



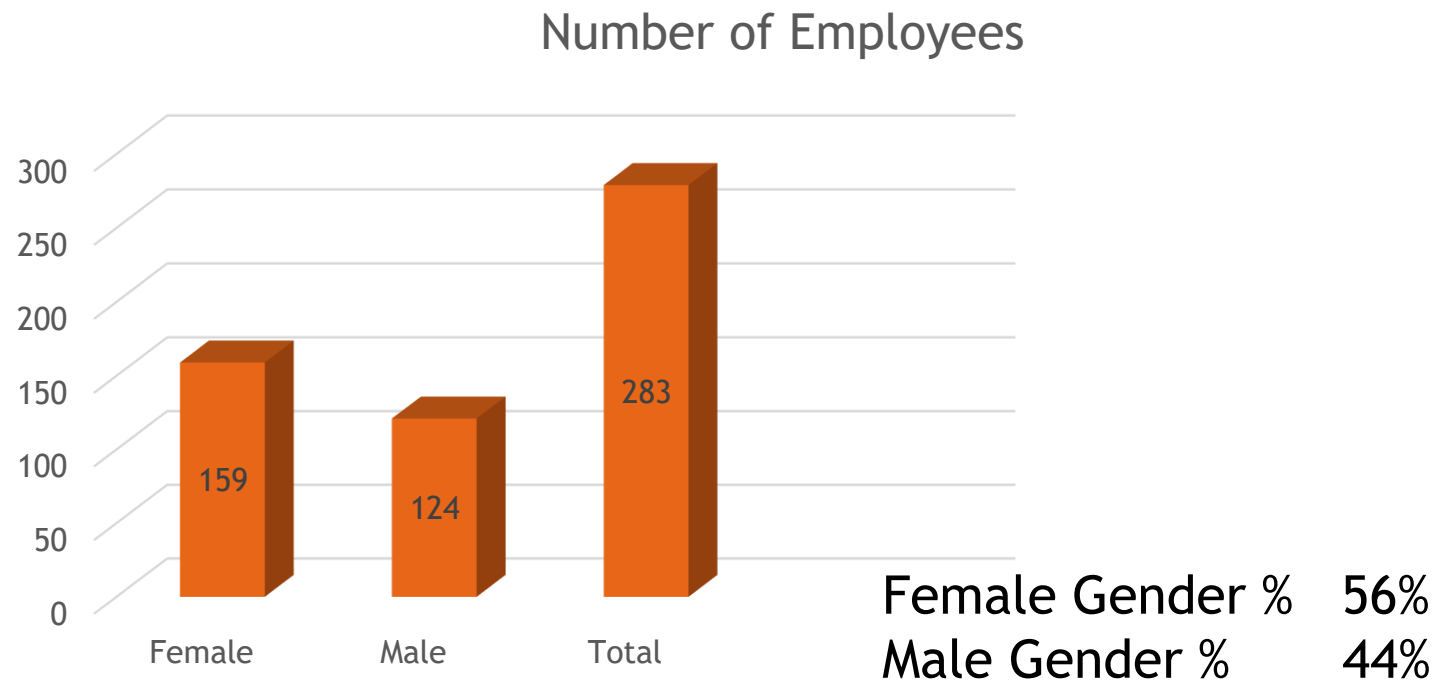
Gender Pay Gap Report 2025

Snapshot Date
30 June 2025

Reporting Period:
June 30th, 2024, to June 30th, 2025

Reporting Date:
30th November 2025

Gender Breakdown



Bonus & Benefit In Kind

% Of Male & Female Employees who Received Bonuses & Benefit in Kind

BONUS

The proportion of relevant employees of the male gender who were paid bonus remuneration = 9.68%

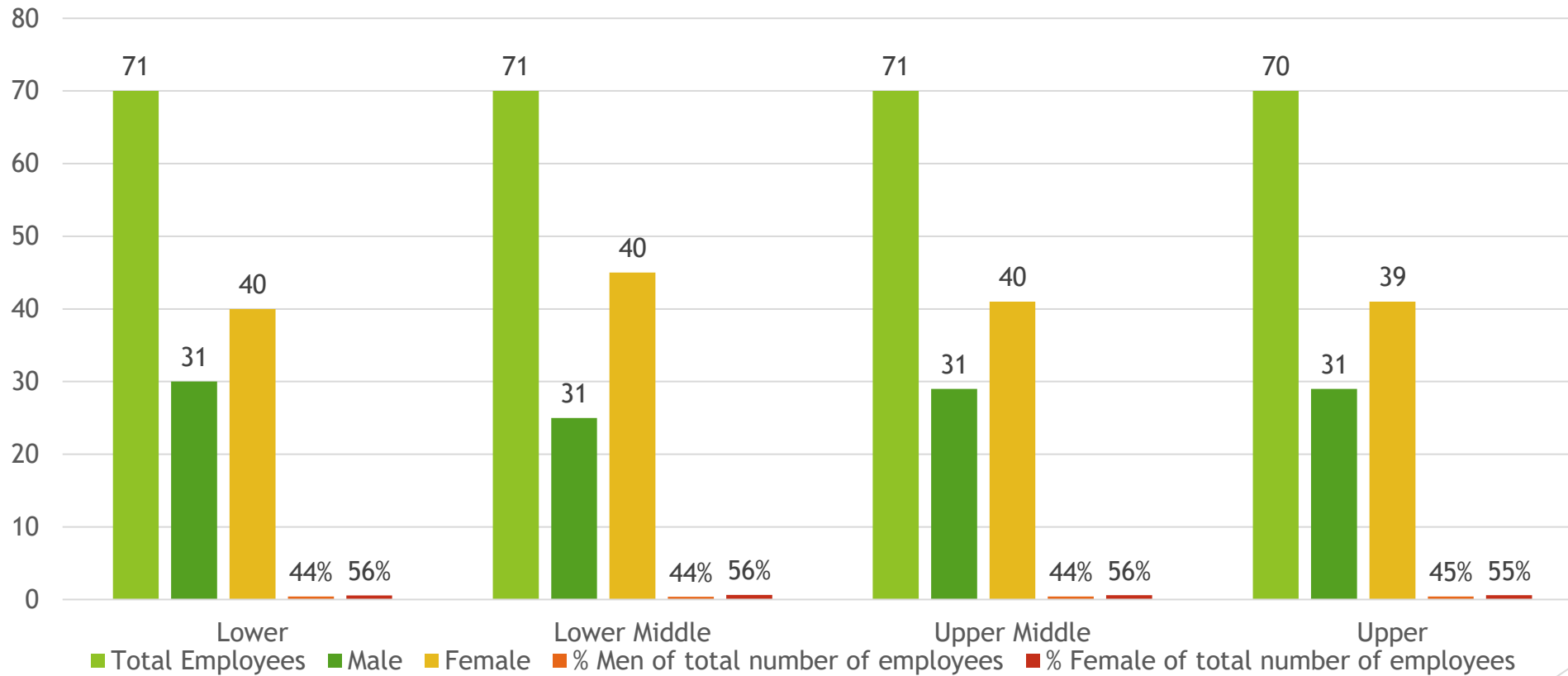
Total number of males in workforce 124

The proportion of relevant employees of the female gender who were paid bonus remuneration = 15.09%

Total number of females in workforce 159

** relevant employees of male or female gender are those who are in management positions, i.e. Heads of Department or Senior Managers.

Gender Pay Gap by Quartiles



The difference between the mean hourly remuneration of all relevant employees of male gender in comparison to all relevant employees of female gender.

All Employees		Part Time Employees		Employees receiving a bonus	
Mean		Mean		Mean 68.30%	
Male 15.47		Male 13.60			
Female 14.81		Female 13.60			
Difference 4.26%		Difference 0%			
Median		Median		Median 85.63%	
Male 17.15		Male 13.87			
Female 15.39		Female 13.73			
Difference 10.26%		Difference .96%			

Commentary

The hourly gender pay gaps at Farnham Hospitality Ltd are low across both mean and median measures. The overall mean hourly pay gap is 4.27%, indicating that on average women earn slightly less per hour than men. The median hourly pay gap is 10.26%, suggesting some underlying distribution differences, such as men being more represented in slightly higher-paid roles.

For part-time employees, both the mean and median pay gaps are effectively zero, demonstrating that part-time pay practices are applied consistently and equitably across genders.

The bonus remuneration figures show notable percentage differences between men and women. The mean bonus gap is **55.21%**, and the median gap is **84.84%**. On the surface, these percentages appear to indicate that women receive substantially lower bonuses than men. However, the underlying context of how bonuses are awarded within the organisation provides a much simpler explanation for these differences.

In this case, bonus outcomes are mainly influenced by referral fees earned through recruitment activities. Women in the organisation tend to refer successful candidates. As a result, female employees are proportionally more inclined to receive bonus payments linked to these referral fees compared with men. Because these bonuses are not evenly distributed across roles or genders, the final mean and median percentages do not reflect a structural pay issue but rather the specific nature of bonus eligibility.

Although a higher proportion of women (15.09%) than men (9.68%) received a bonus, the amounts awarded to men are considerably larger. This suggests that roles receiving higher bonus entitlements may be more commonly held by male employees, or that the bonus structure favours certain job categories with higher male representation.

Commentary

The gender distribution across all four pay quartiles is consistent, with approximately 44% male and 56% female representation in each quartile. This indicates that men and women are distributed evenly throughout the pay structure and that there is no evidence of one gender being concentrated in either the highest or lowest pay grades. For part-time employees, both the mean and median pay gaps are effectively zero, demonstrating that part-time pay practices are applied consistently and equitably across genders.

This even distribution aligns with the relatively small hourly pay gaps and demonstrates balanced progression opportunities across the business.

Overall, Farnham Hospitality Ltd demonstrates fair and balanced hourly pay structures, with low gender pay gaps and equal part-time pay. The organisation also maintains a consistent gender distribution across all pay quartiles.

The primary area requiring attention is bonus remuneration, where men receive substantially higher bonus values despite fewer male recipients. The business may benefit from reviewing bonus-linked roles, eligibility criteria, and the allocation process to ensure fairness and transparency.