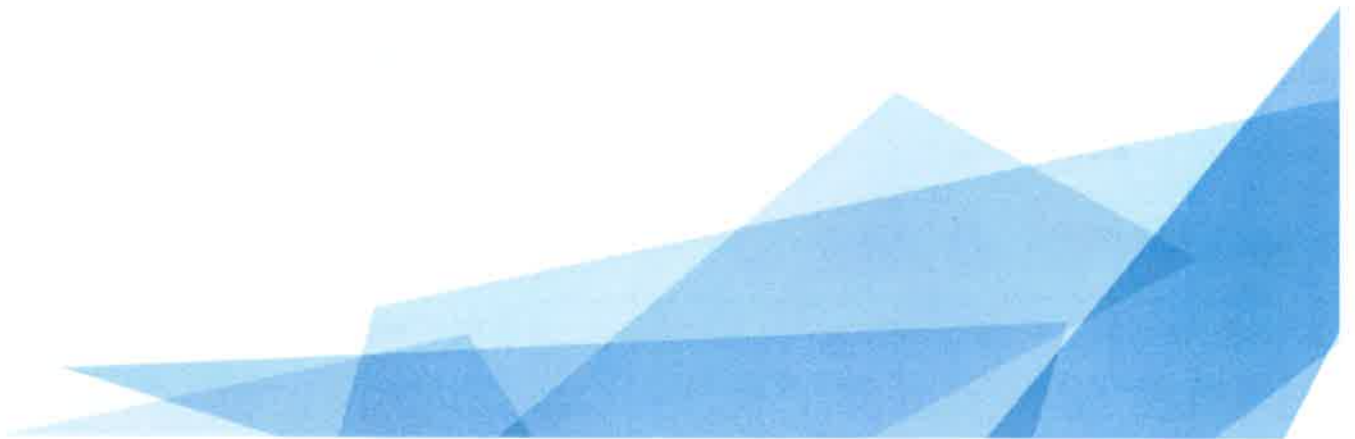




# Marston Hotels Limited Gender Pay Gap Reporting

March 2018



# Marston Hotels Limited Gender Pay Gap Reporting 2018

Marston Hotels Limited owned Aldwark Manor Golf & Spa Hotel, Bridgewood Manor, Cambridge Belfry, Crewe Hall, Hampshire Court, Hellidon Lakes, Oxford Belfry, Stratford Manor, Tankersley Manor and The Stratford until September 2017, when these hotels were sold to companies which are asset managed by Aprirose Limited ('Aprirose'). Aprirose has engaged Redefine BDL Hotels ('RBH') to manage the 10 hotels on their behalf.

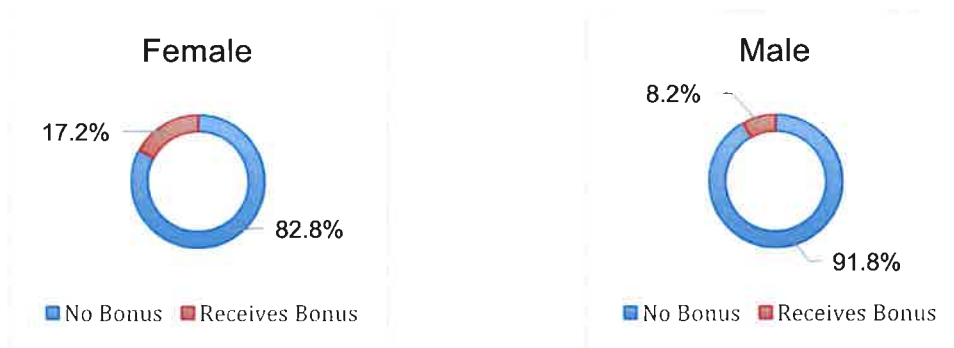
The data presented below has been prepared in accordance with the *Equality Act (Gender Pay Gap Information) Regulations 2017*. The figures are based on information received during the sale and transition process of RBH commencing management of the abovementioned hotels, which we believe is correct as at 5 April 2017.

## Pay and Bonus Gap

	Difference between men and women	
	Mean	Median
Hourly fixed paid	10.14%	0%
Bonus paid	55.13%	56.25%

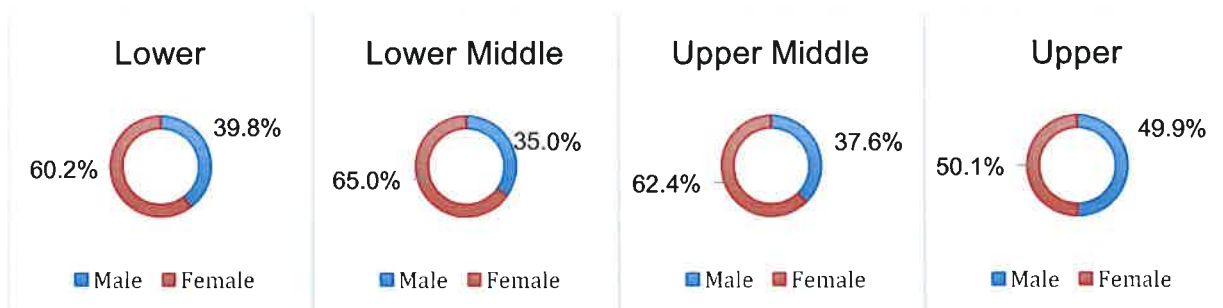
The table above shows the overall mean and median gender pay gap based on hourly rates of pay as at the snapshot date (i.e. 5 April 2017). It also captures the mean and median difference between bonuses paid to men and women at the 10 hotels in the year up to 5 April 2017, e.g. for the 2016 performance year.

## Proportion of Employees Award a Bonus in 2016



We acknowledge that a larger proportion of female employees received a bonus in the relevant period yet there is a reported gender pay gap for bonuses paid. The difference is largely due to the types of payments which are captured by the legislative definition of bonus. For example a large number of female employees awarded a bonus were spa therapists who receive regular small commission payments, which is required to be compared to the performance based bonuses members of the senior leadership team have received in that same period.

## Pay Quartiles



The above image illustrates the gender distribution within the 10 hotels and across four equally sized quartiles. We are confident that men and women are paid equally for doing equivalent jobs across the business and that as we progress towards a 50:50 balance, the gender pay gap will reduce.

### Narrative and Next Steps

RBH has only recently started to manage the 10 hotels on behalf of Apriose and ongoing analysis of the results will continue. As we have not had control over the pay and remuneration strategy, addressing the gender pay gap will take some time. Having said that, our preliminary analysis has found that men and women are paid equally for performing equivalent jobs and, similar to other organisations, the gender pay gap is due to the level of male representation within the senior leadership team at this hotel.

In determining pay and reward for employees, a number of factors are considered, including legislative requirements, general economic climate, overall company performance as well as the external market for the types of roles that are on offer in a hotel. Pay and reward has to consider all of the above factors, while at the same time recognising the work and performance over and above the required standard, through bonus and incentives schemes which are determined at departmental level.

RBH, in managing the 10 hotels, is committed to continuing to attract and retain female employees and, in the case of these hotels, investing and developing female talent into leadership roles to move towards closing the gender pay gap.

Signed: SBland Date: 29/03/18

Title: CHIEF OPERATIONS SUPPORT OFFICER



