HOTEL KILMORE

Gender Pay Gap Report 2026

Snapshot: 14 June 2026 | Reference period: 15 June 2025 – 14 June 2026

At Hotel Kilmore, our people are at the heart of the hospitality we deliver. Guided by our values of Care, Consistency and Community, we are committed to equal pay for equal work and work of equal value, fair reward and meaningful opportunities for every colleague to progress.

Snapshot employees	Mean hourly gap	Median hourly gap
107	**7.96%**	**1.88%**

42 men | 65 women | 107 employees in hourly analysis | 83 part-time colleagues

Statutory remuneration measures

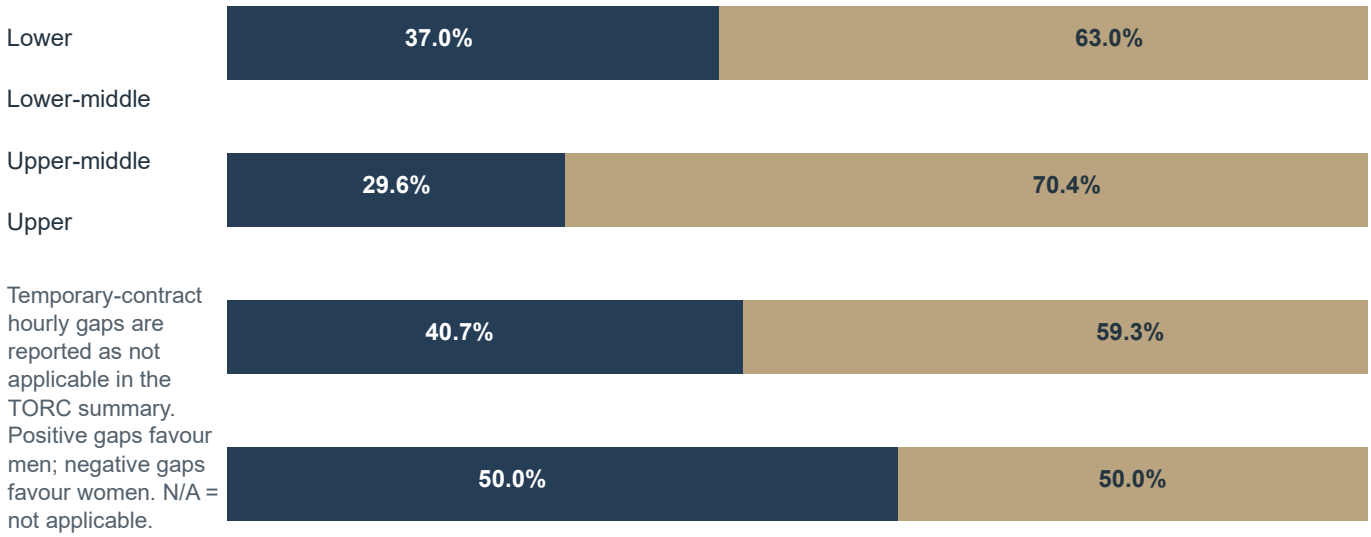
Pay gap measure	Mean	Median
Hourly remuneration	7.96%	1.88%
Part-time hourly remuneration	0.37%	4.34%
Temporary-contract hourly remuneration	N/A	N/A
Bonus remuneration	76.11%	0.00%

Bonus and benefits participation

Employees receiving	Men	Women
Bonus remuneration	76.19%	90.77%
Benefits in kind	0.00%	0.00%

Representation within hourly pay quartiles





Temporary-contract hourly gaps are reported as not applicable in the TORC summary. Positive gaps favour men; negative gaps favour women. N/A = not applicable.

Understanding our results

A gender pay gap compares remuneration across a workforce. It does not, on its own, establish whether colleagues receive equal pay for equal work or work of equal value.

Hourly remuneration

Our mean hourly gender pay gap is 7.96% and the median is 1.88%, both in favour of men. Women represent 60.7% of the workforce and 63.0% of the lower pay quartile, compared with 50.0% of the upper quartile. This difference in representation may contribute to the overall gap. We will review pay and roles to understand the underlying factors.

Part-time remuneration

The mean part-time hourly gap is 0.37% and the median is 4.34%, both in favour of men. The different mean and median results highlight the importance of reviewing the distribution of pay, contractual hours and progression opportunities across part-time roles.

Bonus and benefits

The mean bonus gap of 76.11% favours men, while the median bonus gap is 0.00%. A small number of higher-value awards, including one-off payments associated with the sale of the hotel, can have a significant effect on the mean. We will review bonus eligibility, award values and approval criteria, including the classification of one-off and small-benefit payments. No benefits in kind were recorded.

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Our commitments for 2027

Fair and transparent reward | Q1 2027

Review bonus eligibility, payment values and approval criteria, including one-off awards, alongside pay rates and allowances across comparable roles.

Development and progression | Q2 2027

Strengthen career conversations, leadership development, structured recruitment and internal progression. Ensure full-time and part-time colleagues have equitable access to opportunities.

Leadership accountability | Quarterly in 2027

Review progress on pay, bonus outcomes, gender representation and development opportunities. The General Manager and Group People & Culture will track agreed actions and report progress.

Our aim is to make fairness, transparency and opportunity part of the everyday experience of working with us.