

# Gender Pay Gap Reporting

Relevant Pay Period

April 2018

**Total Relevant Employees:** 1439

**Total Full Pay Employees:** 1349

## Mean Gender Pay Gap

Mean Male Hourly Rate £ 13.01

Mean Female Hourly Rate: £ 12.51

Difference (£) £ 0.50

Difference (%) **4%**

## Median Gender Pay Gap

Median Male Hourly Rate £ 9.32

Median Female Hourly Rate: £ 9.03

Difference (£) £ 0.29

Difference (%) **3%**

## Mean Bonus Pay Gap

Mean Male Bonus £ 25,607.13

Mean Female Bonus: £ 22,959.87

Difference (£) £ 2,647.26

Difference (%) **10%**

## Median Bonus Pay Gap

Median Male Median £ 18,252.50

Median Female Median £ 17,792.00

Difference (£) £ 460.50

Difference (%) **3%**

## Males & Females in receipt of a Bonus

Male Bonus Participation 3.78%

Female Bonus Participation 3.56%

Difference (%) **0.22%**

## Males & Females by Pay Quartile

Lower Quartile 337

*of which are MALE (%)* **54%**

*of which are FEMALE (%)* **46%**

Lower Middle Quartile 337

*of which are MALE (%)* **55%**

*of which are FEMALE (%)* **45%**

Upper Middle Quartile 337

*of which are MALE (%)* **58%**

*of which are FEMALE (%)* **42%**

Upper Quartile 337

*of which are MALE (%)* **58%**

*of which are FEMALE (%)* **42%**

## Introduction

We are a relevant employer required by law to carry out Gender Pay Reporting under the Equality Act 2010 (Gender Pay Gap Information) Regulations 2017. This involves carrying out six calculations that show the difference between the average earnings of men and women in our organisation, as at the 05 April 2018 snapshot date; it will not involve publishing individual employee's data.

Under GPG requirements, we are required to publish statistics relating to both the mean and median gap in Hourly rates of pay between males and females. This is defined as "Ordinary Pay", and will include base pay, allowances, leave pay or any shift premium pay received during the "Relevant Pay Period". In cases whereby the mean, or median pay gap is expressed as a negative percentage, this indicates that women's gross hourly earnings are higher than those of men.

**Mean:** A mean average involves adding up all of the numbers and dividing the result by how many numbers were in the list. Mean averages are useful because they place the same value on every number they use, giving a good overall indication of the gender pay gap, but very large or small pay rates or bonuses can 'dominate' and distort the answer. For example, mean averages can be useful where most employees in an organisation receive a bonus but could be less useful in an organisation where the vast majority of bonus pay is received by a small number of board members.

**Median:** Median averages are useful to indicate what the 'typical' situation is i.e. in the middle of an organisation and are not distorted by very large or small pay rates or bonuses. However, this means that not all gender pay gap issues will be picked up. For example, a median average might show a better indication of the 'middle of the road' pay gap in a sports club with a mean average distorted by very highly paid players and board members, but it could also fail to pick up as effectively where the pay gap issues are most pronounced in the lowest paid or highest paid employees.

**Bonus:** In these regulations, the gap in bonus is calculated by looking at any remuneration that is in the form of money, vouchers, securities, securities options, or interests in securities, relating to profit sharing, productivity, performance, incentive or commission, paid in respect of a period ("the bonus period"), or simply 12 months to the snapshot date in cases whereby the mean, or median pay gap is expressed as a negative percentage, this indicates that women's gross hourly earnings are higher than those of men.

Reporting on our gender pay gap allows us to gain a greater awareness of the causes of the gap in pay between men and women, as well as identifying issues that may contribute towards this. It is important to remember, that having a gap in pay between males and females does not necessarily indicate that discrimination is happening in the workplace - there are a number of reasons for this, from past social developments to changing attitudes in the workplace.

Nonetheless, we are committed to closing the gap, irrespective of the reasons for it. We currently operate a salary banding structure for all hotel based roles which, ensures that our teams pay reflects the relevant skills and knowledge that are required to perform that role, not based on gender. Women are well represented in both our Senior Leadership and Hotel Management teams.

## Female / Male Ratio

The graphic below details the number of females per male "relevant" employees across glh, expressed as a ratio of Females/Males. Under Gender Pay Gap Reporting requirements, we are asked to disclose metrics on "Full Pay" employees and "Relevant" employees, which are defined as:

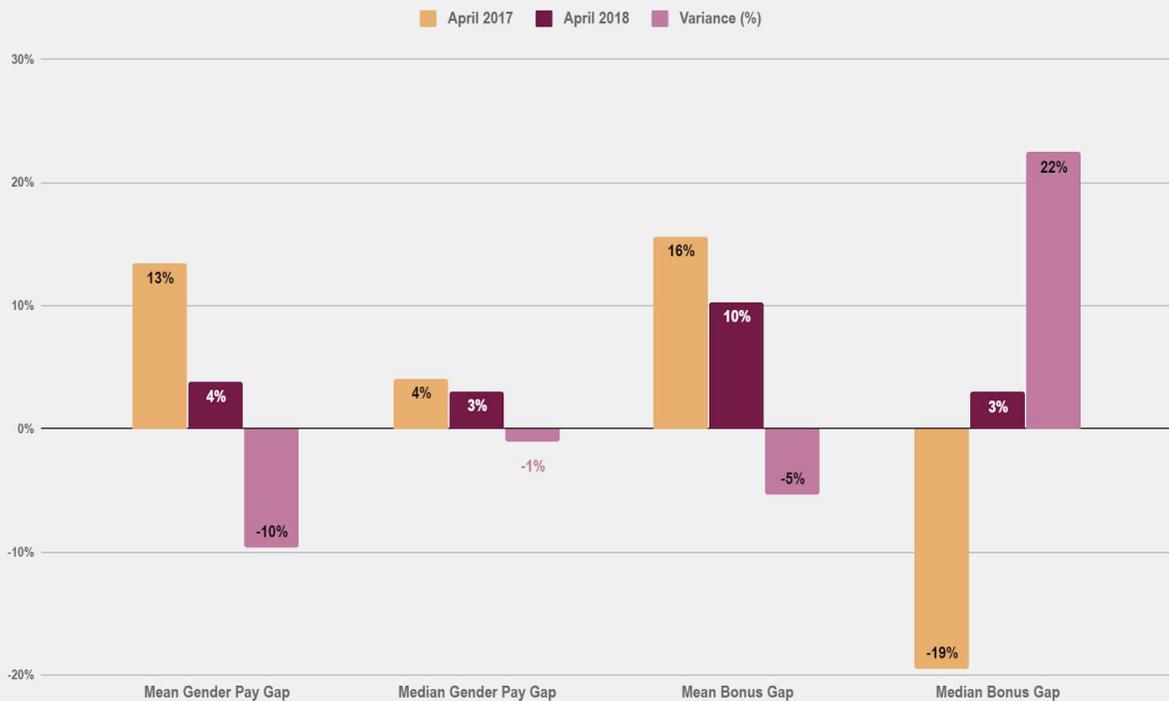
- **Relevant Employee:** a person who is employed by the relevant employer on the snapshot date;
- **Full Pay Employee:** a "relevant employee" who is not, during the relevant pay period, being paid at a reduced rate, or nil as a result of the employee being on leave; "leave" includes: annual leave, family and other leave.



For every 1 Male there is 0.81 Female(s)

*\*This is not a statutory reporting requirement*

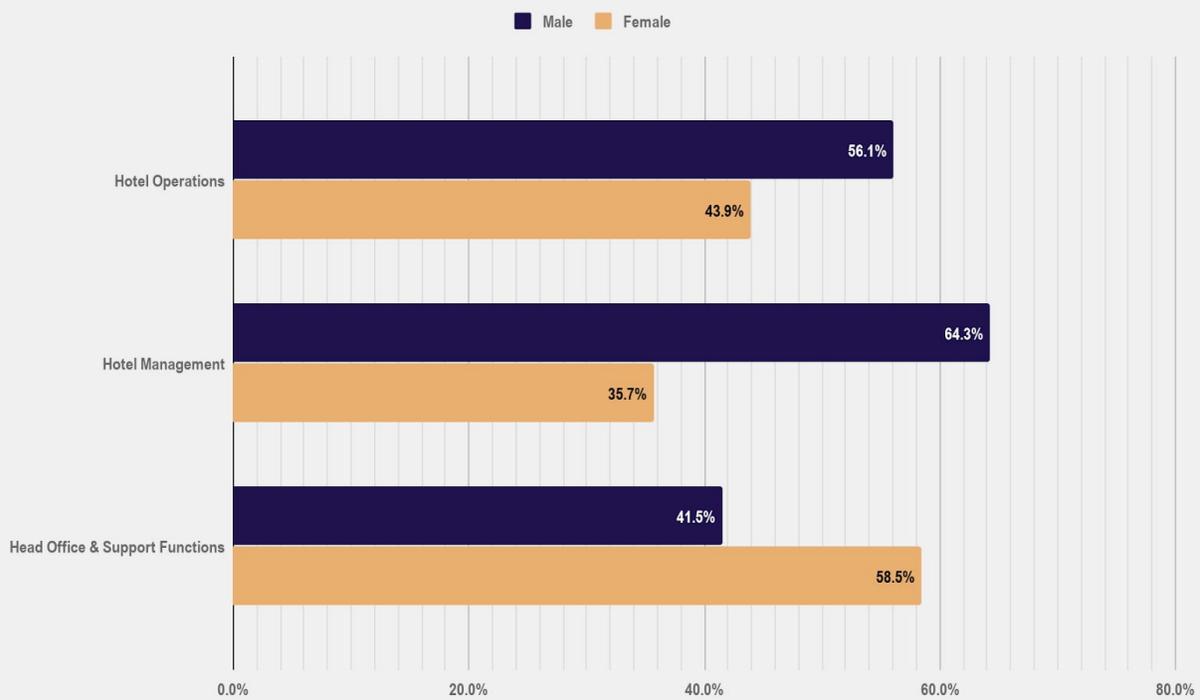
## Comparative View - April 2017 v April 2018



## Proportion of Full Pay Females & Males by Business Level

The graphs below details the overall male / female percentage split within various occupational levels within glh. These are defined as:

- **Hotel Operations:** All hotel based employees, excluding Senior Hotel Management (eg General Manager, Operations & Hotel Managers, Finance Director etc.)
- **Hotel Management:** All hotel based senior management (eg General Manager, Operations & Hotel Managers, Finance Director etc.)
- **Head Office & Support Functions:** All other employees whereby their substantive place of work is within our Support Offices.



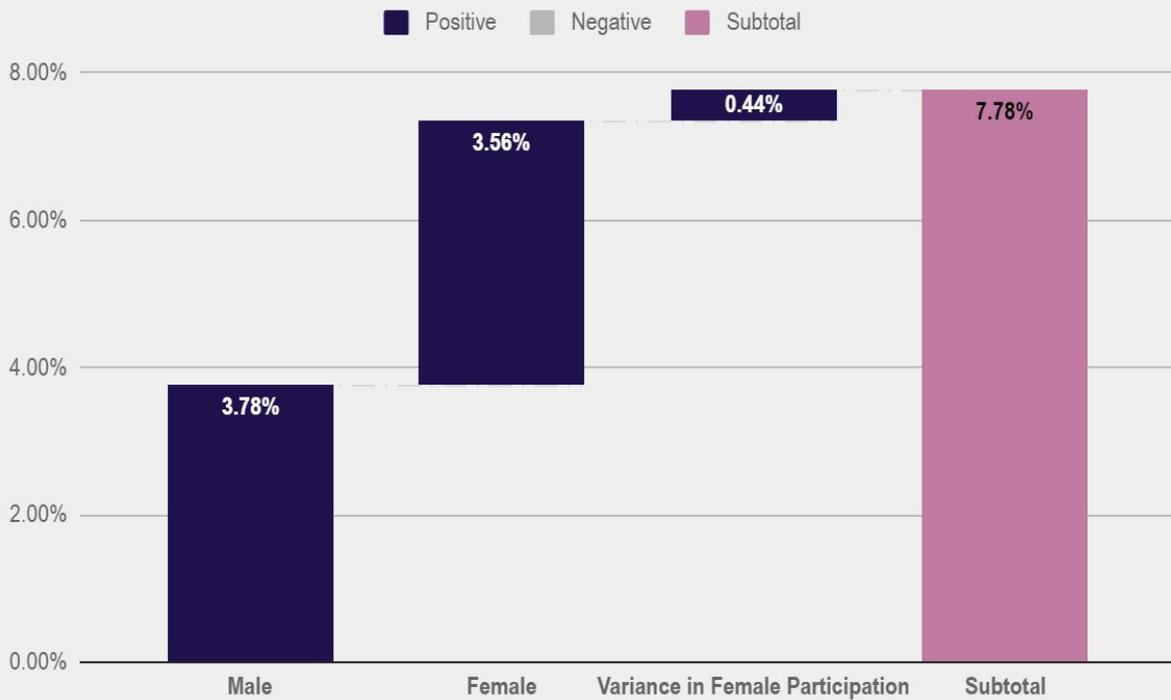
Hotel Operations	Hotel Management	Head Office & Support Functions
-1.9% ↓	-2.2% ↓	+9.5% ↑

\* This is not a statutory reporting requirement

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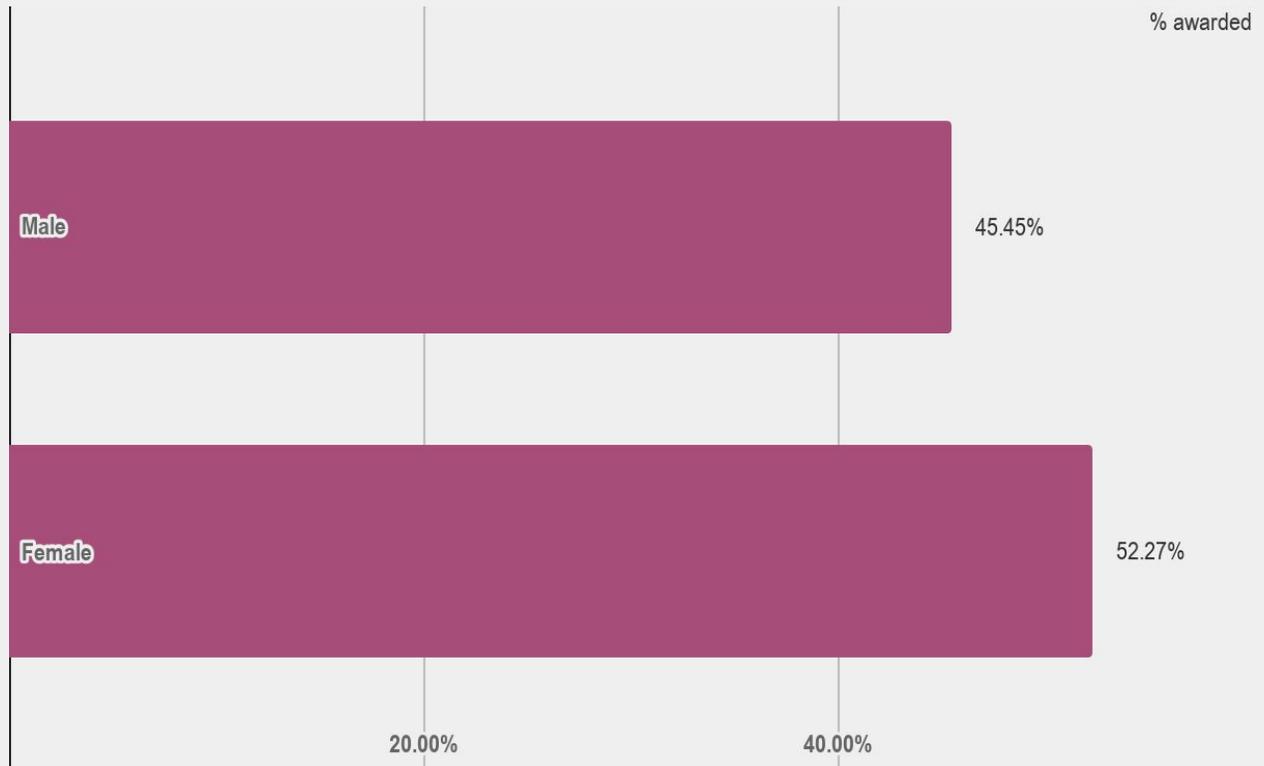
### Proportion of Females & Males In Receipt of Bonus

This graph details the percentage of females and males who were in receipt of a bonus during the relevant bonus period. At glh, a non-contractual discretionary bonus may be awarded to employees who have met the required eligibility criteria. By looking at the "Variance in Female Participation", we are able to examine what changes there has been compared to our last Gender Pay Gap Reporting submission. In this case, we can see a +0.44% increase in the number of females in receipt of a bonus payment within the relevant period.



## Proportion of Full Pay Females & Males eligible for Discretionary Bonus

The graph below details the percentage of females and males within glh who were in receipt of a bonus payment, expressed against the total number of Females and Males who would have been eligible for a bonus.



We are proud to employ people from all backgrounds and believe that this can help us better in delivering those memorable moments for our guests. At glh, we are committed to providing opportunities to all employees, regardless of their gender, sex, sexual orientation, gender reassignment, marital status (including Civil Partnerships), race or ethnic origin, disability, part-time or fixed term working, and trade union membership.