

# GENDER PAY REPORTING

At Kew Green Hotels we believe that Outstanding Vision without Outstanding People is irrelevant. Our people strategy encompasses developing everyone, every single day, which means constantly finding new ways to engage with our 3000+ employees and attract talented individuals to our organisation. Without the hearts and minds of our teams we cannot make our vision come to life.

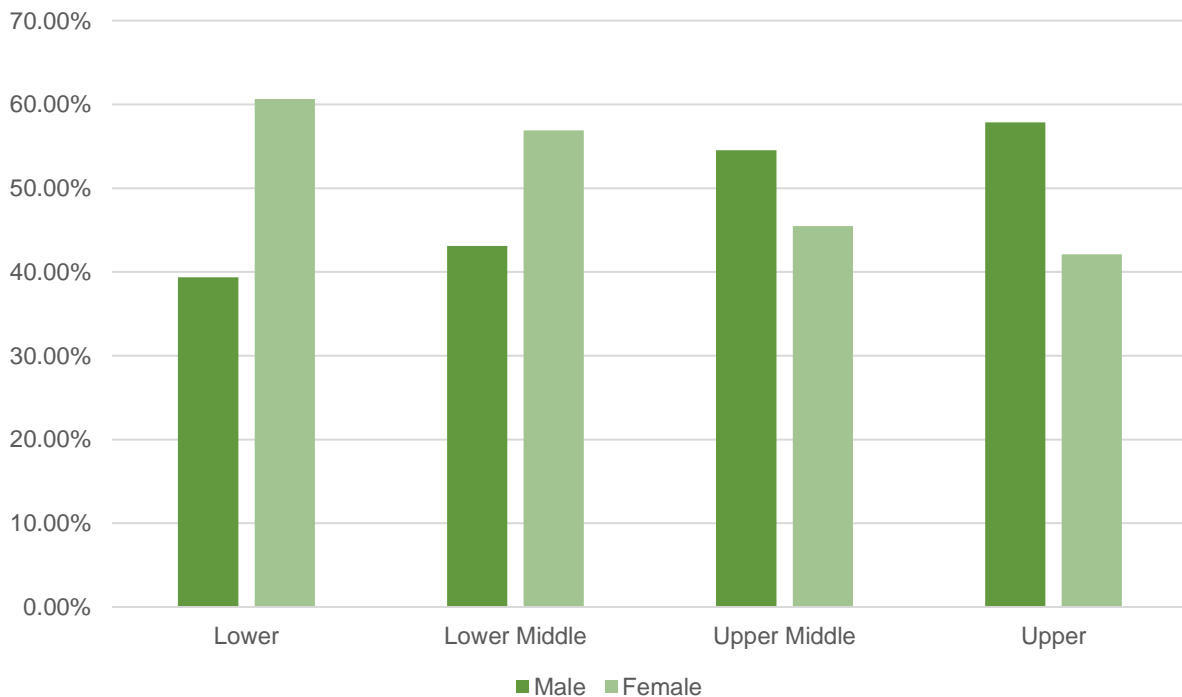
The Kew Green Group is committed to the principle of equal opportunities and equal treatment for all employees, regardless of sex, race, religion or belief, age, marriage or civil partnership, pregnancy/maternity, sexual orientation, gender reassignment or disability. It has a clear policy of paying employees equally for the same or equivalent work, regardless of their sex (or any other characteristic set out above).

We are confident that our gender pay gap does not stem from paying men and women differently for the same or equivalent work. Rather any gender pay gap is the result of the roles in which men and women work within the organisation and the salaries that these roles attract.

Across the UK economy as a whole, men are more likely than women to be in senior roles (especially very senior roles at the top of organisations), while women are more likely than men to be in front-line roles at the lower end of the organisation. Women are also more likely than men to have had breaks from work that may have affected their career progression, for example to bring up children. They are also more likely to work part time, and many of the jobs that are available across the UK on a part-time basis are relatively low paid.

This pattern from the UK economy as a whole is reflected in the make-up of Kew Green’s workforce, where the majority of front-line guest facing roles within our hotels are held by women while a significant proportion (57.1%) of management roles are held by men.

Proportion of Male and Female Employees per Quartile



This can be seen above in the table depicting pay quartiles by gender.



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This shows Kew Green’s workforce divided into four equal-sized groups based on hourly pay ranges, with the Lower Quartile including the lowest-paid 25% of employees and the Upper Quartile covering the highest-paid 25%. In order for there to be no gender pay gap, there would need to be an equal ratio of men to women in each quartile. However, within Kew Green, 60.6% of the employees in the Lower Quartile are women and 39.4% men. The percentage of male employees increases throughout the remaining Bands, from 43.1% in the Lower Middle Quartile to 57.9% in the Upper Quartile.

The vast majority of organisations have a gender pay gap, and we are pleased to be able to say that Kew Green Hotels’ gap compares with that of many other organisations, including those within our industry.

The mean gender pay gap for the whole economy (according to the October 2017 Office for National Statistics (ONS) Annual Survey of Hours and Earnings (ASHE) figures) is 17.4%. At 15.1%, Kew Green’s mean gender pay gap is, therefore, lower than that for the whole economy.

We are proud to report that we have a virtually equal balance of genders employed across our business with 49% males and 51% females.

In respect of bonuses, the mean gender gap and the median gender bonus gap are wider at 69.3% and 30%. However a higher proportion of female employees receive bonus payments than males – 32.2% of females and 27% of males. The relatively wide gaps reflect the broad definition of bonus pay in the regulations. This includes our spontaneous and tactical reward payments which are frequently less than £200 and our annual performance related management bonuses which may be in excess of £5,000.

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Please find listed below the figures that have been reported to The Government Equalities Office in answer to the questions posed.

### Pay Gaps

Difference in hourly rate of pay - Mean	15.1%
Difference in hourly rate of pay – Median	3.6%
Difference in bonus pay – Mean	69.3%
Difference in bonus pay – Median	30.0%

### Bonus Proportions

Percentage of Males who received bonus pay	27.0%
Percentage of Females who received bonus pay	32.2%



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## Employees Pay by Quartile

Gender	Lower Quartile	Lower Middle Quartile	Upper Middle Quartile	Upper Quartile
Male	39.37%	43.11%	54.53%	57.87%
Female	60.63%	56.89%	45.47%	42.13%

All figures calculated at the snapshot date of 5<sup>th</sup> April 2017

Kew Green Hotels is proud to be a fair and equitable employer. We are confident that our HR processes and practices ensure that our colleagues are not paid differently due to gender.

I, Alex Pritchard, Chief Executive Officer, confirm that the information in this statement is accurate.

A handwritten signature in cursive script that reads 'Alex Pritchard'.

4<sup>th</sup> April 2018