

URBAN PUBS & BARS



GENDER PAY GAP REPORT: 2025/2026

INTRODUCTION...

Under the Equality Act 2010 (Gender Pay Gap Information) Regulations 2017, Urban Pubs & Bars Ltd is legally required to publish, on an annual basis, specified information relating the difference between the average earnings of all the male and female employees, irrespective of their role or seniority.

Our vision at Urban Pubs & Bars, is "To create the best and most admired pub, bar and restaurant group in London, where everyone feels at home" To do this we are committed to ensuring equal opportunities and fairness of treatment in the workplace for all.

Our aim is to provide a working environment in which people feel comfortable and where everyone is treated with respect and dignity in all aspects of employment, including pay and benefits.

We are focused on the recruitment and development of the best talent. We do not discriminate based on gender and will always recruit or promote the best person for the job internally.

This report sets out the gender pay gap statistics for Urban Pubs & Bars Ltd in relation to the snapshot date of 5th April 2025.

The following information has been calculated in accordance with the Regulations and is legally compliant.



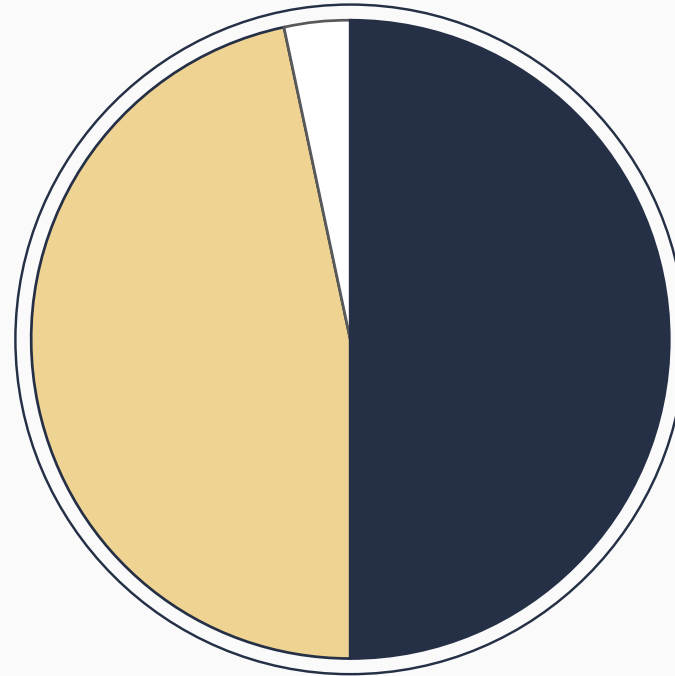


URBAN PUBS & BARS MEAN & MEDIAN GENDER PAY GAP.

Urban Pubs & Bars mean gender pay gap, which is the difference between the average of men and women's pay is 7% which is a decrease of 1% from last year. This reflects consistency in maintaining the progress we have achieved in the last few years.

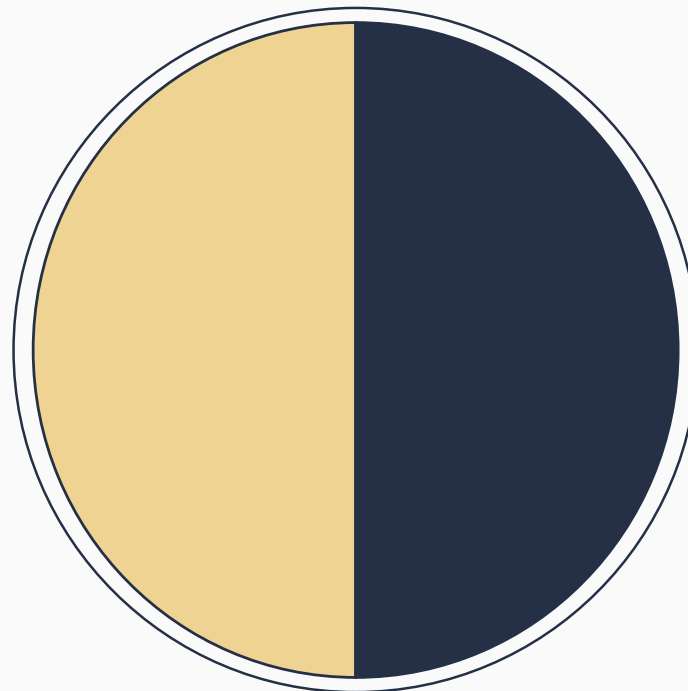
The median gender pay gap is 0%, meaning there is no difference between the midpoint of men's and women's pay.

This is supported by the fact that the majority of employees of 55% of men and 63% of women are aligned within the same pay matrix and highlights the positive impact of our ongoing efforts to create a fair and beneficial pay structure within our teams at Urban Pubs & Bars.



**MEAN GENDER
PAY GAP 7%**

- Male
- Gap
- Female



**MEDIAN GENDER
PAY GAP 0%**

- Male
- Gap
- Female



URBAN PUBS & BARS BONUS PAYMENTS.

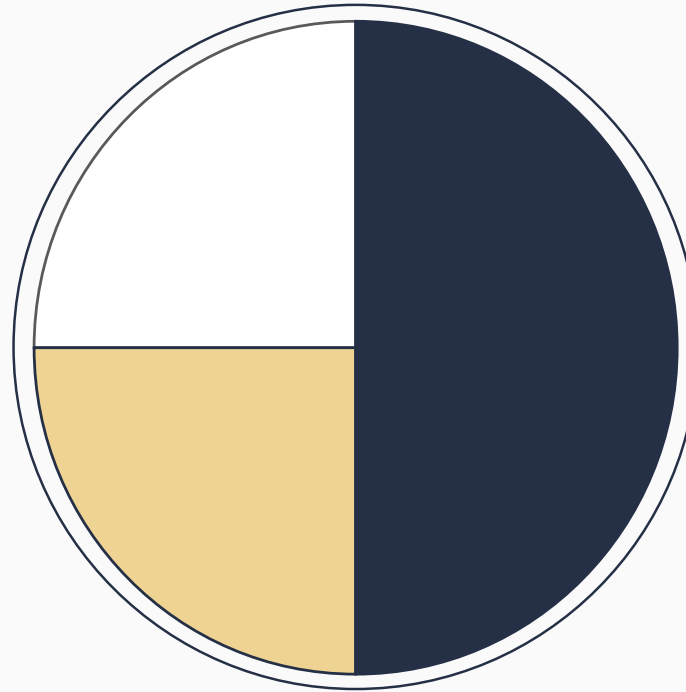
Urban Pubs & Bars bonus payments are awarded to our teams for productivity, performance, incentives, and long service awards.

The below calculation shows the percentage of men and women who received bonus pay in the 12 months of 2024/25:

- **MALE EMPLOYEES: 25%**
- **FEMALE EMPLOYEES: 16%**

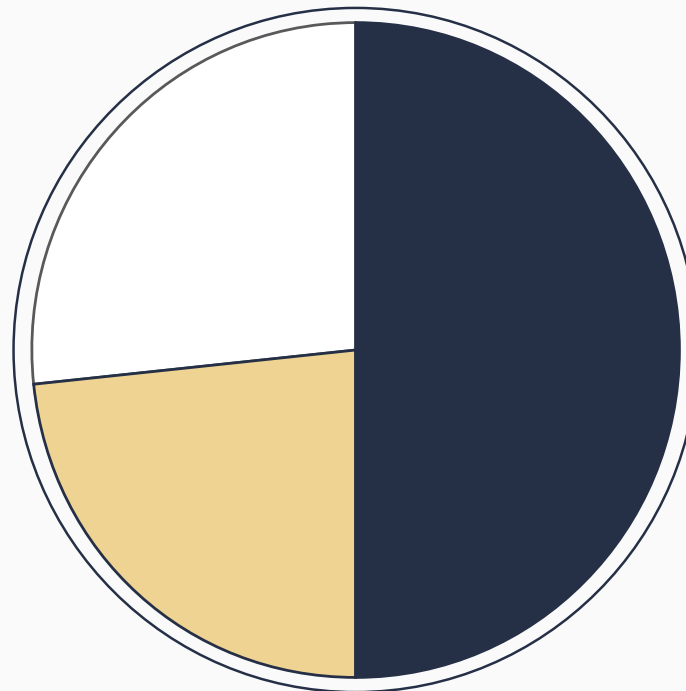
Last year 95 employees throughout the Company received recognition of their service length through a bonus scheme of recognition, with a further 216 employees who were recognised for their performance and help on New Openings & recent acquisitions.

On average, 38% of Site Management qualified for EBITDA bonus each quarter, compared to 63.3% of female General Managers, Deputy Managers and Head Chefs (19 out of 30), who outperformed the overall average.



MEAN BONUS PAY GAP 50%

- Male
- Gap
- Female



MEDIAN BONUS PAY GAP 53%

- Male
- Gap
- Female

URBAN PUBS & BARS PAY QUARTILES.

This separates our entire workforce into four equal quartiles based on the hourly rate that is paid to our employees.

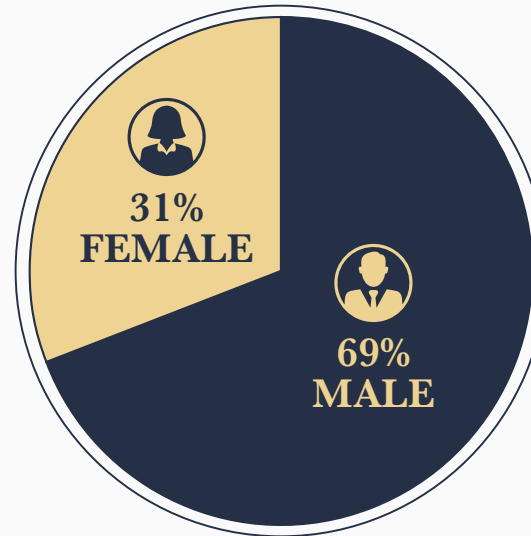
- **MALE EMPLOYEES: 59.57%**
- **FEMALE EMPLOYEES: 40.43%**

This year's reporting shows encouragement that male and females receive equivalent pay in the lower middle and upper middle pay quartiles. The lower pay quartile shows a larger male demographic, however only 3.5% of this quartile reflect aged related minimum wage for our entry roles in Front of House and Back of House.

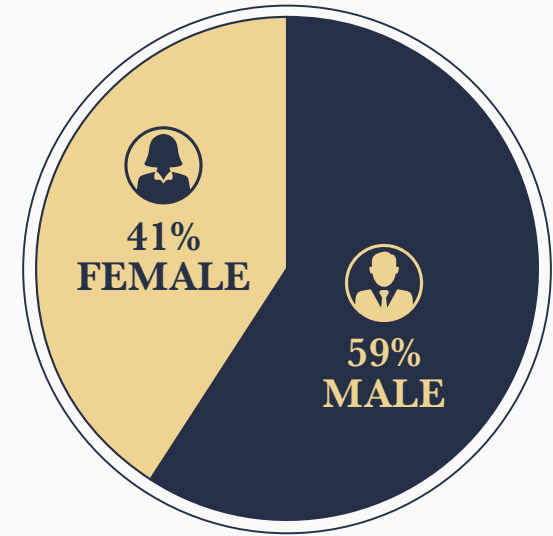
We are continuing to move forward by ensuring all job roles remain open and available without potential for gender bias. We are actively providing opportunities for our female workforce to develop through our career pathways to more senior management and leadership positions at both Site and Head Office level and hope this will show progression for women to enhance their career opportunities within Urban Pubs & Bars Ltd.

The continued growth of our company has created increased opportunities within our senior team, contributing to a 5% rise in female representation in the upper pay quartile. This reflects positive momentum in the progression of women into senior leadership roles.

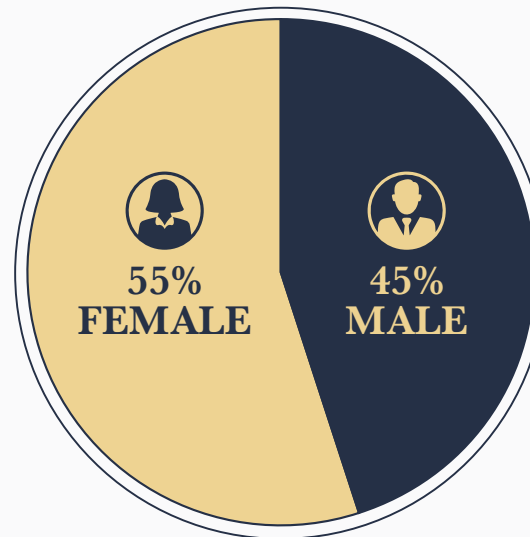
While we recognise this remains an industry wide challenge within hospitality, we are actively focused on this maintaining this progress by attracting, developing and advancing more women into senior positions within Urban Pubs & Bars.



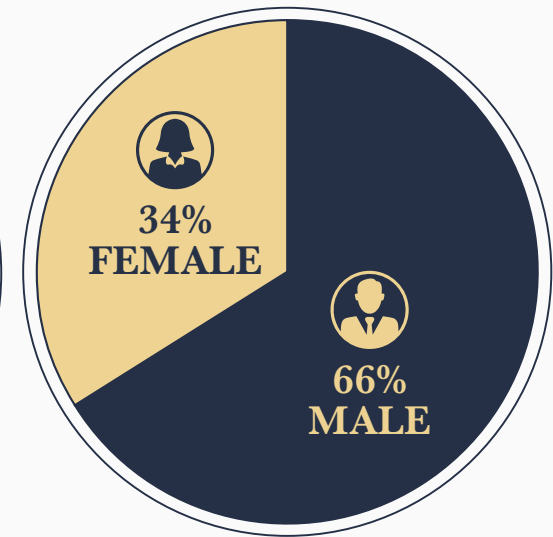
**UPPER HOURLY PAY
QUARTER**



**UPPER MIDDLE HOURLY
PAY QUARTER**



**LOWER MIDDLE HOURLY
PAY QUARTER**



**LOWER HOURLY PAY
QUARTER**

The results are based on roughly a 60/40 demographic split. Our quartiles align approximately to where is expected based on this demographic split.

CLOSING THE GAP...

We remain committed to reducing and, over time, closing our Gender Pay Gap. While our overall position is broadly consistent with the previous year, we continue to take a focused and evidence-led approach to addressing the underlying drivers of the gap.

A key area of focus remains improving gender representation within senior roles, particularly in the upper pay quartile. We are strengthening our internal talent pipeline by investing in the development of our junior and middle managers, supporting their progression into future leadership positions through clearer career pathways and targeted development opportunities.

We continue to promote fair and transparent recruitment practices, including advertising all management vacancies internally, ensuring equal access to career progression and promotion opportunities.

We have maintained and further embedded our family-friendly policies, including enhanced maternity and paternity provisions, recognising the importance of supporting colleagues at different life stages and improving retention.

In response to evolving ways of working, we remain committed to supporting flexible working arrangements where operationally practicable, balancing the needs of our colleagues with those of the business.

We also continue to review our people policies, processes, and overall employee value proposition to ensure we are fostering an inclusive, equitable, and supportive working environment for all employees.

*Written statement by
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