GENDER PAY GAP REPORT

2024/2025

EPIC The Irish Emigration Museum

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FOREWORD

I'm proud to share EPIC's first Gender Pay Gap Report. Publishing this report is an important step in our ongoing commitment to a fair and inclusive workplace. It provides a clear baseline for understanding our workforce profile and for guiding decision-making in the years ahead.

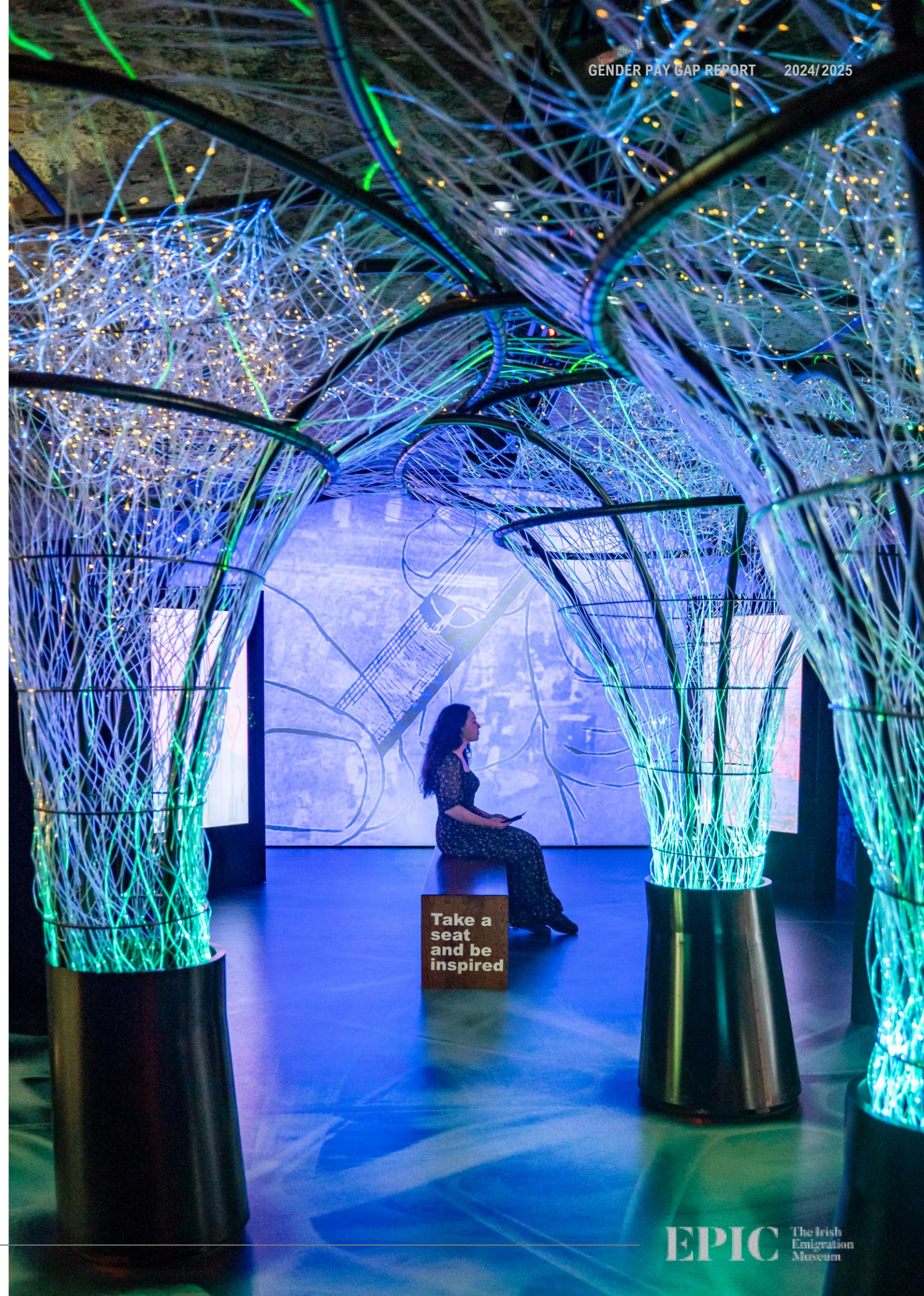
At EPIC, we share the stories of the Irish and the experiences that have shaped our history. Those stories remind us of the importance of fairness, opportunity and inclusion. We strive to have a workplace that reflects these same principles, and we recognise that gender equity requires continued focus and consistent action as our organisation evolves.

For this first year of reporting, EPIC records a **mean gender pay gap of 6.23%** (in favour of men) and **a median gender pay gap of 2.82%** (in favour of men). These figures reflect the current structure of our workforce, including the mix of roles, working patterns and how colleagues are represented across different pay levels.

We will use the findings from this report to inform our People Strategy, support pay transparency, and ensure equality remains a clear priority in how we recruit, develop and support our teams. This report is an important foundation, and we are committed to tracking our progress year on year.

I would like to thank the teams involved in preparing this report, and the team who contribute every day to making EPIC a respectful and inclusive place to work. Together, we will continue building a workplace that reflects our values and purpose.

Aileesh Carew
Chief Executive Officer
EPIC The Irish Emigration Museum



INTRODUCTION

At EPIC we believe that diversity and gender equality strengthen who we are and how we work together.

At EPIC, we are committed to creating a workplace where colleagues feel respected, supported and able to do their best work. Building a positive and inclusive culture is a key part of how we operate as an organisation.

This first Gender Pay Gap Report is an important milestone for EPIC. It strengthens how we use data to inform decision-making, shape our People Strategy and keep equality at the centre of our work. By understanding our gender pay gap, we gain clearer insight into how our roles and progression pathways are developing, and where we can continue to build on fairness and transparency across the organisation.

Our Snapshot Date

On our snapshot date of 30 June 2025 EPIC employed 83 people across visitor-facing and supporting functions.

Our results show a mean gender pay gap of 6.23% (in favour of men) and a median gap of 2.82% (in favour of men). While these figures do not indicate unequal pay for equal work, they do reflect our organisational shape and grade distribution.

Mean & Median Gender Pay Gap

The employment profile and the gender pay gap profile for the reporting period are presented in this report. EPIC has a:

Mean Gender Pay Gap: 6.23%

In favour of men

Median Pay Gap: 2.82%

In favour of men

This report gives us a clear baseline and supports our focus on inclusion through practical, ongoing improvements.

At the Snapshot Date, EPIC had:

Total Employees: 83

63% **Female Employees:** 52

37% **Male Employees:** 31

EMPLOYMENT PROFILE

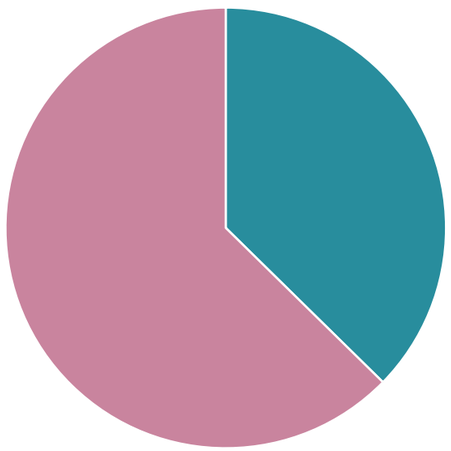
On 30 June 2025, EPIC employed **83 people** across a variety of roles and levels. Our team is made up of **63% women (52 colleagues)** and **37% men (31 colleagues)**. We have a higher number of part-time female team members, which contributes to our overall profile and informs the context of our gender pay gap results.

Our team includes:

- **Front-of-house and programme teams,** who play a central role in shaping the visitor experience
- **Support and professional roles** across Sales, Marketing, Finance, Technology, Facilities and People & Culture

This blend of visitor-facing and support functions—combined with the mix of grades across departments—shapes our overall gender pay gap. The way our male and female team members are distributed across different roles, levels and working patterns has a direct influence on both the mean and median results.

On the 30th of June 2025, there were 83 employees at EPIC.



63% Female Employees: 52

37% Male Employees: 31

GENDER PAY GAP PROFILE

The Gender Pay Gap (GPG) looks at the difference in the average hourly pay earned by men and women across an organisation. It offers a high-level view of how roles and grades are distributed, rather than comparing individuals doing the same job. It does not factor in elements such as length of service, grade, or time spent on statutory leave.

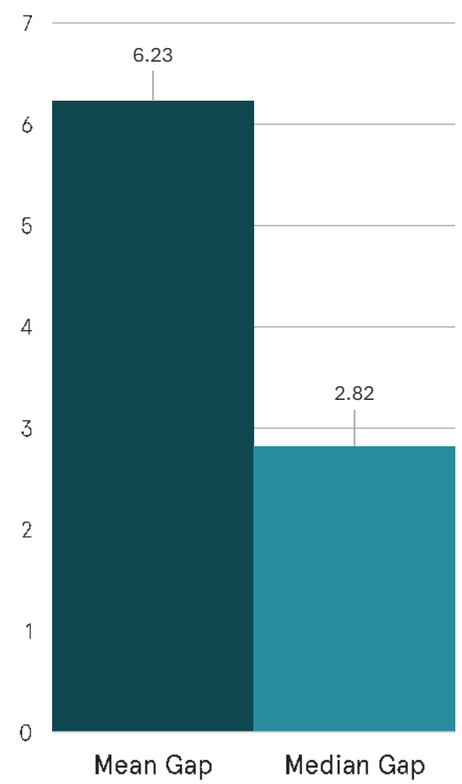
As set out in the Gender Pay Gap Information Act 2021, we have reported both the **mean** and **median** gender pay gap across three groups: all employees, full-time employees, and part-time employees. This framework supports consistent, transparent reporting and allows us to compare ourselves against other workplaces in Ireland.

Overall results for EPIC:

- **Mean Gender Pay Gap:** 6.23% (in favour of men)
- **Median Gender Pay Gap:** 2.82% (in favour of men)

These figures reflect the shape and distribution of our workforce during the reporting period and the data forms the baseline for our future reporting.

% Gender Pay Gap of All Employees



At the Snapshot Date, the Gender Pay Gap was as follows:

1. All Employees:

% GPG Mean Hourly Rate	% GPG Median Hourly Rate
6.23%	2.82%
In favour of men	In favour of men

2. Full-Time Employees:

% GPG Mean Hourly Rate	% GPG Median Hourly Rate
1.05%	16.29%

3. Part-Time Employees:

% GPG Mean Hourly Rate	% GPG Median Hourly Rate
2.16%	2.54%

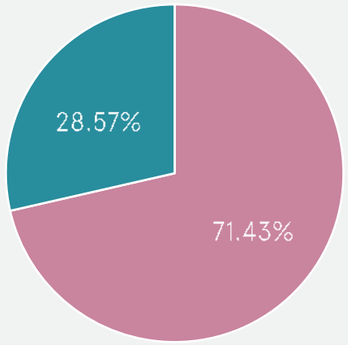
GENDER PAY GAP PROFILE

All full-time employees were grouped into four pay quartiles based on their hourly pay. Looking at how women and men are represented in each quartile has helped us understand the shape of our workforce—where different roles sit, how seniority is distributed, and how this influences our overall gender pay gap. These quartiles focus on full-time colleagues only, as the reporting guidelines are designed around this group.

- **Quartile 1:** Lower
- **Quartile 2:** Lower Middle
- **Quartile 3:** Upper Middle
- **Quartile 4:** Upper

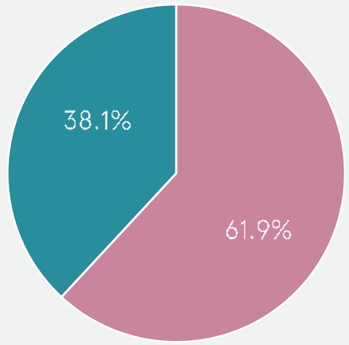
At the Snapshot Date, the Gender Pay Gap was as follows:

Quartile 1 (Lower): 21



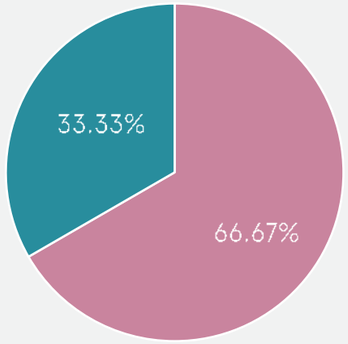
Male: 6 | Female: 15

Quartile 2 (Lower Middle): 21



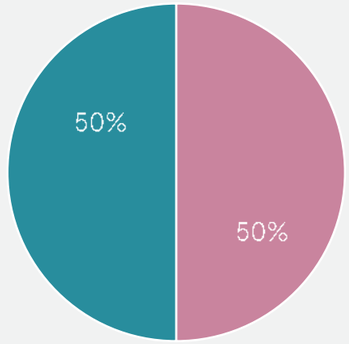
Male: 8 | Female: 13

Quartile 3 (Upper Middle): 21



Male: 7 | Female: 14

Quartile 4 (Upper): 20



Male: 10 | Female: 10

UNDERSTANDING OUR RESULTS

Our first gender pay gap report reflects the structure and profile of our organisation. Men and women performing the same roles at EPIC receive equal pay. Several factors influence this year's results:

Our organisational shape

The EPIC team blends front-of-house roles with support teams in Programming, Marketing, Finance, Technology, Sales, Facilities and People and Culture. The distribution of men and women across these functions and grades contributes to both the mean and median gaps.

Representation at different levels

Women make up **60% of roles at manager level and above**, a balanced representation at senior levels within the organisation. Our overall gender pay gap is influenced by how roles are distributed across mid-level positions, as well as the timing of internal moves and new hires during the reporting period.

Workforce mobility

Movements such as promotions, new joiners and temporary shifts in team structures, common in a visitor experience organisation, also shape the year's results.

Context for this year's baseline

As our first report, these figures provide a starting point against which we can monitor change over time. Future reporting will help us track how organisational developments, team structures and recruitment patterns influence our gap.

Grade of Manager or Higher

60% Female

40% Male

WHAT WE'RE DOING TO SUPPORT GENDER EQUALITY

Our focus is on supporting a diverse workforce, recognising that people contribute to EPIC in different ways — whether they stay for many years or join us for a shorter period.

The following measures help strengthen equality, shape our culture and ensure we continue to attract and retain talented people.

Recruitment and Retention

We strive to ensure that every stage of the recruitment process - from role design to interview - reflects fairness and inclusion, and we work to maintain gender balanced interview panels wherever possible.

Our hybrid working approach allows employees to work remotely up to **40% of the time**, helping colleagues balance work and life. This flexibility is an important factor in retention, especially for those balancing caring responsibilities or pursuing further study.

Embedding EDI in How We Work

Equality, diversity and inclusion (EDI) are not standalone initiatives at EPIC—they are part of how we operate. EDI is a core pillar within our Employee Focus Group, where listening to the employee voice directly shapes our culture.

We participate in the Failte Ireland Employer Excellence Programme and each year as part of this Programme we run an employee survey that includes an EDI component. The insights from this survey guide tangible actions, helping us identify barriers, enhance policies and improve the overall employee experience.

Commitment to Continuous Improvement

We will continue improving our recruitment and retention practices, reviewing our career and progression pathways and ensure our policies support fairness for all our people. As our organisation evolves, so too will our approach.

CONCLUSION

As our first Gender Pay Gap Report, this marks the beginning of a more structured, data-driven approach to pay transparency at EPIC. This first baseline allows us to better understand our organisation, measure and track progress over time, and make informed decisions that support gender equality.

We will continue to listen to our people, review our data annually, and follow best practice to strengthen fairness, inclusion and equal opportunity across the organisation.

This journey will evolve over time, and we look forward to working to build on this year's foundations.

DEFINITIONS

The Gender Pay Gap measures the difference in average hourly earnings between men and women across the whole organisation. It is not a measure of equal pay for equal work, which is protected under employment law.

Other statutory definitions—Relevant Date, Relevant Employee, Mean and Median calculations, and definitions of ordinary pay and working hours—are included to support transparency and consistency in how the figures are interpreted.

Gender Pay Gap (GPG):
The gender pay gap is usually represented as the average difference in gross hourly earnings of men and women, expressed as a percentage of men's average gross hourly earnings. A positive gender pay gap indicates that, on average across the employed population, women are in a less favourable position than men. Where the gender pay gap is negative, this indicates the reverse - that, on average, men are in a less favourable position than women.

Relevant Date:
Means the date, in the month of June each year that is selected by a relevant employer for the purposes of the report.

Relevant Employee:
Means a person who is an employee for the purposes of the Employment Equality Act 1998 and is employed by the relevant employer on the snapshot date.

Relevant Employer:
Means an employer with over 50 employees on the snapshot date. Relevant pay period: means the period of 12 months ending on the snapshot date.

Employee Hourly Rate:
The hourly remuneration of an employee is calculated by dividing the employees total ordinary pay in respect of the reporting period by the hours worked for that period. Ordinary pay includes: the normal salary paid to the employee; allowances; overtime; shift premium pay; pay for sick leave; any salary top-ups for statutory leave such as maternity / paternity / parents leave.

Mean Hourly GPG:
The mean gender pay gap is the difference in the arithmetic average hourly pay for women compared to men, within our organisation.

Median Hourly GPG:
The median gender pay gap is the difference between women's median hourly pay (the middle-paid woman) and men's median hourly pay (the middle-paid man). The median hourly pay is calculated by ranking all employees from the highest paid to the lowest paid and taking the hourly pay of the person in the middle.

Working Hours:
Means the hours when a relevant employee is available, or required to be available, at or near his or her place of employment for the purposes of working.

Quartiles:
Employees were organised into quartiles based on hourly remuneration of all male and female full-time employees: lower, lower middle, upper middle and upper. The proportion of male and female employees in each quartile was expressed as a percentage. There is no requirement to show this information for part-time employees or for temporary employees.

Snapshot Date:
Employers to whom the reporting obligations apply are required to calculate and publish the gender pay gap information in respect of relevant persons employed by them on the chosen snapshot date, with the calculations to be based on those employees' remuneration for the 12-month period that precedes the snapshot date. Employers are required to choose a snapshot date. The snapshot date must be in June but may be any date in June.

Equal Pay:
The principle of equal pay does not mean that all workers must be paid equally; it means that any pay differences must be based on objective criteria, not related to gender.

Ordinary Pay:
Means the following types of remuneration, payable to a relevant employee, before any statutory deductions are made –

a) Basic pay,

b) Cash Bonuses,

c) Pay for sick leave,

d) Any salary top-ups for statutory leaves like maternity leave, paternity leave, parental leave, adoptive leave,

e) Pay for gardening leave.

But does not include –

a) Remuneration referable to redundancy or termination of employment, or

b) Remuneration other than money.

Part-time Working:
A part-time employee in Ireland is defined in law as an employee whose normal hours of work are less than the normal hours of work of an employee who is a comparable employee. For this paper anyone whose full-time employment status (FTE) is less than one is assumed to be working part-time. Part-time does not include anyone who is on, or has taken unpaid leave during the reporting period, for example parental leave.

DATA

Source of Data

The data for this report was sourced internally by EPIC's Finance and People & Culture teams using BrightPay payroll software. These teams are responsible for maintaining accurate payroll and employee records, ensuring the information used reflects our workforce during the reporting period.

Data Protection

All data was compiled and processed in line with EPIC's Data Protection obligations. Only employees who require access to payroll and HR information as part of their day-to-day roles handled this data. The information used in this report is aggregated and anonymised; no individual employee can be identified from the results.

This report was reviewed by the CEO and Finance Director and published in late 2025. We thank you for taking the time to read it.