



# Gender Pay Gap Report 2024/2025 Ireland

Opco Custom House DAC

Snapshot Date: 26<sup>th</sup> June 2024 to 25<sup>th</sup> June 2025

Performance with *clarity*.

# Foreword

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Our people are at the heart of everything we do, with our culture built on delivering exceptional customer experiences and smart investment to drive superior performance and growth. We have continued to invest in our people through succession planning, leadership development and nurturing talent to support with retention and employee engagement.

At Klarent, we have 1466 employees working across the UK, 76 employees based in Ireland and a further 276 Employees based in France where we apply the same approach. As a committed equal opportunities employer, we are confident we continue to make progress in closing the gender pay gap and continue to welcome the Government's Gender Pay Gap Reporting obligations.

The Calculations on the following pages are inline with the Government's Regulations on the Gender Pay Gap Report for 2024/2025.

A handwritten signature in black ink, appearing to read 'Peter Stack', written in a cursive style.

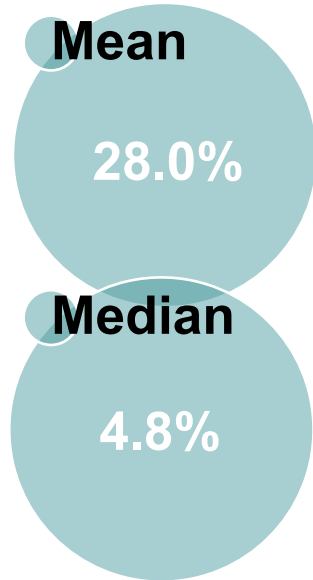
**Peter Stack**  
Chief Executive Officer

# Klarent Hospitality Gender Pay Gap Report 2024/2025 - Ireland

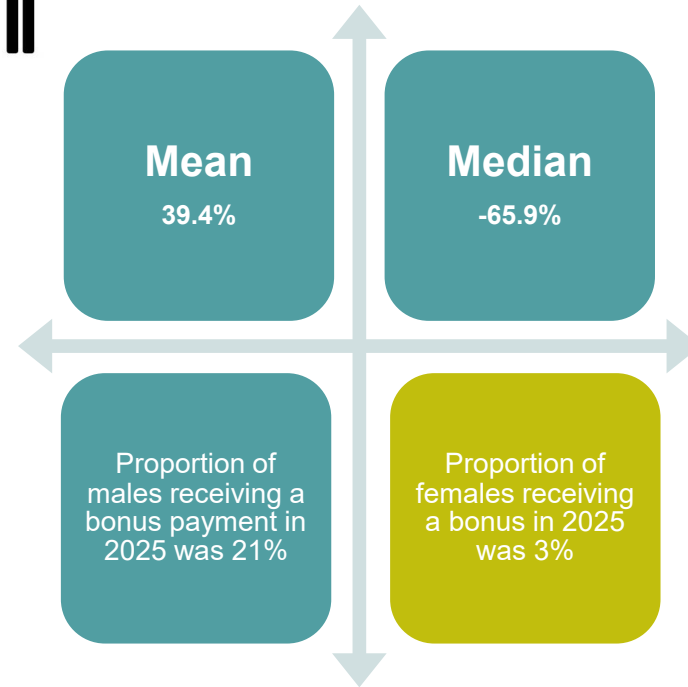
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## Hourly Pay Gap Information



## Bonus Pay Gap Information



\*No employees were entitled to Benefits in Kind

## Understanding Our Hourly & Bonus Pay Gap Information

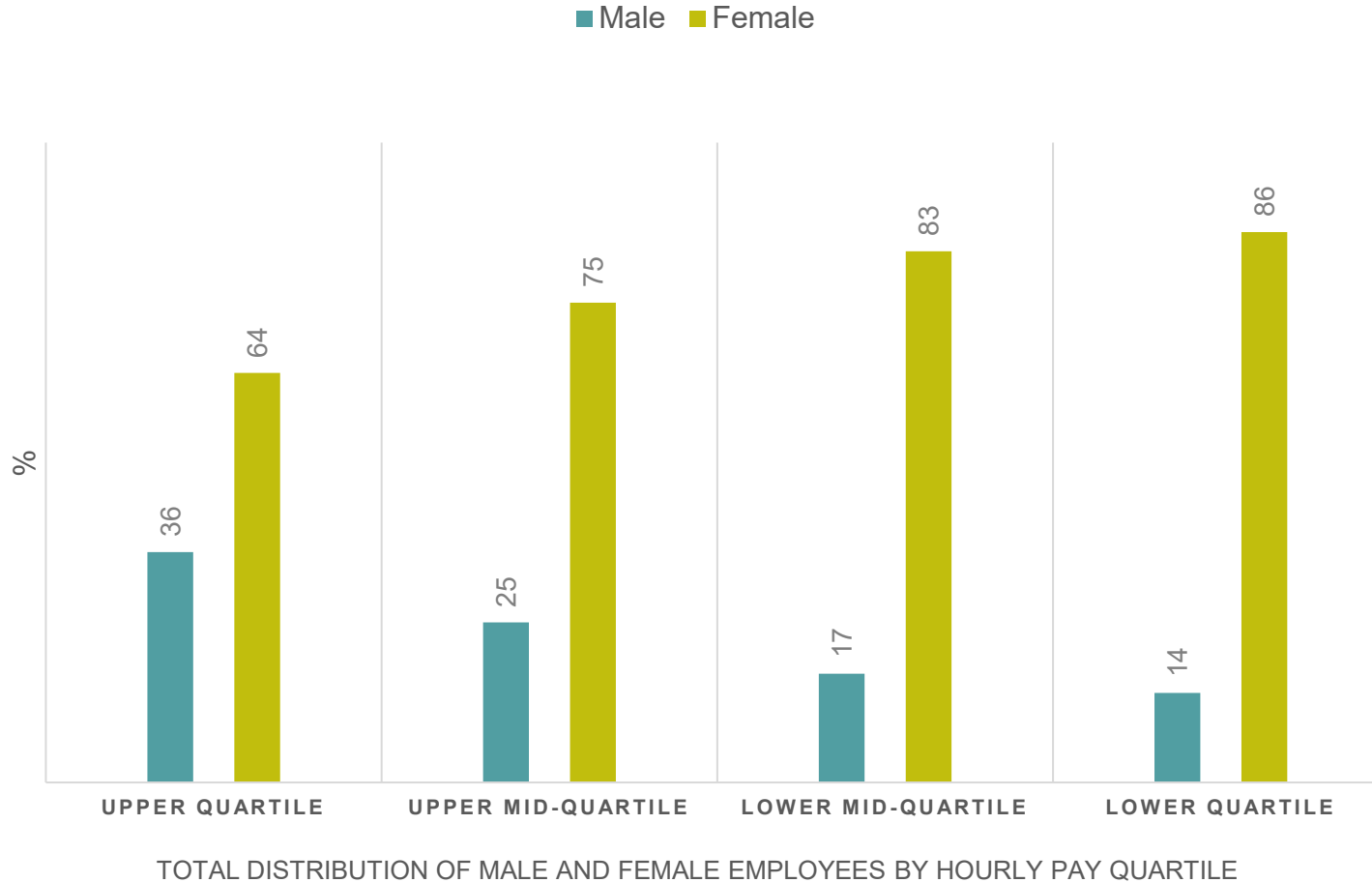
Gender pay gaps reflect the distribution of males and females across different roles, hours worked and levels of seniority, rather than equal pay for equal work.

Our snapshot period reflects a higher proportion of female employees overall. We also have a greater representation of males in higher-paid managerial positions, while more females work in part-time or operational roles. These structural differences influence both our hourly and bonus pay gap. Addressing this representation imbalance remains a core part of our long-term inclusion strategy.

Bonus outcomes can vary significantly year-to-year based on eligibility, timing and the volume of awards made within the reporting period. As only a small percentage of our Irish workforce received a bonus during the snapshot window, this results in a large median bonus gap.

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## Understanding Our Pay Quartiles

Our quartile distribution reflects the overall composition of our Irish workforce, where female colleagues make up a significantly larger proportion of employees throughout the year. As a result, each quartile shows higher female representation.

While women are well-represented across all levels of the organisation, the upper quartile shows a comparatively higher proportion of male colleagues. This indicates that men remain more likely to occupy senior or management positions, which in turn influences our overall mean hourly pay gap.

Maintaining strong female representation in the middle and lower quartiles highlights the depth of female talent within the business. Our focus remains on supporting progression, capability development and succession pathways to ensure that this talent continues to move into higher-paid leadership roles over time.

Gender pay gaps are shaped more by workforce distribution than by pay inequalities within individual roles. The quartile data therefore helps us identify where representation imbalances exist and guides our long-term actions to build a more balanced leadership pipeline.

## Our Future

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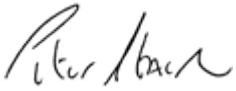
Although we are proud of the positive progress we are making, we believe there is more we can do to ensure we are creating meaningful opportunities for all within our workplace. We have more male colleagues in senior manager roles and as per the industry norm, more females working part time.

We will continue to strengthen pathways for women into senior management roles by expanding leadership development programmes, mentoring and succession planning. Additionally, we will continue to promote flexible and inclusive working practices to support all colleagues in balancing work and personal commitments.

We will review our gender representation data annually and track our progress across recruitment, internal promotion and retention.

Gender pay gap reporting does not measure equal pay for equal work. We remain committed to ensuring equal pay for roles of equal value and will continue to review our reward practices to uphold fairness and transparency.

I confirm the information contained within this report is accurate.



**Peter Stack**  
Chief Executive Officer