



# Gender Pay Gap Report 2025

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# Introduction

This is the 2025 Gender Pay Gap Report for the Technological University of the Shannon (TUS) and represents the fourth year of publication.

The gender pay gap shows the difference between the average earnings of all men versus that of all women in an organisation. It compares the pay of all working men and women; not just those in similar jobs, with similar working pattern or with similar competencies, qualifications or experience. If an organisation reports a gender pay gap, it does not mean women are paid less than men for doing the same job, but it does show that, on average, men occupy higher-paying roles than women.

## Reporting Gender Pay Gaps – An Overview

The Gender Pay Gap Information Act, 2021 requires organisations to report on their Gender Pay Gap. From 2025, organisations with over 50 employees must publish their report. Organisations are asked to select a ‘snapshot’ date in the month of June. The reporting period is the 12-month period immediately preceding and including the snapshot date.

This report uses a snapshot date of 30<sup>th</sup> June 2025. The hourly pay calculation is made of total earnings and total hours worked during this period.

Organisations are required to report on:

- Mean and median hourly pay differences between male and female employees;
- Mean and median hourly pay differences of male and female **part-time** employees;
- Mean and median hourly pay differences of male and female employees on **temporary contracts**;
- The percentages of male and female employees who fall into **quartile pay bands**.  
Jimm
- The percentage of male and female employees who were paid **bonus remuneration**;
- The percentage of male and female employees who **received benefits-in-kind**;

As there is no bonus remuneration or benefits in kind within the public service, these are excluded from this report.

# TUS Gender Pay Gap Data

TUS adheres to nationally agreed salary ranges for all job roles. This ensures that everyone is paid fairly for undertaking the same or a similar role. The gender pay gap looks at the distribution of men and women across all job levels of the organisation and identifies how this translates into the average salary made as a result.

## Employees included in the Report

An “employee”, for the purposes of these reporting obligations, is defined in section 2 of the Employment Equality Act 1998 and means a person who has entered into or works under (or, where the employment has ceased, entered into or worked under) a contract of employment and, where the context admits, includes a member or former member of a regulatory body.

The types of contracts workers are engaged on will determine whether they are ‘employees’ and if they must be included in an organisation’s headcount and gender pay gap calculations. The Workplace Relations Commission’s case law may be consulted for guidance.

All workers who are employees of TUS on our snapshot date must be included in our headcount, and in our gender pay gap calculations. This includes employees who were new recruits on the snapshot date, and employees who left the organisation after the snapshot date. Employees who left prior to the snapshot date are excluded from the Report.

This report analyses employee data based on the following:

- **All Categories:** all full-time, part-time and temporary employees paid on the 30<sup>th</sup> June, 2025.
- **Part-time:** employees working less than full hours. Therefore, includes employees who are permanent part-time (both permanent and contracts of indefinite duration working less than full-time hours), temporary part-time (temporary part-time and academics on contracts less than full hours) and casual part-time positions. Full-time employees who avail of family leave options e.g., parental leave are not included, but employees who work under job share or work share arrangements are.
- **Temporary:** all employees in temporary whole-time positions (full hours but contract is of a temporary nature). To avoid double counting, part time temporary staff are not included in this category but are included in previous category as outlined in bullet point above.

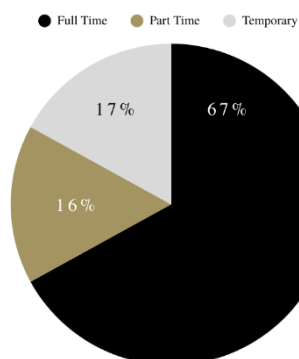
## Workforce

Our gender pay gap data was collected on the snapshot date of 30<sup>th</sup> June 2025. The charts below show the breakdown of staff by headcount, by gender and by contract type.

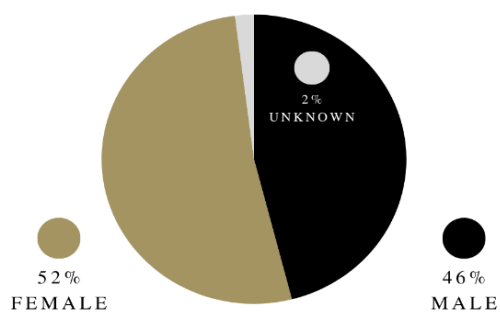
ALL TUS STAFF BY GENDER 2025



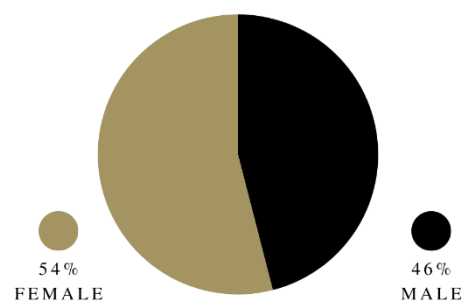
FULL-TIME / PART-TIME / TEMPORARY STAFF 2025



PART-TIME STAFF BY GENDER 2025



TEMPORARY STAFF BY GENDER 2025

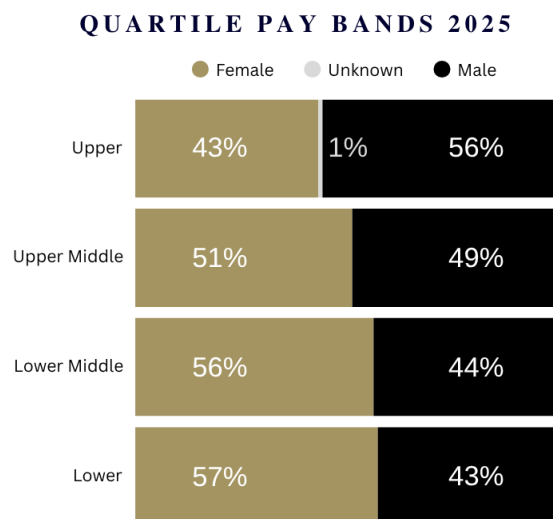


%

## Our pay quartiles

Dividing employees into four equal groups (or quartiles) with pay graded from lowest to highest helps us assess pay across different levels of the organisation. Organisations must report on the percentage of employees who fall within the lower, lower middle, upper middle and upper quartile hourly pay bands.

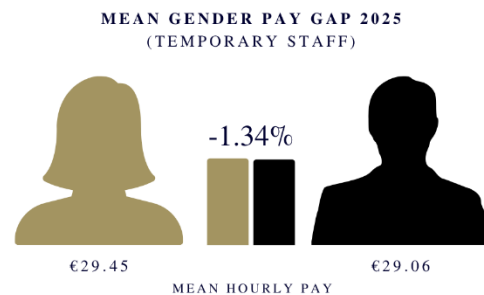
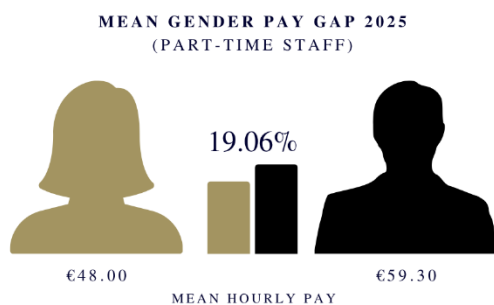
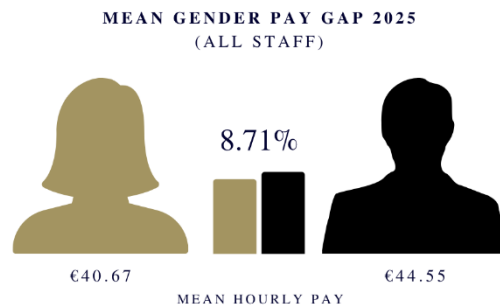
In order to group employees into these Quartile Pay Bands, we listed all employees from lowest to highest, based on their hourly rates. The employees are then divided into four equal groups or quartiles based on this - lower, lower middle, upper middle and upper. We then showed the proportion of male and female employees in each quartile as a percentage e.g., percentage of male employees in the lower quartile and percentage of female employees in the lower quartile.



As highlighted in the chart above for all staff, 43% (2024 49%) of those in the upper quartile are female yet 57% (2024 55%) of those in the lower quartile are female. These imbalances are contributing to our gender pay gap.

## Our mean gender pay gap

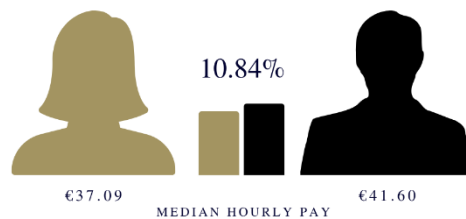
To calculate the mean pay gap, we added together all the hourly pay rates that women received, divided by the number of women in our workforce. We then repeated this calculation for men. The difference between these figures is the mean gender pay gap.



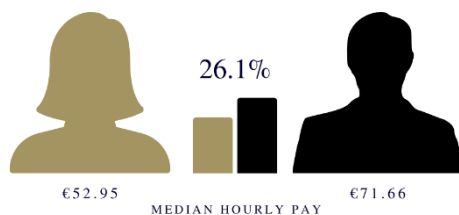
## Our median gender pay gap

To calculate our median gender pay gap, we ranked all staff by their hourly pay. We then compared what the woman in the middle of the female pay range received with what the man in the middle of the male pay range received. The difference between these figures is the median gender pay gap.

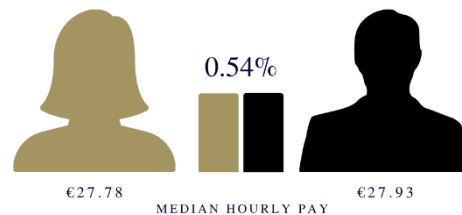
**MEDIAN GENDER PAY GAP 2025**  
(ALL STAFF)



**MEDIAN GENDER PAY GAP 2025**  
(PART-TIME STAFF)



**MEDIAN GENDER PAY GAP 2025**  
(TEMPORARY STAFF)





## Comparing Median and Mean gender pay gaps

The median is less swayed by extreme values, particularly small numbers of people on high salaries. The mean captures the effect of a small number of high earners. The difference between an organisation's mean and median pay gap can provide valuable insight. The presence of low earners can make the mean smaller than the median. A group of very high earners can make the mean larger than the median.

This year, the difference in the mean and median for all staff in TUS is small (8.7% vs 10.8%), implying few employees on relatively high or low salaries. However, when we look specifically at part time staff the mean (19.06%) is larger than the median (26.1%) - reflecting wide range of categories of staff included in part-time category.

## Factors impacting our gender pay gaps

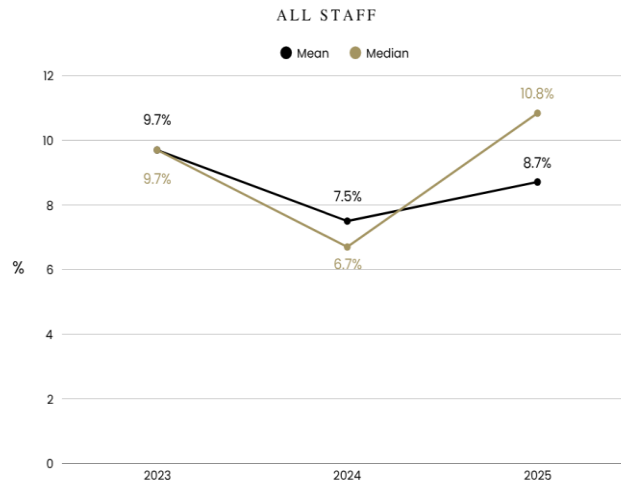
We know that differences between what employees are paid can be impacted by a number of complex factors including:

- **Occupational segregation** – some job categories or occupations may have traditionally attracted more females than males or vice versa.
- **Working patterns** – full-time and part-time work. In TUS, more females than males seek part-time working arrangements. Although this does not impact on their hourly rate of pay, it may impact on choices around career progression.
- **Length of service** – incremental pay and 'new entrant' salary scales within the public service may mean that new joiners are paid less than those who have been working in public service for longer.
- **Gender breakdown of senior roles at higher salaries** – a small number of higher paid employees can affect the average figures. 74% of Vice Presidents and Deans within TUS were male, 26% female on 30<sup>th</sup> June 2025.
- **Gender breakdown of lower paid roles** – a large number of lower paid employees can affect the average figures. This is clear in our quartile categories shared above.
- **Societal factors** – Factors such as availability of child and/or elder care, how certain jobs or occupations are perceived may impact on career choices.

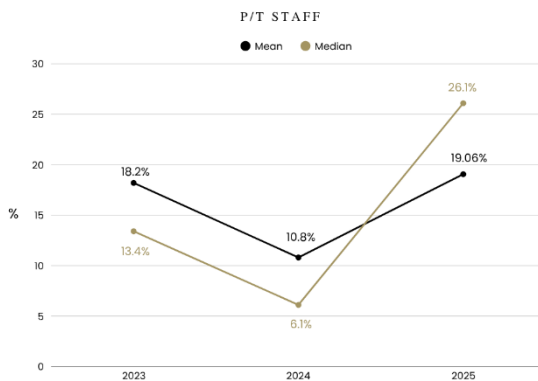
## Trends in our Median and Mean gender pay gaps

The graphs below compare the mean and medium pay gaps for 2025 to previous years.

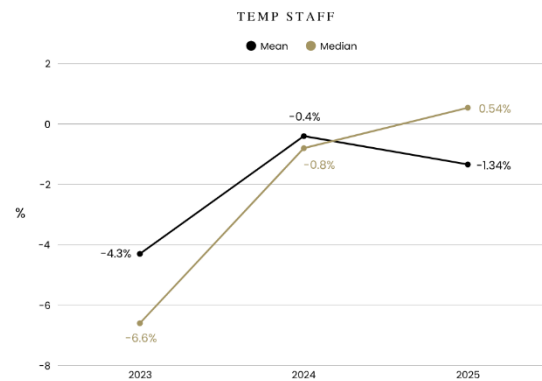
MEAN & MEDIAN GENDER PAY GAP 2023 - 2025



MEAN & MEDIAN GENDER PAY GAP 2023 - 2025



MEAN & MEDIAN GENDER PAY GAP 2023 - 2025



An increase in the number of male part-time staff (2025: 132 vs 2024: 60) has contributed to increasing the pay gap for part-time staff for 2025. A timing difference has arisen in 2025 whereby staff engaged on an hourly basis for specific purposes during the year were not ceased on the system before snapshot date e.g. delivery on part-time, flexible programmes and short-term cover of absences such as medical leave.

## Addressing our gender pay differences

TUS has put in place a range of actions to support gender equality: from commitment to the Athena Swan Ireland initiative, high-level steering groups, gender equality action plans, policies, and involvement in Higher Education Authority (HEA) research projects on gender equality.

TUS is a signatory of the Athena Swan Ireland Charter Principles. TUS achieved its Athena Swan Bronze Award following submission of application in June 2024.

TUS Athena Swan Action Plan 2024-2028 includes evidence informed actions and targets tailored to the university under the following areas with the aim of improving gender balance at all grades for both academic and professional, management and support (PMS) staff:

- Institutional leadership.
- Policies and procedures.
- Decision making processes.
- Supportive, inclusive, and welcoming culture.
- Inform and educate.
- Innovative practices.

This action plan will also assist in delivering Strategic Priority 2: People and Organisation in TUS Strategic Plan 2023-2026 which is to *operate as an integrated organisation, where everyone's potential can be realised, and where all individuals are provide with equal opportunities*.

Strategic oversight to TUS gender equality work is being provided by Equality, Diversity & Inclusion (EDI) Steering Committee, chaired by TUS President, and Governing Body Sub-Committee on People, Culture & EDI. Regular progress updates are provided by VP People & Organisation to the University Vice President/Deans Council.

The Second HEA National Review of Gender Equality in Irish Higher Education Institutions was published in 2022. This report's recommendations will guide the strategic direction for gender equality in Irish higher education over the next couple of years.

The HEA's Gender Equality and Enhancement Fund has supported a project submitted by Athena Swan Practitioner Network, of which TUS is a member, to examine the barriers to male engagement in gender equality work.

Initiatives currently underway and in development include:

## Fair and transparent recruitment practices

- TUS is committed to objective, transparent and merit-based recruitment, and selection processes to attract more diverse candidates and improve candidate experience.
- TUS Recruitment, Selection & Appointment Policy, approved by Governing Body in 2023, was developed following review of existing recruitment practices and examining best practice.
- TUS Management has completed training on interview questioning and unconscious bias.
- All interview boards are briefed on policies and practices related to inclusivity and equal opportunities. Each board is inducted by a member of Human Resources Office on the day regarding correct procedure and conduct.
- Each interview board must have fair representation of gender.
- Job descriptions and job advertisements are gender neutral – TUS uses gender decoder software to analyse them.
- Employees are paid according to an Incremental salary scale, as set out by the Department of Further and Higher Education, Research, Innovation and Science (DFHERIS).
- All job advertisements have a comprehensive Equal Opportunities Statement.
- Newly recruited members of staff participate in an intensive induction programme delivered by HR Office.

## Health and Wellbeing

- TUS offers a comprehensive Employee Wellbeing programme included an Employee Assistance Programme and wellbeing webinars through Spectrum Life.

## Work life balance

- To assist staff with an improved work-life balance, TUS offers a range of formal flexible working options as set out in public service / higher education circulars. These include Job Share and Work Share schemes. Staff can also formally request a reduction in their working hours. HR and line managers seek to accommodate employees who wish to move to part time hours wherever possible.
- TUS offers a range of family leave options, which are available to all employees including carer's leave, paid maternity, and adoptive leave, paid paternity leave, parent's leave.
- TUS is currently piloting a Blended Working Policy for PMS Staff based on the success of such arrangements throughout the COVID-19 pandemic.
- A Parents and Carers Network has been established to facilitate a safe space for staff with parental or caring duties to support each other, to highlight the pressures associated with this in a work context and to help inform TUS policies and supports for parents and carers.

## Women Leadership / Career Development

- TUS participates in the Advance HE Aurora Programme. Aurora is Advance HE's leadership development initiative for women. It is run as a unique partnership bringing together leadership experts, higher education providers and research institutes to take positive action to address the under-representation of women in leadership positions in the sector. The programme is aimed at women in particular grades who wish to develop and explore issues relating to leadership roles and responsibilities. To date, 60 women in TUS have completed the Aurora programme and 7 colleagues are currently participating in the 2024/2025 programme. TUS ensures that Academic and PMS staff have equal opportunity to participate in Aurora each year.
- There is a strong mentoring scheme in place for staff who participate in the Aurora Leadership programme. A broader mentoring scheme is available to all TUS staff through the national Staff Development Network.
- TUS Women's Network brings together academic, professional services and research staff and aims to empower, inspire and amplify voices of all women across the TUS Community.
- TUS currently has one Senior Academic in Leadership Initiative (SALI) post, funded by DFHERIS and will continue to engage in similar initiatives in the future.
- Supported by HEA's Gender Equality and Enhancement Fund, TUS, TUD, ATU, SETU, MTU, IADT and Dundalk IT are partnering in the running on a pilot basis an accredited, tailored Leadership Development Programme, which incorporates a strong intersectional lens and aims to build leadership capability in equality, diversity and inclusion.
- TUS is establishing a Learning and Development Committee to examine how the university can support career development for all staff.
- TUS has introduced a new TUS Staff Training Portal (Potentially.ly), which is a centralised hub for professional and personal development across the University. This portal also includes a Training Calendar, outlining upcoming training events taking place across TUS.
- TUS Researcher Career Development Framework is under review, to improve recruitment and progression processes and procedures.