

Gender Pay Gap Report 2025



HORSE SPORT
IRELAND



Foreword



As Chief Executive of Horse Sport Ireland (HSI), I am proud to present our inaugural Gender Pay Gap Report for the period July 2024 to June 2025.

This report provides a detailed overview of our gender pay gap data and reflects our ongoing commitment to transparency and progress. As an organisation, we are dedicated to fostering an inclusive and equitable workplace.

Our focus remains on embedding a culture that champions diversity and inclusion across all areas of our operations. While we acknowledge that there are areas requiring improvement, we are determined to address these and drive meaningful change.

We are pleased to report that the majority of our workforce is female. Nevertheless, we recognise that further progress is required.

Although women are well represented in senior roles, a large proportion of men continue to occupy the more senior positions in our organisation. Addressing this imbalance remains a priority for us as we move forward.

HSI is a unique organisation encompassing a wide range of specialisms. We work tirelessly to deliver world-class high-performance athletes at the highest level of equestrian sport.

At HSI, we define success not only by what happens in the arena but by our culture and our inclusivity. Across every aspect of our work and sport, our people bring expertise and teamwork to everything they do. We value that spirit, and it is through that spirit and dedication that Irish equestrian sport and Irish Sport Horse Breeding continues to be a global leader.

Through our affiliate network, we promote participation at grassroots level, while also supporting Ireland's breeders to produce top-quality sport horses. In addition, we provide educational pathways to enhance skills within the sector and manage several studbooks on behalf of the Department of Agriculture.

We remain committed to providing equal pay for all employees, but recognise that the gender pay gap is still a significant challenge. The gender pay gap reflects the difference in average hourly earnings between male and female full-pay relevant employees. Our aim is to not merely to measure the gender pay gap but to take decisive action toward its closure.

HSI's senior management team comprises of three women and two men, highlighting the gender balance at senior levels in the organisation.

To achieve this, we are investing in workplace initiatives that promote greater female representation at every level of our organisation - from entry-level roles to leadership positions - as we work diligently toward this goal.

Best wishes,

Denis Duggan
Chief Executive





Gender Pay Gap Vs Equal Pay

To correctly understand and appreciate the details shared in this report, it is important to understand what the gender pay gap means.

Gender Pay Gap

This gender pay gap refers to the difference in average pay between men and women, employed across all roles within Horse Sport Ireland. This does not take into consideration the level of seniority or role which a person is undertaking.

Equal Pay

This refers to the pay difference between men and women who carry out the same job or perform work at the same level. All employees in Horse Sport Ireland are paid equally for work that is the same or of equal value.

In this report, there are two key metrics used to calculate the gender pay gap:

Mean Gender Pay Gap

This is the average difference in hourly pay between men and women.

Median Gender Pay Gap

This is the middle point of the pay range when all employees, men and women, when they are arranged in ascending (highest) or descending (lowest) order.

Under Ireland's Gender Pay Gap Information Act 2021, organisations must also report on additional metrics such as pay quartiles and benefits in kind. This report provides detailed insights into these areas in the following sections, to provide a clear, transparent view of pay equity across the organisation.



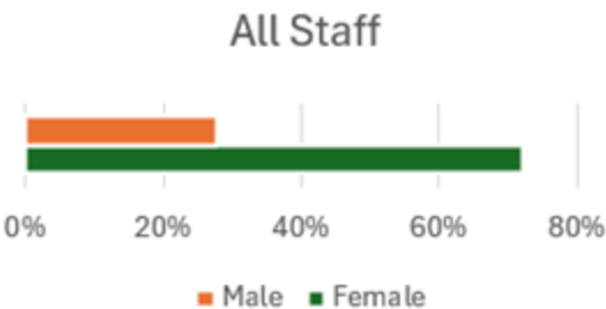
Analysis

Organisational Employment Profile

In contrast to typical trends within sporting National Governing Bodies (NGBs), the composition of our workforce is predominantly female. A 2024 report published by Sport Ireland indicates that women occupy only 30% of positions across the broader sports sector. Unusually, within Horse Sport Ireland (HSI), women represent 72% of our workforce, while men account for 28%.

Our workforce consists of both full-time and part-time roles, with 86% of employees working full-time and 14% part-time.

The following graph indicates the percentage breakdown of staff by gender in HSI:



Mean Gender Pay Gap

There is a mean gender pay of 27% between males and females in the organisation.

Median Gender Pay Gap

There is a median gender pay gap of 32% between males and females in the organisation.

When we investigate the data in more detail and look at the breakdown of pay throughout the organisation, the data indicates that women are evenly represented across all four pay quartiles, whilst men are more concentrated in the upper quartile.

Although senior positions are not gender-imbalanced (60% are held by women), men are underrepresented in the lower and lower-middle quartiles, which largely contributes to the overall gender pay gap.

Our gender pay gap is also impacted by other factors, including the higher proportion of women in our workforce who are more likely to take alternative leave options such as maternity leave, parental leave, or flexible working arrangements.

While these options are essential for supporting work-life balance, they can sometimes result in variations in overall compensation.



Gender Representation across Pay Quartiles

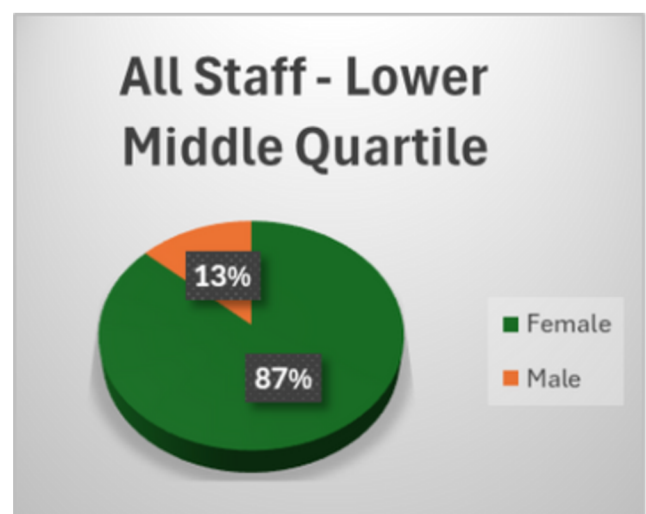
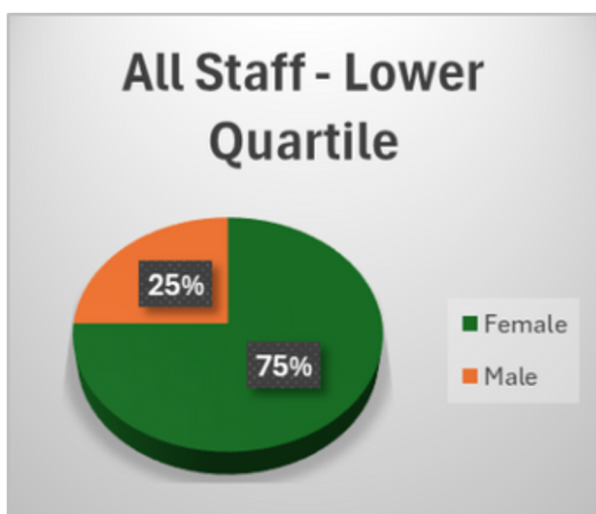
The following are charts to represent the percentage of our workforce who fall into four pay bands:

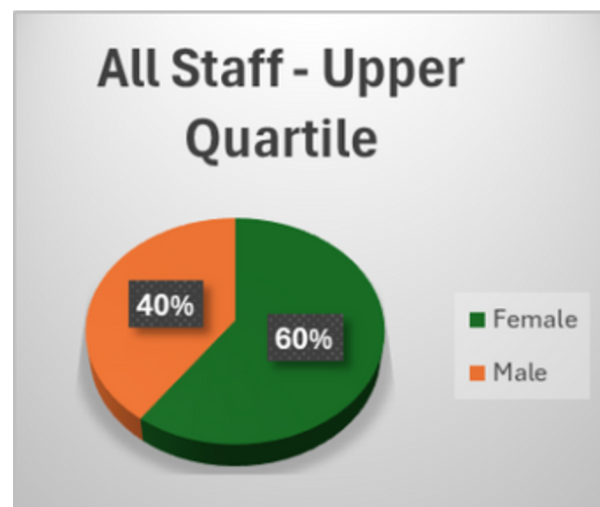
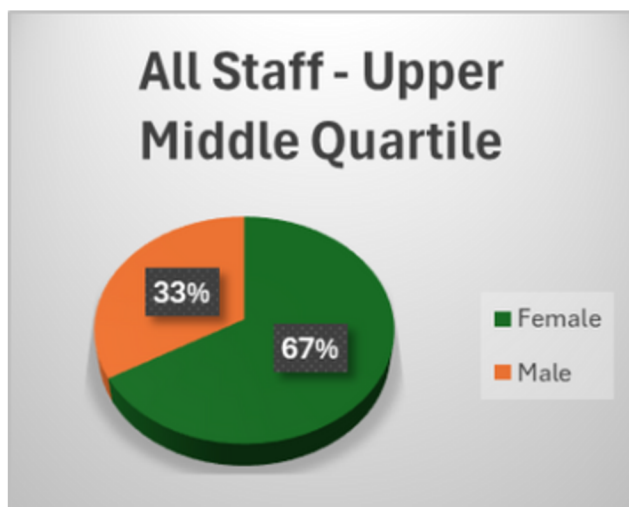
- Lower pay quartile
- Lower middle pay quartile
- Upper middle pay quartile
- Upper higher pay quartile

We illustrate the proportion of male and female employees in each quartile as a percentage. For example, the percentage of male employees in the lower quartile is 25% and the percentage of females is 75% in this quartile. In the upper pay quartile, 60% of the workforce are female and 40% are male.

Our analysis shows that men are more concentrated in the upper pay quartiles, with 33% of males in the upper-middle quartile and 40% in the upper quartile. This distribution contributes to our overall gender pay gap.

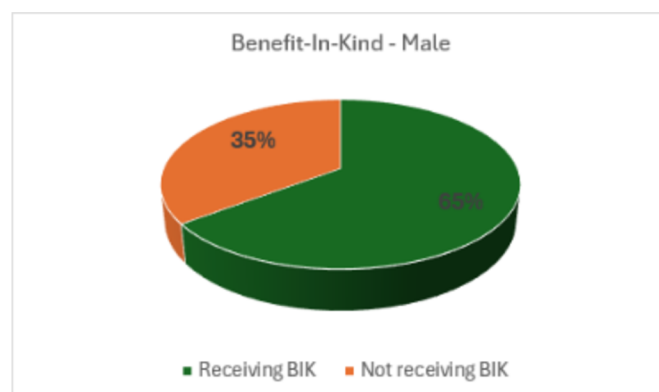
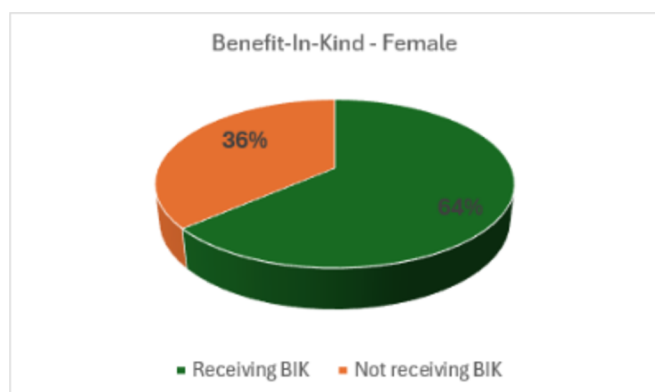
In contrast, women are more evenly represented across all four pay quartiles, reflecting a strong presence of female talent at all levels of the organisation, which is a positive trend. We recognise that the higher proportion of men in the upper pay quartiles compared to the lower quartiles reflects a gender imbalance in the workplace. There is scope to try and close this gap by broadening our gender balance across all roles, particularly in the lower middle quartile where 87% are female compared to 13% male.





Benefit in Kind

Based on the charts below, our data indicates a nearly even distribution of benefit-in-kind eligibility: 64% of females and 65% of males qualify.



Bonuses

HSI does not provide bonuses to any staff members; therefore, there is no data available for reporting on this metric.



Action Plan

Horse Sport Ireland is committed to fostering a fair and inclusive work environment for all its employees. To achieve this, the following initiatives have been developed with some already been implemented:

Inclusive Recruitment Initiatives and Targeted Career Pathways:

We will continue to partner with women's sports networks to identify the reasons behind low female application rates for certain roles in our organisation.

This will allow us to gain insights and refine job descriptions to eliminate potential barriers. Additionally, we will ensure all job postings feature gender-neutral language to appeal to a broad and diverse talent pool.

Work-Friendly Practices:

We are committed to continuously developing workplace practices that support women in the workforce, with a particular focus on implementing family-friendly work practices.

Since our workforce is predominantly female, we will continue to aim to attract, encourage, and retain talented women by creating an inclusive work environment. Our family-friendly policies provide options for hybrid and flexible working, part-time work, empowering women to balance their professional and personal responsibilities and return to work after having children.

Continued Investment in Education and Training:

Horse Sport Ireland remains dedicated to investing in staff development, with a strong focus on Education, Diversity, and Inclusion.

We will aim to deliver Diversity and Inclusion training to all employees to ensure a clear understanding of the importance of fostering a gender-neutral, unbiased workplace environment.



Conclusion

Horse Sport Ireland is committed to fostering an organisation that truly reflects the values of equity, diversity, and inclusion.

This Gender Pay Gap Report not only highlights the challenges we face but also reinforces our determination to address them. While we take pride in having a predominantly female workforce, this composition does create some imbalances in the representation of men and women across different levels within the organisation.

We are dedicated to overcoming these challenges through targeted recruitment strategies, the development of structured pathways for women to join and progress within our workforce, and by nurturing a culture where inclusion is at the heart of everything we do.

These initiatives will be underpinned by transparency and our unwavering commitment to ensuring that every employee at Horse Sport Ireland has the opportunity to thrive in their role.



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