



**Irish
Heritage
Trust**

Irish Heritage Trust

Gender Pay Gap Report 2025

2nd June 2024 – 1st June 2025



TABLE OF CONTENTS

INTRODUCTION	2
THE GENDER PAY GAP	2
FEMALE REPRESENTATION	2
METHODOLOGY	3
PAY QUANTILES	3
GENDER PAY GAP FOR ALL EMPLOYEES	4
PART-TIME AND TEMPORARY EMPLOYMENT	4
BONUS AND BENEFIT-IN-KIND	5
DIVERSITY, EQUITY AND INCLUSION.....	5
SUMMARY OF GENDER PAY GAP RESULTS	6
CONCLUSION	6

INTRODUCTION

The Irish Heritage Trust is a non-profit organisation, founded in 2006, dedicated to conserving and promoting Ireland's cultural heritage. It conserves, cares for, and brings to life historic houses, gardens, and collections, ensuring they are preserved for current and future generations while creating great visitor experiences. The Trust also works closely with local communities, volunteers, and partners to bring history to life through events, storytelling, and education.

The Trust's philosophical foundations are:

- People - Collaboration & Partnership
- Place - Financially Sustainable Solutions
- Participation - Community & Volunteering

Over the years the Irish Heritage Trust has developed a shared authority approach to caring for and managing these prestigious houses and gardens. It actively engages with strategic partners, both private and public bodies, in undertaking its work. In addition, the Trust supports research and education initiatives that spark curiosity and deepen understanding of Irish history and culture, while also helping to move heritage properties towards long-term financial sustainability.

The Irish Heritage Trust is now a leading national organisation with four landmark heritage properties currently in its care: **Johnstown Castle Estate Museum & Gardens**, Wexford; **11 Parnell Square**, Dublin, where the Trust is headquartered; **Fota House, Arboretum & Gardens**, Cork; and **Strokestown Park & The National Famine Museum**, Roscommon. In the coming years, a new museum on **Lower Fitzwilliam Street**, Dublin, will open under the care of the Irish Heritage Trust, in partnership with ESB.



Strokestown Park House, Roscommon

THE GENDER PAY GAP

The Gender Pay Gap (GPG) is the difference in the average hourly wage of men and women across a workforce.

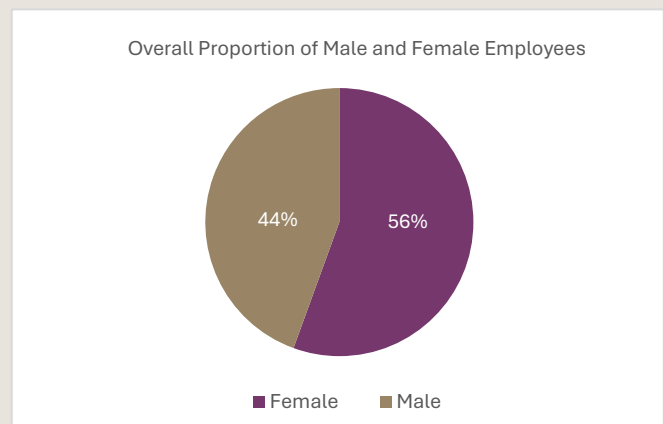
The Gender Pay Gap Information Act 2021 (the Act) requires organisations to report on their hourly GPG across a range of metrics.

Organisations with over 50 employees are being asked to report on their GPG for the first time in 2025. In compliance with the Act, the Irish Heritage Trust has completed its first GPG report this year.

The most recent Structure of Earnings Survey from the Central Statistics Office shows that the GPG stood at 9.6% across Ireland in 2022, i.e., the average male earned 9.6% more than the average female. There was also variation in mean paid weekly hours with male employees working on average 35.7 hours and females working 30.1 hours, a 15.7% difference ¹.

The GPG compares the pay of all working men and women; not just those in similar jobs, with similar working pattern or with similar competencies, qualifications or experience. It does not indicate discrimination or an absence of equal pay for equal value work, rather, it reports a gender representation gap ².

FEMALE REPRESENTATION AT THE IRISH HERITAGE TRUST



As of the reporting snapshot date of 1st June 2025, the Irish Heritage Trust had a workforce of 117 individuals who identified as either male or female. Of these, 56% identified as female and 44% as male.

Women represent 57% of our supervisory and management team, and make up 66% of our senior management team.

During the reporting period, all four internal promotions were awarded to female employees.

¹ Central Statistics Office (2023). Structure of Earnings Survey 2022 – Gender Pay Gap. Retrieved from <https://www.cso.ie/en/releasesandpublications/ep/p-ses/structureofearningsurvey2022/genderpaygap/>

² Ibec (n.d.). Mind the Gap: An Introduction to Gender Pay Gap Reporting. Retrieved from <https://cdn.ibec.ie/-/media/documents/ibec-campaigns/campaign---smarter-world/mind-the-gap-an-introduction-to-gender-pay-gap-reporting.pdf>



Conserved historic glasshouses at Fota Gardens, Cork

METHODOLOGY

This is the Irish Heritage Trust's first GPG analysis. The data used in the analysis was accessed from the payroll system and human resources workforce management systems. The selected snapshot date is 1st June 2025, with the reporting period being 2nd June 2024 to 1st June 2025.

The GPG is the difference in the average hourly wage of men and women across a workforce. In order to calculate the hourly remuneration of an employee, the employee's total ordinary pay and bonus pay in respect of the reporting period is divided by the employee's hours worked for that period. The Employment Equality Act Gender Pay Gap Regulations outline how the GPG should be calculated in a prescriptive manner, in order to ensure consistency across organisations who are required to report.

The guidelines outline that ordinary pay includes an employee's normal salary, allowances, overtime payments, piecework, shift premium pay, sick leave pay, salary top-ups for statutory leave and pay for gardening leave. Benefits-in-kind and bonus payments are also included when determining the hourly wage. The total pay refers to payment earned during the reporting period in respect of that period.

For employees with fixed working hours, the figures used for total hours worked over the 12-month reporting period are calculated based on the contracted hours specified in the employment contract in effect on the snapshot date. This applies regardless of length of service or any contractual changes during the reporting period.

For employees with variable working hours, the total annual hours are estimated using the formula:

$A \times 52.14 \text{ weeks} \div 12 \text{ months}$, where A is the total number of hours worked during the 12 weeks ending with the last complete week of the relevant pay period. This method is used consistently, regardless of the employee's length of service, and does not adjust for seasonal variations.

In relation to an employee who has worked for less than 12 weeks during the relevant pay period, a number that would fairly represent that employee's number of working hours in a year is used.³

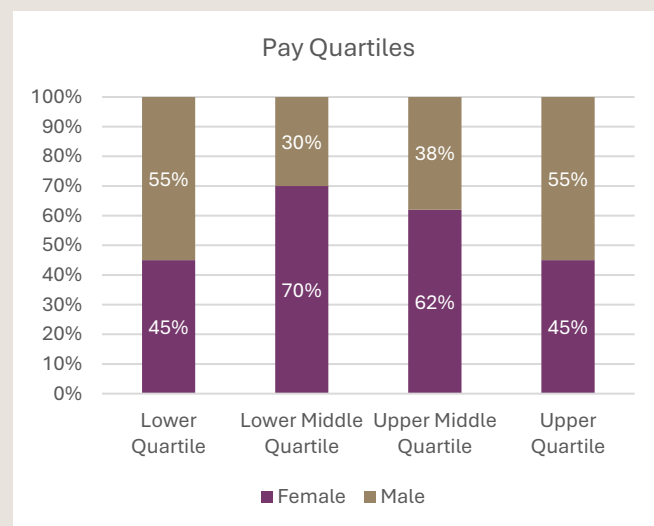


Fota House, Cork

PAY QUANTILES AT THE IRISH HERITAGE TRUST

The diagram below shows the proportion of men and women in each pay quartile, which helps provide a fuller picture of gender representation across different pay levels in the Trust.

To calculate the pay quartiles, we list all employees from the lowest-paid to the highest-paid, based on their hourly remuneration. The list is then split into four equal parts, with 25% of employees in each group. In each quartile, we then calculate the percentage of men and women. This shows whether one gender is more represented in higher- or lower-paid roles.



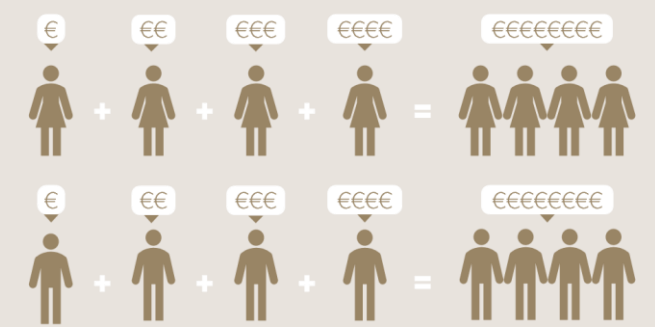
Our unadjusted figures show that females represent 45% of employees in the lower quartile, 70% in the lower

³ S.I. No. 264/2022 – Employment Equality Act 1998 (Section 20A) (Gender Pay Gap Information) Regulations 2022.

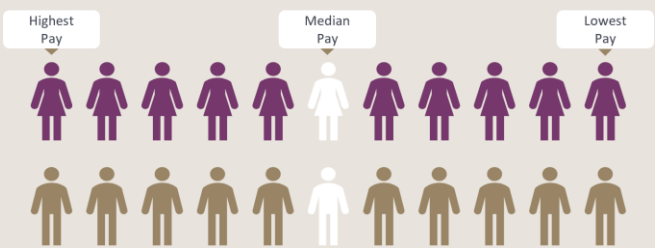
middle quartile, 62% in the upper middle quartile, and 45% in the upper quartile. When we calculate the mean hourly remuneration rate using observed hours worked during the reporting period, the results show a female representation of 48% in the lower quartile, 57% in the lower middle quartile and 59% in the upper middle and upper quartiles.

GENDER PAY GAP FOR ALL EMPLOYEES

The mean is the average pay. It is calculated by adding up the total pay of all male employees and dividing it by the number of male employees, and doing the same for female employees. The GPG is then the difference between these two averages.



The median is the middle value. If all male and female employees are lined up separately from highest to lowest paid, the median GPG compares the pay of the middle female employee to the pay of the middle male employee.



Our data shows mean GPG of 7.29% across all employees, and a median GPG of 4.97%. The GPG can be attributed to several factors as detailed below.

When we calculate the mean hourly remuneration rate using recorded hours worked and ordinary pay received during the reporting period, the GPG reduces significantly to 3.31% (mean) and -0.47% (median). This adjusted figure provides a more accurate reflection of gender representation in the Irish Heritage Trust. A number of female employees started in senior roles during the reporting period. Due to the calculation method, which averages remuneration across the whole period, their pay may appear lower than it would in a full year of employment.



Four female employees took maternity leave, including periods of unpaid maternity leave. While we offer a paid maternity leave policy, only a percentage of regular pay is covered. In addition, four female employees and one male employee took unpaid parent's leave, which also impacts the reported earnings and, by extension, the pay gap.

Many of our part-time mid-level roles are held by female employees. Since part-time positions typically result in lower overall earnings, even when hourly rates may be comparable, this contributes to the overall gender pay gap.

We remain committed to promoting gender equality and will continue to review our policies and practices to support fair and inclusive pay across all roles.



Gardens at Strokestown Park, Roscommon

PART-TIME AND TEMPORARY EMPLOYMENT

As a non-profit organisation operating with a seasonal business model, 58% of our workforce is employed under fixed-term contracts. This structure reflects the cyclical nature of our operations and allows us to respond effectively to seasonal demand.

A significant proportion of our team, 69.2%, work on a part-time basis, with women representing 63% of this group. We are committed to supporting work-life balance for all employees, and offer flexible scheduling across various roles to accommodate family responsibilities, educational commitments, and caregiving duties. Additionally, hybrid working arrangements are available for positions where remote work is feasible.

Our GPG analysis reveals a negative gap for part-time and temporary employees, indicating that women in these categories earn more on average than their male counterparts. Specifically, for part-time employees, the mean gender pay gap is -30.86%, while the median gender pay gap is -39.97%. For temporary employees, the

mean gender pay gap is -42.40% while the median gender pay gap is -297.31%.⁴

To provide a more accurate reflection of pay differences, we also calculated the mean hourly remuneration based on actual hours worked and ordinary pay received during the reporting period. These adjusted figures show a mean gap of -9.18% for part-time employees and a median gap of -2.04%. For temporary employees, the adjusted figures show a mean gap of -6.72%, and a median gap of -1.10%.

During the reporting period, 43.8% of new hires were returning employees who had previously worked with the Irish Heritage Trust. Of these, 61.7% were female, reflecting our inclusive approach to rehiring and the value we place on prior experience within our organisation.



National Famine Museum, Roscommon

BONUS AND BENEFIT-IN-KIND

The Irish Heritage Trust does not operate a bonus payment scheme for employees. However, in line with Revenue guidelines, we provide staff with vouchers of nominal value as part of our employee recognition initiatives. These initiatives are included in our reported figures and include:

- Living the Values Award – presented twice annually to individuals who demonstrate exceptional commitment to our organisational values and support for colleagues.
- Performance Merit Award – issued in December to acknowledge outstanding contributions throughout the year.

As of the snapshot date, 71.15% of male employees and 78.46% of female employees received an award. These figures reflect the distribution of Performance Merit Awards granted in December 2024.

The reported GPG for bonuses is 22.63% (mean) and 18.18% (median). This gap is primarily due to the fact that a portion of the Performance Merit Award is linked to

hours worked, and a higher proportion of female employees work part-time.

The Irish Heritage Trust does not provide any benefit-in-kind payments to employees. As a result, the GPG in this category is 0%.



Entrance Hall, Fota House, Cork

DIVERSITY, EQUITY AND INCLUSION

The Irish Heritage Trust remains committed to addressing and reducing our GPG. We look forward to continuing our efforts to promote equity and inclusivity across all levels of the organisation and have identified various areas for further exploration.

Diversity, Equity and Inclusion (DEI) remains a priority of the Trust, and our Board will continue to review our DEI Action Plan to assess progress and identify any areas for refinement and renewed focus. Employee engagement will be central to reinforcing our commitment to DEI, helping us live our values and highlight the opportunities available for growth and development within the Trust.

Our recruitment and onboarding processes will be reviewed to ensure they fully reflect our DEI commitments and consistently promote our values to new and prospective employees. To support equitable advancement, we will increase the visibility of internal career and development pathways. The Trust remains committed to promoting a healthy work-life balance. We will review and, where possible, enhance our existing family-friendly policies to better support our diverse workforce. Ongoing training—particularly in the areas of diversity, inclusion, and career development—will remain a focus to ensure all employees feel equipped and supported in their personal and professional growth.

By maintaining a focus on these areas, we aim not only to reduce our GPG but to build a more inclusive, transparent, and supportive culture for all.

⁴ **Note:** The mean GPG among temporary employees was influenced by the timing of new hires on casual contracts (predominantly male) shortly before the snapshot date.



No. 11 Parnell Square, Dublin

SUMMARY OF GENDER PAY GAP RESULTS

The table below provides a summary of the key metrics obtained from the Trust's GPG analysis.

Percentage of employees within lower remuneration quartile	45% (F) 55% (M)
Percentage of employees within lower middle remuneration quartile	70% (F) 30% (M)
Percentage of employees within upper middle remuneration quartile	62% (F) 38% (M)
Percentage of employees within upper remuneration quartile	45% (F) 55% (M)
Mean hourly gender pay gap (All employees)	7.29%
Median hourly gender pay gap (All employees)	4.97%
Mean hourly gender pay gap (Part-time)	-30.86%
Median hourly gender pay gap (Part-time)	-39.97%
Mean hourly gender pay gap (Temporary contract)	-42.40%
Median hourly gender pay gap (Temporary contract)	-297.31%
Mean performance related bonus remuneration gender pay gap (All employees)	22.63%
Median performance related bonus remuneration gender pay gap (All employees)	18.18%
Percentage of employees per gender to receive a performance related bonus remuneration	71.15% M) 78.46% (F)
Employees per gender to receive benefit-in-kind	0% (M) 0% (F)



Irish Agricultural Museum at Johnstown Castle, Wexford

CONCLUSION

"At the Irish Heritage Trust, we are proud to share the findings of our first Gender Pay Gap Report. This marks an important milestone in our ongoing commitment to transparency, equity, and inclusion."

The results of our analysis are encouraging. They show that our efforts to foster a fair and balanced workplace are having a meaningful impact. Our data indicates that we are broadly aligned in pay across genders for comparable roles and levels of experience.

This outcome reflects the strength of our values and the dedication of our teams across the Trust. It also reinforces our belief that fairness and opportunity should be at the heart of everything we do.

We recognise that publishing this report is just one step. We remain committed to continuous improvement, and we will use these insights to guide our future actions—ensuring that equity remains a cornerstone of our culture.

Together, we will continue to build a workplace where everyone can thrive."

- Anne O'Donoghue, Chief Executive Officer and Lisa McAlister, Head of People & Organisation Development



Lake walk at Johnstown Castle, Wexford

The Irish Heritage Trust Gender Pay Gap Report 2025 was approved by the Board of the Irish Heritage Trust on 20th October 2025.

