

# GENDER PAY GAP REPORT 2022

VALOR HOSPITALITY REPORTING ON BEHALF OF HICP LTD



“Having a representative balance of women and men in leadership positions is a key part of our strategy for success, we will continue to provide every Team Member with the support and development opportunities to achieve their career ambitions.”

**Brian McCarthy,**  
Managing Director

“Ensuring that we provide a workplace that is diverse and inclusive is at the heart of our philosophy. We will continue to promote inclusion, flexibility and fairness in the workplace.”

**Moira Laird,**  
Global Human Resources Director



## THE GENDER PAY GAP IS DIFFERENT TO EQUAL PAY

The gender pay gap measures the difference in average hourly pay between women and men. Equal pay measures what women and men are paid for doing the same or similar work of equal value.

### Valor Hospitality Europe manage and operate hotels on behalf of HICP Limited (HICP).

The business comprised 17 hotels operating as HICP Limited following acquisition on 24 May 2021 and in January 2022 an 18th hotel joined the portfolio.

Since our last Gender Pay Gap Report all employees have returned from furlough.

The data used for mean and median hourly rates of pay, and the proportion of male and female employees in each quartile is based on 400 male and 314 female employees within an overall headcount of 938.

The HICP Limited hotels understand the importance of having a diverse gender balanced workforce that represents different cultures, backgrounds and beliefs.

We are committed to creating a diverse and inclusive environment in which all our employees can thrive. We have implemented fair and transparent pay structures which reward the contribution of all our employees to our business.

Last year we recorded a combined median gender pay gap of 17.8% and a combined mean gender pay gap of 19.2%.

This year we have seen an improvement in our gender pay gap figures in comparison to last year. We believe this can be attributed to the return to normal working following the impact of furlough and hotel closures the previous year during the Covid-19 pandemic. All hotels have now returned to working with a full complement of employees and this has contributed towards redressing the balance of female and male employees at all levels within the organisation.

Our 2022 median gender pay gap has decreased to 3.8% and our mean gender pay gap has decreased to 11%.

We are hopeful that we will be able to make further progress in improving our gender pay gap figures in the next reporting period, although the actions we have planned to help reduce the gender pay gap are not a quick fix.

Our median gender pay gap of 3.8% remains significantly lower than the current median pay gap for all employers across the UK of 14.9%.\*

\*Source: ONS





**The Gender Pay Gap Regulations require that all private and voluntary sector employers with 250 or more employees must publish on an annual basis:**

Overall gender pay gap figures calculated using both the mean and median average hourly pay.

The numbers of men and women in each of four pay bands (quartiles), based on the employer's overall pay range. This will show how the gender pay gap differs across the organisation, at different levels of seniority.

Information on the employer's gender bonus gap, that is the difference between men and women's mean bonus pay over a 12-month period.

The proportion of male and female employees who received a bonus in the same 12-month period.

The existence of a gender pay gap does not automatically equate to the existence of an equal pay issue. The two issues are entirely distinct. An equal pay review in a previous reporting period found that there were no equal pay issues within the business and this is relevant today as there has been no fundamental changes.



FROM

**APRIL 2021**

All private and voluntary sector employers with 250 or more employees must publish on an annual basis:

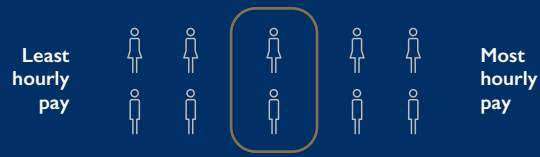
**Overall gender pay gap figures calculated using both the mean and median average hourly pay**

### MEAN HOURLY PAY GAP



A "mean" average involves adding up all of the numbers and dividing the result by how many numbers were in the list.

### MEDIAN HOURLY PAY GAP



The difference = median hourly pay gap

A "median" average involves listing all of the numbers in numerical order. If there is an odd number of results, the median average is the middle number. If there is an even number of results, the median will be the mean of the two central numbers.

### Our analysis

- Our median gender pay gap is 3.8%
- Our mean gender pay gap is 11%

The HICP Limited salary quartiles are:

SALARY QUANTILES	% Female in quartile	% Male in quartile
Quartile 1	45.8%	54.2%
Quartile 2	49.4%	50.6%
Quartile 3	45.8%	54.2%
Quartile 4	34.8%	65.2%





### WHY DO WE HAVE A GENDER PAY GAP?

Within HICP there is a higher proportion of males than females working as general managers in the higher paid quartile 4.



### FEMALE REPRESENTATION IN THE WORKFORCE

We are pleased that overall female representation across our business has remained strong, with women accounting for almost half of the overall employee population (46.4%) this reporting period, an increase from 42.9% last reporting period.

**MEDIAN**  
gender pay gap is

**3.8%**

**MEAN**  
gender pay gap is  
around

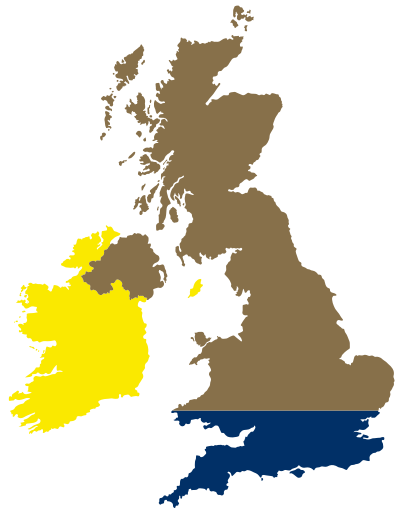
**11%**



**46.4%**  
of the workforce  
are women

The Office for National Statistics (“ONS”) prefers to use the median figure because it is not distorted by a small number of higher earners within a business.





**THE MEDIAN  
PAY GAP FOR  
ALL EMPLOYERS  
IN THE UK WAS  
14.9% IN 2021/22**

ACCORDING TO THE  
OFFICE OF NATIONAL  
STATISTICS (ONS)

(Correct at the time  
of going to print)

**Our median pay gap this year was significantly less  
than the national average at 3.8%.**





#### Women's bonus pay is

10.8% higher (mean)

3.1% lower (median)

#### Who received a bonus

17.5% of  
male employees

23.7% of  
female employees

### The reason that the median bonus payment received by women was higher than the median bonus payment received by men is as follows:

This year we have seen that more female (6.2%) than male employees have received a bonus. This equates to 15 employees which significantly impacts the mean bonus figure. This is due to the return of a higher proportion of female workers following the end of furlough.

The median gap is in favour of males, but we would hope to continue to reduce the differential of 3.1% further in the next reporting period.





## WE ARE COMMITTED TO TAKING ACTION TO CLOSE THE GAP

- **Helping women progress from senior manager roles to General Manager or function specialist roles**

Following the Covid-19 Pandemic development programmes to nurture the internal pipeline of future leaders have been relaunched with 2 new cohorts.

- **Advertising and promoting**

Having already re-written recruitment and advertising to ensure no conscious or unconscious bias deterred potential applicants, we continue to create a fair and inclusive environment for all including; gender, nationality, ethnicity, sexual orientation, disability and age.

- **Implementing DE&I group recommendations**

Following the reporting of our global DE&I working group we are committed to implementing their recommendations which will include gender pay related activities.

- **Plans for the future, post-pandemic**

Data has shown jobs held by women have been more vulnerable and prone to economic shocks and business disruption in comparison to men's jobs during the pandemic as women were found to take on a larger share of caring responsibilities during school disruptions and women's jobs were more likely to be in sectors which have been hit badly by COVID-19 including travel, retail and leisure. It is taking time for the hospitality industry to slowly rebalance.

We recognise that further measures will need to be implemented to support female careers in the post-Covid world, and we will be focussing on the following areas:

- Implementing progressive workplace policies to enable greater flexibility and flexible working.
- Continuing to develop the internal management talent pipeline.
- Expanding existing talent pools by working on our employer brand strategy
- Carefully considering the language of job adverts.
- Continuing to work on the action plan following the findings of our DE&I working group – building an inclusive culture to ensure that tackling disparity is central to everything we do
- Incorporating hybrid working wherever possible and appropriate

I confirm that our gender pay gap calculations are accurate and meet the requirements of the Equality Act 2010 (Gender Pay Gap Information) Regulations 2017. For and on behalf of the Company.

**Brian McCarthy,**  
Managing Director

**Moira Laird,**  
Global Human Resources Director