



### Gender Pay Report Narrative for Greenclose Hotels Limited

Greenclose Hotels Limited operates Careys Manor Hotel & SenSpa, the Montagu Arms Hotel and The Imperial Hotel and provides this gender pay narrative as at the snapshot date of 5<sup>th</sup> April 2018. Since the introduction of reporting “hospitality has proved itself to have a strong record of fairness as gender pay gap revelations showed it to be strides ahead of other industries” (source Caterer April 9<sup>th</sup> 2018). Hospitality is a sector that can offer many opportunities for career progression with financial rewards in a varied, vibrant and enjoyable environment. Whilst gender pay gaps can arise as a result of large proportions of males working typically in hospitality, our businesses will continue to try and attract a diverse workforce into many different and varied positions within our group and a favourable sector gender pay figures will help in achieving this objective.

#### Pay gap versus unequal pay

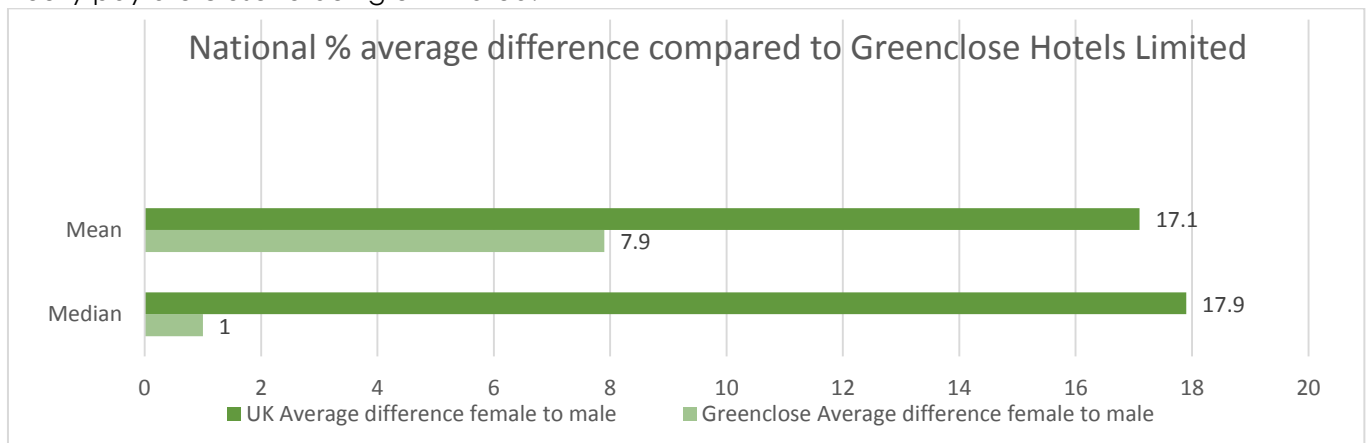
It is important to differentiate between gender pay gaps and unequal pay for the purposes of this report. Gender pay gap is the measure of the difference between male and female average earnings across our hotels. It is not a measure of the difference in pay between males and females for doing the same or comparable work.

#### Pay Gap Figures

The Mean hourly pay gap is the difference between male and female mean (average) hourly earnings expressed relative to the male mean. The Median hourly pay gap is the difference between male and female median (the middle level in a list sorted from lowest to highest) hourly earnings expressed relative to the male median. These measures ignore job roles and the total numbers of men and women and span all our operations. As above these measures are different from the concept of equal pay as they do not include direct comparisons of staff undertaking the same or comparable work.

Difference in mean hourly pay 7.9%  
Difference in median hourly pay 1%

These figures compare very favourably with the current national mean (17.1%) and median (17.9%) as reported by the Office of National Statistics, 2018. We are also pleased to see our own positive year on year trends in the business with difference in mean and median hourly pay reported last year at 9.7% and 4.5% respectively thereby narrowing the gender pay gap in this respect. Any differences in median hourly pay are close to being eliminated.

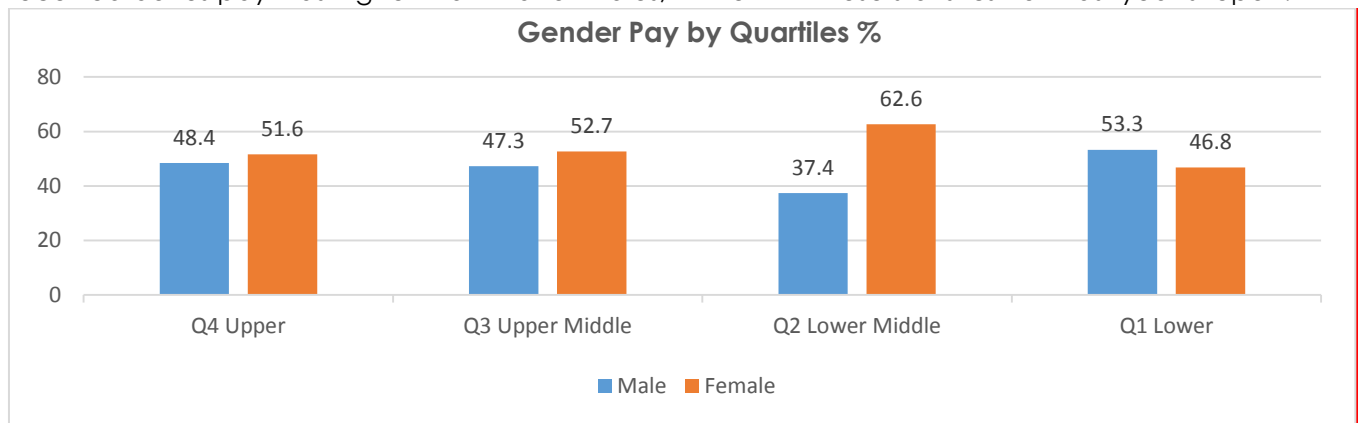


The Mean bonus pay gap is the difference between male and female mean bonus earnings expressed relative to the male mean. The Median bonus pay gap is the difference between male and female median bonus earnings expressed relative to the male median.

Difference in mean bonus pay 14.2%  
 Difference in median bonus pay -33.3%

Males who received bonus pay 25.3%  
 Females who received bonus pay 27.9%

In early 2018 we introduced a more formalised discretionary incentive bonus scheme which is linked to revenue targets or department or business unit profitability. This scheme allows access to the same opportunities for bonus payments regardless of gender. However the percentage of females that received bonus pay was higher than that of males, in line with these statistics from last year's report.



Our quartiles continue to illustrate marginally in favour of female employees with the exception of the lower quartile which is in favour of males at 53.3:46.8. This can be attributed to the employment of lower paid males during this referencing period.

### **Closing Remarks**

- Whilst we continue to commit towards 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.
- As a business our people and every team member is valued through:  
 Training and Development – We support every team member in reaching their potential. We remain committed towards internal progression and development with career paths for all our staff and continue to sustain and develop a culture of opportunity for all.  
 Reward and Recognition – We acknowledge and celebrate talent, commitment and outstanding performance  
 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 staff based on the role that is undertaken regardless of gender or any other factors.
- We understand that positive senior role models give confidence and inspire success and we pride ourselves on our balance of the gender ratio in management and senior roles.
- We are confident that our HR practices are fair and without gender prejudice.
- We will continue to support flexible working within our businesses.
- 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