

# NSAI Gender Pay Gap Report 2024

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DECEMBER 2024

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NSAI  
Human Resources



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## Introduction

Following the implementation of the Gender Pay Gap Act, 2021, we are pleased to publish the National Standards Authority of Ireland (NSAI) 2024 Gender Pay Gap (GPG) report.

NSAI drives and supports excellence for enterprises and societal protection, while embracing innovative solutions and systems. NSAI serves a global Irish network of interconnected stakeholders to enable improvement in productivity, capacity, scalability, and innovation, aligned to embrace emerging and future technologies.

We are a knowledge-based organisation and in order to deliver for Ireland and our global business community, attracting and retaining our most important resource, our people, is critical to our success. A crucial aspect of this strategy is developing innovative ways of ensuring the retention and recruitment of the best people available.<sup>1</sup>

Developing NSAI's organisation, talent and brand identity, as well as harnessing specialist knowledge to create and sustain value is a strategic project initiative where we undertake to structure the organisation while incorporating diversity, inclusion, and sustainability in a way that reinforces our core values.



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<sup>1</sup> Source: NSAI Strategy - 'NSAI 2022-2026 – Innovating to Shape a Safer, Better, and Sustainable Future'

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NSAI is taking a proactive and thoughtful approach to fostering an inclusive workforce. Reflecting on and developing strategies based on the gender pay gap data is a crucial step. At NSAI, we are committed to thoroughly cross-examining and evaluating the data presented in this report. By delving into the gender pay gap figures, we aim to gain valuable insights that will inform and shape our future resourcing plans. This reflective practice not only helps us identify areas for improvement but also reinforces our dedication to creating a workplace where everyone has equal opportunities to thrive.

### Gender Pay Gap Act 2021 Summary

Ensuring gender equality is reflected through equal pay is a key policy concern in Ireland. As part of the broader strategy to address gender parity within Irish workplaces, the Government announced the Gender Pay Gap Information Act 2021 and associated regulations on International Women's Day in 2022.

The GPG considers the difference between the hourly earnings on average by women and men in an organisation based on average gross hourly earnings of all employees. Its purpose is not to identify discrimination, bias or unequal pay in the organisation, but to assess the representation of males and females across the whole organisation at different levels. The GPG is distinct from the concept of unequal pay; equal pay deals with the pay differences between women and men who carry out the same jobs, similar jobs or work of equal value. As with other Public Service Bodies, NSAI's pay scales are fully transparent and do not lead to the existence of unequal pay caused by gender discrimination.

Positive GPG indicates that on average, women are not proportionally represented across the organisation and are concentrated at the lower grade (and associated salary) levels. When the GPG is negative, it indicates the reverse. Therefore, the GPG can highlight to organisations whether they have gender parity in senior roles in the organisations and/or if employees of one gender are concentrated in the lower paid grades.<sup>2</sup>

In June 2024 at the snapshot date, our workforce consisted of **46%** women and **54%** men, with a Gender Pay Gap of **12.82%**. Although women are well represented across most levels of our organisation, including senior management roles, we recognise that there is a higher concentration of women in junior positions and an imbalance at the technical grade tier.

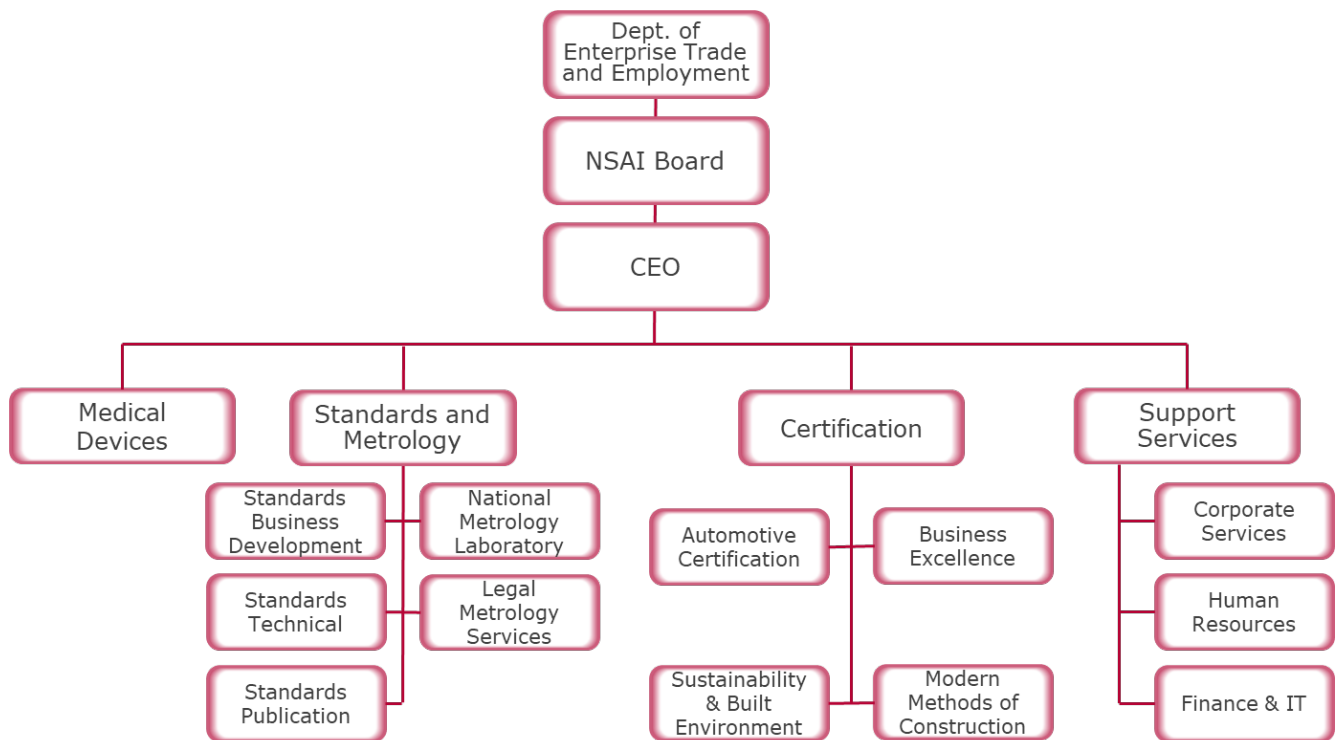
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<sup>2</sup> Source: Report on the Gender Pay Gap in the Department of Enterprise, Trade and Employment 2023

## NSAI Structure and Gender Profile

On 14 April 1997, NSAI was formally established by legislation as an autonomous body operating under the remit of the Minister for Enterprise, Trade and Employment. As the leading state agency charged with responsibility for the key technical services of standardisation, conformity assessment and measurement traceability, NSAI is a complex organisation with a long history dating back to 1946. The amalgamation of a number of services and mergers in part or whole of certain public agencies has led to NSAI's current structure which is not only diverse with respect to the specific activities carried out by NSAI, but also to the workforce and associated operational areas. The figures, charts and tables below show our structure (at June 2024) in terms of Divisional, Departmental and Grading breakdown.

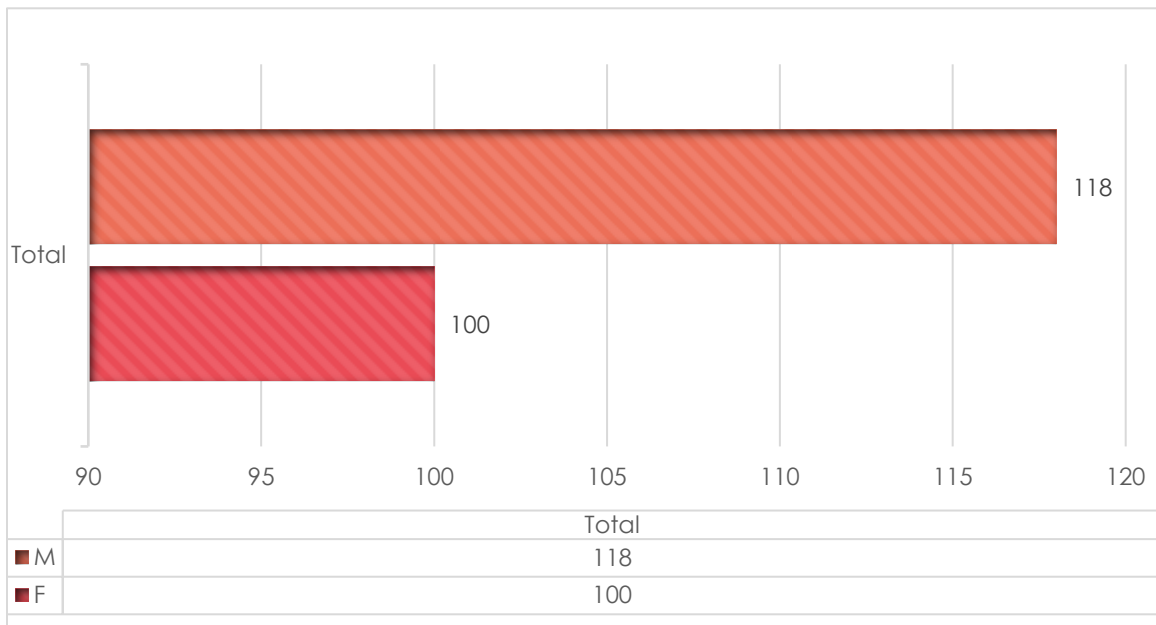
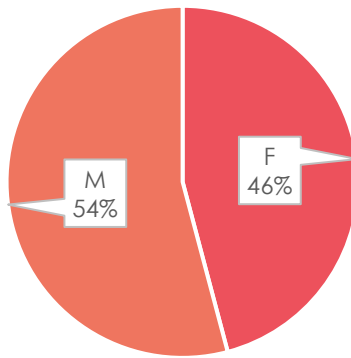
### Organisational Structure



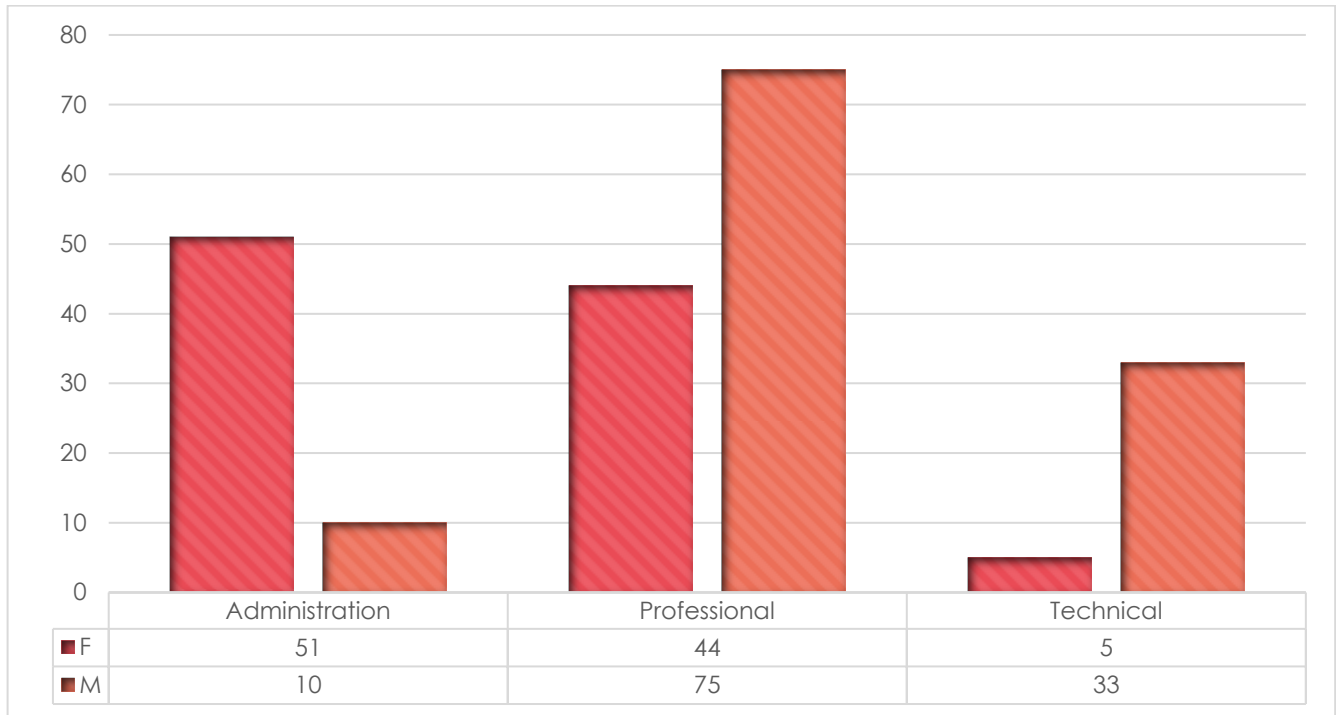
## NSAI Grading Breakdown

NSAI Breakdown by Grade Category		
Professional Grades	Technical Grades	Administrative & Support Grades
Senior Principal Scientific Officer (SPSO)	Experimental Officer (EO)	Level E
Principal Scientific Officer (PSO)	Technician Grade 2 (T2)	Level D
Senior Scientific Officer (SSO)	Technical Assistant (TA)	Level C
Scientific Officer (SO)	Laboratory Attendant (LA)	Level B
CEO/Assistant Secretary Equivalent (ASEC)		Internship (INT)

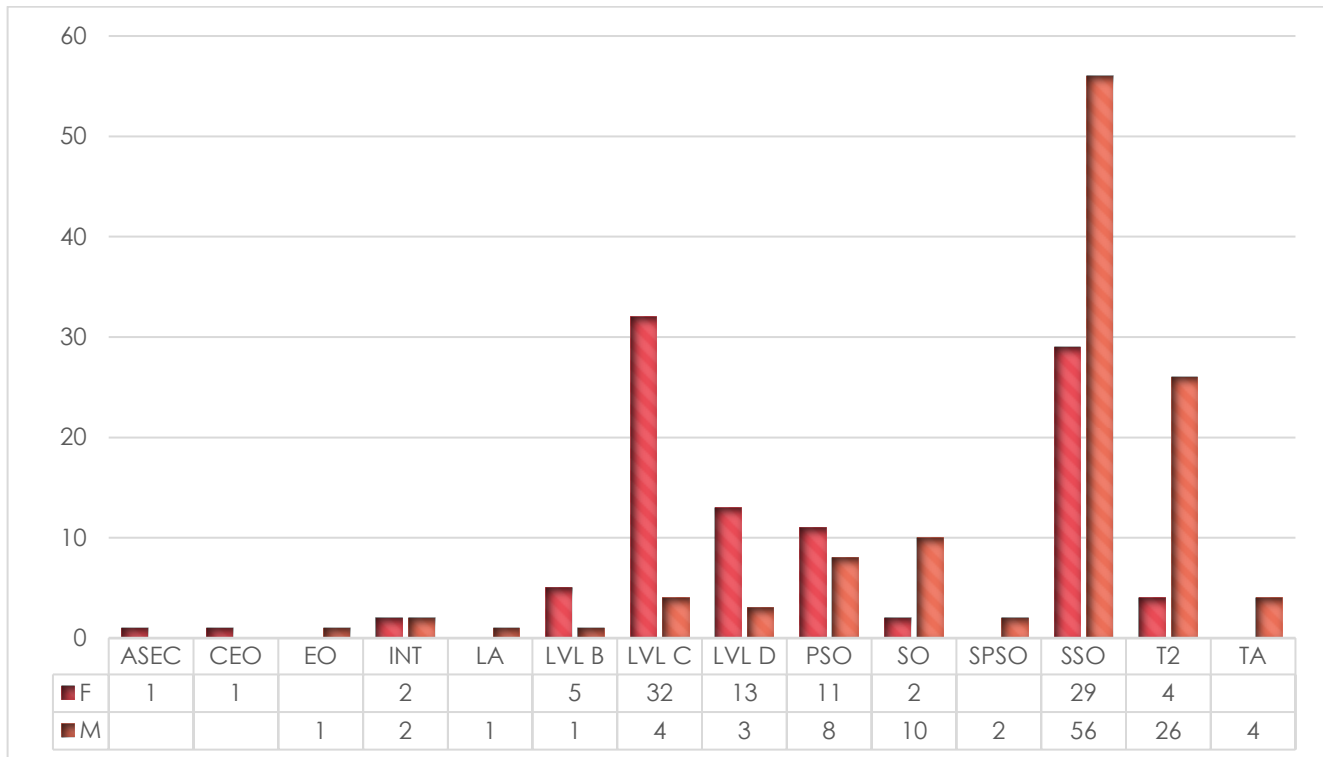
## NSAI Overall Gender Profile



## NSAI Headcount Breakdown by Gender and Grade Category



## NSAI Headcount Breakdown by Gender and Grade



## Gender Pay Gap Metrics

The 'snapshot' date for 2024 was **22 June 2024**. The reporting period is from 26 June 2023 to 22 June 2024.

2024 Gender Pay Gap Information Act 2021 Reporting Requirements	
<b>Mean hourly gender pay gap (All Employees)</b>	<b>12.82%</b>
<b>Mean hourly gender pay gap (Part-Time Employees)</b>	<b>-14.8%</b>
<b>Mean hourly gender pay gap (Temporary Employees)</b>	<b>17.2%</b>
<b>Median hourly gender pay gap (All Employees)</b>	<b>7.8%</b>
<b>Median hourly gender pay gap (Part-Time Employees)</b>	<b>-11.8%</b>
<b>Mean hourly gender pay gap (Temporary Employees)</b>	<b>17.2%</b>
<b>Mean bonus gender pay gap</b>	<b>Not applicable</b>
<b>Median bonus gender pay gap</b>	<b>Not applicable</b>
<b>Percentage of employees in receipt of bonus</b>	<b>Not applicable</b>
<b>Percentage of employees in receipt of benefit in kind</b>	<b>Not applicable</b>

Headcount Profile in June 2024				
<b>Headcount</b>	<b>Full-Time Employees</b>	<b>Part-Time Employees</b>	<b>Total Employees</b>	<b>Of whom temporary</b>
<b>Male</b>	116	2	<b>118</b>	2
<b>Female</b>	91	9	<b>100</b>	2
<b>Total</b>	<b>207</b>	<b>11</b>	<b>218</b>	<b>4</b>

Pay Band Quartiles					
Quartiles	Total	Male	Female	Male	Female
Lower Quartile	<b>55</b>	<b>19</b>	<b>36</b>	34.5%	65.5%
Middle	<b>54</b>	<b>28</b>	<b>26</b>	51.9%	48.1%
Upper Middle	<b>54</b>	<b>36</b>	<b>18</b>	66.7%	33.3%
Upper Middle	<b>55</b>	<b>35</b>	<b>20</b>	63.6%	36.4%
Grand Total	218.00	118.00	100.00	54.1%	45.9%



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Explanatory note on metrics:

The GPG for the NSAI using the overall mean hourly rate for reporting was 12.82%, this drops to 7.8% when using the median hourly rate. This means that, for the reporting period, females earned 12.82% an hour less than males using the mean measure and 7.8% less than males when using the median measure.

- The mean is the average, and it is calculated based on the difference between the average hourly rate of pay for males and the average hourly rate of pay for females
- The median is the figure that falls in the middle of a range where the salary of all relevant employees is listed, from the lowest to the highest. This can provide a more accurate representation of the 'typical' differences in pay
- Bonus and Benefit in Kind does not arise as we do not have any non-cash benefit of monetary value that is provided to employees.
- When grouping employees into Quartile Pay Bands, we list all employees from lowest to highest, based on their hourly rates. The employees are then divided into four equal groups or Quartiles based on this - lower, lower middle, upper middle and upper. We then show the proportion of male and female employees in each quartile as a percentage.

## Reasons for Remuneration Differences

The NSAI Gender Pay Gap is **12.82%**.

Remuneration in NSAI is set in line with Public Service pay scales and is governed by the Department of Public Expenditure, NDP Delivery and Reform Pay Policy. Pay is afforded to men and women in accordance with their relevant grades, and the associated incremental points relating to service and allowances specific to a small number of roles.

A significant contributor to our gender pay gap is the occupational segregation leading to a disproportionately higher number of female employees in administrative and support roles, contrasted with their lower representation in professional and technical positions. This imbalance highlights a broader issue within our organisation, where women are more likely to be found in lower-paying, traditionally female-dominated roles, while men are more prevalent in higher-paying, technical and professional roles.

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This over-representation of women in administrative and support grades can be attributed to various factors, including historical hiring practices, societal expectations, and potential biases in preceding recruitment and promotion processes. Women in administrative roles often express limited interest or face limited opportunities for advancement into technical posts, which perpetuates the cycle of gender disparity in technical positions.

On the other hand, the under-representation of women in technical grades suggests barriers to entry and progression in these generally male dominated fields. These barriers might include a lack of access or interest to relevant education and training, historical gender stereotypes that discourage women from pursuing technical careers, and workplace cultures that have not traditionally been supportive of women in these roles.

### **Other factors influencing the pay gap include:**

**Working patterns** – full-time and part-time work. More females than males seek part-time work or career breaks which impacts on their hourly/annual rates of pay and may ultimately reduce participation in career progression opportunities.

**Length of service** – incremental pay increases generally mean that new joiners are paid less than more experienced employees.

**Time of year** – temporary workers (i.e. interns) may be recruited for different roles which may attract a lower rate of pay. At the snapshot date NSAI had four interns engaged in a temporary capacity.

### **Actions to Address the GPG**

While gender pay gap reporting alone cannot address structural, cultural, and policy-related causes behind gender disparities in participation rates and employment gaps, it remains a crucial driver of change. Effective measurement and reporting can serve as diagnostic tools, pinpointing specific issues within various organisations and industry sectors. This in turn, can expedite the necessary actions and enable more targeted interventions by all stakeholders.<sup>3</sup>

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<sup>3</sup> Ibec Gender Pay Gap Guide

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In NSAI we take seriously all the possible areas where we have the requisite knowledge and power to act to affect the GPG. The action areas in this regard are summarised below:

### **Women in Leadership**

At the snapshot date, NSAI's Executive Management Team (EMT) had a gender balance of 60% Male and 40% Female. Our Leadership Management Team (LMT) had a gender balance of 62.5% Male and 37.5% Female. Female representation has increased in recent years at both EMT and LMT levels and we are committed to engaging further in Women in Leadership initiatives, that may deliver a more equal gender breakdown at senior management levels.

### **IMI 30% Club Mentoring Programme**

NSAI continues to participate in the IMI Mentoring Programme which seeks to pair experienced mentors with more junior mentees, with participants drawn from a broad range of public and private sector organisations. Each programme involves two mentors and two mentees from NSAI engaging with others from often very different organisations and sectors, with the IMI requiring a minimum of 50% female participation, where applications received by Human Resources (HR) permit.

### **NSAI Recruitment and Selection Process**

In relation to all NSAI recruitment campaigns, HR takes all necessary steps to ensure a fair, open and transparent appointment process that produces a quality outcome and commands public confidence. HR also abides by the core recruitment principles of probity, equity and fairness, and selection based on merit and best practice, which are observed in all NSAI recruitment processes.

All appointments made will also comply with relevant employment and equality legislation, and all candidates will be treated fairly, to a consistent standard and in a consistent manner. We are committed to ensuring that no job applicant or employee is discriminated against, directly or indirectly, based on age, disability, family status, gender, civil status, membership of the Traveller Community, race, religion, or sexual orientation. This approach will apply to all conditions of employment, including recruitment, selection, placement, promotion, career development, training, pay, compensation, benefits and leave entitlements.

Some examples to underpin this commitment include:

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- provision of training to all interview panel members
  - gender balanced interview panels
  - provision of interview training to internal candidates
  - ensuring gender balance in shortlisting
  - use of gender-neutral language in job specifications and advertisements

## **Gender Equality, Diversity, and Inclusion Policy**

In December 2022 NSAI Published its renewed Gender Equality, Diversity, and Inclusion Policy. We believe in gender equality, diversity and inclusion and embed these fairness principles into all aspects of organisational life.

As part of NSAI's continued commitment in these areas, we strive to create an environment in which all employees can thrive, be respected, and have opportunities to participate in, and develop within the organisation. We embrace having employees who are male, female, LGBTQ+, have disabilities, are from different life stages and socio-economic backgrounds, and/or are parents and/or carers and/or may be diverse in many other ways.

NSAI is committed to ensuring that everyone who interacts with the organisation is:

- Treated fairly and without discrimination.
- Treated equally in a healthy and safe environment free from hazards.
- Treated with dignity and respect.
- Treated fairly and consistently in an environment where inappropriate behaviour is not accepted and is called out.

We provide training, which is available to all employees, with the aim of ensuring the successful implementation of the EDI policy and creating greater awareness and understanding of gender equality, inclusion, and diversity in the workplace.

## **Performance Enablement and Development**

Our approach to Performance Management and Development is primarily focused on building a partnership approach between employees, their line managers, and the organisation.

This requires an ongoing open communication process between an employee and their immediate line manager that involves establishing clear expectations and

understanding

about:

- The employee's essential job functions.
- How an employee's role contributes to the organisation's goals.
- How the employee and the line manager will work together to sustain, improve, or build on existing employee performance.
- The measurement of job performance.
- The identification and removal of barriers to performance.

NSAI recognises that the performance of every individual has a direct impact on the success of the organisation. The organisation believes that by investing in each employee's skills and development, the organisation and its employees can achieve greater outputs, improved outcomes and increased job satisfaction, while performing at high levels in a rewarding and enriching workplace environment.

The process guiding the performance management and development system and the associated feedback is carried out sensitively and in a non-discriminatory manner. Employees are offered equal development and training opportunities to achieve high-performance standards. This endeavor is highlighted in our Strategy and specifically underpinned by Strategic Project 7.2.



## Organisational Development 2: Talent Development

### Strategic Impact

NSAI to be recognised and seen as an employer of choice.

### Context

NSAI will provide a business environment and culture to allow NSAI's talent to deliver world class services and results. In an increasingly competitive recruitment market, NSAI must continue to move towards an increasingly digital approach to HR processes, with a view to streamlining procedures and delivering a more efficient and effective level of service to potential applicants, newly recruited staff, and established staff and managers.

A targeted Workforce Plan will future-proof NSAI's resourcing requirements and provide clarity in relation to structured Career Paths for staff members, and the supports required to meet developmental needs, including a fit for purpose performance management process, and targeted learning & development approaches.

### Key Deliverables

- High impact Learning & Development Strategy in an Engaged Organisation
- Strong talent pipeline in place with structured employee career paths based on a strategic workforce planning approach

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HR undertakes to facilitate a number of internal workshops during 2025 to explore how existing NSAI employees can be supported and empowered to gain the necessary knowledge, skills, attributes (and where it is deemed essential for particular roles, the necessary qualifications) required to meet the eligibility criteria to apply for certain professional/technical posts.

## **Dignity at Work**

NSAI is committed to providing a positive working environment for all employees, free from any form of harassment and or bullying behaviour in support of their right to dignity at work.

All employees are entitled to be treated with dignity and respect in the workplace and have a duty of care to treat others with dignity and respect. The policy protects employees from bullying, sexual harassment, and harassment regardless of whether it is carried out by a work colleague, or by a person an employee encounters during their work, e.g., a client, customer, contractor, or supplier.

Breach of this policy is a serious matter, and the organisation reserves the right to invoke the disciplinary procedure up to and including summary dismissal following a full review of the facts subject to due process.

## **Flexible Work Practices**

The NSAI is committed to remaining an employer of choice, promoting a diverse, innovative, and progressive work environment that offers flexibility and values work-life balance, including the right to request remote working.

NSAI recognises that a flexible working model can be beneficial for its employees and, to this end, will seek to accommodate it, where possible whilst sustaining strong standards of performance and high levels of productivity.

By way of our Flexible Work Practices, we are also committed to ensuring compliance with the provisions of the Parental Leave Acts 1998-2023, the Work Life Balance and Miscellaneous Provisions Act 2023 and any other prevailing family leave and/or employment legislation.

NSAI deals with each alternative working arrangement application objectively, fairly and reasonably, in line with procedures set out in the relevant Codes of Practice.

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## Health and Wellbeing

The health and wellbeing of all employees is paramount, and a healthy work-life balance is important to us all. NSAI offers a comprehensive employee occupational health and wellbeing programme including an Employee Assistance Programme and health and well-being training, information and advice, including regular seminars and webinars, and initiatives such as Wrkit (online resource), Health & Wellbeing Committee and Champions, Summer Wednesday Wellness Breakfasts etc.

## Conclusion

Addressing the issues identified requires a multifaceted approach. Initiatives such as targeted recruitment efforts, mentorship programs, professional development opportunities, and promoting family friendly work practices can help increase the representation of women in technical/professional positions. Additionally, reviewing and revising our policies and practices to ensure they are inclusive and equitable is crucial for creating a more balanced workforce.

By tackling these underlying issues, NSAI can work towards reducing our gender pay gap and fostering a more diverse and inclusive workplace where all employees have equal opportunities to succeed.

## Related Documents

- HR – EQ- 08 NSAI Gender Equality, Diversity, and Inclusion Policy
- P-HR -20 NSAI Dignity at Work Policy and Procedure
- P-HR -5 NSAI Recruitment & Selection Policy and Procedure
- NSAI Strategy - 'NSAI 2022-2026 – Innovating to Shape a Safer, Better, and Sustainable Future'
- NSAI Workforce Plan 2023-2024
- NSAI PMDS / Training and Development Policy and Procedure