



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 2022

# Foreword by CEO

The National Shared Services Office (NSSO) is actively committed to equality, diversity and inclusion in the workplace. As an employer we recognise the value and importance a diverse workplace can bring, in addition we are committed to creating a culture and workplace where every individual is welcomed and empowered to achieve their full potential.

We acknowledge that a diverse and inclusive workforce enhances our culture and offers many benefits including talent attraction and retention, enhanced decision making, problem solving and increased levels of employee engagement.

As a Government office of the Civil Service the NSSO is committed to equality, diversity and inclusion under Our Public Service, and the Department of Public Expenditure and Reform's framework for innovation and continuous development. The NSSO is fully committed to gender equality and ensuring equality and diversity across the organisation. 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 will continue to review and address learnings from the report and ensure our action plan is delivered over the coming year.



**Hilary Murphy-Fagan**  
**Chief Executive**  
**National Shared Services Office**



# Introduction

**On 13 July 2021, the Irish Government introduced legislation for mandatory gender pay gap reporting in Ireland in the form of the Gender Pay Gap Information Act 2021. On 3 June 2022 the Employment Equality Act 1998 (section 20A) (Gender Pay Gap Information) Regulations 2022 were published.**

This report sets out the gender pay gap statistics for the National Shared Services Office (NSSO) incorporating staff employed during the reporting period June 2021 to June 2022. 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 on a specific day in June. A reporting date of 24 June 2022 was selected by the NSSO to record the information for this report.

The analysis shows that the NSSO's gender pay gap is 0.35% in favour of male employees. This means that the average hourly rate for our male employees is 0.35% higher than females during the reporting period. The hourly rate includes basic pay plus overtime for the reporting period. However, when calculated on the median hourly rate of male and female employees in the relevant pay period, our median gender pay gap is 7.56% in favour of female employees.

During the reporting period, the NSSO had 803 employees; 540 females and 263 males. This includes 103 part-time employees; 93 female and 10 male. During the reporting period, the NSSO had 25 temporary staff, 18 females and 7 males, who are not included in the total head count.

All employees are aligned to published Civil 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.

# 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 hour 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

In the NSSO the average male hourly rate is €21.44 compared to €21.36 for the average female hourly rate. This gives the difference of 0.08c.

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 **0.35 %** in favour of male employees.

## Mean part-time gender pay gap

In the NSSO the average male hourly rate for part-time employees is €20.58 compared to €21.58 for the average female hourly rate. This gives the difference of €1.00.

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 **4.86%** in favour of female employees.

## Mean temporary gender pay gap

In the NSSO the average male hourly rate for temporary staff is €14.54 compared to €13.39 for the average female hourly rate. This gives a difference of €1.16.

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 **7.95%** in favour of male employees.

## Median gender pay gap

The median gender pay gap is based on the following calculation: - 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

In the NSSO the median male hourly rate is €16.85 compared to €18.13 for the median female hourly rate. This gives a difference of €1.28.

Based on the median hourly rate of pay for male and female employees in the relevant pay period, our median gender pay gap is **7.56%** in favour of female employees.

## Median part-time gender pay gap

In the NSSO the median part-time male hourly rate is €19.57 compared to €21.50 for the median part-time female hourly rate. This gives a difference of €1.93.

Based on the median hourly rate of pay for male and female employees in the relevant pay period, our median part-time employee gender pay gap is **9.84%** in favour of female employees.

## Median temporary gender pay gap

In the NSSO the median temporary male hourly rate is €13.12 and the median temporary female hourly rate is €13.12.

Based on the median hourly rate of pay for male and female employees in the relevant pay period, our median temporary employee gender pay gap is **0.0%**.

## 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.

# Gender Pay Gap Analysis

The NSSO's current gender distribution is 67% female (540) and 33% male (263).

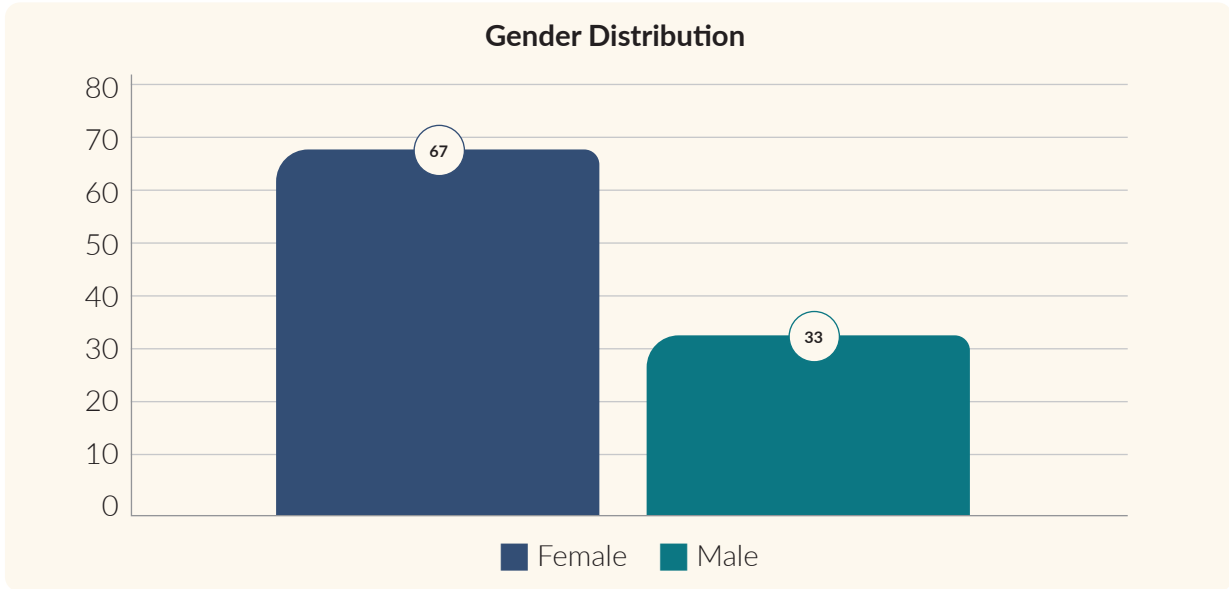


Figure 1: Gender Distribution

In the NSSO, just over 78% of all staff are Clerical Officers (CO) or Executive Officers (EO), female employees represent 80% of this cohort compared to 75% of all male employees. Senior management (Assistant Principal Officers (AP) and above) account for 7.7% of the workforce, 6.7% of all females are senior managers compared to 8% of all men.

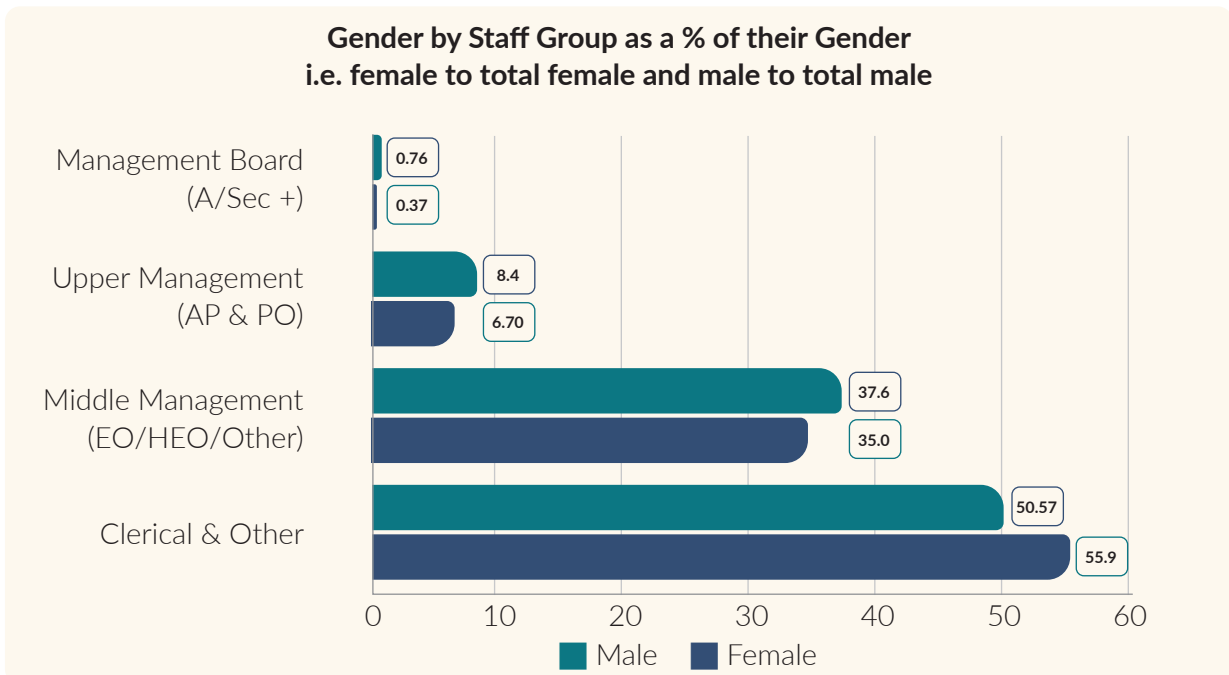


Figure 2: Staff Group as a % of total male to male and total female to female

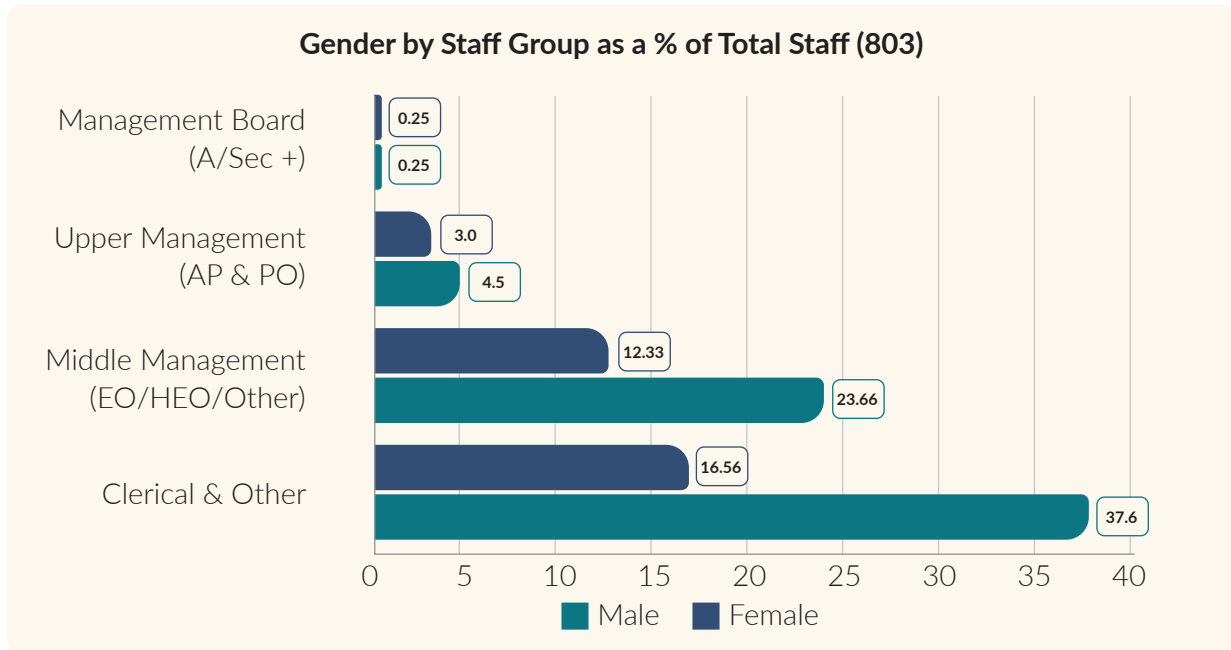


Figure 3: Staff group as a % of Total Staff (803)

There are variations in terms of gender at functional level within the NSSO, females form the majority of employees in all functional areas, with the exception of Enterprise ICT.

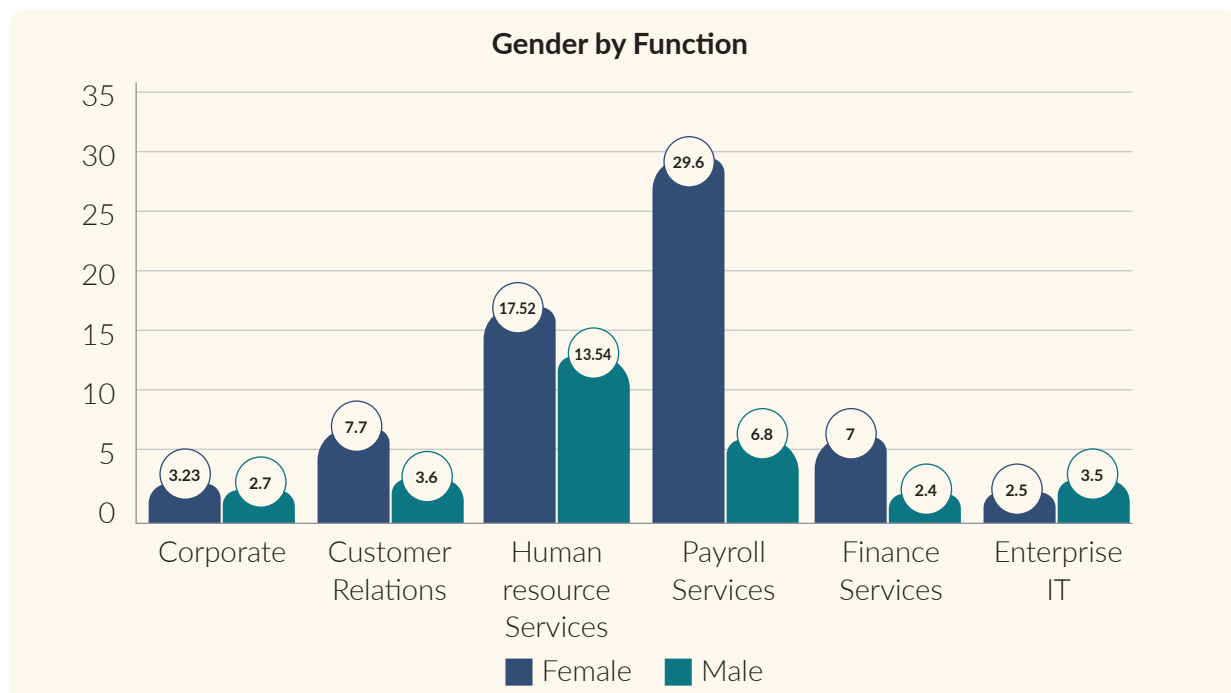


Figure 4: Gender by Function

## Salary Pay Quartiles

The following table divides our entire workforce into four equal quartiles based on the hourly rates paid to employees over the period, ranked from lowest to highest.

In the NSSO, males represent 32.75% of the population with females representing 67.25%. The gender distribution in Quartiles 1 and 2 are very close to the overall gender distribution, however Quartile 3 and 4 has a lower representation of males and a higher representation of females compared to the overall gender distribution.

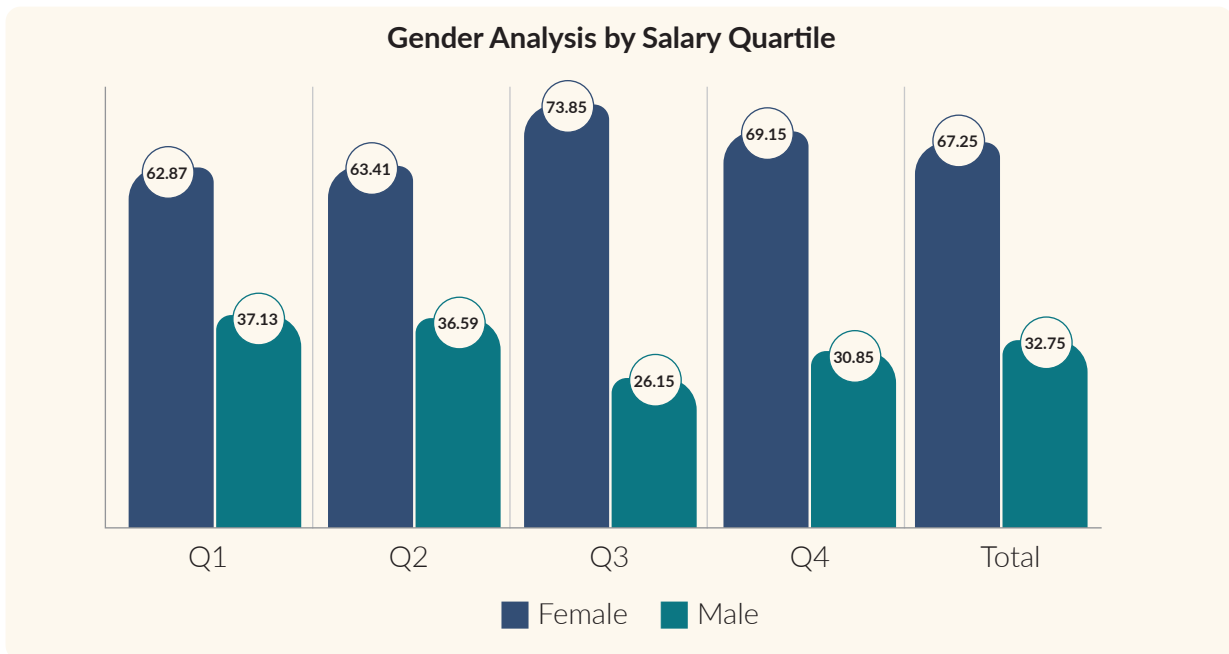


Figure 5: Gender analysis by Salary Quartile - lowest salary to highest

# Reasons for the gender pay gap

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

The NSSO male to female gender ratio at Assistant Secretary and above is currently equal at 1:1 while the Principal Officers and Assistant Principal are at 4:2 in favour of females.

Overall there are more females than males working in all grades. Even though the NSSO has more females working as middle managers there is a higher percentage of all males in middle management roles such as EO/HEO at 37.6% while females are at 35%.

Between 2021 and 2022 there was a high level of staff turnover with staff moving predominately on promotion and mobility.

A higher proportion of new recruits and internal promotions across all grades were female.

# NSSO Action Plan

The NSSO is committed to our value of 'People First'. This will remain a key priority for the organisation as we progress on our journey to improve gender equality in the NSSO.

As an organisation we aim to attract and retain a diverse workforce with a range of talent to the organisation. The NSSO's resourcing partner is the Public Appointments Service (PAS). The PAS recruitment strategy is underpinned by its Equality, Diversity and Inclusion (ED&I) Strategy which is aimed at attracting a diverse workforce for public service employers. The NSSO operates under a recruitment licence, all recruitment undertaken by the office is in line with the Commission for Public Service Appointments codes of practices. The NSSO provide interview board training for all board members to promote objectivity and consistency and to reduce the potential for bias and unintended barriers across our recruitment processes. The NSSO is committed to reviewing the supports in terms of interview preparation available to all staff to ensure gender diversity in our internal recruitment.

The NSSO is committed to creating and sustaining a diverse and inclusive workforce, the organisation is building on previous work and co-creating an ED&I Strategy with our employees. The NSSO is committed to providing ED&I training for all staff aimed at increasing knowledge of equality, diversity and inclusion matters. The NSSO's ED&I Strategy will be completed and operational in 2023.

The NSSO is embarking on a culture development programme to understand the current culture within the organisation and to ensure that our culture is inclusive for all our current and future staff. This programme will be developed and rolled out in 2023 and will be aligned to our ED&I Strategy.

The NSSO introduced a progressive Blended Working Policy in 2022, the policy is currently being piloted for 12 months. The organisation is committed to promoting the opportunities the policy brings for all our employees. The NSSO will continue to offer a range of flexible working arrangements for all staff including shorter working year and work sharing.

Our future focus is to continue to develop all our employees across the NSSO and to focus on supporting their development and enhancing their career opportunities. The NSSO is committed to providing development opportunities to support career paths for all staff across the organisation. The NSSO's development is aimed at individual training needs in addition to business unit and organisational needs. Our Learning and Development team has developed an extensive people management programme for newly promoted junior managers which will be launched in 2023. The programme is aimed at focusing on our diverse talent pool and to ensure that we offer development opportunities and support our colleagues in pursuing career development opportunities and their ongoing development with the NSSO. The development programme will be extended to all grades over the coming years.

## Looking Ahead

The NSSO is committed to supporting gender diversity in the organisation. We have outlined some areas for continued focus during 2023. Looking ahead, we are committed to improving efforts around gender diversity by ensuring our Equality, Diversity and Inclusion Strategy is fully operational across the organisation. We look forward to reviewing and addressing the insights from the report and monitoring our action plan throughout the year.



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## Publication

This report was published on 23 December 2022,  
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