

Gender Pay Gap Report 2024–2025

Pennyhill Park Limited | Published April 2026

Introduction

At Exclusive Collection, our vision is to create happiness in amazing places. We believe that a sense of belonging sits at the heart of that ambition. When our people feel recognised, valued, and empowered to be themselves, they can thrive in their roles and deliver exceptional experiences for our guests.

We are committed to building a workplace culture rooted in equality, diversity, and inclusion. These values are fundamental to who we are and how we work. This includes ensuring fairness and consistency in how we reward our people and being transparent about our progress.

This Gender Pay Gap Report has been prepared in line with the Equality Act 2010 and the Gender Pay Gap Reporting Regulations (2017). It outlines the gender distribution and pay gap at Pennyhill Park Limited based on data from 5 April 2025, as required. We confirm that these figures have been calculated in accordance with regulatory guidance and are accurate.

It is important to recognise that the gender pay gap is not the same as equal pay. Equal pay refers to men and women being paid the same for performing the same or similar work. The gender pay gap instead highlights the difference in average pay between men and women across the whole organisation, influenced by representation at different levels and in different types of roles.

Our Gender Profile

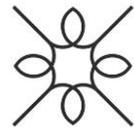
Our overall gender split at the reporting date was: 41% men and 59% women. This reflects strong female representation across Pennyhill Park, including in roles that significantly shape our organisational culture and guest experience.

Hourly Pay Gap

Mean Gender Pay Gap: 2%

Median Gender Pay Gap: -4%

These figures demonstrate that pay between men and women is well balanced across the organisation. The slightly negative median pay gap indicates that women's median hourly pay is marginally higher than men's, influenced by women being represented across a wide range of roles with consistent hourly pay structures.



Bonus Pay Gap

Proportion receiving a bonus: 21% of men and 49% of women.

Mean Bonus Pay Gap: -55%

Median Bonus Pay Gap: 50%

Women, on average, received higher bonus values, reflected in the negative mean bonus gap. Men received more consistent bonus amounts, contributing to the higher median figure. This distribution shows a small number of higher bonuses awarded to women, while men's bonuses tended to cluster around a mid-range value.

Pay Quartiles

Upper Quartile: 32 men | 39 women

Upper Middle Quartile: 23 men | 49 women

Lower Middle Quartile: 25 men | 46 women

Lower Quartile: 36 men | 36 women

Women are consistently well represented across all quartiles, including in senior positions. The equal representation in the lower quartile and strong representation in the middle quartiles indicate a balanced structure.

Our Commitment to Equality, Fairness & Belonging

We have implemented a minimum pay rate aligned to the Real Living Wage, reinforcing consistent and fair pay practices. We are taking active steps to support progression pathways, growing our talent, development and invest in work-life balance, and wellbeing across our teams. We remain committed to improving gender balance, particularly in areas where representation has varied historically.

Statement of Accuracy

I confirm that the information and data within this Gender Pay Gap Report are accurate and have been calculated in accordance with the requirements of the Gender Pay Gap Reporting Regulations.

Danny Peccorelli

Managing Director

Pennyhill Park Ltd