



Banc Ceannais na hÉireann
Central Bank of Ireland

Eurosystem



Gender Pay Gap Report 2025

November 2025

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Introduction

Diversity and Inclusion (D&I) is a priority in the Central Bank of Ireland. It is an important part of who we are, what we do and how we do it.

Our [Diversity and Inclusion Strategy 2022-2026](#) highlights our commitment to equality, diversity and inclusion as a core value that underpins everything we do.

We recognise that to pursue our [strategy, mission, vision and mandate](#), we need people with different backgrounds, experience and perspectives. At the heart of the [Central Bank of Ireland Strategy](#) is a commitment to D&I that acknowledges that it is a true enabler of success.

We remain convinced of the ‘business case’ for D&I, that it is the logical thing to do, but equally we retain a vision for D&I that fundamentally holds that it is the right thing to do.

In 2020 we introduced gender representation goals for all levels including senior leadership level which supports us in actively monitoring trends and taking action where needed. While we have made progress in recent years, we recognise that we need to take further action to ensure equal gender representation at certain job bands.

We introduced a [Gender Identity and Expression in the Workplace Policy](#) in 2021, which aims to create a welcoming and safe environment for all, regardless of gender identity or expression. It should be noted that the data required to fulfil our reporting requirements under the Gender Pay Gap Information Act 2021 is limited to male and female groups and so may not be representative of the gender identities and expressions that we welcome within our employee group.

Our Gender Pay Gap Report helps us to identify and understand contributing factors in order to take action to improve equality of opportunity and development for all our people. Publishing our Gender Pay Gap and Representation Report each year is a starting point for accountability, understanding and action for us.

What is the Gender Pay Gap?

Gender Pay Gap is the difference between male and female employees' average hourly rate of pay.

Gender Pay Gap is not the same as unequal pay. Paying an individual less than a colleague for the same job (unequal pay), purely on account of their gender, is prohibited under equality legislation.

Gender Pay Gap reporting at the Central Bank of Ireland

This is the Central Bank's eighth Gender Pay Gap analysis since 2018, and our fourth year reporting under the [Gender Pay Gap Information Act 2021](#), calculating pay gap as a function of male and female employees' *average hourly rate of pay* as at 30 June 2025.

The Central Bank has clear, fully transparent and published pay structures that are informed by public sector guidelines. All employees are aligned to these pay grades which provide for equal pay for equal work within each job grade, irrespective of gender.

The Gender Pay Gap is correlated to, and impacted by, the timing and impact of employee joiner, leaver and promotion activities as well as returners (e.g. secondment or career breaks) each of which can have an impact on gender distribution and pay at that job band.

Calculating our gender pay profile using 'snapshot' data from one particular point in time can mask the fluidity of Gender Pay Gaps which can fluctuate from month to month.

Our 2025 Data

Gender Diversity at Central Bank of Ireland



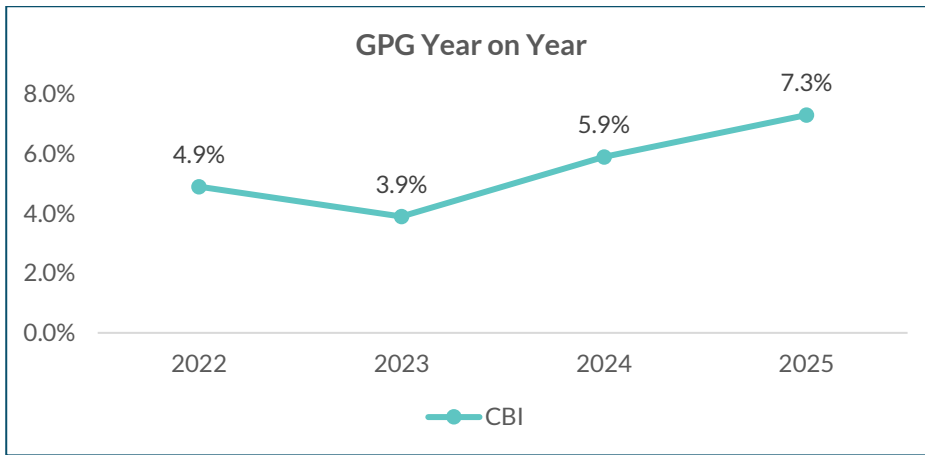
Mean Gender Pay Gap

Our Gender Pay Profile as at 30 June 2025 was **7.3%** in favour of male employees. This means that the average hourly pay for female employees was **7.3%** less than male employees. Our mean Gender Pay Gap has increased from **5.9%** in favour of male employees as at 30 June 2024.

While the mean Gender Pay Gap has widened, the overall representation levels between males and females remains relatively stable at **50.9%: 49.1%** respectively.

Median Gender Pay Gap

Our median Gender Pay Gap is **9.3%**, also in favour of male employees. This median gap means that for every €1 earned by the median male employee, the median female employee receives 91 cents.



Following a decrease in 2023, we have seen an increase in our Gender Pay Gap over the last two years. The next section explores what is driving this increase.

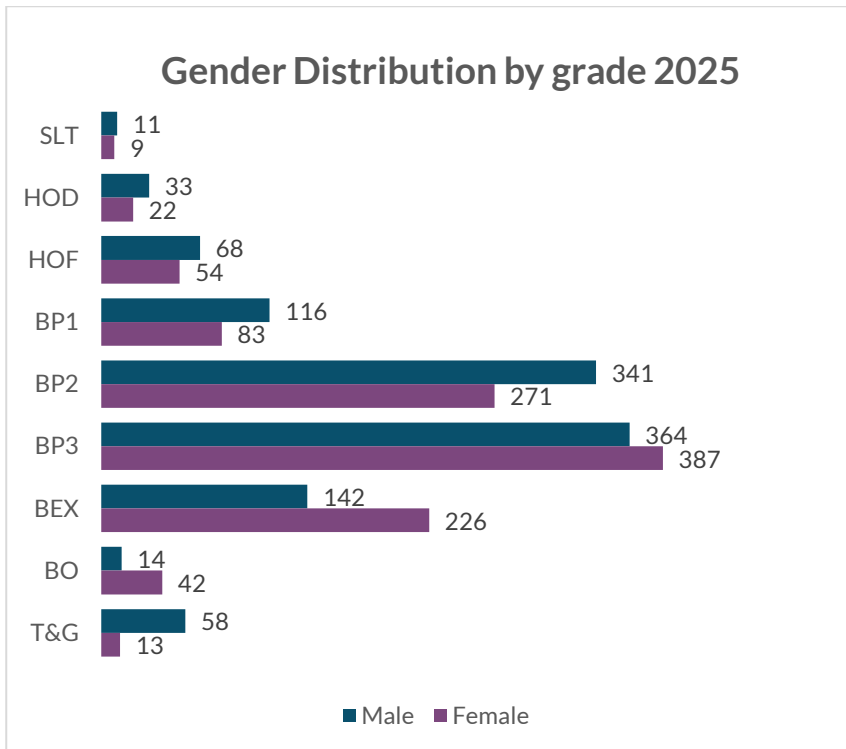
What is driving our Gender Pay Gap?

The most significant driver of our Gender Pay Gap is **gender representation**.

Our overall gender distribution between males and females has remained relatively stable for the last number of years, but there are shifts in profiles at certain job bands.

30 June 2023	30 June 2024	30 June 2025
<ul style="list-style-type: none"> •Female 49% •Male 51% 	<ul style="list-style-type: none"> •Female 49.2% •Male 50.8% 	<ul style="list-style-type: none"> •Female 49.1% •Male 50.9%

- While women represent **49.1%** of our workforce, their representation is only **43%** at mid to senior levels, contributing to **nearly half of the Gender Pay Gap**
- The increase in our Gender Pay Gap is not due to pay inequality within roles, but to the unequal distribution of men and women across grades. The Bank's Gender Pay Gap is highly sensitive to movement at senior levels.
- Over recent years, the Bank has filled a number of senior and specialist roles to support evolving organisational priorities. Many of these roles draw on external labour markets where female representation is lower, which has influenced the gender balance at senior levels.
- Other factors that have influenced the Gender Pay Gap include the take up of overtime and allowances, acting up arrangements and career breaks.



Source: Central Bank of Ireland

In the context of our transparent and equitable pay structures, gender representation at higher levels is the key driver of our Gender Pay Gap.

See further information on [the Central Bank's grade and salary scales](#).

Actions to enhance equal opportunity and equal representation

Each year, as part of our gender pay reporting, we outline the actions taken to support greater equality of opportunity and representation. These actions span the full employee lifecycle and are designed to have a meaningful and sustained impact on gender pay and progression.

Gender forms a central part of our broader D&I Vision and Strategy. Since first reporting our Gender Pay Gap in 2018, we have focussed on measures that support a balanced and inclusive workplace and ensure fair opportunities for all employees. Our approach recognises the structural and cultural factors that influence representation and aims to address these in a long-term systemic way.

Our progress has been reflected in a number of external accreditations and awards. We hold the Irish Investors in Diversity Silver accreditation and the Elevate Workplace Inclusion Pledge. We were recognised as the 'Public Sector Organisation of the Year 2024' at the National Diversity and Inclusion Awards. We also received the inaugural Inclusion and Belonging award at the 2025 IBEC KeepWell Awards.

We continue our activity aligned to our [D&I Strategy 2022-2026](#) across our 5 key pillars:

Awareness & Education: Build knowledge, understanding and skills to enable and empower all of our people to play their part in building a diverse and inclusive workplace.

- We facilitate a suite of D&I related training and events to increase awareness and engage colleagues across all aspects of D&I
- We are supporting a number of colleagues to participate in dedicated leadership development programmes for female talent
- We will review our approach to female talent identification and development, to understand challenges and barriers in

progression, particularly into management and leadership roles, and target support where it has the greatest impact

- We will continue to offer a comprehensive and accessible suite of learning and development opportunities including our Academic and Professional Training Scheme, mentoring and our manager and leadership development programmes.

Role of our Leaders: Leaders set the tone from the top and act as positive role models of inclusive behaviour.

- We support all managers and leaders via the Leadership Network and People Manager channels
- Leaders across the organisation play an active role in the governance of D&I, including sponsoring and chairing our D&I Working Group, and each of our employee networks
- Our leaders regularly communicate about the importance and impact of inclusion and diversity, both internally and at external forums.

Policies & Practices: Key policies and practices support our diversity and inclusion vision.

- We promote and encourage use of flexible working practices and available leave for all colleagues
- Our Leave Policy has recently been updated to include time off options for circumstances such as challenging menopause symptoms, early pregnancy loss and other significant personal circumstances
- We will develop clearer guidelines to support the Acting Up and Mobility processes to support gender balance. This includes increasing opportunities for females to act up and/or move laterally to improve opportunities for future promotion
- We will continue to invest in our D&I Employee Networks, with a strong focus on intersectionality and allyship
- We will gather insights on the reasons behind career breaks to better understand their impact and identify ways to support smoother career re-entry.

Talent Attraction & Retention: Attract, hire, develop and retain a diverse workforce who are supported to reach their potential.

- We publish sample interview questions on our [Values In Action Landing page](#) to give all applicants the best opportunity to prepare and bring their best self to interview
- We have launched an [International Financial Services Apprenticeship](#) programme, with a focus on inclusion and early career access
- We will consider a Returners Programme, to support colleagues returning from maternity leave, career breaks or extended leave, helping them reintegrate and re-establish their career trajectory.

Data & Insights: Develop our approach to data management and analysis to enable data driven decision making

- We use staff engagements such as surveys and listening sessions to inform data-driven activity
- We provide gender-related data and insights to our Executive Team as part of our talent management and workforce planning processes.

Appendix

Our 2025 Gender Pay Gap data: Reporting Requirements

GPG Reporting Field	2025
Mean Gender Pay Gap	7.3%
Median Gender Pay Gap	9.3%
Part-time employees: Mean Gender Pay Gap	-0.5%
Part-time employees: Median Gender Pay Gap	-4.8%
Temporary Contracts: Mean Gender Pay Gap	19.9%
Temporary Contracts: Median Gender Pay Gap	2.3%
% Males receiving Benefit in Kind (BIK)	16.7%
% Females receiving Benefit in Kind (BIK)	19.2%

2025 Gender Pay by Quartiles

Quartile	Female (No. of staff)	Male (No. of staff)	Total	Female %	Male %
Upper	254	310	564	45.0%	55.0%
Upper Middle	241	322	563	42.8%	57.2%
Lower Middle	285	279	564	50.5%	49.5%
Lower	327	236	563	58.1%	41.9%

Gender Representation by Job Band

Job Band	Gender Distribution 30 June 2023		Gender Distribution 30 June 2024		Gender Distribution 30 June 2025	
	Female	Male	Female	Male	Female	Male
Senior Leadership Team	43%	57%	48%	52%	45%	55%
Head of Division	36%	64%	41%	59%	40%	60%
Head of Function	46%	54%	44%	56%	44%	56%
Bank Professional 1	44%	56%	43%	57%	42%	58%
Bank Professional 2	47%	53%	45%	55%	44%	56%
Bank Professional 3	50%	50%	50%	50%	52%	48%
Bank Executive	58%	42%	62%	38%	61%	39%
Bank Officer	58%	42%	67%	33%	75%	25%
Technical & General	19%	81%	21%	79%	18%	82%
Overall	<u>49%</u>	<u>51%</u>	<u>49%</u>	<u>51%</u>	<u>49%</u>	<u>51%</u>

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