



WYBOSTON LAKES  
R E S O R T

# Gender Pay Gap Report

2022





# INTRODUCTION

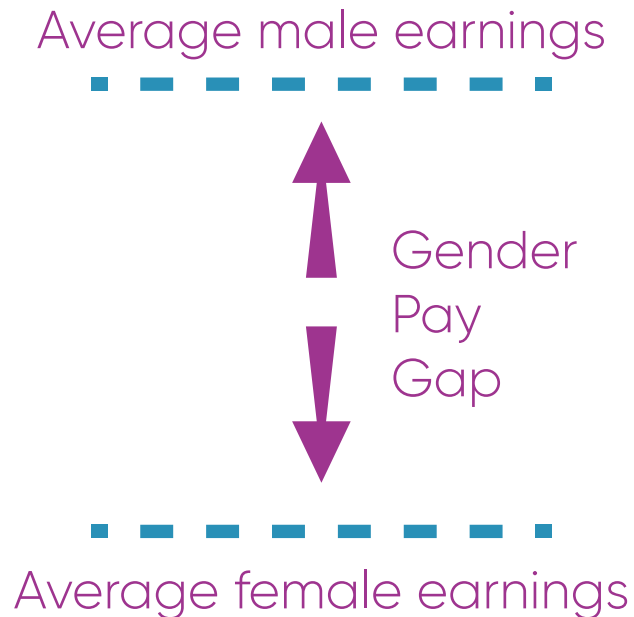
**Wyboston Lakes Resort is a proudly independent family-owned business.**

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 have naturally developed. This helped to ensure that as doors re-opened after the pandemic in September 2021, the team remained at the heart of all we do.

This continuous focus on our team, culture and values, once again supported our position of 43rd Best Large Company to Work For in the UK and also 6th in Best Leisure & Hospitality Company to Work For.



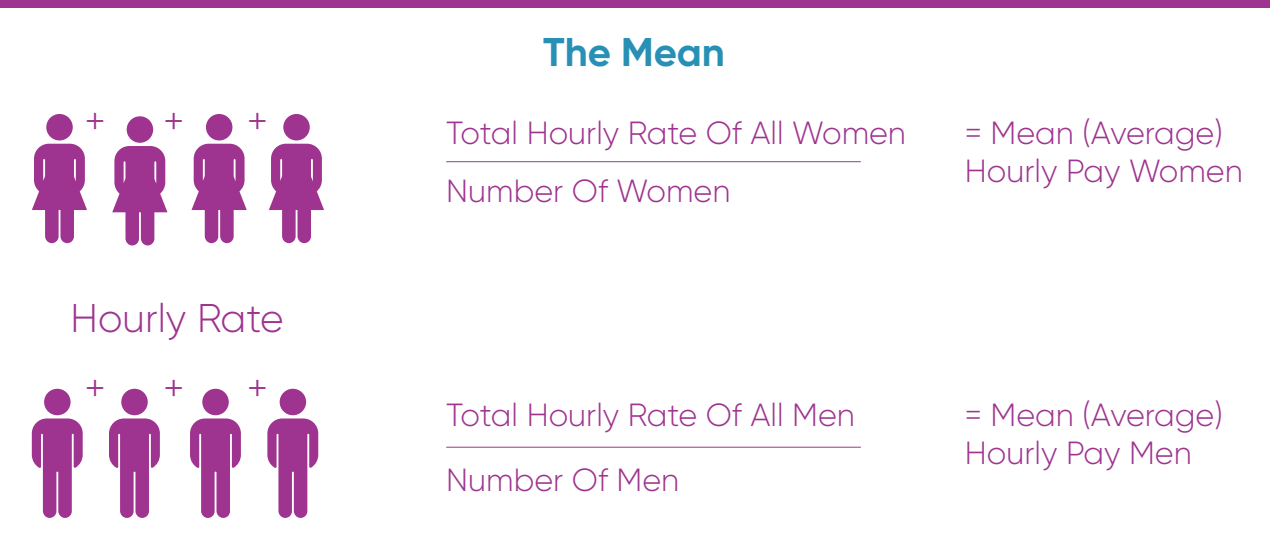
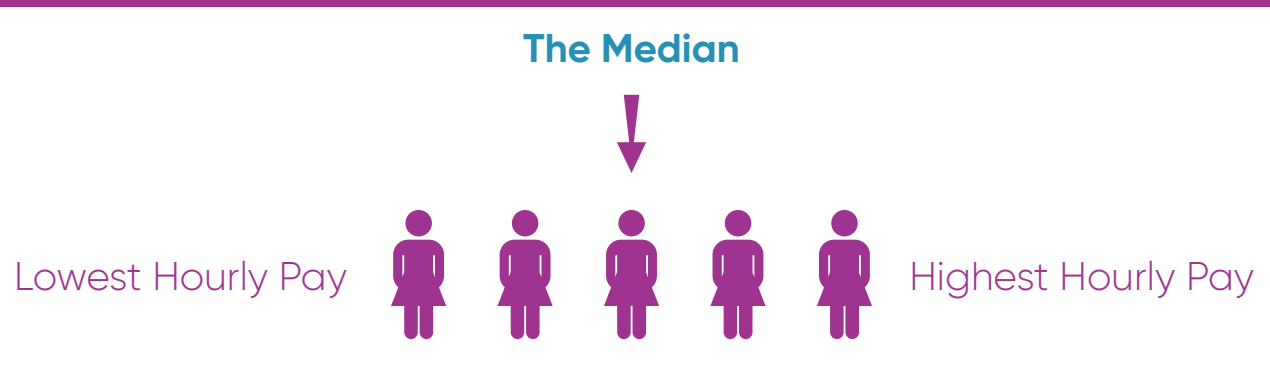
# THE GENDER PAY GAP



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.





# OUR GENDER PAY GAP

Our Gender Pay Gap data was taken as a snapshot on 5th April 2022 and includes all team members who were employed with the business on this date.

2022's figures are the first since 2019 that reflect the business being fully open, as in 2021 58% of our team were still fully-furloughed, with a further 24% on flexi-furlough.

Our overall team is made up of 83% operational team members and 17% in administrative based roles.

	2021		2022	
	223		285	
Total Team Members	♀	♂	♀	♂
	141	82	192	93
	63%	36%	67%	33%
Team Members				
% Team Members				



# MEAN & MEDIAN PAY GAP

Over the past two years our pay gap figures have been distorted due to the pandemic and the number of people who were furloughed on the snapshot date. This years figures reflect the business being fully operational again.

In April 2022 we were recognised as a Real Living Wage Employer, ensuring that all team members were paid a better rate of pay across the business. All team members up to Senior Manager level, are paid through pay bands. This ensures that everyone is paid the same regardless of gender. The introduction of the Real Living Wage across the business has strengthened our pay rates, ensuring that we pay a fair and equitable rate of pay at all levels within the business. Our pay bands are transparent to all members of the team.



Pay Gap	2021	2022	YoY Difference
Mean Gender Pay Gap	20.88%	24.34%	-3.46%
Median Gender Pay Gap	23.73%	21.66%	2.07%

# PAY QUARTILES IN 2022

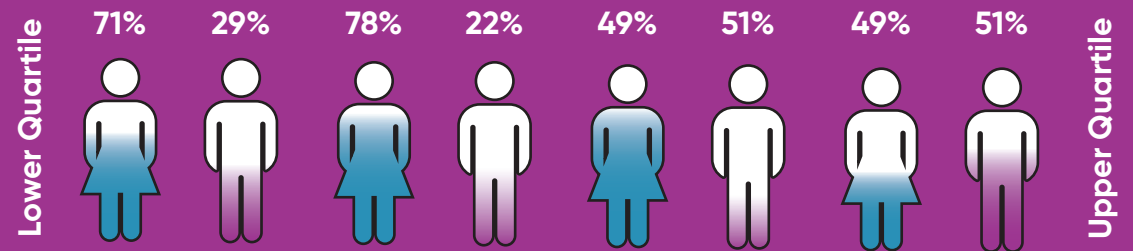
Our pay quartile results reflect the high percentage of women within our business.

30% (72) of our 237 operational team members are made up of the Spa and Housekeeping teams, of which 96% are women. These roles have predominantly always been filled by women. However these roles, housekeeping and guest services, are in the lower pay bands, and this is shown in the report with a higher amount of women in the lower and middle pay quartile. As always, we continue to actively recruit the best person for the job from any gender, however this female dominated role distorts the equitable pay bands that we have across the business.

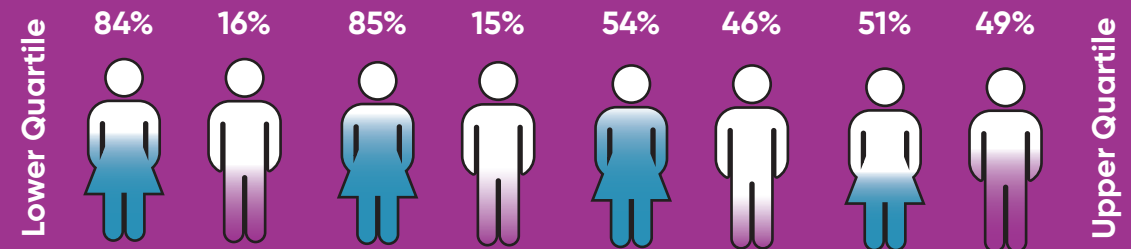
Our Senior Leadership team has an even split of 50/50 men and women and there is fair and equal representation on the board by women, with the Chair of the business being a woman. We are proud of the women throughout our business and the career trajectory that many of them have taken which can be seen in the split of women and men across the business.

	Women	Men
All Team Members	67%	33%
Senior Leadership Team	50%	50%
Senior Managers	62%	38%
Managers/HOD	57%	43%
Assistant Managers	62%	38%
Supervisors	71%	29%

## 2021



## 2022





# YOU BELONG AT WYBOSTON

Having returned from the pandemic a stronger business than ever, the team strapline 'You Belong at Wyboston' is evident at every turn and in all areas of the business. As we enter our 40th year in business, we have a strong, forward focused business plan built on well-established foundations, that enables us to remain competitive as a business.

With much of the focus being centered around building our teams back better, through the provision of training; from resilience and wellbeing to management and leadership. We have truly embedded our values, ensuring that we are creating a nurturing and supportive environment where team members feel valued, well paid and with a future career should they want it.

We now need to further develop our teams, our DEI plans and continue to progress with our ESG goals. Our team have embraced our core values in every area of the business and with the support of our leadership teams, Culture Champions and 'Your Voice Belongs' focus groups we know the emphasis on further growing a diverse and inclusive team is at the heart of all we do.



  
Steve Jones  
Managing Director

  
Julie Ireland  
Finance Director &  
Company Secretary

  
Katherine White  
Director Of People

#WeAreStrongerTogether