



HOTEL KILMORE



GENDER PAY GAP

2025

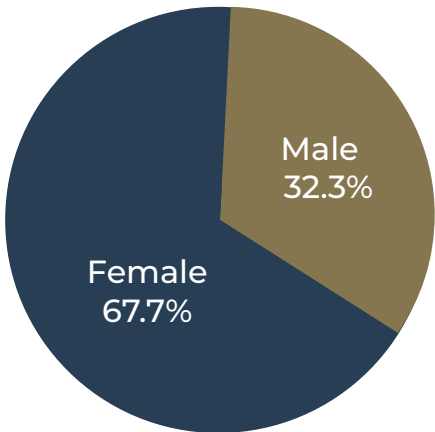
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Key Results Snapshot date 15th June

As of 24 November 2025, the Kilmore Hotel was acquired by the O'Callaghan Family Group and now forms part of a four-hotel portfolio: Gateway, Fairways, Keadeen and Kilmore.

Metric	Mean Gap (%)	Median Gap (%)
Hourly Pay	26.64%	29.15%

Gender Pay Gap Results

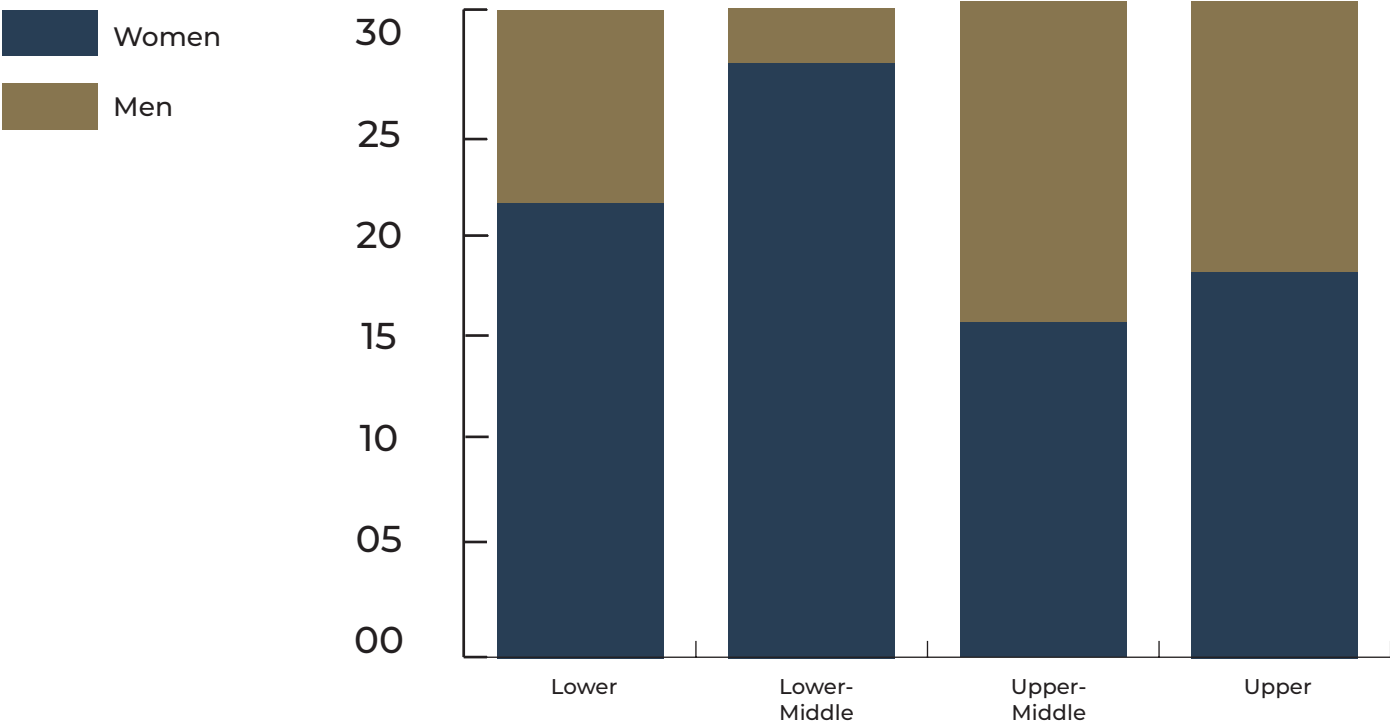


Pay Quartiles (by proportion of males/females)

Quartile	Female %	Male %	Count
Lower	21%	10%	31
Lower-Middle	28%	3%	31
Upper-Middle	16%	15%	31
Upper	19%	12%	31

Quartile Chart

Kilmore Hotel - Gender Distribution Across Pay Quartiles (2025)



Commentary

The 2025 gender pay gap results for Kilmore Hotel reflect structural factors typical in the hospitality sector. Women are overrepresented in frontline operational roles, contributing to a higher concentration in the lower and lower-middle pay quartiles. Men appear more frequently in technical, full-time or management roles, influencing the upper quartile distribution. The acquisition by the O'Callaghan Family Group introduces enhanced organisational resources to support equity-focused change.

Actions

Strengthen recruitment and progression pathways across all four hotels.

Develop trainee development programs to support women into higher-paid specialist and leadership roles.

Conduct annual pay audits and standardise pay salaries across the group.

Improve access to full-time roles and equitable rostering practices.