

# Gender Pay Gap Report – The Address Collective

## Brian McGettigan – CEO

We are proud to present The Address Collective's first-ever Gender Pay Gap Report for 2025.

This is an important milestone for us and reflects our commitment to transparency, accountability, and measurable progress.

By publishing our first report, we are setting a clear foundation to track our performance, take meaningful action, and ensure that change happens.

At The Address Collective, our people are at the centre of our success. We aim to grow as a sustainable and innovative hotel group, recognised not only for the service we deliver but for the culture we create - one rooted in fairness, opportunity, and inclusion.

Achieving this vision means removing barriers and ensuring that every colleague, regardless of gender, has the opportunity to develop and progress.

In preparing this report, we listened to the experiences of our people. Common challenges highlighted included work-life balance, caring responsibilities, confidence, and underrepresentation at senior levels. These insights have shaped our priorities and our determination to act.

While this is our first formal step, it will not be our last. We are committed to turning the findings of this report into concrete actions that deliver long-term, sustainable change. Gender equality will not happen by chance - it will happen because we make it happen. And we are determined to do just that.



# Michaela Hegarty – Group HR Manager

As Group HR Manager, I am proud to share The Address Collective's first-ever Gender Pay Gap Report for 2025.

At The Address Collective, our people are at the heart of everything we do. They shape our culture, drive our success, and bring to life our values of fairness, service, individuality, and inclusion. We are proud to employ a diverse team representing many different nationalities, each bringing unique skills, experiences, and perspectives to our business.

This report is an important milestone in our journey towards greater inclusion and transparency. Our people are at the heart of our success, and we are committed to building a culture where everyone regardless of gender has the opportunity to develop and progress. This year we introduced a development and succession management system to identify and support key performers across the business.

We invest heavily in our people through training, learning, and career development opportunities that enable them to progress in their chosen areas of expertise and, importantly, prepare them for leadership roles within the organisation.

While this is only the beginning, it sets a clear foundation. We will continue to work on this with focus and determination to ensure equality becomes a lived reality for all of our people. We are committed to continuous improvement. By combining structured development, open dialogue, and strong accountability, we will ensure that gender equality is not just a commitment, but a reality at The Address Collective.



# The Address Collective – Gender Pay Gap Reporting 2025

Operating across Ireland and the UK, The Address Collective is publishing the following Mean Gender Pay Gap figures for 2025

This is the first year that The Address Collective has produced a Gender Pay Gap Report. In line with the Irish Gender Pay Gap Information Act 2021, the following hotels are included, each employing more than 50 staff:

≡ **The Address Connolly**

≡ **The Address Citywest**

≡ **The Address Cork**

# 1. Mean Gender Pay Gap

## Which regulations is this calculated against?

≡ This is reported in line with the Irish Government Gender Pay Gap Information Act 2021.

## Which employee base does this include?

≡ Every active employee of

≡ The Address Connolly, The Address Citywest, The Address Cork

## How is it calculated?

≡ A snapshot date of 30 June 2025 was chosen.

≡ The reporting period covers 1 July 2024 – 30 June 2025.

≡ Employees' basic pay only is divided by the total number of hours worked to calculate the average hourly wage.

≡ The average hourly wage of all females is subtracted from the average hourly wage of all males.

≡ The result is divided by the average hourly wage for men.

≡ The figure is then multiplied by 100.

## 2. Mean Gender Pay Gap for the entire company (All Pay Elements)

### Which regulations is this calculated against?

- ≡ This is reported in line with the Irish Government Gender
- ≡ Pay Gap Information Act 2021.

### Which employee base does this include?

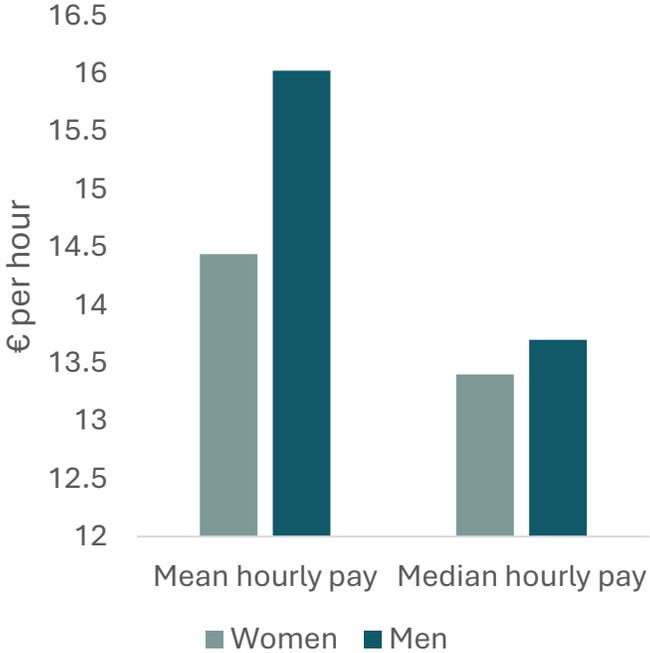
- ≡ Every active employee of The Address Connolly, The Address Citywest and The Address Cork

### How is it calculated?

- ≡ A snapshot date of 30 June 2025 was chosen.
- ≡ The reporting period covers 1 July 2024 – 30 June 2025.
- ≡ Employees' basic pay plus any bonus, Long Term Incentive Plan (LTIP), or Benefit in Kind (BIK) received in that period are divided by the total number of hours worked to calculate the average hourly wage.
- ≡ The average hourly wage of all females is subtracted from the average hourly wage of all males.
- ≡ The result is divided by the average hourly wage for men.
- ≡ The figure is then multiplied by 100.

# The Address Connolly

### Gender Pay

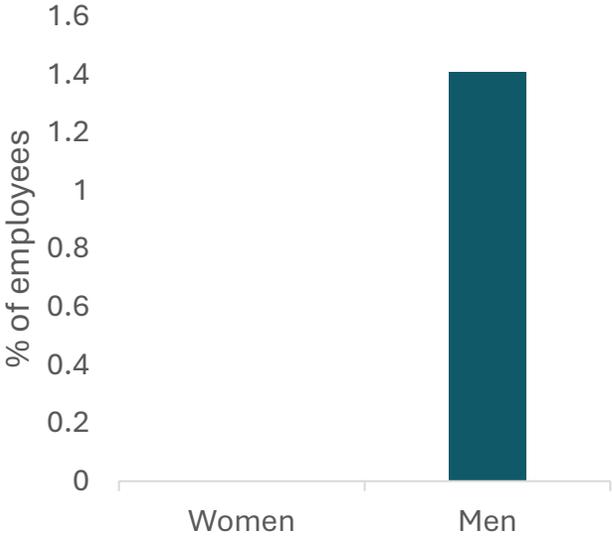


### Key Figures

≡ Mean hourly pay gap: 9.8%

≡ Median hourly pay gap: 2.9%

### Proportion receiving a bonus



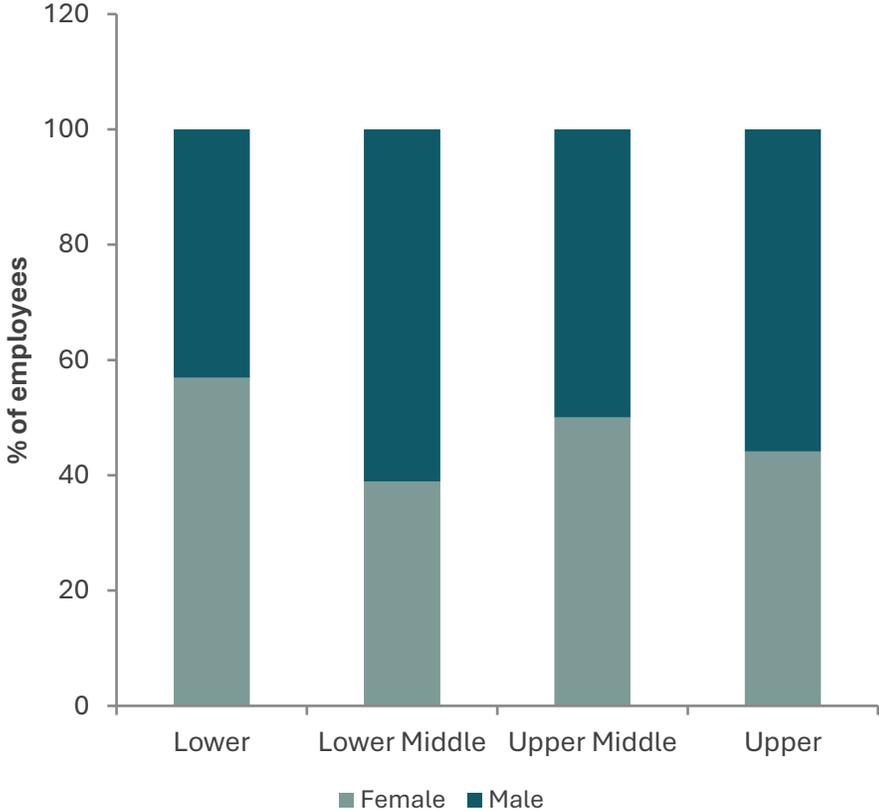
### Key Figures

≡ Proportion receiving a bonus – Women 0%

≡ Proportion receiving a bonus – Men 1.4%

# The Address Connolly

% of Women and Men in Each Pay Quartile



## Key Figures

- Lower Quartile – Female 59%
- Lower Quartile – Male 43%
- Lower Middle – Female 39%
- Lower Middle – Male 61%
- Upper Middle – Female 50%
- Upper Middle – Male 50%
- Upper – Female 44%
- Upper – Male 56%

# Findings & Solutions

## Findings

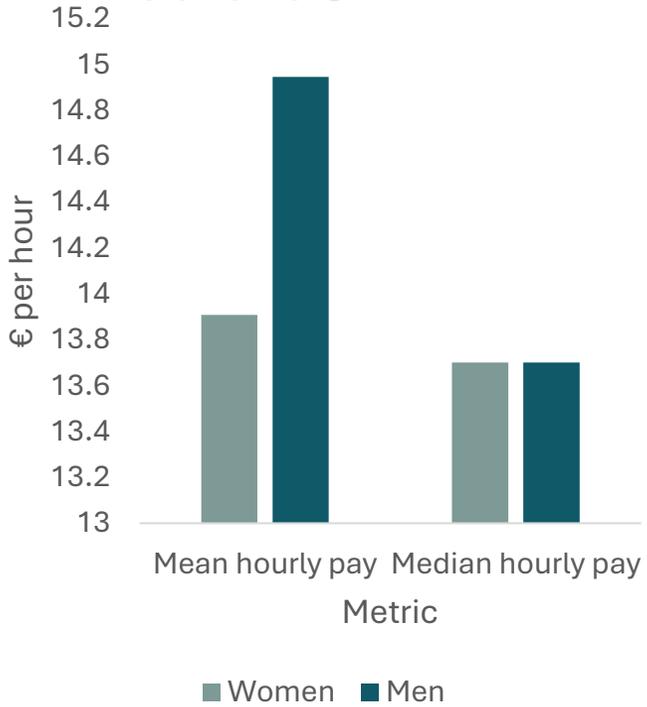
- ≡ Mean hourly pay gap: 9.8%
- ≡ Median hourly pay gap: 2.9%
- ≡ The mean and median hourly pay gap is wider than in other locations, with men earning more on average.
- ≡ This is influenced by the concentration of high-salary leadership-level positions held predominantly by men.
- ≡ Women are more represented in the lower quartiles, while men dominate the upper quartiles.
- ≡ With bonuses uncommon, the reported gap remains low at 1.14%.

## Solutions

- ≡ Succession planning: Actively prepare women for leadership positions through structured development.
- ≡ Leadership pipeline: Identify talented female staff and support their progression into higher-paid, senior-level roles.
- ≡ Bonus review: Introduce clearer, standardised bonus eligibility criteria.
- ≡ Visibility at senior level: Showcase and support women already in leadership roles to act as role models.

# The Address Citywest

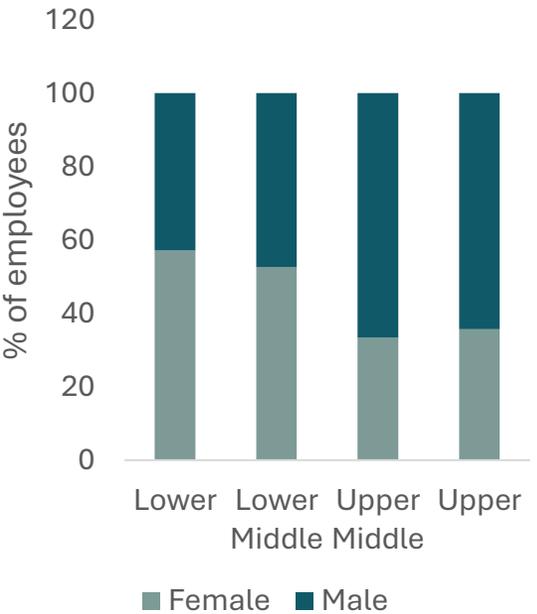
Hourly pay by gender



**Key Figures**

- ≡ Mean hourly pay gap: 6.9%
- ≡ Median hourly pay gap: 0.0%

% of Women and Men in Each Pay Quartile



**Key Figures**

- ≡ Lower Quartile – Female 57% Lower Quartile – Male 42%
- ≡ Lower Middle – Female 53% Lower Middle – Male 47%
- ≡ Upper Middle – Female 33% Upper Middle – Male 66%
- ≡ Upper – Female 36% Upper – Male 64%

# Findings & Solutions

## Findings

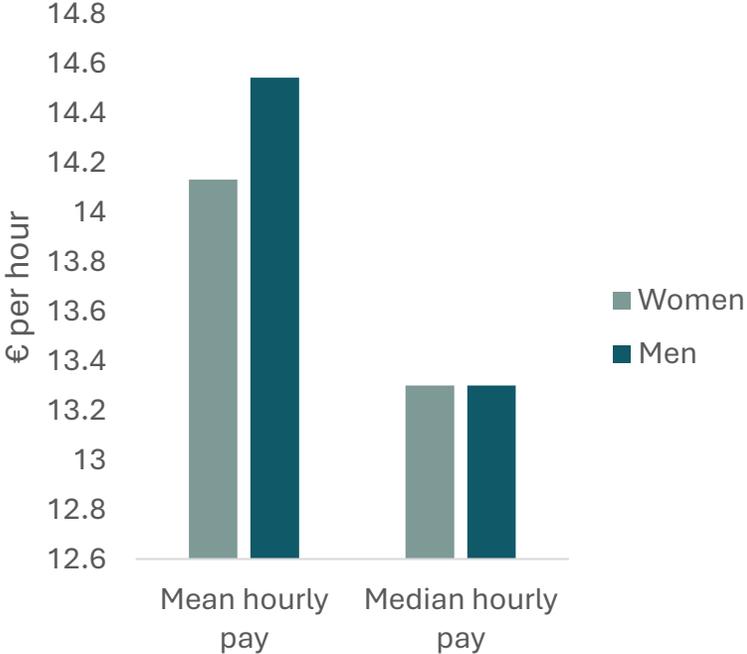
- ≡ The mean and median hourly pay gap show men are earning slightly more overall.
- ≡ Women are strongly represented in the lower and middle quartiles, but men dominate the upper quartiles, particularly senior and higher-paid roles.
- ≡ Female representation in leadership and technical positions remains limited.

## Solutions

- ≡ Targeted leadership pathways: Develop structured programmes to prepare women for senior and specialist roles.
- ≡ Recruitment review: Ensure balanced candidate shortlists for senior and technical vacancies.
- ≡ Mentorship programme: Pair emerging female leaders with senior mentors to build visibility and readiness.

# The Address Cork

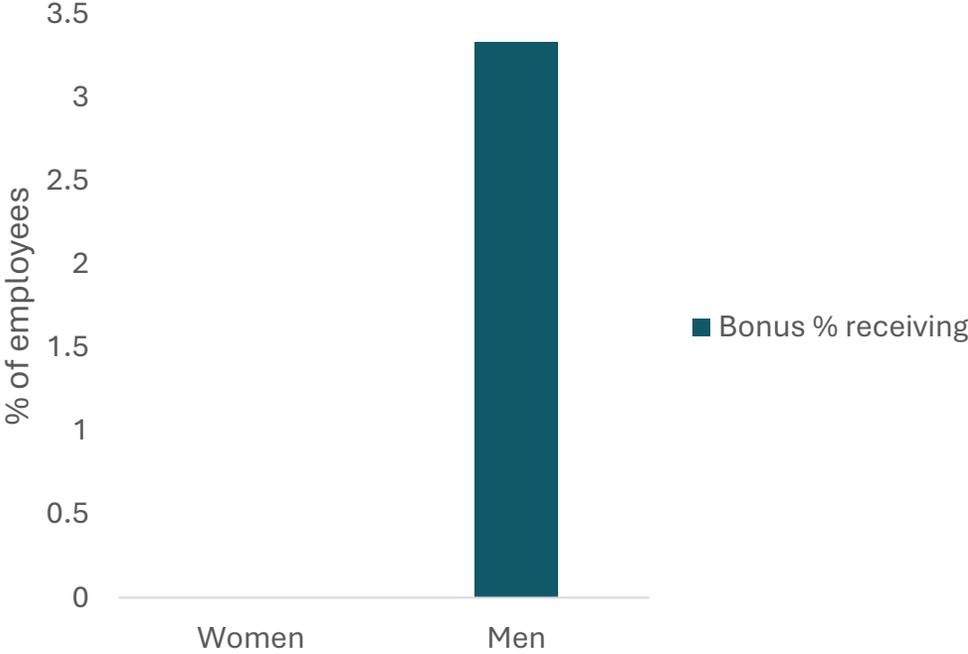
### Hourly pay by gender



### Key Figures

- ≡ Mean hourly pay gap: 2.8%
- ≡ Median hourly pay gap: 0%

### Proportion receiving a bonus

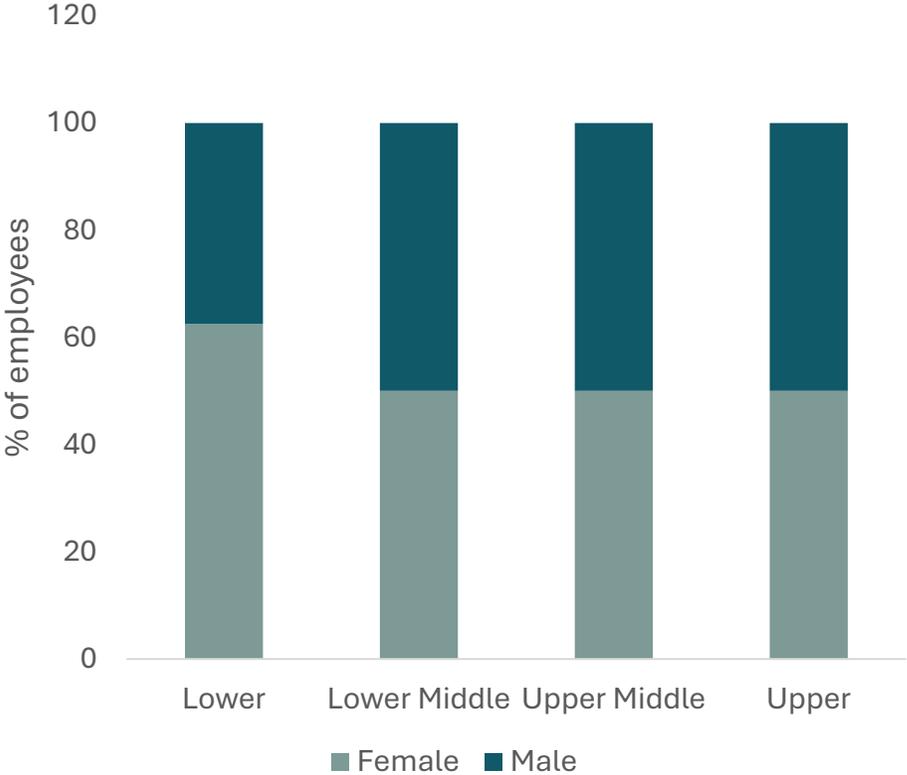


### Key Figures

- ≡ Proportion receiving a bonus – Men 3.3%

# The Address Cork

% of women and men in each pay quartile



## Key Figures

- Lower Quartile – Female 62.5%
- Lower Quartile – Male 37.5%
- Lower Middle – Female 50%
- Lower Middle – Male 50%
- Upper Middle – Female 50%
- Upper Middle – Male 50%
- Upper – Female 50%
- Upper – Male 50%

# Findings & Solutions

## Findings

- ≡ The mean and median hourly pay gap show men are earning slightly more than women.
- ≡ Women are well represented in the lower quartiles, but men dominate the upper quartile, which includes senior and specialist positions.
- ≡ Female representation at the highest pay levels is limited.

## Solutions

- ≡ Balanced hiring targets: Commit to gender balance when recruiting for management and senior roles.
- ≡ Upskilling programmes: Provide training and development for women aspiring to leadership positions.
- ≡ Retention strategy: Support career continuity for women through flexible work options.
- ≡ Visibility & role models: Promote women already in leadership to act as mentors and role models.