



# GENDER PAY GAP REPORT 2021

VALOR HOSPITALITY REPORTING ON BEHALF OF DTP HOSPITALITY UK LTD



“Having women 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 Partners manage and operate hotels on behalf of DTP Hospitality UK Ltd (DTP).

The business comprises of 17 hotels operating as DTP Hospitality UK Ltd during this reporting period.

The Government Equalities Office has confirmed that furloughed employees (on a reduced rate of pay) are not “full pay relevant employees” for the purposes of the Gender Pay Gap Regulations. Therefore, where an employee is being paid at a reduced rate while on furlough, they should not be included in the gender pay gap report calculations for the mean and median hourly rates of pay, and the proportion of male and female employees in each quartile. However, they have been included for the bonus gap calculations. Therefore 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 241 employees for an overall headcount of 1111.

The COVID-19 pandemic has had a substantial impact to this reporting period in terms of median and mean pay gap and the ability to drive positive initiatives forward.

Our Hotels were completely closed for 3 months and then started to open for essential workers only on an ‘as required basis’. This resulted in many employees being furloughed for substantial periods. A high proportion of women in particular, opted to take furlough due to childcare and home schooling commitments. These factors have distorted our GPG figures for this reporting year.

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 0.00% and a combined mean gender pay gap of 12.24%.

The targeted initiatives we have put in place prior to the COVID-19 pandemic are designed to deliver meaningful progress over time and will not deliver a quick fix. We have seen a slight increase to our gender pay gap figures in comparison to last year. We believe this can be attributed to the impact of furlough and hotel closures during the COVID-19 pandemic. Our 2021 median gender pay gap has increased to 5.60% and our mean gender pay gap is 17.99%.

We are hopeful that we will be able to make progress on reducing our gender pay gap figures in the next reporting period now that furlough and closures for COVID-19 are hopefully at an end. Despite the increase, our median gender pay gap of 5.6% remains significantly lower than the current median pay gap for all employers across the UK of 15.4%. We are also pleased to note that men and women continue to be evenly represented across all reporting quartiles of our business.



**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; and 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.



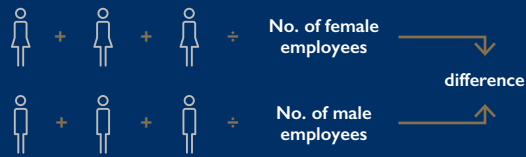
FROM

**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.

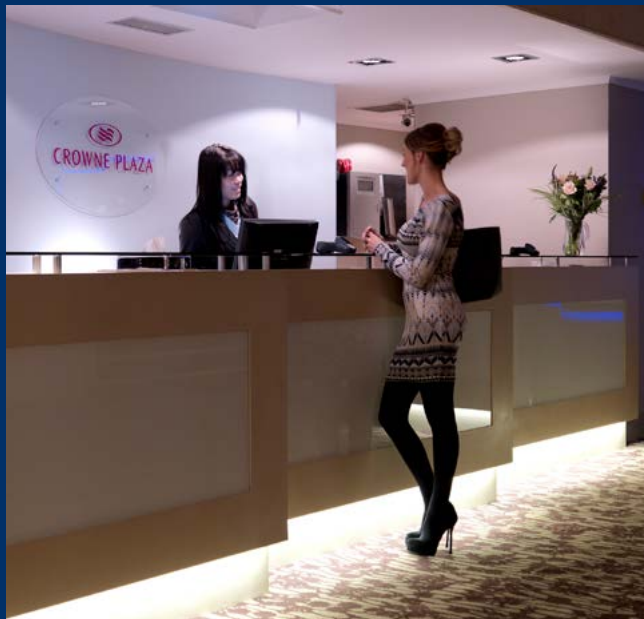
### Our analysis

- Our median gender pay gap is 5.6%
- Our mean gender pay gap is 17.99%

The DTP Hospitality UK Ltd. salary quartiles are:

SALARY QUANTILES	% Male in quartile	% Female in quartile
Quartile 1	40.00%	60.00%
Quartile 2	60.00%	40.00%
Quartile 3	56.67%	43.33%
Quartile 4	55.74%	44.26%

We would note that, for the 2021 Report, our data sample sizes have been limited due to the closure of the normal hotel operations during the Covid pandemic. During this time, the hotels operated "core teams" who carried out safety and security roles. Although men and women were equally invited to take on these positions, more women than men chose to be on furlough due to childcare and home schooling commitments. These considerations have had a distortive effect on our GPG figures.





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

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 impact of the COVID-19 pandemic and the government Coronavirus Job Retention Scheme does appear to have had a distortive effect on the pay gap. The Hotels were closed for 3 months of the reporting period in line with government restrictions, only reopening on a limited basis for essential workers in July. This severely reduced business and staffing levels in the period. A large proportion of the workforce were furloughed. By way of illustration there were 803 people in 2021 who were non-full pay relevant employees and so not included in the hourly rate calculations, versus 362 non-full pay relevant employees in 2020. As above, a high proportion of women, in particular, opted to take furlough due to childcare and home schooling commitments.



### FEMALE REPRESENTATION IN THE WORKFORCE

Despite the impact of the pandemic and furlough, we are pleased that overall female representation across our business has remained strong, with women accounting for under half of the overall employee population (46.8%) in this reporting period. We are also reassured that men and women continue to be evenly represented across all reporting quartiles of our business.

**MEDIAN**  
gender pay gap is

**5.60%**

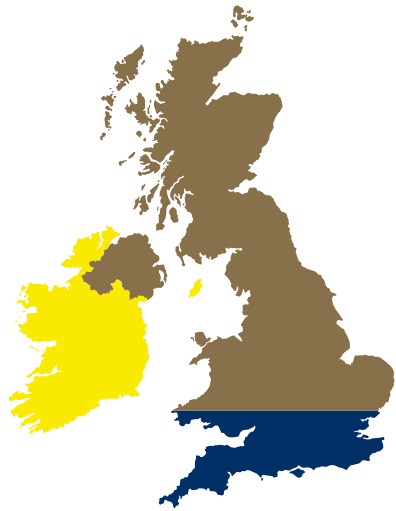
**MEAN**  
gender pay gap is  
around

**17.99%**



**46.8%**

**workforce  
are women**



**THE MEDIAN  
PAY GAP FOR  
ALL EMPLOYERS  
IN THE UK WAS  
15.4% IN 2021**

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.**

The sectors in which we operate reported an average median gender pay gap of 6.67% in GB last year.  
We are pleased to report that our median pay gap is less at 5.6%.





#### Women's bonus pay is

20.17% lower (mean)

60.42% higher (median)

#### Who received a bonus

33.27% of  
male employees

33.77% of  
female employees

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

This year we have seen that marginally more females (0.5%) than male employees have received a bonus.

Both the median and mean gaps are in favour of females. The median bonus gap has increased slightly from 50.75% in favour of females in 2020 to 60.42% in 2021. The mean bonus has gone from 42.25% in favour of males to 20.17% in favour of females in 2021.

This is almost directly as a result of appointing more women into senior roles that attract bonuses.

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

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

When business starts to show sound recovery the Development Programmes to nurture the future pipeline of internal General Managers will continue. We did make progress with one of the four from 2020 development group being promoted during the reporting period.

- **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.

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

Based on data by LinkedIn, the professional networking site, 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.

When analysing why women's careers have been more impacted than men's during the pandemic, this was attributed to a variety of factors:

- Women were found to take on a larger share of caring responsibilities which has been continually disrupted by school closures and re-openings.
- In addition, women's jobs were more likely to be part of sectors that have been hit badly by COVID-19, with hospitality being one of those sectors affected. This also explains why women are more likely to be placed on furlough in comparison to their male counterparts.

Research further suggested that women may also be less likely to be able to work from home due to their careers involving more in-person contact.

We recognise that further measures will need to be implemented to support female careers in the post COVID-19 world, and we will be focussing on the following areas:

- Implementing progressive workplace policies to enable greater flexibility.
- 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.

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