



Oifig Náisiúnta
um Sheirbhísí
Comhroinnte

National
Shared Services
Office

National Shared Services Office Gender Pay Gap Report

Prepared by the National Shared Services Office

December 2023

Foreword

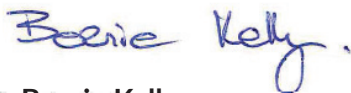
Having served on the Management Board and as Head of Finance Shared Services since 2017, I was privileged to be appointed as CEO of the National Shared Services Office (NSSO) in September 2023 and am delighted to support the second Gender Pay Gap Report for the organisation. The NSSO continues in our commitment to equality, diversity and inclusion in the workplace. During 2023, we introduced an Equality, Diversity and Inclusion policy aligned to our vision to ensure a culture of diversity and inclusion which recognises the value every individual brings to the workforce. We were successful in achieving a bronze accreditation from the Irish Centre of Diversity, acknowledging our ongoing progress particularly in providing training for our managers and staff and commitment to further work.

We addressed the key actions from our review in 2022, at the heart of which is ensuring that each individual has an opportunity to progress, fulfil their potential and develop in a supportive environment. Also during 2023, we embarked on an ambitious People Programme, including our People First Network and a Culture Development Review. Our People Programmes are designed to drive our vision to sustain and embed a strong culture of inclusiveness and participation across our organisation.

As a Government office of the Civil Service the NSSO is committed to equality, diversity and inclusion under Civil Service Renewal 2030, and the Department of Public Expenditure, NDP Delivery and Reform's framework for innovation and continuous development.

We continue to recognise the immense contribution that a diverse and inclusive workforce brings to the NSSO, in particular in terms of attracting and retaining colleagues, innovative solutions and increased levels of employee engagement.

The NSSO's Gender Pay Gap Report helps to bring a focus on gender diversity on our journey to promote equality, diversity and inclusion across the NSSO. As an organisation, we are committed to continue to review and address learnings from the report and ensure our action plan is delivered over the coming year.



Bernie Kelly
CEO



Introduction

In line with Government legislation, the Gender Pay Gap Information Act 2021 and the Employment Equality Act 1998 (section 20A) (Gender Pay Gap Information) Regulations 2022 the National Shared Services Office (NSSO) Gender Pay Gap Report is due to be published on 24 December 2023.

This report incorporates staff employed during the reporting period from July 2022 to June 2023 and sets out the gender pay gap statistics for the NSSO. The information in this report has been prepared in accordance with the principles laid out in the Gender Pay Gap Information Act 2021, which requires organisations to report on their gender pay gap.

As a Civil Service office, all NSSO employees are aligned to published Civil and Public Service pay scales. This ensures equal pay for the same work irrespective of gender, with incremental progression based on satisfactory performance and years of service.

The analysis shows that the NSSO's gender pay gap is 1.58%, in favour of male employees. This means that the average hourly rate for our male employees is 1.58% or on average 0.38c higher than females during the reporting period. The hourly rate includes basic pay plus overtime for the reporting period. The median which is the middle point of the pay scale is -3.67% in favour of females. This means that at the mid-point of the pay report women are paid 3.67% higher or 0.71c than their male counterparts.

At a point in time (23 June 2023) during the reporting period, the NSSO had 822 employees compared to 803 in 2022, 558 (540 in 2022) females and 264 (263 in 2022) males. Included in the total employees figure of 822 is 90 part time employees, 83 female and 7 male, down 13 in total on 2022. Temporary staff totalling 31 – 16 females and 15 males, an increase of 6 on 2022, are not included in the total head count.

Gender Pay Gap Results

Mean gender pay gap

The mean gender pay gap is the average gender pay gap and is based on the following calculation, the difference between the average hourly rate paid to males and the average hourly rate paid to females expressed as a percentage of the average hourly rate paid to males.

Mean gender pay gap - overall

	2023 (M)	2023 (F)	2022 (M)	2022 (F)	Total difference 2023
All employees	€23.74	€23.36	€21.44	€21.36	0.38c

Based on the mean (average) hourly rate of pay for male and female employees in the relevant pay period, our mean gender pay gap is **1.58%** in favour of male employees.

Mean part-time gender pay gap

	2023 (M)	2023 (F)	2022 (M)	2022 (F)	Total difference 2023
All employees	€21.55	€24.42	€20.58	€21.58	-€2.87

Based on the mean (average) hourly rate of pay for male and female employees in the relevant pay period, our mean part-time employee gender pay gap is **13.31%** in favour of female employees.

Mean temporary gender pay gap

	2023 (M)	2023 (F)	2022 (M)	2022 (F)	Total difference 2023
All employees	€15.77	€15.06	€14.54	€13.39	0.71c

Based on the mean (average) hourly rate of pay for male and female employees in the relevant pay period, our mean temporary employee gender pay gap is **4.46%** in favour of male employees.

Median gender pay gap

The median gender pay gap is based on the difference between the median hourly rate paid to males and the median hourly rate paid to females expressed as a percentage of the median hourly rate paid to males.

Median gender pay gap – overall

	2023 (M)	2023 (F)	2022 (M)	2022 (F)	Total difference 2023
All employees	€19.31	€20.02	€16.85	€18.13	0.71c

Based on the median (middle) hourly rate of pay for male and female employees in the relevant pay period, our median gender pay gap is **3.67%** in favour of female employees.

Median part-time gender pay gap

	2023 (M)	2023 (F)	2022 (M)	2022 (F)	Total difference 2023
All employees	€21.25	€24.26	€19.57	€21.50	-€3.01

Based on the median (middle) hourly rate of pay for male and female employees in the relevant pay period, our median part-time employee gender pay gap is **14.17%** in favour of female employees.

Median temporary gender pay gap

	2023 (M)	2023 (F)	2022 (M)	2022 (F)	Total difference 2023
All employees	€15.64	€14.95	€13.12	€13.12	0.69c

Based on the median (middle) hourly rate of pay for male and female employees in the relevant pay period, our median temporary employee gender pay gap is **4.41%** in favour of male employees.

Bonus pay

No bonus payments were made to staff during the reporting period.

Benefits in kind

No benefits in kind were received by staff during the reporting period.

Reasons for the gender pay gap

The NSSO's gender pay gap is driven by the following:

- The NSSO female to male gender ratio at Management Board for the period is currently equal while 57% of Principal Officers and Assistant Principals are female.
- Overall there are more females than males working in all grades and functions. 43% of our total females working are in people management roles (Assistant Sec. Gen. to Executive Officers) compared to 48% of our total males. 7% of our total females are senior managers while 11% of our total males are. The differences in the gender pay gap were influenced by the gender of new recruits and those who transferred into the organisation in the 12 months of the reporting period. The gender pay gap is therefore impacted by the relative position of individuals on their pay scales.
- Similar to last year's report there has been further staff turnover
 - ▶ 254 officers were employed, including mobility - 149 females and 98 males across all grades, and 111 officers resigned or transferred on mobility - 60 females and 51 males.
 - ▶ 31 officers were promoted 20 females and 11 males.
- The NSSO offers a number of flexible initiatives including Work Sharing, Shorter Working Year, Parental Leave and Parent's Leave. When we reviewed participation in Work Sharing we found that 73 officers in total were availing of this option – 66 female and 7 male. Work sharing reduces the hourly rate and this reduction in hourly rate may account for the reduction in the median rate in 2023 at 3.25% compared to 2022 at 7.56%.
- The Haddington Road Agreement officially ended in 2018 but some measures such as standardised minimum full time work week of 35 hours were not introduced until 1 July 2022. This would in part explain the increase in the hourly rate of pay.

Department Staff Profile by Gender

The NSSO's current gender distribution is 68% female (558) and 32% male (264).

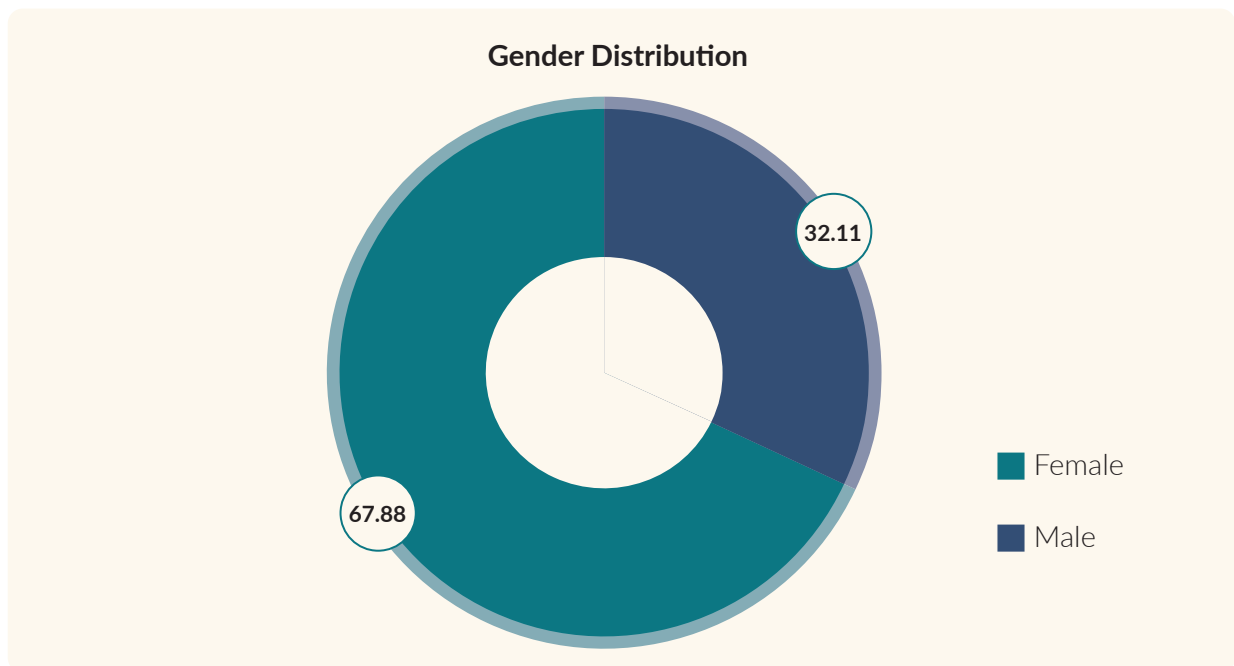


Figure 1. Gender Distribution

In the NSSO, just over 92% of all staff are Clerical Officers (CO), Executive Officers (EO) or Higher Executive Officers (HEO). Female employees represent 63% of this cohort or 93% of total female officers compared to 29% male or 89% of total male officers. Senior management (Assistant Principal Officers (AP) and above) account for 8% of the workforce, 7% of all females are senior managers compared to 11% of all men.

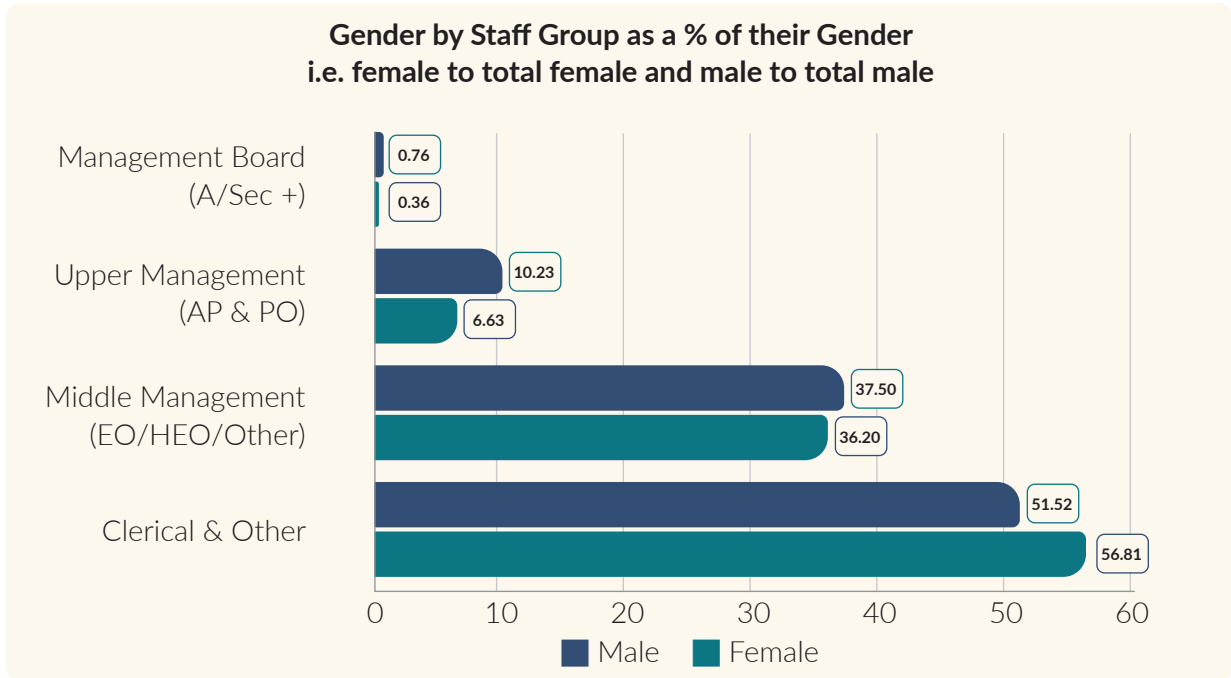


Figure 2. Staff Group as a % of male to total male and female to total female

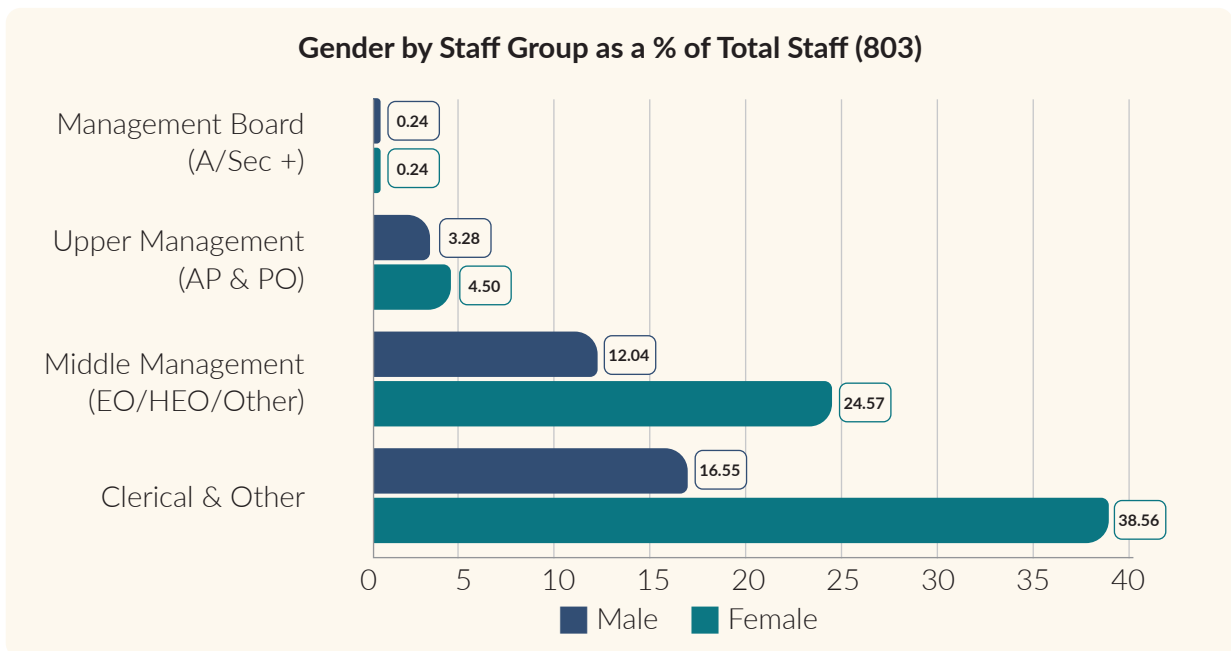


Figure 3. Staff group as a % of Total Staff (822)

There are variations in terms of gender at functional levels within the NSSO. Females form the majority of employees in all functions in particular Payroll Services with the exceptions of ICT, Facilities and Corporate Services.

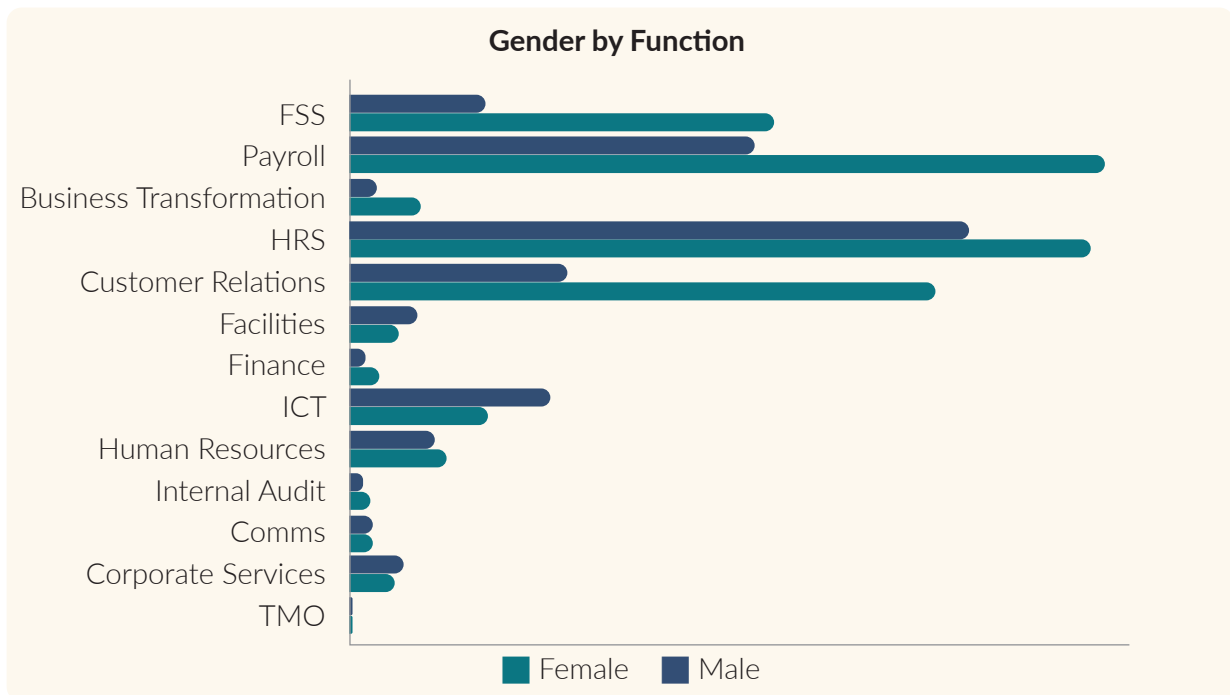


Figure 4. Gender by Function

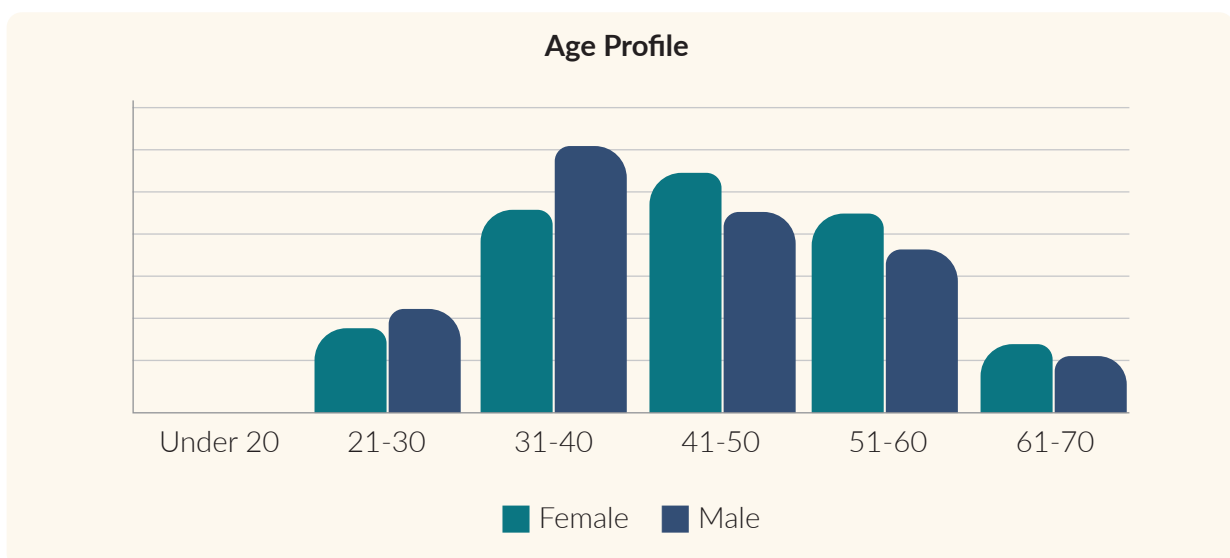


Figure 5. Age Profile

The age profile of the NSSO for females shows that 31% are in the 41-50 age bracket while 34% males in the 31-40 age bracket. 8.2% of our female and 7% of our male population are over 61.

Salary Pay Quartiles

The following table divides our entire workforce into four equal quartiles and indicates how men and women are distributed across the organisation, from the lowest paid quarter to the highest paid quarter.

In the NSSO, males represent 32% of the population with females representing 68%. Figure 6 shows that the gender distribution in Quartile 1 at 67% for females and 33% for males and Quartile 2 at 66% for females and 34% for males are very close to the overall gender distribution of 68% females and 32% males. 70% females and 30% males are in Quartile 3 and 69% females and 31% for males in Quartile 4 reflect the slightly higher portion of women who are the highest earners.

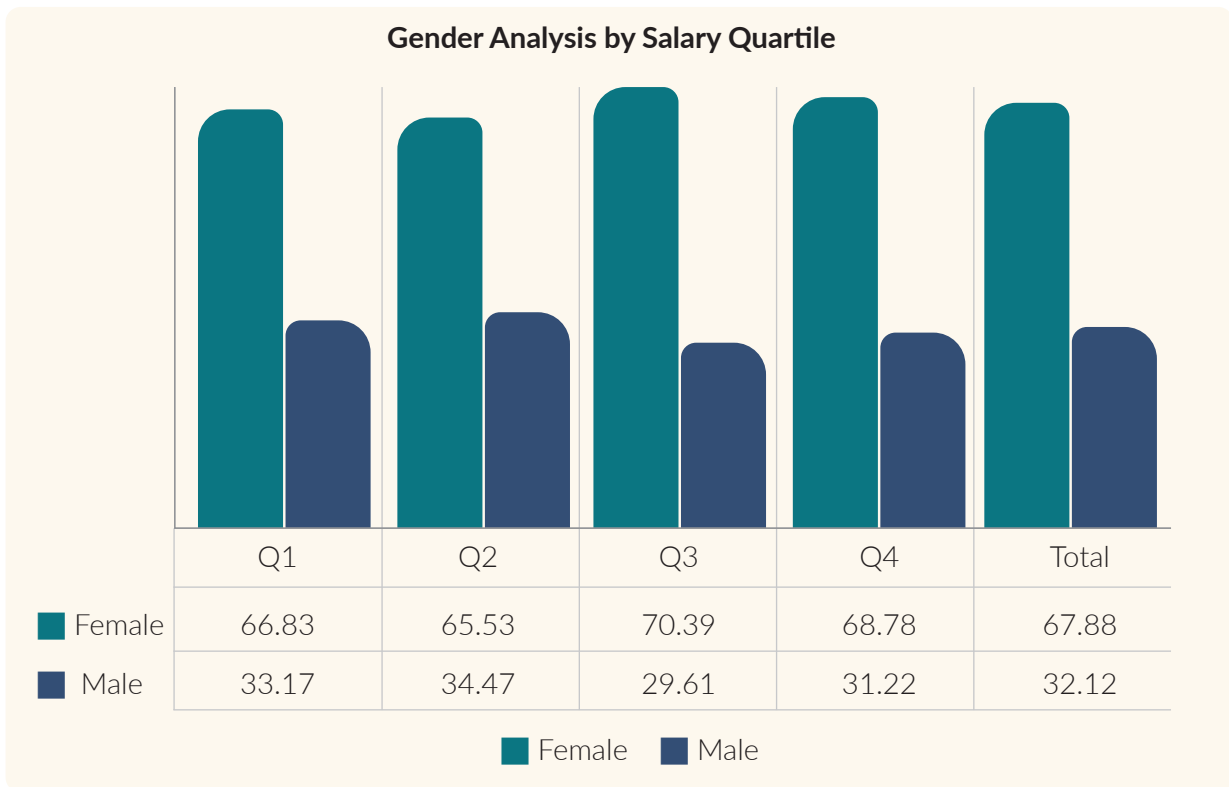


Figure 6. Gender analysis by Salary Quartile – lowest salary to highest

Measures to address the gender pay gap

In addressing the gender pay gap, the NSSO maintains a determination to attract and retain a diverse workforce. The NSSO has conducted a series of recruitment competitions under our recruitment licence in 2023. These recruitment competitions are undertaken in line with the codes of practices suggested by the Commission for Public Service Appointments and in line with our Equality, Diversity and Inclusion Policy (2023). Throughout the year our interviews are conducted by gender balanced interview boards who have received enhanced interview training including understanding the impact of unconscious bias in a recruitment process. We have also offered all officers the opportunity to attend new and improved interviewee training prior to competitions, encouraging participation of candidates from many diverse backgrounds.

As in 2022 our primary resourcing partner continues to be the Public Appointments Service (PAS).

Supporting our officers' development and enhancing their career opportunities has been a key commitment of our Senior Management Team. Our Learning and Development team have developed an extensive people management programme for newly promoted Executive Officers and an extensive leadership programme for our Assistant Principal Officers. These programmes were launched in 2023 and they will continue to be developed and improved upon during 2024. These programmes offer development opportunities and support to our colleagues as they pursue career opportunities with the NSSO and the wider Civil Service. Similar development and support is planned in 2024 for our Higher Executive Officers.

The NSSO is a relatively young organisation in the Civil Service, having been set up on a statutory basis in 2018. The organisation rolled out a Culture Development Programme in 2023. This programme which involves the full commitment of all staff across all grades and functions of the NSSO will enable us to identify key principles and behaviours which will drive the success of the organisation.

Equality, Diversity and Inclusion

The NSSO has continued in our commitment to our value of 'People First'. Our Statement of Strategy 2023-2026 pledges that we will continue to engage, develop and invest in our staff promoting equality, eliminating discrimination and protecting human rights under our Equality, Diversity and Inclusion Programme. As we continue on our journey to improve gender equality we introduced a Equality, Diversity and Inclusion (ED&I) Policy which has been shared with all our staff and is available to view on our website. Following the introduction of this policy and extensive training, the NSSO was awarded bronze accreditation from the Irish Centre for Diversity and are now on a journey towards their silver accreditation.

The main objectives of our policy are to:

- Seek to develop a culture of diversity, equality and inclusion that values differences and where each person feels enabled to grow and develop, achieving their full potential.
- Provide the Senior Leadership Team with the skills and knowledge to fully embed fairness, respect, equality, diversity, inclusion and engagement into the organisation's culture, policy, and processes. Encourage them to recognise each person as an individual who may have their own set of strengths to add to the workforce.
- Provide equality, diversity and inclusion training to all staff and Senior Leadership Team members, which will include content on their responsibilities and relevant legislation. This should also serve to challenge our thinking on attitudes and values and how they may affect our colleagues in developing a workforce that reflects the diversity of those we serve including all service users and stakeholders.
- Ensure opportunities are accessible to all, from fair treatment for job applicants to introducing reasonable accommodations to facilitate equal opportunities for all.

We have provided Equality, Diversity and Inclusion training for all staff aimed at increasing knowledge of equality, diversity and inclusion matters. This training included: Introduction to Equality, Diversity and Inclusion, Nurturing an Inclusive Environment and Introduction to Unconscious Bias for staff and Inclusive Leadership training for all Senior Management.

Further training will take place in 2024 including Train the Trainer ensuring we have trainers on site who specialise in diversity and inclusion. Our Learning and Development team have developed disability awareness training which will be introduced to all staff.

We have also designed an ED&I strategy which aims to support and develop a skilled, diverse workforce where the culture is one of inclusion and support for all. The People First Network is an NSSO-wide staff engagement network where one of their key objectives is to provide feedback and insights on the NSSO's culture of diversity and inclusion.

We have recognised and promoted key events which raise awareness to a diverse workforce including Pride and International Women/Men's Day and these events will be extended throughout 2024.

Looking Ahead

Looking ahead, the NSSO remains committed to supporting gender equality in the organisation, engaging across all functions and grades, increasing awareness of and supporting diversity. We are committed to ensuring 100% inclusivity across our workforce and stakeholders where our staff feel engaged, enabled and empowered.



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Publication

This report was published on 24 December 2023,
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