

# Gender Pay Gap Report

December 2024



**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. 17,008 tenants live in 7,761 properties across the 26 counties that we either own or manage. Respond also provides 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, 15 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 refers to the average difference in gross hourly earnings between men and women, expressed as a percentage of men's earnings.

A positive Gender Pay Gap means women, on average, earn less than men, while a negative gap indicates, men are earning less. It is important to note that the Gender Pay Gap measures overall earnings across a population, not direct comparisons for the same job.

The Gender Pay Gap is not the same as equal pay. An equal pay compares the wages of men and women who are doing the same work. Historically, the Gender Pay Gap has favoured men. This disparity can significantly affect women's long-term earnings and pensions, making it a critical issue to address for gender equality.



## Legislation in Ireland

As of 31 May 2022, the Gender Pay Gap Information Act 2021 (the “2021 Act”) requires employers in Ireland with 150+ employees to report on their Gender Pay Gap. The legislation aims to enhance transparency by obligating organisations to measure and publish data on the gender pay gap annually, based on a snapshot date in June, covering the previous 12 months. Employers must then publish their findings by 31<sup>st</sup> December of the same year, ensuring consistency in how gender pay gaps are measured across organisations. The introduction of these regulations, alongside the Employment Equality Act 1998 (Section 20A) (Gender Pay Gap Information) Regulations 2022, provides a clear framework for addressing pay disparity.

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.

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# Our Gender Pay Gap

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

For our 2024 report, we used 3<sup>rd</sup> of June 2024 as our snapshot date and calculated the gender pay gap for the previous twelve month period.

Here are Respond's gender pay gap figures for 2024:

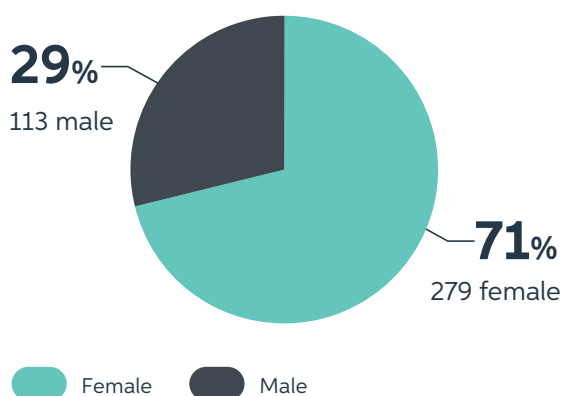
	All Employees	Part Time Employees	Temporary Contract Employees
Mean	21.47%	16.43%	29.05%
Median	23.29%	20.55%	24.30%

These figures are based on a total of 392 employees; of which there are 279 female employees (71%) and 113 male employees (29%).

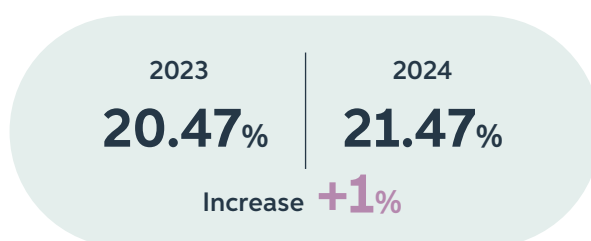
As an organisation, Respond is in a growth phase. In 2023 and 2024, we expanded our Development department which has traditionally attracted more male candidates. This shift may have contributed to the slight increase in the overall mean gender pay gap, from 20.47% in 2023 to 21.47% in 2024.

Despite this, we remain committed to attracting and retaining female talent. 66.6% of internal promotions over the last year were awarded to female employees. We also offer flexible working arrangements and introduced additional family leave policies this year, including more flexibility in parental leave options which have led to increased uptake. We remain committed to advancing initiatives that support the retention and development of all employees.

## Respond Headcount Gender Split



## Mean GPG % For All Employees



66.6% of internal promotions over the last year were awarded to female employees.

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

At Respond, 57% of our employees work in sectors such as Early Learning and School Age Care (ELSAC), Family Homeless Services and Day Care for Older People. Of these employees, 82.14% are female. Traditionally, these sectors in Ireland have traditionally attracted more female employees, as caring roles, both paid and unpaid, are more commonly filled by women (IHREC, 2022<sup>1</sup>). Early Childhood Ireland has noted that the Early Years and School Age Care sector is predominantly female, as they represent 98% of the workforce<sup>2</sup>. During the reporting period, Respond employed 105 people in our Early Learning and School Age Care Services. This represents 28% of our total workforce and 98% of these employees are female. Since these roles are mainly Government funded, with pre-determined hourly pay rates, the high proportion of females in these sectors impacts our Gender Pay Gap.

In recent years, the Government has acknowledged that salaries in this sector are low. Since September 2022, new minimum pay rates have been introduced, which we have consistently applied in Respond, to ensure fairer wages to these employees. We expect this policy change to positively impact our Gender Pay Gap. However, we also recognise that on-going work by Government is needed to further improve pay rates and attract and retain talent in the ELSAC sector. Respond actively supports these efforts through our membership in Early Childhood Ireland (ECI), where we advocate for greater recognition and better pay in the sector.

Given that 28% of our employees are employed in Early Learning and School Age Care, where pay rates are fixed, we also calculated our gender pay gap for our other employee groups. For these groups, we report a mean gender pay gap of 12.24% and a 7.33% gap for part-time employees. These figures are more in line with the CSO GPG figure of 9.6%<sup>3</sup> across all sectors in 2022, as well as other industry reports, including the PWC Gender Pay Gap Analysis of 11.2%<sup>4</sup> (March 2024) and Adare Trusted People Partners' report of 10.7%<sup>5</sup> (October 2024).

## Mean GPG % Comparisons

	Mean GPG% In Ireland **	Mean GPG% excluding Funded Roles	Mean GPG% All Employees
2024	10.75%**	12.24%	21.47%

(Source Adare Trusted People Partners Oct. 2024)  
\*\*estimated

Referencing our Gender Pay Gap report 2023 and as part of our commitment to employees, we have made efforts to provide more job security by recruiting employees on permanent contracts where possible. This has resulted in a 50% reduction in the number of fixed term contracts from 2023 and a 58% reduction among female employees on fixed term contracts. This change will provide greater job certainty and income stability, especially for female employees.

We remain committed to continuously improving the overall employee experience by enhancing benefits and programmes that support well-being, work-life balance, and career development. All employees now have immediate access to our pension scheme, and we have integrated job levelling into our pay policy. Our goal is to provide a comprehensive package that reflects our commitment to the personal and professional growth of all employees.

**Respond employed 105 people (28% of the workforce) in Early Learning and School Age Care, 98% of whom are female. As these roles are largely Government-funded with set hourly rates, this significantly impacts our Gender Pay Gap.**

<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-irish-public-overwhelmingly-supports-women-led-early-years-and-school-age-care-sector/>

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

<sup>4</sup> <https://www.pwc.ie/media-centre/press-releases/2024/gender-pay-gap-report-2024.html#:~:text=Irish%20organisations%20which%20published%20gender%2>

<sup>5</sup> [Gender pay gap in Ireland has increased since 2023 | Business Post](#)



## Representation of Females

At Respond, we continue to demonstrate strong female representation across our leadership levels:

Group	Male	Female
Executive Management Team	50%	50%
Leadership Team	45%	55%

In 2024, our Executive Management Team maintains a balanced gender ratio of 50% male and 50% female reflecting our ongoing recognition to female participation in strategic roles within the organisation. We are equally proud that our Leadership Team has a 55% female representation. We remain focussed on regularly reviewing and improving the gender balance at senior management levels, ensuring that women continue to play a central role in our organisation’s leadership and decision-making processes.

Our Executive Management Team maintains a 50:50 gender ratio, reflecting our commitment to female participation in strategic roles. We are also proud that 55% of our Leadership Team is female.

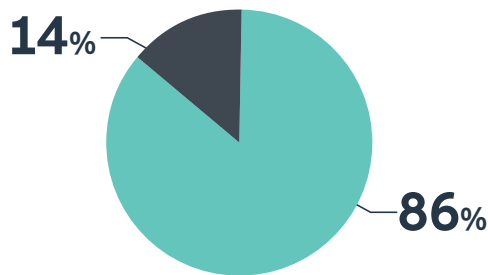


## Other Gender Pay Gap Reporting Requirements

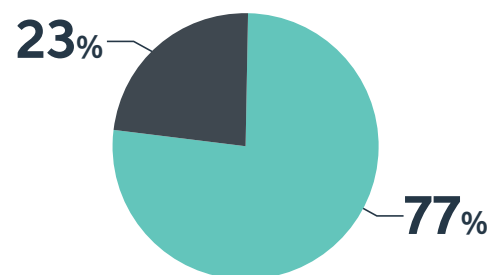
As part of the gender pay gap process, organisations must categorise employees into four Pay Quartiles based on their average hourly pay. These quartiles are: Lower Quartile, Lower Middle Quartile, Upper Middle Quartile and Upper Quartile. Each quartile provides an overview of the gender representation within different pay ranges.

Female Male

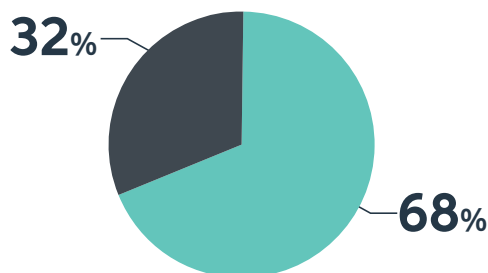
### Lower Quartile



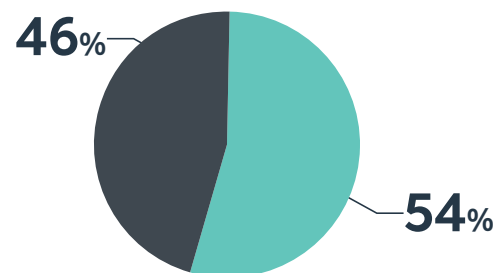
### Lower Middle Quartile



### Middle Lower



### Upper Quartile



**Female representation in the Upper Quartile increased from 50% in 2023 to 54.08% in 2024. This positive change highlights a growing trend of women in higher-earning roles, reflecting our commitment to gender balance and advancing women into leadership positions.**

At Respond, where 71% of employees are female and 29% males, our female employees are more concentrated in the lower pay grades. Specifically, 57% of our total female employees are in the Lower and Middle Lower Quartiles compared to 33% of our total male representation in these quartiles. This is largely because these quartiles include employees in funded roles with pre-determined rates of pay.

However, we are pleased to note that female representation in the Upper Quartile has increased from 50% in 2023 to 54.08% in 2024. This positive change highlights a growing trend of women occupying higher earning roles within the organisation, reflecting our on-going commitment to achieving gender balance and advancing women into leadership and higher paying positions.

Additionally, Respond is required to report on any bonus payments or Benefits in Kind provided during the reference period. No such payments were made.

# How we will address our Gender Pay Gap

Respond is committed to reporting its Gender Pay Gap annually and taking actionable steps to achieve gender equality within the organisation.

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. Respond's Board and Executive Management Team (EMT) are committed to understanding the factors driving our gender pay gap and addressing them through a variety of initiatives:

- 1** **Family leave Policies:** To create a more inclusive organisation, **we have introduced new family leave policies, supporting employees during key life events.** These include:

Policy	Entitlement
Adoptive Leave	24 weeks paid leave
Early Pregnancy Loss Leave	Up to 5 days paid leave in a 12 month period
Surrogacy Leave	24 weeks paid leave
Fertility Support Leave	Up to 10 days paid leave within a 12 month period
Parental Leave	More flexibility in how the leave is taken
Annual Leave	More flexibility in how the leave is taken
Paternity Leave	4 consecutive weeks of paid paternity leave

- 2** **Cost of Living Measures:** Based on feedback from our employee engagement survey, **we increased our mileage and subsistence rates in line with civil service rates to support employees during the cost-of-living crisis.**

- 3** **Equality, Diversity and Inclusion (EDI) Working Group:** After earning the Investors in Diversity (IID) Bronze Award in January 2024, **we achieved the Investors in Diversity (IID) Silver Award**, providing a framework for embedding EDI into our systems. The group, supported by the Executive Management Team, continues to meet quarterly to work on initiatives to reduce the gender pay gap.

- 4** **Job Levelling:** In 2024, **we introduced job levelling to bring transparency, consistency, and equity in salary ranges across all roles**, with the goal of reducing the gender pay gap.

- 5** **Focus on Wellbeing:** Our **Employee Wellbeing Strategy, launched in conjunction with the National Wellbeing at Work Day, focuses on physical, mental and financial wellbeing.** We trained 28 mental health first aiders and continue to offer informative sessions on resilience, neurodiversity, and work-life balance. We also offered workshops for parents as part of our Parent Plus Adolescent (11-16 year olds) Programme.

- 6** **Advocacy:** Respond continues to advocate for improved terms and conditions in the **Early Learning and School Aged Care Sector** and for Section 39, 56 and 10 organisations. This includes participating in discussions and formalising our advocacy recommendations in our Pre-Budget Submission 2025.



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**Intercultural Diversity and Inclusion group:** Working with other Approved Housing Bodies, this group organised an anti-racism webinar and **Wear Red Day event** to mark the international day for the elimination of discrimination.

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**Best practice employment policies and procedures for employees:** Our Strategic Plan commits to fair, objective, and transparent employment policies, procedures, and salary systems, which are being translated into actionable goals for the next 24 months.

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**Learning and Development:** We continue to develop our talent and ensure we have a gender balance of employees availing of our career development opportunities. Our on-line learning platform gives access to wide array of courses such as equality, diversity, leadership and more. **Respond is very supportive to employees who wish to undertake further education** and we have reviewed our educational assistance funding process to incorporate increased transparency and fairness.

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**Recruitment Initiatives:** A new HR information system is being implemented to improve diversity in our workforce. The system will enable an anonymous review of applicants to reduce unconscious bias in the recruitment and selection process.

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**Diversity and Inclusion Strategy:** We are committed to implementing best practice principles and procedures on inclusion throughout the organisation, with the aim of building a diverse workforce. **Our Equality, Diversity and Inclusion Policy was rolled out to all employees in 2024.**

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**Flexible working:** We recognise the importance of flexible working in promoting diversity and work life balance. We have invested in our systems to enable a more flexible, performance based working culture. Our aim is to support a diverse employee base throughout their life course and career journey.

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**Employee Engagement:** We value employee feedback and take it into account to improve the workplace. Our 2023 employee engagement survey showed a positive employee Net Promoter Score (eNPS) of 42. We re-established our Partnership Forum, which serves as a communication channel between employees and people managers and continue to hold quarterly online town hall meetings to keep employees informed and engaged.

**Our 2023 employee engagement survey showed employee Net Promoter Score (eNPS) of 42**





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