

Village Hotel Club Gender Pay Gap Report 2019

Gender Diversity Information

The Group strives to create a transparent, inclusive and egalitarian culture that recognises diversity not just in terms of gender, but all colleagues regardless of their race, religion or background.

Village Hotels employs over 2500 employees and is committed to gender diversity. Through development and internal training we will continue to grow all employees in their chosen career paths and supported by an enhanced recruitment process, we will continue to be best in class in recruiting employees who match the values of our brand. We will commit to continue to attract women to our business through continually reviewing our benefits and packages and continue to give equal access to development opportunities to all.

At December 2019, the table below shows the breakdown of roles by gender:

| | 2019 | 2019 | 2019 | 2018 | 2018 | 2018 |
|--------|-------------------|------------------------|-----------|-------------------|------------------------|-----------|
| | Company directors | Senior Leadership Team | Employees | Company directors | Senior Leadership Team | Employees |
| Female | | 7 | 2896 | | 5 | 2914 |
| Male | 2 | 4 | 1931 | 2 | 8 | 2048 |

The Group carried out its Gender Pay Gap review for 2019 with the results shown below.

Difference between men & women:

| | 2019 | 2019 | 2018 | 2018 |
|------------------|------|--------|------|--------|
| | Mean | Median | Mean | Median |
| Gender Pay Gap | 11% | 0% | 18% | 3% |
| Gender Bonus Gap | 72% | 0% | 37% | 0% |

The Group is confident that the gender pay gap does not represent an issue and commits to ensuring that the approach to pay remains gender indifferent.

Employees who received bonus pay

Proportion of Males Proportion of Females



Pay Quartiles

Proportion of males and females in each pay quartile. Each quartile contains 1066 employees.

Proportion of Males and Females in each pay quartile



Lower Quartile



Lower Middle Quartile



Upper Middle Quartile



Upper Quartile

Flexible Working

The company operates a flexible working policy and recognises the requirement for flexible working options and work-life balance. The business sees a great number of requests approved and supported ensuring a positive impact for employees and those returning from maternity at all levels within the business. The introduction of homeworking & video conferencing has allowed further flexibility and retention of both male and female employees.

Remuneration & Incentive Policy

We have a consistent approach to remuneration aimed at ensuring all employees are paid fairly based on hotel performance and market conditions. We have a monthly increase policy which allows for a continued review of all rates of pay across the UK for all employees. The business commits monthly to reviewing all promotions and salary increases for fairness and consistency via a senior HR & management check. The company operates a wide incentive and commission structure at all levels of the business.

Promotion & Progression

The company is committed to promoting from within and has numerous examples of internal moves across the brand showing a strength in progressing employees through career paths. The company operates a Rising Star & Aspiring Leader programme which focuses on the promotion of Heads of Department into General Management roles. The programme began in 2019 and currently has over 20 employees participating. The company is committed to driving more females into General Management roles.

Lindsay Southward
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