

Bespoke Gender Pay Gap Report 2025

This Gender Pay Gap (GPG) Report outlines the pay differences between male and female employees across Bespoke Hotel group for the snapshot year **2025**. The data has been calculated using hourly pay and bonus-related information.

As an employer with a workforce of more than 250 in the UK, we must comply with updated guidance for the statutory provisions regarding Gender Pay Gap. This report is for 5th April 2025 and the figures contained have been calculated using the methodology stipulated by UK legislation.

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 151 male and 150 female employees within an overall headcount of 301 within Bespoke Hotels (ISIS) 2 Limited. Everyone is paid based on the role they have and their performance in that role. No other factors affect remuneration.

The Office for National Statistics has reported the gender pay gap has been decreasing slowly over time; over the last decade it has fallen by more than a quarter among full-time employees, and in April 2025, it stood at 6.9%, down from 7.1% in April 2024

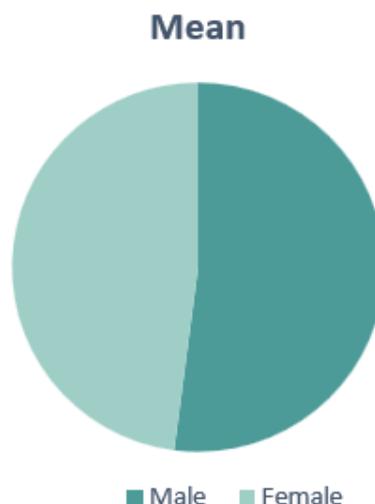
We remain committed to fostering a workplace where merit and performance drive career advancement and we are dedicated to achieving a truly equitable pay structure for all employees.

Results:

Mean Gender Pay Gap

The mean gender pay gap is calculated as the difference between average hourly earnings of male and female employees as a proportion of male average hourly earnings.

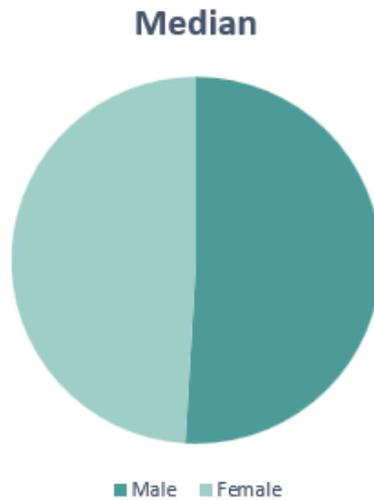
Mean gender pay gap of 7.92%, with women earning less on average than men



Median Gender Pay Gap

The median figure is the percentage difference between the midpoints in the ranges of male and female average hourly pay.

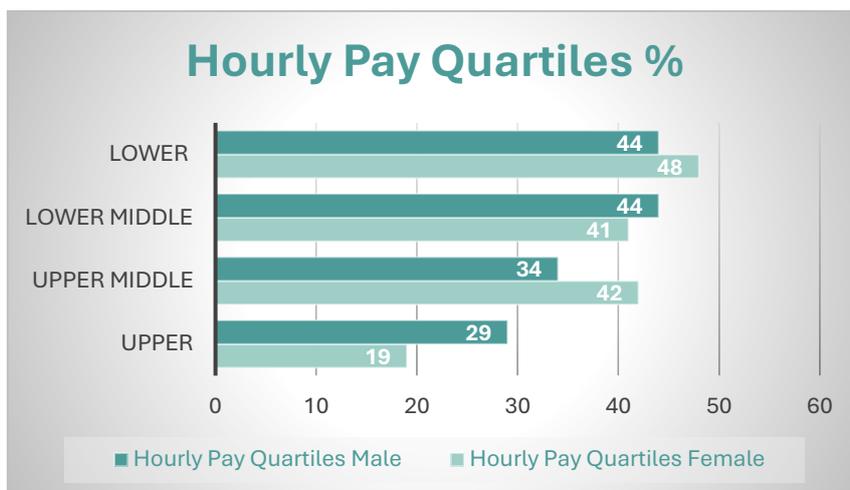
The median pay gap of 3.69% in favour of men.



Hourly Pay Quartiles

The proportion of male and female employees are split into quartile bands based on their hourly rate.

There is a higher proportion of males than females in the upper quartile suggesting that male employees are more likely to hold supervisory or management positions as a proportion of their total population. This proportion is improved from last year's report. Female representation in the top quartile remains very positive and shows the Company's commitment to hire and promote women to top roles in the business



Bonus Pay:

All bonus incentives are on a discretionary basis and are based on performance. We will continue to grow the opportunity to receive a bonus in the business.

In 2025 a higher proportion of males received a bonus.

Gender	Count of Bonus	Count of Gender	% Receiving Bonus
Male	13	151	8.61%
Female	3	150	2.00%
TOTAL	16	301	

Overview

We strongly value diversity in our workforce and are an equal pay employer; men and women performing equal roles receive equal pay.

We believe our influence over improving the Gender Pay Gap will be driven by our culture of transparency and inclusivity to ensure all our employees are equally attracted and able to apply for positions and development within the group.

Actions to Address the Gender Pay Gap

- Strengthening pathways for women Into Higher-Paid Roles
- Targeted development programmes for women in supervisory and management pipelines.
- Transparent internal recruitment and promotion processes.
- Reviewing Bonus Eligibility Criteria
- Monitor participation rates annually.
- Supporting Flexibility and Retention in Higher-Paid Roles
- Ensure part-time or flexible-working employees who are more likely to be women are not disadvantaged in progression or bonus eligibility.

Statement

We are committed to ensuring fairness and equality across the Bespoke portfolio. The Gender Pay Gap results for 2025 demonstrate areas where meaningful improvement is needed—particularly in bonus distribution and the representation of women in our highest-paid roles. Bespoke will continue working to create an inclusive environment where all employees have equal opportunity to grow, progress, and succeed.

Signed:

Dated: 04 / 03 / 2026



Signed by Steve Littlefair – Director, on behalf of Bespoke Hotels (ISIS) 2 Limited.