

The Workmans Club Limited

Gender Pay Gap Report

2025

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Introduction

At The Workman's Club Limited, we are proud to be part of Ireland's leading hospitality provider Eclective Hospitality Group. The Workman's Club Limited operates a portfolio over 12 venues across restaurants and bars. Our team is at the heart of our success, and we are committed to creating an inclusive, respectful, and rewarding workplace where every individual has the opportunity to thrive.

As a business that values diversity, we understand that fostering an inclusive culture is key to both our growth and the well-being of our people. Inclusion means ensuring that everyone, regardless of gender, background, or role, has equal access to opportunities, recognition, and career progression. This commitment is central to who we are and how we operate.

In the context of the Gender Pay Gap, we view this report as an opportunity to reflect on where we are, celebrate the progress we've made, and identify areas for improvement. While the gender pay gap does not reflect unequal pay for equal work, it does highlight the need for continued action to ensure greater gender balance at all levels of our business.

At The Workman's Club Limited, we are dedicated to promoting fairness, supporting development, and building pathways to leadership roles for all of our team members. By taking meaningful steps to address any gaps, we aim to create a truly inclusive culture where everyone feels valued and empowered to reach their full potential.

Our success has only been possible thanks to the talented people who work for us. Each individual plays an essential role in continuing the growth at The Workman's Club Limited.

Patrick Sheehan

Eclective Hospitality Group CEO

What is the Gender Pay Gap

The gender pay gap is the difference in the average hourly wage of men and women across a workforce, expressed as a percentage of the average male earnings. It compares the pay of all working men and all working women; not just those in same jobs, with the same working patterns or the same competencies, qualifications or experience.

The mean and median are expressed as a percentage.

Addressing the gender pay gap is not just a legal requirement but also a business imperative. Closing the gap fosters greater equality, supports a more inclusive workplace, and allows businesses to attract and retain diverse talent—benefiting employees, organizations, and society as a whole.

The Workman's Club Limited Gender Pay Gap

Our Gender Pay Data In this report, we are sharing our gender pay gap data for all employees of The Workman's Club Limited, for the 12 months up to June 30th 2025. The figures below show our gender pay gap in percentage terms (mean and median) as at the 2025 snapshot date. The gender pay gap measures the difference between the average pay of men and women within an organisation regardless of their role or level of seniority. This is different to equal pay, which compares the pay received by men and women who perform the same role or roles of equal value. Our mean and median gender pay gaps are 2.9% and 0.6%, respectively for all employees. This has improved by over 6% and 1% respectively since 2024 Report. The pay gaps have largely arisen because fewer of the senior positions within The Workman's Club Limited are held by women.

Gender Pay Gap - Mean

All employees	2.9%
Part-Time Employees	1.6%

Gender Pay Gap - Median

All Employees	0.6%
Part Time Employees	0.0%

What this is telling us

Pay Quartiles Figures

The table below shows the gender balance within each of our pay quartiles as at the 2025 snapshot date. This methodology gives an indication of the gender representation at different levels of the organisation. To calculate this data, we have divided the total number of The Workman's Club Limited employees into four quartiles (based on salary) and each quartile is made up of c.81 employees. Within each of the quartiles, the gender balance is broadly aligned, with the exception of the Upper quartile. In the upper quartile, women hold fewer senior roles (the roles attracting the highest levels of remuneration) which is driving our overall gender pay gap.

Lower Quartile		Middle Quartile		Upper Middle Quart		Upper Quartile	
Male	Female	Male	Female	Male	Female	Male	Female
49	32	49	31	43	37	61	20
60%	40%	61%	39%	54%	46%	75%	25%

Bonus Remuneration and Benefit-in-Kind

No employees were in receipt of a Bonus or Benefit in kind during the reference period.

What We Are Doing

The Workman's Club Limited recognizes the importance of achieving gender equity in its workforce, including addressing the Gender Pay Gap across all levels of the organization. As an employer committed to fostering diversity, inclusion, and fairness, the Group has outlined the following initiatives to ensure measurable progress:

1: Transparent Pay Audits

The Workman's Club Limited will conduct regular, comprehensive pay audits to identify and address disparities in compensation between male and female employees. This includes evaluating starting salaries, annual pay adjustments, and promotions to ensure gender parity.

2: Promoting Women in Leadership

Recognizing that a lack of representation in higher-paying leadership roles often contributes to the pay gap, the Group is committed to actively supporting women in their career progression. Initiatives include mentoring programs, leadership training, and setting internal goals for gender representation at the management level.

3: Equal Opportunities for Training and Development

By providing equitable access to professional development opportunities, including workshops, certifications, and cross-functional assignments, The Workman's Club Limited will empower all employees to thrive and advance their careers.

4: Employee Feedback and Engagement

The Workman's Club Limited values its employees' input and will establish forums or committees to regularly gather feedback on diversity and pay equity issues. This will ensure that employees feel heard and included in shaping solutions.