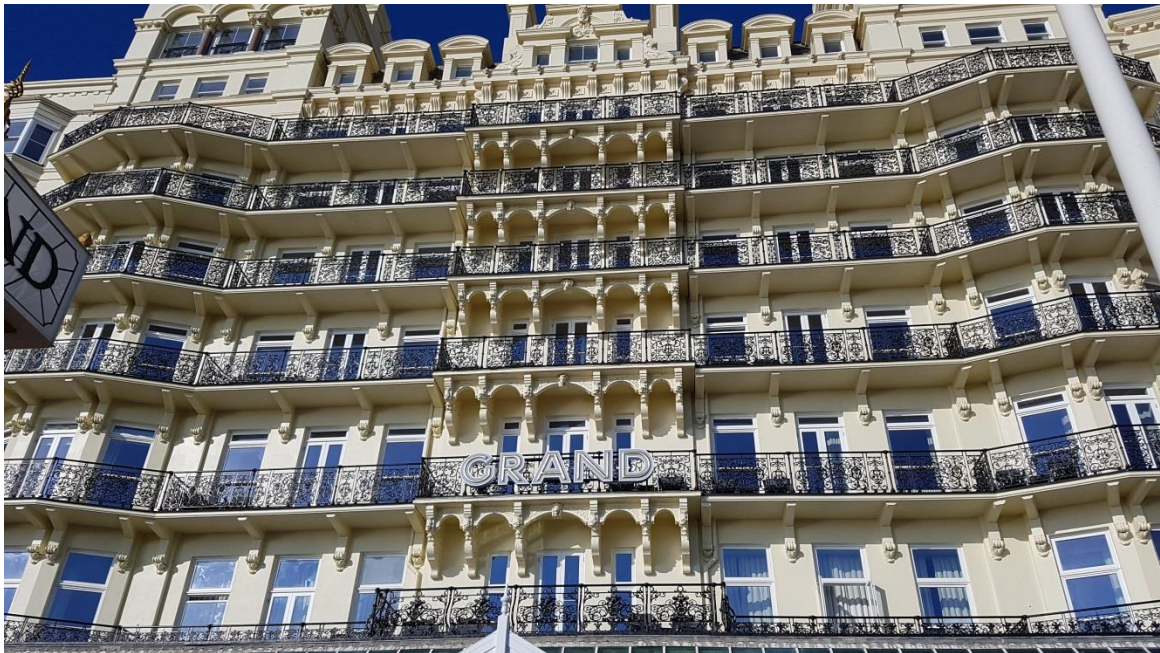


2020 Gender Pay Gap Statement



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 Cyan all-day social dining destination, 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 fourth year of reporting the gender pay gap, we are proud that we have seen a huge reduction in the gap again year on year and are now for the **first time reporting a very healthy gender pay gap favouring women in our workforce**, as well very encouraging results in both team member and management levels of our business.

This year’s statistics again 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 2020	
Total Employees	304
Male Employees	49.01%
Female Employees	51.99%
Total Management Team	35
Male	41.7%
Female	58.3%

All Employees

Across the 17 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. In 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 earnings of males and females</p>	<p>Gender Pay Gap - TOTAL</p> <p>Mean Gap -2.29%</p> <p>Median Gap -2.16%</p>	<p>Median gender pay gap -is the difference between median hourly earnings of males and females</p>
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Quartiles		
	Men	Women
Lower Quartile	52.6%	47.4%
Lower Middle Quartile	56.6%	43.4%
Upper Middle Quartile	46.0%	54.0%
Upper Quartile	40.8%	59.2%

The figures show that mean average hourly earnings for female employees are 2.29% higher than that of males. Similarly, when looking at the median average, the difference continues to favour women by 2.16%. The mean gap has reduced by over 3 % in comparison to the previous year – a significant result!

Overall, in each quartile of pay rates, women are particularly well represented. The lower quartiles are slightly dominated by men. As we move to the upper quartiles of full-time equivalent employees, the volume of women takes a strong lead over male employees, with close to 60% of both the upper middle and upper quartiles being filled by women. In the last two years, the balance has swayed significantly in favour of women – this year’s figures albeit slightly reduced on previous year’s, demonstrate another fantastic performance.

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

Employees Receiving Bonus Pay	
Proportion of Males	22.1%
Proportion of Females	37.4%



THE GRAND
BRIGHTON

Bonus Gender Pay Gap - TOTAL	
Mean Gap	61.09%
Median Gap	-124.8%

The figures, at first glance, appear to strongly favour male employees. However, coupled with the statistic that of the 91 employees who received bonus, commission, and incentive payments, 59% 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 programme 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 again paid in this snapshot year, distorting the overall picture. However, if we were to look at the gender pay rate for employees receiving a bonus only, the reflected mean gap has reduced 10% year on year to 17% in favour of men, with the mean gap positively favouring women at 2.9%.

To be able to understand how the above sets 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	21.4%
Median	6.2%

Quartiles - Management Team		
	Men	Women
Lower Quartile	33.3%	66.7%
Lower Middle Quartile	37.5%	62.5%
Upper Middle Quartile	44.4%	55.6%
Upper Quartile	44.5%	55.6%

The gender pay gap picture at a management level would suggest that the gap is wider than the overall picture with a 21.4% 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 to see the growth of women in the upper middle and upper quartiles strengthens again in comparison with last year, now surpassing 50% for the first time.

Team Members

Gender Pay Gap STATS - Team Members & Supervisors

Mean	-4.2%
Median	- 1.2%

Quartiles - Team Member

	Men	Women
Lower Quartile	51.5%	48.5%
Lower Middle Quartile	59.7%	40.3%
Upper Middle Quartile	44.1%	55.9%
Upper Quartile	44.1%	55.9%

The data for team members shows another positive result, with a negative mean favouring women by 4.2% (a further growth of 0.5% vs. last year) and the median average again slightly favouring women by 1.2%. Women are well positioned across each quartile with the strongest position being in the two upper quartiles with over 55% share, a similar position to previous year though slightly lower share of upper quartiles as we see more females progress to management positions.

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, Management Academy and Leadership 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 2021