GENDER PAY REPORT 2025

INTRODUCTION

We want to continue to make The K Club a great place to work for everyone, and a place where all members of our team have the opportunity to develop and grow both now and in the future.

We want to ensure all our team feel supported in their development at all stages of their journey with us.

If we are to achieve success in this regard, it is essential that we continue to nurture an inclusive culture, that attracts and retains a diverse workforce.

Teams with diversity of backgrounds and where everyone's contribution is valued; are more innovative, more effective and more reflective of the guests we serve. An inclusive environment also fosters an engaged workforce, in which all our colleagues can thrive at work and create a positive impact on their wellbeing.

Gender equality in the workplace creates significant value for both the business and for society and The K Club is committed to achieving this.

Our gender pay gap here at The K Club in 2025 is 7.04%, which compares to the 2024 figure of 10.01%.

The mean national average in 2024 was 8.3% according to the latest Eurostat figures* a European average of 11.1% (according to Eurostat forecasts). According to the data available on the Irish Gender Pay Gap Portal for 2024, the average Mean Hourly Gap for 2024 was 11.14%**.

It is important to note that the basic hourly rate of pay for our hourly paid colleagues is the same for the same role, regardless which helps reduce the gender pay gap.

*Statistics | Eurostat (europa.eu)

** 2024 Irish Gender Pay Gap Reports

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 is based on information collected between 9th June 2024 to 8th June 2025.

PAY QUARTILE FIGURES

The figures below show the gender balance within each of our pay quartiles for 2025.

Gender	Quartile 1	Quartile 2	Quartile 3	Quartile 4	Grand Total
Female	41.46%	53.66%	32.93%	34.15%	40.55%
Male	58.54%	46.34%	67.07%	65.85%	59.45%
Grand Total	**100.00%**	**100.00%**	**100.00%**	**100.00%**	**100.00%**

Within each of the quartiles, there is an equal number of team members ranging from quartile 1 which includes the lowest paid team members to quartile 4 which includes the highest paid team members.

Through our analysis of the pay quartiles, we know that there are more men than women in Quartiles 1, 3 and 4; however, Quartile 2 has a higher proportion of female team members. The percentage of male team members remains highest in Quartile 3 and Quartile 4.

Quartiles 1 and 2 are the majority of hourly paid roles where rates of pay are structured by role.

We have a legacy of more males in the most senior roles which is often typical in a resort setting and it takes time to adjust to a more balanced split. This will then assist in addressing the gender pay gap.

STATUTORY REPORTING

GENDER PAY GAP REPORTING	Percentage
Mean Gender Pay Gap	7.04%
Median Gender Pay Gap	7.26%
Mean Gender Pay Gap - Part Time Employees	2.28%
Median Gender Pay Gap - Part Time Employees	-0.07%
Mean Gender Pay Gap - Temporary Employees	9.75%
Median Gender Pay Gap - Temporary Employees	0.00%
Mean Bonus Gender Pay Gap	82.02%
Median Bonus Gender Pay Gap	50.97%
Percentage of Female Employees receiving a bonus	6.02%
Percentage of Male Employees receiving a bonus	3.59%
Percentage of Male Employees receiving Benefit in Kind	0.51%
Percentage of Female Employees receiving Benefit in Kind	0.00%

ACTION PLAN 2025 – 2026

Our mean gender pay gap in 2025 is 7.04%, compared with 10.01% in 2024. This represents an improvement of 2.97 percentage points year on year. To better understand the 2025 gender pay gap, it is important to examine the gender distribution and pay differences within each quartile.

The reduction in the overall mean gender pay gap indicates positive progress; however, the 2025 data still shows a higher proportion of male team members in Quartile 3 and Quartile 4, where pay levels are higher. This notable difference is a reflection of roles that are more often filled by males in hospitality, specifically in golf resorts. By continuing our efforts to improve gender diversity at management level into 2026, we can work towards closing this gap.

Closing the overall gender pay gap remains a top priority, and over the next year we will focus our efforts on the following areas that we believe will contribute significantly to continued progress:

- Continue the review of job adverts and job descriptions in 2026 to ensure they remain inclusive, gender neutral and attractive to a broad range of candidates

- Basing pay on the position itself rather than previous pay of the employee as the latter perpetuates the gender pay gap

- Further strengthen career development and mentoring programmes, with a specific focus on supporting women to progress into supervisory, management and senior roles at The K Club

- A scheduled review of our policies to ensure they are gendered balanced

- Regular diversity and inclusion training for all in leadership positions to raise awareness and to reduce the risk of unconscious biases

- Continue to celebrate key events such as International Women's Day, Diwali, Pride Month etc to ensure an inclusive work environment and acknowledge and recognise all team members.

- Set clear timelines to review and track progress against the 2025 data, including gender representation across quartiles and progression into higher-paid roles.

- We will continue to work together to learn more, challenge what we do and drive positive change, and make The K Club a truly inclusive workplace where everyone's welcome and is given the opportunity to develop to their full potential.