

Gender pay gap report 2022

In 2017 the government introduced mandatory gender pay gap reporting regulations. These regulations require employers with 250 or more employees to publish and report specific figures about their gender pay gap. These figures must include:

- Mean gender pay gap
- Median gender pay gap
- Mean bonus gender pay gap
- Median bonus gender pay gap
- Proportion of males and females receiving a bonus
- Proportion of males and females in each quartile band

The gender pay gap is the difference between the average earnings of men and women, expressed relative to men's earnings.

The table below shows our overall mean and median gender pay gap based on hourly rates of pay as at the snapshot date of 5th April 2022.

Pay gap:

Difference between men and women

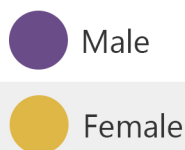
	Mean	Median
Hourly fixed pay	-13%	-3.19%
Bonus paid	42.19%	34.79%

Although our total mean gender pay gap favours men by 13%, our median gender pay gap favours women by 3.19%. The mean gender pay gap illustrated in this report is primarily as a result of the select number of long serving senior management positions, held by men, within a reasonably flat management structure. In addition, a small number of higher bonus payments had an impact on our mean and median gender bonus gap.

The mean gender pay gap illustrated in this report is also reflective of the continued expansion of our business which has required us to employ skilled professionals, within the building trade, for the completion of this project.

The building trade continues to be a sector which is predominately male orientated and the hourly rates of pay for these particular roles is significantly higher than the average hourly rate in the leisure and hospitality industry.

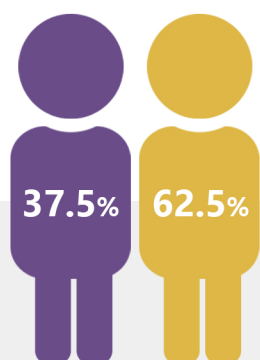
Hourly pay gap:



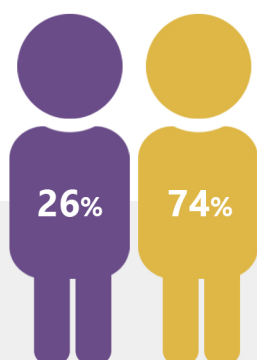
In this organisation, women earn £1.03 for every £1 that men earn when comparing median hourly pay. Their median hourly pay is 3.1% higher than men's.

Pay quartiles:

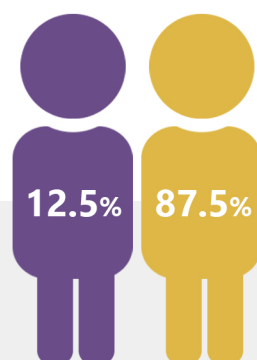
Pay quartiles are calculated by listing all of the employees pay rates from lowest to highest. These are then split into 4 equal sized groups, the proportion of male and female employees within each group is then calculated.



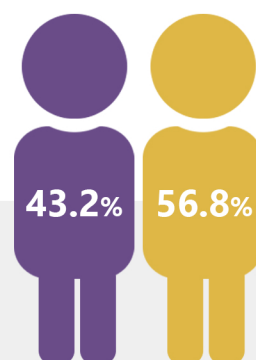
Lower hourly pay quarter
(lowest paid)



Lower middle hourly pay quarter



Upper middle hourly pay quarter



Upper hourly pay quarter
(highest paid)

We are confident that men and women are paid equally for doing equivalent jobs across our business. Our results reflect the profile of our workforce and our upper pay quartiles reflect the number of women in management positions.

I confirm the data reported is accurate.

Julie Hood
Head of Human Resources
April 2023