



## Gender Pay Gap Report 2017

### Introduction

Costley & Costley Hoteliers own and operate a group of hotels, restaurants and retail outlets throughout Ayrshire. We have built our brand around providing the highest level of venues, dining and customer service.

Our team members are at the core of our business and without them we could not succeed. We value each and every one of our team and are fully committed to providing a fair, diverse and inclusive working environment.

To establish an improved gender balance at all levels of our business is essential to our commitment to an inclusive workforce. While our gender pay gap is slightly lower than the UK median we are aware that we still require to improve this.

Our pay gap is due to the higher proportion of male employees in some of our higher paid roles, such as our General Managers, Chefs and Senior Management Team. Although it will take time to close this gap we have taken steps through some of our more recent appointments which will assist with addressing this. Moving forward we are committed to ensuring that we continue to support women currently working with us through training and development and also seek to attract more women into senior roles.

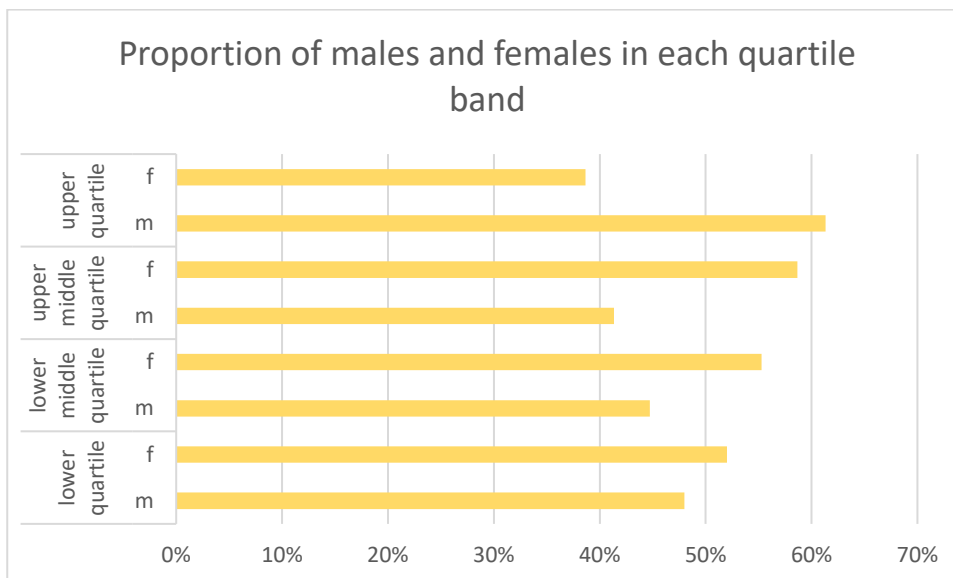
### Our Gender pay gap

The figures below show our gender pay gap as the percentage difference in both our median and mean pay.

<b>Mean (Average) hourly pay difference between male and female employees</b>	<b>15.9%</b>
<b>Median (Middle) hourly pay difference between male and female employees</b>	<b>0.0%</b>

### Pay Quartiles

The figures below show our gender balance within each of our pay quartiles Our analysis shows that women progress through our business at a steady rate, however there are fewer women in the Upper Quartile as there is currently a higher proportion of men in our more senior, higher paid roles.





### **Bonus Gender Pay Gap**

Costley & Costley Hoteliers do not operate a bonus scheme and therefore has no figures to report with regard to bonus payments.

### **Our Plans for Improvement**

- Support and attract female talent through training, development and mentoring.
- Equip and empower our leaders with leadership and organisational development training.
- Building a truly inclusive culture including reviewing our approach to workplace flexibility at all levels within our organisation.
- Ensure we have robust policies to ensure that men and women can succeed equally based on individual merit.
- Commit to ensuring greater focus on attracting female candidates for all positions at all levels.

**I confirm that the information reported is accurate and meets the requirements of the Equality Act 2010 (Gender Pay Gap Information) Regulations 2017.**

Bill Costley  
Chairman  
Costley & Costley Hoteliers Limited

A handwritten signature in blue ink, appearing to read 'Bill Costley', is written over the printed name and title.