SSP Ireland
Gender Pay Gap Report

November 2025

www.foodtravelexperts.com

Introduction

At SSP, we continue efforts to grow a diverse team and inclusive culture where our people feel a sense of belonging. Essential to our success is listening to our people, recognising their achievements, and providing a safe, empowering, and inclusive environment where we can all make a difference.

The Gender Pay Gap

The gender pay gap is a measure of the difference in the average pay of men and women, whatever their role is, across an organisation. It is different to equal pay, which directly compares men and women carrying out the same or similar work.

By law, all companies in Ireland with more than 250 employees are required to report on gender pay. This report details the pay gap as of 15th June 2025 and is reflective of Select Service Partner Ireland Limited.

To understand the gender pay gap, there are 11 key indicators on which companies are required to report: the mean and median differences in hourly pay for full-time, part-time, and employees on temporary contracts; mean and median differences in bonus pay; the proportion of men and women employees who received a bonus; the proportion of men and women employees in each of the quartile pay bands; and the proportion of men and women employees who received benefits in kind.

What's included in our hourly pay?

At SSP, hourly pay includes (but is not limited to) base pay, premium payments (e.g. unsociable hours), and travel allowances as applicable. Excluded are payments for redundancy and benefits-in-kind. Employees on family or sick leave are also not included.

What's included in our bonus pay gap?

Bonus pay comprises of (but is not limited to) profit sharing, commissions, long-term incentives, and long service awards, where applicable. All relevant employees who received a bonus within the 12-month period that ends on the snapshot date are included.

What's included in benefits in kind?

Benefits in kind include any non-cash benefit of monetary value provided to an employee. This would include the provision of a company car, voluntary health insurance, stock options, or share purchase schemes, where applicable.

What is the mean?

The mean is the arithmetic average of the numbers. It's calculated by adding up all the numbers, and then dividing by how many numbers there are.

What is the median?

The median is the middle number. It's calculated by listing all the numbers in numerical order and picking the one in the middle.

Hourly Pay

On 15th June 2025 our median pay gap was -2.2%. Our mean pay gap on the same date was 1.5%.

Our overall figures continue to remain low and, in many cases, continues to be in favour of women.

For the reporting period, we have seen:

- Shape of labour: with less reliance on seasonal workers, we have continued to reduce the number of colleagues on temporary contracts;
- Management roles: YoY there are a greater proportion of men than women in more senior positions within SSP.

We remain committed to ensuring that our pay gap remains low. This involves the even spread of men and women across our management roles and we are dedicated to ensuring there are equal opportunities for our female colleagues, and they continue being considered for these positions.

In addition to this, due to the nature of work in our Ireland business, we continue to have a consistent approach to job levels and have a fair and equitable compensation structure, above statutory minimum, that underpins this. We will continue to review this to ensure it remains fit for purpose and competitive.

Our results continue to show a balance of men and women who are working part-time in our business, and we will continue to support flexible working and ensure that all colleagues have access to the right work options.

PAY GAP BETWEEN MEN AND WOMEN

Median	Mean
-2.2%	1.5%

PAY GAP BETWEEN MEN AND WOMEN PART TIME

Median	Mean
-0.7%	-2.3%

PAY GAP BETWEEN MEN AND WOMEN TEMPORARY CONTRACT

Median	Mean
0.6%	8.5%

**Where we have a minus, our results are in favour of women.*

Bonus Pay

Our median bonus pay gap was -9.7%. Our mean bonus pay gap was 9.7%.

Within SSP, hourly paid colleagues are incentivised to work certain or additional hours by schemes which pay a premium in addition to their hourly rate of pay, such as the premium payable for working ‘unsociable’ hours. Such premium payments are included in our calculation of hourly pay and are therefore not included in our bonus pay calculation.

Our salaried colleagues are incentivised by either an operations or management bonus plan both of which are included in our bonus pay calculation. In last years report we showed our bonus pay with and without Irish based colleagues in a management bonus plan. This year we have shown the bonus pay gap for all salaried colleagues.

We build a strong foundation for growth by attracting and retaining diverse talent. This includes considering the full range of diverse candidates as part of the recruitment process. Noting this differentiation, we are confident that our roles are being treated fairly and equitably.

BONUS GAP BETWEEN MEN AND WOMEN

Median	Mean
-9.7%	9.7%

THE PROPORTION OF EMPLOYEES RECEIVING BONUS PAY

Benefits in kind

Our benefits offering at SSP, while aligned to local legislative requirements, are not part of standard packages.

Year on year we continue to have a small difference in men receiving benefits in kind due to roles that require a specific kind of benefit and are therefore not comparable to the rest of the population.

Our WiHTL (Welcoming all in Hospitality, Travel and Leisure) partnership is just one of our global programmes that continues to aim to support the development of women into leadership roles, which will in turn aid the reduction of our benefits in kind gap.

We will continue to review local market practices and approaches to benefits to ensure competitiveness.

THE PROPORTION OF EMPLOYEES RECEIVING BENEFITS IN KIND

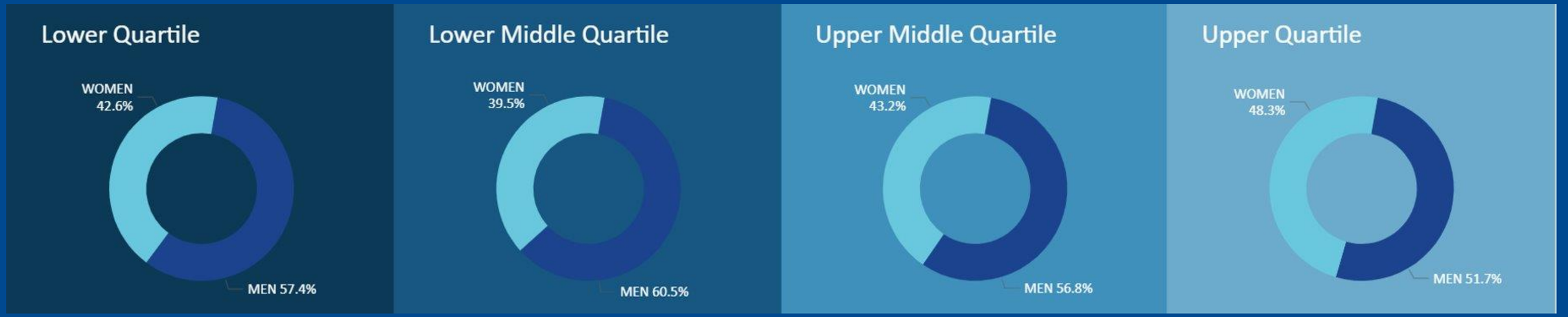
Pay distribution by quartile

This demonstrates the percentage of men and women in each pay quartile.

The pay quartiles are calculated by splitting the whole workforce into four equal-sized bands based on hourly pay, from lowest to highest.

We have a broadly balanced distribution of men and women across all four quartiles.

As the majority of the workforce is at the team member level, we continue to broadly have a balanced distribution of men and women across our quartiles.



Summary

At SSP we are committed to our Diversity, Equity and Inclusion (DE&I) strategy and framework. Our mission is to create an inclusive workplace that fosters a culture of belonging, valuing the skills and uniqueness brought by every colleague and that reflects the communities we operate in, and the customers, including clients and stakeholders, that we serve.

We are proud to continue to work with our DE&I collaboration partner WiHTL (Welcoming all in Hospitality, Travel and Leisure) who continue to provide nominated colleagues with access to global development initiatives.

Operationally, we continue to place much effort on engagement, through our colleague survey and listening groups and continue to provide safe spaces for our colleagues to connect. This is really important to us, which is why we continue to collaborate with seven employee-led networks:

- Women's network
- Women in Technology
- Menopause
- +Plus (LGBTQ+)
- iVibe (cultural diversity)
- SOAR (neurodiversity and disability)
- Women of Influence

We are confident that our reward policies, and practices, will continue to support the reduction of a gender pay gap.

Danni Giersch
People Director UK & Ireland

SSP The Food Travel Experts

SSP