Tourism Ireland

Gender Pay Gap Report 2026

Foreword

Creating a Culture Where Talent Can Thrive



At Tourism Ireland, our purpose is to grow the value of tourism to the island of Ireland, supporting jobs, communities and economic opportunity across every region. Achieving that ambition depends on our people. The expertise, creativity and commitment of our employees are at the heart of everything we do, and creating an inclusive workplace where everyone can thrive is fundamental to our success.

This Gender Pay Gap Report is an important part of that commitment. While it fulfils a statutory reporting requirement, it also provides an opportunity to reflect on how opportunities, progression and representation are experienced across our organisation and to identify where further progress can be made.

Tourism Ireland's strength comes from the diversity of talent, expertise and perspectives within our team. Women continue to represent the majority of our workforce and make a significant contribution across every part of Tourism Ireland. They are strongly represented across all pay quartiles, including the highest paid quartile. However, as with many organisations, a gender pay gap remains. This is influenced primarily by the distribution of employees across grades, levels of seniority and occupational groups rather than differences in pay for comparable work. Our commitment remains clear: equal pay for equal work, supported by transparent grading structures and fair employment practices.

Over the past year, we have continued to invest in our people through leadership development, learning opportunities, flexible and hybrid working arrangements, wellbeing initiatives and a strong focus on diversity, equity and inclusion. We know that creating pathways to leadership and progression is critical, not only for gender balance but for organisational excellence.

The tourism industry is built on welcoming people, creating connections and opening doors to new experiences. Those same principles should guide us as an employer. We remain committed to building a workplace that reflects our values and to making meaningful progress year by year.

While we are encouraged by the progress reflected in this report, we recognise that building a truly inclusive organisation requires ongoing focus and effort. We will continue to strengthen representation, support progression and create opportunities for all employees as we work towards a more balanced and inclusive workplace.

Alice Mansergh
Chief Executive Officer
Tourism Ireland

About Tourism Ireland

The organisation behind the island's overseas marketing



Tourism Ireland is responsible for marketing the island of Ireland overseas as a leading 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 up to 168 staff create world-class marketing programmes in 15 markets across Great Britain, North America, Mainland Europe, Australia and Nascent Markets, as well as centrally in Dublin and Coleraine.

Tourism is one of our most important sectors. In 2025, overseas tourism delivered over €6/£5.2 billion to the island of Ireland, helping to sustain 300,000 vital jobs in communities across the island (70% of those jobs are outside Dublin and Belfast) and making tourism one of the island's largest indigenous industries.

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

2026 At A Glance

The gap has narrowed.
The focus now is sustaining progress.

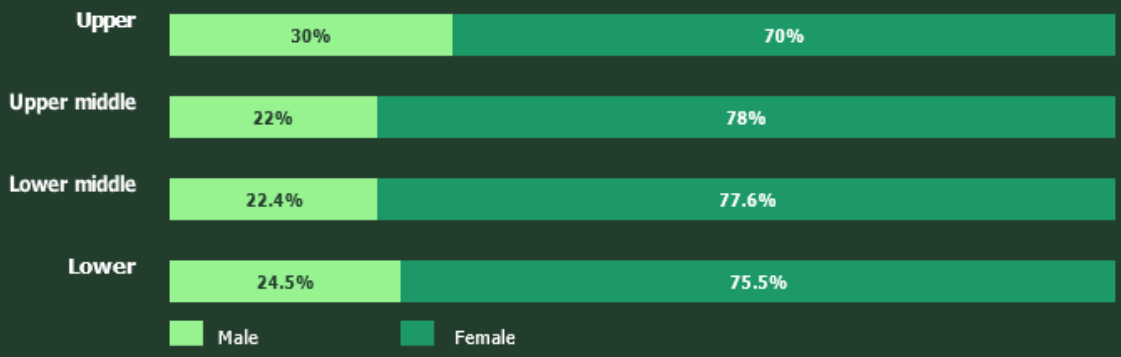
The 2026 results show a clear year-on-year improvement in both the mean and median gender pay gap, alongside strong female representation across all four pay quartiles.

2.4%
2026 mean gender pay gap

3.5%
2026 median gender pay gap

75.25%
female representation across Tourism Ireland

Gender Representation by Pay Quartiles



Women represent 70%–78% of employees across the four pay quartiles, including the highest paid quartile.

Data & Methodology

The report is based on employees employed by Tourism Ireland on the snapshot date of 30th June 2026. It has been prepared in accordance with the Gender Pay Gap Information Act 2021 and uses the statutory methodology. Measures include mean and median hourly earnings, gender representation across pay quartiles, and results for part-time and temporary employees.

Mean and Median Hourly Pay Gap

A meaningful reduction in the reported gap



Gender Pay Gap

All

	Mean	Median
2025	5.6%	7.3%
2026	2.4%	3.5%

Mean gap
2.4% in 2026, down from 5.6% in 2025 (a reduction of 3.2 percentage points)

Median gap
3.5% in 2026, down from 7.3% in 2025 (a reduction of 3.8 percentage points)

Workforce composition
Women comprise 75.25% of employees as of 30th June 2026.

Pay quartiles
Female representation ranges from 70% in the upper quartile to 75.5% in the lower quartile.

What the figures tell us

The gender pay gap measures the difference in average hourly earnings between men and women across an organisation. It is not the same as equal pay, which concerns whether men and women receive equal pay for the same or similar work.

Our 2026 results reflect a workforce with strong female representation across all pay quartiles, including the highest paid roles. While year-on-year results can fluctuate in a relatively small organisation, the overall direction is positive. The reduction in both the overall mean and median gender pay gap demonstrates continued progress in supporting opportunity, development and progression across the organisation.

Looking at part-time and temporary employees



Gender Pay Gap

Part-Time

	Mean	Median
2025	18.1%	13.3%
2026	18.7%	13.2%



Gender Pay Gap

Temporary

	Mean	Median
2025	30.8%	-2.6%
2026	26.8%	-3.9%

Part-time employees

The mean pay gap among part-time employees was 18.7% in 2026, compared with 18.1% in 2025. The median gap remained broadly stable, moving from 13.3% to 13.2%.

Temporary employees

The mean pay gap for temporary employees reduced from 30.8% in 2025 to 26.8% in 2026. The median moved from -2.6% to -3.9%. A negative median gap indicates that median female hourly earnings were higher than median male hourly earnings in this group.

Bonus and Benefits 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.

Executive Summary

Tourism Ireland is pleased to report an improvement in its Gender Pay Gap results for 2026, reflecting continued progress towards greater gender balance across the organisation.

Our mean gender pay gap decreased from 5.6% in 2025 to 2.4% in 2026, while our median pay gap reduced from 7.3% to 3.5%. These reductions represent meaningful progress and demonstrate a continued narrowing of the difference in average earnings between male and female employees.

Female representation remains strong across the organisation, accounting for between 70% and 78% of employees across all pay quartiles, including the highest paid quartile. This balanced distribution of talent across grades continues to be a key factor in supporting positive outcomes.

Whilst the pay gap among part-time employees remained broadly stable, the pay gap for temporary employees reduced during the year, with the mean gap falling from 30.8% to 26.8%.

As a public sector body, Tourism Ireland does not provide bonus payments or benefits in kind. Consequently, no gender pay gap arises in relation to bonus remuneration or benefits in kind.

Although we are encouraged by this year's results, we recognise that gender balance is not achieved through a single reporting cycle. Sustainable progress requires continued focus on development, opportunity, inclusion and representation at every level of the organisation.

Understanding Our Results

Our improvement in 2026 reflects the continued strength of female representation throughout Tourism Ireland. Unlike many organisations where representation decreases at higher salary levels, women continue to be strongly represented across all four pay quartiles, including the highest paid quartile.

As a relatively small organisation, annual fluctuations can be influenced by changes in workforce composition, including recruitment activity, promotions, retirements and temporary assignments. For this reason, we place equal emphasis on long-term trends and workforce representation as we do on year-on-year results.

Our focus remains on creating an environment where all employees have equitable access to opportunities for development, progression and leadership, regardless of gender, working pattern or location.

Investing in Growth and Career Development

Developing and retaining talent is central to reducing structural barriers and supporting long-term gender balance.

During the year, we continued the rollout of **Thrive Together,** Tourism Ireland's people development framework, designed to support learning, performance and career growth at every stage of an employee's career.

A key milestone was the organisation-wide delivery of **Thrive: Grow,** a programme focused on developing coaching skills, fostering a culture of continuous feedback and supporting meaningful professional development conversations across the organisation.

Building on this foundation, we have introduced **Thrive: Build,** a development programme for team leaders focused on intentional leadership, strategic thinking and sustainable growth. Additionally, **Thrive: Shape** was delivered to senior leaders and Executive Team members, strengthening organisational leadership capability and supporting alignment with our future strategic priorities.

Together, these programmes are helping to create clearer development pathways, strengthen leadership capability and ensure employees have the support, skills and confidence needed to progress throughout their careers.

Creating an Inclusive Employee Experience

A workplace where employees can thrive professionally and personally is essential to attracting and retaining diverse talent.

Tourism Ireland continues to support flexible and inclusive ways of working through our hybrid working model and comprehensive family-friendly policies. We recognise that flexibility plays an important role in supporting career progression, employee wellbeing and long-term retention.

Alongside flexible working arrangements, employees have access to a range of supports including maternity, adoptive and paternity leave, parental leave, carers' leave and career break opportunities.

We also continue to invest in initiatives that enhance awareness, understanding and inclusion across the organisation. During the year, colleagues were invited to participate in JAM Card awareness training and Menopause Workplace Training, helping to create greater understanding of hidden disabilities and menopause in the workplace and ensuring employees feel supported throughout different life stages and experiences.

By fostering a culture of belonging, respect and flexibility, we aim to ensure every employee feels valued and empowered to contribute fully.

Embedding Inclusion in How We Work

Progress is most effective when inclusion forms part of everyday decision-making rather than a standalone initiative.

At Tourism Ireland, diversity, equity and inclusion considerations inform our approach to recruitment, development, promotion and people management. We continue to support balanced recruitment processes, inclusive leadership behaviours and equitable access to opportunities across the employee lifecycle.

A significant achievement during the year was the attainment of the Investors in Diversity Silver Award, recognising the continued progress we have made in embedding diversity and inclusion across the organisation.

We remain committed to building on this achievement by listening to employee feedback, reviewing our people practices and ensuring inclusion remains a shared responsibility at every level of the organisation.

Looking Ahead

Sustaining momentum and driving continued improvement.

While we are encouraged by the progress reflected in our 2026 results, we remain focused on sustaining progress through practical action, better workforce insight and continued investment in people.

Over the coming year, our priorities will include:

- Expanding the Thrive Together development framework
- Strengthening leadership and succession pipelines
- Enhancing workforce insights to better understand representation and progression trends
- Supporting flexible and sustainable careers through inclusive workplace policies
- Embedding diversity, equity and inclusion across the employee lifecycle
- Maintaining transparency and accountability through ongoing monitoring and reporting

The reduction in Tourism Ireland's gender pay gap this year reflects the positive impact of our continued focus on people, development and inclusion.

Progress is not achieved in a single reporting cycle. The focus for the year ahead is to keep opportunity, development and inclusion at the heart of the employee experience.

We remain committed to creating a workplace where all employees can thrive and achieve their full potential.



Tourism Ireland

