

# Iarnród Éireann

## Gender Pay Gap Report





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## Chief Executive's Summary

Iarnród Éireann welcomes the clear focus Gender Pay Gap Legislation will bring to equality and diversity issues within all companies, and particularly in sectors such as our own which historically have been male-dominated.

This essential Act has given us the opportunity to forensically investigate our commitment to our female employee base, analyse organisational trends and statistics, and identify areas for improvement. It has come at a time which affords us the opportunity to analyse clearly, initiatives we have introduced, and seek to develop further, to ensure greater gender equality in our national rail service.



**Jim Meade**  
Chief Executive

Iarnród Éireann is on an ambitious journey to develop rail as the backbone of a sustainable transport system, and there can be no question that developing and championing our people is an essential part of our approach. Through our Capital Investment Programme, we are striving to build a future which will see the role of our rail services maximised in meeting the transport needs of the communities we serve, the wider economy and environment. Our people will play a key role in fulfilling our ambitious programme of work, and our people will better serve our customers and communities if we better reflect those customers and communities.

Our headline gender pay gap shows women earn, per hour, 6.32% more than men in Iarnród Éireann.

In this report, however, as an organisation that is committed to championing diversity and inclusion, we want to thoroughly examine the statistics to understand where we can and need to improve.

Iarnród Éireann is committed to not only ensuring the gender pay gap does not disadvantage any gender, but more crucially perhaps to significantly increasing female representation across all levels of the business – currently, 11.2% of our employees are women.

In 2022, we continued to expand female recruitment and development across the talent pipeline with a number of successful programmes.

Recognising that 18% of the current workforce is expected to retire by the end of 2027, Iarnród Éireann has been planning our workforce requirements, and ensuring that ours is an organisation and a culture that plans for diversity and equality.

Through our Graduate Programme, across multiple disciplines, we have been attracting 34% female graduates into this initiative annually. The Graduate Programme, the first in Ireland to be CIPD accredited, has seen a particularly welcome increase in female graduates including across the engineering disciplines.

Our Women in Rail Network was created to improve diversity in Iarnród Éireann by providing networking opportunities and learning and development support for women within the company. We continue to see strong results in the recruitment of females into Iarnród Éireann's dedicated development and mentoring programmes, and promotional opportunities. The representation of women in senior roles, at 17%, will be further supported by ensuring we provide opportunity for women in our high potential programmes.

Outside our own organisation, we recognise that our sector and the industries represented within Iarnród Éireann must engage with educators and supporting agencies to encourage greater female participation. STEM subjects are a particular focus, and through our popular Try a Trade Schools programme, we are targeting more apprentices, and working with iWish, a careers event for second level girls interested in working in the STEM sector.

This journey for Iarnród Éireann is an essential one. We look forward to working with all our colleagues, our trade unions and our stakeholders as we strive to reach our destination.

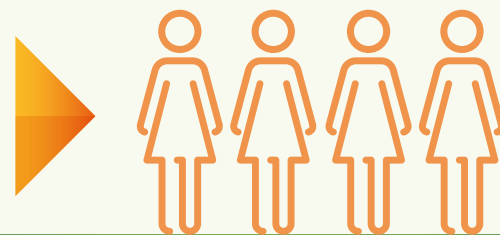
**Jim Meade**  
Chief Executive



## Gender Pay Gap: Summary

# 6.32%

Gender Pay Gap in favour of women



## 4231

Total employees



## 474

Female



## 3757

Male



## Average annual hours per employee

## 1880

Female



## 2195

Male



Driving is one of the roles in the rail industry in which women have been historically under-represented. Recent recruitment has encouraged more women to apply for driving roles, with this recent class achieving 50:50 gender balance.

## Iarnród Éireann Overview

Iarnród Éireann is the backbone of Ireland's sustainable transport network, employing over 4,200 people in a variety of roles across the rail network. Iarnród Éireann has a proud history of delivering transport services that continually meet customer requirements and help drive Ireland's economic development. It is guided by our mission, vision and values in everything we do, and our employees are the key element in achieving transport excellence.

Our employees are based across three main divisions: A) IÉ Infrastructure (including our Capital Investments function), B) IÉ Railway Undertaking, and C) IÉ Shared services.

Within those divisions female employees make up IM 166 (9.0%), RU 217 (10.2%) and SS 91 (36.4%) respectively.

## Gender Pay Gap

Iarnród Éireann's gender pay gap sits at -6.3%, meaning women's average hourly earnings exceed men by this amount, the reverse of the rail industry in the UK, where gender pay gap data significantly favours men. However, we recognise that this figure is likely to narrow in future years as the proportion of women in Iarnród Éireann increases. Gender pay gap is different to pay equality, and Iarnród Éireann pays men and women the same wage for the same job. The statistics are calculated in line with legislation and reporting data is from Iarnród Éireann payroll files as of June, 19th, 2022.



Includes all Ordinary Pay

Female	Male	Totals
<b>Hours</b> 891,120	8,245,951	<b>9,137,072</b>
<b>Headcount</b> 474	3,757	<b>4,231</b>
€24,748,369	€215,397,026	<b>€240,145,394</b>
<b>Average</b> €52,212	€57,332	<b>€56,759</b>
<b>Ave Annual Hours</b> 1,880	2,195	
<b>Average Rate/Hour</b> €27.7722	€26.1215	<b>-€1.6506</b>



**Average hourly rate for women 6.32% greater than men.**

### Median Gender Pay Gap

#### Median Hourly Pay Gap

 Female	€26.5011
 Male	€23.4652
	-€3.0359
<b>Women 12.9% greater than men</b>	

Analysis of the proportion of Male and Female employees in the lower, lower middle, upper middle and upper quartiles.

	Upper	Upper middle	Lower middle	Lower
 Male	83.6%	85.9%	94.9%	90.7%
 Female	16.4%	14.1%	5.1%	9.3%



## Women in Iarnród Éireann

Employee statistics from 2022, reveal a 6.32% gender pay gap in Iarnród Éireann, favourable to women. We are proud to exceed gender pay parity.

Recognising that our organisation is male dominated however, with females making up just 11% of our employee population, our focus remains on the development of a diverse talent pipeline that is inclusive of women while simultaneously working on inclusive recruitment and female targeted campaigns.

Our ambitious People Strategy 2021 showcases strong senior level representation for women within Iarnród Éireann. However, we want to and can do better, in ensuring greater representation at all levels and all roles.

In 2021, the Community of European Railways (CER) signed the progressive Women in Rail agreement, aimed at promoting and protecting women in the railway industry. It is an historic agreement that aims to attract more women to the rail sector, give women more protection and guarantee equal treatment in the workplace. We are committed to supporting this initiative and targets it sets for more diversity in the railway industry.

**Our ambitious People Strategy 2021 showcases strong senior level representation for women within Iarnród Éireann.**

## Talent Management

IE created a dedicated Talent Management Department, whose focus is to develop our employee base to the best of their potential while also recruiting top talent into the organisation. This simultaneous internal and external focus has led to the development of award winning employee development programmes and high calibre Graduate and Apprentice Programmes, as well as widely acclaimed Schools Programme.

The Talent Management team have created a number of award winning internal talent programmes that are female targeted and focus on career development. The Women in Leadership Programme, and the Women in Rail Network combine in-class learning and career development workshops to empower women and create a supportive network of likeminded peers.

In 2022, the Talent Management Team won a Chartered Institute of Personnel and Development HR Award in the Learning and Development category, for their programme to develop female talent at each stage of the Talent Pipeline. In response to a low female participation in senior management, the company was awarded for designing progressive L&D initiatives to develop women across all stages of the talent pipeline.

**My name is Sinead Gilligan and I am the Head of HR, Shared Services for Iarnród Éireann.**



I applied for the Women in Leadership Program back in 2019 just as I was coming off maternity leave. It was a time of considerable change for me personally and I felt this programme was a great opportunity to help me explore what all of that change meant for me in terms of my career path and ambitions. I was also really excited to see the company's commitment towards developing a strong pipeline of female leaders and I knew it was something I wanted to be a part of.

I absolutely loved all 6 of the masterclasses, particularly the diversity of experience that each of the trainers brought. I found the entire experience really beneficial and in fact it has completely shifted my perspective on leadership.

I think self-awareness was the greatest discovery for me and has allowed me to become more assertive and confident and intentional about my career.

I also found the one to one coaching session a great opportunity to really explore what I had learnt and how that applied to my own development.

I would highly recommend this programme to all women in the organisation who are on a leadership journey as it is a chance to explore how you view yourself and those around you, but also how to navigate those challenges that are unique to women in our organisation.

## Graduate Programme

Our award winning Graduate Programme continues to go from strength, attracting talented people to Iarnród Éireann from 15 different disciplines. Our latest graduate intake saw 31 successful participants (8 female and 23 male). This brings the total number of graduates to 64. The Graduate Programme is structured learning and development over three years with real-life work experience in an industry that continues to innovate and challenge for its customers.

**Abigail Palmer, Human Factors Graduate.**



I applied for the Graduate Programme around April 2021. The process was simple. To register my interest, I was asked to submit my CV and a cover letter. Following that I completed some applicant testing before having an interview for the position, where I needed to prepare answers to a set of questions regarding the role. Talent management were very helpful providing any information I needed.

My experience has been such a positive one. Being one of the first graduates in my programme meant I have the opportunities to really get stuck in with a variety of projects. The two-week induction at the start was fantastic as it gave a great overall picture of the railway. Having so many different departments come and talk to us meant we had a wide understanding of the organisation and how it fits together.

The program has offered me a really great opportunity to get really stuck in to work. The Graduate Programme has helped me gain great connections throughout the company and great extra support.

There are frequent women in rail conferences which is a great way to network with other women in the company.



## Schools Programme (STEM)

Iarnród Éireann is committed to supporting the engagement of young females in STEM subjects and encouraging them into STEM industries. In 2023, we are proud to partner with iWish, a community dedicated to showcasing the power of Science, Technology, Engineering, and Maths to teenage girls.

We also participate in the World of Work programme with Open Doors, and PTech Ireland. Both organisations focus on developing skills and competencies for young students while giving them insight into the workplace and some of the careers being pursued in Ireland.

### Try a Trade

At Iarnród Éireann, we understand that conventional jobs and the traditional college route to them is not for everyone. That's why we created a unique, Try a Trade programme in conjunction with Dublin Bus and Bus Éireann where secondary school level children are invited into our apprentice workshops in Inchicore and encouraged to consider taking up a trade with Iarnród Éireann. This interactive and engaging initiative gives young people the chance to see first hand the exciting work conducted as part of our award winning apprentice programmes.

**At Iarnród Éireann, we understand that conventional jobs and the traditional college route to them is not for everyone.**

## The Future for Gender Parity at Iarnród Éireann

We are very proud of the work to date undertaken to support, champion and advocate for women in Iarnród Éireann, but we recognise we have more to do.

Iarnród Éireann is committed to ensuring we encourage more women into our organisation, but more than that; we pledge to create an inclusive culture where we don't just hire women, we retain and promote them. To achieve this, we will actively empower women, equipping them with the skills and tools necessary to help them reach their full career potential. We commit to making advertisements more inclusive of women and all other underrepresented groups.

### **Rosaleen Wallace, Station Manager, Westport (Acting Internal Communications Officer).**



I joined the company as a clerical officer in 2001 and became Station Manager in 2016.

I took part in the Women in Leadership programme. It was a fantastic springboard because it gave me the opportunity to meet other women across the network. I learnt about their experiences and aspirations. As part of this programme, we were also given the opportunity to work with a life coach which was hugely beneficial.

Following on from this programme, I was supported by the company to further my studies in Public Relations which was sponsored by Iarnród Éireann's Duisceim scheme.

The Talent Management Team have been engaging, encouraging and informative.

I believe it is never too late to consider moving direction in your career and I would encourage any women in the company to pursue what they want to achieve. They will be supported and encouraged.



## Why Iarnród Éireann

Iarnród Éireann was named as the 5th best Employer of Choice, in the Statista / Sunday Independent's 150 Best Employers 2022, securing the highest place of any public sector employer in Ireland. How has this been achieved? It is not just our commitment to provide exciting and fulfilling careers, but also our support of all IÉ employees through a number of work-life Balance initiatives and enticing employee benefits. All IÉ employees are covered by our companywide Income Continuance programme, granting employees piece of mind when illness hits.

IÉ has a dedicated Wellbeing Programme Manager who has created numerous initiatives to protect our employees' mental and physical wellness. As an employee you will have access to a dedicated company doctor, and nursing services as well as medical check-ups, and a supportive Employee Assistance Programme with free counselling services.

Iarnród Éireann promotes a culture of flexibility with its hybrid working policy, and multiple leave types including adoptive, carers, school and parental.

## Our Commitment

Iarnród Éireann is committed to doubling the number of women employees by 2030, achieving this through our robust programme of recruitment; making sure our selection process provides equal opportunity to succeed, and promotion of our roles directly to women externally.

We will continue to provide women with the skills they need to succeed through our award winning internal programmes and training school.

We are committed to reaching 50% employee participation in Employee Resource Groups (ERG) including a female-led ERG that will champion female voices and use their collective experience to create a positive working environment.

We will further expand our understanding of gender, growing our gender neutral offering through our systems and facilities. Most importantly, we will continue to actively seek feedback from women on their experiences within Iarnród Éireann, and use these findings to inform our future approach to improving gender representation throughout the network.



