

Gender Pay Gap Data 2022

Statement from Paul Harrison Chief Executive Ribby Hall Village

In my January 2022 statement, I talked about feeling optimistic about the year ahead and that signs were very encouraging after the Covid crisis. With the staycation trend continuing, along with the additions and improvements that have been made to the business, I am delighted to announce that we have had the most successful year on record in almost every department.

The success of our accommodation has a significant impact on most areas of the business which is why it is fantastic to see that our cottage accommodation has been busier than ever, achieving over 80% occupancy year to date for the first-time ever. So much work has been put in from so many to achieve this landmark objective. The Spa Hotel is another department seeing numbers like never before. Not only are we seeing outstanding figures, but The Spa Hotel's high standards for excellence have been recognised across the industry with numerous awards and accolades. Well done and congratulations!

Due to the commitment and dedication from our Food & Beverage leadership and teams, we have successfully maintained high standards across all of our eateries. Even with the added pressure of recruitment in F&B areas, which has been a concern throughout the industry, we have been able to delight our customers with a diverse offering that caters to all, 7 days a week. Our HR team continue to work hard to recruit and develop the talent we need throughout the business, especially in these hospitality roles, so that we are best placed for another busy year.

Our Marketing, IT, and Accounts departments have made significant improvements to the business which have enabled all areas to achieve the best results possible. And of course, our Health & Safety and Security teams have been on hand 24/7 to ensure the safety and security of our staff and customers which is the primary objective of the business.

As part of our ongoing strategy, the business continues to develop and grow. We continue to improve our facilities to remain competitive, to always give our customers something new and ultimately to achieve our vision of 'creating happy memories that will last a lifetime'. Our Grounds & Maintenance teams have been full steam ahead, working on multiple projects across the year to ensure a continued high standard of facilities; The transformation of The Bar & Grill to The Hive entertainment venue took place in Q1 and opened in time for Easter. This was a fantastic achievement and the team have produced a modern, outstanding five star facility for our guests. It has been great to see how popular the venue has become; with activities, entertainment, food, and service all achieving high standards. Well done to all involved! Since it's extension, the Nursery has gone from strength to strength with a high occupancy level and bookings secured up to September 2023! The Weddings & Events department undertook a renovation earlier this year, along with a full rebrand, from which we are already starting to see the positive effects. Our newest development, Lakeside View, is now complete, following many months of hard work. This luxury apartment is a wonderful addition to our Signature Property collection and feedback and booking numbers already suggest it is going to be extremely popular with our holiday guests.

Finally, The Health Club underwent a large investment at the start of this year to upgrade the gym and convert the Activate sports shop into the Lifestyle lounge. Combining a top of the range facility with fantastic customer service, we immediately saw the effects of this investment and the Health Club has seen record membership numbers. The building has never been busier, but thanks to outstanding organisation, leadership and teamwork, our high standards continue to be maintained. Well done to The Health Club team.

Our Holiday Homes sales team have also had an extremely successful year, achieving record figures in 2022. Five challenging years in the making for our Holiday Homes and maintenance teams who have worked closely together on developing the Reeds Bay holiday homes site. The results have been outstanding, and we have been able to sell lodges at prices unprecedented in the Northwest.

Next year will see further development work, including an improved facility for children on The Island adjacent to The Health Club and four barn conversions at Browns Farm. Many other projects are also being planned as well as further enhancements to our existing facilities.

Looking to the future, we must continue to address the issues of climate change and protect our beautiful environment for future generations. We want to ensure we operate our business in a sustainable and ethical way; working hard towards our goal of reducing carbon emissions by 50% over the next 3 years. We must look across the Village at ways to reduce waste, invest in further renewable technologies and improve biodiversity. It's a big challenge but one we must all contribute towards going forward.

We have been able to meet such unprecedented demand due to our strong work ethic and desire to constantly learn and improve. Your hard work, dedication and teamwork has enabled us to achieve so much. To all, thank you! 2023 looks like it will be a tough year, especially the Winter months, but I am confident we will have another successful year.

Ribby Hall Village Gender Pay Gap

The Organisation has reported its Gender Pay Gap Data in line with the government's gender pay gap reporting regulations. The Gender Pay Gap reporting regulations require organisations with 250 or more employees to publish the difference between both the mean and median hourly rate of pay for male and female full-time employees, the difference between both the mean bonus pay and median bonus pay for male and female employees, the proportions of male and female employees who were awarded bonus pay, and the proportions of male and female full-time employees in the lower, lower middle, upper middle and upper quartile pay bands.

When reviewing the Gender Pay Gap Data it is important to understand that this is not a measure of pay differences between individuals or groups performing the same or similar work, but a broader view of the differences in the average earnings of men and women, regardless of their role or seniority.

Ribby Hall Village is committed to equal pay and continues to work hard to address gender imbalance in the business.

Mean hourly pay gap: 12.2%

Median hourly pay gap: 7.0%

Mean bonus pay gap: 82.1%

Median bonus pay gap: 68.3%

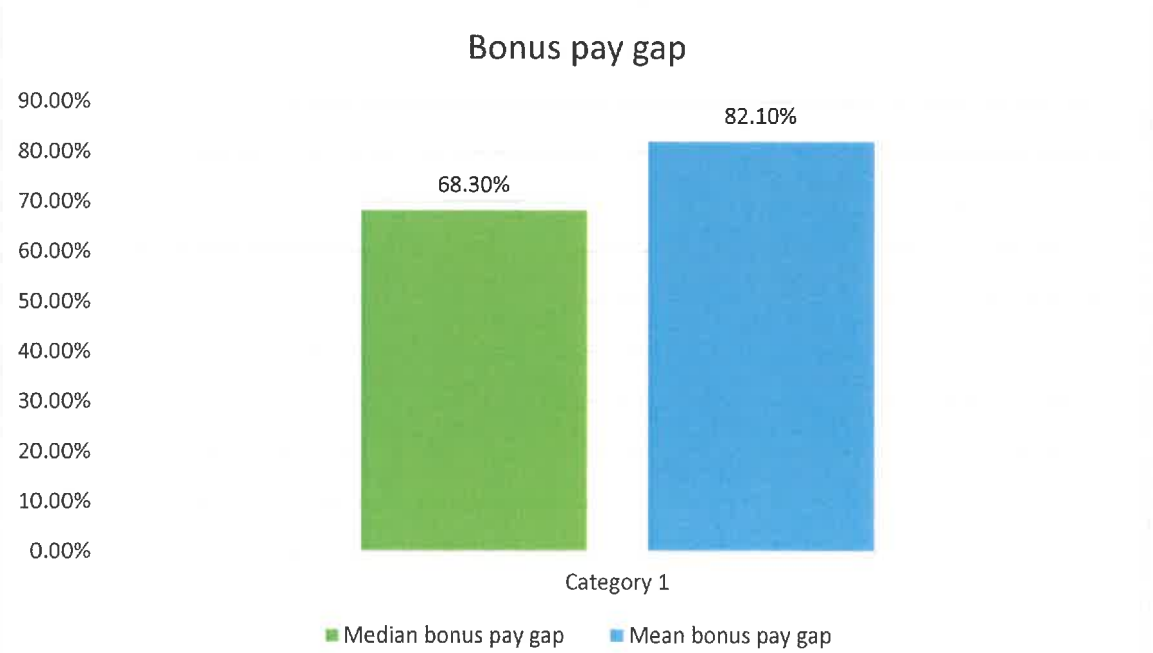
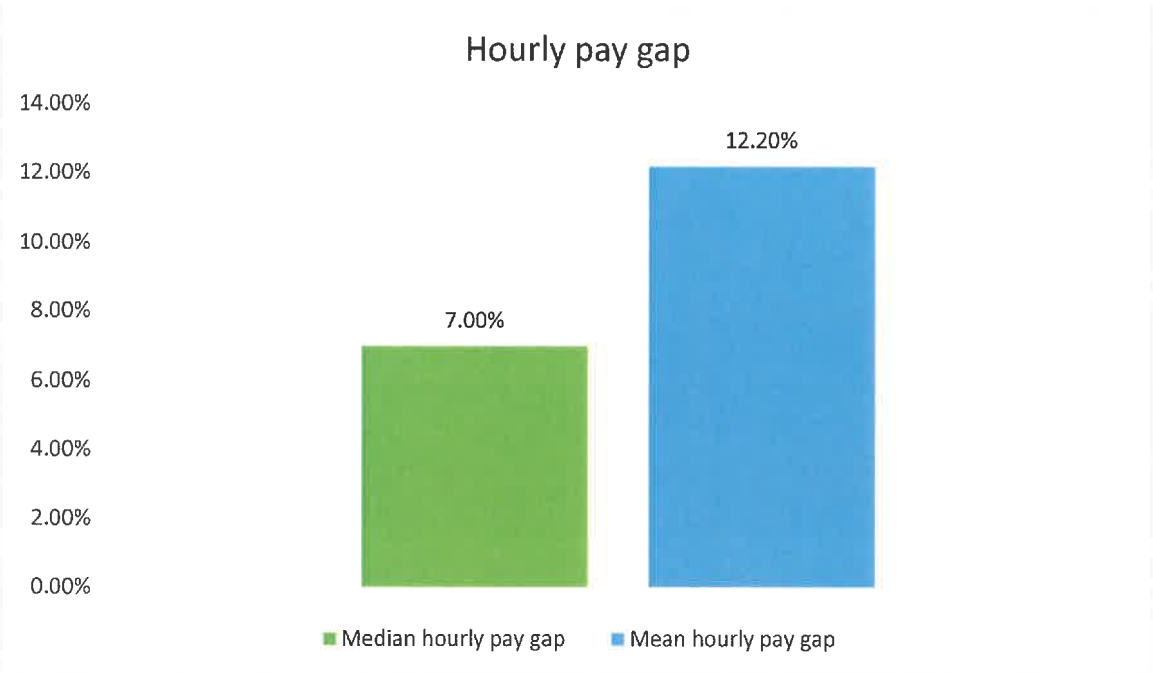
Proportion of male employees who receive bonus pay: 11.5%

Proportion of female employees who receive bonus pay: 15.7%

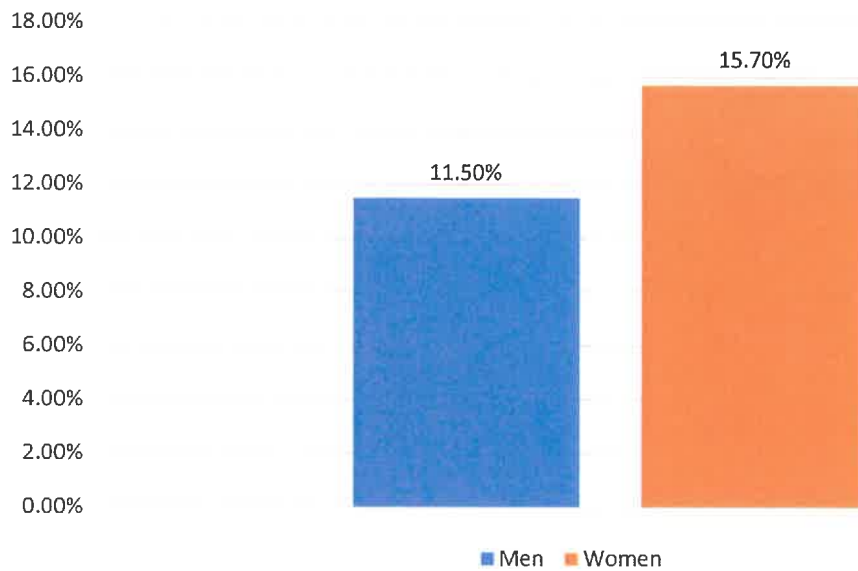
Hourly pay quartiles	Men	Women
Upper	44.4%	55.6%
Upper middle	45.9%	54.1%
Lower middle	33.6%	66.4%
Lower	32.6%	67.4%

Gender Pay Gap at a glance

These figures represent the difference in the mean and median average pay comparing male and female employees.

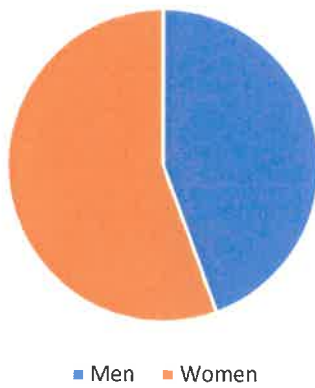


Proportion of staff receiving a bonus

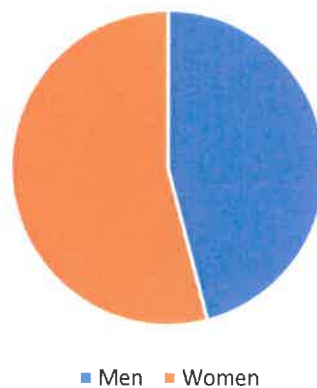


Proportion of men and women per earnings quartile

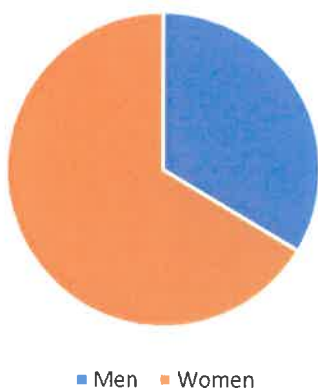
Upper (highest paid)



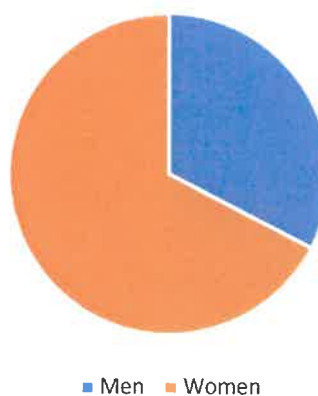
Upper Middle



Lower Middle



Lower (lowest paid)



Understanding the Gender Pay gap and Moving Forward

It is important to note that Ribby Hall Village is an equal pay employer. Men and women are paid equally when doing the same role or roles of equivalent value.

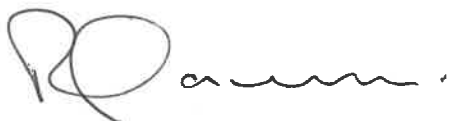
The gender pay gap for hourly pay and bonus pay observed at Ribby Hall Village is due to the following contributing factors:

- The most senior level in the Company is male dominated, causing an imbalance to be observed since the retirement of two senior female employees.
- There are a significantly higher number of female employees in the Lower and Lower Middle quartile. This is due to roles within these Quartiles historically and traditionally being carried out primarily by female employees.
- The bonus pay gap includes a group of female dominated therapists who have the opportunity to achieve bonuses based on retail sales. Although a positive move, their inclusion and the smaller bonuses adversely affects the mean and median bonus results.

Ribby Hall Village continues to be committed to exceeding National Living Wage for all employees. Moving forward the Company is making considerable progress to address the gender pay gap:

- Within our Business Plan for the next two years, we focus on Business Goals including Employee Attraction and Retention to attract and retain top talent. We aim to ensure our pay and conditions match this commitment.
- Salary benchmarking continues to be reviewed to ensure equal pay for equal value roles and salary anomalies are addressed.
- The commitment and willingness to promote flexibility and, where possible, to offer fixed shifts. As a business operating in the hospitality sector this is something which is uncommon.
- As part of our commitment to flexible working, supporting homeworking in appropriate circumstances with a working from home policy in place.
- As a family business we value the role that family plays in the lives of our employees. We, therefore, support shared parental leave where requested.
- Continual revision and review of policies and benefits to make the workplace more family friendly.
- Discounted Nursery and Creche facilities continue to be offered to on site to support the return to work of all staff regardless of gender.
- Improving awareness of menopause in the workplace by providing training to managers in supporting women going through the menopause to continue their career at Ribby Hall Village.

I can confirm the above data is accurate.

 24-03-23.

Mr Paul Harrison

Chief Executive Officer