

GENDER PAY GAP

APRIL 2017

We are a relevant employer required by law to carry out Gender Pay Reporting under the Equality Act 2010 (Gender Pay Gap Information) Regulations 2017. This involves carrying out six calculations that show the difference between the average earnings of men and women in our organisation as at the 5th April 2017 snapshot date; it will not involve publishing individual employees data.



SUMMARY

The above graphic refers to the number of females per male "relevant" employee across glh, expressed as a ratio of Females/Males. Under the GPG requirements, we are asked to disclose metrics on "Full Pay" employees & "Relevant" employees; which are defined as:

Relevant Employee - a person who is employed by the relevant employer on the snapshot date

Full Pay Employee - a "relevant employee" who is not, during the relevant pay period, being paid at a reduced rate or nil as a result of the employee being on leave; "leave" includes: annual leave, Maternity/Paternity/Adoption/SPL, other leave.

*This is not a statutory reporting requirement

We are proud to employ people from all backgrounds and believe that this can help us better meet the needs of all our guests. The Company is committed to providing opportunities to all employees regardless of their gender, sex (including pregnancy, maternity and paternity leave), sexual orientation, gender reassignment, marital status (including civil partnership status), race or ethnic origin, religious belief, disability, age, part-time or fixed-term working or trade union membership.

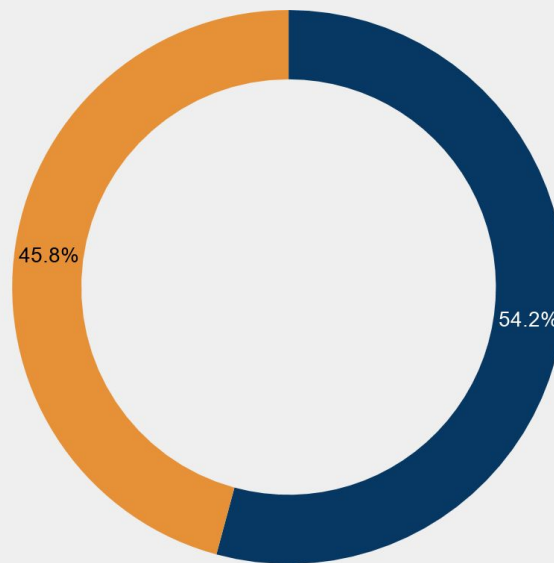
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PROPORTION OF FULL PAY MALES & FEMALES BY BUSINESS LEVEL

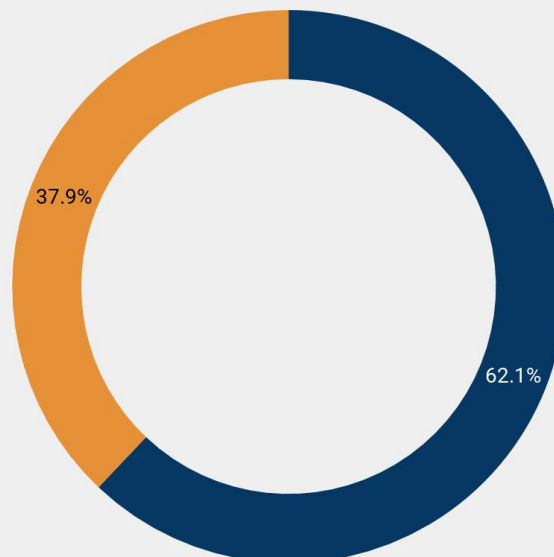
HOTEL OPERATIONS

- Male %
- Female %



HOTEL MANAGEMENT

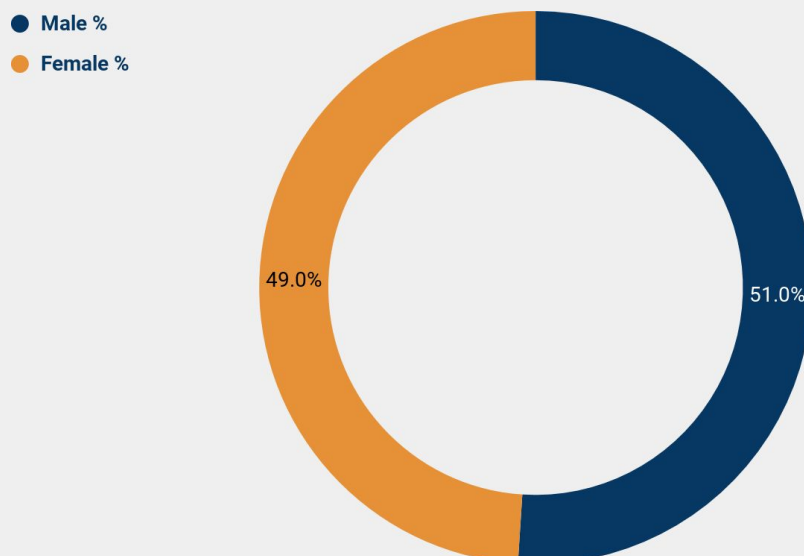
- Male %
- Female %



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HEAD OFFICE & CORPORATE FUNCTIONS



SUMMARY

The above graphs detail the overall Male / Female percentage split within various occupational levels at glh. These are defined as:

Hotel Operations: All Hotel based employees, excluding General Managers, Hotel Managers, Operations Managers etc.

Hotel Management : All Hotel based management, including General Managers, Hotel Managers, Operations Managers etc.

Head Office & Corporate Functions : All other employees whereby GLH Heathrow & Euston Support Offices are the substantive place of work.

***This is not a statutory reporting requirement**

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GENDER PAY & BONUS GAP

	Mean (M/F)	Median (M/F)
Hourly Rate	13.43%	4.12%
Bonus	15.65%	-19.46%

SUMMARY

Hourly Rate

Under GPG requirements, we are required to publish statistics relating to both the mean and median gap in Hourly rates of pay between males and females. This is defined as “Ordinary Pay”, and will include base pay, allowances, leave pay or any shift premium pay received during the “Relevant Pay Period”.

In cases whereby the mean, or median pay gap is expressed as a negative percentage, this indicates that women's gross hourly earnings are higher than those of men.

Mean: A mean average involves adding up all of the numbers and dividing the result by how many numbers were in the list. Mean averages are useful because they place the same value on every number they use, giving a good overall indication of the gender pay gap, but very large or small pay rates or bonuses can ‘dominate’ and distort the answer. For example, mean averages can be useful where most employees in an organisation receive a bonus but could be less useful in an organisation where the vast majority of bonus pay is received by a small number of board members.

Median: Median averages are useful to indicate what the ‘typical’ situation is i.e. in the middle of an organisation and are not distorted by very large or small pay rates or bonuses. However, this means that not all gender pay gap issues will be picked up. For example, a median average might show a better indication of the ‘middle of the road’ pay gap in a sports club with a mean average distorted by very highly paid players and board members, but it could also fail to pick up as effectively where the pay gap issues are most pronounced in the lowest paid or highest paid employees.

*This is a statutory requirement and includes “Full Pay Relevant Pay” employees only.

Bonus

In these regulations, the gap in bonus is calculated by looking at any remuneration that is in the form of money, vouchers, securities, securities options, or interests in securities, relating to profit

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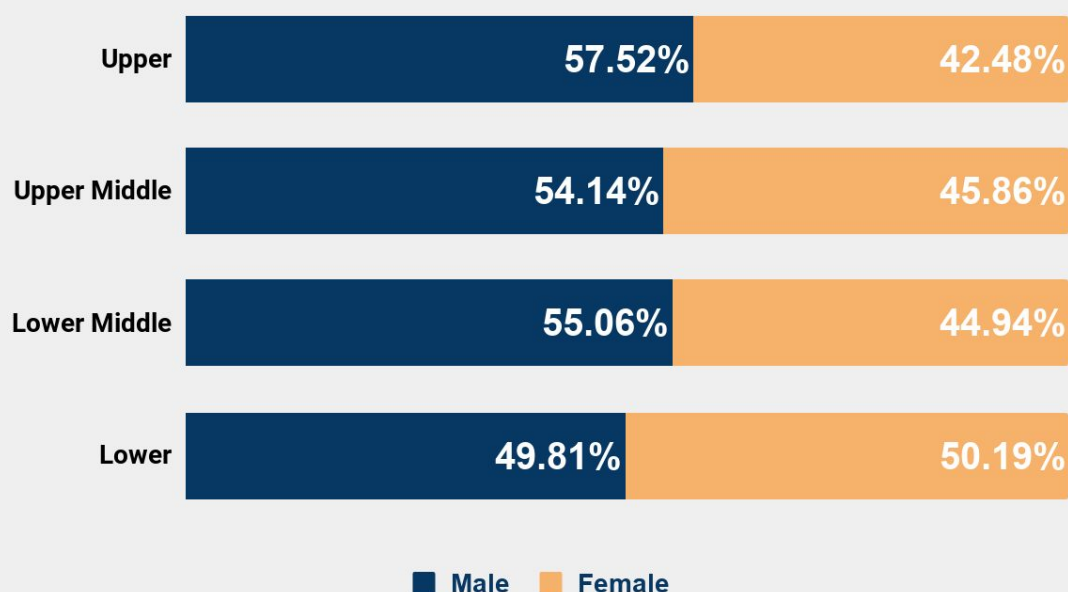
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sharing, productivity, performance, incentive or commission, paid in respect of a period (“the bonus period”), or simply 12 months to the snapshot date

In cases whereby the mean, or median pay gap is expressed as a negative percentage, this indicates that women's gross hourly earnings are higher than those of men.

*This is a statutory reporting requirement and includes all “Relevant” employees.

PROPORTION OF MALES & FEMALES BY PAY QUARTILE



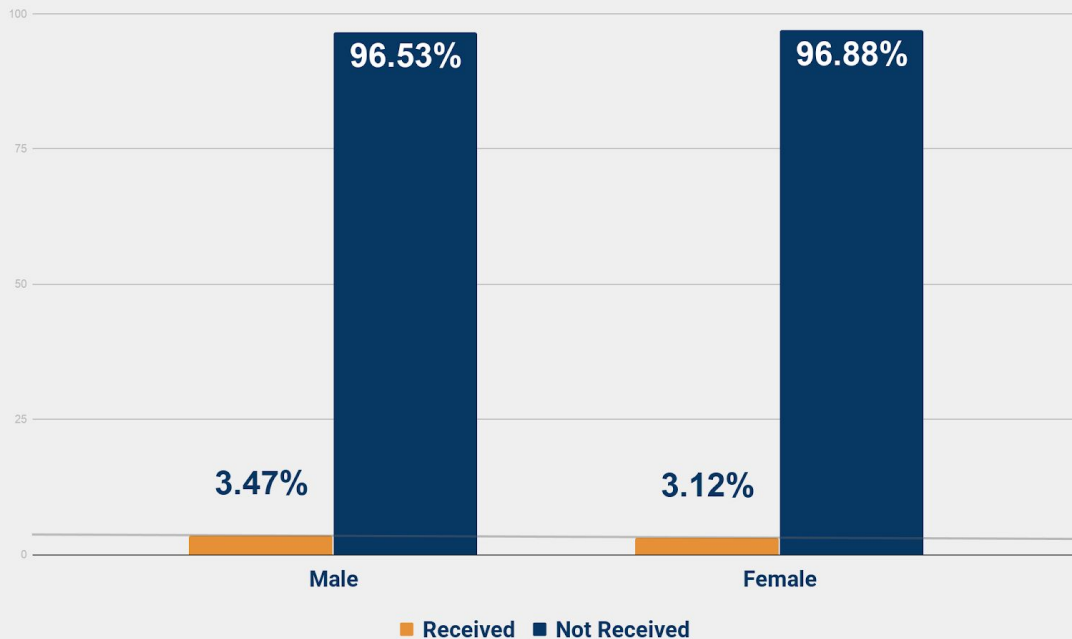
SUMMARY

The proportions of male and female full-pay relevant employees in the lower, lower middle, upper middle and upper quartile pay bands. The proportion of female full-pay relevant employees within each quartile pay band must be expressed as a percentage of the full-pay relevant employees within that band.

*This is a statutory reporting requirement and includes all “Full Pay - Relevant” employees.

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PROPORTION OF MALES & FEMALES IN RECEIPT OF BONUS

SUMMARY

This graph details the percentage of Males and Females who were in receipt of a bonus, during the relevant bonus period.

*This is a statutory reporting requirement and includes all “ Relevant” employees.

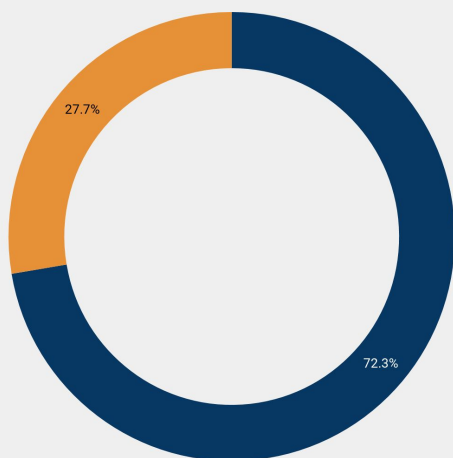
At glh, a non-contractual, discretionary bonus may be awarded to employees who have met the required eligibility criteria.

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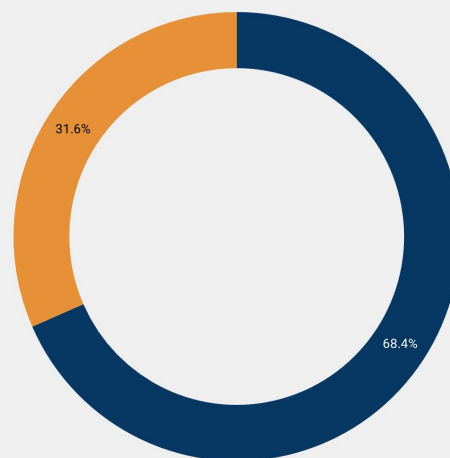
MALES

● Received
● Did Not Receive



FEMALES

● Received
● Did Not Receive



SUMMARY

This graph details the percentage of Males and Females in glh who were in receipt of a bonus, expressed against the total number of Males and Females who would have been eligible for a bonus due to contractual grade. The “Did Not Receive” total refers to the number of males and females who did not receive due to the other eligibility criteria not having been met.

*This is not statutory reporting requirement

FEMALE / MALE RATIO OF EMPLOYEES ELIGIBLE TO RECEIVE A BONUS



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SUMMARY

This graph details the ratio between Males & Females, who were eligible to receive , with a bonus payment being made to them with the “bonus” period. In short, for every 1 Male in receipt of a bonus, 0.81 Females were awarded a bonus.

*This is not a statutory reporting requirement.