



THE BALMORAL  
EDINBURGH

A ROCCO FORTE HOTEL

# Gender Pay Reporting 2025

The Balmoral Hotel part of the Rocco Forte Hotel Group in the UK is required to prepare and publish Gender Pay Reporting ('GPR'). The GPR results have been prepared consistently with the prior years by the team at The Balmoral Hotel. Details of the results for 2025 have been summarised below with some high level commentary of the factors influencing the year-on-year variances. At the snapshot date for reporting, the hotel had 386 employees (2024: 372) and the male/female mix was 196/190/197 (2024: 175/197).

	MEAN	MEDIAN
<b>PAY GAP</b>	2.29%	0.95%
<b>BONUS GAP</b>	1.84%	0.14%

The above table shows The Balmoral Hotel's gender pay gap and gender bonus gap at the snapshot date of 5<sup>th</sup> April 2025. This captures the mean and median differences in hourly pay and bonus paid to men and women in the year up to and including 5<sup>th</sup> April 2025.

Our mean gender pay gap for the reporting year is 2.29%, which is considered very small when compared to the UK average of 11.2%. This indicates that, on average, men earn 2.29% more per hour than women across the hotel. Additionally the median pay gap of 0.95% suggests that the majority of employees are around the middle pay range that pay is almost equal between genders. Within the hospitality sector, where pay structures are often driven by hourly rates and clearly defined role bands, a mean gender pay gap of this level is considered low. This reflects our commitment to fair and consistent pay practices across all front and back of house roles including management.

The residual pay gap is largely due to the distribution of employees across different roles within the hotel, especially at senior and specialist levels, rather than unequal pay for individuals carrying out equivalent work. Instead, the gender pay gap is largely a result of men and women working in different roles within the hotel and the salaries that these roles attract. We remain committed to regularly reviewing our workforce structure and career progression opportunities to guarantee equal access to development and leadership roles for all employees. We are committed to sustaining pay equity within our hotel and to further reducing the gender pay gap through inclusive recruitment, development, and reward practices.

In addition, the bonus gap reflects near equal bonus payments for men and women, demonstrating The Balmoral has a strong fairness and transparent bonus policies.



# Gender Pay Report 2025 Summary

The figures set out above have been calculated using the standard methodologies used in the Equality Act 2010 (Gender Pay Gap Information) Regulations 2018.

## Rocco Forte Hotels Gender Pay Gap Information

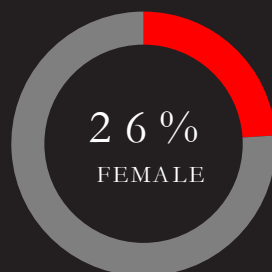
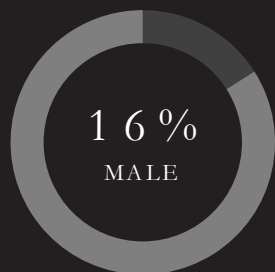
MEAN GENDER PAY GAP 2.29%

MEDIAN GENDER PAY GAP 0.95%

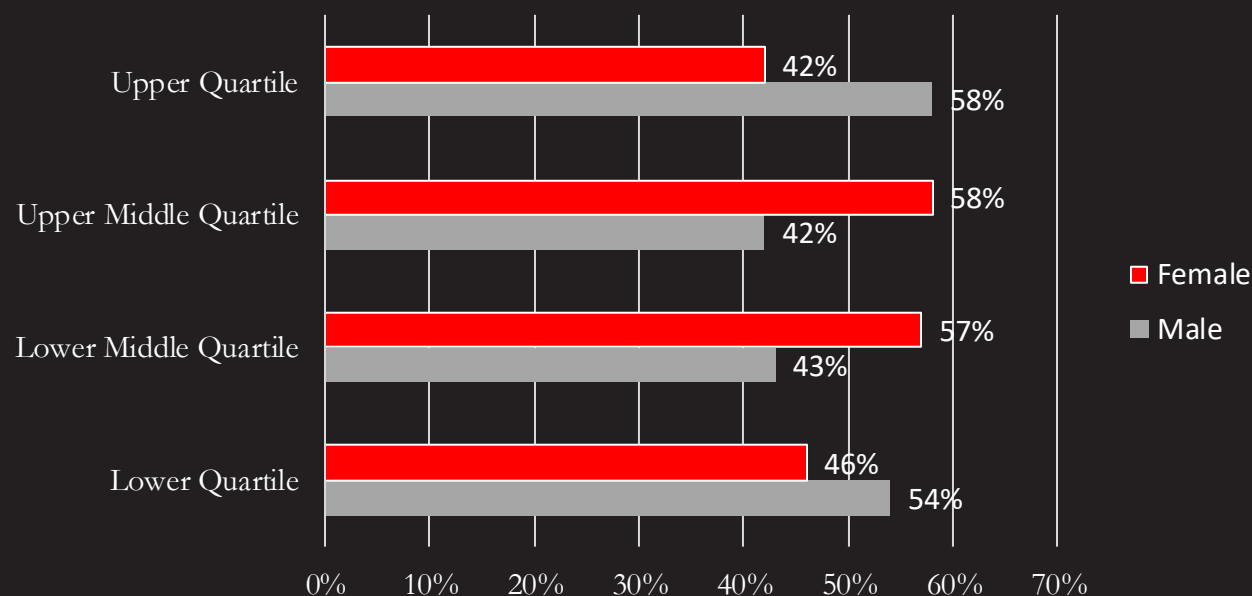
MEAN GENDER BONUS GAP 1.84%

MEDIAN GENDER BONUS GAP 0.14%

## Percentage receiving a bonus



## Pay quartiles by gender:



The above charts show the gender distribution across four equally sized pay quartiles. This shows a much higher proportion of males in the upper pay and lower pay quartiles, significantly more females as a higher proportion in the lower upper and lower middle pay quartiles.



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## What is The Balmoral doing to address its gender pay gap?

At Rocco Forte Hotels, we are committed to the principle of equal opportunities and equal treatment for all team members and have a clear policy of paying employees equally for the same or equivalent work, as set out in The Equality Act 2010. The Balmoral is committed to:

- conducting regular reviews of team member's remuneration packages to identify pay disparities between genders and address any discrepancies;
- actively participates in the annual Edinburgh Hotel's Association salary survey and Hotel Industry Rewards Group survey data for UK comparisons;
- evaluate job roles and salary scales to ensure consistency in overall remuneration and benefits packages;
- conducting regular performance assessments and reviews to identify key talent and promotional opportunities;
- regularly reviewing performance and succession plans;
- offering development programmes to support the career progression of all team members into supervisory and senior roles in the hotel;
- encouraging females to participate in our leadership training programmes;
- training for managers to recognise and address unconscious bias in hiring, promotions and performance evaluations;
- continuing to offer flexibility in work patterns to assist with personal commitments;
- enhanced family leave policies;
- ensuring management and sales bonus schemes are consistent in order to drive overall performance.

The Balmoral Hotel is consistent in its approach with all Rocco Forte Hotels to ensure we provide a working environment that takes into account the individual needs of our employees and remains as flexible as is possible to the requirements of the business.

I can confirm the published information is accurate.

Richard Cooke



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# The Balmoral Hotel Success Stories

## Katie, Director of Rooms

Katie joined the hotel in 2012 as Spa Manager and was promoted to Front of House Manager in 2015 due to her exceptional talent and strong business acumen. She has a great ability to build working relationships with both team members and guests whilst not losing the focus to drive the departments she works in and supporting the overall hotel strategy.

In 2017, Katie gave birth to her first child and managed to spend quality time during her maternity leave knowing that her role would be held for her on return and she could continue her career. As with many working parents Katie wanted a better work/life balance and we were delighted to accommodate the request and return to a more set structured role of Reservations Manager which allowed a better working pattern and perfect balance for her.

In 2019 we transferred Katie to the Executive Office to support the General Manager as his Personal Assistant following an additional flexible working request. In 2020, Katie had her second child and following her return we were delighted to offer additional flexibility in her current role.

In 2024, Katie has been promoted to a Director of Rooms and is part of the Executive Team, reflecting their demonstrated skills, leadership and contributions. They have also developed further with their participation in eCornell.

This promotion aligns with our commitment to recognising talent and supporting career progression for all employees, irrespective of gender, ensuring equitable opportunities at every level.



## HUMAN RESOURCES TEAM

Our Human Resources Team is proudly made up of accomplished female professionals reflecting our strong commitment to an inclusive workplace culture where women are supported to lead, influence and succeed.

We are committed to creating meaningful development opportunities for all team members to thrive in the workplace. All team members have access to continuous professional development, leadership training, scholarships, and structured learning initiatives designed to strengthen capability and prepare them for future roles. Our clear development pathways encourage individuals to broaden their expertise, build confidence, and take on increased responsibility.

The Human Resources team actively engages in internal leadership programmes as well as external qualifications and learning opportunities, including Chartered Institute of Personnel and Development certifications, HR Business Partnering and eCornell courses, alongside scholarship-supported study to further enhance their professional and personal growth.

Recognising the importance of work life balance and wellbeing the Human Resources team have flexible working arrangements. This enables them to manage personal and professional commitments effectively, contributing to strong engagement and retention. This has supported the 100% retention of the team and high cultural assessment results. This positive working culture has ensured that everyone feels valued, supported and rewarded fairly for their contributions.

