

DAKOTA HOTELS

People, Culture & Brand

STRICTLY PRIVATE AND CONFIDENTIAL



DAKOTA
HOTELS



BRAND OVERVIEW

Dakota is a luxury lifestyle brand synonymous with style and service



WHAT'S BEHIND A NAME



Dakota was named after the Douglas 'Dakota' DC-3 aircraft, synonymous with innovative style and exceptional levels of service

DAKOTA SERVICE STYLE



Warm, welcoming and unpretentious, Dakota's concept is a comfortable, confident, uncomplicated hotel brand. Simple things are done brilliantly. Dakota hotels are aspirational but not unattainable. Trendy but timeless. Attentive but not overbearing

UNIQUE HOTEL PERSONALITIES



Dakota hotels are 'sisters, not twins'

Each property has evolved with the experience gained from the last build, operational changes, and with the needs of the area. The golden thread is always the same in Dakota's design. Dakota thinks like a guest, with the utmost focus on attention to detail

A DISTINCTIVE PROPOSITION



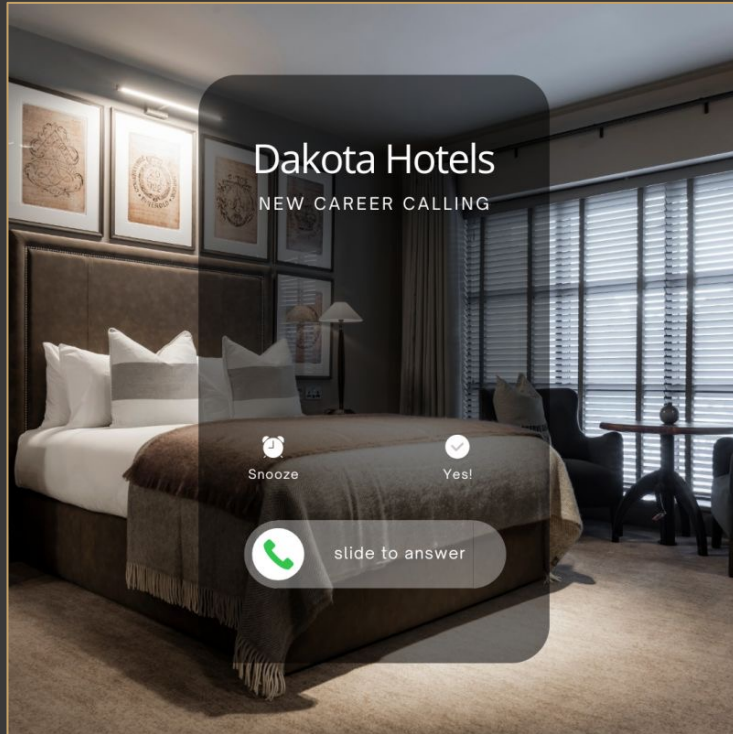
The heart and soul of the Dakota brand is the people, underpinned by the senior management team with an average service length of 9 years

Dakota has strong central support functions operating within the Group's properties at the heart of its operations. The centralised roles support growth, focusing on maintaining the Group's high standards, and ever-evolving proposition



A 'BLUE SKIES'
APPROACH TO OLD-
WORLD HOSPITALITY

JOB CREATION ~ LONG-TERM CAREER OPPORTUNITIES



CREATING SECURE CAREER PATHS

At Dakota, we are passionate about promoting hospitality as a lifelong career. Often thought of as a transient industry or a weekend job, all aspects of our People Strategy is developed to both attract talent and continue to develop within the industry, developing individuals to discover their own viable long-term career within the industry.

UNIQUE HOTEL PERSONALITIES

JOB CREATION AT MANCHESTER AIRPORT

As of March 2024, Dakota has a 630-strong team across our existing five locations.

We will create a further 130-150 job roles in Newcastle upon opening in early 2025, and a further 130-150 job roles by Manchester Airport.

COMMUNITY IMPACT

Relationships with local schools, colleges, and charities



CREATING SECURE CAREER PATHS



We actively visit and speak at local schools, colleges, and universities to offer a range of opportunities, from work experiences to graduate programs and long-term employment.

APPRENTICESHIPS



Supporter and adopter of N/SVQ's and apprenticeships 10% of our entire workforce, across Scotland & England, undertook apprenticeships through 2022.

CHARITY PARTNERSHIPS



Dakota are sincere supporters of local charities within the communities we are based, as well as industry based charities, with appointed ambassadors for Hospitality Action as well as Springboard (shown right).

CULTURE OF LEARNING & DEVELOPMENT



Known for our focus on coaching and internal training, we have trademarked 'Dakota Academy' which boasts a full suite of training sessions created internally. With an in-depth L&D Strategy, we have indicative learning journeys for each role and annual appraisals to ensure each individual within our growing brand has a clear development and career path.



Five Springboard Ambassadors in our HR Team
Springboard is a charity which works with people of all ages, backgrounds and walks of life to fall in love with hospitality, and gain the skills, knowledge and experience needed to flourish in a lifelong career

EMPLOYER OF CHOICE



DAKOTA MANCHESTER
Top 15 best places to
work in hospitality 2020,
2021 & 2022

DAKOTA HOTELS
Top 10 best places to work
in hospitality 2023

AWARDS RECOGNITION



THE HOTEL CATEYS 2023 SHORTLIST



THE CATERER ACORN AWARDS

2021, 2022, 2023 – Three years in a row, a member of our Dakota team was named ‘Top 30 under 30’ by the Caterer



AWARDS FOR EXCELLENCE

2023 – Shortlisted for Best Career Development Initiative

2024 – Shortlisted for Best Training program Award

PEOPLE HEADLINES

Focus on creating internal opportunities for development and promotion



Dakota's renowned, high-quality service culture starts with a strong selection and onboarding process

- Every team member is given an induction session, new starter training and 2 and 6 weekly 'coffee chats', all managed by the internal HR team



HR is an integral part of operations and all members of the team are based within the hotels

- HR work closely with operational management to deliver a consistent approach to all aspects of internal culture, including hosting formal training sessions, driving engagement initiatives, and reinforcing values



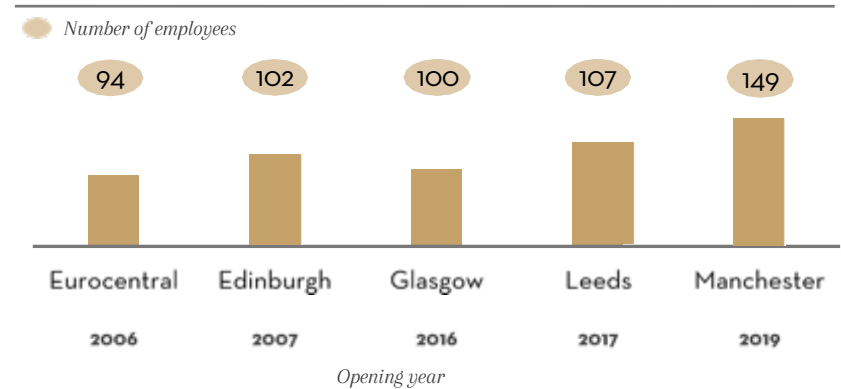
The newly introduced role of Head of Engagement and L&D in April 2022 reinforces Dakota's commitment to the function

- Dakota develops its own L&D content in-house with the exception of certified compliance training
- Structured training programs include a graduate program, facilitating personalized personal development plans and a unique F&B program called Learn More, Earn More (LMEM)



An annual appraisal process takes place every January which provides great direction for the team, many of whom are promoted internally

HEADCOUNT AT 5 HOTELS (2024)



"Good service isn't a mystery

- employ nice people"

**“Dakota Hotels oozes glamour...
Attention has been paid to detail”**

Cathy Toogood, The Telegraph

**“The best hotel... Guests are
treated like royalty”**

Yorkshire Post

**“The food is the star. I am in the
hands of professionals”**

Joanna Blythman, The Herald

**“One of the classiest hotels in
Glasgow: an impressive addition”**

Gavin Bell, The Telegraph

**“One of the big plus points is its
staff: bright and responsive,
without being obtrusive”**

Helen Pickles, The Telegraph

**“It was a good meal. Very good.
Absolutely worth the detour if
you’re in these parts”**

Giles Coren, The Times

