

**UK GENDER
PAY GAP
2020**

Introduction

PPHE Hotel Group is an international hospitality real estate company operating across Europe. We consider our people as the heart of our business – whether delivering consistent operational excellence across our portfolio or managing our hospitality assets. Together we create valuable memories for our guests, which are brought to life through the values, ethos and identity of our unique and highly engaged team members. The circumstances of the global pandemic have made this ever more clear to us. It has never been clearer that Our People are at the heart of creating experiences for our guests, and that a mutually supportive team is necessary for everyone to respond to the challenges they face.

This report reflects our UK gender pay gap for 2020.



TRANSPARENCY & ACCOUNTABILITY

Gender Pay Gap	Equal Pay
The difference in average pay between men and women	Men and women are paid the same amount for doing the same or similar work.

**GENDER PAY GAP
REPORTING
ENHANCES
TRANSPARENCY &
ACCOUNTABILITY**

For the purposes of the reporting required in the UK, the gender pay gap is calculated annually based on data taken on 5 April, with the bonus gap calculations encompassing all bonuses, including incentive payments, paid over the preceding 12-month period up to that date. We calculate and publish our annual gender pay gap in accordance with the criteria provided by the Equality Act 2010 (Gender Pay Gap Information).



EFFECT OF COVID-19

Although there was a reduction in headcount and we were forced to place some team members on furlough, we saw the great value we have in the strength of character in our team members, many of whom overcame personal struggles throughout the year and others volunteered their time and energy to support those in need within their local communities and their own team members.

We aim to create an inclusive, open and fun working environment where our team members feel supported, motivated and empowered. The safety and well-being of our people continued to be the key priority during the Pandemic. Our care for our people during the Pandemic included:

- Launch of a comprehensive health, safety and well-being programme called 'Reassuring Moments'
- Pulse surveys and active gathering of team-member feedback
- (Re)Connect & (Re)Create Programme to 'check in' and engage with team members in the UK and Netherlands in live online sessions focused on many topics, including mental health and wellbeing
- Encouraging contact with our Mental Health First Aiders
- New internal communications initiatives, including our 'Staying Connected' weekly digital newsletters
- **We are aware that the effects of the Pandemic have been gendered. An example of how this applies to our team, we are proud that all our housekeeping activities are in-house. This has meant that we have been able to provide the full support for our housekeeping colleagues. The majority of our Housekeeping Teams members are women.**

Housekeeping activities, especially cleaning, have been key to our Covid-19 safety efforts, but at the same time, the prior skills training and required educational qualification for Housekeeping teams means that these are roles at the lower end of our pay-scale. We very much anticipate a good number of our Housekeeping Team working their way up through the organisation in alignment with our internal promotion policies and our desire to grow our team from within.

We have worked to ensure that as many team members were retained as possible whilst our hotels were forced to close during the pandemic. As well as Government furlough schemes, we operated secondment programmes to the NHS in the UK, and other support for the healthcare sector and key workers across the UK. We are proud that we kept people safe and in work throughout the pandemic.



HOW WE CONTINUE TO TACKLE OUR GENDER PAY GAP

We have a broad range of careers available at an operational and support services level. Hospitality offers unique advantages, including that team members entering the business and industry at entry-level positions can learn a variety of different business skills, and be promoted internally. We are proudly developing new hotels to bring to the public, so are able to offer team members development in many areas traditionally dominated by one sex. Various skills are highly sought-after including:

- Engineering and architecture
- Health and fitness expertise
- Housekeeping skills
- Kitchen-based and restaurant staff
- Customer service activities
- Concierge
- Accountancy
- Law
- Security

Through our award-winning Learning & Development programmes and apprenticeship scheme, we continue to seek actively to increase diversity and representation at all levels.

Even during the pandemic, we were proud to support 19 colleagues passing their Foundation in Management course. This programme is designed to support team members over nine months to achieve their personal career development goals.

STATUTORY DISCLOSURES

The figures below show the gender balance within the two employing entities where reporting is required.

PPHE Support Services Limited

Mean Pay Gap	23%
Median Pay Gap	0%
Mean Bonus Gap	(-)161%
Median Pay Gap	(-)78%

Proportion received a bonus payment:

Female	75%
Male	30%

	Women	Men
1 st Quartile women : men composition %	59%	41%
2 nd Quartile women : men composition %	86%	14%
3 rd Quartile women : men composition %	100%	0%
4 th Quartile women : men composition %	33%	67%

Riverbank Hotel Operator Limited

Mean Pay Gap	(-)6%
Median Pay Gap	(-)20%
Mean Bonus Gap	(-)14%
Median Pay Gap	(-)91%

Proportion received a bonus payment:

Female	22%
Male	11%

	Women	Men
1 st Quartile women : men composition %	33%	67%
2 nd Quartile women : men composition %	33%	67%
3 rd Quartile women : men composition %	0%	100%
4 th Quartile women : men composition %	33%	67%



All information is confirmed as factually correct.

Jaklien van Sterkenburg, Executive Vice President People & Culture | Head of HR