

Fragrance UK Investment Ltd Gender Pay Gap Reporting

February 2026



Fragrance UK Investment Limited Gender Pay Gap Reporting (2025 Data)

Fragrance UK Investment Ltd owns The Imperial Hotel Blackpool, The Crown Harrogate, The Duke of Cornwall, The Lyndene, Aloft Liverpool, Townhouse Manchester, The Marine Hotel, The Municipal Liverpool, Mercure Paignton, Ibis Styles Paignton and The Grand Atlantic Weston Super Mare, directly employs the majority of employees working in those hotels. Fragrance UK Investment Ltd has engaged RBH Hospitality Management Limited ('RBH') to manage these hotels on their behalf.

The data presented below has been prepared in accordance with the *Equality Act (Gender Pay Gap Information) Regulations 2017*.

This is the first GPG report this company has had to report.

Our 2025 data at a glance

	MALE	FEMALE	GAP %	
PAY RATE*				
Mean	£14.03	£13.95	0.5%	Pay Rates reported are for Full-Pay Relevant Employees** in the Relevant Pay Period***
Median	£12.09	£12.10	-0.1%	
BONUS AMOUNT				
Mean	£179	£387	-116.3%	Bonus Amounts reported are for all Relevant Employees**** who received a bonus in the Relevant Bonus Period*****
Median	£123	£91	26.3%	
QUARTILE PAY BAND				
Lower	50%	50%		Quartile Pay Bands reported are based on Pay Rates of Full-Pay Relevant Employees in the Relevant Pay Period
Lower Middle	50%	50%		
Upper Middle	42%	58%		
Upper	57%	43%		
PAID BONUS				
Total Employees Paid	362	374		% Paid Bonus shows proportion of Relevant Employees who received a bonus in the Relevant Bonus Period
# Paid Bonus	214	226		
% Paid Bonus	59.1%	60.4%		
Pay Rate* total amount paid (ordinary pay + bonus pay), in the relevant pay period, converted to an hourly rate				
Full-Pay Relevant Employees** any employee who is employed on the snapshot date and who is paid their usual full basic pay (or pay for piecework) during the relevant pay period				
Relevant Pay Period*** the pay period within which the snapshot date (April 5) falls				
Relevant Employees**** all employees employed by the employer on the snapshot date of a given year				
Relevant Bonus Period***** is a twelve month period that ends on the snapshot date				



Understanding our gaps, reviewing our actions

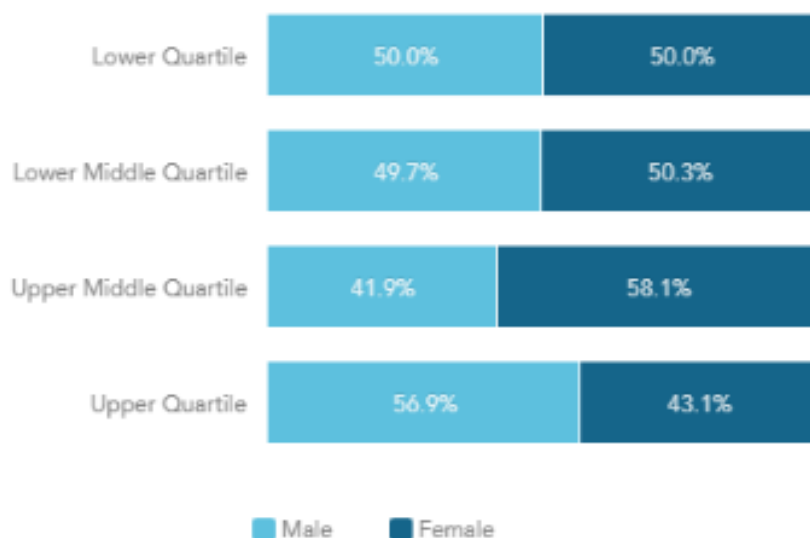
Our workforce and pay quartiles

Our workforce

Fragrance UK Investment Ltd gender pay gap data was collected on the snapshot date of 5 April 2025. At this time there were 667 colleagues in the workforce, made up of an equal split of genders. The below does show some minor imbalance across quartiles yet an encouraging sign in that there is a slight favor in the upper middle quartile for women, highlighting that there is opportunity for females to progress.

In comparison to the 2024 data there is a continued improvement in the balance across all quartiles, including an increased female representation in the upper quartile, which is very positive.

Proportion of Males and Females in each Quartile Pay Band

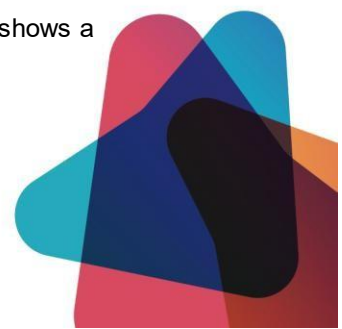


Our median gender pay gap

To calculate our median gender pay gap, we sorted all employees by hourly pay. We then compared the pay of the employee at the midpoint of the female pay range with the pay of the employee at the midpoint of the male pay range. The difference between these two figures represents our median gender pay gap.

	Male	Female	Gap
Median Pay Rate	£12.09	£12.10	-0.1%

The median shows a variation of only -0.1% compared to 0.6% in the 2024 data set. This shows a positive shift towards a balanced pay rate.



Fluctuations by quartile are largely driven by changes in the people who work with us and the various locations of the properties covered in the report. We are confident that we pay fairly and equally in the same or similar roles.

Since the last report we have increased our female representation within the senior team, which has a positive impact on our gender pay.

Our mean gender pay gap

We calculate the mean gender pay gap by comparing the average hourly pay for females with the average hourly pay for males. The gap between these two averages is the mean gender pay gap

	Male	Female	Gap
Mean Pay Rate	£14.03	£13.95	0.5%

This year the average pay for females was 0.5% less per hour than the average pay for males, in comparison to the 2024 data which was 7.3%. This shows a significant improvement between the genders. Whilst we have always maintained a fair pay structure, we are pleased to see this reflected in the data.

Our bonus pay gap

The bonus gap reflects the difference between bonus payments or one off lumpsum awards (such as recognition payments) received by male employees compared with those received by female employees. Only employees who received a bonus are included in this calculation. -off lump-sum awards (such as recognition payments) received by male employees compared with those received by female employees. Only employees who received a bonus are included in this calculation.

The bonus gap is shaped by the types of payments counted as bonuses under legislation. Regular commission payments must be compared with performance based bonuses awarded to senior leaders. Because performance bonuses depend on varying KPIs and are not guaranteed, they can significantly shift the bonus gender pay gap in favour of either gender. We use KPI's with other key measures to ensure consistency and fairness across all genders.

	Gap
Mean Bonus Pay	-116.3%
Median Bonus Pay	26.3%



Percentage of males and females receiving a bonus in 2025

	2025
Male	59.1%
Female	60.4%

Whilst we continue to operate equal opportunities to receive a bonus, 2025 saw an equal percentage of male and female colleagues receiving bonus payments. This has improved since 2024 to show more of a balance between the genders.

Narrative and Next Steps

Ongoing analysis of the results continue to be undertaken by RBH, as the operator, to review the pay and remuneration strategy for the hotels managed on behalf of Fragrance UK Investment Ltd and to address the gender pay gap going forward. This is now the third year the company has been required to report its data, providing a valuable year on year comparison. Not only has the company seen improvement over time, we also perform well against external benchmarking: our mean gender pay gap is 0.5%, compared with 5% in the HMRC & VOA gender pay gap report 2025.-on-year comparison. The mean gender pay gap is 0.5%, compared with 5% in the 'VOA gender pay gap report 2025'.

In determining pay and reward, a range of factors are considered, including legislative requirements, the wider economic climate, overall company performance, and the external labour market for hotel-based roles. Pay and reward decisions must balance these elements while also recognising exceptional performance through departmental bonus and incentive schemes.

RBH, in operating the 11 hotels, remains committed to attracting and retaining female employees. Increasing the representation of women in leadership roles continues to be a core objective and aligns with RBH's wider ambition for 50% of leadership positions to be held by women. As of April 2025, the leadership split across the RBH portfolio was 56% male and 44% female.

While diversity and inclusion remain central to our strategy, these initiatives will be subject to further review and scrutiny within these locations to ensure effectiveness.

Signed:



Date: 15th February 2025

Title: Human Resources Director

