



Gender Pay Gap Report 2025



LGMA

Local Government
Management Agency

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1. Introduction

As Chief Executive Officer of the Local Government Management Agency (LGMA), I am pleased to present our Gender Pay Gap Report for 2025. In accordance with our obligations under the Gender Pay Gap Information Act 2021, this report outlines the differences in average earnings between women and men across our organisation. This is our first Gender Pay Gap Report and it reflects our commitment to transparency, accountability, and continuous improvement in promoting gender equality in the workplace.

The LGMA plays a vital role in supporting local government in Ireland. Through our work in human resources, ICT, research, communications, and shared services, we empower local authorities to deliver high-quality public services to communities across the country. Our people are central to this mission, and we are proud of the diverse and skilled workforce that drives our success.

We are committed to fostering an inclusive and equitable workplace where all employees can thrive. As part of this commitment, we actively encourage participation in development programmes such as Women in Leadership, which aim to support career progression and empower women across the organisation. We believe that initiatives like this help to build a culture of confidence, ambition, and fairness, and contribute meaningfully to reducing the gender pay gap over time.

While the gender pay gap is influenced by a range of structural and societal factors, we view this report as an important tool to help us identify areas for improvement and to guide our actions. We will continue to review our policies and practices to ensure they support gender balance at all levels and promote equal opportunities for all.



Pauline Mulligan
Chief Executive Officer

2. About us

The **Local Government Management Agency (LGMA)** is a state agency that provides a range of professional services to local authorities. We work collaboratively with all 31 local authorities to support the coordinated and cost-effective delivery of local government services and policy. We also help local authorities to implement change and enhance performance.

The LGMA was established in 2012 under an establishment order. We are an agency of the Department of Housing, Local Government and Heritage, primarily funded by local authorities.

Our vision

In partnership with local authorities, the LGMA will be a shared centre of excellence in leading sectoral approaches to the development and expansion of exemplary public services at local level.

Our mission

To focus activities to deliver a quality customer experience to local authorities, prioritised on the development and promotion of best practice policies, systems and sectoral approaches to the business challenges facing local authorities.

Our objectives

- To deliver high quality services to local government, demonstrating value for money and continuously adapting to the changing needs of the sector
- To actively support the development and implementation of government policy, utilising leading practice from inside and outside the sector using data as a key enabler
- To support the development of strategic leadership within local authorities to support the formulation and implementation of strategic plans
- To be the recognised national representative and voice for the local government sector
- To create an open and engaging work environment, seen as a prime organisation for developing the skills and experience to support career progression
- To act as a centre of excellence in the areas within the advisory remit of the LGMA
- To support and strengthen good governance

3. Gender Pay Gap Reporting

Reporting requirements

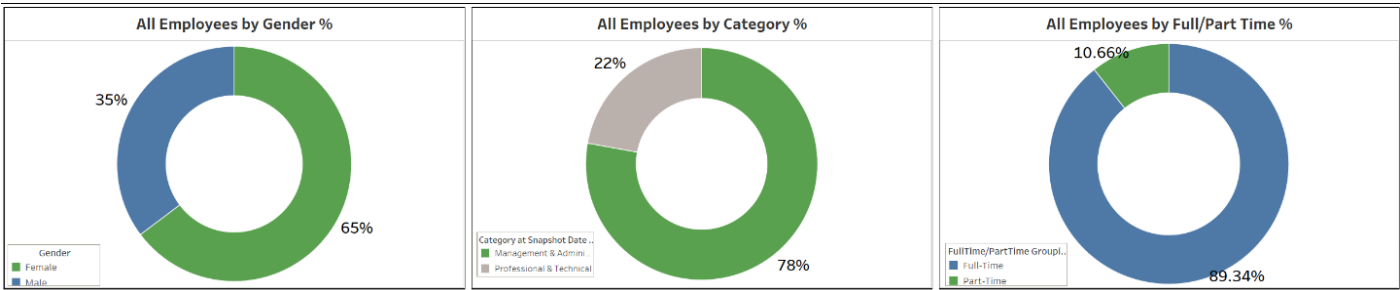
The Gender Pay Gap Information Act, 2021 requires organisations with over 50 employees to report on their Gender Pay Gap.

This is the first year the LGMA have been required to report based on number of employees, however, 2025 is the fourth year of Gender Pay Gap reporting in organisations.

We are required to report using a specific “snapshot date” as the end date for data collation, this date is the 30th of June 2025 for the LGMA. The reporting period, detailed in this report, is the 12-month period immediately preceding the 30th of June 2025. The LGMA have five months to prepare final calculations, before reporting during November 2025 and publishing the information on our website.

Who is included?

All persons employed by the LGMA on the 30th of June 2025, including employees not rostered to work on that date and employees on leave. There is also a requirement for *mean* and *median* figures to be provided 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 local government sector 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 pay agreements negotiated regularly between employers and staff representatives. Most employees are paid according to an incremental salary scale. The salary ranges for various roles are available on the local government jobs website at www.localgovernmentjobs.ie

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 the 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 in the LGMA. 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 have 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 have then illustrated 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 the local government sector. Benefit in kind may arise in certain circumstances, such as where some professional fees are paid by the employer.

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.

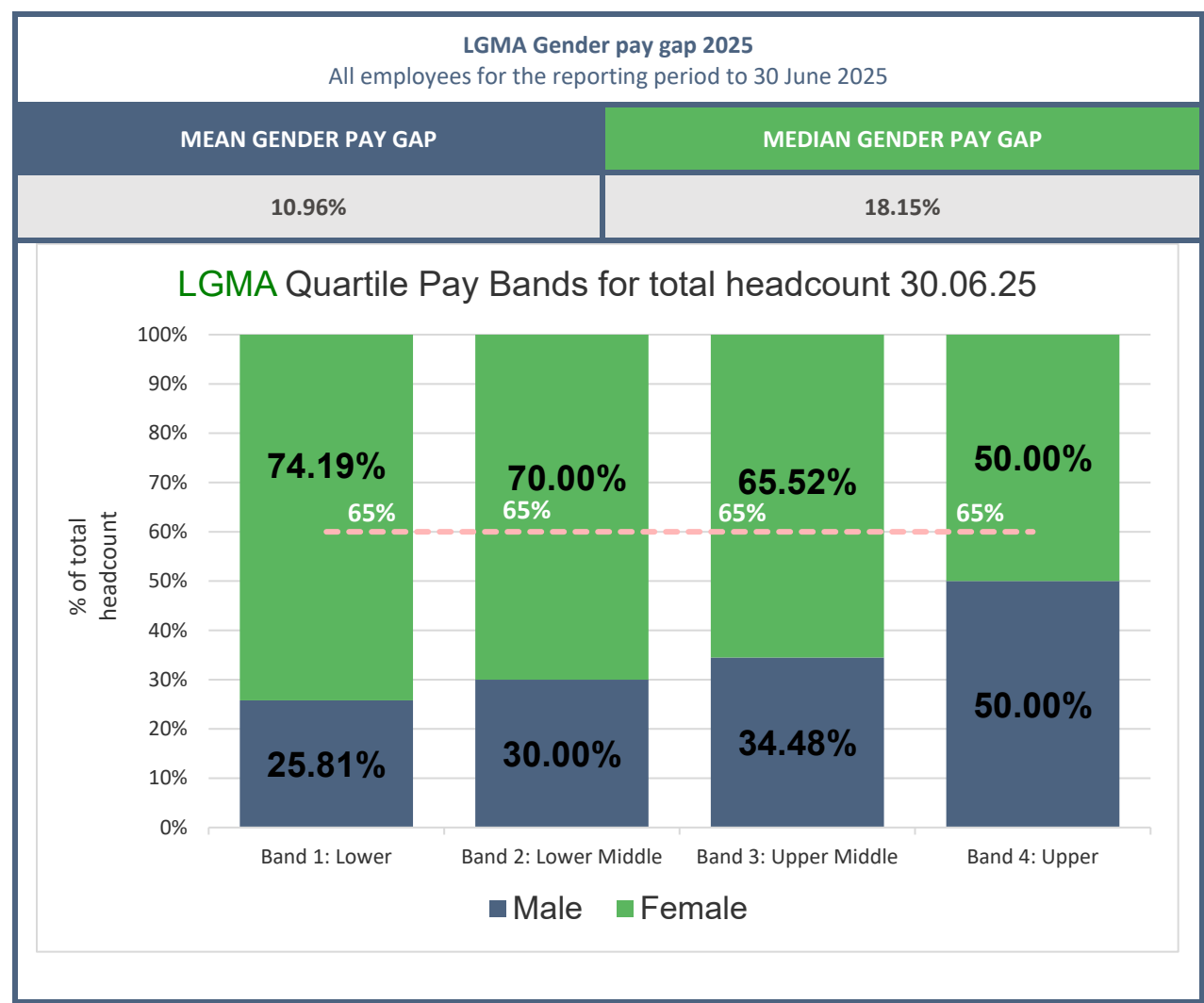
If an organisation reports a **positive gender pay gap**, it does not mean that females are paid less than males for doing the same job, but it does show that, on average, males occupy more higher paid roles than females.

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 more 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 - all employees



Note: 35%:65% (male: female) is the gender breakdown of all employees on 30 June 2025. This is shown by the dotted line above.

The Mean Gender Pay Gap shows that on average, males are paid 10.96% more than females.

The Median Gender Pay Gap shows that the median rate of pay for males is 18.15% higher than the median rate of pay for females.

Looking at the distribution of employees across the four Quartile Pay Bands helps us examine pay at different levels of the organisation.

These Quartile Pay Bands show the distribution of male and female employees by Pay Band across the organisation. We have listed all employees from lowest to highest, based on their hourly rates, then have divided this into four equal Pay Bands or

Quartiles – lower, lower middle, upper middle and upper.

The split for each of the four quartiles is as follows:

- **Lower Quartile:** 74.19% female, 25.81% male
- **Lower-Middle Quartile:** 70.00% female, 30.00% male
- **Upper-Middle Quartile:** 65.52% female, 34.48% male
- **Upper Quartile:** 50.00% female, 50.00% male

For there to be no Gender Pay Gap, you would expect to see the overall workforce demographics reflected more closely in each quartile. In our case, there is a higher proportion of females in the lower quartiles and a more balanced distribution in the upper quartile. This indicates that while progress has been made towards gender balance at senior levels, with an equal 50:50 split in the upper quartile, the concentration of females in the lower quartiles and fewer females in some higher-paid roles can influence the mean and median pay gaps.

Mean and Median Gender Pay Gap - Part-time employees

LGMA Gender pay gap 2025	
Part-time employees for the reporting period to 30 June 2025	
MEAN GENDER PAY GAP	MEDIAN GENDER PAY GAP
N/A	N/A

In the LGMA, all part-time roles are currently held by women. As the gender pay gap compares the average pay of male and female employees, it is not possible to calculate a gap where there is no male comparator group.

This is an important observation as it highlights that part-time work within the organisation is exclusively undertaken by women. This reflects broader labour market trends and can influence the overall gender pay gap, as part-time roles are often associated with lower pay and fewer opportunities for progression. The LGMA remains committed to promoting flexible working arrangements for all employees and encouraging gender balance across all working patterns.

Mean and Median Gender Pay Gap - Temporary employees

LGMA Gender pay gap 2025	
Temporary employees for the reporting period to 30 June 2025	
MEAN GENDER PAY GAP	MEDIAN GENDER PAY GAP
-14.91%	7.75%

On 30 June 2025, 11% of our employees were employed on temporary contracts. Of these, the majority, 74%, are female and 26% are male. These contracts include

temporary employees such as graduates, research assistants and various administrative staff across a broad range of work streams.

Benefit in kind

Benefits in Kind (BIK) refers to non-cash benefits provided by an employer that have a monetary value and are taxable. Examples include company cars, health insurance paid by the employer, subsidised loans, or employer-provided living accommodation for personal use.

In the LGMA, no employees received BIK during the reporting period. As a result, the percentage for both male and female employees is 0%. This means that BIK does not feature in our organisation's remuneration structure and therefore has no impact on our gender pay gap figures.

Bonus payment

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

5. How we are supporting Gender Equality

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.

Our Interview Boards are gender balanced, and all Interview Boards receive training, including unconscious bias training, including newly introduced disability training as part of our participation in the WAM Programme.

Recruitment websites highlight family friendly and flexible working options, and our job descriptions and job advertisements are gender neutral.

We provide training and support, open to all employees to help them prepare for job applications and interviews.

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 and the Tax Saver Scheme, to reduce commuting costs.

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 through the Education Assistance Scheme, with study and examination leave also available.

Women in Leadership Development

The LGMA has promoted participation in the Women in Leadership Programme, which is designed to support women in local government to develop leadership skills, build confidence, and progress into senior roles. This aligns with the sector's commitment to

improving gender balance in leadership positions.

Training and Professional Development

The LGMA regularly organises HR and leadership conferences, workshops, and training sessions that include themes on diversity, inclusion, and gender equality. These events provide networking opportunities and practical strategies for advancing women in local government.

Strategic Commitment to Equality

The LGMA Corporate Plan 2023–2025 and subsequent strategies emphasise supporting local authorities in meeting equality and diversity obligations, including gender equality. This includes embedding equality considerations into HR policies and sectoral initiatives.

Diversity and Inclusion Resources

The LGMA provides resources and guidance on inclusive workplace practices, supporting local authorities to implement diversity, equality, and accessibility measures. These resources help ensure fair treatment and equal opportunities for all employees.

Public Sector Duty

The LGMA 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 for the need to eliminate discrimination, to 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.

The LGMA is required to set out in a manner that is accessible to the public in its strategic plan and 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, we are required to report annually on developments and achievements in that regard in our annual report in a manner that is accessible to the public.

Women in Leadership

Our Senior Management Team comprises the following gender balance; 57% Male and 43% Female and we aim to work on developing Women in Leadership programmes.

Apprenticeships

As part of our inclusive approach to recruitment, the LGMA has begun to introduce apprenticeship programmes. This includes new apprenticeship programmes linked to areas of work within the agency, including IT and as the programme develops, we hope to extend this to further areas of the agency's work.



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