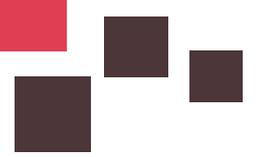
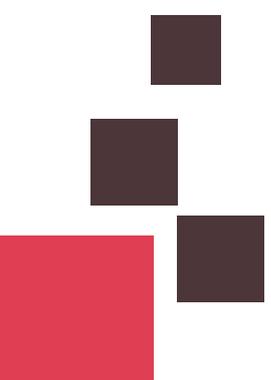


GENDER PAY GAP REPORT

20
25



Foreword

At Midlands Park Hotel, our values guide everything we do – Care, Doing the Right Thing, Always Getting Better, and Energy & Drive. These principles shape how we work together, how we serve our guests, and how we support and develop our people, who are at the heart of our commitment to fairness, inclusion, and equality in the workplace.

This year's Gender Pay Gap report shows that we are moving in the right direction. Living to our value of care, has enabled us to align pay structures and bonus programs throughout the property, thus building a more balanced representation of all genders at all levels of the business. Doing the Right Thing means ensuring that our policies, practices, and decisions give every team member an equal opportunity to thrive – and that is exactly what we are working to achieve.

We are Always Getting Better, and this improvement is not the result of a single initiative, but of an ongoing effort to embed equality into everything we do – from how we recruit and develop talent, to how we reward and recognise success. And we approach this with the Energy & Drive needed to ensure that our progress continues year after year.

I want to thank our leaders, our People & Culture team, and every team member who has contributed to these results. This is a shared achievement, and together we will continue to build a workplace where talent and dedication are recognised equally, and where everyone feels valued and empowered to succeed – regardless of gender.

Dara Cruise

Group General Manager

2024 DATA AT A GLANCE

Gender Pay Gap Terms Explained

“Mean” refers to the average.

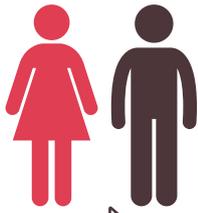
“Median” is the value in the middle of the data.

“Benefit in Kind” refers to any non cash benefit of monetary value.

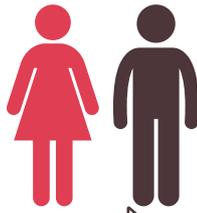
“Bonus” is a sum of money added to a person’s wages as a reward for good performance.

The difference between an organisation’s mean and median pay gap can provide valuable insight. The presence of very low earners can make the mean smaller than the median. A group of very high earners can make the mean larger than the median.

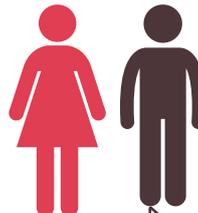
The organisational headcount equates to a total of 225 employees (53% female & 47% male) and covers the mandatory reporting period of June 2024 to June 2025. For the purpose of this report we note the gap between female to male.



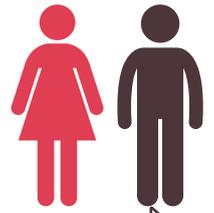
Mean Gender Pay Gap



Median Gender Pay Gap



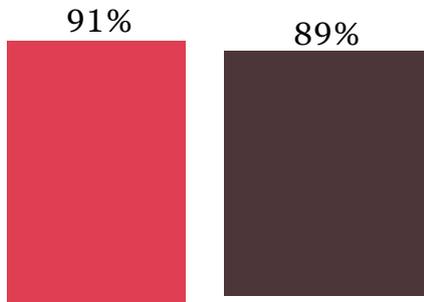
Mean Bonus Gap



Median Bonus Gap

Bonus Payments

Female
Male



Received Bonus



Received Benefit in Kind

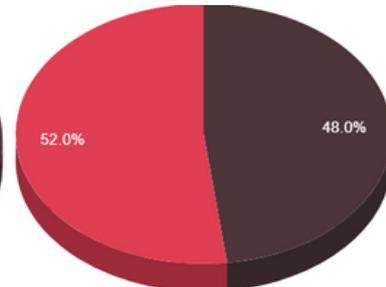
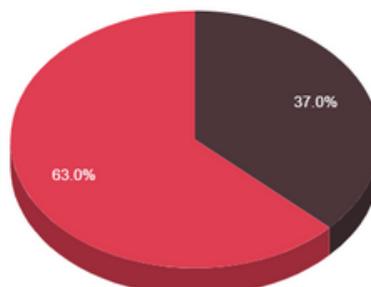
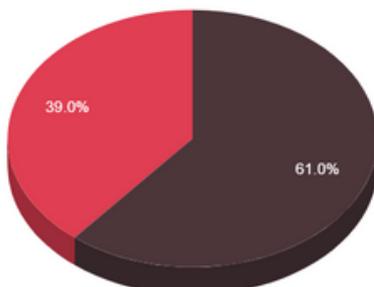
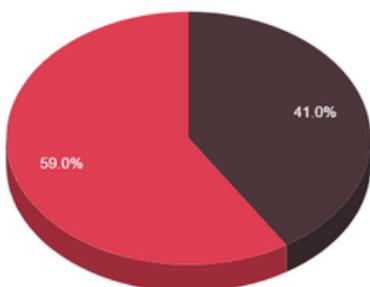
Pay Quartiles

Lower Quartile

Lower Middle Quartile

Upper Middle Quartile

Upper Quartile





Action Plan for Addressing Gender Pay Gap at Midlands Park Hotel

Goals:

- 1. Sustain and Embed Gender Balance Across All Quartiles**
- 2. Reduce Bonus Gaps**
- 3. Continue to Foster an Inclusive, Equitable Culture**
- 4. Maintain Transparency & Accountability**

Midlands Park Hotel – Gender Pay Gap Action Plan 2025

Context & Progress

The 2025 Gender Pay Gap report shows significant progress since 2024:

- *Mean Gender Pay Gap reduced from 7.5% to 6.5%.*
- *Median Gender Pay Gap reduced dramatically from 18.3% to 1.06%.*
- *Mean Bonus Gap reduced from 42% to 36%.*
- *Median Bonus Gap reduced from 30% to 9%.*
- *Upper quartile gender balance improved from 100% male to 48% male / 52% female, indicating success in opening senior roles to women.*
- *Upper middle quartile now 37% male / 63% female, a shift toward greater female representation.*

While this progress is encouraging, work remains to ensure sustained equity, particularly in bonus distribution, gender representation in the lower middle quartile, and maintaining balance at senior levels.

Key Priorities for 2025

1. Sustain and Embed Gender Balance Across All Quartiles

Aim: Maintain or improve balance in the upper quartile while increasing representation of women in the lower middle quartile and men in the upper middle quartile to ensure true balance across the organisation.

Actions:

- Continue targeted development programmes and mentoring for underrepresented genders in each quartile.
- Ensure all leadership role vacancies attract diverse shortlists by working with recruitment partners and using gender-neutral language in job ads.
- Monitor internal promotion data quarterly to ensure proportional progression across genders.

2. Reduce Bonus Gaps

Aim: Lower the mean bonus gap from 36% and median from 9% to below 5% by ensuring equitable access to bonus opportunities.

Actions:

- Standardize performance bonus criteria across similar roles to reduce variability.
- Audit benefits-in-kind and bonus-eligible roles to ensure proportional representation of both genders.
- Provide transparency in bonus schemes by publishing clear criteria to all employees.

3. Continue to Foster an Inclusive, Equitable Culture

Aim: Ensure that the cultural environment supports equal opportunity, retention, and advancement for all employees, regardless of gender.

Actions:

- Implement annual unconscious bias and inclusive leadership training for all managers.
- Continue flexible working initiatives to support work-life balance, with uptake monitored by gender.
- Create a “Diversity Champions” network to gather feedback, share best practice, and promote inclusion.

4. Maintain Transparency & Accountability

Aim: Keep employees informed on progress to reinforce trust and engagement.

Actions:

- Share annual gender pay gap results with all team members alongside a plain-language summary.
- Provide biannual progress updates against the action plan at Town Hall meetings.
- Include diversity and inclusion KPIs in senior leaders’ performance objectives.

2025 Targets

- Mean Gender Pay Gap: Below 5%.
- Median Gender Pay Gap: Maintain below 2%.
- Bonus Gaps: Reduce both mean and median to below 5%.
- Gender Balance: No quartile with more than 60% representation of one gender.

Conclusion

Midlands Park Hotel has achieved major strides in reducing the gender pay gap and increasing female representation in senior roles. This plan builds on that progress, focusing on sustaining balance, closing bonus gaps, and ensuring the culture remains fair, supportive, and inclusive for all team members.