Irish Heritage Trust

Gender Pay Gap Report 2026

8th June 2025 – 7th June 2026

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INTRODUCTION

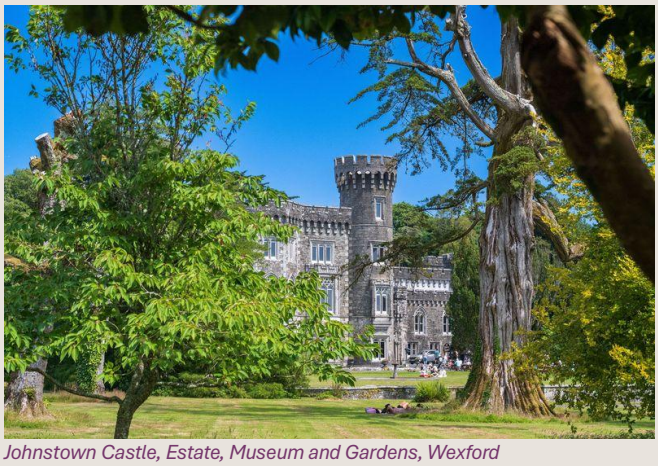


"At the Irish Heritage Trust, we are committed to fostering a workplace that is fair, inclusive, and supportive for all employees. The publication of our 2026 Gender Pay Gap Report is an important part of that commitment, enabling us to reflect on our progress and maintain transparency in how we support equity across our organisation.

This year's findings provide valuable insight into the composition of our workforce and the outcomes of our employment practices. They reinforce the work being undertaken across the Trust to promote equal opportunity, fair pay practices, and an inclusive working environment. While gender pay gap reporting highlights areas that require ongoing attention, it also enables us to measure progress and identify opportunities for continued improvement.

We recognise that creating and maintaining an equitable workplace requires sustained commitment. By openly reporting our gender pay gap, we reaffirm our dedication to accountability, transparency, and continuous improvement as we work towards a more inclusive future for everyone at the Irish Heritage Trust."

- Anne O'Donoghue, Chief Executive Officer



Johnstown Castle, Estate, Museum and Gardens, Wexford

ABOUT THE IRISH HERITAGE TRUST

The Irish Heritage Trust is a non-profit organisation, founded in 2006, dedicated to conserving and promoting Ireland's 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

The Irish Heritage Trust owns certain properties acquired or donated to it. Additionally, the Trust operates as a long-term strategic partner to owners of heritage properties, both public and private, bringing its expertise to the care of these properties. The Trust also supports research and education initiatives that spark curiosity and deepen understanding of Irish history and culture, while 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. Working in partnership with ESB, a new museum will be developed on **Lower Fitzwilliam Street**, Dublin, in a Georgian building and will open under the care of the Irish Heritage Trust, in early 2028.



Fota House and Gardens, Cork

UNDERSTANDING 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 requires organisations with over 50 employees to report on their hourly GPG across a range of metrics.[1]

The GPG measures the difference in average earnings between all female and male employees within an

[1]Ireland. (2021). Gender Pay Gap Information Act 2021 (No. 20 of 2021). Irish Statute Book. https://www.irishstatutebook.ie/eli/2021/act/20/enacted/en/print.html

organisation, not just those in similar jobs, with similar working pattern or with similar competencies, qualifications or experience. As such, it is not a measure of equal pay and does not, in itself, indicate whether discrimination exists or whether employees receive equal pay for work of equal value. Rather, it highlights differences in the representation of men and women across an organisation.[2]

Ireland's GPG has fallen gradually since 2017, when it stood at 14.4%. While the most recent Structure of Earnings Survey from the Central Statistics Office shows that the GPG was 9.6% across Ireland in 2022,[3] Minister for Children, Disability and Equality, Norma Foley announced this year that Ireland's GPG reduced to a provisional figure of 8.3% in 2024.[4]

It is important to distinguish GPG reporting from equal pay legislation. The EU Pay Transparency Directive (Directive (EU) 2023/970) is intended to strengthen the principle of equal pay for equal work, or work of equal value, between women and men through enhanced pay transparency measures and enforcement mechanisms. While Ireland has introduced GPG reporting requirements, the EU Pay Transparency Directive has not yet been fully transposed into Irish law, and its objectives and reporting obligations are separate from those of GPG reporting.



Fota House & Gardens, Cork

METHODOLOGY

This report presents the Trust's second GPG analysis. The information used in the calculation of the GPG metrics was sourced from the Irish Heritage Trust's payroll and human resources workforce management systems. The chosen snapshot date was 7th June 2026, and the corresponding reporting period extends from 8th June 2025 to 7th June 2026. The snapshot date was selected to coincide with the weekly payroll processing schedule.

The methodology for calculating the GPG is defined in the Employment Equality Act Gender Pay Gap Regulations, providing a uniform framework for reporting across in-scope organisations. Hourly remuneration is calculated by dividing an employee's total ordinary and bonus pay during the reporting period by the number of hours worked. This provides the basis for comparing average hourly earnings across the workforce.



Galleried kitchen at Strokestown Park House, Roscommon

In line with the prescribed reporting methodology, ordinary pay consists of 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 considered when calculating hourly pay. Bonus pay includes bonus payments in the form of money, vouchers, or securities, which relate to productivity, performance, incentive or commission. Total pay refers to remuneration 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.

For employees with variable working patterns, annual working hours are calculated based on the average hours worked during the 12-week period ending with the last week of the relevant reporting period. The calculation applies the following formula: Annual Working Hours = (A × 52.14) ÷ 12, where A represents the total number of hours worked during the 12-week reference period. This methodology provides an estimated average of working hours for employees whose hours of work are not fixed.[5]

To enhance the accuracy of the data, employees with less than 12 months' service at the snapshot date were assessed using actual hours worked during the reporting period rather than estimated hours. This approach,

[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

[3] Central Statistics Office (2023). Structure of Earnings Survey 2022 – Gender Pay Gap. Retrieved from https://www.cso.ie/en/releasesandpublications/ep/p-ses/structureofearningssurvey2022/genderpaygap/

[4] Department of Children, Disability and Equality. (2026, June 18). Gender Pay Gap Portal: Launch of the public side. Government of Ireland. https://www.gov.ie/en/department-of-children-disability-and-equality/press-releases/gender-pay-gap-portal-launch-of-the-public-side/

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

adopted following consultation with our external HR consultancy service, ensures that the calculations are based on actual working patterns and provides a more accurate reflection of this employee cohort, and the seasonal nature of our business.

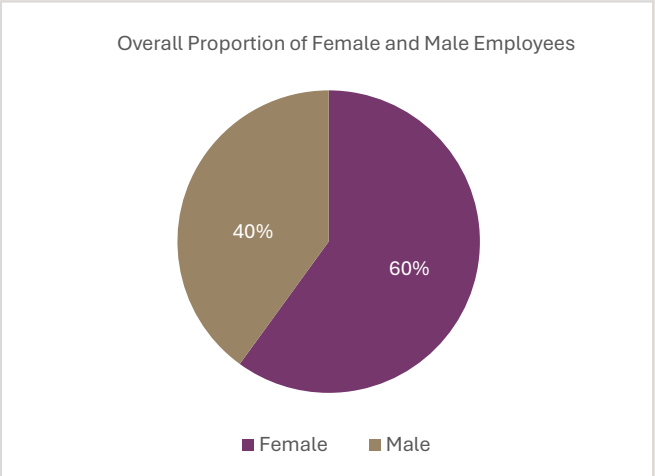
While the Trust's statutory GPG figures have been calculated in accordance with prescribed methodology, we have also undertaken an additional analysis using recorded hours worked and ordinary pay received during the reporting period for all employees. This analysis provides supplementary context and further insight into pay patterns across the workforce.



Fota House, Cork

WORKFORCE PROFILE AND FEMALE REPRESENTATION

As of the reporting snapshot date of 7th June 2026, the Irish Heritage Trust employed 111 individuals who identified as either male or female.



Women accounted for 60% of the workforce and men 40%, representing an increase of four percentage points in female representation compared with the previous reporting period.

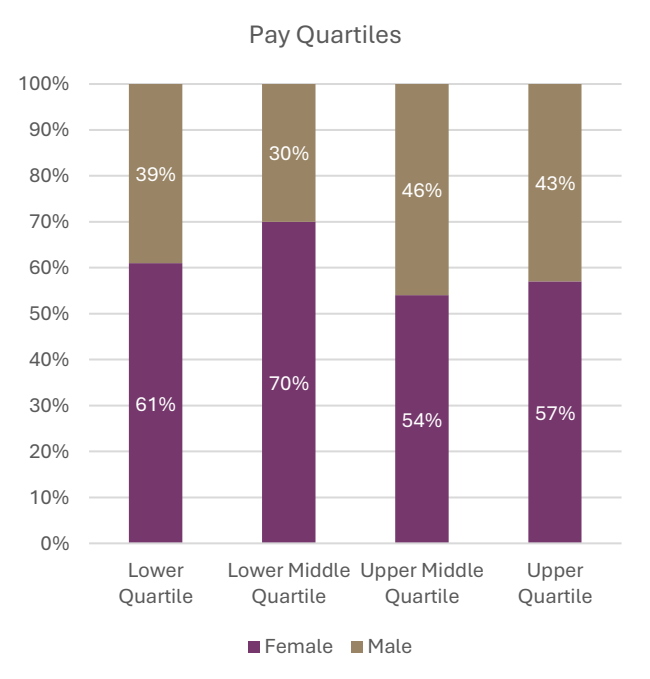
Women continue to be well represented in leadership positions, comprising 57% of supervisory and management roles and 67% of senior management positions. During the reporting period, all four internal promotions were awarded to female employees, reflecting the continued progression opportunities available to women within the organisation.

It is important to note that this GPG is based on the binary gender categories of women and men, as required under current legislation. However, the Trust recognises that gender identity exists beyond these binary classifications and are committed to fostering an inclusive workplace that respects and supports people of all gender identities.

PAY QUARTILES AT THE IRISH HERITAGE TRUST

The chart below shows the proportion of men and women in each pay quartile, providing insight into gender representation across different levels of pay within the Trust.

Pay quartiles are calculated by ranking all employees from the lowest to the highest hourly rate of pay and then dividing the workforce into four equal groups, each containing 25% of employees. The percentage of men and women is then calculated within each quartile. This analysis helps to highlight patterns where one gender is more represented in higher- or lower-paid roles.

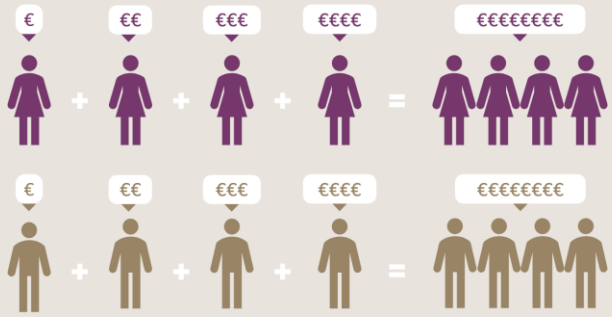


Based on the data required for GPG reporting, women represent 61% of employees in the lower pay quartile, 70% in the lower middle quartile, 54% in the upper middle quartile, and 57% in the upper quartile. An analysis based on observed hours worked during the reporting period results in a distribution of 33% female representation in the lower quartile, 86% in the lower middle quartile, 68% in the upper middle quartile, and 54% in the upper quartile, highlighting a greater representation of females

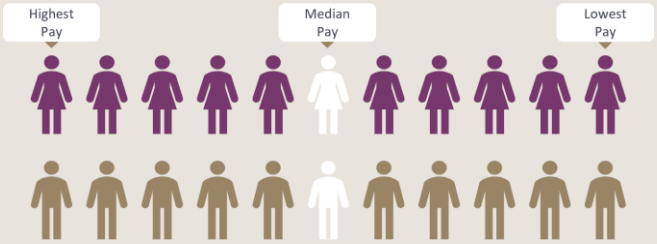
in the lower middle quartile and a lower female representation in the lower quartile.

GENDER PAY GAP FOR ALL EMPLOYEES

The mean pay gap compares the average hourly earnings of male and female employees. It is calculated by determining the average pay for each group, obtained by dividing the total pay of all employees within the group by the number of employees in that group. The mean GPG is then expressed as the difference between these two average pay rates.



The median represents the midpoint in a dataset. When male and female employees are ranked separately by hourly pay, from highest to lowest, the median GPG compares the pay of the female employee at the midpoint of the distribution with that of the male employee at the midpoint.



The mean GPG across the Irish Heritage Trust is 7.73%, representing an increase of 0.44 percentage points since the previous reporting period. The median GPG has decreased to 4.47%, a reduction of 0.5 percentage points.

7.73 %
Mean Gender Pay Gap
All employees

4.47 %
Median Gender Pay Gap
All employees

When mean hourly remuneration is calculated using observed hours worked and ordinary pay received during the reporting period, the resulting gap is 4.52% on a mean basis and 0.56% on a median basis. This analysis provides an additional perspective on pay distribution across the workforce based on recorded working patterns throughout the reporting period, and accounts for a significant proportion of our reported pay gap.

The remaining GPG can be partly attributed to the higher representation of women in entry-level roles. In the previous reporting period, women held 58% of positions that did not require prior experience; this increased to 65% in the current reporting period. This trend highlights the impact of workforce composition on the reported GPG, with women continuing to represent a larger proportion of employees in entry-level positions.

Many of these positions are part-time operational roles and are often undertaken by employees while in school or higher education. As these roles typically attract a more transient workforce and do not generally form part of a defined progression pathway, the gender distribution within this employee group can affect overall pay gap outcomes.

We will continue to monitor workforce composition and gender representation across all employee groups to better understand the factors influencing our GPG and to inform future reporting.



Gardens at Strokestown Park, Roscommon

PART-TIME AND TEMPORARY EMPLOYMENT

Due to the seasonal nature of our operations, a significant proportion of employees are employed on fixed-term contracts. This approach enables the organisation to align staffing levels with operational needs during peak periods. The reduction in the proportion of fixed-term employees reflects the increasing tenure of many members of our workforce, resulting in a greater number transitioning to permanent contracts. It also reflects the continued availability and retention of experienced staff, reducing the need for additional seasonal employment needs.

With 68% of our employees working part-time, flexible working remains an important feature of our workforce. Women comprise 67% of part-time employees, up from 63% in the previous year. We are committed to fostering an inclusive and supportive working environment by offering flexible schedules that help employees balance work with family, study, and caregiving commitments.

Where appropriate, hybrid working arrangements are also available to provide additional flexibility.

For part-time employees, the mean GPG is 0.18% and the median GPG is -3.25%. In the temporary employee population, the mean GPG is 4.83%, whereas the median GPG is -2.22%.

As an additional measure, mean hourly remuneration was calculated using observed hours worked and ordinary pay received during the reporting period to provide a more comprehensive view of gender pay differences. The adjusted analysis indicates a mean pay gap of -5.67% and a median pay gap of -7.00% for part-time employees. For temporary employees, the adjusted mean and median pay gaps are -1.77% and -6.67%, respectively.

While our reported figures indicate broadly balanced pay outcomes for part-time and temporary employees, the more detailed analysis based on observed hours worked demonstrates a pay gap in favour of female employees in this cohort.

The recruitment of returning employees continues to be a positive feature of our workforce. Of all new hires during the reporting period, 51% were returning employees who had previously worked with the organisation. Of these returning employees, 60% were female, reflecting the strong connection many former employees maintain with the Trust and their decision to return when opportunities arise.



Infinity Loops by Méadhbh O'Connor at No. 11 Parnell Square, Dublin

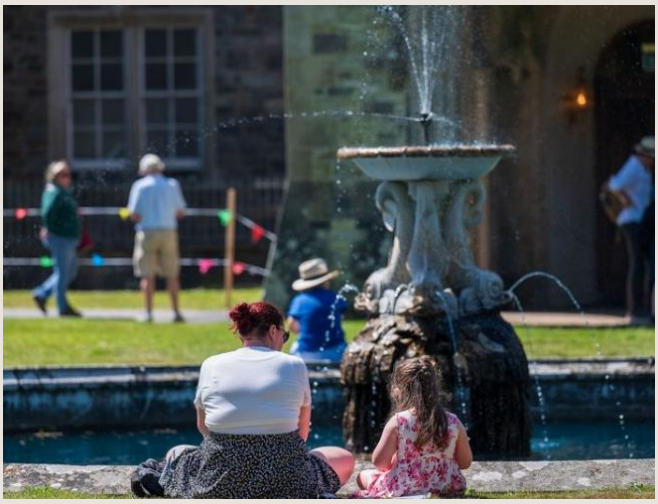
BONUS AND BENEFIT-IN-KIND

While the Irish Heritage Trust does not operate a bonus payment scheme for employees, 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.
- Innovation in Action Award – presented twice per year to individuals who have demonstrated exceptional creativity, resilience, and forward-thinking.
- Performance Merit Award – issued in December to acknowledge outstanding contributions throughout the year.

As of the snapshot date, 84.09% of male employees and 88.06% of female employees received an award, a reflection of the number of current employees who were employed in December 2025 and were eligible for a Performance Merit Award.

The reported GPG for bonuses is -11.08% (mean) and 9.09% (median). As the Trust does not offer benefits-in-kind as part of its remuneration arrangements, the GPG for this measure is 0%.



Garden Fair at Johnstown Castle Estate, Museum and Gardens

2025 COMMITMENTS AND ACTIONS TAKEN

In our 2025 GPG Report, we committed to progressing a range of initiatives aimed at strengthening diversity, equity and inclusion (DEI) across the Trust. During the reporting period, particular emphasis was placed on initiatives designed to support women at different stages of their careers. Research and national policy recognise that factors such as caring responsibilities, career breaks and access to development opportunities can influence women's participation, progression and representation in the workforce. In line with the objectives of Ireland's National Strategy for Women and Girls 2025-2030, we continued to implement measures intended to support employee retention, career development and equal opportunities for progression across the organisation.6,7

[6] Department of Children, Disability and Equality. (2026, June 18). *Gender Pay Gap Portal - Launch of the Public Side*. Government of Ireland. https://www.gov.ie/en/department-of-children-disability-and-equality/press-releases/gender-pay-gap-portal-launch-of-the-public-side/

[7] Central Statistics Office. (n.d.). *Career gender equality: Women and men in Ireland hub*. https://www.cso.ie/en/releasesandpublications/hubs/p-wmi/womenandmeninirelandhub/genderequality/career/

A key area of focus was enhancing our family-friendly supports. During the year, we introduced fertility treatment leave, developed supportive return-to-work guidance for employees returning from maternity and paternity leave, and delivered training for managers on supporting employees returning following a leave of absence or significant life event. These initiatives are intended to remove barriers that can disproportionately affect women at different stages of their careers, support employee retention, and create an environment in which all employees can balance their professional and personal responsibilities.

Our recruitment and onboarding processes were reviewed to ensure they fully reflect our DEI commitments and consistently promote our values to new and prospective employees. By helping to attract a diverse range of candidates and reduce barriers to employment, these measures aim to support improved gender representation across the organisation over time.

We also worked to increase the visibility of career development opportunities within the Trust by promoting employee profiles and career journeys, showcasing the diverse roles and progression pathways available across the organisation. Highlighting the experiences and achievements of employees throughout the Trust helps to demonstrate the opportunities available for career advancement, encourage progression, and support greater gender representation across all levels of the organisation.



Changing Farming Fortunes exhibition at Irish Agricultural Museum at Johnstown Castle

In addition, the Trust is participating in Fáilte Ireland's Access for Success Initiative and became JAM (Just A Minute) Card accredited, reinforcing our commitment to creating an inclusive environment for employees and visitors alike. These initiatives support our broader DEI objectives and help foster a workplace where all employees feel valued and supported to develop and progress.

While change takes time, we believe these actions contribute to building a more inclusive workplace and support our long-term objective of improving gender representation across the organisation, particularly in areas and roles where imbalances may exist. We remain committed to reviewing and strengthening our policies, practices and initiatives to ensure all employees have the opportunity to thrive and progress in their careers.



Gardens at Strokestown Park, Roscommon

DIVERSITY, EQUITY AND INCLUSION

The Irish Heritage Trust is committed to fostering a workplace where all employees are treated fairly, have equal access to opportunities, and feel valued and supported throughout their careers. GPG reporting provides an important opportunity to review the composition of our workforce, assess the impact of our people practices, and identify areas for continued focus. While the results of our report compare favourably overall, we recognise that achieving and sustaining gender balance requires continued focus on workforce representation, career progression, and an inclusive organisational culture.

As part of our ongoing commitment, we will continue to monitor gender representation across the organisation to better understand workforce trends and identify opportunities to enhance balance at all levels.

We will also use the insights gained through both our GPG reporting and our ongoing work to prepare for the EU Pay Transparency Directive to further strengthen transparency and support our approach to pay equity.

Reviewing recruitment, promotion, progression, and broader workforce data will help us identify opportunities to support fair and equitable career development. Alongside this, we remain committed to providing flexible and family-friendly working arrangements that support employees in balancing professional and personal responsibilities.

Regular analysis of GPG data will continue to inform our approach, helping us track progress, understand emerging trends, and shape future actions. By embedding these insights into our people practices, we will continue to strengthen a workplace culture built on fairness, inclusion, and equal opportunity for all.

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	61% (F) 39% (M)
Percentage of employees within lower middle remuneration quartile	70% (F) 30% (M)
Percentage of employees within upper middle remuneration quartile	54% (F) 46% (M)
Percentage of employees within upper remuneration quartile	57% (F) 43% (M)
Mean hourly gender pay gap (All employees)	7.73%
Median hourly gender pay gap (All employees)	4.47%
Mean hourly gender pay gap (Part-time)	0.18%
Median hourly gender pay gap (Part-time)	-3.25%
Mean hourly gender pay gap (Temporary contract)	4.83%
Median hourly gender pay gap (Temporary contract)	-2.22%
Mean performance related bonus remuneration gender pay gap (All employees)	-11.08%
Median performance related bonus remuneration gender pay gap (All employees)	9.09%
Percentage of employees per gender to receive a performance related bonus remuneration	84.09% (M) 88.06% (F)
Employees per gender to receive benefit–in-kind	0% (M) 0% (F)

CONCLUSION



"Creating a workplace where everyone feels valued, respected, and supported is an ongoing journey. We remain committed to reviewing our practices, listening to our employees, and taking meaningful action to promote fairness, inclusion, and opportunity across the organisation.

Gender pay gap reporting provides an important opportunity to assess our progress, understand the challenges that remain, and identify areas where further action can make a positive difference. Through ongoing reflection and our commitment to improvement, we will continue to strengthen our culture and ensure that fairness, respect, and opportunity remain embedded across the Irish Heritage Trust.

Together, we are committed to building an organisation where every employee has the opportunity to thrive and contribute to our shared success."

- Lisa McAlister, Head of People & Organisation Development



Visitor Centre at Johnstown Castle Estate, Museum & Gardens, Wexford

The Irish Heritage Trust Gender Pay Gap Report 2026 was approved by the Board of the Irish Heritage Trust on 2nd November 2026.

