

GENDER PAY GAP 2022

PRODUCED BY DATAPLAN PAYROLL LIMITED

What is the gender pay gap?

The Gender Pay Gap is the difference in average pay between men and women across an organisation, regardless of their role. Differences in pay between men and women may be for a variety of reasons including the number of women and men in each role or the number of men and women across the business.

Gender Pay reporting applies to all UK companies with over 250 employees. It involves ranking employees by their average hourly pay and then splitting them into four equal quartiles – lower, lower middle, middle and upper.

Under the law, men and women must receive equal pay for:

- The same or broadly similar work;
- Work rated as equivalent under a job evaluation scheme; or
- Work of equal value.

London and Regional Group Properties Ltd.'s approach to equality

This report includes information from The DoubleTree by Hilton – Manchester Airport, Lea Marston Hotel in Sutton Coldfield, The Abbey Hotel in Redditch and DoubleTree by Hilton – St Anne's Manor.

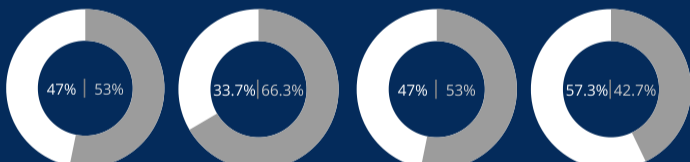
We are committed to supporting every individual to unlock their potential. Building an inclusive team culture that reflects the diversity of the guests that walk through our doors. We are committed to ensuring that the words, language and tone of voice that we use reflects gender equality.

It is incredibly important to our business that everyone is given equal opportunities to reflect their skills and performance when it comes to recruitment, development, progression and pay.

PAY DATA

PAY QUARTILES

The result showing the proportions of males and females in each of four quartile bands. The four quartile bands are in ascending order from the lowest hourly rate of pay to the highest hourly rate of pay.



Quartile 1 (lower)

Quartile 2

Quartile 3

Quartile 4 (upper)

The figures set out above have been calculated using the standard methodologies used in the Equality Act 2010 (Gender Pay Gap Information) Regulations 2017.

Averages

Mean: A calculation of adding up all of the numbers in a set field and dividing the result by how many numbers were on the list.

Mean Average Hourly Rate: A result comparing the mean average hourly rate paid to males versus the mean average hourly rate paid to females.

Mean Average Bonus Pay: A result comparing the mean average of bonus pay paid to males versus the mean average bonus pay paid to females (for the period of 12 months prior to the snapshot date).



DIFFERENCE IN HOURLY RATE

MEAN	MEDIAN
Women's mean hourly rate is 8.2% lower than men's	Women's median hourly rate is 4% lower than men's

When comparing mean hourly rates, women earn **91.8p for every £1** men earn

When comparing median hourly rates, women earn **96p for every £1** men earn

The current UK Gender Pay Gap average mean sits at 5.45% and a monetary differential of £1.44. Although Michel Ventures' percentage mean is greater than the UK average, in monetary terms we are at £0.51 lesser variant.

The current UK average median is 9.71% where Michel Ventures is at 4.0% and £2.01 lower than the UK average median monetary difference.

Median: A calculation of listing all the numbers in a set field in ascending order to identify the central number of that list. In the case that there is an even number of results, the median will be the mean of the two central numbers.

Median Average Hourly Rate: A result comparing the median average hourly rate paid to males versus the median average hourly rate paid to females.

Median Average Bonus Pay: A result comparing the median average of bonus pay paid to males versus the median average bonus pay paid to females (for the period of 12 months prior to the snapshot date).

GENDER PAY GAP 2022

PRODUCED BY DATAPLAN PAYROLL LIMITED

Bonus Payment Proportions: A result showing the proportions of both males and females that have received a bonus payment (within the period of 12 months prior to the snapshot date) as a percentage of the total number within their gender type.

Bonus payments are performance based and paid at the discretion of the Company. Like for like roles are measured by the same KPI's and offer the same earning potential for each employee in that role. Some roles in the business are standalone and have no other internal comparator to measure bonus potential against and will therefore be matched to market expectations where reasonable. Circumstantial and time bound specific items (e.g., recommend a friend) are available to all employees, and payment levels for these types are guided by written policies

BONUS DATA



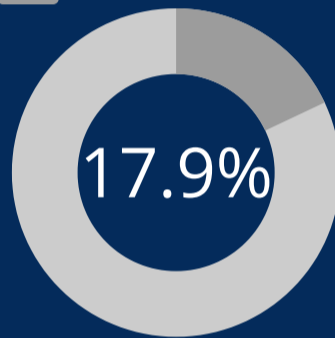
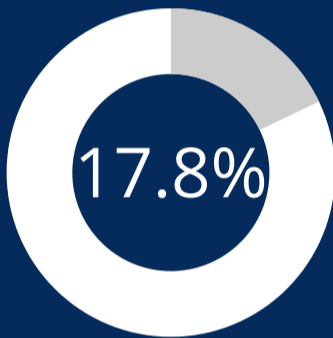
PROPORTION OF STAFF RECEIVING A BONUS PAYMENT



Proportion of men receiving a bonus payment



Proportion of women receiving a bonus payment



The percentage and proportion of females that received bonus pay is greater than males who received bonus pay, this data stems from the larger ratio of females to males in the business.



BONUS PAY GAP

MEAN	MEDIAN
Women's mean bonus pay is 53.8% lower than men's	Women's median bonus pay is 35.7% lower than men's

The mean and median gender bonus gap compares favourably with that of other organisations especially those within our industry. With the percentage number of males and females receiving bonus at 0.01% differential and the mean and median monetary value figure of a comparatively small value.

A message from Sir David Michels, Chairman of Michels and Taylor (London) Limited

What are we doing to address our gender pay gap?

We are proud to compare favourably with that of many organisations across the whole of the UK economy and within the hotel sector in particular. Although the gap is of a positive level in both percentage and monetary terms, we are committed to continuing to do what we can to reduce the gap further.

We are aware that there are certain factors that limit our scope to act in some areas, for example we have no direct control over an individual's chosen career.

We offer numerous training and development programmes at all levels across the business, including in-house management training and apprenticeships, partnering with carefully selected training providers. These programmes are offered to males and females both internally and externally via our recruiting channels.

We recognise the small number of requests for flexible working among male employees compared with the consistently growing number of women who apply for flexible working, part time roles and those who choose not to return to work post maternity leave. It is expected that there may shortly be the right to request flexible working from day one of employment and this, coupled with our ethos that those working at all levels and areas will be considered for flexible working regardless of their role and level of seniority, and note just limited to part time working, may impact the possibility that the gap could widen in the coming years.

We are committed to:

- Continually reviewing rates of pay for those in similar roles to ensure fairness, regardless of gender.
- Continuing to encourage diversity and inclusion across all levels and roles.
- Delivering regular diversity, inclusion, and equity training to all Team Members.
- Review family friendly options with a focus on accessibility across both genders.
- Ensuring rewards management and bonus payment policies are fair and equitable.
- Reviewing rates of pay against external benchmarking to ensure we remain competitive.