



Barnardos

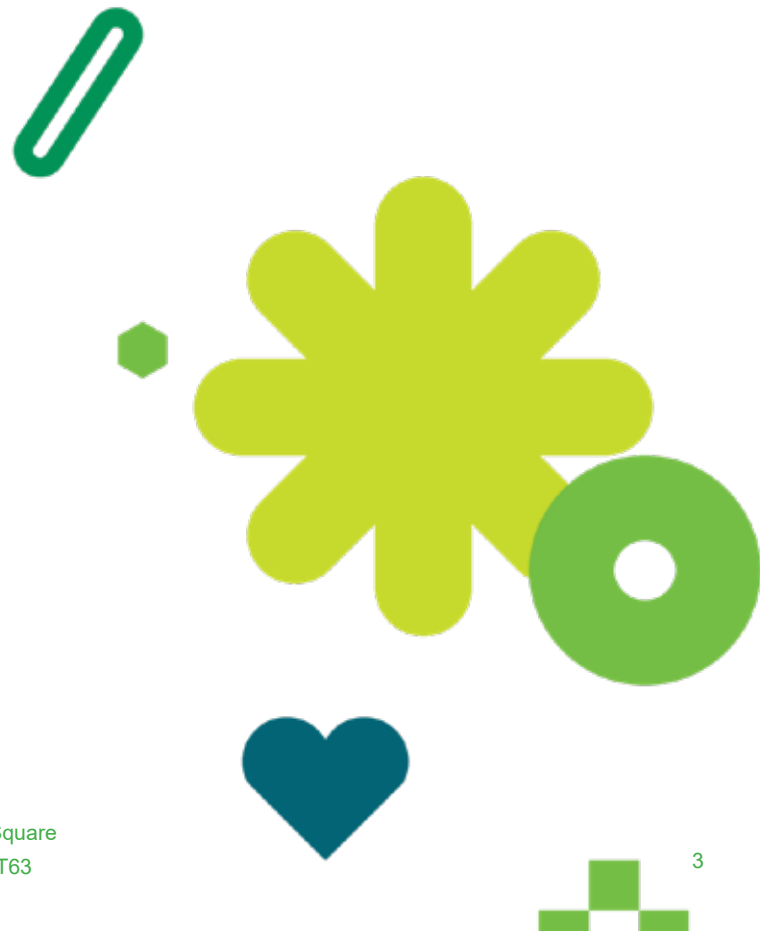
Because childhood lasts a lifetime

# 2025 GENDER PAY GAP REPORT



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# Foreword

I am pleased to present our 2025 Gender Pay Gap Report. At Barnardos, transparency and accountability are central to who we are as an organisation and publishing this report reflects our ongoing commitment to fairness, equality and continuous improvement.

This year's findings highlight the strength of our workforce and the steady progress we are making in maintaining pay equity. Women represent 91% of our 494 employees and are strongly represented at all levels of the organisation, including 80% of our Senior Management Team.

Our overall gender pay gap remains close to zero, with a mean gap of 2.7% in favour of men and a median gap of -2.7% in favour of women. Women are well represented across all pay quartiles, reflecting equitable access to roles and progression opportunities.

As the first female CEO in Barnardos' 60-plus year history, I am mindful of the importance of continuing to foster a culture grounded in fairness, respect and inclusion. While our overall position is positive, we recognise differences within part-time roles and will continue to review pay structures and progression pathways to ensure equity for all employees.

We remain committed to building an inclusive workplace where everyone, regardless of gender or working pattern is given equal opportunity to thrive and to contribute to our mission of delivering services that transform the lives of vulnerable children, families and individuals across Ireland.

**Because Childhood Lasts a Lifetime.**

**Suzanne Connolly**  
**CEO, Barnardos Ireland**





# Gender Pay Gap Report

At Barnardos we ensure equal pay for all employees through a structured pay scale system. Pay increases are determined solely by length of service and the role held.

Barnardos employees are dedicated to one overall purpose, 'to help the most vulnerable children in society to achieve their potential regardless of their family circumstances, gender, race, and disability'.

We are pleased to outline our third Gender Pay Gap report, in compliance with the Gender Pay Gap Information Act 2021. Barnardos gender pay gap shows the average pay difference between men and women across our organisation, regardless of job roles.

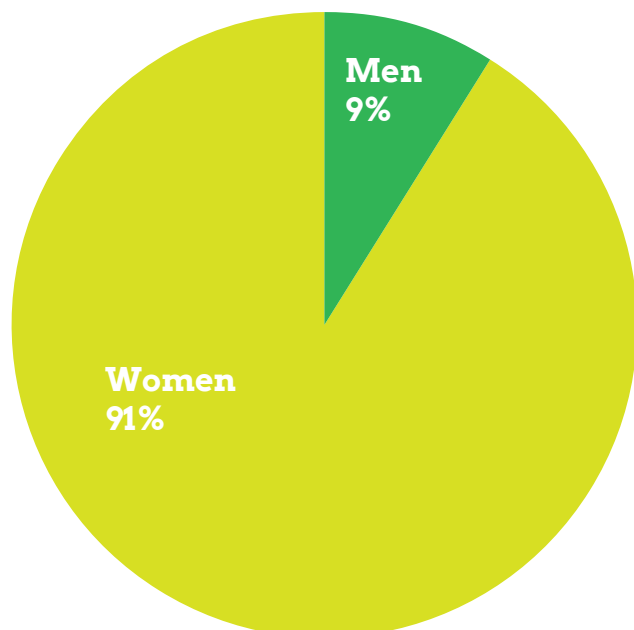
## Snapshot 30th June 2025

Our workforce is predominantly female, with 91% (449 employees) women and 9% (45 employees) men.

We recognise the importance of the Gender Pay Gap Report in highlighting the experiences of all our employees

The Board and its Committees comprise of 60% men and 40% women, while the Senior Management Team have a significantly higher female representation at 80%, compared to 20% male, similar with other organisations in the sector.

### Gender Profile



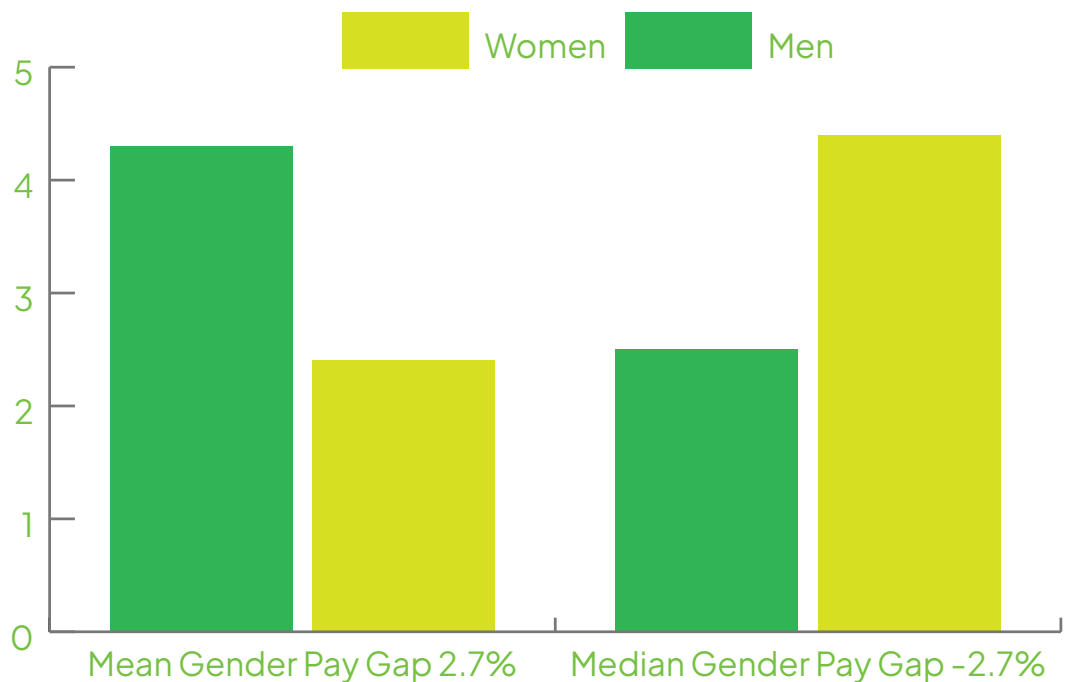
## Mean Gender Pay Gap

The mean gender pay gap shows a slight advantage for men, whereas the median gender gap shows a slight advantage for women.

Men occupy some higher paid roles while women are more represented in mid-level roles. At the midpoint, women earn slightly more than men.

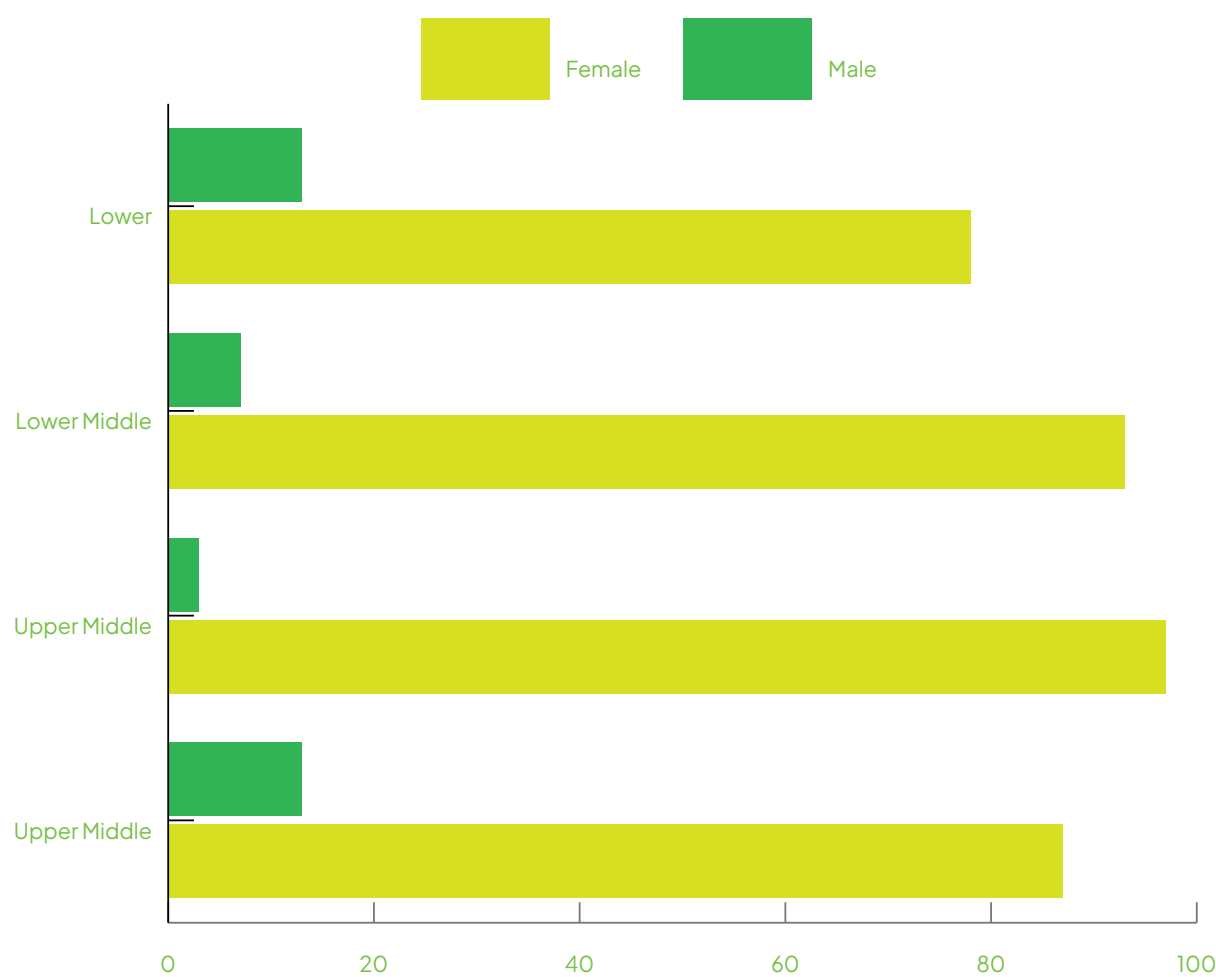
Our gender pay gap remains close to zero overall indicating pay equity is being maintained.

Equity and fairness are at the heart of our values and we ensure all employees are treated fairly.



# Quartile Analysis

Women are well represented across all quartiles and continue to be represented much higher proportionally across all pay quartiles in Barnardos







## Child First

Listening, Championing,  
Protecting, Being There



## Courage

Challenging, Being Brave,  
Determination, Tenacity



## Together

Teamwork,  
Collaboration, Partnering,  
Relationship-based



## Respect

Integrity, Building Self-worth,  
Promoting Diversity,  
Celebrating Inclusivity



## Vitality

Joy, Fun, Creativity,  
Growth Mindset,  
Instilling Hope and Positivity



## Accountability

Taking Responsibility,  
Dependability, Transparency,  
Holding Boundaries

## Permanent & Temporary

- Permanent roles are close to pay parity
- Mean hourly pay gap is 2.3%
- Median hourly pay gap is minus 3.1%
- Temporary roles show an advantage for women
- Mean hourly pay gap is minus 10.6%
- Median hourly pay gap is minus 13.8%

| Mean Hourly Pay Gap   | Permanent | 2.3%   |
|-----------------------|-----------|--------|
| Mean Hourly Pay Gap   | Temporary | 10.6%  |
| Median Hourly Pay Gap | Permanent | -3.1%  |
| Median Hourly Pay Gap | Temporary | -13.8% |



## Full -time & Part-time

- Full-time roles females earn more on average and at the midpoint
- Mean hourly pay gap is minus 13.9%
- Median hourly pay gap is minus 17.1%
- Part-time roles males earn more on average and at the midpoint
- Mean hourly pay gap is 17.5%
- Median hourly pay gap is 15.8%

| Mean Hourly Pay Gap   | Full-time | -13.9% |
|-----------------------|-----------|--------|
| Mean Hourly Pay Gap   | Part-time | 17.5%  |
| Median Hourly Pay Gap | Full-time | -17.1% |
| Median Hourly Pay Gap | Part-time | 15.8%  |

These differences align with Barnardos typical workforce and working pattern and do not suggest a significant systemic disparity.

- Permanent roles show balanced results overall, while temporary roles have higher female average earning more on average and at the midpoint compared to men, which likely reflects differences in role mix and working patterns.
- This is consistent with the overall workforce profile, 91% female and 9% male.
- Benefit in Kind (BIK) is linked to one employee only as this is a requirement for the role.
- Barnardos does not have a bonus scheme, however a performance related pay scheme applies to the direct recruitment fundraising team which is monitored by the Director of Fundraising and Communications a commission payment applies to a small cohort of employees

## Current & Ongoing Initiatives

Barnardos are committed to reducing the gender pay gap and promoting Diversity & Inclusion for all Employees. The following initiatives have been implemented to attract and retain all Employees particularly women. Updated our recruitment policy to ensure inclusive practices, attracting and retaining quality people delivering services that transform the lives of children.

- ✓ Fostered a culture of Diversity, Equality, Inclusion and Belonging for our employees and set up a Diversity & Inclusion Council.
- ✓ Barnardos achieved an accredited bronze award with the Irish Centre for Diversity.
- ✓ Work will continue to progress our Diversity Equality Inclusion aims further through ongoing training in 2026, and the introduction of 4 new policies, Anti-Modern Slavery Policy, Gender Identity Policy, Fertility Treatment Support Policy and Disability Inclusion Policy.
- ✓ Supported better work-life balance by introducing more family friendly policies for all our employees.
- ✓ Provided ongoing flexible working arrangements with 56% of our employees working part-time. We offer family-friendly policies, to help employees balance home and work, enhanced unpaid leave and hybrid working where possible.
- ✓ Employee engagement continues creating a positive and diverse culture, through regional and local meetings and the setting up of a Employee Forum in 2025 to enhance and support the working lives of people in Barnardos.
- ✓ Renewed membership for Spectrum Life as our employee wellbeing provider offering a comprehensive range of employee wellness, coaching, counselling and a suite of staff discounts.

**Barnardos employees are dedicated to one overall purpose, ‘to help the most vulnerable children in society to achieve their potential regardless of their family circumstances, gender, race, and disability’.**

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Because childhood lasts a lifetime

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