

Gender Pay Gap Report

2025

GENDER PAY GAP REPORT

The Great National Ballykisteon Hotel is an equal opportunities employer with a strong commitment to fostering a positive, inclusive, and diverse workplace for everyone as an employer of choice. The Gender Pay Gap Report compares the average hourly pay of all women and all men across our organisation. We report the mean and median differences in line with Irish gender pay gap reporting requirements.

We are proud to present our 2025 Gender Pay Gap (GPG) Report, outlining our ongoing efforts and commitment to gender equality within our company. As a hotel company operating in the Republic of Ireland, we recognise the importance of ensuring fair compensation for all employees. This report provides transparency based on the required mean and median statistics of our employee compensation.

Our Senior Leadership Team is dedicated to narrowing any gap that exists by continuously seeking ways to improve. We focus on hiring the best person for each role, supporting development, and ensuring fair recognition and reward for everyone's contributions.

Nichola Deere

Chief People Officer, Great National Hotels & Resorts Group



References:

For the purposes of this report, Great National Ballykisteon Hotel used the 1st June 2024 to 31st May 2025 as the snapshot period to measure data against.



Great National
Ballykisteon Golf Hotel
★★★★

Gender Pay vs Equal Pay

Gender Pay measures the difference in average earnings between men and women across the organization regardless of role or seniority. It does not necessarily indicate unlawful pay practices; it often reflects differences in representation across roles and levels. It is a statistical measure of overall pay differences. Equal Pay is a legal requirement that men and women must receive the same pay for the same job, similar work or work of equal value under equality legislation. Unequal pay for equal work is unlawful and constitutes discrimination.

The Gender Pay Gap Percentage

The gender pay gap percentage is the difference between the average earnings of men and women expressed as a percentage of men's pay. It is calculated by taking the calculated hourly rate of all female and male employees in our organisation, finding the mean and median, and then determining the gap between these numbers across genders.

Median Gender Pay Gap

A median gender pay gap is the difference between the median hourly rate of pay for males and females. It is calculated by pinpointing the exact middle point between the lowest paid and the highest paid man and the lowest paid and the highest paid woman and showing the difference between the two figures.

Mean Gender Pay Gap

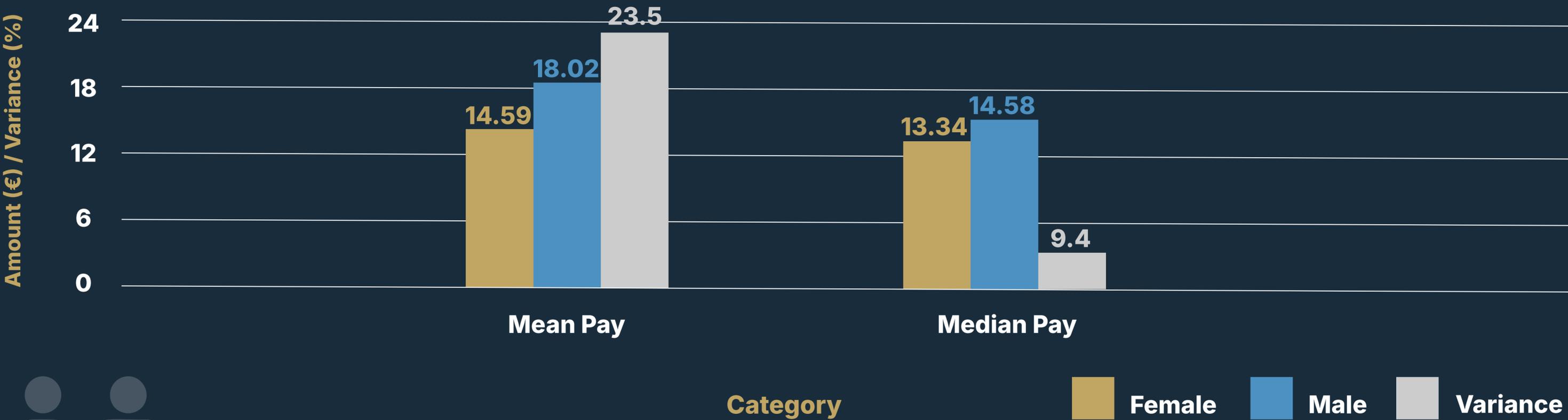
A mean gender pay gap is the difference between the mean hourly rate of pay for males and females. It is calculated by totalling the hourly pay of all female employees and dividing that amount by the number of female employees. The calculation is repeated for male employees and the difference between the two figures is shown.

Quartile Pay Bands

Quartile pay bands are calculated by splitting all employees into four even groups according to their level of pay.

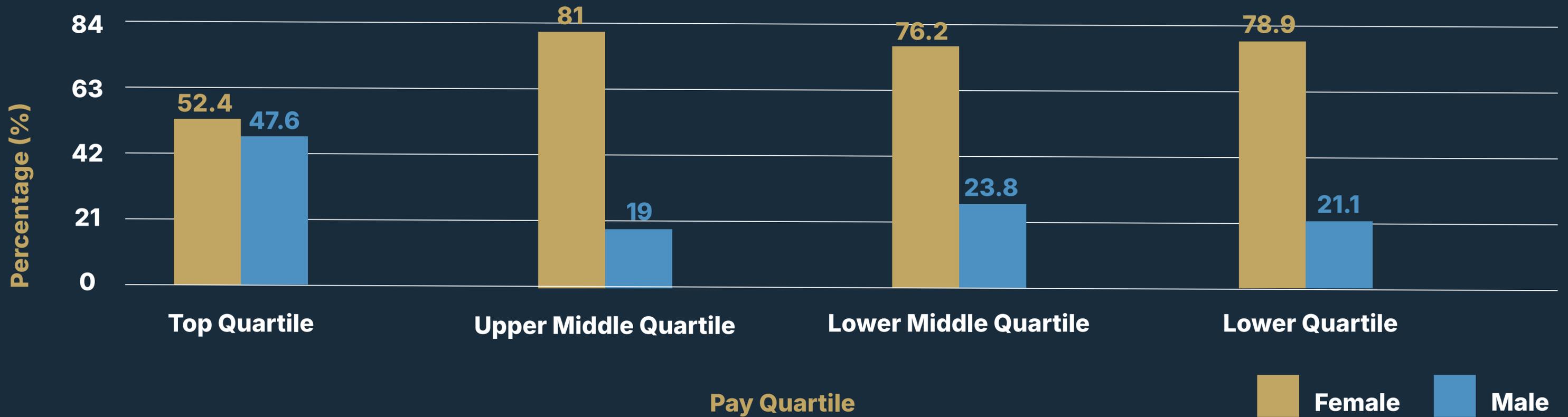
As of the reporting period, Great National Ballykisteon Hotel employed a total of 82 staff members, comprising 59 females (72%) and 23 males (28%). This strong female majority influences the distribution across pay quartiles and provides important context for interpreting the gender pay gap.

Split into pay quartiles, the splits are as shown in the table below:



Category

Female Male Variance



For the most part, because women dominate the overall headcount numerically at 72% and are spread across all pay quartiles, with a large proportion in lower and middle quartiles, their overall average will be pulled down.

Meanwhile, 23 men are fewer in number but disproportionately represented in the top quartile (47.6%), which significantly boosts their mean pay.

However, we can see that female representation in the Top Quartile is slightly higher against the overall average (52.4%), suggesting that female employees are marginally more likely to hold supervisory or management positions as a proportion of their total population. This positive female representation shows the Company's commitment to hire and promote women to top roles in the business.

The business has a fairly flat pay structure due to the nature of the industry, and as such many employees earn broadly similar wages. The top quartile therefore holds data mainly for employees at supervisory level and above, whilst the other 3 quartiles contain only minor differences in pay levels.

Overall Impact of Workforce Composition

Because women dominate numerically, their mean reflects a broader range of roles, including many lower-paid positions. Men, being fewer, have a higher concentration in top-paying roles, so their mean is less diluted by lower-paid positions.

Business Initiatives to Reduce Pay Gaps

Great National Hotels & Resorts Group is actively working to reduce gender-based pay gaps through a range of inclusive policies and programmes. We offer comprehensive training opportunities at all levels—from foundational skills development to graduate and management programmes—ensuring equal access to career progression. These initiatives are promoted both internally and externally and are open to employees from all backgrounds.

Flexible working arrangements are available beyond statutory requirements and we conduct regular salary reviews to ensure pay equity across similar roles, regardless of gender, benchmarking our compensation against external market standards to remain competitive and eliminate gender-based disparities.

Reviews are based on clear criteria through standardized pay frameworks based on objective measures (skills, experience, job responsibilities) to ensure clarity and fairness is applied.

In accordance with our commitment to equal opportunities, all positions are open to both male and female applicants. Subject to the availability of suitably qualified candidates, we remain dedicated to increasing the representation of women in senior leadership roles.

