



VILLAGE HOTEL CLUB
GENDER PAY GAP REPORT 2023

VILLAGE
HOTEL CLUB

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.

Our aim:

Village is committed to gender diversity and strives to develop, train and grow all employees in their chosen career paths. Village commits 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.

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.

At April 2023, the table below shows the breakdown of roles by gender:

	2023	2023	2023	2022	2022	2022
	Company directors	Senior Leadership Team	Employees	Company directors	Senior Leadership Team	Employees
Female	-	11	2332	-	12	2472
Male	2	12	1521	2	12	1692

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Difference between men and women at 5 April 2023

	2023	2023	2022	2022
	Mean	Median	Mean	Median
Gender Pay Gap	9.85%	0%	10.23%	0%
Gender Bonus Gap	52.9%	36.3%	61.7%	48.4%

Village recognises that hotel General Manager roles are weighted towards males and is actively encouraging development of females currently holding hotel departmental manager positions to progress towards hotel management. We have 6 female General Managers in post and 2 female hotel managers and are continuing to grow female leaders in the business. As noted above, The Senior Leadership team already has a strong weighting toward females. Village continues to be fully committed to ensuring that the approach to pay remains gender indifferent.

EMPLOYEES WHO RECEIVED BONUS PAY

Proportion of Males
Proportion of Females



PAY QUARTILES – EACH QUARTILE CONTAINS 970 EMPLOYEES

Proportion of Males and Females in each pay quartile.



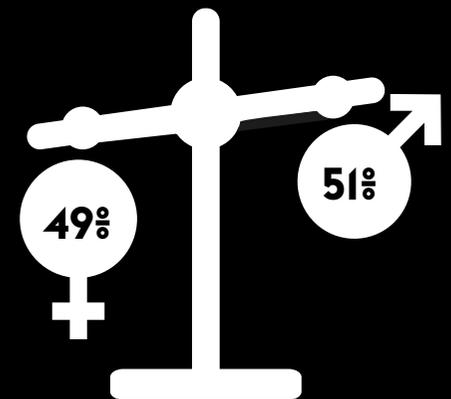
Lower Quartile



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 continues to see 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 and video conferencing has allowed further flexibility and retention of both male and female employees. Following the pandemic Home working has become a core part of working culture which further strengthens flexible working for all employees. The business has also increased its Maternity benefits offering enhanced pay to support those on maternity, paternity & adoption leave In 2023 the business also reviewed its working hours for managers and decreased a working week from 45 hrs to 40 hours to give employees a better work life balance.

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 programme & a Talent Academy which focuses on developing team members up to Heads of Department & into General Management roles. The company is committed to driving more females into General Management roles & other senior leadership roles.

Lindsay Southward

Director of Operations & People
Village Hotel Club

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