



ROYAL GARDEN HOTEL

LONDON

GENDER PAY GAP REPORT

Employers with 250 or more relevant employees are required to publish gender pay gap information by April 2025, based on data from April 2024. While the Royal Garden Hotel identifies all genders, including biological sex, sex-based social structures and gender identity, for this report, gender is characterized by female and male, in line with the Equality Act 2010.





Oliver Bateman
General Manager

2025 Foreword

At the Royal Garden Hotel, we are committed to equality of opportunity, reward, and recognition for all team members, regardless of gender or background. As a people-focused business, we value the diversity of skills and experiences within our workforce and are dedicated to fostering an inclusive environment where everyone can develop and progress.

We are confident that men and women are paid equally for the same or equivalent work. Our gender pay gap is not the result of unequal pay practices, but reflects the distribution of men and women across different roles and levels within the organisation, and the market rates attached to those roles.

We continue to review our pay structures to ensure fairness and transparency across all positions. We promote equal access to career development and leadership opportunities and are committed to fair, unbiased recruitment and promotion processes. We also support flexible working arrangements to enable broader participation and progression.

We continue to take active steps to improve gender balance across all levels of the business, as outlined in our action plan. We remain committed to reducing our gender pay gap and building a workplace where everyone has the opportunity to succeed.

A handwritten signature in black ink, appearing to read 'O Bateman', written in a cursive style.

Oliver Bateman
General Manager

What is Gender Pay Gap and how is it calculated?

The **Gender Pay Gap** is a measure of the difference between the average earnings between male and female employees and is measured using two elements for relevant employees:

Mean Gender Pay Gap: The difference between the arithmetic average hourly pay rate of male full-pay relevant employees and that of female full-pay relevant employees.

Median Gender Pay Gap: The median represents the middle point of a population. The difference between the hourly pay rate of the middle male full-pay relevant employees and that of the middle female full-pay relevant employees.

The mean and median are important metrics and need to be looked at together. However the mean can be skewed by fewer individuals earning more in the upper range.

Mean and median gender pay gap is based on hourly rate of pay on 5th April 2025.

Our pay gap is not a result of equal pay issues as we have a gender neutral approach to pay across all levels of the hotel and we regularly monitor equal pay as both a legal and moral obligation.

The **Gender Bonus Gap** is measured using two elements for relevant employees as follows:

Mean Gender Bonus Gap: The difference between the mean bonus pay paid to male relevant employees and that of female relevant employees.

Median Gender Bonus Gap: The difference between the median bonus pay paid to male relevant employees and that of female relevant employees.

Mean and median bonus gender pay gap considers bonus pay received in the 12 months leading up to 5th April 2025.

Equal pay and gender pay

Equal pay means that men and women in the same employment who are performing equal work must receive equal pay, as set out in the Equality Act 2010.

The gender pay gap is a measure that shows the difference in average earnings between men and women across an organisation or the labour market. It is expressed as a percentage of men's earnings

Our Gender Pay Results 2025

Gender pay gap (mean and median)

Mean hourly pay gap	4.6%
Median hourly pay gap	2.5%

Gender bonus gap (mean and median)

Mean bonus pay gap	55.3%
Median bonus pay gap	43.5%

Proportion of men and women receiving bonuses

Men	2.8%
Women	6.8%

The mean gender pay gap is more sensitive to outliers, such as very high or low salaries, which can skew results — particularly if higher earners are predominantly male. The median, by contrast, reflects the midpoint of pay distribution and is not affected by extreme values, providing a more balanced view of pay differences.

At the Royal Garden hotel, the upper quartile remains predominantly male (74.7% male, 25.3% female), largely comprising senior leaders across disciplines, and this team has remained stable since reopening in 2022.

In technical roles such as Engineering, Kitchen, and Night Operations, male representation remains higher. Salaries in these areas reflect technical skill requirements and include enhanced rates for night work.

Please note that the figures presented reflect only directly contracted employees. They do not include individuals engaged through third-party agencies, where the workforce is predominantly female (Housekeeping Attendants). As such, the reported data represents only the directly employed population and not the wider operational workforce.

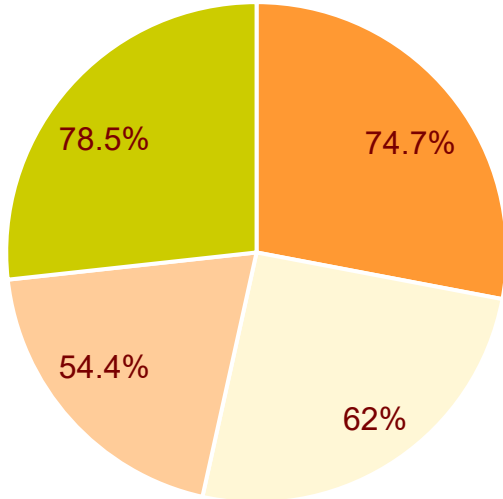
The Gender Bonus Gap is measured solely on those employees who were eligible for a bonus payment or on an incentive scheme and who received one. It therefore, excluded those who may have been eligible but did not qualify for a payment. It also excludes all team members who receive service charge payments. The Bonus scheme is based entirely on company and individual performance related to KPIs and as such any difference in bonus payment will be a direct result of individual performances in line with these KPIs.

Our bonus gap is impacted by a higher proportion of male team members in senior positions and proportionately fewer male team members in Sales roles. There has been little to no turnover in these areas since our last report. Any pay gap difference shown will be as a result of differing roles and bandings, however, all team members working in the same bandings will be earning the same rewards.

Gender Pay Quartiles

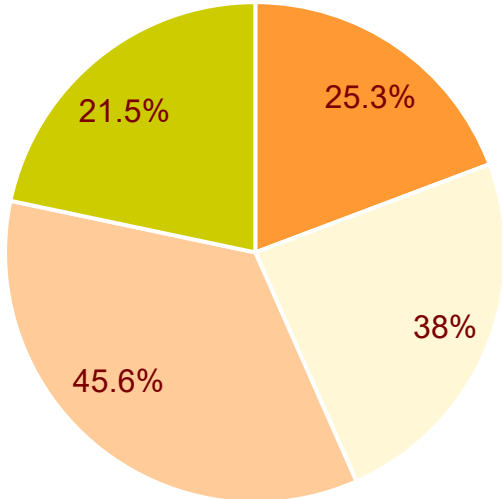
This chart shows the distribution of gender representation across the different pay quartiles in our workforce based on hourly pay rate. In order for there to be little or no gender pay gap, there would need to be the same ratio of men and women in each quartile band. The gap is the upper and lower quartiles, in which we have a higher ratio of male workers to female workers in positions such as Engineering and Kitchens and also in our night operations.

Quartile Pay Male



■ Upper ■ Upper Middle ■ Lower Middle ■ Lower

Quartile Pay Female



■ Upper ■ Upper Middle ■ Lower Middle ■ Lower


Our Future Strategy



We are committed to an equitable and inclusive workforce that represents many different cultures, background and viewpoints:

- Our senior leaders are fully committed to maintaining a culture of diversity. We are an equal opportunities employer and are focused on closing our gender pay gap by promoting this culture across all that we do, including putting the strongest candidates into roles, regardless of gender.
- Unconscious bias training for leadership team
- Flexible working is open to all team members to apply for, and we aim to have a larger number of part time team members across the business. We are also embracing new more flexible ways of working wherever the role allows.
- Regular pay audits to assess benchmarks for salaries and bonuses with our competitive set help highlight any pay disparities so that they can be resolved. Benchmarking against industry standards will ensure pay is aligned with market rates helping us to set consistent, competitive salary bands for each role.
- A commitment to ensuring equal gender representation in the final selection pool for senior roles
- Offer learning & development opportunities across the hotel to enhance career progression opportunities for all to ensure all team members are supported to reach their full potential, reviewing gender balance at all times.

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.



Statutory disclosure – 2025 Data

Total team member population at snapshot date 326 permanent team members and 37 Causal workers

Pay quartiles

Proportion of female and male team members in each pay quartile		
	Female	Male
Lower	21.5%	78.5%
Lower Middle	45.6%	54.4%
Upper Middle	38%	62%
Upper	25.3%	74.7%

Proportion of female and male team members receiving bonuses	
Female	Male
6.8%	2.8%
Gender bonus gap	
Mean	Median
55.3%	43.5%

Gender pay gap	
Mean hourly pay gap	Median hourly pay gap
4.6%	2.5%

We confirm that the data in this report is true and accurate, and has been published in line with the regulations set out in the Gender Pay Gap reporting legislation.

The gender pay gap report for 2025 snapshot date of 5th April 2025 has been approved.



Oliver Bateman
General Manager