

# Gender Pay Gap Report 2025

The Great National Hotel Balina is an equal opportunities employer with a strong commitment to fostering a positive, inclusive, and diverse workplace for everyone as an employer of choice. The Gender Pay Gap Report compares the average hourly pay of all women and all men across our organisation. We report the mean and median differences in line with Irish gender pay gap reporting requirements.

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.

Our Senior Leadership Team is dedicated to narrowing any gap that exists by continuously seeking ways to improve. We focus on hiring the best person for each role, supporting development, and ensuring fair recognition and reward for everyone's contributions.



*Nichola Deere*

**Chief People Officer, Great National Hotels & Resorts Group**

References: For the purposes of this report, Great National Hotel Ballina used the 1st June 2024 to 31st May 2025 as the snapshot period to measure data against.



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## Gender Pay vs Equal Pay

Gender Pay measures the difference in average earnings between men and women across the organization regardless of role or seniority. It does not necessarily indicate unlawful pay practices; it often reflects differences in representation across roles and levels. It is a statistical measure of overall pay differences. Equal Pay is a legal requirement that men and women must receive the same pay for the same job, similar work or work of equal value under equality legislation. Unequal pay for equal work is unlawful and constitutes discrimination.

## The Gender Pay Gap Percentage

The gender pay gap percentage is the difference between the average earnings of men and women expressed as a percentage of men's pay. It is calculated by taking the calculated hourly rate of all female and male employees in our organisation, finding the mean and median, and then determining the gap between these numbers across genders.

## Median Gender Pay Gap

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.

## Mean Gender Pay Gap

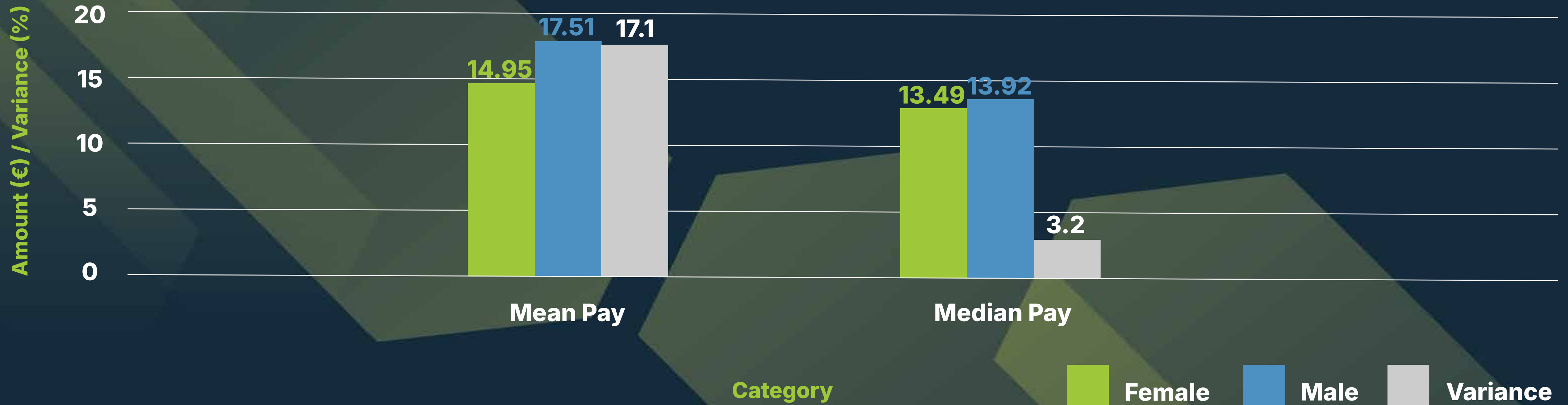
A mean gender pay gap is the difference between the mean hourly rate of pay for males and females. It is calculated by totalling the hourly pay of all female employees and dividing that amount by the number of female employees. The calculation is repeated for male employees and the difference between the two figures is shown.

## Quartile Pay Bands

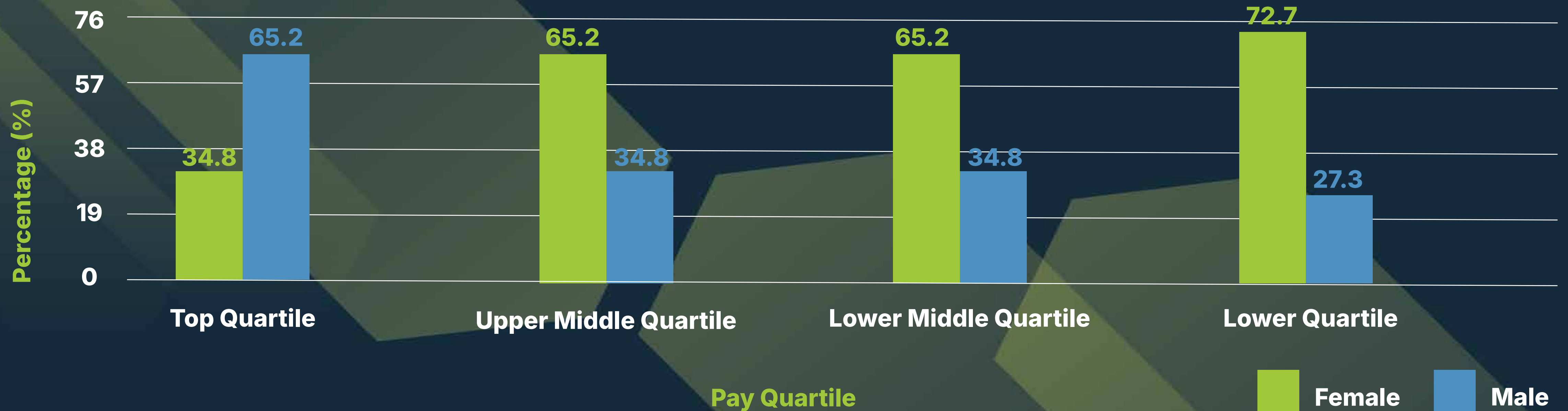
Quartile pay bands are calculated by splitting all employees into four even groups according to their level of pay.

**As of the reporting period, Great National Hotel Ballina employed a total of 83 staff members, comprising 51 females (61%) and 32 males (39%). This strong female majority influences the distribution across pay quartiles and provides important context for interpreting the gender pay gap.**





The median pay gap near parity reflects strong progress toward pay equity across the majority of roles. The narrow median gap suggests consistent representation across core roles in mid-level and operational positions, where pay is balanced and fair. While the mean gap indicates room for improvement at the top end, it also highlights a clear opportunity for women to advance into higher-paying leadership roles—an area where targeted development programs can make a big impact. These figures show that Great National Hotel Ballina has already built a solid base of equity, and with focused initiatives, there is a solid foundation for future success in closing the gap at senior levels.



The figures show encouraging signs of strong female presence across most pay quartiles:

Women make up 65.2% of both the Upper Middle and Lower Middle Quartiles. This demonstrates that there is broad representation across middle bands, which are often critical for operational success and leadership pipelines.

While there is a high concentration at 72.7% in lower-paid roles, it also indicates significant participation and influence in foundational positions that keep the organization running.

There is a growing presence in the Top Quartile and while there's room for improvement, this figure shows that over one-third of top earners are women—a strong base to build upon for future equity initiatives.

These numbers highlight that women are well-represented in the workforce overall, with clear opportunities to advance into senior roles. The strong presence in middle quartiles suggests a robust talent pipeline, positioning the organization to achieve greater gender balance at the top in the coming years.

## Overall Impact of Workforce Composition

The data reflects a strong female presence overall at Great National Hotel Ballina with a robust pipeline of female talent in mid-level positions, offering potential for future progression if supported by targeted development and promotion strategies.

## Business Initiatives to Reduce Pay Gaps

Great National Hotels & Resorts Group is actively working to reduce gender-based pay gaps through a range of inclusive policies and programmes. We offer comprehensive training opportunities at all levels—from foundational skills development to graduate and management programmes—ensuring equal access to career progression. These initiatives are promoted both internally and externally and are open to employees from all backgrounds.

Flexible working arrangements are available beyond statutory requirements and we conduct regular salary reviews to ensure pay equity across similar roles, regardless of gender, benchmarking our compensation against external market standards to remain competitive and eliminate gender-based disparities.

Reviews are based on clear criteria through standardized pay frameworks based on objective measures (skills, experience, job responsibilities) to ensure clarity and fairness is applied.

In accordance with our commitment to equal opportunities, all positions are open to both male and female applicants. Subject to the availability of suitably qualified candidates, we remain dedicated to increasing the representation of women in senior leadership roles.



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