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# Gender Pay Narrative

## Dorchester Hotels Ltd

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## 1. Introduction

In light of the Government Regulations regarding Mandatory Gender Pay Gap Reporting, Gallagher Reward Consulting have been tasked with writing the Gender Pay Narrative to support the gender pay gap reporting requirements for Dorchester Hotel Ltd.

## 2. Foreword

As a business we have a passion for excellence and innovation, honouring the individuality and heritage of our iconic hotels. Everything we do, from our financial disciplines to our human resource policies, is focused on that aspiration. Our business comprises three key areas: The Dorchester, 45 Park Lane and the regional office which supports our London hotels. As an organisation, our vision is to be the ultimate hotel management company delivering expertise and care to our guests so they feel treasured, while cherishing our employees and ensuring our brand is celebrated worldwide.

We care for our people and recognise that they are our greatest asset. We want to ensure our workforce is diverse and inclusive and our culture continues to be open and fair. We are passionate about being an inclusive organisation and seek to provide job opportunities for everyone regardless of gender, age, background and nationality. We are committed to building an organisation which leverages individuals' unique talents so that we deliver a world-class service to our customers.

We continue our journey towards a more gender balanced organisation, building upon the action plan we established to improve our programmes and activities already in place. We have a median gender pay gap of **6.98%** favouring males which compares very favourably to the national figures reported by the Office for National Statistics. We actively continue to invest in providing access to training and development opportunities to our entire workforce to encourage and promote progression across the organisation.

We see a positive trend when looking at female representation across the organisation, with females currently representing 47% of our overall workforce (up 2% in the last reporting cycle), with 16 new female appointments. Last year 50% of employee promotions were female (up from 54%), with 19% of those being promoted into management positions (up from 6%).

In our ninth reporting year, our leadership team continues to strive towards making our organisation a fair and balanced workplace. A number of diversity initiatives are collectively influential in taking strides towards moving Dorchester Hotels Ltd towards a more gender balanced workforce.

We continue to evolve our Women in Leadership programme, designed to highlight the importance of female capability across our organisation. We continue to actively focus on increasing the proportion of female candidates identified for new roles and developing alternative recruitment pipelines. Our HR team actively supports our diversity message across the organisation by positively influencing and challenging our hiring managers to ensure they recognise how their individual behaviours and actions impact our overall ability to create an open, fair and inclusive workplace culture which reflects our company values. We continue to encourage greater female representation across the organisation through a variety of initiatives and are committed to maintaining the momentum we have experienced over the last year. We believe it is even more critical at this time to remain committed and focused on equality, as we work towards a more gender balanced workforce.

### 3. Gender Pay Gap

Mandatory Gender Pay Gap Reporting applies to all private and voluntary sector employers in England, Wales and Scotland with at least 250 employees as of the 5th of April 2025 snapshot date. Those organisations are required to publicly report their gender pay gap metrics as follows on the government-sponsored website, with the aim of eliminating the gender pay gap:

<b>Mean gender pay gap</b>	<b>Median gender pay gap</b>	<b>Gender bonus gap</b>
Difference between average hourly earnings of males and females	Difference between median hourly earnings	Proportion of male and female employees receiving bonus within the 12 month period
<b>Mean gender bonus gap</b>	<b>Median gender bonus gap</b>	<b>Pay quartiles</b>
Difference between average bonus earnings	Difference between median bonus earnings	Insight into career paths

As of the 5th April 2025 payroll, our mean gender pay gap stood at 10.09% favouring males, with our median gender pay at 6.98%:

Mean Hourly Pay Differences		Median Hourly Pay Differences	
Male Hourly Rate	£18.47	Male Hourly Rate	£14.85
Female Hourly Rate	£16.61	Female Hourly Rate	£13.81
<b>Pay Gap</b>	<b>10.09%</b>	<b>Pay Gap</b>	<b>6.98%</b>

These are both significantly below the national mean (13.9%, ONS 2022) and well below the median (12.8, ONS 2025), both of which favour males. It is worth noting that the mean (or average) can be susceptible to the influence of outliers, and therefore it is important to consider the median (the middle point of the data set) for a fair representation of the data.

The underlying reason behind the mean gap is predominantly due to the higher representation of women in more junior roles in our organisation and higher representation of males in more senior leadership roles. Both the Food & Beverage & Hospitality sectors of the industry are typically male-dominated and this is reflected across our organisation, recognising the majority of our roles are sourced from this industry.

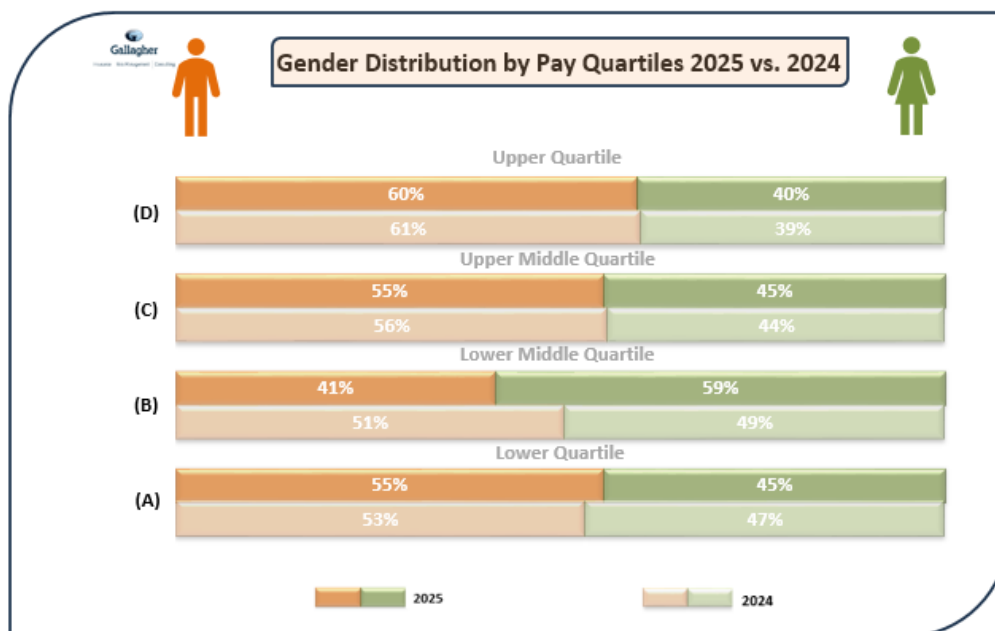
We are confident that all our HR processes and practices ensure that men and women are paid equally for doing equivalent jobs across our organisation.

#### 4. Bonus Payments and Participation

No bonus payments were made during the reporting period (April 2024 to April 2025) as TRONC was introduced and replaced these payments.

#### 5. Career Paths and Earnings

Our gender distribution by quartiles, as defined by the regulations, show us that while female employees are well represented across quartiles generally, similar to last year they are most underrepresented in the two highest pay quartile (C&D).



#### HR Strategy

We have continued to strengthen our talent and culture strategy, together with our broader people and recruitment strategy in order to attract and retain high calibre individuals and to leverage their unique talents to help create unique guest experiences every day.

We actively ensure that all our HR policies and tools proactively support flexible working across the organisation as we believe that these policies encourage our talented and driven employees to deliver results and in turn advance their careers in our organisation. We have continued to adapt our ways of working and where possible taking account of the requirements of the role, we are more open to flexible working requests which continue to be positively received. Last year we introduced a one-day work-from-home policy for office-based roles which has seen significant uptake. Notably, the majority of new mums returning from maternity leave have requested this and 100% applicants have been approved. In addition, increased flexibility in start and finish times has been introduced for all employees, proving particularly popular among those returning from maternity leave. These initiatives collectively support our wider Diversity & Inclusion strategy as we seek to highlight the

importance of inclusion across our organisation, opening up dialogue and building awareness on issues relating to respect for diversity in business.

We continue to actively create an environment where everyone is motivated to develop and progress through innovative HR policies and practices and an encouraging environment. We proactively keep in touch with those on maternity leave and are pleased that we saw a 96% return rate in the reporting cycle (up from 83% last year). Our maternity pack has evolved into a comprehensive parental leave guide, signposting key benefit information to support our employees throughout their parental journey. This enhances both their time away and their return to work experience. We remain committed to supporting employees on maternity leave by ensuring they receive half points through our service charge programme, irrespective of the length of their leave. Additionally, we top up both employee and employer pension contributions to match the enhanced maternity levels.

We recognise the motivational importance of positive senior role models to inspire confidence and success. We are pleased that, consistent with last year, a quarter of our Executive roles are occupied by females. Overall 37% (down from 43%) of management positions are held by women. We recognise the need to evolve our strategy to attract a greater proportion of women to our organisation and to ensure that our hiring managers actively align with our strategic commitment to diversity.

## **Reward**

We continue to ensure roles are externally benchmarked on an annual basis against a comparator group of luxury hotels in the local areas we operate within, enabling us to obtain accurate market rates for each role, with each role receiving a consistent increase which is market driven and not tied to individual performance. We acknowledge pay differentials may still remain in certain cases due to factors such as length of service and seniority. Where pay differentials exist due to gender and are not justified by length of service or seniority, we ensure that every effort is made to bridge those gaps. As part of our annual performance management and pay review process we ensure that our people are being paid fairly based on their role, responsibilities, experience and performance. In this reporting cycle, we ran a targeted benefits campaign to showcase our full offering and now ensure all benefits are thoroughly discussed as part of onboarding including timing eligibility. During this reporting period, we have undertaken research to explore ways to enhance our benefits offering.

We hosted a "Bring Your Child to Work" day, which we expanded to include a children's Christmas party. Both initiatives have been warmly received. In October, we introduced a focus group for parents to discuss the challenges of maintaining a positive work-life balance which has provided a supportive space for sharing experiences and offering mutual encouragement and has been well received.

## **Recruitment**

We continue to ensure our recruitment approaches have a strong focus on ensuring a greater gender balance in potential candidates presented and strive to ensure that all recruitment materials reflect our inclusive employer branding imagery and that we ensure diverse interview panels. This year, we streamlined the language in all our job adverts to make them easier to understand and increase accessibility. We continue to share interview questions in advance and have seen a rise in candidates reaching out prior to interviews.

Through our ongoing partnership with University First and Hospitality Connect, we are committed to promoting our industry and our brand across specific colleges and schools focused on hospitality programmes. We are leading across the hospitality sector, with two cohorts for our degree apprenticeships. We are pleased that 68% of our graduates are female (down from 75% in the prior reporting cycle) and we continue to work hard to increase these proportions. In this reporting cycle, we also developed a new partnership with Spear to source candidates from diverse backgrounds as we look to promote social mobility. Additionally, through our initiative with Fairshort, we now offer a year-long training programme for individuals with various disabilities. Our first candidate who started with us on a part-time basis is gradually transitioning to a full-time team member. We now also collaborate with Suretrust and have 2 employees in the partnership who work with employment coaches who conduct regular checkins and catchups to guide candidates into employment, keep in touch with both employees and employers and educate organisations on specific employee traits, such as autism.

## Development

Employee Development is a key focus within our organisation and we are committed to making the most effective use of the talent, skills and abilities of our employees. Our Learning and Development platform, LEX, has been actively promoted among team members, offering hospitality-related content, including questions, refreshers, and mandatory training. To encourage employee engagement, the platform will be enhanced in the future to feature a rewards system where individuals can earn points and achieve certain levels to unlock various incentives. Service Excellence training has been launched for the entire workforce, focusing on hospitality skills and reinforcing the behaviours and culture associated with a five-star luxury environment. We conducted skills-based training for all hiring managers, focusing on areas such as CV evaluation, recognising biases and preconceptions, and challenging assumptions. This mandatory training was well received.

Our Cross Exposure Programme designed to provide cross-functional experience continues to be well received. Encouragingly a female colleague has transitioned from her role as head waitress to join our sales team, aligning more closely with her studies. Another colleague progressed from a junior role to our Events team and has since been promoted to Night Manager.

We aim to ensure women are not only better represented within our organisation but most importantly supported and rigorously apply a gender lens to all our talent development and succession planning discussions.

We recognize the younger generation are full of bright and innovative ideas that are vital to the long-term success and sustainability of our industry and are pleased that we have a well-established apprenticeship programme in its eighth year of operation. Cultivating talent from the age of 18, providing mentorship, and offering exposure to the organisation is incredibly impactful. In the last cohort of graduates, consistent with last year, all successfully secured full-time, permanent positions.

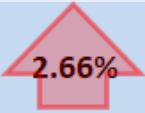
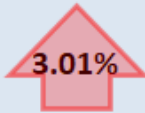
Supported by our Diversity Executive Champion, our approach to diversity and inclusion continues to evolve, shifting away from labels to foster a culture where everyone feels a sense of belonging. Our Diversity Committee are focused on 3 pillars – celebrate, educate and communicate – and each quarter they seek to deliver targeted activities focusing on a particular theme. We have placed a strong emphasis on ESG, engaging an external company in this reporting cycle to review all aspects of our ESG strategy, identify any gaps, and provide recommendations for improvement. We organised health talks on breast cancer, attended by both genders, to

help normalize these conversations. We incorporated sexual harassment awareness into our mandatory online training programme, achieving 100% participation.

We are dedicated to cultivating a healthier and happier workforce that is well-informed and empowered in both relationships at work and in their personal lives.

## 6. Year on Year Comparison

When we consider year on year comparison, we see a widening at both the mean and median gender pay gap. No bonuses were paid during the reporting period.

	2023	2024	2025	2025 Vs 2024
Mean Gender Pay Gap	11.75%	7.42%	<b>10.09%</b>	 2.66%
Median Gender Pay Gap	9.90%	3.97%	<b>6.98%</b>	 3.01%
Mean Gender Bonus Gap	32.12%	29.98%	-	-
Median Gender Bonus Gap	0.00%	0.00%	-	-
Males receiving bonus	71.26%	82.30%	-	-
Females receiving bonus	77.97%	86.88%	-	-

## 7. Closing remarks

We know and understand the reasons why we see a gender pay gap within our organisation and are committed to actively managing this differential, as we try to move towards a more gender balanced workforce.

All our actions support our HR strategy, focused on encouraging and promoting the development and progression of all our employees. We will continue to leverage technology to help us identify areas of our organisation that need renewed focus to drive continuous improvement relating to gender equality.

Building on our values of **Passion, Personality, Respect, Working Together** and **Creativity**, we will continue to work with all of our employees, and regardless of ethnicity, gender, age, disability, religion or sexual orientation, provide them with opportunities to build their confidence and help them in reaching their full potential.



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