Gender Pay Gap
Report 2026



CEO INTRODUCTION

At The Convention Centre Dublin (The CCD), we are committed to fostering an inclusive workplace where all employees have equal opportunities to develop, progress and succeed.

This report represents our second year of gender pay gap reporting and provides an opportunity to assess our progress since establishing our initial baseline in 2025.

Gender pay gap reporting helps organisations understand how men and women are represented across different roles and pay levels. We continue to review our workforce data to identify trends and opportunities that support a diverse and balanced workforce.

During the reporting period, we saw positive movement in the overall distribution of men and women across several pay quartiles. This contributed to a reduction in our mean gender pay gap from 7% to 6% and a reduction in our median gender pay gap from 15% to 9%. We also continue to see strong female representation across a number of senior and specialist positions within the organisation.

We recognise that creating and maintaining an inclusive workplace requires ongoing commitment. We will continue to monitor our data, review our practices and support opportunities for career development and progression for all employees.

Stephen Meehan, *Chief Executive Officer*

2026 HIGHLIGHTS

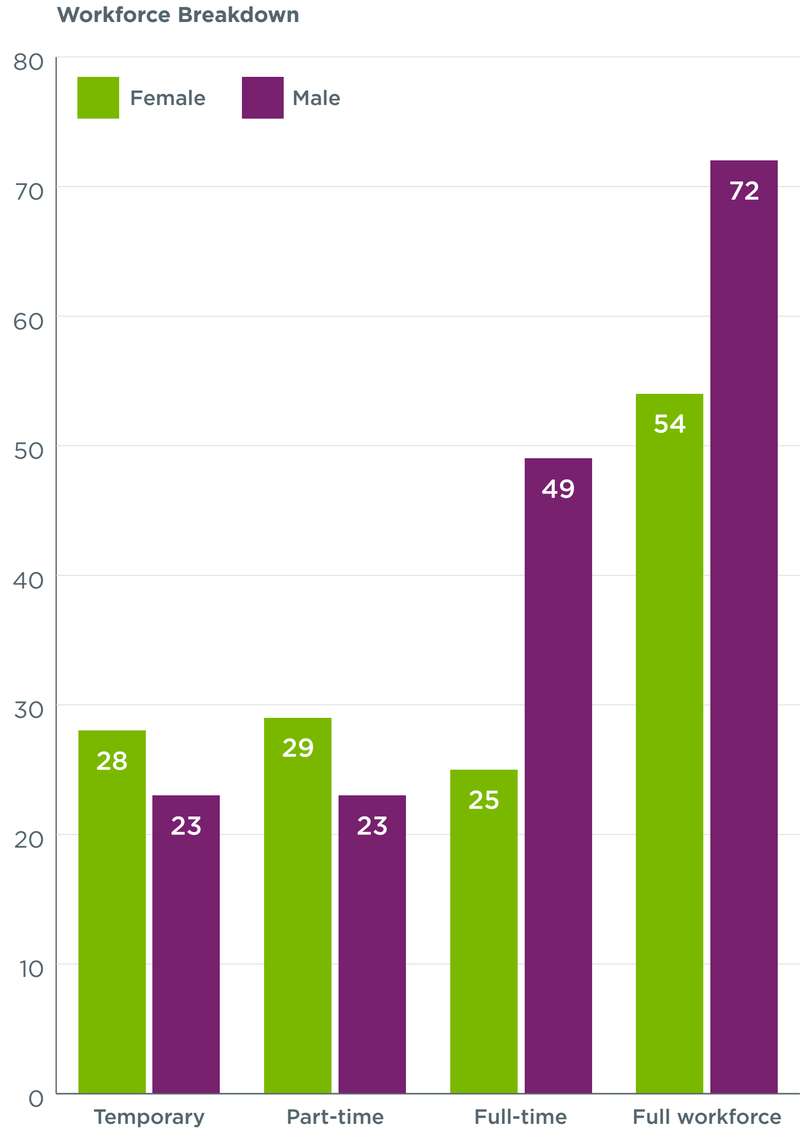
- Mean gender pay gap was reduced from 7% to 6%.
- Temporary workforce pay gap was reduced from 3% to 0%.
- Female representation remains strong in the upper pay quartile at 47%.
- The middle-lower quartile became significantly more balanced, moving from 69% male / 31% female to 53% male / 47% female.
- The lower quartile shifted from 37% male / 63% female to 56% male / 44% female, reflecting workforce changes during the reporting period.

ORGANISATIONAL CONTEXT

The CCD was established to provide a world-class conference venue in the heart of Ireland's capital city to entice the international business tourism market. Since The CCD opened in September 2010, we have hosted over 2,500 events and welcomed over 2 million visitors and delegates. The business continues to position Ireland on the world stage for international conferences and events.

On 30 June 2026, The CCD employed 126 employees across a diverse range of roles and functions. Our workforce comprises a mix of full-time, part-time, permanent and temporary employees, reflecting the dynamic nature of a live events environment. During the reporting period, recruitment activity to support event delivery and operational requirements contributed to changes in workforce composition across several employee groups.

This flexible workforce model enables us to respond effectively to varying operational and event-related demands while providing opportunities for a broad range of individuals to contribute to the success of the organisation.



THE CONVENTION CENTRE DUBLIN

Gender Pay Gap Report 2026

UNDERSTANDING THE GENDER PAY GAP IN IRELAND

The gender pay gap is the difference in average hourly earnings between men and women across an organisation or the wider workforce. It does not compare individuals with the same role—it reflects overall pay levels.

Gender pay gaps can arise for a variety of reasons, including workforce composition, occupational segregation, working patterns and the representation of men and women at different levels within an organisation.

To address this, Ireland introduced legislation requiring organisations to report on gender pay differences. These reports help identify patterns that may not be intentional but still affect fairness. By doing so, employers can take meaningful steps toward building a more inclusive and equitable workplace.

CALCULATING OUR FIGURES

The Gender Pay Gap Information Act 2021 is supported by detailed regulations under the Employment Equality Act 1998 (Section 20A), which have been updated each year to reflect the expanding scope.

The data in this report is based on employees of The CCD on the snapshot date of 30 June 2026. At that date, The CCD employed 126 employees.

The calculations include ordinary pay, bonus payments and benefits in kind as required by the legislation. Employees are grouped into four equal pay quartiles based on hourly remuneration, enabling analysis of the distribution of men and women across different pay levels within the organisation.

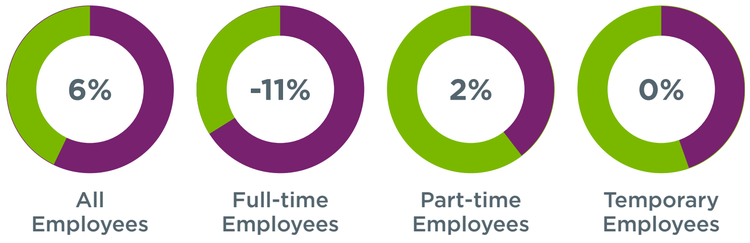
All calculations have been completed using the methodology prescribed under the Gender Pay Gap Information Act 2021.

LEGEND
Female
Male

OUR GENDER PAY GAP FIGURES

Mean Gender Pay Gap

The mean gender pay gap is calculated by adding up the pay of all relevant parties and dividing the figure by the number of employees.

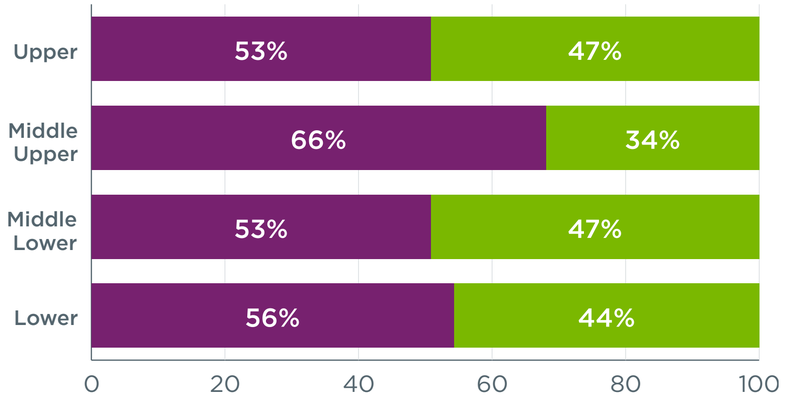


The mean gender pay gap for full-time employees is -11%, compared with -9% in 2025. This result is influenced by the composition of our full-time workforce and the representation of women across senior and specialist roles within the organisation.

The gender pay gap for temporary employees reduced from 3% in 2025 to 0% in 2026.

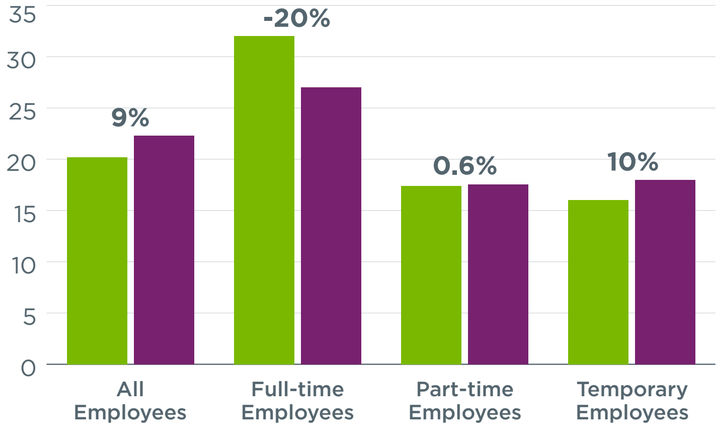
Pay Quartiles

Each pay quartile represents a quarter or 25% of our total workforce.



Median Gender Pay Gap

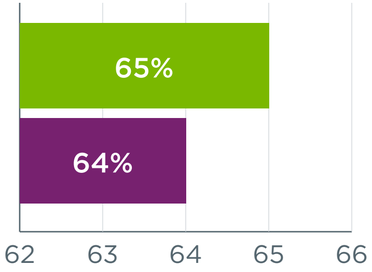
The median gender pay gap is the difference between the hourly pay between the 'middle' woman and 'middle' man.



The median gender pay gap for the overall workforce reduced from 15% in 2025 to 9% in 2026. The median gap for part-time employees also dropped from 2% to 0.6%. The median full-time gap remained in favour of women at -20%, while the temporary employee median pay gap increased from 7% to 10%, reflecting fluctuations in workforce composition and recruitment activity during the reporting period.

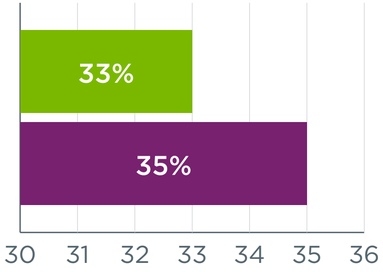
Bonus

Percentage of male and female employees who were paid bonus remuneration



Benefit-in-kind

Percentage of male and female employees who received benefits in kind



THE CONVENTION CENTRE DUBLIN

Gender Pay Gap Report 2026

ANALYSIS OF OUR RESULTS

Men and women performing the same roles at The CCD are paid equally. Our mean gender pay gap reduced from 7% in 2025 to 6% in 2026, while our median gender pay gap reduced from 15% to 9%.

Gender pay gap reporting measures differences in average earnings across the organisation rather than differences in pay for comparable work. As a result, the figures are influenced by the representation of men and women across different roles and pay levels.

During the reporting period, the gender distribution across our pay quartiles became more balanced, particularly within the lower and middle-lower quartiles. Together, these changes contributed to reductions in both the mean and median gender pay gaps.

PAY QUARTILES

The distribution of employees across our pay quartiles provides additional context for understanding our gender pay gap results, as changes in representation across pay levels can influence both mean and median pay gaps.

Men and women are represented across all levels of the organisation, with the upper pay quartile remaining broadly balanced at 53% male and 47% female.

Compared with 2025, the most notable change was the increased gender balance within the middle-lower and lower pay quartiles. Female representation in the middle-lower quartile increased from 31% to 47%, while the lower quartile moved from 63% female and 37% male to 44% female and 56% male.

These changes were influenced by workforce movements during the reporting period, including recruitment into temporary and event-based roles and internal progression opportunities. Overall, they contributed to a more balanced distribution of men and women across the organisation and supported the reduction in both the mean and median gender pay gaps.

ACTIONS AND ONGOING FOCUS

While our 2026 results show positive progress, including a reduction in both the mean and median gender pay gaps and a more balanced distribution of men and women across several pay quartiles, we remain committed to ensuring fair and inclusive employment practices across all areas of our organisation.

PAY AND REWARD

- We regularly review pay practices to ensure consistency, fairness and compliance with our remuneration policies.
- We analyse workforce and pay data to better understand gender representation across roles, grades and employment types.
- We monitor gender pay gap trends annually to identify areas of progress and opportunities for further reduction.

RECRUITMENT AND TALENT ATTRACTION

- We use structured interview processes and objective assessment criteria to support fair and consistent hiring decisions.
- We continue to review our recruitment practices and candidate data to identify and address potential barriers to attracting a diverse talent pool.
- We seek to ensure that our employer branding, recruitment materials and candidate experience reflect the diversity of our workforce and promote opportunities for all.
- As workforce demographics can be influenced by recruitment activity, particularly within event-based and temporary roles, we will continue to monitor hiring trends and candidate attraction patterns.

CAREER DEVELOPMENT AND PROGRESSION

- We are committed to providing all employees with equitable access to learning, development and career progression opportunities.
- We support internal mobility and progression, enabling employees to develop their skills and pursue advancement opportunities across the organisation.
- We maintain clear and transparent processes for promotion and career development to support fair decision-making.

FLEXIBLE AND INCLUSIVE WORKING

- We promote flexible working arrangements, where operationally feasible, to support employees in balancing their work and personal commitments.
- We are committed to ensuring that employees working flexibly or part-time have access to the same opportunities for development, progression and reward as their colleagues.
- We encourage a workplace culture where flexible working can be accessed and supported by employees of all genders.

DIVERSITY, EQUITY AND INCLUSION

- We continue to foster an inclusive workplace where all employees are treated with dignity, fairness and respect.
- We provide managers with training and guidance to support inclusive leadership, fair people management practices and objective decision-making.
- We monitor workforce representation and employee experience data to help identify opportunities to strengthen diversity and inclusion across the organisation.

Our 2026 results demonstrate positive progress, with reductions in both the mean and median gender pay gaps and a more balanced gender distribution across several pay quartiles. While we recognise that workforce demographics will continue to evolve, we remain committed to fostering an inclusive workplace where employees of all genders have equitable access to opportunities, development and career progression.