TANKARDSTOWN

Gender Pay Gap Report

30TH JUNE 2026



TANKARDSTOWN

Overview

At Tankardstown House, we strongly believe that an equitable, inclusive and diverse workplace is imperative to embracing a culture where all employees feel valued, recognized, and experience a sense of belonging.

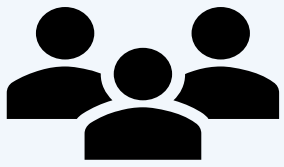
Our beliefs are demonstrated in our company-wide Gender Pay Gap Report metrics, particularly where our mean gender pay gap of 2.26% exceeds the industry average.

Company Metrics

Snapshot of Company Wide Metrics as of 30th June 2026

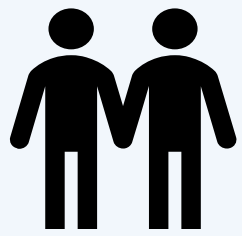
2.26% Mean gender pay gap company wide

3.13% Median gender pay gap company wide



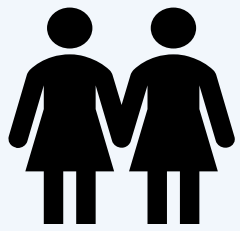
89

Total Employees 89



26.97%

Male Employees 24



73.03%

Female Employees 65

HOW IS IT MEASURED?

MEAN GAP

The mean gender pay gap is the % difference between the average pay of males and females

MEDIAN GAP

The median gender pay gap is the % difference between the mid range pay of males and females

PAY QUARTILES

Quartiles	Female	Male
Lower	73.91%	26.09%
Lower Middle	72.73%	27.27%
Upper Middle	77.27%	22.73%
Upper	68.18%	31.82%

Part Time Employee Metrics

Snapshot of Part Time Employee Metrics as of 30th June 2026

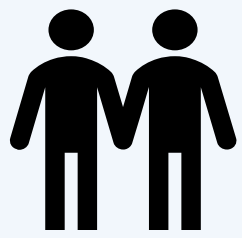
-3.05% Mean gender pay gap for part-time employees

-2.54% Median gender pay gap for part-time employees



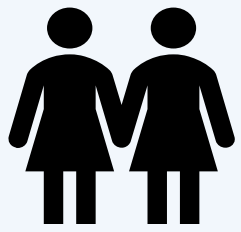
28

Total Employees 28



21.43%

Male Employees 6



78.57%

Female Employees 22

HOW IS IT MEASURED?

MEAN GAP

The mean gender pay gap is the % difference between the average pay of males and females

MEDIAN GAP

The median gender pay gap is the % difference between the mid range pay of males and females

PAY QUARTILES

Quartiles	Female	Male
Lower	71.43%	28.57%
Lower Middle	85.71%	14.29%
Upper Middle	71.43%	28.57%
Upper	85.71%	14.29%

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Summary

Our analysis of the results in this report demonstrates that the metrics are predominantly driven by a higher representation of females in the hospitality sector, which accounts for 73% of our total workforce.

This is also evident in the distribution metrics across all pay quartiles, including a higher representation of females in senior positions within the company. The most balanced pay quartile is the Upper quartile with a 68% female/32% male split, while the largest gap exists in the Upper Middle quartile where females account for 77% of the quartile metrics.

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Action Plan

We are fully committed to equity and transparency in the workplace, and this remains as a key priority for our company going forward.

Focus Areas:

- Inclusive recruitment campaigns to attract top talent to our company, with a particular focus on gender-balanced job decriptions and diverse interview panels
- Structured Career Progression paths in our retention and succession planning strategies
- Continued monitoring of our compensation metrics

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Leadership Sign-Off

“I confirm that the information represented in this Gender Pay Gap report is accurate and has been compiled in accordance with the requirements of the legislation. It is a true reflection of our company’s metrics on the snapshot date”.

Signed: Tadhg Carolan, CEO

