Gender Pay Gap Report – The Address Collective 2026

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Brian McGettigan – CEO

We are proud to present The Address Collective's Gender Pay Gap Report for 2026. This report reflects our continued commitment to transparency, accountability, and meaningful progress towards gender equality across our hotel group. Building on the foundations established in our 2025 report, we remain focused on understanding our gender pay gap, identifying areas for improvement, and taking practical steps to create a fair and inclusive workplace.

At The Address Collective, our people remain at the centre of our success. As we continue to grow as a sustainable and innovative hotel group, we recognise that our success is measured not only by the service we deliver to our guests but also by the opportunities, support, and working environment we provide for our colleagues.

We remain committed to ensuring that every colleague, regardless of gender, has equal opportunities to develop, progress, and succeed within our organisation.

Our previous reporting highlighted challenges including work-life balance, caring responsibilities, confidence in pursuing career progression, and female representation at senior management levels. These continue to be important areas of focus as we review our progress and identify opportunities for further improvement.

We recognise that achieving



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The Address Collective – Gender Pay Gap Reporting 2026

Operating across Ireland and the UK, The Address Collective is publishing the following Mean Gender Pay Gap figures for 2026

This is the second 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**

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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 1 July 2026 was chosen.
- The reporting period covers 31 July 2025 – 31 July 2026.
- 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 31 July 2026 was chosen.
- The reporting period covers 31 July 2025 – 31 July 2026.
- 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

Listed employees with usable gender and hourly rate: 129 (61 women; 68 men). Mean listed hourly-rate gap: 4.3%. Median gap: 0.0%. Compared with 2025 (mean 9.8%; median 2.9%), the indicative mean gap is 5.5 percentage points lower and the median gap is 2.9 points lower.

Representation across hourly-rate quartiles

Quartile	Women	Men
Lower	53.1%	46.9%
Lower middle	31.2%	68.8%
Upper middle	46.9%	53.1%
Upper	57.6%	42.4%

Female representation in senior leadership

Developing and supporting women into senior and higher-paid roles remains a priority. The Collective will continue to support succession planning, leadership development, mentoring, balanced recruitment and the visibility of women already in management positions.

The Address Citywest

Listed employees with usable gender and hourly rate: 73 (34 women; 39 men). Mean listed hourly-rate gap: 1.3%. Median gap: 0.0%. Compared with 2025 (mean 6.9%; median 0.0%), the indicative mean gap is 5.6 percentage points lower and the median gap is unchanged.

Representation across hourly-rate quartiles

Quartile	Women	Men
Lower	38.9%	61.1%
Lower middle	61.1%	38.9%
Upper middle	33.3%	66.7%
Upper	52.6%	47.4%

Female representation in senior leadership

The Collective remains focused on increasing female representation in senior and specialist roles through structured development pathways, balanced recruitment and mentoring opportunities.

The Address Cork

Listed employees with usable gender and hourly rate: 62 (30 women; 32 men). Mean listed hourly-rate gap: 3.9%. Median gap: 0.0%. Compared with 2025 (mean 2.8%; median 0.0%), the indicative mean gap is 1.1 percentage points higher and the median gap is unchanged.

Representation across hourly-rate quartiles

Quartile	Women	Men
Lower	60.0%	40.0%
Lower middle	43.8%	56.2%
Upper middle	46.7%	53.3%
Upper	43.8%	56.2%

Female representation in senior leadership

The Collective will continue to support female progression through leadership development, flexible working opportunities, balanced senior recruitment and visible role models.

Challenges

- Attracting and recruiting both men and women into roles traditionally associated with a particular gender remains a challenge within the hospitality industry. Addressing unconscious bias and encouraging greater gender diversity across all departments and management levels remains a priority.
- The nature of the hospitality industry requires employees to work evenings, weekends, public holidays, and other unsociable hours. These working patterns can present challenges for employees with family and caring responsibilities, particularly those seeking career progression into senior operational roles.
- Balancing operational requirements with flexible working arrangements can be challenging, particularly in guest-facing and management positions where specific working hours and on-site presence are required.

Actions

- The Address Collective will continue to promote fair and transparent recruitment practices, ensuring that all appointments and promotions are based on skills, experience, and suitability for the role, regardless of gender.
- We will continue to support flexible working arrangements where operationally feasible, recognising the importance of work-life balance and supporting employees with family and caring responsibilities.
- We recognise that employees who avail of reduced working hours or part-time arrangements may be more represented in the lower pay quartiles. We will continue to monitor this as part of our gender pay gap reporting.
- We will encourage career development and internal progression across all departments, with a particular focus on supporting greater gender balance in management and senior leadership positions.
- The Address Collective will continue to review and monitor its gender pay gap annually, identifying areas for improvement and taking appropriate action to promote fairness and equal opportunities across the group.

Leadership commitment and priorities for 2026

- The Address Collective is committed to transparency, accountability and equal opportunity. Our approach in 2026 continues to priorities employee development, structured succession planning and inclusive progression into leadership roles.

- Key actions for 2026 include succession planning for female colleagues, leadership pathways and mentoring, balanced senior recruitment, consistent bonus eligibility, flexible working and retention initiatives, and greater visibility of women already in leadership positions.

Reporting and verification requirements

- Before statutory publication, confirm the relevant legal employing entities, 2026 snapshot and reporting period, employee eligibility, full remuneration and hours, bonuses and benefits in kind. The hourly-rate analysis in this document is indicative and is not a substitute for the full statutory calculation.