

MOUNT JULIET ESTATE

GENDER PAY GAP

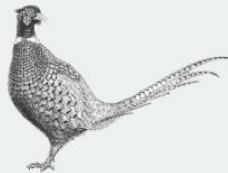
REPORT 2025

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Mount Juliet Estate

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Introduction from Mark Dunne, General Manager

Greetings from Mount Juliet Estate. As we publish our fourth year of Gender Pay Gap reporting, I am pleased to share that the gender pay gap at Mount Juliet Estate has continued to reduce in 2025. This progress reflects the focus and commitment we have placed on long-term, meaningful change across our organisation.

Over the past year, our strategy has centred on the continued development of our team through world class training opportunities, structured career planning, and a clear emphasis on retention. These initiatives have strengthened internal progression pathways and supported our ambition to grow talent from within. I am also pleased to note that this approach has contributed to a decrease in our overall team turnover rate, an encouraging result that, combined with the reduction in our gender pay gap, positions us very positively as we head into 2026.

We are equally proud that, once again in 2025, Mount Juliet Estate has been recognised as one of the best workplaces in hospitality in Ireland. This achievement is a testament to the culture we continue to build and to the dedication of our entire team.

As we look to the year ahead, we remain committed to fostering a workplace where development, opportunity, and fairness are at the core of our approach. Thank you for your continued contribution to making Mount Juliet Estate a great place to work.

Best regards,
Mark Dunne

What is a Gender Pay Gap?

The gender pay gap is the difference in the average *hourly* pay of men and women across an organisation. It reflects the pay of all male and female employees, regardless of role, seniority, working pattern, qualifications or experience. It is distinct from the concept of equal pay, which refers to men and women being paid the same for equal work.

Gender pay gap reporting is one important element of the broader national strategy to address gender representation, participation and progression in the workforce. While reporting alone will not resolve the structural, cultural or policy-related causes of these gaps, it plays a central role in bringing transparency to pay outcomes and supporting evidence-based action. (Source: IBEC)

The Gender Pay Gap Information Act 2021 and its associated Regulations require organisations to report on their hourly gender pay gap across a defined set of metrics.

Under the Act, Irish organisations with 150+ employees must report the following:

- Mean hourly remuneration gap
- Median hourly remuneration gap
- Mean bonus remuneration gap
- Median bonus remuneration gap
- Mean hourly remuneration gap of part-time employees
- Median hourly remuneration gap of part-time employees
- Mean hourly remuneration gap of temporary contract employees
- Median hourly remuneration gap of temporary contract employees
- Percentage of male and female employees who received bonus remuneration
- Percentage of male and female employees who received benefits in kind
- Percentage of male and female employees in each of the four pay quartiles:
 - a) Lower quartile
 - b) Lower-middle quartile
 - c) Upper-middle quartile
 - d) Upper quartile

In addition, where any pay gaps are identified, employers must set out the reasons for these gaps and outline the measures being taken, or proposed to be taken, to eliminate or reduce them.

Key metrics explained

The Mean Pay Gap

The mean gender pay gap is the difference between the average hourly pay of women and the average hourly pay of men across the organisation. The mean hourly rate is calculated by adding all hourly rates for each group and dividing by the total number of employees in that group.

The Median Pay Gap

The median gender pay gap is the difference between the median hourly pay of women and the median hourly pay of men. The median hourly rate is determined by arranging all employees in each group from lowest to highest paid and selecting the midpoint value. This measure is less affected by very high or very low earners and can give a clearer picture of typical pay.

Pay Quartiles

Pay quartiles are calculated by ranking all employees by hourly pay and dividing them into four equal groups (quartiles). Examining the proportion of men and women in each quartile provides insight into gender representation at different pay levels within the organisation.

Gender Pay Gap Report

Snapshot Date: 25 June 2025

Number of Employees: 295

Full time: 85

Fixed Term: 15

Part-time/Casual: 195

Representation of Male and Female employees across four wage Quartiles

Row Labels	Count of Gender		
Q1	127		
Female	62	49%	Females in Q1
Male	65	51%	Males in Q1
Q2	33		
Female	9		
Male	24	27%	Females in Q2
Q3	65	73%	Males in Q2
Female	23		
Male	42		
Q4	70	35%	Females in Q3
Female	26	65%	Males in Q3
Male	44		
Grand Total	295	37%	Females in Q4
		63%	Males in Q4

In 2025, female employees are less represented across most pay quartiles. However, most notably, Quartile 1, which corresponds to associate-level positions, is now nearly at parity between male and female employees.

Mean Hourly Remuneration Gap

Mean Hourly Remuneration: Total Employees			
Row Labels	Average of Hourly Rate		
Female	15.77		
Male	16.62	Gender Pay Gap:	5% On average, Females are paid 5% less than males.
Grand Total	16.27		

Mean Hourly Remuneration: Breakdown by Contract Type			
Row Labels	Average of Hourly Rate		
Casual	13.77		
Female	13.80		
Male	13.75		
Fixed term	14.45	Gender Pay Gap - Part time	-38%
Female	15.20		In relation to Part Time Contracts - Females are paid 38% more than males.
Male	13.60		
Full time	22.02	Gender Pay Gap - Fixed Term	-12%
Female	22.76		In relation to Fixed Term Contracts - females are paid 12% more than males.
Male	21.74		
Part time	18.86	Gender Pay Gap - Full time	-5%
Female	24.03		In relation to Full Time Contracts - females are paid 5% more than males.
Male	13.69		
Grand Total	16.27		

Contract Types

When we examine contract types in 2025, three out of the four categories of employees are either at parity or show only a small variance between men and women, reflecting continued positive progress since 2024. Most notably, the senior team remains weighted towards male employees, who make up 58% of this group. This concentration has a direct impact on the overall figures for that category.

Overall:			
Median Hourly Wage: All Employees	13.69		
Median Hourly Wage: Male	13.69	Gender Pay Gap:	1.4%
Median Hourly Wage: Female	13.50		
Part time & Casual Employees:			
Median Hourly Wage: All Employees	13.50		
Median Hourly Wage: Male	13.50	Gender Pay Gap:	0.0%
Median Hourly Wage: Female	13.50		
Fixed Term Contracts:			
Median Hourly Wage: All Employees	13.50		
Median Hourly Wage: Male	13.50	Gender Pay Gap:	0.0%
Median Hourly Wage: Female	13.50		
Full Time Contracts:			
Median Hourly Wage: All Employees	18.24		
Median Hourly Wage: Male	17.25	Gender Pay Gap:	-19.0%
Median Hourly Wage: Female	20.52		

Bonuses and Benefits in Kind (BIK)

For 2025, female employees now receive 54% of the bonuses that male employees receive, showing a positive shift compared with previous years.

Bonus payments are largely linked to strategic positions, which are generally tied to overall financial results and individual performance objectives. It is at the Executive level where female representation remains lower.

The Executive Committee and Senior Leadership grades consist of twelve directors and managers, of which four are female

Addressing the Gender Pay Gap – The way forward

In 2025, our strategy has remained focused on three key areas: awareness, growth from within, and work-life balance, with a specific emphasis on retention.

Awareness: Diversity, inclusion, and belonging continue to be central to our culture. This year we achieved Irish Centre for Diversity Bronze Accreditation. Our MJE People Ambassadors team provides mentorship, support, and drives initiatives across the estate. Additionally, our employee handbook was fully rewritten in consultation with IBEC, the Irish Hotel Federation, and the Irish Centre for Diversity to embed more inclusive and diverse policies. We will continue to build on these initiatives to maintain an inclusive workplace.

Growth from within: We are proud to have retained our Great Place to Work status, reflecting continued improvements in empowerment, accountability, teamwork, and communication. In 2025, we focused on developing talent across all levels, particularly within third quartile supervisory roles, with a long-term goal of filling Senior Leadership vacancies from within. To support this, we delivered world-class Forbes Standards Training led by Matthew Lavendar of Enlites and implemented Leadership Development programs by Preferred Future for our management and senior management cohorts. These initiatives strengthen internal progression and ensure our teams are equipped with the skills and knowledge to succeed.

Work-life balance and retention: Employee wellbeing remains our priority. We continue to listen and respond to feedback.

Looking ahead to 2026, we remain committed to building on the progress made in 2025, further closing the gender pay gap, enhancing internal development, strengthening retention, and continuing to foster an inclusive, supportive, and world-class workplace for all our employees.