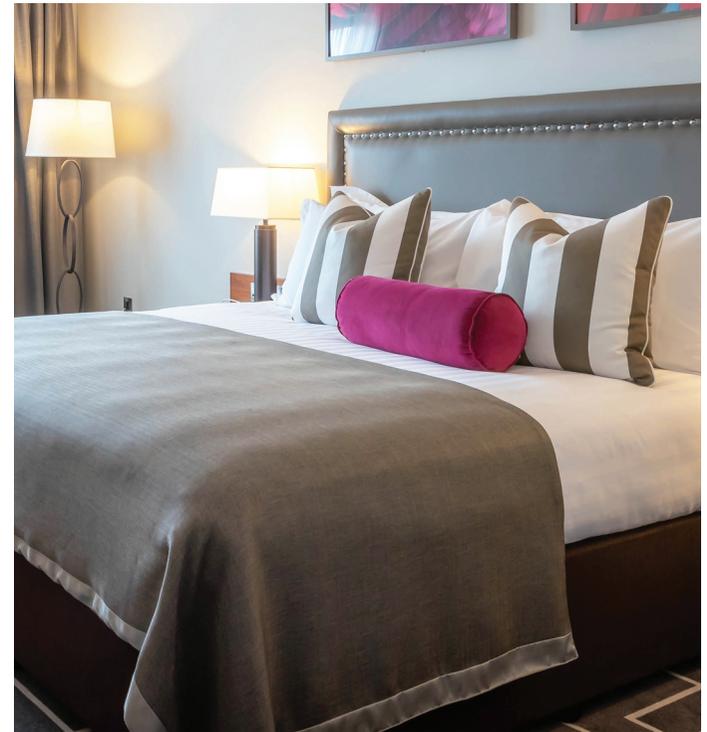
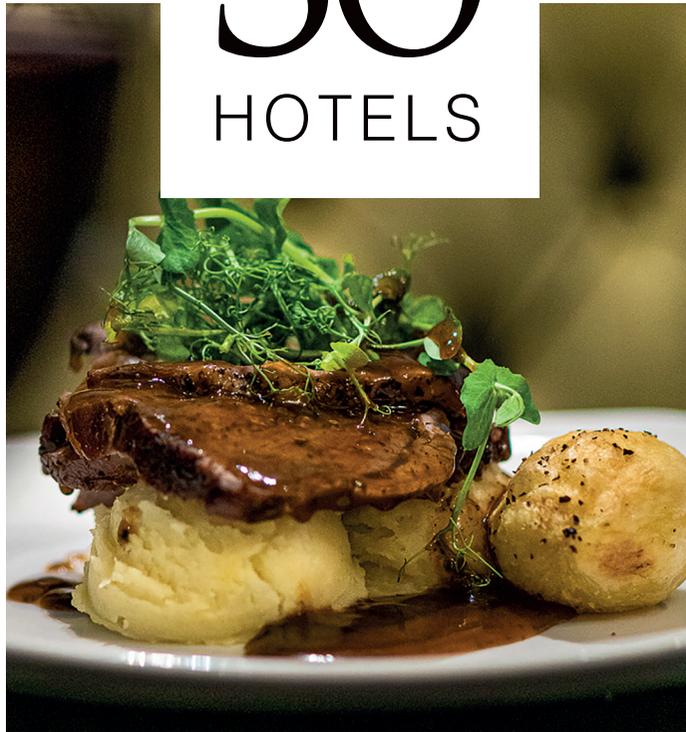


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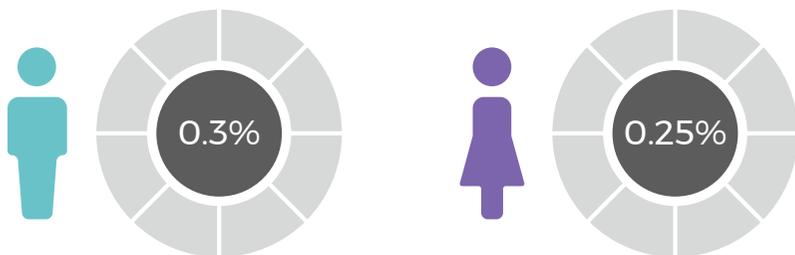


GENDER PAY GAP 2025

GENDER PAY GAP

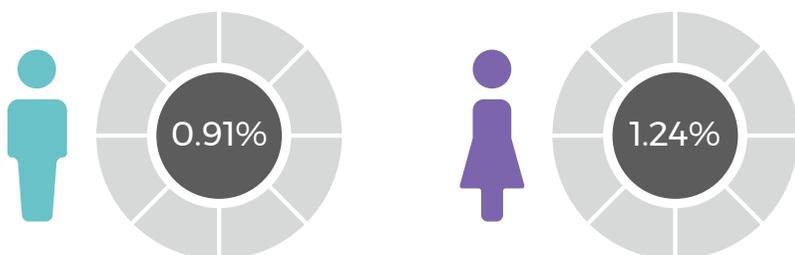
	MEAN	MEDIAN
FULL TIME EMPLOYEES	5.32%	-1.65%
PART TIME EMPLOYEES	0.73%	0%

BENEFIT IN KIND



Percentage of employees paying BIK

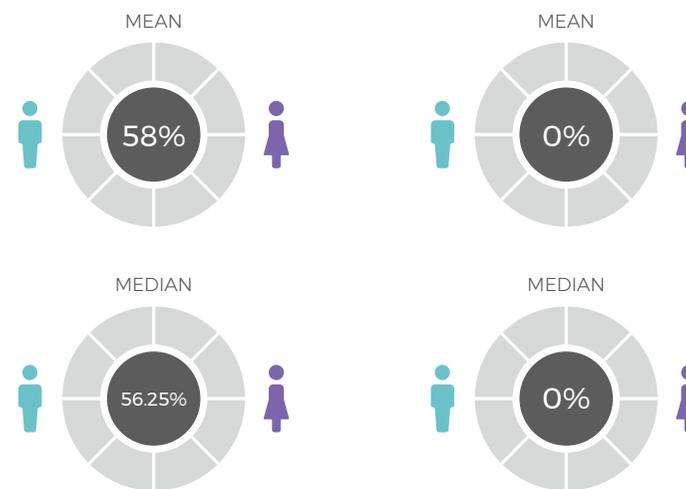
BONUS



Percentage of employees receiving a bonus

BONUS PAY GAP

Permanent salaried employees Temporary hourly employees



PAY QUARTILE

	Men	Women
1ST QUARTILE	13%	87%
2ND QUARTILE	70%	30%
3RD QUARTILE	46%	54%
4TH QUARTILE	50%	50%

GENDER PAY GAP 2025

GENDER PAY GAP REPORT - SO HOTEL GROUP

At So Hotel Group, we are committed to creating a diverse, inclusive, and equitable workplace for all of our employees. As part of our ongoing commitment to transparency and accountability, we present our Gender Pay Gap Report, which outlines the differences in average earnings and bonus payments between men and women across our organisation.

GENDER PAY GAP (HOURLY PAY)

Among full-time hourly paid employees, the **mean gender pay gap is 5.32%**, and the **median gap is -1.66%**. This indicates that, on average, men earn slightly more than women per hour in full-time roles. However, the small median gap suggests that pay is relatively balanced across the majority of employees in this category.

For part-time hourly paid employees, the pay gap is significantly lower, with a **mean gap of 0.73%** and a **median gap of 0.00%**, reflecting a near-equal hourly pay rate between male and female employees in these roles.

BONUS PAY GAP

There is a notable gap in bonus pay among permanent salaried employees, with a **mean bonus gap of 58%** and a **median gap of 56.25%**. This reflects the current distribution of roles eligible for bonuses and indicates that men in these roles typically receive higher bonuses than their female counterparts. In contrast, for temporary hourly employees, **there is no bonus pay gap**, with both the mean and median gaps at **0%**.

BONUS AND BENEFITS PARTICIPATION

A **higher percentage of Female employees (1.24%) received a bonus** compared to **female employees (0.91%)**. Regarding **benefit in kind (BIK)**, a **slightly higher proportion of Male employees (0.30%) received BIK** compared to **male employees (0.25%)**.



GENDER PAY GAP 2025

PAY QUARTILES

An analysis of the pay quartiles shows the distribution of male and female employees across the organisation:

Quartile 1 (Lowest pay): 87% Female | 13% Male

Quartile 2: 30% Female | 70% Male

Quartile 3: 54% Female | 46% Male

Quartile 4: (Highest pay): 50% Female | 50% Male

While female representation is strong across all quartiles, and is on par in the highest pay quartile. There is a gap in quartile 1 which reflects the increase in numbers of female staff employed.

OUR COMMITMENT

We recognise that there is still work to be done to close the gender pay and bonus gaps entirely. We are committed to reviewing our reward structures, improving access to leadership development programs for women, and ensuring fairness in bonus eligibility and pay progression opportunities.

We will continue to monitor our progress and take proactive steps toward fostering gender equality at every level of the So Hotel Group.

