

# AN EXPLORATION OF THE GENDER PAY GAP FOR MANAGERS

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**in voluntary, community and  
charitable organisations**

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## FOREWORD

### **Denise Charlton, Chief Executive, The Community Foundation for Ireland**

Progress is being made on the gender pay gap in the charitable, community and voluntary sector of that there is no doubt, however, the research and analysis shows us that there is much more to do.

We are still seeing the legacy of a sector where the contribution of women is being undervalued at leadership level. This should be of concern to all of us.

Not only does this carry over from the recent past represent inequality but it can deny organisations important talent, skills and energy needed at leadership level to meet the biggest challenges of our time.

The pay-gap could be a push factor for women in a sector which supports the most vulnerable and is dedicated to finding solutions. The fact that the more senior the role the bigger the gap could make women look elsewhere to get fair recognition and pay.

I would encourage all organisations and groups to examine this report firstly in terms of pay, but also the wider consequences which impacts on society's overall ability to respond to the challenges of our time.

### **Deirdre Garvey, Chief Executive Officer, The Wheel**

The community, voluntary and charity sector has an opportunity to set the bar for society by eliminating the gender pay gap.

Our sector has traditionally been to the forefront of social change and works on a broad variety of social, human rights and equality issues. We see the negative effects of the gender pay gap through our work, and can play an important leadership role in doing better.

Proactively providing equal pay will bring significant benefits to organisations, and more importantly to society overall.

In doing this we can better practice our values of equality, fairness and justice while also ensuring we are benefiting from a broader set of experiences and expertise to best serve the needs of those we support, and to better reflect the diversity of our population.

## KEY FINDINGS

This report shows that in 2019, over six out of ten CEOs in the survey were women, with women predominating at almost all levels of management, including most senior management. However, the highest proportions of women representation were still at middle/lower management level, or in areas such as HR, Administration, Head of Services and Co-ordinator roles, with men more likely to hold senior management roles in larger organisations. The key findings of the survey are set out below:

### Men versus Women Job Roles

- *Two-thirds (69%) of all employees in the survey are women.*
- *While only one third of all managers are men, they are more likely to be working at the higher levels of management (i.e. level 1 Head of Organisation, and level 2 Head of Function/ Senior Manager). Some 65% of all men managers are working at these levels compared to 51% of women. (This was also found to be the case for the CFI 2017 Gender Pay Gap Report, where 76% of men managers were to be found in the top 2 levels of management compared to 59% of women).*
- *Even though there is a two-to-one split in the ratio of women to men managers, women are more likely to hold level 3 and level 4 positions than men. Men would appear to be disproportionately over-represented at the higher levels of management and under-represented at the lower levels.*

### Gender Pay Gap

- *The overall average gender pay gap for management grades in the survey is 15.2%, i.e. women are paid 85% of the men rate overall (with a median of 16.7%). These figures are an improvement on those of 2017 - 16.7% and 20.8% respectively.*
- *The gender pay gap appears highest at the most senior management level – i.e. level 1, Head of Organisation, at 13.4% (median of 12.7%) – and 2nd highest at level 3, Middle Manager, at 12.2% (median 12.3%). This pattern persists from 2017.*
- *The gender pay gap is high for specific job roles such as Deputy CEO (22.8%), Head of Finance (20%) and Head of Operations (9.8%) (level 2) and Project/Programme Manager (12.4%) (level 3). Women rates of pay, on the other hand, are higher than male rates for Head of HR (-*

5.4%), Head of Fundraising (-6.3%), and Head of Services (-3.4%) (level 2).

#### Men versus Women Representation among Top 10%/Upper Quartile of Earners

- *In terms of the top 10% of earners in level 1 jobs (Head of Organisation) and for the position of Chief Executives specifically, the survey found that 51% and 56% respectively were men, compared with 63% and 75% in 2017. Over nine out of ten (92%) of the bottom 10% of earners overall are women, compared to 8% of men.*
- *In terms of upper quartile earners (i.e. those with pay rates at or above the upper quartile rate), men are in the majority in all level 1 jobs, and in particular for Chief Executives, i.e. some 51% of upper quartile Chief Executives earners are men, compared to 49% women, a slight improvement on the 2017 figures of 65% men, 35% women. Overall, 80% of lower quartile earners (i.e. those with earnings at or below the lower quartile rate) are women, compared to 20% men.*

#### Gender Pay Gap by Management Level, Size and Sector

- *Across all levels of management, the picture in relation to gender pay gap is mixed. Very small organisations, i.e. those with 1 – 2 employees, have a gender pay gap of 21.8%, compared with 10.2% for organisations with over 100 employees. Sectoral analysis shows sports and recreation (24.4%), advocacy, law and politics (21.8%), and education (18.4) have the highest gender pay gaps across all management grades.*
- *While the average gender pay gap for level 1 jobs (Head of Organisation) is 13.4% (i.e. women, on average, are earning 87% of men earnings) with a median of 12.7%, the picture by size and income is mixed. The gender pay gap is highest in very small and very large organisations, in organisations with the lowest income level, and across a range of sectors – advocacy, law and politics, social services and international development.*
- *While there are some instances of a higher average rate of pay for women (denoted by a minus in front of the figure), the minus gender pay gap is generally quite small.*
- *The gender pay gap for Chief Executives in organisations with over 100 employees is the same as in 2017 - 21.7%. The highest average gender pay gap is to be found in organisations with a low income level (10.6%),*



*in the Advocacy, Law and Politics sector (30.0%), Arts Culture and Heritage (22.0%), Social Services Sector (20.0%), and in International Development (15.2%).*

- *The overall gender pay gap for level 2 managers (Head of Function/Senior Manager) is at a similar level to junior managers (level 4), averaging at 7.6% (with a median of 3.1%). The gender pay gap is highest in the 'other' sector (average gender pay gap of 28.6%), in Education (26%) and in midsize organisations (with an average gender pay gap of 12.1%).*
- *Middle managers (level 3) have the highest gender pay gap in small organisations, in middle income organisations and in Social Services.*
- *Junior managers have relatively low overall gender pay gaps. The highest gender pay gap at junior management level is in organisations with over 100 employees (12.4%), in the education sector (14.0%) and in the income bracket of 250k – 500k (9.3%).*

#### **Women Representation by Organisation Size and Income**

- *Level 1 (Head of Organisation) men managers are more likely to work in the larger organisations and in organisations with the highest income, than women level 1 managers. Almost half (47%) of level 1 men managers work in organisations with 20 or more employees, compared to just a third (33%) of women. Similarly, more than half (53%) of level 1 men managers work in organisations with the largest incomes (i.e. €1,000,000, or more), compared to 31% of level 1 women managers. A similar pattern exists for level 1 Chief Executives.*
- *A higher proportion of level 2 managers (i.e. Head of Function/Senior Manager) working in high income organisations are men, although the proportionate difference is less than for level 1 managers.*
- *A similar pattern emerges when level 3 middle managers are considered by size. 64% of men level 3 managers work in organisations with over 20 employees, compared with 47% of women. In organisations with incomes of over €5m, 28% of men are employed at level 3 compared with 16% of women.*
- *For level 4 managers, 22% of men are employed in organisations with over 100 employees, compared with 15% of women, and for organisations with incomes of over €5m, 35% junior managers were men compared with 20% women.*



## INTRODUCTION

The Community Foundation for Ireland and The Wheel are delighted to launch the *2nd Gender Pay Gap Report for Ireland's Community, Voluntary and Charitable Sector*. Both this report and the previous 2017 report use the National Pay & Benefits survey data, with analysis for this report coming from the pay dataset collected in 2019. Both the pay and the gender data collected in this survey provide important benchmarks for the sector, enabling organisations to establish their own position in comparison to other similar charities, and providing data to support operational and strategic decision-making.

Gender pay gap has been an emerging issue for Irish businesses in recent years. In 2019, the Irish Government published the Gender Pay Gap Information Bill which, when enacted, will require employers to provide information on their gender pay gap, as well as providing a narrative to explain steps that they have taken to deal with any existing gender pay gap. The Bill initially will apply to organisations with over 250 employees but will extend to all organisations employing over 50 employees within three years of commencement. Organisations employing fewer than 50 staff will be exempt.

The Bill seeks specific information from employers in relation to their gender pay gap, including hourly pay differentials between full-time and part-time men and women, as well as gaps in bonuses and benefits in kind by gender. This reporting structure therefore considers more than just basic pay rates, but also some of the individualised arrangements such as bonuses that are common at management level within organisations. While details of the actual calculation to be used are still being refined, a number of organisations in Ireland have already published data around their gender pay gap, including An Post and PWC, with many using the UK method of calculation.<sup>1</sup>

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<sup>1</sup> UK Calculation of Gender Pay Gap data based on hourly earnings.

Subtract the mean hourly pay rate for women from the mean hourly pay rate for men and divide the result by the mean hourly pay rate for men. Multiply the result by 100 – this gives you the mean gender pay gap in hourly pay as a percentage of men's pay.

<https://www.gov.uk/guidance/gender-pay-gap-reporting-make-your-calculations>

Work remains on establishing a strong base of women representation at the highest levels of management in Irish organisations. This study represents an attempt to understand the experience of the community and voluntary sector in relation to women participation rates at various management levels. This sector is dominated by women, who represent almost seven out of ten (69%) of the almost 1,000 managers examined. It would be expected that, given such a preponderance of women within the sector, the gender pay gap would be minimal and women would be represented at all levels and across all activities within the sector. However, this turns out not to be the case. Within this report we examine the gender pay gap among managers in respondent organisations by organisation size, income, activity, and individual data by level of management and job title. This gives us a clear indicator of the position of women within the sector and whether progress has been made since the previous report was published in 2017.

### Calculation and Interpretation of Gender Pay Gap

The gender pay gap identifies differences in the representation of men and women at various levels within organisations. It is not about equal pay for jobs of equal value. Pay discrimination on the basis of gender is illegal and is outlawed in Irish employment law.

The women average rate of pay (in this case annual basic pay) is subtracted from the men average rate and the difference is then expressed as a percentage of the men rate. The same calculation is used for the median gender pay gap. Both measures are used because the average gender pay gap can be distorted by very low or very high rates of pay, while the median gender pay gap is a useful tool for indicating the typical or mid-point situation.

A minus gender pay gap indicates that women's average basic pay is higher than men for the particular breakdown. Gender pay gap data is an indication of the gap in earnings for men and women. It does not provide an explanation of why that gap may exist, nor does it consider any differences in skills levels, experience, or employee work preferences.

## Gender Pay Gap in Ireland

According to Eurostat<sup>2</sup> there is significant variation in gender gap across the EU member states. However, overall, across all countries, the gender pay gap in the EU is estimated to be 14.8%, with the gender pay gap in Ireland at 14.4%. The national gender pay gap figure shows the overall difference in pay between men and women among full-time workers, across every kind of job regardless of the skills, qualifications and preferences of the workers. In addition, the gender pay gap does not take the employment rate of women into account. A country might show a pay gap that is lower than average, but this can mean that the women employment rate is low in that country. A high pay gap for a country can mean that the labour market is highly segregated, meaning that women are more concentrated in a restricted number of sectors and/or professions.

Understanding the complete picture of women representation in the labour market will provide a clearer picture of the national situation. Women participation rates in the labour force in Ireland, while improving slowly over time, are currently at 64% in the 15-64 age group, compared with 74% for men<sup>3</sup>. Further, according to the CSO (2019)<sup>4</sup>, 28% of all senior executives are women, indicating that women representation at the highest levels of management still lags that of men. CSO findings also indicate that representation by women on boards of directors is relatively low at 20%, while only one in nine CEOs in Ireland is women. These findings all point to untapped potential for women representation to increase, in general as well as at senior management and executive levels, and on boards.

Women labour force participation rates can be impacted by a wide range of both social and economic factors, as well as individual work preferences.<sup>5</sup> While some progress has been made in recent years, it is clear that understanding the systemic barriers to women participation will take further research and analysis in a national context. However, some barriers have been identified by commentators, including childcare provision. Given that caring

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<sup>2</sup> [https://ec.europa.eu/eurostat/statistics-explained/index.php/Gender\\_pay\\_gap\\_statistics#Gender\\_pay\\_gap\\_levels\\_vary\\_significantly\\_across\\_EU](https://ec.europa.eu/eurostat/statistics-explained/index.php/Gender_pay_gap_statistics#Gender_pay_gap_levels_vary_significantly_across_EU)

<sup>3</sup> <https://www.cso.ie/en/releasesandpublications/ep/p-wamii/womenandmeninireland2019/work/>

<sup>4</sup> CSO (2019) 'Gender Balance of Senior Roles in Business'  
<https://www.cso.ie/en/releasesandpublications/ep/p-wamii/womenandmeninireland2019/genderequality/>

<sup>5</sup> <https://igees.gov.ie/wp-content/uploads/2018/10/SIA-Female-Labour-Force-Participation.pdf>

responsibilities tend to fall to women, providing supports in this area can enable women to more actively participate in employment, and to access full-time and possibly better quality employment.

The community and voluntary sector has a high rate of women participation. Just over seven out of ten of all employees covered by the pay survey were women and, of the managers in this survey, 69% were women and 31% men. Given the high level of representation of women, it would seem likely that gender pay gap data for this sector would show low levels of difference between men and women managers. However, this report shows a gender pay gap of 15.2%, which although slightly reduced from the figure of 16.7% recorded in our 2017 survey, is above the national figure of 14.4%.<sup>6</sup> According to the European Commission<sup>7</sup>, the gender pay gap 'is linked to a number of legal, social and economic factors which go far beyond the single issue of equal pay for equal work'. Some examples of possible explanations include: the existence of horizontal and vertical segregation in job roles; the existence of traditional roles for men and women; the undervaluing of women's work; existing wage structures; and the ability to reconcile work and home/other obligations. So, while some variation in pay and representation may be explained by individual choices, skill levels, preferences, and experiences, it is likely that not all of the gender pay gap is explained by non-discriminatory factors.

Several reasons have been given by a variety of commentators as to why the gender pay gap needs to be challenged. Many of these reasons centre around fairness, the right of women in the workforce to expect to be afforded the same opportunities as men to contribute and to progress. The European Commission (2019)<sup>8</sup> also cites the effect on women when their work is not valued equally, noting the potential ongoing impact on women's own motivation, efficiency and ultimate productivity. Additionally, there is the economic and employment argument which states that organisations need to

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<sup>6</sup> [https://ec.europa.eu/eurostat/statistics-explained/index.php/Gender\\_pay\\_gap\\_statistics#Gender\\_pay\\_gap\\_levels\\_vary\\_significantly\\_across\\_EU](https://ec.europa.eu/eurostat/statistics-explained/index.php/Gender_pay_gap_statistics#Gender_pay_gap_levels_vary_significantly_across_EU)

<sup>7</sup> European Commission, June 2009, 'Opinion on the effectiveness of the current legal framework on equal pay for equal work or work of equal value in tackling the gender pay gap'

<sup>8</sup> Eurostat (2019) 'Gender pay gap statistics' [https://ec.europa.eu/eurostat/statistics-explained/index.php/Gender\\_pay\\_gap\\_statistics](https://ec.europa.eu/eurostat/statistics-explained/index.php/Gender_pay_gap_statistics)

attract the best talent available to be successful, regardless of whether that talent is men or women. Tackling pay inequality and representation therefore allows women contribution to the workforce to be acknowledged and supported to the ultimate benefit of all.

## METHODOLOGY

This is the second report on gender pay gap in the Community and Voluntary Sector; the previous report was published in 2017. The data utilised for this report was collected in 2019 as part of the pay report for the sector, which was published in November 2019. For the pay data, the gender of the post holders was also collected, and this data forms the basis of this report.

A total of 978 managers are included in this report, across various levels of management. Gender pay gap data is provided within the report for all levels of management, from junior management to CEO level, as well as for each management level by organisation size, income, and area of activity.

In calculating the gender pay gap data for this report, we define the gender pay gap as the difference between men and women earnings expressed as a percentage of men earnings. A negative gender pay gap means that average women earnings are higher than average men earnings. It is worth noting that the gender pay gap data is a measure of women representation at management level. It is not related to equal pay for work of equal value which is a legal requirement in Ireland.

Where appropriate, comparisons have been made between 2019 and 2017 data, however the focus of the report is on presenting the most recent data. The sector itself is characterised by strong women participation in both years of the study, and it is important to keep this in mind when interpreting the results. Additionally, in relation to the interpretation of trend data, as this is only the second year of data collection, it is difficult to say for certain which trends are related to a structural change within the sector over the time period, and which trends are related to variation within the respondent cohort from year to year.

Within this report, data is provided for 4 levels of management as follows:

- Level 1 - The most senior paid position in an organisation, often known as the Chief Executive but might also have a title such as Director or General Manager. This person has overall responsibility for the organisation and for the implementation of the organisation's operational strategy, and reports directly to the Board.
- Level 2 - Head of Function / Senior Manager. A staff member at this level has overall responsibility for a functional or regional area or for

a particular activity. Their area of activity has an organisation-wide impact. This role often has overall responsibility for policy development. Examples of titles included in this level are Deputy CEO, Head of Finances and Senior Manager.

- Level 3 - Middle Manager. Staff at this level manage a small department or have a specialist function. They have an excellent understanding of their own area and how that area interacts with other areas of the organisation's work. They report to a Head of Function, a Director or to the Chief Executive in a smaller organisation. Examples of titles included in this level are Administration Manager and Communications Manager.
- Level 4 - Junior Manager/ Assistant Manager/Team Leader. This level also includes Professional or Specialist staff who have line management responsibilities. Staff at this level might assist with the management of a department/specialist function. They report to a Middle or Senior Manager.



#### Further notes on Interpretation:

- There are caveats to the interpretation of data, not least that the respondent organisations are different in the 2019 dataset. While comparisons may be drawn, it is with the knowledge that different organisations have different experiences, and that changes in the data may be at least partially attributed to a variation in respondents and not necessarily to progression or regression of the overall situation.
- It is worth noting also that the number of respondents in 2019 was higher than in 2017 and that the amount of management data in the 2019 reports is almost 40% higher than in 2017, (978 cases in 2019 compared with 704 cases in 2017).
- As stated earlier, many calculations of the gender pay gap use the average or median hourly rate of pay. The basic annual salary, however, was used in the calculation of the gender pay gap for this report, as this was deemed more appropriate when exploring the gender pay for managers in this context.
- In the small number of cases where salaries in the survey were presented as part-time, the rate of pay given was converted to a full-time rate for purposes of analysis.
- Care should be taken when using data with a small number of cases. For the purposes of this report, differences are only shown where there were five or more cases of pay rates for both men and women. Five cases is still a small number and differences found may be due to chance and not due to any significant trend or pattern.
- While the gender pay gap is also shown for a selection of different management titles, it is important to remember that job titles can mean different things (in terms of responsibilities, etc.) in different organisations.

## SURVEY FINDINGS

### Section 1: Gender Profile of Survey Participants

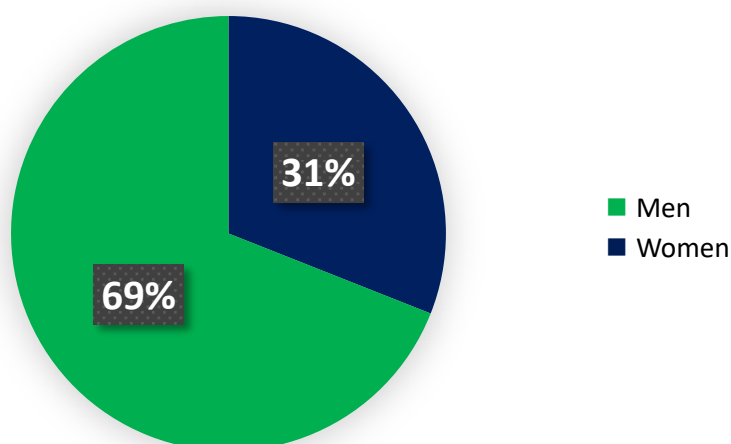
#### Main Findings:

- *Two-thirds (69%) of all employees in the survey are women.*
- *While only one third of all managers are men, they are more likely to be working at the higher levels of management (i.e. level 1 Head of Organisation, and level 2 Head of Function/ Senior Manager). Some 65% of all men managers are working at these levels compared to 51% of women. (This was also found to be the case for the CFI 2017 Gender Pay Gap Report, where 76% of men managers were to be found in the top 2 levels of management compared to 59% of women).*
- *Even though there is a two-to-one split in the ratio of women to men managers, men managers are almost as likely as women to be Deputy Chief Executives, Head of Fundraising, and Head of Finance. Women, on the other hand, are more likely to hold level 3 and level 4 positions than men. Men would appear to be disproportionately over-represented at the higher levels of management and under-represented at the lower levels.*

#### 1.1: Breakdown of all Men and Women Employees and Managers

Just over seven out of ten employees (72%) in the survey were women. Some 66% of full-time employees were women, as were more than seven out of ten (78%) part-time workers. From Figure 1, below, we can see that just over two-thirds of all managers in the survey were women.

## Men/Women Managers N=978



**Figure 1: Breakdown of men/women managers**

While just under one third of all managers are men (31%), they are more likely to be working at the higher levels of management (i.e. levels 1 and 2) – some 65% of all men managers work at these levels. Women are more spread across the four levels of management, with 51% working at the top two levels (see Table 1 below).

*Table 1: Percentage of all Men and all Women by Level of Management*

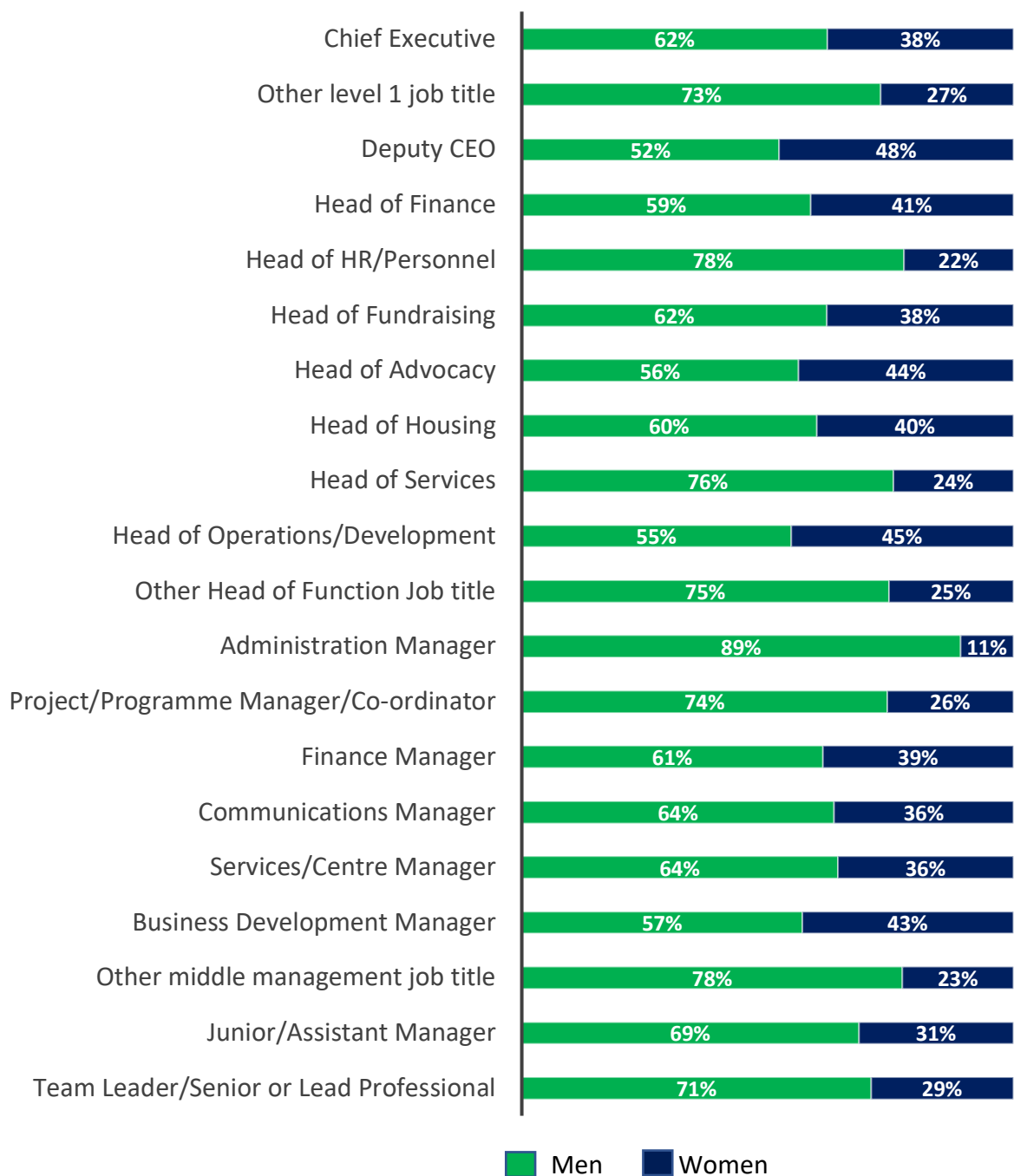
<b>Management level</b>	<b>Percentage of Men</b>	<b>Percentage of Women</b>
<i>Level 1: Head of Organisation</i>	27	23
<i>Level 2: Head of Function/Senior Manager</i>	38	28
<i>Level 3: Middle Manager</i>	27	37
<i>Level 4: Junior/Assistant Manager/Team Leader/ Senior Professional</i>	8	12
<b>Total (100%)</b>	<b>304</b>	<b>674</b>

### 1.2: Breakdown of Men and Women Managers by Job Role

Figure 3 shows the breakdown of men and women for a number of job roles. Even though there is a two-to-one split in the numbers of women to men managers, similar to 2017 data, there seems to have been progress regarding women representation at most senior level since 2017. In 2017, men managers

were almost as likely as women to be Chief Executives, Deputy Chief Executives and Heads of Fundraising, and were equally likely to be Heads of Finance. Women, on the other hand, were more likely to hold level 3 positions than men. Men would appear to have been disproportionately over-represented at the higher levels of management and somewhat under-represented at the lower levels.

In 2019 data, we can see that over six out of ten CEOs in the survey were women, with women predominating at almost all levels of management, including most senior management. However, the highest proportions of women representation were still at middle/lower management level, or in areas such as HR, Administration, Head of Services and Co-ordinator roles.



**Figure 2: Men/Women breakdown by job role**

## Section 2: The Gender Pay Gap – By Management Level

### Main Findings:

- *The overall average gender pay gap for management grades in the survey is 15.2%, i.e. women are paid 85% of the men rate overall (with a median of 16.7%). These figures are an improvement on those of 2017 – 16.7% and 20.8% respectively.*
- *The overall gender pay gap for Ireland was 14.4% in 2018 (the latest available data from Eurostat), compared to an EU average of 14.4% (Eurostat, 2018<sup>9</sup>).*
- *The gender pay gap appears highest at the most senior management level – i.e. level 1, Head of Organisation, at 13.4% (median of 12.7%) – and 2nd highest at level 3, Middle Manager, at 12.2% (median 12.3%). This is a pattern which persists from 2017.*
- *The gender pay gap is high for specific job roles such as Deputy CEO (22.8%), Head of Finance (20%), and Head of Operations (9.8%) (level 2 managers) and Project/Programme Manager (12.4%) (level 3 managers). Women rates of pay, on the other hand, are higher than men rates for Head of HR (-5.4%), Head of Fundraising (-6.3%), and Head of Services (-3.4%) (level 2).*

Table 2, below, provides a summary of the gender pay gap for 978 manager salaries, by management level. The overall average gender pay gap for management grades in the survey is 15.2%. This compares favourably with the figure of 16.7% found in 2017 and shows that women on average are paid 85% of the men rate, compared with 83% in 2017. The median gender pay gap is 16.7%. The gender pay gap appears highest at the most senior management level, i.e. Head of Organisation, at 13.4% compared with 19.7% in 2017. The gap appears second highest at middle management level at 7.61% (median of 3.11%). It is also worth noting that for junior managers the median gender pay

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<sup>9</sup> [https://ec.europa.eu/eurostat/statistics-explained/index.php/Gender\\_pay\\_gap\\_statistics#Gender\\_pay\\_gap\\_levels\\_vary\\_significantly\\_across\\_EU](https://ec.europa.eu/eurostat/statistics-explained/index.php/Gender_pay_gap_statistics#Gender_pay_gap_levels_vary_significantly_across_EU)

gap is a negative figure, which means that at this level for this particular data set women earn slightly more than men.

*Table 2: The Average and Median Gender Pay Gap by Level of Management*

Management level <sup>10</sup>	The Gender Pay Gap <sup>11</sup>			
	2019		2017	
	Average	Median	Average	Median
1 - Head of Organisation (N=235)	13.4%	12.7%	19.7%	28.9%
2 – Head of Function/Senior Manager (N= 304)	7.6%	3.1%	4.9%	2.5%
3 – Middle Manager (N=335)	12.2%	12.3%	9.9%	11.0%
4 – Junior Manager (N=104)	7.5%	-0.8%	-	-
<b>Levels 1 - 4 Combined (N= 978)</b>	15.2%	16.7%	16.7%	20.8%

Table 3 looks at the gender pay gap for a selection of job titles. The overall level 1 average gender pay gap (shown in table 2 on previous page) is 13.4%. It is clear from the table below, that there is less of a gender pay gap at CEO level than for other level 1 management grades. The CEO pay gap is 8.3% whereas for other job titles at this level, the gap is 25.1% (see table 3 below). The gender pay gap is high for specific job roles such as Deputy CEO and Head of Finance (level 2) and Project/Programme Manager (level 3). Women rates of pay, on the other hand, are higher than men rates for Head of HR, Head of Fundraising and Head of Services (level 2).

*Table 3: The Gender Pay Gap for a Selection of Job Titles<sup>12</sup>*

Management Level	Job title	Gender pay gap			
		2019		2017	
		Average	Median	Average	Median
<b>Level 1</b>	CEO (N=180)	8.3%	13.7%	12.3%	12.6%
	Manager (N=55)	25.1%	24.4%	10.3%	13.0%
<b>Level 2</b>	Deputy CEO (N=21)	22.8%	33.6%	15.9%	16.3%
	Head of Finance (N=85)	20.0%	22.9%	14.4%	28.0%
	Head of HR (N=27)	-5.4%	-5.4%	15.6%	13.4%
	Head of Fundraising (N=29)	-6.3%	-16.7%	8.3%	11.4%

<sup>10</sup> Management Level – gender details were asked for 4 levels of management. Not all organisations supplied gender information.

<sup>11</sup> The gender pay gap is the difference between male and female earnings expressed as a percentage of male earnings. A negative gender pay gap means that average female earnings are higher than average male earnings.

<sup>12</sup> A minimum of five cases of males and females was required to be included in this table.



	Head of Services (N=37)	-3.4%	-7.7%	-16.3%	-31.3%
	Head of Operations/ Development (N = 31)	9.8%	5.1%	13.6%	6.3%
<b>Level 3</b>	Administration Manager (N=56)	-3.77%	-2.93%	-6.2%	3.6%
	Project/Programme Manager (39)	12.38%	7.95%	22.2%	19.4%
	Services/Centre Manager (42)	7.92%	-7.50%	5.7%	6.2%
<b>Level 4</b>	Junior/Assistant Manager (N=35)	-3.29%	0.00%	-	-
	Team Leader/Senior or Lead Professional (N=38)	10.18%	7.42%	-	-

The overall number of cases and the different numbers of men and women cases has a significant bearing on these findings (see Appendix A for further details on individual job titles, the number of men and women cases, and their average and median salaries by gender). For example, there are 9 cases of men Head of Services (level 2), compared to 28 women cases. In the case of Head of HR (level 2), there are only 6 men as compared to 21 women.

### Section 3: The Highest and Lowest Earners

#### Main Findings:

- *In terms of the top 10% of earners in level 1 jobs (Head of Organisation) and for the position of Chief Executive specifically, the survey found that 51% and 56% respectively were men, compared with 63% and 75% in 2017.*
- *Over nine out of ten (92%) of the bottom 10% of earners overall are women, compared to 8% men.*
- *In terms of upper quartile earners (i.e. those with pay rates at or above the upper quartile rate), men are in the majority in all level 1 jobs, and in particular for Chief Executives (i.e. some 51% of upper quartile Chief Executive earners are men, compared to 49% women, a slight improvement on the 2017 figures of 65% men, 35% women).*
- *Overall, 80% of lower quartile earners (i.e. those with earnings at or below the lower quartile rate) are women, compared to 20% men.*

In terms of the top and bottom 10% of earners, and the upper and lower quartile earners, the following data needs to be considered within the context of there being twice as many women managers as men in the survey.

Therefore, one could expect to find higher proportions of women than men in all categories.

Men were more likely than women to predominate at all levels of management except junior management (level 4) for the top 10% of earners. For the bottom 10% of earners, women were substantially more likely to be in the majority. This pattern persists from 2017 showing that men are more likely than women to be in the top 10% of earners, and women are significantly more likely to be in the bottom 10% of earners, than men.

*Table 4: The Top 10% of Earners by Gender & Management Level*

Management Level	2019		2017	
	Men	Women	Men	Women
<b>All Level 1: Head of Organisation</b>	51%	49%	63%	37%
<b>Level 1: Chief Executive<sup>13</sup></b>	56%	44%	75%	25%
<b>All Level 2: Head of Function/ Director</b>	53%	47%	38%	62%
<b>All Level 3: Middle Manager</b>	55%	45%	42%	58%
<b>All Level 4: Junior Manager</b>	38%	62%	-	-
<b>All management levels combined</b>	49%	51%	50%	50%

*Table 5: The Bottom 10% of Earners by Gender & Management level*

Management Level	2019		2017	
	Men	Women	Men	Women
<b>All Level 1: Head of Organisation</b>	17%	83%	37%	63%
<b>Level 1: Chief Executive<sup>14</sup></b>	33%	67%	42%	58%
<b>All Level 2: Head of Function/ Director</b>	23%	77%	23%	77%
<b>All Level 3: Middle Manager</b>	10%	90%	16%	84%
<b>All Level 4: Junior Manager</b>	20%	80%	-	-
<b>All management levels combined</b>	8%	92%	26%	74%

Tables 6 and 7 present the lower and upper quartile earners by gender and management level. From this it can be seen that women are much more likely to be in the lower quartile of earners than men across all levels of management – i.e. overall 80% of lower quartile earners are women, compared to 20% of men. In terms of upper quartile earners, similar proportions of men and women exist in level 1 jobs. Women are in the

<sup>13</sup> Chief Executives figures are also included in the All Level 1, Head of Organisation figures.

<sup>14</sup> Chief Executive figures are also included in the All Level 1, Head of Organisation figures.

majority of upper quartile earners overall, albeit marginally so (56% women, and 44% men).

*Table 6: The Upper Quartile Earners<sup>15</sup> by Gender & Management level*

Management Level	2019		2017	
	Men	Women	Men	Women
<b>All Level 1: Head of Organisation</b>	50%	50%	55%	45%
<b>Level 1: Chief Executive<sup>16</sup></b>	51%	49%	65%	35%
<b>All Level 2: Head of Function/ Director</b>	42%	58%	47%	53%
<b>All Level 3: Middle Manager</b>	38%	62%	41%	59%
<b>All Level 4: Junior Manager</b>	23%	77%	-	-
<b>All management levels combined</b>	44%	56%	49%	51%

*Table 7: The Lower Quartile Earners<sup>17</sup> by Gender & Management level*

Management Level	2019		2017	
	MEN	Women	Men	Women
<b>All Level 1: Head of Organisation</b>	30%	70%	27%	73%
<b>Level 1: Chief Executive<sup>18</sup></b>	42%	58%	42	55
<b>All Level 2: Head of Function/ Director</b>	31%	69%	29%	71%
<b>All Level 3: Middle Manager</b>	19%	81%	20%	80%
<b>All Level 4: Junior Manager</b>	8%	92%	-	-
<b>All management levels combined</b>	20%	80%	20%	80%

<sup>15</sup> When all pay rates are listed from lowest to highest, 25% of pay rates fall below the lower quartile rate and 25% are higher than the upper quartile rate.

<sup>16</sup> Chief Executive figures are also included in the All Level 1, Head of Organisation figures.

<sup>17</sup> When all pay rates are listed from lowest to highest, 25% of pay rates fall below the lower quartile rate and 25% are higher than the upper quartile rate.

<sup>18</sup> Chief Executive figures are also included in the All Level 1, Head of Organisation figures.

**Section 4: The Gender Pay Gap by Management Level, Size, Sector and Income**  
Tables 6 – 10 provide details on the gender pay gap by size, sector and income, for each level of management.

**Please note: It is important to consider the numbers of cases associated with the figures in tables 6 – 9 following. See tables B1 to B5 in Appendix B for further details.**

### Main Findings

- *Across all levels of management, the picture in relation to gender pay gap is mixed. Very small organisations (i.e. those with 1 – 2 employees) have a gender pay gap of 21.8% compared with 10.2% for organisations with over 100 employees. Sectoral analysis shows sports and recreation (24.4%), advocacy, law and politics (21.8%), and education (18.4), have the highest gender pay gaps across all management grades.*
- *While the average gender pay gap for level 1 jobs (Head of Organisation) is 13.4% (i.e. women, on average, are earning 87% of men's earnings) with a median of 12.7%, the picture by size and income is mixed. The gender pay gap is highest in very small and very large organisations, in organisations with the lowest income level, and across a range of sectors – advocacy, law and politics; social services; and international development.*
- *While there are some instances of a higher average rate of pay for women (denoted by a minus in front of the figure), the minus gender pay gap is generally quite small.*
- *The gender pay gap for Chief Executives in organisations with over 100 employees is the same as in 2017 – 21.7%. The highest average gender pay gap is to be found in organisations with a low income level (10.6%), in the Advocacy, Law and Politics sector (30.0%), Arts, Culture and Heritage (22.0%), Social Services (20.0%), and in International Development (15.2%).*
- *The overall gender pay gap for level 2 managers (Head of Function/Senior Manager) is at a similar level to junior managers (level 4) averaging at 7.6% (with a median of 3.1%). The gender pay gap is highest in the 'other' sector (average gender pay gap of 28.6%), in*

*Education (26%) and in midsize organisations (with an average gender pay gap of 12.1%).*

- *Middle managers (level 3) have the highest gender pay gap in small organisations, in middle income organisations and in Social Services.*
- *Junior managers have relatively low or overall gender pay gaps. The highest gender pay gap at junior management level is in organisations with over 100 employees (12.4%), in the education sector (14.0%), and in the income bracket of 250k – 500k (9.3%).*

*Table 8: Gender Pay Gap by Size, Sector and Income*

All Levels of Management (N=978)	Gender Pay Gap	
	Average	Median
<b>Size of Organisation</b>		
1 - 2 employees	21.8%	32.2%
3 – 5 employees	5.9%	16.7%
6 – 9 employees	7.8%	7.3%
10 – 19 employees	10.7%	12.7%
20 - 99 employees	15.0%	15.4%
100 or more employees	10.2%	5.8%
<b>Sector</b>		
Advocacy, law and Arts, culture, heritage	20.3%	12.5%
Education	6.3%	-5.3%
Environment	18.4%	22.7%
Health	17.1%	28.1%
Housing/Homelessness	5.8%	0.7%
International	14.0%	11.1%
Other	17.8%	14.5%
Social services	18.0%	21.1%
Sports and recreation	15.9%	17.0%
	24.4%	38.8%
<b>Income (€)</b>		
Less than 100, 000	-0.2%	-0.4%
100,001 - 250,000	22.2%	28.2%
250,001 - 500,000	9.5%	14.0%
500,001 - 1,000,000	7.2%	-1.1%
1,000,001 - 5,000,000	12.2%	14.0%
More than 5,000,000	9.3%	4.7%
<b>All Organisations</b>	<b>15.2%</b>	<b>16.7%</b>



*Table 9: Gender Pay Gap – All Level 1 jobs – HEAD OF ORGANISATION – by Size, Sector and Income*

All Level 1 Jobs (235 Cases)	Gender Pay Gap	
	Average	Median

Size of Organisation		
1 - 2 employees	32.9%	33.0%
3 – 5 employees	-3.0%	-8.0%
6 – 9 employees	-2.0%	-21.4%
10 – 19 employees	13.4%	16.1%
20 - 99 employees	8.8%	16.6%
100 or more employees	19.5%	11.4%

Sector		
Advocacy, law and	37.5%	37.5%
Arts, culture, heritage	12.3%	16.9%
Education	2.3%	1.0%
Environment	-	-
Health	-2.5%	-6.7%
Housing/Homelessness	17.1%	12.3%
International	19.5%	21.3%
Other	-5.1%	17.7%
Social services	20.0%	20.2%
Sports and recreation	-	-

Income (€)		
Less than 100, 000	12.3%	7.3%
100,001 - 250,000	11.0%	8.9%
250,001 - 500,000	-11.1%	-12.9%
500,001 - 1,000,000	9.2%	10.8%
1,000,001 - 5,000,000	5.2%	10.5%
More than 5,000,000	6.9%	1.8%

All Organisations	13.4%	12.7%
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*Table 10: Gender Pay Gap –Level 1 – CHIEF EXECUTIVE – by Size, Sector and Income*

All Level 1 Jobs (183 Cases)	Gender Pay Gap	
	Average	Median
<b>Size of Organisation</b>		
1 - 2 employees	-	-
3 – 5 employees	-7.4%	-8.0%
6 – 9 employees	-13.1%	-45.8%
10 – 19 employees	5.5%	4.9%
20 - 99 employees	8.4%	12.6%
100 or more employees	21.8%	16.7%
<b>Sector</b>		
Advocacy, law and	30.1%	25.7%
Arts/culture, heritage	22.0%	33.8%
Education	-6.5%	-16.7%
Environment	-	-
Health	-11.9%	-20.9%
Housing/Homelessness	14.5%	9.1%
International	15.2%	16.7%
Other	-16.2%	8.5%
Social services	20.0%	20.0%
Sports and recreation	-	-
<b>Income (€)</b>		
Less than 100, 000	-	-
100,001 - 250,000	7.9%	9.0%
250,001 - 500,000	-15.7%	-20.8%
500,001 - 1,000,000	1.7%	2.6%
1,000,001 - 5,000,000	5.6%	8.6%
More than 5,000,000	4.1%	-1.9%
<b>All Organisations</b>	<b>7.9%</b>	<b>12.6%</b>

*Table 11: Gender Pay Gap – All Level 2 jobs – HEAD OF FUNCTION/SENIOR MANAGER – by Size, Sector and Income*

All Level 2 Jobs (304 Cases)	Gender Pay Gap	
	Average	Median

Size of Organisation		
1 - 2 employees	-	-
3 – 5 employees	-	-
6 – 9 employees	12.1%	11.5%
10 – 19 employees	-2.3%	-5.1%
20 - 99 employees	4.6%	-2.1%
100 or more employees	3.8%	-4.4%

Sector		
Advocacy, law and Arts, culture, heritage	9.8%	4.6%
Education	-	-
Environment	26.0%	36.0%
Health	-	-
Housing/Homelessness	-3.3%	-13.1%
International	3.1%	4.5%
Other	8.4%	0.0%
Social services	28.6%	21.1%
Sports and recreation	0.6%	8.1%
	-	-

Income (€)		
Less than 100, 000	-	-
100,001 - 250,000	-	-
250,001 - 500,000	27.6%	25.5%
500,001 - 1,000,000	4.9%	-7.4%
1,000,001 - 5,000,000	4.9%	0.7%
More than 5,000,000	4.3%	1.0%

All Organisations	7.6%	3.1%
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*Table 12: Gender Pay Gap – All Level 3 jobs – Middle Manager – by Size, Sector and Income*

All Level 3 Jobs (335 Cases)	Gender Pay Gap	
	Average	Median
<b>Size of Organisation</b>		
1 - 2 employees	-	-
3 – 5 employees	-6.3%	-0.8%
6 – 9 employees	8.0%	2.2%
10 – 19 employees	9.0%	12.8%
20 - 99 employees	11.4%	7.5%
100 or more employees	2.4%	2.1%
<b>Sector</b>		
Advocacy, law and	-2.1%	7.4%
Arts, culture, heritage	-1.1%	-8.9%
Education	10.7%	11.3%
Environment	-	-
Health	6.4%	9.6%
Housing/Homelessness	12.1%	10.7%
International	13.5%	24.5%
Other	15.9%	10.9%
Social services	25.2%	31.2%
Sports and recreation	-	-
<b>Income (€)</b>		
Less than 100, 000	-	-
100,001 - 250,000	25.2%	7.5%
250,001 - 500,000	18.1%	-10.5%
500,001 - 1,000,000	0.6%	-5.4%
1,000,001 - 5,000,000	7.0%	5.5%
More than 5,000,000	4.3%	4.0%
<b>All Organisations</b>	<b>12.2%</b>	<b>12.3%</b>

*Table 13: Gender Pay Gap – All Level 4 jobs – Junior Manager – by Size, Sector and Income*

All Level 4 Jobs (104 Cases)	Gender Pay Gap	
	Average	Median
<b>Size of Organisation</b>		
1 - 2 employees	-	-
3 – 5 employees	-	-
6 – 9 employees	-	-
10 – 19 employees	4.6%	-3.7%
20 - 99 employees	7.2%	7.6%
100 or more employees	12.4%	-0.5%
<b>Sector</b>		
Advocacy, law and	-	-
Arts, culture, heritage	-	-
Education	14.0%	20.8%
Environment	-	-
Health	-6.8%	-2.5%
Housing/Homelessness	-	-
International	-	-
Other	-0.4%	0.3%
Social services	7.8%	8.1%
Sports and recreation	-	-
<b>Income (€)</b>		
Less than 100, 000	-	-
100,001 - 250,000	-	-
250,001 - 500,000	9.3%	-0.8%
500,001 - 1,000,000	-6.4%	13.2%
1,000,001 - 5,000,000	8.4%	13.9%
More than 5,000,000	-1.5%	-1.6%
<b>All Organisations</b>	<b>7.5%</b>	<b>-0.8%</b>

## Section 5: The Distribution of Men and Women Managers by Organisational Size and Income

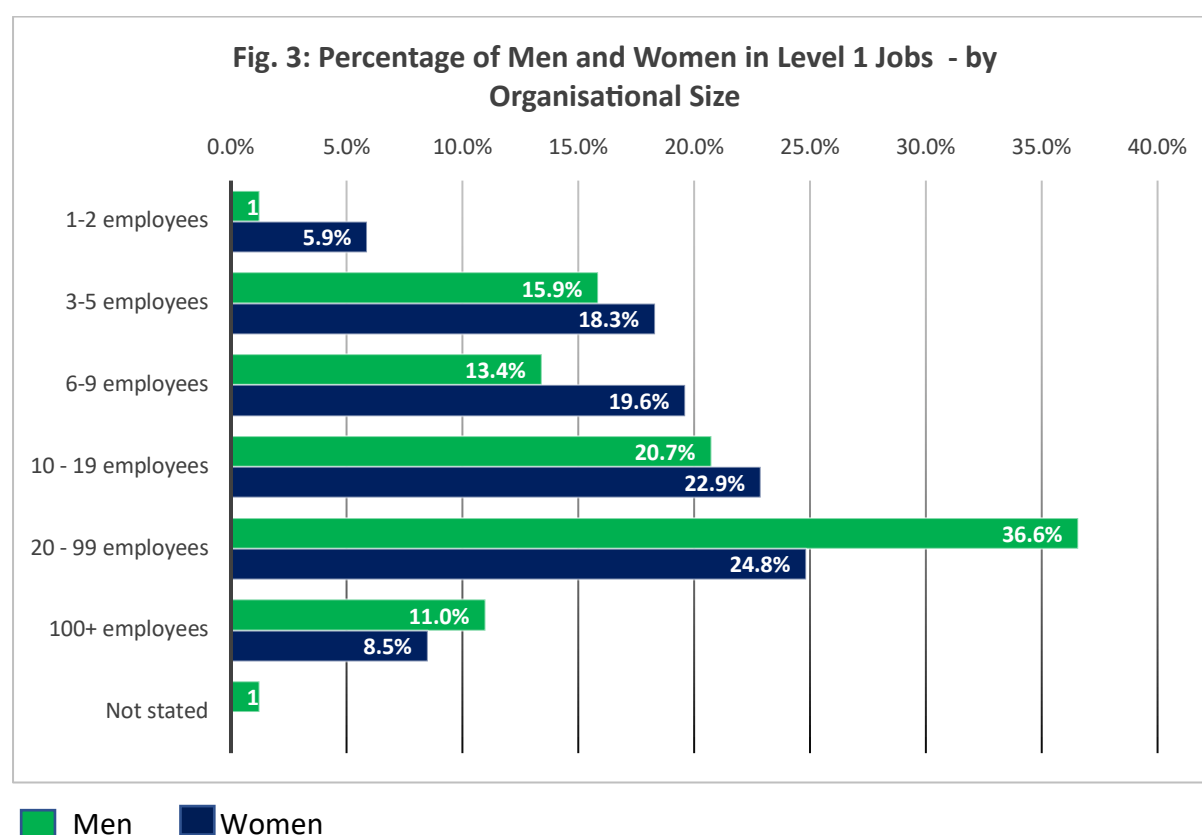
### Main Findings:

- *Level 1 (Head of Organisation) men managers are more likely to work in the larger organisations and in organisations with the highest income, than women level 1 managers. Almost half (47%) of level 1 men managers work in organisations with 20 or more employees, compared to just a third (33%) of women. Similarly, more than half (53%) of level 1 male managers work in organisations with the largest incomes (i.e. €1,000,000, or more), compared to 31% of level 1 women managers. A similar pattern exists for level 1 Chief Executives.*
- *A higher proportion of level 2 managers (i.e. Head of Function/Senior Manager) working in high income organisations are men, although the proportionate difference is less than for level 1 managers.*
- *A similar pattern emerges when level 3 middle managers are considered by size. 64% of men level 3 managers work in organisations with over 20 employees, compared with 47% of women. In organisations with incomes of over €5m, 28% of men are employed at level 3 compared with 16% of women.*
- *For level 4 managers, 22% of men are employed in organisations with over 100 employees, compared with 15% of women. For organisations with incomes of over €5m, 35% junior managers were men compared with 20% women.*

The following graphs show the distribution of men and women managers by management level, across different size and income organisations.

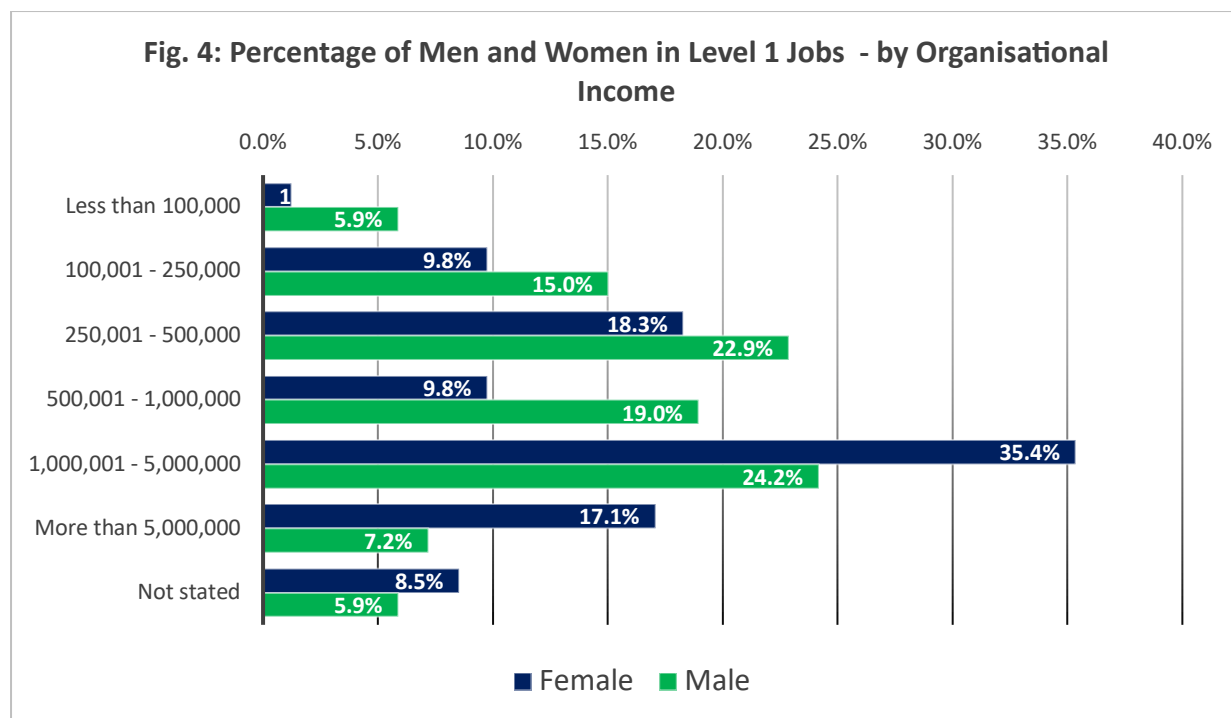
### 5.1: Level 1 Managers (Head of Organisation) – Breakdown of Men and Women Managers by Organisational Size and Income

From figures 3 and 4, it would appear that level 1 men managers are more likely to work in the larger organisations and in organisations with the highest income, than women level 1 managers. Figure 3 looks at the size of the organisations in which these men and women managers work. Almost half (47%) of level 1 men managers work in organisations with 20 or more employees, as compared to a third (33%) of women. The corollary of this is that a higher proportion of level 1 women work in the smaller organisations.



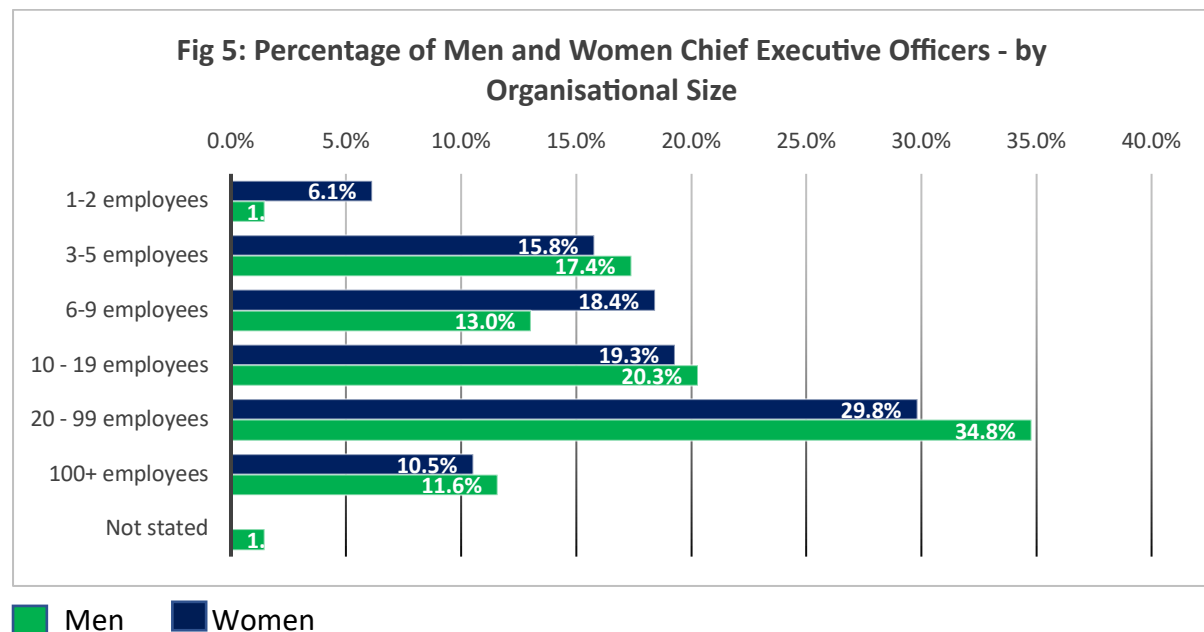
A similar, if not identical, pattern is shown in Figure 4. Again, more than half (53%) of level 1 men managers work in organisations with the largest incomes (i.e. €1,000,000, or more), as compared to 31% of level 1 women managers. However, the difference is more significantly marked at the highest income level (more than €5,000,000), with 17% of level 1 men managers working here as compared to only 7.2% of level 1 f women managers.



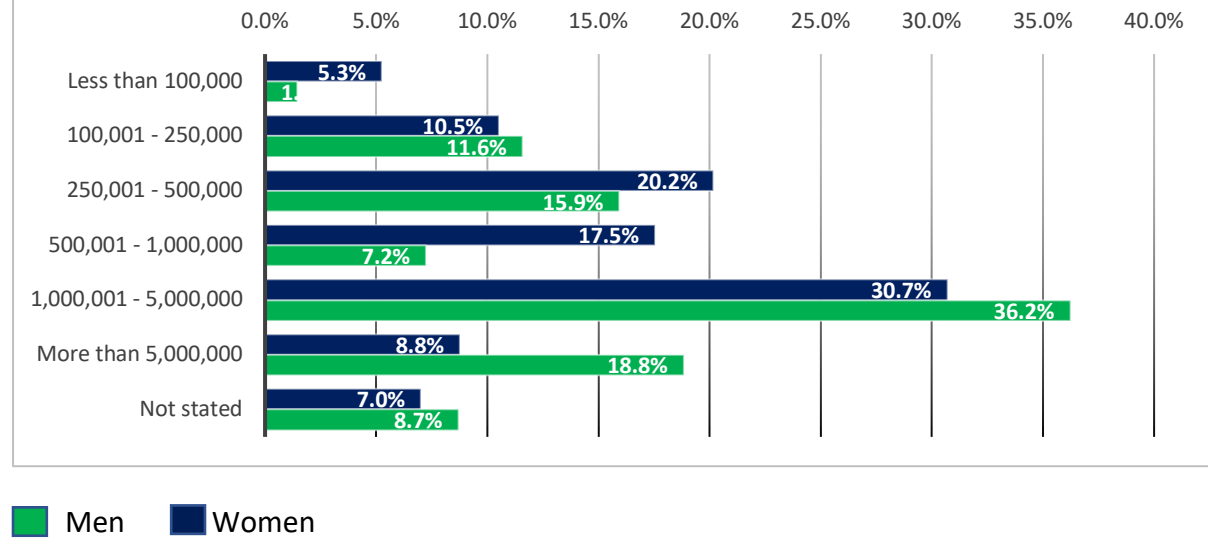


## 5.2: Level 1 – Chief Executive – Breakdown of Men and Women Managers by Organisational Size and Income

Figures 5 and 6 explore in more detail the breakdown of men and women Chief Executives by organisational size and income. It can be seen, however, that men chief executives are much more likely to be found in large-sized organisations ( i.e. 46% in organisations with 20 or more employees) than women chief executives (40% in organisations with 20 or more employees). When it comes to organisational income, differences in the percentage of men and women Chief Executives is most pronounced in organisations with the highest level of income (i.e. more than €5,000,000). Only 8.8% of women Chief Executives were found in these organisations, compared to 18.8% of men Chief Executives.

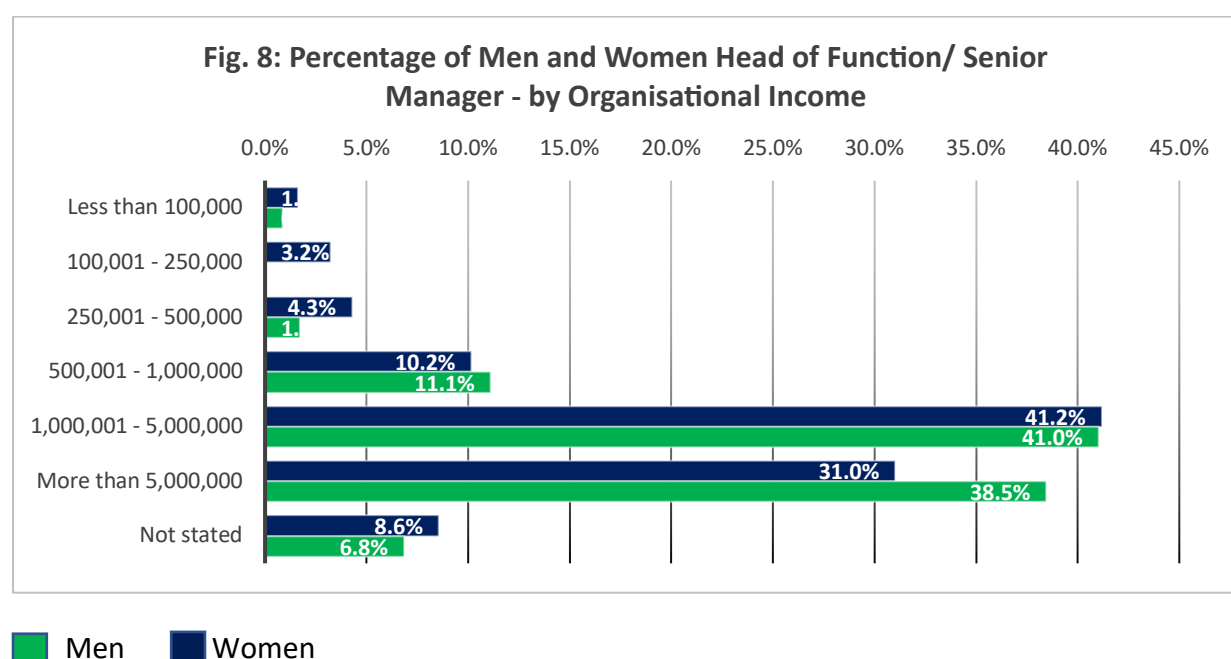
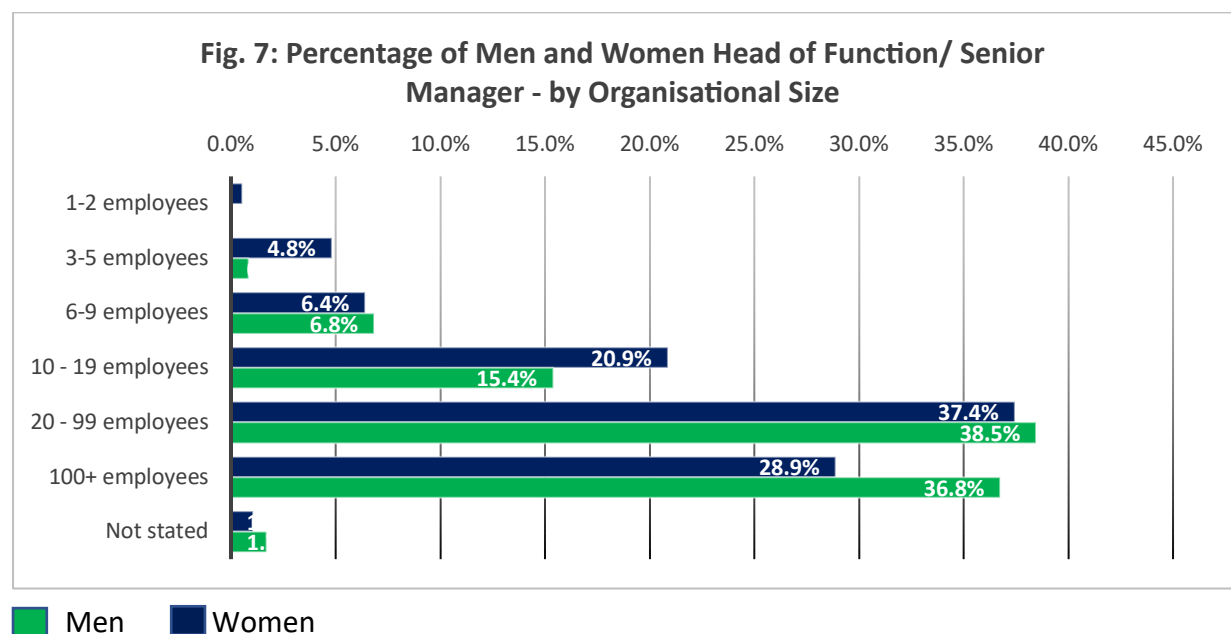


**Fig. 6: Percentage of Men and Women Chief Executive Officers - by Organisational Income**



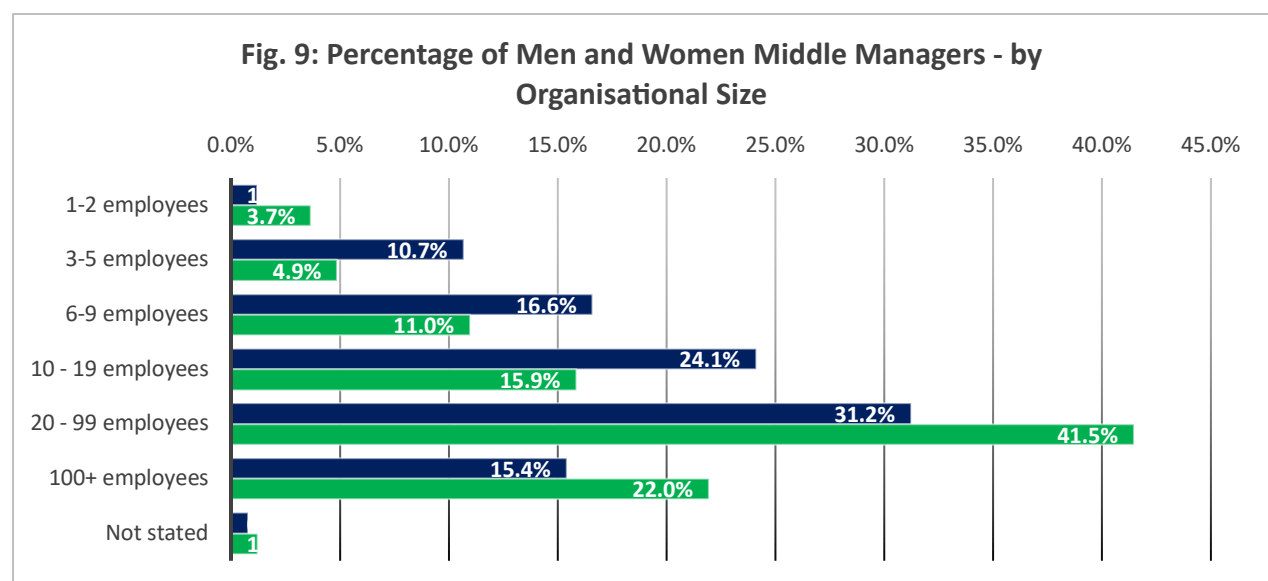
### 5.3: Level 2 – Head of Function/Senior Manager – Breakdown of Men and Women Managers by Organisational Size and Income

Figures 7 and 8 show the breakdown of level 2 (Head of Function/Senior Manager) men and women managers by organisation size and income. There is less difference between the distribution of men and women by size than was the case for level 1 managers and Chief Executives. However, a higher proportion of level 2 managers working in high income organisations are men, although the proportionate difference is less than for level 1 managers.

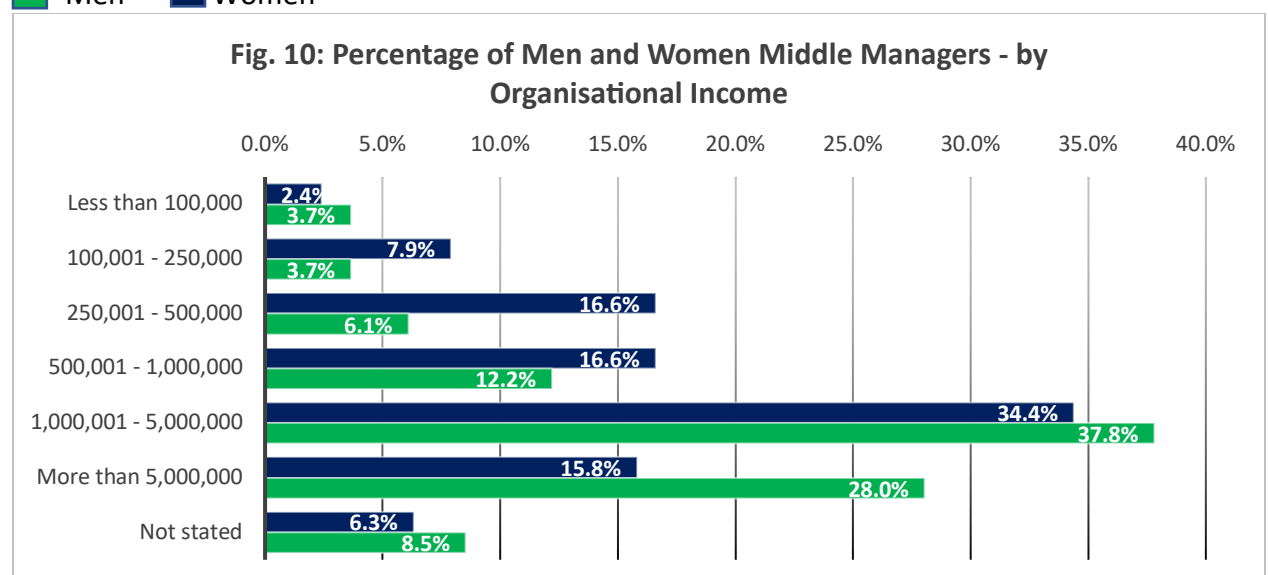


## 5.4: Level 3 – Middle Managers – Breakdown of Men and Women Managers by Organisational Size and Income

A similar pattern emerges when level 3 middle managers are considered with regard to size. Some 64% of men managers work in organisations with over 20 employees compared with 47% of women. In organisations with higher incomes (i.e. over €5m) 28% of men are employed compared with 16% of women.



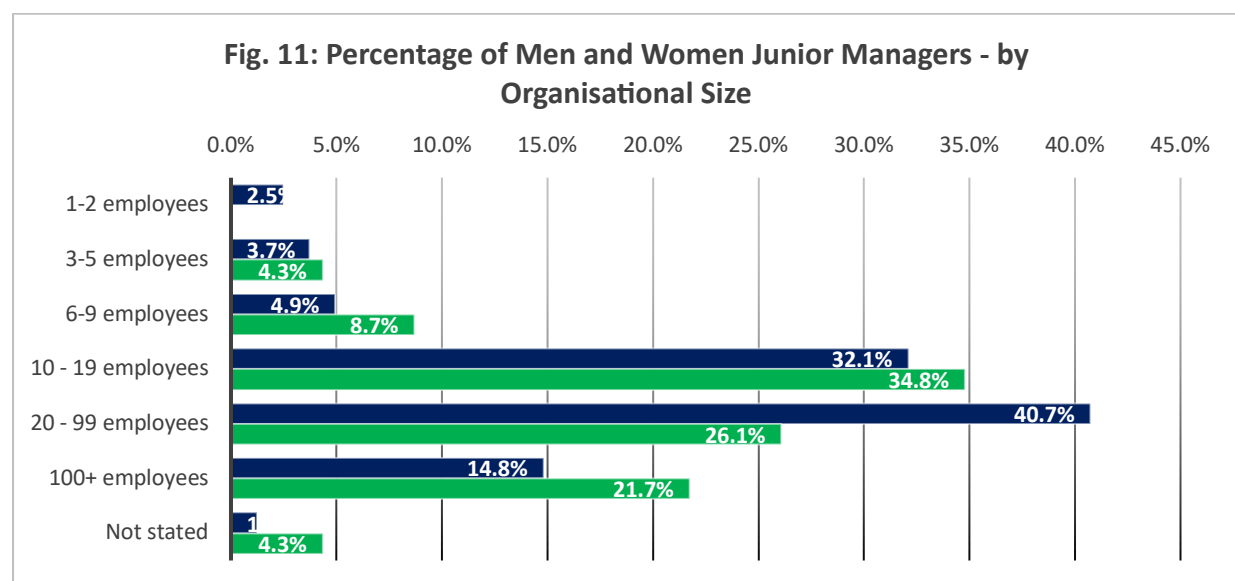
Men Women



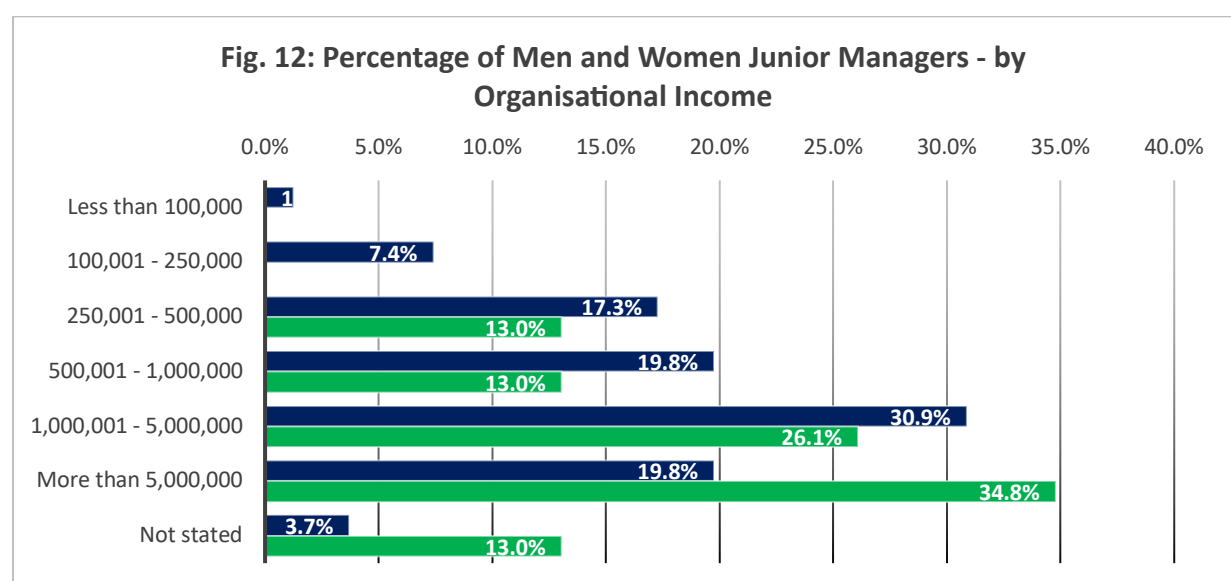
Men Women

## 5.5: Level 4 – Junior/Assistant Managers, Team Leader, Senior Professional – Breakdown of Men and Women Managers by Organisational Size and Income

While more women than men are employed at junior management level in organisations with 20 – 99 employees, the pattern reverses for organisations with over 100 employees, 22% men compared with 15% women. A similar pattern can be seen when analysed by organisational income; more level 4 women managers than men are employed in organisations with €1m-€5m income, while more men than women proportionally are employed in organisations with income greater than €5m.



Men Women



Men Women

## Main Findings

- *There does not appear to be a significant relationship between the presence or absence of women on boards and the gender pay gap at level 1. Overall, the gender pay gap is slightly higher (18.6%) in organisations where the board has 50% or more women membership, compared to organisations with men-dominated boards (11.6%). The gender pay gap is higher at level 2 and level 3 management levels in organisations where women comprise >50% of the board membership.*
- *By organisational size and income there does not appear to be strong evidence of a link between lower gender pay gap and greater women representation on boards. In categories where over half of the organisations have >50% women representation on their board, the gender pay gap is at a similar level or higher than those with fewer women board members. For example, six out of ten of the advocacy, law and politics organisations have over 50% women boards, and a gender pay gap of 20.3%. Conversely, 'other activities' have fewer than one in five organisations with over 50% women boards and a gender pay gap of 18%. The link therefore between women board membership and a reduced gender pay gap is not proven.*

While not all remuneration decisions in an organisation are made by board members, they do have to be ratified by board members. Generally speaking, board members can influence the setting of pay rates, in particular for management grades, as many of these are likely to be individually negotiated. As part of the survey, respondents were asked to provide details of the gender composition of their boards. The survey found a 60:40 split between women being in the minority on boards (i.e. that women comprised less than 50% of board members), and women being in the majority on boards (i.e. 50% or more of board members were women). (See table 14).

*Table 14: Gender Composition of Boards*

	Percentage of Organisations	
	2019	2017
<b>Less than 50% Women</b>	60%	48%
<b>50% or more Women</b>	40%	52%
<b>Total</b>	<b>100%</b>	<b>100%</b>

Table 15 examines the gender pay gap and its relationship, if any, with the gender composition of the board.

*Table 15: The Gender Composition of Boards and the Gender Pay Gap for all Management Grades*

Management level	2019		2017	
	Women comprise <50% board membership	Women comprise >50% of board membership	Women comprise <50% board membership	Women comprise >50% of board membership
1 - Head of Organisation	11.6%	9.7%	19.1%	21.0%
1 – Chief Executive	8.8%	1.0%	12.8%	11.0%
2 – Head of Function/Snr Mgr	2.7%	15.4%	2.2%	5.8%
3 – Middle Manager	9.2%	13.8%	11.1%	3.5%
4 – Junior Manager	5.2%	5.1%	-	-
<b>All levels combined</b>	<b>11.6%</b>	<b>18.6%</b>	<b>13.8%</b>	<b>15.0%</b>



## 6.1: The Composition of Boards and the Gender Pay Gap - by Size and Income

There does not appear to be a strong relationship between the gender composition on boards and the gender pay gap. From table 16 below it is evident that there is significant variation in gender pay gap regardless of the percentage of women on boards.

*Table 16: Percentage of Women on Boards by Size, Sector and Income*

	Average Percentage of Women on Boards		Average % difference between men and women rates of pay
	Less than 50%	50% or more	
Size of Organisation			
1 - 2 employees	68%	32%	21.8
3 – 5 employees	62%	38%	5.9
6 – 9 employees	52%	48%	7.8
10 – 19 employees	51%	49%	10.7
20 - 99 employees	54%	46%	15.0
100 or more employees	82%	18%	10.2
Sector			
Advocacy, law and Arts, culture, heritage	40%	60%	20.3
Education	70%	30%	6.3
Environment	33%	67%	18.4
Health	68%	32%	17.1
Housing/Homelessness	57%	43%	5.8
International	92%	8%	14.0
Other	82%	18%	17.8
Social services	84%	16%	18.0
Sports and recreation	50%	50%	16.0
	50%	50%	24.4
Income (€)			
Less than 100, 000	71%	29%	-0.22
100,001 - 250,000	38%	62%	22.2
250,001 - 500,000	35%	65%	9.5

<b>500,001 - 1,000,000</b>	52%	48%	7.2
<b>1,000,001 - 5,000,000</b>	60%	40%	12.2
<b>More than 5,000,000</b>	87%	13%	9.3

<b>All Organisations</b>	60%	40%	15.2
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## CONCLUSIONS AND RECOMMENDATIONS

It would appear that some men are still getting the best paid jobs, even in a sector that is woman-dominated and where there are twice as many women managers as men. In addition, the presence or absence of women on boards does not appear to have a positive influence overall on the level of the gender pay gap. It is worth noting that there are slightly fewer women on boards in the largest organisations and in the high-income organisations where the gender pay gap is higher.

In terms of basic pay rates for voluntary, community and charitable organisations, it would be reasonable to expect little or no gender pay gap for managers working at the same level, in the same sector, particularly given that two-thirds of managers in the survey are women. However, this study has found that overall, women managers were paid 15.2% less than men managers.

Men would appear to be over-represented at the higher levels of management and under-represented at the lower levels. While they made up only one third of all managers, they were more likely to be working at the higher levels of management than women. Women, conversely, were more highly represented in the lower 10% of earners, and in the lower quartile, compared to men. Men were more likely to be the top earners and women more likely to be the bottom earners. For level 1 jobs and for Chief Executive positions, men were also more likely to work in the largest organisations and the organisations with the highest income level, which in turn were found to have the highest gender pay gap.

This report cannot evaluate the impact of certain factors on pay such as qualifications, age, experience, and length of service, because this information

was not collected in the survey. We do not know the age of the chief executives, their qualifications, or years of experience in their jobs and cannot therefore examine their potential impact on gender pay gap. However, it is clear, that both vertical and horizontal segregation is taking place within the charitable sector, and that men continue to do better than women.

It is not possible to know the extent to which the gender pay gap found in The Community Foundation for Ireland Survey, 2019, reflects discrimination, women's under-valuing of their own work, women's pay negotiation approaches/beliefs, or some other reason. However, given how important equality and having an equitable work environment is to employees in this sector, were

women to feel they were being paid less than men, this could give rise to negative consequences such as lower morale, reduced commitment and engagement, and higher turnover. This creates a strong incentive for managers in this sector to design and ensure equitable representation for women and to ensure diversity in recruitment, selection, training, promotion, and opportunity.

The Community, Voluntary and Charities sector undoubtedly carries some legacy issues – e.g. lower rates of pay, a dominance of women workers, precarious employment, and an over-dependence on volatile funding. However, given its role in society, it is important that the sector supports a drive towards gender pay parity. Importantly, to achieve progress, it is critical to continue to collect data, both collectively, through projects such as this one, or individually through the continual collection and monitoring of organisational metrics. Given that gender pay gap reporting is likely to become a requirement for all but the smallest organisations over time, it is worthwhile gaining an understanding of the gender pay gap in individual organisations in order to remediate it.

The importance of providing women role models within the sector to support the progress of other women in their careers is undeniable, with board representation and senior management representation for women as critical elements of this approach. As discussed, there are several ways that women progress into senior management can be stymied. It is critical to ensure that any organisational barriers are minimised or removed, so that women

employees can be confident in putting themselves forward for promotion, and be supported in doing so by an organisation that openly values their contribution. Having leadership buy-in to achieve this is critical, and therefore the existence of women role models at senior levels within organisations can be very important.

Examining organisational practices to ensure the lack of unconscious bias in recruitment and selection, providing women with both the practical tools and personal skills to progress through the various levels of management, and establishing a culture where the contribution of all employees is equally valued and rewarded, are all pillars of a strong diversity and inclusion strategy. Understanding the particular challenges that may be faced by women in attaining the most senior management levels and committing to overcome those challenges as an organisation, can be a determining factor in organisational success in reducing gender pay gap, increasing women participation and development, and providing a more equitable, fair and just organisation for all employees.

## APPENDICES

### APPENDIX A: Average & Median Basic Pay, Gender Pay Gap – by Level of Management & Job Title

Table A1: The Average & Median Basic Pay, Gender Pay Gap – by Level of Management & Job Title

	Annual Basic Pay @1st May 2019						Gender pay gap	
	Men			Women			Avera ge %	Medi an %
	No. of cas es	Avera ge €	Medi an €	No. of cas es	Avera ge €	Medi an €		
Level 1 jobs – Head of Organisation								
All Level 1 Jobs	82	73,955	71,000	153	64,086	62,000	13.3%	12.7%
Chief Executive	69	75,668	78,186	114	69,659	68,362	7.9%	12.6%
Level 2 Jobs – Head of Function								
All Level 2 Jobs	117	68,268	66,000	187	63,075	63,948	7.6%	3.1%
Deputy CEO	13	68,687	71,500	13	54,505	50,000	20.6%	30.1%
Head of Finance	35	69,328	67,830	51	55,163	51,660	20.4%	23.8%
Head of HR/Personnel	6	68,647	70,768	21	72,378	74,551	-5.4%	-5.3%
Head of Fundraising	11	67,013	65,000	19	69,298	75,750	-3.4%	-16.5%
Head of Advocacy	8	63,508	59,071	9	62,818	64,000	1.1%	-8.3%
Head of Housing	4	59,726	63,230	6	66,750	67,329	-11.8%	-6.5%
Head of Services	10	64,179	60,696	28	67,240	67,816	-4.8%	-11.7%

Head of Operations/ Development	15	72,098	72,000	20	62,603	62,209	13.2%	13.6%
<b>Level 3 Jobs – Middle Manger</b>								
All Level 3 Jobs	82	51,761	50,220	253	45,449	44,063	12.2%	12.3%
Administration Manager	6	37,730	37,106	59	38,757	37,086	-2.7%	0.1%
Project/Programme Manager/Co-ordinator	12	56,768	51,136	34	49,212	47,918	13.3%	6.3%
Finance Manager	12	61,278	63,709	21	60,329	55,000	1.5%	13.7%
Communications Manager	8	56,601	54,767	16	54,361	55,202	4.0%	-0.8%
Services/Centre Manager	15	44,971	40,000	27	41,408	43,000	7.9%	-7.5%
Business Development Manager	6	52,108	53,600	8	49,826	50,306	4.4%	6.1%
<b>Level 4 Jobs – Junior Manager</b>								
All Level 4 Jobs	23	40,791	38,300	81	37,720	38,600	7.5%	-0.8%
Junior/Assistant Manager	11	36,461	35,000	25	37,168	35,000	-1.9%	0.0%
Team Leader/Senior or Lead Professional	11	45,693	45,000	29	40,874	41,451	10.5%	7.9%

## APPENDIX B: Gender Pay Gap by Management Level, Size, Sector & Income

Table B1: Gender Pay Gap – All Levels of Management, by Size, Sector & Income

All levels of Management (N=978)	Annual Basic Pay @1st May 2019						Gender pay gap	
	Men			Women			Avera ge %	Medi an %
	No. of cas es	Avera ge €	Medi an €	No. of cas es	Avera ge €	Medi an €		
By Size								
1-2 employees	4	-	-	15	-	-	-	-
3-5 employees	19	46,136	48,000	67	43,397	40,000	5.9%	16.7 %
6-9 employees	30	51,025	46,391	88	47,042	43,000	7.8%	7.3%
10 - 19 employees	56	56,341	55,000	161	50,313	48,000	10.7%	12.7 %
20 - 99 employees	115	63,812	60,000	220	54,222	50,782	15.0%	15.4 %
100+ employees	75	77,606	74,307	118	69,671	70,000	10.2%	5.8%
By Sector								
Advocacy, law and politics	16	70,099	62,891	51	55,897	55,008	20.3%	12.5 %
Arts, culture and heritage	21	44,586	37,333	43	41,767	39,326	6.3%	-5.3%
Education	21	56,551	54,309	77	46,153	42,000	18.4%	22.7 %
Environment	13	58,708	55,650	15	48,696	40,000	17.1%	28.1 %
Health	75	63,268	58,000	164	59,616	57,617	5.8%	0.7%
Housing/Homele ssness	40	74,959	71,894	61	64,478	63,948	14.0%	11.1 %
International development	27	72,435	69,000	35	59,543	59,000	17.8%	14.5 %
Other	29	68,953	65,000	47	56,570	51,260	18.0%	21.1 %

Social services	54	57,77 1	55,50 0	172	48,56 0	46,08 2	15.9%	17.0 %
Sports and recreation	8	50,88 2	51,50 0	6	38,49 4	31,50 0	24.3%	38.8 %
<b>By Income</b>								
Less than 100,000	5	41,36 7	40,83 3	19	41,46 0	41,00 0	-0.2%	-0.4%
100,001 - 250,000	11	50,04 2	48,77 1	55	38,93 4	35,00 0	22.2%	28.2 %
250,001 - 500,000	25	48,19 0	46,50 0	99	43,62 1	40,00 0	9.5%	14.0 %
500,001 - 1,000,000	34	51,23 7	47,14 1	106	47,54 8	47,64 0	7.2%	-1.1%
1,000,001 - 5,000,000	114	62,57 6	59,28 7	226	54,94 8	51,00 0	12.2%	14.0 %
More than 5,000,000	90	77,02 0	73,43 9	125	69,83 9	70,00 0	9.3%	4.7%
<b>ALL ORGANISATIONS</b>								
All organisations	304	63,27 0	60,00 0	674	53,64 1	50,00 0	15.2%	16.7 %



Table B2: Gender Pay Gap – All Level 1 jobs – HEAD OF ORGANISATION – by Size Sector and Income

All levels 1 Jobs (N=235)	Annual Basic Pay @1st May 2019						Gender pay gap	
	Men			Women			Avera ge %	Medi an %
	No. of cas es	Avera ge €	Medi an €	No. of cas es	Avera ge €	Medi an €		
By Size								
1-2 employees	1	-	-	9	-	-	-	-
3-5 employees	13	50,941	50,000	28	52,444	54,000	-3.0%	-8.0%
6-9 employees	11	59,081	48,000	30	60,262	58,279	-2.0%	-21.4%
10 - 19 employees	17	69,718	68,800	35	60,390	57,720	13.4%	16.1%
20 - 99 employees	30	82,073	84,822	38	74,819	70,713	8.8%	16.6%
100+ employees	9	108,643	105,000	13	87,484	93,000	19.5%	11.4%
By Sector								
Advocacy, law and politics	4	-	-	14	-	-	-	-
Arts, culture and heritage	4	-	-	12	-	-	-	-
Education	8	59,729	56,750	22	58,356	56,178	2.3%	1.0%
Environment	3	-	-	3	-	-	-	-
Health	23	70,399	66,000	34	72,139	70,449	-2.5%	-6.7%
Housing/Homelessness	9	90,717	85,000	5	75,203	74,551	17.1%	12.3%
International development	8	85,206	90,000	6	68,567	70,872	19.5%	21.3%
Other	7	75,440	82,000	10	79,303	67,500	-5.1%	17.7%

Social services	13	70,67 9	68,80 0	44	56,54 8	55,00 0	20.0%	20.1 %
Sports and recreation	3	-	-	2	-	-	-	-
<b>By Income</b>								
Less than 100,000	1	-	-	9	-	-	-	-
100,001 - 250,000	8	51,47 1	49,38 6	23	45,82 1	45,00 0	11.0%	8.9%
250,001 - 500,000	15	50,71 6	47,01 4	35	56,32 5	53,10 0	- 11.1%	- 12.9 %
500,001 - 1,000,000	8	66,33 3	65,50 0	29	60,23 9	58,40 8	9.2%	10.8 %
1,000,001 - 5,000,000	29	80,46 0	83,75 4	37	76,26 2	75,00 0	5.2%	10.5 %
More than 5,000,000	14	104,1 36	99,79 8	11	96,92 0	98,00 0	6.9%	1.8%
<b>ALL ORGANISATIONS</b>								
All organisations	82	73,95 5	71,00 0	153	64,08 6	62,00 0	13.3%	12.7 %

Table B3: LEVEL 1: Gender Pay Gap for Level 1 – CHIEF EXECUTIVE OFFICER – by Size, Sector and Income

Chief Executive Officer (N= 183)	Annual Basic Pay @1st May 2019						Gender pay gap	
	Men			Women			Avera ge %	Medi an %
	No. of cas es	Avera ge €	Medi an €	No. of cas es	Avera ge €	Medi an €		
By Size								
1-2 employees	1	-	-	7	-	-	-	-
3-5 employees	12	52,270	50,000	18	56,153	54,000	-7.4%	-8.0%
6-9 employees	9	59,934	48,000	21	67,808	70,000	-13.1%	-45.8%
10 - 19 employees	14	72,285	74,093	22	68,279	70,480	5.5%	4.9%
20 - 99 employees	24	84,516	85,311	34	77,461	74,541	8.3%	12.6%
100+ employees	8	110,884	107,500	12	86,736	89,500	21.8%	16.7%
By Sector								
Advocacy, law and politics	3	-	-	11	-	-	-	-
Arts, culture and heritage	3	-	-	10	-	-	-	-
Education	7	64,148	60,000	15	68,315	70,000	-6.5%	-16.7%
Environment	2	-	-	3	-	-	-	-
Health	19	71,804	66,000	25	80,318	79,800	-11.9%	-20.9%
Housing/Homelessness	7	-	-	4	-	-	-	-
International development	8	85,206	90,000	5	72,281	75,000	15.2%	16.7%
Other	7	75,440	82,000	8	87,566	75,045	-16.1%	8.5%

Social services	11	73,50 4	70,00 0	31	58,81 3	56,00 0	20.0%	20.0 %
Sports and recreation	2	-	-	1	-	-	-	-
<b>By Income</b>								
Less than 100,000	1	-	-	6	-	-	-	-
100,001 - 250,000	8	51,47 1	49,38 6	12	47,42 0	44,94 0	7.9%	9.0%
250,001 - 500,000	11	52,29 6	48,00 0	23	60,52 0	57,98 0	- 15.7%	- 20.8 %
500,001 - 1,000,000	5	66,80 0	66,00 0	20	65,69 7	64,27 4	1.7%	2.6%
1,000,001 - 5,000,000	25	81,24 8	84,22 5	35	76,73 3	77,00 0	5.6%	8.6%
More than 5,000,000	13	105,1 69	100,0 00	10	100,8 40	101,9 16	4.1%	-1.9%
<b>ALL ORGANISATIONS</b>								
All organisations	69	75,66 8	78,18 6	114	69,65 9	68,36 2	7.9%	12.6 %

Table B4: Gender Pay Gap for All Level 2 jobs – HEAD OF FUNCTION/SENIOR MANAGER – by Size, Sector and Income

All level 2 jobs (N= 304)	Annual Basic Pay @1st May 2019						Gender pay gap	
	Men			Women			Avera ge %	Medi an %
	No. of cas es	Avera ge €	Medi an €	No. of cas es	Avera ge €	Medi an €		
By Size								
1-2 employees	0	-	-	1	-	-	-	-
3-5 employees	1	-	-	9	-	-	-	-
6-9 employees	8	55,202	54,750	12	48,538	48,448	12.1%	11.5%
10 - 19 employees	18	55,875	55,000	39	57,171	57,816	-2.3%	-5.1%
20 - 99 employees	45	64,258	59,800	70	61,296	61,058	4.6%	-2.1%
100+ employees	43	80,880	76,600	54	77,810	80,000	3.8%	-4.4%
By Sector								
Advocacy, law and politics	8	65,187	62,891	17	58,833	60,000	9.7%	4.6%
Arts, culture and heritage	5	-	-	2	-	-	-	-
Education	6	70,309	73,204	13	52,009	46,818	26.0%	36.0%
Environment	4	-	-	2	-	-	-	-
Health	31	67,014	65,000	56	69,199	73,500	-3.3%	-13.1%
Housing/Homelessness	22	75,846	73,276	29	73,470	70,000	3.1%	4.5%
International development	10	73,180	70,000	11	67,025	70,000	8.4%	0.0%
Other	10	86,480	78,536	13	61,767	62,000	28.6%	21.1%
Social services	18	55,326	53,051	44	54,971	48,771	0.6%	8.1%

Sports and recreation	3	-	-	0	-	-	-	-
<b>By Income</b>								
Less than 100,000	1	-	-	3	-	-	-	-
100,001 - 250,000	0	-	-	6	-	-	-	-
250,001 - 500,000	2	-	-	8	-	-	-	-
500,001 - 1,000,000	13	52,483	48,125	19	49,936	51,660	4.9%	-7.3%
1,000,001 - 5,000,000	48	62,205	59,616	77	59,130	59,217	4.9%	0.7%
More than 5,000,000	45	81,937	79,800	58	78,420	79,000	4.3%	1.0%
<b>ALL ORGANISATIONS</b>								
All organisations	117	68,268	66,000	187	63,075	63,948	7.6%	3.1%

Table B5: Gender Pay Gap for All Level 3 jobs – MIDDLE MANAGER – by Size, Sector and Income

All level 3 jobs (N= 335)	Annual Basic Pay @1st May 2019						Gender pay gap	
	Men			Women			Avera ge %	Medi an %
	No. of cas es	Avera ge €	Medi an €	No. of cas es	Avera ge €	Medi an €		
By Size								
1-2 employees	3	-	-	3	-	-	-	-
3-5 employees	4	-	-	27	-	-	-	-
6-9 employees	9	41,65 5	40,00 0	42	38,31 3	39,13 9	8.0%	2.2%
10 - 19 employees	13	50,44 6	50,44 1	61	45,91 6	44,00 0	9.0%	12.8 %
20 - 99 employees	34	51,51 3	49,56 1	79	45,63 9	45,82 6	11.4%	7.5%
100+ employees	18	61,19 0	58,50 0	39	59,69 5	57,25 0	2.4%	2.1%
By Sector								
Advocacy, law and politics	4	-	-	15	-	-	-	-
Arts, culture and heritage	10	38,28 2	34,82 5	24	38,68 9	37,92 2	-1.1%	-8.9%
Education	4	-	-	29	-	-	-	-
Environment	4	-	-	6	-	-	-	-
Health	19	50,98 6	51,83 1	58	47,72 0	46,86 8	6.4%	9.6%
Housing/Homele ssness	5	61,04 0	57,00 0	22	53,64 6	50,91 4	12.1%	10.7 %
International development	8	60,08 1	66,57 7	18	51,96 2	50,25 0	13.5%	24.5 %
Other	9	52,75 1	49,00 7	14	44,36 4	43,67 5	15.9%	10.9 %
Social services	17	57,18 1	59,60 6	63	42,75 8	41,00 0	25.2%	31.2 %
Sports and recreation	2	-	-	2	-	-	-	-
By Income								

Less than 100,000	3	-	-	6	-	-	-	-
100,001 - 250,000	3	-	-	20	-	-	-	-
250,001 - 500,000	5	45,848	33,660	42	37,566	37,207	18.1%	- 10.5 %
500,001 - 1,000,000	10	43,823	41,500	42	43,542	43,732	0.6%	-5.4%
1,000,001 - 5,000,000	31	50,327	48,100	87	46,814	45,458	7.0%	5.5%
More than 5,000,000	23	60,875	60,000	40	58,263	57,625	4.3%	4.0%
<b>ALL ORGANISATIONS</b>								
All organisations	82	51,761	50,220	253	45,449	44,063	12.2%	12.3 %



Table B6: Gender Pay Gap for All Level 4 jobs – JUNIOR MANAGER – by Size, Sector and Income

All level 4 jobs (N= 104)	Annual Basic Pay @1st May 2019						Gender pay gap	
	Men			Women			Avera ge %	Medi an %
	No. of cas es	Avera ge €	Medi an €	No. of cas es	Avera ge €	Medi an €		
By Size								
1-2 employees	0	-	-	2	-	-	-	-
3-5 employees	1	-	-	3	-	-	-	-
6-9 employees	2	-	-	4	-	-	-	-
10 - 19 employees	8	38,538	34,252	26	36,779	35,531	4.6%	-3.7%
20 - 99 employees	6	38,856	37,139	33	36,051	34,309	7.2%	7.6%
100+ employees	5	52,682	50,000	12	46,168	50,246	12.4%	-0.5%
By Sector								
Advocacy, law and politics	0	.	.	5	-	-	-	-
Arts, culture and heritage	2	-	-	5	-	-	-	-
Education	3	-	-	13	-	-	-	-
Environment	2	-	-	4	-	-	-	-
Health	2	-	-	16	-	-	-	-
Housing/Homelessness	4	-	-	5	-	-	-	-
International development	1	-	-	0	-	-	-	-
Other	3	-	-	10	-	-	-	-
Social services	6	38,810	38,084	21	35,792	35,000	7.8%	8.1%
Sports and recreation	0	-	-	2	-	-	-	-
By Income								
Less than 100,000	0	-	-	1	-	-	-	-

100,001 - 250,000	0	-	-	6	-	-	-	-
250,001 - 500,000	3	-	-	14	-	-	-	-
500,001 - 1,000,000	3	-	-	16	-	-	-	-
1,000,001 - 5,000,000	6	42,39 3	45,28 7	25	38,82 9	39,00 0	8.4%	13.9 %
More than 5,000,000	8	48,32 2	45,73 3	16	49,05 2	46,46 2	-1.5%	-1.6%
<b>ALL ORGANISATIONS</b>								
All organisations	23	40,79 1	38,30 0	81	37,72 0	38,60 0	7.5%	-0.8%

## APPENDIX C: Gender Pay Gap and the Gender Composition of Boards – by Management Level

Table C: The Gender Pay Gap for Management Grades – by the Gender Composition of Boards

### (i) For All Level 1 Jobs – Head of Organisation

	Annual Rate of Pay				Gender pay gap
	Men		Women		
	No. of cases	Average €	No. of cases	Average €	
<50% Women Board Membership	57	76,971	72	68,025	11.6%
>50% Women Board Membership	25	67,077	81	60,584	9.7%

### (ii) For Chief Executive Officer

	Annual Rate of Pay				Gender pay gap
	Men		Women		
	No. of cases	Average €	No. of cases	Average €	
<50% Women Board Membership	50	78,420	58	71,515	8.8%
>50% Women Board Membership	19	68,427	56	67,736	1.0%

### (i) For All Level 2 Jobs – Head of Function

	Annual Rate of Pay				Gender pay gap
	Men		Women		
	No. of cases	Average €	No. of cases	Average €	

<50% Women Board Membership	83	68,069	114	66,235	2.7%
>50% Women Board Membership	34	68,753	73	58,141	15.4%

(i) For All Level 3 Jobs – Middle Management

	Annual Rate of Pay				Gender pay gap
	Men		Women		
	No. of cases	Average €	No. of cases	Average €	
<50% Women Board Membership	61	52,450	137	47,623	9.2%
>50% Women Board Membership	21	49,759	116	42,881	13.8%

(i) For All Level 4 Jobs – Junior Management

	Annual Rate of Pay				Gender pay gap
	Men		Women		
	No. of cases	Average €	No. of cases	Average €	
<50% Women Board Membership	18	41,664	43	39,492	5.2%
>50% Women Board Membership	5	37,648	38	35,714	5.1%

## **About The Community Foundation for Ireland**

The Community Foundation for Ireland believes in a fair, caring and vibrant Ireland for now and the future. We work with individuals, families, corporates and other trusts and foundations to translate giving in the moment to giving that is strategic and impactful. We respond to Ireland's complex needs by building deep relationships with non-profit organisations working at the coal face. We build platforms with local communities and collaborate with the public sector. We use our knowledge to help donors translate their aspirations of giving back into effective investments of their experience and resources. We have been providing grants since 2000 and in 2019 we gave out €8.15 million to communities in Ireland abroad. We have a dedicated and committed staff; they have extensive experience of grant-making from working with over 5,000 non-profit organisations at a national, regional and local level throughout Ireland and overseas. With over 1,800 community foundations globally, the community foundation model is proven and effective model for social change.

Visit [www.communityfoundation.ie](http://www.communityfoundation.ie)

## **About The Wheel**

The Wheel is Ireland's national association of community and voluntary organisations, charities and social enterprises. We are a representative voice and a supportive resource that offers advice, training, influence and advocacy for the sector. With around 1,800 members, we are the largest representative body for the sector. The Wheel commissioned the first national pay and benefits survey for the community and voluntary sector in 2007.

Since then, The Wheel has worked closely with the Community Foundation for Ireland on:

- ensuring a national pay and benefits survey is conducted regularly
- analysing the associated data [like this Gender Pay Gap report]
- using this data to positively influence sector policy development and to support organisations
- offering practical and essential HR supports to the sector.

Visit [www.wheel.ie](http://www.wheel.ie) for more information.