



# 2019 GENDER PAY GAP Report



WYBOSTON LAKES  
R E S O R T

All government-required data points, along with additional context, are included within the report.

# FOREWORD

Wyboston Lakes is a proudly independent family business, with over 36 years of standing within the Hospitality sector.

Wyboston Lakes Resort enjoys a solid reputation that is driven from long standing family values which remain at the heart of the business. These values enhance our reputation as an employer, which enables us to attract team members who want to work in a professional organisation with a great family culture. The business enables them to develop their career as little or as far as they wish, whilst feeling valued as a member of the team.

These values and the culture that they reinforce shine through in all areas of the business which is reflective in the service that is provided to our guests whether its in the restaurant, spa or whilst attending a conference as a delegate.

In 2018 we were again recognised for excellent culture and engagement in the Best Companies listing and this is something we will continue to grow and develop.

In the following pages, you will be able to read our second Gender Pay Gap Report for the period April 2018 – March 2019, and see how we continue to ensure that all team members are valued within the business.



## KEY STATISTICS

Best Companies  
Accreditation for  
Employee  
Engagement



Workforce  
comprising of  
**65%** females



Senior Management  
Team comprising  
**44%** females



Signature Training  
Programme attended  
by **60%** females



Mentoring  
Programme  
comprising  
**64%** females



# HOW TO CALCULATE OUR GENDER PAY GAP RESULTS

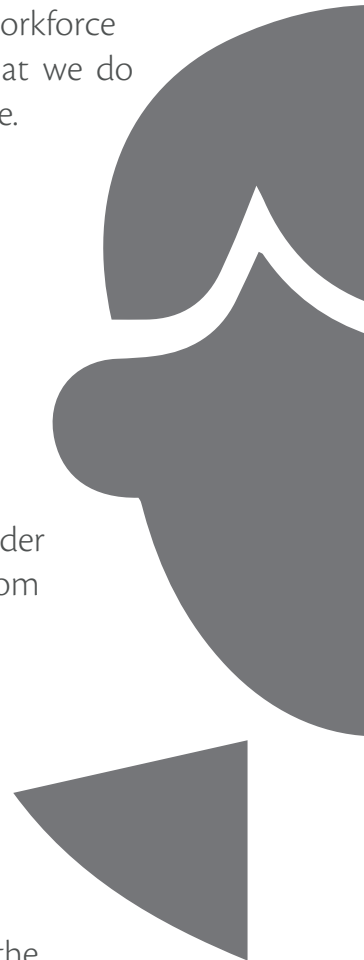
The gender pay gap shows the difference in hourly pay between men and women across the whole workforce of the business, what it does not show is that we do pay equal pay for equal work of the same value.

If there are fewer women in senior positions it would result in a gender pay gap even if those women are being paid more than their male counterparts. Equally more women in lower quartile positions will affect the difference calculations.

**Median hourly** pay figures are calculated by placing all female or male team members in order of earnings. The median is the middle figure from each list.

**Mean hourly** pay figures are calculated by adding all male or female hourly pay together and dividing by the total number of team members including those working shorter contracts.

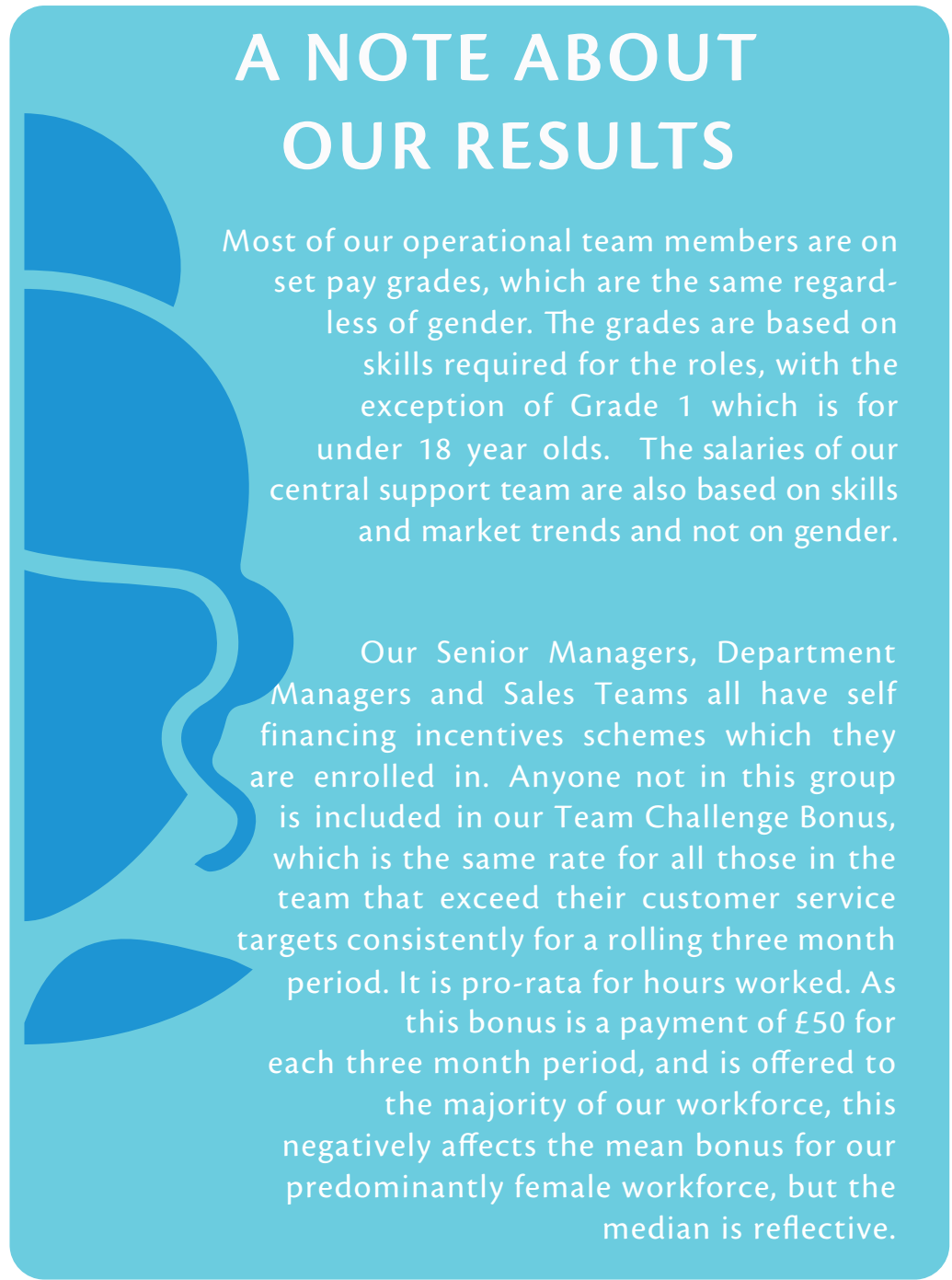
The **gender pay gap** is calculated by taking the average (mean or median) earnings of men and women. This is expressed as a percentage of men's earnings.



# A NOTE ABOUT OUR RESULTS

Most of our operational team members are on set pay grades, which are the same regardless of gender. The grades are based on skills required for the roles, with the exception of Grade 1 which is for under 18 year olds. The salaries of our central support team are also based on skills and market trends and not on gender.

Our Senior Managers, Department Managers and Sales Teams all have self financing incentives schemes which they are enrolled in. Anyone not in this group is included in our Team Challenge Bonus, which is the same rate for all those in the team that exceed their customer service targets consistently for a rolling three month period. It is pro-rata for hours worked. As this bonus is a payment of £50 for each three month period, and is offered to the majority of our workforce, this negatively affects the mean bonus for our predominantly female workforce, but the median is reflective.



# OUR 2018/2019 GENDER PAY GAP DATA

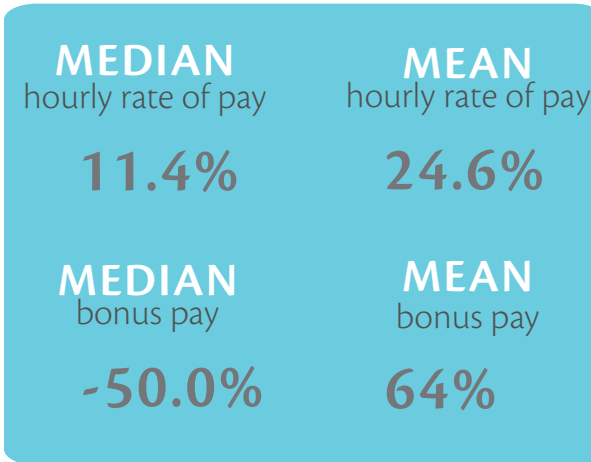
## GENDER SPLIT

We acknowledge that we have more female team members at Wyboston Lakes than male team members. Many of our roles, particularly in Housekeeping, are less than full-time workers and this has been shown to attract female applicants. In recent years we have increased the number of male team members working in these teams, and when recruiting we strive to have a balance of gender as well as ensuring we are recruiting the right person for the role.

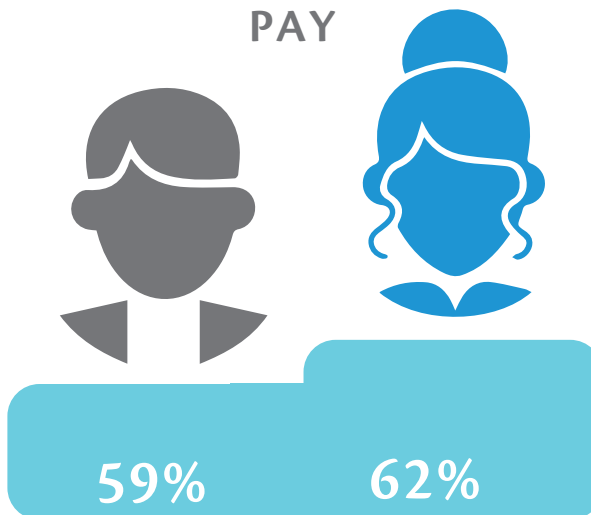
Our roles are advertised internally and we are keen to develop our team members, this means we are often promoting existing female team members to new roles and new departments.

Senior Management Team and Directors, total 16, and there is a 44% split of females to males.

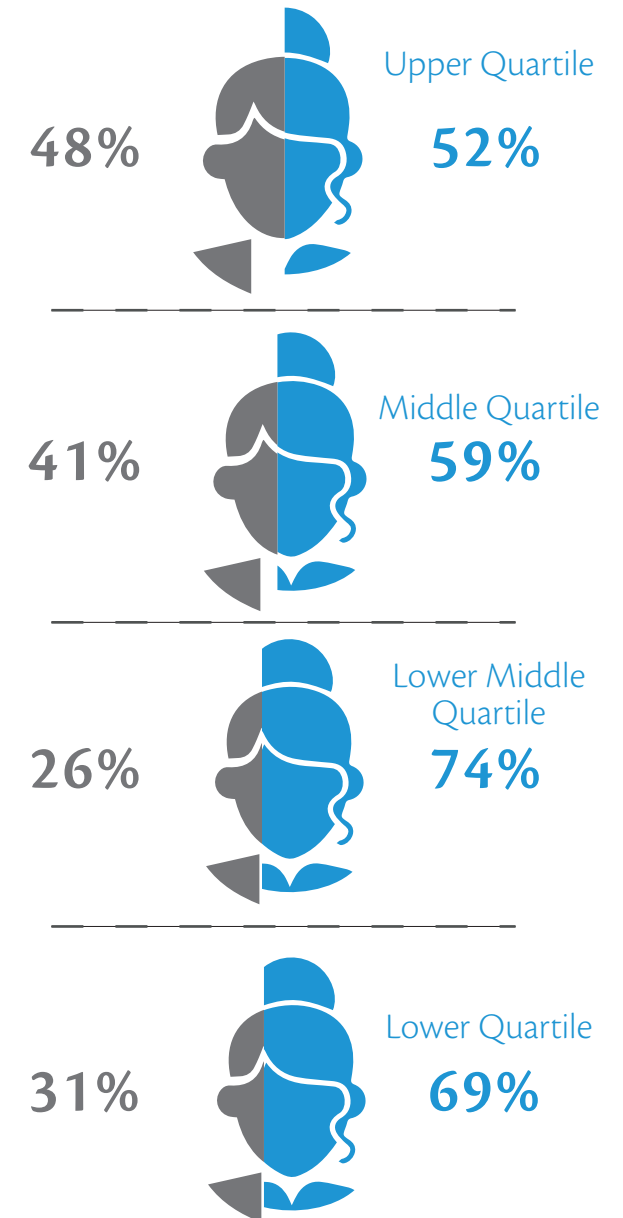
## DIFFERENCE IN MEAN AND MEDIAN OF



## % OF TEAM MEMBERS WHO RECEIVE BONUS PAY



## TEAM MEMBERS BY PAY QUARTILE



# DEVELOPING OUR TEAMS FOR THE FUTURE

Following on from the launch of our signature training programme in 2017, we have continued the training sessions so that more of our managers have been able to benefit from them and enable them to continue to progress their career with us. As mentioned in our key statistics, 60% of attendees are female. We work shiftwork so each module is repeated to allow as many as possible to attend.

We whole-heartedly believe in equality of opportunity for development.

In the past 12 months we have promoted:

**18** individuals based on merit  
**67%** of which have been females

This is broadly representative of our workforce which is

**65%** female

## Wyboston Signature Training Programme



### Wyboston Lakes Mentor Programme

Building on the previous years success, the mentoring programme continued during 2018 enabling more of our managers to benefit from this.

### Wyboston Lakes E-learning module

The e-learning provision has strengthened in 2018, in addition to the standard training modules, we have added a variety of modules available to all team members, which they can do at their own pace.

### Wyboston Lakes Apprenticeship Scheme

Teaming up with HIT Training we have enrolled 11 team members onto apprenticeship schemes in various areas of the business 6 of whom are female.



We are part of The Diversity in Hospitality, Travel and Leisure (HTL) Charter

# OUR VALUES & PRINCIPLES

that we work with every day are

- S** Service: Hospitable, thoughtful and memorable
- T** Teamwork: Support, hard-working, collaborative across departments
- R** Real sense of humour: Respect boundaries, maintain perspective and diffuse tension. Be serious about your job without being serious
- O** Ownership: Accountability, empowerment, get it right first time, expect to be good at what you do
- N** Nurture: We support each other, give praise, train and coach, give each other confidence
- G** Growth: Profitable, sustainable, personal development
- E** Excellence: We expect to be great at what we do. We deliver quality and best practice. We will never stop in our quest for excellence.
- R** Responsible: we will support and care for each other. We will solve challenges together. If it goes wrong we will put it right without a fuss. We will be environmentally responsible



## HEALTH & WELLBEING

Health and Wellbeing is important to us, we support team members in gaining a work life balance; something that is challenging for those working in hospitality. In 2018, we amended contracts for 75% of team members returning to work from maternity to give them ability to work more flexibly around their families. In 2018 we held a number of Wellbeing Awareness Days and trained more team members as Mental Health First Aiders so to be able to support the team within the business

We confirm that this statement is accurate and approved by our Senior Management Team

  
Steve Jones  
Managing Director

  
Julie Ireland  
Financial Director & Company Secretary

  
Katherine White  
Director of HR