

Dogs Trust Ireland



**Gender Pay Gap Report
2025**

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Introduction

About us

Since 2005, Dogs Trust Ireland has been working for a better future for dogs and the people who love them.

The bond between dogs and humans is special to us. It changes lives, making each day happier and more complete. It's why we believe *A dog is for life.*®

We won't rest until we make the world a safe and happy place for dogs – so that together, we never have to let any dog down.

We want to see all dogs living full, safe and happy lives. And we know that to make this happen, we need to work with people as well as dogs – the people who own them, care for them, and those who will in the future.

At Dogs Trust Ireland, our commitment to openness and transparency extends beyond how we care for dogs – it's also about how we care for our people. From this year, we are reporting on our Gender Pay Gap. This marks an important step in understanding how we can continue to build a fair, inclusive and supportive workplace for everyone who helps make our mission possible.

Our Gender Pay Gap reporting reflects this commitment and helps us ensure fairness, equality, and accountability across our organisation.



A message from our Executive Director



“At Dogs Trust, we know that building better lives for dogs starts with caring for our people.”

“When we value every member of our team equally, we create the care and compassion that allows dogs to live life to the full.

Fair and equal pay, is just one of the many ways we show our commitment to the wonderful people who show up every day to make our mission a reality.”

Karla Dunne
Executive Director (Interim)

The Dogs Trust Way

Our culture is shaped by the people who bring our mission to life, and we can only succeed if they feel valued and satisfied in their roles. The Dogs Trust Way is not just a list of principles and values, it is a map for personal fulfilment and professional progress.

The Dogs Trust Way defines the culture we need to achieve our purpose, meet our strategic goals, and make sure Dogs Trust Ireland is a great place to work. It is built on a clear set of values that underpins how we work and make decisions, supported by behaviours that bring those values to life every day. Together, they provide a consistent foundation for how we operate, collaborate, and deliver impact for dogs and the people who care for them.



We Dream Big



Supporting Idea:

We aim high but keep our feet on the ground.

We use our energy, ambition and determination to find new and better ways to make the world a happier and safer place for dogs and the communities they live in. We are prepared to get out of our comfort zone from time to time, and we are ready to explore innovative ideas, learning from what does and does not work.

We Make Things Happen



Supporting Idea:

We know our stuff and never stop learning.

We solve problems in practical and proactive ways. When we are at our best, this positive, can-do attitude shines through to help us turn challenges into opportunities.

We're on the Ball



Supporting Idea:

We can do more when we do it together.

We use our knowledge in relevant and practical ways to make a difference, while being flexible and adaptable. Our mindset is that there is always more to learn, and that we can never stand still.

Gender Pay Gap Reporting in Ireland

The Gender Pay Gap Information Act 2021 introduced mandatory gender pay gap reporting for organisations in Ireland. From 2025 onwards, this requirement applies to all employers with 50 or more employees.

Under the legislation, employers must publish data on the pay differences between male and female employees across a range of metrics. The aim is to promote transparency, encourage accountability, and support progress towards gender equality in the workplace.

Reporting is required annually, using a “snapshot date” selected in June, with the corresponding report to be published in November of the same year.

In this section, we outline what the gender pay gap is, explain some of the key definitions used in reporting, and provide context to help interpret the figures presented.

What Is the Gender Pay Gap?

The gender pay gap is the difference in average earnings between men and women, expressed as a percentage of men’s earnings.

For example, if women earn €89 for every €100 earned by men, the gender pay gap is 11%.

Importantly, the gender pay gap is not the same as equal pay.

- Equal pay refers to the legal requirement that men and women receive the same pay for the same or similar work, or work of equal value.
- The gender pay gap, by contrast, reflects broader differences in average pay across the organisation, which may be influenced by factors such as representation in senior roles, part-time work patterns, or occupational segregation.

Mean (average) pay gap

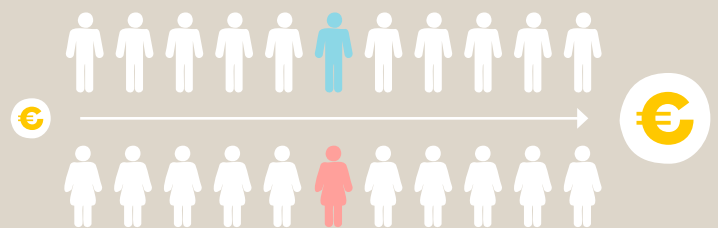
This refers to the average earnings of men and women, calculated separately for hourly pay and bonus pay. It is found by adding up all the pay amounts for each gender and dividing by the number of employees.

It helps show the overall difference in earnings across the organisation.

Median pay gap

The median is the middle value of pay when all male and female employees are lined up from lowest to highest earners. This applies to both hourly pay and bonus pay, and gives a more typical picture of what a man and woman earn.

Median is less affected by outliers (e.g., very high or low salaries).



Proportion receiving bonus or benefits-in-kind (BIK)

This shows what percentage of men and women received a bonus or a benefit-in-kind (such as company car, private health insurance, etc.) over the 12-month reporting period.

It highlights if rewards and perks are being distributed fairly across genders.

Pay Quartiles

The workforce is split into four equal groups (quartiles) based on hourly pay – from lowest to highest earners. Then, the percentage of men and women in each group is calculated.

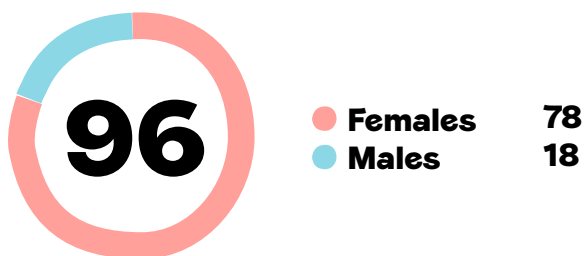
This shows how men and women are distributed across different pay levels.

Our Results

(Snapshot Date: 30th June 2025)

Overview of DTI Workforce Composition

Total employees:



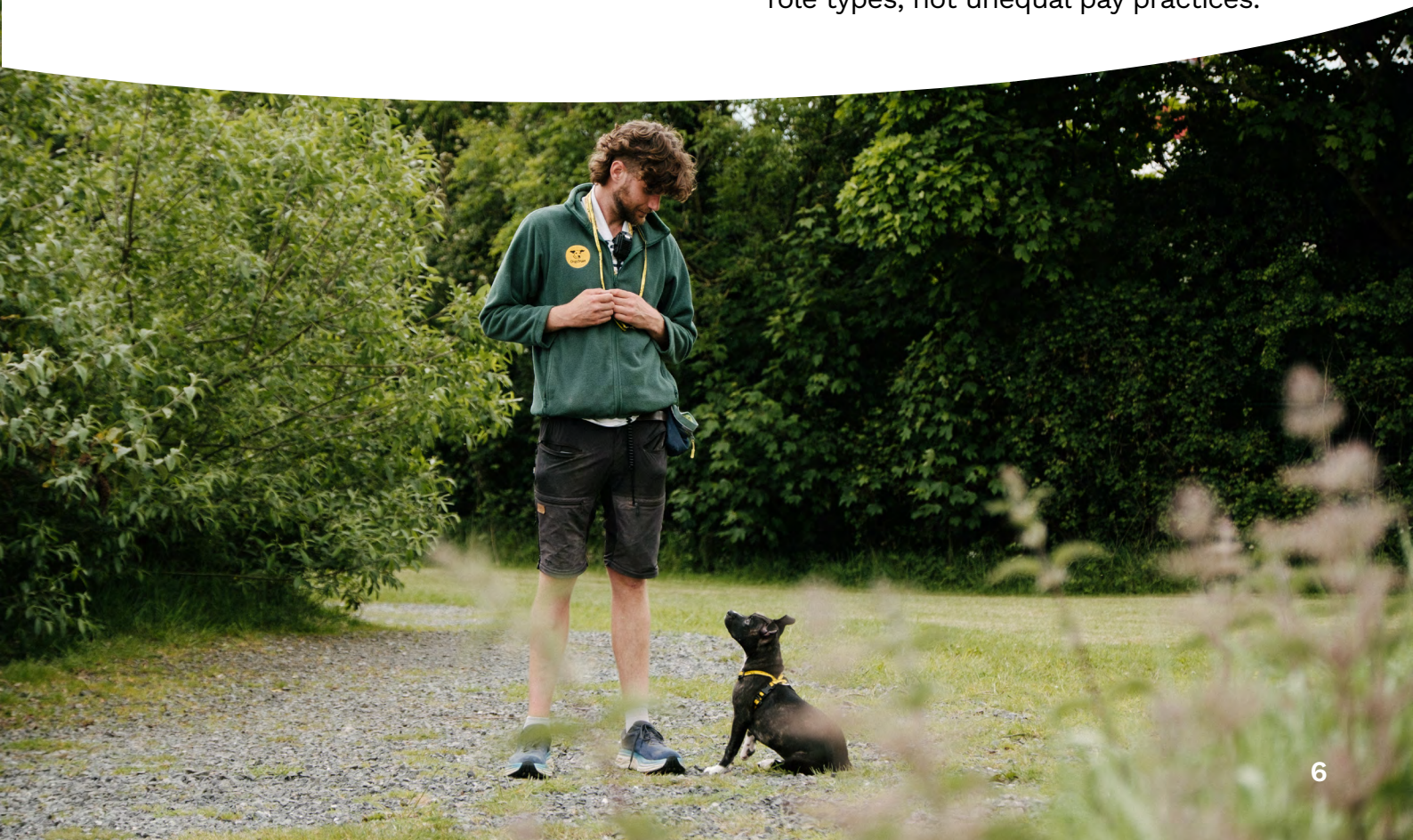
Our workforce is predominantly female, with women making up just over 80% of employees. This demographic reality influences many of the gender pay gap metrics, particularly in Benefits-in-Kind (BIK), bonus proportions, and pay quartiles.

Because the male employee group is relatively small, minor variations in individual roles or pay levels can have a more noticeable impact on averages and percentages.

Hourly Gender Pay Gaps

Category	Mean Pay Gap	Median Pay Gap
All Staff	0.67%	-2.19%
Part-Time	1.01%	3.62%
Temporary	2.31%	4.24%

- The overall gap is marginal, with women slightly ahead on the median measure.
- This reflects strong pay equity across base hourly rates.
- In part-time roles, the data reflects just one male employee, so the results are not statistically significant.
- In temporary roles, there are three males (all in the same role) and 15 females spread across four different roles, explaining the slight variation in mean and median values.
- The results confirm that men and women are paid equally for equivalent work, and the minor variations observed are a function of workforce composition and role types, not unequal pay practices.



Bonus Gender Pay Gaps

Measure	Result
Mean bonus gap	12.89%
Median bonus gap	-1.39%
Proportion receiving bonus	16.66% of men, 7.69% of women

- Our bonus structure is **transparent, fair, and nomination-based**:
 - **Dogs Trust Way Award:**
Nominations, which are open for submission to all staff within the organisation, are reviewed by a small, neutral panel, which decides based on the strength of the justification provided.
 - **Outstanding Impact Award:**
Nominations, which are open for submission to all staff within the organisation, are submitted to the Executive Director and IMB, who make the final decision based on the same criteria.
- Although a smaller proportion of women received a bonus this year, this reflects the fact that nominations are based on specific achievements rather than on demographic factors. With a significantly larger female workforce overall, changes in a small number of nominations can create noticeable percentage differences.
- A higher proportion of men received bonuses because the male workforce is smaller (18 employees), meaning that even a few bonus recipients represent a larger percentage.
- The **mean bonus gap** is slightly higher for men, likely reflecting the impact of a small number of higher-value bonuses awarded to a few individuals, but the **median bonus gap slightly favours women**, indicating that typical bonus amounts are virtually identical.
- The **bonus system operates equitably** with variations driven primarily by workforce demographics.

Benefits-in-Kind (BIK)

Measure	Result
Proportion of men receiving BIK	11.11%
Proportion of women receiving BIK	14.10%

- Health insurance is the only Benefit-in-Kind (BIK) offered and is available only to managers on a voluntary basis. Across the whole organisation, men make up about 19% of employees, and this proportion is almost the same in management and higher-level roles -18% male and 82% female (3 men and 14 women out of 17 managers).
- Because there are fewer male managers overall, and not all managers choose to take up the scheme, the percentage of women on BIK is slightly higher. However, considering the overall gender balance and voluntary nature of the benefit, the distribution of BIK is fair and consistent with the make-up of the workforce.

Pay Quartiles

Quartile	% Men	% Women
Lower	20.83%	79.17%
Lower-mid	16.67%	83.33%
Upper-mid	16.67%	83.33%
Upper	20.83%	79.17%

- Representation of men and women is consistent across all quartiles, showing there is no clustering of one gender in lower or higher paying roles.
- Women are making up roughly four-fifths of each level, which closely matches the overall workforce profile.
- However, because there are fewer men overall, the men present in higher roles slightly influence the median pay gap.

What We Are Doing **Now**

Our Vision

At Dogs Trust Ireland, we dream big when it comes to Diversity, Equity, Inclusion and Belonging (DEI&B). We aim to be a charity that is truly inclusive, with a diverse community of colleagues, volunteers and supporters who feel that they belong.

Just as we welcome dogs of all breeds, sizes, and personalities, we are committed to building a team that reflects that same diversity. Our strength lies in embracing different backgrounds, experiences, and perspectives.

Together, we aim to cultivate an inclusive culture that not only values the unique contributions of each person but also actively seeks to break down barriers, challenge biases, and pave the way for a more equitable and harmonious future for everyone.

Gender equity is a part of who we are as an organisation, and we naturally ensure that the pay gap we do have is as minimal as possible through our ongoing practices, activities and values.



Fostering an Inclusive Culture



We invest in initiatives that support fairness, inclusion, and equal opportunities for everyone.

These initiatives include:

Inclusive recruitment

Our recruitment practices are designed to give fair access to roles across the charity. We advertise widely, use structured shortlisting and interview processes, and focus on skills and experience. Where possible, we ensure that interview panels reflect diversity, helping to reduce unconscious bias in decision-making.

Opportunities for development

We want all staff to feel they can grow and progress within the organisation. Training opportunities, skills building workshops, and professional development programmes are promoted to all staff members equally. By supporting people to build their careers with us, we ensure that no group is excluded from advancement.

Progressive Policies

We maintain an ongoing review of our progressive people policies to ensure they remain up to date and reflect our commitment to fostering a sense of belonging for everyone. Our policies are designed to support all staff in balancing their professional and personal responsibilities. We will continue to enhance family-friendly policies and wellbeing initiatives, making sure they are accessible, clearly communicated, and meaningful for all employees.

Flexible working practices

We know that people's circumstances vary, and that flexibility is a key factor in enabling staff to balance work, family, and other commitments. Where possible and practical to do so, we offer hybrid working arrangements and provide part-time opportunities, and ensure that our family-friendly policies are accessible to all genders. By doing so, we reduce barriers that might otherwise disproportionately impact employees' participation or progression in the workforce.

Embedding Inclusion

Creating a workplace where everyone feels respected, supported, and able to thrive remains one of our key priorities. In 2024, we worked with a specialist consultancy to carry out a full Diversity, Equity, Inclusion and Belonging (DEI&B) audit, to build on the efforts of passionate team members who champion inclusion and our peer-led colleague networks. This audit looked at how inclusive our culture, policies, and communications really are. A key recommendation was to establish a cross-functional DEI&B working group focusing on recruitment, retention, staff development, and inclusive communication. In line with this, in 2025 a Belong Working Group, with members from across the organisation, was set up and is dedicated to driving meaningful change in diversity, equity, inclusion, and belonging.

We also celebrate diversity by marking calendar events such as International Women's Day, International Men's Day, Neurodiversity Week and Pride.

Looking Ahead

At Dogs Trust Ireland, we know that delivering our mission for dogs starts with caring for the people who make it possible. Our team brings compassion, dedication, and expertise to everything we do - and we want every person to have the opportunity to grow, feel valued, and thrive in their career here.

Even with a minimal pay gap, we recognise there is always more we can do to strengthen inclusion and fairness across our organisation. That's why we're taking proactive steps to build a workplace where everyone has equal opportunities to succeed - and where our people, volunteers, and the communities we serve can feel confident in our commitment to openness, respect, and belonging.

Enhancing career pathways

We're continuing to strengthen career development opportunities across Dogs Trust, aiming to give every team member a clear view of how they can progress and develop within the organisation.

We're moving the management of our Learning Management System to within the Dogs Trust Ireland set up, which has previously been run through our parent organisation in the UK. Having this visibility and ownership of our LMS will allow for greater visibility and tracking of learning opportunities within the organisation.

This is the first phase of our Internal Learning and Development programme which will look in the future at the development of a rollout of core training across the employee lifecycle to ensure that employee development feels accessible, practical and relevant. This opens up possibilities for the future of the organisation to attract and retain talent through tailored learning pathways, addressing gaps in a swift manner while maintaining flexibility to support the ever-evolving needs of our people.

Listening and learning from staff

Our people are at the heart of everything we do - and they're best placed to tell us what's working well and where we can do better. We're continuing to listen and learn through regular surveys, consultation, and open forums to ensure our policies remain relevant and responsive to real experiences.

In 2024, 79% of our team took part in our Your Say Survey. We were delighted to learn that 81% of colleagues feel they can be themselves at work, and 65% would recommend Dogs Trust as a great place to work. We also heard honest feedback about challenges. We're taking that feedback seriously, committing to actions that strengthen wellbeing, balance, and connection across our organisation.

Maintaining transparency and accountability

Openness and accountability are central to who we are. Each year, we'll publish our gender pay gap results alongside a narrative like this one, sharing our progress and our plans. By doing so, we hold ourselves accountable to our people, our supporters, and the wider community - and demonstrate our ongoing commitment to fairness and continuous improvement.



Transparent pay structures

With the EU Pay Transparency Directive due to come into effect in Ireland in 2026, we're already taking proactive steps to ensure compliance and uphold best practice.

This Directive aims to promote equal pay for equal work by increasing pay transparency and requiring employers to be more open about pay structures and pay ranges. Our team is working diligently to ensure we are fully prepared for the introduction of this.

We are also monitoring progression, promotions, and starting salaries, so that any emerging trends can be identified and addressed promptly.

Language matters

Language shapes how people feel and how they belong. That's why we're taking steps to ensure the words we use reflect our values of respect and inclusion.

We also aim to ensure that all job descriptions and recruitment materials are gender-neutral, and that inclusive, unbiased, language is used consistently throughout.

People-focused working groups

From 2026, we will evolve from the Belong Working Group to a set of people-focused working groups, each driving a pipeline of strategic initiatives to strengthen fairness, equity, and opportunity across the organisation, ensuring every team member feels supported, valued, and able to thrive.

Conclusion

We're proud of the progress we've made, but we know there is always more we can do. By investing in our people - their growth, wellbeing, and voice - we're not just building a stronger organisation; we're nurturing a workplace where everyone can thrive.

We are proud that our gender pay gap is minimal, and see this as a reflection of the values that underpin Dogs Trust Ireland. At the same time, we recognise that equality is not static and it requires ongoing attention, action, and reflection.

By continuing to review our practices, listen to our staff, and create inclusive pathways for progression, we can ensure that Dogs Trust remains not only a fair and supportive workplace, but also an organisation that truly lives its values in everything it does.





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