



## EQUAL PAY STATEMENT AND GENDER PAY GAP APRIL 2026/2027

The Celtic Manor Resort is committed to the principles of equal pay for all of our employees. The Resort is confident that it has eliminated any gender bias in our pay and remuneration system and understands that equal pay between males and females is a legal and moral right in accordance with the Equality Act 2010.

The hourly gender pay gap measures the difference between men's and women's average earnings for normal working hours.

Our mean pay gap for average hourly pay is 10.56%, with our median being 0.46% for April 2026. For bonus pay, our mean pay gap is 52.50%, with the median being 63.30%. Our figures for the calendar year to April 2026 confirm that we paid bonuses to 30.43% of our male staff and 35.48% of our female staff.

Our analysis of our gender pay gap shows that it is largely driven by the fact that, there are more men in senior higher-paid roles within the business. This is reflected in our pay quartile information which is set out below:

	% of men	% of women
<b>Upper</b>	61.8	38.2
<b>Upper middle quartile</b>	43.1	56.9
<b>Lower middle quartile</b>	40.3	59.7
<b>Lower quartile</b>	46.3	53.7

The Celtic Manor Resort is a unique and iconic, award-winning destination which makes it difficult to benchmark our figures against those in our sector. However, we believe we compare favourably with the national averages for the hotel industry.

At the Celtic Manor Resort, although we are confident that men and women are paid equally for doing equivalent jobs across our business, we believe it is right to continue to take action to address our pay gaps and to make sure our policies and practices are fair. We are not complacent about this and will be actively reviewing decisions around our annual pay review and considering ways in which we can support more women to reach leadership roles.

The Celtic Manor Resort has always been a place for people to progress in their career, regardless of their gender, background or education. We offer training for line managers so they can understand unconscious bias, and then manage and challenge how this might impact people in the workplace. We are also able to offer a high level of flexibility with regard to working patterns.

Every colleague has a part to play in contributing to the Celtic Manor Resort's success and we believe it is important that everyone is rewarded fairly for the performance of our business. We confirm that the information contained in this written statement is accurate.

**Julie Hammond**  
**Chief Executive**

**Alison Bates**  
**Group HR Director**

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