



# 2022

CHAMPIONING AN INCLUSIVE AND GENDER-DIVERSE CULTURE IN TEAGASC

# GENDER PAY GAP REPORT



# FOREWORD



**PROF. FRANK O'MARA**

Director of Teagasc

At Teagasc we are committed to achieving diversity and inclusion across the organisation. We believe in working together to create a world where everyone has equal rights, equal pay for equal work, equal access to education and equal opportunities for success. I welcome the opportunity to publish our Gender Pay Gap Report as it provides the opportunity to showcase Teagasc's efforts to date on achieving gender equality. Shortly after taking up my leadership role as Director of Teagasc, I announced 2022 as a year of diversity and inclusion within the organisation. We have been very deliberate about embedding diversity and inclusion into our culture, our programmes, our daily activities, and our training programmes. I am delighted that we have seen an increase of 10% (from 12% to 22%) in the number of female staff in senior roles, and I am optimistic that this trend will continue in the future. I will be championing many more actions from our Gender Equality Plan and I am confident that these additional actions will continue to deliver a more gender-inclusive culture in Teagasc and enable us to reduce our gender pay gap.



**VALERIE FARRELL**

Head of Human Resources, Teagasc

I am proud to present our first Gender Pay Gap Report. We want our people to thrive, be empowered to be themselves, and keep succeeding. A positive experience at work is critical to attract, retain and motivate the best people. Our ambition for diversity and inclusion was central to our 2018-2022 People Strategy. Over the past five years, we have incorporated gender balancing strategies and tools in our decision making and career structures, as well as in the Research, Knowledge Transfer and Operations Directorates. We are seeing the benefits of female colleagues moving into more senior roles and female staff leading many national and international initiatives within our sector. I have experienced first-hand the benefits of more gender balance at the leadership table. Our female leaders act as important role models for new recruits and they will help to encourage a pipeline of female staff for the future. While progress can be slow in a large organisation such as Teagasc, a reduction in our pay gap from 14% to 12% is a welcome move in the right direction.

## CHAMPIONING AN INCLUSIVE AND GENDER-DIVERSE CULTURE IN TEAGASC

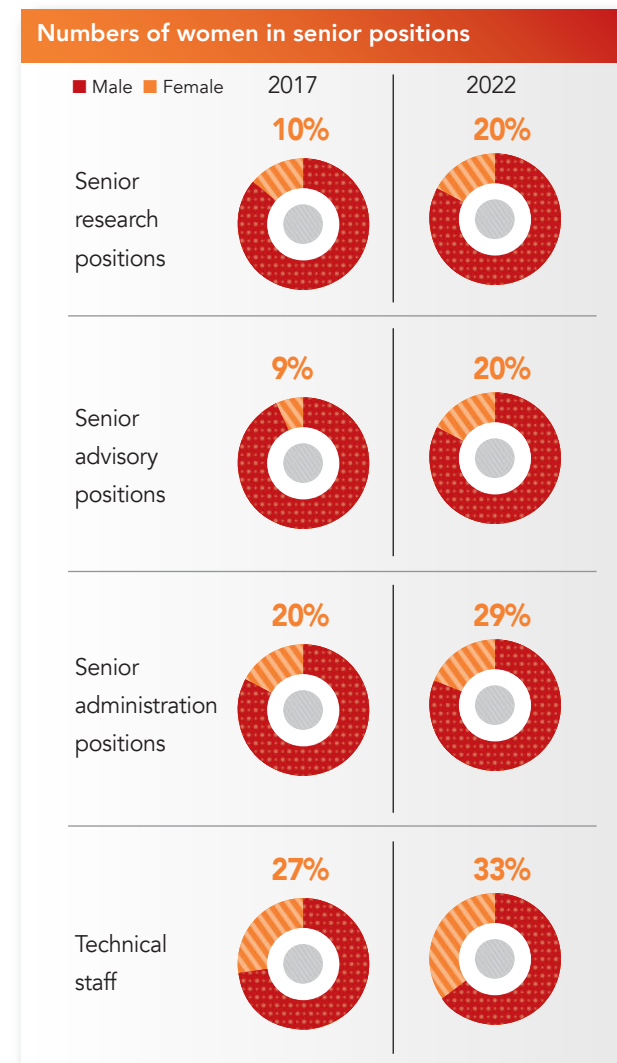
Championing gender diversity is integral to Teagasc's long-term vision. We recognise that being able to attract, develop and retain top female talent is crucial, and that organisations with gender-diverse management teams outperform organisations that do not have diversity. For decades, Teagasc has operated in a male-dominated industry, but this is changing in recent years. This report showcases some of steps we are now taking to address the imbalance in gender pay and to encourage greater female representation across all pay grades.

### GENDER PROFILE

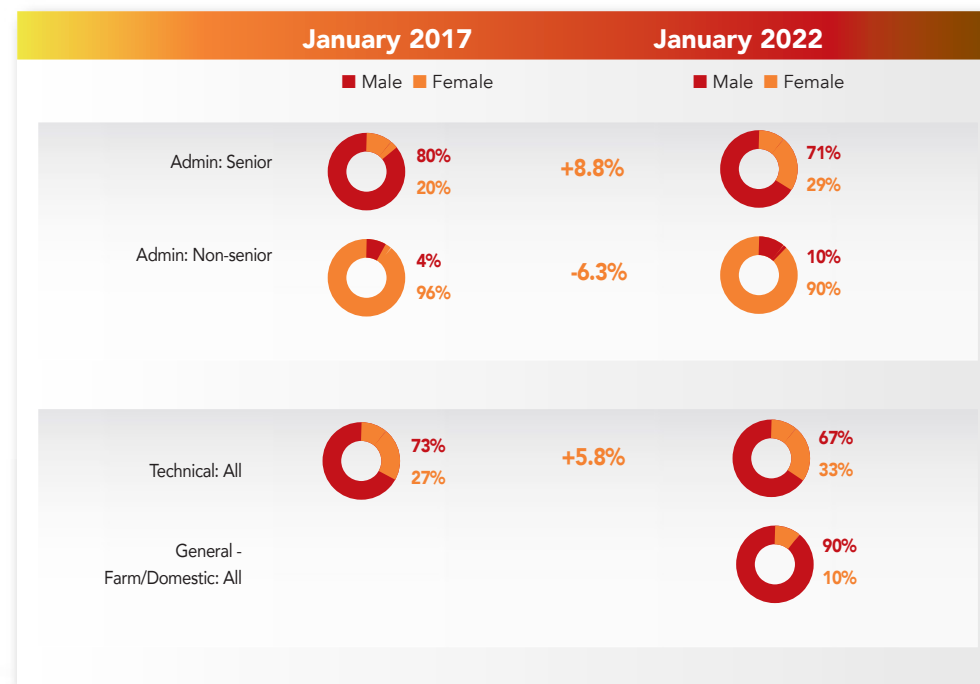
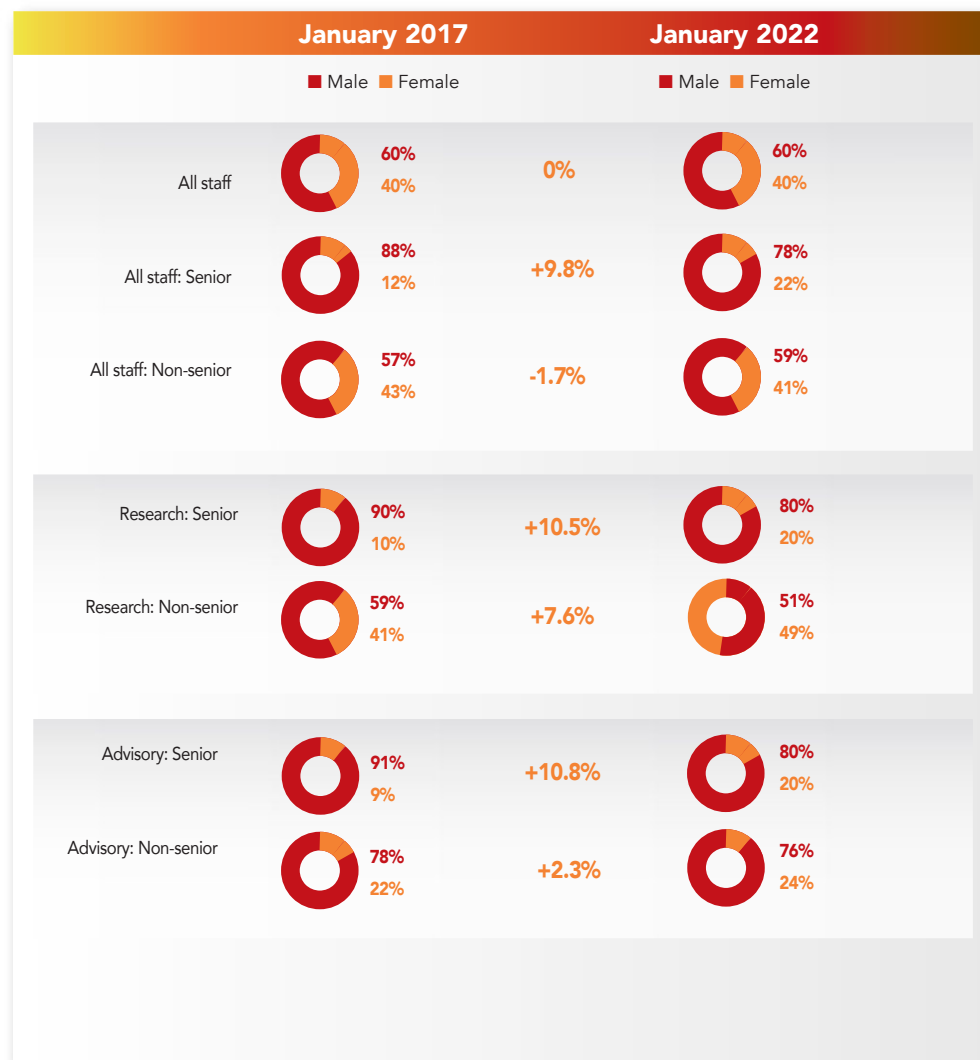
The graphics on page 4 highlight the change in gender balance across staff categories by seniority since January 2017, when Teagasc first started to analyse and record gender data. The profile of all staff has remained quite stable between January 2017 and January 2022 with 60% male and 40% female; however, the gender profile varies across programmes, staff categories and the seniority of roles.

Significant progress has been made over the past five years in terms of the increase of women in senior positions in Teagasc. The numbers of women in senior positions across all grades have increased by 10% from 12% in January 2017 to 22% in January 2022. These data can be broken down further, showing that the percentage of women in senior research positions increased from 10% to 20%, that of women in senior advisory positions increased from 9% to 20%, the percentage in senior administration positions increased from 20% to 29%, and the percentage of female technical staff increased from 27% to 33% during this period.

These positive trends highlight the concentrated effort and work that has been put in by Teagasc to address the gender imbalance within the organisation. However, while it is important that progress is celebrated, it is also necessary to examine the data in its entirety. Women are significantly overrepresented in lower grades (and particularly so in the lower administrative grades) and, despite the increase in numbers over the past five years, women are still underrepresented in higher ranks and grades in the organisation.



## TEAGASC GENDER PROFILE ACROSS STAFF CATEGORIES



# UNDERSTANDING THE **GENDER PAY GAP**

THE GENDER PAY GAP REFERS TO THE DIFFERENCE BETWEEN WHAT IS EARNED ON AVERAGE BY WOMEN AND MEN BASED ON AVERAGE GROSS HOURLY EARNINGS OF ALL PAID EMPLOYEES. IT COMPARES THE PAY OF ALL WORKING MEN AND WOMEN.

The gender pay gap does not refer to equal pay for equal work. Paying women less than men for the same job, purely on account of their gender, is illegal and is outlawed by equality legislation. It is not, however, illegal to have a gender pay gap.

Ireland has introduced legislation for mandatory gender pay gap reporting, in the form of the Gender Pay Gap Information Act 2021 and subsequent Regulations, which came into operation on the 31st May 2022. Teagasc welcomes the opportunity to report on its gender pay gap, which has reduced from 14% to 12% over the last three years.

## MEAN PAY GAP

The **mean pay gap** is the difference between men and women's average hourly wage across the organisation.

## MEDIAN PAY GAP

The **median pay gap** is the difference between the middle paid woman's hourly wage and the middle paid man's hourly wage, i.e., if the men and women are separately listed from the highest to the lowest paid, it is the difference in the hourly wage between the person in the middle of each list.

## QUARTILES

The Regulations provide that in publishing the information an employer must divide its workforce into **quartiles** by reference to the relevant pay band to which the employees belong. This has been done by determining the hourly remuneration of employees in Teagasc as of the 30th June 2022. Staff are then ranked according to their rates of hourly remuneration and divided into four groups, which act as comparator groups. This allows for comparisons to be drawn between male and female employees in the relevant quartiles.

# TEAGASC **GENDER PAY GAP**

TEAGASC'S GENDER PAY GAP IS

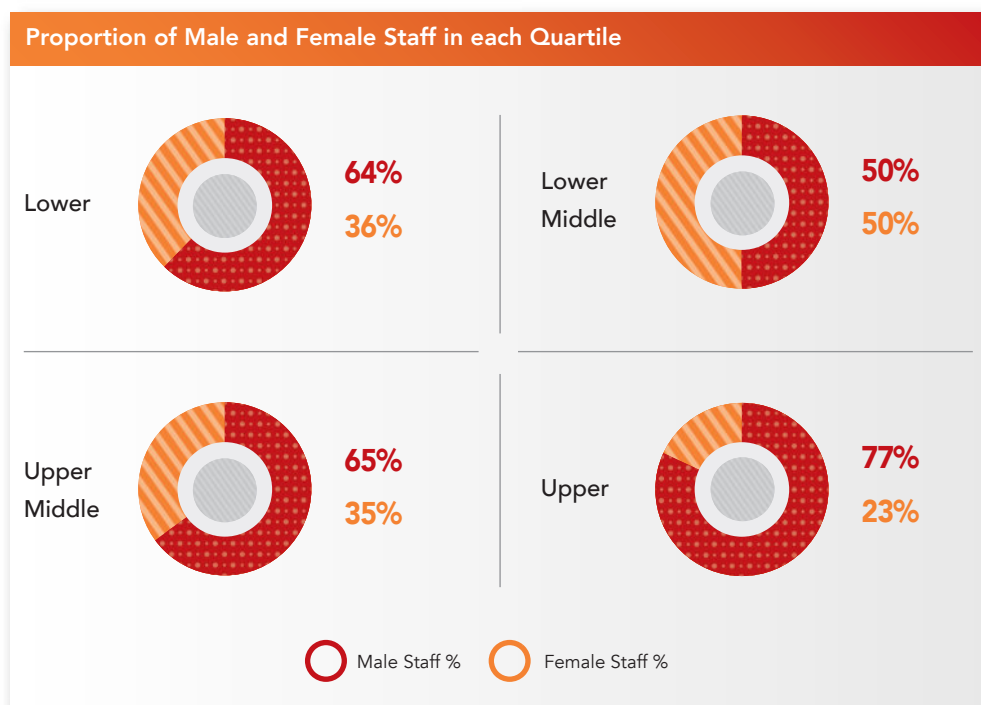
**12% AS AT  
30TH JUNE 2022**

THIS WILL BECOME THE ANNUAL  
REPORTING DATE FOR TEAGASC  
IN FUTURE YEARS



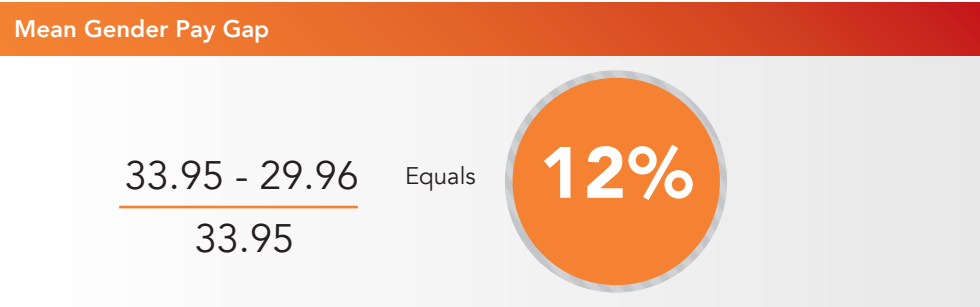
# PERMANENT FULL-TIME STAFF

BREAKDOWN OF THE MALE AND FEMALE PERMANENT FULL-TIME STAFF, PER QUARTILE, WORKING IN TEAGASC AS AT 30TH JUNE 2022.



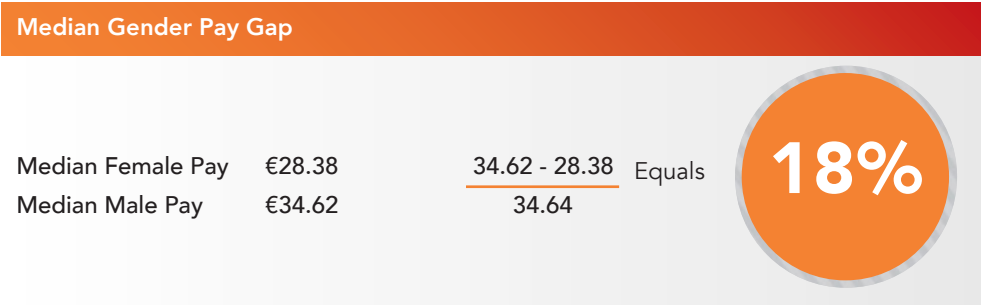
MEAN GENDER PAY GAP – PERMANENT FULL-TIME STAFF

Mean Hourly Remuneration			
Total Hourly Pay of Females	€10,425	Total Hourly Pay of Males	€21,222
Total Female Employees	348	Total Male Employees	625
Average Hourly Pay	€29.96	Average Hourly Pay	€33.95



The above charts indicate that the mean average hourly pay of the total number of permanent males working in Teagasc is €33.95, whereas the mean hourly pay of the total number of permanent females working in Teagasc is €29.96. Therefore, the mean gender pay gap for permanent full-time staff is 12%.

MEDIAN GENDER PAY GAP – PERMANENT FULL-TIME STAFF



The median hourly wage of permanent full-time males in Teagasc is €34.62 and the median hourly wage of permanent full-time females in Teagasc is €28.38. Therefore, the median gender pay gap is higher at 18%.

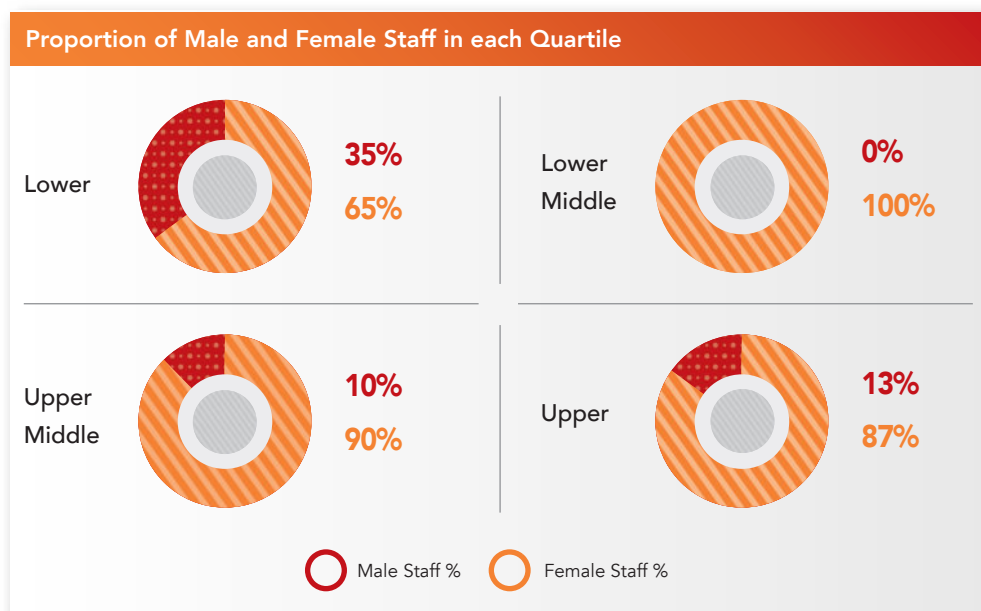
# PERMANENT PART-TIME STAFF

THE TABLES IN THIS SECTION SET OUT A BREAKDOWN OF THE MALE AND FEMALE PERMANENT PART-TIME STAFF, PER QUARTILE, WORKING IN THE ORGANISATION.

It is noteworthy that the numbers of male staff availing of part-time working is very low in Teagasc. There are no male staff working part-time in the Lower Middle Quartile and the numbers are in the low single digits in the Upper Middle and Upper Quartiles, at three and four staff, respectively. There are 11 male staff working part-time in the Lower Quartile and this represents the highest number of male staff working part-time.

The Lower Quartile represents the lowest number of female staff working part-time, at 20. There are 31 female staff working part-time in the Lower Middle Quartile, which is the highest number of females working part-time.

The numbers of female staff working part-time in the Upper Middle and Upper Quartiles are 28 and 27, respectively.



## MEAN GENDER PAY GAP – PERMANENT PART-TIME STAFF

### Mean Hourly Remuneration

Total Hourly Pay of Females	€2,958.70	Total Hourly Pay of Males	€437.05
Total Female Employees	106	Total Male Employees	18
Average Hourly Pay	€27.91	Average Hourly Pay	€24.28

### Mean Gender Pay Gap

$$\frac{24.28 - 27.91}{24.28}$$

Equals

**-15%**

As a result of the imbalance in the numbers of male and female staff availing of part-time working, and the fact that the majority of male staff working part-time are in the Lower Quartile, there is a -15% mean gender pay gap. This means that there is 15% pay gap in favour of female staff who are working part-time.

## MEDIAN GENDER PAY GAP – PERMANENT PART-TIME STAFF

### Median Gender Pay Gap

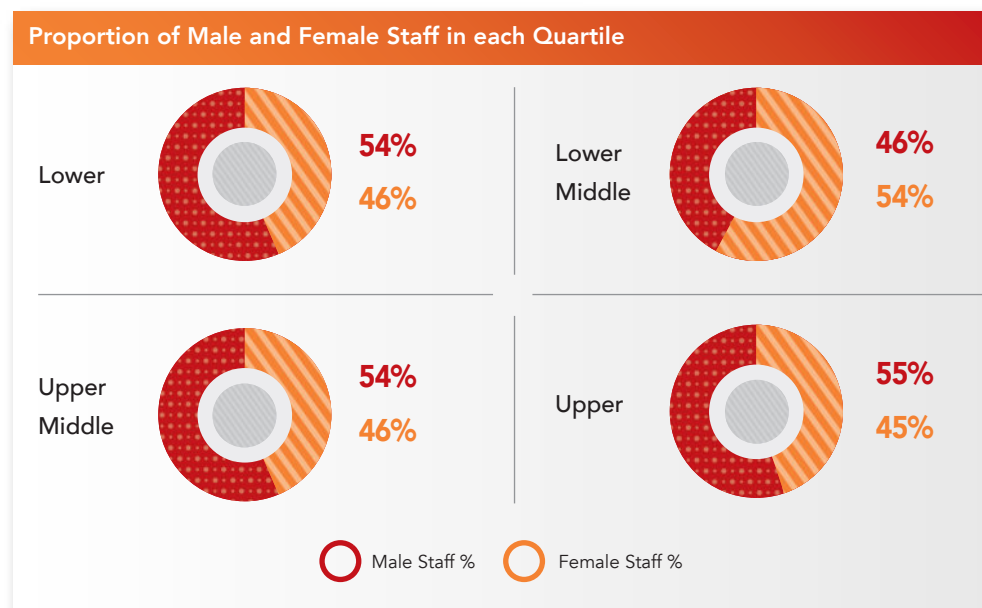
Median Female Pay	€26.38	$\frac{17.19 - 26.38}{17.19}$ Equals
Median Male Pay	€17.19	

**-53%**

The median hourly wage of permanent part-time males in Teagasc is €17.19 and the median hourly wage of permanent part-time females in Teagasc is €26.38. Therefore, the median gender pay gap is -53%, meaning it is in favour of female permanent part-time employees.

# TEMPORARY FULL-TIME STAFF

THERE IS A SLIGHTLY HIGHER NUMBER OF MALE TEMPORARY FULL-TIME STAFF IN THE LOWER, UPPER MIDDLE AND UPPER QUARTILES, WHEREAS THERE IS A HIGHER NUMBER OF FEMALE STAFF IN THE LOWER MIDDLE QUARTILE.

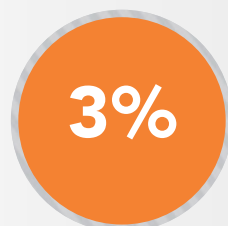


## MEAN GENDER PAY GAP – TEMPORARY FULL-TIME STAFF

Mean Hourly Remuneration			
Total Hourly Pay of Females	€3,031.04	Total Hourly Pay of Males	€3,354.20
Total Female Employees	146	Total Male Employees	157
Average Hourly Pay	€20.76	Average Hourly Pay	€21.36

### Mean Gender Pay Gap

$$\frac{21.36 - 20.76}{21.36} \text{ Equals}$$

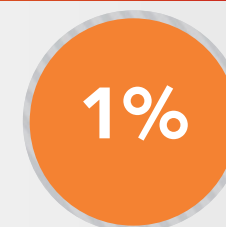


The average hourly pay of female temporary full-time staff is €20.76 and the average hourly pay of male temporary full-time staff is €21.36. Therefore, the mean gender pay gap with respect to this group of employees is 3%.

## MEDIAN GENDER PAY GAP – TEMPORARY FULL-TIME STAFF

### Median Gender Pay Gap

Median Female Pay	€19.70	$\frac{19.93 - 19.70}{19.93}$	Equals
Median Male Pay	€19.93		



The difference between the median rate of pay for female and male temporary full-time staff is almost negligible and therefore, the median gender pay gap is only 1%.

The majority of temporary staff are at entry-level positions, and therefore it is not surprising that a very small mean or median pay gap exists within this group. However, we know that more male staff than female staff apply for senior positions, leading to a wider gender pay gap at senior levels. The Teagasc Gender Equality Plan has placed particular focus on supporting female staff in applying for more senior roles.

# SUMMARY OF **TEAGASC PAY GAP**

A SUMMARY OF THE RELEVANT GENDER PAY GAP FOR EACH OF THE CATEGORIES OF STAFF DESCRIBED.

Pay Gap	Permanent Staff	Permanent Part-Time Staff	Temporary Full-Time Staff
Mean Gap	12%	-15%	3%
Median Gap	18%	-53%	1%

# ADDRESSING GENDER IMBALANCE IN OUR ORGANISATION

AS PART OF OUR 2018–2022 PEOPLE STRATEGY, WE IDENTIFIED GENDER EQUALITY AS A PRIORITY AREA. WE WERE FORTUNATE TO BE PART OF GenderSMART, A €2.9M EU HORIZON 2020-FUNDED PROJECT (UNDER AGREEMENT NO. 824546). THE PROJECT AIMS TO ACHIEVE GENDER EQUALITY IN RESEARCH ORGANISATIONS OPERATING IN THE AGRICULTURE AND LIFE SCIENCE RESEARCH FIELDS.

This project was an excellent platform for us to bring our People Strategy ambitions to life, as well as gaining valuable resources to help us on our journey. Following considerable staff consultation and stakeholder engagement, we developed a Gender Equality Plan over the period 2020-2021. The plan was formally launched on International Women's Day 2022.

The Teagasc Gender Equality Plan is comprised of four main strategic objectives:

- Building a gender equality culture;
- Reshaping decision-making and governance;
- Developing equal career support measures; and
- Integrating gender in funding, research and teaching.

The aim of the Gender Equality Plan is to deliver long-term, meaningful, organisational change by removing existing gender inequalities and biases, and ensuring a more gender-inclusive and balanced culture in Teagasc.

## CONTINUING TO FOCUS ON A PIPELINE OF FEMALE TALENT

Over the past few years, Teagasc has made some encouraging progress with regard to the representation of women in more senior positions in the organisation but the rate of change is still slower than we would like. We know that we must remain vigilant to ensure there is no bias in our hiring decisions, as well as to provide targeted opportunities for our female colleagues to develop their careers. At the lower levels of the organisation, we have almost attained gender balance but, at the most senior level of management, female staff are not represented. There are currently no female Level 1 senior managers and women only account for 15% of the heads of department.

## AS PART OF OUR GENDER EQUALITY PLAN WE HAVE OUTLINED KEY AREAS OF FOCUS AIMED AT ENHANCING GENDER INCLUSION AND DIVERSITY THROUGHOUT THE ORGANISATION.

- **International Women's Day** – Teagasc marked its first International Women's Day event at Teagasc Ashtown in 2018 and the event has continued to go from strength to strength.
- **Identifying Gender and Diversity Values** – In 2019, following comprehensive employee engagement, Teagasc identified three core gender and diversity values: **Equal opportunities, No barriers and Active inclusion.**
- **Gender and Diversity Values Logo** – The development of a suitable logo was very important in communicating our core gender and diversity values, both internally within Teagasc and outside the organisation.
- **Leading from Within Programme** – Teagasc launched a four-day self-leadership development programme for female staff in 2019, called Leading from Within. The programme was very successful for female staff members in:
  - Building confidence;
  - Creating a powerful network amongst female staff; and
  - Creating awareness around career development goals.
- **Lean-in Groups** – Arising from the Leading from Within Programme, a number of lean-in or mentoring circles have been started in Teagasc. These small informal groups of female staff members meet every six weeks or so to share knowledge and experience, and give and receive support.
- **Gender-Sensitive Communication Guidelines** – These were developed for Teagasc and were launched during a staff webinar in October 2022. The Guidelines were developed as part of the GenderSMART project and are an important action in our Gender Equality Plan.
- **Mentoring Programme** – A pilot mentoring programme was rolled out in 2020. The programme aims to offer learning and development opportunities to both male and female staff members by leveraging the skills, knowledge and experience of mentors, in order to enhance the participants' professional development, job satisfaction and career opportunities.
- **Career Coaching for Women** – When women in Teagasc apply for senior roles, they are offered career coaching in advance of being called for interview.
- **Targeting Women to Apply for Senior Roles** – For vacant senior roles, the recruitment company is now provided with a list of female staff a level below the job being advertised and those female staff members are contacted, inviting them to apply for the role in question.
- **Guide to Understanding Sexism in the Workplace** – A guide for Teagasc staff and managers has been developed to provide further definition and explanation of the content set out in the Teagasc Dignity at Work policy in relation to sexual harassment and the inappropriate behaviour associated with sexism.

# LOOKING AHEAD

WHILE SIGNIFICANT PROGRESS HAS BEEN MADE TOWARD GENDER EQUALITY IN THE PAST NUMBER OF YEARS, WE RECOGNISE THAT MORE NEEDS TO BE DONE. TEAGASC HAS BEEN FORTUNATE TO HAVE MANY CHAMPIONS FOR THIS CHANGE JOURNEY, IN PARTICULAR OUR SENIOR MANAGEMENT TEAM AND THE TEAGASC AUTHORITY.

But we know that a gender pay gap exists because women are underrepresented in our higher-paid roles across our organisation. This is an area we are working hard to change, while recognising that it will take time to address.

We know that organisations with diverse workforces perform better. Diversity helps increase creativity and innovative thinking, and strengthens employee engagement. Therefore, it is vital that we continue to improve the diversity of our organisation across all levels. In doing so, we will also better represent the communities and societies that the organisation serves.

For further information, please email [info@teagasc.ie](mailto:info@teagasc.ie).

