



INTRODUCTION



"We're committed to being an employer that both women and men want to work for equally and I've been driving a better balance since I joined and will continue to do so".

Brian McCarthy, Managing Director



"Our philosophy is one of inclusion, we are fully committed to a fair and inclusive environment. The Company will appoint, reward, train, develop and promote on the basis of merit and ability".

Moira Laird, Human Resources Director



Valor Hospitality Europe manage and operate hotels on behalf of Bryant Park Hospitality (BPH) who welcomes the opportunity to report on our gender pay gap. We are committed to diversity and equality across all areas of our business.

We believe that increased transparency will shine a light on areas where improvements can be made, which will be beneficial to all of our employees and to our business.

We recognise that remedying the issues brought to light, by gender pay gap reporting, will not be a quick fix and that meaningful initiatives need to be put in place to achieve sustained progress.



THE GENDER PAY GAP IS DIFFERENT TO EQUAL PAY

The gender pay gap measures the difference in average hourly pay between women and men. Equal pay measures what women and men are paid for doing the same or similar work of equal value.

There are three employing entities in the Bryant Park group: Bryant Park Hospitality UK Limited, Bryant Park Employees and Services Limited and Bryant Park Employees and Services No.2 Limited. Out of these, two entities (Bryant Park Hospitality UK Limited and Bryant Park Employees and Services Limited) have more than 250 employees, which means that we are legally obliged to publish the gender pay gap results for these companies. In order to be fully transparent, we have additionally conducted a gender pay gap analysis of all three entities combined. We are electing to voluntarily publish these results.

A business gender pay gap is not necessarily indicative of an equal pay issue. An equal pay issue arises, under the Equal Pay Act 1971 and the Equality Act 2010, where women receive less favourable treatment than men in terms of pay and conditions, for doing the same role or "like work", and there are no factors to objectively justify this disparity.

We have conducted an Equal Pay Review of the Bryant Park group and we are satisfied that there are no equal pay issues within the business.

GENDER PAY GAP REPORTING REQUIREMENTS



The Gender Pay Gap Regulations require that from April 2018 all private and voluntary sector employers with 250 or more employees will be required to publish on an annual basis:

Overall gender pay gap figures calculated using both the mean and median average hourly pay;

The numbers of men and women in each of four pay bands (quartiles), based on the employer's overall pay range. This will show how the gender pay gap differs across the organisation, at different levels of seniority;

Information on the employer's gender bonus gap, that is the difference between men and women's mean and median average bonus pay over a 12-month period; and

The proportion of male and female employees who received a bonus in the same 12 month period.



FROM

APRIL 2018

all private and voluntary sector employers with 250 or more employees will be required to publish on an annual basis:

Overall gender pay gap figures calculated using both the mean and median average hourly pay

OUR ANALYSIS

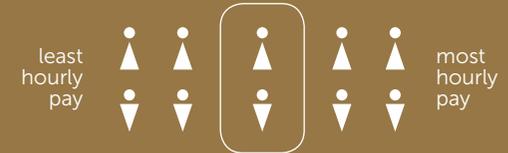
MEAN HOURLY PAY GAP



A "mean" average involves adding up all of the numbers and dividing the result by how many numbers were in the list.



MEDIAN HOURLY PAY GAP



The difference = median hourly pay gap

A "median" average involves listing all of the numbers in numerical order. If there is an odd number of results, the median average is the middle number. If there is an even number of results, the median will be the mean of the two central numbers.

Combined Analysis for all 3 employing entities

- The Bryant Park group median gender pay gap is 3.95%
- The Bryant Park group mean gender pay gap is 11.91%
- The Bryant Park group salary quartiles are:

SALARY QUANTILES	% Male in quartile	% Female in quartile
Quartile 1 (lowest)	38.32%	61.68%
Quartile 2	47.51%	52.49%
Quartile 3	48.82%	51.18%
Quartile 4 (highest)	51.57%	48.43%

Analysis for Bryant Park Hospitality UK Limited

- The median gender pay gap is 2.98%
- The mean gender pay gap is 11.47%
- The salary quartiles are:

% Male in quartile	% Female in quartile
35.52%	64.48%
41.86%	58.14%
48.84%	51.16%
46.33%	53.67%

Analysis for Bryant Park Employees and Services Ltd

- The median gender pay gap is 0.38%
- The mean gender pay gap is 10.14%
- The salary quartiles are:

% Male in quartile	% Female in quartile	SALARY QUANTILES
51.92%	48.08%	Quartile 1 (lowest)
55.77%	44.23%	Quartile 2
50.96%	49.04%	Quartile 3
57.14%	42.86%	Quartile 4 (highest)

OUR ANALYSIS



WHY DO WE HAVE A GENDER PAY GAP?

Our median gender pay gap is less than 4%. Although there is room for improvement, we are pleased with this result particularly when it is compared to the national and sector averages. We hope that our new initiatives in this area will pay off and that the gap will be even smaller next year. The Office for National Statistics ("ONS") prefer to use the median figure because it is not distorted by a small number of higher earners within a business.

We have conducted further analysis and established that the reason for the gap is our General Manager population is made up of 16 men and one woman. This population are paid the highest salaries. We are focused on developing our own future talent General Managers and this development group has 29% female representative and we are committed to growing this. Focus groups and mentoring will assist us achieving this. This explains the reason for the mean gap being around 11% for each analysis.

Although the General Manager role is male dominated, it is notable that the hotel senior manager population, at the level below General Manager, is largely female. We find this very encouraging, in terms of gender representation in senior positions at our hotels. It also means that we have a pipeline of female talent ready to feed into our General Manager roles and we will work to attract those in Revenue, Finance and Sales as well as Operations Managers roles through this pipeline.

MEDIAN
gender pay gap is
less than

4%

MEAN
gender pay gap is
around

11%



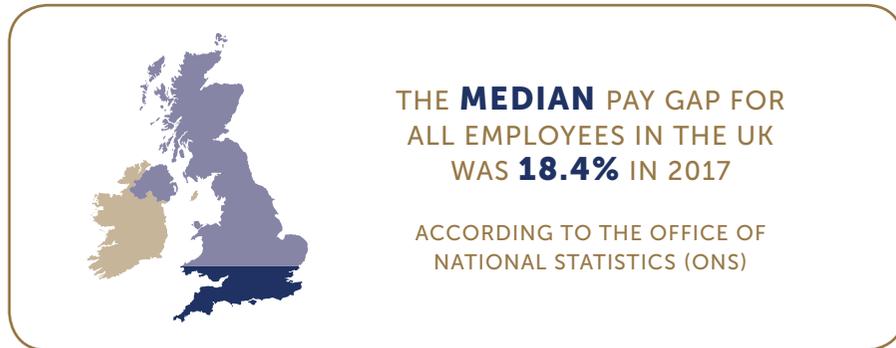
FEMALE REPRESENTATION IN THE WORKFORCE

There is a very good level of female representation across the Bryant Park Entities with 53.44% of the workforce being women. Women make up 48.43% of the highest paid salary quartile. We believe that this is partly due to us offering a large proportion of roles on a part-time or flexible basis. Additionally hotel work can have flexible start and finish times, in many instances outside of the traditional 9-5.30 office hours. These factors mean that the roles offer flexibility and work life balance, which is particularly important for many women as they remain predominantly the primary childcare providers in the UK.



53.44%
workforce are women

WHERE DO WE SIT IN COMPARISON TO OTHER EMPLOYERS?



We are pleased to report that our gap is a fifth of the national average. The ONS also reports on the gender pay gap by sector. The figures relevant to our sector are set out below:

	Median gap	Mean gap
Accommodation and food service activities"	5.4%	11.2%
Sub-category: "Hotel and similar accommodation"	7.6%	11.9%
Sub-category: "Food and Beverage Activities"	5.0%	11.9%

We are satisfied that our mean gap (11.91%) is broadly in line with the sector average and our median gap (3.95%) is better than the sector averages.



BONUSES



COMBINED ANALYSIS

Women's bonus pay is

25.8% lower (mean) 29.20% lower (median)

Who received a bonus

17.65% of men 24.78% of women

{The bonus gap for all 3 entities combined}

BRYANT PARK HOSPITALITY UK LTD

Women's bonus pay is

31.94% lower (mean) 15.08% lower (median)

Who received a bonus

24.15% of men 17.36% of women

BRYANT PARK EMPLOYEES & SERVICES LTD

Women's bonus pay is

22.46% lower (mean) 4.67% lower (median)

Who received a bonus

22.15% of men 31.96% of women

The majority of annual bonus scheme participants are the General Manager and in general the hotel senior managers. Annual bonus terms are identical for men and women and by all functional participation. There are established eligibility criteria based on hotel performance which are determined centrally and applied consistently across all hotels. You will be invited to participate in such a scheme if you work in a role which qualifies for it, regardless of your gender. The bonus scheme rules contain clear eligibility criteria and details of the way in which the bonus will be calculated. These rules apply equally to men and women.

As explained above, the majority of the General Manager population is male and this role attracts the highest bonus payments. Whereas the hotel earning incentive schemes is a low level bonus scheme, focusing on the departments of revenue, front office and housekeeping where the majority of the employee group are female.

As far as we are aware, national average figures are not available in relation to bonus.

WHAT ACTION ARE WE TAKING TO ADDRESS OUR GENDER PAY GAP?

WHILE WE ARE PLEASED WITH OUR RESULTS, WE ARE COMMITTED TO TAKING ACTION TO CLOSE THE GAP

🕒 Help women progress from senior manager roles to General Manager

As noted in this report we have a pipeline of female talent in Senior Manager roles. We need to understand what women see as the obstacles in preventing them from achieving progression to General Managers. We are developing and implementing strategies and actions to overcome this. We are working with a focus group of representatives to find fit for purpose solutions which are likely to include bespoke training and a mentoring programme.

🕒 Advertising and promoting

We are rolling out new recruitment and selection skills training for hiring managers to underpin our existing policies on creating a fair and inclusive environment for all including gender, nationality, ethnicity, sexual orientation, disability or age.

🕒 Measuring employee satisfaction at work and taking actions to improve this

🕒 The introduction of demographic and gender analysis from the employee engagement survey

We hope that these outputs will assist us to measure the engagement of each group and help in the identification of any barriers that we will work to overcome.

🕒 Through asking and listening to the business to understand what we can do better

Each hotel business and the Company has a formal Consultative Forum made up of representatives, where employees can raise concerns and propose ideas.

