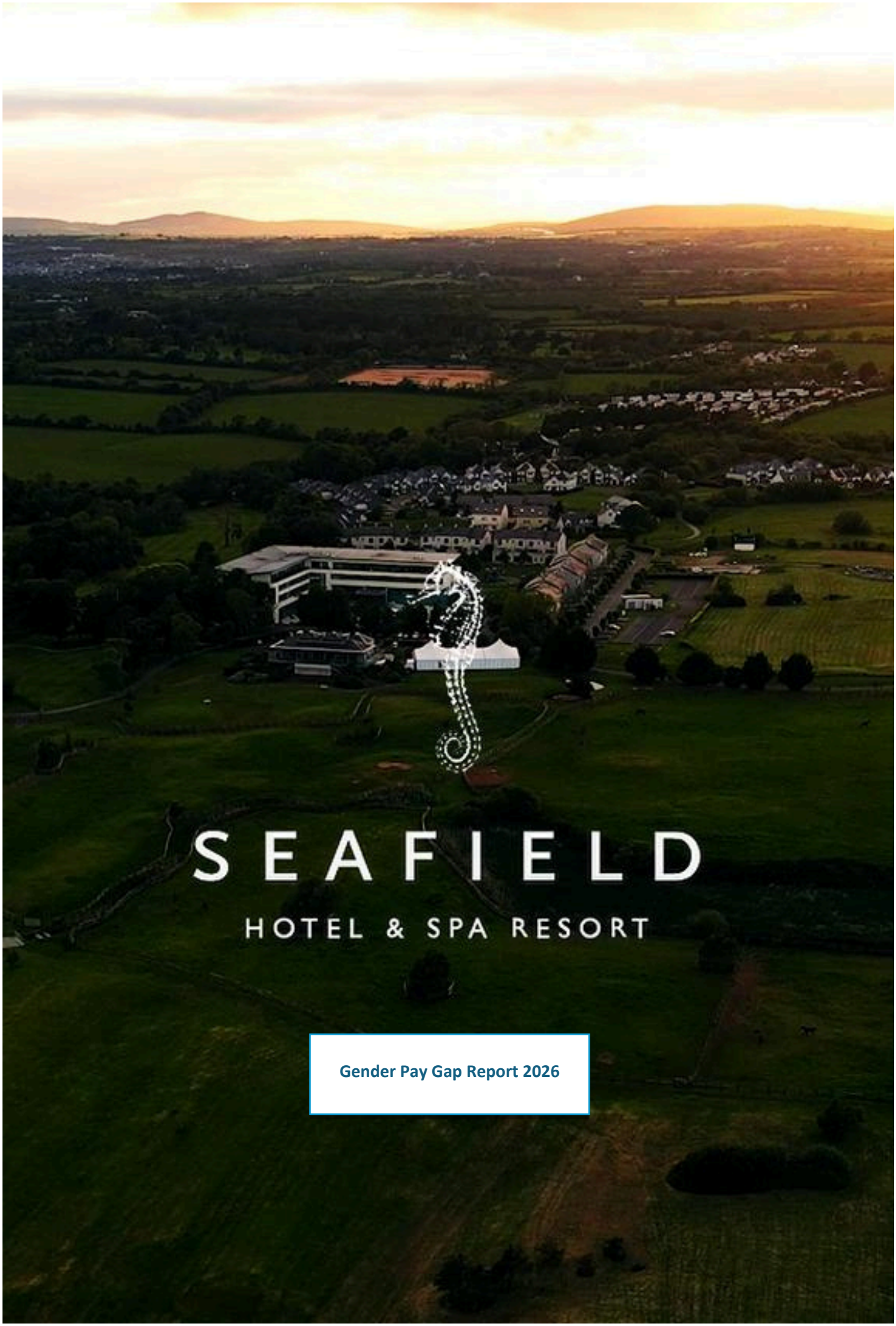


Gender Pay Gap Report 2026

Gender Pay Gap Report 2026 Seafield Hotel & Spa Resort

Prepared inaccordance with theGenderPayGap Information Act 2021 (SINo.264/2022) ·
Snapshot date 21st June 2026

Introduction

We remain committed to making Seafield Hotel & Spa Resort a workplace where every team member can thrive and develop, regardless of gender or background.
Diversity and inclusion are central to how we work. They make our teams more innovative, more engaged, and better able to serve our guests and customers.

Our 2026 Gender Pay Gap Report is the first in which our headline figures cover all employees, both hourly-paid and salaried. On this basis, the mean gender pay gap is 12.3% and the median gender pay gap is 2.8%, both in favour of men.

Among our hourly-paid team, who make up 91% of our workforce, men and women continue to be paid almost equally: the mean gap is 0.7% and the median gap is 1.6%. Part-time women earn on average 5.7% more per hour than part-time men.

These results reflect our commitment to equal pay for equal work and transparent pay structures. They also show clearly where our remaining gap comes from: the gender balance of our most senior salaried roles.

What is the gender pay gap?

The gender pay gap is the difference in the average hourly wage of men and women across a workforce, expressed
as a percentage of average male earnings. It compares the pay of all working men and all working women, not just those in the same jobs, with the same working patterns or the same competencies.
This is different to equal pay, which compares the pay of men and women who perform the same role or roles of equal value.

The snapshot date for this report is 21st June 2026, and it is based on information collected between 22nd June

2025 and21st June 2026.

Key metrics explained

The MeanPay Gap:
the difference between women's mean hourly wage and men's mean hourly wage. The mean hourly wage is the average hourly wage across the organisation.

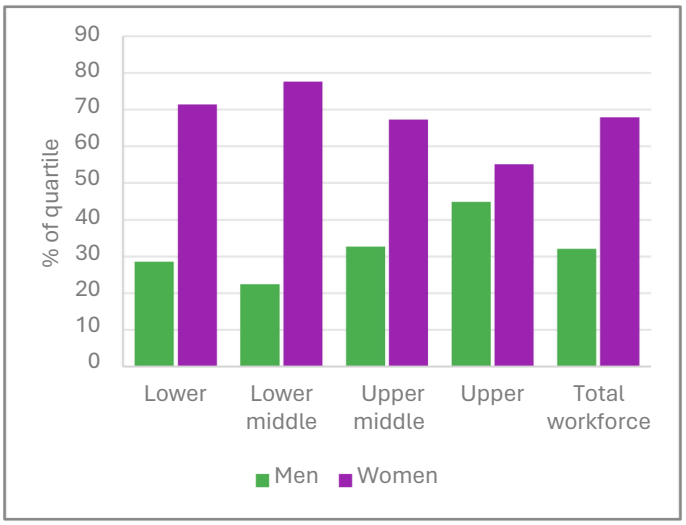
The Median Pay Gap:
the difference between women's median hourly wage (the middle-paid woman) and men's median hourly wage (the middle-paid man). The median is found by ranking all employees from highest to lowest paid and taking the hourly wage of the person in the middle.

The Quartiles:
all employees are split into four equal groups by hourly pay. The proportion of men and women in each quartile indicates gender representation at different levels of the organisation.

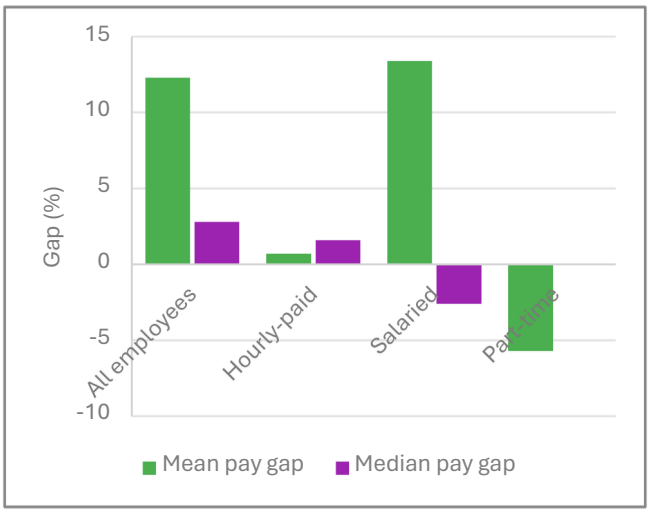
Gender pay gap results 2026

Metric	Result
Mean hourly pay gap	12.3%
Median hourly pay gap	2.8%
Part-time mean hourly pay gap	−5.7% (in favour of women)
Part-time median hourly pay gap	0.0%
Temporary mean and median hourly pay gap	Not applicable (no male temporary employees)
Mean and median bonus gap	0%
% of male employees in receipt of bonus	0%
% of female employees in receipt of bonus	0%
% of male employees in receipt of BIK	0%
% of female employees in receipt of BIK	0%

Pay quartile gender representation (% of quartile)



Gender pay gap 2026 (%)



Quartile	Men	Women
Lower	28.6%	71.4%
Lower middle	22.4%	77.6%
Upper middle	32.7%	67.3%
Upper	44.9%	55.1%
Total workforce	32.1%	67.9%

Key findings 2026 and interpretation

Workforce: 196 employeesonthesnapshotdate
Women: 133 (68%)
Men: 63 (32%)

Pay quartiles:
Women make up the majority of every quartile
Men are over-represented in the upper quartile (45%) compared with their share of the workforce (32%)
All salaried roles fall within the upper quartile

Mean gender pay gap: 12.3%. Men's average hourly pay (€16.91) is 12.3% higher than women's (€14.83). The mean is strongly influenced by a small number of senior salaried roles currently held by men.

Median gender pay gap: 2.8%. Men's median hourly pay (€14.82) is 2.8% higher than women's (€14.41). The much lower median shows that pay across most of the workforce is closely aligned.

Results by pay group

Pay group	Employees	Mean gap	Median gap
Allemployees	133 women / 63 men	12.3%	2.8%
Hourly-paid	127 women / 52 men	0.7%	1.6%
Salaried	6 women / 11 men	13.4%	−2.6% (in favour of women)

2026 compared with 2025

Measure	2025	2026	Commentary
Headlinebasis	Hourly-paid employees only	Allemployees, hourly and salaried	2026 headline is not directly comparable with 2025
Hourly mean gap	0.43%	0.7%	Remains close to parity
Hourly median gap	−1.45% (women earned more)	1.6%	Small move in men's favour; still close to parity
All-employee mean gap	Not reported	12.3%	Driven by senior salaried roles
All-employee median gap	Not reported	2.8%	Pay across most of the workforce closely aligned
Workforce composition	211 employees, 56% women	196 employees, 68% women	Larger, more female workforce
Upper quartile	51% men, 49% women	45% men, 55% women	Women now the majority of the upper quartile

Employer statement

Our analysis for 2026 shows a mean gender pay gap of 12.3% and a median gender pay gap of 2.8% across all employees, in favour of men.
This is the first year our headline figures include both our hourly-paid and salaried team members. Last year's headline covered hourly-paid employees only, so the two years are not directly comparable.

Among our hourly-paid team, which makes up 91% of our workforce, men and women continue to be paid almost equally. The mean gap is 0.7% (0.43% in 2025) and the median gap is 1.6% (−1.45% in 2025). Part-time women earn on average 5.7% more per hour than part-time men, and the part-time median gap is 0.0%.

Pay rates at Seafield are set by role, not by the person holding it.

Our overall gap is driven by who holds our most senior salaried positions, not by differences in pay for the same work. Several of our highest-paid roles are currently held by men. Because a small number of senior salaries has a large effect on the average, our median gap (2.8%) is much lower than our mean gap (12.3%).

At the same time, our leadership pipeline is strongly led by women. Women hold all but one of our team leader, supervisor and assistant manager positions, 18 of 19 roles, and a female team member is currently on our Trainee Manager Programme. This gives us a clear pathway for women into senior leadership, and we expect it to narrow our overall gap as these colleagues progress.

Seafield does not operate a bonus scheme or provide benefits in kind, so all bonus and benefit-in-kind figures are 0% for both men and women.

One woman was on a fixed-term contract on the snapshot date. There were no male temporary employees to compare with, so a temporary pay gap cannot be calculated.

We remain committed to monitoring our pay data every year, complying with the Gender Pay Gap Information Act 2021, and promoting gender balance at every level of the organisation.

Challenges

Senior and upper-quartile representation:
Men make up 32% of our workforce but 45% of our upper pay quartile. Senior management, culinary leadership, finance management and facilities leadership roles are mainly held by men, and this is the main cause of our overall mean gap.

Occupational segregation:
Women remain concentrated in Spa, Accommodation, Front Office and Food & Beverage service.
Men are more strongly represented in Kitchen leadership and Maintenance.

Flexible and part-time work:
80% of our female employees work part-time, compared with 44% of men.
Flexible working is valued by our team, and we must make sure it never limits access to promotion or senior roles.

Anti-social hours:
Resort operations need cover in the evenings, at weekends and on public holidays.
This can affect who is able to take on certain roles and shift patterns.

Conclusion and next steps (2026–2027)

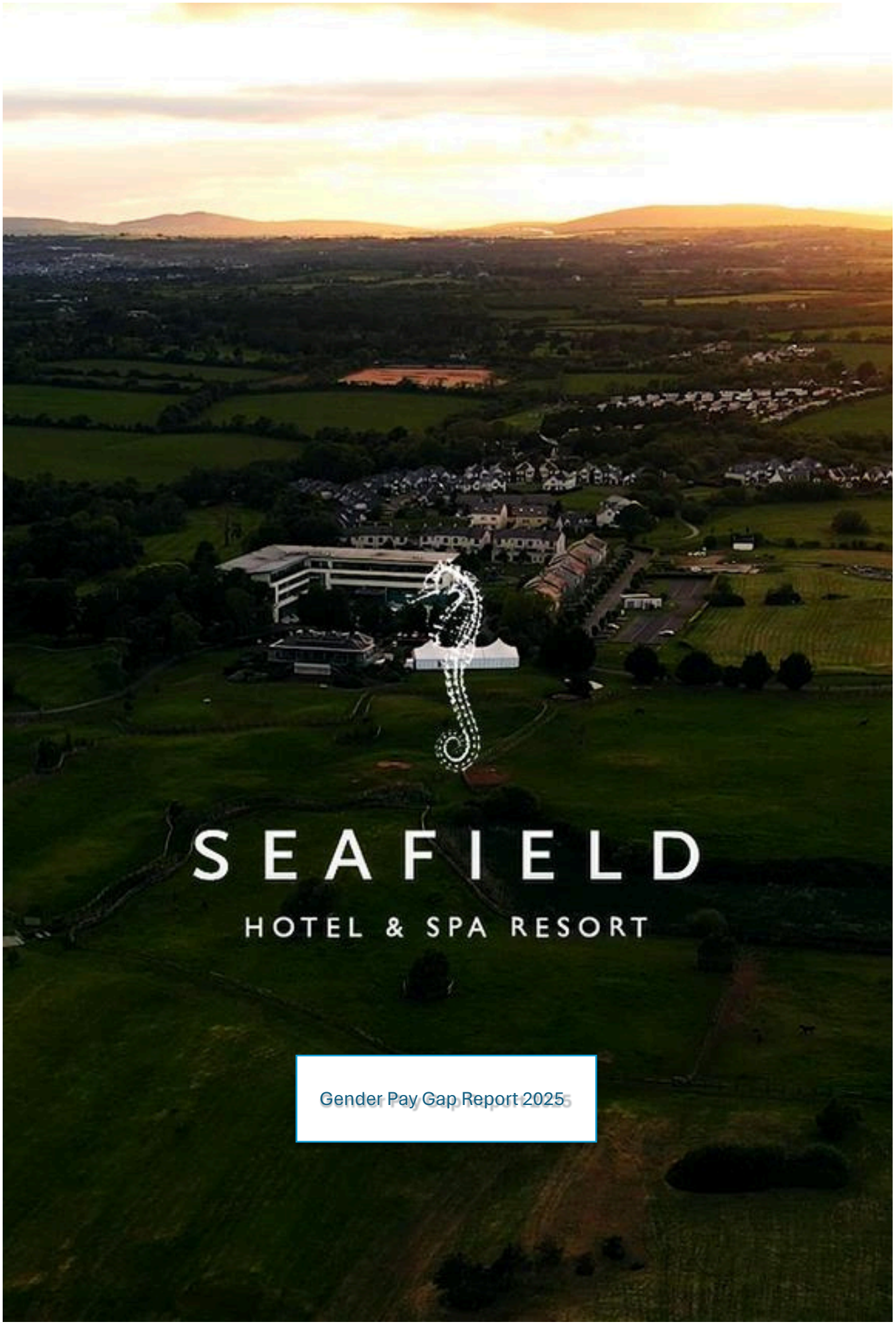
Pay forequalwork at Seafieldremains close toparity.

Our hourly mean gap is 0.7% and part-time women are paid more per hour than part-time men. Our 2026 figures also show clearly that our remaining gap comes from the gender balance of our senior roles. Closing it is our priority for the year ahead.

With women holding almost all of our supervisory and assistant manager roles, and a female trainee manager in development, we are well placed to see more women move into senior leadership in the years ahead.

In 2026–2027, we will:

- Continue to monitor pay data every year, covering all employees including salaried staff, in line with the Gender Pay Gap Information Act 2021
- Support the progression of our team leaders, supervisors and assistant managers, 95% of whom are women, into head-of-department and senior management roles, building on our Trainee Manager Programme, which a female team member is currently completing
- Aim for gender-balanced shortlists for all management and senior vacancies
- Review pay on every promotion and new senior appointment to make sure it is consistent and transparent
- Encourage cross-training and fair allocation of roles so that all employees can access higher-paid positions
- Support flexible and part-time working at supervisory and management level, so that flexible working does not hold back career progression
- By continuing to focus on inclusion and equity, we aim to make Seafield Hotel & Spa Resort a workplace where every employee can thrive and reach their full potential.



Gender Pay Gap Report - Seafield Hotel & Spa Resort - 2025
Prepared in accordance with the Gender Pay Gap Information Act 2021 (SI No. 264/2022)

INTRODUCTION

We remain committed to making Seafield Hotel & Spa Resort a workplace where every team member can thrive and develop, regardless of gender or background.

Diversity and inclusion are central to how we work — they make our teams more innovative, more engaged, and better able to serve our guests and customers.

Our 2025 Gender Pay Gap Report demonstrates that we continue to achieve strong gender balance across our workforce, with very little difference in average pay between men and women.

The mean gender pay gap for our hourly-paid employees at Seafield Hotel & Spa Resort for 2025 is 0.43% (in favour of men), while the median gender pay gap is -1.45% (in favour of women).

These results are significantly lower than the latest available national gender pay gap for Ireland (9.6% in 2022 according to the CSO) and well below the EU average of 12.7% (Eurostat, 2021).

This outcome reflects our commitment to equal pay for equal work, transparent pay structures, and a culture that values fairness.

WHAT IS THE GENDER PAY GAP?

The gender pay gap is the difference in the average hourly wage of men and women across a workforce, expressed as a percentage of the average male earnings. It compares the pay of all working men and all working women; not just those in same jobs, with the same working patterns or the same competencies.

This is different to equal pay which compares the pay of men and women who perform the same role or roles of equal value.

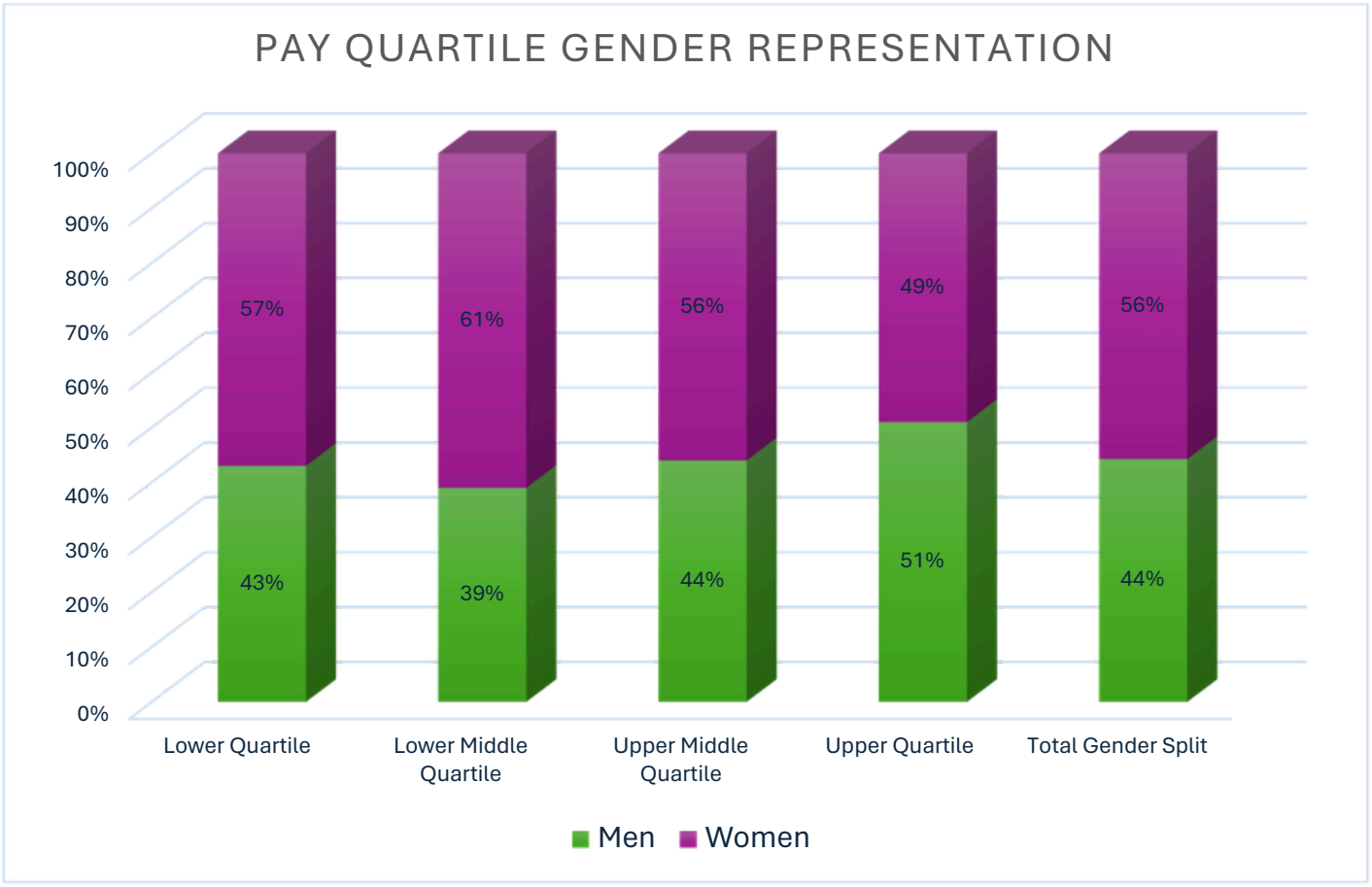
The Gender Pay Gap Report Snapshot date is 21st June 2025 and is based on information collected between 22nd June 2024 and 21st June 2025.

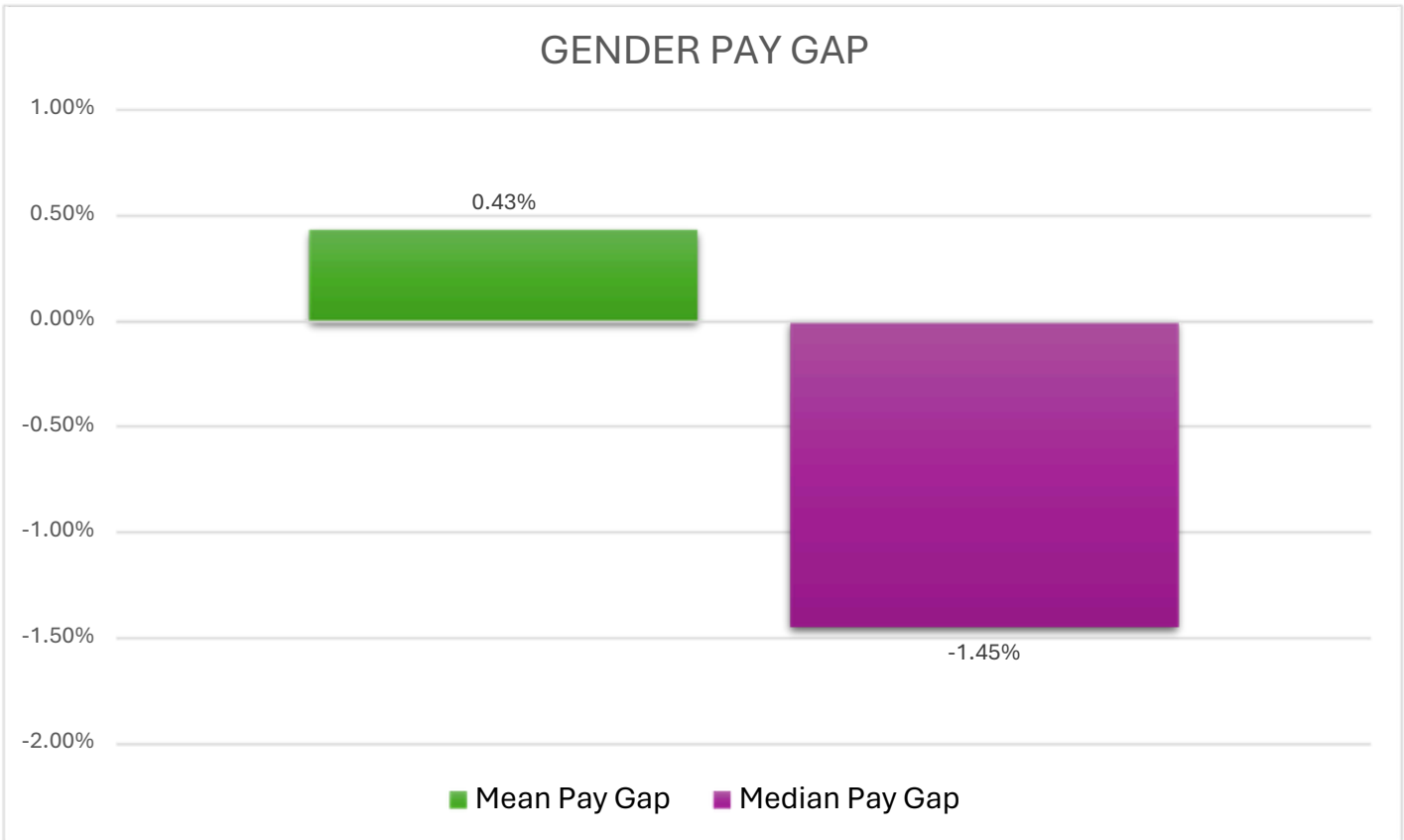
KEY METRICS EXPLAINED

The Mean Pay Gap - The mean gender pay gap is the difference between women's mean hourly wage and men's mean hourly wage. The mean hourly wage is the average hourly wage across the entire organisation.

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

The Quartiles - Pay quartiles are calculated by splitting all employees in an organisation into four even groups according to their level of pay. Looking at the proportion of men and women in each quartile gives an indication of the gender representation at different levels of the organisation.





% of male employees in receipt of Bonus = 0%
% of female employees receipt of Bonus = 0%
% of male employees in receipt of BIK = 0%
% of female employees in receipt of BIK = 0%

Gender Pay Gap Report - Seafield Hotel & Spa Resort - 2025
Prepared in accordance with the Gender Pay Gap Information Act 2021 (SI No. 264/2022)

KEY FINDINGS 2025 & INTERPRETATION

Workforce:
211 employees

- Women: (56%)
- Men: (44%)

Pay Quartiles:

- Women slightly over-represented in the lower two quartiles
- Men slightly over-represented in the highest quartile
- Overall distribution is balanced

Mean Gender Pay Gap: 0.43%
Men's average hourly pay is 0.43% higher than women's
Men earn slightly more on average, but the gap is close to zero

Median Gender Pay Gap: -1.45%
Women's median hourly pay is 1.45% higher than men's
Women earn slightly more at the median

Our gender pay gap is well below the Irish national average of 9.6%
Results demonstrate strong pay equity across the business

Key Achievements – 2025 vs 2024

Measure	2024 (Last Year)	2025 (This Year)	Progress / Commentary
Mean Gender Pay Gap	1.01% (men earned more)	0.43%(menstillearnslightly more)	Gapreduced by more than half - strong improvement toward pay parity.
Median Gender Pay Gap	-1.57% (women earned more)	-1.45%(womenearnslightly moreatmedian)	Median remains in women's favour, with a small shift closer to zero - indicates stable equity across the middle of the pay distribution.
Workforce Composition	61.95%womeninhourly roles,31.82%womenin salariedroles	56%womenoverall	More balanced overall workforce; slight narrowing of disparity in higher-paying positions.
Quartile Distribution	Womenover-represented across all quartiles, particularlyQuartile1	Women slightly over represented in lower quartiles,menslightlyin highest quartile	Some improvement in top quartile balance, though high-paid male roles persist.
Action Plan Implementation	Planned measuresincluded Data payaudits,gender-neutraljobout ads, leadership D&I training gap	a showspositive comesandreducedmean	Measures appear to be effective; results suggest sustained impact on pay equity.

EMPLOYER STATEMENT

Our analysis shows a mean gender pay gap of 0.43% and a median gender pay gap of -1.45%, indicating that women's median pay is slightly higher than men's.

This demonstrates that our pay practices are equitable.
We remain committed to monitoring our pay data annually, ensuring compliance with the Gender Pay Gap Information Act 2021, and promoting gender balance across all roles.

CHALLENGES
Despite progress, some challenges remain:

- Upper Quartile Representation:
  Men continue to dominate certain senior and technical roles, influencing the overall mean pay gap.

- Occupational Segregation:
  Women remain concentrated in Spa, Housekeeping, Front Office, and Guest Services, while men dominate Kitchen, Technical, and Maintenance roles.

- Flexible & Part-Time Work:
  Many women use flexible schedules, particularly in support services, which can influence quartile distribution and overall pay comparisons.

- Anti-Social Hours:
  Resort operations require work at evenings, weekends, and public holidays, which may limit certain employees' ability to access higher-paying shifts.

Addressing these challenges is essential to maintaining long-term pay equity and workforce diversity.

CONCLUSION / NEXT STEPS (2025–2026 GPGR)

Seafield Hotel & Spa Resort has made measurable progress in gender pay equity over the past year:

- The mean gender pay gap is nearly closed at 0.43%
- The median gender pay gap remains slightly favourable to women at -1.45%
- Overall workforce composition is more balanced than last year

While we are achieving pay parity across the organisation, we recognise that maintaining gender balance requires ongoing attention.

In 2025–2026, we will:

- Continue to monitor pay data annually to ensure ongoing compliance with the Gender Pay Gap Information Act 2021
- Promote gender diversity across all levels, with a focus on leadership opportunities for underrepresented groups
- Maintain transparent recruitment and pay practices to ensure fairness and equal opportunity
  Encourage cross-training and equitable role allocation to support access to higher-paid roles for all
- employees
  Support flexible working patterns without disadvantaging career progression.
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By continuing to focus on inclusivity and equity, we aim to ensure that Seafield Hotel & Spa Resort remains a workplace where all employees can thrive and achieve their full potential.