



# IDA Ireland



## Gender Pay Gap Report 2022

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## **1. IDA Ireland's Equality, Diversity and Inclusion commitment**

Since 2017, IDA Ireland put a more focussed lens on addressing Equality, Diversity and Inclusion, under the guidance and direction of our Chief Executive Officer and Executive Committee.

The focus of the ED&I Team has evolved from initial awareness building towards the promotion of the importance of inclusion for all colleagues across our agency. We have learned that all areas of ED&I are interlinked.

It is through the lens of the valuable and honest feedback provided by our colleagues in both the survey and focus groups that we have developed a new Action Plan for 2021-2024.

Our approach strives to embed a more inclusive working environment and we have set out goals to set the direction and measure our progress in a transparent way.

## **2. Gender Pay Gap Requirements**

Ireland's gender pay gap legislation has now been enacted and signed by the president. The gender pay gap legislation will require employers to disclose the pay gap between male and female employees. It will impact public and private sector employers with more than 250 employees. It will eventually be extended to organisations with 50 or more employees.

The Gender pay gap legislation is part of a package of measures announced in the National Strategy for Women and Girls 2017-2020. The legislation will become an important aspect of an organisation's diversity and inclusion strategy.

The gender pay gap is the difference between the average hourly wages of men and women in an organisation, regardless of their seniority.

Gender pay gap is not the same as equal pay; it is a different but connected issue. Equal pay relates to the prohibition of pay differences between men and women for "like work", "work of equal value" or "work rated as equivalent". Such variations are not permitted under Irish law and employers are required to address and resolve this.

Even if an employer does not have an equal pay issue, a gender pay gap may still exist. For example, the majority of lower-paid roles in an organisation may be filled by women.

## **3. Equality, Diversity and Inclusion Action Plan**

In line with IDA's Strategy 2021-2024, the EDI team designed and implemented an EDI Action Plan which was supported and approved by the Executive Committee and Board.

The action plan includes objectives which will ensure IDA are a role model for inclusive behaviour, create and sustain an inclusive culture and increase our diversity.

Some of the objectives include:

- Actively Contribute to the review of IDA's Recruitment process to ensure equality, diversity and inclusion, in support of the HR&OD Team
- Incorporate National Disability Authority's [Universal Design Principles](#) into IDA communications and committee documentation
- Complete 2<sup>nd</sup> EDI Survey with Irish Centre for Diversity, September 2022
- Develop EDI@IDA's external Value Proposition to position Ireland as a Diversity Destination
- Continue information / training sessions on EDI topics such as: Disability Awareness, Neurodiversity, Stage of Life
- Continue to support HR&OD with Policy Updates
- Incorporate EDI under Leadership Competency on P&D process/discussion for all People Managers
- Add EDI to all Divisional Team Meeting Agendas
- Continue quarterly communications to organisation and support for leadership in discussing EDI topics and expand social media outputs
- Gender Development training e.g., Diversity in Leadership. In June 2022, we had a 35% female participation in group trainings.

## 4. Gender Pay Gap Reporting

Employers must report six different measures, based on a snapshot of pay data on a date set out by the Government Equalities Office:

- Median gender pay gap – the difference between the median hourly rate of pay of male full-pay relevant employees and that of female full-pay relevant employees
- Mean gender pay gap – the difference between the mean hourly rate of pay of male full-pay relevant employees and that of female full-pay relevant employees
- Median bonus gap – the difference between the median bonus pay paid to male relevant employees and that paid to female relevant employees
- Mean bonus gap – the difference between the mean bonus pay paid to male relevant employees and that paid to female relevant employees

- Bonus proportions – the proportions of male and female relevant employees who were paid bonus pay during the relevant period
- Quartile pay bands – the proportions of male and female full-pay relevant employees in the lower, lower-middle, upper-middle and upper quartile pay bands.

IDA Ireland choose a snapshot date of 30<sup>th</sup> June 2022. We are required to publish our data by 30<sup>th</sup> December 2022.

## 5. IDA Salary Scales (as at 30th June 2022)

IDA Ireland adheres to all public service pay scales and any pay agreements. This ensures that everyone is paid fairly for undertaking the same or a similar role.

Grade	Min point of scale	Max point of scale
Level A	€22,480	€33,718
Level B	€22,710	€39,915
Level C	€26,524	€51,637
Level D	€46,197	€66,504
Level E	€72,511	€89,055
Level F	€94,357	€109,714
Grade 1	€149,641	€171,180
Executive Director	€182,750 (one point scale)	
Chief Executive Officer	€195,478	

We also adhere to Circular 08/2019 – Revised arrangements applying to starting pay. This circular states that we must always appoint at the minimum point of the scale.

All IDA salary scales are approved by the Department of Enterprise, Trade and Employment.

We do not have any flexibility to apply off scale salaries to any specialist skillsets e.g., IT, Property or Financial Management.

On occasion, we may have a new employee who is moving from an existing public service post. If they are appointed to a post that is deemed an analogous grade and scale, they may be appointed at their current point of scale.

## 6. Talent Acquisition and Selection Policy

Our People are at the core of IDA's long 70+ year history of successfully winning FDI for Ireland to provide jobs, economic impact and opportunity for the people of Ireland. IDA Ireland is committed to attracting, retaining and developing a diverse and inclusive

workforce that shares the organisation’s vision to be the leading IPA in the world; sharing and reflecting our values: Passion for Achievement, Professionalism and Public Service

The business case for diversity is clear – access to a broader top talent pool, more innovative teams, enhanced employee retention and engagement and better understanding of our global clients. As a major contributor to Ireland’s economic performance, IDA must be able to attract and retain the best people to drive forward inward investment.

Our talent acquisition and selection policy is designed to set out IDA’s approach to Recruitment and Selection; and complements IDA’s Human Resources and Organisational Development (HR&OD) strategy which describes IDA’s approach to the engagement, development and wellbeing of our global team.

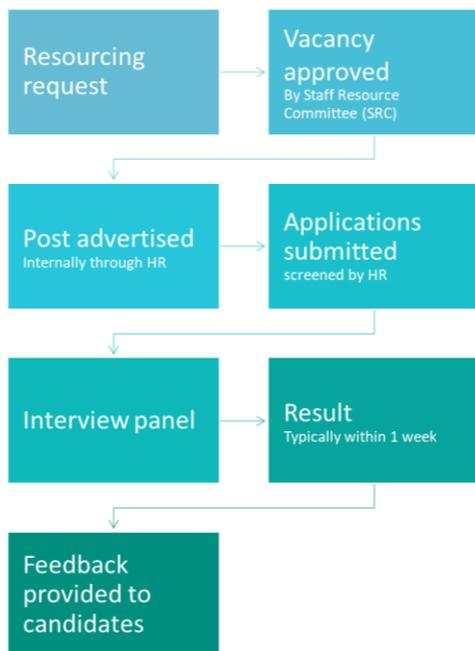
We strive to follow best practice and ensure our workplace is accessible to all, that our colleagues are trained in unconscious bias and disability awareness; and that all policies are inclusive and accessible.

The objective of this policy is to ensure we successfully appoint the most suitable candidate for the post in question, which is based on the demonstrated competencies and skills of the candidate; and that the recruitment process is carried out in an inclusive, consistent, transparent manner throughout the organisation. This is fundamental to all recruitment procedures.

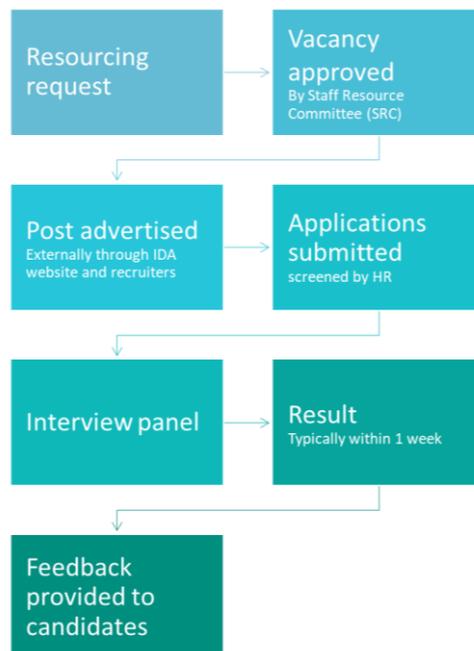
There are two routes to joining and advancing within IDA – internal and external.

### Recruitment process overview: Internal

All vacancies are initially advertised internally.



### Recruitment process overview: External



## 7. IDA Reporting

### Gender Breakdown per Quartile

	Numbers		Percentage %	
	Men	Woman	Men	Women
Upper Quartile	4	2	66.7	33.3
Upper-Middle Quartile	10	6	62.5	37.5
Lower-Middle Quartile	73	97	42.9	57.1
Lower Quartile	47	92	33.8	66.2

As of 30<sup>th</sup> June 2022, IDA Ireland had a staff complement of 331 (headcount). Our data shows a 51: 49 female to male ratio.

### Our median gender pay gaps by quartile (Hourly Rate)

	Numbers		Percentage %
	Men	Woman	Pay Gap %
Upper Quartile	€ 40.29	€ 47.22	14.7
Upper-Middle Quartile	€ 36.15	€ 36.34	0.5
Lower-Middle Quartile	€ 34.45	€ 34.22	0.5
Lower Quartile	€ 33.98	€ 33.79	0.5

The median gender pay gap (hourly rate) remains consistent at the three lower quartiles. The upper quartile has a 14.7% pay gap. This is a result of a greater number of males sitting on our Executive Committee. IDA continue to encourage greater female participation at senior levels.

### Our mean gender pay gaps by quartile (Hourly Rate)

	Numbers		Percentage %
	Men	Woman	Pay Gap %
Upper Quartile	€ 94.53	€ 93.62	1.0
Upper-Middle Quartile	€ 63.65	€ 60.04	5.7
Lower-Middle Quartile	€ 42.19	€ 38.27	9.3
Lower Quartile	€ 25.14	€ 25.37	0.9

The % gap relates to male employees remaining at their current level for longer periods of time and receiving increments which would equate to higher salaries. We also successfully filled several roles by

female employees in recent years. The public service pay agreement states all new hires and promotions should be placed at the minimum of the scale. This would result in a pay gap at lower-middle and upper-middle quartiles.

### Median hourly remuneration gap of part-time employees

	Numbers		Percentage %
	Men	Woman	Pay Gap %
<b>Part Time</b>	€ 0	€ 33.70	n/a

The figures highlight that we have no male employees choosing part time working.

### Mean hourly remuneration gap of part-time employees

	Numbers		Percentage %
	Men	Woman	Pay Gap %
<b>Part Time</b>	€ 0	€ 34.52	n/a

The figures highlight that we have no male employees choosing part time working.

### Median hourly remuneration gap of temporary contract employees

	Numbers		Percentage %
	Men	Woman	Pay Gap %
<b>Temporary Contract</b>	€ 35.04	€ 28.35	19.1

The 19.1% pay gap is a result of a greater number of female employees on temporary contracts. Both male and female, on temporary contracts, are on placed on the same salary ranges.

### Mean hourly remuneration gap of temporary contract employees

	Numbers		Percentage %
	Men	Woman	Pay Gap %
<b>Temporary Contract</b>	€ 23.31	€ 23.52	0.9

The salary ranges for temporary contract workers for both male and female employees remain the same.

## Median hourly remuneration gap of ALL employees

	Numbers		Percentage %
	Men	Woman	Pay Gap %
All Employees	€ 34.45	€ 34.22	0.7

Our adherence to the public service pay agreements ensure our median hourly rate for all employees remains low.

## Mean hourly remuneration gap of ALL employees

	Numbers		Percentage %
	Men	Woman	Pay Gap %
All Employees	€ 39.20	€ 33.47	14.6

The mean hourly remuneration gap for all employees is 14.6%. This is a result of a higher number of male employees at the top quartiles.

## 8. Looking behind the figures

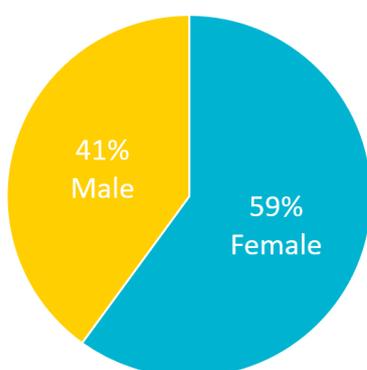
### Our workforce

The IDA's gender pay gap data was collected on the snapshot date of 30 June 2022. At this time, there were 331 people within our workforce: 59% female and 41% male.

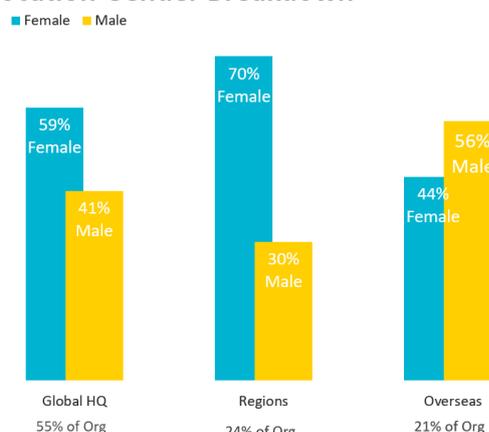
## Gender Balance

From 2017 IDA Ireland has maintained a relatively consistent gender balance of 40% Male and 60% Female.

Gender Balance of IDA Ireland 2022



Location Gender Breakdown



## Our pay bands

The Upper Quartile covers jobs with high levels of accountability. These roles lead business units and sit on the Executive Committee or require significant expertise or experience. The Upper -Middle Quartile covers roles at management or experienced professional level. This band will also include Department Managers. These manages report into the Upper Quartile roles. The Lower-Middle Quartile includes jobs at a professional level or longer serving employees and require a professional qualification. This quartile will include Department Managers. Finally, the Lower Quartile includes a range of administrative roles, secretarial and PA roles. These roles may require education from to degree level.

## Our Pay Quartiles

Each pay quartile represents a quarter, or 25%, of our total workforce ranked by pay.

Upper Quartile (€150,001 + )	Upper-Middle Quartile (€100,001 - €150,000)	Lower-Middle Quartile (€50,001 - €100,000)	Lower Quartile (€0 - €50,000)
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## Our Figures

Our gender balance headcount is not consistent across the quartiles. It shifts from a majority female demographic in the junior and middle quartiles to a majority male demographic at the more senior levels. We want to continue to encourage and support the progression of women into a greater proportion of the higher-paying roles. Equality, Diversity and Inclusion will play a key focus on addressing Women in Leadership roles, and succession planning at this level.

We are proud of the opportunities we give to women across the organisation, the flexible working cultures we have always supported and our focus on inclusion and fairness. But the demographics and nature of our organisation will remain as factors in our ability to significantly close the median and mean pay gaps in the future.

We are also continuing to review areas of policy and practice, such as maternity and paternity leave, that are focused on enabling new parents to take equal responsibility for childcare commitments. In 2022, we had 12 applications from male employees wishing to take parents leave and paternity leave. This is a 33% increase on 2021. It will take time, but this will help address the current imbalance that occurs when more women than men work flexibly to fulfil family responsibilities. We are proud that many of our senior roles are already carried out on a flexible basis. We're working hard to ensure our practices encourage everyone to have the option to work flexibly, in a way that suits them, so they can deliver their best work.

## 9. Talent Acquisition

On 30<sup>th</sup> June 2022, we had 52 vacancies of which 20 have been successfully filled. The following graph highlights the gender balance for each role filled through internal movement and new hire.

