



dylan

Gender Pay Gap Report 2025

INTRODUCTION

The Gender Pay Gap measures the difference in average earnings between men and women across an organisation, regardless of their roles or levels of seniority. It is not the same as equal pay, which refers to paying men and women the same for the same or similar work. Reporting on the Gender Pay Gap helps identify representation patterns, pay distribution, and opportunities to promote greater equality and inclusion in the workplace.

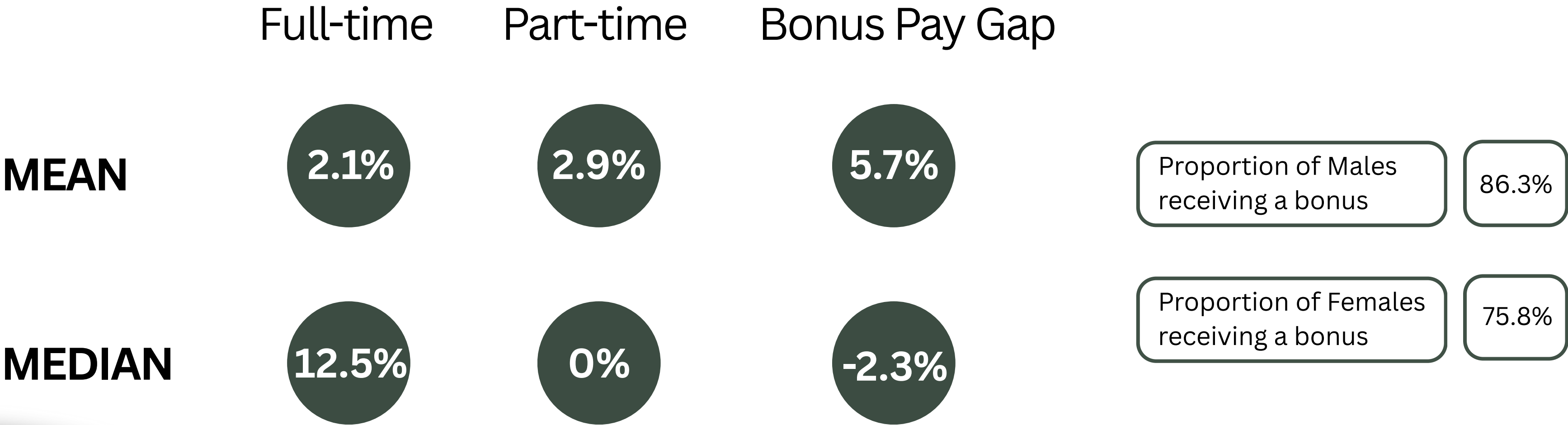
KEY GENDER PAY GAP METRICS

The **mean gender pay gap** is the percentage difference between the average hourly pay of men and women across the organisation.

The **median gender pay gap** is the percentage difference between the median (middle value) hourly pay of men and women.

The **pay quartiles** is the proportion of men and women in four equal pay bands (lower, lower middle, upper middle, and upper quartiles). This shows how male and female employees are distributed across the pay range.

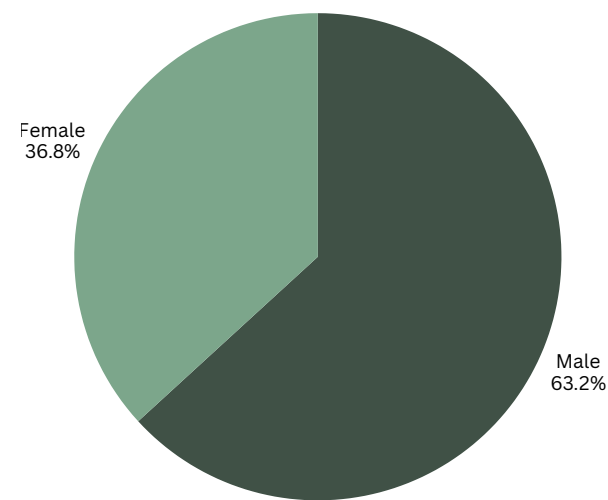
GENDER PAY GAP STATISTICS



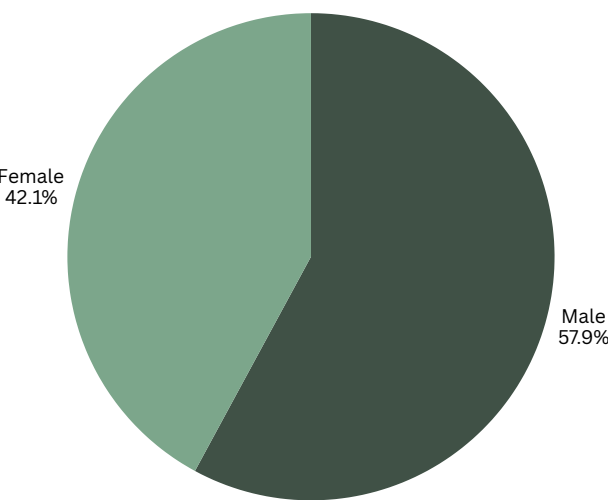
PAY QUARTILES

This shows how male and female employees are distributed across the pay range.

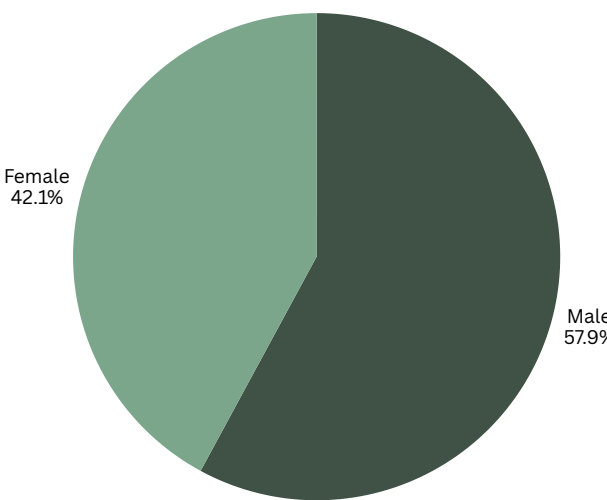
Lower Quartile



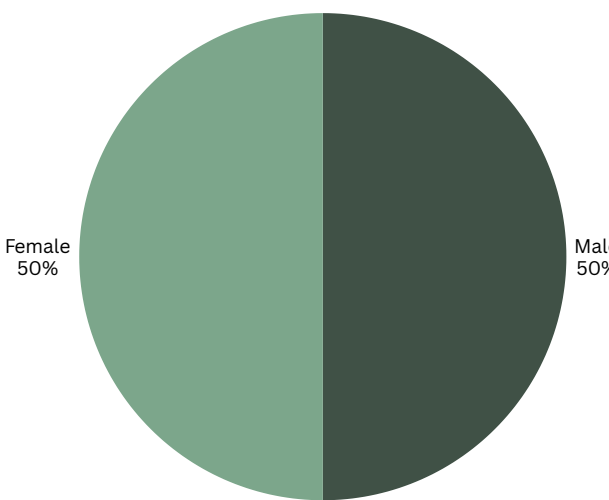
Lower Middle Quartile



Upper Middle Quartile



Upper Quartile



GENDER PAY GAP STATEMENT

At Dylan Hotel, our mission, *Hospitality with Heart*, is brought to life by people who care deeply about what they do. As part of our commitment to fairness and transparency, we completed our first Gender Pay Gap analysis.

Our results show a mean pay gap of 2.1% for full-time and 2.9% for part-time employees, with a median gap of 12.48% (full-time) and 0% (part-time). The bonus mean gap is 5.7%, and the bonus median gap is -2.3%, showing positive progress toward pay equity.

Across pay quartiles, representation is balanced overall, with equal gender representation (50% female, 50% male) in the upper quartile.

OUR COMMITTMENT

In line with our values Passion, Positivity, Family, Ambition, and Dynamic we are committed to:

- Supporting equal opportunities for career growth and leadership development.
- Strengthening flexible and family-friendly working options.
- Ensuring fair and transparent pay practices.
- Promoting inclusion and awareness across our teams.

We are proud of the progress made and remain dedicated to reducing any gender pay differences. Guided by our values, we will continue to create a workplace where everyone can thrive, living our mission of Hospitality with Heart every day.