



# GENDER PAY GAP REPORT 2024

VALOR HOSPITALITY EUROPE LTD REPORTING ON BEHALF OF PPC HOSPITALITY (UK) COMPANY LTD



“Having a representative balance of women and men in leadership positions is a key part of our strategy for success. We will continue to provide every team member with the support and development opportunities to achieve their career ambitions”.

**Brian McCarthy,**  
President, UK & Europe

“Ensuring that we provide a workplace that is diverse and inclusive is at the heart of our philosophy. We will continue to promote inclusion, flexibility and fairness in the workplace”.

**Moirra Laird,**  
Human Resources Director,  
UK & Europe



## THE GENDER PAY GAP IS DIFFERENT TO EQUAL PAY

The gender pay gap measures the difference in average hourly pay between women and men. Equal pay measures what women and men are paid for doing the same or similar work of equal value.

## Valor Hospitality Europe Ltd (Valor) manage and operate hotels on behalf of PPC Hospitality (UK) Company Limited (PPC)

The business comprised of 17 hotels operating as PPC Hospitality (UK) Company Limited (PPC) during this reporting period.

The data used for mean and median hourly rates of pay, and the proportion of male and female employees in each quartile is based on 696 male and 792 female employees within an overall headcount of 1,933. This being the number of employees actively working on the snapshot date and all of which identified with a male or female gender.

We are committed to creating a diverse and inclusive environment in which all our employees can thrive. We have implemented fair and transparent pay structures which reward the contribution of all our employees to our business. Our pay rates are determined on either the National Living Wage or job role.

Last year we recorded a combined median gender pay gap of 3.9% and a combined mean gender pay gap of 9.2%.

This year we have seen our median gender pay gap increase to 11.9% and our mean gender pay gap increase marginally to 9.3%.

Men and women continue to be relatively evenly represented across the upper three reporting quartiles of our business, with the lower quartile remaining female biased. This quartile has been heavily impacted this reporting period with the incorporation of housekeeping departments as employees of the company rather than those of a service partner. The data is impacted with this change in four hotels, with an 85% female bias. This has also led to the increase in median gender pay gap with a large increase of female employees in lower quartile pay rate work.

Our median gender pay gap of 11.9% continues to remain lower than the current median gender pay gap for all employers across the UK of 13.1%\*.

We have hired more female than male employees and of those promoted internally, over 60% were female. The employee engagement score demonstrates that females are more engaged, with stronger appreciation of reward and recognition and job satisfaction than that of the male participants.

Our ongoing commitment to improving our gender pay gap further remains a focus and planned activity falls within the scope of our DE&I strategic actions to continue to improve the sense of belonging for everyone and make further progress in monitoring and reducing our gender pay gap figures.

\*Source: ONS





**The Gender Pay Gap Regulations require that all private and voluntary sector employers with 250 or more employees must publish on an annual basis:**

- Overall gender pay gap figures calculated using both the mean and median average hourly pay.
- The numbers of men and women in each of four pay bands (quartiles), based on the employer's overall pay range. This will show how the gender pay gap differs across the organisation, at different levels of seniority;
- Information on the employer's gender bonus gap, that is the difference between men and women's mean bonus pay over a 12-month period; and the proportion of male and female employees who received a bonus in the same 12-month period.

The existence of a gender pay gap does not automatically equate to the existence of an equal pay issue. The two issues are entirely distinct. An equal pay review in a previous reporting period found that there were no equal pay issues within the business and this is relevant today as there has been no fundamental changes.

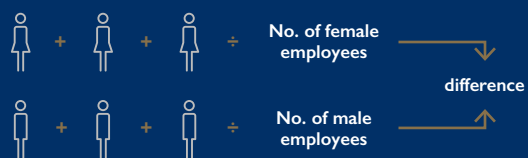


FROM  
**APRIL 2021**

All private and voluntary sector employers with 250 or more employees must publish on an annual basis:

**Overall gender pay gap figures calculated using both the mean and median average hourly pay**

## MEAN HOURLY PAY GAP



A "mean" average involves adding up all of the numbers and dividing the result by how many numbers were in the list.

## MEDIAN HOURLY PAY GAP



**The difference = median hourly pay gap**

A "median" average involves listing all of the numbers in numerical order. If there is an odd number of results, the median average is the middle number. If there is an even number of results, the median will be the mean of the two central numbers.

## Our analysis

- **Our median gender pay gap is 11.9%**
- **Our mean gender pay gap is 9.3%**

**The PPC Hospitality UK Ltd. salary quartiles are:**

SALARY QUANTILES	% Female in quartile	% Male in quartile
Lower	66.9%	33.1%
Lower Middle	53.5%	46.5%
Upper Middle	47.6%	52.4%
Upper	44.9%	55.1%





### WHY DO WE HAVE A GENDER PAY GAP?

Within PPC there is a higher proportion of females working within the 2 lower paid quartiles. This reflects the overall higher percentage of female employees in the business and, in particular this year, reflects the re-incorporation of housekeeping departments back in-house in 4 hotels, with an 85% female bias. In the 2 higher paid quartiles, the balance of female to male employees has improved moderately in this reporting period. The upper quartile contains the general managers and consistent with the industry trend there are more male than female general managers. However, the balance of male and female employees within this group indicates that this year a moderate number of other senior positions have been filled by females, either through internal promotion or external hiring. Our focus remains on improving the number of women in the senior quartile roles by profiling examples of women in these roles, increasing the focus on leadership development where men and women attendance is shared, communicating and flexing our hiring and promotions in a tailored way to support applicants which include hybrid working opportunities and embracing technology to allow further accommodation of flexible working where the job role supports this.



### FEMALE REPRESENTATION IN THE WORKFORCE

We are pleased that overall female representation across our business has remained strong, with women accounting for over half of the overall employee population (55.7%), a 2.1% increase in this reporting period.

**MEDIAN**  
gender pay gap is

**11.9%**

**MEAN**  
gender pay gap is  
**around**

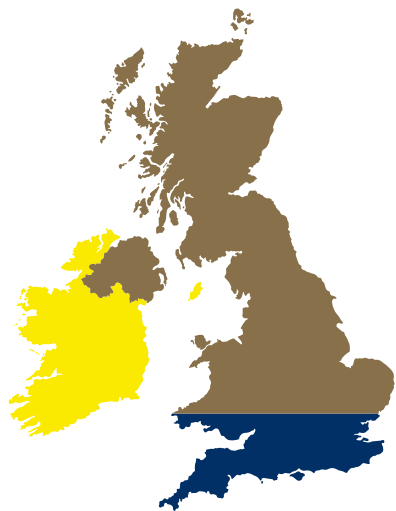
**9.3%**



**55.7%**  
**of the workforce  
are women**

The Office for National Statistics ("ONS") prefers to use the median figure because it is not distorted by a small number of higher earners within a business.





**THE MEDIAN  
PAY GAP FOR  
ALL EMPLOYERS  
IN THE UK WAS  
13.1% IN 2024**

ACCORDING TO THE  
OFFICE OF NATIONAL  
STATISTICS (ONS)

(Correct at the time  
of going to print)

**Our median pay gap continues to be less than the  
national average at 11.9%**





#### Women's bonus pay is

30.6% lower (mean)

0% higher (median)

#### Who received a bonus

31.2% of  
male employees

34.7% of  
female employees

### Bonus Pay

This year 34.7% of females received a bonus compared to 31.2% of male employees. This equates to 107 more female than male employees.

The mean gap remains in favour of males, although this has decreased from 45.4% in favour of males last year to 30.6% in favour of males this year. A result of a greater percentage of female representation in the upper 2 quartiles.

The median bonus payment received by women was equal to the median bonus payment received by men.





## WE ARE COMMITTED TO TAKING ACTION TO CLOSE THE GAP

### - **Attracting, advertising and internal promotions:**

Recruitment and all its supporting systems will be a focus in 2025 for our DE&I Infinity Group. All application forms are now anonymised during the initial stages of recruitment, and we continue to review all advertising materials to ensure no conscious or unconscious bias deters potential applicants. Ethnicity, gender, sexual orientation and race information is collected voluntarily from applicants and hires.

We partnered with the Department of Work and Pensions in 2024 to break down barriers to hire for the 50+ worker and will continue to champion and drive improvements in this area.

Work Vivo (an internal communication platform) will continue to be used to share all vacancies and publish articles highlighting successful female careers within the business to help build our internal pipeline of talent.

### - **Implementing DE&I recommendations:**

We continue to implement the findings of our global DE&I working group recommendations. These include gender pay related activities such as embedding our Infinity Group to represent the voice of all diverse groups within the business. This group has successfully driven many changes in 2024 and individual Infinity Champions have been introduced at each hotel site to further embed this culture.

The introduction of our policy 'Preventing Sexual Harassment at Work' supports the security of females at work and our Menopause Policy, which supports females to remain in work during this life stage, will be reviewed in 2025

Facilities to support females returning from maternity leave have been implemented, such as private, safe spaces to express for new mothers.

### - **Engagement survey:**

We continue to use our employee engagement survey to identify satisfaction factors attractive to female workers. This information can be used to attract more women to join or progress.

### - **Learning and development:**

Our commitment to education and learning continues to plan, as set out in last year's report. Becoming a More Inclusive Leader - a development programme to broaden and enhance our knowledge around all aspects of DE&I including Gender Pay has been undertaken by all General Managers. The cascade focuses upon the next levels of management which will be completed in 2025.

### - **Policy:**

Ongoing review and implementation of progressive workplace policies to enable greater choice, flexibility and support. Including a more generous maternity, paternity and neo-natal care policy.

- Menopause, managers guide and supporting plan to assist women to remain in employment during this life stage.

- Incorporating hybrid working wherever possible and appropriate.

Building an inclusive culture to ensure that tackling disparity is central to everything we do. In the last 12 months we have seen awareness of this activity grow as evidenced by a 3% increase in the score relating to DE&I in our engagement survey.

**I confirm that our gender pay gap calculations are accurate and meet the requirements of the Equality Act 2010 (Gender Pay Gap Information) Regulations 2017. For and on behalf of PPC Hospitality UK Ltd.**

Brian McCarthy,  
President

Moira Laird,  
Human Resources Director