



Introduction

At Hayfield Manor, we believe that true hospitality is built on exceptional service, respect, fairness, and integrity. Our value proposition, “We Believe in Finer Hospitality,” not only defines the experience we deliver to our guests—it shapes how we support and empower every member of our team.

This Gender Pay Gap Report underscores our commitment to transparency and ongoing improvement. We recognise our responsibility to foster a workplace where everyone can thrive, regardless of gender. The findings in this report help us identify the progress we’ve made and the areas where focused action is still needed.

We are proud of the diverse and talented community that drives our success across the hotel. Creating a culture where opportunities are accessible, contributions are valued, and growth is encouraged remains central to who we are.

Addressing the gender pay gap is not a one-time initiative but an ongoing journey, one that strengthens our organisation and reflects our core values.

We extend our sincere thanks to all our colleagues for their dedication and for continually elevating the standards of hospitality within our hotel.

Together, we will continue to embody Finer Hospitality in every aspect of how we work and serve.

Gender Pay Report 2025 -Our results Mean & Median pay gaps

***Snapshot date 29 June 2025*

The difference in mean hourly pay of all employees	6.93%
The difference in mean hourly pay of part time employees	-5.32%
The difference in median hourly pay of all employees	1.06%
The difference in median hourly pay of part time employees	-5.24%

Quartile	Male	female
Lower quartile	50%	50%
Lower middle quartile	38.10%	61.90%
Upper middle quartile	48.84%	51.16%
Upper quartile	52.38%	47.62%

References:

The gender pay gap measures the percentage difference in average earnings between men and women, expressed as a proportion of men's pay.

The median gender pay gap compares the midpoint in hourly pay for men and women. It is calculated by ranking all employees of each gender from lowest to highest earners and identifying the pay of the person in the middle. The gap is the difference between these two median figures.

The mean gender pay gap reflects the difference in the average hourly earnings of men and women. It is calculated by dividing the total hourly pay for all female employees by the number of women and doing the same for men. The gap is the difference between these two averages.

Quartile pay bands are determined by dividing all full-time employees into four equal groups based on their pay levels.

Summary

Hayfield Manor's Gender Pay Gap report for 2025 shows that we are making meaningful progress toward pay equity.

Our overall mean pay gap of 6.93% and median pay gap of 1.06% indicate that male and female employees are paid broadly comparably, with only a minimal difference at the midpoint of earnings. Notably, the negative pay gaps among part-time employees demonstrate that women working part-time earn slightly higher average hourly rates than their male counterparts.

The distribution of men and women across pay quartiles is relatively balanced, though there remains a slight under-representation of women in the upper quartile and an over-representation in the lower-middle quartile. This suggests that while overall pay parity is improving, continued focus on supporting women's progression into the most senior and highest-paid roles will help further reduce remaining disparities.

No bonus payments were issued during this reporting period, as most bonus criteria—linked to performance targets—were not met.

Our recruitment approach is grounded in hiring the most qualified candidate for each role, regardless of gender.

We remain committed to monitoring our pay practices, strengthening our talent pipeline, and ensuring that opportunities for development and advancement are accessible and equitable for all employees.