



GENDER PAY GAP REPORT

Fáilte Ireland
2022

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WHAT IS THE GENDER PAY GAP?

The Gender Pay Gap Information Act 2021 requires organisations to report on their hourly gender pay gap across a range of metrics. Organisations with over 250 employees are being asked to report on their Gender Pay Gap for the first time in 2022.

The gender pay gap in the EU stands at 13.0 % in 2020 and has only changed minimally over the last decade. It means that females earn 13.0 % on average less per hour than males.



INTRODUCTION

As the National Tourism Development Authority, Fáilte Ireland is a public body whose role is to support the long-term sustainable growth in the economic, social, cultural and environmental contribution of tourism to Ireland.

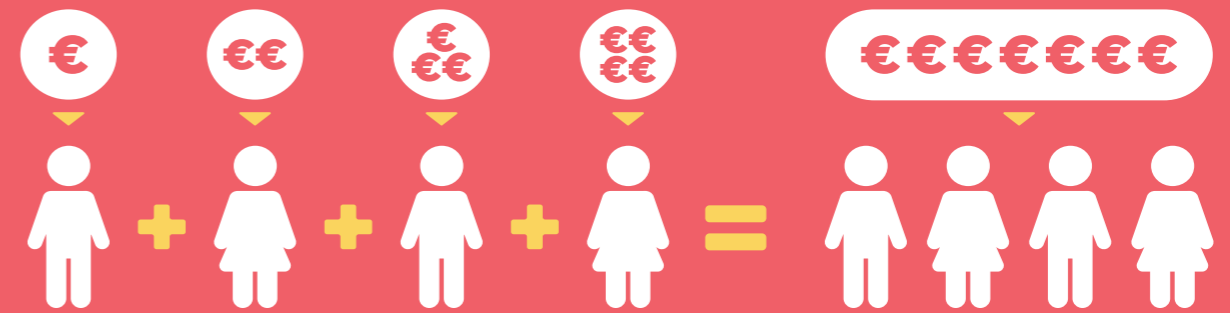
Tourism is a pillar of our national economy, of employment and to local communities across the country. If what we do is important, how we do it is equally so. Our responsibility is to reflect the best values of the State in how we deal with all our stakeholders, not least our own staff. To be real, these must be lived values that impact positively on our people and on the atmosphere in which we all work together.

Equality, Diversity and Inclusion (ED&I) is a priority for Fáilte Ireland. One metric of equality, and a very important one is pay. In the period reported we were 454 people: 76% female and 24% male. We are a predominantly female organisation that strives to be supportive of all staff and delivers on family friendly working arrangements.

HOW IS THE GENDER PAY GAP CALCULATED?

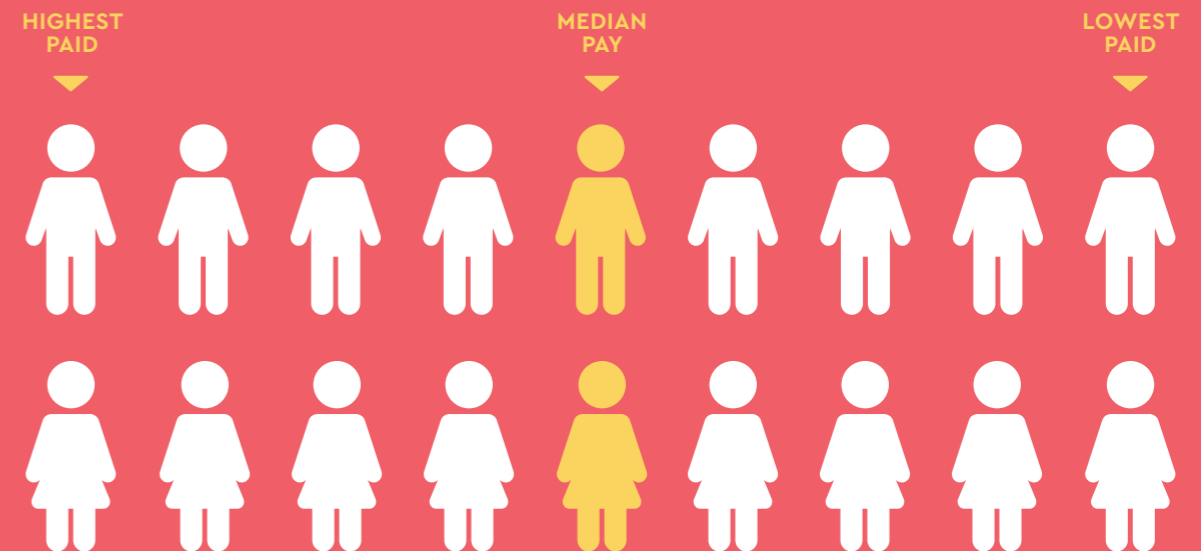
CALCULATING THE MEAN

The mean is the average. This is calculated by adding up all the salaries from all employees from both genders, and dividing it by the number of employees



CALCULATING THE MEDIAN

If all employees were lined up in rows of male and female in order of pay from highest to lowest, the median gender pay gap compares the pay of the female in the middle of their line and the pay of the middle male.



OVERVIEW OF 2022 GENDER PAY GAP (GPG) ANALYSIS

This is Fáilte Ireland's first gender pay gap (GPG) analysis. The data used in the analysis on the gender pay gap (GPG) for Fáilte Ireland was accessed from the Human Resources Information System. The data used was for the period 1st July 2021 until 30th June 2022 inclusive, using a snapshot date of 30th June 2022. There were 454 employees in Fáilte Ireland within the reporting period. This is including people who may have exited the business and/or retired within the reporting period.

All employees are aligned to pay grades which provide for equal pay for equal work irrespective of gender. Our pay structures are informed by public sector pay policy and are fully transparent.

The overall representation levels between females and males are at 76% females to 24% males. Fáilte Ireland gender pay profile is primarily driven by one factor which is that employees are predominantly female.

There are a number of driving factors behind these percentages, primarily the nature of the roles and Fáilte Ireland's supportive approach to family friendly working arrangements. Allied to this is the fact that public sector roles attract more female employees.

'The public sector remains a larger employer of female than the private sector. Globally, women represent 46 percent of public sector workforce compared with 33 percent in the private sector.'

(September 27, 2021 Five facts on gender equity in the public sector, published on Governance for Development, by Turkan Mukhtorova, Faisal A. Baig, Zahid Hasnain)

FLEXIBLE WORKING ARRANGEMENTS

Overall, our Gender Pay Gap report shows that females are more likely to avail of Parental Leave (30 female v 1 male), females are more likely to work part-time (69 female v 2 male), with an equal split in both genders availing of Carer's Leave (1 each gender).

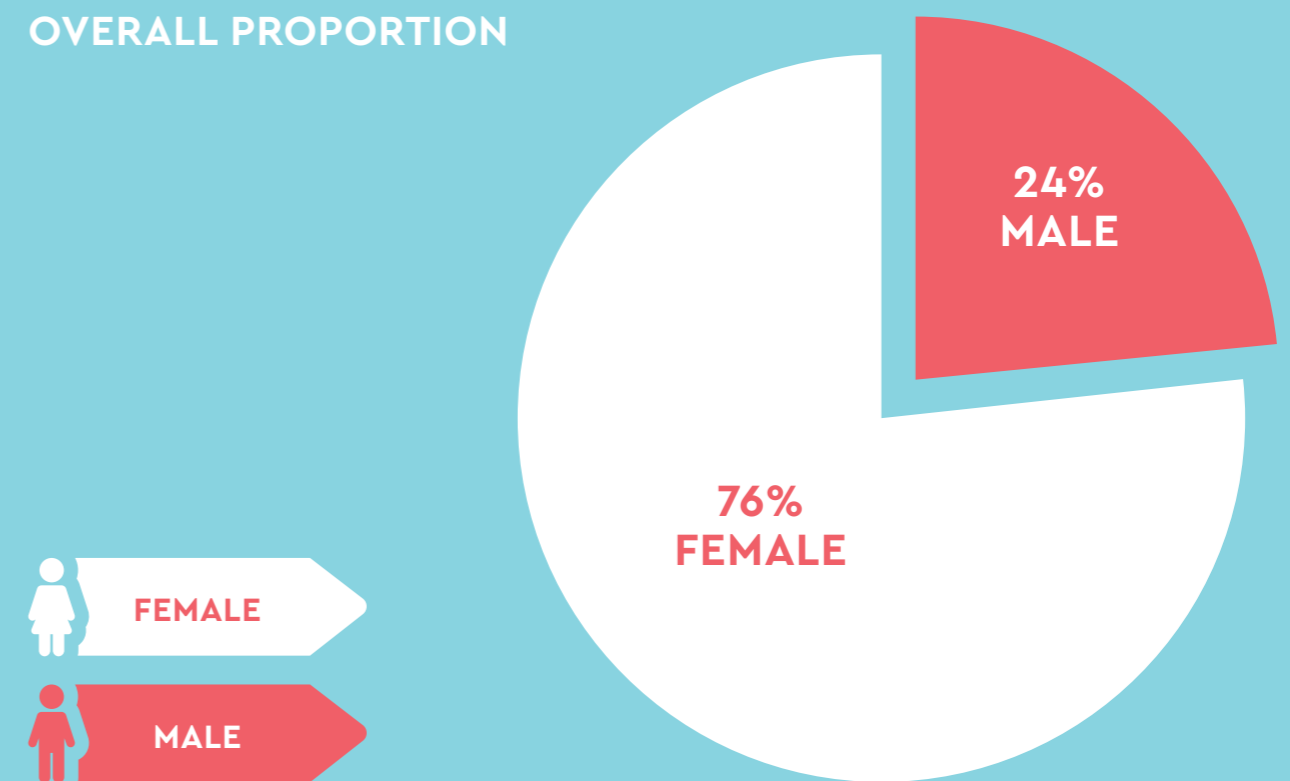
Fáilte Ireland's Blended Working Policy and strategy aims to provide flexibility to employees in a manner that supports engagement, a high-performance culture and delivery of high-quality services. The policy aims to allow employees sufficient autonomy to manage their time at work and the place from which they work while continuing to deliver on the organisation's strategic objectives.

Other types of flexible working available to all employees equally include part-time working, shorter working year, unpaid leave of absence and parental leave to name but a few.

Fáilte Ireland is proud of the flexible opportunities available to all employees which strongly supports our culture and values. Our Blended Working Policy, led by employee consultation, is based on the principle of flexible working which is led by role and outputs.

Flexible working, in whatever form, does not impact on hourly rates of pay.

OVERALL PROPORTION

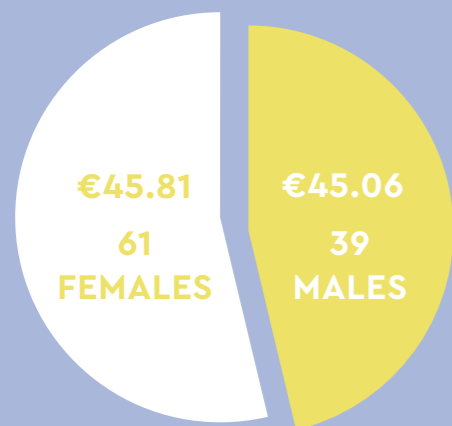
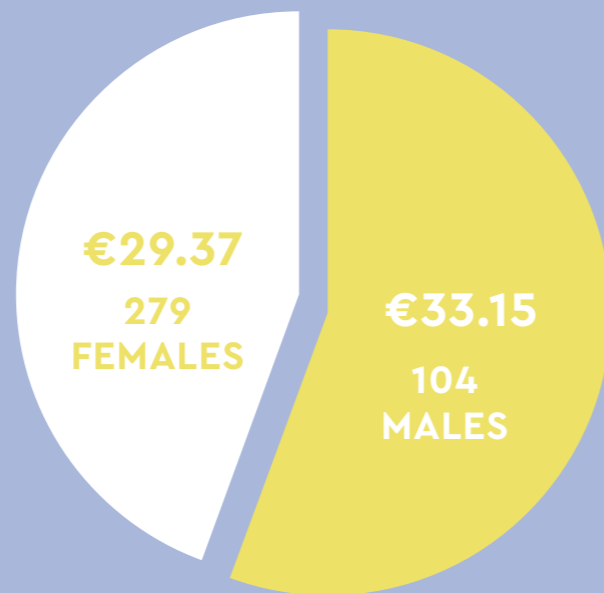


GENDER PAY DATA

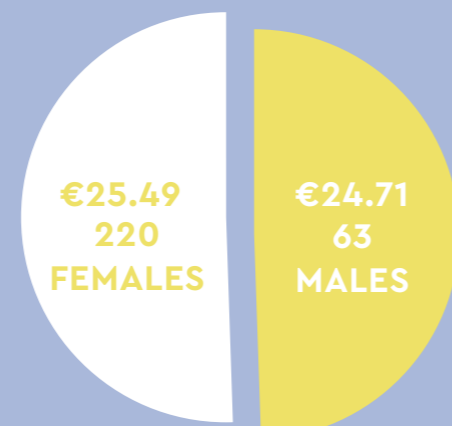
Hourly pay as set out here reflects average hourly pay across the organisation. This is constituted as 11.4% GPG in favour of males in the organisation, which employs 76% female and 24% male. There is a higher percentage of females across all pay grades in the organisation, including our Senior Leadership team which consists of 57% female employees. Although there are more females than males working at each pay grade with a negligible pay gap, or in some grades more favourable towards females, there is a higher proportion of employees in total working in the lower end of the pay grades (62%). Of the 62% working in lower grades, 78% are female. Notwithstanding that our leadership team is predominantly female, there is a lower average hourly rate for females across the organisation as a whole, which is proportionate to our overall numbers of females.

AVERAGE HOURLY RATE (FULL TIME EMPLOYEES)

Of the 383 full time employees average hourly pay between male and female showed a higher hourly rate for male than female. This constituted as 11.4% GPG overall in the organisation.



LEADERSHIP & MANAGEMENT AVERAGE HOURLY RATE



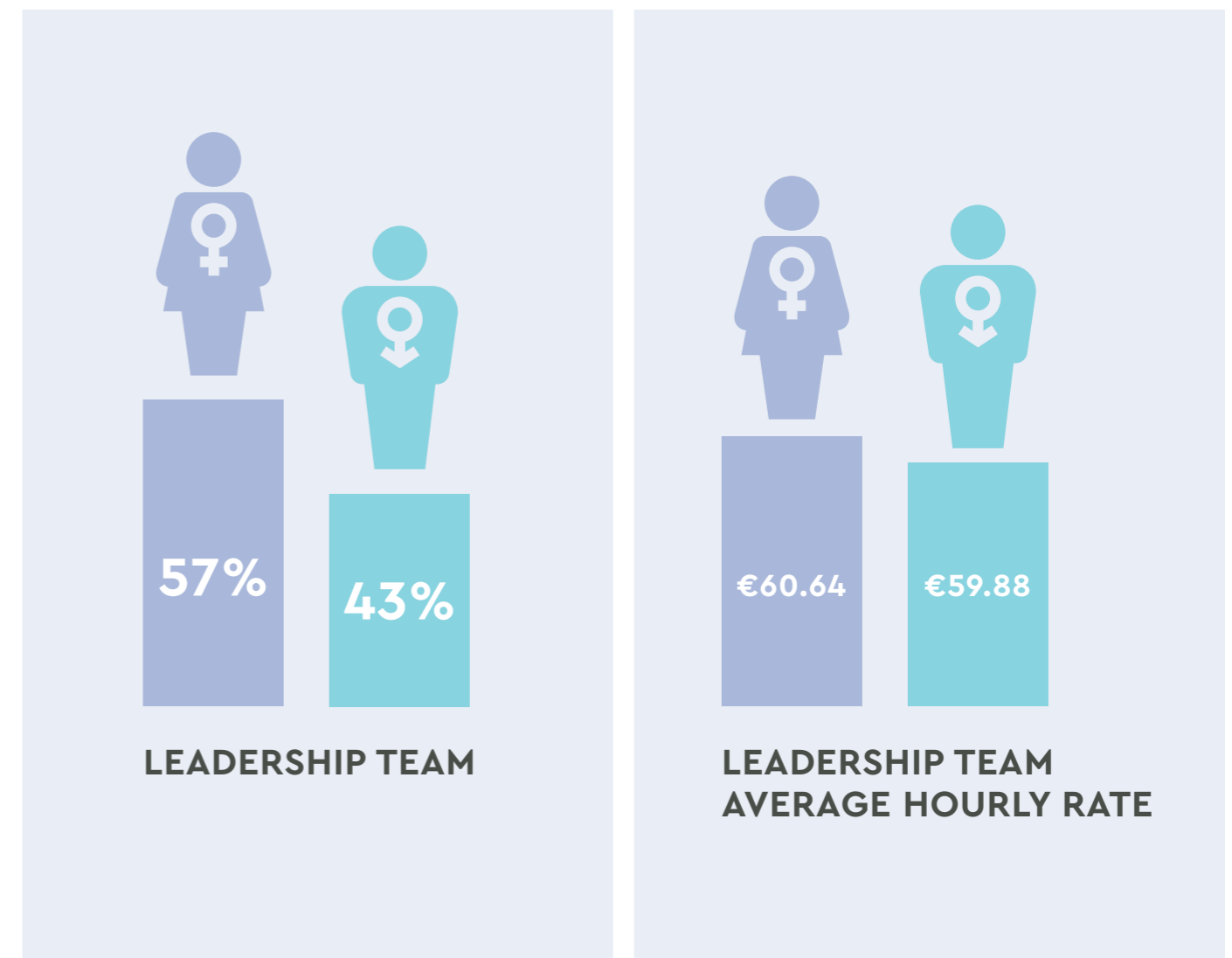
OTHER GRADES AVERAGE HOURLY RATE

	Mean Gender Pay Gap %	Median Gender Pay Gap %	Mean Male Hourly Pay	Mean Female Hourly Pay	Median Male Hourly Pay	Median Female Hourly Pay
Mean and Median Hourly Gender Pay Gap % =	11.3%	13.2%	€33.15	€29.41	€31.56	€27.39

Metrics – Mean and Median Hourly Gender Pay Gap

WOMAN IN LEADERSHIP IN FÁILTE IRELAND

With 57% of Directors and Heads of Division female, there is a higher proportion of female in senior roles within Fáilte Ireland. This is echoed across every other grade in the organisation where the percentage of females are higher resulting in the average hourly rate for females being higher in each of these grade segmentations. However, the higher percentage of females in every grade across the organisation, and in particular the higher percentage in lower grades, actually results in an 11.4% GPA in favour of males across the organisation as a whole.



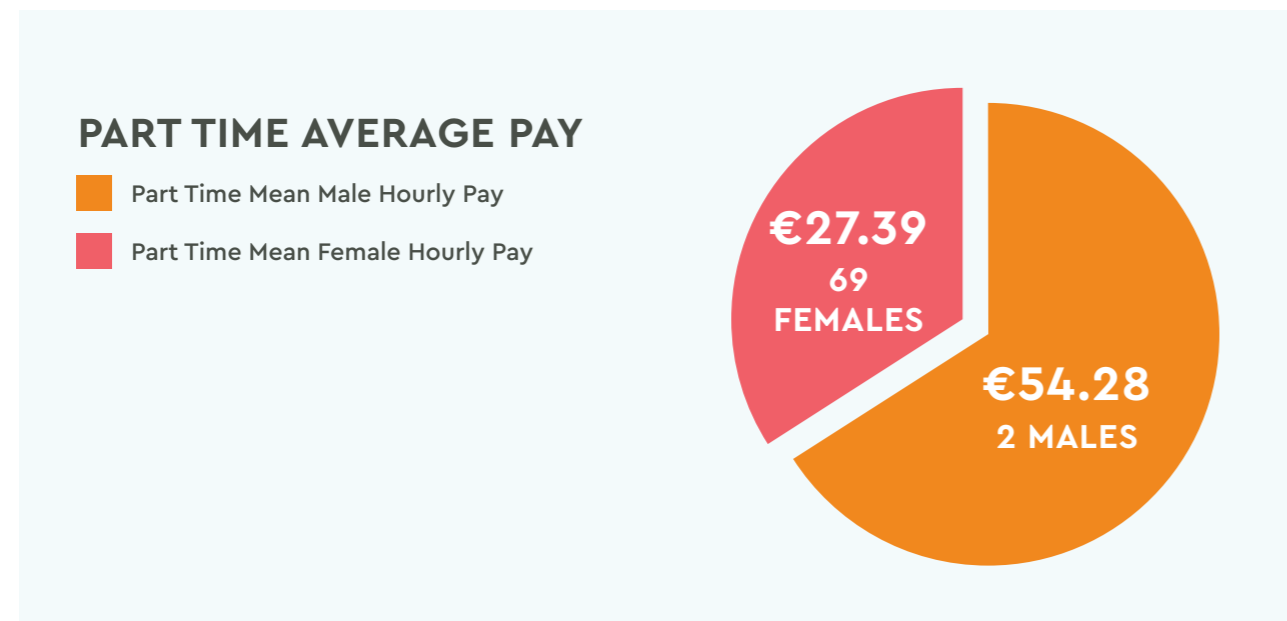
PART-TIME AVERAGE HOURLY PAY

The average hourly pay between female part-time and male part-time was €27.39 and €54.28 respectively. This constituted 49.5% GPG in favour of males.

Part-time working is available at all levels, however only males in senior positions have availed of part-time working, whereas the remainder of part-time workers are female in the lower paid roles.

More females were working part-time than males at 14% and 0.4% respectively across the organisation at different levels. A higher proportion of females working part-time are in the lower levels, which is reflected in the higher hourly rate for part-time male employees.

Salary scales are applied at pay grades and pro-rated. There is no discretion to pay grades.



	Part Time EE Mean Gender Pay Gap %	Part Time EE Median Gender Pay Gap %	Part Time EE Mean Male Hourly Pay	Part Time EE Mean Female Hourly Pay	Part Time EE Median Male Hourly Pay	Part Time EE Median Female Hourly Pay
Part Time EE Mean and Median Hourly Gender Pay Gap % =	49.2%	52.0%	€54.28	€27.58	€54.28	€26.03

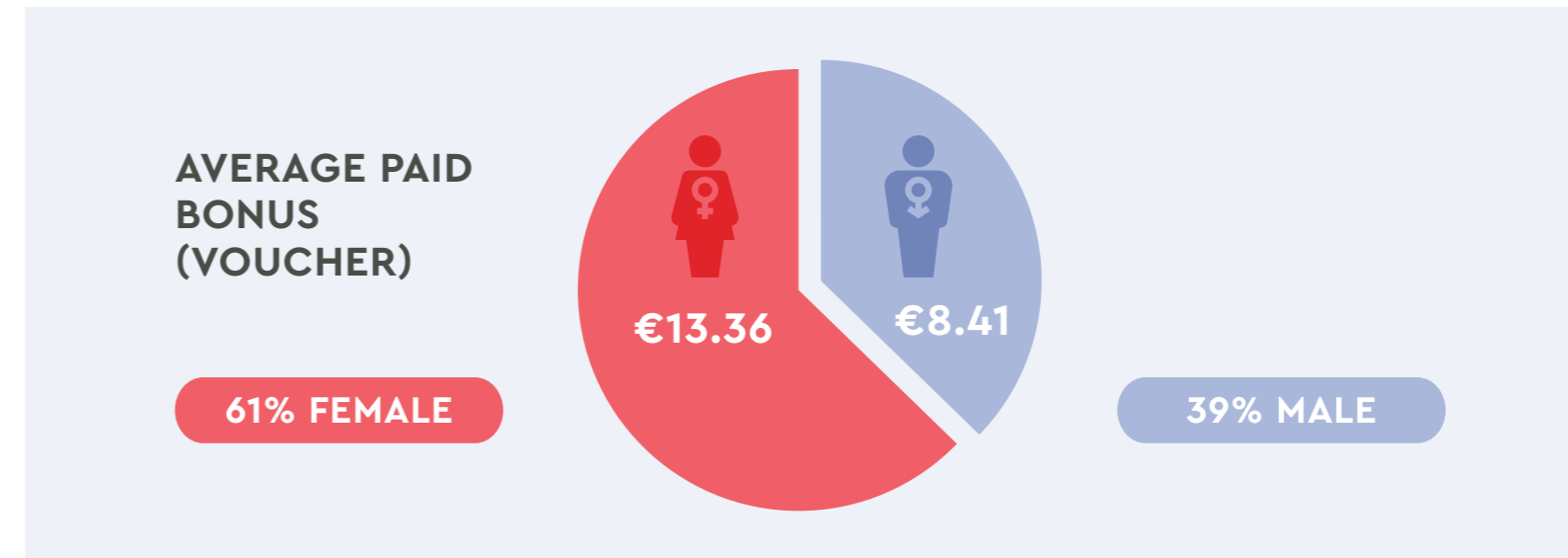
Metrics – Mean and Median Part-Time Gender Pay Gap

BONUS (VOUCHERS)

Fáilte Ireland does not pay bonuses in line with Public Pay Policy.

However, the organisation does provide vouchers to staff members in limited situations, e.g. Long Service Awards, Employee Recognition Awards and Retirements. In the reporting period, 17 staff (3.7% of staff) received a voucher, of which 14 were female and 3 were male.

All vouchers are of equal value depending on award.



	Mean Bonus Gender Pay Gap %	Median Bonus Gender Pay Gap %	Mean Male Bonus Pay	Mean Female Bonus Pay	Median Male Bonus Pay	Median Female Bonus Pay
Mean and Median Bonus Gender Pay Gap % =	-59.3%	0.0%	€8.41	€13.40	€-	€-

Metrics – Mean and Median Bonus (Voucher) Gender Pay Gap

	% of Males Receiving Bonus	% of Females Receiving Bonus	# of Males	# of Females	# of Males Receiving Bonus	# of Females Receiving Bonus
% of Males & Females Receiving Bonus =	2.8%	4.0%	107	347	3	14

Metrics – % of Males and Females Receiving Bonus (Voucher)

BENEFIT IN KIND

Zero percentage of employees received benefit in kind.

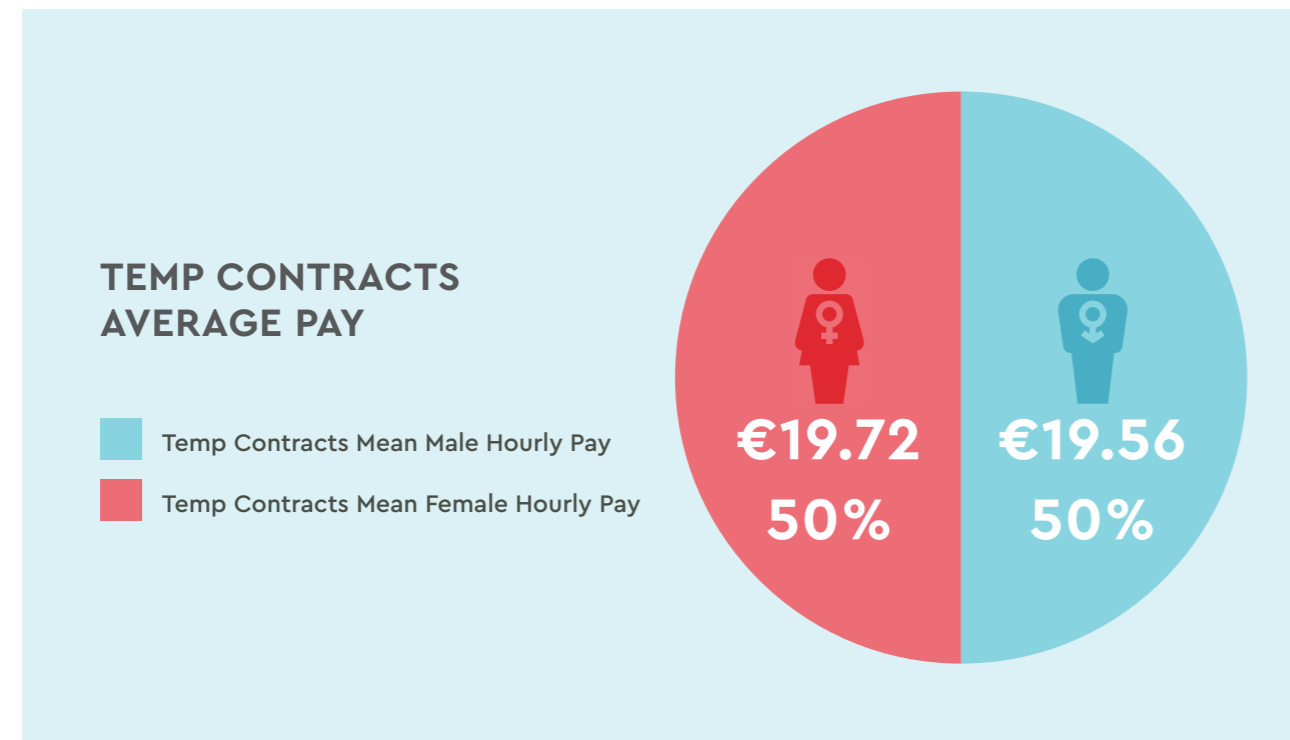
	% of Males Receiving BIK	% of Females Receiving BIK	# of Males	# of Females	# of Males Receiving BIK	# of Females Receiving BIK
% of Males & Females Receiving BIK =	0.0%	0.0%	107	347	30	0

Metrics – % of Males and Females Receiving BIK

TEMPORARY CONTRACTS

We can see from the chart that the GPG is relatively even.

Temporary contracts related to seasonal employees, short term back-fills due to leave and short-term projects. Temporary contracts by their nature are for a short and fixed duration. Temporary contracts are aligned to pay grades and public pay policy without discretion.



	Temp Contracts Mean Gender Pay Gap%	Temp Contracts Median Gender Pay Gap %	Temp Contracts Mean Male Hourly Pay	Temp Contracts Mean Female Hourly Pay	Temp Contracts Median Male Hourly Pay	Temp Contracts Median Female Hourly Pay
Temp Contracts Mean and Median Hourly Gender Pay Gap % =	-0.8%	-36.6%	€19.56	€19.72	€14.28	€19.50

Metrics – Mean and Median Temp Contracts Gender Pay Gap

OUR WORKFORCE

Each quartile represents the percentage of male and female employees by pay earned, with the highest earning employees in the Upper Quartile.

The percentage of females was significantly higher in each quartile. The gap in male versus female is slightly bigger in the lower and middle quartiles, with the gap between male and female reducing in the upper and middle quartiles.

	Quartile	Male	Female	Number of Employees per Quartile
% of Males & Females in Each Quartile =	A (Upper)	31%	69%	113.5
	B (Upper Middle)	24%	76%	113.5
	C (Lower Middle)	19%	81%	113.5
	D (Lower)	20%	80%	113.5
	Total			454

Metrics – Males and Females in Each Quartile

EQUALITY, DIVERSITY AND INCLUSION

Equality, Diversity and Inclusion (ED&I) is a priority for Fáilte Ireland. Fáilte Ireland is committed to respecting equality, diversity, and inclusion for the benefit of our employees, the tourism industry, and the public. We endeavour to ensure that this commitment is reflected both in what we do and how we do it. We recognise the huge benefits that diverse backgrounds and perspectives can bring to problem solving, decision making, risk management and employee engagement to enable us to carry out our statutory mandate and our strategy to the fullest extent.

Our Strategy 2021–2023 has equality, diversity and inclusion to the fore of our renewed vision, priorities and desired outcomes. We strive to create a culture of inclusion, mutual respect and equal opportunities and will give significant attention under our Strategic Pillar of Delivering Excellence to driving equality, diversity and inclusion across the organisation. We also carry out our work without bias in a respectful and non-discriminatory manner.

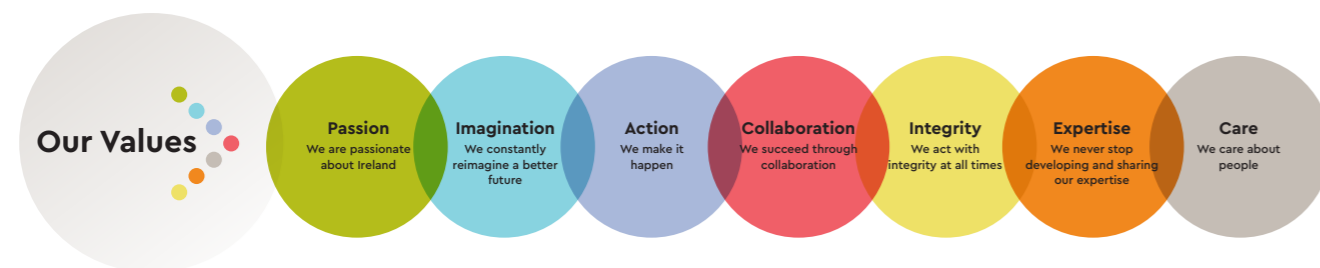
Just as we welcome and promote the values of diversity, inclusion and equality within Fáilte Ireland, we also work to drive awareness among all those we provide services to of the importance of treating all individuals and groups of individuals fairly, equally and no less favourably. This includes all those tourism businesses that we support, suppliers, visitors and the public. Gender representation and ED&I more broadly, requires a constant focus and remains an ongoing commitment with Fáilte Ireland. This report highlights the various actions undertaken throughout 2022 and looks ahead to our future area of focus.

OUR STRATEGY

Our Mission: To support the survival and drive the recovery of the sector in order to maximise the sustainable economic, environmental, cultural and social contribution of tourism to Ireland.

Our Vision: To lead the development of a tourism industry that is on its way to making an even bigger and more sustainable contribution to Ireland's economy, environment, society and culture than it did in 2019.

At Fáilte Ireland, we have seven core values that inform our strategy and direction and ensure all decisions and behaviours, across every level, align with our objectives. Our values act as guiding principles for staff and help us to promote a positive and inspiring employee experience.



Fáilte Ireland fosters a culture that respects, values and harnesses difference. At Fáilte Ireland, we recognise the talents and skills of all employees and provide access to employment and promotion to the widest pool of employees and potential employees. All employment decisions are based on merit, qualifications and abilities. All reasonable efforts are made to meet any special requirements so as to maximise access to employment in Fáilte Ireland for people with disabilities, and to enable employees with disabilities to make the fullest possible contribution to the work of Fáilte Ireland.

These commitments are set out in a number of policies, including Equal Opportunities, Employment of People with Disabilities and Dignity in the Workplace. These policies relate to treating colleagues and others with dignity within the workplace and valuing and respecting individual qualities.

ENCOURAGING AND SUPPORTING DIGNITY AT WORK

On a day-to-day basis, employees are encouraged to raise questions or concerns about any type of conflict or discrimination in the workplace. If an employee has any query concerning dignity at work, they are advised to contact one of the support contact persons. The support contact person will be in a position to listen, provide information and explain the Dignity at Work Policy and the procedures for resolving workplace bullying, harassment and sexual harassment. Fáilte Ireland assures its employees that any concerns or reports made will be dealt with seriously, promptly and confidentially.

CONCLUSIONS

The Gender Pay data shows that overall representation levels between females and males are at 76% females to 24% males respectively. As outlined under "Our Workforce", this higher percentage of females is present across all grades in the organisation including our Senior Leadership team which consists of 57% female employees. Our Gender Pay Gap, based on hourly rate, is 11.4% in favour of males. Although there are more females than males working at each pay grade resulting in a negligible gender pay gap and in some cases more favourable to females, there is a higher proportion of females working in lower levels which results in a higher average hourly pay for males when including the entire organisation.

Pay transparency and alignment to pay grades are an essential element to Payroll reporting. Our pay structures are informed by Public Sector Pay Policy.

Fáilte Ireland is certified in the Best Large Workplaces with Great Place to Work and generates feedback on pay, conditions and promotions through the employee engagement survey and culture audit conducted annually.

Fáilte Ireland has numerous practices in place to support family friendly leave and flexible working to support families and individuals. The Fáilte Ireland Blended Working Policy provides flexibility to employees in a manner that supports engagement, a high-performance culture and delivery of high-quality services. Flexible working opportunities are available to all colleagues equally across the organisation.

A LOOK AHEAD

Fáilte Ireland remains committed to understanding and improving our gender representation at all levels of the organisation, but in particular to attracting males into entry level roles as these levels have traditionally attracted females due to their administrative nature.

Looking ahead to 2023, we plan to launch further Equality, Diversity and Inclusion training for all employees. We will continue to enhance our recruitment and onboarding processes to support the achievement of equal gender representation. To support the roll out of Fáilte Ireland's new Competency Framework, and as part of our Fáilte Way of Management training programme, a specific module on Talent Diversity will be rolled out to all managers in 2023.

All our actions are underpinned by our organisational culture and values of Passion, Imagination, Action, Collaboration, Integrity, Expertise and Care. We are committed to always challenging ourselves to be a great and even better place to work.

We will continue to support and develop the Tourism Sector in Ireland and champion policies and practices that support the delivery of high-quality services within a high-performance culture that respects and honours difference but treating everyone fairly and equally.

