

Tourism Ireland

GENDER PAY GAP REPORT 2025

2025



FORWARD FROM OUR CEO

As we present our 2025 Gender Pay Gap Report, we reaffirm our unwavering commitment to fostering an inclusive and equitable workplace for all. Addressing gender pay disparities is not merely a matter of meeting legislative obligations; it is a moral imperative and a reflection of our core values of fairness, respect, and equality.

This report underscores our continued dedication to transparency and accountability as we work to narrow the gender pay gap. In 2025, we strengthened this commitment by setting clear, measurable objectives to reduce pay disparities across our organisation. While progress has been made, we recognise that our journey toward true equity is ongoing. Each step forward represents meaningful progress, but we remain mindful that there is more to do.

Our efforts are part of a long-term commitment to building a workplace where equality underpins every decision and practice. We continue to engage openly with our employees and stakeholders, listening, learning, and addressing the barriers that contribute to pay imbalance.

With the support of our people, we will continue to refine our strategies, act on insights drawn from data, and ensure that equity remains central to our organisational culture.

Together, we will keep driving positive change and move closer to a future that is truly inclusive and fair for all.

Sincerely,
Alice Mansergh
CEO



ABOUT US

Tourism Ireland is responsible for marketing the island of Ireland overseas as a compelling holiday and Business Events destination. Our organisation was established as one of the “six areas of co-operation” under the framework of the Belfast Agreement of Good Friday 1998. Our remit is to increase tourism to the island of Ireland and to support Northern Ireland to realise its tourism potential. We operate under the auspices of the North South Ministerial Council through the Department for the Economy in Northern Ireland and the Department of Enterprise, Tourism and Employment in Ireland. We work closely with the two tourist boards on the island, Fáilte Ireland and Tourism NI, and with our partners in the tourism industry at home and abroad in delivering on our remit. Tourism Ireland’s team of up to 168 staff and 25 interns delivers world-class marketing programmes across more than 21 international markets, as well as centrally from our offices in Dublin and Coleraine.

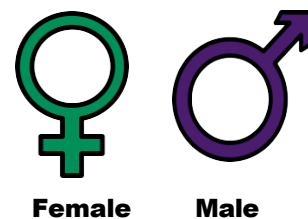
Tourism is one of our most important sectors. In 2024, we welcomed 8.4 million overseas visitors to the island of Ireland, who spent €6.9/£6.0 billion while here. Overseas and domestic tourism helps to sustain over 300,000 vital jobs in communities across the island, making tourism one of our largest indigenous industries.

Tourism Ireland is a Company Limited by Guarantee without a Share Capital, Registered in No 336370, Bishop’s Square, Redmond’s Hill, Dublin 2

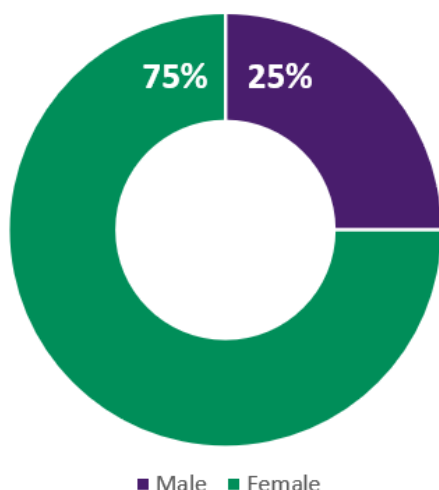


OUR GENDER PAY GAP RESULTS

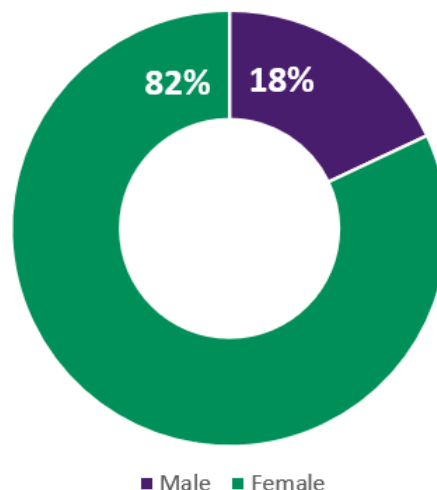
Snapshot Date: 30th June 2025



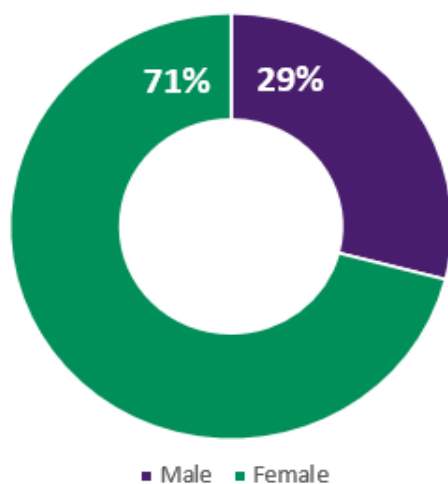
Lower Remuneration Quartile



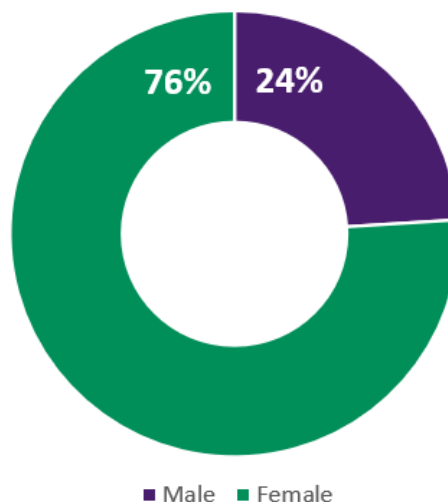
Lower Middle Remuneration Quartile



Upper Middle Remuneration Quartile



Upper Remuneration Quartile



OUR GENDER PAY GAP RESULTS

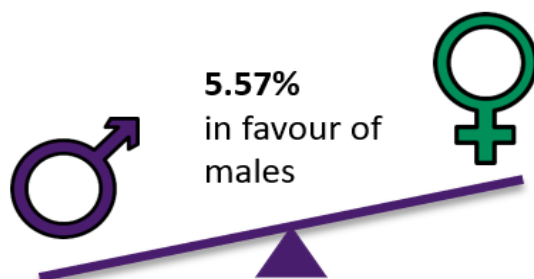


Female

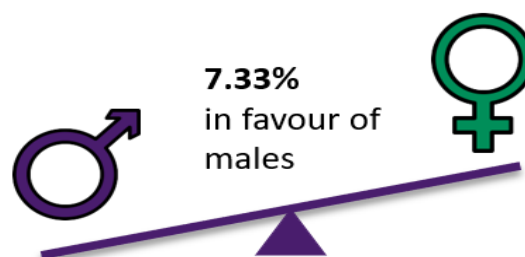
Male

Gender Pay Gap Overall

Mean



Median

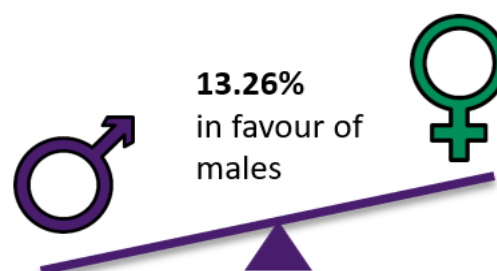


Gender Pay Gap Part-Time

Mean

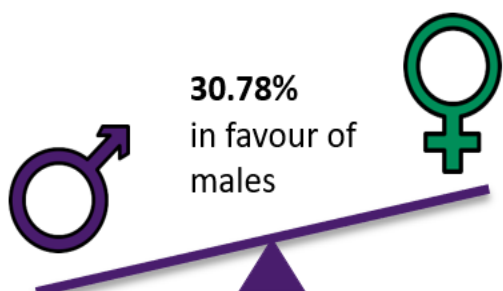


Median

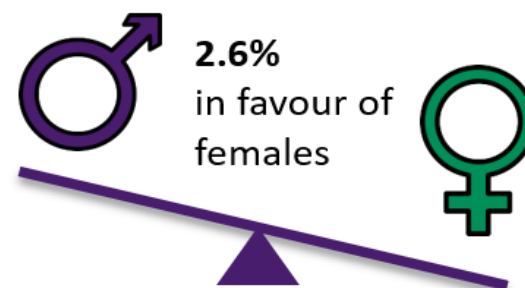


Gender Pay Gap Temporary

Mean



Median



BONUS AND BENEFIT IN KIND

As per public sector guidelines, Tourism Ireland does not pay any bonus remuneration, nor does it provide employees with any benefit in kind. Therefore, there is no data to report on regarding bonus remuneration or benefit in kind.

UNDERSTANDING OUR GENDER PAY GAP RESULTS

The Tourism Ireland 2025 gender pay gap analysis continues to show a gap in favour of male employees overall. However, both the mean and median overall pay gaps have reduced compared with 2024, reflecting tangible progress in our efforts to achieve greater pay equity across the Organisation.

Overall Pay Gap: This year's results demonstrate a continued narrowing of both mean and median gender pay gaps, driven by ongoing actions to support balanced representation across all grades and to ensure equitable progression opportunities. In 2024, the overall mean was 10.28% in favour of males which has dropped to 5.57% in 2025. Similarly, the overall median in 2024 was 11.45% in favour of males which has reduced to 7.33% in 2025. While the gap remains in favour of males, the downward trend indicates that the measures introduced over recent years are having a positive effect.

We remain aware that even small changes in employee composition or turnover can influence percentage outcomes year-to-year, particularly in a medium-sized organisation such as ours. Nevertheless, the overall movement toward a smaller pay gap is a positive sign that our long-term strategy is working.

Part-Time Employees: Both the mean and median gender pay gaps among part-time employees have reduced since 2024. Although this is an encouraging outcome, the results should be interpreted with care; males represent only 5% of all employees working part-time, and such a small number means that minor changes in staffing can create disproportionately large shifts in results. While the reduction in the gap aligns with our equality objectives, we note that the differences may not be statistically significant due to the small sample of male employees in this category.

Temporary Contracts: Our analysis shows that the gender pay gap among temporary contracts is currently 30.78% skewed towards male employees. This variance is primarily influenced by the presence

of a small number of senior-level roles within the temporary workforce, which have a significant impact on the overall figures. While these roles are not representative of the broader temporary workforce, they do affect the aggregated data. The median pay gap is 2.6% in favour of females and provides a more accurate reflection of the wider group. This result indicates a much narrower difference between male and female pay, better representing the balance within our temporary workforce.



Gender across our Organisation
76% Female
24% Male

Gender Representation and Distribution

Tourism Ireland continues to maintain a strong representation of females across the organisation, with 76% of employees being female and 24% male, a distribution consistent with 2024. This gender balance extends across both permanent and temporary roles, while part-time roles continue to be predominantly female at 95%, demonstrating the ongoing flexibility and participation of females within our workforce.

The distribution across pay quartiles in 2025 continues to follow a broadly similar pattern to previous years, however, the data shows a gradual movement toward greater balance across all levels. In the lower quartile, females represent 75% and males 25%, compared with 84% female and 16% male in 2024, reflecting a modest increase in male representation. In the lower middle quartile, females account for 82% and males 18%, compared with 77% female and 23% male last year, showing a stronger female presence in this category.

The upper middle quartile now comprises 71% female and 29% male employees, compared with 76% female and 24% male in 2024, while the upper quartile shows 76% female and 24% male, an improvement on 73% female and 27% male last year.

Overall, females continue to make up over 70% of each pay quartile, reinforcing strong representation across the organisation. While the highest concentration of females is now within the lower

middle quartile, it can be reasoned that pattern is gradually shifting as male representation increases at entry levels and female representation strengthens in senior roles. The 2025 results indicate a more balanced gender distribution across all quartiles, supported by the increased proportion of women in the upper and upper-middle quartiles. These changes, together with the reduction in overall gender pay gaps, demonstrate continued progress toward achieving greater gender balance and equity across Tourism Ireland.

UNDERSTANDING OUR GENDER PAY GAP RESULTS

Tourism Ireland continues to monitor pay data annually and review influencing factors to ensure that all pay practices remain equitable and transparent. We recognise that small sample sizes in certain categories can affect year-on-year comparisons, but the overarching trends are encouraging.

Our focus remains on addressing the underlying causes of the pay gap through targeted initiatives such as leadership development, flexible working policies, and gender-balanced recruitment processes. We are committed to ensuring that all employees, regardless of gender, role type, or working arrangement, have equal access to opportunity, reward, and progression.

Pay audits and transparency

In 2025, Tourism Ireland remains committed to conducting regular pay audits to identify and address gender pay disparities across the organisation. We continue to uphold transparency and comply fully with legislative requirements, holding ourselves accountable for meaningful progress.

Equal pay for equal work

Tourism Ireland is committed to ensuring that all employees, regardless of gender, receive equal pay for performing equivalent roles and responsibilities. Our pay structures are transparent, with clearly defined grading systems across all jurisdictions, and we adhere to public sector pay policy for all new appointments and promotions. We will continue to conduct regular reviews of job roles and classifications to ensure that no gender-based pay discrepancies exist within the organisation.

Flexible work arrangements

We have undertaken a comprehensive review of our flexible work policies and have introduced Tourism Ireland's hybrid and family leave policies to ensure we continue to actively support a healthy work-life balance. These policies are designed to make it easier for both men and women to manage their

professional and personal responsibilities.

A wide range of flexible working and leave options are available to all employees, including carer's leave, career breaks, paid maternity and adoptive leave, paid paternity leave, parent's leave, and parental leave. Our short-term focus is to strengthen communication and education around these options across all levels of the organisation.

Hybrid working remains a key element of our flexible work approach, offering a blend of office and remote working. We continuously review and adapt this policy to meet both employee and business needs and welcome feedback from employees to ensure it remains effective and inclusive.

Leadership development programmes

We continue to develop and expand leadership development programmes designed to support employees in progressing into leadership roles. These initiatives include mentoring and coaching opportunities to help employees build the skills and confidence necessary for career advancement. We have just launched our Thrive, Grow workshops for all employees across the organisation. These workshops form a key tier of our People Development Programme, now called "Thrive Together." Thrive Grow workshops aim to support us in delivering constructive feedback confidently and effectively, receive feedback with openness, and apply it for personal growth, while also fostering a coaching mindset. In addition, two new workshops, Thrive Build (for all people managers) and Thrive Shape (for senior leaders), are currently in development and scheduled to launch in Q1 2026.

Promotion of diversity and inclusion

As an equal opportunities' employer, Tourism Ireland is firmly committed to cultivating a diverse and inclusive workplace, where genuine equality of opportunity is embedded across all recruitment and selection processes. This commitment was recognised in 2024 with the achievement of the Investors in Diversity Bronze Award, an important milestone that reflects our ongoing efforts to build a fair, respectful, and inclusive organisational culture. During the year, we have prioritised achieving gender balance on interview panels, with all panel members receiving ongoing training.

Wellness Programmes

Supporting our staff wellness can strengthen employee retention which in turn can contribute to closing the gender pay gap. In cases where there is a higher turnover rate of female employees than male employees the gap can become entrenched. ParentTalk is being introduced as a wellness programme in 2025 and 2026 to help Tourism Ireland employees who are parents navigate the challenges of balancing work and family life.

Training for managers and employees

We remain dedicated to promoting equality and

addressing discrimination in the workplace through continuous education and awareness initiatives. Our training programmes are designed to challenge unconscious bias, breakdown gender stereotypes, and encourage inclusive behaviours across all levels of the organisation. Recent sessions have included educational talks on menopause and gender-specific health challenges, leadership development through The Now & Next of DEIB – Designing Inclusion for Impact, and JAM Card training to support individuals with hidden disabilities. These initiatives, supported by monthly resources from VHI EAP, reflect our ongoing commitment to building a workplace culture where diversity is celebrated, discrimination is actively challenged, and every employee is empowered to thrive.

Collaboration with Stakeholders

Tourism Ireland actively collaborates with government agencies, industry partners, and other stakeholders to share best practices, exchange ideas, and collectively address gender pay gap challenges. We recognise the importance of a comprehensive and ongoing approach to reducing the gender pay gap and are committed to regularly monitoring and evaluating the impact of our initiatives to ensure continuous progress toward gender equality in the workplace.

CLOSING STATEMENT

We confirm that the data and information presented in this report are accurate and meet the requirements of the Employment Equality Act 1998 (Gender Pay Gap Information) Regulations **2022**. Tourism Ireland, Senior Management Team and the Board welcomed the opportunity to report on our gender pay gap and are committed to improving on these results. This report will be a standing topic for review in Board and Senior Management meetings for remainder of 2025 and 2026.

