DEAN GROUP

GENDER PAY GAP REPORT 2026

RISEYA LIMITED · TRADING AS THE DEAN GROUP

Snapshot date: 29 June 2026

Reporting period: 30 June 2025 to 29 June 2026

INTRODUCTION

Relevant employees: 798 (400 women, 398 men)

Our mean gender pay gap is 10.58% and our median gap is 4.80%, both in favour of men. Among part-time colleagues, who make up three-quarters of our workforce, the gap is under 1%.

We publish this report under the Employment Equality Act 1998 (Section 20A) (Gender Pay Gap Information) Regulations 2022, as amended in 2024 and 2025, made under the Gender Pay Gap Information Act 2021. The law requires every employer in Ireland with 50 or more employees to report its gender pay gap each year.

The figures cover everyone employed by us on the snapshot date, across our hotels and head office. Pay is measured over the 12 months ending on that date.

A gender pay gap is not the same as unequal pay. Equal pay means men and women doing the same work, or work of equal value, are paid the same. That has been the law in Ireland since 1974, and we pay men and women equally for equal work. The gender pay gap instead compares the average hourly pay of all men and all women across the organisation, whatever their role.

OUR GENDER PAY GAP

Women's mean hourly pay is 10.58% lower than men's; at the median it is 4.80% lower.

10.58%
MEAN GAP, ALL EMPLOYEES

4.80%
MEDIAN GAP, ALL EMPLOYEES

0.55%
MEAN GAP, PART-TIME

EMPLOYEE GROUP	MEN	WOMEN	MEAN GAP	MEDIAN GAP
All employees	398	400	10.58%	4.80%
Part-time employees	269	321	0.55%	0.87%

We had no employees on temporary contracts on the snapshot date, so there is no temporary contract pay gap to report.

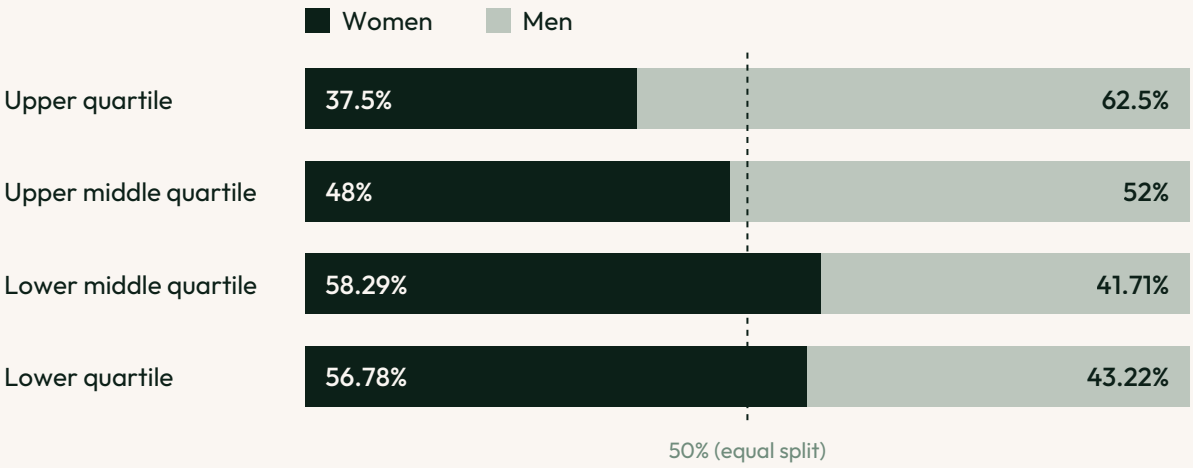
HOURLY PAY	MEN	WOMEN
Mean hourly pay	€19.10	€17.08
Median hourly pay	€15.68	€14.93

A positive figure means the gap favours men. The **mean** is the average of everyone's hourly pay. The **median** is the middle value when all hourly rates are lined up from lowest to highest. The mean is pulled up by a small number of high earners, so it is larger than the median here.

PAY QUARTILES

Women make up 56.78% of our lowest-paid quarter but 37.50% of our highest-paid quarter.

Each quartile holds about 200 colleagues, ranked by hourly pay, highest-paid at top.



Payroll data at 29 June 2026 · 798 employees

BONUS PAY

Among colleagues who received a bonus, women's mean bonus was 12.79% lower than men's and their median bonus was 18.05% lower. A similar share of men and women received one.

MEASURE	MEN	WOMEN	GAP
Mean bonus (recipients only)	€4,235.75	€3,694.04	12.79%
Median bonus (recipients only)	€2,888.50	€2,367.00	18.05%
Employees who received a bonus	13.07% (52 of 398)	11.25% (45 of 400)	—

WHY WE HAVE A GENDER PAY GAP

Our gap comes mainly from where men and women work in our business, not from paying them differently for the same role. In our opinion, three factors explain most of it.

1. **More men hold full-time, salaried and senior roles.** About a third of men (129 of 398) work full-time, compared with one in five women (79 of 400). Full-time roles include most of our management, head-office and specialist positions, which carry higher hourly rates. Men make up 62.50% of our highest-paid quarter, while women make up 56.78% of the lowest-paid quarter.

2. **Pay in our largest group of roles is close to equal.** Part-time colleagues, mostly in front-line hotel roles, make up 74% of our workforce. Here the gap is 0.55% at the mean and 0.87% at the median. This shows that where men and women do similar work, they earn close to the same.

3. **Bonuses are linked to salary and seniority.** Bonuses are mostly paid to salaried managers and head-office staff, and are usually set as a percentage of salary. Because more of our senior salaried roles are held by men, men's average bonus is higher. The share of men and women receiving a bonus is similar (13.07% and 11.25%).

The hospitality sector as a whole shows the same pattern: women are well represented in front-line roles but less so in senior leadership and some specialist roles, such as kitchen leadership.

WHAT WE ARE DOING TO CLOSE THE GAP

Our focus is helping more women move into full-time, senior and salaried roles, and making bonus decisions consistent across the group.

01 **Consistent bonus structure.** We continue to standardise bonus percentages across all our hotels and head office, replacing older property-by-property arrangements. This makes bonus outcomes more transparent and consistent.

02 **Pathways into management.** We will review how colleagues progress from front-line and part-time roles into supervisor and management roles, and promote internal development opportunities to women across all departments, including kitchen and operations. Our Women in Leadership programme focuses on developing and supporting women into management roles.

03 **Fair recruitment and promotion.** We will use gender-neutral job adverts, mixed interview panels where possible, and structured interview questions for management roles.

04 **Flexible working at every level.** We will consider flexible and reduced-hours options for supervisory and management roles, so that progression does not depend on working full-time.

05 **Better pay data.** We are moving to a single HR platform across the group, which will let us monitor pay, promotions and bonus by gender during the year rather than once a year.

06 **Annual pay review checks.** We will check salary reviews and starting salaries for gender differences before they are approved. We continue to build on our salary benchmarking for all roles across the group.

We will report on our progress in next year's report.

HOW OUR GAP HAS CHANGED SINCE 2025

Our overall gap widened this year, from 8.12% to 10.58% at the mean and from 2.75% to 4.80% at the median. Over the same period, women's representation in our two highest-paid quartiles grew, and the part-time gap narrowed.

MEASURE	2025	2026	CHANGE
Mean gap, all employees	8.12%	10.58%	+2.46 pts
Median gap, all employees	2.75%	4.80%	+2.05 pts
Mean gap, part-time	3.10%	0.55%	−2.55 pts
Median gap, part-time	1.15%	0.87%	−0.28 pts
Women in upper quartile	35.54%	37.50%	+1.96 pts
Women in upper middle quartile	39.67%	48.00%	+8.33 pts
Women in lower middle quartile	53.11%	58.29%	+5.18 pts
Women in lower quartile	52.70%	56.78%	+4.08 pts
Relevant employees	966	798	−17%

Why the overall gap widened. Both men's and women's hourly pay rose this year. Women's mean hourly pay increased by 9.4% (€15.61 to €17.08), but men's increased by 12.4% (€16.99 to €19.10). The mean rose faster than the median, which points to pay growth in a small number of higher-paid roles held mainly by men.

Where we have made progress. Women now hold 48.00% of roles in our upper middle quartile, up from 39.67%, and 37.50% of our upper quartile, up from 35.54%. The part-time gap, which covers three-quarters of our colleagues, has fallen to under 1%.

A changing workforce. Our headcount fell from 966 to 798, and women now make up just over half of our workforce (50%, up from 45%). Changes of this size affect year-on-year comparisons, so some movement reflects who we employ rather than changes in pay.

Bonus figures. Our 2025 mean bonus figures were calculated on a different basis, so we have not compared bonus gaps year on year. From 2026 we calculate bonus gaps for bonus recipients only, in line with the Regulations, and will compare like for like from next year.

We will continue to track these measures each year to judge whether the actions in this report are working.

HOW WE CALCULATED THESE FIGURES

We followed the Regulations and the Government's guidance note on calculating gender pay gap metrics.

Who is included	Everyone employed by us on 29 June 2026, including part-time colleagues and those on leave.
Hourly pay	Each person's ordinary pay plus bonus over the 12-month reporting period, divided by the hours they worked in that period.
Bonus	The mean and median bonus are calculated only for colleagues who received a bonus in the reporting period.
Pay quartiles	Everyone's hourly pay ranked from lowest to highest, then split into four equal groups.
Gap formula	(men's pay − women's pay) ÷ men's pay × 100

This report is published on our website, where it will remain available for at least three years, and has been submitted to the Government's Gender Pay Gap Portal.