Dooley's Hotel
Waterford Ireland

GENDER PAY GAP REPORT 2026



Introduction from our Directors

At Dooley's Hotel, we genuinely care about our employees' professional and personal well-being, and we are committed to fostering equity and fairness in the workplace. This commitment extends to every aspect of the hotel, including pay.

Dooley's Hotel has a truly diverse workforce, with employees representing over 20 nationalities and age groups. Our workforce is broadly evenly split, with females representing a little over 50% of the team.

As a third-generation, family-run hotel led by women from the very beginning, we strive to ensure equal opportunities for every employee, regardless of gender.

Our 2025/2026 results compare favourably with the national average in Ireland, showing a near-neutral overall pay position, while we continue targeted actions on part-time outcomes and bonus consistency to prevent gaps from emerging over time. However, we recognise that gender pay gap reporting is not simply about reviewing figures once a year. It provides an opportunity to reflect on our existing practices and identify areas where we can continue to improve.

We recognise the importance of continuing to review our practices and ensuring that all employees have equal opportunities to develop, progress and be recognised for their contributions.

We will continue to work towards a workplace where everyone feels valued and has the opportunity to build a successful career.



What is the Gender Pay Gap

The gender pay gap is the difference in the average hourly wage of men and women across a workforce. It compares the pay of all working men and women; not just those in similar jobs, with similar working pattern or with similar competencies, qualifications or experience.

Gender pay gap reporting is one part of a much-needed wider strategy to address female participation rates and employment gaps between genders. It will not on its own identify or solve the myriad of structural, cultural and policy causes for these differences, but it is a critical and welcome element (Source: IBEC (n.d.). *Gender pay gap report-IBEC*.)

It is important to distinguish between the gender pay gap and equal pay. Equal pay relates to men and women receiving equal remuneration for the same work or work of equal value. The gender pay gap, however, reflects differences in average earnings across the entire workforce and can be influenced by factors such as job roles, levels of responsibility, working patterns, length of service and bonus payments.

A positive gender pay gap indicates a difference in favour of male employees, while a negative gender pay gap indicates a difference in favour of female employees.

The Gender Pay Gap Information Act 2021 requires organisations with over 50 employees to report on their hourly gender pay gap in 2026. Employers will have to publish the reports on their website, or make it available to the public where they do not have a website, and will also have to report the information to the Gender Pay Gap Portal.

Organisations are asked to produce a report providing the following details:

1. Mean hourly pay gap.
2. Median hourly pay gap.
3. Distribution of male and female employees across four pay quartiles.
4. Mean bonus pay gap.
5. Median bonus pay gap.
6. Proportion of male and female employees receiving bonuses.
7. Benefits in kind.

(Source: gov.ie. (2021). *What is the gender pay gap information act 2021?*).

Key Gender Pay Gap metrics explained

The Mean Pay Gap

The mean gender pay gap is the difference between women's mean hourly wage and men's mean hourly wage. The mean hourly wage is the average hourly wage across the entire organisation.

The Median Pay Gap

The median gender pay gap is the difference between women's median hourly wage (the middle paid woman) and men's median hourly wage (the middle paid man). The median hourly wage is calculated by ranking all employees from the highest paid to the lowest paid, and taking the hourly wage of the person in the middle.

The Quartiles

Pay quartiles are calculated by splitting all employees in an organisation into four even groups according to their level of pay. Looking at the proportion of men and women in each quartile gives an indication of the gender representation at different levels of the organisation.

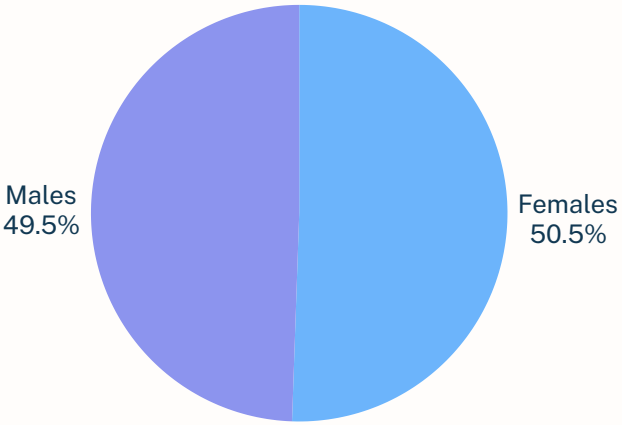
Source: KPMG (2026). *How to report on your gender pay gap - employer Tax Advisory Services*.

Gender Pay Gap Report

As of 21 June 2026, Dooley's Hotel employed 91 employees.

Overall Gender Split

- Total headcount: 91
- Female employees: 46 (50.55%)
- Male employees: 45 (49.45%)



The workforce demonstrates a very balanced gender distribution, with female and male employees representing almost equal proportions of the organisation.

Employment Types

- Full-time employees: 49 (53.85%)
- Part-time employees: 42 (46.15%)

Mean Hourly Pay Gap

The mean hourly pay gap represents the difference between the average hourly remuneration of male and female employees, expressed as a percentage of male employees' average hourly remuneration.

The difference in mean hourly pay of all employees	-0.46%
The difference in mean hourly pay of part-time employees	1.02%

Our 2026 results show an overall mean hourly pay gap of -0.46%, indicating a small difference in favour of female employees.

This demonstrates that average hourly remuneration across the organisation is broadly balanced, with female employees earning marginally more on average than male employees.

The part-time results show a small difference in favour of male employees. Differences in the types of roles performed, responsibilities and working arrangements within the part-time workforce can influence average hourly remuneration.

Overall, the mean hourly pay results demonstrate a very small difference between male and female employees across the organisation.

Median Hourly Pay Gap

The median hourly pay gap measures the difference between the middle hourly pay rate of male employees and the middle hourly pay rate of female employees when all pay rates are arranged from lowest to highest.

The difference in median hourly pay of all employees	1.53%
The difference in median hourly pay of part-time employees	0.84%

The overall median hourly pay gap for Dooley's Hotel is 1.53% in favour of male employees.

This indicates that the middle hourly pay rate for male employees is slightly higher than that of female employees. While the difference is relatively small, it provides another perspective on the distribution of earnings across the workforce.

The part-time median result also shows a small difference in favour of male employees.

The difference between the mean and median results highlights that average and middle-point earnings can produce slightly different outcomes depending on how employees are distributed across roles and pay levels.

Pay Quartiles

Pay quartiles divide the workforce into four equally sized groups based on hourly remuneration, ranging from the lowest-paid employees to the highest-paid employees.

The analysis provides an overview of how male and female employees are represented across the different pay levels within the organisation.

The results for Dooley's Hotel are as follows:

Pay Quartile	Male	Female
Lower quartile	50%	50%
Lower middle quartile	50%	50%
Upper middle quartile	47.83%	52.17%
Upper quartile	50%	50%

The pay quartile analysis demonstrates a very balanced distribution of male and female employees across all four remuneration levels.

Bonus Pay

Bonus pay includes additional payments awarded to employees relating to productivity, performance, incentives or commission.

The results for the reporting period show the following:

The difference in mean bonus of all employees	-575.25%
The difference in median bonus of all employees of part-time employees	11.11%
Proportion of Male Employees Receiving a Bonus	27%
Proportion of Female Employees Receiving a Bonus	37%

The results indicate that a higher proportion of female employees received bonus payments during the reporting period compared with male employees.

The very large mean bonus gap (575.25% in favour of females) suggests that a small number of higher bonus payments to females increased the average.

At the same time, the median bonus is 11.11% in favour of males, meaning the bonus for males was higher, even though more females received a bonus overall (37% vs 27%). This points to variability in bonus amounts rather than unequal access.

Benefits in Kind

No employees received benefits in kind during the reporting period.

Summary

Overall, our results indicate no material gender pay gap in average hourly pay, with a near-zero mean difference and a very even gender split across pay quartiles. Where differences exist, they are explained by a small number of underlying factors:

- Small “shape of distribution” effects

The mean hourly pay is slightly in favour of females (0.46%), while the median is slightly in favour of males (1.53%). This typically indicates minor differences around the midpoint of the pay range (for example, men and women being distributed slightly differently across roles even when overall representation is balanced). An example of this is that night-time workers are usually male.

- Part-time working patterns

Part-time mean and median hourly pay gaps (1.02% and 0.84% in favour of males) arise from differences in the types of part-time roles performed and the grade mix within part-time work.

Closing the Gender Pay Gap – Our Path Ahead

We are encouraged by the results of our 2026 Gender Pay Gap Report,

particularly the balanced gender representation across the organisation and the small difference in overall average hourly remuneration.

However, we recognise that gender pay gap reporting is not simply about reviewing figures once a year. It provides an opportunity to reflect on our existing practices and identify areas where we can continue to improve.

We are committed to fair and transparent pay practices and will continue to strengthen our approach through the following actions:

Ongoing monitoring: Repeat gender pay gap analysis annually and review results by contract type (including part-time) and by pay components (base pay and bonus).

Pay governance: Maintain consistent processes for starting salaries, salary increases and role changes, supported by clear documentation and internal oversight.

Focus on part-time equity ("blind spot" check): Review part-time role design, access to higher-paid duties, and progression opportunities to ensure part-time working does not unintentionally create pay differences.

Bonus review: Reassess bonus criteria, approval stages and communication to ensure outcomes remain consistent, objective and well understood.

Retention and progression supports: Continue to support development and progression for all employees to sustain the balanced representation evident across all pay quartiles.