

A background image showing two women in business attire. The woman on the left is smiling and holding a gold-colored coffee cup. The woman on the right is seen from the side, also holding a similar cup. The image is slightly blurred, focusing on the text overlay.

VILLAGE HOTEL CLUB GENDER PAY GAP REPORT 2022

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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 2022, the table below shows the breakdown of roles by gender:

	2022	2022	2022	2021	2021	202
	Company directors	Senior Leadership Team	Employees	Company directors	Senior Leadership Team	Employees
Female	-	12	2472	-	9	1562
Male	2	12	1692	2	9	1232

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At April 2022, the Village Senior Leadership Team consisted of 12 males and 12 females with an equal % across both genders which shows commitment to equality in senior leadership roles, seeing a growth from 2021 equally in both genders.

Difference between men and women at 5 April 2022

	2022	2022	2021	2021
	Mean	Median	Mean	Median
Gender Pay Gap	10.23%	0%	14%	15%
Gender Bonus Gap	61.7%	48.4%	-169%	-400%

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 actively placed 4 female General Managers in 2021 and throughout 2022 we have developed 3 Hotel managers as successors to General Managers.. As noted above, The Senior Leadership team already has a 61.7% weighting toward females. Village continues to be fully committed to ensuring that the approach to pay remains gender indifferent.

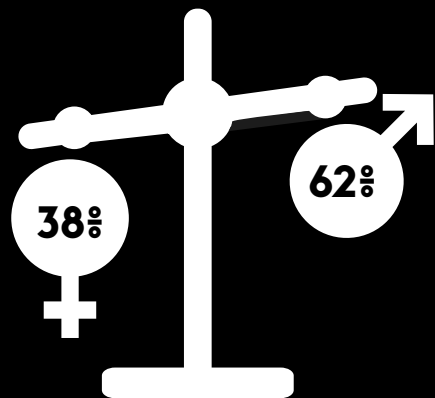
EMPLOYEES WHO RECEIVED BONUS PAY

Proportion of Males
Proportion of Females

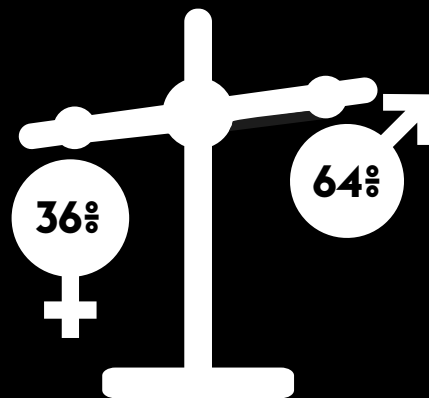


PAY QUARTILES

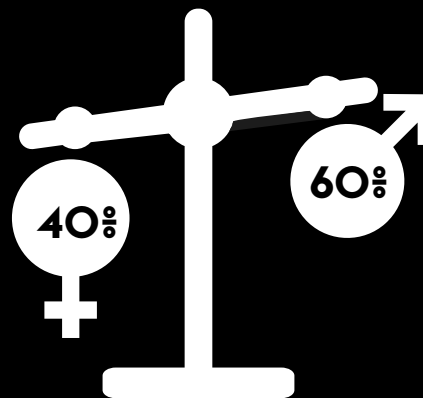
Proportion of Males and Females in each pay quartile



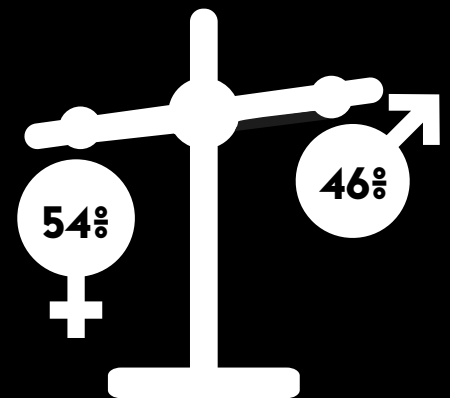
Lower Quartile



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. 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 in 2021 and introduced further family friendly and financial wellbeing benefits to support all 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 and in 2022 issued Loyalty bonuses to over 3000 employees to support the financial wellbeing of all employees.

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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 which focuses on developing team members upto Heads of Department & into General Management roles. The company successfully graduated 56 employees through the leadership programme in 2022. The company is committed to driving more females into General Management roles.

The company has introduced a multi skill programme to add diversity to departments and skill sectors allowing development and growth for employees to learn new skills and disciplines, to enhance retention of employees whilst aiding the ability for all genders to learn wider skill sets and associated reward. The business has 877 employees who are currently skilled to work across more than one area of the hotel, enhanced and trained through a gamification platform and learning tool.

Lindsay Southward

Director of Operations & People
Village Hotel Club

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