



Gender Pay Gap Report for 2022-23

Greenclose Hotels Limited is providing this narrative to support its gender pay reporting with a snapshot date of 5th April 2023.

Greenclose Hotels Limited comprise three four-star hotels; Careys Manor Hotel & SenSpa and The Montagu Arms based in the New Forest, Hampshire and The Imperial Hotel based in Llandudno Wales. Support functions such as finance, marketing and HR make up the head office team.

It is important to differentiate between gender pay gaps and unequal pay for the purposes of this report. Gender pay gap is the measure of the difference between male and female average earnings across our business. It is not a measure of the difference in pay between males and females for doing the same or comparable work. That said, pay rates at our hotels are job role-based with no correlation to gender and hourly pay rates are at or above the required minimums.

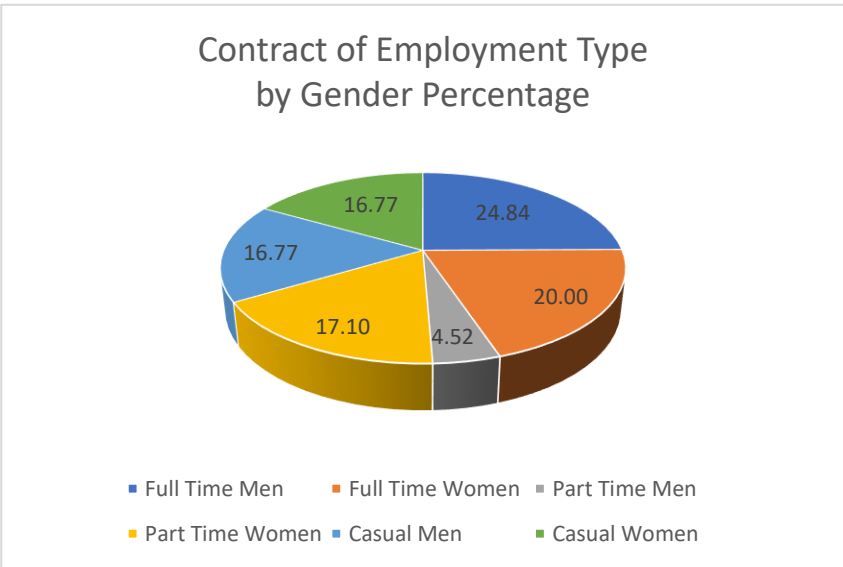
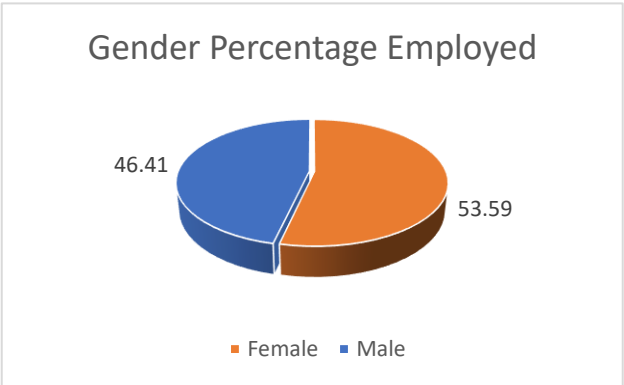
Gender Split

Women make up a slightly higher percentage of the workforce overall at 53.6 % attributable to female dominance in the spa and housekeeping departments and the opportunity for part time and flexible arrangements.

Hospitality by its nature lends itself to providing flexible employment opportunities. 17% of our workforce are women employed on a permanent part time basis. 12.5% more women than men are part time permanent team members.

Despite the negative press that zero hours contracts have attracted, they enable those who wish to work variable times and days the ability to fit work around other commitments. This flexibility combined with the nature of work in our hotels naturally attracts the student population. Across our properties there is an exact balance of men and women employed on this flexible basis.

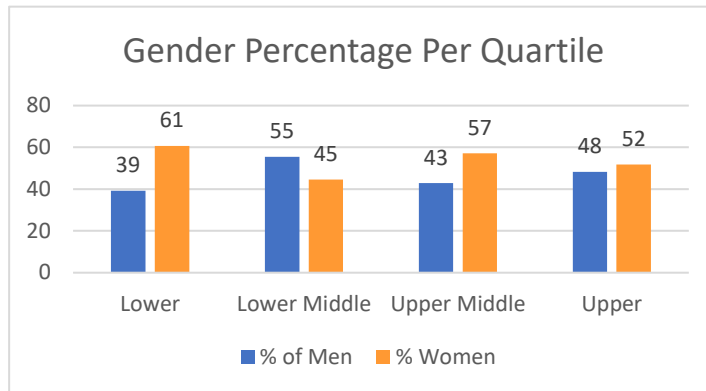
Casual employment is an excellent training ground and entry point for those who will progress to permanent employment and a career in the hospitality sector. For those



seeking a different career path, many transferrable skills may be acquired. Team working, customer service skills, and gaining a confidence with people all provide an excellent grounding for other industries.

Gender Split Across Pay Quartiles:

There is a relatively well-balanced gender split across the quartiles although there is a higher percentage of women than men in the lower quartile. Quartiles are generated by sorting the hourly pay of every employee from highest to lowest then dividing the list into four even parts.



Full time is classed as 37.5 or more contracted hours per week

Hourly Pay

The mean average is calculated by adding all the hourly pay rates together and dividing it by the total number of pay rates/people for each gender. The mean is useful because it captures the effect of a small number of high earners. This is of interest, given that women’s responsibilities beyond work have traditionally limited their access to higher-level, higher-paid jobs.

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| Mean Average gender pay gap for hourly pay | 7.02% |
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This calculation indicates that men are paid more than women, however the gap is 7 percentage points less than it was in the prior year. The *ONS reports the national gender pay gap as 7.7% in 2023 and so we perform slightly better than the national average.

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| Median gender pay gap for hourly pay | -0.44% |
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The median is calculated by listing all the hourly pay rates in order for each gender, then finding the one that sits in the middle of the list. In this calculation women are paid more than men by just under half a percent and is indicated by a negative figure. The median is used extensively as a headline measure by pay researchers because it is less swayed by extreme values, particularly where there is a small number of people on high salaries, typical in most organisations.

* [Gender pay gap in the UK - Office for National Statistics \(ons.gov.uk\)](https://ons.gov.uk)

Bonus Pay

The percentage of employees that received bonus pay in the year ending April 2022, pro-rated across the year where required:

- Women 21%
- Men 16%

Mean (Average) Gender Pay Gap for Bonus Pay

Women received 21.33% less in bonus pay than men using the mean (average) calculation.

To make this calculation, all the bonus payments made to women are added up and divided by the number of women. All the bonus payments made to men are added up and divided by the number of men. The women's bonus figure is then subtracted from the men's bonus figure, the answer is divided by the men's bonus figure then multiplied by 100. This gives the mean (average) gender pay gap in bonus pay as a percentage of men's pay.

Median (Middle) Gender Pay Gap for Bonus Pay

The median gender pay gap for bonus pay is -6.5%. A negative figure shows that the value of bonus payments to women are just over half a percent more than men using this calculation.

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| Median gender pay gap in bonus pay as % of men's bonus pay | -0.65 |
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This shows the difference in the median (or middle) bonus pay made to men and women. To calculate this, bonus payments are ordered for each gender and the figure in the middle of each list is the median.

Bonuses include payments for incentives such as our staff referral scheme, long service recognition and product commission payments to our spa team, which is predominately female. Women took advantage of our staff referral scheme more than men, introducing new talent to our hotels.

Overview:

The last year has continued to be challenging for the hospitality sector. Off the back of pandemic volatility and recovery, we have launched into a cost-of-living challenge which has continued to affect business levels and customer spend. We are proud however to have been able to adopt a policy to pay rates of 50p an hour above the National Living Wage to team members in most positions and to continue our program of rewards and incentives for the team.

During the last year we have installed an HR system which incorporates a time and attendance function. Team members clock in and out of work using a facial recognition scanner, making it easier to track working time more accurately. Overtime is paid to most team members as a matter of course.

Whilst we continue to commit to narrowing and eliminating any gender pay gaps by doing more to support gender equality, we are confident that male and female staff are paid equally for doing the same or comparable jobs across our business.

We value a diverse workforce and offer flexible employment options with full time, part time and flexible zero hours arrangements in many job roles, to suit a wide range of personal circumstances which helps our gender balance.

As a business every team member is valued through:

- Reward and recognition – We acknowledge and celebrate talent, commitment, and success.
- Culture and environment – We nurture an honest and open workplace centred on the wellbeing of all team members.
- We aim to attract, recruit, develop and retain the best of talent regardless of gender, ethnicity, age, disability, religion or sexual orientation.
- We promote an inclusive, moral, fair and flexible culture in our hotels.
- We pay our team based on the role that is undertaken, regardless of gender.
- We understand that positive senior role models give confidence and inspire success and we pride ourselves on the gender ratio balance in management and senior roles.
- We are confident that our HR practices are without gender prejudice.
- We will continue to support flexible working practices within our businesses with hybrid working available to appropriate roles.
- We support every team member in reaching their potential. We are committed to the internal progression and development of team members and continue to sustain and develop a culture of opportunity for all.
- We are committed towards reporting our gender pay gap annually.

I confirm that the data published in this report is accurate and data has been calculated according to the Equality Act 2010 (Gender Pay Gap Information) Regulations 2017

James Hiley-Jones



Managing Director
Greenclose Hotels Limited