



GENDER PAY GAP REPORT 2025



INTRODUCTION

As the Chief Executive of Munster Rugby, I am pleased to present our Gender Pay Gap Report for the period July 2024 – June 2025, reflecting our ongoing commitment to building a diverse, inclusive, and equitable workplace. I would also like to thank our Finance and HR teams for compiling the content which will act as a benchmark that we can measure ourselves against to guide improvements in the future.

As we continue to evolve as a club with a strategic focus on growing the women's game, our people remain at the heart of this transformation.

This journey not only reinforces our dedication to inclusive participation across both the men's and women's games but also highlights our broader ambition to foster a workplace culture where everyone feels valued, supported, and empowered to thrive.

At Munster Rugby, success is measured not only by performance on the pitch, but by the strength of our culture off it. Our achievements are driven by the passion and dedication of our staff, who work tirelessly across all levels of the game to elevate rugby in the province.

We are proud to report that female representation on our Board has increased to 37.5%, with a clear plan in place to reach 50% by June 2026. We remain deeply committed to advancing the development of women's rugby in the province, with increased investment in resources, staffing, and our Women's Talent Pathway. Our goal is to grow both the quantity and quality of elite Munster representatives on the Ireland starting XV.

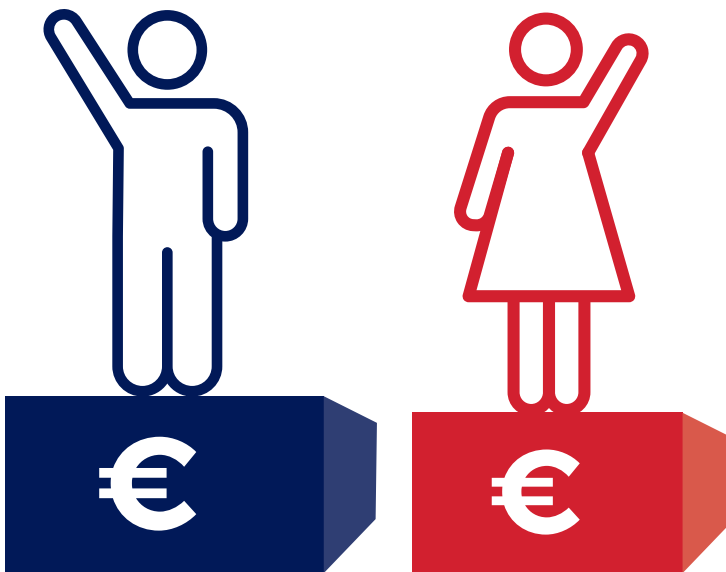
While we celebrate the progress made, we recognise that there is still work to be done which is reflected in the numbers which have been posted in this report.

We will continue to focus on building a pipeline of diverse talent, ensuring all colleagues have the support and opportunities to grow, advance, and contribute to Munster Rugby's success as a leading Club of Choice.



GENDER PAY GAP VERSUS EQUAL PAY

It is important to note that gender pay gap and equal pay are two separate measures.

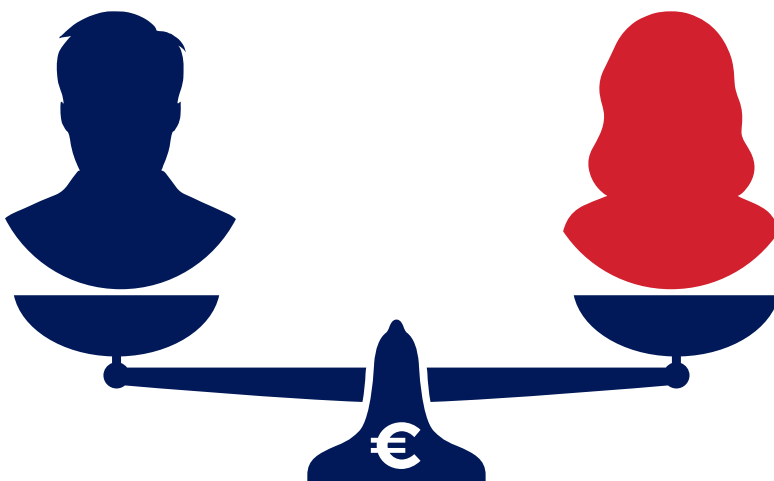


GENDER PAY GAP

The gender pay gap is the difference in the average hourly pay of women compared to men, such that it captures whether women are represented evenly across an organisation. For example, if there is a greater proportion of males than females in senior level positions, the gender pay gap is typically greater.

Where a percentage difference is shown, a positive value means a percentage difference in favour of males and a negative value means a percentage difference in favour of females.

versus



EQUAL PAY

Equal pay refers to the pay difference between men and women who carry out the same job or perform work of equal value.



GENDER PAY SUMMARY INFORMATION

July 2024-June 2025

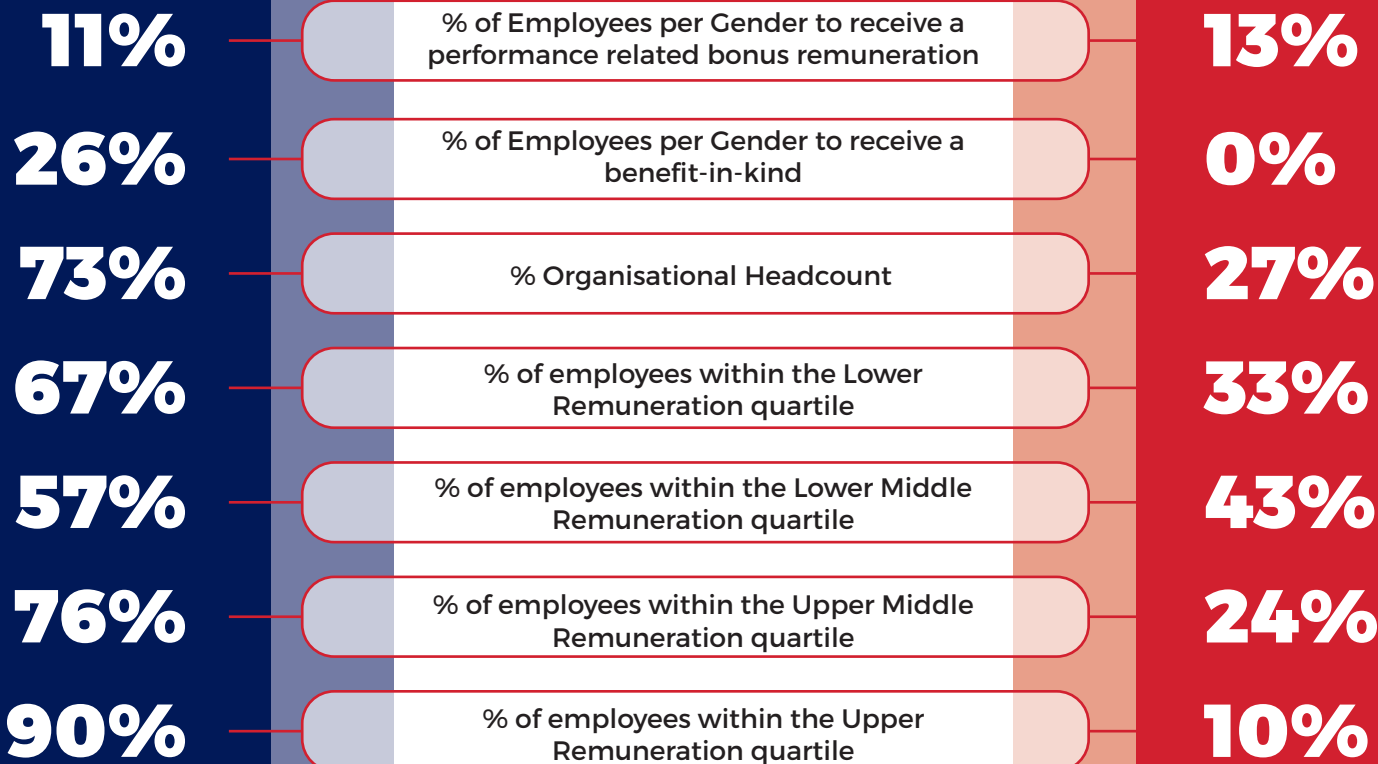
Description	2025
Mean Gender Pay Gap (Permanent)	35%
Mean Gender Pay Gap (Temporary)	-28%
Median Hourly Gender Pay Gap (Permanent)	14%
Median Hourly Gender Pay Gap (Temporary)	-22%
Mean Hourly Performance Related Bonus Gender Pay Gap	-114%
Median Hourly Performance Related Bonus Gender Pay Gap	-77%



Male



Female



CONTEXT FOR GENDER PAY GAP REPORT

At Munster Rugby, we recognise that the gender pay gap is a reflection of broader and historical trends in the sports profession, particularly in the labour market. This has contributed to a gender imbalance, with fewer women represented across various pay quartiles. However, we are committed to positive change and are excited about the progress we're seeing in the representation of women in our workforce.

We have overseen considerable investment in the women's game over the last number of years including extending our CCRO programme and hiring more development and participation officers. This has had a positive impact on increasing the number of women and girls playing rugby in the province. As a result, more women are applying for rugby-related roles in the organisation which is a trend we hope to see continue.

As a professional rugby club, our current workforce reflects the nature of our sport, with a significant proportion of roles connected to our male squads. Currently, 27% of our workforce is female, a figure which we are determined to increase.

We are fully aware that this creates a predominantly male environment, and we see this as an area for improvement. While this is influenced by the structure of professional rugby today, we are committed to driving change. As Munster Rugby grows, we anticipate that the percentage of women in our workforce will rise, narrowing the gender pay gap as more women take on leadership and high-profile roles within the organisation.

Our long-term strategy includes growing the women's game and creating more opportunities for women across all areas of our organisation. We have already begun implementing initiatives to attract and develop female talent, and we will continue to report on our progress annually.

We recognize the importance of improving gender balance and are committed to making progress in this area. We have initiatives underway to increase female representation across all functions, and we are actively supporting the growth of the women's game. This is a longer-term strategy, but it remains a key priority for us as we continue to evolve and create more opportunities for women within our organisation.





2026 ACTION PLAN

Munster Rugby recognises that its staff come from diverse backgrounds, with varying experiences and needs. We are committed to ensuring diversity & inclusion is embedded into our day-to-day working practices. Munster Rugby actively promotes fairness, respect, equality, diversity, inclusion and engagement and is committed to continuous improvement.

1

Continued Investment in Diversity

- Continue to annually review our policies in order to ensure that we fully align with current best practice and legislation. While Munster Rugby is only obliged to update our policies every two years, we are dedicated to showing continued investment and commitment to maintaining positive working practices;
- Continue to champion the Women's Network within Munster Rugby, which will continue to support and empower female employees to advance and navigate their careers.

2

Promote Awareness of Equity, Diversity and Inclusion

Munster Rugby will continue to increase awareness of Equity, Diversity & Inclusivity through learning and development, clear processes and the sharing and monitoring of diversity targets that will embed a positive culture of EDI throughout all of Munster Rugby including:

- Continuing the rollout of relevant E-learning modules and other learning initiatives that will include topics such as diversity and unconscious bias for all Munster Rugby staff;
- Continue to encourage Equity, Diversity & Inclusivity to be an agenda point of discussion with representatives from various departments and stakeholders to inform future actions, share best practice and learnings;
- Continue to promote internal Munster Rugby milestones within the ED&I space on external platforms.

3

Employee Engagement

Munster Rugby are committed to continuous engagement and seeking of feedback from their employees.

- Munster Rugby are committed to gaining insight from employees which will be used to drive change within the organisation across all aspects of the employee lifecycle, including aspects such as EDI;
- Munster Rugby will continue to run a staff engagement group which hosts team huddles that discuss a range of topics in relation to employee voice and wellbeing.

While not directly impacting the gender pay gap data, we believe the following actions will empower our organisation to influence the position of women in rugby and to create a more equitable and inclusive community across the whole of the game that is representative of Irish society.

4

Continued Investment in the Women's Game

Munster Rugby produced its current strategic plan in 2023 that includes the women's game as one of its core pillars, the following targets have been set:

- **Increase Engagement and Participation:** Raise the status and profile of the women's game in driving women's rugby development and participation across the province.
- **Aligning Domestic Game and High-Performance Pathways:** Develop a long-term talent pathway for the women's game that best fits the culture of Munster women's rugby development and is aligned to the IRFU plan. This will include ensuring quality, meaningful rugby at domestic level that is aligned to the clubs and schools.
- **Greater Resource:** Increase resource and staffing capacity to the women's rugby programme.
- **Targeted Areas:** Strategically invest in areas of the province targeting untapped potential for growth and support areas showing real growth.
- **Quantity and Quality of Elite Players:** Increase the number of Munster representative players on all National Squads.
- **Senior Team Success:** Win the Women's Interprovincial Championship at least once by 2026 (or equivalent competition).

5

Continued Investment in Education and Training

Munster Rugby will build on its education and training programme to ensure coaches and volunteers are skilled in the area of EDI.

- Inclusion & Diversity training to expand to all volunteers and committees across the clubs and provinces;
- Continued work with International Gay Rugby, Sporting Pride, Irish Centre for Diversity and Immigrant Council of Ireland to provide e-learning to supplement D&I module; and
- Continued investment in the Spirit EDI projects, such as Pride festivals, Show Racism the Red Card and expansion of the disability projects throughout our clubs.



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