pay Gap - Probation Service</b>	<b>33</b>
<b>7. Conclusions</b>	<b>36</b>
<b>8. Gender Pay Gap Measures</b>	<b>38</b>
8.1 Data Analysis and Qualitative Research	38
8.2 Inclusive Work Place Culture	38
8.3 Recruitment, Retention and Progression	39
8.4 Flexible Working	40

## Table of Figures

Figure 1: Employees by Area and Gender, for Reporting Period .....	16
Figure 2: Breakdown of Department Employees by Grade, for Reporting Period .....	17
Figure 3: Breakdown of Grades by Gender (Department), for Reporting Period .....	17
Figure 4: Department Employees by Gender and Age, for Reporting Period .....	18
Figure 5: Percentage Share of Age Groups by Gender, for Reporting Period .....	18
Figure 6: Dependants Breakdown by Gender, for Reporting Period .....	19
Figure 7: Percentage of Males and Females by FTE status, for Reporting Period .....	19
Figure 8: Percentage share of Male and Females by FTE Status and Grade, for Reporting Period .....	20
Figure 9: Percentage Share of Parental Leave & SWY Off Pay by Grade for Reporting Period .....	21
Figure 10: Employees by Area and Gender (Probation Service), for Reporting Period .....	22
Figure 11: Breakdown of Probation Service Employees by Grade, for Reporting Period ..	23
Figure 12: Breakdown of Grades by Gender (Probation Service), for the Reporting Period .....	24
Figure 13: Probation Service Employees by Gender and Age group, for Reporting Period .....	24
Figure 14: Breakdown of Age by Gender, for Reporting Period .....	25
Figure 15: Dependants Breakdown by Gender, for Reporting Period .....	25
Figure 16: Percentage of Males and Females by FTE Status, for Reporting Period .....	26
Figure 17: Percentage Share of Male and Females by FTE Status and Grade, for Reporting Period .....	27
Figure 18: Percentage Share of Parental Leave and SWY Off Pay by Grade for Reporting Period .....	28
Figure 19: GPG for the Department using Mean and Median Hourly Rates for Reporting Period .....	29
Figure 20: GPG for the Full-time and Part-time Employees Using Mean and Median Hourly Rates, for Reporting Period .....	30
Figure 21: GPG for Temporary Employees Using Mean and Median Hourly, for Reporting Period .....	30
Figure 22: GPG for Employees Taking Parental Leave and SWY Off Pay using Mean and Median Hourly Rates for Reporting Period .....	31
Figure 23: Percentages of Employees in each Quartile Pay Band, for Reporting Period ...	32
Figure 24: GPG for the Probation Service using Mean and Median Hourly Rates, for Reporting Period .....	33
Figure 25: GPG for the Full-time and Part-time Employees using Mean and Median Hourly Rates, for Reporting Period .....	34
Figure 26: GPG for Employees Taking Parental Leave and SWY Off Pay using Mean and Median Hourly Rates for Reporting Period .....	34
Figure 27: Percentages of Employees in each Quartile Pay Band, for Reporting Period ...	35

## Abbreviations Used

DCEDIY: Department of Children, Equality, Disability, Integration and Youth

DPER: Department of Public Expenditure and Reform

DoJ: Department of Justice

FTE: Full-Time Equivalent

GPG: Gender Pay Gap

HR: Human Resources unit

PAS: Public Appointments Service

RDA: Research and Data Analytics unit

SWY: Shorter Working Year

## List of Grades

AO: Administrative Officer

AP: Assistant Principal

ASC: Assistant Secretary

CO: Clerical Officer

DS: Deputy Secretary General

EO: Executive Officer

HEO: Higher Executive Officer

NAP: Non Administrative Post

NPI: Non Pay scale Industrial CSGR

NPP: Non Pay scales Political Staff

PO: Principal Officer

PTP: Professional Technical Post

SEC: Secretary General

SO: Staff Officer

SVO: Service Officer

**Note:** Hierarchy of grades as follows: Secretary General, Deputy Secretary, Assistant Secretary, Principal Officer, Assistant Principal, Administrative Officer or Higher Executive Officer, Executive Officer, Clerical Officer, and Service Officer.

Non Administrative Post, Non Pay scale Industrial CSGR, Non Pay scales Political Staff are at different grades so are not in the list above.

**Professional / Technical Post (P&T) grades** differ from general civil service grades as they involve specialist work, often with more specific qualification or compliance requirements, and often with different pay scales and conditions of employment. For analysis purposes each of the PTP grades was assigned to the equivalent civil service grade. 72% of Probation Service employees are PTP grades versus only 2% of the Department employees.

## Definitions

**Allowance:** means a sum of money payable to a relevant employee in relation to additional duties of the employee; the location of the employee's place of employment; the purchase, lease or maintenance of a vehicle or item used by the employee for the purposes of his or her employment; or, the recruitment and retention of the employee. It does not include reimbursement of expenditure wholly and necessarily incurred by him or her in the course of his or her employment, for example, reimbursement for travel expenses related to their work<sup>1</sup>.

**Equal pay:** The principle of equal pay does not mean that all workers must be paid equally; it means that any pay differences must be based on objective criteria, not related to gender.

**Department and Agency:** It is important to note that the Department provides an HR shared service to a number of its agencies and recruits and assigns staff to those agencies/offices. They are employed by the Department but work under the direction of the relevant CEO/Director/Head of Organisation. References to agency staff are to the staff employed and assigned in this way and do not refer to outsourced resources. References to the Department are to those employees directed by the Secretary General of the Department of Justice.

**Ordinary pay**<sup>2</sup>: means the following types of remuneration, payable to a relevant employee, before any statutory deductions are made -

- (a) basic pay,
- (b) allowances,
- (c) pay for piece-work,
- (d) shift premium pay, or
- (e) overtime pay,

but does not include -

- (i) remuneration referable to redundancy or termination of employment, or
- (ii) remuneration other than money

**Part-time working:** A part-time employee in Ireland is defined in law as an employee whose normal hours of work are less than the normal hours of work of an employee who is a comparable employee. For this paper anyone whose full-time employment status (FTE) is less than one is assumed to be working part-time. Part time does not include anyone who is on or has taken unpaid leave during the reporting period, for example parental leave.

**Mean:** The result when a sum of values is divided by the number of values.

**Median:** The middle value when a set of values are ordered from lowest to highest. If there are two middle values then it is the mean of these two values.

**Snapshot date:** This is the date that was chosen in June 2022 as per The Gender Pay Gap Information Act 2021. For the analysis this is June 11<sup>th</sup> 2022. The reporting deadline is 6 months after that date, the 11<sup>th</sup> December 2022. The reporting period is the 12-month period immediately

---

<sup>1</sup>

<sup>2</sup> The Employment Equality Act 1998 (section 20A)(Gender Pay Gap Information) Regulations 2022, <https://www.irishstatutebook.ie/eli/2022/si/264/made/en/pdf>

preceding and including the snapshot date. Thus the reporting period is the 11<sup>th</sup> June 2021 to the 11<sup>th</sup> June 2022.

**Unadjusted Gender Pay Gap:** When the Gender Pay Gap (GPG) is calculated by comparing the pay of all males to that of all females.

***The formula used to calculate the unadjusted GPG is:*** The difference between the mean/median hourly remuneration of relevant employees of the male gender and that of relevant employees of the female gender expressed as a percentage of the mean/median hourly remuneration of relevant employees of the male gender.

---

## Executive Summary

The provision of equal pay between males and females is an issue of significant policy concern in Ireland. In response to this the Government passed the Gender Pay Gap Information Act in July 2021. The regulations introduced as part of the Act require organisations with over 250 relevant employees to report on their Gender Pay Gap (GPG) in 2022.

The GPG is the difference in the average hourly wage of males and females across a workforce. A GPG which is positive indicates that, on average across the employed population, females are in a less favourable position than males. Where the GPG is negative, this indicates the reverse - that, on average, males are in a less favourable position than females.

In March 2022 the Minister for Children, Equality, Disability, Integration and Youth (DCEDIY) provided further details on reporting requirements within the regulations. All organisations with over 250 are required to report:

- The mean and median hourly wage gap, the former reflecting the entire pay range in an organisation and the latter excluding the impact of unusually high earners.
- Data on bonus pay.
- The mean and median pay gaps for part-time employees and temporary employees.
- The proportions of male and female employees in the lower, lower middle, upper middle and upper quartile pay bands.

The Department of Justice (“the Department”) published its first GPG report in March 2022 based on 2020 data. However, the methodological approach differed from that prescribed in the legislation. Therefore comparisons cannot be drawn between the 2020 report and this report. This report will provide the baseline for future tracking of the Department’s GPG.

As outlined above the Gender Pay Gap Information Act 2021 states that ‘organisations with over 250 employees are being asked to report on their Gender Pay Gap for the first time in 2022’. The Department and the Probation Service currently fall under this criteria and the GPG for both organisations have therefore been calculated and are detailed as per the regulations in this report.

### Key Findings from the Research

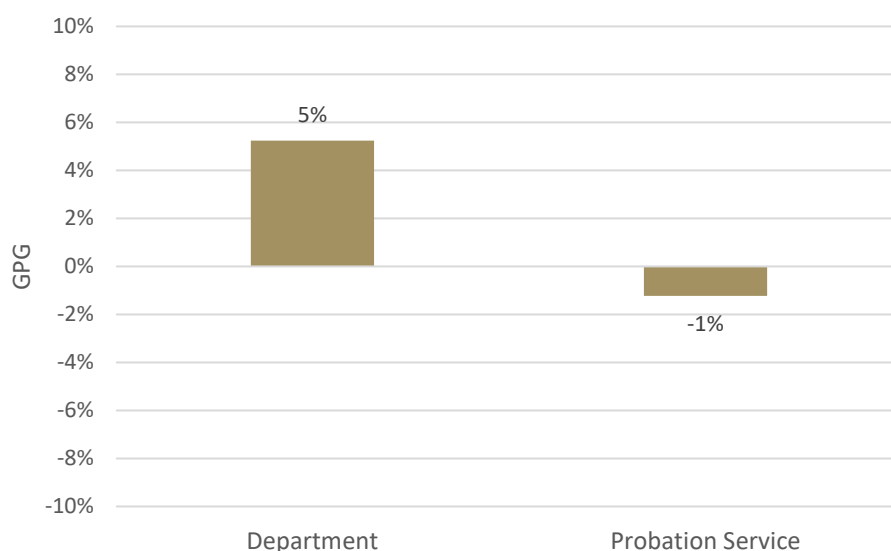
#### Work Profile 2022

- Following the data cleaning process, there were 1,516 employees in the Department dataset and 365 employees in the Probation Service dataset for the reporting period in question.
- For the Department 54% of employees were females and for the Probation Service 75% of all employees were females.
- Males were more likely to be working full-time: 98% of males all male employees and 83% of all female employees had a Full-Time Equivalent (FTE) status of 1 in the reporting period (Department employees). For the Probation Service 97% of all male employees and 89% of all female employees have an FTE status of 1.

## Income and Gender Pay Gap

- The GPG is the difference in the average hourly wage of males and females across a workforce. It does not take into account any other factors (for example, years of service, grade or any period of statutory leave).
- The GPG for the Department using the mean hourly rate (Department employees only) for the reporting period was 5%. This drops to 1% when using the median hourly rate. For the reporting period, the mean male hourly earnings across the Department were higher than their female counterparts at €26.78 and €25.37 respectively. Using the median hourly rate gives an hourly rate of €22.32 (males) and €22.19 (females). This means that female employees earned between 5% an hour less than their male counterparts using the mean measure or 1% less than their male counterparts when using the median measure.
- The GPG for the Probation Service using the mean hourly rate for the reporting period was -1%. This increases to 1% when using the median hourly rate. For the reporting period, the mean male hourly earnings across the Probation Service were lower than their female counterparts at €31.93 and €32.32 respectively. Using the median hourly rate gives an hourly rate of €34.99 (males) and €34.74 (females). This means that female employees earned 1% an hour more than their male counterparts using the mean measure or 1% less than their male counterparts if using the median measure.

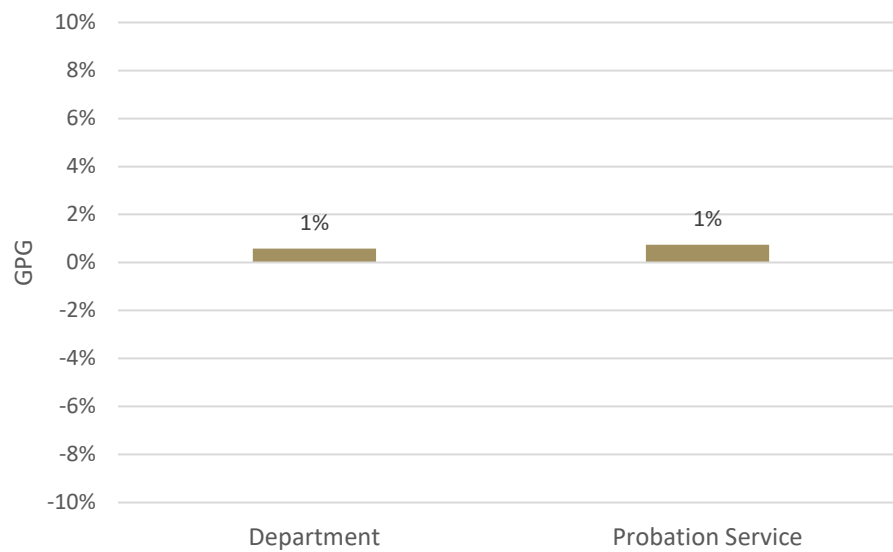
### Gender Pay Gap for Reporting Period using Mean Hourly Rate



**Source:** IGEES Unit, DoJ based on HR data for the period June 11th 2021 - June 11th 2022 supplied October 2022



### Gender Pay Gap for Reporting Period using Median Hourly Rate



**Source:** IGEES Unit, DoJ based on HR data for the period June 11th 2021 - June 11th 2022 supplied October 2022

**Note:** There are a small number of positions at the top grades for both organisations, particularly in the Probation Service, so the ratio of males to females at these levels can have a relatively big impact on the GPG.

---

# 1. Introduction

## 1.1 The Department of Justice and the Probation Service

The Department's mission is to make Ireland a safe, fair and inclusive place to live and work. It is responsible for the security of the State and our communities, oversight and reform of An Garda Síochána, access to justice and providing a Courts Service, management of immigration, updating our criminal and civil laws and a range of other regulatory services.

As a non-statutory body under the aegis of the Department, with over 250 employees, the Probation Service are also included within this report. The Probation Service protects the public and creates safer communities by helping offenders to desist from committing more crime. Its role is to ensure that court orders are implemented, to reduce risk of harm and of reoffending by supporting offender rehabilitation, and to make good the harm caused by crime.

The other bodies under the aegis of the Department with over 250 employees will provide their own GPG report.

As a public sector organisation the pay rates and terms and conditions for the Department and the Probation Service employees are set centrally by the Department of Public Expenditure and Reform (DPER) with the majority of recruitment being managed by the Public Appointments Service (PAS).

## 1.2 Gender Pay Gap Reporting

The Gender Pay Gap Information Act 2021<sup>3</sup> introduced the legislative basis for GPG reporting in Ireland. The Act requires organisations to report on their hourly GPG across a range of metrics. As specified in the Gender Pay Gap Information Act 2021, a snapshot in June 2022 was required to be used. For this analysis the date chosen was the June 11<sup>th</sup> 2022. The reporting period is the 12 month period immediately preceding and including the snapshot date. Thus the reporting period for the report is the 11<sup>th</sup> June 2021 to the 11<sup>th</sup> June 2022. The GPG is calculated for:

- the Department
- the Probation Service

## 1.3 Objectives

The overall aim of this report is to provide an understanding of the pay gap between males and females within the Department and the Probation Service. The specific objectives of the report are:

- 1) To estimate the difference between the mean hourly remuneration of employees of the male gender and that of employees of the female gender expressed as a percentage of the mean hourly remuneration of employees of the male gender.
- 2) To estimate the difference between the median hourly remuneration of employees of the male gender and that of employees of the female gender expressed as a percentage of the median hourly remuneration of employees of the male gender.

---

<sup>3</sup> <https://www.irishstatutebook.ie/eli/2021/act/20/enacted/en/print>

- 3) To estimate the difference between the mean hourly remuneration of part-time employees of the male gender and that of part-time employees of the female gender expressed as a percentage of the mean hourly remuneration of part-time employees of the male gender.
- 4) To estimate the difference between the median hourly remuneration of part-time employees of the male gender and that of part-time employees of the female gender expressed as a percentage of the median hourly remuneration of part-time employees of the male gender.
- 5) To estimate the respective percentages of all employees who fall within
  - the lower remuneration quartile pay band,
  - the lower middle remuneration quartile pay band,
  - the upper middle remuneration quartile pay band, or
  - the upper remuneration quartile pay band,who are of the male gender and who are of the female gender.

**The Department published its first GPG report in March 2022 based on 2020 data. However, the methodological approach differed from that prescribed in the legislation which has then been used for this report. Therefore comparisons cannot be drawn between the 2020 and the 2022 report. The 2022 report will provide the baseline for future tracking of the Department's GPG.**

## 1.4 Report Overview

This paper is broken into the following sections:

**Section 1** – Introduction

**Section 2** – Methodology

**Section 3** – Organisation Profile of the Department

**Section 4** – Organisation Profile of the Probation Services

**Section 5** – Gender Pay Gap for the Department

**Section 6** – Gender Pay Gap for the Probation Service

**Section 7** – Conclusions

**Section 8** – Gender Pay Gap Measures

---

## 2. Methodology

### 2.1 Introduction

This chapter outlines the methodology and assumptions used in the paper, explains the research approach, the data collected and the techniques used in analysing the data. The methodology used is based on the Gender Pay Gap Information Act 2021, Guidance Note for Employers on Reporting in 2022 published by DCEDIY<sup>4</sup>.

The GPG is the difference in the average hourly wage of males and females across a workforce. The GPG is usually represented as the average difference in gross hourly earnings of males and of females, expressed as a percentage of male's average gross hourly earnings. A GPG which is positive indicates that, on average across the employed population, females are in a less favourable position than males. Where the GPG is negative, this indicates the reverse that, on average, males are in a less favourable position than females financially.

The GPG is not only about equal pay for equal work or work of equal value, which is required under the Employment Equality Acts, but about gender representation. Even if an employer has an effective equal pay policy, it could still have a GPG if, for example, the majority of females are employed in lower-paid jobs<sup>5</sup>.

Many factors can contribute to the existence of a GPG. These include differences between males and females in educational attainment and qualifications, occupations, career progression, prevalence of full-time and part-time working, and responsibility for caring roles etc.

In 2018, the GPG in Ireland was 11.3% in favour of males. One of the reasons this is important is that, over a lifetime, inequalities between male and female salaries can have a significant impact on women's earnings and pensions<sup>6</sup>.

The Gender Pay Gap Information Act 2021 specified that the GPG should be reported under the following criteria:

- **Quartiles** - Employees were organised into quartiles based on hourly remuneration of all male and female full-time employees and the proportions of male and female employees in each quartile were calculated.
- **Mean Hourly GPG** - The mean hourly rate of pay for male and female employees was calculated, then the GPG in terms of the mean hourly rate of pay of all employees was then calculated. The same process was carried out for male and female part-time employees and male and female temporary employees.
- **Median Hourly GPG** - The median hourly rate of pay for male and female employees was calculated, then the GPG in terms of the median hourly rate of pay of all employees was then calculated. The same process was carried out for male and female part-time employees and male and female temporary employees.

---

<sup>4</sup> <https://www.gov.ie/en/publication/1abe5-how-to-calculate-the-gender-pay-gap-metrics-guidance-note/>

<sup>5</sup> Gender Pay Gap Information Reporting Information for Employers <https://assets.gov.ie/223360/3a687727-088c-486f-8160-2bd347b802ba.pdf>

<sup>6</sup> *ibid*

Before any analysis began the data was prepared. The dataset was checked for missing data and outliers. Refer to 2.2 below for an explanation of the methodology used.

## 2.2 Methodology for Combining and Cleaning Data

The data used in the analysis of the GPG for the Department was accessed from the Human Resources Management System within the Department which records employee information. As outlined above the reporting period is the 11th June 2021 and 11th June 2022 inclusive.

Once combined and cleaned the final datasets used for the analysis contained 1,516 employees for the Department and 365 for the Probation Service.

### Determining job code and salary plan grade equivalent

Each individual's annual salary rate was checked against the Civil Service Salary Scales February 2022 to ensure accuracy and the job code was checked against their salary plan, HRMS grade description, payroll grade description and their annual salary.

For the purposes of the count and profile of employees (chapters 3 and 4) non general service grades with a job code of Professional Technical Post (PTP) were designated PTP. Individuals with a PTP job code description differ in terms of their salary and general service grade equivalent ranging from EO to Sec Gen equivalent grade. For this reason, PTPs were separated into their general service salary grade equivalent for the purposes of GPG calculations (reported in chapters 5 and 6). This was done by cross checking the job code with salary plan and annual salary rate which was then cross checked against the Civil Service Salary Scales February 2022 in order to determine which salary scale they were on.

The salary data refers to all Department and Probation Service employees who were on the payroll for the reporting period 11<sup>th</sup> June 2021 to 11<sup>th</sup> June 2022. Below are some of the limitations;

- No salary data is recorded for those who are contractors within HR's datasets.
- The data was cleaned due to data quality issues, such as data entry, missing information, outliers, blank records etc. and these were excluded from the analysis.
- The hourly rate is calculated using the total earnings of the employees, and might not be representative of the current pay scale of the employee as it is based on their total earnings during the reporting period as required by the legislation.

## 2.3 Mean and Median Calculations

The Gender Pay Gap Information Act 2021 requires that the GPG is reported using both the mean and median hourly rate. **The mean** is the result when a sum of values is divided by the number of values (essentially the average) and **the median** is the middle value when a set of values are ordered from lowest to highest. For example, in this sequence: 2, 5, 11, 18, 30 the median would be 11. If there are two middle values then it is the mean of these two values. The mean measure of central tendency is the most commonly used and therefore has its advantages when comparing results against other assessments of the GPG. The up side of using the mean measure is that it provides a summary statistic that considers the earnings of every worker, it takes into consideration the whole of the earnings distribution. The downside is that earnings at the extreme, be they high or low, impact the value of the mean.

The median on the other hand is less affected by those values at the extreme i.e. a small number of high or low earners. Its downsides are that the median value is affected by the number of low earners and high earners as this would affect the middle value of the distribution.

## 2.4 Steps in Calculating the Gender Pay Gap

### **Step 1 – Ordinary Hourly Pay Calculated**

For each person employed in the Department and the Probation Service, their total ordinary pay was calculated along with each person's total hours worked for the reporting period. Then their hourly remuneration was calculated. Employees were broken down into full-time and part-time employees. The following is the formula used to calculate, total ordinary pay, total hours worked and hourly ordinary pay. This approach aligns with 'Method 2' in the guidance note provided by DCEDIY<sup>7</sup>.

**Total Ordinary Pay** = Ordinary Pay + Overtime + Allowances

**Total Hours Worked** = Ordinary Pay Hours + Overtime Hours – Hours on Leave\*

**\*Hours on leave** = Hours on Extended Maternity + Hours on Career Break + Short Working Year Hours + Hours on Sick Leave

**Hourly Ordinary Pay** = Total Ordinary Pay / Total Hours Worked

Ordinary pay is defined as pay before deductions at source, for example income tax are taken into account.

Ordinary pay includes:

- the normal salary paid to the employee;
- allowances\*;
- any overtime payments;
- shift premium pay;
- pay for sick leave;
- any salary top-ups for statutory leaves like maternity leave/paternity leave/parent's leave;
- pay for gardening leave.

### **Notes:**

\*Allowances includes payments for additional duties; related to location; for the purchase, lease or maintenance of a vehicle or other item; and, for the recruitment or retention of an employee.

For the purposes of calculating hourly pay, redundancy payments were discounted. Reimbursement for expenses, such as travel and subsistence were also discounted<sup>8</sup>.

---

<sup>7</sup> ibid

<sup>8</sup> <https://www.gov.ie/en/publication/1abe5-how-to-calculate-the-gender-pay-gap-metrics-guidance-note/#>

## **Step 2 – Mean and Median GPG Calculated**

The hourly rate calculated in Step 1 above is used for the calculation of the mean and median GPG figures.

The difference between the mean / median hourly remuneration of relevant males employees and that of relevant female employees must be expressed as a percentage of the mean / median hourly remuneration of relevant male employees and is to be determined as follows;

$$\frac{A - B}{A} * 100$$

Where:

A is the mean / median hourly remuneration of all relevant employees of the male gender; and  
B is the mean / median hourly remuneration of all relevant employees of the female gender.

## **Step 3 – Analysis of hourly remuneration by quartile**

The proportions of relevant male and female employees in the lower, lower middle, upper middle and upper quartile pay bands was determined as follows.

- 1) Determine the hourly remuneration for each relevant male and female employee and then rank those employees in order from lowest paid to highest paid.
- 2) Divide the employees, when ranked by pay from lowest to highest, into four sections, each comprising (so far as possible) an equal number of employees, to determine the lower, lower middle, upper middle and upper quartile pay bands.
- 3) The proportion of relevant male employees within each quartile pay band must be expressed as a percentage of the relevant employees within that band as follows;

$$\left(\frac{B}{A}\right) * 100$$

Where;

A is the number of relevant employees in a quartile pay band; and  
B is the number of relevant employees of the male gender in that quartile pay band.

- 4) The proportion of relevant female employees within each quartile pay band is then expressed as a percentage of the relevant employees within that band as follows;

$$\left(\frac{B}{A}\right) * 100$$

Where;

A is the number of relevant employees in a quartile pay band; and  
B is the number of relevant employees of the female gender in that quartile pay band.

---

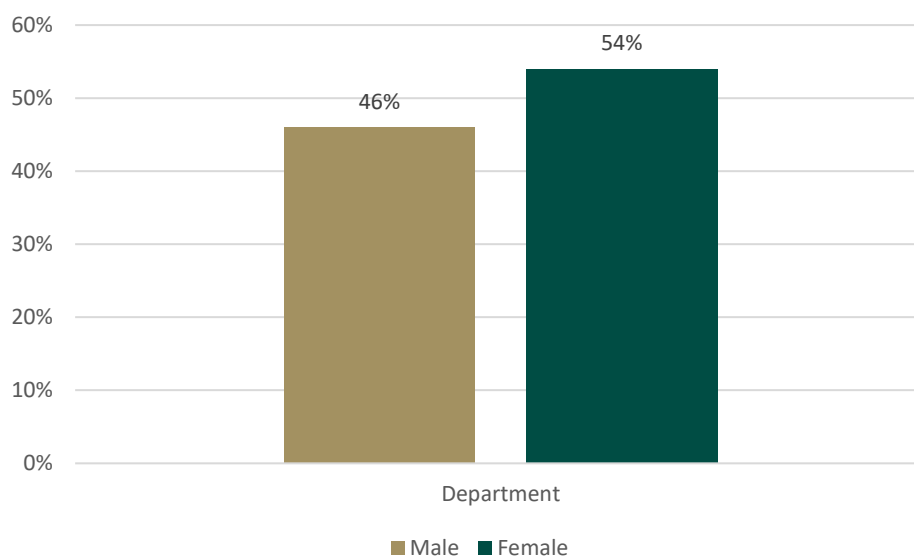
## 3. Organisation Profile - Department

This section provides analysis on the makeup of employees in the Department upon which the GPG calculations have been based. It includes a breakdown of employees by gender, grade, age, number of dependants and part-time status. This is important to help us understand the context for the GPG which is reported in chapter 5.

### 3.1 Employee Summary

There were 1,516 employees in the Department for the reporting period in question following the data cleaning process. When looking at employees in the Department 54% were females and 46% were males.

**Figure 1: Employees by Area and Gender, for Reporting Period**



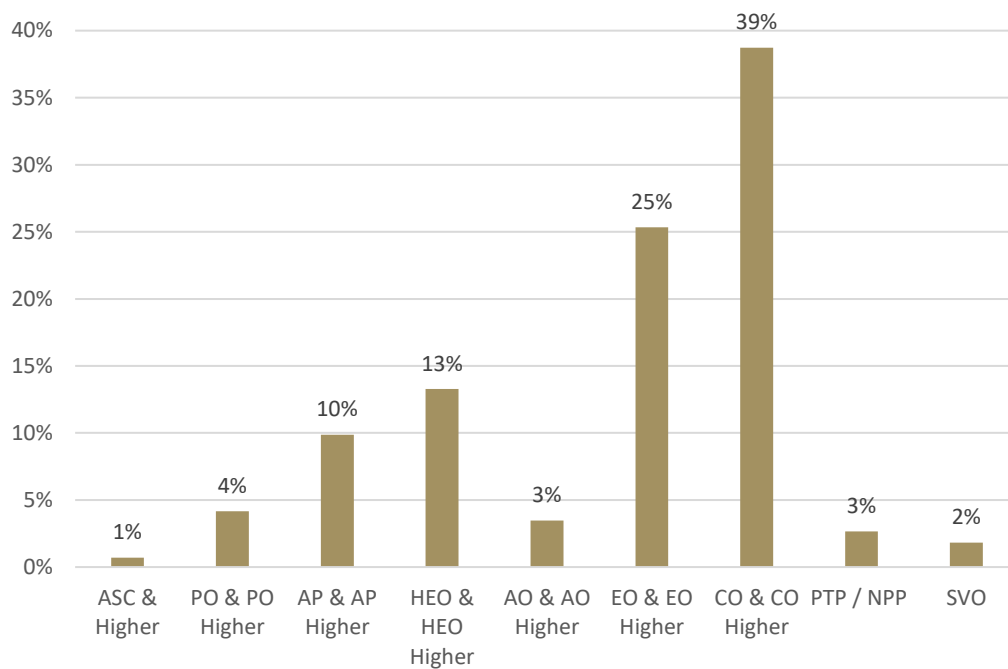
**Source:** IGEES Unit, DoJ based on HR data for the period June 11th 2021 - June 11th 2022 supplied October 2022

### 3.2 Grade Breakdown

Figure 2 below shows the percentage breakdown of Department employees by grade. Thirty nine percent of employees were COs and CO higher and 25% were EOs and EO higher. The next most common grade was HEO and HEO higher with 13%. AP and AP higher were nearly 10% of employees and PO and PO higher make up 4%. Temporary employees (all COs) make up just under 2% of all employees. 77% of temporary employees are female and 23% are male.



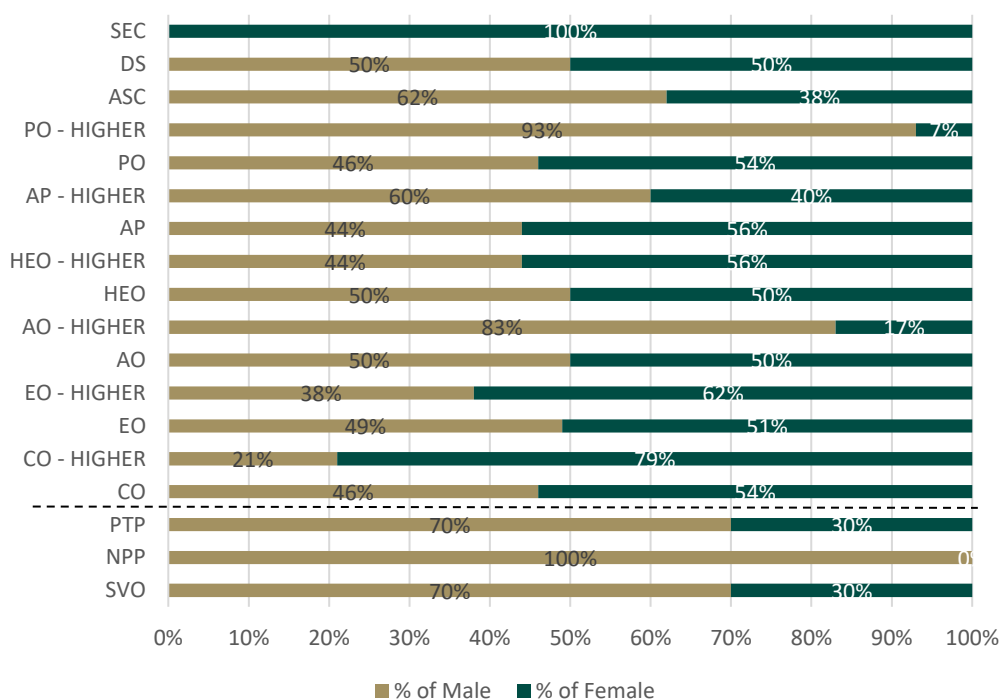
**Figure 2: Breakdown of Department Employees by Grade, for Reporting Period**



**Source:** IGEES Unit, DoJ based on HR data for the period June 11th 2021 - June 11th 2022 supplied October 2022

Looking at the breakdown of grades by gender, males outnumbered females in the grades Service Grade (SVO), Non Pay Scales Political Staff (NPP), AO Higher, AP Higher, PO Higher, Assistant Secretary and PTP. Females were in the majority in all other grades, as shown in Figure 3 below. Excluding the Secretary General grade the percentage of females to males was at its highest at the CO Higher grade (79% females). This reduces to 7% at the PO Higher grade.

**Figure 3: Breakdown of Grades by Gender (Department), for Reporting Period**

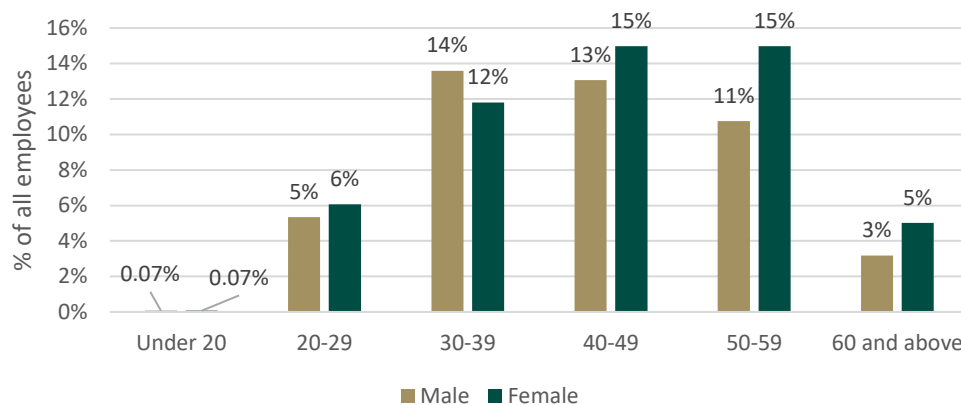


**Source:** IGEES Unit, DoJ based on HR data for the period June 11th 2021 - June 11th 2022 supplied October 2022

### 3.3 Age of Employees

Overall, when looking at the age profiles, males had a lower age profile than females. For Department employees, males only outnumbered females in the age groups 30–39 years. Females' outnumbered males in all other age groups, see figure 4 below.

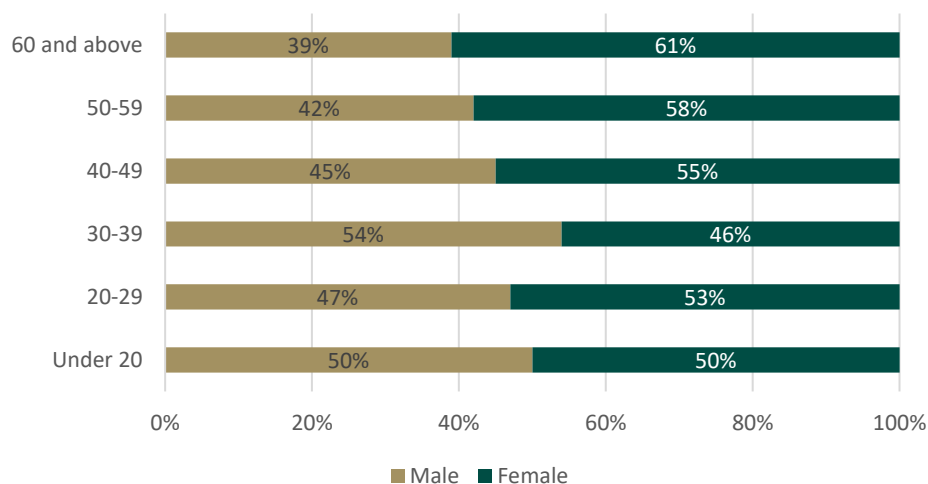
**Figure 4: Department Employees by Gender and Age, for Reporting Period**



**Source:** IGEES Unit, DoJ based on HR data for the period June 11th 2021 - June 11th 2022 supplied October 2022

The percentage share females and males had within each age group is shown in Figure 5 below. The age groups with the most even gender breakdown are those under 20 (50% female), 20 to 29 years (53% female) and closely followed by the 40-49 age group (55% female). The largest percentage difference is in the 60 and above age group where females had a 61% share.

**Figure 5: Percentage Share of Age Groups by Gender, for Reporting Period**



**Source:** IGEES Unit, DoJ based on HR data for the period June 11th 2021 - June 11th 2022 supplied October 2022

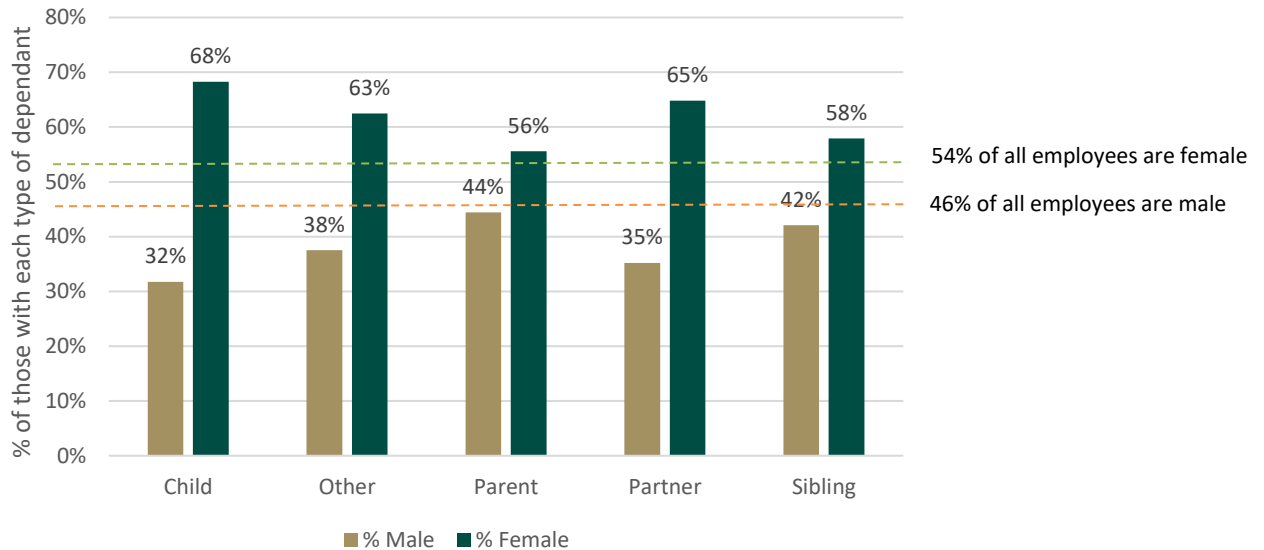
### 3.4 Employees with Dependants

Individuals are recorded as having a dependant by HR only if they have taken leave in relation to that dependant, if an employee has a dependant such as a child, family member etc. but has not taken leave in relation to that dependant it will not be recorded.

In the reporting period, 52% of employees were recorded as having dependants. 68% of female employees were recorded as having a dependant in comparison to only 39% of male employees. Dependants are made up of the following categories; children, parent, partner, sibling or other as

shown in Figure 6. Females were more likely to be recorded as having each type of dependant. As can be seen amongst those employees who have a child as a dependant, 68% were female while 32% were male.

**Figure 6: Dependants Breakdown by Gender, for Reporting Period**



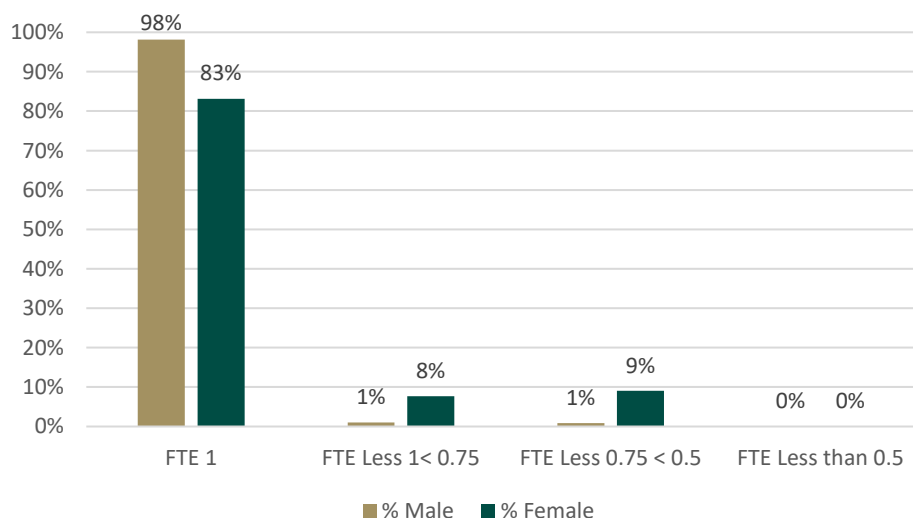
**Source:** IGEES Unit, DoJ based on HR data for the period June 11th 2021 - June 11th 2022 supplied October 2022

### 3.5 Part-Time Status

The FTE status shown in Figure 7 is based on the individuals work schedule. For this analysis anyone whose FTE status was less than one, i.e. they were working less than five days a week on an ongoing basis, was classified as working part-time. Part-time does not include anyone who is on or has taken unpaid leave during the reporting period for example parental leave.

Overall 10% of employees were classified as working part-time. More females than males worked part-time. 2% of all male employees and 17% of all female employees were working part-time during the reporting period.

**Figure 7: Percentage of Males and Females by FTE status, for Reporting Period**



**Source:** IGEES Unit, DoJ based on HR data for the period June 11th 2021 - June 11th 2022 supplied October 2022

As shown in Figure 8 below, the higher the grade the less likely employees were to be working part-time.

**Figure 8: Percentage share of Male and Females by FTE Status and Grade, for Reporting Period**

	% Male		% Female	
	Full-time	Part-time	Full-time	Part-time
Sec	0%	0%	100%	0%
DS	100%	0%	100%	0%
ASC	100%	0%	100%	0%
PO Higher	100%	0%	100%	0%
PO	100%	0%	100%	0%
AP Higher	94%	6%	83%	17%
AP	97%	3%	91%	9%
HEO Higher	94%	6%	60%	40%
HEO	100%	0%	96%	4%
AO Higher	100%	0%	100%	0%
AO	100%	0%	96%	4%
EO Higher	94%	6%	66%	34%
EO	99%	1%	88%	12%
CO Higher	92%	8%	58%	42%
CO	99%	1%	90%	10%
PTP	100%	0%	86%	14%
NPP	100%	0%	0%	0%
SVO	95%	5%	78%	22%
<b>Average</b>	<b>98%</b>	<b>2%</b>	<b>83%</b>	<b>17%</b>

**Source:** IGEES Unit, DoJ based on HR data for the period June 11th 2021 - June 11th 2022 supplied October 2022

### 3.6 Unpaid Leave

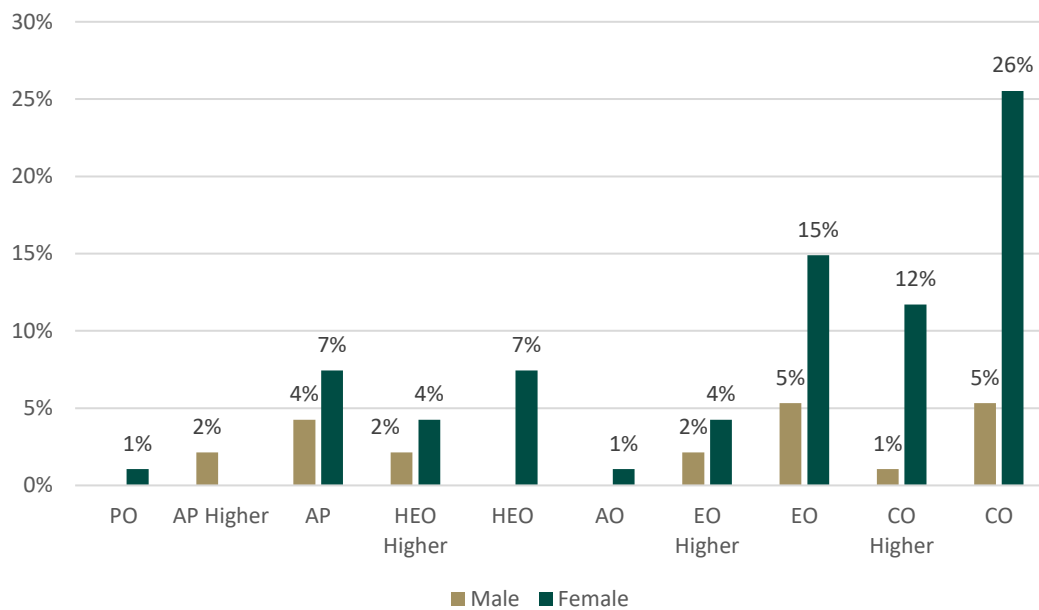
There are various types of unpaid leave options available to Civil Servants. For the purposes of this report we have looked at those who took parental leave<sup>9</sup> and or the shorter working year (SWY) off pay<sup>10</sup>. During the reporting period 6% of all Department staff availed of parental leave and/or SWY off pay leave. More females availed of these leave arrangements than males with the gender

<sup>9</sup> Parental leave provides unpaid time off work to care for a child or arrange for the child's welfare. As of 1 September 2020, the entitlement is 130 days (26 weeks).

<sup>10</sup> The Shorter Working Year Scheme allows Civil Servants to take up to 13 weeks unpaid leave per year to balance work and outside commitments including childcare. The leave may be taken as one continuous period, or as a maximum of 3 separate periods. Those who are unpaid for the weeks they are not working are included for this analysis whilst those who have pro-rated their pay are not included.

breakdown being 78% and 22% respectively. Refer to Figure 9 below for a breakdown by grade of those who took parental leave and/or SWY off pay for the reporting period.

**Figure 9: Percentage Share of Parental Leave & SWY Off Pay by Grade for Reporting Period**



**Source:** IGEES Unit, DoJ based on HR data for the period June 11th 2021 - June 11th 2022 supplied October 2022

The Department will be doing further analysis of the GPG by the various other leave types available to Civil Servants.

---

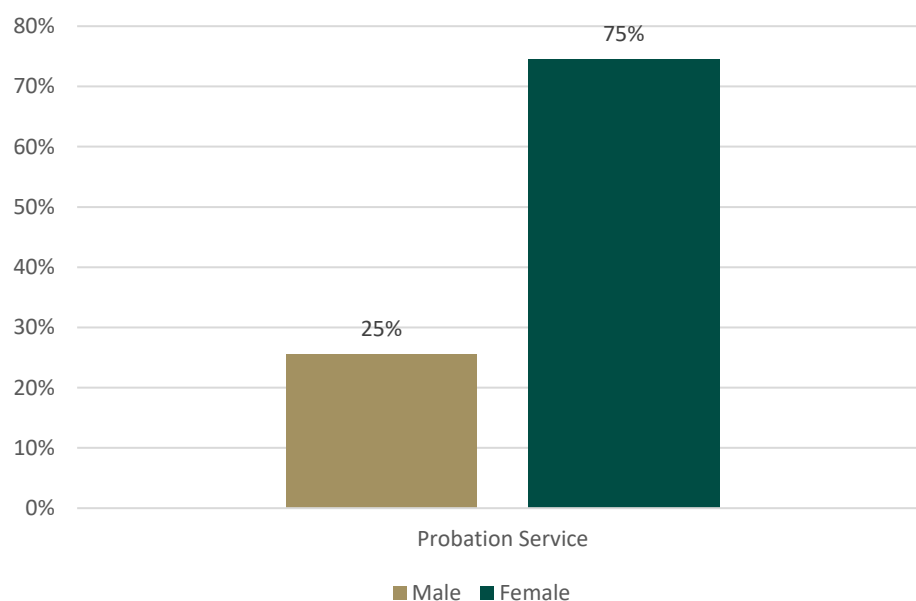
## 4. Organisation Profile - The Probation Service

This section provides analysis on the makeup of employees in the Probation Service. It includes a breakdown of employees by gender, grade, age, number of dependants and part-time status. This is important to help us understand the context for the GPG which is reported in chapter 6.

### 4.1 Employee Summary

There were 365 employees in the Probation Service for the reporting period in question following the data cleaning process. When looking at employees in the Probation Service approximately 75% were females with males at 25% as shown in Figure 10 below.

**Figure 10: Employees by Area and Gender (Probation Service), for Reporting Period**

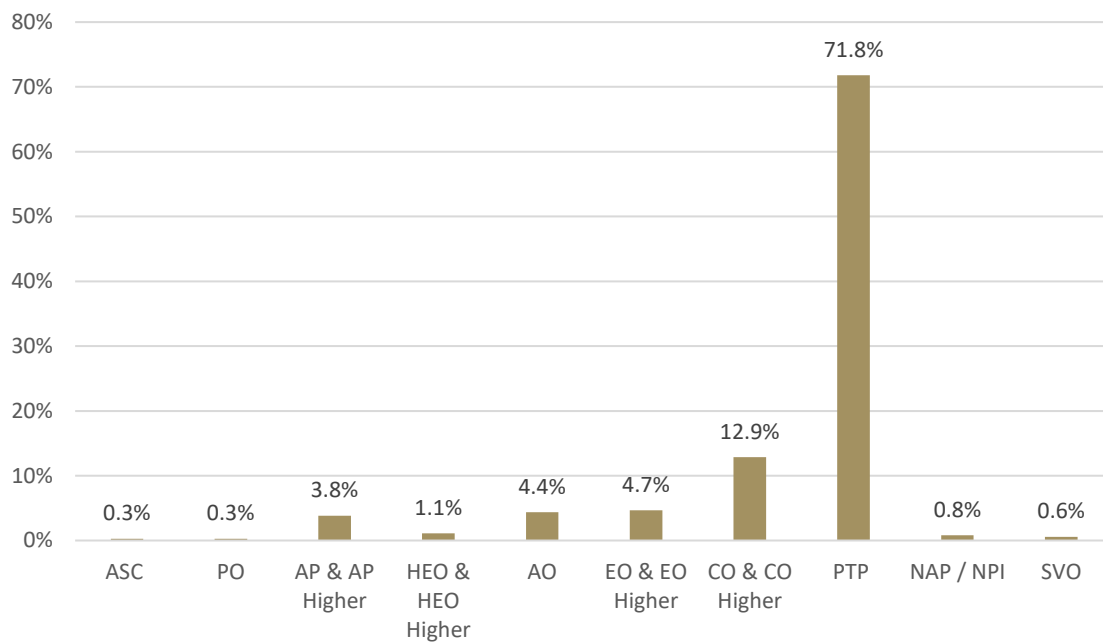


**Source:** IGEES Unit, DoJ based on HR data for the period June 11th 2021 - June 11th 2022 supplied October 2022

### 4.2 Grade Breakdown

Figure 11 below shows the percentage breakdown of employees in the Probation Service by grade. Nearly 71.8% of employees were Professional Technical Post (PTP) with the next highest grade are CO and CO higher at 12.9%. The next most common grade is EO and EO higher with 4.7%, followed by AO's which made up 4.4% of Probation Service employees. In the reporting period less than 1% of all employees were temporary employees, the sample size is too small for analysis.

**Figure 11: Breakdown of Probation Service Employees by Grade, for Reporting Period**

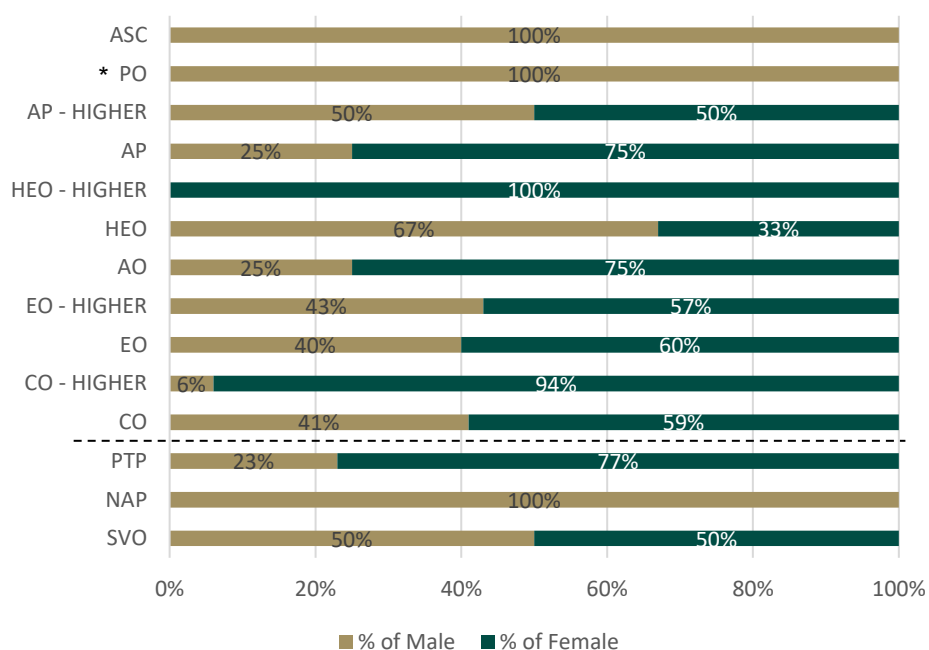


**Source:** IGEES Unit, DoJ based on HR data for the period June 11th 2021 - June 11th 2022 supplied October 2022

As shown in Figure 11, PTPs constituted approximately 71.8% of Probation Service staff during the reporting period. PTP's general service grade equivalent ranges from HEO to PO level. The vast majority of PTPs have an AO grade equivalent (79%) and AP grade equivalent (19%).

Looking at the breakdown of grades by gender, males outnumbered females in the grades Assistant Secretary, PO, NAP and HEO. Females were in the majority in all other grades, as shown in Figure 12 below. The percentage of females to males is at its highest at HEO higher and at CO higher grade with females making up all employees at HEO higher grade and 94% CO higher grade.

**Figure 12: Breakdown of Grades by Gender (Probation Service), for the Reporting Period**



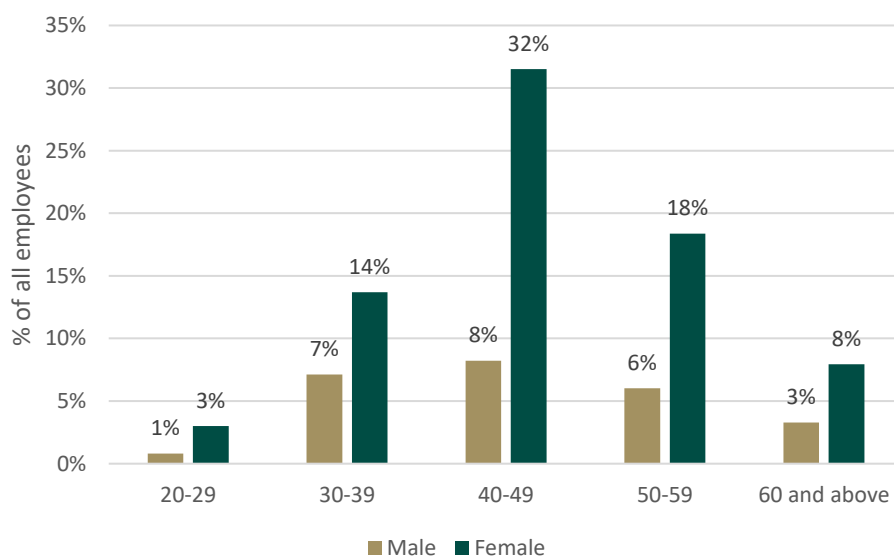
**Source:** IGEES Unit, DoJ based on HR data for the period June 11th 2021 - June 11th 2022 supplied October 2022

**\*Note:** One Probation Service employee has a job code of PO giving the 100% male depiction shown above, When PTP PO equivalents are added (N=3) the Gender breakdown of PO's is 50:50

### 4.3 Age of Employees

Overall, when looking at the age profiles, males had a lower age profile than females. Amongst Probation Service employees females outnumbered males in the age group 40 to 49 years by a factor of 4.

**Figure 13: Probation Service Employees by Gender and Age group, for Reporting Period**



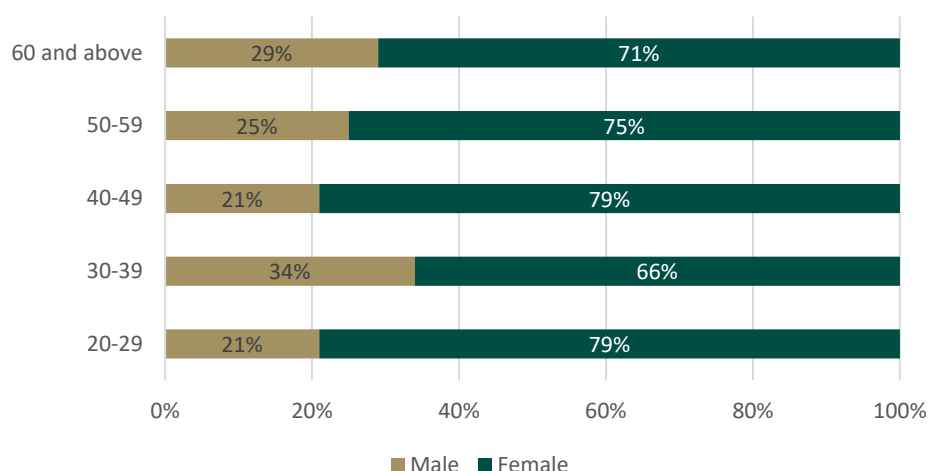
**Source:** IGEES Unit, DoJ based on HR data for the period June 11th 2021 - June 11th 2022 supplied October 2022

The percentage share females had for each age group is shown in Figure 14 below. Females outnumbered males in each age category with the smallest female majority being in the 30-39 age



group (66% female). The largest percentage difference is in the 20 to 29 age group and the 40-49 age group where females have nearly 80% share.

**Figure 14: Breakdown of Age by Gender, for Reporting Period**



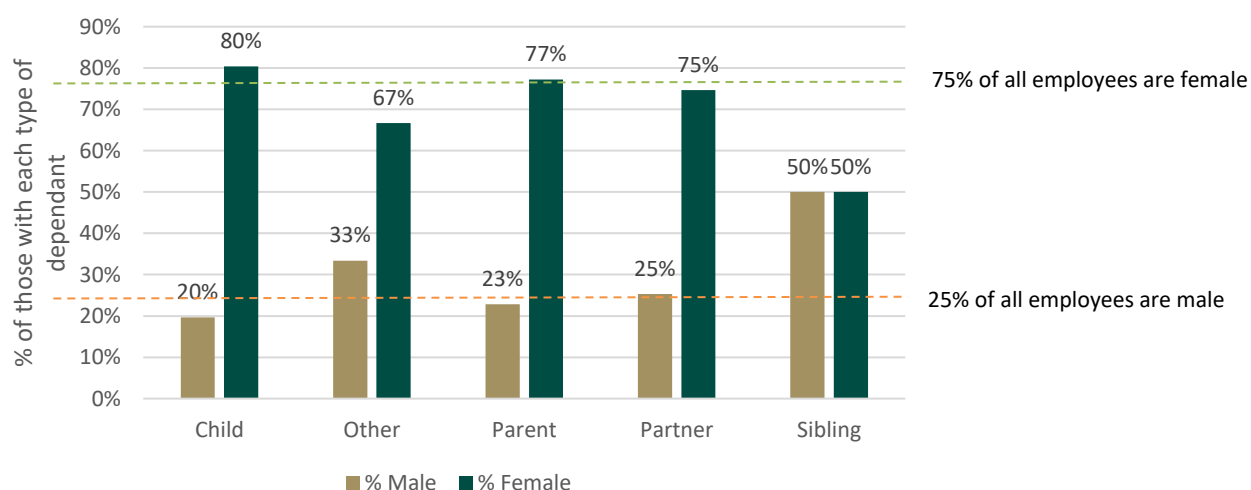
**Source:** IGEES Unit, DoJ based on HR data for the period June 11th 2021 - June 11th 2022 supplied October 2022

## 4.4 Employees with Dependants

Individuals are recorded as having a dependant by HR only if they have taken leave in relation to that dependant, if an employee has a dependant such as a child, family member etc. but has not taken leave in relation to that dependant it will not be recorded.

In the reporting period, 73% of all employees were recorded as having dependants<sup>11</sup>. 86% of all female employees were recorded as having dependants while 48% of all male employees were recorded as having dependants. Dependants are made up of the following categories; children, parent, partner, sibling or other as shown in Figure 15 below. As can be seen amongst those employees who have a child as a dependant, 80% are female and 20% are male.

**Figure 15: Dependants Breakdown by Gender, for Reporting Period**



**Source:** IGEES Unit, DoJ based on HR data for the period June 11th 2021 - June 11th 2022 supplied October 2022

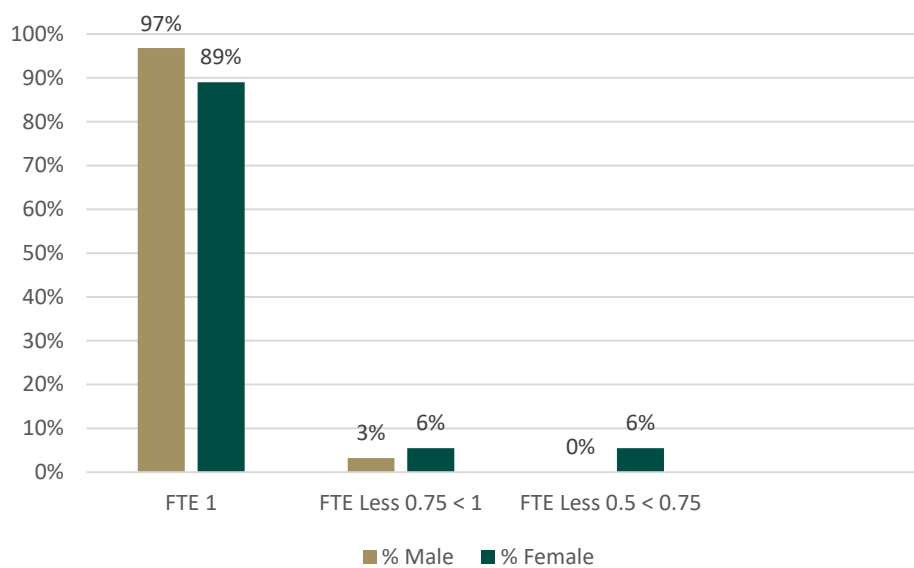
<sup>11</sup> A list of dependants per employee was provided by HR, 2022.

## 4.5 Part-Time Status

The FTE status shown in Figure 16 is based on the individuals work schedule. For this analysis anyone whose FTE status was less than one (i.e. working less than 5 days a week) was classified as working part-time. Part-time does not include anyone who is on or has taken unpaid leave during the reporting period for example parental leave.

Overall 9% of employees were classified as working part-time. More females than males worked part-time. 3% of all male employees and 11% of all female employees were working part-time.

**Figure 16: Percentage of Males and Females by FTE Status, for Reporting Period**



**Source:** IGEES Unit, DoJ based on HR data for the period June 11th 2021 - June 11th 2022 supplied October 2022

As shown in Figure 17 below, the higher the grade the less likely employees were to be working part-time.

**Figure 17: Percentage Share of Male and Females by FTE Status and Grade, for Reporting Period**

	% Male		% Female	
	Full-time	Part-time	Full-time	Part-time
AS	100%	0%	0%	0%
PO	95%	5%	0%	0%
AP Higher	100%	0%	100%	0%
AP	100%	0%	100%	0%
HEO Higher	0%	0%	0%	100%
HEO	100%	100%	100%	100%
AO	100%	0%	100%	0%
EO Higher	100%	0%	75%	25%
EO	100%	0%	67%	33%
CO Higher	100%	0%	76%	24%
CO	100%	0%	94%	6%
PTP	100%	0%	100%	0%
NAP	100%	0%	0%	0%
NPI	100%	0%	0%	0%
SVO	97%	3%	100%	0%
<b>Average</b>	<b>97%</b>	<b>3%</b>	<b>89%</b>	<b>11%</b>

**Source:** IGEES Unit, DoJ based on HR data for the period June 11th 2021 - June 11th 2022 supplied October 2022

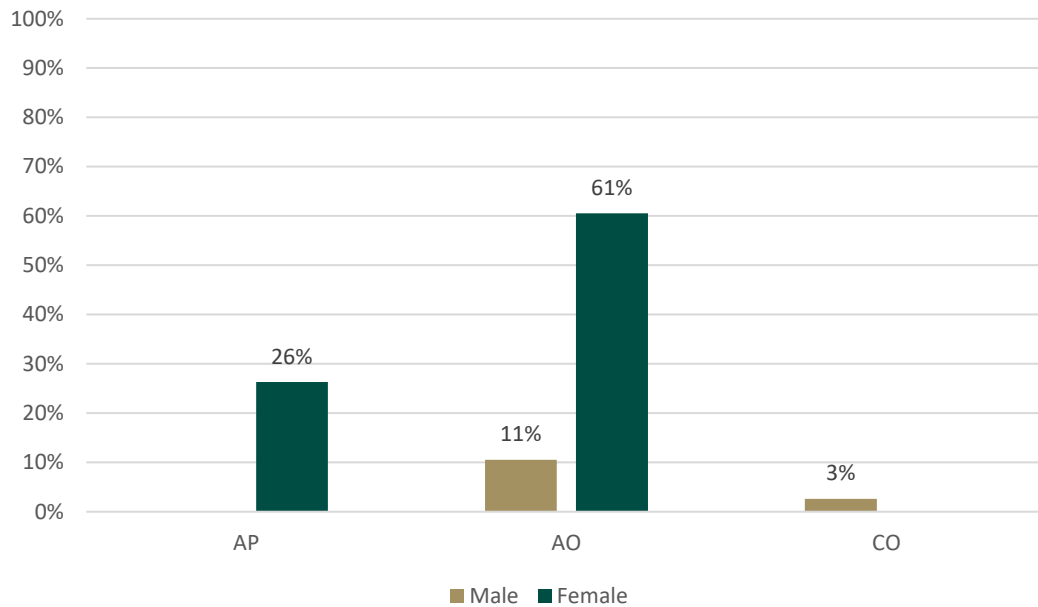
## 4.6 Unpaid Leave

There are various types of unpaid leave options available to Civil Servants. For the purposes of this report we have looked at those who took parental leave<sup>12</sup> and/or the SWY off pay<sup>13</sup>. During the reporting period 10% of Probation Service staff availed of parental leave and/or SWY off pay. More females availed of these leave arrangements than males with the gender breakdown being 87% and 13% respectively. Refer to Figure 18 below for a breakdown by grade of those who took parental leave and/or SWY off pay for the reporting period.

<sup>12</sup> Parental leave provides unpaid time off work to care for a child or arrange for the child's welfare. As of 1 September 2020, the entitlement is 130 days (26 weeks).

<sup>13</sup> The Shorter Working Year Scheme allows Civil Servants to take up to 13 weeks unpaid leave per year to balance work and outside commitments including childcare. The leave may be taken as one continuous period, or as a maximum of 3 separate periods. Those who are unpaid for the weeks they are not working are included for this analysis whilst those who have pro-rated their pay are not included.

**Figure 18: Percentage Share of Parental Leave and SWY Off Pay by Grade for Reporting Period**



**Source:** IGEES Unit, DoJ based on HR data for the period June 11th 2021 - June 11th 2022 supplied October 2022

The Department will be doing further analysis of the GPG by the various other leave types available to Civil Servants.

---

## 5. Gender Pay Gap - Department

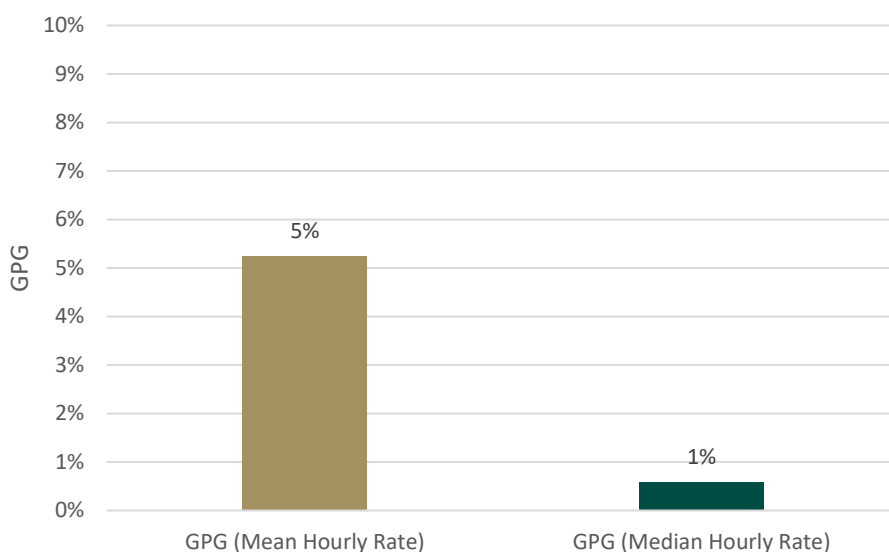
This section presents the GPG for the Department using the mean hourly rates for males and females and the median hourly rates for males and females. Also percentages of all employees who fall within each quartile pay band is reported on. For each person employed in the Department, included in the clean data file, their total ordinary pay was calculated along with each person's total hours worked for the reporting period. Then their hourly remuneration was calculated. Employees were broken down into full-time and part-time employees.

Using the formula outlined in section 2, the GPG for Department staff for the reporting period using the mean hourly rate calculated as such is:

$$5\% = \frac{€26.78 - €25.37}{€26.78}$$

As can be seen from Figure 19 below the overall GPG using the mean hourly rate is 5%. This decreases to 1% when the median hourly rate is used. This means that female employees earned 5% or 1% an hour less than their male counter parts depending on which measure is used, mean or median.

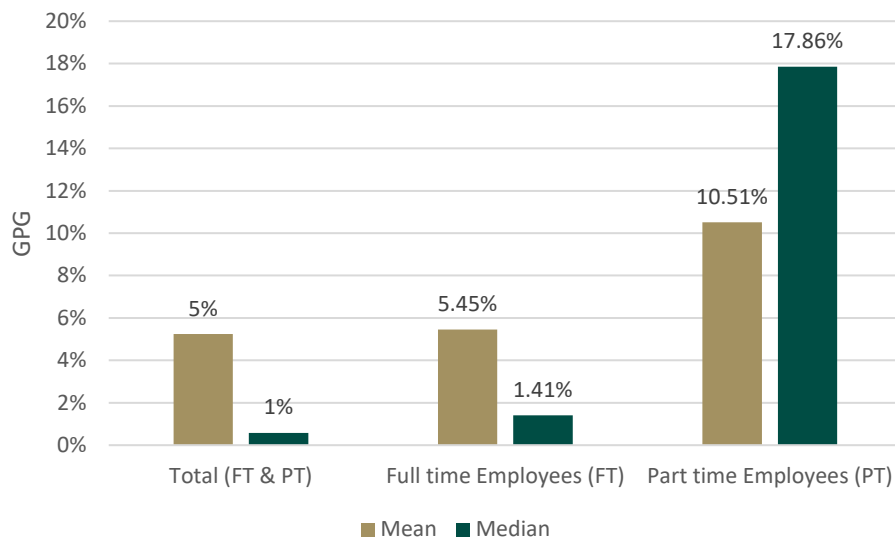
**Figure 19: GPG for the Department using Mean and Median Hourly Rates for Reporting Period**



**Source:** IGEES Unit, DoJ based on HR data for the period June 11th 2021 - June 11th 2022 supplied October 2022

As can be seen from Figure 20 below, the GPG was at its largest for part-time employees using both the mean and median hourly rate. This means that part-time female employees earned 10.5% or 18% an hour less than their male counter parts.

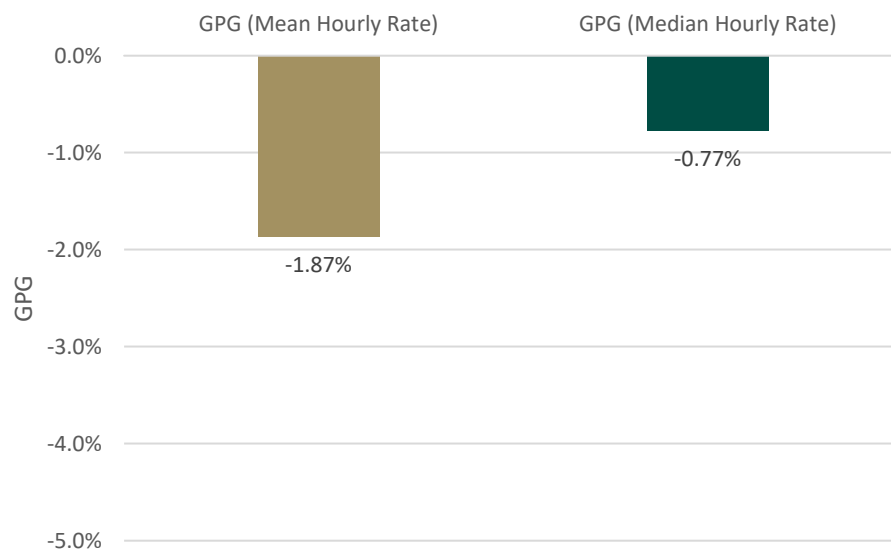
**Figure 20: GPG for the Full-time and Part-time Employees Using Mean and Median Hourly Rates, for Reporting Period**



**Source:** IGEES Unit, DoJ based on HR data for the period June 11th 2021 - June 11th 2022 supplied October 2022

Figure 21 below shows the mean and median GPG for temporary employees in the Department. The mean GPG for temporary employees during the reporting period was -1.87% in favour of female hourly earnings, while the median GPG was -0.77% in favour of female hourly earnings. This is likely to be driven by a proportion of females in this cohort being at a higher salary point.

**Figure 21: GPG for Temporary Employees Using Mean and Median Hourly, for Reporting Period**

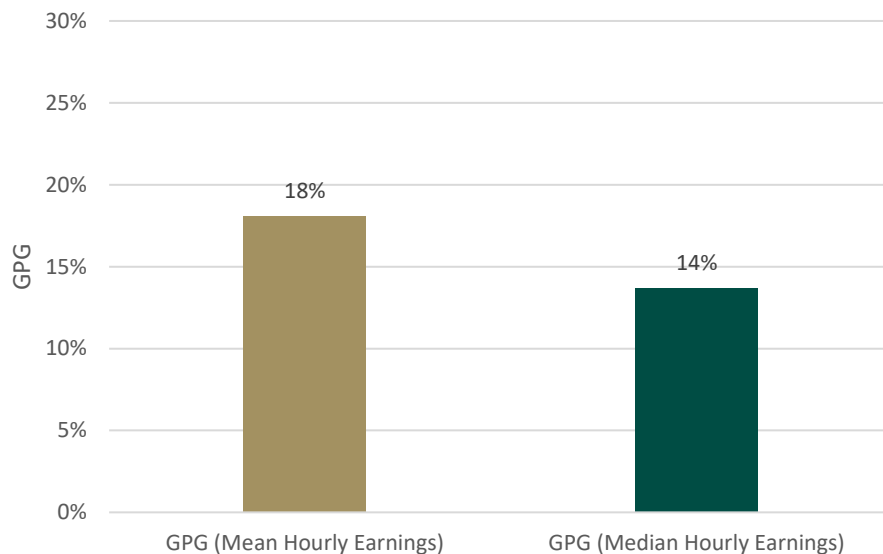


**Source:** IGEES Unit, DoJ based on HR data for the period June 11th 2021 - June 11th 2022 supplied October 2022

Figure 22 below shows the mean and median GPG for Department staff who had taken parental leave and/or SWY off pay during the reporting period. The mean hourly earnings of male employees who fit this criteria were 18% higher than their female counterparts. Similarly, the median hourly earnings of males were 14% higher than that of females during the reporting period.

The grade disposition of males and females can somewhat explain the difference with 71% of males who have taken parental leave and/or SWY off pay being at the grade of HEO or lower versus 89% of females.

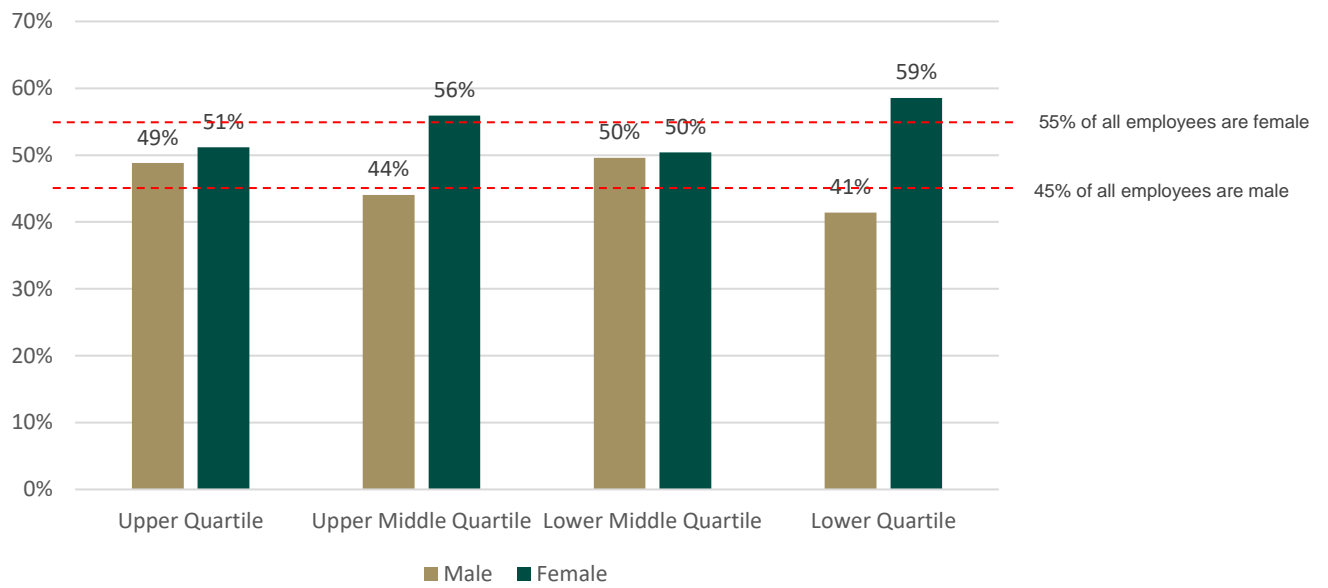
**Figure 22: GPG for Employees Taking Parental Leave and SWY Off Pay using Mean and Median Hourly Rates for Reporting Period**



**Source:** IGEES Unit, DoJ based on HR data for the period June 11th 2021 - June 11th 2022 supplied October 2022

The hourly rate of all Department employees was sorted from lowest to highest, and then grouped into four quartiles with the lower quartile being the bottom 25% of hourly wage rates and the upper quartile being the top 25% of hourly wage rates. Once each quartile had been established, the percentage of males and females in each was calculated. Figure 23 below shows the percentage of employees in each of the quartile pay band. The lower quartile is made up of 59% females and 41% males. Females constituted 51% of the upper quartile with males at 49%. This means that of the top 25% of earners (based on hourly remuneration) 51% were female while 49% were male.

**Figure 23: Percentages of Employees in each Quartile Pay Band, for Reporting Period**



**Source:** IGEES Unit, DoJ based on HR data for the period June 11th 2021 - June 11th 2022 supplied October 20



## 6. Gender Pay Gap - Probation Service

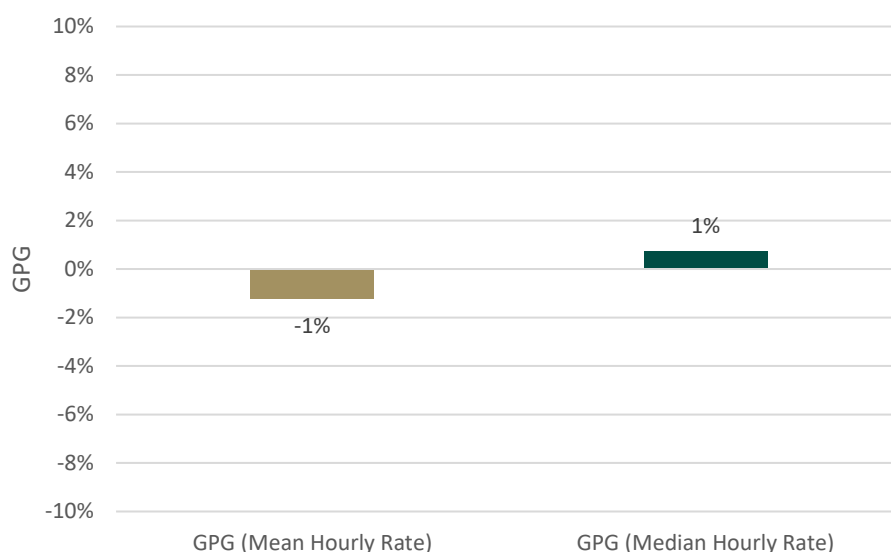
This section reports the GPG for the Probation Service using the mean hourly rates for males and females and the median hourly rates for males and females. For each person employed in the Probation Service, included in the clean data file, their total ordinary pay was calculated along with each person's total hours worked for the reporting period. Then their hourly remuneration was calculated. Employees were broken down into full-time and part-time employees. Also percentages of all employees who fall within each quartile pay band is reported on.

Using the formula outlined in section 2, the GPG for Probation Service staff for the reporting period using the mean hourly rate calculated as such is:

$$-1\% = \frac{€31.77 - €32.32}{€31.77}$$

As can be seen from Figure 24 below the overall GPG using the mean hourly rate was -1%. This increased to 1% when the median hourly rate is used. This means that female employees earned 1% an hour less than their male counter parts when using the mean hourly rate and 1% an hour more when using the median hourly rate.

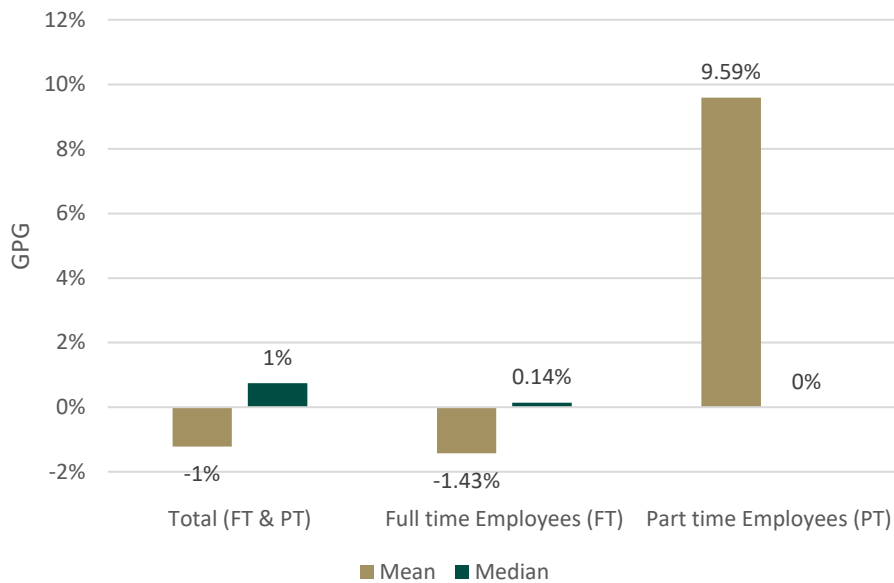
**Figure 24: GPG for the Probation Service using Mean and Median Hourly Rates, for Reporting Period**



**Source:** IGEES Unit, DoJ based on HR data for the period June 11th 2021 - June 11th 2022 supplied October 2022

As can be seen from Figure 25 below, the GPG was at its largest for part-time employees using the mean hourly rate. This means that part-time female employees earned 9.6% an hour less than their male counter parts. When using median hourly rate there is no difference in pay between males and females. For full-time employees, female employees earned 1.43% more than their male counter parts using the mean hourly rate and 0.14% less using the median hourly rate.

**Figure 25: GPG for the Full-time and Part-time Employees using Mean and Median Hourly Rates, for Reporting Period**

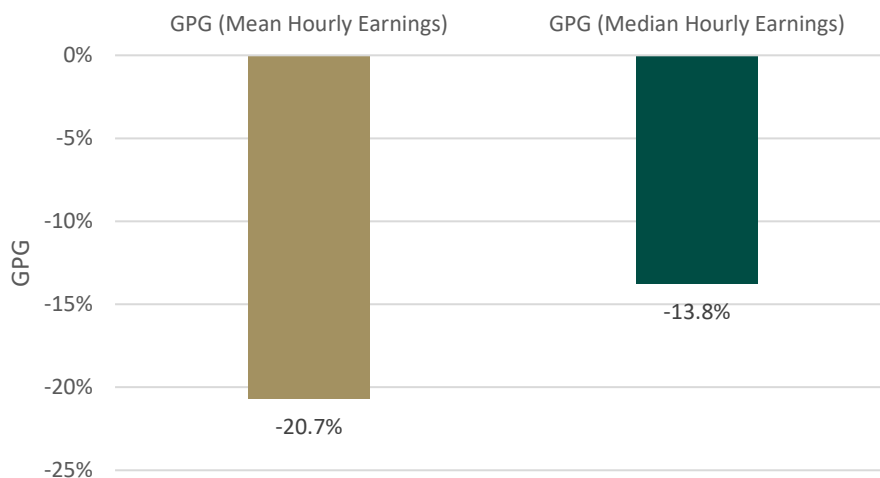


**Source:** IGEES Unit, DoJ based on HR data for the period June 11th 2021 - June 11th 2022 supplied October 2022

Figure 26 below shows the mean and median GPG for Probation Service staff who had taken parental leave and/or SWY off pay during the reporting period. The mean hourly earnings of male employees who fit this criteria is -20.7% less than their female counterparts. Similarly, the median hourly earnings of males were -13.8% less than that of females during the reporting period.

The grade disposition of males and females can somewhat explain the difference with 80% of males who have taken parental leave and/or SWY off pay being AO's with the remaining 20% being CO's. In contrast, 30% of females who have taken parental leave and/or SWY off pay are AP's with the remaining 70% being at the AO grade. Caution is needed here due to small sample sizes.

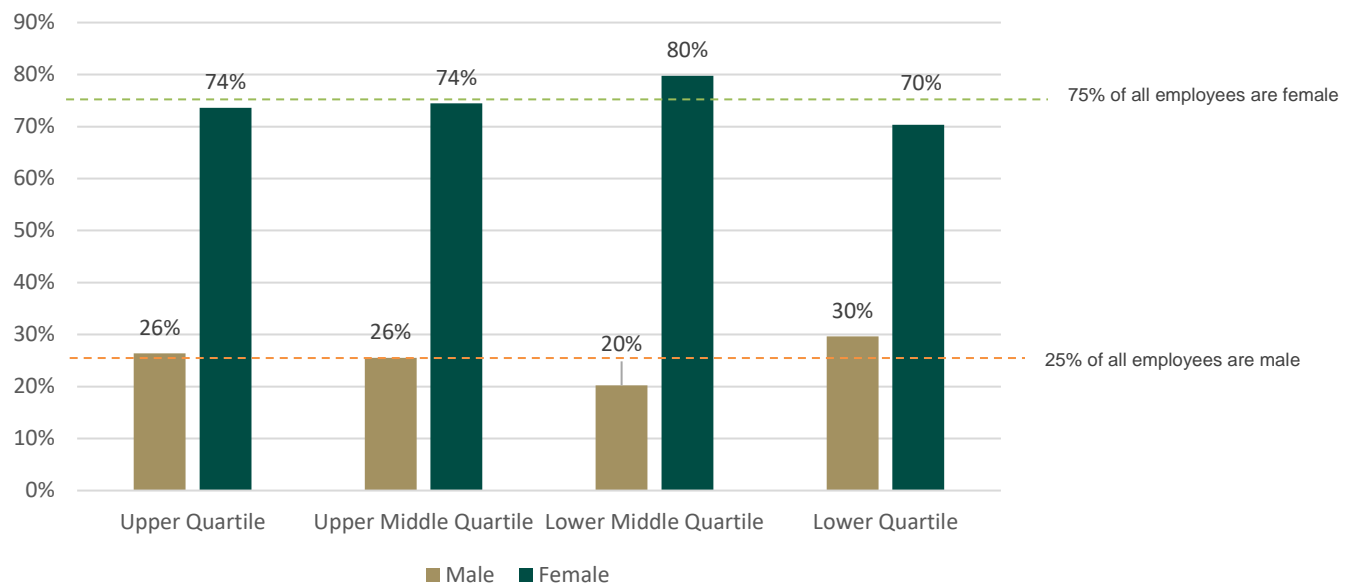
**Figure 26: GPG for Employees Taking Parental Leave and SWY Off Pay using Mean and Median Hourly Rates for Reporting Period**



**Source:** IGEES Unit, DoJ based on HR data for the period June 11th 2021 - June 11th 2022 supplied October 2022

The hourly rate of all the Probation Service employees, included in the clean data set, was ranked from lowest to highest, and then grouped into four quartiles with the lower quartile being the bottom 25% of hourly wage rates and the upper quartile being the top 25% of hourly wage rates. Once each quartile had been established, the percentage of males and females in each was calculated. Figure 27 below shows the percentage of employees in each of the quartile pay band. The lower quartile is made up of 70% females and 30% males. Females constituted 74% of the upper quartile with males at 26%. This means that of the top 25% of mean hourly wage rates for the Probation Service, 74% were female while 26% were male.

**Figure 27: Percentages of Employees in each Quartile Pay Band, for Reporting Period**



**Source:** IGEES Unit, DoJ based on HR data for the period June 11th 2021 - June 11th 2022 supplied October 2022

---

## 7. Conclusions

The mean and median GPG for the Department for the June 11<sup>th</sup> 2021 to June 11<sup>th</sup> 2022 period is 5% and 1% respectively and for the Probation Service is -1% and 1%. The GPG in the Department and the Probation Service is significantly lower than the latest available GPG figure for the Republic of Ireland which stood at 11.6% in 2019<sup>14</sup> and the latest E.U average of 13% in 2020<sup>15</sup>. While this GPG calculation does not explore the factors which can affect the differences in earnings between males and females, inferences can be drawn from the demographics and employee composition of the Department.

- **Full-time vs part-time work schedule:** The effect of an employees work schedule on remuneration regardless of gender is well documented in GPG literature. As shown in Figure 20, the mean GPG for full-time employees is 5.45% which increases to 10.51% when male and female part-time employee hourly wages are compared. The difference in the median GPG is much higher rising from 1.41% for full-time employees to 17.86% for part-time employees. For the Probation Service the picture is most stark when looking at the median GPG where for full-time employees the GPG is 1.43% rising to 9.59% amongst part-time employees (Figure 21). Within both the Department and the Probation Service females are more likely to be working part-time. 17% of females are part-time versus 2% of males in the Department (Figure 7), this is 11% versus 3% in the Probation Service (Figure 15).
- **Grade disposition:** As shown in Figure 3, female employees constitute the largest proportion of the lower grades as 54% of CO's, 79% of CO-Highers, 51% of EO's and 62% of EO-Highers in the Department are female. On the other hand, female representation at senior management positions is high (AP grade and above) which reduces the overall GPG. The effect of the higher representation of females at lower grades on earnings can be seen in Figure 23 whereby female staff make up 51% of the upper pay quartile, 56% of the upper middle pay quartile, 50% of the lower middle pay quartile and 59% of the lower pay quartile.

In the Probation Service females are well represented within the upper pay quartile, 75% of all employees in the clean data file were females and females make up 74% of the upper pay quartile. In addition a lower proportion of females are present in the lower pay quartile with 70% being female versus 75% the whole Probation Service. This is likely to be driving the lower GPG seen for the Probation Service.

- **Dependant care:** Females are the main providers of unpaid care in Ireland<sup>16</sup>. High costs of child care for example may provide a barrier to work, as a female employee may choose to work part-time to reduce child-care costs or leave the workforce altogether. Leaving the workforce altogether for a short period of time or taking reduced hours can lead to the phenomenon of perceived human capital differences<sup>17</sup>. In the Department 68% of female employees are recorded as having at least one dependant compared with 39% of male

---

<sup>14</sup>Gender Pay Gap Information Reporting Information for Employers <https://assets.gov.ie/223360/3a687727-088c-486f-8160-2bd347b802ba.pdf>

<sup>15</sup> [The gender pay gap situation in the EU | European Commission \(europa.eu\)](https://ec.europa.eu/economy_finance/db_indicators/gender-pay-gap-situation-in-the-eu)

<sup>16</sup> [Caring and unpaid work in Ireland | ESRI](https://www.esri.ie/publications/caring-and-unpaid-work-in-ireland)

<sup>17</sup> Chartered Institute of Personnel and Development (CIPD) Ireland 2018 "Tackling the gender pay gap": [https://www.cipd.ie/Images/cipd-on-measures-to-tackle-the-gender-pay-gap-sept-2018\\_tcm21-48202.pdf](https://www.cipd.ie/Images/cipd-on-measures-to-tackle-the-gender-pay-gap-sept-2018_tcm21-48202.pdf)

employees. In the Probation Service 86% of all female employees are recorded as having dependants while 48% of all male employees are recorded as having dependants.

---

## 8. Gender Pay Gap Measures

The below outlines the Department's response to the Gender Pay Gap which has been detailed within this report.

### 8.1 Data Analysis and Qualitative Research

The pay rates and terms and conditions for civil servants are set centrally by DPER. This provides for a level of governance and transparency on matters related to pay but also means the Department has no autonomy to change the terms and conditions of its staff. While the Department's unadjusted Gender Pay Gap is low at 5% when using the mean hourly rate and 1% when using the median hourly rate, the Department continues in its commitment to consolidate and build upon progress and to ensure robust policies and supports are in place, promoted and operating effectively.

The Department will undertake qualitative work to understand why differences occur, not just in pay but potentially in career progression and opportunities for challenging work and varied roles within the Department. For example the Department will undertake an analysis of recent internal senior management competitions in order to obtain gender data on the numbers of females that applied and were successful as well as to survey eligible female staff that did not apply to understand what potential barriers may exist. We will also review take up of paternity leave, parental leave, and work life balance opportunities across the genders and other relevant areas.

### 8.2 Inclusive Work Place Culture

While the Gender Pay Gap sets out useful quantitative statistics regarding our female employees in the Department, it does not provide a qualitative narrative of individual experiences of employment nor does it fully capture how gender intersects with other personal characteristics/identities.

The Department published its first Equality, Diversity and Inclusion Strategy in March 2022 which commits to creating a positive and inclusive work environment where everyone's contribution is valued and personal differences and circumstances are cherished and respected. Our organisational values of being Open, Collaborative and Professional underpin and give meaning to our EDI objectives.

The EDI Strategy prioritises three areas of focus for strategic impact:

- achieve better policy outcomes and improve the accessibility and quality of our services;
- support the development of a skilled and diverse workforce;
- build and embed a workplace culture which facilitates, supports and encourages contributions from all

Each of these strategic outcomes are underpinned by a number of actions which the Department will implement over the life time of the EDI Strategy. For example as part of our objective to support the development of a skilled and diverse workforce, training on a range of EDI related areas such as disability awareness, intercultural relations, and managing inclusivity will be rolled out and embedded in ongoing training programmes and inductions. Actions to build a more inclusive workplace will include the promotion EDI/Gender Equality through a regular series of visible events and collaboration with external/interdepartmental stakeholders and encouraging EDI related staff networks and champions. Targeted internship programme will also be implemented to achieve greater diversity and inclusion in the workforce.

The Departments' organisational values of being Open, Collaborative and Professional demonstrate our strong commitment to working effectively together. These values support staff at all levels to engage in meaningful work and achieve high standards in a way that encourages their own development and engagement across the organisation.

### 8.3 Recruitment, Retention and Progression

**Recruitment:** The majority of recruitment for the Department is conducted by PAS the centralised provider of recruitment, assessment and selection services across the Civil and Public Service. The PAS statement of strategy NUA 2020-2023 outlines actions aimed at attracting a more diverse candidate pool through targeted marketing and communication strategy as well as implementing demonstrably fair, transparent and accessible routes to recruitment. In addition actions in the PAS Equality, Diversity and Inclusion Strategy 2021-2023 include incorporating an EDI element in training to ensure that all recruitment decision makers are informed by knowledge and experience of EDI as well as establishing and training a diverse pool of people with EDI expertise that can be drawn on to participate and act effectively on interview boards. The Department has also changed some of its internal practices to permit reduced work patterns for staff that are newly promoted.

**Retention:**

While a small turnover rate of staff can be healthy, higher percentages can be expensive and disruptive in terms of money, time and also the impact on team productivity and employee engagement. The Department will continue to implement a suite of measures to ensure we remain an attractive place to work by highlighting the meaningful and impactful work we undertake, the variety of roles and opportunities available to our staff/talent pool, the learning and development opportunities afforded to us combined with our strong commitment to be a more welcoming and inclusive organisation demonstrated through our organisational values and EDI strategy objectives. The high number of females' at the most senior levels in the organisation also provide a number of role models who can share their experiences and encourage other females. Opportunities to profile good role models, highlight success stories and share experiences will be incorporated into our Internal Communications Action plan.

**Progression:** In the review conducted by Russell et al. (2017), several barriers to promotion which impact females in the Irish civil service are highlighted. A lack of self-confidence among females is one factor. The authors cite a study by *Harvard Law Review* which found that females tend to apply for promotion when they believe they meet four out of five criteria, whereas males tend to apply if they meet two out of five.

The Department will undertake some qualitative studies gathering information from staff on experiences in the workplace including about decisions on whether to seek out or avail of work opportunities, including competition opportunities for higher positions, or if not the reasons why. Based on findings, the Department will explore measures to address any issues identified as appropriate which could support and encourage decisions that could further their development and employment goals, including career progression goals.

Along with the existing development and wellbeing supports, the Department will also develop and build on a programme of supports that staff can avail of, particularly when returning from any period of extended leave such as maternity leave, carers leave, career break or long term sick leave which would help their smooth reintegration into the workplace.

Additionally, the current learning and development offerings will be reviewed to see how they can be used more effectively to meet Department objectives with regard to leadership development

of staff. In so doing the Department will explore any issues impacting take up of by female staff including building confidence and leadership skills.

## 8.4 Flexible Working

Our data shows females are notably more likely to have dependants than males, which is likely to have led to them taking more leave beyond statutory annual leave (e.g. maternity leave). Traditionally remote and flexible working was seen to have specific benefits for different groups of workers, including carers, parents and people with disabilities. It allows them to manage their time and energy more flexibly and can play an important role in ensuring individuals access and remain in work. However, the pandemic has been instrumental in shifting the misconception that flexible work is only for these groups. Overall the Civil Service has a good track record in flexible working practices and post pandemic hybrid/blended working is becoming a key part of a suite of flexible working measures such as parental leave, shorter working year (SWY) and part time hours.

The Department issued its Blended Working Policy in May 2022 and this is an important step in normalising and embedding a flexible working culture working across the organisation. In particular, increasing the availability and increased take-up of such options by males would normalise this practice and may help to reduce any perception that flexible work options signals reduced work commitment.

The Department adopted a Team based approach to Blended working which meant taking a collaborative approach with teams agreeing how they will work together to meet business needs within set parameters. Our Blended Working Policy has been designed to support managers and staff to engage and co-create working arrangements for teams ensuring that the needs of the business are met whilst offering increased work life balance opportunities for staff, through alignment with our organisational values (Open, Collaborative and Professional).

While blended and flexible work practices are likely to be a much stronger norm in the post-pandemic world, it is important that they are regularly monitored to assess any unintended unequal impacts regarding promotion, particularly if there is a gendered pattern to their uptake overtime. The Department will continue to monitor all flexible working practices and to promote a supportive environment for work life balance. This will include an analysis of blended working experiences one year after our Blended working policy was issued.

As seen in this report reduced patterns of work attendance (e.g. half time/ 3 or 4 day week) have a significant impact on the gender pay gap. Information from this Department indicates that 90% of people who attend work on a half-time or 3 day week basis are female. It should be noted that this cohort only make up 10% of all the female employees in the Department. It is likely that such patterns maybe sustained on a long term basis in a way that maternity leave/ parental leave is not. As it is possible that some roles are not suitable to be done on a part time basis, additional qualitative research needs to be conducted to establish if access to meaningful and challenging roles are restricted to those available to work on a full-time basis and as such may have an impact on career progression.