

Gender Pay Gap Report 2025



Adare Manor | Gender Pay Report 2025

Foreword



At Adare Manor, our purpose of creating & delivering *Beyond Everything* experiences begins with our people. We believe that a culture rooted in respect, inclusion, and opportunity for all is essential to delivering the exceptional experiences our guests and colleagues deserve.

The Gender Pay Gap Report provides us with an important opportunity to reflect on our progress and identify where we can do better.

In the past year, we have continued to focus on expanding access to benefits, learning and development opportunities and encouraging career progression across all departments.

Our 2025 results reaffirm that, while we continue to make meaningful strides, there remains more to do in achieving balance across all levels. We remain committed in our belief that diversity strengthens our teams, inspires innovation, and enhances the experience we deliver for our guests and one another.

Brendan O'Connor
General Manager

Philomena O'Donovan
Director of Human Resources

◆ *The reporting date for this report was 1st June 2025*

Gender Pay Report 2025 -Our results

Mean & Median pay gaps



References

The gender pay gap percentage is the difference between the average earnings of men and women expressed as a percentage of **men's** pay.

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.

A mean gender pay gap is the difference between the mean hourly rate of pay for males and females. It is calculated by totaling 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.

| | |
|--|--------|
| Mean hourly pay gap (all employees) | 9.58% |
| Mean hourly pay gap (part-time employees) | -3.54% |
| Mean hourly pay gap (temporary employees) | -6% |
| Median hourly remuneration pay gap (all employees) | 1.82% |
| Median hourly remuneration pay gap (part-time employees) | -3.58% |
| Median hourly remuneration pay gap (temporary employees) | -8% |
| Mean bonus remuneration pay gap | 106% |
| Median bonus remuneration pay gap | 39% |



Gender Pay Report 2025- Our results



Pay Bands

| Hourly Pay Quartiles | Male | Female |
|----------------------|--------|--------|
| - Upper | 65.43% | 34.57% |
| - Upper Middle | 54.32% | 45.68% |
| - Lower Middle | 50.62% | 49.38% |
| - Lower | 53.85% | 46.15% |

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

Benefit in Kind & Bonuses

Percentage who received benefits in kind

| | |
|--------|--------|
| Male | 21.10% |
| Female | 15.19% |

Percentage who received paid bonuses

| | |
|--------|--------|
| Male | 9.54% |
| Female | 10.00% |



Gender Pay Report 2025 - Our results



- Our mean pay gap is 9.58%. Our upper quartile continues to have a higher proportion of male employees in leadership roles. Meanwhile, our lower and lower-middle quartiles are more heavily represented by female colleagues in operational positions
- Our bonus gap of 106% is influenced by the composition of our senior leadership team, where a higher number of roles eligible for performance bonuses are currently held by men.
- Our focus now is on career progression, leadership readiness, and gender balance across all pay quartiles to ensure sustained, meaningful improvement.

