Gender Pay Gap Report

WOODFORD

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HOTEL

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Hotel Woodford Dolmen
Snapshot date: 30 June 2025
Reporting period: 1 July 2024 – 30 June 2025

What is Gender Pay Gap?

The **Gender Pay Gap (GPG)** refers to the difference in average earnings between men and women across an organization, industry, or economy. It compares the pay of all working men and all working women; not just those in the dame jobs, with the same working patterns or competencies.

Our Legislative Requirements:

According to the Gender Pay Gap Information Act 2021, employers with more than 50 employees are required to report their gender pay gap each year from 2025. Employers must choose a snapshot date from which data on employee wages is used to calculate the hourly gender pay gap.
This report includes all relevant employees working in the Woodford Dolmen Hotel on the snapshot date, June 30th 2025.

Metrics Explained

The Mean Pay Gap - The mean gender pay gap is the difference between women's mean hourly wage and men's mean hourly wage. The mean hourly wage is the average hourly wage across the entire organisation.

The Median Pay Gap - The median gender pay gap is the difference between women's median hourly wage (the middle paid woman) and men's median hourly wage (the middle paid man). The median hourly wage is calculated by ranking all employees from the highest paid to the lowest paid, and taking the hourly wage of the person in the middle.

The Quartiles - Pay quartiles are calculated by splitting all employees in an organisation into four even groups according to their level of pay. Looking at the proportion of men and women in each quartile gives an indication of the gender representation at different levels of the organisation.
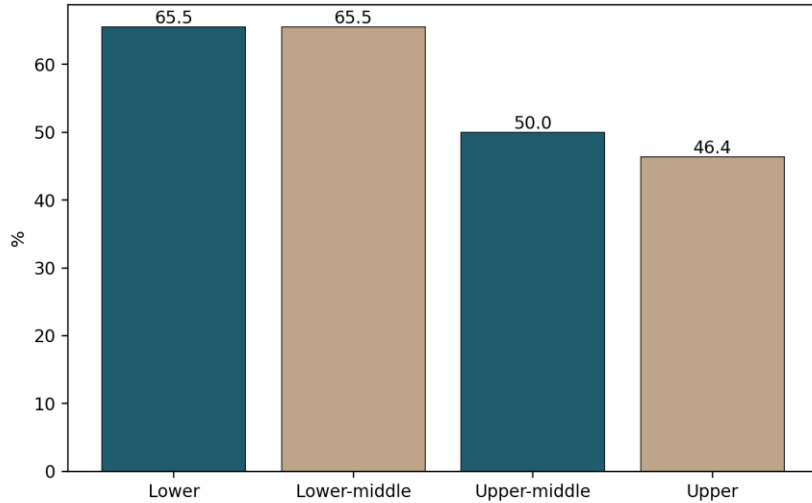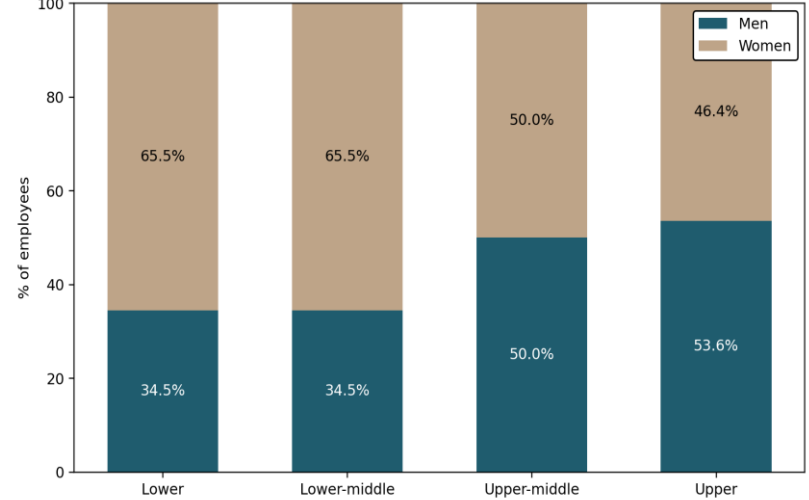
Hourly remuneration gaps (Women vs Men)
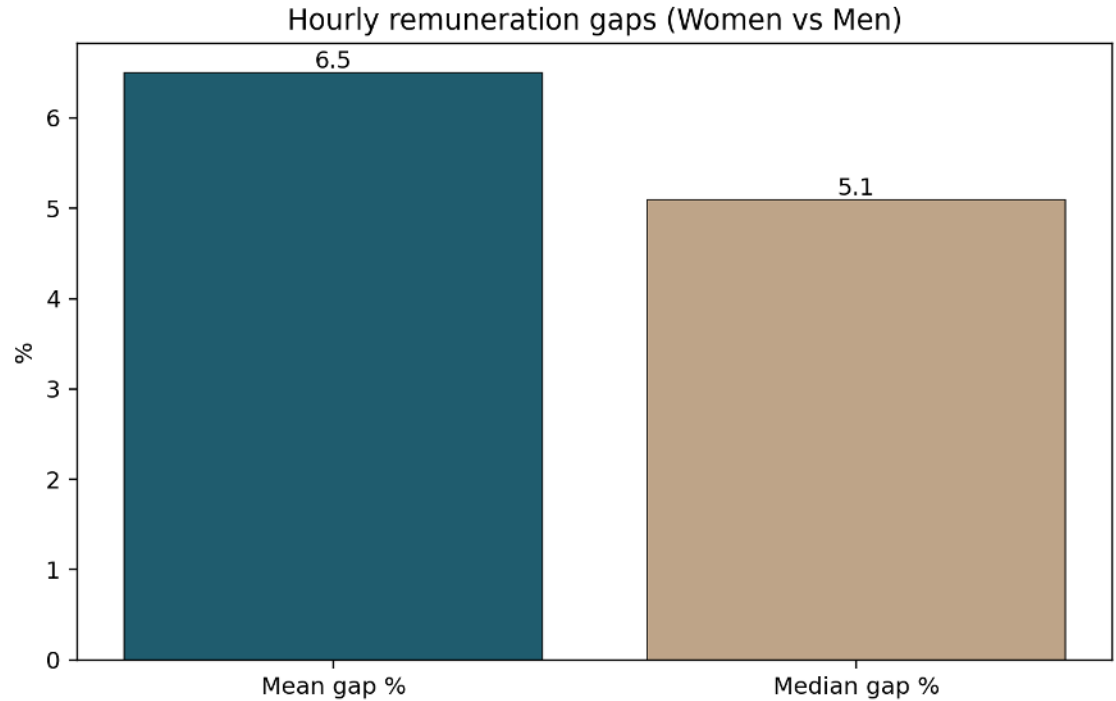
Gender Pay Gap Report 2025

- Mean hourly remuneration gap:
- 6.5% (women vs men)
- Median hourly remuneration gap: 5.1% (women vs men)
- Headcount:
- 49 men, 65 women (total 117)
- Bonus participation: 0.0% men, 0.0% women

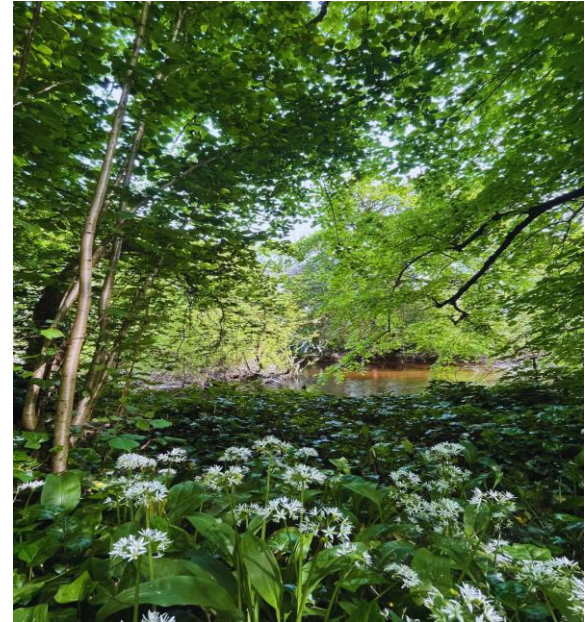Gender distribution by pay quartile (100% stacked)

- **Quartile representation (Male/Female)**
- **Lower:** 34.5% / **65.5%**
- **Lower-middle:** 34.5% / **65.5%**
- **Upper-middle: 50.0% / 50.0%**
- **Upper: 53.6%** / 46.4%
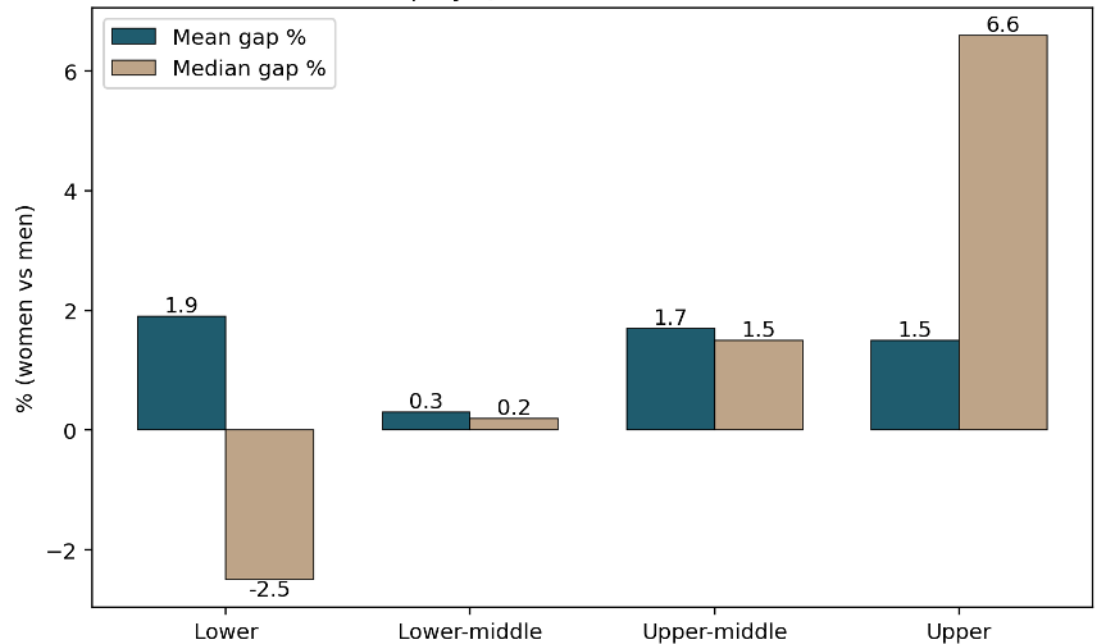
**Participation
Bonuses/Benefits-in-Kind**

- **Bonuses / Benefits-in-Kind**
- **Bonus:** 0% men, 0% women
- **BIK:** 0% men, 0% women

Gap by Quartile – Mean & Median

Gap by Quartile:
Mean & Median (%)

- **Gender pay gap *within each quartile***
- **Lower:** Mean **1.9%** | Median **−2.5%** (women slightly higher at the median)
- **Lower-middle:** Mean **0.3%** | Median **0.2%** (near parity)
- **Upper-middle:** Mean **1.7%** | Median **1.5%** (small gap)
- **Upper:** Mean **1.5%** | **Median 6.6%** (key within-band gap)

Next Steps

Action Plan 2025 – 2026

Calibrate pay bands, starting pay & promotion increments; correct outliers.

Balanced shortlists and calibrated promotion panels for upper-quartile roles.

Succession sponsored development; acting-up pathways for women.

Flexible patterns in management roles to retain upper-quartile female talent.

Launch mentorship and leadership training for women aiming for senior positions.

Continue Diversity & Inclusion training for all leaders.

Balanced shortlists and calibrated promotion panels for upper-quartile roles.

Succession slates & sponsored development; acting-up pathways for women.

Flexible patterns in management roles to retain upper-quartile female talent.

Upper-quartile representation (women) — KPI: % women in upper quartile; Target: ≥50–55%

Upper-quartile median gap — KPI: Median GPG in upper quartile; Target: ≤5% by next snapshot

Overall mean/median gap — KPI: Overall GPG (mean/median); Target: Mean ≤4%, Median ≤3%

Conclusion

Closing the Gender Pay Gap will require a data driven, committed approach tailored to the Woodford Dolmen Hotel unique dynamics. Through addressing representation and role allocation with structured pay rates, the hotel will ensure to be more equipped to support all its Team in reaching their full potential and individual goals.

While taking these steps, the Hotel will continue to strengthen and enhance employee satisfaction through the Hotels commitment to diversity and inclusion.