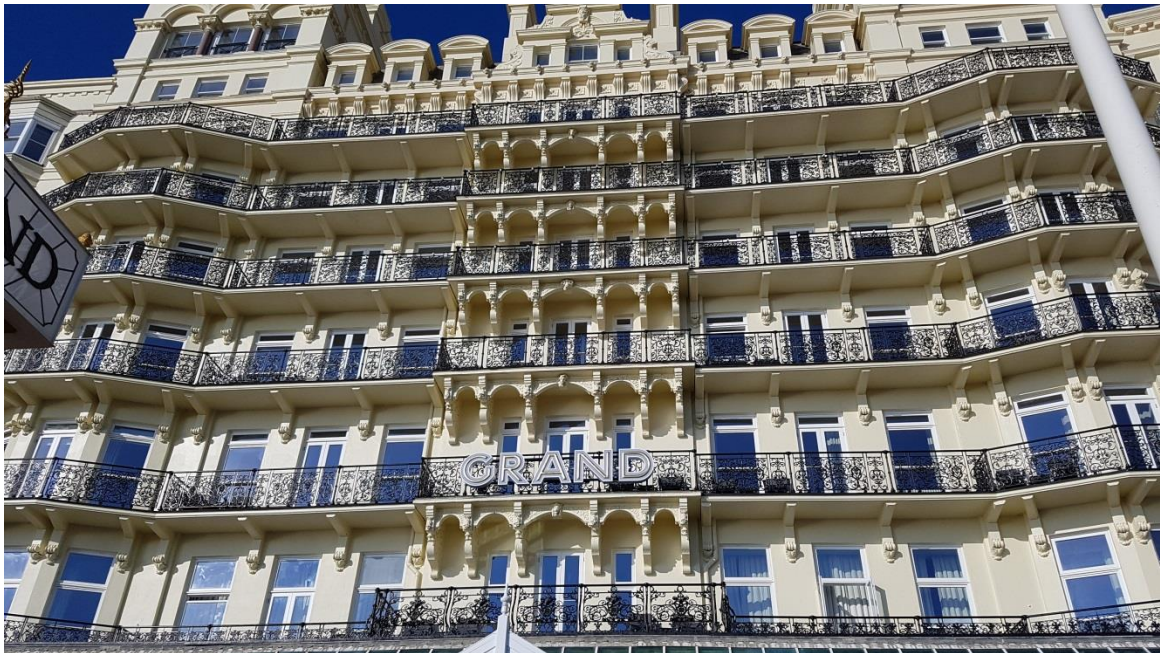


# 2021 Gender Pay Gap Statement



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, 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 equivalent jobs across our business.

In our fifth year of reporting the gender pay gap, we are proud that we have again a very **impressive minimal pay gap only slightly favouring men in our workforce**, as well very encouraging results in both team member and management levels of our business. The pay gap has slightly reduced year on year (from last year’s impressive negative pay gap favouring women) following a reduction in headcount due to COVID (over 25%), the closure of our spa and restructure of our sales departments, both heavily staffed and managed by women. This year’s statistics include both a management bonus scheme, an end of year bonus from our owner for all eligible employees 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 2021	
Total Employees	219
Male Employees	45.66%
Female Employees	54.34%
Total Management Team	31
Male	41.9%
Female	58.1%

## All Employees

Across the 16 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><b>Mean gender pay gap</b> - is the difference between mean average hourly earnings of males and females</p>	<p><b>Gender Pay Gap - TOTAL</b></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;">0.49%</td> </tr> <tr> <td style="padding: 2px;">Median Gap</td> <td style="text-align: right; padding: 2px;">-1.68%</td> </tr> </table>	Mean Gap	0.49%	Median Gap	-1.68%	<p><b>Median gender pay gap</b> is the difference between median hourly earnings of males and females</p>
Mean Gap	0.49%					
Median Gap	-1.68%					

Quartiles	Men	Women
Lower Quartile	56.4%	43.6%
Lower Middle Quartile	50.0%	50.0%
<b>Upper Middle Quartile</b>	<b>30.9%</b>	<b>69.1%</b>
<b>Upper Quartile</b>	<b>45.5%</b>	<b>54.5%</b>

The figures show that mean average hourly earnings for female employees are only marginally lower (0.49%) than that of males. Similarly, when looking at the median average, the difference favours women for another year by 1.68%. This is the first year in five where the mean has not reduced (last year was a very significant negative gap) but this can be attributed to the permanent closure of our spa department following a flood during the pandemic which was entirely staffed by female employees and the loss of 5 female managers here and in a reduced size sales department.

Overall, in each quartile of pay rates, women are particularly well represented. The lower quartile is 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 70% of both the upper middle and 55% of the upper quartiles being filled by women. In the last three years, the balance has swayed significantly in favour of women – this year’s figures again improving 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	91.0%
Proportion of Females	87.3%

Bonus Gender Pay Rate Gap	
Mean Gap	0.19%
Median Gap	0.43%

Bonus Gender Pay Gap	
Mean Gap	9.26%
Median Gap	0.00%

The figures relating to bonus payments show incredible improvements year on year, with both the bonus pay and the bonus pay rate gap improving considerably – a 27% reduction over two years to now only negligibly favouring men at 0.19%. The end of year bonus paid to the team from our owners has heightened the % of the team both male and female receiving bonus this snapshot year.

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	15.89%
Median	4.63%

Quartiles - Management Team		
	Men	Women
Lower Quartile	37.5%	62.5%
Lower Middle Quartile	42.9%	57.1%
Upper Middle Quartile	37.5%	62.5%
Upper Quartile	50.0%	50.0%

The gender pay gap picture at a management level would suggest that the gap is wider than the overall picture with a 15.89% mean gap favouring men. However, this is a significant improvement by over 5% vs. last year's figures. Within this level of our business, all roles are single employee roles. It is encouraging to see the growth of women in all quartiles, with the upper middle and upper quartiles strengthening again in comparison with last year, now close to 60% for the first time.

## Team Members

### Gender Pay Gap STATS - Team Members & Supervisors

Mean	-2.22%
Median	- 1.68%

### Quartiles - Team Member

	Men	Women
Lower Quartile	57.45%	42.55%
Lower Middle Quartile	53.19%	46.81%
Upper Middle Quartile	53.19%	46.81%
Upper Quartile	42.55%	57.45%

The data for team members shows another positive result, with a negative mean favouring women by 2.22% and the median average again slightly favouring women by 1.2% - another year favouring women. Women are well positioned across each quartile with the strongest position being in the upper quartiles with over 55% share, a similar position to previous years.

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, Managing Director 1st March 2022