



WYBOSTON LAKES  
R E S O R T

# Gender Pay Gap Report 2021

# INTRODUCTION

Wyboston Lakes Resort is a proudly independent family-owned business.

Over the years the business has maintained an excellent reputation as an employer of choice locally, which is driven from the culture and values that exist throughout the business. The culture, that has naturally developed, is one that is professional but ensures that the team are at the heart of all we do. This has especially helped us during the pandemic when we were apart from so many of our team members, but made sure we kept them together in spirit.

When the pandemic hit, it was crucial that we not only protected the business but also the people that make our business great. Every team member is important in ensuring that our customers continue to receive excellent and safe service both pre and post pandemic.

In February 2021 the culture and values within the business were again recognised, by being placed at position 45 in the Top 100 Best Places to Work.



# THE GENDER PAY GAP

Average male earnings



Gender Pay Gap



Average female earnings

Gender Pay Gap is not the same as equal pay.

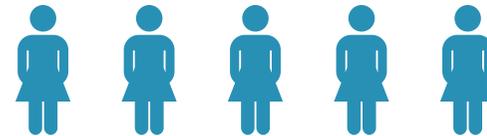
It doesn't compare men and women doing the same job, but is more a measure of whether both genders are equally distributed across all levels of seniority of the business. Equal pay is paying men and women the same for doing the same or similar job.

All businesses are required to report both mean and median pay gaps.

## The Median

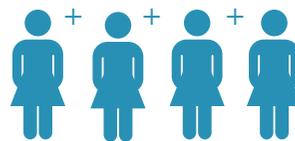


Lowest Hourly Pay



Highest Hourly Pay

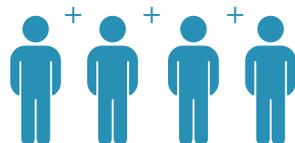
## The Mean



Hourly Rate

$$\frac{\text{Total Hourly Rate Of All Women}}{\text{Number Of Women}}$$

= Mean (Average) Hourly Pay Women



$$\frac{\text{Total Hourly Rate Of All Men}}{\text{Number Of Men}}$$

= Mean (Average) Hourly Pay Men



# OUR GENDER PAY GAP

Our Gender Pay Gap data was taken as a snapshot on 5th April 2021 and includes all team members who were employed within the business on this date.

On the 5th April 2021 we employed 223 people in the business. At this time 18% were working full time including the senior leadership team, maintenance, property and some administrative functions.

58% of the team were fully furloughed with a further 24% flexi-furloughed supporting the customers and clients with us at the time, as well as preparing for opening.

Overall, our team consists of 79% operational team members and 21% administration-based roles.



**2021: 223 Total Team Members**



**141 Female (63.2%)**



**82 Male (36.3%)**

# MEAN & MEDIAN PAY GAP

Our Gender Pay Gap figures have been distorted this year due to the number of people who weren't working on the snapshot date. The figures show that we have decreased our mean pay gap, whereas our median pay gap has increased. This gap reflects the people who were working in the business at the time and those that were still furloughed and therefore is not be a true reflection of the business overall.

In 2020, the UK Average median pay gap was 15.5% down from 17.4% in 2019 and continues to decline, however hospitality has seen an increase in its gender pay gap for the first time in 3 years, with 25% of companies reporting a median pay gap of above 14.7%.

All our team members are paid through pay bands, so those in the same role are paid the same regardless of their gender. The pay bands cover all team members up to management and cover 11 different band levels which are transparent to all.

## Mean Gender Pay Gap In Hourly Pay

2021  
20.88%

## Median Gender Pay Gap In Hourly Pay

2021  
23.73%

# PAY QUARTILES IN 2021

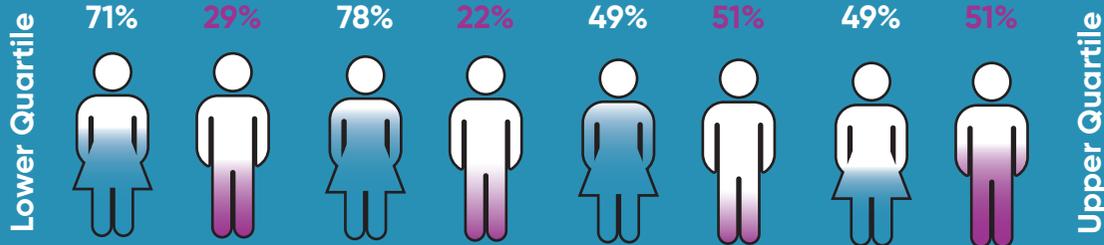
As you can see from our pay quartile results the majority of our team members in the lower middle and lower quartiles are mainly female. This is due to our Housekeeping department being predominantly female and the Spa team being all female. We actively recruit the best person for the job from any gender and in the main, due to the type of roles that they are, they attract females.

Our Senior Leadership team has an even split of 50/50 male and female and there is fair and equal representation on the board by women. In October 2020, Chelsey Hutchinson took over as Chair of the business, giving us the first female Chair.

Unlike in April 2020 when only statutory pay increases were made, pay increases were made across the board for all team members on 1st April 2021.



2021



# YOU BELONG AT WYBOSTON

Despite the disruption of the past two years and the impact this has had on the business and team, the future at Wyboston Lakes continues to look exceptionally bright. The focus on diversity and inclusion has been key for the Board and this is now being reflected throughout more of what the business does for both its team members and customers.

In March 2021 we launched our new Purpose & Values to the team through a virtual All Team Meeting. The conception of these began pre-pandemic with focus groups at all levels of the business; we also used team member feedback from the first and second lockdowns, to help us create this true and clear set of values which reflects the belief of the team. The creation of our team brand strapline 'You Belong at Wyboston' reflects our culture, sense of belonging and reminds us that diversity and inclusion remains at the heart of all we do.

The creation of Culture Champions across the business to support our goals with regards to People, Community & Sustainability has been key to ensure that team members feel included and engaged in things that affect the business and the team. Our Mental Wellbeing plans include the provision of an EAP for everyone as well as in-house Mental Health First Aiders.

Our Gender Pay Gap result along with feedback from team member surveys, helps us to build upon our goals and ensure that all team members or prospective team members, know, they belong at Wyboston Lakes Resort.

*#WeAreStrongerTogether*

*Steve Jones*

Steve Jones

Managing Director

*Julie Ireland*

Julie Ireland

Finance Director &  
Company Secretary

*Katherine White*

Katherine White

Director Of People

