



Fiosrú

Oifig an  
Ombudsman  
Póilíneachta

Office of  
the Police  
Ombudsman

# Gender Pay Gap Report 2024

April 2026



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## Abbreviations & Definitions

Abbreviation	Definition
CPSA	Commission for Public Service Appointments
DPENDR	Department of Public Expenditure and Reform
ED&I	Equity, Diversity & Inclusion
GPG	Gender Pay Gap
GSOC	Garda Síochána Ombudsman Commission
NSSO	National Shared Services Office
PSCS	Policing, Security and Community Safety
SLT	Senior Leadership Team



## Welcome Note

I welcome the publication of Fiosrú's Gender Pay Gap Report for 2024, prepared in accordance with the Gender Pay Gap Information Act 2021. This report provides a transparent account of gender pay outcomes within the organisation at the snapshot date and represents Fiosrú's first statutory gender pay gap report.

While published under the name Fiosrú, the data presented relates to the period during which the organisation operated as the Garda Síochána Ombudsman Commission (GSOC). The report therefore establishes a baseline against which future gender pay gap reporting will be measured.

The analysis in this report confirms that the gender pay gap in the organisation is driven by the distribution of men and women across grades. Differences in pay outcomes arise from representation at different grade levels and not from differences in pay for comparable roles. Pay rates are applied consistently in line with centrally determined Civil Service pay scales.

The actions set out in this report are focused on defined organisational levers, including workforce planning, recruitment and internal progression processes, access to learning and development opportunities, and the operation of flexible working arrangements. These actions are intended to support balanced representation across grades over time and to ensure that progression opportunities operate on a transparent and merit-based basis.

Gender pay gap data will be reviewed annually in line with statutory requirements. The findings of each reporting cycle will be used to inform workforce planning and organisational oversight.

I would like to acknowledge the contribution of colleagues involved in the preparation of this report.



A handwritten signature in black ink, appearing to read 'S. McClelland'.

Sheila McClelland  
*Chief Executive Officer*



## 1. Executive Summary

Fiosrú, the Office of the Police Ombudsman was established on 2 April 2025 with the commencement of the Policing, Security and Community Safety Act 2024. Fiosrú is an independent statutory body. It, together with the Policing and Community Safety Authority, provides oversight of policing in Ireland. Fiosrú is tasked with many of the duties that were previously undertaken by the Garda Síochána Ombudsman Commission (GSOC). The organisation strives to ensure that complaints about gardaí are considered and investigated through in a streamlined process to deliver a more efficient and timely public service.

The findings of this report indicate that Fiosrú has a **gender pay gap of 16.66% in favour of men employees**, based on data from the snapshot date of **June 2024**. This figure represents the difference in the average hourly pay of men and women across the organisation. It is important to note that a gender pay gap is not the same as unequal pay. Unequal pay for equal work on the basis of gender is prohibited under equality legislation. Employees of Fiosrú are paid in line with Civil Service pay scales, which ensure equal pay for equal work, irrespective of gender.

Fiosrú's workforce includes various grades between the Administration and Operation functions of the Office. The pay and grade structures within Fiosrú are set centrally by the Civil Service, and recruitment is carried out via **internal recruitment, PublicJobs**, and the **Civil Service Mobility Scheme**. All recruitment processes are guided by Civil Service recruitment **Codes of Practice**, ensuring that recruitment and promotions are based on merit, irrespective of gender.

The analysis of the Gender Pay Gap data in 2024 found that the **biggest impact** on the organisation's average hourly pay **was grade**; and it is gender difference by grade that is the leading cause of the gap. It is largely driven by the following factors:

- A **higher proportion of men in senior grades**, including Assistant Principal and Principal Officer + levels; and
- A **higher concentration of women in lower-paid grades**, such as Clerical Officer.

Reducing the gender pay gap will require continued focus on achieving **gender balanced representation** across all grades within Fiosrú.



## 2. Overview

The gender pay gap is the difference in the average hourly wage of men and women across a workforce. The **Gender Pay Gap Information Act 2021** requires organisations to report on their hourly gender pay gap across a range of metrics.

From 2022, organisations with over 250 employees began reporting on their gender pay gap. For 2024, organisations with over 150 employees have been asked to report on their gender pay gap for the first time in 2024.

While this report is published under the new organisational name, Fiosrú; the data presented relates to the period when the organisation operated as the Garda Síochána Ombudsman Commission (GSOC).

In **June 2024**, the staffing complement in the organisation was **169 WTE**, of whom **82 staff were women and 87 were men**. This report presents a snapshot of the gender pay gap as it existed in GSOC based on a snapshot date in June 2024; the chosen snapshot date for this report was **21 June 2024**. The following report sets out the GPG in GSOC calculated using the methodology defined by the Department of Public Expenditure and Reform.

It should be highlighted that Fiosrú's employment and recruitment policies are compliant with equality legislation and codes of practice across the civil service. Payment rates are aligned with relevant civil service salary scales and staff receive equal pay for equal work.

The report sets out a number of measures the organisation has taken and will implement in 2025 to address the disparity in average and median hourly pay between genders. The gender pay gap will be reviewed again in 2025 and in successive years to assess our progress in **reducing** and **eliminating** the **gender pay gap**.



### 3. ED&I Journey

Fiosrú is dedicated to advancing **equity, diversity, and inclusion** (ED&I) within its workforce. While progress has been made through various ED&I initiatives, such as **training** and **employee support structures**, addressing the gender pay gap remains an area for continued focus.

Fiosrú has taken steps to promote a more **inclusive work environment**, including introducing **flexi-time** for more junior grades, provision of **parental and carer's leave**, and more recently transition to a **hybrid working model**. However, the gender pay gap persists, indicating a need for further action. Moving forward, Fiosrú is committed to refining its efforts, with an emphasis on **improving gender equality** in **pay and leadership representation**.

Key actions will include **reviewing recruitment and promotion processes**, enhancing support for **women's career development**, and **ensuring pay transparency**. For instance, Fiosrú will shortly roll out a **desk booking system** better to support hybrid working. Additionally, the Senior Leadership Team (SLT) are **reviewing the requirements and language** in booklets for forthcoming **recruitment campaigns** to ensure they attract a diverse range of candidates. Fiosrú remains focused on creating a fair and equitable workplace where all employees have **equal opportunities** to succeed and grow.



## 4. Gender Pay Gap Reporting

The **Gender Pay Gap Information Act 2021** introduced the legislative basis for gender pay gap reporting in Ireland. The Act requires organisations to report on their hourly gender pay gap across a range of metrics by reference to their employees on a chosen snapshot date in June. Employers are required to publish their gender pay gap information [within six months of their snapshot date](#). The report should be based on calculations on those employees' remuneration for the [12-month period that precedes the snapshot date](#).

The gender pay gap is the difference on average across a population between men's and women's pay. In this report the gender pay gap is represented as the average difference in gross hourly earnings of men and of women, expressed as a percentage of men's average gross hourly earnings. A gender pay gap which is positive indicates that, on average across the employed population, women are in a less favourable position than men. Where the gender pay gap is negative, this indicates the reverse - that, on average, men are in a less favourable position than women.

Employers are required to report on the following key gender pay gap metrics on an annual basis:

1. **Calculate the Mean Gender Pay Gap** - the difference between the mean hourly pay of men employees and that of women employees expressed as a percentage of the mean hourly pay of men employees.
2. **Similar Mean Gender Pay Gap** calculations in relation to men and women **part-time employees**, and for men and women employees on temporary contracts.
3. **Calculate the Median Gender Pay Gap** - the difference between the median hourly pay of men employees and that of women employees expressed as a percentage of the median hourly pay of men employees.
4. **Similar Median Gender Pay Gap** calculations in relation to men and women **part-time employees**, and for men and women employees on temporary contracts.
5. **Calculate the proportion** of men and women employees **who received bonus remuneration** (a percentage figure).
6. **Calculate the proportion** of men and women employees **who received benefits-in-kind (a percentage figure)**.
7. **Calculate the proportion** of men and women employees **in four equally divided quartiles** (i.e. expressed as each of the employer's lower, lower middle, upper middle and upper quartile pay bands).



In addition, where any pay gaps are identified **employers are required to identify reasons for these gaps and actions being taken or planned to be taken to address the gaps.**

#### **4.1 Data Sources**

The pay data in the Gender Pay Gap report for 2024 is based on data from the National Shared Services Office (NSSO) payroll system for the relevant 12-month period. Data such as the gender, grade, full-time/part-time status, and permanent/temporary status of employees was taken from the Human Resources Management System (HRMS) which is a Civil Service wide IT system which records employee HR information. Internal Fiosrú employee data was used to supplement the above external sources.

#### **4.2 Reference Period**

The snapshot date chosen for this report is **21<sup>st</sup> June 2024** and its reporting period is **30<sup>th</sup> June 2023** to **21<sup>st</sup> June 2024**.

#### **4.3 Definitions**

##### **4.3.1 Mean Gender Pay Gap**

The mean gender pay gap is the difference between the mean hourly pay of men employees and that of women employees expressed as a percentage of the mean hourly pay of men employees. The mean hourly pay is the average hourly pay across the entire workforce.

##### **4.3.2 Median Gender Pay Gap**

The median gender pay gap is the difference between the median hourly pay of men employees and that of women employees expressed as a percentage of the median hourly pay of men employees. The median hourly pay is calculated by ranking all employees from the highest paid to the lowest paid and taking the hourly pay of the person in the middle.

##### **4.3.3 Pay Quartiles**

Pay quartiles are calculated by dividing employees in the organisation into four even groups ordered from highest to lowest hourly pay. The proportion of men and women in each quartile expressed as a percentage gives an indication of the gender representation at different levels of the organisation.



## 5. Gender Pay Gap Calculations & Results

This section outlines **Garda Síochána Ombudsman Commission 2024 Gender Pay Gap Calculations and Results**.

*Table 1 Snapshot Date and Reporting Periods*

Snapshot date:	Reporting period – from:	Reporting period – to:
<b>21<sup>st</sup> June 2024</b>	<b>30<sup>th</sup> June 2023</b>	<b>21<sup>st</sup> June 2024</b>

*Table 2 Garda Síochána Ombudsman Commission Headcount on 21<sup>st</sup> June 2024*

Headcount		2024
<b>All Employees</b>	<b>Women</b>	<b>82</b>
	<b>Men</b>	<b>87</b>
	<b>Total</b>	<b>169</b>
<b>Part-time Employees</b>	<b>Women</b>	<b>13</b>
	<b>Men</b>	<b>2</b>
	<b>Total</b>	<b>15</b>

*Table 3 Garda Síochána Ombudsman Commission Mean Gender Pay Gap<sup>1</sup>*

Mean Gender Pay Gap	2024
<b>All Employees</b>	<b>16.66%</b>
<b>Part-time Employees</b>	<b>27.85%</b>

*Table 4 Garda Síochána Ombudsman Commission Median Gender Pay Gap<sup>2</sup>*

Median Gender Pay Gap	2024
<b>All Employees</b>	<b>11.81%</b>
<b>Part-time Employees</b>	<b>23.19%</b>

<sup>1</sup> The mean gender pay gap is the difference between the mean hourly pay of men employees and that of women employees expressed as a percentage of the mean hourly pay of men employees.

<sup>2</sup> The median gender pay gap is the difference between the median hourly pay of men employees and that of women employees expressed as a percentage of the median hourly pay of men employees.



Table 5 Garda Síochána Ombudsman Commission Workforce and Pay Remuneration Quartiles<sup>3</sup>

Quartiles		2024
Upper	Women	33.33%
	Men	66.67%
Upper Middle	Women	48.84%
	Men	51.16%
Lower Middle	Women	54.76%
	Men	45.24%
Lower	Women	57.14%
	Men	42.86%

**Note**

1. Percentage of men and of women employees who received Bonus Remuneration - Not applicable.
2. Percentage of men and of women employees who received Benefit in Kind - Not applicable.

<sup>3</sup> Percentage of women and men employees when divided into four quartiles ordered from highest to lowest hourly pay. Each pay quartile represents 25% of Fiosrú's workforce ranked by pay.



## 6. Understanding Our Gap

This section sets out the organisational factors that contribute to the gender pay gap in Fiosrú, based on workforce composition and pay data at the snapshot date.

### 6.1 Organisation Profile

#### 6.1.1 Grade Breakdown

Looking at the breakdown of the various Garda Síochána Ombudsman Commission grades by gender it is evident that there are **more men than women in some higher-grade roles**. For instance, in the **PO+ grade**, there are **three women** and **eight men**, and in the **AP grade**, there are **12 women** and **17 men**. Conversely, there are **more women than men in lower grades**. In the **CO grade**, there are **15 women** and **10 men**. Excluding CO and AO grades, there are more men than women at each grade. **Recent appointments** across a number of grades have **increased gender diversity in senior roles**, which is expected to positively impact the organisation's gender pay gap over time.

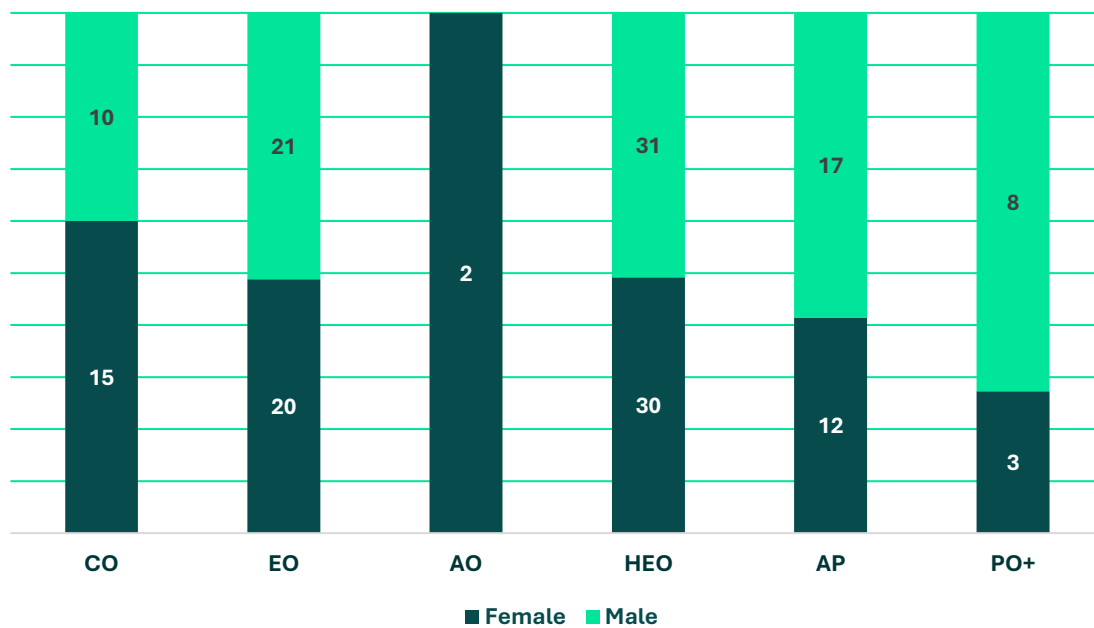


Figure 1 Grade Breakdown by Gender<sup>4</sup>

<sup>4</sup> **CO** = Clerical Officer | **EO** = Executive Officer | **AO** = Administrative Officer | **HEO** = Higher Executive Officer | **AP** = Assistant Principal | **PO+** = Principal Officer, Assistant Secretary, Deputy Secretary.



### 6.1.2 Hourly Pay Distribution

The grade distribution outlined above is reflected in the organisation's hourly pay outcomes. Analysis of hourly pay quartiles shows a **higher proportion of men in the upper quartile (66.67%)** and a **higher proportion of women in the lower (57.14%) and lower-middle (54.76%) quartiles**.

As higher-paid roles have a greater impact on average hourly pay, this distribution contributes to the difference between the mean and median gender pay gap figures.

### 6.1.3 Working Patterns

Analysis of part-time employees provides additional context. The **part-time cohort is small and predominantly women. Men part-time employees, while fewer in number, are concentrated in higher-paid grades**.

As a result, the **gender pay gap among part-time employees is higher than the overall gender pay gap**. Due to the small size of the part-time cohort, these **figures are more sensitive to individual roles and grades and may vary from year to year**.

### 6.1.4 Workforce Movements

Since the snapshot date, Fiosrú has experienced **expected workforce movement**, including joiners, movers and leavers. In an organisation of this size, changes at senior grades can influence grade representation and pay outcomes at the snapshot date and contribute to **year-on-year variation** in gender pay gap figures.

### 6.1.5 Summary

The gender pay gap in Fiosrú is primarily influenced by:

- the distribution of men and women across grades;
- the concentration of higher-paid roles at senior grades; and
- the impact of a small number of higher-paid positions on average hourly pay.

Pay rates are applied consistently in line with Civil Service pay scales, and the gender pay gap does not reflect differences in pay for equal work.



## 7. Actions To Address Our Gender Pay Gap

This section outlines the actions and measures in place during 2024 to address the gender pay gap in Fiosrú, building on the analysis set out in the preceding section, and noting planned initiatives where applicable.

### 7.1 Governance

The pay rates and terms and conditions for civil servants are set centrally by DPENDR. This provides for a level of **governance** and **transparency** on matters related to pay but also means that [the Office cannot directly influence gender pay imbalances](#).

While Fiosrú's **unadjusted mean and median GPG rates** are **16.66%** and **11.81%** respectively, the Office is fully committed to continuing to **develop and iterate our policies and supports**, while ensuring that they are **promoted, understood** and **operating effectively**.

Fiosrú will continue to work to **understand the gender pay gap**, and **identify strategies** to further reduce the gap. For example, data from internal competitions is analysed to obtain **gender data** on the numbers of women who applied and were successful, as well as to survey eligible women who chose not to apply, to **understand what perceived barriers may exist**. We will also **review take up of paternity leave, parental leave, and work life balance opportunities across the genders** and other relevant areas. Some of the actions outlined in this report are already underway. Notably, the organisation has commenced **analysis of internal competitions and panels to understand participation and outcomes by gender**.

### 7.2 Inclusive Work Place Culture

While the Gender Pay Gap sets out useful quantitative statistics regarding employees in the Office, it does not fully capture how gender intersects with other personal characteristics/identities that can influence gender pay gaps.

Fiosrú is currently drafting a new **People Strategy** which will bring further focus on **embedding ED&I** and cultivating a culture where all employees can feel that they **belong** and have a voice. The new People Strategy will align directly with a number of targeted ED&I actions, including the implementation of a **Menopause in the Workplace Policy** and a **Dignity and Respect in the Workplace Action Plan** to enhance **awareness** and **organisational support structures**.

Initiatives to support our **People Strategy** include a forthcoming **Buddy Programme**, aimed at easing reintegration for employees returning from extended leave (e.g. maternity leave) and new joiners, the development of **Inclusive Language Booklets** to ensure **accessibility** and **gender**



**neutrality** in **internal and external recruitment materials**, and an employee-led **Health and Wellbeing programme** centred around five key pillars.

Fiosrú is completely committed to being an **inclusive employer** and has developed and supports a range of initiatives which promote **inclusion** and **accessibility** for all current and prospective employees.

## 7.3 Recruitment & Retention

### 7.3.1 Recruitment

The vast majority of recruitment for the Office is conducted by **Public Jobs**, the centralised provider of recruitment, assessment and selection services across the Civil and Public Service. As such, Fiosrú's recruitment is **gender neutral** and **unbiased**. This, alongside **centralised pay rates**, limits to some degree the Office in addressing any structural elements underpinning the gender pay gap. The Public Jobs statement of strategy **NUA26** aims to embed an **ED&I focus** across all recruitment operations and advance their **equality monitoring data, reducing barriers to entry** and **increasing the diversity of candidate pools**.

Fiosrú controls internal assignments and this responsibility is utilised consciously to ensure that no role is the domain of any single gender and that everyone has **equal opportunities** to grow and develop their skills and knowledge. Fiosrú will also continue to **promote the unique positive supports** available across the Civil Service, and within the organisation. Supports include various **flexible leave types and allowances, an inclusive workplace culture, hybrid and flexible working**, all of which can help to address factors that influence the gender pay gap. Fiosrú includes **language on flexible and hybrid working arrangements** in its office notices and competition booklets to ensure **transparency** and **awareness** of these supports.

### 7.3.2 Retention

Fiosrú will continue to implement measures to ensure we remain an **attractive place to work** by highlighting:

- the **meaningful and impactful work** we undertake;
- the **variety of roles and opportunities** available to our colleagues to create a **purposeful career path**;
- the considerable **learning and development opportunities** afforded to us;
- our **strong commitment** to be a more **welcoming and inclusive organisation**, demonstrated through our **organisational values** and the **inclusive direction** informing our forthcoming **Statement of Strategy**; and



- the **generous leave allowances** and **flexible working opportunities** available.

The **Blended Working Policy** and **various forms of leave** form a key pillar in Fiosrú, supporting **employees' abilities to balance work and familial/personal commitments**.

**Both our Police Ombudsman and CEO are women** and this **highly visible representation** at the most senior level of the organisation also demonstrates to all employees that everyone can aspire to advance their careers to the highest level, if they have the ability and desire to do so.

Fiosrú's Communication team are also implementing the following measures to support this:

- **Championing colleagues** and **staff networks** through Internal Communication channels.
- **Recognising and promoting key events** which raise awareness to a **diverse workforce** including **LGBTQIA+ Pride**, **International Women's Day** and **International Men's Day**.
- **Promoting learning & development opportunities**.

#### 7.4 Learning & Development

The Office provides **role-specific, professional and leadership development options** to staff at all grades in all units. Our learning and development programmes are **designed and delivered in line with our equality, diversity and inclusion (ED&I) commitments**. We will **avoid gender bias** and other forms of discrimination in the way training is advertised, populated, scheduled and evaluated. All staff will have equal and **reasonable access to development opportunities**, and we will actively work to **remove barriers to participation** related to **family or caring responsibilities, gender** or **any other aspect of identity**. Selection for training will be based on objective, role related criteria only.

Opportunities are offered and provided to staff on a **strictly gender-neutral basis**. All things being equal, this should ensure **gender balance in terms of opportunity** to participate in **development opportunities**.

Fiosrú will continue to explore any issues impacting unequal take up of such opportunities for any gender. This could include **altering the balance of in-person versus online delivery, providing courses at locations more convenient to staff**, and **reducing the frequency of back-to-back training days**. In addition, Fiosrú will provide **targeted learning supports** including building **confidence and leadership skills**.

#### 7.5 Flexible Working

Traditionally, remote and flexible working are regarded to have specific benefits for different groups of workers, including **carers, parents** and **people with disabilities**. It allows them to manage their



time and energy more flexibly and can play an important role in ensuring individuals **access** and remain in work.

Overall the Civil Service has a good track record in **flexible working practices** and post-pandemic **hybrid/blended working** is now a key part of a suite of flexible working measures such as **parental leave, shorter working year (SWY)** and **part time hours**.

Fiosrú provides a **broad range of leave options** to support those with responsibilities in the home that would otherwise reduce their ability to work and advance in their career, and is committed to continuing to foster an **inclusive workplace culture** where employees are supported in availing of leave.

**Fiosrú's Blended Working Policy** was launched in August 2022 and is aligned to the **Civil Service Blended Working framework**. It promotes a **diverse, innovative** and **progressive work environment** that offers **flexibility** and **values work-life balance**. It operates on a team-based approach which supports managers and staff to engage and agree working arrangements with their team that meet business needs and provide for attendance in the workplace. Fiosrú will shortly roll out a desk booking system better to support hybrid working.



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