



Banc Ceannais na hÉireann
Central Bank of Ireland

Eurosystem



Gender Pay Gap Report 2022

December 2022

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Introduction

Diversity and Inclusion (D&I) is a priority in the Central Bank of Ireland. It is an important part of who we are, what we do and how we do it. It aligns with and is integral to our mission, vision, strategy, culture and values.

Diversity and Inclusion at the Central Bank of Ireland

We recognise that to pursue our [mission, vision and mandate](#), we need people with different backgrounds, experience and perspectives.

A growing body of research demonstrates that a diverse workforce, supported by an inclusive culture can lead to improved outcomes such as enhanced problem solving, decision-making, governance and more. Research also suggests that the impact of D&I is amplified in the hybrid-working model that we now operate.

Externally, our D&I vision requires the Central Bank to have a positive influence on the behaviour of the financial services industry, and our regulatory D&I team have been leading this work, including the publication of the [2021 Demographics of the Financial Sector Report](#). As one example of the work in this area, this report highlights the great progress that has been made to improve female representation for Pre-Approval Controlled Function (PCF) roles across the financial services sector since 2012 when we first reported on this data.

The rationale for investing time in D&I is clearer than ever. At the Central Bank of Ireland, we are on a journey to make our organisation a fulfilling workplace for all and being diverse and inclusive is at the heart of this vision. We remain convinced of the 'business case' for D&I, that it is the logical thing to do, but equally we retain a vision for D&I that fundamentally holds that it is the *right* thing to do.

To harness these benefits the Central Bank has a D&I vision and in 2022, launched a [five-year strategy](#) which includes a strong focus on gender diversity.

Gender Pay Gap reporting at the Central Bank of Ireland

This is the Central Bank's fifth gender pay gap analysis since 2018, which reflects our continued focus on this important issue. We have traditionally calculated our Gender Pay Gap as at 31 December each year reporting the pay gap as the difference between male and female employees average annualised base pay. This year under the [Gender Pay Gap Information Act 2021](#) a new method is employed, calculating pay gap as a function of male and female employees' *average hourly rate of pay* as at 30 June 2022.

Headline Results

Gender pay gap is the difference between male and female employees average hourly rate of pay.

Gender pay gap is not the same as unequal pay. Paying an individual less than a colleague for the same job (unequal pay), purely on account of their gender, is prohibited under equality legislation.

The Gender Pay Profile as at 30 June 2022 was **4.9% in favour of male employees.**

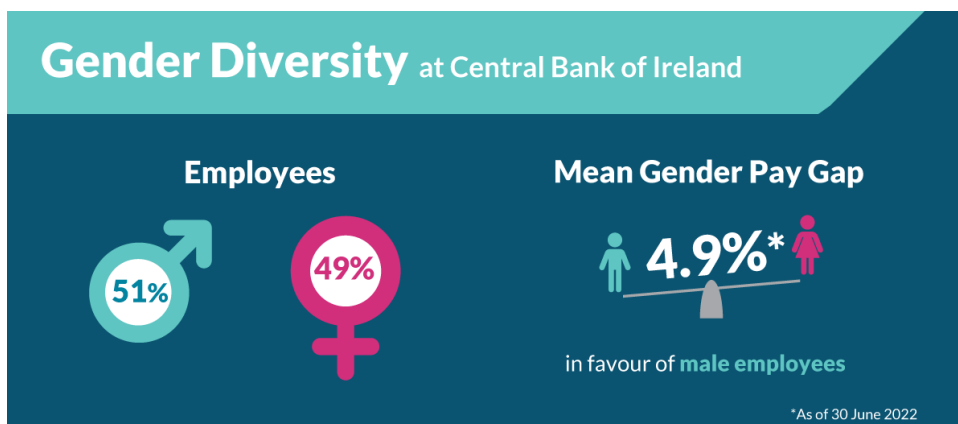
Gender distribution between male and female employees remains stable at **51% male: 49% female.**

Our 2022 data at a glance

Our mean gender pay gap is **4.9%** in favour of male employees. This means that the average hourly pay for female employees is 4.9% less than male employees.

Our median gender pay gap is **0.4%**, also in favour of male employees. This median gap means that for every €1 a male employee receives, a female employee receives 99.6 cent.

While the mean gender pay gap has widened, the overall representation levels between males and females remains stable at **51%:49%** respectively.



How does this compare to our previous methodology?

Applying the methodology used throughout our previous four reports (2018-2021), a **4.2%** gender pay profile in favour of male employees is observed for the same 30 June 2022 snapshot date. This represents a 2% widening of the gender pay gap since 1 January 2021.

Factors influencing our gender pay profile

The Bank's gender pay gap is driven by a variety of factors including male and female representation at each job grade, length of service and time at grade.

This report provides further analysis of our gender pay gap and highlights the various actions undertaken throughout 2021 and 2022 as well as looking ahead to our future areas of focus.

Gender Representation

It is important to note that the data required as part of this report is limited to male and female and may not be representative of the gender identities

that we welcome within our employee group. The Central Bank of Ireland introduced a [Gender Identity and Expression in the Workplace Policy](#) in 2021 which aims to create a welcoming and safe environment for all, regardless of gender identity or expression.

Our Gender Pay Gap Data

The gender pay analysis and profile is based on average hourly rate of pay in the 12 months from 1 July 2021 to 30 June 2022.

The Central Bank has clear, fully transparent and published pay structures that are informed by public sector guidelines. All employees are aligned to these pay grades which provide for equal pay for equal work within each job grade, irrespective of gender. Our gender pay profile compares the pay of all male and female employees; not just those in similar jobs with similar working patterns, skills or experience.

Overall:

Mean Gender Pay Gap

Our mean gender pay gap is **4.9%** in favour of male employees.

Median Gender Pay Gap

Our median gender pay gap is **0.4%** in favour of male employees.

Part-time employees:

Mean Gender Pay Gap for part-time employees

Our mean hourly gender pay gap for part-time employees is **24.1%** in favour of male employees. This means that for all employees less-than 1 Full-Time Equivalent (FTE), the average female employee received 24.1% less than male employees.

Median Gender Pay Gap for part-time employees

Our median hourly gender pay gap for part-time employees is **23.8%** in favour of male employees. This median hourly pay gap means that for every €1 a part-time (<1 FTE) male employee received, a part-time (<1 FTE) female employee received 76 cent.

Temporary contract employees:

Mean Gender Pay Gap for temporary contract employees

Our mean hourly gender pay gap for temporary contract (*all employees not employed under contracts of indefinite duration*) employees is **6.9%** in favour of male employees. This means that female temporary employees under 6.9% less than their male employee equivalents.

Median Gender Pay Gap for temporary contract employees

Our median hourly gender pay gap for temporary contract employees is **0.1%** in favour of male employees. This indicates that for every €1 received

by male employees on temporary contract arrangements, female temporary employees received 99.9 cent.

Gender Pay Quartiles

Each pay quartile represents a quarter, or 25%, of our total employee group ranked by hourly rate of pay. Our data shows a higher proportion of male employees in the upper half of our gender pay quartiles while female employees hold the majority of roles in the lower paid half of our job grades.

Table 1 | Gender Pay by Quartiles

	Quartile	Female (No. of staff)	Male (No. of staff)	Total (No. of staff)	% Female	% Male
Males and females in each quartile	Upper	253	282	535	47%	53%
	Upper Middle	251	285	536	47%	53%
	Lower Middle	272	264	536	51%	49%
	Lower	281	254	535	53%	47%

Benefit in Kind

The gender representation of employees in receipt of benefit in kind highlights that there are more female employees in receipt of benefit in kind than male.

Table 2 | Benefit in kind received by gender

Benefit in Kind	% of female employees receiving BIK	% of male employees receiving BIK	# of female employees receiving BIK	# of male employees receiving BIK
	20.7%	18.2%	219	197

Gender Representation

Our overall gender distribution between males and females has remained relatively stable over the last number of years although there are shifts in profiles at certain job bands. In 2020 we introduced [gender representation goals](#) for senior leadership level which supports us in actively monitoring trends and taking action where needed.

1 January 2020

- Female 49%
- Male 51%

1 January 2021

- Female 48%
- Male 52%

30 June 2022

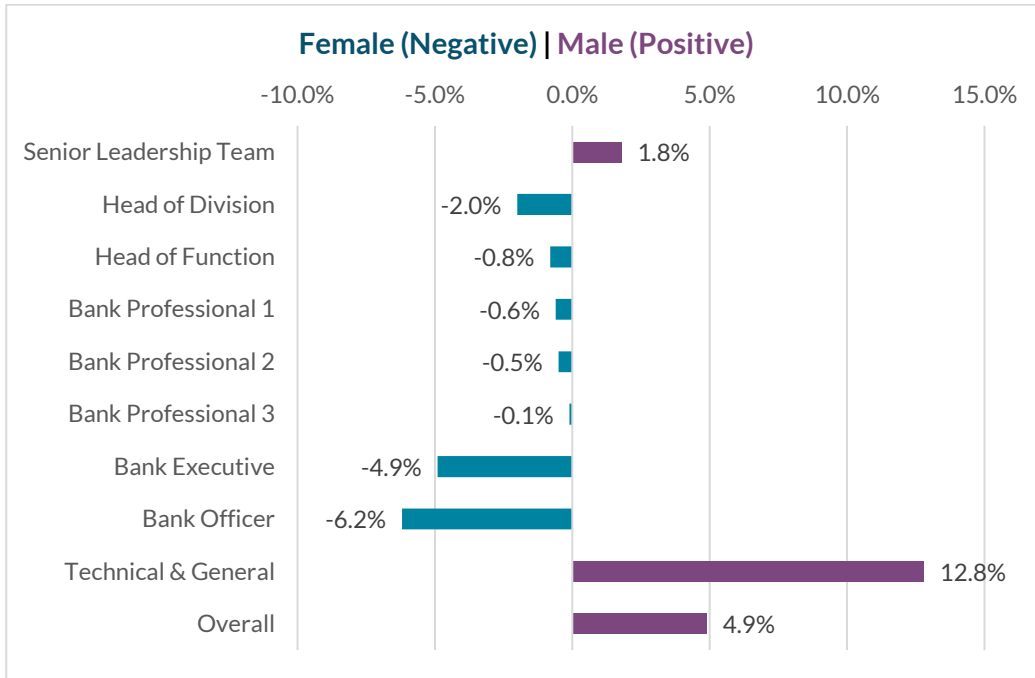
- Female 49%
- Male 51%

A closer look at gender representation by job band (below) shows that gender representation is particularly in favour of male employees at our Head of Division and Senior Leadership Team (SLT) levels as well as our Technical & General (T&G) band. The gender representation balance is in favour of female employees at both Bank Executive and Bank Officer bands.

Table 3 | Gender Representation by Job Band

Job Band	Gender Distribution 1 January 2020		Gender Distribution 1 January 2021		Gender Distribution 30 June 2022	
	Female	Male	Female	Male	Female	Male
Senior Leadership Team	38%	62%	40%	60%	38%	62%
Head of Division	45%	55%	37%	63%	36%	64%
Head of Function	46%	54%	47%	53%	46%	54%
Bank Professional 1	39%	61%	42%	58%	43%	57%
Bank Professional 2	50%	50%	50%	50%	49%	51%
Bank Professional 3	47%	53%	46%	54%	49%	51%
Bank Executive	57%	43%	57%	43%	61%	39%
Bank Officer	59%	41%	55%	45%	58%	42%
Technical & General	24%	76%	22%	78%	23%	77%
Overall	49%	51%	48%	52%	49%	51%

Figure 1 | Gender Pay Profile by job band



Further to the representation figures in Table 3, Figure 1 (above) which shows the relative gender pay gaps at each job band. Our SLT roles command the highest salaries in the organisation and so the imbalanced gender representation at that level serves to widen our gender pay gap. In opposition to this, our T&G job band is among the lowest hourly rates of pay in the organisation and the 77% male representation at this level actually serves to reduce our overall gender pay gap.

It is clear that, in the context of our transparent and equitable pay structures, gender representation at various levels is the key driver of our gender pay gap.

What is driving our Gender Pay Gap?

The gender pay gap observed at any given point in time is heavily correlated to, and impacted by, the timing and impact of employee joiner, leaver and promotion activities as well as returners (e.g. secondment or career breaks) – each of which have material impact on gender distribution and pay at that job band. Calculating our gender pay profile using ‘snapshot’ data from one particular point in time serves to mask the fluidity of gender pay gaps which can fluctuate from month to month.

Key factors

In preparing our analysis of the gender pay profile within the Central Bank of Ireland, our data points to two primary driving factors:

1. The most significant driver of the gender pay gap is **gender representation** at SLT and T&G job bands.
 - The impact of pay at these job bands disproportionately impacts the overall gender pay profile. SLT comprises 21 employees while the T&G job grade totals 88 employees. Relatively small changes in the distribution of male or female employees within either job band would have a significant impact on our overall gender pay gap.
 - **At all other job bands, representing over 95% of our employee group, the gender pay gap is in favour of female employees.**
2. The inclusion of **overtime and allowances** in the 2022 calculation has also had an impact on our gender pay gap.
 - Removing overtime and allowances reduces our gender pay gap to 4.2%.

As well as these primary factors, the analysis has highlighted some further areas for us to explore including the impact of **length of service** and **time at grade** on our gender pay profile at various job bands.

Closing our Gender Pay Gap

Gender forms a central part of our broader D&I Vision and Strategy. Since first reporting our gender pay gap in 2018, we have committed to taking action across the full range of our employee lifecycle.

Our vision and ambition is to have a workforce whose diversity reflects society in Ireland. A focus on gender is clear in the actions that we have taken to date and those that we are going to take in 2023 and beyond.

We believe in the intersectionality of D&I, and with that in mind we design our actions so as to ‘raise all boats’ as much as possible.

What we have done

Each year, as part of our reporting on gender pay we have outlined the actions taken and they cover a wide-range of areas that we believe will have a material and sustainable long-term impact on our gender pay and representation. They include:

- **Talent Acquisition:**
 - We have **extended our range of advertising channels** and have held campaigns to recruit more female applicants in areas that we believe our diversity profile should improve such as in the STEM area.
 - We are **updating language and imagery as part of our job advertisements** to reflect a more inclusive environment.
 - We have improved the focus on D&I within our **interviewer skills training** and we will be making further changes in 2023.
- **Talent Management & Development:**
 - In 2022, we have launched bespoke and mandatory **D&I learning** including both an **e-learning module** and **classroom-based training** for all staff.
 - We have continued our focus on **Inclusive Leadership** as a key topic of the Central Bank internal leadership development programmes.
 - We sponsored a number of female colleagues to participate in external women in leadership and mentoring programmes
- **Employee-led Networks:**
 - Continuing to support our employee-led D&I networks has been an important part of our journey and progress to date.

- Policy & Practice:

- As part of ongoing review and integration of hybrid-working into our people policies we have developed and more actively promoted our **flexible-working policies** as well as introducing a number of provisions that support female colleagues included enhanced **personal and family related leave and support**.
- Embedded a governance structure for D&I including an Executive Sponsor, a dedicated team, a cross-functional D&I Working Group, vibrant employee-led networks, active participation and sponsorship by senior leadership and the integration of D&I into our corporate strategy, culture and values.

- Public Commitments:

- We have reaffirmed [our commitment](#) to being a diverse and inclusive workplace for all by publishing our ambitious **Diversity & Inclusion Strategy 2022-2026**.
- Our commitment to openness, transparency and benchmarking is further evidenced by our continued support of [Elevate: The Inclusive Workplace Pledge](#) as well as being a founding signatory of the [ESCB & SSM E,D&I Charter](#) this year.
- We continue to reference and focus on our **gender representation goals** and are committed to achieving our goals.
- Publication in March this year of the [2021 Demographics of the Financial Sector Report](#) detailing the great progress that has been made to improve, from a low base, female representation for PCF roles across the financial services sector since 2012.

What we are committing to do in 2023

We believe that reducing our gender pay gap and improving gender representation at all levels will be sustainably achieved through a combination of immediate and longer term, broader actions.

All of our D&I activity to date as well as future recommendations is reflective of best practice and has been informed by research of and learning from initiatives undertaken by other organisations from a wide range of sectors. Our strategy describes the five focus areas of our D&I

activity for the coming years and specific actions relating to gender pay and representation for 2023 are listed below under each of those areas.

Awareness & Education: *Build knowledge, understanding and skills to enable and empower all of our people to play their part in building a diverse and inclusive workplace.*

- Continue D&I classroom training sessions during 2023.
- Embed D&I e-learning module.
- Continue to enhance our investment in dedicated leadership development for female talent.
- Continue to offer a comprehensive range of learning and development opportunities including our Academic and Professional Training Scheme, mentoring and our bespoke internal leadership development suite.

Role of our Leaders: *Leaders set the tone from the top and act as positive role models of inclusive behaviour.*

- Introduction of D&I focus in PMDP People Manager and One Bank objectives.
- Senior leader storytelling and role modelling to support engagement e.g. leader career stories, male and female leaders sharing stories of flexible working, create job sharing opportunities
- Leaders leading the way in completion of available D&I training.

Policies & Practices: *Key policies and practices support our diversity and inclusion vision.*

- Implementation of policies and practices enhanced since completing our Future @ Work review in preparation for a hybrid-working model.
- Promote and encourage use of our flexible working practices for both male and female employees.
- Continue support of our employee-led networks.

Talent Attraction & Retention: *Attract, hire, develop and retain a diverse workforce who are supported to reach their potential.*

- A more inclusive approach across the talent acquisition space;
- Enhanced and mandatory interview skills training for all interviewers.

Data & Insights: *Develop our approach to data management and analysis to enable data driven decision making.*

- Continue to provide required diversity related metrics as part of our talent management process.

- Develop proposals to adapt gender representation goals to include more than just male and female gender representation.
- Host listening sessions for female leaders to inform actions on inclusion, attraction, development and retention.

Looking Ahead

Publishing our gender pay gap and representation report each year is a starting point for accountability, explanation and action for the Central Bank. The pay gap reported is not an end-point and does not serve to summarise diversity in our workplace. The importance and impact of such reporting is that it requires us as an organisation to understand, analyse and act to address the challenges and underlying factors that our pay gap identifies.

Our employees spend a large part of their lives at work. We recognise that as a result, the opportunities provided through the Central Bank as a workplace have a direct and meaningful impact on their personal lives and society at large. Gender equality, as one strand of D&I, presents an opportunity for organisations such as our own to enhance that impact on society by building a diverse and inclusive, fulfilling workplace for all our people.

Our D&I vision for the coming years remains consistent. We want to have a diverse workforce that reflects Irish society, we want to harness the difference to our benefit and we want to be thought leader that has a positive influence on the behaviour of the financial services industry.

Delivering on this vision is a truly organisation-wide effort. The approach to D&I in the Central Bank aims to be truly consultative by being both built from the ground up and also actively supported by our leaders. This style of *engaging, not dictating* supports us in ensuring employee voice is central to any policies or initiatives that we pursue.

Our five-year strategy is built on the fact that we don't just talk about D&I, we take meaningful action to progress it. We have some key pillars in place that set us up for success and signify our commitment to date including a dedicated D&I team, a cross-functional D&I Working Group, vibrant employee-led networks, active participation and sponsorship by senior leadership and the embedding of D&I in our corporate strategy, our culture and values, our ways of working and our employee value proposition.

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