

Travelodge UK Hotels Limited gender pay disclosure for 2025

86% of our workforce comprises hourly paid team members who receive a regulated hourly rate. This ensures that men and women are paid equally for roles requiring similar skills and responsibilities. For the purpose of gender pay gap calculations, our hourly paid colleagues are classified under 'variable pay.' This means that while actual pay for the 4 week pay reference period is used, their calculated hourly rate is influenced by their average hours over the preceding 12 weeks. This methodology can create a statistical pay gap that does not reflect actual differences in hourly pay for like roles.

Our analysis from previous years indicates that our mean hourly pay gap is primarily influenced by the large volume of colleagues earning similar hourly rates, with a lesser impact from those in higher-paying roles.

This highlights how the methodology (as set by the government) of calculating hourly rates based on average hours can singularly cause shifts in our mean hourly pay gap.

At the time of the 2025 calculations, 44% of our senior leadership* were women, and women accounted for 50% of our Operating Board.

Creating opportunities to earn more has continued to positively impact the number of hourly paid colleagues receiving a bonus. The percentage of women earning a bonus has more than doubled since 2022, and in 2025, 79% of the women who earned a bonus were hourly paid team members.

We continue to focus our attention on achieving gender balance in senior roles, empowering more of our hourly paid team members to increase their earnings through variable pay incentives, and ensuring every colleague has access to career development opportunities at a time that aligns with their needs. Our succession plans reflect our medium term ambition for women to fulfil 50% of senior leadership and Area Operations Manager roles.

In 2025, we further expanded flexible working opportunities for hotel manager roles. We also conducted listening groups with our women hotel managers to understand potential barriers to their progression into more senior roles, and launched a mentoring programme specifically designed to support middle managers in achieving their leadership ambitions.

Women still typically take the largest proportion of caring responsibilities and so by continuing to remove barriers and create more flexible working opportunities, we will enable more women to progress their careers with us.

*Operating Board, Directors, Heads of Department

Reporting requirements

Provided below are the statutory figures

Hourly pay gap

Pay information	2023	2024	2025	Change from 2024
Mean hourly pay difference between men and women	8.2%	6.1%	8.2%	+2.1% pts
Median hourly pay difference between men and women	4.1%	4.6%	5.2%	+0.6% pts

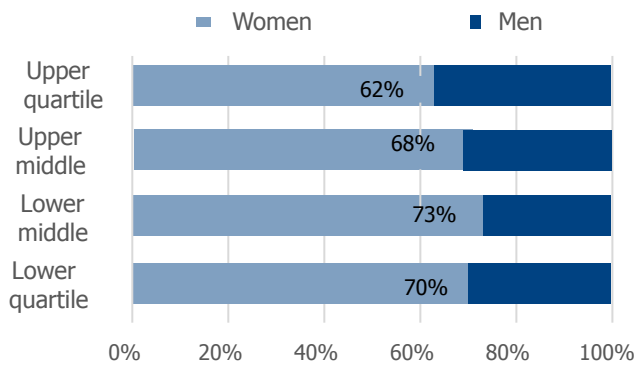
Our results continue to be impacted by large volumes of colleagues earning a similar hourly rate.

Our 2025 result has been largely driven by a higher percentage of women in lower paid team member roles, and the average hours calculation for “variable pay” employees creating a statistical pay gap that does not exist.

Average pay for women increased by 3.3% from 2024, compared to men where average pay increased by 5.7%.

Pay quartiles by gender representation

The percentage of men in the upper quartile has increased to 38% in 2025 from 35% in 2024. 68% of our upper quartile is made up of hourly paid team members.



Bonus pay gap

		2023	2024	2025	Change from 2024
Mean bonus pay gap		47.2%	19.9%	54.5%	+34.6% pts
Median bonus pay gap		26.4%	18.8%	46.4%	+27.6% pts
Percentage of employees who earned a bonus	Men	57.1%	56.6%	59.9%	+3.3% pts
	Women	40.4%	45.8%	45.0%	-0.8% pts

In February 2022 we enabled hourly paid team members to earn more through variable pay which resulted in the number of colleagues (both men and women) who earned a bonus increasing. In 2025, the percentage of women earning a bonus did not change significantly which is to be expected on the basis there were no new schemes introduced.

In 2025, 6405 colleagues earned a bonus. 4005 women earned a bonus compared to 2400 men. 79% of women who earned a bonus were hourly paid team members.

Our median bonus pay gap is equivalent to £22.71 in monetary value.

Ethnicity pay gap

Pay Information	2025 (April)
Mean hourly pay gap	6.9% in favour of white colleagues
Median hourly pay gap	1.6% in favour of white colleagues

While it is not yet mandatory to report on the ethnicity pay gap, we have included it in this report. Our ethnicity pay gap is based on self-reported ethnicity data. Those who have not declared their ethnicity are included in the overall headcount. For our 2025 results, 7% of colleagues had not declared their ethnicity.

As part of our sustainability plan, we have set targets to improve ethnic representation at senior leadership level.

I confirm that the information reported is accurate and meets the requirements of the Equality Act 2010 (Gender Pay Gap Information) Regulations 2017.



Jo Boydell
Chief Executive Officer