



CASTLE
Leslie
ESTATE

Certified

Corporation

2025
Gender Pay Gap Report

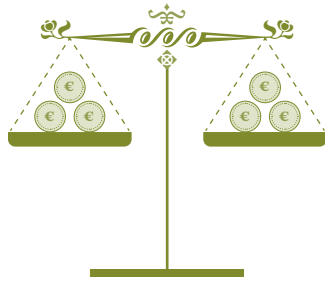


Certified



Corporation[®]

Learn more at
bcorp.com



2025

Gender Pay Gap Report

CASTLE LESLIE ESTATE IS SITUATED in County Monaghan, on 1,000 acres of undulating Irish countryside, dotted with ancient woodland and glittering lakes. It is one of the last great Irish estates still in the hands of its founding family. Since the 1660s the distinguished and somewhat individual Leslie family have lived on the Estate. They have welcomed everyone from politicians to poets, ambassadors to ufologists to world renowned celebrities.

We are pleased to introduce the 2025 Gender Pay Gap Report for Castle Leslie Estate.

At Castle Leslie Estate we strive to place equality, diversity and inclusion at the heart of everything we do. This is not just because it is the right thing to do, but because equality enables the delivery of a greater place to work and fair outcomes for everyone.

There are no roles within Castle Leslie Estate which are gender specific. We hire the best person for the job regardless of gender. We offer various flexible work options to our employees to enable them to achieve harmony between their working and home life. We continue to champion internal promotions and give all of our employee equal and equitable access to opportunities to progress.

Our ambition to have a workforce which is representative of all of the people in Irish society as a whole aligns with, and is integrated in, our core values. An increasingly diverse workforce where working women are paid the same as working men is essential for us to effectively innovate, move forward and become stronger and happier as a business. We continue to monitor these figures on an ongoing basis, and we are consistently taking the necessary steps to reduce any gaps.

Our commitment to the Great Place to Work programme and Failte Ireland Employer Excellence programme demonstrates our desire to measure our employee feedback across all areas accurately, analyse it, and act. We can see the positive results of our actions in key areas such as Diversity and Inclusion, which increased from 88% to 90%; Our Culture, which increased from 78% to 84%; Employee Engagement, which increased from 74% to 82%; and well-being, which increased from 74% to 80%.

Brian Baldwin
CEO



Report Methodology



What is the Gender Pay Gap?

A gender pay gap is a measure of the difference in the average pay of men and women - regardless of the nature of their work - across an entire organisation, business sector, industry or the economy as a whole. It can be driven by the different number of men and women across all roles.

The gender pay gap percentage is the difference between the average earnings of men and women expressed as a percentage of men's pay.

What is Equal Pay?

The gender pay gap is different from an equal pay comparison, which would involve direct comparison of two people or groups of people carrying out the same, similar or equivalent job.

The audit is not simply a data collection exercise. It entails a commitment to put right any pay inequalities.

How are the Pay Quartiles Calculated?

As part of the gender pay report, we also show the percentage of men and women in each pay quartile.

Quartiles are calculated by listing the rates of pay for each employee across the business from lowest to highest, before splitting the list into four equal-sized groups and calculating the percentage of males and females in each.

How was our report calculated?

It was calculated using a snapshot of the date of 30th June 2025.

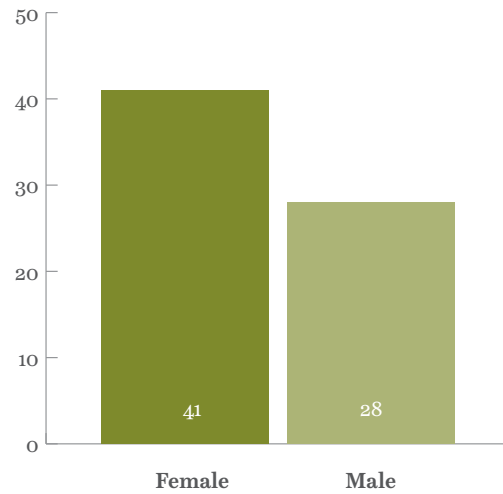
A MEDIAN GENDER PAY GAP is the difference between the median hourly pay rate for males and females. It is calculated by pinpointing the exact middle point between the lowest paid and the highest paid man and the lowest paid and the highest paid woman and showing the difference between the two figures. A mean gender pay gap is the difference between the mean hourly pay rate for males and females. It is calculated by totalling the hourly pay of all female employees and dividing that amount by the number of female employees. The calculation is repeated for male employees, showing the difference between the two figures.



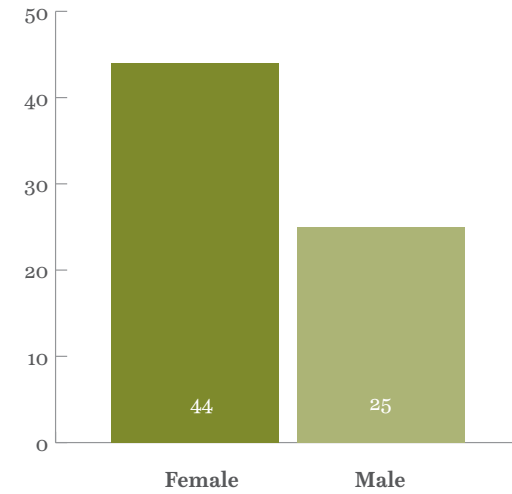
Quartile Percentages - Male Female



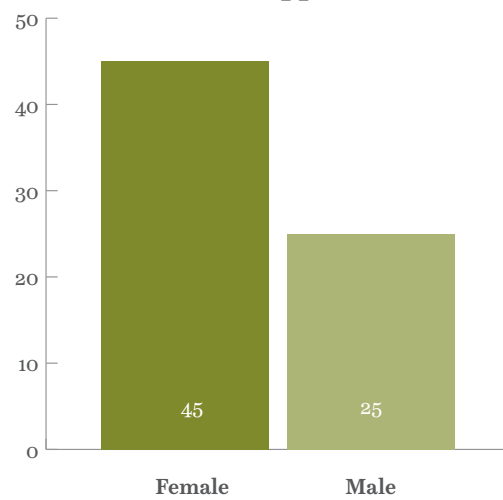
Quartile 1 (Lower)



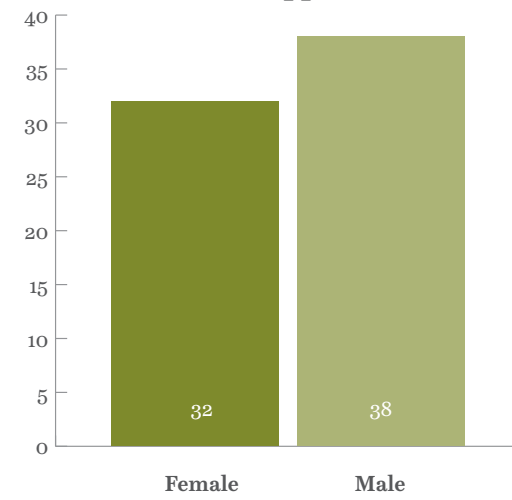
Quartile 2 (Lower Middle)



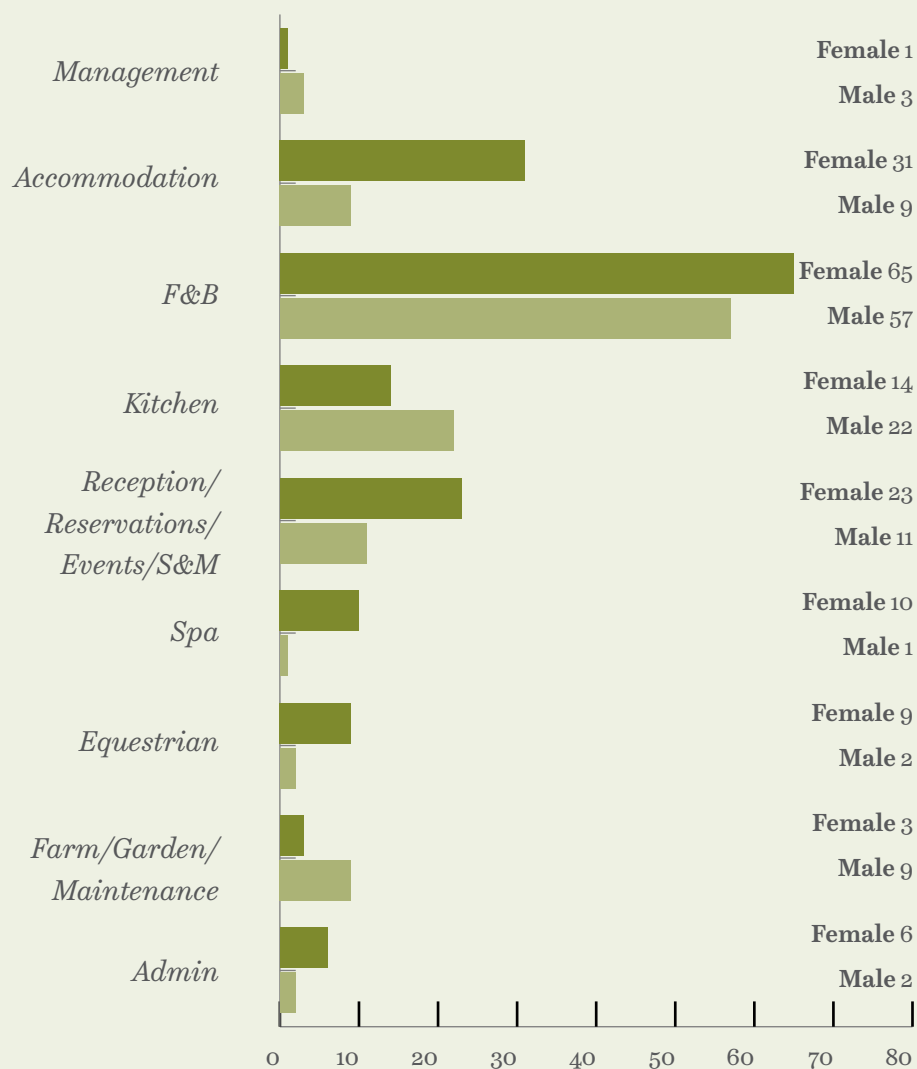
Quartile 3 (Upper Middle)



Quartile 4 (Upper)



Gender per Department



Pay Gap Figures

Mean hourly pay gap (<i>all employees</i>)	11.10%
--	--------

Mean hourly pay gap (<i>full-time employees</i>)	13.28%
--	--------

Mean hourly pay gap (<i>part-time employees</i>)	1.11%
--	-------

Median hourly remuneration pay gap (<i>all employees</i>)	1.54%
---	-------

Median hourly remuneration pay gap (<i>full-time employees</i>)	-1.31%
---	--------

Median hourly remuneration pay gap (<i>part-time employees</i>)	0.15%
---	-------

Percentage of Male Employees receiving a Bonus	0.86%
--	-------

Percentage of Female Employees receiving a Bonus	0.62%
--	-------

Percentage of Male Employees receiving BIK*	79.31%
---	--------

Percentage of Female Employees receiving BIK*	82.72%
---	--------

62.5% of our Senior Leadership Team are Female and 37.5% Male.

** Please note:*

Benefit in kind includes the cycle to work scheme. This scheme is open to all employees.

Staff Analysis



	Female	Male	All
<i>Full - time</i>	44	46	90
<i>Part - time</i>	118	70	188
<i>Total staff</i>	162	116	278

Pay - Hourly Rate

Difference between men and women

<i>Pay distribution</i>	Mean (1)	Median (2)
<i>Female (full-time)</i>	€18.55	€14.74
<i>Female (part-time)</i>	€13.42	€13.26
<i>Male (full-time)</i>	€21.39	€14.55
<i>Male (part-time)</i>	€13.57	€13.28



Commitment to Closing the Gender Gap

at Castle Leslie Estate



CASTLE LESLIE ESTATE IS DEDICATED to promoting gender equality within our workplace. While we celebrate our recognition as a Great Place to Work for three consecutive years and our notable standing among the Best Workplaces in Ireland™, we understand that there is more work to be done to address the gender pay gap.

Our Initiatives Include:

- 🌱 **Gender-Neutral Job Advertisements:** We continually review all job adverts to ensure they are free from gender bias, promoting inclusivity from the outset.
- 🌱 **Diversity and Inclusion Training:** All employees will receive training on our Diversity and Inclusion policies during their induction, fostering a culture of respect and awareness.
- 🌱 **Best Practice Recruitment:** We adhere to best practice recruitment procedures wherein gender is not a determining factor, ensuring a fair and equitable hiring process for all candidates.
- 🌱 **Workforce Flexibility:** We recognise that flexibility is a key benefit for our employees. However, we acknowledge that those opting for reduced working hours may be more prevalent in lower-paid quartiles, and we are committed to addressing this imbalance.
- 🌱 **Continuous Improvement and Learning:** We will collaborate to identify areas for growth, challenge existing practices, and drive positive change towards greater equity.
- 🌱 **Ongoing Monitoring of Gender Pay Gap:** We will continue to monitor our gender pay gap, striving to maintain our lower-than-average rate, which currently stands at 5.08%. Our commitment is to reduce this gap further as part of our proactive approach.

Castle Leslie Estate is dedicated to creating an inclusive environment where everyone has equal opportunities for advancement, and we will work diligently to close the gender gap within our organisation and foster a diverse workforce that reflects our values.

Castle Leslie Estate's Great Places to Work

Findings Versus Industry Standards



CASTLE LESLIE ESTATE IS OFFICIALLY recognised as one of the Best Workplaces in Ireland™ in 2025 and 2023. Here is how we did against in the industry standards in our employee survey.

	2025	2024	BW Hospitality 2025
<i>People celebrate special events around here.</i>	93%	90%	91%
<i>This is a friendly place to work.</i>	91%	88%	91%
<i>People here are treated fairly regardless of their sexual orientation.</i>	98%	94%	95%
<i>I am able to take time off from work when I think it's necessary.</i>	93%	85%	89%
<i>Everyone has an opportunity to get special recognition.</i>	80%	77%	77%
<i>Management is honest and ethical in its business practices.</i>	91%	86%	89%
<i>People here are given a lot of responsibility.</i>	89%	81%	81%





Castle Leslie Estate, Glaslough, Co. Monaghan, Ireland
www.castleleslie.com TEL: +353 47 88 100 EMAIL: info@castleleslie.com