

Dalata Hotel  
Group Gender  
Pay Gap  
Report 2024



**DALATA**  
HOTEL GROUP

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# Introductions



**DALATA**  
HOTEL GROUP

Introduction from

# Dermot Crowley

CEO

Gender Equality is a key focus of our Inclusion and Diversity strategy and I am pleased to present to you our 2024 Gender Pay Gap Report. Building on the actions outlined in our previous Gender Pay Gap Reports, we have placed a very significant focus on removing barriers for female career progression. A noteworthy achievement in 2024 is the establishment of a female employee resource group, who are working with our Group HR team in advancing our objectives in this area.

In Dalata, we own and operate hotels, we are a people business with our people delivering our business success. Our purpose is to grow and evolve as an innovative and sustainable international hotel company, delivering excellence in customer service, driven by ambitious people flourishing in a culture of integrity, fairness and inclusion.

If we are to achieve success in this regard, it is essential that we continue to nurture an inclusive culture, that attracts and retains a diverse workforce.

We are reporting on our Gender Pay Gap for the 7th year in a row which shows the consistent focus we have on making improvements to gender inclusion. In late 2023 we undertook research amongst our female colleagues on identifying the barriers to female career progression. Work-life balance, caring responsibilities, confidence and perceptions came up as some of the common barriers.

The establishment of our first ever employee resource group – EmpowerHer Network @ Dalata - will provide an employee voice to drive change in the company in terms of removing barriers for female career progression. This was a key recommendation from the research and an important step to achieving our objectives. We invested a lot of thought and time in creating this group to ensure it has a representative voice of our female population and to set it up for success.

As you will see in this report, we have identified the challenges, the areas for improvement and the actions we need to take to make progress. Our focus on gender inclusion, particularly over the last 3 years, has set us on the right track and I am confident we will see real and sustainable change in the years to come.



A handwritten signature in black ink, which reads "Dermot Crowley". The signature is written in a cursive, flowing style.

Dermot Crowley,

CEO

Foreword by

# Dawn Wynne

Chief People Officer

In Dalata we are a people business, our people are at the centre of everything we do and they drive our culture which is based on our four core values of Fairness, People, Service and Individuality. We currently employ almost 5,500 people who represent over 100 different nationalities and each have their own unique set of skills, experience and characteristics.

The makeup of our teams is largely operational and customer service focused. Our colleagues are critical to our success as a hospitality business and we place a large investment in our people in terms of their own development. Our award winning Dalata Academy and our graduate programmes provide countless opportunities for our colleagues to develop their skills further and to allow them to progress in their chosen areas of expertise, while accelerating their development into senior positions within the business.

Dalata's 2024 Gender Pay Gap Report (July 2023 – June 2024) accounts for 5,459 colleagues in total of which 2847 - or over 52% - are female. Yet when you see the pay quartiles, we have an unequal distribution with a majority of female colleagues in the lower to middle quartiles and then a majority of males in the upper quartile.

The research conducted into identifying why we don't have more females progressing into the upper quartile, and what barriers may be there, has given us a clear direction in terms of action. The EmpowerHer Network will be a valuable addition to achieving our objectives and supporting the actions taken by the Group HR team. Measuring our progress on gender equality is crucial to success and we will introduce KPI's to measure the effectiveness of the actions taken.

On a continuous basis we are monitoring the gender mix at all levels in our business and in particular through our talent pipeline in our development programmes. In the development programmes currently underway, 57% of participants are female and in 2024 we will see over 600 people internally promoted, over 50% of which were female. This will allow us to continue to identify areas for improvement and remove barriers to get even greater female representation at senior levels in the business.

Celebrating our diversity through different cultural events such as International Women's Day, International Day of Persons with Disabilities and Pride Month affords us the opportunity to also educate our entire workforce on the barriers to equality and our commitment and strategy to achieve it.



In 2024, we also launched a revised Inclusion and Diversity action plan, based on the recommendations from our Investors in Diversity Silver accreditation in 2023. Our strategy for I&D focuses on recruitment, development and promotion and you can see in this report how this aligns with our strategy on removing barriers for female career progression.

Dawn Wynne

CHIEF PEOPLE OFFICER

# About our Gender Pay Gap



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# What is the Gender Pay Gap?

The Gender Pay Gap is the difference in the average hourly wage of men and women across a workforce, expressed as a percentage of the average male earnings. It compares the pay of all working men and all working women; not just those in same jobs, with the same working patterns or the same competencies, qualifications or experience.

\*Definition accredited to Deloitte Ireland – The Gender Pay Gap: the need-to-know

## History of Dalata Gender Pay Gap reporting

This is Dalata's 7th year of calculating and publicly reporting our Gender Pay Gap. We started in 2018, reporting our mean and median Gender Pay Gap figures for the entire Group based on the UK Government Regulations. We continued reporting our group figure annually against the UK Regulations up to and including 2021, before the introduction of the Irish Government Gender Pay Gap Information Act 2021.

In 2022, with the introduction of the Irish regulations, Dalata decided to report the overall Group Figure in line with the Irish regulations. We also publish the Mean Gender Pay Gap for our employees in the Republic of Ireland based on these regulations and we will continue to publish the Gender Pay Gap for our UK based employees in line with the UK Regulations, each year.

There are differences between the Irish and UK regulations, including timeline for reporting and the required disclosures, and we summarise this in the next section which details our Gender Pay Gap for 2024.

In 2025 there is another evolution of the Gender Pay Gap. We will now be required to publish a separate Gender Pay Gap figure for the new Corporate Sustainability Reporting Directive (CSRD) which will be for basic pay only. Therefore, this year we are also publishing our Mean Gender Pay Gap Figure for the Group for basic pay only for this reporting period. By publishing this figure, readers can easily understand and compare when we publish our CSRD figure – which is for a different time period.

## GENDER EQUALITY METRICS IN DALATA

Percentage of females in Senior Leadership Team – December 2024	40%
Percentage of females on the Board of Directors	50%
Mean Gender Pay Gap for Basic Pay only	7.2%
Mean Gender Pay Gap for all pay elements (including Bonus & LTIP)	9.4%
Gender mix of Dalata Academy Development Programmes	57% Female
Percentage of Internal Promotions that are Female Year to Date (January – September inclusive) 2024	53%



# Dalata Hotel Group plc Gender Pay Gap

2024

With our operations spanning across Ireland, the UK and continental Europe, we are reporting on the following Mean Gender Pay Gap figures for 2024.

## 1. Mean Gender Pay Gap for the entire company for Basic pay – 7.2%

### WHICH REGULATIONS IS THIS CALCULATED AGAINST?

The Irish Government Gender Pay Gap Information Act 2021

### WHICH EMPLOYEE BASE DOES THIS INCLUDE?

Every active employee of Dalata Hotel Group.

### HOW IS IT CALCULATED?

- A snapshot date of June 30th 2024 was chosen
- The period of reporting is the previous 12 months 1st July 2023 – 30th June 2024
- Employees basic pay only, is divided by the total number of hours worked to calculate the average hourly wage
- Subtract the average hourly wage of all the females from the average hourly wage of all the males
- Divide the result by the average hourly wage for men
- Multiply the result by 100

## 2. Mean Gender Pay Gap for the entire company for all pay elements – 9.4%

### WHICH REGULATIONS IS THIS CALCULATED AGAINST?

The Irish Government Gender Pay Gap Information Act 2021

### WHICH EMPLOYEE BASE DOES THIS INCLUDE?

Every active employee of Dalata Hotel Group.

### HOW IS IT CALCULATED?

- A snapshot date of June 30th 2024 was chosen
- The period of reporting is the previous 12 months 1st July 2023 – 30th June 2024
- Employees basic pay, plus any bonus, LTIP or Benefit in Kind paid in that period, is divided by the total number of hours worked to calculate the average hourly wage
- Subtract the average hourly wage of all the females from the average hourly wage of all the males
- Divide the result by the average hourly wage for men
- Multiply the result by 100



# Dalata Hotel Group plc Gender Pay Gap

2024

## 3. Mean Gender Pay Gap for Republic of Ireland employees for all pay elements – 12.2%

Calculated in the same way, just limited to Republic of Ireland employees only.

Median Gender Pay Gap	6%
Mean Gender Pay Gap of basic pay only	8.8%
Mean Gender Pay Gap – Temporary and Part Time Employees	3.1%
Median Gender Pay Gap – Temporary and Part Time Employees	1%
Mean bonus Gender Pay Gap	49.3%
Median bonus Gender Pay Gap	5.4%
Percentage of Female Employees receiving a bonus	14.6%
Percentage of Male Employees receiving a bonus	14.5%
Percentage of Female employees receiving Benefit in Kind	1.5%
Percentage of Male employees receiving Benefit in Kind	2.2%
The percentage of male and female employees in each of four pay band quartiles	See Page 15

## 4. Mean Gender Pay Gap for UK employees for all pay elements – -5.2%

This is calculated for the purposes of UK legislative requirements using the UK Regulations.

### WHICH REGULATIONS IS THIS CALCULATED AGAINST?

The UK Government Equality Act 2010 (Gender Pay Gap Information) Regulations 2017

### WHICH EMPLOYEE BASE DOES THIS INCLUDE?

All UK based employees

### HOW IS IT CALCULATED?

- Calculations are based on employer payroll data on the snapshot date of April 5th 2024 – which is payroll data for the month of March.
- Employees basic pay, plus any bonus LTIP or Benefit in Kind paid in that period, is divided by the total number of hours worked to calculate the average hourly wage
- Subtract the average hourly wage of all the females from the average hourly wage of all the males
- Divide the result by the average hourly wage for men
- Multiply the result by 100

### WHAT ELSE NEEDS TO BE DISCLOSED FOR THE UK REGULATIONS?

Median Gender Pay Gap using hourly pay	-2.3%
Percentage of men receiving bonus pay	59.7%
Percentage of women receiving bonus pay	66.3%
Mean Gender Bonus Gap	-14.8%
Median Gender Bonus Gap	-38%
Percentage of Men and Women in each hourly pay quarter	See Page 15

# Dalata company structure



Dalata currently operates 56 hotels across Ireland, the UK, Germany and the Netherlands under our primary brands of Clayton and Maldron Hotels. In 2024 we opened 4 new hotels, all in the UK, with new locations of Brighton and Liverpool and adding new hotels to both London and Manchester. We operated 57 hotels as of the 30th June snapshot date with the sale of Maldron Hotel Wexford completed in Q4 2024 and the sale of Clayton Whites Hotel will be completed in Q1 2025. Three other hotels are managed for our partners and therefore not included in the Gender Pay Gap figures. On the snapshot date we had 5,459 employees across 54 hotels with the vast majority of employees working in operations at a hotel level.

Our hotel employee structure typically has 6 leadership positions, led by the General Manager, along with Heads of Departments for the various functions. Each department has several operational roles with different levels of seniority.

All the hotels are supported by a Central Office Team with a primary base in Sandyford in Dublin, with various satellite locations across Ireland and the UK. The Central Office Team is a mixture of centralised functions to support hotels such as HR, Finance, Marketing, Sales, Revenue etc. and specialised corporate functions such as Company Secretarial, Corporate Development, among others.

The Central Office team amounts to 186 people, so just over 3% of our total employee population. However, the vast majority of these roles are very specialised and require a high level of either hotel experience or educational qualification in the relevant field.

# Dalata 2024 Gender Pay Gap in context

Our Gender Pay Gap figure of 9.4% in 2024 is an increase of 0.5% on our 2023 figure of 8.9% and this is mainly due to the full reinstatement of bonus and LTIP (Long Term Incentive Plan) payments to all members of our Senior Leadership Team which increased our Gender Pay Gap slightly as we have a majority of males on our senior leadership team (60%) – particularly in the most senior positions. We highlighted this in last year's Gender Pay Gap report and 2024 is a more typical year in terms of remuneration after the effects of Covid 19.

Within our hotel-based employee population – which accounts for over 96% of all employees- there is a mean Gender Pay Gap of 6.8%. If you exclude the 53 General Managers from this group, the Gender Pay Gap is down to 4.8%.

In Central Office, when you exclude the Senior Leadership Team (SLT) members, there is a gap of only 2%.

When calculating basic pay – that is excluding bonus and LTIP payments – for the entire company, the Gender Pay Gap is 7.2%.

In terms of the overall pay quartiles, we have a higher proportion of females in the lower quartile (61%) which then decreases as you go up the quartiles with 43% in the Upper Quartile. This is the opposite for males who represent 39% of employees in the lower quartile and increase up to 57% in the upper quartile. Our Senior Leadership Team is 60% male which reflects the difference there.

A large portion of the lower quartile roles are in our housekeeping departments where there are multiples of females compared to males. However, in the UK, the majority of our housekeeping is outsourced and that is why there is a better balance in the lower quartile for the UK. This will look different next year as we are planning to have less outsourced housekeeping in the UK.

In order to close the gap going forward, we understand the need to focus on the roles in the Senior Leadership Team to ensure we have a balanced pipeline and a robust inclusive recruitment process for when roles become available. This includes a range of efforts to ensure we also close the gap at property level. This year we have established our first female employee resource group which we believe will help us to make real and sustainable change going forward.

This is a priority focus in our Inclusion and Diversity strategy in Dalata and we have outlined our progress against stated actions further below. We are conscious that these actions may not result in significant changes to our Gender Pay Gap level in the short term, however we are confident we are putting in the groundwork to make significant change for the longer term, working towards an environment where there are no barriers for any female colleague to progress their career into any senior leadership role.

## HOW DOES THE 9.4% FIGURE COMPARE TO NATIONAL AND INDUSTRY AVERAGES?

PwC analysed over 550 Irish companies who submitted Gender Pay Gap reports in December 2023 and they found the mean hourly Gender Pay Gap reported across all companies is 11.2%, down from 12.6% last year. This compares to Ireland's latest available national Gender Pay Gap of 9.6% (2022) according to the CSO, and an EU average Gender Pay Gap of 12.7% (2021) based on Eurostat data.

<https://www.pwc.ie/media-centre/press-releases/2024/gender-pay-gap-report-2024.html>

In the UK, amongst all employees, the Gender Pay Gap decreased to 13.1% in April 2024, down from 14.2% in April 2023.

<https://www.ons.gov.uk/employmentandlabourmarket/peopleinwork/earningsandworkinghours/bulletins/genderpaygapintheuk/2024>

# How are we addressing the Gender Pay Gap?

One of the key actions we highlighted in last year's report was a project to identify barriers for female career progression into senior roles, which we concluded early in 2024. The main challenges that were identified were work life balance, childcare and caring for family members, perception of certain senior roles requiring long hours or travel that is not conducive to balancing work and family life or certain senior roles being seen as more aligned with males in a cultural sense in the business. A lack of confidence amongst females to go for opportunities was also raised.

There were a number of recommendations that came out of the research project, with the main one being the establishment of a female employee resource group – which we did in Q3 2024 with the creation of the **EmpowHer Network @ Dalata**.

A terms of reference document was drafted with input across Group HR and with the CEO. A number of female colleagues were then approached with the objective of having the most diverse group of female colleagues on the group to ensure all voices and all experiences were represented. There are 14 colleagues on the group in total (the max number allowed as per the terms of reference) and they are at the early stage of setting out their priorities.

The other recommendations from the research will feed into those priorities and will be actioned between a collaboration of the EmpowHer Network and Group HR. These include succession planning for senior leadership team roles, highlighting career paths, engaging with the wider female employee population on assessing needs and providing relevant supports. We truly believe this will provide significant momentum in our mission to remove barriers to career progression for all females for all roles.

In terms of the Gender Pay Gap, we are fully aware that 0% is not something we can achieve in the short term and we are conscious of the unintended consequences of setting hard deadlines for this, however we are laying the foundations for that possibility in the future.

Our intention is to set KPI's and targets in H1 2025, for all the building blocks that need to go into place in the short term. For example, measurement of the number and percentage of female applications to senior roles and the percentage of females on pipeline management development programmes designed for pathways into senior roles.

In 2024 we also achieved other stated actions from last year's report such as reviewing the nomination process for development programmes. Following this review, we changed the nomination process for the Altitude development programme - which is

designed for future General Managers - from nominations being made by your General Manager to self-nominations to ensure equality of opportunity for everyone to apply. We will monitor the impact of this change over the coming year. We are also now monitoring the cohort of each development programme for gender balance.

Finally, our talent and recruitment team went out to tender for a new ATS (online recruitment system) and we placed a significant importance on functionality to make our recruitment process more inclusive. The new ATS, which will be in place in January 2025, has a system that allows anonymised screening for all applicants. Therefore in 2025, personal data such as gender, age, location, address, will be hidden for all applicants for all jobs in Dalata. This information only becomes available to the hiring manager when they have shortlisted someone for interview. This will remove unconscious bias in the recruitment and selection process.



# How are we addressing the Gender Pay Gap?

## KEY ACHIEVEMENTS IN 2024

- Concluded research project on identifying barriers to female career progression
- Established female employee resource group – EmpowHer Network @ Dalata
- Reviewed nomination process for development programmes and changed process for Altitude programme (for aspiring General Managers)
- Monitored each development programme for gender balance
- Established a committee to advance inclusive recruitment practices, including a lens on gender
- Selected new ATS system - through tender process - that supports inclusive recruitment objectives

## ACTION PLAN FOR 2025

- Working with EmpowHer Network on recommendations from the research such as, highlighting career paths, engaging with the wider female employee population on assessing needs and providing relevant supports.
- Examine succession planning for all Senior Leadership Team roles
- Set KPI's and targets in H1 2025 in relation to female career progression into senior roles
- Continue to monitor percentage of internal promotions that are female, in particular into senior roles
- Continue to monitor gender balance in each development programme ensuring an inclusive nomination process
- Introduce anonymised screening in the recruitment process for all job applicants in 2025 to remove unconscious bias from process



# Statutory reporting



**DALATA**  
HOTEL GROUP

# Statutory reporting

## Republic of Ireland Gender Pay Gap disclosure 2024

The Gender Pay Gap Information Act 2021

Mean Gender Pay Gap	12.2%
Median Gender Pay Gap	6%
Mean Gender Pay Gap – temporary and part time employees	3.1%
Median Gender Pay Gap – temporary and part time employees	1%
Proportion of female employees receiving a bonus	14.8%
Proportion of male employees receiving a bonus	14.7%
Mean Gender Bonus Gap	48.8%
Median Gender Bbonus Gap	2.6%
Proportion of female employees receiving BIK	1.6%
Proportion of male employees receiving BIK	2.2%

## UK Gender Pay Gap disclosure 2024

The UK Government Equality Act 2010 (Gender Pay Gap Information) Regulations 2017

Mean Gender Pay Gap	-5.2%
Median Gender Pay Gap	-2.3%
Percentage of men receiving bonus pay	59.7%
Percentage of women receiving bonus pay	66.3%
Mean Gender Bonus Gap	-14.8%
Median Ggender Bonus Gap	-38%

PERCENTAGE OF MEN AND WOMEN IN EACH HOURLY PAY QUARTER		
	Female	Male
Lower	52%	48%
Lower middle	43%	57%
Upper middle	46%	54%
Upper	55%	45%

## Pay quartiles for the Group based on Irish Regulations

(Timeframe: July 1st 2023 – June 30th 2024)

PROPORTION OF MALE AND FEMALE EMPLOYEES IN EACH PAY QUARTILE		
	Female	Male
Lower	61%	39%
Lower middle	59%	41%
Upper middle	49%	51%
Upper	43%	57%

PROPORTION OF MALE AND FEMALE EMPLOYEES IN EACH PAY QUARTILE		
	Female	Male
Lower	62%	38%
Lower middle	62%	38%
Upper middle	52%	48%
Upper	44%	56%

## Gender Pay Gap

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