# Griffin Group Hotels: Gender Pay Gap Report 2025

## Introduction

At Griffin Group Hotels, we believe in the value of an inclusive and diverse workplace where all employees can thrive. We are proud to present our 2025 Gender Pay Gap (GPG) Report, outlining our ongoing efforts and commitment to gender equality within our company. As a hotel company operating in the Republic of Ireland, we recognise the importance of ensuring fair compensation for all employees. This report provides transparency based on the required mean and median statistics of our employee compensation, based on gender.

## What is the Gender Pay Gap?

The gender pay gap is the difference in the average hourly wage of men and women across the workforce, expressed as a percentage of male earnings. To be clear it does not measure the difference between “like work”. So, in essence it does not measure equal pay. GPG is calculated through a simplistic calculation of gross earnings by men and women and the difference in pay using median and mean figures. As the composition of the workforce changes over the year, and where businesses experience higher attrition rates, the gender pay gap changes with it. Simply put at Griffin Group Hotels; no gender receives higher pay for doing the same job. The Gender Pay Gap reflects the broad picture of pay between genders across the organisation, rather than direct comparisons between men and women in their roles with similar qualifications, responsibilities and experience.

## How is the GPG different to equal pay?

Equal pay is concerned with any differences in pay between men and women who carry out equal work. Legislation makes it unlawful to pay one group less than another for equal work, unless there is a material reason not related to gender.

## What is the mean pay gap?

The mean is the statistical average of a set of data. In the context of GPG reporting, the mean GPG is the difference between women’s mean (average) hourly pay and men’s mean (average) hourly pay.

### What is the median pay gap?

The median is the middle score for a set of data that has been arranged in order of magnitude. In the context of GPG reporting, the median GPG is the difference between women's median hourly pay (the middle-paid woman) and men's median hourly pay (the middle-paid man).

### Comparing median and mean GPG

Mean and median GPG offer different perspectives to understand a company's pay practices. The median figure is often considered the more useful considering it is less swayed by extreme figures at either end of the pay spectrum.

### What are quartile bands?

Quartile refers to the division of employees into four even segments based on the value of their hourly wage and looking at the proportion of male and female employees in each segment. This methodology gives an indication of the gender representation at different levels of the organisation.

## Gender Pay Gap Analysis: Data 2024/2025

The following data represents overall gender pay and bonus gaps based on hourly rates of pay from 1st July 2024 to 30th June 2025; at the snapshot date of 30th June 2025 and bonuses paid in the year to end of June 2025.

| **Quartile Percentages - all employees** | | **2024/2025** |
|---|---|---|
| **% in each pay quartile** | Female | Male |
| **Lower** | 76% | 24% |
| **Lower Middle** | 55% | 45% |
| **Upper Middle** | 61% | 39% |
| **Upper** | 46% | 54% |

| **Pay Gap - All Employees** | **2024/2025** |
|---|---|
| **Mean Gender Pay Gap** | 8.3% |
| **Median Gender Pay Gap** | 0.0% |

| Pay Gap - Part Time Employees | 2024/2025 |
|---|---|
| **Mean Gender Pay Gap** | 1.8% |
| **Median Gender Pay Gap** | 1.5% |

| Bonus Payments | 2024/2025 |
|---|---|
| **Mean Bonus Gender Pay Gap** | 69.4% |
| **Median Bonus Gender Pay Gap** | 70.0% |
| **Percentage of Female employees receiving a bonus** | 1.0% |
| **Percentage of Male Employees receiving a bonus** | 2.3% |

| Percentage of Employees receiving BIK | 2024/2025 |
|---|---|
| **Female employees BIK** | 63.8% |
| **Male employees BIK** | 70.0% |

## Findings / Gender Pay Gap 2025 Report

**Mean Gender Pay Gap**: 8.3%
**Median Gender Pay Gap**: 0.0%

The Griffin Group Hotels 2024/2025 gender pay gap compares favourably to other published sectorial GPG reports*:

- Legal Profession:  35.1%
- Aviation Sector 33.5%
- Insurance Sector 22.9%
- Banking 18.9%
- Construction Sector 21%

*https://www.pwc.ie/media-centre/press-releases/2024/gender-pay-gap-report-2024.html

An analysis of our Pay Gap data indicates the following:

- The existing pay gap is directly the consequence of very senior management positions being occupied by more males than females in these roles**.
- The Bonus gap is a direct consequence of more males than females occupying bonus incentivized roles.
- There is no meaningful pay gap between males or females in non-senior roles.
- Equal pay for equal work:  the Gender Pay Gap does not measure equal pay for equal work.

**It is of note: that the average length of service of senior management roles within the company is 25 years.

A feature of Hotel Sector employment is to facilitate part-time work for employees both male and female who are seeking flexible working hours and or conditions. Our analysis highlights that Male colleagues in senior roles are less likely to work part-time or to take up flexible working and/or family/protected leave. This may be influenced by societal factors, not least female employees assuming more parenting and caring responsibilities.

At Griffin Group Hotels, we are committed to reducing the gender pay gap. We have always operated with the understanding that all employees, regardless of gender, have equal opportunities for progression and fair compensation. We are keenly focused on maintaining our operational strategy of delivering the best standards in customer care and leadership of our teams irrespective of gender.

*Review of Bonus Structures:* Bonuses within the company are directly linked to seniority, responsibility and performance. The company will maintain this meritocratic structure.

*Development Programs:* We have always invested in staff training and supporting team members to progress in their career, which can be seen by how many managers from the company are currently very senior managers in other hotels and businesses both in Ireland and abroad. However as previously discussed, the company has on average a 25-year length of service in senior roles. Therefore, senior roles do not become vacant on a regular basis. The Griffin Group Hotels remains absolutely committed to ensuring any such role if vacated will be reviewed in all recruitment processes based on merit and not gender.

*Inclusive Recruitment Practices:* We have always created recruitment strategies to attract and retain diverse talent at all levels. We will continue to do so to ensure all recruitment is transparent and fair to all employees and all opportunities within the company.

## Conclusion

The 2025 Gender Pay Gap Report demonstrates that Griffin Group Hotels is performing organically at a best-in-class level when compared to available industry reports; whereby amongst most of our team members there is no gap. However, in more senior roles with long tenure of service there are more males than females currently employed. We are dedicated to taking meaningful steps to close these gaps when circumstances arise and where merit allows. The company will continue to support any employee of any gender achieve career advancement within the industry.

Michael Griffin

CEO

Griffin Group Hotels Ltd.