

Introduction from Eoin Quinlan, General Manager



In line with WSHI People First Strategy, I am pleased to have the opportunity to share our first Gender Pay Gap report for 2025.

WSHI ULC takes great pride in our diverse and international team, with employees coming from more than eight different countries. Our overall workforce is 26% Female and 74% .

“People here are treated fairly regardless of their gender”

Diversity and Inclusion is one of the highest-ranking categories in our 2025 survey, proving our commitment of creating a positive working environment for all. I sincerely believe we are on the right path bringing hospitality back as an exciting and rewarding career path where everyone can reach their potential on a fair and equal playing field.

Our report reveals there is a Gender Pay Gap of 0.03% in our organization, which means that on average, women are paid 0.17% more than men, which is below Ireland’s most recent number of 1.9% reported from by Revenue who had a mean gap of 1.9% in 2024. We are working hard to achieve a zero Gender Pay Gap. There are some women earning more than men on average. The biggest shortfall is in the Executive Leadership grade, where men are represented less.

We continue in our commitment to WSHI ULC mission of nurturing a culture where people come first, and creating a well-balanced, fair, and positive workplace for all.

Eoin Quinlan

General Manager

What is a 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)*

The Gender Pay Gap Information Act 2021 requires organisations to report on their hourly gender pay gap across a range of metrics. Regulations have been published which set out the detail on how these calculations should be made.

Under the 2021 Act the Irish organizations with 50+ employees are obligated to report:

- 1 Mean & Median Hourly Gender Pay Gap
Mean & Median hourly Pay gap - Temporary and Part-time
 - 2 employees
 - 3 Mean & Median Gender Bonus Gap
 - 4 Proportion of Male and Female Employee receiving a Bonus
 - 5 Proportion of Male and Female Employee receiving a BIK
 - 6 Proportion of Male and Female Employees in each pay quartile
- In addition, where any pay gaps are identified, employers must set out the reasons for this and the measures (if any) being taken, or proposed to be taken, to eliminate or reduce any such pay gaps.

(Source: KPMG Ireland)

Key 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 Ireland)*

1 Mean & Median Hourly Gender Pay Gap

This table shows the mean and median hourly pay differences between male and female employees

Sum of Hrly Rate	Mean Hourly	Median Hourly
Male/Female		
Female	59%	54%
Male	61%	60%

Summary:

- Mean gender pay gap: ~2% — shows a small overall average difference.
- Median gender pay gap: ~6% — indicates that the *typical* woman earns less than the *typical* man.
- The larger gap at the median suggests there may be more men in higher-paying roles or more women in lower-paying positions.

2 Mean & Median Hourly Pay Gap Temporary and part-time Employees

This table shows the mean and median hourly pay gap for temporary and part-time employees, divided into *Casual* and *Part-time* categories.

	Mean Temporary Staff	Median Temporary Staff
Temporary/Part-time		
Casual	67%	67%
Part-time	11%	6%

Here's what it indicates:

Employment Type	Mean Pay Gap	Median Pay Gap	Interpretation
Casual Staff	67%	67%	Both the mean and median show a 67% pay rate for casual employees (likely compared to permanent staff or between genders within temporary roles). This suggests consistency between average and typical hourly rates.
Part-time Staff	11%	6%	Part-time staff earn significantly less — on average 11%, and typically (median) 6% less — than their comparison group (likely full-time employees or across genders).

Summary:

- **Casual employees** show a relatively balanced pay structure (mean and median are equal at 67%).
- **Part-time employees** earn considerably less overall, with a smaller but noticeable gap between mean and median.

- This difference may reflect **fewer hours, different job levels, or less access to higher-paying roles** among part-time workers.

3 Mean & Median Gender Bonus Gap

The image shows a table comparing **Mean and Median Bonus percentages** for males and females

	Mean Bonus	Median Bonus
Male/Female		
Female	20.61%	15.27%
Male	12.72%	11.45%

The **gender bonus gap** typically measures the difference between male and female bonuses as a percentage of male bonuses.

Mean Gender Bonus Gap

$$\text{Mean Bonus Gap} = \frac{20.61\% - 12.72\%}{12.72\%} \times 100 = 62.1\%$$

Median Gender Bonus Gap

$$\text{Median Bonus Gap} = \frac{15.27\% - 11.45\%}{11.45\%} \times 100 = 33.3\%$$

Interpretation:

- On average, **females receive 62.1% higher mean bonuses** than males.
- The **median bonus for females is 33.3% higher** than that for males.

4 Proportion of Male and Female Employee receiving a Bonus

The image shows a table indicating the **proportion of male and female employees receiving a Bonus**.

	Proportion Male/Female Bonus
Male/Female	
Female	50.00%
Male	50.00%

Summary:

- **Equal proportions** of male and female employees (50% each) receive a bonus.
- This indicates **no gender disparity** in the **likelihood of receiving a bonus**, even though (from your earlier table) **the average and median bonus amounts differ** between genders.

5 Proportion of Male and Female Employee receiving a BIK

Not Applicable

6 Proportion of Male and Female in each pay quartile

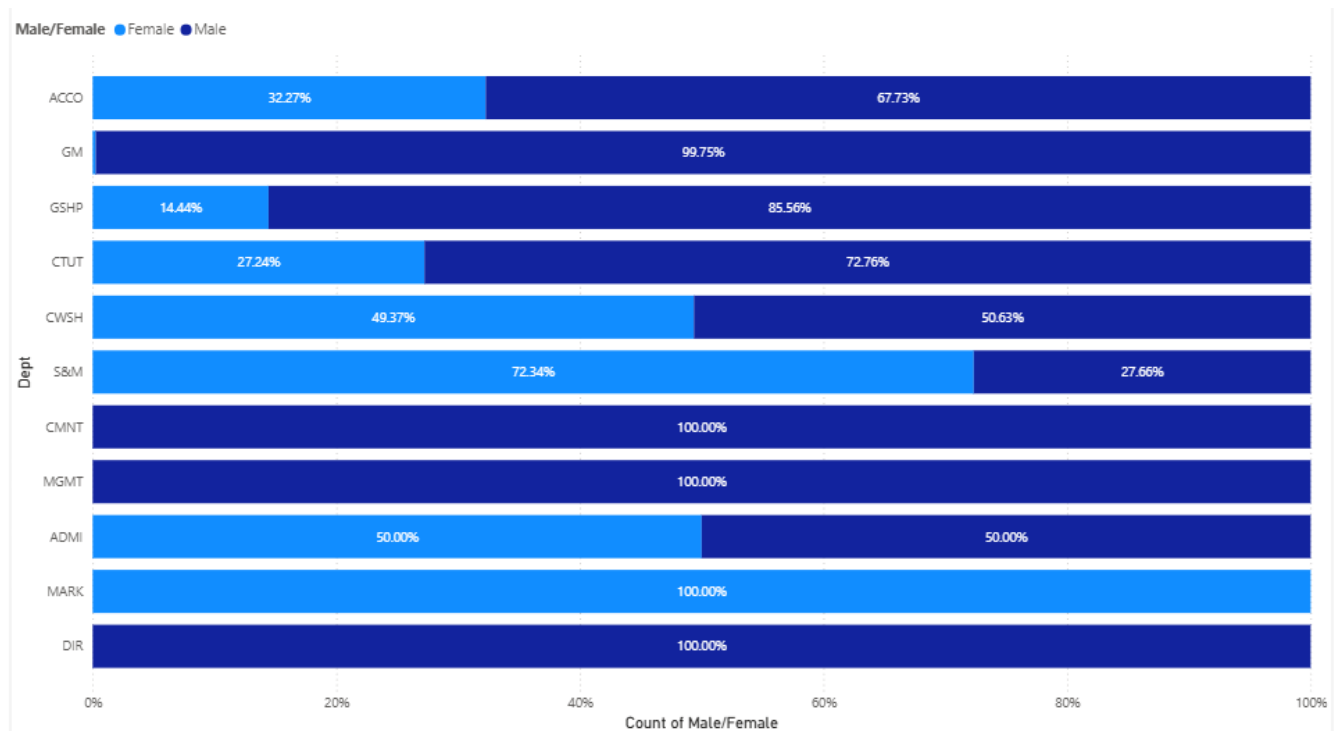
This table shows gender pay differences across income quartiles — divided into four groups (Q1 = lowest earners, Q4 = highest earners).

Quartile	Male/Female	Percentage
Q1 - Lower Income Quartile	Female	-0.14%
	Male	
Q2 - Middle Lower Income Quartile	Female	0.44%
	Male	
Q3 - Middle Upper Income Quartile	Female	0.77%
	Male	
Q4- Upper Income Quartile	Female	-3.04%
	Male	

Summary:

- Pay is nearly equal or slightly higher for women in the lower and middle quartiles.
- A pay gap appears at the top, where women earn about 3% less than men.
- This pattern is common — smaller gaps (or even reversals) at lower levels, but a widening gap at higher income levels, often linked to fewer women in senior or highly paid roles.

Breakdown of gender over departments.



Addressing the Gender Pay Gap – The way forward

- We are currently recruiting for two senior roles. As part of our ongoing commitment to reducing the gender pay gap, we particularly welcome applications from women who are currently underrepresented in senior roles within our organisation.

As part of our strategy, we continue with our four-way focus:

1. We put people first
2. We trust each other
3. We act with respect
4. We embrace teamwork

We Put People First

Our colleagues, our members, our residents and our guests are our priority

We operate as one team and believe in ourselves and each other

We listen to and value everyone's contribution

We extend a warm welcome to everybody

We achieve this by greeting each other, listening, responding and taking action, we keep all our interactions professional and we respond to all queries within 24 hours.

We Trust Each Other

Deer Park Golf is a physically and emotionally safe place to be

We can rely on each other

We listen to everyone

Communication is two-way and transparent

We achieve this by allowing everybody to share their opinions and know that it will be heard and not judged, we solve problems together, with blame and information is shared openly.

We Act With Respect

At Deer park we know that everyone has a contribution to make

We respect each other in our interactions

We respect individuality and diversity

We ensure that everyone has an equal voice and is treated with dignity

We achieve this by being respectful in how we speak to each other, we follow the company policies and guidelines, we include everyone in what we are doing, everyone is treated the same and we have a positive attitude.

We Embrace Team Work

We act with unity and support each other

We are empathetic and kind to each other

We appreciate each other and celebrate our successes

We Communicate between teams

We achieve this by putting an effort into social activities, we tell someone when they have done something well, we personalise our communications, Communication is timely and transparent and we co-operate with each other.