



Oifig Náisiúnta
um Sheirbhísí
Comhroinnte

National
Shared Services
Office

National Shared Services Office Gender Pay Gap Report 2025

Prepared by the National Shared Services Office
November 2025

Foreword


I am pleased to present the fourth Gender Pay Gap Report of the National Shared Services Office (NSSO). Our commitment to equality, diversity, and inclusion is central to Civil Service Renewal 2030 and the Department of Public Expenditure, Infrastructure, Public Service Reform and Digitalisation's framework for innovation and continuous development.

As a service organisation, people are at the core of everything we do. We strive to create an environment where performance and development are supported, and where every individual feels valued. A diverse and inclusive workforce strengthens the NSSO by attracting and retaining talent, driving innovation, and fostering engagement.

Through our People Programmes and Equality, Diversity, and Inclusion Strategy, we aim to embed a culture of collaboration and participation across the organisation. Our vision is clear: to ensure a workplace that recognises and celebrates the unique contribution of every individual.

This report reflects our ongoing commitment to equal opportunities and to building a more diverse and inclusive NSSO.

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 will be published in November 2025.

This report incorporates staff employed during the reporting period from 28 June 2024 to 20 June 2025 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 National Shared Services Office (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 (GPG) is 0.51%, in favour of male employees. This means that the average hourly rate for our male employees is 0.51% or on average 0.13c higher than females during the reporting period. The hourly rate includes basic pay plus overtime for the reporting period. This is a substantial decrease on 2024 when the GPG was 1.78% in favour of our male employees. The median which is the mid-point of the pay scale is 4.09% in favour of females. This means that at the mid-point of the pay report women are paid 4.09% or 0.88c more than their male counterparts: a substantial increase on 2024 at 2.7% or 0.55c in favour of females.

At a point in time (20 June 2025) during the reporting period, the NSSO had 883 employees compared to 859 in 2024, 589 (574 in 2024) females and 294 (285 in 2024) males. Included in the total employees' figure of 883 is 99 part time employees, 86 female and 13 male, compared to 92 part time employees in total in 2024. In addition, there was one female temporary officer (TCO) in the NSSO, a decrease of 16 on 2024 (17). Therefore, there is no temporary gender pay gap to report.

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

	2025 (M)	2025 (F)	2024 (M)	2024 (F)	Total difference 2025
All employees	€25.87	€25.74	€24.73	€24.29	.13c

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 0.51% in favour of male employees.

Mean part-time gender pay gap

	2025 (M)	2025 (F)	2024 (M)	2024 (F)	Total difference 2025
All employees	€22.38	€26.18	€22.15	€25.68	-€3.80

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 16.99% in favour of female 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

	2025 (M)	2025 (F)	2024 (M)	2024 (F)	Total difference 2025
All employees	€21.58	€22.46	€20.50	€21.05	-0.88c

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 4.09% in favour of female employees.

Median part-time gender pay gap

	2025 (M)	2025 (F)	2024 (M)	2024 (F)	Total difference 2025
All employees	€22.28	€25.63	€22.33	€25.22	-€3.36

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 15.07% in favour of female 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 continues to attract more female staff than male. In the time period of this report 243 officers were recruited: 148 females and 95 males while 122 resigned/retired: 75 females and 47 males. With regards to mobility within the Civil Service, 51 Officers moved to other departments, many on promotion and nine officers transferred into the NSSO.
- In order to gain insight into pay differences between females and males, all employees are sorted in terms of their pay band and then divided into quartiles. Female staff continue to dominate across all quartiles and quartile 3 saw a significant increase for female of 3% at 70.14 compared to 67.45 in 2024, and a decrease for males from 32.55 in 2024 to 29.86 in 2025. Other quartiles remain similar to 2024.
- The NSSO female to male gender ratio at Management Board for the period continues at 2:3 while 62% of Principal Officers and Assistant Principals are female up 2% on 2024.
- The NSSO continues to offer a number of flexible initiatives including Work Sharing and Shorter Working Year in addition to statutory family friendly leave options. Females in the NSSO are more likely to avail of these flexible initiatives and these initiatives have a positive impact on the retention of staff in the Civil Service in the longer term, but it also impacts on gross pay, in terms of time lost for progression on salary scales. Staff at all levels across the organisation avail of blended working arrangements.
- In this year's review we have noted an increase in females in the higher pay groups (quartile 3) which indicates more women have been successfully promoted. During the period of this report 26 females and 12 males were promoted in internal competitions.

Department Staff Profile by Gender

The NSSO's current gender distribution is 66.7% female (589) and 33.29% male (294).

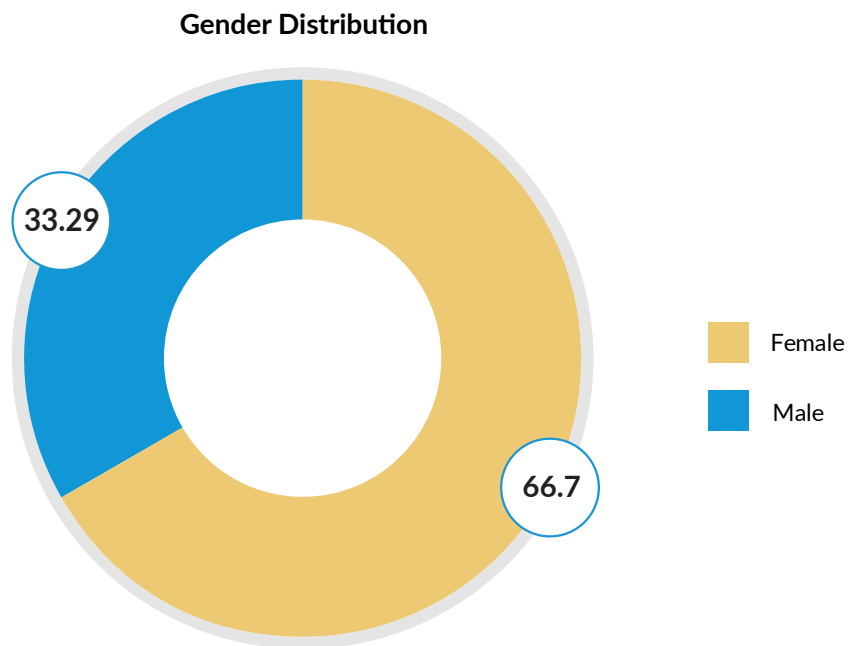


Figure 1. Gender Distribution

92% of all staff in the NSSO are Clerical Officers (CO), Executive Officers (EO) or Higher Executive Officers (HEO). 67% of this cohort are female employees and represent 93% of total female officers, while 33% are male or 90.5% of total male officers. Senior management (Assistant Principal Officers (AP) and above) account for 8% of the workforce, an increase of 1% on 2024. Of the 589 females, 7.3% are senior managers compared to the 294 males where 9.5% of them are senior managers.

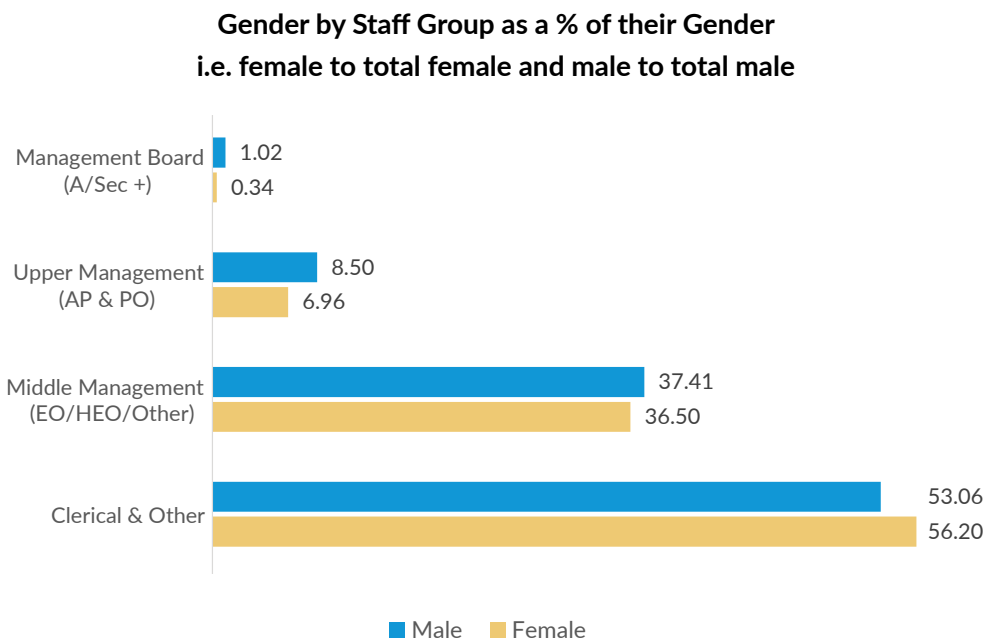


Figure 2. Staff Group as a % of male to total male (294) and female to total female (589)

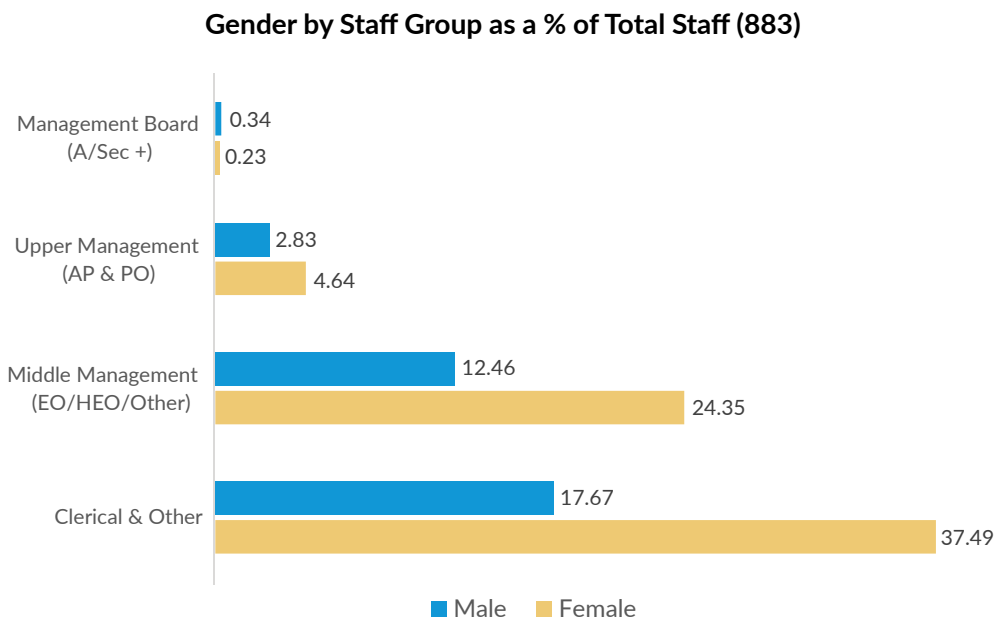


Figure 3. Staff group as a % of Total Staff (883)

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 23% female compared to 5% male. Human Resources Services, on the other hands show a closer representation with 18.3% of the staff female and 13% male. ICT, Facilities and Corporate Services are functions where there are more male staff than female staff.

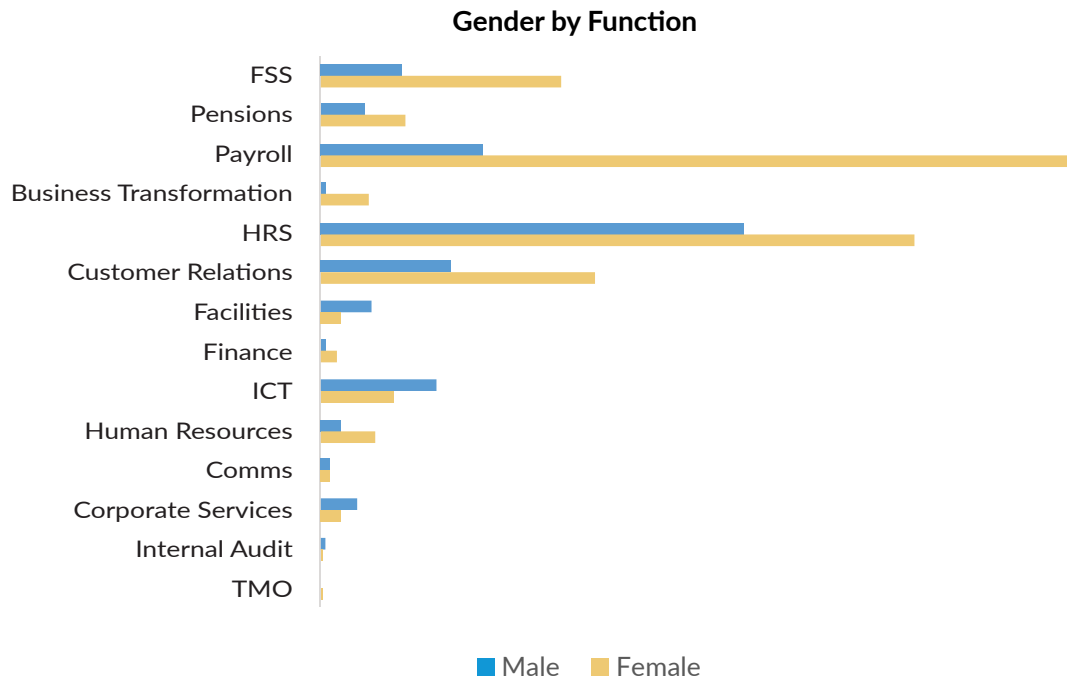


Figure 4. Gender by Function

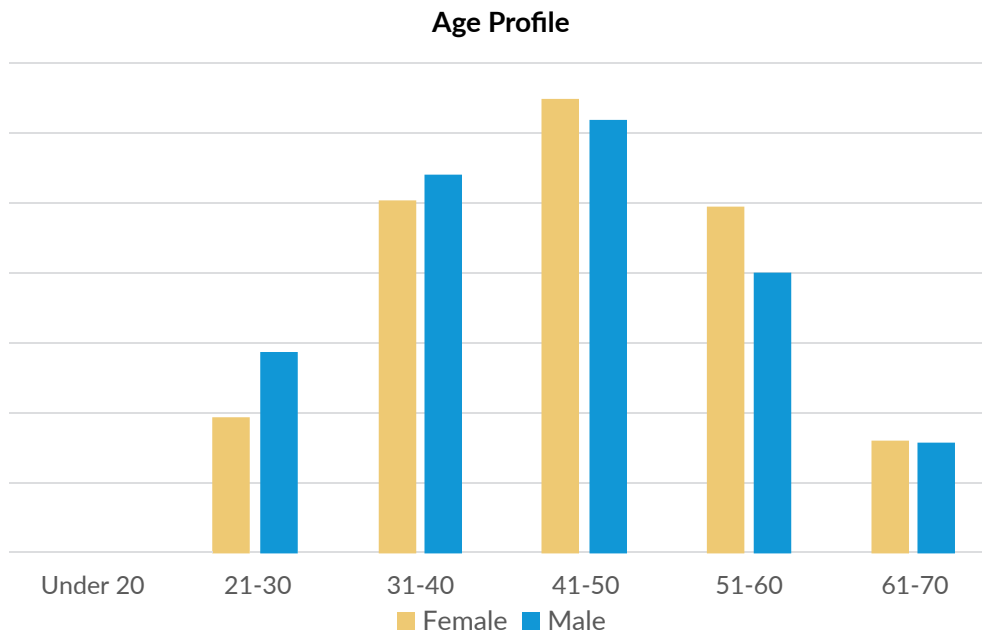


Figure 5 Age Profile

The age profile of the NSSO for females shows that 32% are in the 41-50 age bracket, a decrease of 1% on 2024 while 31% of males are now also in the 41-50 age bracket. 8% (47) of our female and 7.8% (23) 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 33% of the population with females representing 67%. Figure 6 shows that the gender distribution in Quartile 1 at 64% for females and 36% and Quartile 2 at 64% for females (down 3% on 2024) and 36% for males. 70% of females (up 2% on 2024) and 30% male (down 2% on 2024) are in quartile 3 and 68% females (up 1% on 2024) and 31% male (down 2% on 2024) in quartile 4 reflect the slightly higher portion of women who are the highest earners.

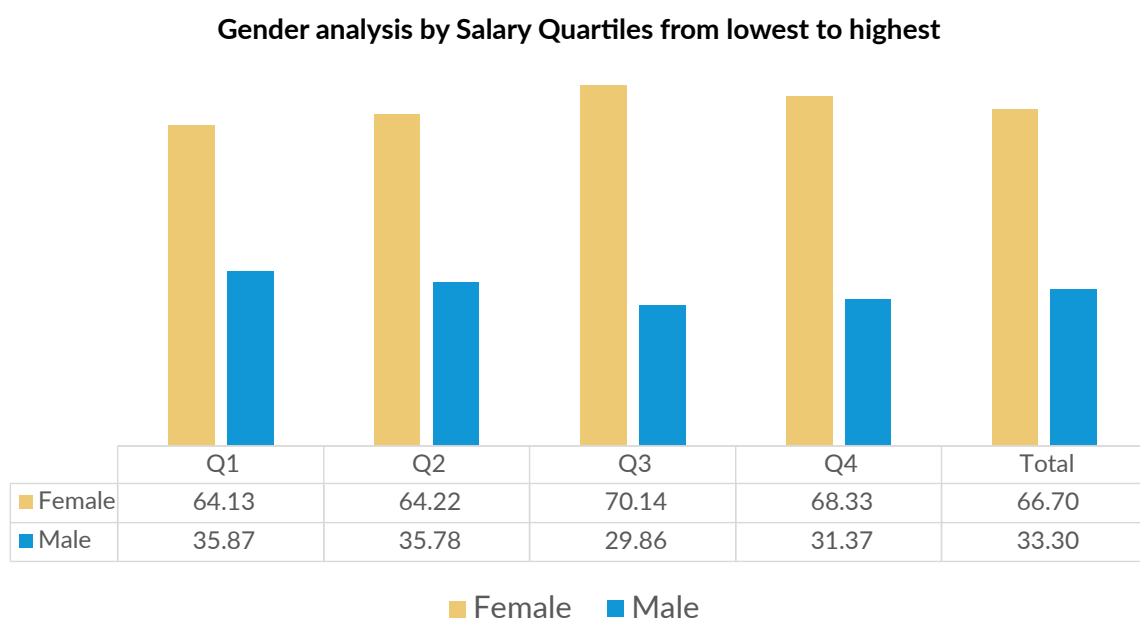


Figure 6. Gender analysis by Salary Quartile - lowest salary to highest

Measures to address the gender pay gap

The NSSO is committed to fostering an inclusive, equitable workplace and continues to implement a range of initiatives to address the gender pay gap and support diversity:

- **People Programmes:** Ongoing investment in people-focused initiatives such as the ED&I Programme, People First Network, and Culture Development Programme to enhance employee experience and engagement.
- **Recruitment Practices:** Collaboration with Public Jobs ensures recruitment aligns with equality and diversity standards. Gender-balanced interview panels, anonymised applications, and training on unconscious bias are standard practices, transitioning to the Public Jobs Capability Framework with comprehensive training for HR and interview boards, Internal competition support and revised training offerings encourage diverse participation.
- **Mandatory eLearning Modules:** Launched eLearning on Disability Awareness and Reasonable Accommodation, alongside the Dignity at Work module, which is part of the mandatory training suite.
- **Learning and Development:** Continued delivery and enhancement of leadership programmes, executive coaching, and a pilot mentoring programme to support career progression. Access to short courses, conferences, OneLearning platform, fee refunds for third-level education, and accredited HR/payroll training (IPASS, CIPD).
- **Blended Working:** Continued monitoring of blended working to ensure that those availing of blended working have equal visibility and opportunity for advancement as those attending the physical workplace.
- **ED&I Accreditation:** Successful in gaining Investors in Diversity Silver Accreditation in 2025, with an action plan to be implemented for 2026–2027. Ongoing awareness is raised through induction training, internal training, and support for staff networks (e.g., LGBTQ+).
- **Public Sector Duty:** A dedicated working group is in place to review and enhance human rights and equality obligations across the organisation.



**Oifig Náisiúnta
um Sheirbhísí
Comhroinnte**

**National
Shared Services
Office**