

# NIGHTCAP

GENDER PAY GAP  
REPORT '25



# WELCOME TO OUR GENDER PAYGAP REPORT

At Nightcap, **people are everything.**

We are proud to share our latest Gender Pay Gap Report for 2024, reflecting our commitment to fostering a **fair, inclusive, and empowering** workplace for all. This report provides a transparent overview of our progress and outlines the steps we are taking to drive greater equity across our business.

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This report was approved and supported by Nightcap Group People Director.

*A. Dilks*

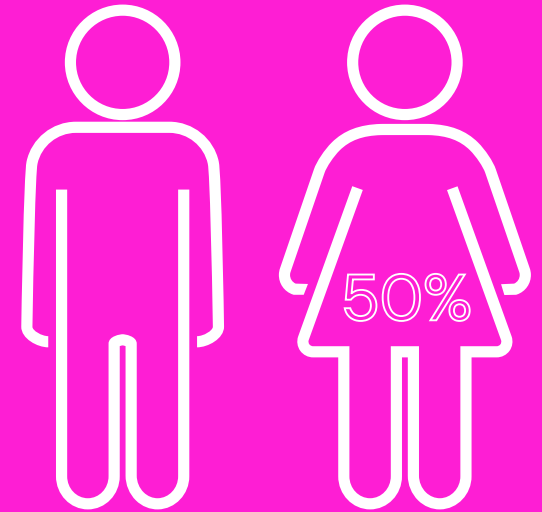
Adam Dilks  
Group People Director

## BACKGROUND

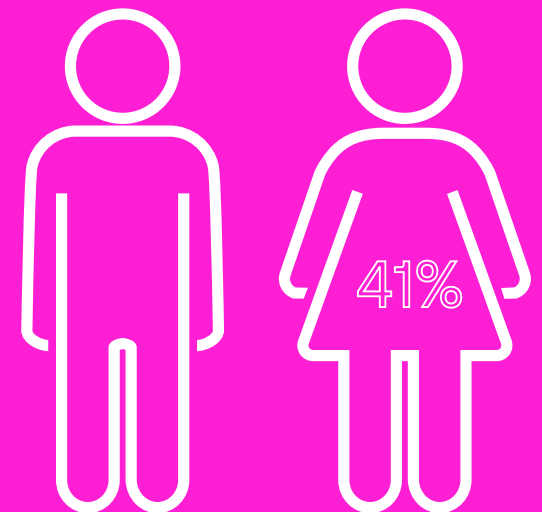
Founded in 2021, Nightcap has grown into a powerhouse of hospitality through the acquisition of London Cocktail Club, The Adventure Bar Group, Barrio Bars, Dirty Martini, The Piano Works and most recently the Brighton i360 attraction. Despite the challenges following Brexit, the Covid-19 pandemic, and industry-wide disruptions, we have remained resilient, adaptable, and **focused on our people**.

Our commitment to fair pay and equal opportunities is at the heart of our business. As of the snapshot date in 2024, **41% of our workforce** and **50% of our Group Executive Board** are women. We are dedicated to building pathways for career growth through leadership development programs that recognise talent, ambition, and performance.

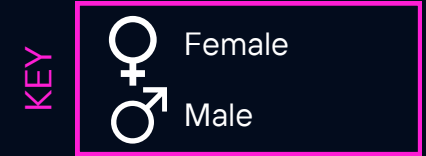
### GROUP EXECUTIVE BOARD



### TOTAL WORKFORCE



## METHODOLOGY



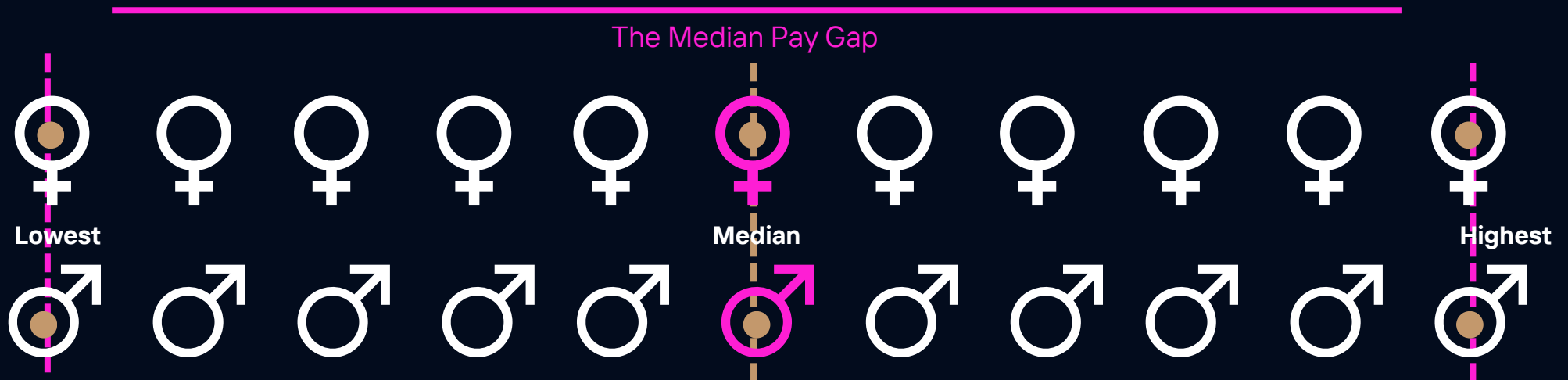
The gender pay gap serves as a metric for measuring equality by examining any disparity in average earnings between men and women throughout our organisation. This gap is expressed as a percentage of men's earnings and is calculated in two ways: the mean and median.

Calculating the mean gap involves determining the average pay for all women and men respectively. The difference between these two average figures is divided by the average pay for men, and the result is multiplied by 100 to derive the mean gap as a percentage.

The median gap is calculated by arranging payments made to women in descending order, as well as payments made to men. The middle hourly pay rates for both genders are identified, and the difference between these two rates is divided by the male hourly pay rate. Consequently, the result is multiplied by 100 to obtain the median gap as a percentage.

Similarly, the gender bonus pay gap is an equality measure that examines the disparity in bonus payments earned by men and women over the course of a year. This gap is also expressed as a percentage of men's bonus earnings and is recorded using the mean and median calculations.

It is important to note that the gender pay gap should not be confused with equal pay, which focuses on assessing whether men and women in the same employment receive comparable compensation for performing either the same job or work of equivalent value.



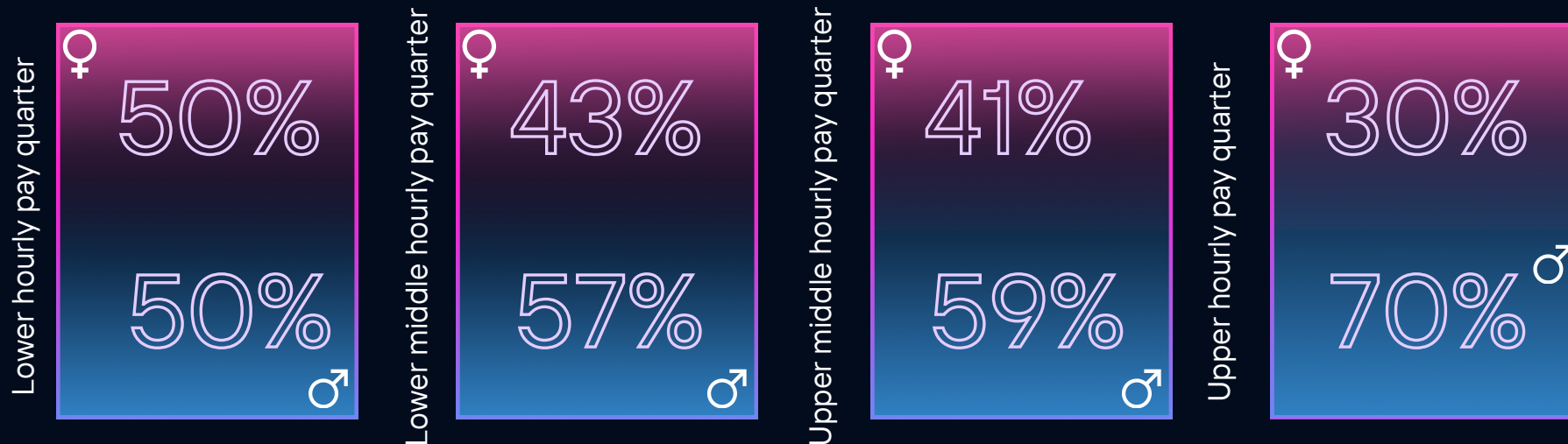
## OUR FINDINGS

At Nightcap, our commitment to pay equity is reflected in our latest figures:

- Mean Gender Pay Gap: 5.1% (compared to the UK average of 8.2%)
- Median Gender Pay Gap: 2.1%

This demonstrates continued improvement and reinforces our dedication to closing the gap.

### Percentage of Women and Men in each hourly pay quarter



## OUR FINDINGS

MEAN  
GENDER PAY

5.1%

On average, men earn £1.05 for every £1.00 earned by women.

MEDIAN  
GENDER PAY GAP  
FOR HOURLY

2.1%

This means that for every £1.00 earned by a male employee, a female employee earns £0.98.

PERCENTAGE  
OF MEN AND WOMEN  
RECEIVING BONUS PAY

11%

Of all employees received a bonus.

MEAN  
GENDER PAY GAP  
FOR BONUS PAY

11%

The mean average pay gap for bonus pay was in favour of men.

Our gender bonus gap is influenced by the structure of our profit-led bonus scheme, primarily benefiting venue management teams and our support centre. The variance is linked to a higher proportion of men in senior venue management and support roles.

## OUR COMMITMENT TO CHANGE

Equity and inclusivity are core to our People Strategy. In 2024, we strengthened our People Function and introduced initiatives to drive greater gender equity, including:

- Expanding leadership and management development programs to provide clear pathways for career progression
- Enhancing mentorship and sponsorship opportunities for women in leadership roles.
- Continuously reviewing pay structures and promotion processes to ensure fairness and transparency.

### Looking Ahead

While we are proud of the progress we have made, we know there is always more to do. Our goal is to further reduce the gender pay gap and ensure that talent, ambition, and performance remain the key drivers of career advancement at Nightcap. We will continue **investing in our people**, fostering an inclusive culture, and ensuring everyone has the opportunity to thrive.

Together, we are building a future where everyone can **own their outcome**.