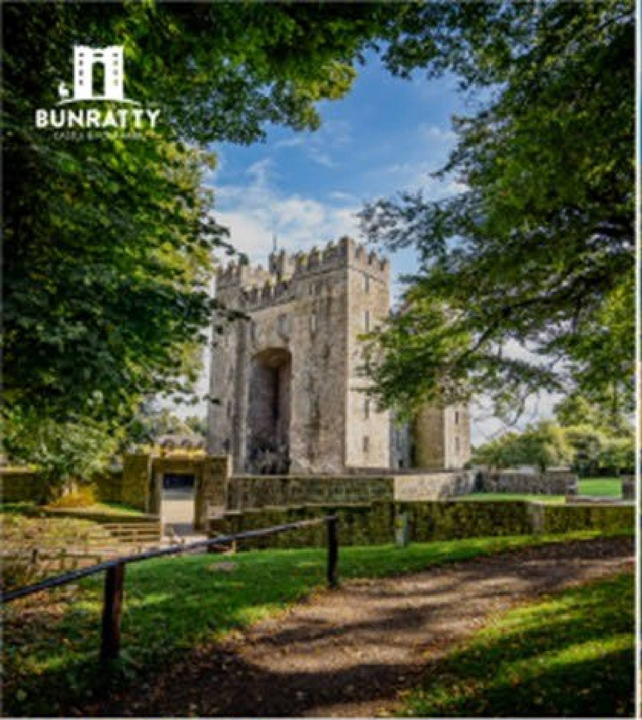
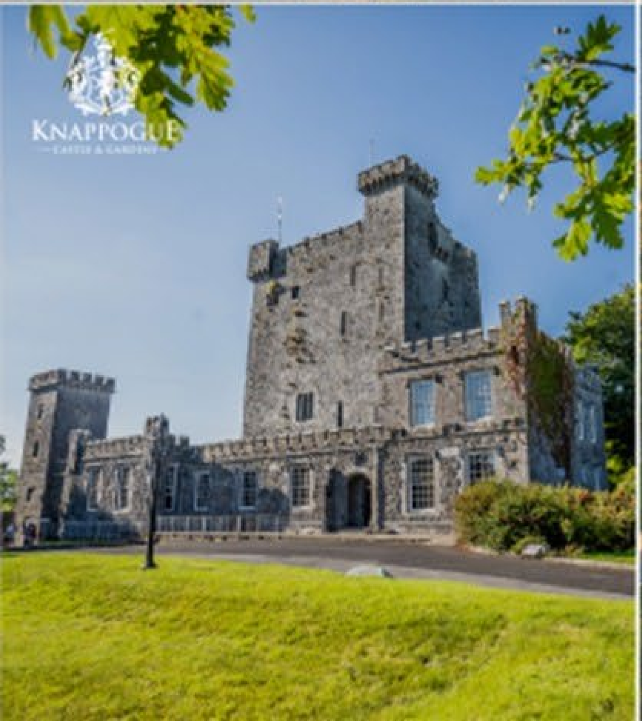
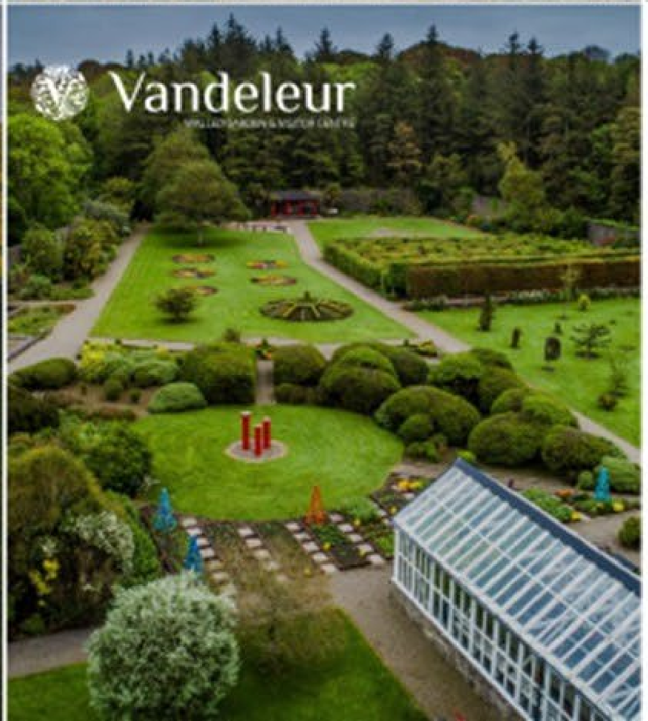






Gender Pay Gap Report 2026

Clare Tourism
Development DAC

Introduction

About us

Clare Tourism Development DAC (CTD DAC), a wholly owned subsidiary of Clare County Council, are proud to manage, develop, and promote a diverse portfolio of seven signature visitor attractions across the county – The Cliffs of Moher Experience, Bunratty Castle and Folk Park, Craggaunowen Castle and Crannóg, Knappogue Castle and Gardens, Loop Head Lighthouse, Inis Cealtra Visitor Experience, and Vandeleur Walled Garden and Visitor Centre.

Our mission is to deliver exceptional, memorable experiences that showcase the very best of Clare's heritage, culture, and natural beauty.

Gender Pay Gap Reporting

In line with the Gender Pay Gap Information Act 2021, and most recently the Government's directive in 2025, all organisations with 50 or more employees on a 'snapshot date' are mandated to report and publish their hourly gender pay gap across a range of metrics.

2026 marks the second reporting year that CTD DAC have been eligible to submit their data.

As such, the following data will be published:

- ✓ Gender pay gap - mean (average) and median
- ✓ Gender bonus gap and remuneration – mean (average) and median
- ✓ Percentage of those receiving a benefit in kind by gender
- ✓ Mean and Median percentage difference of part-time employees by gender
- ✓ Mean and Median percentage difference of temporary contracts by gender
- ✓ Percentage of males and females in each quartile of the organisation's pay structure

The data is based upon the snapshot date of 21 June and is the second year that CTD DAC will submit its data via the Government's online portal.
This report will be published on our company website(s) no later than 30 November.

Gender Pay defined

Gender pay illustrates the differences in the average pay between males and females. An organisation may have a gender pay gap if a majority of males are in top jobs, despite paying male and female employees the same rates of pay for similar roles.

Equal pay deals with the pay differences between males and females who carry out the same roles, similar roles or work of equal value. If an organisation reports a gender pay gap, it does not mean females are paid less than males for doing the same job. It is unlawful to pay people unequally because they are a man or a woman.

Positive gender pay gap → males earn more than females on average.

Negative gender pay gap → females earn more than males on average.

Our Equity, diversity and inclusion (EDI) commitments

CTD DAC is committed to being a responsible corporate citizen. We trust our culture, values and policies to illustrate that commitments.

The Regulations require us to report on a binary definition of sex (which is assigned at birth - female and male) rather than gender (which is largely culturally, socially and personally determined). Therefore, for the purposes of this report, we have categorised our employees as either female or male based on the sex stated on their legal documents such as their passport.

As part of our ongoing EDI commitment, we actively support all gender identities and recognise that some of our people may not identify with either 'gender' mentioned in this report

Our data at a glance (as at 21 June 2026)

Relevant employees
Those on payroll at snapshot date)

227

116
(51%)

111
(49%)

Gender Bonus Gap
& in receipt of a benefit in kind

0.00%

Mean Gender Pay Gap
(Most commonly reported/quoted figure nationally)

+0.19%

€18.01
per hour

€ 17.98
per hour

Increase of 1.18 percentage points on 2025 (-0.99%)

Median Gender Pay Gap
(Provides commentary insights)

0.00%

€15.39
per hour

€15.39
per hour

Increase of 0.23 percentage points on 2025 (-0.23%)

Part-time employees (Mean)

+3.45%

Part-time employees (Median)

0.00%

Temporary Contracts (Mean)

-0.86%

€15.18
per hour

€15.31
per hour

Temporary Contracts (Median)

0.00%

€14.52
per hour

€14.52
per hour

Quartile split by gender

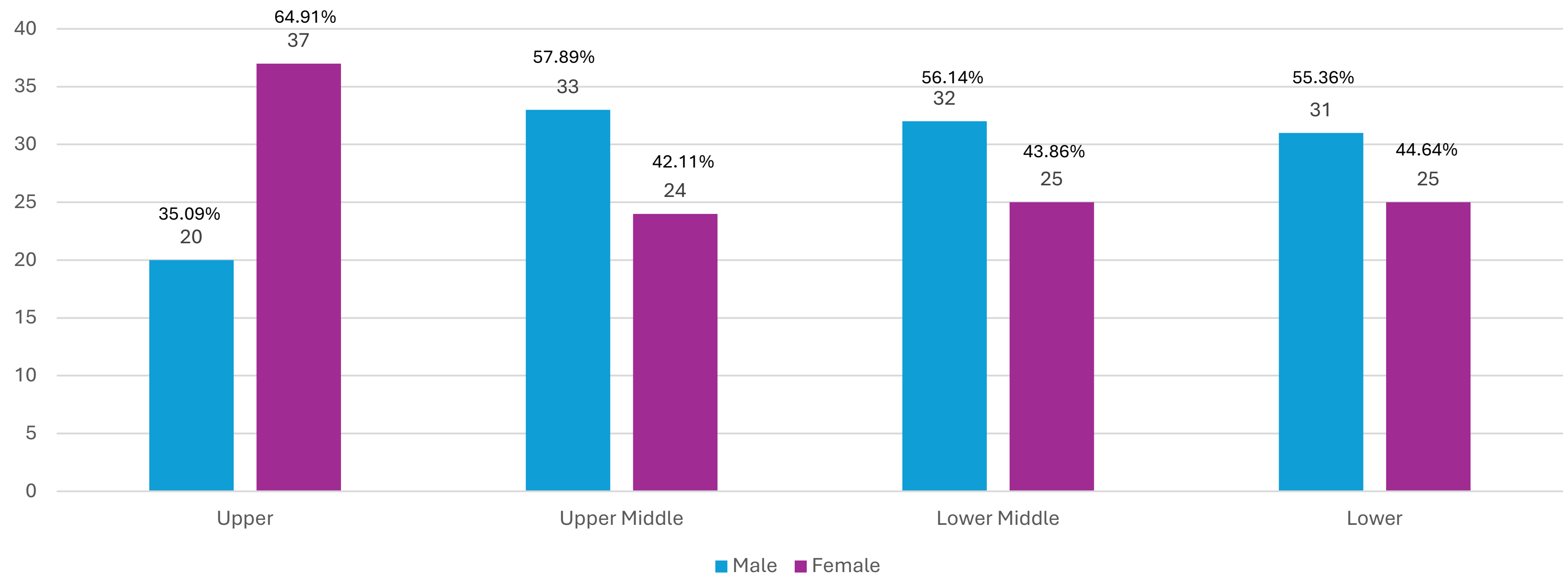
Lower Quartile				
Gender	**2026 total employees**	**2026 percentage**	**2025 total employees**	**2025 percentage**
Male	31	55.36%	20	62.50%
Female	25	44.64%	12	37.50%
Total	56	100%	32	100%

Lower Middle Quartile				
Gender	**2026 total employees**	**2026 percentage**	**2025 total employees**	**2025 percentage**
Male	32	56.14%	17	53.13%
Female	25	43.86%	15	46.87%
Total	57	100%	32	100%

Upper Middle Quartile				
Gender	**2026 total employees**	**2026 percentage**	**2025 total employees**	**2025 percentage**
Male	33	57.89%	14	43.75%
Female	24	42.11%	18	56.25%
Total	57	100%	32	100%

Upper Quartile				
Gender	**2026 total employees**	**2026 percentage**	**2025 total employees**	**2025 percentage**
Male	20	35.09%	17	53.12%
Female	37	64.91%	15	46.88%
Total	57	100%	32	100%

Quartile split by gender



The data behind the headlines

Mean pay gap

The mean pay gap (average and most commonly referred to figure) is calculated by adding up the hourly pay of all the females in the business and dividing by the number of females. We then do the same sum for males and compare the two figures and show the result as a percentage (%).

Mean gender pay gap (average) 2026		
Gender	**Mean hourly pay**	**Percentage**
Male	€18.01	
Female	€17.98	
Total		+0.19%

Mean gender pay gap (average) 2025		
Gender	**Mean hourly pay**	**Percentage**
Male	€19.01	
Female	€19.20	
Total		-0.99%

Our mean gender pay gap, as at 21 June 2026, is +0.19%.
Compared to last year's data taken on 21 June 2025, this represents an increase of 1.18 percentage point (-0.99% in 2025).

Median pay gap

The median pay gap is calculated by finding the exact middle point between the lowest and highest paid males in the business and the lowest and highest paid females. We then compare the two figures and show the difference as a percentage (%).

Median gender pay gap 2026		
Gender	**Median hourly pay**	**Percentage**
Male	€15.39	
Female	€15.39	
Total		0.00%

Median gender pay gap 2025		
Gender	**Median hourly pay**	**Percentage**
Male	€17.34	
Female	€17.38	
Total		-0.23%

Our median gender pay gap, as at 21 June 2026, is 0.00%.

Compared to last year's data taken on 21 June 2025, this represents an increase of 0.23 percentage point (-0.23% in 2025).

Mean and Median gender pay gap (average) 2026 – specifically part-time employees by gender				
Gender	**Mean hourly pay**	**Percentage**	**Median hourly pay**	**Percentage**
Male	€17.04		€14.52	
Female	€16.47		€14.52	
Total		+3.45%		0.00%

Mean and Median gender pay gap (average) 2026 – specifically temporary contracts by gender				
Gender	**Mean hourly pay**	**Percentage**	**Median hourly pay**	**Percentage**
Male	€15.18		€14.52	
Female	€15.31		€14.52	
Total		-0.86%		0.00%

CTD DAC does not pay bonuses or offers benefits in kind to its employees, and the requirements to report on this is therefore not applicable.

Our findings and commitments

Our findings

In 2026, our workforce remains broadly gender balanced, with females representing 51% of employees and males representing 49% of employees as at the snapshot date of 21 June 2026.

The mean gender pay gap for 2026 is +0.19%, compared with -0.99% in 2025 representing an increase of 1.18 percentage points. This movement indicates that the small pay advantage previously experienced by female employees has narrowed and shifted slightly in favour of male employees. It is also important to note that due to the number of individuals employed, one or two personnel changes can make a difference to the data. Despite this movement, the overall difference in average hourly pay between males and females remains negligible, indicating a strong level of pay equity across the organisation.

The median gender pay gap is 0.00%, compared with-0.23% in 2025 representing an increase of 0.23 percentage points. This demonstrates that the midpoint hourly rate for male and female employees is identical, further supporting the view that there is no significant gender-based difference in pay across the organisation.

Analysis of our pay quartiles shows a strong female representation in the upper pay quartile, where females account for 64.91% of employees. This compares with 35.09% males and reflects the presence of females across a range of higher-paid positions within the organisation.

The lower, lower-middle and upper-middle quartiles show a more balanced distribution of employees by gender, although males are more highly represented in the middle quartiles. Overall, the quartile distribution does not indicate any systemic underrepresentation of females in higher-paid roles.

Among part-time employees, the mean pay gap is 3.45% in favour of males, while the median pay gap is 0.00%. Among employees on temporary contracts, the mean pay gap is -0.86%, with a median pay gap of 0.00%. These results suggest that differences within these groups are limited and are largely influenced by the mix of roles occupied rather than unequal rates of pay.

CTD DAC does not provide bonuses or benefits in kind, therefore no gender bonus gap or benefit-in-kind gap exists within the organisation.

When all findings are taken together, these results suggest that the organisation continues to maintain broadly equitable pay practices, with only minor fluctuations that may be influenced by changes in workforce composition, recruitment, promotions, or employee turnover rather than systemic pay inequality. The continued monitoring of pay and workforce demographics will help ensure that this positive position is maintained.

Our commitments

CTD DAC is committed to maintaining a fair, inclusive and equitable workplace where all employees have equal opportunity to develop and progress regardless of gender.

While the organisation's 2026 results demonstrate a minimal gender pay gap and a balanced representation of females across all levels of the organisation, we recognise the importance of continued monitoring and review.

We will:

- Continue to review recruitment, promotion and reward practices to ensure fairness and consistency.
- Support equal access to learning, development and career progression opportunities.
- Monitor workforce composition and pay outcomes across all areas of the business.
- Promote flexible working practices where operationally feasible to support work-life balance.
- Continue to foster an inclusive workplace culture in which all employees are treated with dignity and respect.

CTD DAC is encouraged by the positive representation of females within the upper pay quartile and the elimination of the median pay gap.

We remain committed to sustaining these outcomes and ensuring that our employment practices continue to support gender equality across the organisation.