

The logo for TúsLA, featuring the word 'TúsLA' in a bold, white, sans-serif font. The 'ú' has a dot above it, and the 'L' is stylized with a small circle at its top right.

An Ghníomhaireacht um  
Leanaí agus an Teaghlach  
Child and Family Agency

**People & Change**

# **Gender Pay Gap Report 2025**

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# Gender Pay Gap Report 2025

## 1. Introduction

I am delighted to introduce the 2025 Gender Pay Gap Report for Tusla Child and Family Agency, the third such report to be commissioned by this Agency.

The gender pay divide is an issue that demands greater attention in our society, and it is important that through implementation of our People Strategy we provide leadership in that regard.

Our people are our most important resource, and it is of paramount importance that current and prospective staff know that this is an organisation which offers equality of opportunity, a place where all staff are valued and treated equitably.

Through engaging in this process, Tusla is committing to becoming an even more equitable, more inclusive, and more diverse workplace and it is my hope that our participation in this process will encourage other employers to explore how the gender pay divide affects their employees.

The business of reflection and development is an ongoing, fluid process and producing this report is a significant step in that regard, one which complements our other efforts at fostering an inclusive workforce.

In Tusla we look forward to interrogating and evaluating the data contained in this report and exploring how gender pay gap figures can help inform our future resourcing plans.

Tusla, the Child and Family Agency is already a dynamic, vibrant employer, and I am confident that, as this process continues, working with us in the Agency will continue to be an exciting, accessible, equitable and rewarding careers for all of our employees into the future.

Rosarii Mannion

National Director People and Change

## 2. About Us

### Who we are

On 1st January 2014 the Child and Family Agency became an independent legal entity, comprising HSE Children and Family Services, the Family Support Agency and the National Educational Welfare Board as well as incorporating some psychological services and a range of services responding to domestic, sexual and gender-based violence.

The Child and Family Agency is now the dedicated State agency responsible for improving wellbeing and outcomes for children. It represents the most comprehensive reform of child protection, early intervention and family support services ever undertaken in Ireland.

The Agency operates under the [Child and Family Agency Act 2013](#), a progressive piece of legislation with children at its heart and families viewed as the foundation of a strong healthy community where children can flourish. Partnership and co-operation in the delivery of seamless services to children and families are also central to the Act.

The establishment of the Agency represents an opportunity to think differently, where appropriate to behave differently and to seek a wide range of views regarding the most effective way of working together to deliver a wide range of services for children and families. An approach which is responsive, inclusive and outward looking.

There are over 6,000 staff working in the Agency.

### New beginnings

Prior to establishment date, widespread consultation with stakeholders sought to capture the hopes, and indeed fears, regarding the new Child and Family Agency. Many held the view that a mere realignment of services and the amalgamation of a number of bodies would not be enough to deliver on the fresh start called for throughout the sector. It was felt that what was required was a new identity which captured a new sense of purpose shared by all those who together will deliver children and family services going forward.

Consideration was given to the aspirations for the agency and many themes emerged – a new beginning, an opportunity, a challenge. From debate and conjecture, the name Tusla emerged as a fitting logo for the Child and Family Agency. While the word borrows from the Irish words ‘tús’ + ‘lá’, Tusla is a completely new word reflecting a

shared desire for a new beginning, forging a new identity. A new word, a new way of working.

## Our remit

Under the [Child and Family Act 2013](#) the Child and Family Agency is charged with:

Supporting and promoting the development, welfare and protection of children, and the effective functioning of families;

- Offering care and protection for children in circumstances where their parents have not been able to, or are unlikely to, provide the care that a child needs. In order to discharge these responsibilities, the Agency is required to maintain and develop the services needed in order to deliver these supports to children and families and provide certain services for the psychological welfare of children and their families;
- Responsibility for ensuring that every child in the State attends school or otherwise receives an education, and for providing educational welfare services to support and monitor children's attendance, participation and retention in education;
- Ensuring that the best interests of the child guide all decisions affecting individual children;
- Consulting children and families so that they help to shape the agency's policies and services;
- Strengthening interagency co-operation to ensure seamless services responsive to needs;
- Undertaking research relating to its functions and providing information and advice to the Minister regarding those functions; and
- Commissioning services relating to the provision of child and family services

## Our services

The Child and Family Agency's services include a range of universal and targeted services:

- [Child protection and welfare services;](#)
- [Educational welfare services;](#)
- Psychological services;
- [Alternative care;](#)

- [Family and locally-based community supports;](#)
- [Early years services;](#)

### 3. Gender Pay Gap Reporting

#### Gender pay gap reporting 2025

The Gender Pay Gap Information Act, 2021 requires organisations with over 50 employees to report on their Gender Pay Gap in 2025 is the fourth year that organisations have to report on their Gender Pay Gap.

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, which for Tusla, the snapshot date is 30 June 2025. Organisations have five months to prepare their calculations, before reporting five months later during November 2025. The information must be published on the employer's website or in some other way that is accessible to all its employees and to the public.

#### Who is included?

All persons employed by the employer on the snapshot date, including employees not rostered to work on that date and employees on leave. The mean and median figures must also be given separately for part-time and temporary employees.

#### What do we mean by the gender pay gap?

The Gender Pay Gap calculates the percentage difference between the average earnings of males and females irrespective of their role.

The Gender Pay Gap is not the same as equal pay. Employment Equality legislation provides for equal pay for like work. All male and female employees in the Agency are paid equally for work that is the same or similar or for work of equal value, therefore this report does not examine equal pay. Rates of pay within the sector are agreed through national wage agreements negotiated regularly between employers and staff representatives. Most employees are paid according to an incremental salary scale and the salary is determined by the Department of Public Expenditure, Infrastructure, Public Service Reform and Digitalisation.

## Mean and Median Gender Pay Gap

The Gender Pay Gap calculates the percentage difference between the average earnings of males and females irrespective of their role, using the following measures:

### Mean Gender Pay Gap

This shows the % difference between the average hourly rate of pay for males and average hourly rate of pay for females

$$\frac{(\text{average male hourly rate}) - (\text{average female hourly rate})}{\text{average male hourly rate}} \times 100$$

### Median Gender Pay Gap

This shows the % difference between the median hourly rate of pay for males and median hourly rate of pay for females

$$\frac{(\text{median of male hourly rates}) - (\text{median of female hourly rates})}{\text{median of male hourly rates}} \times 100$$

The **mean** is the average. It is calculated by getting the difference between the average hourly rate of pay for males and the average hourly rate of pay for females (male hourly rate minus female hourly rate), expressed as a percentage of the male hourly rate. If this figure is negative, the average hourly rate of females is higher than the average hourly rate of males on the snapshot date. If this figure is positive, the average hourly rate of males is higher than the average hourly rate of females on the snapshot date.

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.

It is useful to look at both the mean and median figures, as each one can tell us something different about the underlying factors affecting the pay gap.

For example, a small number of higher paid employees can impact the mean figure and if this is the case, the median figure may be more representative of difference between what a male and a female is paid.

If there is a significant difference between an organisation's mean and median pay gap, this may indicate that the data is impacted either by the presence of very low

earners (making the mean lower than the median) or by a group of higher earners (making the mean higher than the median).

It is also important to remember that this report uses data on a snapshot date in June. Gender pay gaps can fluctuate from month to month and across quartile pay bands, depending on changes to headcount. However, headline figures will give a good indication of the differences between average earning between males and females.

### Quartile Pay Bands

Dividing employees into four more-or-less equal groups (or quartiles) with pay graded from lowest to highest helps us to examine 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, the organisation lists 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. The employer then shows 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 (and so on).

### Bonus and benefit-in-kind

Figures must also be provided for bonus payments or benefit-in-kind payments if these apply. Bonus payments do not apply within Tusla.

Benefit in Kind does not arise as Tusla does not have any non-cash benefit of monetary value that is provided to employees.

### Factors that can have an impact on the gender pay gap

As mentioned, this report does not look at equal pay. Every employee, regardless of gender is paid equally for work that is the same or similar or for work of equal value. However, 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. It may be that more females than males seek part-time work or career breaks and although this does not impact on their hourly rate of pay, it may impact on choices around career progression.
- Length of service – incremental pay increases may mean that new joiners are paid less than more experienced employees.
- Time of year – temporary or seasonal workers may be recruited for different roles which may attract a different rate of pay.
- Gender breakdown of senior roles at higher salaries – a small number of higher paid employees can affect the average figures.
- Gender breakdown of lower paid roles – a large number of lower paid employees can affect the average figures.

If an organisation reports a **positive gender pay gap**, it does not mean that females are paid less than males for doing the same job, but it does show that, on average, males occupy higher paid roles than females.

If an organisation reports a **negative gender pay gap**, it does not mean that males are paid less than females for doing the same job, but it does indicate that, on average, females occupy higher paid roles than males.

The larger the positive or negative pay gap is, the more marked the differences in hourly rates of pay will be and the more males or females proportionally working in either higher or lower paid roles within the organisation.

## 4. Our Figures

### Mean and Median Gender Pay Gap and Pay Band Quartiles– all employees

#### Mean and Median Gender Pay Gap

Mean	Median
3.7%	3.4%

The Gender Pay Gap for the Agency using the overall mean hourly rate for reporting was 3.7%, this drops to 3.4% when using the median hourly rate. In 2025 there is a decrease in the % overall mean by 0.6% decreasing from 4.3% to 3.7% and a decrease in the % overall median by 0.3% decreasing from 3.7% to 3.4% when compared to 2024. This means that, for the reporting period, females earned 3.7% an hour less than males using the **mean** measure and 3.4% less than males when using the **median** measure.

#### Pay Bands Quartiles

Quartiles	Lower	Lower Middle	Upper Middle	Upper
Male	15.9%	15.9%	19.6%	18.3%
Female	84.1%	84.1%	80.4%	81.7%

In order to group employees into quartile pay bands, the calculation was based on ranking Employees in the Agency from lowest to highest based on their hourly rate of pay. This is outlined above and divided into quartiles. For the second year in a row In the Upper quartile there is a % reduction (0.7%) in the percentage of males and a % increase (0.7%) in the percentage of females when compared to 2024.

### Mean and Median Gender Pay Gap – part-time employees

#### Mean and Median Gender Pay Gap – Part time Employees

Mean	Median
1.1%	0.1%

The Gender Pay Gap for the Agency using the mean hourly rate for the reporting period was 1.1% for male part time Employees across the Agency. This means that male employees earned 1.1% hourly rate than their female counterparts. This has increased from -1.6% in 2024 to 0.1% in 2025.

## Mean and Median Gender Pay Gap – Temporary employees

Mean and Median Gender Pay Gap – Temporary Employees	
Mean	Median
7.5%	5.9%
The Gender Pay Gap Report for the Agency using the temporary employee mean hourly rate for reporting was 7.5% (decrease from 14.4% in 2024), this decreases when using the median hourly rate to 5.9% (decrease from 20.2% in 2024)	

On 30 June 2025, there were 6,283 employees in the Agency. 18% of employees were male and 82% were female Fig 1, which is also further reported on by the Agency's grade group categories Fig 2.

Fig 1

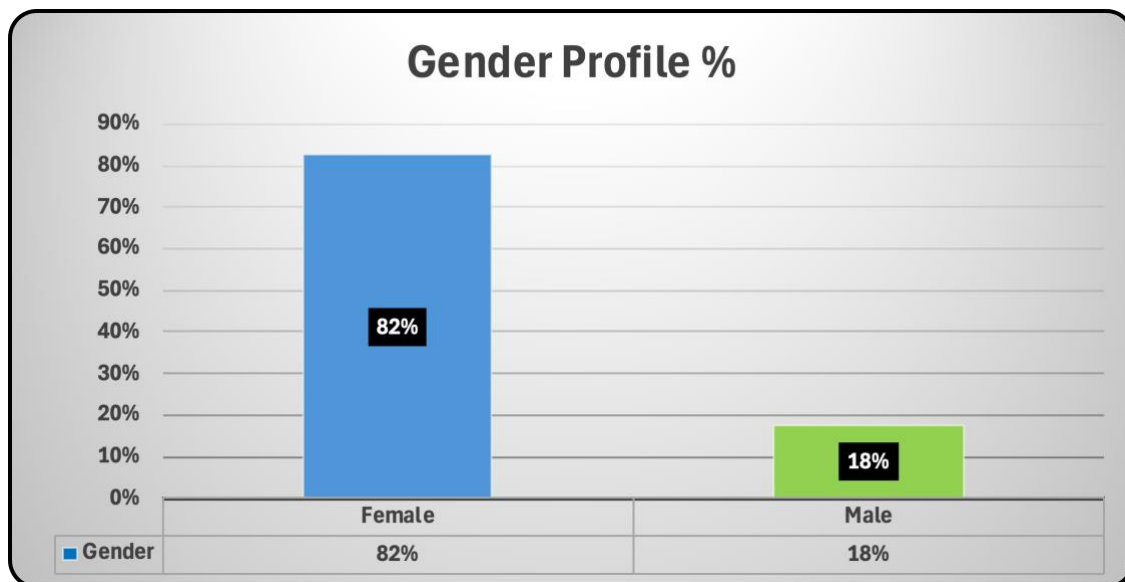
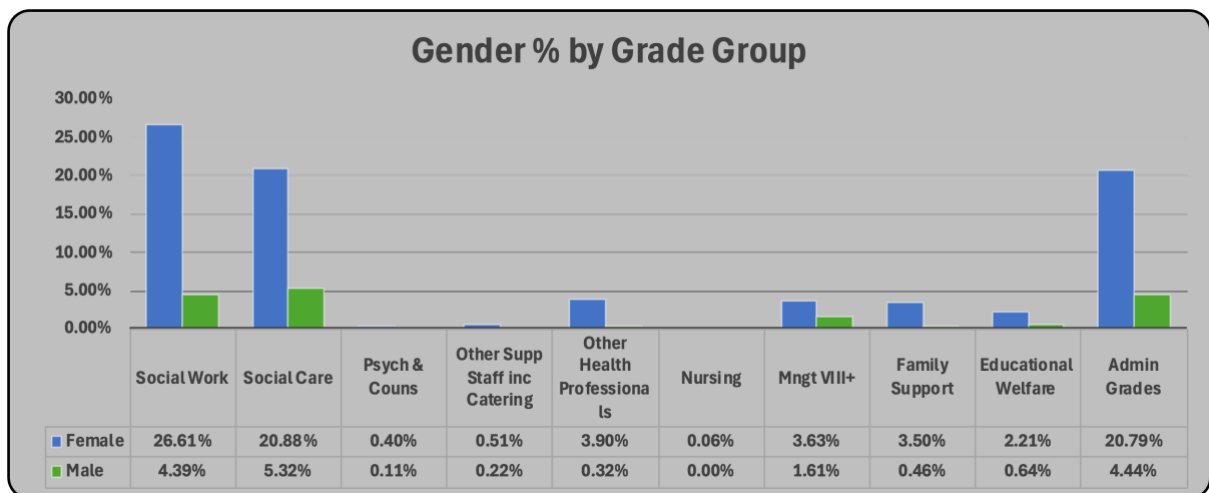
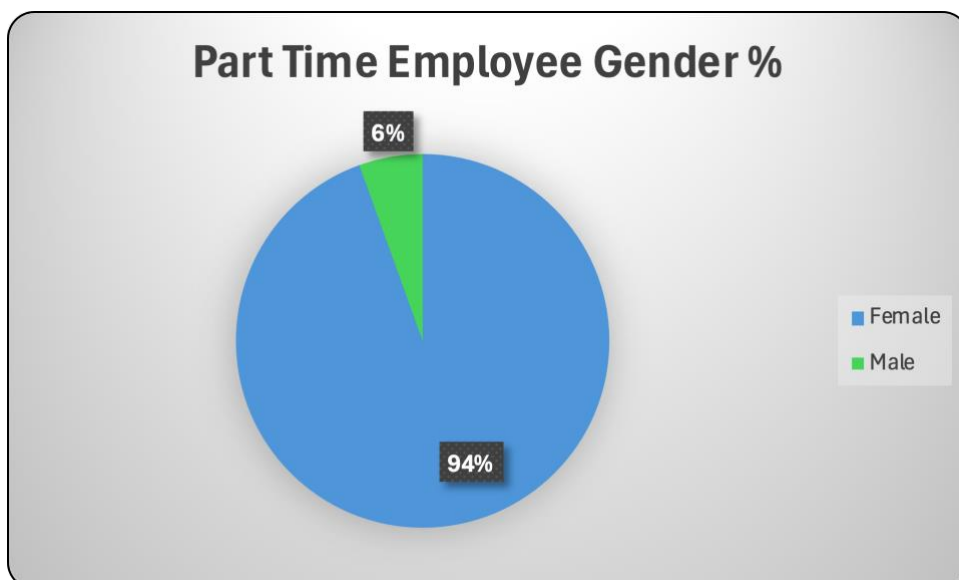


Fig 2



Of the Part Time employees (ie employed less than Whole time) employed by the Agency, 6% are males and 94% are females in 2025 Fig 3, this remains the same as 2024.

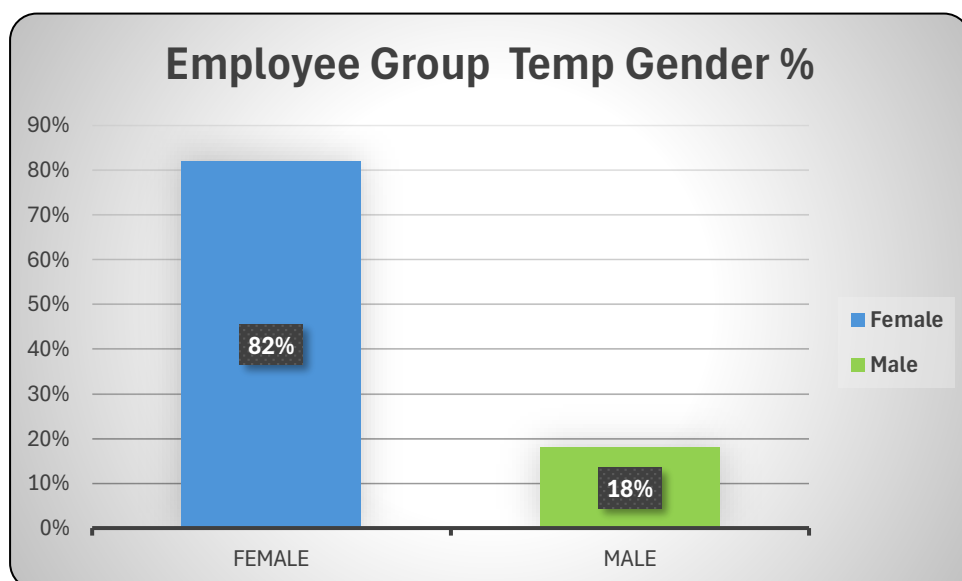
Fig 3



Of the all temporary employees in the Agency 18% are males and 82%

are females Fig 4.

Fig 4



As per Public Sector Guidelines, Tusla, Child and Family Agency does not pay any bonus remuneration, or provide employees with any benefit in kind. Therefore, there is no data to report on regarding bonus remuneration or benefit in kind.

#### Reasons for the Gender Pay Gap

- Majority of Males are working in higher paid Staff Categories
- Majority of employees are female all Staff Categories are taken into account and therefore reducing the average hourly rate of pay.

Measures to eliminate and reduce the Gender Pay Gap together with the [https://www.tusla.ie/uploads/content/Tusla\\_People\\_Strategy\\_2527.pdf](https://www.tusla.ie/uploads/content/Tusla_People_Strategy_2527.pdf) the strategic aims outlined below:

- Building a great place to work together
- Planning for the future
- Recruiting our people
- Retaining our people
- Developing our Skills and Capabilities
- Leading our Teams
- Supporting our Wellbeing
- Supporting our being a 'Change Able Organisation'

## 5. Other Payments

### Benefit in kind

On 30 June 2025 0.0% of male employees received a Benefit in Kind payment and 0.0% of females received a Benefit in Kind payment.

### Bonus payment

Bonus payments do not feature as part of pay in the public sector.

## 6. How are we supporting Gender Equality

In line with the Gender Pay Gap Information Act 2021, 2025 is the fourth year that Tusla has reported on the gender pay gap, but equality, diversity and inclusion continues to be part of the way we work.

### Fair and transparent recruitment practices

- As an equal opportunities employer, we work to promote a culture of equality and we strive to embrace genuine equality of opportunity through our recruitment and selection process which are open to all.
- We provide appropriate assistance and accommodation throughout our recruitment and selection process, including providing easily accessible interview facilities, agreeing an appropriately timed interview, and supplying or arranging appropriate equipment.
- All our interview boards are gender balanced and all interview boards receive training, including unconscious bias training.
- Employees are paid according to an incremental salary scale, and we offer strong career progression opportunities which are open to all employees.

### Work life balance

- We offer a wide range of flexible working and leave options which are available to all employees, including carer's leave, career breaks, paid maternity and adoptive leave, paid paternity leave, parent's leave, parental leave, shorter working year schemes and work-sharing.

### Blended working

- Blended working is now a part of our flexible working policies with flexible options to combine office and home/hub working.
- We provide access to the Cycle to Work Scheme to reduce commuting costs.

### Shorter Working Year

- Shorter Working Year has been part of our flexible working policies with a noticeable increase in employees availing of this option within the Agency.

### Learning and development

- We are committed to providing ongoing learning and development opportunities so that all employees can develop to their full potential. All employees are actively encouraged to pursue education opportunities, with study and examination leave also available.

### Health and Wellbeing

- The health and wellbeing of all employees is paramount and a healthy work-life balance is important to us in. We offer a comprehensive employee occupational health and wellbeing programme including an Employee Assistance Programme and health and nutrition advice.

### Dignity at Work

- We promote and support a culture of dignity, respect and equality. We have a Dignity at Work Policy which is available to all employees.

### Equality, Diversity and Inclusion

- Tusla is continually developing as an employer of choice to attract, develop and promote an inclusive and diverse employee population.
- Tusla continues to design and provide responsive services and customer care that meet the needs of an increasingly diverse customer base.
- Tusla progressively embeds the Public Sector Duty in its current management, policy development and service delivery processes

### Public Sector Duty

- Tusla progressively embeds the Public Sector Duty in its current management, policy development and service delivery processes.
- The Public Sector Duty is set out in Section 42 of the Irish Human Rights and Equality Commission Act, 2014. Section 42 requires a public body, in the performance of its functions, to have regard to the need to eliminate discrimination, promote equality of opportunity and treatment of its staff and the persons to whom it provides services and protect human rights of its members, staff and the persons to whom it provides services.
- Public bodies are required to set out in a manner that is accessible to the public in its strategic plan an assessment of the human rights and equality issues it believes to be relevant to its functions and purpose and the existing or proposed policies, plans and actions to address those issues. Furthermore, public bodies are required to report annually on developments and achievements in that regard in its annual report in a manner that is accessible to the public.

- Tusla acknowledges the commonality of purpose stated in both the “Duty” and Gender Pay Gap reporting requirements and the publication of this report serves to underline and support the three-step approach advocated by the IHREC i.e., Assess, Address and Report.

#### Women in leadership

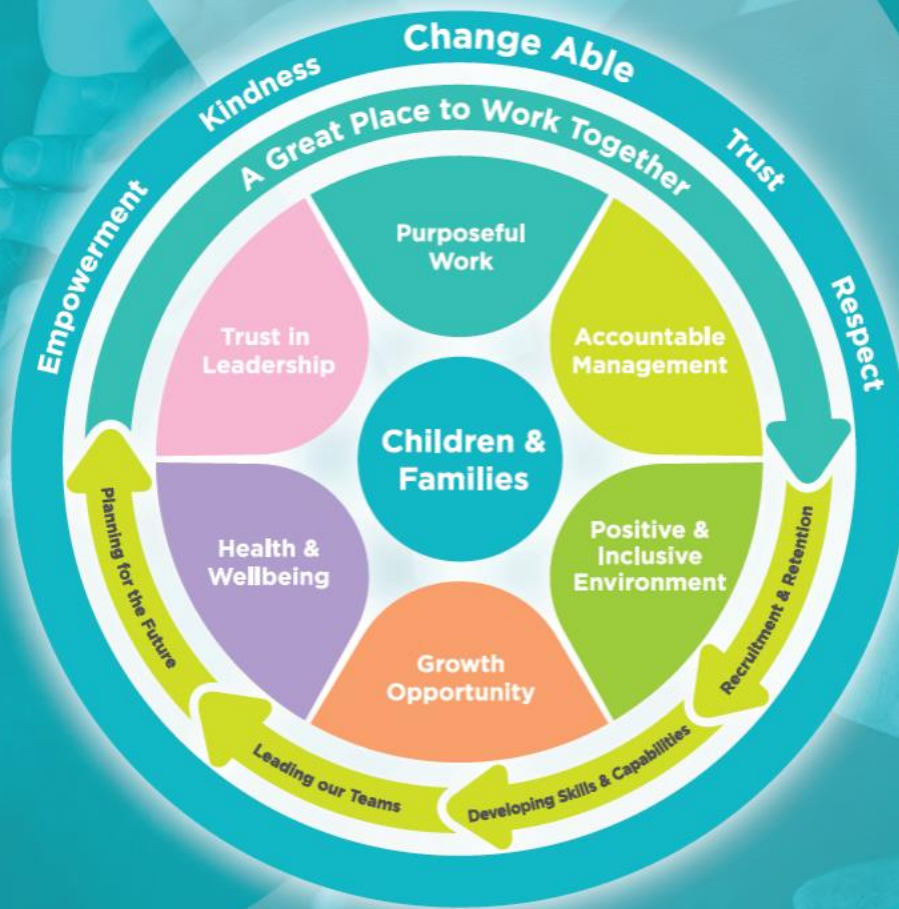
- Our Executive Management Team comprises the following gender balance 66% Male and 33% Female. In addition our Regional Chief Officers comprises of the following 17% Male and 83% Female. We continue to work on developing Women in Leadership programmes.

#### Data collection and evidence-based policy development

- We welcome the opportunity to report on our gender pay gap and have worked collaboratively across the sector to provide a standard and consistent approach to reporting. We will work with colleagues across the Public Sector to share learnings and best practice.



# Tusla People Strategy



# TUSLA

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