



# LYRATH ESTATE

KILKENNY



## LYRATH ESTATE GENDER PAYGAP REPORT



## Intro from our General Manager – Emma Jayne Eaton



In line with Lyrath Estate Hotel's **People First Strategy**, I am pleased to present our first **Gender Pay Gap Report for 2024**. At Lyrath Estate, we take immense pride in our diverse and international team, with employees hailing from over 24 countries. Notably, our workforce is nearly evenly split between male and female colleagues, with women holding a slight majority.

In our recent Employee Satisfaction Survey, conducted by Great Place to Work Ireland, an impressive **90%** of employees agreed that "People are treated fairly in terms of diversity and culture." Additionally, **89%** of employees responded favourably to the statement: "People here are treated fairly regardless of their gender." The Diversity and Inclusion section of the survey received the highest number of positive comments, underscoring our commitment to fostering a positive and inclusive working environment for all.

I firmly believe we are on the right path to restoring hospitality as an exciting and rewarding career choice where everyone can achieve their full potential on a fair and equal playing field.

Our report reveals a Gender Pay Gap of 1.3% within our organization, meaning that, on average, women are paid 1.3% less than men. This figure is significantly below Ireland's national average of 9.6%. However, our ambition is to close this gap entirely and achieve full equality.

The report highlights that, in certain quartiles and contract categories, women earn more than men. However, the most notable shortfall is observed in the Middle Senior Management Quartile (Q3), where women are underrepresented.

We are already taking steps to address this disparity by investing in our supervisory-level colleagues and actively promoting talented women from within the organization. For example, Caitlin Kirwan, who began her career with us in an entry-level position in the Bar, has progressed to become the Junior Duty Manager—within just two and a half years.

Our commitment to nurturing a culture where people come first remains steadfast. By fostering a well-balanced, fair, and positive workplace, we aim to ensure that all our colleagues can thrive and succeed.

**Emma Jayne Eaton**

**General Manager**

## **What is the Gender Pay Gap.**

The Gender Pay Gap Information Act 2021 introduced the legislative basis for gender pay gap reporting in Ireland and requires organisations to report on their hourly gender pay gap. Organisations with over 150 employees are required to report by selecting a “snapshot” date in the month of June to base their reporting on. The snapshot date chosen by Lyrath Estate Hotel is 20<sup>th</sup> June 2024. A comprehensive employee headcount was conducted on this date, and the gender pay data was calculated using the remuneration of those employees for the period from 20<sup>th</sup> June 2023 to 20<sup>th</sup> June 2024.

## **What is a gender pay gap?**

The gender pay gap measures the average difference in earnings between men and women across a given population. It is typically expressed as the percentage difference in gross hourly pay between men and women, relative to men's average gross hourly earnings. A positive gender pay gap indicates that, on average, women earn less than men, suggesting a less favourable position for women in the workforce. Conversely, a negative gender pay gap indicates that men, on average, earn less than women, placing them in a less favourable position.

Under the 2021 Act, it is mandatory for all employer with over 150 employees to report on the following:

- (a) The percentage difference in average remuneration between male and female employees, using male employees’ average hourly pay as the reference.
- (b) The percentage difference in median remuneration between male and female employees, with male employees’ median hourly pay as the benchmark.
- (c) The percentage difference in average bonus pay between male and female employees, based on male employees’ average bonus pay.
- (d) The percentage difference in median bonus pay between male and female employees, referenced to male employees’ median bonus pay.
- (e) The percentage difference in average remuneration between part-time male and part-time female employees, with part-time male employees’ average hourly pay as the standard.
- (f) The percentage difference in median remuneration between part-time male and part-time female employees, with part-time male employees’ median hourly pay as the reference.
- (g) The percentage of male and female employees who received a bonus.
- (h) The percentage of male and female employees who received benefits in kind.
- (i) The percentage difference in average remuneration between male and female employees on temporary contracts, using male employees’ average hourly pay as the reference.

(j) The percentage difference in median remuneration between male and female employees on temporary contracts, referenced to male employees' median hourly pay.

(k) The respective percentages of male and female employees within each of the four pay quartiles:

- (i) Lower quartile
- (ii) Lower middle quartile
- (iii) Upper middle quartile
- (iv) Upper quartile

(Source: MyGov.ie)

Once the data is collected and analysed, if any gaps are established, the employer must configure the reasons behind any gaps if applicable and identify the measures (if any) being taken, or proposed to be taken, to eliminate or reduce such differences in that employer's case.

### **Primary Metrics Explained**

**Employee Hourly Rate:** The hourly pay rate is determined by dividing an employee's total ordinary earnings during the reporting period by the hours worked. Ordinary pay includes base salary, allowances, overtime, shift premiums, sick leave pay, and any top-ups for statutory leaves (e.g., maternity, paternity, or parental leave).

**Mean Hourly Gender Pay Gap (GPG):** This measures the difference in the average (arithmetic mean) hourly pay between women and men within our organization.

**Median Hourly Gender Pay Gap (GPG):** This reflects the difference between the median hourly pay of women and men. The median is calculated by ranking all employees from highest to lowest hourly pay and selecting the midpoint value for each gender.

**Quartiles:** Employees are categorized into four pay quartiles (lower, lower middle, upper middle, and upper) based on their hourly remuneration. The proportion of male and female employees in each quartile is expressed as a percentage. Part-time and temporary employees are excluded from this analysis.

**Snapshot Date:** Employers must select a specific date in June (the "snapshot date") to calculate and report gender pay gap data. The calculations are based on the remuneration of relevant employees for the 12-month period preceding this date.

(Source: IBEC)

## Data

This report has been compiled by the Company's Human Resources Department in line with the General Data Protection Act 2018. This was achieved by:

- Using the Company's internal Human Resources Management system (Alkimii) as it records employee data. This provided the necessary information required to compile this report for analysis including data on employee gender, employment status, payroll information, and shift patterns.
- Alongside Alkimii, our payroll system Micropay enabled the Company to access relevant pay information relating to this period. It records all employees' basic pay, allowances, and overtime.

The data that was acquired from the above two aforementioned systems allowed the calculations of this report to be carried out.

- Employees who are on sick leave are included in the report.
- Employees on unpaid leave, such as career breaks, who have received no pay during the reporting period are included in the headcount, but not included in the report.

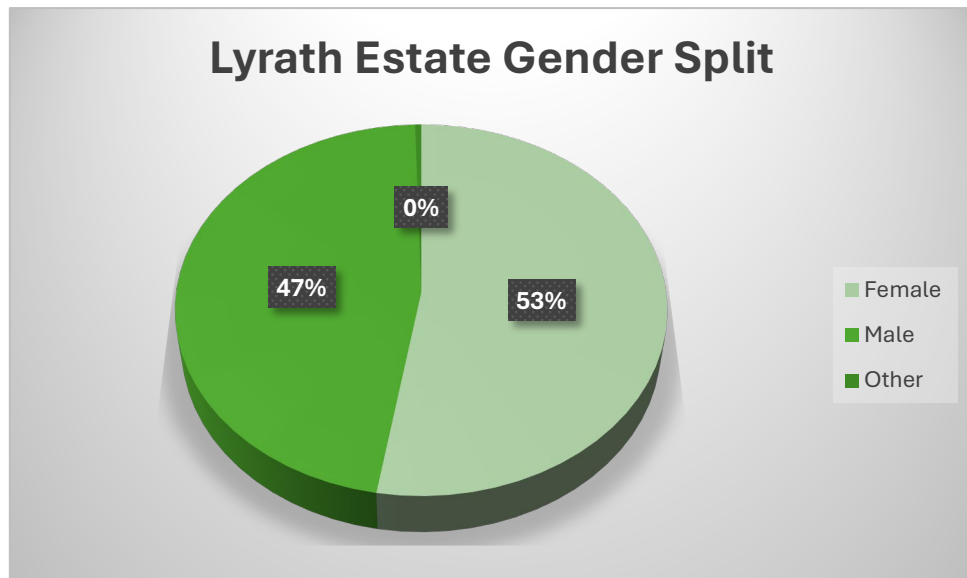
## Data Protection

Under the General Data Protection Regulation 2018, the company meticulously prepared this report and ensured that complete compliance with handling employee personal data was met with. All data used for compiling this report was strictly processed by employees who would have access to this data prior as part of their daily duties within the Human Resources Department and Accounts Department.

## Gender Pay Gap Report

<b>Snapshot Date: 20<sup>th</sup> June 2024</b>
<b>Reporting period from: 21st June 2023</b>

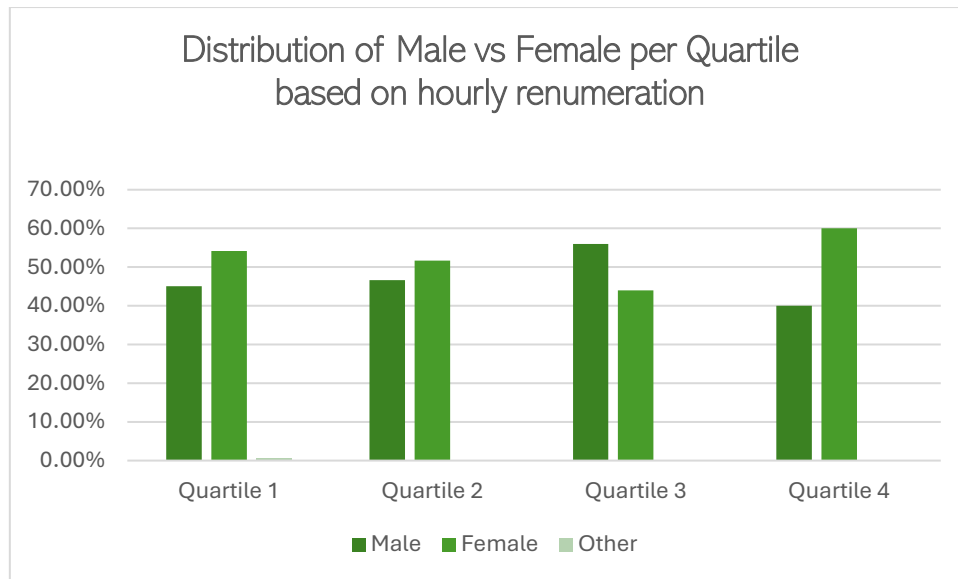
<b>Headcount: 226</b>
<b>Full-time: 74</b>
<b>Casual/Part-time: 143</b>
<b>Fixed-Term:9</b>



The distribution of male and female employees across all four wage quartiles.

Q1 - Lower	Total	131
Male		59
Female		71
Other		1
Q2 - Lower Middle	Total	59
Male		28
Female		31
Other		0
Q3 - Upper Middle	Total	25
Males		14
Female		11
Other		0
Q4 - Upper	Total	10
Male		4
Female		6
Other		0
Total Head Count		226

Pay Quartiles	Male	Female	Other
Quartile 1	45.1%	54.2%	0.70%
Quartile 2	47.46%	52.64%	0
Quartile 3	56%	44%	0
Quartile 4	40%	60%	0



Lyrath Estate has a balanced gender distribution overall, with a slight female majority of 53%.

Females make up 54.2% in Lower Q 1 and 52.54% in lower middle Q3 but only 44% in the upper middle quartile 3. Suggesting a need for deeper analysis of Career Progression trend from Q2 to Q3, career development of females needs to be addressed from team leads/Supervisors to Assistant Managers and Managers with training and development. Representation of females in the upper Q4 is 60% compared to 40% male.

## Mean Hourly Remuneration Gap

### Mean Hourly Remuneration of Male &Female Employees

#### Mean Hourly Remuneration: Total Employees

Row Label	Average Hourly Rate
Female	15.10
Male	15.30
<b>Mean Hourly Remuneration Total</b>	<b>15.20</b>

**Gender Pay Gap:**  
**1.3% on average**

**Females are paid**  
**1.3% less than males**

### Mean Hourly Renumeration: Breakdown by Contract Type

Row Label	Average Hourly Rate	
<b>Casual</b>	<b>13.11</b>	Gender Pay Gap Casual: -.38% in relation to Casual contracts- Females paid .38% more than males
Female	13.13	
Male	13.08	
<b>Fixed Term</b>	<b>12.86</b>	Gender Pay Gap Fixed Term: 2.3% in relation to Fixed Term contracts - Males are paid 2.3% more than Females
Female	12.70	
Male	13.00	
<b>Full Time</b>	<b>18.82</b>	Gender Pay Gap Full Time: -2.8% in relation to Full-Time Contract - Females are paid 2.8% more than males
Female	19.10	
Male	18.58	
<b>Part Time</b>	<b>17.40</b>	Gender Pay Gap Part Time: - 7.5% in relation to Part-Time Contracts - Females are paid 7.8% more than males.
Female	17.81	
Male	16.57	
<b>Grand Total</b>	<b>15.51</b>	

### Contract Types

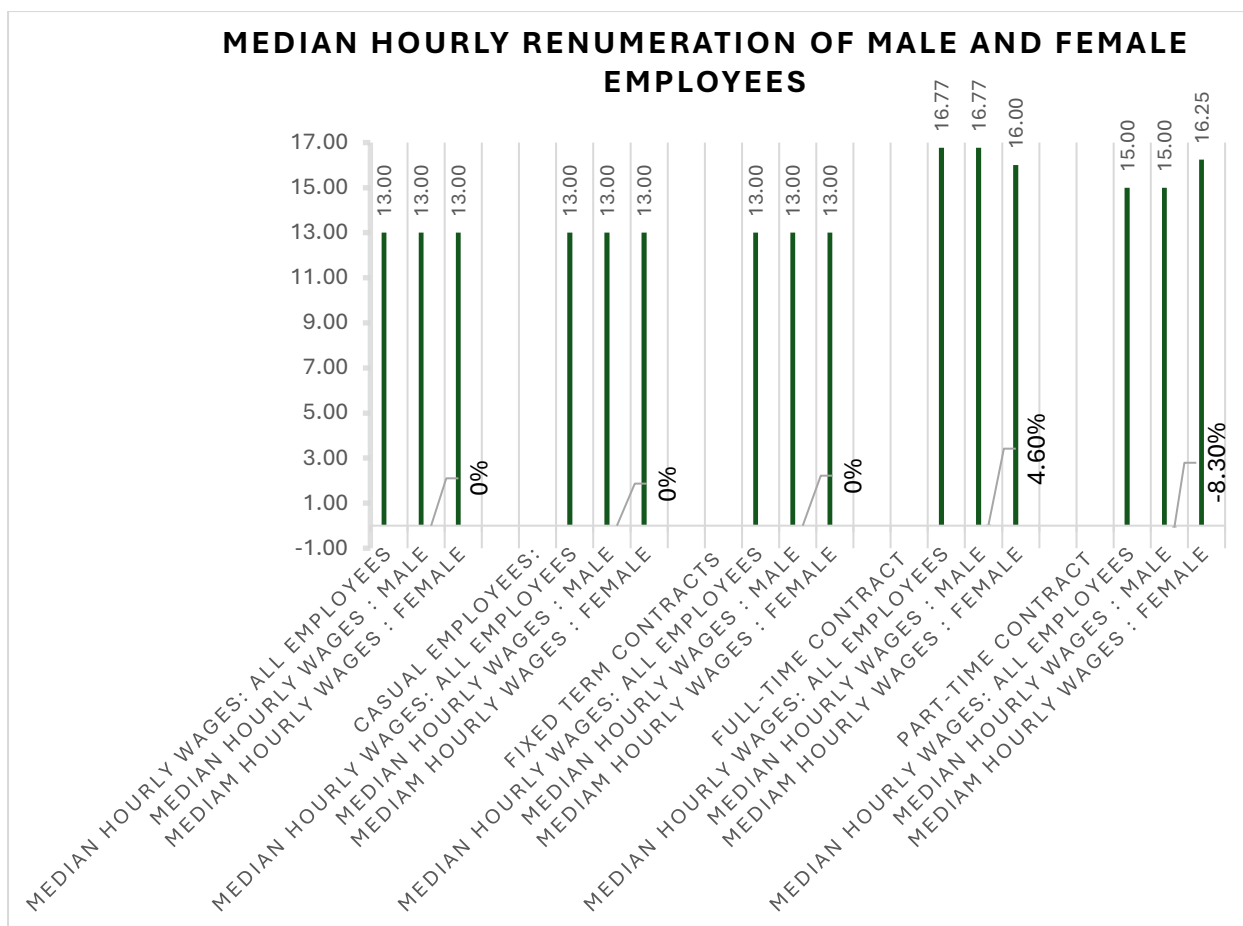
In contract types we see females in both Full-Time (2.8%) Part-time (7.8%), casual roles (.38%) paid more than males by the mean calculation. This would explain having women in more senior position which are full time who are paid more than males and more casual and part-time workers are female, as it suits their work life balance. In relation to fixed-term contracts males are paid 2.3% more than females in these roles.



### Median hourly remuneration of male and female employees

<b>Overall:</b>			
Median Hourly Wages: All Employees	13.00		
Median Hourly Wages: Male	13.00	Gender Pay Gap	0%
Median Hourly Wages: Female	13.00		
<b>Casual Employees:</b>			
Median Hourly Wages: All Employees	13.00		
Median Hourly Wages: Male	13.00	Gender Pay Gap	0%
Median Hourly Wages: Female	13.00		
<b>Fixed Term Contracts</b>			
Median Hourly Wages: All Employees	13.00		
Median Hourly Wages: Male	13.00	Gender Pay Gap	0%
Median Hourly Wages: Female	13.00		
<b>Full-Time Contract</b>			
Median Hourly Wages: All Employees	16.77		
Median Hourly Wages: Male	16.77	Gender Pay Gap	4.60%
Median Hourly Wages: Female	16.00		
<b>Part-Time Contract</b>			
Median Hourly Wages: All Employees	15.00		
Median Hourly Wages: Male	15.00	Gender Pay Gap	-8.30%
Median Hourly Wages: Female	16.25		

While there is a 1.3% gender pay gap towards males it is 0% in the medium, however in full-time contract the medium is 4.6% in male favour. The part-time contracts the medium is 8.3% in favour of the women suggesting women are paid favourably compared to their male counterparts as more women are doing part-time hours.



## Bonuses & Benefit in Kind (BIK)

On average, female employees receive 100% of the bonuses compared to male employees, as median and mean bonus remuneration shows 100% in favour of female employees. The are mainly strategic position that generally are entitled to annual bonuses relation to overall financial results and individual objectives, and it is at this Senior/Executive level, where we see most of the female employees represented at Lyrath Estate. The executive committee and senior leadership grades consist of 10 directors and mangers including the General Manager. The 6 top positions are held by females. Benefits in Kind are given both mean and medium 100% towards women in the form of Health Insurance.

## Closing the Gender Pay Gap – Our Path Ahead

As part of Lyrath Estate's ongoing strategy, we maintain a strong focus on three key areas:

1. **Growth from Within:** We are committed to nurturing and developing our talent, providing opportunities for career progression and leadership development from within our team. Create tailored leadership and mentoring programs specifically aimed at advancing women into senior management roles.
2. **Work-Life Balance:** We strive to create an environment that supports the well-being of our employees by fostering a healthy balance between their personal and professional lives.
3. **Awareness and Education:** Diversity and Inclusion are integral to our workplace culture and are now included as mandatory elements of our onboarding process.

To enhance our efforts, we use our training platform TrainedIn, to introduce a comprehensive **Diversity, Equity, and Inclusion (DEI)** course that all employees are required to complete as part of our induction and continued training. This training comprises the following modules:

- Understanding equity and inclusion, and how to build awareness of diversity issues.
- Exploring how management can drive positive changes to foster diversity, equity, and inclusion in the workplace.
- Highlighting the significant benefits that diversity brings to an organization.
- Identifying unconscious bias—its origins, its impact on ourselves and others, and strategies to address it.
- Recognizing and addressing personal biases to create a more inclusive environment.
- Understanding and navigating the biases of others in a constructive manner.
- Learning to lead with inclusivity and champion a diverse workplace culture.

These initiatives reflect our dedication to creating a supportive, inclusive, and equitable workplace for everyone at Lyrath Estate.