



Gender Pay Gap Report 2025

Front Cover:

E. Grace Mitchell Henry, (1868–1953)

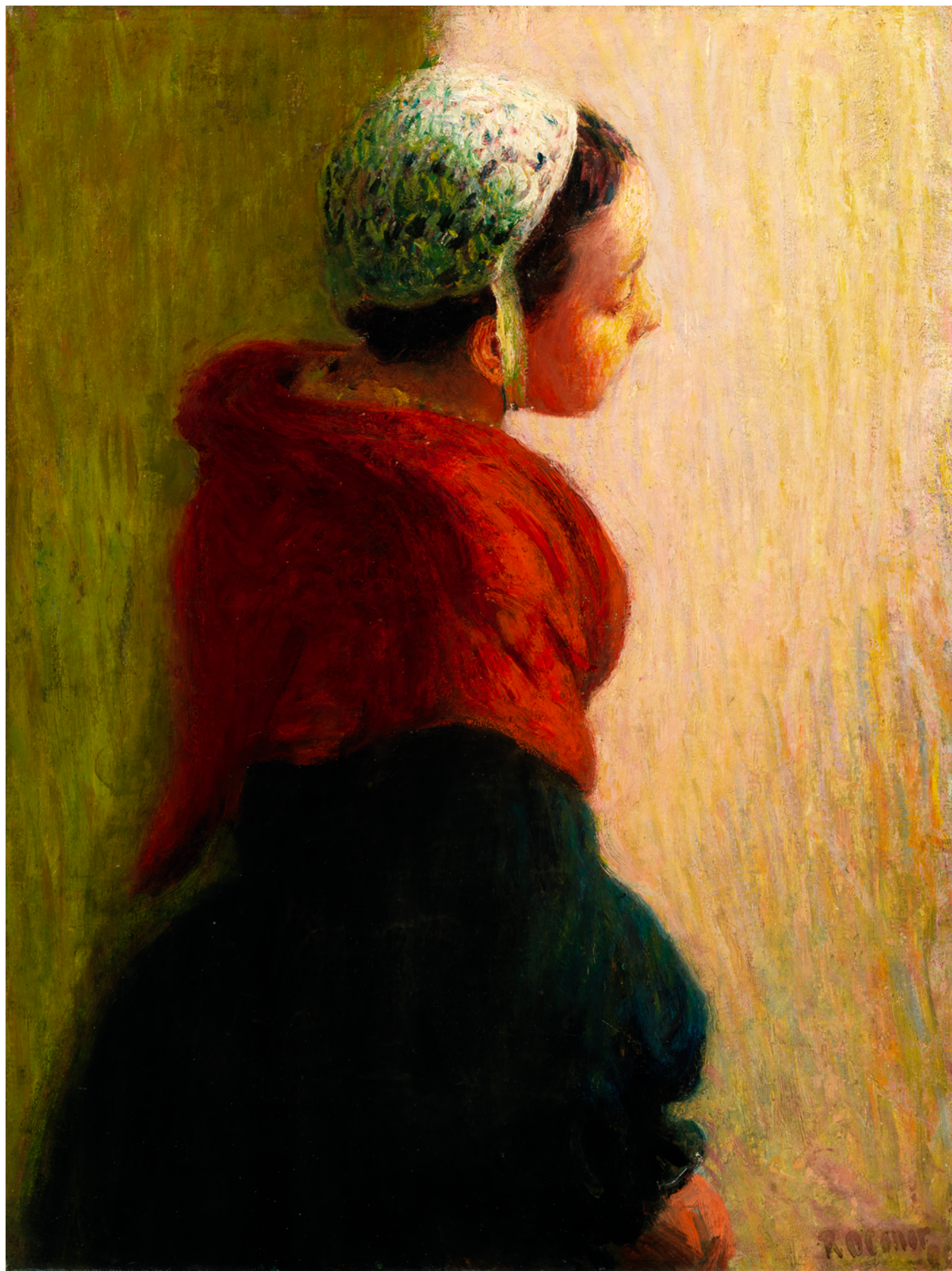
Drying Sails at Chioggia, (detail) c.1920s

Presented, Mrs C. Meredith, 1953

NGI.1287

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Foreword



The National Gallery of Ireland's inaugural Gender Pay Gap Report in 2024 marked an important step in our commitment to creating a more equal workplace. I am pleased to now present the Gallery's second Report. This year's findings show encouraging progress in closing gaps across most staff categories, while also highlighting areas where further work is needed.

Our overall mean gender pay gap has shifted from **0.91% in favour of men in 2024** to **3.53% in favour of women in 2025**. This means that, on average, female employees now earn slightly more per hour than male employees. The median gap is **0.09% in favour of men**, reflecting near parity at the midpoint of pay.

These results reflect changes in workforce composition over the past year and highlight the importance of monitoring gender representation across all grades. They also reaffirm the Gallery's ongoing commitment to equality, diversity and inclusion as a guiding principle in our work.

I would like to thank all staff who contributed to this year's data collection and analysis. Your engagement ensures that our reporting remains transparent, meaningful and a driver of continuous improvement.

Dr Caroline Campbell

Director

National Gallery of Ireland

Above: Photo, Anthony Woods

Opposite:

Roderic O'Connor, (1860–1940)

La Jeune Bretonne, c.1895

Purchased, 1975 (Shaw Fund)

NGI.4134

Introduction

The National Gallery of Ireland (the Gallery) is Ireland's premier national cultural institution, for the collection, preservation and presentation of fine art. With a collection of over 18,000 works—including paintings, drawings, prints, sculpture and decorative arts—the Gallery plays a central role in the cultural life of the nation and ensures access to art for all.

The Gallery is primarily funded by the state and employs more than 200 staff across a wide range of roles. Staff are employed on civil service pay scales, as mandated by the Department of Public Expenditure, Infrastructure, Public Service Reform and Digitalisation. As an autonomous institution under the Department of Culture, Communications and Sport, the Gallery is committed to making art accessible to everyone.

Under the Gender Pay Gap Information Act 2021 and the Employment Equality Act 1998 (Section 20A) (Gender Pay Gap Information) (Amendment) Regulations 2024, the Gallery publishes its gender pay gap data annually. This report sets out the differences in average hourly pay between male and female employees.

The snapshot date for this report is 28 June 2025, covering the previous 12 months. Data is based on an 81% return rate and excludes employees who did not disclose their gender or identified outside the male/female categories.

This year's analysis shows the Gallery has achieved near parity overall, with a mean gender pay gap of -3.53% (in favour of women) and a median gender pay gap of 0.09%.



E. Grace Mitchell Henry, (1868–1953)

Still-life, 1940s

Heritage Gift, MacCarvill Family, 2025

NGI.2025.11

Gender Pay Gap Results

Mean Gender Pay Gap

The mean gender pay gap is the difference between the average hourly pay of male and female employees, expressed as a percentage of the average hourly rate received by male employees.

Overall

Mean Gender Pay Gap:

-3.53%

(in favour of women)

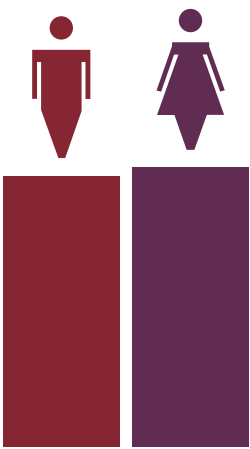
Mean Hourly Rate:

€27.67

for male employees

€28.65

for female employees



In 2025, the overall mean gender pay gap is -3.53% in favour of women, compared to 0.91% in favour of men in 2024. This shift demonstrates an improvement towards pay equity.

Permanent Employees

Mean Gender Pay Gap:

-4.97%

(in favour of women)

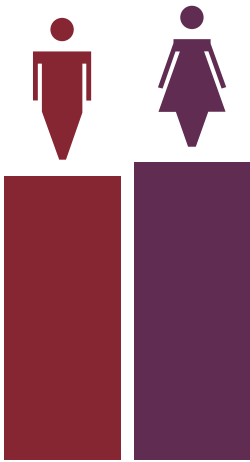
Mean Hourly Rate:

€29.03

for male employees

€30.47

for female employees



Permanent employees show a pay gap of -4.97% in favour of women, reflecting higher average pay for female employees.

Part-Time Permanent Employees

Mean Gender Pay Gap:

-3.27%

(in favour of women)

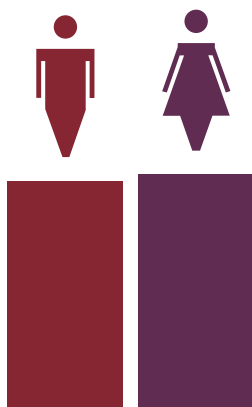
Mean Hourly Rate:

€23.36

for male employees

€24.13

for female employees



The pay gap for part-time permanent employees has shifted, now slightly in favour of women.

Temporary Employees

Mean Gender Pay Gap:

-19.14%

(in favour of women)

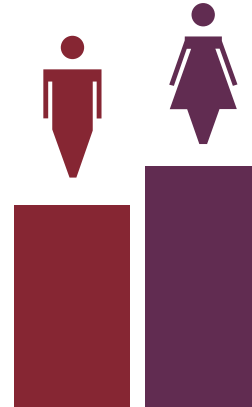
Mean Hourly Rate:

€20.91

for male employees

€24.92

for female employees



Among temporary employees, the gap remains strongly in favour of women.

Median Gender Pay Gap

The median gender pay gap is the difference between the midpoint hourly pay of male and female employees, expressed as a percentage of the median hourly rate for men.

Overall

Median Gender Pay Gap:

0.09%

(in favour of men)

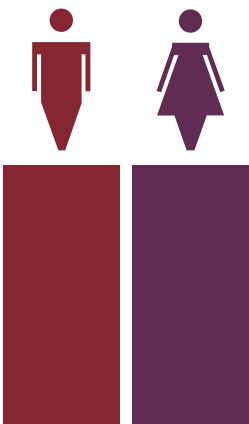
Median Hourly Rate:

€26.46

for male employees

€26.44

for female employees



The 2025 overall median gap is 0.09%, compared to 6.23% in favour of men in 2024, showing that pay at the midpoint of earnings is now virtually equal.

Permanent Employees

Median Gender Pay Gap:

-12.09%

(in favour of women)

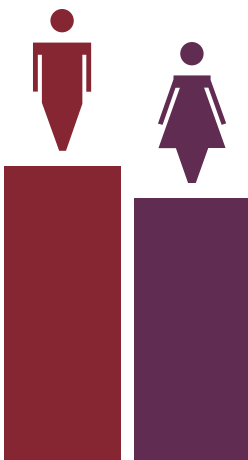
Median Hourly Rate:

€26.81

for male employees

€30.05

for female employees



Among permanent staff, women earn 12.09% more than men at the midpoint.

Part-Time Permanent Employees

Median Gender Pay Gap:

-1.32%

(in favour of women)

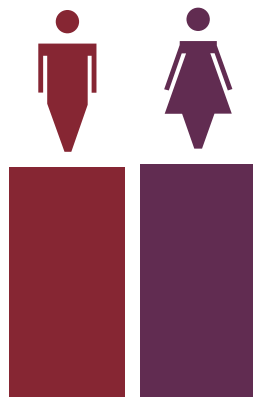
Median Hourly Rate:

€23.50

for male employees

€23.81

for female employees



For part-time permanent employees, the gap is slightly in favour of women.

Temporary Employees

Median Gender Pay Gap:

0.00%

(parity)

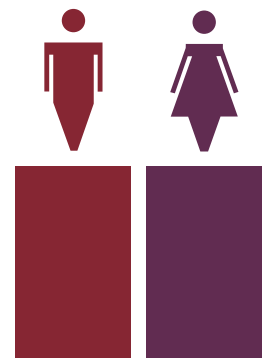
Median Hourly Rate:

€19.62

for male employees

€19.62

for female employees



For temporary employees, the median pay gap is at parity, with men and women earning the same hourly rate.



Charles Émile Jacque, (1813–1894)
Poultry among Trees, 1840–1894
Presented, Sir Alfred Chester Beatty, 1950
NGI.4243



Pay Quartiles

Pay quartiles show the distribution of male and female employees across four equal groups of the workforce, ranked from lowest to highest pay:

Table 1 Pay Quartiles

Quartile	Male (%)	Female (%)
Lower	37.93%	62.07%
Lower Middle	66.67%	33.33%
Upper Middle	56.10%	43.90%
Upper	27.78%	72.22%

In 2025, women are strongly represented in both the lowest quartile (62%) and the upper quartile (72%). Men remain more prevalent in the lower-middle quartile (67%). This distribution reflects continued clustering of roles by gender, with women concentrated at both ends of the pay scale and men in the middle ranges.

Bonus Remuneration and Benefits-in-Kind

This refers to additional forms of pay or reward beyond salary. As a public sector organisation, the Gallery does not provide bonuses or benefits-in-kind; no data is reported under these criteria.

Analysis and Key Insights

Contributing Factors

Role Distribution and Occupational Segregation

The 2025 results continue to show varied gender representation across pay quartiles. Female employees are concentrated in both the lower and upper quartiles, while male employees are more prevalent in the middle quartiles. This suggests that female employees are more likely to hold entry-level positions, as well as senior specialist or managerial roles. Male employees, by contrast, remain concentrated in mid-tier technical or operational posts. This distribution pattern is a key driver of the overall pay gap results.

Part-Time Work and Flexible Arrangements

The mean gender pay gap for part-time permanent employees has shifted from 10.39% in favour of male employees in 2024 to **-3.27% in favour of female employees** in 2025. This reversal reflects changes in role allocation and pay progression.

- **Female Part-Time Staff:** Women are now more evenly distributed across pay scales, with greater representation in roles that offer higher hourly rates than in 2024.
- **Male Part-Time Staff:** Male part-time employees remain fewer and concentrated in a smaller range of roles. Their average length of service continues to be longer than that of female part-time employees, but this factor has been outweighed by the broader distribution of women across higher-paying scales.

Temporary Employment Trends

Among temporary employees, the mean pay gap remains in favour of women, though it has narrowed from -35.69% in 2024 to -19.14% in 2025. The median gap has closed entirely, moving from -6.58% in 2024 to 0% (parity) in 2025. This suggests that while female temporary staff continue to hold more higher-paid roles, men are now more evenly represented across temporary positions.

Employee Engagement in Gender Disclosure

In 2025, 171 employees disclosed their gender, compared to 153 in 2024. While this represents a higher number of respondents overall, the percentage disclosure rate is slightly lower (81% compared to 82% in 2024), reflecting the Gallery's workforce growth since last year. We will continue to encourage full participation in future reporting cycles, as a complete dataset ensures that our analysis accurately reflects the entire organisation.

Progress and Initiatives

The Gallery remains committed to embedding equality, diversity and inclusion across all areas of its work, in line with the Strategic Plan 2024–2028 and the Public Sector Equality and Human Rights Duty. In 2025, we continued to strengthen our approach through targeted initiatives, policy frameworks, and staff engagement.

Key initiatives include:

- **Hiring and Recruitment Practices:**
The Gallery continues to prioritise equal opportunity through gender-neutral language in job descriptions and gender-balanced interview panels. All recruitment processes comply with Employment Equality Legislation.
- **Policies and Work Environment:**
The Gallery has a Gender Equality Policy which provides a framework for monitoring and addressing gender-related issues across recruitment, pay and progression. This sits alongside our Dignity at Work Policy, which affirms our commitment to a respectful workplace and addresses complaints, including those based on gender. The Gallery is also a signatory to *Safe to Create*, a sector-wide initiative promoting dignity and respect in the workplace, managed by the Irish Theatre Institute on behalf of the Department of Culture, Communications and Sport, in partnership with the Arts Council, Screen Ireland and Minding Creative Minds.
- **Public Sector Equality and Human Rights Duty:** This report forms part of the Gallery's compliance with the Duty, by identifying inequalities, promoting equality of opportunity, and protecting human rights across our workforce.
- **Flexible Working and Leave:**
The Gallery offers a range of flexible working arrangements, including carer's leave, parental leave, parent's leave, career breaks, shorter working year arrangements, work-sharing and blended working. Paid maternity, paternity and adoptive leave are also available. These measures support staff in balancing work and personal responsibilities, and help to normalise shared caring roles across genders.
- **Career Development:**
The Gallery supports staff in building skills and experience through a range of opportunities aligned to organisational needs and strategic objectives. A Further Education and Training Scheme, which runs twice a year, is open to all staff and supports continuous professional learning. We are committed to ensuring that these opportunities are accessible to all employees, whether full-time, part-time, permanent or fixed term, so that everyone has equitable access to progression pathways. Work is ongoing to strengthen this area, and staff development will remain a key focus within our broader people and organisational priorities.

Looking Ahead



Alfred Emile Leopold Joseph Victor Stevens, (1823–1906)
Woman in a Black Dress, 1880s
Presented, Sir Alfred Chester Beatty, 1950
NGI.4278

The Gallery remains dedicated to creating an equitable environment where all employees can thrive. Our 2025 gender pay gap data reflects encouraging progress, with near parity overall and improvements across permanent and part-time roles. At the same time, the results highlight areas where continued focus is needed, particularly in temporary contracts and in ensuring balanced representation across all pay quartiles.

Looking ahead, we will continue to:

- **Sustain progress** by monitoring pay gaps annually and embedding equality considerations into workforce planning and career development.
- **Strengthen participation** by encouraging higher levels of gender disclosure, ensuring our reporting reflects the full diversity of our staff.
- **Fulfil our Public Sector Equality and Human Rights Duty** by using gender pay gap reporting as a practical tool to identify inequalities, promote equality of opportunity, and protect the rights of all employees.

Through these commitments, the Gallery will continue to embed gender equality and inclusion as core values, ensuring that progress is not only measured but also felt across every department and role.

This Report was approved by the Board of Governors and Guardians of the National Gallery of Ireland on **23 October 2025**.



The Board of Governors and Guardians and Executive Leadership Team of the National Gallery of Ireland

Left to right, standing:

John Conlon | Board Member, Chairman of the Office of Public Works
 Kim Smit | Executive Leadership Team
 Dr Ciarán O'Carroll | Board Member
 John Dardis | Board Member, President Royal Dublin Society
 Caroline Grant | Board Member
 Terence McCrann | Board Member
 Dr Sandra Collins | Board Member
 John O'Doherty | Board Member (Vice Chair)
 Diana Copperwhite | Board Member
 Michael Quane | Board Member
 Andrew Hetherington | Executive Leadership Team

Left to right, seated:

Abigail O'Brien | Board Member, President of the Royal Hibernian Academy
 Dr Michelle D. Cullen | Board Member
 Dr Caroline Campbell | Director, National Gallery of Ireland
 Adrian O'Carroll | Board Member (Chair)
 Dr Martina Byrne | Board Member
 Margie McCarthy | Board Member

Not in picture:

Prof Patrick Guiry | Board Member, President of the Royal Irish Academy
 Hilary Hough | Board Member
 Dan Flinter | Board Member
 Eddie Butler | Executive Leadership Team

Above: Photo, Anthony Woods

Image credits: Photo, National Gallery of Ireland unless otherwise stated



Harriet Osborne O'Hagan (1830–1921)

An Interior

Presented, Messrs M. Garbaye and M. de Letre, 1948

NGI.1174

National Gallery of Ireland

Merrion Square West, Dublin 2, D02K303

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