Gender Pay Gap Report

THE CASHEL PALACE

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FOREWORD FROM OUR
DIRECTOR OF PEOPLE

At Cashel Palace Hotel, we remain committed to fostering a workplace where equality and fairness are central to our values. The publication of our Gender Pay Gap Report is an important opportunity to reflect on our progress, identify areas for improvement, and reinforce our dedication to creating a truly inclusive environment.

This year, our median gender pay gap stands at 6.0%, compared to 4.1% in 2024, and our mean gender pay gap is 14.8%, compared to 15.4% last year. While we recognise that various factors contribute to these figures, we understand the importance of addressing the root causes and working diligently to close these gaps.

We acknowledge that the increase in our median pay gap requires action while we welcome the reduction in the mean pay gap. Over the coming months, we will focus on initiatives to ensure greater representation of women in senior roles, enhance career development opportunities for all employees, and continue to embed fairness and equity in every aspect of our organisation.

Reducing the gender pay gap is not only the right thing to do but also essential to driving innovation, creativity, and success. We remain committed to transparency and accountability as we work toward a future where our workplace is truly representative of the diverse talents within our community.

Avril Chappell
Director of People

OUR PERFORMANCE

In Cashel Palace Hotel, on the snapshot date of June 30th, 2025, there were 272 people working in our organisation (2024: 280). Women represent a greater proportion of our workforce than men (62.5% versus 37.5%) which is often the case in our industry.

Numbers Employed:

	Numbers		Percentages	
	Male	Female	Male	Female
TOTAL	102	170	37.5%	62.5%

We ranked each employee by hourly pay and then split them by gender into pay quartiles with each quartile representing 25% of our workforce. We also split our employees into full-time and part-time categories as follows:

Our Pay Quartiles:

	Full-Time		Full-Time %		Part-Time		Part-Time %	
	Male	Female	Male	Female	Male	Female	Male	Female
Upper Quartile	28	28	50.0%	50.0%	1	11	8.3%	91.7%
Upper Middle Quartile	15	14	51.7%	48.3%	15	24	38.5%	61.5%
Lower Middle Quartile	13	10	56.5%	43.5%	8	37	17.8%	82.2%
Lower Quartile	11	10	52.4%	47.6%	11	36	23.4%	76.6%
TOTAL	**67**	**62**	**51.9%**	**48.1%**	**35**	**108**	**24.5%**	**75.5%**

"Mean" Pay Rate:

Our average or "Mean" gender pay across the organisation was calculated as follows:

Our Pay Quartiles	Mean Rate	
	Male	Female
Upper Quartile	€33.97	€26.67
Upper Middle Quartile	€18.70	€18.09
Lower Middle Quartile	€16.43	€16.29
Lower Quartile	€13.60	€13.00
TOTAL	**€21.45**	**€18.28**

Overall, the average gender pay gap for female employees was 14.8% for the year. This means that for every €1 a male employee received, a female employee received 85.2 cent.

It is our upper pay quartile that is the source of our gender pay gap. Like many organisations, the salaries of our General Manager, Head Chef and Chief Financial Officer (all men) are having a significant impact on our mean gender pay gap. If we were to exclude these three employees from the data, the overall mean gender gap would fall from 14.8% to 7.1%.

"Median Pay Rate"

Our median gender pay across the organisation was calculated as follows:

Our Pay Quartiles	Median Rate	
	Male	Female
Upper Quartile	€26.55	€24.54
Upper Middle Quartile	€18.62	€18.05
Lower Middle Quartile	€16.56	€16.42
Lower Quartile	€14.02	€13.83
TOTAL	**€18.12**	**€17.03**

This year the woman in the middle of the female pay range received 6% less than the man in the middle of the male pay range. This median gap means that for every €1 a male employee received, a female employee received 94 cent.

Bonus & BIK data

During the previous 12 months the following % of employees were paid a bonus or BIK as follows:

Bonus & BIK	Male	Female
Paid Bonus	7.8%	4.1%
Paid BIK	1.0%	0%

The difference in mean bonus renumeration between male employees and female employees was 46.6%. The difference in median bonus renumeration was 26.7%.

ADDRESSING OUR GENDER PAY GAP

Our Approach to Addressing the Gender Pay Gap

In response to the findings of this year's Gender Pay Gap Report, Cashel Palace Hotel will continue to focus on the organisational factors that influence pay outcomes, including role distribution, seniority levels and working patterns.

Our approach will centre on supporting balanced representation across all levels of the organisation by maintaining fair and transparent recruitment, promotion and development practices. This includes ongoing review of succession planning, access to development opportunities and progression pathways, with the aim of supporting career advancement on an equitable basis.

We will continue to consider flexible working arrangements, where operationally appropriate, as part of our efforts to support retention and progression across a diverse workforce.

Gender pay gap data will be monitored on an annual basis and used to inform future workforce planning and people management practices. Actions will be kept under review to ensure they remain appropriate, proportionate and aligned with the operational needs of the business.

Through this measured and sustainable approach, Cashel Palace Hotel remains committed to making progress in addressing its gender pay gap while continuing to operate in a fair, transparent and responsible manner.

CONCLUSION FROM OUR
GENERAL MANAGER

This is the third year of Gender Pay Reporting and Cashel Palace is happy to participate and support the spirit of the legislation. It is encouraging to see the progress made to date, which has seen our average gender pay gap fall from 19.5% in 2022 to 14.8% for 2025.

We are committed to building on that progress, and we will continue to focus on supporting and developing our employees at all levels. Our managers and leaders own and drive this across their business areas and continue to create an environment in which all colleagues can thrive.

Adriaan Bartels
General Manager