

GENDER PAY GAP REPORT 2025

*Valor Hospitality Europe on behalf of
PPC Hospitality (UK) Company Limited*



THE GENDER PAY GAP IS DIFFERENT TO EQUAL PAY

The gender pay gap measures the difference in average hourly pay between women and men. Equal pay measures what women and men are paid for doing the same or similar work of equal value.



"Having a representative balance of women, men and all diverse characteristics in leadership positions is a key part of our strategy for success. We will continue to provide every Team Member with the support and development opportunities to achieve their career ambitions in a business where people are at the heart of all that we do."

- Brian McCarthy, President, UK & Europe



"Ensuring that we provide a workplace that is diverse and inclusive is at the centre of our philosophy. We will continue to promote a sense of belonging for everyone, where individuals can be their true authentic selves in an organisation that cares about diversity and inclusion".

- Moira Laird, People & Culture Director, UK & Europe

Valor Hospitality Europe Ltd (Valor) manage and operate hotels on behalf of PPC Hospitality (UK) Company Limited (PPC)

The business comprised of 17 hotels operating as PPC Hospitality (UK) Company Limited (PPC) during this reporting period.

The data used for mean and median hourly rates of pay, and the proportion of male and female employees in each quartile is based on 654 male and 811 female employees within an overall headcount of 1981. This being the number of employees actively working on the snapshot date, and all of which identified as either male or female gender. One employee has not disclosed their gender, but they were not actively working on the snapshot date.

We are committed to creating a diverse and inclusive environment in which all our employees can thrive. We have implemented fair and transparent pay structures which reward the contribution of all our employees to our business. Our pay rates are determined on either the National Living Wage or job role.

Last year, we recorded a combined median gender pay gap of 11.9% and a combined mean gender pay gap of 9.3%.

This year we have seen our median gender pay gap decrease to 2.4% and our mean gender pay gap decrease to 7.8%.

Men and women continue to be relatively evenly represented across the upper two reporting quartiles of our business, with the two lower quartiles remaining female biased.

Our median gender pay gap of 2.4% remains lower than the current median gender pay gap for all employers across the UK of 12.8%*.

Our employee engagement score demonstrates that females and males are equally engaged and satisfied with their roles.

Our ongoing commitment to improving our gender pay gap further remains a focus and planned activity falls within the scope of our DE&I strategic actions to continue to improve the sense of belonging for everyone and make further progress in monitoring and reducing our gender pay gap figures.

*Source: ONS

GENDER PAY GAP REPORTING REQUIREMENTS

FROM APRIL 2021

All private and voluntary sector employers with 250 or more employees must publish on an annual basis:

Overall gender pay gap figures calculated using both the mean and median average hourly pay.



The Gender Pay Gap Regulations require that all private and voluntary sector employers with 250 or more employees must publish on an annual basis:

Overall gender pay gap figures calculated using both the mean and median average hourly pay.

The numbers of men and women in each of four pay bands (quartiles), based on the employer's overall pay range. This will show how the gender pay gap differs across the organisation, at different levels of seniority.

Information on the employer's gender bonus gap, is the difference between men and women's mean bonus pay over a 12-month period; and the proportion of male and female employees who received a bonus in the same 12-month period.

The existence of a gender pay gap does not automatically equate to the existence of an equal pay issue. The two issues are entirely distinct. An equal pay review in a previous reporting period found that there were no equal pay issues within the business and this is relevant today as there have been no fundamental changes.



MEAN HOURLY PAY GAP

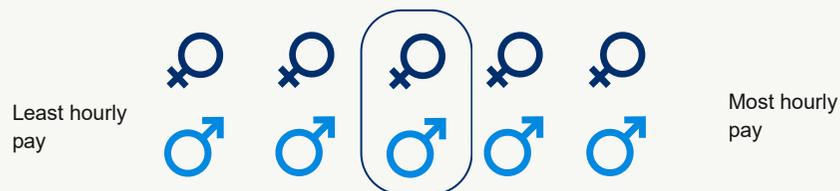
A "mean" average involves adding up all of the numbers and dividing the result by how many numbers were in the list.



MEDIAN HOURLY PAY GAP

The difference = median hourly pay gap

A "median" average involves listing all of the numbers in numerical order. If there is an odd number of results, the median average is the middle number. If there is an even number of results, the median will be the mean of the two central numbers.



OUR ANALYSIS

- Our median gender pay gap is **2.4%**
- Our mean gender pay gap is **7.8%**

The PPC Hospitality (UK) Company Ltd. salary quartiles are:

SALARY QUARTILES	% Female in quartile	% Male in quartile
Lower	60.59%	39.5%
Lower Middle	61.80%	38.20%
Upper Middle	51.60%	48.40%
Upper	47.50%	52.50%

WHERE DO WE SIT IN COMPARISON TO OTHER EMPLOYERS?

WHY DO WE HAVE A GENDER PAY GAP?

Within PPC there is a higher proportion of females working within all except the upper pay quartile. This reflects the overall higher percentage of female employees in the business. In the highest paid quartile, the balance of female to male employees has improved moderately (2.6% increase in females) in this reporting period. The upper quartile contains the general managers and consistent with the industry trend there are more male than female general managers. However, the improved balance of male and female employees within this group indicates that this year a moderate number of other senior positions have been filled by females, either through internal promotion or external hiring.

Positively, the proportion of male and female employees accessing development in soft skills such as building personal resilience and managing difficult behaviour is female biased (60% female 40% male).

Our focus remains on supporting women to strive for senior roles and ensuring this success is publicised to encourage others, communicating promotions in a tailored way to support applicants and embracing technology and all possible workplace adjustments to allow further accommodation of flexible working.

FEMALE REPRESENTATION IN THE WORKFORCE

We are pleased that overall female representation across our business has remained strong, with women accounting for over half of the overall employee population (57.3%), a 1.6% increase in this reporting period.

Median
gender pay gap is

2.4%

Mean
gender pay gap is

7.8%

57.3%
of the workforce
are women

The median pay gap for all employers in the UK was 12.8% in 2025

Our median pay gap continues to be significantly less than the national average at 2.4%

According to the Office of National Statistics (ONS).

(Correct at the time of going to print)

The Office for National Statistics ("ONS") prefers to use the median figure because it is not distorted by a small number of higher earners within a business.

BONUSES

BONUS PAY

This year 34.3% of females received a bonus compared to 34.4% of male employees. This equates to 98 more female than male employees. One employee with undeclared gender also received a bonus.

The mean gap remains in favour of males, although this has decreased from 30.6% in favour of males last reporting period to 4% in favour of males this reporting period. This is a result of the continued increase in percentage of female representation in the upper 2 quartiles.

The median bonus payment received by women was higher than the median bonus payment received by men creating a gender bonus pay gap of -20.5%.

Gender bonus pay gap is

4% (mean)

-20.5% (median)

Who received a bonus

34.4% of
male employees

34.3% of
female employees



WE ARE COMMITTED TO TAKING ACTION TO CLOSE THE GAP

Attracting, advertising and internal promotions

As a people-first hospitality business, we recognise the importance of diversity in our workforce. Whilst we have a relatively equal split in male and female employees, we recognise that continued progress is needed to ensure balanced representation at all levels.

We are encouraged by continued growth in internal promotions and are actively analysing attraction and progression data to better understand fairness of outcomes across gender. Where insights highlight imbalance or opportunity, these are used to inform targeted action rather than generic initiatives.

All vacancies are shared openly via Workvivo, our internal communications platform and Teamtailor our applicant tracking system, supporting transparency and encouraging internal progression.

Diversity, Equity & Inclusion (DE&I)

Alongside gender data, we are also developing our voluntary collection of broader diversity information, including ethnicity and age, to build a more complete picture of representation and progression. Participation is voluntary, and the insights gained help us shape more informed and inclusive people strategies.

Our current DE&I plan focuses on:

- Strengthening diverse attraction pipelines, including partnerships that support under-represented groups and age-inclusive hiring initiatives
- Supporting career progression through development, mentoring and internal mobility
- Continuing to review pay structures and role architecture to ensure fairness and consistency
- Using data and insight to track progress, challenge assumptions and measure impact

Engagement Survey

We continue to use our employee engagement survey to monitor and compare levels of engagement and satisfaction between female and male employees, ensuring fairness and identifying any areas where improvements may be needed. In the latest survey there is a very strong satisfaction score which is equal for both those participants recording male and female gender.

Learning and Development (L&D)

Our commitment to learning and development continues as planned. In 2025, all UK managers and supervisors completed Becoming a More Inclusive Leader, a face-to-face programme covering key DE&I topics, including gender-related issues. This will be cascaded to all team members in 2026. We also delivered live online sessions giving access to all, focussing on soft skills such as building personal resilience and managing difficult behaviour, with attendance averaging around 60% female and 40% male.

Policy

This year, we took time to review all of our policies to make sure the language we use is gender-neutral and that our approach genuinely supports everyone across our diverse workforce. We have placed particular emphasis on supporting women where it's needed most. This includes offering more generous family friendly policies covering areas such as maternity, paternity, shared parental leave, and neo-natal care; providing practical support for colleagues experiencing menopause; enabling hybrid working wherever it can help people balance work and life; and giving individuals more flexibility in how they take time normally linked to public holidays.

WE ARE COMMITTED TO TAKING ACTION TO CLOSE THE GAP

Our new policy on preventing sexual harassment at work, including training for team members and managers, combined with access to a confidential helpline, plays an important role in helping colleagues feel safe and supported. These measures have strengthened the sense of security for women in our organisation and have enabled early intervention when concerns are raised.

We reviewed and updated our Menopause Policy to ensure that women have the support they need to remain in work comfortably during this stage of life. The refreshed guidance helps line managers create tailored support plans, and our awareness campaign during Menopause Awareness Month encouraged open and honest conversations. This led to several colleagues reaching out for assistance without fear of judgement or consequence.

Supporting women returning from maternity leave also remains a key focus. We have refreshed our flexible working and family-friendly policies to help parents balance work and home life more easily, and we have audited our facilities to make sure that new mothers have appropriate, comfortable spaces available to them.

Building an inclusive culture to ensure that tackling disparity is central to everything we do has continued to be a high profile focus, as evidenced by the maintaining of high scores relating to DE&I in our engagement survey.

*I confirm that our gender pay gap calculations are accurate and meet the requirements of the Equality Act 2010 (Gender Pay Gap Information) Regulations 2017.
For and on behalf of PPC Hospitality (UK) Company Limited.*



Brian McCarthy, President
UK & Europe



Moira Laird, People & Culture
Director, UK & Europe