Amber Springs Hotel

Gender Pay Gap Report 2026

Introduction

Amber Springs Hotel is committed to maintaining a fair, inclusive and supportive working environment where employees are valued, treated fairly and provided with equal opportunities for development and progression.

Our Gender Pay Gap Report examines the differences in average pay and bonus payments between male and female employees. The results reflect our workforce composition, pay structures, roles, working patterns and distribution of employees across different pay levels.

Reporting period

Reporting year	2026
Snapshot date	30 June 2026
Total employees	287
Male employees	113
Female employees	174

Gender pay gap results

Measure	2025	2026
Mean ordinary hourly pay gap	17.26%	11.10%
Median ordinary hourly pay gap	1.43%	1.49%
Mean salary pay gap	12.45%	9.90%
Median salary pay gap	22.25%	-5.56%
Mean part-time pay gap	2.04%	1.04%
Median part-time pay gap	-0.67%	0.46%
Mean bonus pay gap	0.26%	24.54%
Median bonus pay gap	-10.09%	7.12%

A positive pay gap indicates that average male pay is higher than average female pay. A negative pay gap indicates that average female pay is higher.

Ordinary hourly pay

The mean ordinary hourly pay gap reduced from 17.26% in 2025 to 11.10% in 2026, representing an improvement of 6.16 percentage points.

The median ordinary hourly pay gap remained broadly stable at 1.49%, compared with 1.43% in the previous reporting year.

The results indicate that the difference between average male and female hourly earnings has reduced significantly, while the median hourly pay difference remains relatively small.

Salary pay

The mean salary pay gap reduced from 12.45% to 9.90% between 2025 and 2026.

The median salary pay gap changed from 22.25% in favour of male employees in 2025 to -5.56% in 2026, meaning that the median salary for female employees was higher than that of male employees in the current reporting period.

These changes reflect the distribution of employees across salaried roles, levels of responsibility and the composition of the workforce during the reporting periods

Part-time pay

The mean part-time pay gap reduced from 2.04% in 2025 to 1.04% in 2026.

The median part-time pay gap remains relatively small, moving from -0.67% in 2025 to 0.46% in 2026.

The results demonstrate a close alignment between male and female part-time hourly pay

Bonus pay

The mean bonus pay gap increased from 0.26% in 2025 to 24.54% in 2026. The median bonus pay gap moved from -10.09% to 7.12%.

Bonus payments are made to a relatively small proportion of employees and may vary according to role, eligibility, responsibility and performance. As a result, differences in the number of recipients and the value of individual payments can have a significant effect on the overall reported bonus gap.

In 2026, eight male employees and four female employees received bonus payments.

Amber Springs will continue to review bonus arrangements, eligibility and payment structures to ensure that they remain fair and appropriate

Pay quartiles

The pay quartile analysis examines the distribution of male and female employees across the hotel's pay groupings. Female representation in 2026 was:

Pay quartile	Female representation
Upper	37.29%
Upper-middle	66.67%
Lower-middle	59.46%
Lower	68.75%

Female employees represent the majority of the workforce in three of the four reported pay groupings. Female representation in the upper pay quartile increased from 30.61% in 2025 to 37.29% in 2026.

This reflects a positive change in female representation within the upper pay grouping, while the distribution of employees across roles and levels continues to influence the overall pay gap

Benefits in kind

	Male	Female
Employees receiving BIK	88	131
Participation rate	77.88%	75.29%

Participation in benefits-in-kind arrangements was broadly comparable between male and female employees. The participation rates indicate a relatively similar level of access to benefits-in-kind across male and female employees

Our commitment

Amber Springs Hotel remains committed to:

• Fair and transparent remuneration.
• Equal opportunities in recruitment and promotion.
• Supporting career development and progression.
• Reviewing pay, bonus and reward structures.
• Providing an inclusive working environment.
• Ensuring opportunities for progression are based on capability, experience, contribution and performance.

Conclusion

The 2026 Gender Pay Gap Report demonstrates improvement across several key pay measures at Amber Springs Hotel.

The mean ordinary hourly pay gap reduced from 17.26% to 11.10%, while the mean salary pay gap reduced from 12.45% to 9.90%. The median salary pay gap also changed significantly, moving from a male advantage in 2025 to a female advantage in 2026.

Female employees continue to represent the majority of our workforce and are represented across all four pay groupings. Female representation in the upper pay quartile increased year-on-year.

The principal area requiring further consideration is bonus remuneration, where the mean bonus pay gap increased in 2026. We will continue to review bonus eligibility, remuneration structures, career progression and workforce composition to ensure that our pay and reward practices remain fair, transparent and appropriate.

Amber Springs Hotel remains committed to equality of opportunity, fair remuneration, career development and an inclusive workplace where employees can progress based on their contribution, experience and capability