

T | A | HOTEL COLLECTION

All companies with over 250 employees are required to report on an annual basis, their gender pay gap. This document conveys TA Hotel Collection's results against the set of requested criteria.

It gives the Company an opportunity to further understand and address any gender imbalances within different populations of our workforce.

As a customer focused business, Diversity and Inclusion are vital for us. We believe that to put the customer at the heart of everything, we must have the best people for the roles, and be as diverse as possible.

We are confident that within each hotel we offer equal pay for equal work within roles.

Data as of 5th April 2017.

What is gender pay gap?

The issue of equal pay and gender pay gap are often confused.

Equal pay - concerns pay differences between individuals or groups performing the same or similar work.

Gender pay gap - is concerned with the differences in *average* earnings of men and women, regardless of their role or seniority.

Calculations

- The mean gender pay gap is a comparison of the *average* hourly rate of men compared to the average hourly rate of women. TA Hotel Collection have a mean gender pay gap of 14.7%, compared to a UK average of 18.1% (Office of National Statistics, 2016).
- The median gender pay gap is used to show the differences between the *middle* hourly rate when comparing men and women. So, putting all male hourly rates in order from lowest to highest and finding the middle value and doing the same for women, the difference for TA Hotel Collection this is 2.9%.

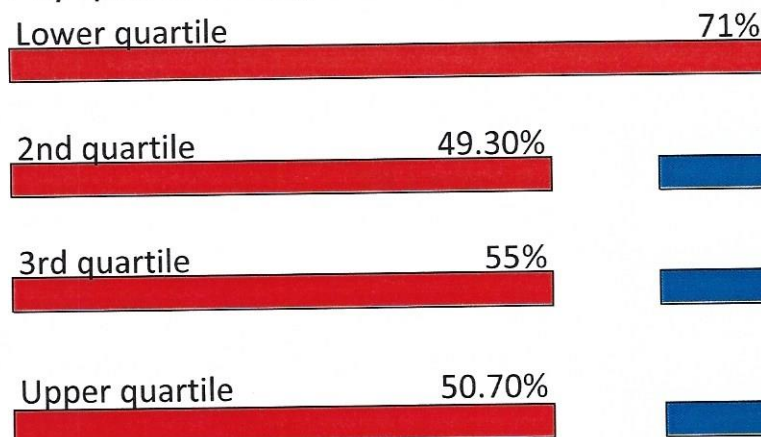
The same calculations are performed when using information on bonus payments. Bonuses include anything that relates to productivity, performance, service, incentive and commission.

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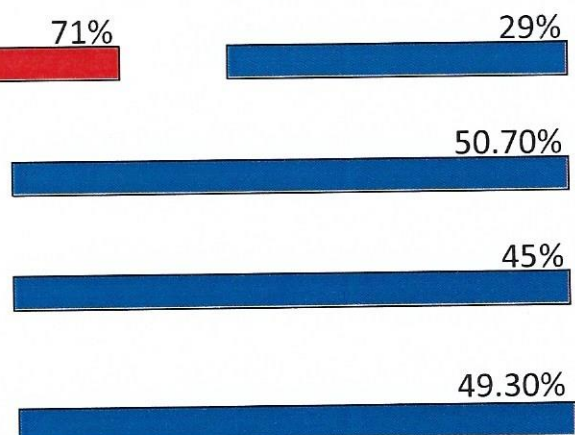
- The mean bonus gender pay gap is the difference between the *average* bonus pay that male and female employees receive, over the duration of the year to April 5th 2017. Our mean bonus gender pay gap is 13.22%.
- The median bonus pay gap is used to show the differences between the *middle* bonus payment received by men and the middle bonus payment received by women. Putting all male bonus payments in order from lowest to highest and finding the middle value and doing the same for women, the difference for TA Hotel Collection this is 27.06%.

<u>TA Hotel Collection gender pay gap</u>	
Mean pay gap	14.70%
Median pay gap	2.90%
Mean bonus gap	13.22%
Median bonus gap	27.06%
% of male employees receiving a bonus	98.50%
% of female employees receiving a bonus	98.89%

Pay quartiles by gender: **Women**



Men



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To calculate the pay quartiles, all hourly rates are placed in order, the list is divided into four equal parts and then the number of women and men are in each quartile are compared, with the lower quartile having the lowest hourly rate, and the upper quartile having the highest hourly rates.

As can be seen we have a higher level of women in the lower quartile, this is due to the employment roles chosen, where women more typically chose flexible and part-time roles to accommodate personal needs. In all other quarters there is a more even split between men and women.



TA Hotel Collection's approach to remuneration aims to ensure that all employees are paid fairly, based on the hotel's business performance and market conditions. We are committed to gender diversity and as we move into 2018 will continue to focus on employing the best available person for the role and paying them fairly, regardless of gender.

- We have increased the level of training available to all employees to enable all employees to reach their maximum potential within our business.
- We are ensuring that our appraisal system is used for all levels, enabling us to understand all training needs and acknowledge career aspirations.
- Our recruitment process ensures that we do not have gender-specific roles, and will continue to employ only the best available person for the role.

Agreed by Mr Guy Heald, Chairman

Signed:  Date: 22 March 2018