

# Gender Pay Gap Report

December 2023



**respond**

building homes,  
improving lives

# Introduction

Our work in Respond is all about people. Our vision is that every family and individual in Ireland will have high quality housing as part of a vibrant and caring community.

We work to provide services and opportunities that support people to achieve their goals and reach their full potential. Respond are committed to creating a workplace culture that also enables our employees to reach their full potential.

Our Strategic Plan 2022-2024 commits to a salary and performance system that is fair, objective and transparent. Respond is a listening and learning organisation and understanding the gender pay gap allows us to bring further focus to the changes required to address it.

An inclusive workplace enables us to embrace the diverse backgrounds and perspectives of all our people to create better outcomes for our tenants, our service users and the communities we work with.

## About Respond

Respond is a construction led Approved Housing Body and service provider, working all around Ireland since 1982. 16,541 tenants live in 7,084 properties across the 26 counties that we either own or manage; of these, there are 6,264 Respond social housing tenancies. Respond also provide a range of services for families and individuals within our communities. This includes emergency accommodation with 24/7 support for families who are homeless in six Family Homeless Services, three Day Care Services for Older People, 17 Early Learning and School Aged Care, Family Support and Refugee Resettlement services. Our aim is to provide person centred services to support people to achieve their goals and reach their full potential.

The range of services that Respond delivers gives a sense of the diversity of employment sectors, employee roles and pay grades within our organisation.



# What is the Gender Pay Gap (GPG)?

The Gender Pay Gap is the difference on average, across a population between men's and women's pay. The Gender Pay Gap is represented as the average difference in gross hourly earnings of men and of women, expressed as a percentage of men's average gross hourly earnings.

A Gender Pay Gap which is positive indicates that, on average across the employed population, women are in a less favourable position than men. Where the Gender Pay Gap is negative, this indicates the reverse - that on average, men are in a less favourable position than women.

The Gender Pay Gap is not the same as equal pay. An equal pay comparison involves a direct comparison between a man and a woman, or a group of men and women, who are carrying out the same work. Historically the Gender Pay Gap has favoured men. One of the reasons this is important is that, over a lifetime, inequalities between men and women's salaries can have a significant impact on women's earnings and pensions.



## Legislation in Ireland

With effect from 31<sup>st</sup> May 2022, the obligation for employers in Ireland to report on their Gender Pay Gap came into force. The Gender Pay Gap Information Act 2021 (the "2021 Act") has now formally commenced. The Minister for Children, Equality, Disability, Integration and Youth has also published the Employment Equality Act 1998 (Section 20A) (Gender Pay Gap Information) Regulations 2022 (the "Regulations"). Employers in Ireland with 250+ employees are now obliged to report on their Gender Pay Gap based on a snapshot date identified in June 2023. The requirement of this new legislation is to publish data for the twelve months previous to that snapshot date in key areas, so all organisations are measured in the same way. All organisations with 250+ employees, are required to report on their Gender Pay Gap by 31<sup>st</sup> December 2023 and within six months of the snapshot date identified in June 2023.

We strive to be a fair, inclusive and transparent organisation and gender equality is a key component of this aspiration. We welcome this legislation and the opportunity this comparative data and analysis provides which we will use to assist us in understanding our role as a fair and equal opportunities employer and to develop targeted strategies to deliver positive change.

# Our Gender Pay Gap

The Gender Pay Gap represents the difference between both the mean (average) and the median (midpoint of all wages) hourly pay of male and female employees.

We identified our snapshot date as 1<sup>st</sup> June 2023 and have therefore calculated our gender pay gap for the previous twelve month period.

We have calculated the Gender Pay Gap 2023 in Respond as follows:

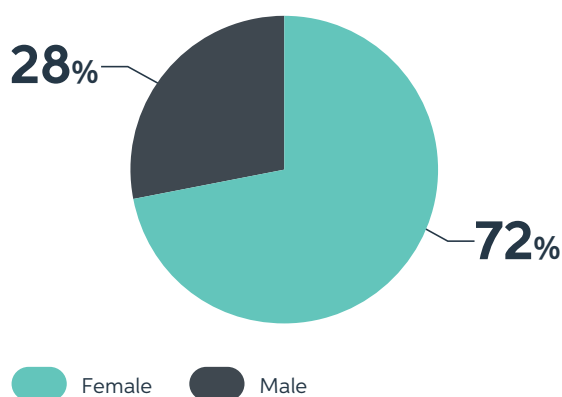
	All Employees	Part Time Employees	Temporary Contract Employees
Mean	20.47%	6.12%	26.06%
Median	25.33%	7.18%	2.32%

These calculations are based on a headcount of 360 employees. Of these, 99 are male employees and 261 are female employees. The overall percentage headcount gender split is, 28% male and 72% female as shown to the right.

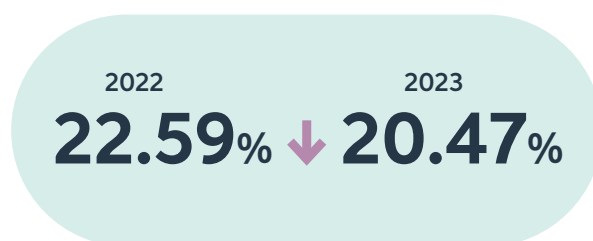
As an Organisation we welcome the decrease in our Mean GPG % for all employees from 22.59% in 2022 to 20.47% in 2023 (-2.12 %). This was also the case for our part-time employees which saw a decrease in the Mean GPG % from 15.05% in 2022 to 6.12% in 2023 (-8.93%).

To provide further insights we analysed the Mean and Median GPG % for temporary contract employees (non-executive). This analysis yielded results of a Mean GPG of 9.93% which is in line with the CSO GPG % of 9.6% in Ireland for 2022. A negative GPG % indicates that on average female employees earn more than male employees. Our Median GPG% of -0.4 for temporary female employees is very positive.

## Respond Headcount Gender Split



## Mean GPG % For All Employees



## Gender Pay Gap for Employees in Non-Funded Roles

Within Respond, 59% of our employees are employed in sectors such as Early Learning and School Age Care (ELSAC), Family Homeless Services and Day Care for Older People. Within this employee group, 84.36% of these employees are female. In Ireland, these sectors have traditionally attracted more female employees with more women involved in caring and care work, paid and unpaid, than men (IHREC, 2022<sup>1</sup>). In addition, Early Childhood Ireland highlighted that this is particularly relevant for the Early Years and School Age Care sector in Ireland where the workforce is made up predominantly by women, with some 98% reporting as such in surveys undertaken by Pobal<sup>2</sup>. During our reporting period, Respond employed 101 employees or 28% of our headcount in our Early Learning and School Age Care Services; 99% of these Early Years employees are female. Additionally, these roles are mainly Government funded, so hourly rates of pay are pre-determined. Therefore the high proportion of females employed in these sectors in Respond has an impact on the Gender Pay Gap outlined above.

In recent years, the Government has recognised that salaries in this sector are low. From September 2022 new minimum pay rates have been introduced, with the goal of paying a fairer wage to employees in this sector. We believe that this important policy change will have a positive impact on our Gender Pay Gap. However, we recognise that on-going work by Government regarding pay rates is needed to attract and retain employees in the ELSAC sector. This is something Respond has supported and continues to advocate for. We are members of Early Childhood Ireland (ECI) and work with them to advocate collectively to ensure more recognition for this sector.

As a result of the large proportion of employees in funded roles with pre-determined pay rates, we have also calculated our GPG % for all employees in non-funded roles which reports a Mean GPG % of 10.65% in comparison to the CSO GPG figure of 9.6%<sup>3</sup> for all sectors in 2022.

	All Employees (non-funded roles)	Part Time Employees (non-funded roles)	Temporary Contract Employees (non-funded roles)
Mean	10.65%	-7.93%	61.29%
Median	30.88%	1.87%	55.68%

# 59%

of our employees are employed in sectors such as ELSAC, Family Homeless Services and Day Care for Older People

The Mean GPG % for part-time employees is -7.93% for non-funded roles, which means that the average hourly rate for female part-time employees is 7.93% higher than their male part-time counterparts in non-funded roles.

## Representation of Females

Gender representation at Leadership Level in Respond indicates that we continue to have a strong female representation within our Leadership Groups.

Executive Management Team	Leadership Team	Combined Executive Management & Leadership Team
45% Male 55% Female	39% Male 61% Female	40% Male 60% Female

In 2023, our Executive Management Team has achieved a noticeable increase in female representation, rising to 55% from the previous year's balanced ratio of 50%. This progress underscores our ongoing commitment to promoting female participation in strategic roles within the organisation. We remain committed to regularly assessing and enhancing the gender balance at the senior management level.

<sup>1</sup> <https://www.ihrec.ie/we-wont-achieve-gender-equality-until-we-recognise-the-importance-of-care-commission-conference-to-hear/>

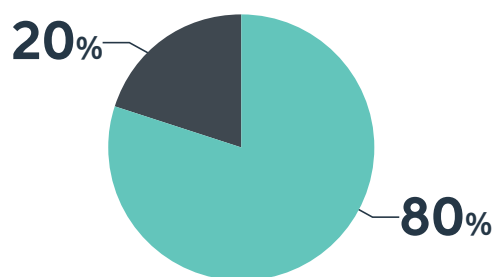
<sup>2</sup> <https://www.earlychildhoodireland.ie/policy-brief-achieving-gender-equality-at-work/>

<sup>3</sup> [State's gender pay gap was 9.6% last year, CSO finds – The Irish Times](#)

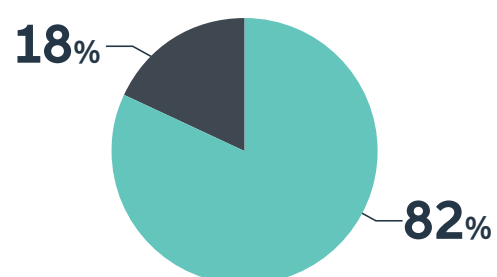
## Other Gender Pay Gap Reporting Requirements

The reporting process also requires organisations to categorise their employees into Pay Quartiles based on their average hourly rate of pay. The total number of employees is split equally across the four Pay Quartiles, namely Lower Quartile, Lower Middle Quartile, Upper Middle Quartile and Upper Quartile. Each quartile shows the gender representation for these different pay ranges.

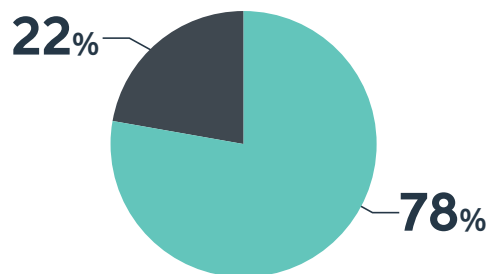
Lower Quartile



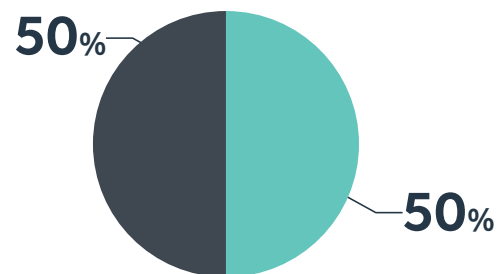
Lower Middle Quartile



Middle Lower



Upper Quartile



Female Male

The analysis of quartile results between 2022 and 2023 reveals a significant shift in our gender dynamics. While female representation in the Lower Quartile has seen a decrease from 88.46% in 2022 to 80% in 2023, indicating a reduced presence of women in this segment, there is a notable increase in female representation in both the Lower Middle and Middle Quartiles. This shift signifies a progressive trend of more women occupying positions with higher average hourly earnings compared to 2022. This underscores our commitment to fostering gender balance and promoting women's advancement in higher-earning roles within our organisation.

The reporting process also requires organisations to report on any bonus payments or Benefits in Kind paid during the reference period. No such payments were made in Respond.

# How we will address our Gender Pay Gap

Respond will continue to report its Gender Pay Gap annually. Analysing the numbers is only part of our solution for achieving gender equality within the organisation and we strive to promote inclusion and diversity in all its forms.

We recognise there is more we can, and should do in this area. Respond's Board and Executive Management Team (EMT) are committed to understanding the drivers of our gender pay gap and working to address them. We have a number of ongoing initiatives in this regard:

- **Fully Paid Maternity Leave:** In our continuing efforts to attract and retain employees, Respond have introduced 100% fully paid maternity leave in 2023, thus highlighting our commitment to our female employees at this important life stage.
- **Move to Employee Permanent Contracts:** As part of our commitment to employees, we now recruit employees on Permanent Contracts where possible and have also transferred 35 female and 8 male employees to permanent contracts, in an effort to provide security of employment. This will have a positive impact in particular within our Early Years Services, which is predominantly female staff.
- **Equality, Diversity and Inclusion (EDI) Working Group** have commenced the application process for the achievement of Investors in Diversity (IID) Bronze Award Application which will provide Respond with a framework to put in place a strong foundation to embed EDI into our wider organisational system. Our ultimate aim is to work towards the achievement of a Gold Award. This Group has also done some work on the Gender Pay Gap including reporting the number of male & female promotions on a monthly basis and considering additional flexible working options. This group is supported by the Executive Management Team and continues to meet on a quarterly basis.

**100%** fully paid maternity leave in 2023

Employees are recruited on **permanent contracts**

**Commenced application** for the achievement of Investors in Diversity (IID) Bronze Award



**On-line learning platform** was launched in 2023 which gives all employees access to wide array of courses

Updated work processes so that employees have the opportunity to signify the **gender that they identify with**

**Our Strategic Plan** has been translated in to actionable goals as part of the overall People and Culture work plan over the next 24 months

Developing and implementing an **organisation diversity and inclusion strategy**

- **Learning and Development:** We will continue to develop our talent and ensure we have a gender balance of employees availing of our career development opportunities. An on-line learning platform was launched in 2023 which gives all employees access to wide array of courses including Diversity and Inclusion, Women in Leadership and Employee Wellbeing. Our Executive Management Team have completed Equality, Diversity & Inclusion Training.
- **Company Reporting:** We have revised our monthly Board report to now include the number of female and male promotions. We have also updated our work processes so that employees have the opportunity to signify the gender that they identify with. In addition, all job advertisements now include a Diversity & Inclusion Statement.
- **Best practice employment policies and procedures for employees:** Our Strategic Plan launched in October 2022 commits to operating best practice employment policies and procedures for employees and a salary and performance system that is fair, objective, and transparent to help attract and retain high-quality employees. Our Strategic Plan has been translated in to actionable goals as part of the overall People and Culture work plan over the next 24 months.
- **Diversity and Inclusion Strategy:** Our Strategic Plan also commits to developing and implementing an organisation diversity and inclusion strategy to apply best practice principles and procedures on inclusion throughout the organisation, ensuring that we benefit from a strong and diverse workforce. One of the areas of progress has been the development of the EDI Working Group.





- Flexible Working:** We know that flexible working is a key enabler of diversity and is critical at key life points to enable better work-life integration. We are promoting flexible working and have invested in our systems with a view to enabling a more flexible, performance based working culture. Our aim is to support a diverse employee base throughout their life course and career journey. Additional flexible working options are currently under review by Senior Management and we also aim to keep abreast of upcoming legislative changes in this area.
- Intercultural Diversity and Inclusion group with comparable housing organisations:** This group continues to work on developing solutions to improve diversity, inclusion and equality and is working in collaboration with other Approved Housing Bodies. This group was recently shortlisted for an Irish Council of Social Housing (ICSH) Award for their work to date.
- Advocacy:** Respond advocates for improved terms and conditions in the Early Learning and School Aged Care Sector and for pay and employment conditions for Section 39, 56 and 10 Organisations. We do this in a variety of fora including as part of our published Pre-Budget Submission 2024. We will continue to advocate in this area.
- Focus on Wellbeing:** The Organisation has provided a series of Health and Wellbeing information sessions throughout 2023, hosted by external providers who are specialists in their field. Topics include talks on the Menopause, Heart Health, MABS and Breast Cancer Awareness to mention but a few.
- Respond Employees Conference:** In October 2023 we held an employee in-person conference. Through careful forward planning, Respond facilitated all employees to attend the event. The two day event was a huge success and shone a spotlight on the important work being done across all departments. The main focus was employee wellbeing and networking through fun events.



A more **flexible, performance based** working culture

Advocates for **improved terms and conditions** in the Early Learning and School Aged Care Sector

Providing **Health and Wellbeing information sessions**

Two day employee **in-person conference**



**respond**

building homes,  
improving lives

High Park,  
Grace Park Road,  
Drumcondra,  
Dublin 9,  
D09 N2N7

Airmount,  
Dominick Place,  
Waterford,  
X91 A397

01 808 77 00  
info@respond.ie  
respond.ie