



Dalata Hotel Group Gender Pay Gap Report 2025



DALATA
HOTEL GROUP

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Introductions



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Introduction from

Dermot Crowley

CEO

Removing barriers for female career progression is a key focus for Dalata in our Inclusion and Diversity strategy and I am pleased to present to you our 2025 Gender Pay Gap Report. In our previous reports we outlined the research we have undertaken on identifying barriers to female career development and last year we formed our first ever Employee Resource Group to address these barriers – the EmpowerHer Network @ Dalata. 2025 saw the formal launch of this network on International Women's Day.

As you will see further in this report, the EmpowerHer Network have identified several priority actions that we look forward to seeing coming to fruition in 2026 and having a positive impact on removing barriers for female career progression - and subsequently reducing our current Gender Pay Gap - over time.

Dalata is 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.

Another key development this year is our participation in Inclusio, which has provided us with a measure for culture, psychological safety, belonging, job supports and many other indicators of inclusion which we can look at through the lens of gender. The more data we have available to us, the more informed decisions we can make.

We are reporting on our Gender Pay Gap for the 8th year in a row which shows the consistent focus we have on making improvements to gender inclusion. 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 4 years, has set us on the right track and I am confident we will see a consistently positive change in the years to come.

From a corporate perspective, 2025 has been a milestone year for Dalata as we announced a Strategic Review in March to explore all the various options available to optimise capital opportunities for the Group. In July we announced the Board had recommended an offer from Pandox and Eiendomsspar and the acquisition of Dalata was then completed in November. This does not affect our Gender Pay Gap Reporting for 2025 or our continued focus as a company on building an inclusive culture.



A handwritten signature of Dermot Crowley in black ink, written in a cursive 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 over 5,300 people who represent over 120 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 2025 Gender Pay Gap Report (July 2024 – June 2025) accounts for 5,039 colleagues who identify as either male or female, of which 2651 - or 53% - 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.

On a continuous basis we are monitoring the gender mix at all levels in our business and through our talent pipeline in our development programmes. In the management development programmes currently underway, 53% of participants are female. In the year to date up to October, over 450 people were internally promoted, 55% of which were female. 127 people were promoted into management positions, 61 (48%) of which were female.

The EmpowerHer Network are working closely with the Group HR team to examine initiatives to remove those barriers identified for females progressing through the business. 2026 will see an increase in these initiatives, including workshops with General Managers, a bespoke mentoring programme, review of parents supports and flexibility and supporting female talent with confidence in building their careers.

Inclusio will provide us with greater insight into culture and inclusion in Dalata and we can review this through the lens of gender and get insight for each property. We launched Inclusio in October this year and we are currently reviewing these insights which will inform our Inclusion and Diversity action plan for 2026 and beyond.



We continue to celebrate our diversity through different cultural events such as *International Women's Day*, *World Day for Cultural Diversity*, *International Day of Persons with Disabilities* and *Pride Month* which affords us the opportunity to also educate our entire workforce on the barriers to equality and our commitment and strategy to achieve it.

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 the 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 8th 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.

In 2024 there was another evolution of the Gender Pay Gap with the requirement to publish a separate Gender Pay Gap figure for the Corporate Sustainability Reporting Directive (CSRD) for basic pay only. Therefore, similar to last 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 accounts for a different time period.

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 2025.

GENDER EQUALITY METRICS IN DALATA

Percentage of females in Senior Leadership Team – November 2025	42%
Mean Gender Pay Gap for basic pay only	7.4%
Mean Gender Pay Gap for all pay elements (including Bonus & LTIP)	9.1%
Gender mix of Dalata Academy Management Development Programmes	53% female
Percentage of internal promotions that are female, year to date (January – October inclusive) 2025	55%



Dalata Hotel Group plc Gender Pay Gap

2025

With our operations spanning across Ireland, the UK and continental Europe, we are reporting on the following Mean Gender Pay Gap figures for 2025.

1. Mean Gender Pay Gap for the entire company for basic pay – 7.4%

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 30th June 2025 was chosen
- The period of reporting is the previous 12 months, 1st July 2024 – 30th June 2025
- 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 – 9.1%

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 30th June 2025 was chosen
- The period of reporting is the previous 12 months, 1st July 2024 – 30th June 2025
- 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

2025

3. Mean Gender Pay Gap for Republic of Ireland employees for all pay elements – 12.3%

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

WHAT ELSE NEEDS TO BE DISCLOSED FOR THE IRISH REGULATIONS?

Median Gender Pay Gap	5.5%
Mean Gender Pay Gap of basic pay only	9.4%
Mean Gender Pay Gap – temporary and part time employees	1.7%
Median Gender Pay Gap – temporary and part time employees	1.1%
Mean bonus Gender Pay Gap	40.5%
Median bonus Gender Pay Gap	51.2%
Percentage of female employees receiving a bonus	27.6%
Percentage of male employees receiving a bonus	28.2%
Percentage of female employees receiving benefit in kind	1.2%
Percentage of male employees receiving benefit in kind	1.9%
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 – 0.5%

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 5th April 2025 – 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	5.8%
Percentage of men receiving bonus pay	15.6%
Percentage of women receiving bonus pay	15%
Mean Gender Bonus Gap	-24.9%
Median Gender Bonus Gap	-113.4%
Percentage of men and women in each hourly pay quarter	See Page 15

Dalata company structure



Dalata operates 56 hotels across Ireland, the UK, Germany and the Netherlands under our primary brands of Clayton and Maldron Hotels. Three of these hotels are managed for our partners and therefore not included in the Gender Pay Gap figures. On the snapshot date we had 5,039 employees across 53 hotels and Central Office 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, most of these roles are very specialised and require a high level of either hotel experience or educational qualification in the relevant field.

Dalata 2025 Gender Pay Gap in context

Our Gender Pay Gap figure of 9.1%, for all pay elements, in 2025 is a decrease of 0.3% on our 2024 figure of 9.4%. We highlighted in last year's Gender Pay Gap report that 2024 was a more typical year in terms of remuneration after the effects of Covid 19 had seen reduced bonus and LTIP payments to Senior Management in the previous 3 years.

Within our hotel-based employee population – which accounts for over 96% of all employees- there is a mean gender pay gap of 6.4%. If you exclude the 52 General Managers from this group, the gender pay gap is down to 4.6%.

In Central Office, when you exclude the Senior Leadership Team (SLT) members, there is a gap of 4.6%.

When calculating basic pay – that is excluding bonus and LTIP payments – for the entire company, the gender pay gap is 7.4%.

In terms of the overall pay quartiles, we have a higher proportion of females in the lower quartile (59%) which then decreases as you go up the quartiles with 44% in the Upper Quartile. This is the opposite for males who represent 41% of employees in the lower quartile and increase up to 56% in the upper quartile. Our Senior Leadership Team is 58% 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.

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. The launch of the EmpowerHer Network in 2025 - our first female employee resource group - we believe will help us to make real and sustainable change going forward.

Removing barriers for female career progression 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 are we addressing the Gender Pay Gap?

One of the key actions we highlighted in last year's report was the establishment of the EmpowerHer Network, an employee resource group focussed on removing barriers for female career progression, which was formally launched on International Women's Day in 2025.

EMPOWERHER NETWORK @ DALATA.

The group have taken the research we did on identifying the key barriers in 2023 and 2024 and they have prioritised their areas of focus and have aligned sub-committees for each of these priorities which include:

1. Mentoring - Establishing a bespoke Mentoring programme for female talent moving into management roles
2. Worklife Balance, Flexibility, Parents Support – reviewing the supports available, how they are utilised and communicated and researching further options for consideration.
3. Training and Engagement – career confidence building workshops, engagement with key stakeholders on the barriers identified.
4. Communication

Progress has been made in all these areas in 2025 including holding training and workshops with Heads of Departments, Deputy General Managers and General Managers. Each sub-committee has laid the groundwork in the respective priorities above and we will see more initiatives come on stream in 2026.

INCLUSIO

- In 2025 we signed up for Inclusio - a platform for people data capture, and launched it to all employees in October. Inclusio has provided us with a scientific measurement of culture, inclusion, psychological safety, job supports, work life balance and other key measures so we can identify the areas for improvement in building an inclusive culture and measure the impact of the actions we take over time.
- Inclusio also provides us with valuable wider demographic data of our employee population so we can understand intersectional demographics such as females with a disability or who are neurodivergent and their experience of the culture in Dalata. The insights we can now obtain through Inclusio will be a valuable support in the actions we are taking to improve gender representation at senior levels in Dalata.

NEW RECRUITMENT SYSTEM

- In 2025 we also launched a new recruitment system which has new inclusive features such as anonymised CVs for all applicants to remove the possibility of unconscious bias for hiring managers in the initial screening. Personal data such as gender, age, location, address, is now 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. The system also has a feature that allows applicants to request reasonable adjustments for interview which will help applicants who may have a disability.
- 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.



EmpowerHer 1st Year Celebration

Key achievements in 2025 and Action Plan for 2026

Dalata made significant strides in gender equity, inclusion, and fair recruitment practices in 2025, while creating a platform for deeper impact in 2026.

EMPOWERHER NETWORK

- Formal launch on International Women's Day 2025.
- Established sub-committees in mentoring, work-life balance & parent support, training & engagement, and communication.
- Delivered training and workshops with senior managers.
- Built strong foundations for expanded initiatives in 2026.

INCLUSIO

- Launched to all employees in October 2025.
- Provides scientific measurement of culture, inclusion, psychological safety, and work-life balance.
- Delivers intersectional demographic insights (e.g., females with disabilities or neurodivergent employees).
- Supports actions to improve gender representation at senior levels.

RECRUITMENT SYSTEM

- Introduced anonymised CVs to reduce unconscious bias in hiring.
- Added reasonable adjustment requests for applicants, enhancing accessibility for those with disabilities.

OTHER ACTIONS FOR 2026

- Examine succession planning for all Senior Leadership Team roles
- Reviewing KPI's and setting targets in relation to female career progression into senior roles
- Continue to monitor percentage of internal promotions that are female, into senior roles
- Continue to monitor gender balance in each development programme ensuring an inclusive nomination process



Statutory reporting



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Statutory reporting

Pay quartiles for the Group based on Irish regulations

(Timeframe: 1st July 2024 – 30th June 2025)

PROPORTION OF MALE AND FEMALE EMPLOYEES IN EACH PAY QUARTILE		
	Female	Male
Lower	59%	41%
Lower middle	52%	48%
Upper middle	46%	54%
Upper	44%	56%

UK Gender Pay Gap disclosure 2025

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

Mean Gender Pay Gap	0.5%
Median Gender Pay Gap	5.8%
Percentage of men receiving bonus pay	15.6%
Percentage of women receiving bonus pay	15%
Mean Gender Bonus Gap	-24.9%
Median Gender Bonus Gap	-113.4%

PERCENTAGE OF MEN AND WOMEN IN EACH HOURLY PAY QUARTER		
	Female	Male
Lower	50%	50%
Lower middle	51%	49%
Upper middle	36%	64%
Upper	44%	56%

Republic of Ireland Gender Pay Gap disclosure 2025

The Gender Pay Gap Information Act 2021

Mean Gender Pay Gap	12.3%
Median Gender Pay Gap	5.5%
Mean Gender Pay Gap – temporary and part-time employees	1.7%
Median Gender Pay Gap – temporary and part-time employees	1.1%
Proportion of female employees receiving a bonus	27.6%
Proportion of male employees receiving a bonus	28.2%
Mean Gender Bonus Gap	40.5%
Median Gender Bonus Gap	51.2%
Proportion of female employees receiving BIK	1.2%
Proportion of male employees receiving BIK	1.9%

PROPORTION OF MALE AND FEMALE EMPLOYEES IN EACH PAY QUARTILE		
	Female	Male
Lower	64%	36%
Lower middle	61%	39%
Upper middle	50%	50%
Upper	45%	55%

Gender Pay Gap

Dalata Hotel Group

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