

Gender Pay Gap Data 2023

Statement from Paul Harrison Chief Executive Ribby Hall Village

Looking at the 2023 Business plan, it is great to see that most of our key objectives which were identified in each department have been successfully achieved. After a slow start for accommodation, we managed to build the annual occupancy to 75.1% partly due to a strong Q4. This year we are aiming for 77% whilst still maintaining fair tariff levels.

We have taken action to reduce our energy usage within the village but our energy costs are still double what they were in 2021, so we aim to further reduce our usage through green initiatives and improved insulation in all buildings.

2023 was an incredibly busy year with so many projects going on as well as accommodating all of our members and guests, this is a difficult balance as even our off peak periods are now busier than previous years. This year again, we have numerous projects already underway as we strive to improve the business accommodation, support and service along with our facilities. Most of the build projects will be completed by June and we continue to very much focus on bookings and service.

With high living costs, business is certainly challenging but through our policy of constant improvement in all areas, we continue to outperform many of our competitors, and it is vital that this policy continues as competition in many of our sectors is improving also, we aim to lead not follow.

As we celebrate 30 years, the Business is now well established through a lot of hard work and vision by so many and we have the opportunity to build on what we have achieved, and there are still so many opportunities available to us.

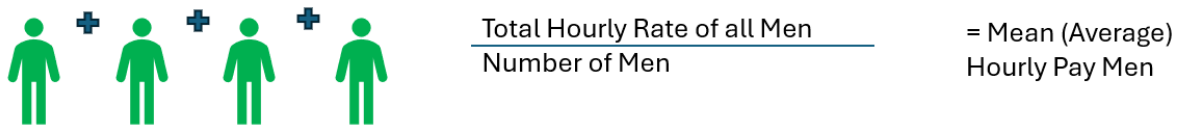
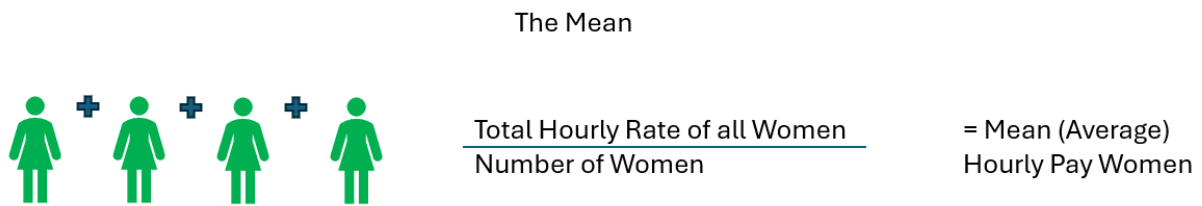
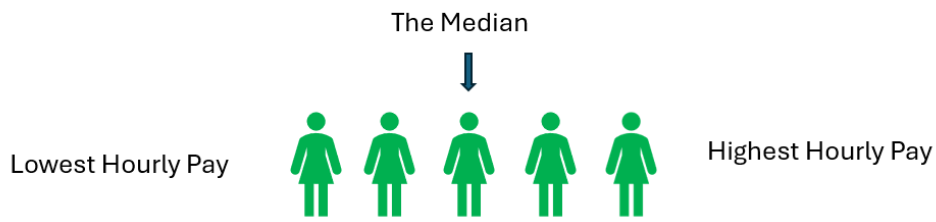
Thank you to everyone. We are very well positioned for a predicted economic improvement this year and confident of hitting our financial target profit of EBITDA 15% (Earnings Before Interest, Taxes, Depreciation and Amortization)

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.

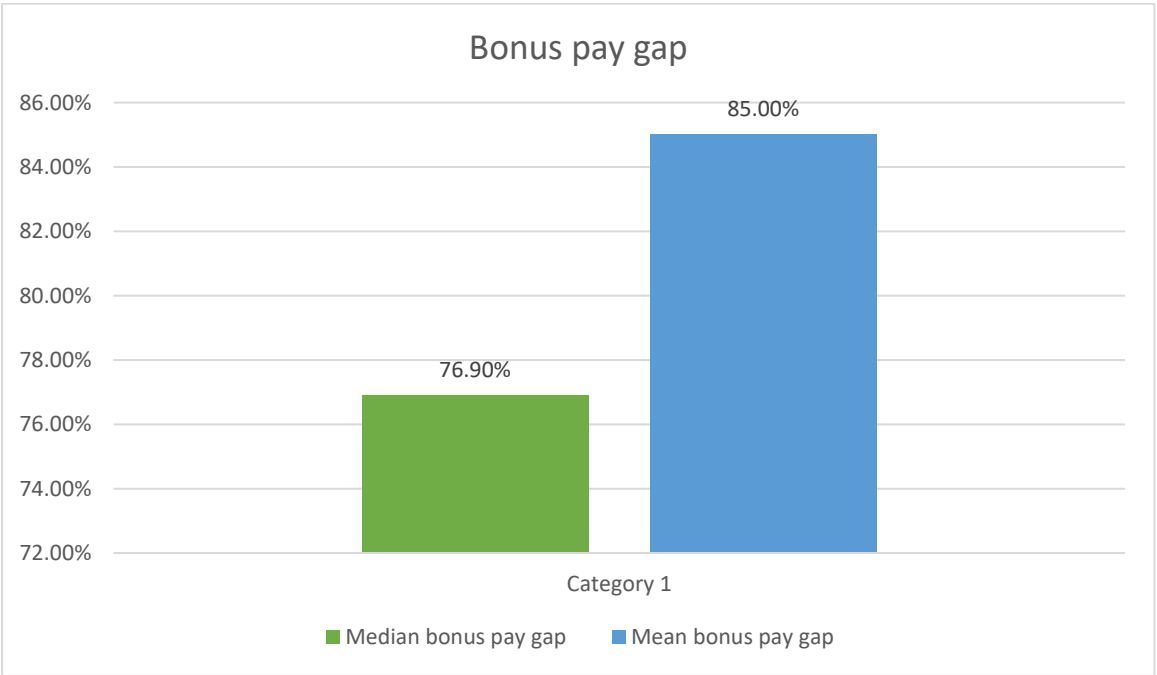
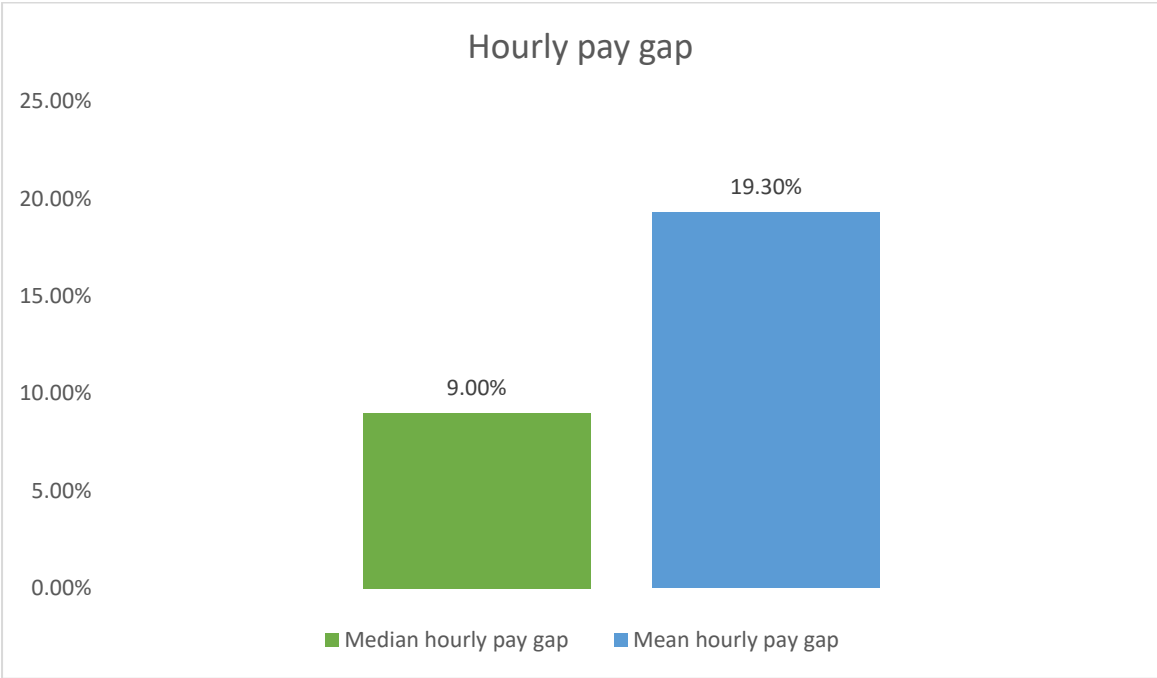
Ribby Hall Village is committed to equal pay and continues to work hard to address gender imbalance in the business.

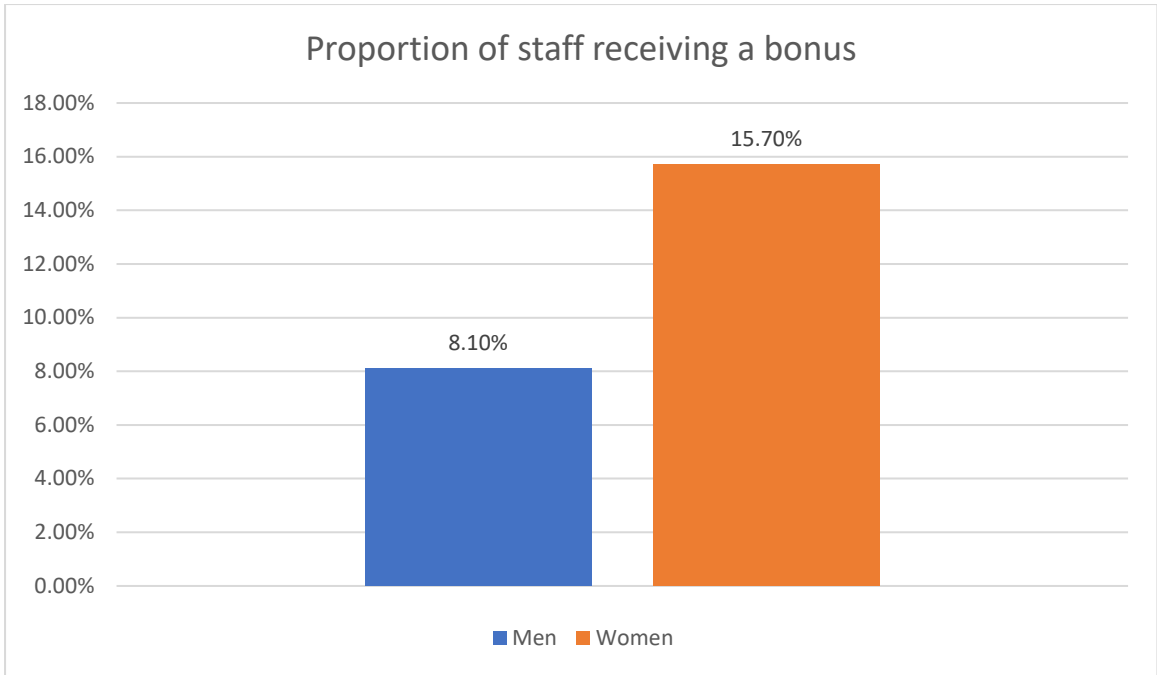


Mean hourly pay gap: 19.3%	Median hourly pay gap: 9.0%	
Mean bonus pay gap: 85.0%	Median bonus pay gap: 76.9%	
Proportion of male employees who receive bonus pay: 8.1%		
Proportion of female employees who receive bonus pay: 15.7%		
Hourly pay quartiles	Men	Women
Upper	55.3%	44.7%
Upper middle	43.5%	56.5%
Lower middle	31.5%	68.5%
Lower	27.4%	72.6%

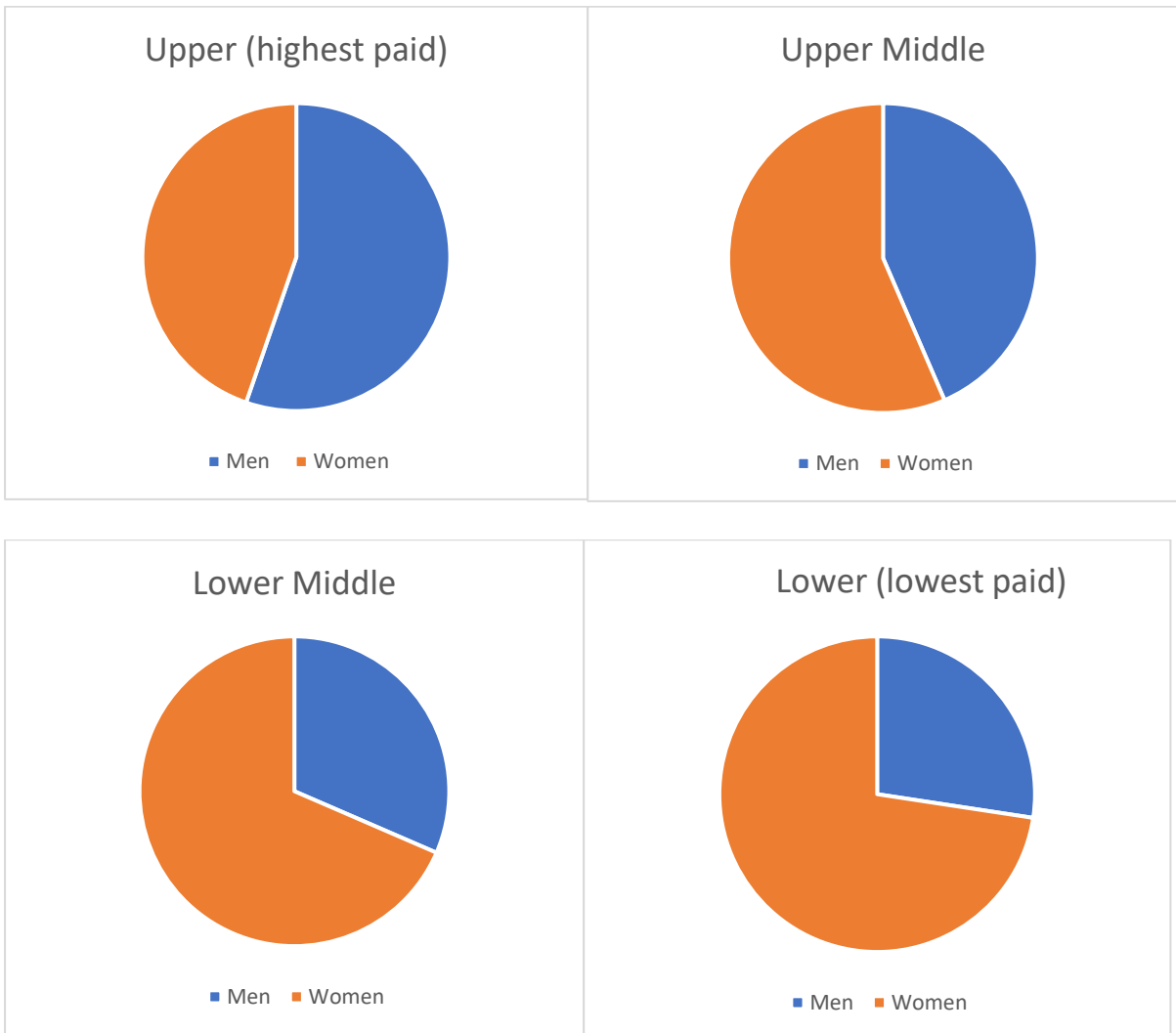
Gender Pay Gap at a glance

These figures represent the amount less that an average female employee receives, compared with an average male employee.





Proportion of men and women per earnings quartile



Understanding the Gender Pay gap and Moving Forward

It is important to note that Ribby Hall Village is an equal pay employer. When men and women are doing the same role or roles of equivalent value, there is no pay gap evident.

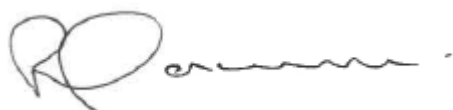
The gender pay gap for hourly pay and bonus pay observed at Ribby Hall Village is due to the following contributing factors:

- The most senior level in the Company is male dominated, causing an imbalance to be observed.
- 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 attracting females.
- 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 taking the following steps to reduce the gender pay gap:

- Within our Business Report we focus on Business Goals including Employee Attraction and Retention - Attract and retain top talent. We aim to ensure our pay and conditions match this commitment.
- The commitment and willingness to promote flexibility as a business operating in the hospitality sector is something which is uncommon in this industry.
- 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.
- Regular review of our policies and practices to identify opportunities for improvement.
- Discounted Nursery and Creche facilities continue to be offered to on site to support the return to work of all staff.
- 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.
- Continuing to support our employees with their wellbeing , encouraging use of our employee assistance programme and promoting our mental health first aiders.
- Salary benchmarking continues to be reviewed to ensure equal pay for equal value roles and salary anomalies are addressed

I can confirm the above data is accurate.



Mr Paul Harrison

Chief Executive Officer