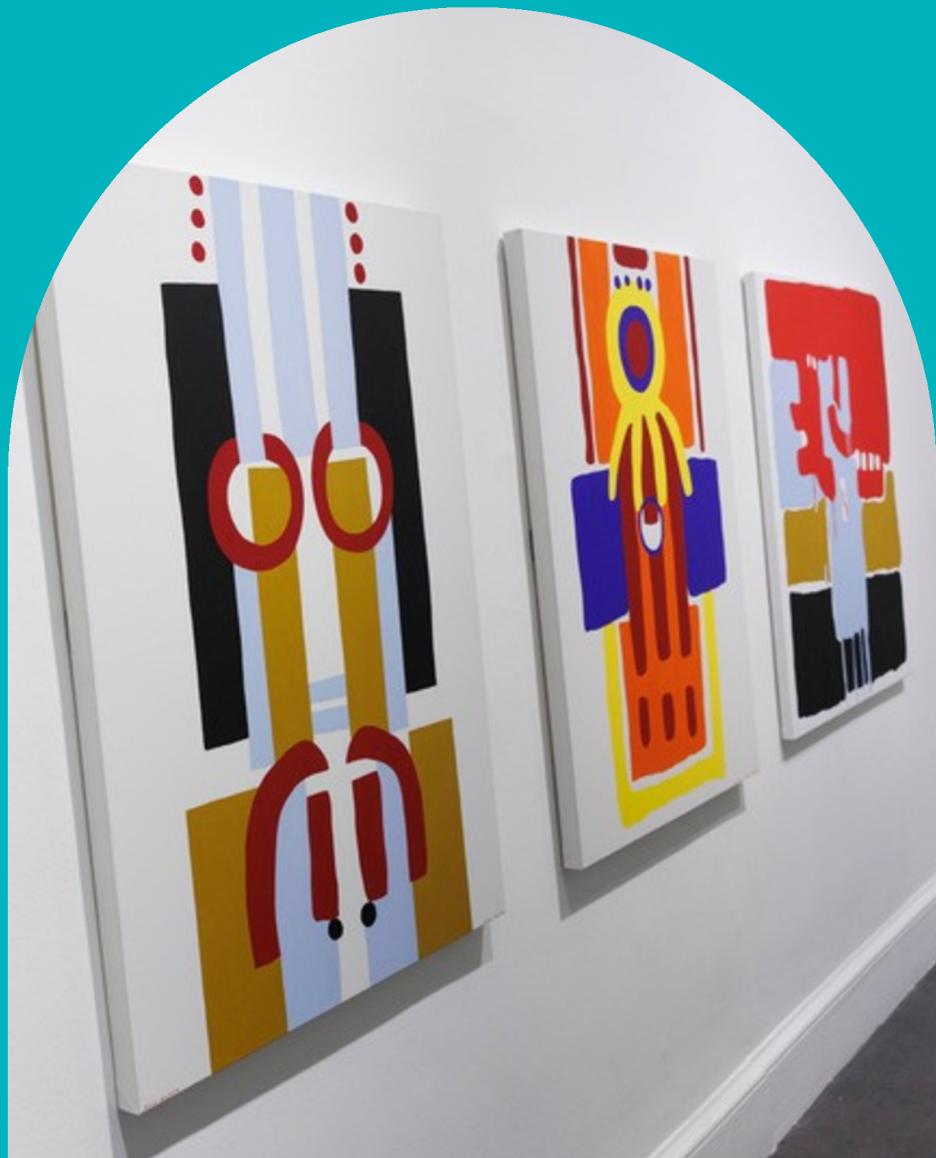


IMMA

GENDER PAY
GAP REPORT
2025



Reverse Migration; a Poetic Journey, 2025 Exhibition IMMA, Cecilia Vicuña. Photo: Ros Kavanagh.

FORWARD



IMMA exists to spark collective imagination, using art to explore and influence the world we are becoming. This principle guides our exhibitions, programmes, and how we work as a team.

Our people are central to this mission. We aim for an equitable, inclusive workplace where everyone belongs and can succeed. This Gender Pay Gap Report is one of the ways we hold ourselves to that promise.

For 2025, women hold a strong presence across our staff and leadership, which results in a small positive pay gap in women's favour. We see progress, and we stay focused, guided by our strategy "A Creative Catalyst for Change" to refine policies, grow career pathways, and ensure flexible working opens opportunities.

By publishing this report, we commit to transparency and to shaping a cultural workplace that reflects our values: fair, inclusive, and brimming with possibility.

Annie Fletcher
Director
IMMA

INTRODUCTION

The Irish Museum of Modern Art (IMMA) is Ireland's leading national institution for modern and contemporary art. Our mission is to foster innovation and creativity through programmes centred around the research, creation, and presentation of the art of our time.

IMMA is a statutory institution governed by the Department of Culture, Communications and Sport and receives the majority of its funding from the State. We are committed to making art accessible to all, offering free public access year-round to our exhibitions and programmes. Our organisational structure includes grades and pay scales mandated by the Department of Public Expenditure, National Development Plan Delivery and Reform, covering professional, technical, and IMMA-specific scales.

In 2025, IMMA's leadership in equality and inclusion was recognised internationally when it was awarded the Art Museum Award 2025 at the European Museum Academy. The jury commended IMMA for:

"Showing outstanding commitment to exploring tough contemporary issues such as decolonization, racism, war, and conflict, without compromising a dedication to artistic integrity and quality. The museum systematically experiments with engagement across the whole audience spectrum, with noteworthy innovation on diversity and inclusion. Community engagement, accessibility, and local citizenship are at the core of its mission. IMMA is a case of best practice for all European art museums, leading by example."

This achievement reflects IMMA's values and reinforces our commitment to equality, diversity, and inclusion principles that underpin this Gender Pay Gap Report.

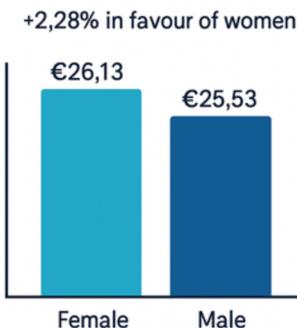


IMMA'S GENDER PAY GAP RESULTS

A) Mean Gender Pay Gap

What this represents:

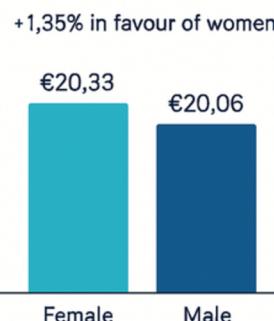
This compares the average hourly pay of all female employees to all male employees. A positive figure in favour of women means that, on average, women earn slightly more than men across the organisation. This metric reflects overall pay patterns and can be influenced by the distribution of roles and seniority.



B) Median Gender Pay Gap

What this represents:

The median gender pay gap looks at the midpoint of pay for men and women. It is less affected by very high or very low salaries and gives a clearer picture of typical earnings. A positive gap here indicates that women at the midpoint earn slightly more than men.



- Mean Hourly Rate (Female): €26.13
- Mean Hourly Rate (Male): €25.53
- Mean Gender Pay Gap: +2.28% in favour of women

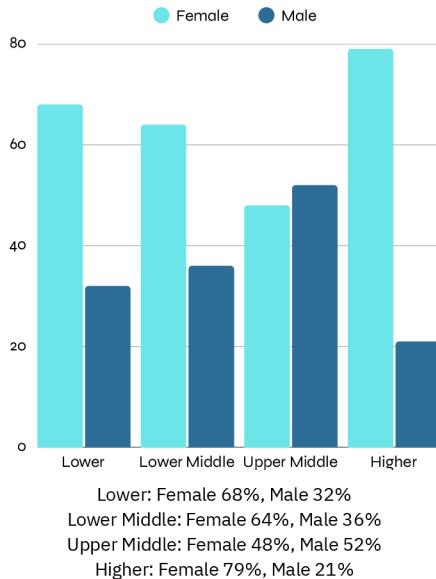
- Median Hourly Rate (Female): €20.33
- Median Hourly Rate (Male): €20.06
- Median Gender Pay Gap: +1.35% in favour of women

c) Pay Quartiles

Female representation is strong across all quartiles, particularly in the upper quartile, where 79% of roles are held by women, reflecting significant female presence in senior and leadership positions.

What this represents:

Pay quartiles divide the workforce into four equal groups based on hourly pay, from lowest to highest. Examining gender distribution in each quartile shows where men and women are positioned across the pay scale. IMMA's data demonstrates strong female representation at senior levels.



Workforce Composition

- Part-time roles: 78% female
- Full-time roles: Near-balanced distribution

What this represents:

Workforce composition shows the proportion of men and women in different working arrangements. A higher proportion of women in part-time roles can influence averages, but IMMA's strong representation of women in leadership offsets this impact.



Mary Cremin, Head of Programming at Earth Rising Festival 2025. Photo: Justin MacInnes.

Salary Distribution

The majority of staff fall within the €30,000–€50,000 range. Higher salary bands (€70,000+) are predominantly female, reflecting strong representation in leadership and senior management roles.

What this represents:

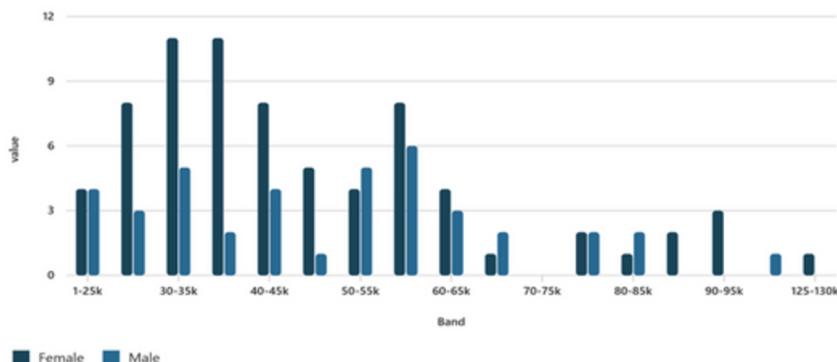
Salary distribution highlights where employees fall within pay bands. IMMA's data shows women are well represented in higher salary ranges, contributing to the positive pay gap in favour of women.

Bonus Remuneration and Benefits-in-Kind

As a public sector organisation, IMMA does not provide bonuses or benefits-in-kind. Therefore, no data is reported under these criteria.

What this represents:

This confirms compliance with public sector norms and explains why bonus-related data is not applicable.



Analysis and Key Insights

a) Contributing Factors

- **Role Distribution:** Female employees are well represented across all pay quartiles, with a particularly strong presence in senior roles.
- **Part-Time Work:** Women represent the majority of part-time employees (78%), which can influence overall pay averages.
- **Leadership Representation:** The higher quartile is 79% female, demonstrating progress in gender equity at senior levels.

What this represents:

These factors explain why IMMA's gender pay gap favours women. Strong female leadership and representation in higher pay bands are key drivers.

b) Key Observations

- IMMA shows no disadvantage to women; women earn slightly more on average.
- Strong female leadership aligns with IMMA's strategic commitment to equality.
- Continued focus is needed to ensure career progression for part-time staff and maintain gender balance in future recruitment.

Strategic Actions (2025-2026)

- **Leadership Development:** Seek gender balance in leadership through targeted development and mentoring programmes.
- **Career Progression:** Promote opportunities for part-time and temporary staff to ensure equitable advancement.
- **Monitoring and Transparency:** Continue annual reporting and data analysis to track progress and identify areas for improvement.
- **Inclusive Recruitment:** Align recruitment and promotion policies with IMMA's Equality, Diversity & Inclusion Strategy to ensure fair representation across all roles.
- **Flexible Work Practices:** Support flexible working arrangements that promote work-life balance without limiting career growth.

What this represents:

These actions aim to sustain progress and address potential future challenges, ensuring equality remains embedded in IMMA's culture.

IMMA

LOOKING AHEAD

IMMA remains dedicated to creating a workplace that reflects the values of fairness, creativity, and inclusion. Our 2025 Gender Pay Gap results show encouraging progress toward gender equity, but we recognise that this is an ongoing journey.

Winning the Art Museum Award 2025 demonstrates that our approach to diversity and inclusion is not only embedded internally but also recognised as best practice across Europe. We will continue to lead by example in the cultural sector, ensuring that our policies, practices, and culture support equality for all.



Sean Kissane, Curator Exhibitions and Christina Kennedy, Head of Collections at IMMA 2025. Photo: Marc O'Sullivan