



# Gender Pay Gap Report Dublin Zoo

2024 / 2025



# Introduction

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- Dublin Zoo is committed to fostering an inclusive workplace where all colleagues are valued equally and have equitable opportunities to develop and progress. As a charitable organisation with a 200-year heritage in wildlife conservation, we recognise that diversity of thought and experience strengthens our ability to achieve our mission of saving wildlife and inspiring passion for nature.
- This report fulfils our obligations under the Gender Pay Gap Information Act 2021 and reflects our workforce composition during the snapshot period from July 2024 to June 2025. While we are proud of our overall gender balance (41% male, 59% female), we recognise that our operational structure - characterised by seasonal demands requiring significant entry-level, fixed-term positions - creates specific challenges in our gender pay analysis. It is important to note that colleagues performing the same role receive equal pay regardless of gender.
- We are committed to transparency in reporting and, importantly, to taking meaningful action to address any disparities identified. This report not only fulfils our legal obligations but also reinforces our CARE values, particularly our commitment to being Respectful and Excellent in all that we do.
- Dublin Zoo's unique operating model significantly influences our gender pay gap figures. As Ireland's most popular family attraction, we experience pronounced seasonal peaks that require substantial temporary staffing, particularly in customer-facing and visitor services roles.
- These entry-level, fixed-term positions are essential to delivering excellence during our busiest periods and represent a significant proportion of our workforce. During the reporting period, female colleagues were more heavily represented in these seasonal, entry-level roles, as reflected in our quartile distribution.

# Gender Pay Gap

Our mean hourly gender pay gap of 15.3% and median gap of 12.8% reflect the higher proportion of female colleagues in entry-level and seasonal positions during the reporting period. It is important to emphasise that colleagues performing the same role receive equal pay regardless of gender. Our gender pay gap reflects how men and women are distributed across different types of roles within the organisation, rather than unequal pay for equal work.

**We recognise that, while seasonal operational demands create structural challenges, we must take proactive steps to:**

- ✓ Ensure progression pathways from entry-level roles are accessible to all colleagues
- ✓ Attract more female candidates to specialist technical roles (animal care, horticulture, and facilities)
- ✓ Attract more male candidates to visitor services and retail roles
- ✓ Increase female representation in senior management positions

We are pleased to report that since June 2024, we have made meaningful progress in diversifying our leadership team, with increased female representation in management positions.

	Male Employees	Female Employees	Gender Pay Gap %
Mean Salary (€)	€22.03	€18.67	15.3%
Median Salary (€)	€19.84	€17.31	12.8%

# Pay Quartiles

Quartile analysis demonstrates that female colleagues were more heavily represented in the lower and lower-middle pay quartiles during the reporting period, primarily reflecting their higher representation in seasonal positions which are essential to our operations.

We recognise that improving gender balance across all quartiles, particularly in our upper quartiles, is essential.

Our commitment to this is evidenced by ongoing structural changes to our management team and our focus on succession planning and talent development for all colleagues.

	% Male	% Female
Quartile 1	31%	69%
Quartile 2	33%	67%
Quartile 3	43%	57%
Quartile 4	57%	43%

# Bonus Payments & BIK

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Based on the data reviewed, 95 employees received bonuses during the period, with 45 male employees and 50 female employees awarded payments. Male employees received an average bonus of €1,594, while female employees received an average of €1,050, resulting in a mean bonus gap of 34.2%.

However, the median bonus payment was €693 for both male and female employees, resulting in a median bonus gap of 0.00%. This demonstrates that, at the typical bonus level, male and female employees receive equivalent payments, with the difference in the mean figure reflecting the range of bonus values across different roles and levels throughout the organisation.

Only two employees receive a Benefit in Kind at Dublin Zoo. This relates to on-site accommodation provided as a requirement of their role to support the welfare of animals outside normal operating hours. Both employees are male.

# Our Commitment

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As part of our ongoing commitment to our CARE Values we will continue to establish a working environment where gender equality is inseparable from our commitment to our team by:

## **Establishing Clear Career Pathways**

- Implementing mentoring and development programmes to support colleagues from all backgrounds to progress in the organisation - In Development (Due H2 – 2026)
- Ensuring all colleagues understand advancement opportunities available to them – Ongoing

## **Maintaining Inclusive Recruitment and Selection Processes**

- Training hiring managers on unconscious bias – Ongoing
- Ensuring diverse interview panels where possible – Ongoing

## **Regular Monitoring and Accountability**

- Quarterly tracking of gender representation across all levels and role families – In Development (Due H2 – 2026)
- Annual gender pay gap reporting with clear progress measures – Ongoing
- Board-level oversight of diversity and inclusion initiatives – Ongoing