



Gender Pay Gap 2025

Fattal Leonardo Operation (Ireland) Limited

OVERVIEW AND CONTEXT

Leonardo Hotels UK & Ireland is part of the Fattal Hotel Group, one of the leading and fastest-growing hotel chains in Europe, with over 300 hotels in 137 destinations. Leonardo Hotels UK & Ireland manages 58 hotels across 36 locations.

The Company operates across three legal entities in Ireland:

- Fattal Leonardo Operation (Ireland) Limited
- Niche Hotels Unlimited Company
- Rockyvale Limited

This report considers the gender pay gap data for **Fattal Leonardo Operation (Ireland) Limited**, referred to as ‘the Company’ for the purposes of this report. The snapshot reporting period covers the period June 21, 2024, to June 20, 2025. At the end of the reporting period, the Company had 420 active employees who had received payment within the 12 months of the snapshot period.

The Company’s senior management team is spread across both the UK and Ireland, meaning that any Country-specific data (such as Gender Pay data) is necessarily reflective only of employees residing in that territory. Whilst some of the senior team sit on Irish Payrolls, the data does not include other key figures in the business, who are instead included in the UK Gender Pay Gap data.

GENDER SPLITS

The gender split across the Company is Male 43.3% / 56.7% Female; split into pay quartiles, the splits are as shown in the table below:

	Male %	Female %
Quartile 1 (Highest Paid)	43.8	56.2
Quartile 2	51.4	48.6
Quartile 3	42.9	57.1
Quartile 4 (Lowest Paid)	35.2	64.8

The total UK and Ireland Group gender split is 45% Male / 55%, and so the information for the Company is broadly in line with wider trends. The business has a relatively flat pay structure due to the nature of the industry; as a result, many employees earn broadly similar wages. The top quartile, therefore, holds data mainly for employees at supervisory level and above, whilst the lower three quartiles contain only minor differences in pay levels.

PAY GAPS

Hourly Pay

The mean and median pay differences for hourly pay can be found below:

	Gap 2024	Gap 2025	Difference
Average	11.2%	-14.2%	-25.4%
Median	1.1%	1.9%	+0.8%

Compared with the previous year, the pay gap averages have shifted, with the average falling by 25.4% in favour of female employees and the median increasing by 0.8%. Overall, the results indicate a positive outlook for hourly pay and highlight the increase in the number of female employees in mid-level and senior roles.

Bonus Pay

The table below displays the total percentage of employees receiving a bonus payment in the reporting period:

	% of Total 2024	% of Total 2025	Difference
Male	26.1%	20.9%	-5.2%
Female	23.3%	20.6%	-2.7%

For the purposes of the report, bonuses include any performance-based payments, any cashed-in points from the internal reward system (where employees can cash in points for pay), and any payments for recommending an employee to work for the business.

The mean and median pay differences for bonuses paid can be found below:

	Gap 2024	Gap 2025	Difference
Average	41.8%	41.0%	-0.8%
Median	-94.3%	-14.4%	+79.9%

Compared with 2024, the average has decreased by 0.8%, while the median has fluctuated significantly. At the midpoint of the scale, most bonus amounts are made up primarily of payments from the internal reward system, cashed in through payroll or employee referrals, whose amounts can vary based on the type of referral.

The company facilitates such bonus payments but does not base them solely on employee performance. Data may also be somewhat skewed by the option to redeem vouchers or paid time off rather than pay from the Company's internal rewards system, which falls outside the scope of the gender pay calculation rules.

Bonus payments made outside such payments are performance-based and paid at the business's discretion. The same key performance indicators measure like-for-like roles and offer the same earnings potential for each employee in that role. Some roles in the company are standalone and have no other internal comparator to measure bonus potential against, and will therefore be matched to market expectations where reasonable. Those above circumstantial and time-bound specific items (e.g. employee referrals) are available to all employees, and written policies guide payment levels for these types.

Part-Time Hourly Pay

The mean and median pay differences for hourly pay for part-time employees can be found below:

	Gap 2024	Gap 2025	Difference
Average	-6.8%	-63.1%	-56.3%
Median	0.4%	1.8%	+1.4%

In total, 211 employees are classed as part-time, of whom 128 are female – 60.7% of the group. Part-time employees include any employees on part-time contracts, as well as those hired on a flexible or casual basis, as all employees in this group are contractually guaranteed at least 5 hours of work per week.

The median difference is negligible, suggesting that part-time employees have the same opportunities and the same ability to avail of flexible working arrangements. The average difference favours female employees, as many senior-level female employees work part-time.

Temporary Hourly Pay

As of the snapshot date, the Company had no employees on temporary or fixed-term contracts in Ireland; therefore, no data can be produced.

Benefits in Kind

The employee percentages for those receiving benefits in kind are noted below:

	% of Total
Male	1.2%
Female	1.3%

BUSINESS PLANS TO REDUCE PAY GAPS

Leonardo Hotels UK and Ireland is committed to ensuring that opportunities for promotion and growth are available to all employees across the business, regardless of gender.

The Group offers numerous training programmes at key levels across the business, from improving basic skills for specific roles in operational departments, to graduate and management programmes that support the development of the next generation of managers who may go on to run hotels and functions. These programmes are advertised both internally through communication channels and externally on the group's careers site and on job adverts to attract suitable candidates. The programmes are available to all employees, regardless of background, and we monitor gender representation in each of our developmental programmes and take proactive steps to support balanced participation and fair advancement.

The Company offers flexible working opportunities and family friendly policies/benefits to all employees, and a number of its senior employees avail themselves of them.

The Company continually reviews pay rates for employees in similar roles to ensure fairness in pay, regardless of gender. Pay rates are also measured against external benchmarks to ensure the Company remains competitive.

In 2023, the Company published its Diversity, Equity and Inclusion ("DEI") policy to complement the existing DEI charter, and there are targeted actions to ensure equal opportunities at every step of an employee's career, from using gender-neutral language in job adverts to equal access to promotion and training opportunities. We also hold twice yearly employees surveys to understand employee sentiment and engagement, which we can also review based on gender, ethnicity and other diversity characteristics.