SEVEN OAKS
HOTEL & LEISURE CLUB

Gender Pay Gap Report 2026

What is the Gender Pay Gap?

The gender pay gap refers to the difference in the average hourly pay between men and women across all levels of an organisation. It does not refer to equal pay, which states that men and women working in equal roles in an organisation must be paid equally. The gender pay gap determines if there is a difference between the average earnings of men and women across the organisation as a whole.

Legislative Requirements:

According to the Gender Pay Gap Information Act 2021, employers with more than 50 employees are required to report their gender pay gap each year from 2025. Employers must choose a snapshot date from which data on employee wages is used to calculate the hourly gender pay gap. This report includes all relevant employees working in the Seven Oaks Hotel on the snapshot date, June 30th 2026.



Gender Pay Gap Findings 2026

Hourly Gender Pay Gap:

The Seven Oaks Hotel has an overall mean gender pay gap of 6.69% and an overall median gender pay gap of 6.93%. The main reason that this gender pay gap exists is due to the structure of the organisation, with more females in lower level roles than males. There are also more males in upper level roles than females. Particularly, two male employees at the most senior level of management and financial control may be driving this gender pay gap.



Hourly Pay Gap
Mean: 6.69%
Median: 6.93%

Part-time Hourly Gender Pay Gap:

The mean hourly gender pay gap for part time employees is 6.68% and the median gender pay gap for part time employees is 3.05%. Similar to the overall hourly gender pay gap, the main reason that this gender pay gap exists is due to the structure of the organisation, with more females working part-time in lower level roles than males.



Part-time Hourly Pay Gap
Mean: 6.68%
Median: 3.05%

Bonus Gender Pay Gap:

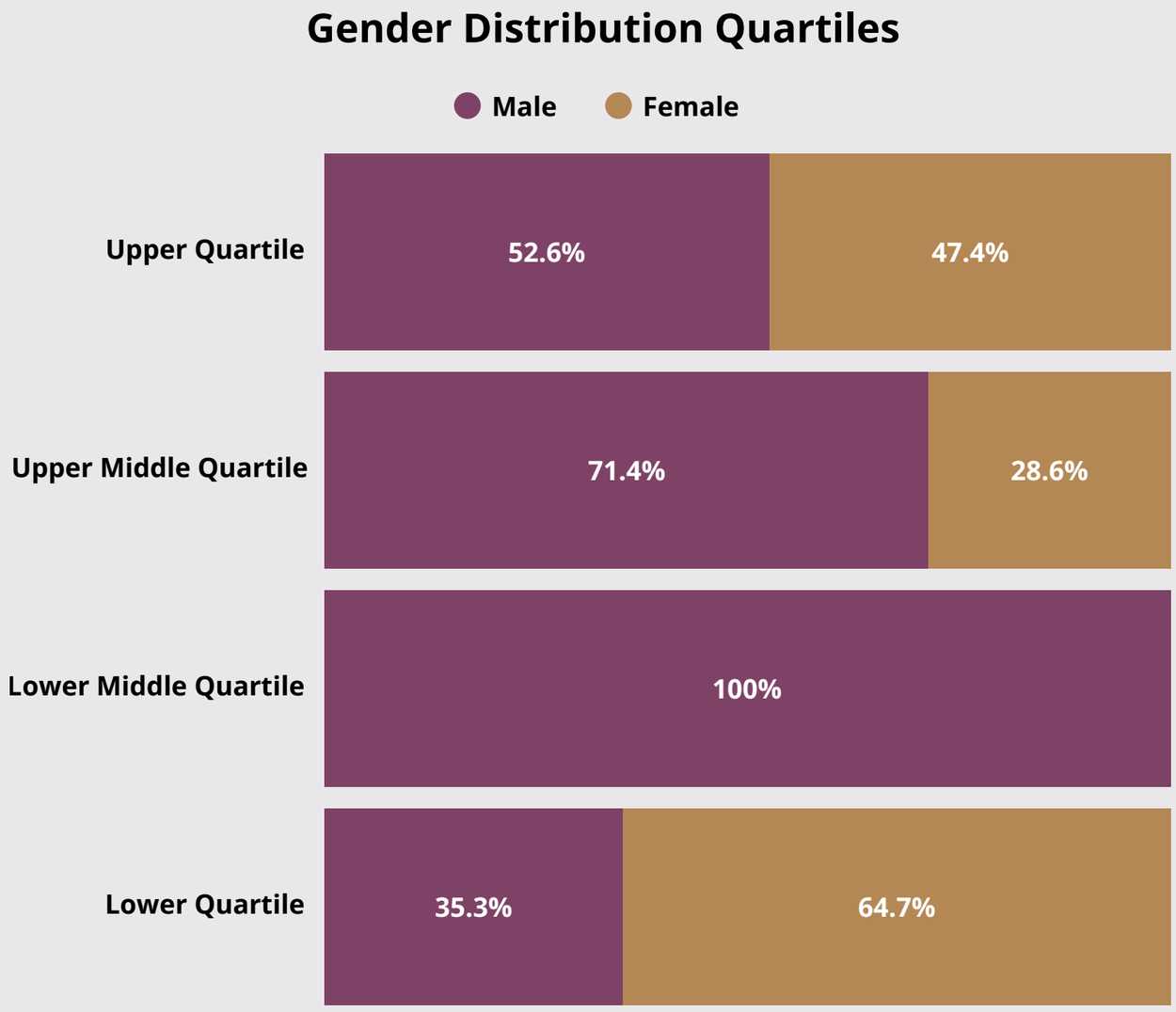
The Hotel's mean bonus pay gap is -4.28% and the median bonus pay gap is 0%. This indicates that females receive slightly higher bonuses than males, and that bonuses received by employees are relatively equal across the two genders.



Bonus Pay Gap
Mean: -4.28%
Median: 0%

Representation of Females:

Quartiles were calculated to determine how the genders are represented across the organisation. The quartiles show that there is a higher percentage of females in lower level roles. They also indicate that there is less female representation in the upper quartiles. This indicates that there are more males in higher level roles. This may be influenced by the two employees at the most senior level of management and financial control who are male.



Gender Pay Gap Action Plan

The following measures are being taken to reduce or eliminate this gender pay gap:

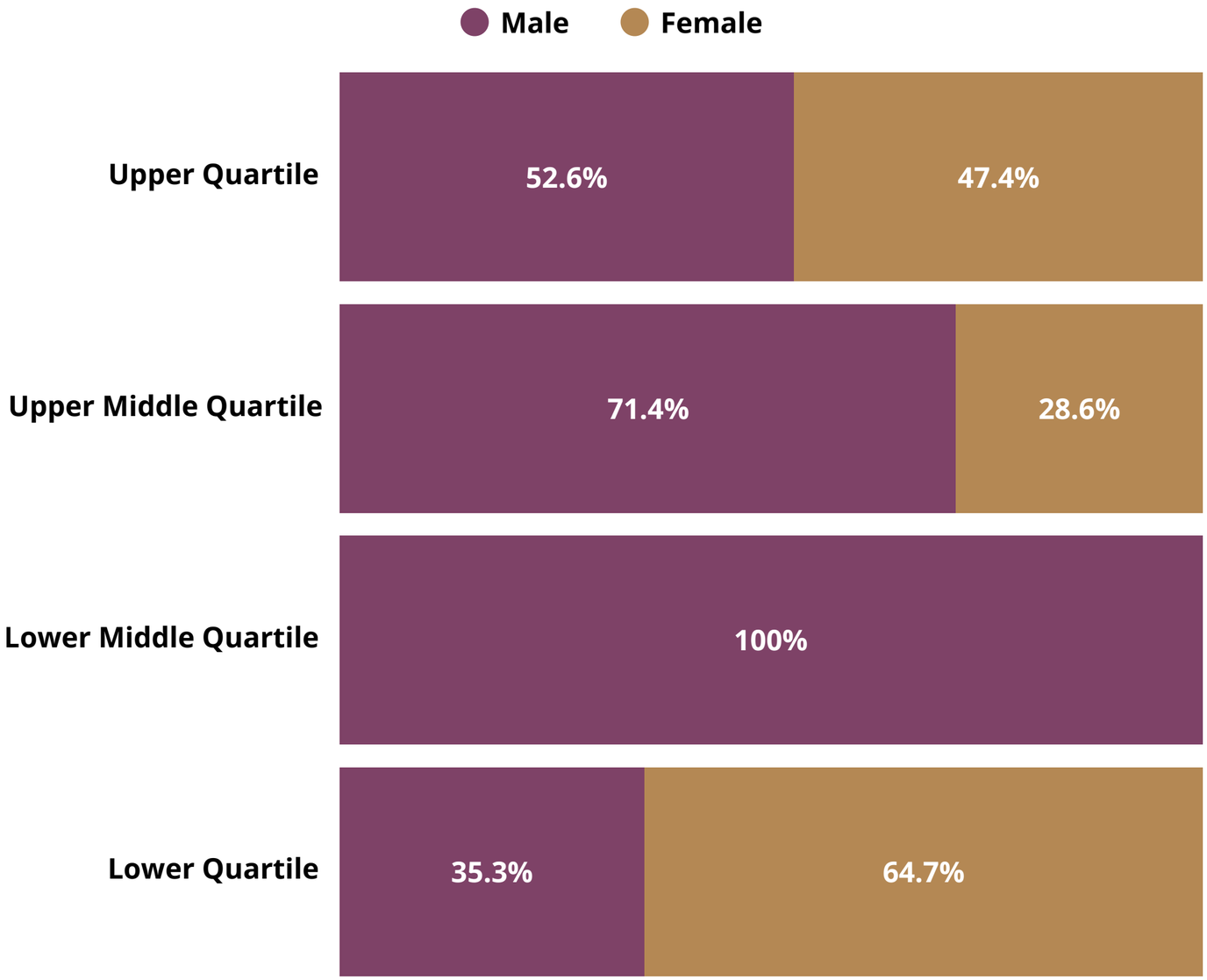
1. We are committed to reaching gender equality within the Seven Oaks Hotel, by targeting areas such as recruitment, development and overall progression.

2. We will provide ‘Diversity, Inclusion and Unconcious Bias’ training to all recruitment personnel, to reduce the impact of unconcious gender bias on the hiring and selection process.

3. We will offer women across departments key training programmes to support their development, and encourage and support them in pursuing progression within the organisation, with particular focus on operational management positions.

Gender Pay Gap Figures 2026

Gender Distribution Quartiles



Hourly Pay Gap

Mean: 6.69%

Median: 6.93%

Bonus Pay Gap

Mean: -4.28%

Median: 0%

Part-time Hourly Pay Gap

Mean: 6.68%

Median: 3.05%