



# GENDER PAY GAP REPORT 2021

VALOR HOSPITALITY REPORTING ON BEHALF OF HICP 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 HICP Limited (HICP). Valor took over the management of these hotels on 24 May 2021. Therefore, this report is based on data supplied by the previous management company.**

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 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 pay 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 212 employees for an overall headcount of 1044.

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





**MEAN**  
gender pay gap is  
**19.2%**

**MEDIAN**  
gender pay gap is  
**17.8%**

  
**42.9%**  
of the  
workforce are  
women

**Bonus pay gap**

Percentage of men and women receiving a bonus:

43.3% of male employees	34.1% of female employees
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Evidence that bonus and incentive opportunities in the company are available at all levels and not only in traditional higher paid roles.

**The HICP Limited salary quartiles are:**

SALARY QUARTILES	% Male in quartile	% Female in quartile
Quartile 1	54%	46%
Quartile 2	42%	58%
Quartile 3	58%	42%
Quartile 4	74%	26%

**UNDERSTANDING OUR PAY GAP**

HICP is a well-balanced business where males represent 57.1% of the business and females represent 42.9% of relevant employees in the scope of reporting guidelines.

Within the organisation, the overall Median Gender Pay Gap is 17.8% in favour of men. The overall Mean Gender Pay Gap remains in favour of men at 19.2% a slight increase against 2020 at 17.9%. This is most likely attributable to the large number of “full-pay relevant employees” that have been excluded from the report.

**FUTURE ACTION TO CLOSE THE GAP**

Valor Hospitality Partners and HICP will work closely to ensure a robust plan is in place to close the Gender Pay Gap.



### HELPING WOMEN PROGRESS FROM SENIOR MANAGER ROLES TO GENERAL MANAGER OR FUNCTION SPECIALIST ROLES.

The General Manager population of HICP has three female General Managers. We are committed to developing and promoting our female talent at all levels.

### ADVERTISING AND PROMOTING

The HICP hotels are advertising jobs using text that has been written to ensure no conscious or unconscious bias deters potential applicants; we will 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 impacted more 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.