



Gender Pay Gap Report 2025

Introduction

We firmly believe that our people are our greatest asset and we are dedicated to fostering a workplace culture that values and embraces diversity across all levels of our organisation. The Ice House Ltd T/A The Ice House Hotel used a snapshot date of June 25th for the purposes of reporting.

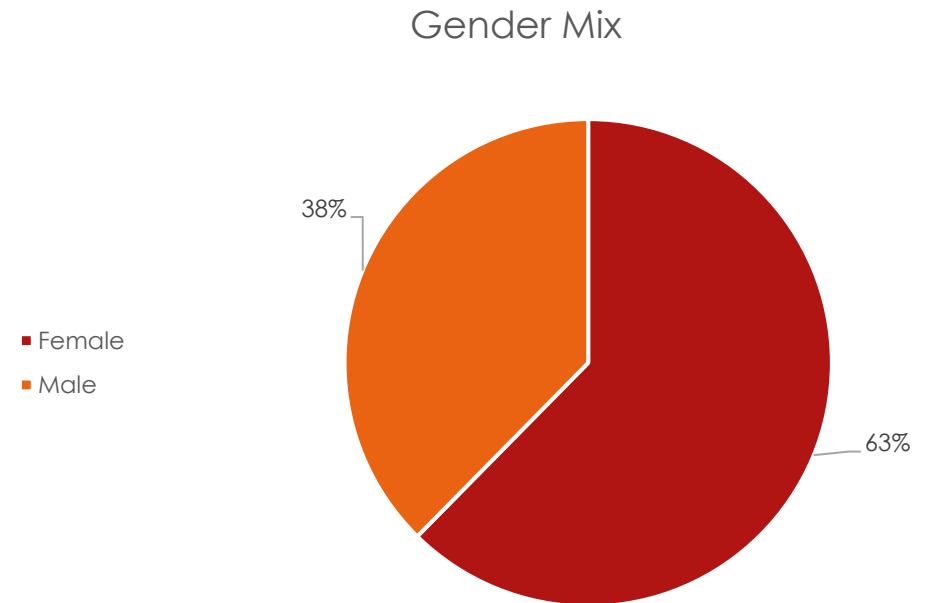
The company operates a seasonal business with revenues weighted mostly to months May-Sept. The figures in this report therefore reflect a high business period and a large number of staff and should be interpreted in this context.

During the reporting period there was a workforce of 88 employees (33 female, 38 male).

This report outlines the Gender Pay Gap metrics for 2025, representing the data for Waw Hospitality Ltd to fulfil current legislative requirements. At The Ice House Ltd we are committed to identifying and appointing the best candidate for every role, supporting and developing our team members, and ensuring that everyone has a fair and equal opportunity to succeed. We are equally dedicated to recognising and rewarding the contributions of every individual across our team.

The Ice House Ltd Gender Split Details

Female 63%
Male 38%



Gender Pay Report 2025 Our Results: Mean & Median Pay Gaps

Mean bonus remuneration pay gap	67%
<i>* 67% in favour of male employees.</i>	
Median bonus remuneration pay gap	67%
<i>* 67% in favour of male employees.</i>	
Mean hourly pay gap (all employees)	16%
<i>* 16% in favour of male employees.</i>	
Mean hourly pay gap (part-time employees)	3%
<i>* 3% in favour of female employees.</i>	
Mean hourly pay gap (temporary employees)	0%
<i>* Does not apply.</i>	
Median hourly remuneration pay gap (all employees)	10%
<i>* 10% in favour of male employees.</i>	
Median hourly remuneration pay gap (part-time employees)	1%
<i>* 1% in favour of female employees.</i>	
Median hourly remuneration pay gap (temporary employees)	0%

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Our Results

Hourly Pay Quartiles

	Male	Female
- Upper	67%	33%
- Upper Middle	37%	63%
- Lower Middle	32%	68%
- Lower	32%	68%

Benefits in Kind Bonuses

Percentage who received benefits in kind

- ▶ Male: 0%
- ▶ Female: 0%

Percentage who received paid bonuses

- ▶ Male: 67%
- ▶ Female: 33%

Our Comments & Addressing the Gender Pay Gap

Our gender pay gap primarily reflects workforce composition, with men holding a higher proportion of senior, higher-paid roles and women more frequently represented in lower-paid and part-time positions. A contributing factor is also that entry level, part-time roles such as house-keeping and restaurant servers tend to be occupied by mostly female employees, whilst the kitchen team, predominantly male, are higher paid as an industry norm.

This structural distribution remains the key factor influencing the overall pay gap, though continued recruitment and progression initiatives are expected to improve balance over time. The Ice House Ltd is committed to reducing gender pay differences and promoting equal pay for all employees.

Current and Planned Measures to Address the Gender Pay Gap

Recruitment and Promotion Practices

- Introduce gender-balanced recruitment shortlists.
- Encourage internal and external female candidates to apply for senior and management roles.
- Review job descriptions to ensure they are inclusive and free from bias.

Pay and Reward Review

- Conduct annual remuneration reviews to ensure pay equality across roles and genders.

Career Development and Leadership Opportunities

- Encourage female employees to participate in mentoring and leadership opportunities to support progression into management roles. Provide equal access to training and development for all employees.

Policy

- Review and update the Equality, Diversity & Inclusion (EDI) Policy to ensure it reflects best practice and supports gender equity across all areas of the business.