



Gender Pay Gap Report for 2021-22

Greenclose Hotels Limited is providing this narrative to support its gender pay reporting with a snapshot date of 5th April 2022.

Greenclose Hotels Limited comprise three four-star hotels; Careys Manor Hotel & SenSpa and The Montagu Arms based in the New Forest in Hampshire and The Imperial Hotel based in Llandudno Wales, and an associated head office team.

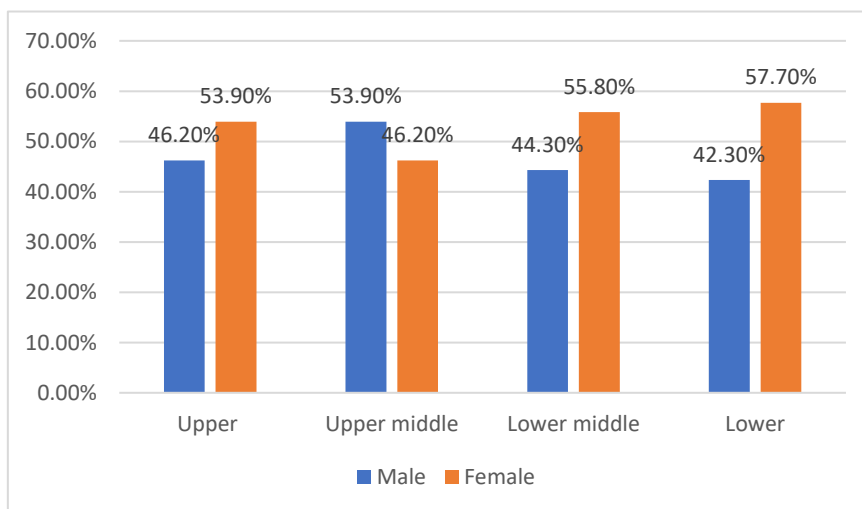
It is important to differentiate between gender pay gaps and unequal pay for the purposes of this report. Gender pay gap is the measure of the difference between male and female average earnings across our business. It is not a measure of the difference in pay between males and females for doing the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

Pay is role-based with fixed hourly pay rates for many positions with no link to gender. Hourly pay rates are linked to National Minimum Wage at junior levels as is common in the hospitality sector, although the Company pays a rate slightly above the required minimums.

Women make up a slightly higher percentage of the workforce overall at 53.4% attributable to female dominance in SenSpa and housekeeping departments.

Gender Split Across Pay Quartiles:

Women are represented evenly across the pay quartiles and well represented at all levels of seniority.



Quartile	Female	Male
Upper	53.9%	46.2%
Upper middle	46.2%	53.9%
Lower middle	55.8%	44.3%
Lower	57.7%	42.3%

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. This calculation indicates that men are paid more than women.

The median is calculated by listing all the hourly pay rates in order, then finding the one that sits in the middle of the list. In this calculation women are paid more than men, indicated by a negative figure.

Mean Average gender pay gap for hourly pay	14.98%
Median gender pay gap for hourly pay	-19.2%

Bonus Pay

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

- Women 27%
- Men 26%

Mean (average) gender pay gap for bonus pay	88%
Median gender pay gap for bonus pay	51.5%

Bonus pay was higher for men than women although slightly more women than men received a bonus. Bonuses largely relate to recognition of individuals who maintained the business during lockdown whilst many of the team were furloughed. Additionally, male bonus figures are distorted due to pay corrections that were made coming out of lockdown. Figures are not representative of a 'normal' year. The period March 2021 to April 2022 continued to see hotel closures; a period of high uncertainty, poor consumer confidence and financial challenge for the business.

Overview:

The last few years have proved particularly difficult for the hospitality sector where the focus has been on survival. Business levels in our hotels have been volatile at both ends of the spectrum; very busy or very quiet, creating significant people challenges.

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 to 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 staff 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