

# MOUNT JULIET ESTATE

## GENDER PAY GAP REPORT 2023



## Introduction from Mark Dunne, General Manager

I hope this message finds you well. As we continue to prioritise our People First journey, I am pleased to present our second-year Gender Pay Gap report.

Over the past 12 months, we have meticulously analysed last year's results and embarked on a comprehensive, long-term approach to enhance the overall employee experience. While our overall gender pay gap remains at 9%, unchanged from the previous year, we are committed to addressing this issue holistically. Recognizing the importance of internal development, we are dedicated to cultivating a talent pool from within, ensuring that we have the necessary skills to fill vacancies as they arise.



Despite the overall gap remaining constant, we have achieved significant progress in narrowing the gap for full-time contracts. In the 2022 report, there was a 14% disparity in favour of male employees, and we are proud to report a positive shift in this regard.

Furthermore, it's noteworthy that certain categories of female employees in our workforce now earn more than their male counterparts. This demonstrates our commitment to creating a fair and equitable work environment for all.

Our recent certification as a Great Place to Work reflects that we are on the right path, with 73% of our colleagues expressing high levels of trust and commitment. Particularly encouraging is our diversity and inclusion score of 84%, indicating a 10-point increase from last year's survey. Inclusion and diversity are pivotal in our strategy to close the Gender Pay Gap at Mount Juliet.

Our journey does not end here. We are already working on a plan to elevate all aspects of the employee experience in 2024. Your commitment and dedication are instrumental in achieving these goals, and I am confident that together, we will continue to make progress toward a more inclusive and equitable workplace.

Best regards,

Mark Dunne

## What is a Gender Pay Gap?

The gender pay gap is the difference in the average hourly wage of men and women across a workforce. It compares the pay of all working men and women, not just those in similar jobs, with similar working patterns or with similar competencies, qualifications or experience.

Gender pay gap reporting is one part of a much-needed wider strategy to address female participation rates and employment gaps between genders. It will not on its own identify or solve the myriad of structural, cultural and policy causes for these differences, but it is a critical and welcome element.

(Source: IBEC)

The Gender Pay Gap Information Act 2021 requires organizations to report on their hourly gender pay gap across a range of metrics. Regulations have been published which set out the detail of how these calculations should be made.

Under the 2021 Act, Irish organizations with 250+ employees are obligated to report the following:

- 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
- % of male employees who were paid bonus remuneration & % of female employees who were paid bonus remuneration
- % of male employees who received benefits in kind & % of female employees who received benefits in kind
- Percentage of males and females when divided into four quartiles ordered from lowest to highest pay

- a) Lower remuneration quartile pay band
- b) Lower middle remuneration quartile pay band
- c) Upper middle remuneration quartile pay band
- d) Upper remuneration quartile pay band

- In addition, where any pay gaps are identified, employers must set out the reasons for this and the measures (if any) being taken or proposed to be taken to eliminate or reduce any such pay gaps.

(Source: KPMG Ireland)

## 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 organization.

### 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 organization 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 organization.

(Source: KPMG Ireland)

# Gender Pay Gap Report

Snapshot Date: 25 - June -23

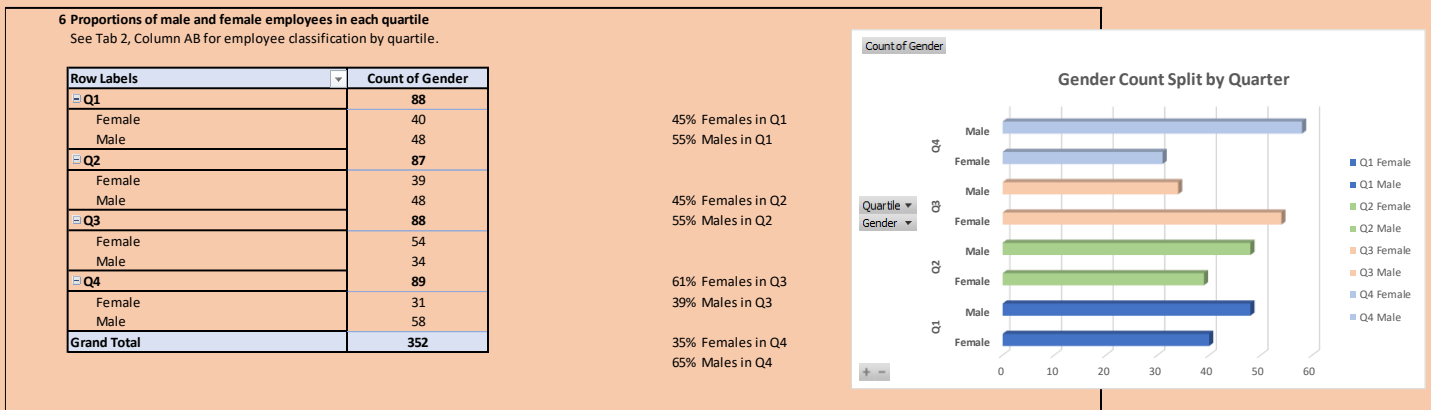
Number of Employees: 352

Full time: 81

Fixed Term: 30

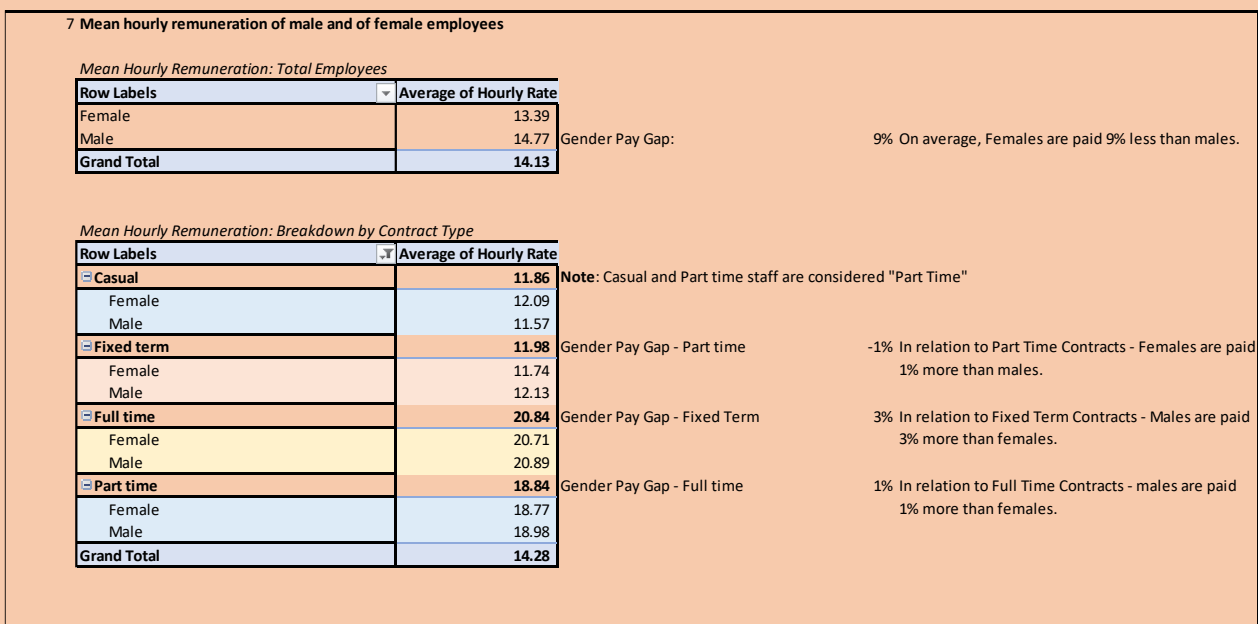
Part-time/Casual: 241

## Representation of Male and Female employees across four wage Quartiles



Similar to 2022, we observe very consistent representation of both genders overall, however, female employees are less represented in 1<sup>st</sup>, 2<sup>nd</sup> and 4<sup>th</sup> Quartile. Significantly higher representation of female employees are present in 3<sup>rd</sup> Quartile that includes supervisory and mid management positions. Over the past 12 months we have tapped into this talent pool where we see a great potential for growth into more senior positions.

## Mean Hourly Remuneration Gap



## Contract Types

When we look at contract types, we see a positive movement compared to 2022. Whereas in 2022's report we had 14% of gender pay gap in part time contracts, this gap is now closed. Fixed term contracts in this year's report has shown a very slight growth of 1% in favor of male employees as number of fixed term contracts increased.

We have made a significant progress with regards to full time contracts where 2022 had 7% gap, however, this year this has reduced to 1% only. It's worthy noting that majority of supervisory, management and Senior Management positions are full time.

While the overall Gender Pay Gap is 9%, we note that the median pay is skewed with female employees receiving 6% more than their male counterparts in full time contracts.

8 Median hourly remuneration of male and of female employees			
<i>Overall:</i>			
Median Hourly Wage: All Employees	12.72		
Median Hourly Wage: Male	12.72	Gender Pay Gap:	-0.5%
Median Hourly Wage: Female	12.79		
<i>Part time &amp; Casual Employees:</i>			
Median Hourly Wage: All Employees	12.31		
Median Hourly Wage: Male	12.21	Gender Pay Gap:	-4.2%
Median Hourly Wage: Female	12.72		
<i>Temporary Contracts:</i>			
Median Hourly Wage: All Employees	11.45		
Median Hourly Wage: Male	11.90	Gender Pay Gap:	4.2%
Median Hourly Wage: Female	11.40		
<i>Full Time Contracts:</i>			
Median Hourly Wage: All Employees	16.46		
Median Hourly Wage: Male	16.39	Gender Pay Gap:	-6.0%
Median Hourly Wage: Female	17.37		

## Bonuses and Benefits in Kind (BIK)

On average, female employees receive 54% of the bonus that male employees receive, and median bonus remuneration shows 32% in favor of male employees. These are mainly strategic positions that generally are entitled to annual bonuses related to overall financial results and individual objectives, and it is at this, Executive level, where we see fewer female employees represented. 2021 bonuses were awarded based on six months period of the Estate's operation due to COVID-19.

The executive committee and Senior Leadership grades consist of fourteen directors and managers, including the General manager. This is the level where we see the least movement, and the vacancies at this level are the least frequent. There was no change between last year's and this year's report at the senior leadership level. The average seniority among current fourteen executives is 7.8 years.

## Addressing the Gender Pay Gap – The way forward

As part of our People First Strategy, we continue with our three-way focus:

1. Awareness
2. Growth from within
3. Work-life balance

### **Awareness:**

Diversity and Inclusion have become a part of our mandatory onboarding training. Our current training provider Typsy has developed a course on Diversity, Equity, and Inclusion that all the employees need to go through and consists of these modules.

### **Growth from within**

So far, we see we are on the right track as feedback given by employees in 2023 Great Place to Work survey, where Mount Juliet scored 2% higher than the best in hospitality 2023 benchmark for the statement: *“I am developing professionally working here”*

In 2023 we have doubled the effort on the individual development of current employees at all levels, with focused attention to third quartile supervisors. The aim is to fill the Senior Leadership vacancies from within, as the opportunities arise. We have taken long term approach as we recognize it will take several years to develop existing talents to the required level of competence.

We started by engaging with local ETB and Skillnet to deliver series of Supervisory development workshops.

We have adopted Marriott’s new management development program ENROUTE, that is designed to develop supervisors up to the Senior Leadership level.

To this end we have invested in certifying 3 internal trainers to deliver the program to our employees in house.

### **Work-life balance**

The results from 2023 Great Place to Work survey has shown that the employees are 15% more satisfied with the general Wellbeing that includes work life balance. We will continue to listen to feedback to be able to suit individual needs of our employees and work together with the Staff Social committee.