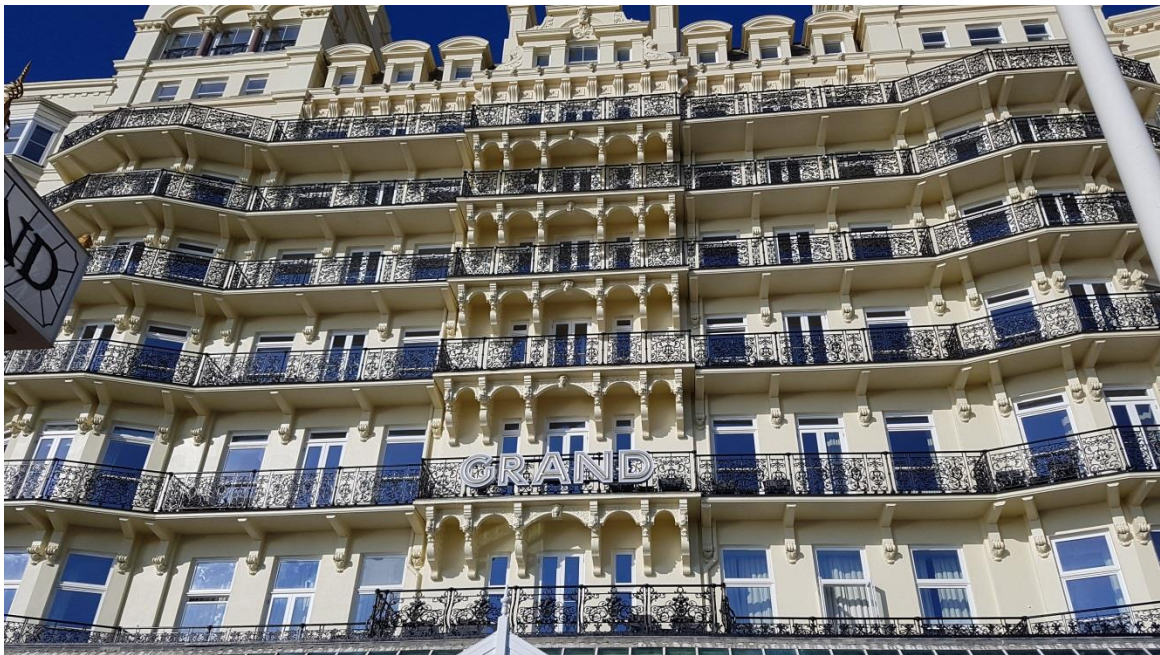


2018 Gender Pay Gap Statement



Brighton Grand Hotel
Operations Ltd.



The Grand Brighton is an iconic Victorian property that is steeped in British history and stands centre stage on Brighton’s famous seafront. From the stunning sweeping spiral staircase and traditional period design, to the beautiful sea view rooms, sumptuous spa and the glamour of GB1 Seafood Restaurant, the Grand experience is treating you to the best. We make hospitality truly meaningful.

At every level, we seek out exceptional individuals and people with talent, charisma and vision – the attributes that make The Grand experience special.

We pride ourselves on being an independent and progressive business that puts individuals and people at the heart of its values.

We are proud to have a diverse and inclusive workforce and a reputation that attracts applicants regardless of their background, nationality, ethnicity, gender, age, disability, religion or sexual orientation. We promote a culture of inclusivity, fairness and openness. We are committed to promoting equality of opportunity for all staff and job applicants, creating a working environment in which all individuals are able to make best use of their skills, free from discrimination and in which all decisions are based on merit.

We are keen to develop and inspire passionate and ambitious individuals who are committed to a career in our industry and aim to attract, develop and retain the best talent available. We believe we support this culture through equality of pay and are confident that women and men are paid equally for doing the equivalent jobs across our business.

In our second year of reporting the gender pay gap, we are proud that, although still slightly favouring men in our workforce, we have seen a reduction in the gap, and are reporting again a well below national average gap in gender pay, with encouraging results in team member and supervisory levels of our business.

Unlike last year where no bonuses were paid, this year’s statistics include both a management bonus scheme and a commission and incentive structure in some departments.

The statistics shown below set out to provide further evidence on the points above and our continued dedication to gender pay equality at The Grand Brighton.

Key Facts at the snapshot date, 5 April 2018	
Total Employees	295
Male Employees	49.15%
Female Employees	50.85%
Total Management Team	28
Male	53.6%
Female	46.4%

All Employees

Across the 18 departments in the hotel we have defined pay structures, which we continually review against the local market for the various roles within each of the areas. Within all departments, we are confident that women and men are paid equally for doing equivalent jobs. We strive to ensure all policies and processes are fair and consistent, particularly around recruitment, pay reviews, performance reviews and bonus payment practices. This is reflected in the data below.

<p>Mean gender pay gap - is the difference between mean average hourly earning of males and females</p>	<p>Gender Pay Gap - TOTAL</p> <table border="1" style="width: 100%; border-collapse: collapse;"> <tr> <td style="padding: 2px;">Mean Gap</td> <td style="text-align: right; padding: 2px;">4.94%</td> </tr> <tr> <td style="padding: 2px;">Median Gap</td> <td style="text-align: right; padding: 2px;">-1.98%</td> </tr> </table>	Mean Gap	4.94%	Median Gap	-1.98%	<p>Median gender pay gap - is the difference between median hourly earning of males and females</p>
Mean Gap	4.94%					
Median Gap	-1.98%					

Quartiles	Men	Women
Lower Quartile	51.4%	48.6%
Lower Middle Quartile	53.4%	46.6%
Upper Middle Quartile	46.7%	53.3%
Upper Quartile	44.6%	55.4%

The figures show that mean average hourly earnings for male employees are 4.94% higher than that of females. However, when looking at the median average, the difference favours women by 1.98%. The mean gap has reduced by almost 0.5% in comparison to the previous year.

Overall, in each quartile of pay rates, women are well represented. The lower quartiles are slightly dominated by men. As we move to the upper middle quartile of full time equivalent employees, the volume of women takes a stronger lead over male employees, with 53.3% of this quartile being filled by women. In the upper quartile, the balance is significantly in favour of women – a good growth on last year where men dominated this quartile by 11%.

The upper middle quartile is dominated by team leaders, supervisors and junior managers and we are encouraged that the training and development opportunities available on property for this level of employees, have allowed women to progress within our business, and move on to the upper quartile as roles become available.

Bonus Payments

In this snapshot period, bonus and commission payments are reported for the first time.

Employees Receiving Bonus Pay	
Proportion of Males	20%
Proportion of Females	40%

Bonus Gender Pay Gap - TOTAL	
Mean Gap	84.1%
Median Gap	30%

In this first year of reporting the Bonus Pay gap, the figures on first glance would look to strongly favour male employees. However, coupled with the statistic that of the 89 employees who received bonus, commission and incentive payments, 67.4% were female, further explanation and rationale is needed. Following the sale of the hotel into private ownership in 2014, the General Manager was offered a loyalty and retention bonus to lead the hotel successfully through this transition period and beyond – a common place practice in these circumstances to ensure the continued success of the business. This bonus was paid in this snapshot year, distorting the overall picture. If we were to look at the gender pay rate for employees receiving a bonus only, the reflected mean gap is 27.8% in favour of men and the median gap is 6.7% in favour of woman.

To be able to understand how the above set of figures fare with levels of responsibility within our business, we undertook further analysis of the data.

The Management Team

Gender Pay Gap - Management Team	
Mean	36.6%
Median	16.9%

Quartiles - Management Team		
	Men	Women
Lower Quartile	28.6%	71.4%
Lower Middle Quartile	42.9%	57.1%
Upper Middle Quartile	50%	50%
Upper Quartile	57.1%	42.9%

The gender pay gap picture at a management level would suggest that the gap is wider than the overall picture with a 36.6% mean gap favouring men. The figures for this snapshot date are not necessarily a true representation of our performance with a number of female managers also participating voluntarily in the childcare voucher salary sacrifice scheme which again impacts on their average earnings for the purpose of this report. Within this level of our business, all roles are single employee roles. It is encouraging that the growth of women in the upper quartiles strengthens by 10% in comparison with last year.

Team Members

Gender Pay Gap STATS - Team Members & Supervisors

Mean	-2.84%
Median	- 0.53%

Quartiles - Team Member

	Men	Women
Lower Quartile	50.0%	50.0%
Lower Middle Quartile	56.1%	43.9%
Upper Middle Quartile	47.8%	52.2%
Upper Quartile	40.9%	59.1%

The data for team members shows a really positive result, with a negative mean favouring women by 2.84% and the median average slightly favouring women by 0.53%. Women are well positioned across each quartile with the strongest position being in the upper quartile with an almost 60% share, an increase of 25% over last year.

This strong dominance of women clearly contributes to our overall position and supports our aims of being an equal opportunity employer.

Our Commitment

We pride ourselves on being a progressive business. This includes continually reviewing our policies and practices to ensure they promote the progression and development of all employees and that our culture remains inclusive and supportive of female employees.

We will continue to:

- Promote flexible working policies across our business
- Enhance our maternity, paternity and shared parental leave benefits
- Develop our Supervisory Development and Management Academy Programmes to ensure females are championed and mentored along with their male counterparts.
- Review each vacancy and opportunity as it arises and ensure that the best person for the role is appointed

This statement confirms that the published information is accurate at the time of publishing and is signed by



Andrew Mosley, General Manager 1st March 2019